



CONTRACT OVERSIGHT DESK REVIEW

Big Bend Community Based Care, Inc.

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Big Bend Community Based Care, Inc.
Contract Number: BJ101 SOC

Table of Contents

Executive Summary.....	1
CBC Performance	1
Practice Model Implementation	3
Child Safety After Termination of Services	4
Financial Viability Report Analysis	5
Licensed & Group Care Placement	5
DCF Contract Manager Feedback	6
Placement Process	8
Caregiver Support & Retention Efforts	9
Conclusion.....	9

Executive Summary

Florida Statute 402.7305 requires the Department to conduct an analyses of the performance and compliance of a contracted Community Based Care (CBC) agency by means of on-site monitoring or desk reviews if the external service provider will not be monitored on site during a fiscal year. The Department’s Contract Oversight Unit performed a Desk Review for Big Bend, Contract BJ101 which focused on key performance indicators specific to the CBC agency as compared to overall statewide average performance. The categories reviewed included: CBC performance, practice model implementation, child safety after termination of services, financial viability, licensed and group care and feedback from the DCF contract manager.

Big Bend Community Based Care (Big Bend) serves children and families in twelve counties in circuit two and fourteen – Franklin, Gadsden, Jefferson, Leon, Liberty, Wakulla, Bay, Calhoun, Gulf, Holmes, Jackson and Washington. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in all ten counties served by Big Bend was 706,402. See chart below for breakdown by county. The removal rate per 100 children Investigated from October thru December 2016 was 4.0 which was the second lowest in the State and below the statewide average of 5.8 (Source: Child Welfare Key Indicators Monthly Report, May 2017).

Rank	County	Population	Rank	County	Population	Rank	County	Population
27	Bay	183,974	43	Gadsden	46,006	64	Jefferson	13,906
22	Leon	287,822	49	Wakulla	31,893	65	Franklin	11,901
61	Calhoun	14,423	55	Holmes	19,487	67	Liberty	8,202
59	Gulf	15,990	42	Jackson	48,229	53	Washington	24,569
Total: 706,402								

Source: United States Census Bureau / American FactFinder. "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016". 2016 Population Estimates Program.

CBC Performance

A review of Big Bend’s performance shows both strengths and areas where opportunities for improvement exist. The chart below depicts Big Bend’s scorecard performance compared to the overall statewide average. In FY

16/17, Quarter three, Big Bend performed at or above the established performance standards in nine of the scorecard measures. In one of the scorecard measures, Big Bend performed below the established performance standards and in two additional measures, Big Bend is nearing the threshold for substandard performance for FY 16/17 Quarter 3.

Big Bend's performance consistently (last six quarters) meets scorecard measures in the following areas:

- M02: % of children who are not abused/neglected during in-home services
- M04: % of children under supervision who are seen every 30 days
- M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months
- M08: Placement moves per 1,000 days in foster care
- M09: % of children in foster care who received a medical service in last 12 months

Big Bend's performance in the following measures met the performance target in five of the past six quarters:

- M01: Rate of abuse per 100,000 days in foster care (recent dip in performance)
- M03: % of children who are not neglected or abused after receiving services
- M10: % of children in foster care who received a dental service in last 7 months

Performance on scorecard measures 11 and 12 has been trending up the past three quarters.

- M11: % of young adults exiting foster care at age 18 who completed/are enrolled in secondary education, vocational education or adult education
- M12: % of sibling groups where all sibling groups are placed together

Big Bend's performance on scorecard measure seven (M07: % of children who do not re-enter care within 12 months of moving to a permanent home) currently meets the performance target but has been trending down in the past three quarters.

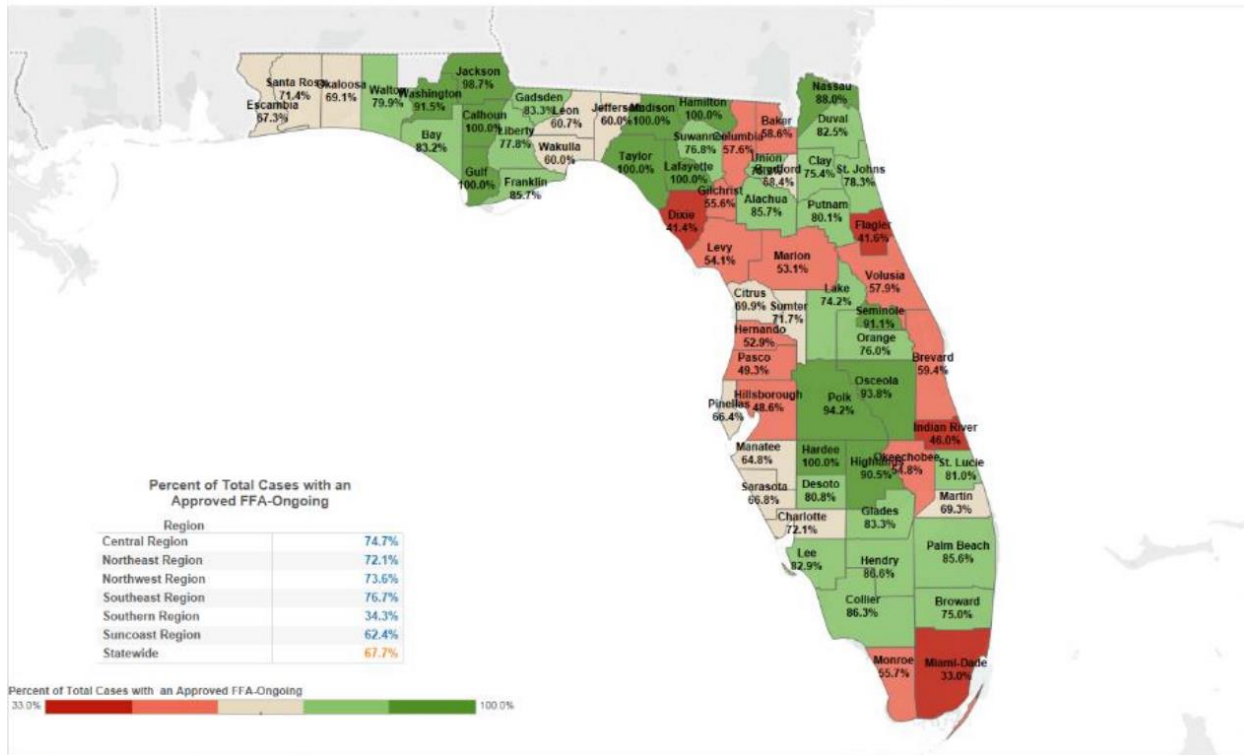
Big Bend's performance on scorecard measures five (M05: % of children exiting to a permanent home within 12 months of entering care) represents an opportunity for improvement, as it scored below the established performance standards for FY 16/17, Q3 and five out of the past six quarters.

Scorecard Measure	FY 2016 Q2	FY 2016 Q3	FY 2016 Q4	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3
M01: Rate of abuse per 100,000 days in foster care	6.20	6.93	6.41	8.47	7.09	9.13
M02: % of children who are not abused/neglect during in-home services	98.20	98.90	98.90	97.60	96.40	97.00
M03: % of children who are not neglected or abused after receiving services	97.90	97.20	91.50	96.20	95.00	96.40
M04: % of children under supervision who are seen every 30 days	99.80	99.80	99.80	99.70	99.80	99.80
M05: % of children exiting to a permanent home w/in 12 months of entering care	39.70	47.80	32.40	29.80	34.30	38.60
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	60.00	59.70	63.00	66.30	63.10	52.00
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	75.00	90.00	92.00	100.00	96.20	91.80
M08: Placement moves per 1,000 days in foster care	3.64	3.68	3.38	3.60	3.36	3.64
M09: % of children in foster care who received a medical service in last 12 months	99.10	98.90	98.50	99.00	98.60	99.10
M10: % of children in foster care who received a dental service in last 7 months	94.80	97.10	95.90	97.60	96.00	95.80
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.	82.80	83.30	80.00	70.80	76.90	78.70
M12: % of sibling groups where all siblings are placed together	62.00	64.40	68.60	64.90	67.60	68.60

Practice Model Implementation

As of 5/18/17, Big Bend Community Based Care, Inc. has made progress toward implementation of the Practice Model as shown in the chart below. In the majority of the counties served by Big Bend, performance in implementing the Practice Model is above the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). In three counties (Jefferson, Leon and Wakulla), continued efforts toward Practice Model implementation are warranted. Overall, Big Bend has demonstrated commitment to the Practice Model as evidenced by the majority of counties meeting or exceeding the statewide average for this measure. Additionally, in two counties served by Big Bend, the Practice Model has been fully implemented (Calhoun & Gulf). (Source: Child Welfare Key Indicators Monthly Report, May 2017)

Ongoing Services Safety Methodology Implementation Status as of 5/18/2017

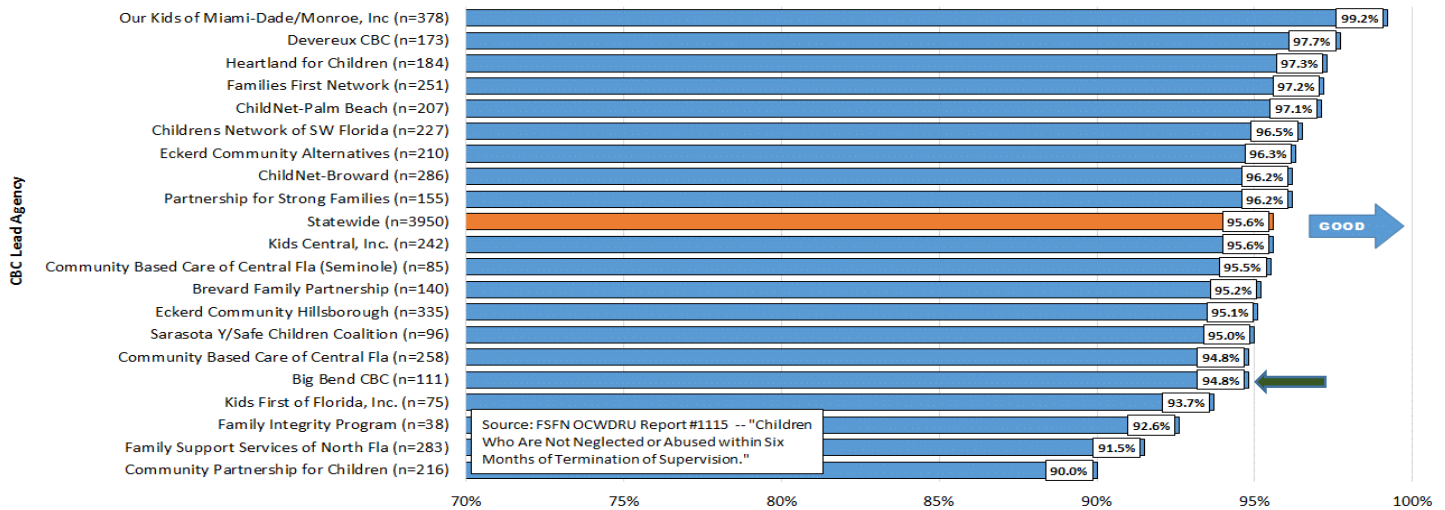


Child Safety After Termination of Services

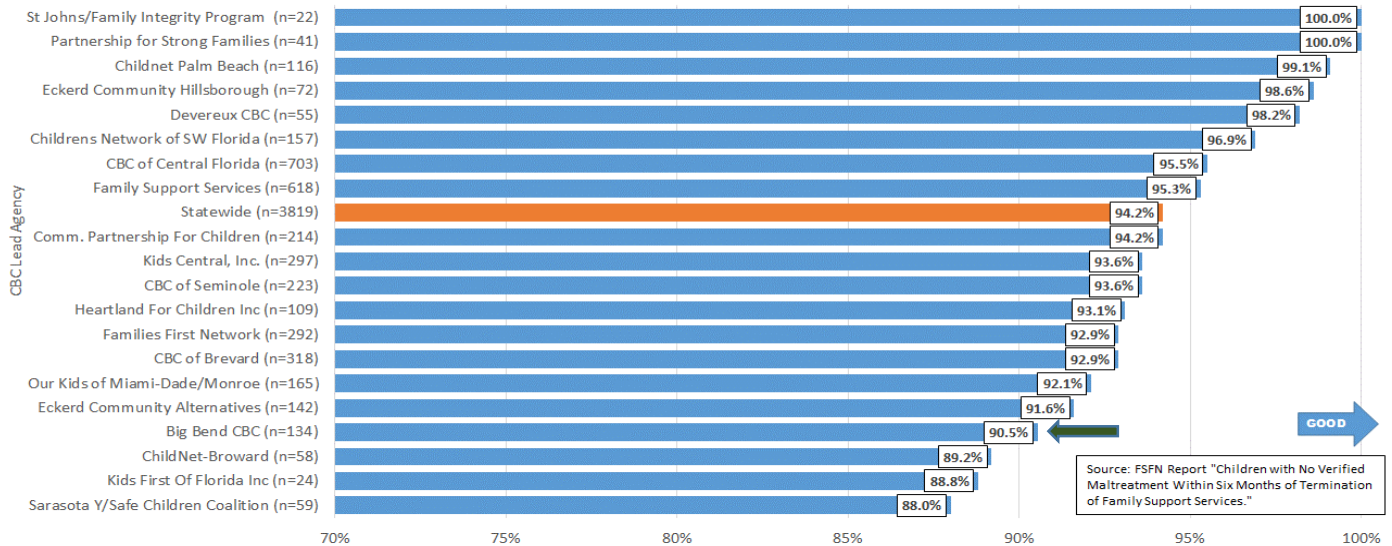
Ensuring children are safe and protected following dependency & family support services service intervention and service delivery is a strong indicator of overall system of care performance. For this reason, post service termination re-abuse episodes are measured to determine the percentage of children in dependency and family support services who are not re-abused or maltreated within six months of termination of services. For the most recent quarter (services terminated between April – June 2016), Big Bend (94.8%) was below the statewide average (95.6%) for cases with no maltreatment within six months of case management services. Big Bend (90.5%) was also lower than the statewide average (94.2%) for family support services during the same time period. See the charts below. (Source: Child Welfare Key Indicators Monthly Report, May 2017)

This data represents an opportunity for Big Bend to review the performance of contracted providers who deliver services to families in Family Support and Case Management services, to determine which providers are providing the best services to families which result in strong behavioral change and a reduction in recidivism.

Percent of Children Terminated from Case Managed Services in Quarter Who Were Not Maltreated within Six Months, for Children with Services Terminated April-June 2016



Percent of Children Terminated from Family Support Services in Quarter Who Were Not Maltreated within Six Months, for Children with Services Terminated April-June 2016



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 Big Bend and found one area of noncompliance. The desk review period was from October 1, 2016 through December 31, 2016. The finding pertained to non-compliance with Federal/State regulatory requirements as Big Bend purchased Live Scan equipment without receiving prior written approval from DCF. To rectify the issue, Big Bend implemented procedures for properly obtaining prior written authorization from DCF before purchasing equipment that equals or exceeds the capitalization level established by 2 CFR Part 200. See financial report for additional details.

Licensed & Group Care Placement

As of May 31, 2017, 221 children were placed in licensed care which represents 25.55% of all children on out of home care in northwest counties served by Big Bend. The current statewide average of children placed in licensed

care versus other placement settings is higher at 29.54%. As of the same date, there were 92 children placed in group care, representing 10.64% of all Big Bend placements. The current statewide average of children placed in group care versus other placement settings is lower at 8.91%. This data suggests that efforts to reduce group care placements are warranted.

Licensed & Group Care Placements	Big Bend CBC, Inc.	Statewide
Number of Children in Licensed Care	221	7,183
% of Children in Licensed Care	25.55%	29.54%
Number of Children in Group Care	92	2,166
% of Children in Group Care	10.64%	8.91%
<i>Source: Department of Children & Families - Children in Out of Home Care by Lead Agency Report (updated 6/11/17)</i>		

DCF Contract Manager Feedback

DCF Contract Manager Regina Pleas provided the following information pertaining to initiatives and efforts developed by Big Bend to improve licensed home capacity.

Big Bend's FY 16/17 goals for foster home recruitment included:

Circuit 2 - Goal: Retain interest of phone call and in person inquiries by providing follow up.

- Schedule for first available Coffee Talk within one week of inquiry.
- Schedule Orientation Home Visit within 5 days of Coffee Talk attended.
- Person responsible: Data Management Specialist and assigned Coffee Talk and Orientation Home Visit counselors.
- Status: The CHS Data Management Specialist is currently directing in person and phone call inquiries into the earliest Coffee Talk that is most convenient for the inquiry source within 48 hours of inquiry.

Circuit 14 - Goal: Retain interest of all inquiries; phone call and in person inquiries by providing information and follow up.

- At initial phone contact; inquire as to basic requirements of fostering (arrest; adequate housing etc.) Also inform about the training classes and give dates.
- If written or electronic inquiry follow up within 48 hours with phone call
- Send inquiry packet with dates, places and times of training classes and instructions as to how to sign up for classes
- Once family/individual signs up for QPT, send them link for online orientation that must be completed prior to attending first class.
- Person responsible: Recruitment & Retention Specialist
- Status: Recruitment & Retention Specialist strives to reach out to inquiries as quickly as possible to try to form relationships early on.

Circuit 2 - Goal: Identify early in the process the prospective foster parents who can meet the minimum licensing requirements.

- Screen home at Orientation Home Visit.
- Person responsible: All licensing counselors
- Status: CHS FHM staff is currently scheduling orientation home visits within 1 week of Coffee Talk completion.

Circuit 14 - Goal: Identify early in the process the prospective foster parents who can meet the minimum licensing requirements.

- Once Orientation class taken on line and inquiry signed up for QPT training; and attended to class two of QPT; Licensing counselor is assigned and schedules the preliminary home visit to address any facility issues. Also the initial background screening is completed.
- Person responsible: All licensing counselors
- Status: Licensing Counselors and Component Director discuss and schedule visits according to procedure. Complete the licensing study and packet within 90 days of QPT completion.

Circuit 2 - Goal: Increase community awareness by increasing visibility specific to foster care.

- Identify at least one community event to participate in at least once per quarter. Each community event selected will have anticipated attendance of at least 50 individuals.
- Identify at least two local organizations or groups per quarter to display recruitment information (to include at least one organization or group in the five outer-lying counties).
- Person responsible: Recruitment Team/Foster Home Management team
- Status: CHS FHM team has attended National Day of Prayer at the Capitol (approx.100 individuals), Spring Time Tallahassee (50+), Chef Sampler (100+) and Pride Fest (30+) community events.

Circuit 14 - Goal: Increase community awareness by increasing visibility specific to foster care.

- Identify and produce awareness through print media & news outlets (magazines, company email blasts, local news stations, PSA's, social media, faith based community presentations).
- Launch of new recruitment video on social media, Google ads and group presentations.
- Person responsible: Recruitment & Retention Specialist
- Status: LMC FHM secured the Bay District School System to send out a system wide e-blast in the month of June educating about the need for local foster/adoptive homes. Match event where 12 children available for adoptions met with 12 potential adoptive families. Foster Parent program was selected as "nonprofit of the year" for WJHG. The station selected Big Bend's program with interest in helping support recruitment efforts and spread awareness regarding the need for more foster homes. Foster Parent commercials on air in all 6 counties. "The Solution is a Parent" YouTube, Google Video, Facebook page postings of community events, motivational pieces and resources for Foster and Adoptive Parents: Foster & Adopt on the Gulf Coast.

Circuit 2 - Goal: Increase presence in the faith based community and civic organizations.

- Of the organizations identified in Objective 3 (1 & 2), at least 1 organization or group will be of the faith based community.
- Person responsible: Recruitment Team/Foster Home Management Team
- Status: CHS FHM completed a presentation at Crossways Church, Calvary Chapel Church and Freedom Church First Assembly.

Circuit 14 - Goal: Increase presence in the faith based community and civic organizations.

- local churches more engaged and invested in recruitment for foster and adoptive homes by allowing presentations to their congregation
- Faith Based organizations allowing LMC FHM to place info in their church or bulletin.
- Partnered with local faith groups and organizations to help spread awareness.
- Campaign video launch to be shown at faith based events
- Member and participant of "One Church One Child" events in C 14
- Person responsible: Recruitment & Retention Specialist
- Status: Continued increased interest through local churches and civic groups: Woodlawn UMC, Bay; Lynn Haven United Methodist Church; St. Johns Baptist Church

Circuit 2 - Expand targeted recruitment efforts for teenagers and sibling groups.

- Invite a teen to speak at QPT classes.
- Provide at least one training per year on the effects of sibling separation to current licensed foster parents in an effort to create flexibility within those already licensed. Person responsible: Recruitment Team/Foster Home Management Team and Wendy's Wonderful Kids recruiter to assist with teen recruitment activity
- Status: CHS FHM incorporated a "Teen" Panel to the Quality Parenting Training Course for potential foster/adoptive parents. A Wendy's Wonderful Kids presentation was presented to the incoming foster/adoptive parents to highlight teens available to foster or adopt. The panel has consisted of teenagers that are currently in care as well as foster and adoptive parents that have or are currently fostered or adopted teens. Licensing also displays the teenagers and sibling groups available for adoption at the QPT classes. Finally, Licensing and the Adoptions unit share a presentation of teens and siblings available for adoption during the QPT class.

Circuit 14 - Expand targeted recruitment efforts for teenagers and sibling groups.

- Invite a teen to speak at QPT classes.

- Campaign video is targeted recruitment for teens.
- Person responsible: Recruitment & Retention Specialist
- Status: Teen in foster care continues to speak to QPT class. Licensing also displays the teenagers and sibling groups available for adoption at the QPT classes. Licensing and the Adoptions unit share a presentation of teens and siblings available for adoption during the QPT class.

Circuit 2 - Increase social media presence

- Utilize Facebook, Instagram, and Twitter to increase foster home recruitment awareness.
- Person responsible: Recruitment Team/Foster Home Management and Philanthropy team

Circuit 14 - Increase social media presence

- Utilize Facebook to increase foster home recruitment awareness.
- Facebook group created to better communicate and share resources with our current foster/adoptive parents (they are our greatest recruiters through word of mouth and sharing their experiences with others).
- Person responsible: Recruitment & Retention Specialist
- Status: Facebook posts to share the need and urgency to gain more homes in Big Bend's community, launching recruitment video through paid Facebook ads, increase shares, posting the list of all kids in out of home care within Circuit 14. CHS FHM posts monthly fliers on Facebook highlighting future foster parent training classes, the need for foster and adoptive homes for foster and adoption eligible children as well as sibling groups.

Big Bend has taken the following actions to increase foster home retention:

Goal: Strengthen Foster Parent support

Actions

- Partner with Tallahassee Area Foster/Adoptive Parents to increase teaming opportunities.
- Participate in Quality Parenting Initiative to encourage problem solving through partnership, teaming and effective communication.
- Provide ongoing supplemental training for Foster Parents who are currently licensed.
- Express appreciation via special foster family friendly events.
- Circuit 14 has a Foster Parent Mentoring Program to assist new foster parents with new placements and questions and to add an extra layer of support.
 - Monthly Support Group meetings.
 - Monthly contact with homes.
 - Healing Heart Recruitment Campaign Launch.
- Person responsible: Foster Home Management
- Status: CHS FHM currently provides childcare and dinner for the FAPA meetings to ensure barriers are alleviated to obtaining pertinent information and support for licensed caregivers. Foster Home Management for both Circuits, is currently participating on the QPI committee to assist with problem solving foster parent system challenges. Both Foster Home Management continues to host Super Saturday foster parent training twice a year to afford foster parents an opportunity to complete yearly required training hours. Childcare is provided. CHS Foster Home Management hosted a Foster Parent Appreciation lunch for licensed foster parents in the month of February. LMC Foster Home Management hosted a Foster Parent's Day Off appreciation event in May. Monthly newsletters are also sent out to foster parents which include child care tips, information on upcoming training events as well as ideas for family fun activities.

Placement Process

Ms. Pleas provided the following information related to Big Bend's placement process. An intake form is completed for every child for whom a request is made for placement in licensed care. Information is provided by the requesting party (DCM or PI) and recorded by the receiving Intake Placement Specialist. The form resides within Cobris, and once completed remains there (and can be updated for future move requests). The information collected is intended to paint a comprehensive picture of the child's history and needs, and includes reasons for

removal, behavioral and developmental history, medical factors, siblings (including sibling placements) and placement needs/considerations. Intake Placement staff then review available placements, seeking those that best match the needs of the child. Big Bend's Guiding Principles for the Placement of Children outlines several factors that need to be prioritized in assessing placement matches (keeping siblings together, educational continuity, minimizing number of moves, geographic proximity to family/area of origin, placement with family-connected individuals when possible, and placing in least-restrictive settings), and these are considered as staff choose which potential placements should be approached first. In general, foster homes in the child's county of origin will be approached first, prioritized according to those whose strengths most closely match the needs of the child. Decisions to expand the geographic area of the search or begin considering group care placements are made based on child-specific factors and done via staffing with a Placement Supervisor and/or the Placement Director. Big Bend also has a variety of diligent search options that are specifically used to identify individuals who may have personal connection to the child and may be willing to provide a non-licensed placement. Big Bend will pursue such opportunities as they are identified.

Big Bend monitors all of the locally licensed group care providers on an annual basis. The review process includes administrative, personnel, milieu and quality factors, and incorporates interviews with residents as a major indicator of satisfaction and quality. Programs that score poorly or raise concerns about quality in any way are engaged directly and asked to participate in formal corrective activity as necessary, which always includes regular follow-up visits. In addition, the Placement Director and Supervisors are in regular, ongoing contact with the leadership from all group care providers, with ongoing discussion that includes delineation of expectations and provision of feedback (both positive and negative) received from case managers, investigators, GALs or other system partners who have interacted with the program.

Caregiver Support & Retention Efforts

Relative and non-relative placements are offered ongoing support by the case managers involved with the children placed in their home via visits and regular telephone contact. They are invited to participate in many of the same trainings that foster parents receive, and also to participate in partnership meetings wherein training and access to system leadership are available. When a placement is jeopardized due to child behavior or lack of resources for the caregiver, they are invited to participate in stabilization staffings similar to those we use with licensed placements so that they can benefit from group problem solving and planning around what services and supports are necessary to stabilize the placement and how to get them.

When a child who is a candidate for Extended Foster Care is identified, there is cooperation between Placement staff, Case Management staff and Independent Living staff to identify the supports that will be necessary to make such a placement successful and arrange the appropriate agreements with the placement and any other providers. The involved youth is a full partner in the preparation for the transition, and the placement is monitored closely in the months following their birthday, with Independent Living staff providing primary support and other services monitored and adjusted as necessary.

Conclusion

Based on the desk review of Big Bend Community Based Care, Inc. Contract BJ101 SOC several strengths and opportunities for improvement were found.

This desk review highlights Big Bend's positive performance on the majority of the Scorecard measures. In the past six quarters, Big Bend met the established performance target 78% of the time which is above the average statewide cumulative scorecard performance. Big Bend's status toward Practice Model implementation is overall above the statewide average and two counties have implemented the model in 100% of their cases. Services provided to children and families in Circuit two and fourteen have yielded rates of re-abuse which are above the

statewide average. And, while the percentage of children in licensed care is lower than the statewide average, Big Bend has a higher percentage of children in group care than the statewide average.

The Department's Contract Oversight Unit has identified the following opportunities for improvement:

1. Continue to 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.
2. Review and discuss current practice related to children exiting care to a permanent home within 12 months of entering care. Implement immediate actions to monitor and improve performance in this area.
3. Continue efforts to fully implement the Practice Model in all ten counties served by Big Bend, paying close attention to Jefferson, Leon and Wakulla counties.
4. Review and discuss re-maltreatment episodes for children with services terminated within six months. Evaluate causality and patterns by identifying referred service providers, length of care and any other common factors that could be addressed & remedied during local level provider contract negotiations.
5. Follow all fiscal and reporting recommendations as outlined in Financial Accountability reports.
6. Review and discuss cases involving children currently placed in group care for possible step down to a less restrictive placement option.
7. Continue efforts to identify, recruit and license additional quality foster home caregivers.