



CONTRACT OVERSIGHT DESK REVIEW

Our Kids of Miami-Dade/Monroe, Inc.

KJ114

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Our Kids of Miami-Dade/Monroe, Inc.

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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 Our Kids of Miami-Dade/Monroe, Inc. (Our Kids) Contract KJ114 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.

Our Kids serves children and families in Miami-Dade and Monroe Counties in circuits eleven and sixteen, Southern Region. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in both counties was 2,792,022. See chart below for breakdown by county. Miami-Dade has the highest single county population in the State. The removal rate per 100 children Investigated from October thru December 2016 was 6.9 which is the 5th 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
1	Miami-Dade County	2,712,746
38	Monroe County	79,077

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 Our Kids’ performance shows both strengths and areas where opportunities for improvement exist. In eight of the scorecard measures, Our Kids performed at or above the established performance standards and in

four of the scorecard measures, Our Kids performed below the established performance standards for FY 16/17 Quarter 3.

Our Kids' 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
- M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months
- 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

Our Kids' current performance on scorecard measure four (M04: % of children under supervision who are seen every 30 days) currently meets the established performance standards for FY 16/17, Q3 and has met the standard in four of the past six quarters. Performance on scorecard measure five (M05: % of children exiting to a permanent home within 12 months of entering care) has shown an overall decline in five of the past six quarters. Additionally, the following scorecard measures represent an opportunity for review and discussion at the local level to determine efficacy of current practices as performance has been inconsistent.

- 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

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
- M08: Placement moves per 1,000 days in foster care
- M12: % of sibling groups where all siblings are placed together

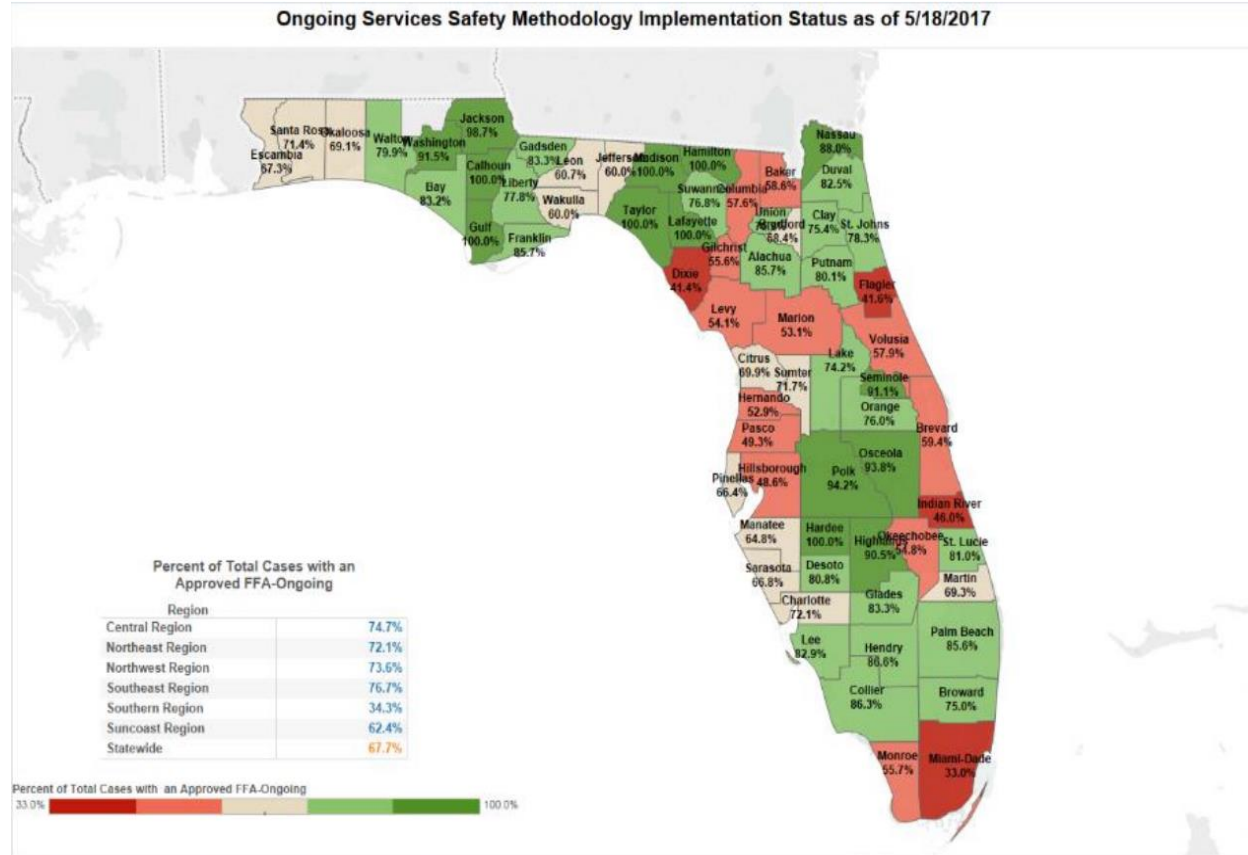
Scorecard Measure	FY 2016 Q2	FY 2016 Q3	FY 2016 Q4	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3
M01: Rate of abuse per 100,000 days in foster care	11.36	10.70	11.00	10.72	11.08	8.63
M02: % of children who are not abused/neglect during in-home services	98.10	98.30	98.60	98.50	97.60	99.30
M03: % of children who are not neglected or abused after receiving services	96.30	96.10	98.40	98.30	95.70	98.60
M04: % of children under supervision who are seen every 30 days	99.40	99.60	99.60	99.40	99.60	99.50
M05: % of children exiting to a permanent home w/in 12 months of entering care	53.00	52.40	48.40	40.00	37.30	42.30
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	54.90	53.90	57.80	57.30	54.90	53.10
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	91.70	85.50	93.60	90.20	88.70	92.30
M08: Placement moves per 1,000 days in foster care	4.94	4.80	5.16	5.53	5.58	5.38
M09: % of children in foster care who received a medical service in last 12 months	97.90	97.20	97.80	97.40	98.30	98.00
M10: % of children in foster care who received a dental service in last 7 months	95.20	93.80	94.00	97.00	97.30	94.80
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.	87.20	84.00	84.30	86.10	83.10	87.20
M12: % of sibling groups where all siblings are placed together	55.10	55.40	56.20	55.60	57.30	57.50

Standard or Better Below Standard Red Zone

Last Updated: 4/30/2017

Practice Model Implementation

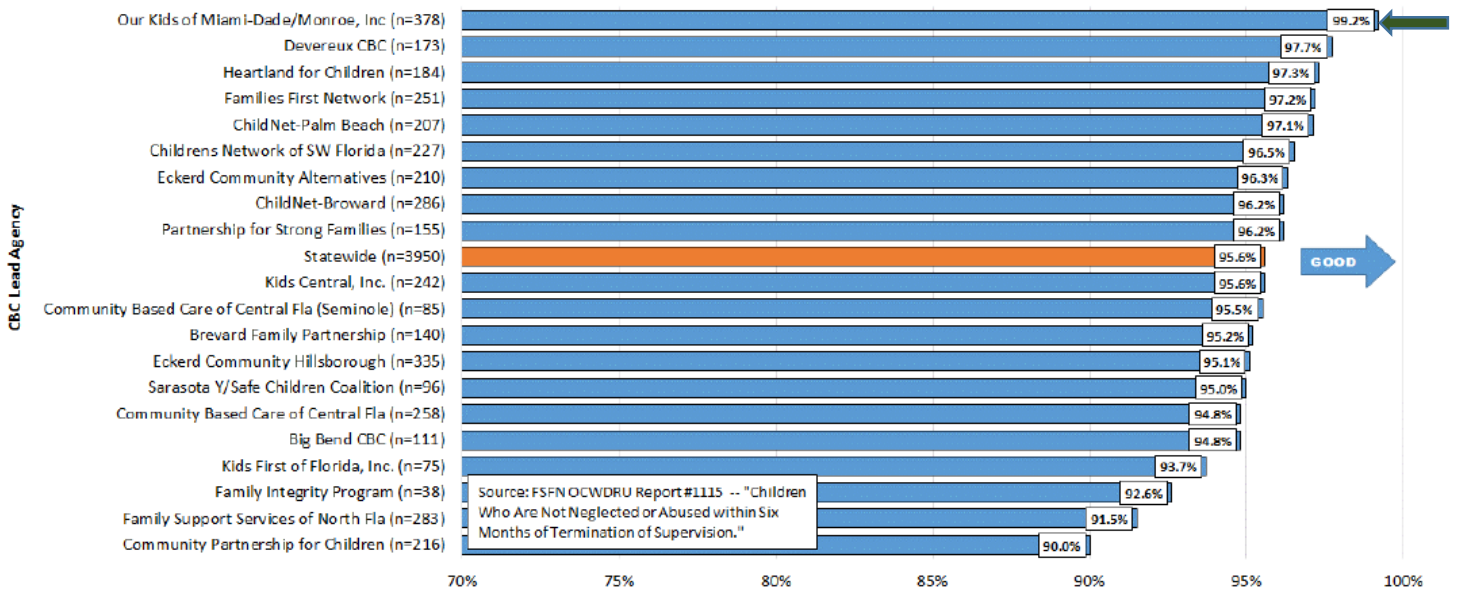
Our Kids has not made significant progress toward implementation of the Practice Model as shown in the chart below. As of 5/18/17, Our Kids' status implementation of the practice model was 55.7% (Monroe) and 33.0% (Miami-Dade), below the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). This demonstrates an opportunity for performance improvement related to implementation of the Practice Model. (Source: Child Welfare Key Indicators Monthly Report, May 2017)



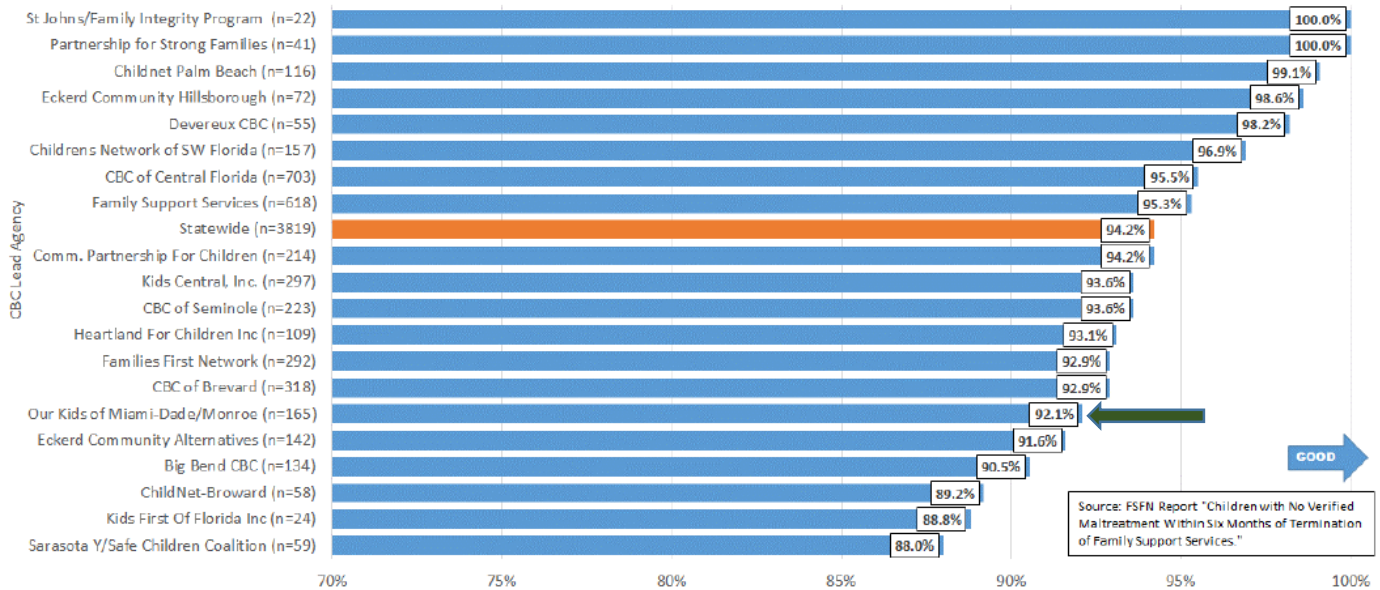
Child Safety After Termination of Services

Ensuring children are safe and protected following case management & family support 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), Our Kids (99.2%) was above the statewide average (95.6%) for cases with no maltreatment within six months of case management services. In fact, Our Kids' performance, related to case management services, was the highest in the State for this time period. Our Kids (92.1%) 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 Our Kids to review the quality and effectiveness of family support services.

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 Our Kids and found three areas of noncompliance. The desk review period was from October 1, 2016 through December 31, 2016. The areas of non-compliance pertained to:

- Expenditure Report not reconciling to General Ledger. Our Kids corrected the errors.
- Noncompliance with Federal/State Regulatory Requirements due to expenditures entered into FSFN which do not match OCA requirements. Our Kids corrected the FSFN entries and amended internal protocols.

Licensed & Group Care Placement

As of May 31, 2017, 624 children were placed in licensed care which represents 31.72% of all children in out of home care in Miami-Dade and Monroe counties. 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 223 children placed in group care, representing 11.34% of all Our Kids placements. The current statewide average of children placed in group care versus other placement settings is also lower at 8.91%. This data represents an opportunity for Our Kids to review practices regarding licensed & group care placement decisions to ensure all efforts are being made to ensure least restrictive placements are being made.

Our Kids		
Licensed & Group Care Placements	CBC	Statewide
Number of Children in Licensed Care	624	7,183
% of Children in Licensed Care	31.72%	29.54%
Number of Children in Group Care	223	2,166
% of Children in Group Care	11.34%	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

Responses to survey questions were completed by Sonia De Escobar, Family Safety Program Manager.

Foster Home Recruitment and Retention

Responses indicate that the agency has a goal of increasing all foster home numbers, but specifically to target teens, sibling groups and hard to place children. For that purpose, the actions started are:

1. Creation of review teams or experts that will identify special needs of children to be met by appropriate foster parents (placement matching reviews)
2. Utilization of the National Resource Center for Diligent Recruitment to provide technical assistance, specifically, this initiative will involve targeted recruitment efforts for families that will foster teenagers, sibling groups, and children with special needs. NRCDCR consultants started by conducting site visits and interviewing focus group with community stakeholders to identify trends in practice and challenges in recruiting and supporting foster parents.
3. Expanding the licensing team internally so they can provide faster and appropriate licensing response.

The goal is to retain the foster homes, but also support foster parent associations so they may become self-sufficient support systems for all foster parents.

1. Expanding the team to provide better support.
2. Providing trainings to foster parents on identified needs.
3. Implementation of the Child Transition Specialist who will complete placement follow up visits to gage needs and provide assistance to foster parents.

Placement Process

The agency has a placement unit that works directly with the child protective investigators and with case management agencies to assess child needs and arrange proper placement. They are expected to benefit from the feedback of Child Transition Specialists. This feedback will address the specific needs of the child at time of placement, utilizing all available information at the time of initial placement.

Relative and Non-Relative Caregiver Supports

According to Ms. De Escobar, Our Kids provides support and will utilize the Child Transition Specialist to identify specific caregiver needs such as conducting placement follow up visit to identify needs and provide support and communicating with individual case management units regarding the caregiver's identified need.

Extended Foster Care

The Agency sub-contracts with Citrus Health to provide appropriate supports, namely:

1. Housing Coordinator for placement and extended foster care
2. Housing providers for extended foster care and transition from PAS to EFC

Conclusion

Based on the limited review of Our Kids Miami-Dade/Monroe, Inc. contract KJ114 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, Our Kids met the established performance target 62% of the time which is on par with the average statewide cumulative scorecard performance. Our Kids' status toward practice model implementation is below the statewide average. Case Management services provided to children and families have yielded rates of re-abuse which are lower than the statewide average. However, family support services provided to children and families in have yielded re-maltreatment rates 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 recommends the following:

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. Placement moves per 1,000 days in foster care
 - b. Rate of abuse per 100,000 days in foster care
 - c. Percent of sibling groups where all siblings are placed together
 - d. Percent of children who do not re-enter care within 12 months of moving to a permanent home
 - 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 who received 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. Review and discuss cases involving children currently placed in licensed and group care for possible step down to a less restrictive placement option.
7. Continue efforts to recruit and license quality foster home caregivers.