CONTRACT OVERSIGHT DESK REVIEW

ChildNet, Inc. - Broward

JJ212

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk review for ChildNet, Inc. – Broward.

Table of Contents

Executive Summary 1
CBC Performance 1
Practice Model Implementation 2
Child Safety After Termination of Services 3
Financial Viability Report Analysis 4
Licensed & Group Care Placement 4
DCF Contract Manager Feedback 5
Conclusion 6

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 ChildNet, Inc. – Broward (CNB), Contract JJ212 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.

CNB serves children and families in Broward county in circuit seventeen in the Southeast Region. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in Broward county was 1,909,632 and Broward county was ranked the second 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 6.1 which was slightly higher than the statewide average of 5.8 (Source: Child Welfare Key Indicators Monthly Report, May 2017).

CBC Performance

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

CNB'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
- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- 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: M11: % of young adults exiting foster care at age 18 who completed/are enrolled in secondary education, vocational education or adult education

- M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months (Note: met the measure in the past five quarters)

CNB's performance in the following measures is inconsistent, thus opportunities to discuss at the local level to determine strategies to potentially enhance performance in these areas exists:

- 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 (trending up - met the measure in FY 16/17 Quarters 2 & 3).

Three performance measures represent clear opportunities for improvement, all of which scored below the established performance standards for the past six quarters. They are:

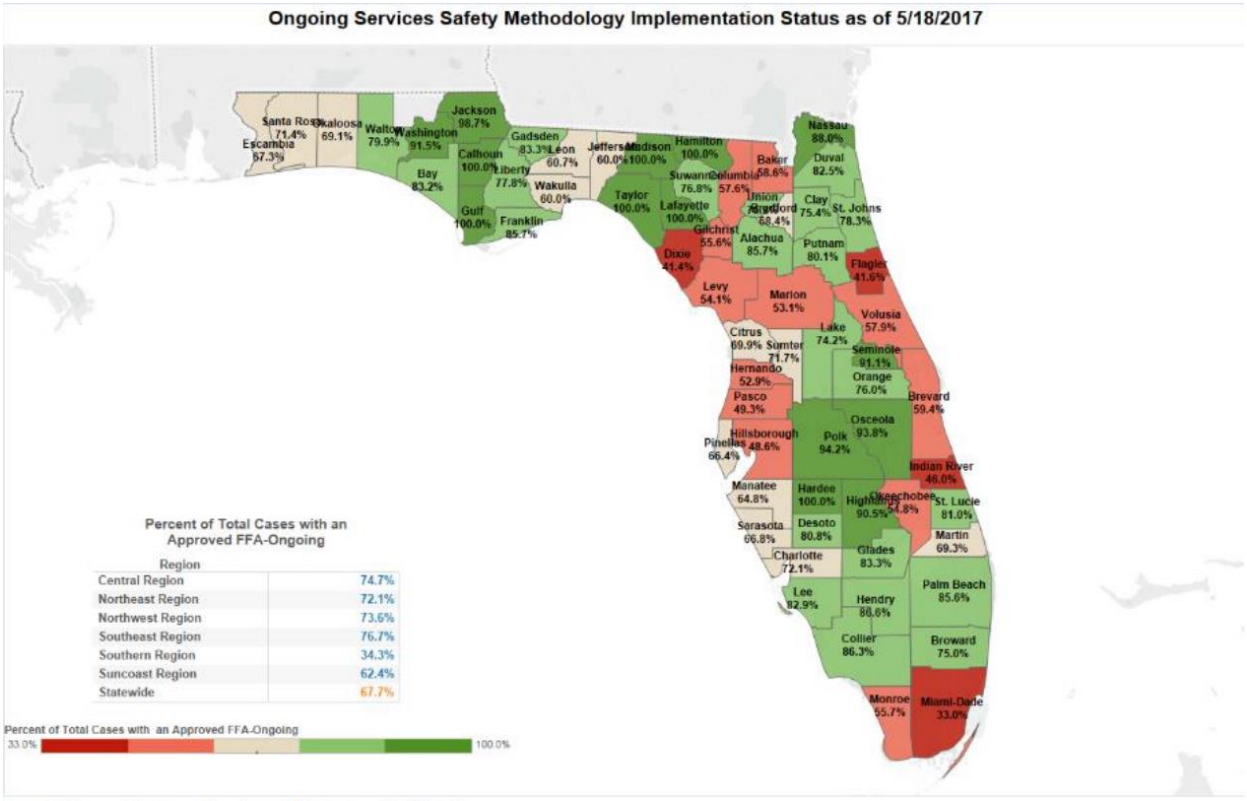
- M01: Rate of abuse per 100,000 days in foster care
- M05: % of children exiting to a permanent home within 12 months of entering care
- M12: % of sibling groups where all siblings are placed together

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	10.71	11.09	13.85	12.06	10.72	10.20
M02: % of children who are not abused/neglect during in-home services	95.50	96.00	95.20	97.40	96.40	96.30
M03: % of children who are not neglected or abused after receiving services	98.50	96.10	97.70	98.80	98.00	95.60
M04: % of children under supervision who are seen every 30 days	99.90	99.90	99.90	99.90	99.90	99.90
M05: % of children exiting to a permanent home w/in 12 months of entering care	32.70	32.80	28.10	26.70	33.00	33.80
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	42.50	43.70	50.30	52.70	53.60	54.60
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	93.50	89.20	92.40	91.10	91.80	88.20
M08: Placement moves per 1,000 days in foster care	3.10	3.03	3.46	3.40	3.30	3.36
M09: % of children in foster care who received a medical service in last 12 months	97.90	98.10	97.40	97.20	97.40	96.80
M10: % of children in foster care who received a dental service in last 7 months	91.00	94.40	95.60	93.00	97.10	95.90
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.	91.70	91.60	91.70	90.00	94.10	89.60
M12: % of sibling groups where all siblings are placed together	55.40	55.90	56.10	55.90	55.90	56.80

Standard or Better Below Standard Red Zone Last Updated:4/30/2017

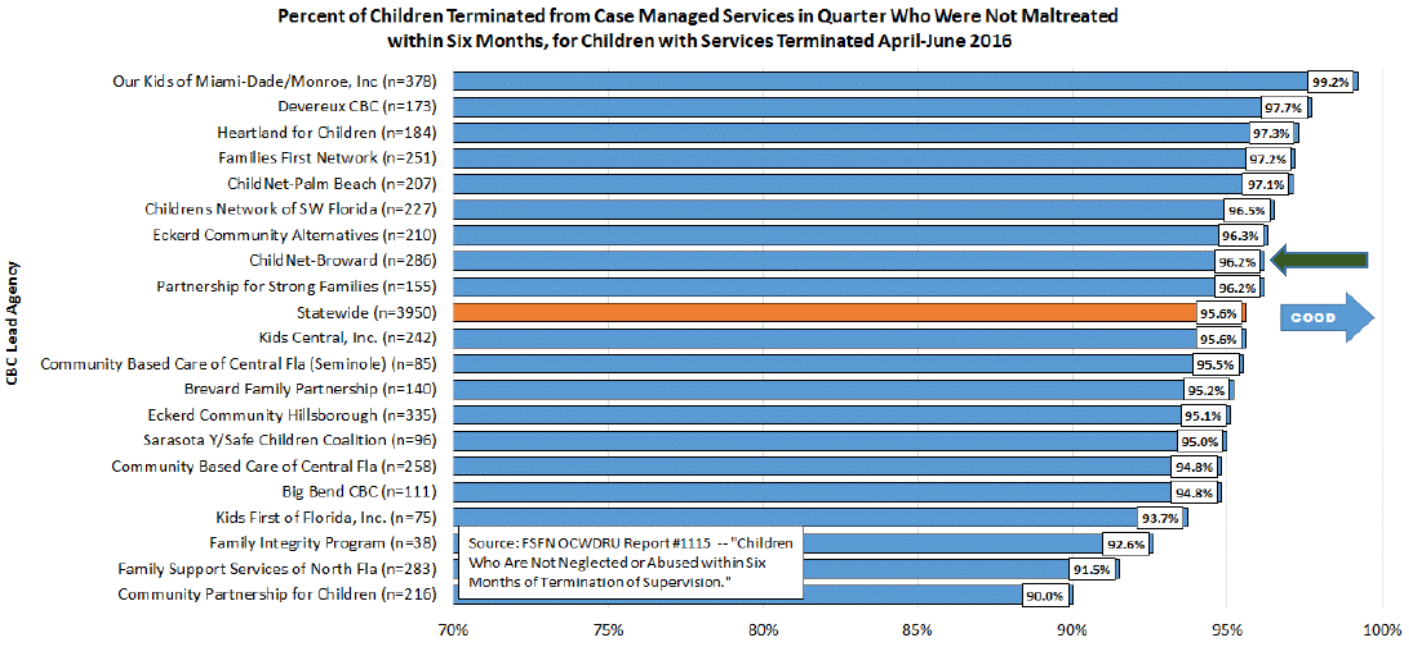
Practice Model Implementation

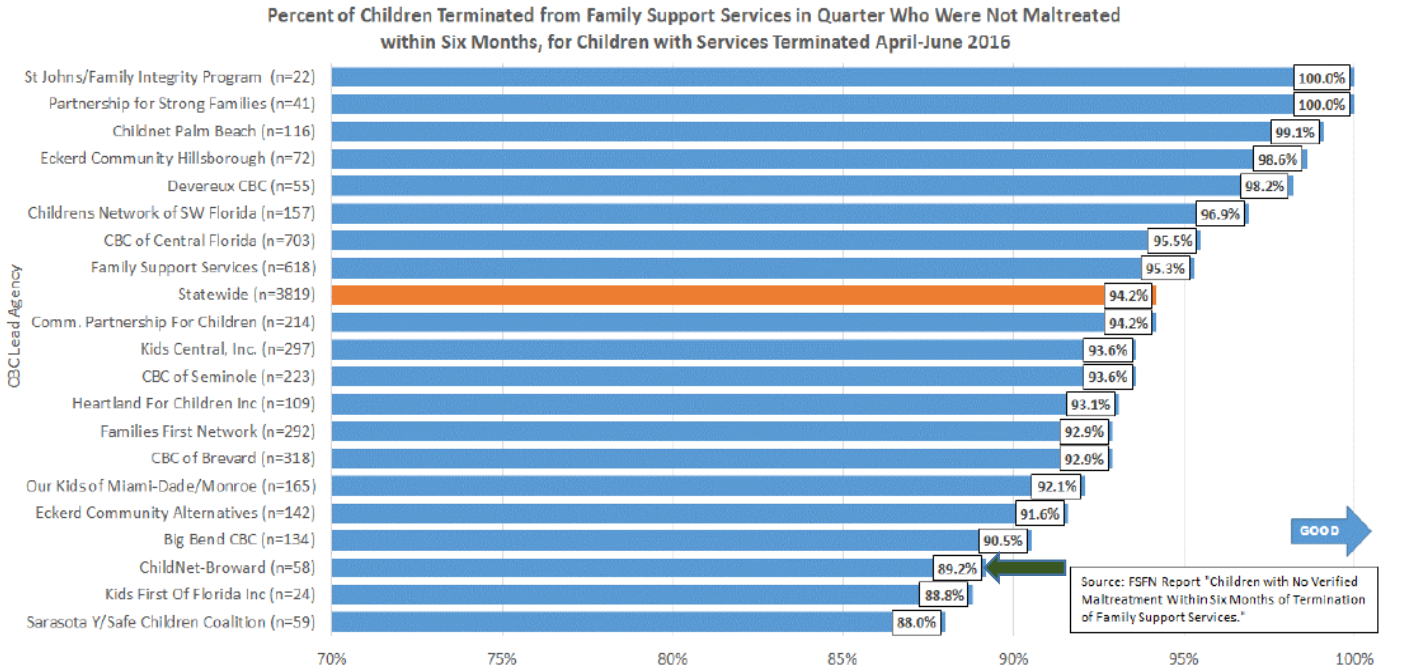
CNB has made progress toward practice model implementation as shown in the chart below. As of 5/18/17, CNB's implementation status was 75.0%, exceeding the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). This demonstrates CNB's commitment to the Practice Model. (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 termination of services. For the most recent quarter (services terminated between April – June 2016), CNB (96.2%) was above the statewide average (95.6%) for cases with no maltreatment within six months of case management services. CNB (89.2%) was 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 CNB to review the performance the quality and effectiveness of family support services to determine which providers are providing the best services to families.





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 CNB and found three areas of noncompliance. The desk review period was from January 1, 2017 through March 31, 2017. The report notes three areas of noncompliance with federal/state regulatory requirements – CNB reported unallowable expenditures in OCAs for children/young adults. CNB corrected the issues by reclassifying the expenditures and/or correcting the entries in FSFN. See financial report for more details.

Licensed & Group Care Placement

As of May 31, 2017, 720 children were placed in licensed care which represents 30.89% of all children in out of home care in Broward county. The current statewide average of children placed in licensed care versus other

placement settings is lower at 29.54%. As of the same date, there were 236 children placed in group care, representing 10.15% of all CNB placements. The current statewide average of children placed in group care versus other placement settings is also lower at 8.91%. This data shows an improvement opportunity for CNB in reducing licensed and group care placements.

ChildNet Inc. - Broward		
Licensed & Group Care Placements	CBC	Statewide
Number of Children in Licensed Care	720	7,183
% of Children in Licensed Care	30.98%	29.54%
Number of Children in Group Care	236	2,166
% of Children in Group Care	10.15%	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 Raul Ocampo, DCF Contract Manager. Responses indicate a commitment to improving the overall composition of licensed placements. CNB set a goal this year to close any empty homes that were not taking children. CNB's efforts resulted in a higher than statewide average closure rate. This was part of Risk Pool Action Plan to increase utilization. However, according to Mr. Ocampo, CNB still recruited a large number of new foster families. Additionally, it has not significantly decreased the number of children served in foster homes, which suggests that the homes that were closed were in fact empty. CNB continues to focus their recruitment efforts on sibling groups and teens and continues to work with providers to increase recruitment of foster homes and asses each agency's progress toward recruitment goals.

In an effort to support foster home retention, CNB's contracted Child Placing Agencies (CPAs) provide support and host retention events. The agencies provide on-going training and support. They also provide financial assistance from contingency funds for special needs and they visit the homes quarterly to provide support. Many of the agencies have support groups and annual summer picnics, holiday parties and back to school supply drives.

Placement Process

CNB's Intake & Placement department coordinates placement efforts for children entering out of home care in Broward County. CNB contracts with Hibiscus Children's Center who manages 'SafePlace', a licensed shelter in Broward, that is unique in the State of Florida as it offers a safe environment for children who come into out-of-home care as they await placement.

Additionally, CNB holds Family Foster Match meetings with the CPAs to discuss specific children that are in need of placements. During these meetings, open and collaborative discussions occur between CNB and the CPAs to ensure children are properly matched with an appropriate home. In addition, the CPAs discuss current foster home capacity and provide profiles of each foster family.

Group Care

CNB's efforts to improve the quality of group care include management staff making informal visits to each network provider agency throughout the year or as frequently as needed to assist and support the provider during times of need. During the site visits, CNB's Contract Management staff discuss a range of topics that include specific contractual issues and concerns, program and strategy development, and data collection and progress reporting. These visits are not merely for monitoring purposes, but rather to maintain a level of communication within the network and maintain the quality of residential services. CNB's Contract Management staff are always available to provide one-on-one technical assistance to CPAs and consistently work with individual program staff to immediately address pressing issues.

Caregiver Support & Retention Efforts

To ensure relative and non-relative placements are secured and maintained, CNB funds a position that works directly with relative and non-relative caregivers when placements become unstable. The Child Advocate will contact the Supervisor of Kinship and Support Services when there is an issue with a placement. This person will contact the caregiver, go out to the home, and discuss possible services that can be put in place for the child or caregiver to stabilize placements. When there is an issue that is unable to stabilize the placement, the CNB Supervisor will work with the family to identify other possible family members for placement.

Extended Foster Care

Mr. Ocampo reports that CNB continues to diligently work to ensure that no youth exits foster care without access to safe and stable housing. The organization continues to engage existing providers including but not limited to The FLITE Center, CSC – Broward, Children's Home Society, and new community partners in the development of additional housing supports and services to include on site supervised household management in Transitional Independent Living housing programs. CNB has established supportive housing programs. Many of the current providers have been in place for several years. In Broward County the Independent Living/Extended Foster Care Unit at CNB is responsible for case managing Extended Foster Care youth. If these youths are not placed in supportive housing, then they receive ongoing support and training from their CNB Child Advocate as well as a Life Coach funded through Children's Services Council and, in some cases, a youth may also have a mental health case manager. The FLITE Center continues to receive funding for a Housing Coordinator and most recently has added an additional position. They continue to be a great support to the youth and staff including:

- One on one life skills, as needs are identified.
- Educational assistance/advocacy – Ensure youth receive tutoring if needed to move forward with their education and assist youth with enrolling into Post – Secondary education programs when transitioning from Extended Foster Care to PESS (post-secondary education services and support).
- Assist youth with landlord issues.
- Referrals for services.
- Youth have access to the on call number should a need arise outside of normal business hours and their Child Advocate/Dependency Case Manager, Life Coach and/or Case Manger are unavailable.

Conclusion

Based on the limited review of ChildNet, Inc, Broward, Contract JJ212 several strengths and opportunities for improvement were found.

This desk review highlights CNB's positive performance on some of the Scorecard measures and opportunities for improvement in others. In the past six quarters, CNB met the established performance target 65% of the time which shows a need for improved consistency in performance. CNB's status toward practice model implementation was above the statewide average. Family support services provided to children and families in Broward county have yielded rates of re-abuse which are higher than the statewide average. And, the percentage of children in licensed and group care is higher than the statewide average.

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 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 exiting to a permanent home within twelve months of entering care
    c. Percent of sibling groups where all siblings are placed together

3. Continue efforts to fully implement the Practice Model in Broward county.
4. Review and discuss re-maltreatment episodes for children with family support 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.
7. Review and discuss cases involving children currently placed in group care for possible step down to a less restrictive placement option.
8. Continue efforts to recruit and license quality foster homes.