



CONTRACT OVERSIGHT DESK REVIEW

Our Kids of Miami-Dade/Monroe, Inc. #KJ114

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Our Kids of Miami-Dade, Inc.

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EXECUTIVE SUMMARY

The Department's Contract Oversight Unit performed a Desk Review for Our Kids of Miami-Dade/Monroe, Inc. (Our Kids), Contract #KJ114. Our Kids provides child welfare services for Circuits 11 and 16, which encompass Miami-Dade and Monroe Counties in the Southern Region of Florida since 2009. The scope of Our Kids' desk review was determined by Department of Children and Families Executive Leadership, with the intent of informing the development of a plan to address ongoing performance issues. The period under review encompasses data available as of October 2017.

NATIONAL SNAPSHOT

The charts and graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia and two territories and with more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence based programs and data analytics. Data on the following page provides information related to safety, permanency, length of time in care, placement and entries and exits. From 2012 to 2017, Our Kids has had a lower rate of children in care per 1,000 than the state and national averages.

Data Basics

Our Kids of Miami-Dade/Monroe, Inc.

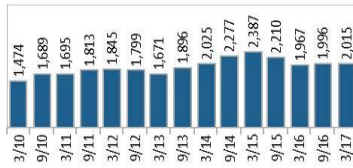
NOTE: Due to data source and timeframe presented, numbers may vary slightly from those presented in reports produced by FL DCFs.

Produced by Data Advocacy, Casey Family Programs

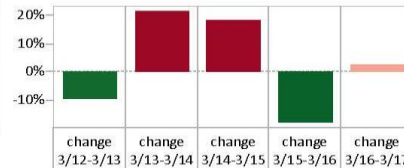
Data source: state-submitted AFCARS and NCANDS files
Date prepared: 9/5/2017

of children in care

(< age 18; as of last day of each month)

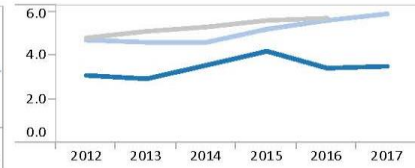


year over year change in the # in care



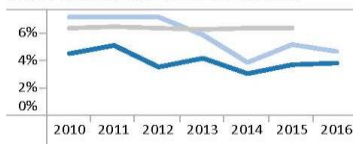
rate in care

(per 1,000, < age 18)

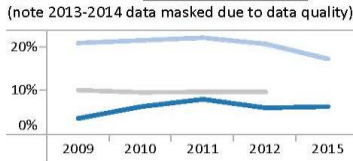


Safety

% children who experience repeat maltreatment within 6 months



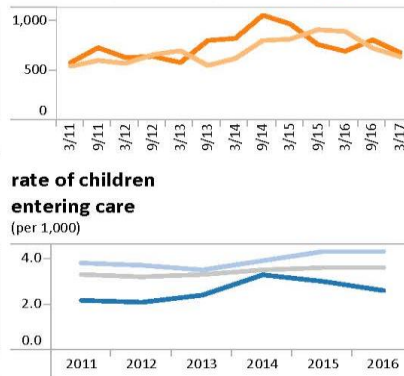
% children who experience repeat maltreatment within 12 months



Entries

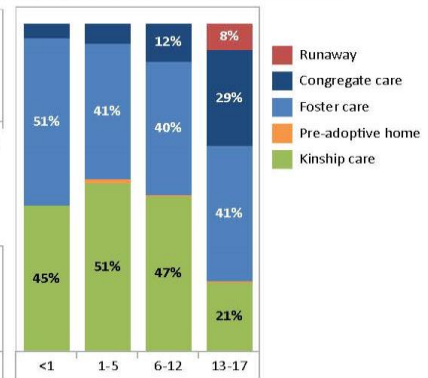
of children entering & exiting

(6 month entry cohorts ending on each date)



Placement

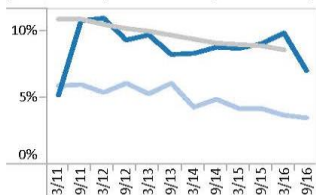
placement settings for children in care, by age (for all children in care on 3/31/2017)



Timely & Stable Permanency

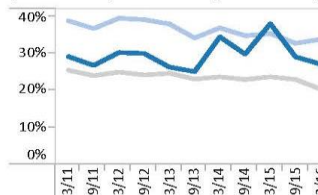
% permanency within 30 days of entering care

(6 month entry cohorts ending on each date)

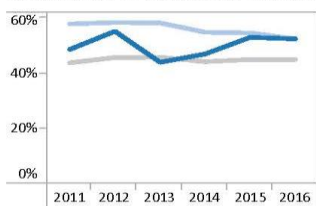


% permanency within 3-12 months of entering care

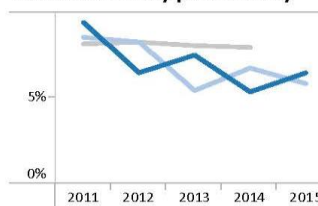
(6 month entry cohorts ending on each date)



% permanency w/in 12 months for children in care 12-23 months



% re-entering care w/in 12 months of timely permanency

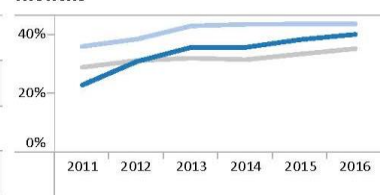


Children In Care 2+ Years (3/31/2017)

in care 2+ years

#	415
%	21%
state	16%
Nat'l (2016)	25%

% in care 2+ years at start of the year who achieve permanency w/in 12 months



profile of current caseload in care 2+ years

(for groups that represent at least 2% of the total; by age, placement type and case plan goal)

	ages 2-12			ages 13-17			
	Reunif	Adopt	NA	Reunif	Adopt	APPLA	Guard
Congregate care		2%			5%	5%	
Foster care	9%	26%	3%	3%	10%	3%	2%
Kinship care	4%	13%					

SECTION 1: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community Our Kids serves, including demographic information, a description of the child welfare partners and information about all child fatalities, including those investigated by the Department. Our Kids operates in the eleventh and sixteenth circuits in the Southern Region serving Monroe and Miami-Dade counties. The two neighboring counties have many variances from one another. The median household income in Monroe county is higher than the statewide average but, in Miami-Dade County, it is lower than the statewide average. And, while more of the Miami-Dade population is living in poverty compared to what is seen statewide, fewer people are living in poverty in Monroe County.

US Census Facts	Miami-Dade	Monroe	Florida
Median Household Income	\$43,129	\$57,290	\$47,507
Percent of population living in poverty	20.0%	11.3%	15.7%
Percent of population over 25 years old with high school diploma	80.1%	90.0%	86.9%
Percent of population over 25 years old with a college degree	26.9%	31.3%	27.3%

<https://www.census.gov/quickfacts/>

Table 1

CHILD FATALITIES

INFANT AND CHILD MORTALITY RATES

The birth rate was relatively stable, in both counties, from 2012 through 2016, however the infant mortality rate increased in both counties in 2016 and in Monroe County, the rate was the highest seen in either county in the past four years.

Birth Rate per 1,000 population Statewide Rate: 11.3					
County	2012	2013	2014	2015	2016
Miami-Dade	12	12.1	12.2	12.2	12.1
Monroe	9.8	10.2	10.2	10.1	9.9

Source: <http://www.flhealthcharts.com/FLQUERY/Birth/BirthRateRpt.aspx>

Table 2

Infant Mortality Rate per 1,000 live births Statewide Rate: 6.1					
County	2012	2013	2014	2015	2016
Miami-Dade	4.9	4.4	4.5	4.8	5.2
Monroe	1.4	5.4	4	4	6.8

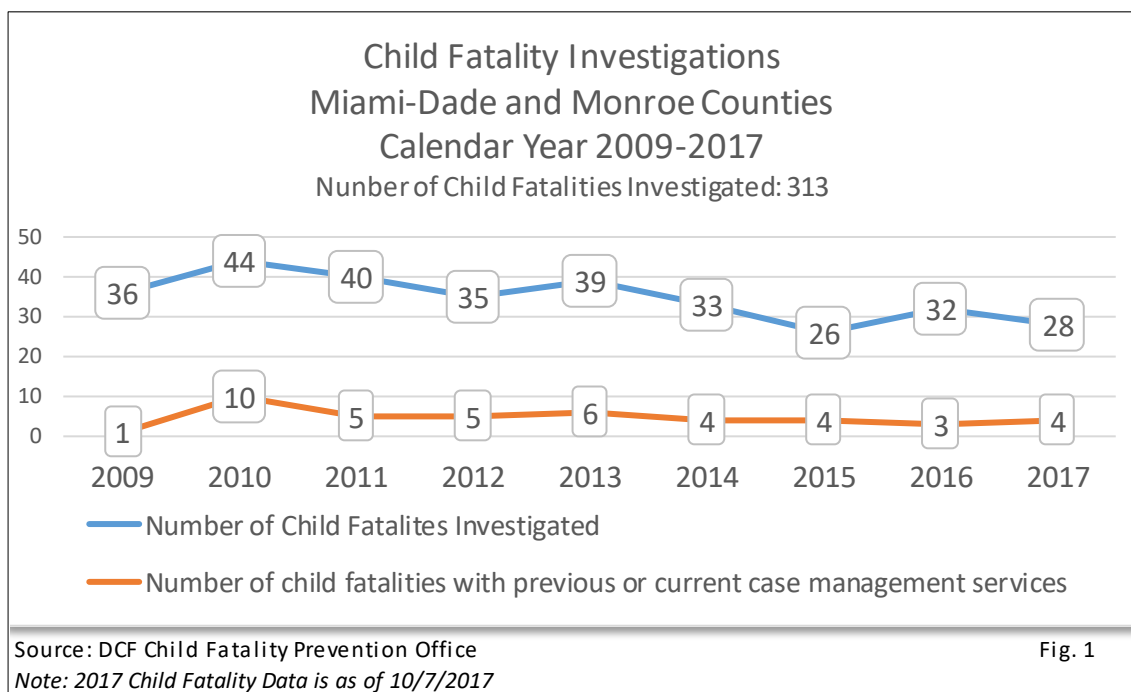
Source: <http://www.flhealthcharts.com/FLQUERY/InfantMortality/InfantMortalityRateRpt.aspx>

Table 3

CHILD FATALITY INVESTIGATIONS

From 2009, until the time of this monitoring, 313 child fatalities were investigated in Circuits 11 and 18. 306 of those fatalities occurred in Miami-Dade County. Seven occurred in Monroe County. Of the 313 fatalities investigated during this time period, forty-two had previous or current case management involvement. 7 cases were sleep related deaths, 11 were deaths due to natural causes, 5 deaths involved inflicted trauma, 5 were the result of accidental trauma and 3 were drowning deaths. The remaining deaths had undetermined causes and/or are still being investigated.

Two CIRRT (Critical Incident Rapid Response Team) reviews were completed in the past year. One death involved a 14-year-old who committed suicide while streaming the event live on Facebook. The second death involved a 13-year-old adolescent who was accidentally shot and killed by her 17-year-old brother. The reports have not been released as the investigations are still ongoing.



The CIRRT team findings found some areas that prompted a Peer Review of the Southern Region's system of care. They were:

- Service provision was fragmented and information sharing between various providers was insufficient.
- There was a shortage of specialized therapeutic foster care homes (STFC).
- Services available do not meet the needs of some highly traumatized children.

The Peer Review Team recommendations are contained in the [Peer Review Team Report on the Miami-Dade Child Welfare System of Care](#), finalized in July 2017. The overall recommendations were to improve relationships and communication, improve information sharing practices and improve behavioral health services in the Circuits.

SECTION 2: AGENCY SUMMARY

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

Between FY14/15 and FY16/17, the number of reports accepted for investigation by the Department's child protective investigations team increased by 4.38%. During the same time period, the number of children removed by the Department decreased by 24.81%. The overall number of children and young adults receiving services (both in and out of home care) has been steadily decreasing in the past three years while the number of children receiving family support services significantly increased. This shift suggests that the Region has placed an emphasis on maintaining children in their own homes, whenever possible. In September 2017, seventy-four (74) children entered out-of-home care in Miami-Dade and Monroe counties. This was the lowest number of entries in a single month since April 2013 (source: <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/c-entering-ooH.shtml>).

Human trafficking is a serious concern in areas served by Our Kids and it is more prevalent there than in any other part of the State. Of the 273 children in out-of-home care or receiving in-home services statewide with at least one FSFN indicator of being a victim of human trafficking, 49 are receiving services through Our Kids (source: [September 2017 Key Indicator Report](#)).

Child Protective Investigations and Child Removals (Miami-Dade and Monroe Counties)	FY 2014/2015	FY 2015/2016	FY 2016/2017
Reports accepted for Investigation by DCF (Initial & Additional Reports) ¹	13,841	13,844	14,474
Children Removed by DCF within the CBC Service Area ²	1,806	1,400	1,358
Children Served by OurKids ³	FY 2014/2015	FY 2015/2016	FY 2016/2017
Children Receiving In-Home Services	5,068	3,606	2,540
Children Receiving Out of Home Care	3,733	3,410	3,102
Young Adults Receiving Services	575	547	506
Children Receiving Family Support Services	244	444	969

Data Sources:

Table 4

¹Child Protective Investigations Trend Report through June 2017 (run date 10/9/17)

²Child Welfare Dashboard: Children Entering Out-of-Home Care/Distinct Removals (run date 10/9/2017)

³FSFN OCWDRU Report 1006 Children & Young Adults Receiving Services by CBC Agency (run date 8/14/2017)

FINANCIAL VIABILITY REPORT ANALYSIS

The Office of CBC/ME Financial Accountability performed financial monitoring procedures, based on the DCF 2016-17 CBC-ME Financial Monitoring Tool for Desk Reviews, of Our Kids. The desk review period was for the period of October 1, 2016 through December 31, 2016. Three errors were identified, which have been corrected. The identified errors were:

1. Some expenditures reported on the October, November and December Monthly Expenditure Reports could not be reconciled to the General Ledger. Following DCF's recommendation, Our Kids corrected the errors in the April 2017 Expenditure Report.

2. Expenditures were reported for payments made in FSFN in an incorrect OCA. Our Kids recouped the unallowable payments, corrected the FSFN entries and implemented procedures to prevent this from occurring in the future.
3. Our Kids reported expenditures in EFCSL OCA for two young adults with an incorrect date. Our Kids corrected the date in FSFN to accurately reflect that the expenditures occurred after the children's eighteenth birthdays.

For further details, please see the complete fiscal report – [16/17 CBC Desk Review Financial Monitoring Report 10.1.16 12.31.16](#) .

SECTION 3: PERFORMANCE MEASURES AND QUALITY ASSURANCE DATA

This area assesses whether Our Kids is meeting contract measures and evaluates their functioning related to performance and quality measures. In five of the thirteen measures listed on the next page, Our Kids' performance at the end of FY16/17 was below the CBC Contract Measure targets. Further discussion, to include more recent performance trends, is contained in succeeding sections.

CONTRACT AND CBC SCORECARD MEASURES

SC #	OurKids Performance Measures Contract #KJ114	CBC Contract Measure Targets	Federal National Standard (Performance of Other)	Statewide Performance (FY 2016/2017)	OurKids	
					FY 2015-2016	FY 2016-2017
					July 1, 2015-June 30,2016	July 1, 2016-June 30, 2017
1	Rate of abuse or neglect per day while in foster care <i>(Source: CBC Scorecard)</i>	<8.5	<8.5	10.56	11.17	9.82
2	Percent of children who are not neglected or abused during in-home services <i>(Scorecard)</i>	>95%		97.20%	98.30%	98.30%
3	Percent of children who are not neglected or abused after receiving services <i>(Scorecard)</i>	>95%		95.60%	96.60%	97.90%
4	Percentage of children under supervision who are seen every thirty (30) days <i>(CBC Scorecard)</i>	>99.5%		99.80%	99.60%	99.50%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care <i>(Scorecard)</i>	>40.5%	>40.5% <i>(16%-61%)</i>	41.60%	50.00%	40.00%
6	Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months <i>(Scorecard)</i>	>44%	>43.6% <i>(21%-50%)</i>	53.70%	54.80%	54.10%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home <i>(Scorecard)</i>	>91.7%	>91.7% <i>(83%-98%)</i>	89%	89.30%	88.70%
8	Children's placement moves per 1,000 days in foster care <i>(Scorecard)</i>	<4.12	<4.12 <i>(2.6%-8.7%)</i>	4.33	5.00	5.39
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months. <i>(Scorecard)</i>	>95%		97.14%	94.60%	98.00%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months. <i>(Scorecard)</i>	>95%		92.70%	94.50%	96.00%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education <i>(Scorecard)</i>	>80%		87.60%	84.40%	85.00%
12	Percent of sibling groups where all siblings are placed together <i>(Scorecard)</i>	>65%		63.90%	54.60%	57.50%
	Number of children with finalized adoptions <i>(DCF Dashboard run date 10/17/18)</i>				429	368

Source: CBC Scorecard-All Measures-Run 8/4/2017

Table 5

PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of Our Kids' performance as indicated by data indicators that are used to assess how well Our Kids is performing on contract measures and within the larger program areas of safety, permanency and well-being.

The information in the following graphs and tables represent performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews.

The performance measures outlined in this report are accessible through the [Child Welfare Dashboard](#) and include both federal and state measures used to evaluate the lead agencies on 12 key measures to determine how well they are meeting the most critical needs of at-risk children and families.

Federal regulations require title IV-E agencies to monitor and conduct periodic evaluations of activities conducted under the title IV-E program to ensure that children in foster care are provided quality services that protect the safety and health of such children (sections 471(a)(7) and 471(a) (22) of the Act (Social Security Act), respectively). The Department of Children and Families has developed additional methods to evaluate the quality of the services provided by the lead agency, Rapid Safety Feedback (RSF) reviews and Continuous Quality Improvement (CQI).

- Rapid Safety Feedback (RSF) assesses open in-home service cases. The RSF Tool focuses on safety and is used to review active cases that have specified high risk factors.
- CQI reviews are conducted on a random sample of cases that are both in home and out of home. The reviews are conducted by CBC staff and utilize the same review instrument as the Child and Family Services Review (CFSR) tool.

In addition to the state developed quality assurance reviews, section 1123A of the Social Security Act requires the federal Department of Health and Human Services to periodically review state child and family services programs to ensure substantial conformity with the state plan requirements in titles IV-B and IV-E of the Act. This review is known as the CFSR. After receiving the results of the CFSR review, States must enter a Program Improvement Plan (PIP) to address areas that the Children's Bureau determines require improvement (45 CFR 1355.34 and 1355.35).

- CFSR reviews consist of completing a case file review, interviewing case participants, completing the on-line review instrument. In addition, these cases receive 2nd level reviews by the Office of Child Welfare and at times, 3rd level reviews by the Administration for Children and Families to ensure each case was accurately rated.

The results of the CFSR are considered baseline performance and the PIP goal is the level of improvement needed to avoid financial penalties. Therefore, the PIP goal may be lower than the overall federal and state expectation of 95%. The Department expects CBC agencies to strive toward 95% performance expectation on all CQI measures with focused activity around the federal PIP goals.

The quality ratings used throughout this report are based on the Department's CQI case reviews, including CQI/CFSR reviews and Rapid Safety Feedback reviews. The [CFSR On Site Review Instrument and Instructions](#) and the [Rapid Safety Feedback Case Review Instrument](#) are both available on the Center for Child Welfare website and provide details on how ratings are determined.

Several measures represent areas where opportunities for improvement exist. They are described in greater detail below.

CHILD SAFETY

Ensuring children are not exposed to maltreatment is of utmost importance. Our Kids is performing above target or trending positively in most child safety measures. However, RSF (Rapid Safety Feedback) and CQI (Continuous Quality Improvement) reviews highlight areas where continued efforts to improve performance are warranted.

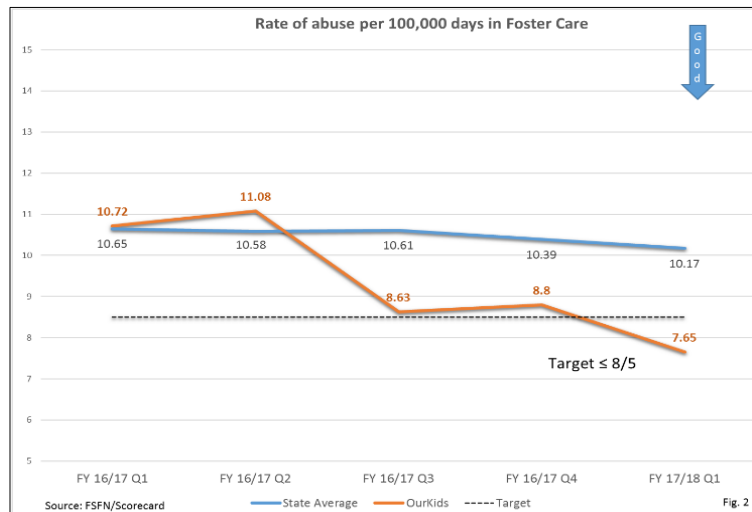
The graphs and tables on the following pages depict Our Kid’s performance related to child safety in the following areas:

1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. CQI qualitative case review results

RATE OF ABUSE IN FOSTER CARE

Rate of abuse or neglect per day while in foster care (Scorecard Measure M01): The graph below depicts the rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days) during the report period. This is a national data indicator that measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the state’s foster care system. The purpose is to hold states accountable for keeping children safe from harm while under the responsibility of the state.

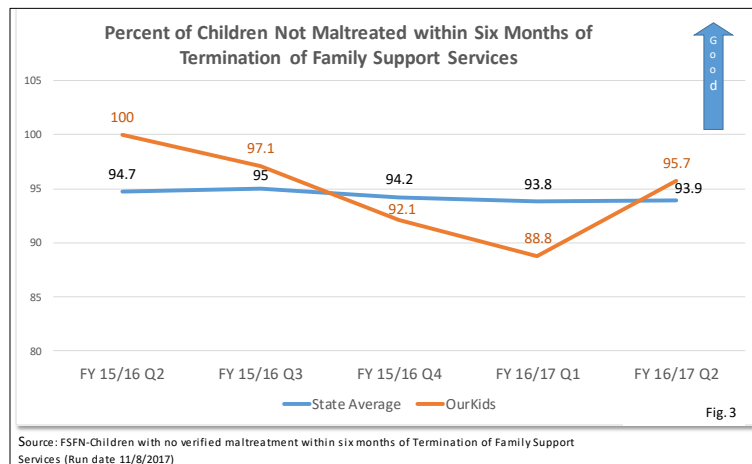
Our Kids has shown an overall positive trend in performance on this measure for the past six quarters and as of FY17/18 Q1, Our Kids met the performance target.



NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

Percent of children not abused or neglected within six months of termination of family support services.

Figure three depicts the percentage of children who did not have a verified maltreatment during the report period. This is a Florida indicator that measures the CBC’s success in keeping children safe after family support services have ended. If appropriate services were provided to increase family functioning and caregiver protective capacities, repeat maltreatment should be diminished. Our Kids’ current performance in this measure is above the statewide average performance, showing that Our Kids’ family support services are

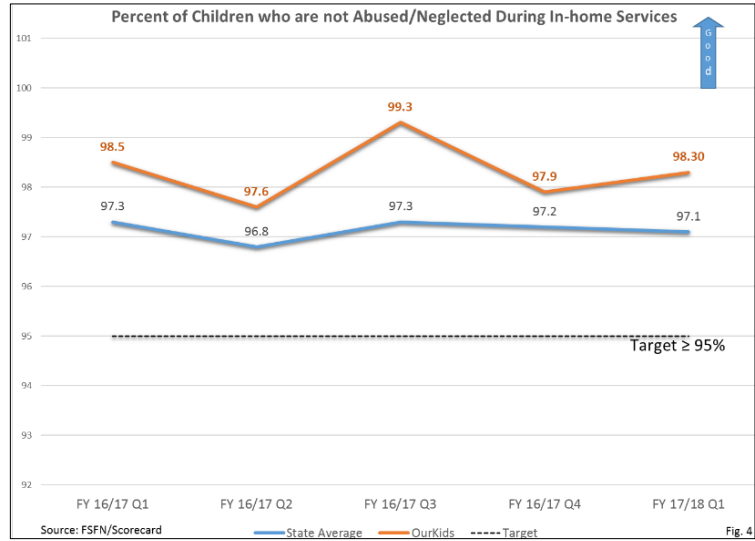


making a positive impact on the families served.

NO MALTREATMENT DURING IN-HOME SERVICES

Percent of children not abused or neglected while receiving in-home services (Scorecard Measure M02):

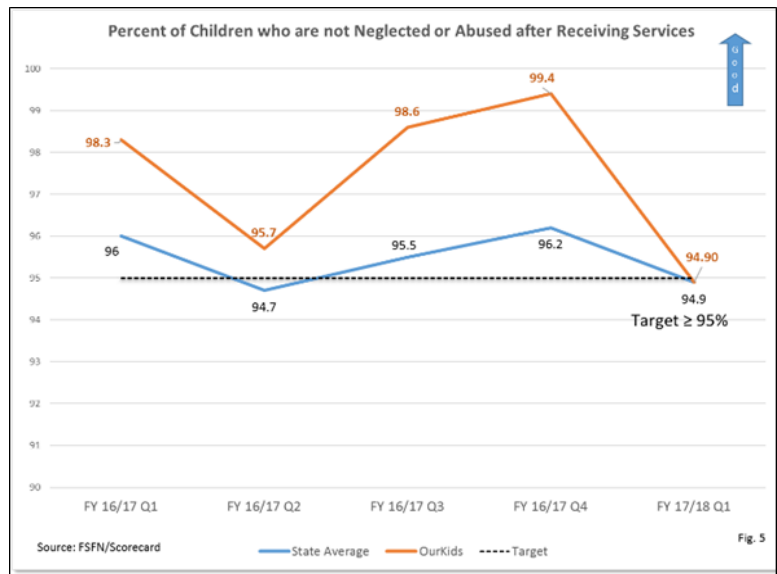
Figure four depicts the percentage of in-home service episodes during the report period where the child did not have a verified maltreatment while receiving services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while the case is open and the CBC is providing in-home services to the family. Our Kids has consistently performed above the target on this measure, for the past six quarters. Additionally, the most recent Rapid Safety Feedback (RSF) scores (1.1 and 4.1) indicate that sufficient safety plans are being made to control danger threats and protect children. See Table 6.



NO MALTREATMENT AFTER RECEIVING SERVICES

Percent of children with no verified maltreatment within six (6) months of termination of supervision (Scorecard Measure M03):

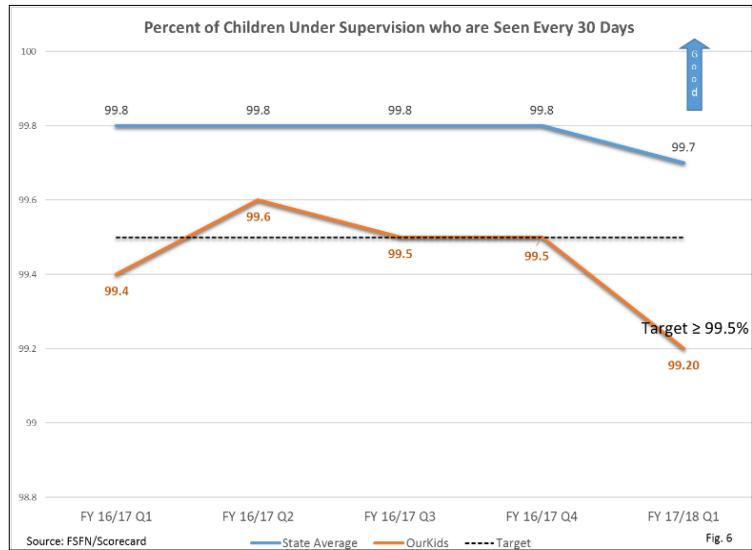
Figure five depicts the percent of children who were not the victims of abuse or neglect in the six months immediately following termination of supervision. Our Kids' exceeded the target in five of the past six quarters but experienced a slight dip in performance in FY17/18 Q1, falling just short of the goal. Additionally, Our Kids scored below the statewide average in RSF items 2.1, 2.3 and 2.5 indicating a need for improved quality of visits between the case manager and child and between the case manager and parents to address issues pertaining to safety. See Tables 6 and 7.



CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every thirty (30) days (Scorecard Measure M04): Figure six depicts the

rate at which children are seen every thirty (30) days while in foster care or receiving in-home services during the report period. Our Kids met the performance measure in four of the past six quarters but recently fell just below the target in FY17/18 Q1. Additionally, Our Kids’ performance in seeing children timely has been below the statewide average for the past five quarters. Further, quality case reviews show that Our Kids is not completing visits between case workers and children with sufficient frequency and quality to ensure the safety, permanency and well-being of child(ren) and promote achievement of case plan goals. See Table 8.



QA CASE REVIEW DATA

The table below provides Our Kid’s performance based on case reviews performed by child welfare professionals. Rapid Safety Feedback (RSF) reviews show that from the period of July 1, 2016 through June 20, 2017, Our Kids case managers were completing visits of insufficient quality to address issues pertaining to safety and evaluate progress towards case plan outcomes (see Table 6, RSF 2.1). However, sufficient safety plans and family assessments were seen during case reviews (see Table 6, RSF 1.1 and 4.1). Florida CQI reviews further support that Our Kids was not making concerted efforts to assess and address the risk and safety concerns related to the children in their own homes or while in foster care (see Table 6, CQI Item 3).

Quality Assurance - Rapid Safety Feedback Item	OurKids Rapid Safety Feedback n=41	Statewide RSF Performance ¹ n=851
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>		
July 1, 2016-June 30, 2017		
RSF 1.1: Is the most recent family assessment sufficient?	● 63.4%	50.6%
RSF 2.1: Is the quality of visits between the case manager and the child (ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	● 51.2%	62.7%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	● 64.7%	60.7%

Green dot denotes performance is above statewide RSF average; red dot denotes performance is below statewide RSF average

Quality Assurance - Florida CQI Item	OurKids	OurKids	Percent Improvement	Statewide CQI/QA Performance ¹ n=1,290	2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal ³	Federal and State Expectation ⁴
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=66	FY 2016/2017 n=70					
CQI Item 2: Did the agency make concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification?	98.0%	● 86.0%	↓ -12.0%	93.0%	76.5%	85.2%	95.0%
CQI Item 3: Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child (ren) in their own homes or while in foster care?	67%	● 50%	↓ -17.0%	77%	71.3%	77.7%	95.0%

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 6

¹This date provides the statewide rating in each case review item for all CBCs

²This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

³The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

⁴This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

PERMANENCY

When children are placed in out-of-home care it is imperative that child welfare agencies find safe, permanent homes for them as quickly as possible. Helping children achieve permanency in a timely manner is extremely important to children as a year in a child's life is a significant amount of time. Our Kids is performing below target or trending negatively in most permanency measures. Additionally, RSF (Rapid Safety Feedback) and CQI (Continuous Quality Improvement) reviews highlight areas where continued efforts to improve performance are warranted.

The graphs and tables on the following pages depict Our Kids' CBC's performance related to permanency in the following areas:

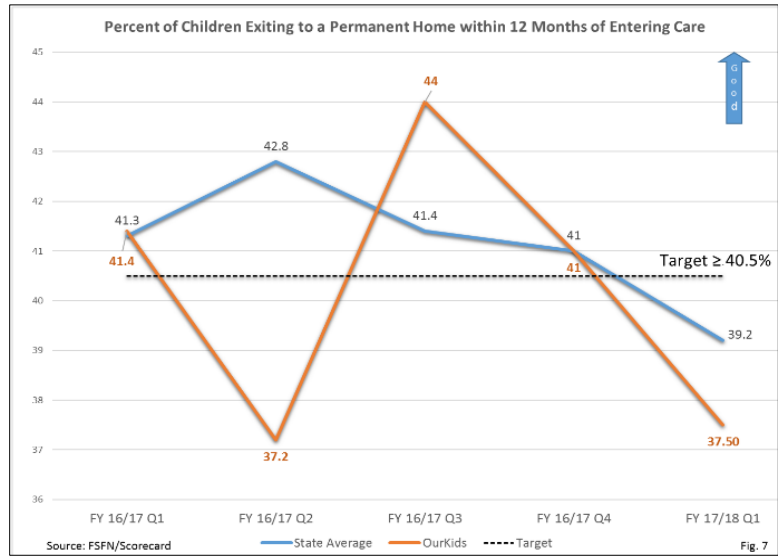
1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care
6. Siblings placed together

7. Qualitative Case Review results

PERMANENCY IN 12 MONTHS

Percent of children exiting foster care to a permanent home within twelve (12) months of entering care

(Scorecard Measure M05): Figure seven depicts the percentage of children who entered foster care during the report period where the child achieved permanency within twelve (12) months of entering foster care. Our Kids exceeded the target in four of the past six quarters but experienced a recent performance decline in FY 17/18 Q1, falling below the target. And, while Our Kids' score on CQI Item 6 shows a need to improve performance in making concerted efforts to achieve permanency for children, CQI Item 5 shows that permanency goals are established in a timely manner. See Table 7.

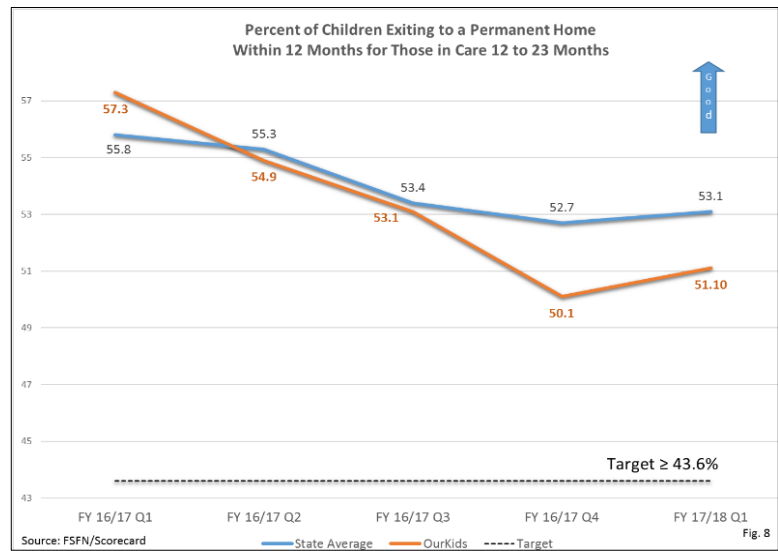


PERMANENCY IN 12 – 23 MONTHS

Percent of children exiting foster care to a permanent home in twelve (12) months for children in foster care twelve (12) to twenty-three (23) months

(Scorecard Measure M06): Figure eight provides the percentage of children in foster care, as of the beginning of the reporting period, whose length of stay is between twelve (12) and twenty-three (23) months and who achieved permanency within twelve (12) months.

Our Kids consistently performed above the statewide goal, for the past six quarters, in this measure.

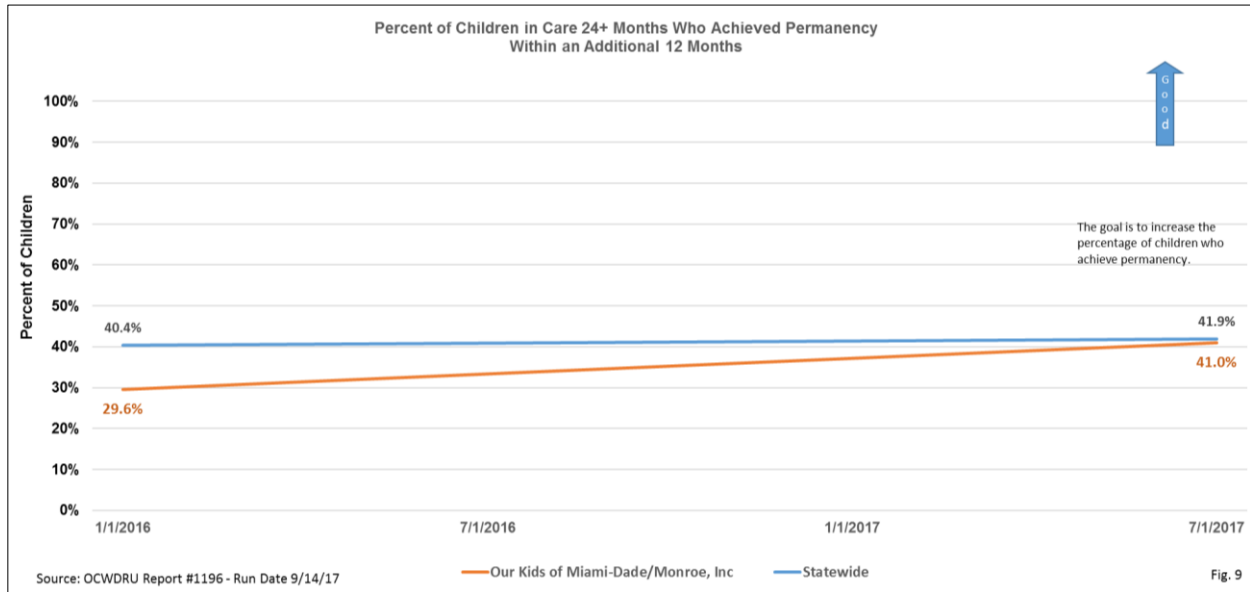


PERMANENCY AFTER 24 MONTHS

Percent of children in care 24+ months who achieved permanency within an additional 12 months: Figure nine provides the percentage of children in foster care whose length of stay is twenty-four (24) months or more as of

the report period begin date who achieved permanency within twelve (12) months of the beginning of the report period.

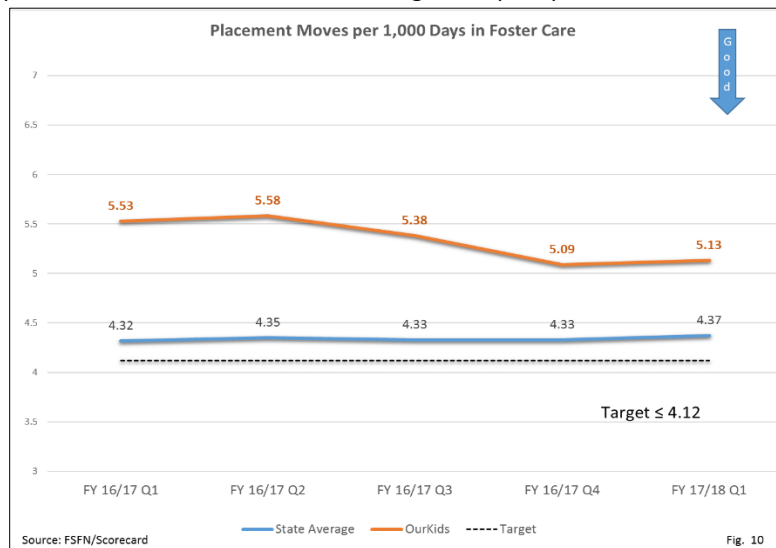
Our Kids' performance in this measure has been trending up since the beginning of FY15/16 but continues to be below the statewide performance target.



PLACEMENT STABILITY

Placement moves per one-thousand (1,000) days in foster care (Scorecard Measure M08): Figure ten depicts the rate at which children change placements while in foster care during the report period. The lower

the rate the better. Data indicates that Our Kids' placement moves for children in out-of-home care is currently 5.13 per 1,000 days in foster care (FY17/18 Q1) indicating that placement moves are made by Our Kids more frequently than the statewide average of 4.37 and target of 4.12. However, Florida CQI reviews for FY16/17 show that Our Kids made concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings (See Table 7, CQI Item 7).

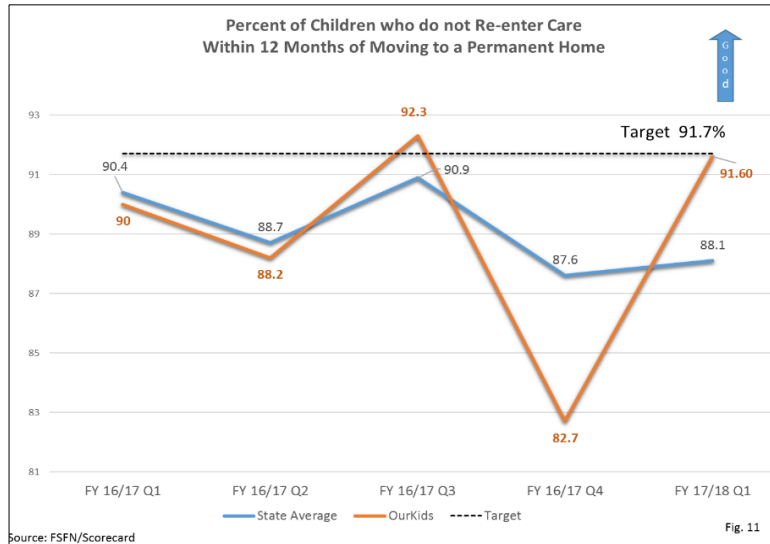


PERCENT NOT RE-ENTERING INTO OUT-OF-HOME CARE

Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home Scorecard Measure (Scorecard Measure M07):

Figure eleven depicts the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within twelve (12) months of entering and subsequently did not re-enter foster care within twelve (12) months of their permanency date.

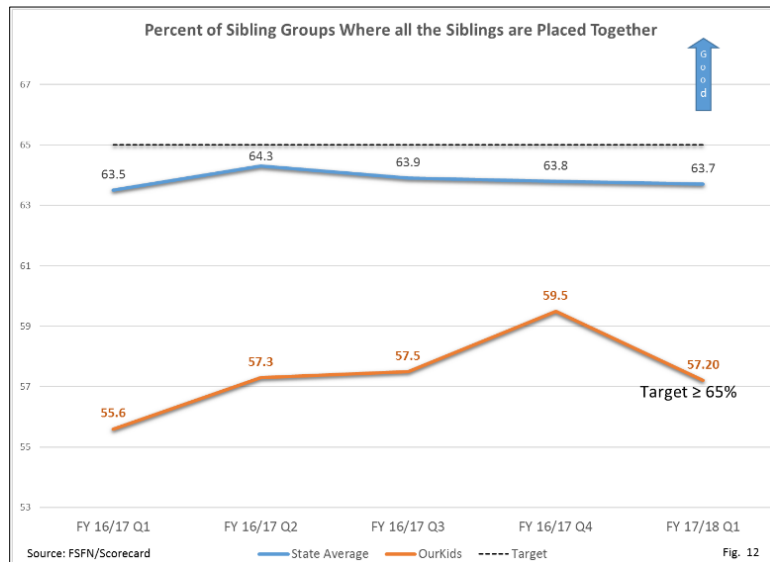
Our Kids has struggled to meet the target, ensuring that children do not re-enter foster care within twelve months of moving to a permanent home. Our Kids only met the measure twice in the past six quarters. However, in the most recent quarter (FY17/18 Q1), Our Kids made great progress and fell just short of meeting the measure.



SIBLINGS PLACED TOGETHER

Percent of sibling groups where all siblings are placed together (Scorecard Measure M12): The percentage of sibling groups with two or more children in foster care as of the end of the report period where all siblings are placed together is depicted in figure twelve.

This is an area where improvement is needed. In the past six quarters, Our Kids has failed to meet the performance target by ensuring sibling groups are placed together. However, FY16/17 CQI reviews for Item 7 (Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?) show that efforts to place siblings together were made 100% of the time.



QA CASE REVIEW DATA

The table below provides Our Kids' performance based on case reviews completed by child welfare professionals. Rapid Safety Feedback (RSF) reviews show that from the period of July 1, 2016 through June 20, 2017, Our Kids case managers were completing visits of insufficient quality to address issues pertaining to safety and evaluate progress towards case plan outcomes (see Table 7, RSF 2.1, 2.3 and 2.5). Florida CQI reviews further support that Our Kids was not making concerted efforts to ensure children were placed in a stable placement and subsequent moves were

in the child's best interests (see Table 7, CQI Item 4). Additionally, performance in achieving reunification, guardianship, adoption or other planned permanent living arrangement declined from FY15/16 to FY61/17 and is currently below the Federal PIP goal, statewide average performance and federal and State expectation (see Table 7, CQI Item 6).

Quality Assurance Item	OurKids Rapid Safety Feedback n=41	Statewide RSF Performance n=851
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>		
Performance for FY 2016/2017		
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and	51.2%	62.7%
RSF 2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to	52.5%	67.7%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and	24.2%	55.1%

Green dot denotes performance is above statewide RSF average; red dot denotes performance is below statewide RSF average

Quality Assurance - Florida CQI Item	OurKids	OurKids	Percent Improvement	Statewide CQI/QA Performance FY 2016/2017 n=1,290	2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal ³	Federal and State Expectation ⁴
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=66	FY 2016/2017 n=70					
CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child's placement in the best interest of the child and consistent with achieving the child's permanency goal(s)?	82.0%	86.0%	4.0%	83.0%	82.0%	88.5%	95.0%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	72.0%	88.0%	16.0%	84.0%	81.8%	82.1%	95.0%
CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?	79.0%	67.0%	-12.0%	81.0%	74.5%	75.4%	95.0%
CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?	82.0%	100.0%	18.0%	64.0%	67.3%	None	95.0%
CQI Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity in the child's relationships and with these close family members?	71.0%	52.0%	-19.0%	69.0%	69.0%	None	95.0%
CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends?	92.0%	52.0%	-40.0%	79.0%	82.0%	None	95.0%
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	91.0%	76.0%	-15.0%	83.0%	72.0%	None	95.0%
CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation?	66.0%	27.0%	-39.0%	61.0%	60.0%	None	95.0%

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 7

¹This date provides the statewide rating in each case review item for all CBCs

²This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

³The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

⁴This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

WELL-BEING

Ensuring that children’s physical, development and emotional/behavioral needs are met has a significant lifelong impact on a child’s future and is one of the system of care’s most important responsibilities.

In the past six quarters, Our Kids consistently met the targets for children receiving medical care and young adult’s enrollment in secondary education. They meet the target for children receiving dental care in three out of the past six quarters. As of September 30, 2017, 13.4% of children ages 0-5 were placed in group care. This is the highest percentage in the state. Based on CQI qualitative case reviews for FY16/17, there was a 40% decline, from FY15/16, in Our Kids’ performance in making a concerted effort to preserve the child’s connection to his or her neighborhood, community faith, extended family, Tribe, school and friends. Additionally, during this same time period, there was a 15% decline in making concerted efforts to place children with a relative, when appropriate (see Table 7, CQI Items 9 and 10).

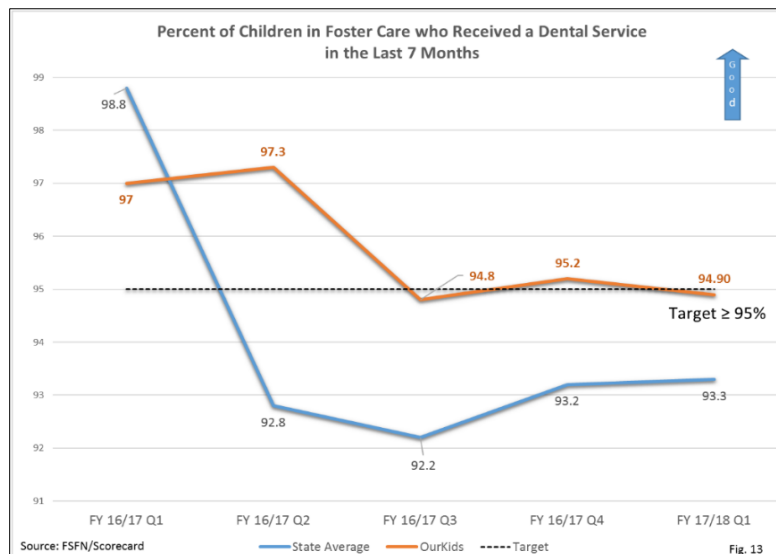
The graphs and tables below depict Our Kids’ performance related to well-being in the following areas:

1. Children receiving dental care
2. Children receiving medical care
3. Young adults enrolled in secondary education
4. Children in ages 0-5 in group care
5. Qualitative Case Review Results

CHILDREN RECEIVING DENTAL CARE

Percent of children in foster care who received a dental service in the last seven months (Scorecard Measure

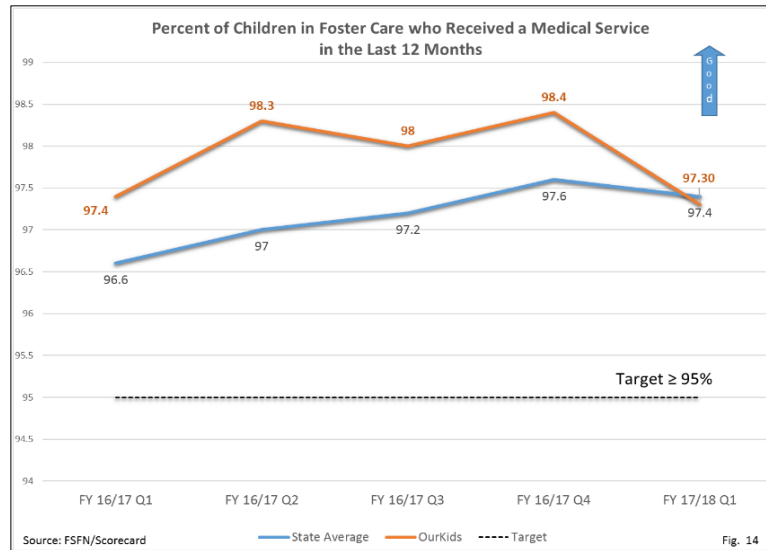
M10): This measure shows the percentage of children in foster care as of the end of the report period who have received a dental service in the last seven (7) months. Our Kids’s performance is currently below the state target of 95% but above the statewide average performance. Also, in three of the past six quarters, Our Kids meet the performance target. In the three quarters when the target was not met, Our Kids was less than 1% away from meeting the target. CQI case reviews indicate that Our Kids performed below the statewide average in ensuring that children’s physical health needs are being met. See Table 8, CQI Item 17.



CHILDREN RECEIVING MEDICAL CARE

Percent of children in foster care who received medical care in the previous 12 months (Scorecard Measure M9):

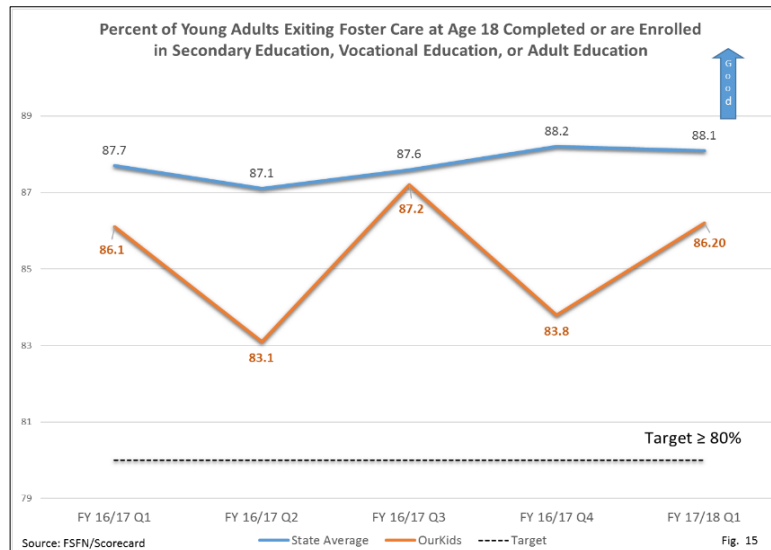
This measure is the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve (12) months. Our Kids' performance in this area has been consistently positive, meeting the measure in all of the past six quarters however, CQI case reviews indicate that Our Kids performed below the statewide average in ensuring that children's physical health needs are being met. See Table 8, CQI Item 17.



YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

Percentage of young adults who have aged out of foster care at age 18 and completed or are enrolled in secondary education, vocational training, or adult education (Scorecard Measure M11):

This measure is the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth (18) birthday. While Our Kids has performed above the target in all of the past six quarters, during the same time period, Our Kids' performance on this measure was below the statewide average on the scorecard and CQI reviews indicate a need to assess and address educational needs of children in care. See Table 8, CQI Item 16.



QA CASE REVIEW DATA

The table below provides Our Kids' performance based on case reviews completed by child welfare professionals. Florida CQI reviews show declining performance in all CQI Items related to well-being shown in Table 8.

Quality Assurance - Florida CQI Item	OurKids	OurKids	Percent Improvement	Statewide CQI/QA Performance	2016 Statewide Federal Child & Family Service Review ²	Federal Program Improvement Plan (PIP) Goal ³	Federal and State Expectation ⁴
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=66	FY 2016/2017 n=70		FY 2016/2017 n=1,290	4/1/16-9/30/16 n=80		
CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to <u>children</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	85.0%	63.0%	-22.0%	89%	51.3%	58.4%	95.0%
CQI Item 12B Did the agency make concerted efforts to assess the needs of and provide services to <u>parents</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	68.0%	54.0%	-14.0%	73.0%	51.3%	58.4%	95.0%
CQI Item 12C Did the agency make concerted efforts to assess the needs of and provide services to <u>foster parents</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	84.0%	60.0%	-24.0%	88.0%	51.3%	58.4%	95.0%
CQI Item 13 Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?	39.0%	33.0%	-6.0%	66.0%	63.6%	70.7%	95.0%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the <u>child (ren)</u> sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	64.0%	37.0%	-27.0%	67%	72.5%	78.9%	95.0%
CQI Item 15 Were the frequency and quality of the visits between the case workers and <u>mothers and fathers</u> sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals?	25.0%	20.0%	-5.0%	48.0%	43.5%	51.1%	95.0%
CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities?	79.0%	62.0%	-17.0%	84%	92.0%	None	95.0%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	76.0%	44.0%	-32.0%	77%	85%	None	95.0%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	83.0%	63.0%	-20.0%	75%	72%	None	95.0%

Source: Federal Online Monitoring System

Table 8

¹This date provides the statewide rating in each case review item for all CBCs

²This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

³The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

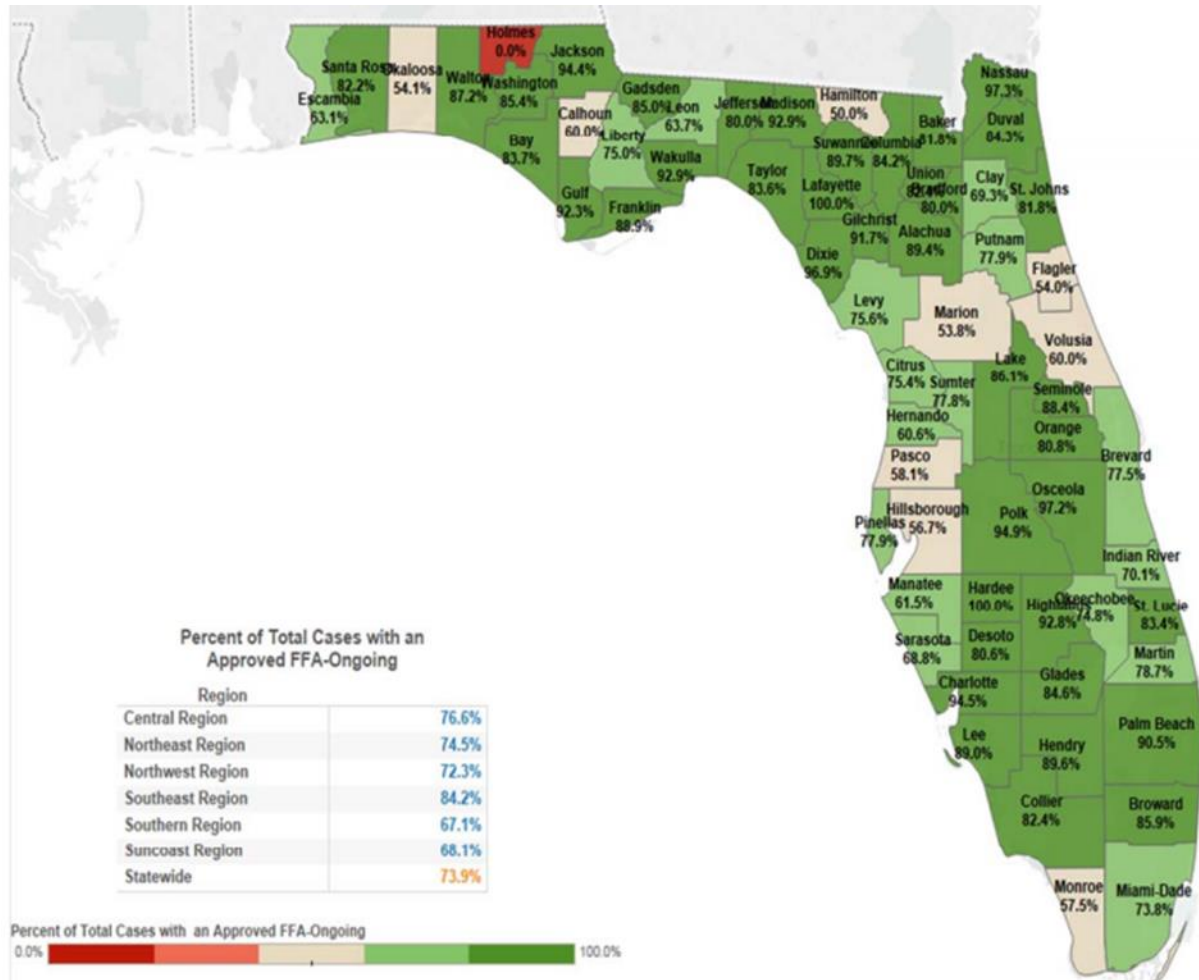
⁴This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

SECTION 4: PRACTICE MODEL IMPLEMENTATION

IMPLEMENTATION STATUS

As of 11/29/17, Our Kids had not fully implemented the practice model. In Monroe county, 57.5% of active cases have an approved Family Functioning Assessment Ongoing (FFA-O). Miami-Dade County is higher with 73.8% of active cases have an approved FFA-O. Our Kids has provided training to each service center and pending Family Functioning Assessments (FFAs) are being reviewed on a weekly basis. Continued efforts to fully implement the practice model are needed.



SERVICE ARRAY

In July of 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 child welfare involved families. CBCs have the flexibility to create programs and services that meet the needs of children and families. CBCs should continuously monitor and analyze the success of programs they purchase or develop. This analysis should go beyond monitoring contract outcomes to also include analysis of outcomes for children and families related to safety, permanency and well-being. Prior to modifying, implementing or purchasing a program the CBC should ensure there is research supporting the use of this program for the child welfare population. Currently, Our Kids has a rating of three for both Family Support Services and Safety Management Services.

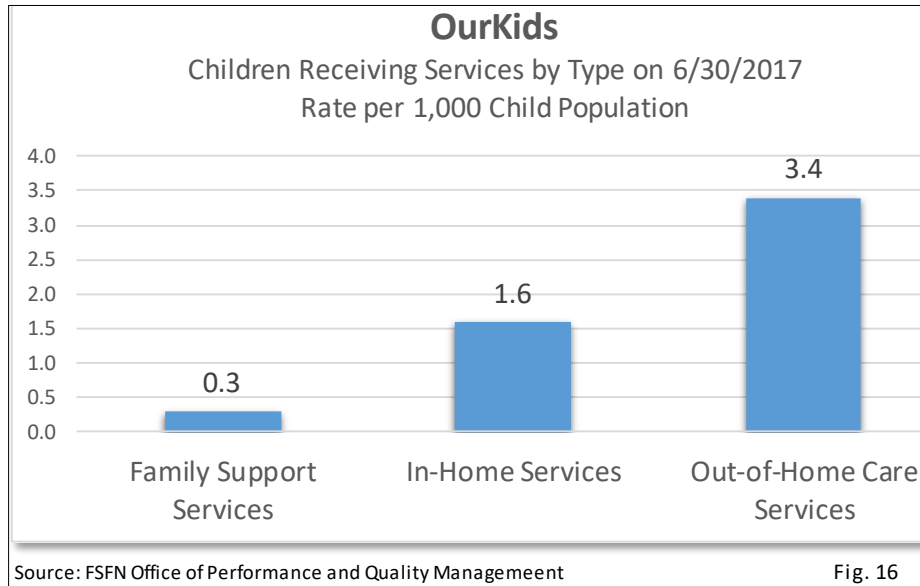
Our Kids references the findings noted in the Child Welfare and Behavioral Health Integration Self Study to guide purchasing decisions related to service array. Through funding obtained in 2014 from the Regional Partnership Grant via the IMPACT Project, Our Kids is able to fund research and evaluation of current service providers. The focus of the IMPACT Project is to enhance child and family well-being and reduce incidences of re-abuse, child welfare referrals and removals through the use of quality providers focused on reduced recidivism and improved parental functioning. Evaluation of service providers relies on annual provider self-evaluations which provide information regarding recidivism and compliance. Additionally, cases are individually monitored and evaluated during a staffing that occurs on or around the fourteenth day for all Safety Management cases and on or around the thirtieth day for Family Support Services cases.

Providers contracted with Our Kids participate with the South Florida Behavioral Health Network (SFBHN) and the Child Welfare Integration Workgroup (CWIW). Monthly meetings are held to review and discuss systemic obstacles and ensure partners are working collaboratively.

Our Kids utilized 39% of allocated non-recurring funding from DCF to expand service array to include Peer Support and Life Coach Services for FY 16/17. Of the twenty-six (26) families served through this initiative, twenty-five (25) were able to avoid dependency court involvement. Due to the success of this enterprise, Our Kids continued to fund this service through reallocation of prevention funds for FY 17/18. Additionally, Our Kids utilized funding from the Regional Partnership Grant to expand behavioral health services with a specialization in substance abuse treatment.

SERVICES MIX

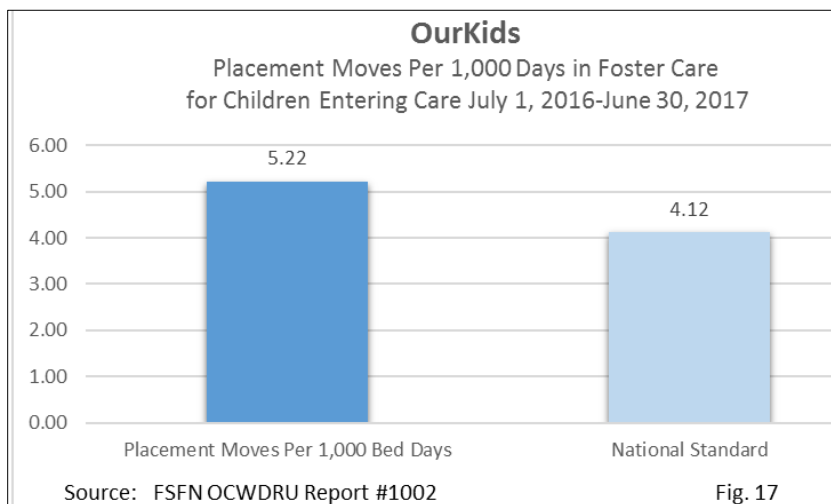
The graph below provides the rate of children receiving services by type. This illustrates the mix of services between Family Support Services, In-Home Services and Out-of-Home Services. As of the end of FY16/17, the majority of children being served through Our Kids were receiving out-of-home services. However, From FY15/16 to FY16/17, the number of children receiving family support services more than doubled (see Table 4). This shift suggests that the Region is making purposeful strides towards increasing the provision of family support services in an effort to reduce out-of-home care and maintain children in their homes when appropriate.



SECTION 5: PLACEMENT SERVICES AND GROUP CARE

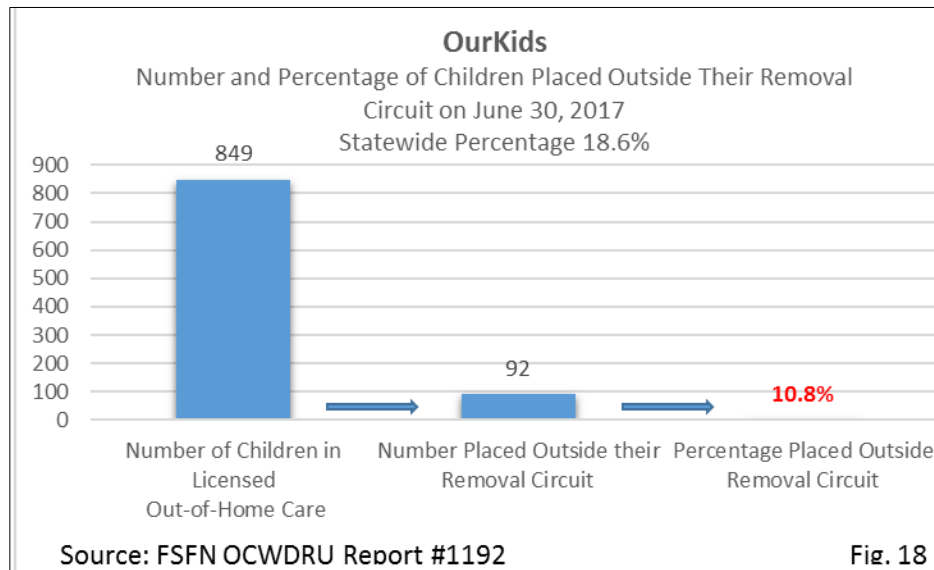
PLACEMENT MOVES

From July 1, 2016 through June 30, 2017, Our Kids moved children at a rate higher than the statewide average and above the statewide goal. Sig Fig. 17. As mentioned above, this trend has continued for the past six quarters, thus it represents an area where an opportunity for improvement exists.



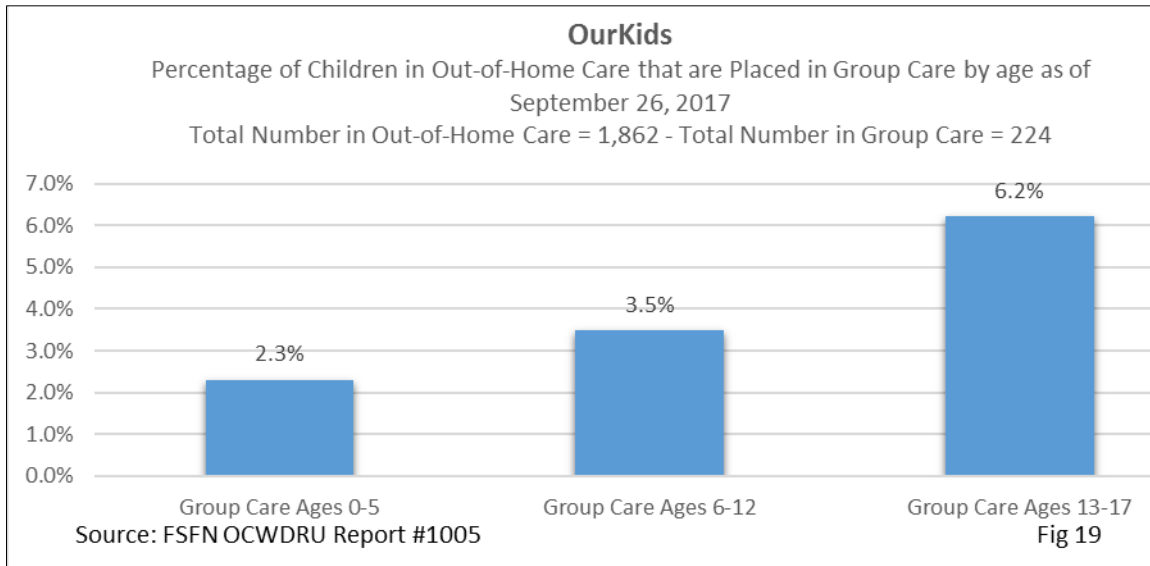
CHILDREN PLACED OUTSIDE THEIR REMOVAL CIRCUIT

Our Kids has been able to keep the majority of their children within the removal circuit. As of June 30, 2017, 10.8% of Our Kids children were placed outside of their removal circuit. This is below the statewide average of 18.6% and shows that Our Kids is making concerted efforts to keep children closer to home.



CHILDREN IN GROUP CARE

In regards to placement type, Our Kids has a higher percentage of children in group, licensed and residential care than the statewide average and a lower percentage of children placed with relatives and non-relatives. As of 10/21/17, Our Kids had 41.91% (relative) and 8.95% (non-relative) of children placed in relative and non-relative care while the statewide average was higher at 44.28% (relative) and 12% (non-relative). Additionally, 11.61% of Our Kids children are placed in group care versus the statewide average of 8.91%. Our Kids' licensed foster care placements (30.69%) are higher than the statewide average (29.55%) as is residential care – 1.31% Our Kids, .62% State. (Source: <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/c-in-ooH.shtml>) Figure 19 (below) shows the breakdown of children in group care, by age.



SECTION 6: REGIONAL FEEDBACK

ADOPTIONS

In coordination with Southern Region staff, Our Kids determines the annual adoption target based on the DCF Statewide Methodology developed by the Office of Child Welfare which includes review of the current census and prior years' adoption finalization. For the past three years, Our Kids has met the established adoption target. In FY16/17, the adoptions target was 272 and Our Kids finalized 364 adoptions. Our Kids' Adoption Department consists of one supervisor and two Adoption Specialists that provide adoption support services to include post adoption support. An Adoption Applicant Review Committee (AARC) is active in the Southern Region and operating in accordance with Florida Administrative Code 65C-16. Each AARC consists of at least three individuals with specific knowledge regarding the case. Additionally, at least one DCF Region staff person, with knowledge regarding the adoption process, is included in every AARC. AARC reviews can be requested by DCF or Our Kids staff and all AARC recommendations are sent to the Department's Family Safety Program Office and Our Kids' quality management staff for review prior to final approval and execution.

Our Kids makes efforts to place siblings in adoption placements together, when appropriate and in the best interest of the children but, overall co-located sibling placement remains an area of needed improvement based on review of Our Kids performance on scorecard measure twelve. See section three, permanency. In an effort to build adoption competency in their service area's provider network, Our Kids hosted two cycles of Adoption Competency training at no cost to system of care partners to include case management and prevention program providers and behavioral health agencies. The training was also open to Our Kids staff. Our Kids will continue to work with the managing entity to strengthen provider competency and knowledge regarding the adoption process.

TRAINING

The Our Kids Training Department has nine dedicated staff members who offer ongoing training to include pre-service and various in-service training. Additionally, the training department provides supervisory coaching and field coaching and support to provisionally certified case managers. Our Kids is using the most recent CORE and Case Management Specialty curriculums and holds approximately four pre-service training classes annually. Our Kids trained 102 new case managers last year. A formalized training plan is in place which outlines a plan to offer

two training days each month which will include trainings on deficiencies or specific needs identified locally to enhance case manager knowledge and skills. The training department also utilizes Title IV-E funding when appropriate and submits a quarterly report to Senior Finance leadership to itemize Title IV-E funding and allocation. Training on family centered practice and trauma informed care practices were held in 2017 and additional trainings are being planned to reach all front line staff and address staff training needs due to turnover.

STATEWIDE PERFORMANCE

The State of Florida is currently underperforming in the following three federal measures:

- Rate of Abuse in Foster Care
- % of Children who do not re-enter care within 12 months of moving to a permanent home
- Placement moves per 1,000 days in foster care

While the state is underperforming overall in these three measures, Our Kids' performance has been trending positively in recent quarters and is approaching the required performance targets. Our Kids experienced an overall improvement in the rate of abuse per 100,000 days in foster care over the past four quarters, with the most recent quarter meeting the statewide target. For the percentage of children not reentering out-of-home care, Our Kids made noteworthy progress (from 82.7% to 91% which is just shy of the target in the most recent quarter). Finally, Our Kids makes fewer placement moves than the statewide average and performance is trending positively and almost at the target.

Our Kids employed the services of the Casey Foundation to provide two Values in Permanency trainings (October and December 2017) to create heightened awareness of the importance of securing timely permanency for children in a safe manner with a focus on ensuring children do not return to care.

FSFN DATA ENTRY

Our Kids has a quality management team which reviews case files including FSFN data entry to ensure accurate data is being entered into the system. Additionally, Our Kids has a FSFN trainer who routinely offers training on FSFN data entry, to include accurate completion of family functioning assessments (FFAs). Our Kids utilizes the Child Welfare and Behavioral Health Integration (CWBHI) and the Florida Child Welfare Gap Analysis to guide enhancements to the system of care

REGIONALLY IDENTIFIED TOPICS

The Department's region leadership works with Our Kids to identify system of care deficiencies and enhancements. Often, joint trainings are offered which foster teamwork between investigations and case management staff. A higher prevalence of cases involving human trafficking is seen in the Southern Region. For this reason, Our Kids has four dedicated staff members who follow all human trafficking cases to ensure multi-disciplinary staffings occur, coordination with law enforcement is ongoing and appropriate service referrals are made. Additionally, DCF's Southern Region criminal justice coordinator partners with these four Our Kids employees to offer support and coordination on an ongoing basis.

Two critical requirements, for all community based care agencies, are (1) the need to ensure policies and procedures are up-to-date and disseminated to all staff and subcontracted partners, and (2) formalized processes for contract monitoring to include ongoing monitoring and reporting on all contract requirements. Policy and procedure updates, amendments and additions to Our Kids policies should be shared with Region staff for review, and when necessary, approval prior to final incorporation into the CBC's formal policy and procedure

repository. Internal processes need to be put in place to identify staff who review and report on compliance with all contract requirements on a regular basis.

SECTION 7: CORRECTIVE ACTION PLAN

Our Kids is currently on a corrective action plan with the Southern Region for the following identified areas of deficiency:

1. Psychotropic Medication
2. Missing Children

Continued monitoring by the Department's Region staff will continue until Our Kids is able to successfully complete three consecutive months of performance which meet the identified target.

SECTION 8: DESK REVIEW FINDINGS

Based on the limited desk review of Our Kids Miami-Dade/Monroe, Inc. contract KJ114 the following areas with critical need for improvement and opportunities for system enhancement were found.

AREAS FOR IMPROVEMENT

1. Conduct analysis of the following performance measures to determine potential root causes and develop countermeasures to positively impact performance:
 - a. Percent of children who do not re-enter care within 12 months of moving to a permanent home (SCM 7) - This measure was not met in four of the past five quarters.
 - b. Placement moves per 1,000 days in foster care (SCM 8) - This performance measure has gone unmet for the past six quarters.
 - c. Percent of sibling groups where all siblings are placed together (SCM 12) - This performance measure has gone unmet for the past six quarters.

OPPORTUNITIES FOR ENHANCEMENT

1. Continue efforts to fully implement the Practice Model.
2. Continue efforts to recruit and license quality foster home caregivers, including specialized therapeutic foster homes.
3. Monitor all contract and performance measures and take immediate corrective action by initiating local review and discussion of any measure which falls below the established performance target, including but not limited to performance related to the Rate of abuse per 100,000 days in foster care to ensure upward trend in performance continues.
4. Review and discuss cases involving children currently placed in licensed and group care for possible step down to a less restrictive placement option. Review, discuss and enhance current practice related to identifying, locating and utilizing relative and non-relative caregivers. Currently, Our Kids has a higher percentage of children in group, licensed and residential care than the statewide average and a lower percentage of children placed in relative and non-relative care.
5. Develop and incorporate a formal process for ongoing review and reporting on compliance with all contractual requirements to include administrative requirements and performance measures.
6. Ensure all Our Kids policies and procedures are up-to-date and submitted to DCF Region staff for final review and approval.

SYSTEMIC ISSUES

The Southern Region is faced with a disproportionately high number of cases involving children with a maltreatment of human trafficking. To address this, the eleventh judicial circuit in Miami-Dade county holds Grace court to address the special needs of children who have been identified as being victims of human trafficking and sexual exploitation. Grace (Growth Renewed through Acceptance, Change and Empowerment) court provides heightened knowledge and expertise in handling these special cases and is a positive initiative in the community.