



CONTRACT OVERSIGHT DESK REVIEW

Brevard Family Partnership

GJ401

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

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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 Brevard Family Partnership (BFP), Contract GJ401 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.

BFP serves children and families in Brevard county in circuit eighteen. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in Brevard county was 579,130 and Brevard county was ranked the tenth highest populated county in the State (Source: United States Census Bureau / American FactFinder. "Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016". 2016 Population Estimates Program). The removal rate per 100 children Investigated from October thru December 2016 was 4.7 which was lower than the statewide average of 5.8 (Source: Child Welfare Key Indicators Monthly Report, May 2017).

CBC Performance

A review of Brevard Family Partnership’s (BFP) performance shows both strengths and areas where opportunities for improvement exist. In seven of the scorecard measures, BFP performed at or above the established performance standards and in five of the scorecard measures, BFP performed below the established performance standards for FY 16/17 Quarter 3.

BFP’s performance consistently (last six quarters) meets scorecard measures in the following areas:

- M04: % of children under supervision who are seen every 30 days
- M09: % of children in foster care who received a medical service in last 12 months

BFP’s current performance on scorecard measures 2, 8 & 11 currently meet the established performance standards for FY 16/17, Q3 and have consistently met the measure in five out of the last six quarters.

- M02: % of children who are not abused/neglected during in-home services
- M08: Placement moves per 1, 000 days in foster care

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

BFP's performance on scorecard measure three (M03: % of children who are not neglected or abused after receiving services) experienced a dip in FY 16/17 Q3 but was otherwise trending upward for the past four quarters.

Performance in two scorecard measures show a positive trend in performance, consistently meeting the measure for the past three quarters.

- M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months
- M12: % of sibling groups where all siblings are placed together

Four performance measures represent opportunities for improvement, all of which scored below the established performance standards for FY 16/17, Q3. They are:

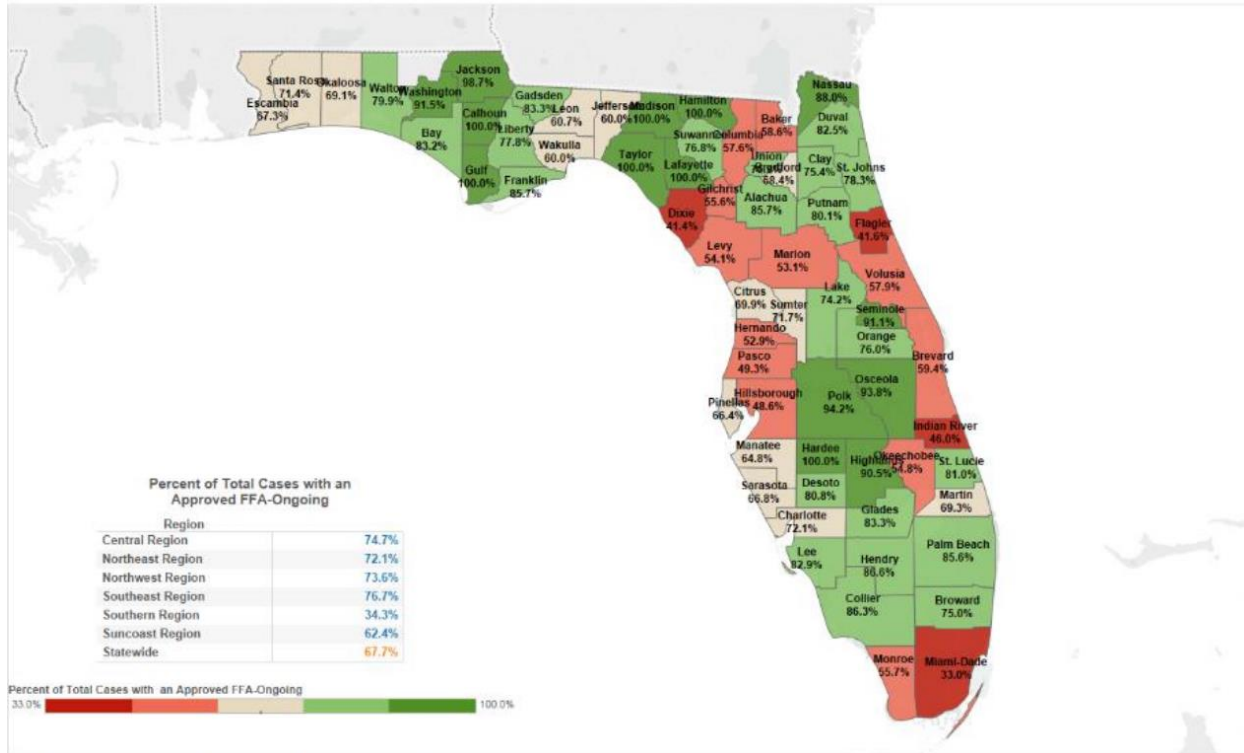
- M01: Rate of abuse per 100,000 days in foster care
- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care within 12 months of moving to a permanent home
- M10: % of children in foster care who received a dental service in last 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	11.88	12.22	14.12	12.58	13.98	14.51
M02: % of children who are not abused/neglect during in-home services	98.50	97.10	97.90	98.20	94.80	98.30
M03: % of children who are not neglected or abused after receiving services	93.80	93.20	94.40	95.10	95.10	92.50
M04: % of children under supervision who are seen every 30 days	99.90	99.80	99.80	99.80	99.70	99.80
M05: % of children exiting to a permanent home w/in 12 months of entering care	34.30	41.50	45.00	18.30	39.00	35.80
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	39.30	44.60	38.70	47.80	50.00	45.50
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	88.80	86.00	95.30	95.00	84.40	91.00
M08: Placement moves per 1,000 days in foster care	2.97	2.65	3.44	4.14	3.89	3.66
M09: % of children in foster care who received a medical service in last 12 months	97.90	96.80	97.20	96.80	97.50	96.80
M10: % of children in foster care who received a dental service in last 7 months	88.30	89.20	92.60	93.30	91.10	93.80
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.	84.30	86.20	83.30	81.80	78.70	86.20
M12: % of sibling groups where all siblings are placed together	67.70	60.70	63.90	65.00	69.50	69.60

Practice Model Implementation

As of 5/18/17, BFP's status for Practice Model Implementation was 59.4%, which is below the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). This represents an opportunity for improvement towards full practice model implementation. (Source: Child Welfare Key Indicators Monthly Report, May 2017)

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

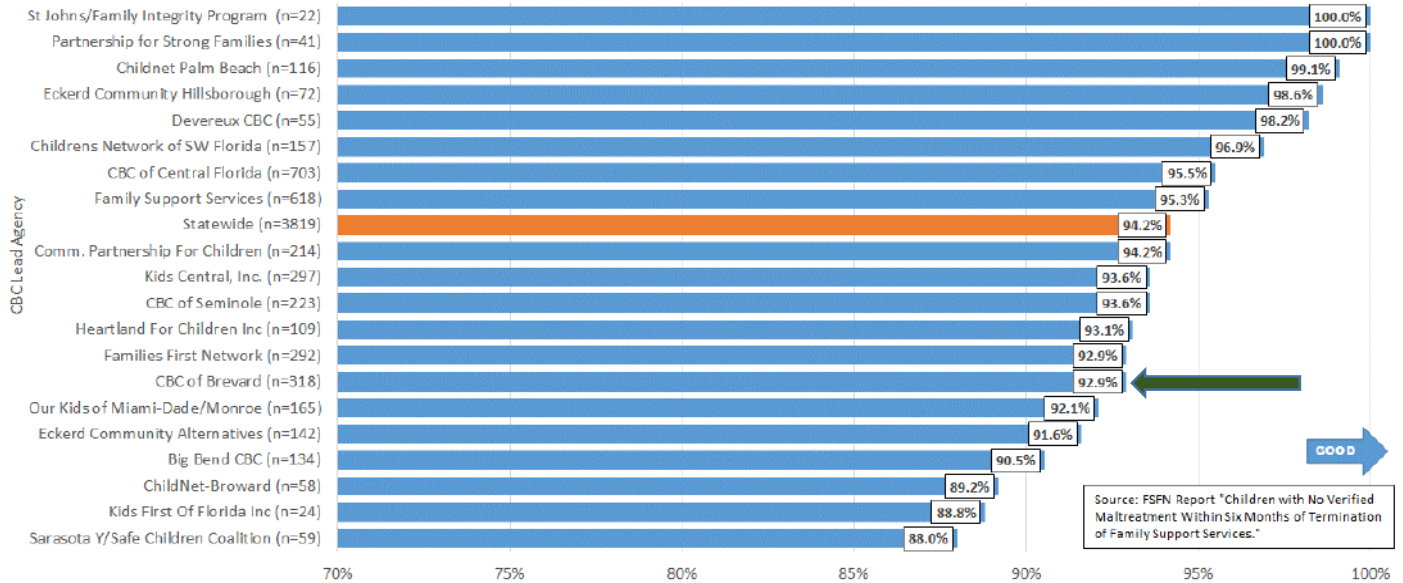


Child Safety After Termination of Services

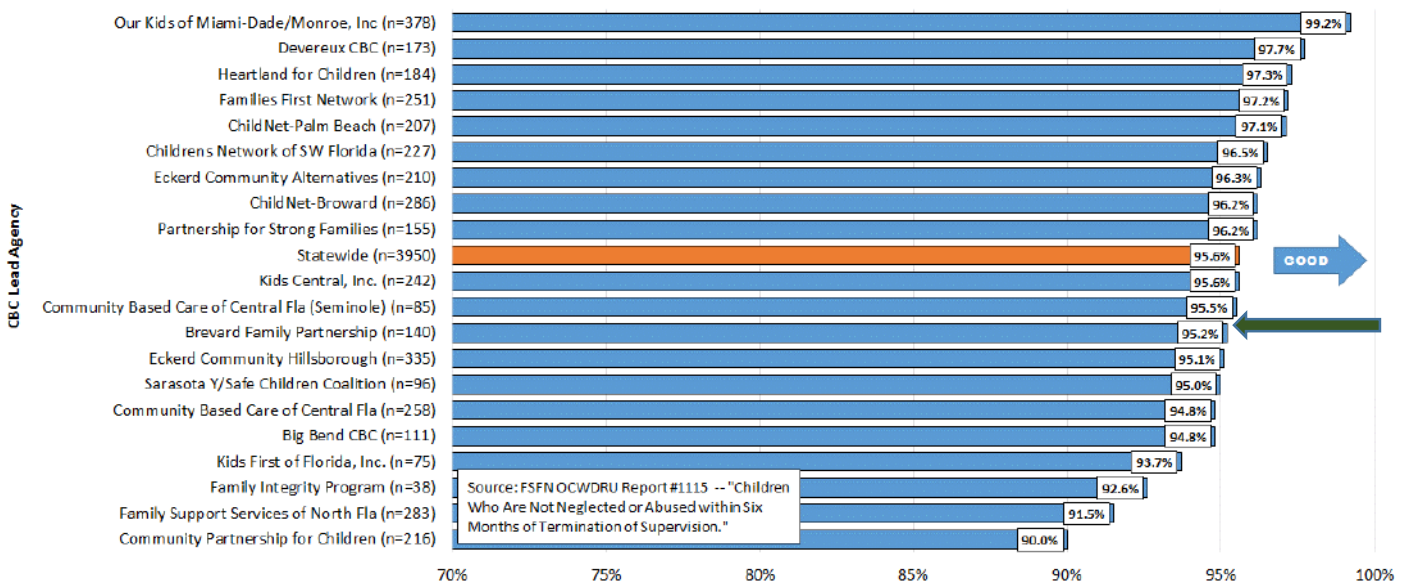
Ensuring children are safe and protected following case management & family support services service intervention and service delivery is a strong indicator of overall system of care performance. For this reason, post service termination re-abuse episodes are measured to determine the percentage of children 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), BFP (95.2%) was slightly below the statewide average (95.6%) for cases with no maltreatment within six months of case management services. BFP (92.9%) 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 BFP to review quality and effectiveness of Family Support Services delivered and, to a lesser extent, Case Management services to determine which providers are providing the best services to families.

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



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



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 BFP and found two areas of noncompliance. The desk review period was from July 1, 2016 through September 30, 2016. There were three areas of non-compliance. They were:

1. Non-compliance with general ledger and supporting documentation – Brevard Cares, a non-profit organization established by BFP, failed to complete a Request for Reimbursement form and submit it to BFP as required by contract. The audit report further notes ‘Since BFP has control over Brevard C.A.R.E.S, there appears to be conflicts of interest that may prevent BFP from objectively monitoring the contract with Brevard C.A.R.E.S.’ BFP responded by indicating that a detailed ledger for CARES will be submitted along with expenditure reports beginning in April 2017.

2. Non-compliance with travel reimbursement – BFP reimburses mileage below the state rate (44.5 cents per mile) and has no contract amendment allowing this. Additionally, BFP denied reimbursement for a meal provided by a hotel. BFP responded that they will request a contract amendment allowing mileage reimbursement below the state rate.

3. Non-compliance with general ledger and supporting documents – BFP incorrectly reported an invoice on the general ledger in OCA, Out of Home Client Services instead of OCA, In Home Client Services. BFP responded by correctly reclassifying the expenditure.

Licensed & Group Care Placement

As of May 31, 2017, 207 children were placed in licensed care which represents 27.34% of all children on out of home care in Brevard 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 39 children placed in group care, representing 5.15% of all BFP placements. The current statewide average of children placed in group care versus other placement settings is higher at 8.91%. This data supports BFP’s commitment to securing placements for children that are least restrictive.

Licensed & Group Care Placements	BFP	Statewide
Number of Children in Licensed Care	207	7,183
% of Children in Licensed Care	27.34%	29.54%
Number of Children in Group Care	39	2,166
% of Children in Group Care	5.15%	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 Amy Hammett, DCF Contract Manager and Vanessa Snoddy, Missing Children, Human Trafficking, Licensing & Permanency. Responses support BFP’s commitment to increasing foster homes with an emphasis on homes for specific populations. For the FY 16/17, BFP established a goal of 65 new foster homes; 25 foster homes for teens, 20 foster homes for children age 0-10, 10 foster homes for sibling groups of 4 or more and 10 therapeutic foster homes. BFP’s analysis on determining their target is derived by taking into consideration the number of children who need to be stepped down from group home care, the number of therapeutic homes that are needed in their catchment area, the number of children who are school aged, and the number of teens in care.

To support recruitment efforts, BFP has tapped into the faith based community by partnering with the Northern Brevard County Foster Care Task Force. The task force assists with outreach efforts to make the community aware of the need for foster homes. BFP is also offering/completing PRIDE classes at local churches in the community. BFP launched a new initiative titled Help Us Give (HUG) Campaign that will provide additional support to foster parents.

To support foster home retention, BFP conducts monthly foster parent advisory meetings and foster parent mentoring meetings. These meetings offer guidance, assistance, trainings and a common ground for foster parents to meet and bond. BFP has also started using volunteers from the community to assist foster parents by donating items, picking up/dropping off any items needed, and any other assists that are needed. There is also an annual foster parent appreciation picnic, along with holiday parties/events for the children in care and the foster parents.

Additional retention mechanisms consist of BFP using nine different tiers when matching children to foster parents and those matches are based on the level of care needed for the child. BFP's Continuum of Care was added to support teens. The Solutions level consists of treatment foster care for youth aged 12-18 with severe emotional and behavioral disorders and/or severe delinquency. Solutions creates opportunities for youths to live successfully with families rather than in group or institutional care settings while also providing youth with effective parenting. BFP created two (2) new levels of care within the CBC's Enhanced Foster Care Matrix, focusing on keeping siblings together and teens. Family Ties – sibling placement – was created to ensure groups of 4 or more siblings remain together at an enhanced rate. Solutions – treatment foster care for teens – focuses on children 12-18 years old with severe emotional and behavioral disorders and/or severe delinquency.

To ensure the quality of group care, BFP's Contract Team actively monitors the contract in place with group home providers. BFP conducts an annual on-site monitoring to every contracted group home Provider, as well as unannounced visits throughout the year. BFP had staff trained in Non-Abusive Psychological Physical Interventions (NAPPI), an intensive one-week Train-the-Trainer, and has rolled this training out to contracted group home Provider staff. BFP has staff trained and also provides ongoing trainings to our group home personnel on LGBTQ Youth in Care training. BFP initiated a Quarterly Group Home Forum, which brings all Group Home Providers together to share best practices, training, etc. and has been utilizing this forum to share the Quality Standards for Group Care workgroup results. BFP also participates in institutional staffing that involve group homes.

Placement Process

When a child comes into care, placement is contacted and information about the child is obtained. The placement options are explored, along with licensing management to see if there are available foster parents to meet the needs of the children. If a child comes into care after hours, that child will be placed in a "hotline home" and within that week the team will find an appropriate placement depending on the child's needs. The licensing team along with the placement team also have weekly meetings to ensure all children in care are adjusting. BFP completes assessments on children in foster care within the first 5 days of placement to ensure they are paired and matched with the most adequate foster parent; the assessment utilized is the Child and Adolescent Functional Assessment Scale (CAFAS).

Caregiver Support and Retention Efforts

BFP is committed to stabilizing and supporting relative and non-relative placements. To address performance and stabilize placements on the front-end, BFP implemented a Placement Stabilization Specialist to provide outreach to relative and non-relative providers before the case staffing/transfer. The Placement Stabilization Specialist finds out how the need of the provider and then makes the necessary referral. BFP is also tracking the reasons for removal. The intention is to identify trends and patterns, and possibly focus on that area of need.

Additionally, BFP established a local Point of Contact (POC) for Extended Foster Care (EFC) cases to extend and support EFC placements. The POC serves youth ages 17-21 entering and maintaining placement in EFC. Placement and service identification begins at approximate age 17.5. Youth are referred for a Family Team Conference (FTC) beginning at age 17.5 in order to bring all necessary parties together to develop the transition plan. This includes placement identification, service referral and supports and review of potential barriers and/or challenges. The POC serves as the youth's champion throughout the FTC process and helps to ensure that planning and coordination continues up until the time the youth ages out. In addition to the FTC, coordination occurs prior to and preceding the youth's 18th birthday for youth assigned to the Sunshine Health Plan. IL Transition plans are reviewed and submitted to Community Based Care Integrated Health Plan and are reviewed as part of the child's MDT staffing process to establish necessary mental health services. In addition to coordination of services, BFP has contracted with two local Adult Living Facilities to provide housing on a case by case basis for youth who do not qualify for APD services but require enhance supports and supervision. The EFC Point of Contact works with local property management companies, refers to local housing authority's and partners with other CBC's

throughout the state to explore placement options. BFP has partnerships with Next Gen/ Brevard Work Force program and has established a listing of local and state housing resources.

Conclusion

Based on the limited review of Brevard Family Partnership, Contract GJ401 several strengths and opportunities for improvement were found.

This desk review highlights BFP's positive performance on some of the Scorecard measures and opportunities for improvement in others. In the past six quarters, BFP met the established performance target 57% of the time which shows a need for improved consistency in performance. BFP's status toward Practice Model implementation is another area which is below the statewide average. Services provided to children and families in Brevard county have yielded rates of re-abuse which are higher than the statewide average. The percentage of children in licensed and group care is lower than the statewide average which constitutes a strength of the Brevard system of care.

The Department's Contract Oversight Unit 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 the following performance measure 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 exiting to a permanent home within 12 months of entering care
 - c. Percent of children who do not re-enter care within 12 months of moving to a permanent home
 - d. 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 in Brevard county.
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 identify, recruit and license additional quality foster home caregivers.