# CONTRACT OVERSIGHT DESK REVIEW

## Partnership for Strong Families

### CJ149 SOC

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Partnership for Strong Families.

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## 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 Partnership for Strong Families (PFSF), Contract CJ149 SOC which focused on key performance indicators specific to the CBC agency as compared to the 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.

PFSF serves children and families in Alachua, Baker, Bradford, Gilchrist, Levy, Union, Columbia, Dixie, Hamilton, Lafayette, Madison, Suwannee and Taylor Counties in circuits three and eight in the Northeast Region.  According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in all thirteen counties was 583,444.  See chart below for breakdown by county. The removal rate per 100 children Investigated from October thru December 2016 was 7.3 which is the third highest removal rate in the State and above the statewide average (5.8).  (Source: Child Welfare Key Indicators Monthly Report, May 2017).

| Rank | County | Population |
|------|--------|-----------|
| 23 | Alachua County | 263,496 |
| 50 | Baker County | 27,937 |
| 52 | Bradford County | 26,926 |
| 57 | Gilchrist County | 17,212 |
| 46 | Levy County | 39,961 |
| 60 | Union County | 15,142 |
| 40 | Columbia County | 69,299 |
| 58 | Dixie County | 16,300 |
| 62 | Hamilton County | 14,361 |

| 66 | Lafayette County | 8,617 |
|---|---|---|
| 56 | Madison County | 18,224 |
| 44 | Suwannee County | 43,794 |
| 54 | Taylor County | 22,175 |
| *Source: United States Census Bureau / American FactFinder. "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016". 2016 Population Estimates Program. Web. March 2017.   http://factfinder2.census.gov.* | | |

## CBC Performance

A review of PFSF's performance shows both strengths and areas where opportunities for improvement exist.  In ten of the scorecard measures, PFSF performed at or above the established performance standards and in two of the scorecard measures, PFSF performed below the established performance standards for FY 16/17 Quarter 3.

PFSF'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
- M05: % of children exiting to a permanent home within 12 months of entering care
- 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
- M11: % of young adults exiting foster care at age 18 who completed, or are enrolled in, secondary education, vocational education or adult education
- M12: % of sibling groups where all siblings are placed together

PFSF's current performance on scorecard measure seven (M07: % of children who do not re-enter care within 12 months of moving to a permanent home) met the target in five of the past six quarters and has met the target for FY 16/17 Q1 – Q3.

Performance on scorecard measure three (M03: % of children who are not neglected or abused after receiving services) currently meets the established performance standards for FY 16/17, Q3 and met the target in FY 16/17 Q1 but experienced a dip in performance in FY 16/17 Q2 thus continued monitoring is recommended to ensure implemented practices are continuing to positively impact performance on this measure.

Two performance measures represent opportunities for improvement, both of which scored below the established performance standards in five of the past six quarters.  They are:

- M01: Rate of abuse per 100,000 days in foster care
- M10: % of children in foster care who received a dental service in last 7 months

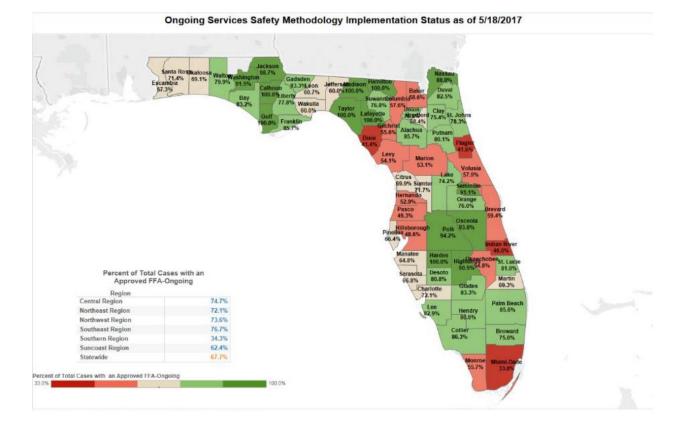| Scorecard Measure | FY 2016 Q2 | FY 2016 Q3 | FY 2016 Q4 | FY 2017 Q1 | FY 2017 Q2 | FY 2017 Q3 |
|---|---|---|---|---|---|---|
| M01: Rate of abuse per 100,000 days in foster care | 10.55 | 8.53 | 8.13 | 8.79 | 8.85 | 10.31 |
| M02: % of children who are not abused/neglect during in-home services | 97.10 | 96.80 | 96.30 | 97.10 | 97.40 | 98.60 |
| M03: % of children who are not neglected or abused after receiving services | 88.10 | 94.20 | 93.40 | 96.80 | 94.10 | 96.80 |
| M04: % of children under supervision who are seen every 30 days | 99.90 | 99.80 | 99.70 | 99.80 | 99.80 | 99.80 |
| M05: % of children exiting to a permanent home w/in 12 months of entering care | 48.10 | 50.20 | 52.50 | 58.70 | 49.50 | 52.40 |
| M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months | 68.80 | 64.10 | 63.20 | 56.70 | 58.80 | 58.00 |
| M07: % of children who do not re-enter care w/in 12 months of moving to permanent home | 94.10 | 89.50 | 93.40 | 95.80 | 97.20 | 95.00 |
| M08: Placement moves per 1,000 days in foster care | 3.80 | 3.46 | 3.24 | 3.63 | 3.33 | 3.48 |
| M09: % of children in foster care who received a medical service in last 12 months | 99.50 | 97.20 | 97.70 | 97.90 | 98.00 | 98.40 |
| M10: % of children in foster care who received a dental service in last 7 months | 94.50 | 92.60 | 91.50 | 96.50 | 93.00 | 92.50 |
| M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed. | 84.60 | 91.60 | 100.00 | 100.00 | 95.00 | 95.20 |
| M12: % of sibling groups where all siblings are placed together | 69.10 | 65.80 | 65.50 | 66.20 | 67.40 | 65.50 |

## Practice Model Implementation

PFSF has made some progress toward implementation of the practice model but continued efforts are needed to ensure full implementation, as shown in the chart below.

As of 5/18/17, PFSF's status for practice model implementation was as follows:

- Alachua – 85.7%
- Baker – 58.6%
- Bradford – 68.4%
- Gilchrist – 55.6%
- Levy – 54.1%
- Union – 78.4%

- Columbia – 68.4%
- Dixie – 41.4%
- Hamilton – 100%
- Lafayette – 100%
- Madison – 100%
- Suwannee – 76.8%
- Taylor – 100%

In nine counties (Alachua, Bradford, Union, Columbia, Hamilton, Lafayette, Madison, Suwannee and Taylor) PFSF's implementation status exceeds the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). In four counties, noted above, the practice model is fully implemented. Continued efforts are needed to fully implement the practice model in the other PFSF counties. (Source: Child Welfare Key Indicators Monthly Report, May 2017)

Percent of Total Cases with an Approved FFA-Ongoing

| Region | |
|---|---|
| Central Region | 74.7% |
| Northeast Region | 72.1% |
| Northwest Region | 73.6% |
| Southeast Region | 76.7% |
| Southern Region | 34.3% |
| Suncoast Region | 62.4% |
| Statewide | 67.7% |

Percent of Total Cases with an Approved FFA-Ongoing
33.0%                                    100.0%

## Child Safety After Termination of Services

Ensuring children are safe and protected following case management & 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 case management and family support services who are not re-abused or maltreated within six months of the termination of services. For the most recent quarter (services terminated between April – June 2016), PFSF (96.2%) was above the statewide average (95.6%) for cases with no maltreatment within six months of case management services. PFSF (100%) was also higher than the statewide average (94.2%) for family support services during the same time period. In fact, PFSF performed best in the state, along with another CBC, on this measure during this reporting period. See the charts below. (Source: Child Welfare Key Indicators Monthly Report, May 2017)

**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**
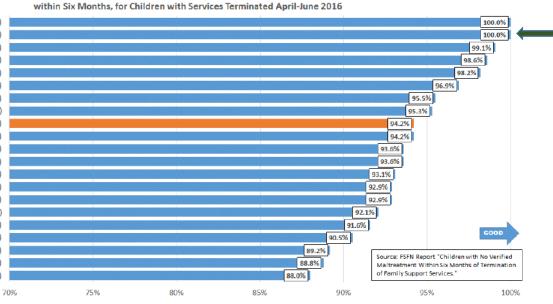
| CBC Lead Agency | Percent |
|---|---|
| Our Kids of Miami-Dade/Monroe, Inc (n=378) | 99.2% |
| Devereux CBC (n=173) | 97.7% |
| Heartland for Children (n=184) | 97.3% |
| Families First Network (n=251) | 97.2% |
| ChildNet-Palm Beach (n=207) | 97.1% |
| Childrens Network of SW Florida (n=227) | 96.5% |
| Eckerd Community Alternatives (n=210) | 96.3% |
| ChildNet-Broward (n=286) | 96.2% |
| Partnership for Strong Families (n=155) | 96.2% |
| Statewide (n=3950) | 95.6% |
| Kids Central, Inc. (n=242) | 95.6% |
| Community Based Care of Central Fla (Seminole) (n=85) | 95.5% |
| Brevard Family Partnership (n=140) | 95.2% |
| Eckerd Community Hillsborough (n=335) | 95.1% |
| Sarasota Y/Safe Children Coalition (n=96) | 95.0% |
| Community Based Care of Central Fla (n=258) | 94.8% |
| Big Bend CBC (n=111) | 94.8% |
| Kids First of Florida, Inc. (n=75) | 93.7% |
| Family Integrity Program (n=38) | 92.6% |
| Family Support Services of North Fla (n=283) | 91.5% |
| Community Partnership for Children (n=216) | 90.0% |

GOOD

Source: FSFN OCWDRU Report #1115 -- "Children Who Are Not Neglected or Abused within Six Months of Termination of Supervision."

**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**

| CBC Lead Agency | Percent |
|---|---|
| St Johns/Family Integrity Program (n=22) | 100.0% |
| Partnership for Strong Families (n=41) | 100.0% |
| Childnet Palm Beach (n=116) | 99.1% |
| Eckerd Community Hillsborough (n=72) | 98.6% |
| Devereux CBC (n=55) | 98.2% |
| Childrens Network of SW Florida (n=157) | 96.9% |
| CBC of Central Florida (n=703) | 95.5% |
| Family Support Services (n=618) | 95.3% |
| Statewide (n=3819) | 94.2% |
| Comm. Partnership For Children (n=214) | 94.2% |
| Kids Central, Inc. (n=297) | 93.6% |
| CBC of Seminole (n=223) | 93.6% |
| Heartland For Children Inc (n=109) | 93.1% |
| Families First Network (n=292) | 92.9% |
| CBC of Brevard (n=318) | 92.9% |
| Our Kids of Miami-Dade/Monroe (n=165) | 92.1% |
| Eckerd Community Alternatives (n=142) | 91.6% |
| Big Bend CBC (n=134) | 90.5% |
| ChildNet-Broward (n=58) | 89.2% |
| Kids First Of Florida Inc (n=24) | 88.8% |
| Sarasota Y/Safe Children Coalition (n=59) | 88.0% |

GOOD

Source: FSFN Report "Children with No Verified Maltreatment Within Six Months of Termination of Family Support Services."

## 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 PFSF and found no areas of noncompliance. The desk review period was from July 1, 2016 through September 30, 2016.

## Licensed & Group Care Placement

As of May 31, 2017, 186 children are placed in licensed care which represents 20.85% of all children on out of home care in Alachua, Baker, Bradford, Gilchrist, Levy, Union, Columbia, Dixie, Hamilton, Lafayette, Madison, Suwannee and Taylor counties. 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 45 children placed in group care, representing 5.04% of all PFSF placements. The current statewide average of children placed in group care versus other placement settings is 8.91%. This data supports PFSF's commitment to securing placements for children that are least restrictive.

| Partnership for Strong Families | | |
|---|---|---|
| Licensed & Group Care Placements | CBC | Statewide |
| Number of Children in Licensed Care | 186 | 7,183 |
| % of Children in Licensed Care | 20.85% | 29.54% |
| Number of Children in Group Care | 45 | 2,166 |
| % of Children in Group Care | 5.04% | 8.91% |

Source: Department of Children & Families - Children in Out of Home Care by Lead Agency Report (updated 6/11/17)

## DCF Contract Manager Feedback

Survey responses were received from Melissa Trentham, DCF Contract Manager.  Responses indicate that PFSF has developed several goals to improve the system of care including the following:

### Foster Home Retention and Recruitment

Goal - Expand upon the network of current homes to ensure there are a variety of placement options available so that children and families are matched in a way that meets their individual needs and does not strain these critical relationships.  PFSF set a goal of licensing 30 new foster homes in FY1617.  By the end of the year, they exceeded the goal by licensing 32 new foster homes.  Additionally, PFSF aimed to recruit and license eight new homes for teens and they exceeded this target by licensing eleven homes which accept teen placements.

Partner Families are licensed through PSF after successful completion of the PRIDE curriculum and an approved home study. PSF Licensing oversees local Quality Parenting Initiative (QPI) Meetings to address local concerns and build a bridge between Partner Families and stakeholders to include breakout sessions with Children's Legal Services (CLS), other licensing providers and Case Management Agencies. QPI serves as an opportunity to keep Partner Families up to date on guidelines and to discuss normalcy activities. PSF Licensing will continue to partner with Community Relations Management to guide recruitment efforts. The unit also employs the use of a Partner Family Advocate who acts as a liaison for Partner Families and various departments within PSF to ensure families are supported, children's needs are met, communication remains strong, and that support is available to Partner Families new and old at any time. PSF Licensing also documents, tracks, and follows up on any Corrective Action Plans and Support Plans in place for PSF licensed Partner Families.

### Placement Process

The Placement Unit oversees the matching and management of children in licensed out of home care. The following processes are in place to support quality practice:

- Over-Capacity Waivers - Specialists evaluate the child and prospective licensed family's needs and abilities and compose waivers which are then reviewed by management and submitted to PSF's CEO for approval or denial.
- Placement Matching - Upon receipt of a completed Child Information Form (CIF) and Safety Plan if applicable, specialists review the homes available and match each child or sibling group according to Partner Family preference and the needs identified in the CIF.
- Daily Placement Review Meetings - The unit meets daily to review children recently placed in licensed foster care, children in need of a placement match and to address on-going systemic barriers to include statewide limited capacity issues.
- Referrals for Specialized Care- The unit oversees and initiates referrals for children identified as needing alternative care such as medical foster care, therapeutic foster care, or specialized placement in a therapeutic residential group home (TGH) or statewide inpatient psychiatric provider (SIPP).

Incident Report Review Committee: Monthly meeting of PSF Quality Assurance, PSF Placements, PSF Licensing and other local licensing agencies' staff to review incidents related to Partner Family homes and other DCF licensed

placements for children, such as facility complaints and/or abuse and neglect incidents.  The committee reviews allegations and follow-up taken by Child Protective Investigations (CPI), Family Care Counselors (FCC) and Licensing staff to determine what actions need to be taken.  When an incident of abuse and neglect is alleged to have occurred in a licensed Partner Family home or DCF licensed group care setting a "no new placement hold" will be generated for the placement.  The no new placement hold will remain in effect until the case is staffed at the Incident Report Meeting or until the completion of the DCF Child Protective Investigator's investigation and an agreement to lift the hold is reached by the appropriate committee members and DCF licensing.

### Relative and Non-Relative Caregiver Support

Camelot meets internally on a weekly basis to address any needs identified and maintain a consistent work environment. In practice for children removed from their families, this means their agency has created a network of community members able and available to provide out of home care for overnight, short term, and in some cases, long term care. Camelot works very diligently with Child Protective Investigators to explore each and every non-relative and relative option to ensure children in out-of- home care reside in the least restrictive setting. These efforts have led the agency to have high compliance levels in keeping siblings together, in keeping children out of licensed care, and in keeping children within their communities.

For the 2016-2016 Fiscal Year, Camelot will utilize a new position to act as a point of contact for all secondary assignments within their catchment area to establish one point of contact for the Department of Children and Families.

### Extended Foster Care

CDS BEHAVIORAL is the case management agency that provides Extended Foster Care and Independent Living Services in all counties served by PSF. The provider works with PSF to maintain quality controls related to eligibility and payments. The provider assists clients in enrollment in secondary educational services and monitors to assist in the event that any systematic or programmatic issues arise.  This agency also provides secondary case management services for children in licensed care ages 16 and 17 to assist them with their transition to adulthood and in developing a transitional plan.

## Conclusion

Based on the limited review of Partnership for Strong Families, contract CJ149 SOC several strengths and opportunities for improvement were found.

This desk review highlights the CBC's positive performance on some of the Scorecard measures.  In the past six quarters, PFSF met the established performance target 80% of the time which is above the average statewide cumulative scorecard performance.  PFSF's status toward implementation of the practice model is above the statewide average in three of the six counties and below the statewide average in the other three PFSF counties. Case Management and Family Support Services provided to children and families have yielded rates of re-maltreatment which are lower than the statewide average.  And, the percentage of children in licensed and group care is lower than the statewide average.

The Department's Contract Oversight Unit finds 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 the following measures and implement immediate actions to monitor and improve performance in these areas.
    a. Rate of abuse per 100,000 days in foster care
    b. Percent of children in foster care who received a dental service in the last seven months
    c. Percent of children who are not neglected or abused after receiving services

3. Continue efforts to fully implement the practice model.
4. Follow all fiscal and reporting recommendations as outlined in Financial Accountability reports.
5. Continue efforts to recruit and license quality foster home caregivers.