



CONTRACT OVERSIGHT DESK REVIEW

Kids First of Florida, Inc.

DJ039

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Kids First of Florida, Inc.

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Executive Summary

Florida Statute 402.7305 requires the Department to conduct an analysis 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 Kids First of Florida, Inc. (KFF), Contract DJ039 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.

KFF serves children and families in Clay County in circuit four, Northeast Region. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in Clay County was 208,311. This is the 25th highest county population in the State. The removal rate per 100 children Investigated from October thru December 2016 was 5.1 which was below the statewide average (5.8) removal rate. (Source: Child Welfare Key Indicators Monthly Report, May 2017).

CBC Performance

A review of KFF’s performance shows both strengths and areas where opportunities for improvement exist. In eight of the scorecard measures, Kids First of Florida, Inc. performed at or above the established performance standards and in four of the scorecard measures, KFF performed below the established performance standards for FY 16/17 Quarter 3.

KFF’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
- M11: % of young adults exiting foster care at age 18 who completed, or are enrolled in, secondary education, vocational education or adult education

Of note is KFF's performance on scorecard measure eleven where KFF scored 100% for the past six quarters.

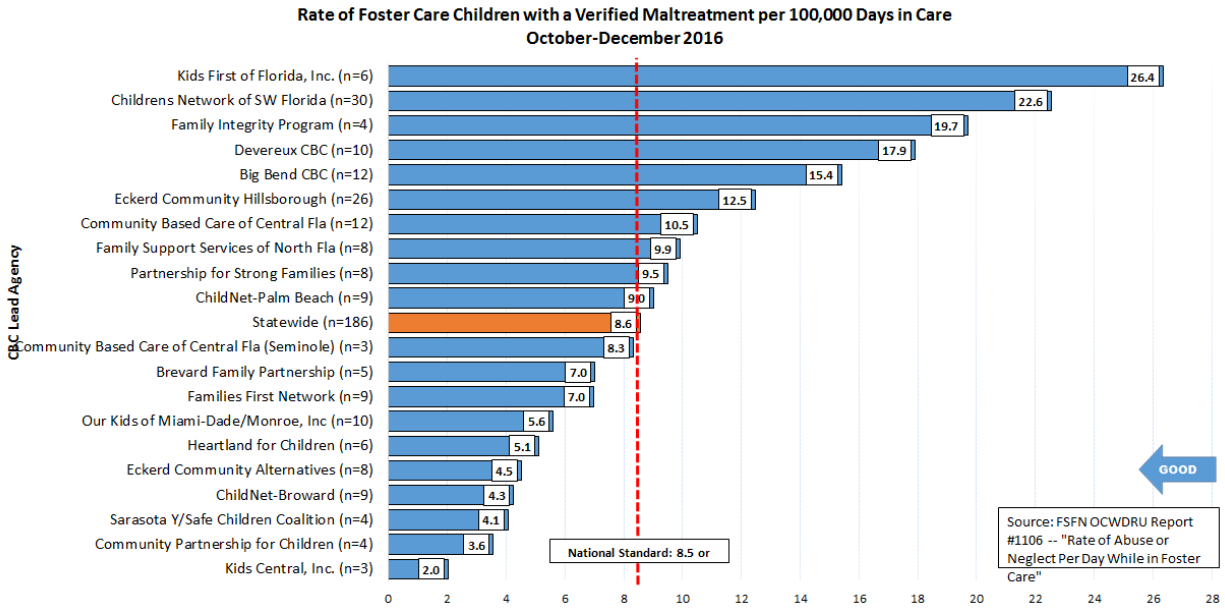
KFF's current performance on scorecard measure 12 (% of sibling groups where all siblings are placed together) currently meets the established performance standards for FY 16/17, Q3 and has been trending up for three of the past three quarters.

Five performance measures represent inconsistent performance and opportunities for local level discussion and improvement, four of which scored below the established performance standards for FY 16/17, Q3. They are:

- M01: Rate of abuse per 100,000 days in foster care (downward trend for the past four quarters)
- M03: % of children who are not neglected or abused after receiving services
- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care within 12 months of moving to a permanent home (downward trend for the past two quarters)
- M10: % of children in foster care who received a dental service in last 7 months (downward trend for the past two quarters)

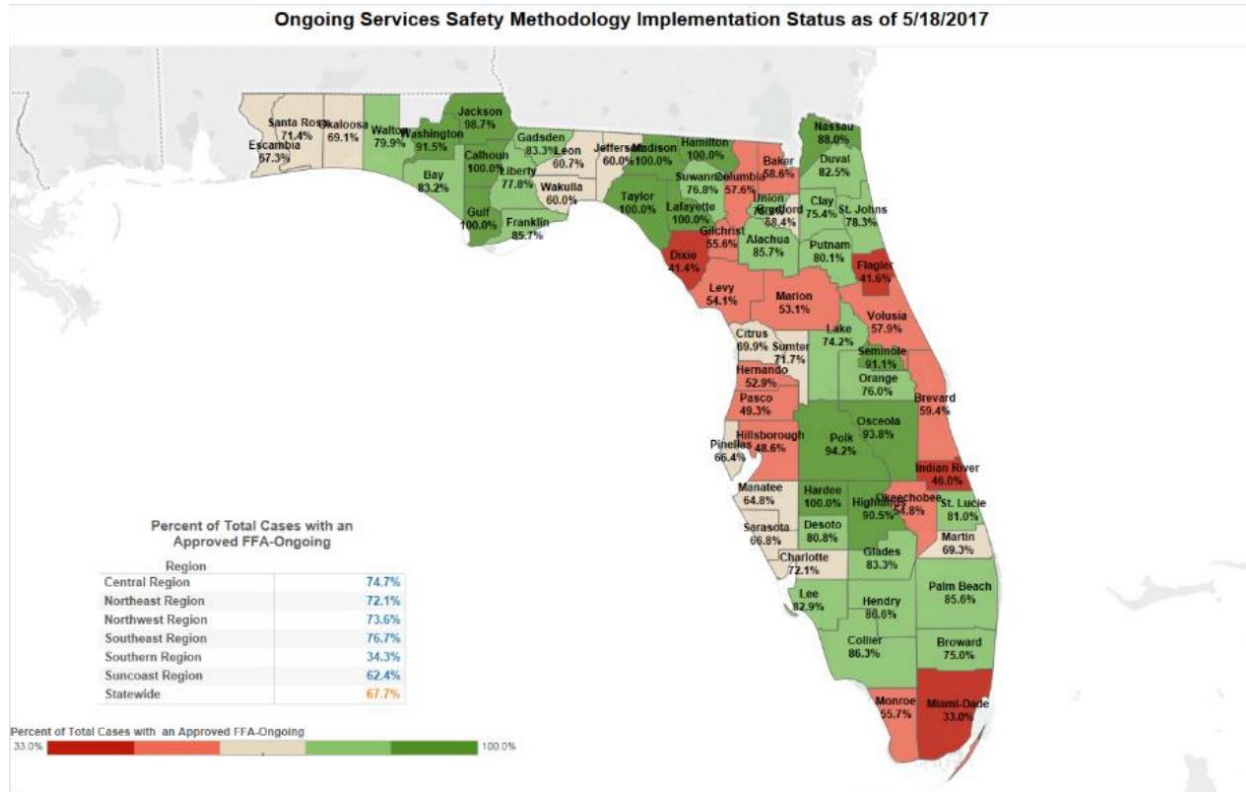
KFF's current performance on scorecard measure 3(% of children who are not neglected or abused after receiving services), although currently slightly above the established performance standard, has been below the standard in four of the last six quarters, thus it represents an area where strategies for improvement should be explored.

According to the Child Welfare Key Indicator Monthly Report (May 2017), KFF was the only CBC in the State that did not meet the national standard for children in care 24+ months (on 4/1/16) who achieved permanency within an additional 12 months (above 30.3%). KFF's performance was 25.0%. Additionally, KFF had the highest rate of foster care children with a verified maltreatment per 100,000 days in foster care in the state (October – December 2016) at 26.4%. However, it should be noted that there is a small number of children in out of home care in this service area which can impact the performance compared to other CBCs. For the quarter referenced on the chart below, there were approximately 240 children in out of home care, 6 of which experienced maltreatment while in out of home care. The national standard is 8.50% or less and the current statewide average is 8.6%. See chart below. (Source: Child Welfare Key Indicators Monthly Report, May 2017)



Practice Model Implementation

KFF has made progress toward implementation of the practice model as shown in the chart below. As of 5/18/17, KFF's status for implementation was 75.4%, exceeding the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). (Source: Child Welfare Key Indicators Monthly Report, May 2017)

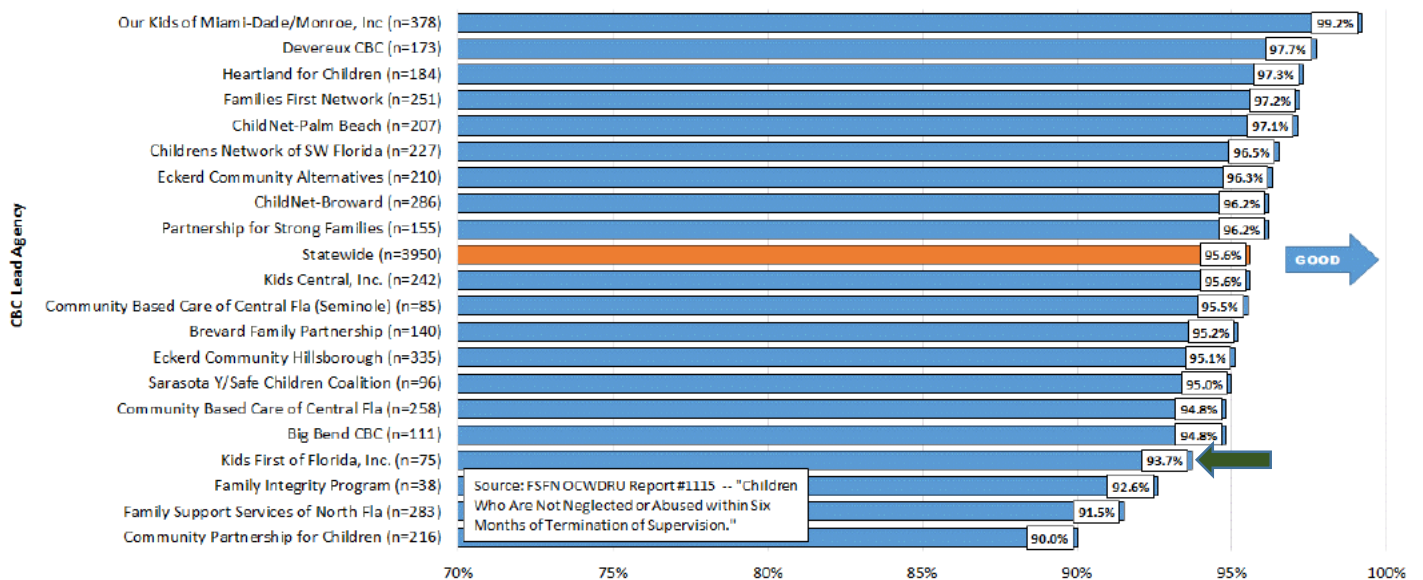


Child Safety After Termination of Services

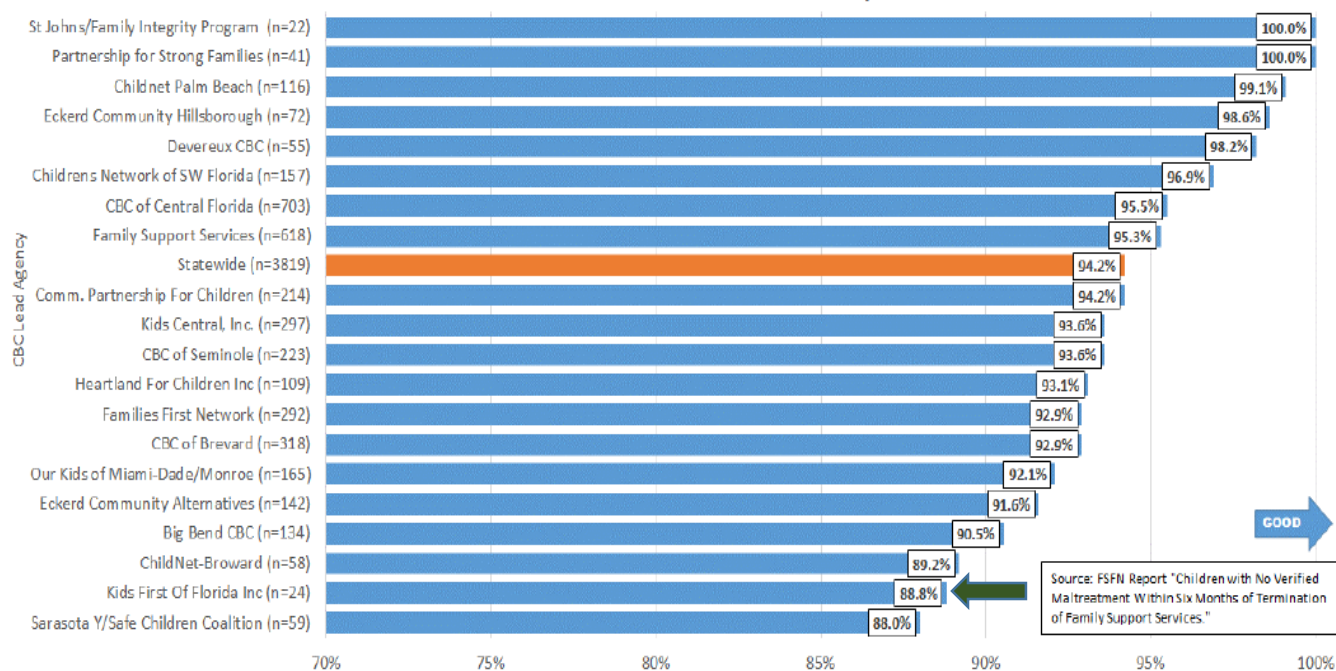
Ensuring children are safe and protected following case management & family support services service intervention and service delivery is a strong indicator of overall system of care performance. For this reason, post service termination re-abuse episodes are measured to determine the percentage of children 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), KFF (93.7%) was below the statewide average (95.6%) for cases with no maltreatment within six months of case management services. KFF (88.8%) was also considerably lower than the statewide average (94.2%) for family support services during the same time period. See the charts below. This data represents an opportunity for KFF to review the quality and effectiveness family support case management services to determine which providers are providing the best services to families.

An area of strength for KFF is their timeliness in regards to cases involving termination of parental rights (TPR). From petition to the final TPR order, KFF ranked best in the state in median days from termination of rights petition to the final order of TPR (July 1, 2016 – April 30, 2017). The statewide average number of days was 155. KFF’s average number of days from petition to order was 75. KFF also performed above the statewide target (90 days) of number of days from shelter to disposition during the same time period showing an average number of days of 39.5. (Source: FSFN Children’s Legal Services Daily Business).

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 KFF and found two areas of noncompliance. The desk review period was from July 1, 2016 through September 30, 2016.

- KFF made an unallowable expenditure in OCA LCFHO as the OCA end date entered into FSFN was the date of the child's 18th birthday, not the day before. A recommendation was made for KFF to update FSFN to reflect the OCA end date as the day prior to the youth's 18th birthday.
 - KFF management indicated that the FSFN correction was made.
- KFF reported an unallowable expenditure in OCA SFOAT to a youth over the age of 18. A recommendation was made for KFF to recoup the amount of the unallowable expenditure from the youth or update FSFN with an explanation for the payment.
 - KFF management indicated that a FSFN entry error placed the payment in the father's record instead of the youth's record. The correction was made in FSFN.

Both identified deficiencies involved FSFN data entry errors and both were corrected. No additional corrective actions were noted.

Licensed & Group Care Placement

As of May 31, 2017, 74 children were placed in licensed care which represents 27.41% of all children on out of home care in Clay county. 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 8 children placed in group care, representing 2.96% of all KFF placements. The current statewide average of children placed in group care versus other placement settings is also higher at 8.91%. This data supports KFF's commitment to securing placements for children that are least restrictive.

Licensed & Group Care Placements	Kids First of Florida, Inc.	Statewide
Number of Children in Licensed Care	74	7,183
% of Children in Licensed Care	27.41%	29.54%
Number of Children in Group Care	8	2,166
% of Children in Group Care	2.96%	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

Survey responses were received from James E. Taylor, DCF Contract Manager and Joanne Robertson, KFF Chief Operating Officer.

Foster Home Recruitment and Retention

Responses indicate a strong desire to recruit and retain quality licensed foster homes. KFF set an annual goal for the recruitment of 24 new licensed homes and they met this goal by licensing 28 homes. KFF’s recruitment efforts include: flyers to teachers, visibility within the community, an ad in the KFF monthly newsletter, a commercial on several radio stations, word of mouth, and monetary incentives for internal referrals.

KFF understands the importance of retention and has implemented a foster parent mentoring system which enables a newly licensed foster family to have access to a seasoned foster parent 24 hours a day, 7 days a week. Additionally, KFF’s Foster Parent Liaison serves as a connection between the Foster Parents and CBC employees. The liaison is tasked with searching for additional foster parent resources/training, assisting with any problems, providing support/advice, notifying foster parents of any important meetings/conferences about their placement(s), working closely with our Placement Coordinator, and breaking any communication between staff and foster parents. The liaison’s purpose is to give the Foster Parents a sense of stability knowing they have a consistent and available point of contact. KFF also employs several staff members who are former foster and/or adoptive parents, which creates empathy for KFF foster parents as well.

Placement Process

KFF is currently performing best in the State in sustaining children in their current placement. KFF’s average number of placement moves per 1,000 days in foster care (for children entering care between April 1, 2016 – March 31, 2017) is 1.65, greatly exceeding the statewide average performance (4.47 moves) and the national standard (4.12 moves). Source: FSFN OCWDRU Report #1102: “Placement Moves Per 1,000 Days in Foster Care). This is an area of consistent strength for KFF as they have steadily improved this measure and have performed above the target over the past six quarters. Additionally, KFF is committed to placing sibling groups together as evidenced by their performance (68.9%) which exceeds the Statewide average (63.9%) and Statewide target (65%) of siblings placed together. Source: FSFN OCWDRU #1124 - “Sibling Groups Where All Siblings Are Placed Together”).

KFF COO Joanne Robertson described the placement process as follows: Upon removal of a child by DCF, the CPI calls the KFF Placement Coordinator. During that phone call, the Placement Coordinator collects all available information about the child(ren). The Placement Coordinator then contacts all available Foster Homes. If no Foster Homes are able or willing to accept the child(ren), the Placement Coordinator will then reach out to local/state group homes based on which is in the best interest of the child.

KFF places emphasis on placement matching to ensure sustainability of the placement throughout the life of the case. The KFF Placement Coordinator communicates with foster parents in a transparent manner and ensures that placement decisions are based on not only the space within the home, but the personalities/preferences of the foster family and any specialized attention or care that a child may need. Placement disruptions are minimized by

scheduling placement staffings, when feasible. Several partners are invited to each placement staffing, including: the FSC, FSCS, Program Directors, COO, Rev/Max Clinical Supervisor, GAL, GAL Supervisor, Placement Coordinator, and Adoption Worker (if applicable). The team discusses the cause of the disrupted placement and what services could be implemented in the next placement to avoid a disruption and create permanence.

Group Care

To ensure quality group care settings and identify areas of possible improvement, all children who leave a traditional placement or group care setting participate in an exit interview. The exit interview results are disbursed to the QA Department, COO, Placement Coordinator, and Licensing Department. The confidential information is used to provide feedback to the group home as well as to make decisions about using the placement setting in the future. Before any child is placed into group care, the Placement Coordinator utilizes FSFN to check for any previous institutional reports or allegations involving the group care provider. Additionally, prior to placement outside of the region, KFF contacts the Lead Agency of the area to inquire about their experience with the provider.

Caregiver Support & Retention Efforts

KFF demonstrates commitment to relative and non-relative placement providers by including them in agency events and services whenever possible, wrapping them with support (including financial assistance whenever possible) and offering them a wide variety of services including special opportunities (camp, swim lessons) and supplies/goods (backpacks for school, holiday presents, etc.) for the children.

Extended Foster Care

KFF works closely and collaboratively with the youth to identify someone whom they are familiar with to stabilize an extended foster care placement. This is often a friend's family who is willing to work with our youth and support them through their transition into adulthood.

Conclusion

Based on the limited review of Kids First of Florida, Inc. contract DJ039 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, KFF met the established performance target 68% of the time which is above the average statewide cumulative scorecard performance. KFF's status toward practice model implementation is above the statewide average. Case Management and Family Support Services provided to children and families have yielded rates of re-maltreatment which are higher than the statewide average. 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 who are not neglected or abused after receiving services
 - c. Percent of children who do not re-enter care within 12 months of moving to a permanent home
 - d. Percent of children exiting to a permanent home within 12 months of entering care
 - e. Percent of children in foster care who received a dental service in the last seven months
3. Continue efforts to fully implement the practice model.

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. Continue efforts to recruit and license quality foster homes.