



CONTRACT OVERSIGHT DESK REVIEW

Community Partnership for Children, Inc.

NJ205

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Community Partnership for Children, 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 Community Partnership for Children (CPC), Contract NJ205 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, service array, financial viability, licensed and group care and feedback from the DCF contract manager.

CPC serves children and families in Flagler, Putnam & Volusia counties circuit seven, Northeast Region. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in all three counties served by CPC was 709,951. See chart below for breakdown by county. The removal rate per 100 children Investigated from October thru December 2016 was 4.1 which was the fourth lowest removal rate in the State and below the statewide average. (Source: Child Welfare Key Indicators Monthly Report, May 2017).

Rank	County	Population
11	Volusia County	529,364
35	Flagler County	108,310
39	Putnam County	72,277

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

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

- 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

CPC's current performance on scorecard measure three (M03: % of children who are not neglected or abused after receiving services) experienced a dip in performance during FY 16/17 Q2, but otherwise met the established performance standards for the past six quarters. Scorecard measure two (M02: % of children who are not abused/neglected during in-home services) also met the target in four out of the last five quarters. CPC's performance in scorecard measures four (M04: % of children under supervision who are seen every 30 days) and five (M05: % of children exiting to a permanent home within 12 months of entering care) appears to be trending up but should continue to be monitored.

Several scorecard performance measures show areas where local discussion appears warranted to identify causality and reverse current downward trending. They are:

- 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/are enrolled in secondary education, vocational education or adult education
- M12: % of sibling groups where all siblings are placed together

Three performance measures represent opportunities for improvement, all of which scored below the established performance standards for FY 16/17 Q3 and at least five out of the past six quarters. They are:

- M01: Rate of abuse per 100,000 days in foster 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

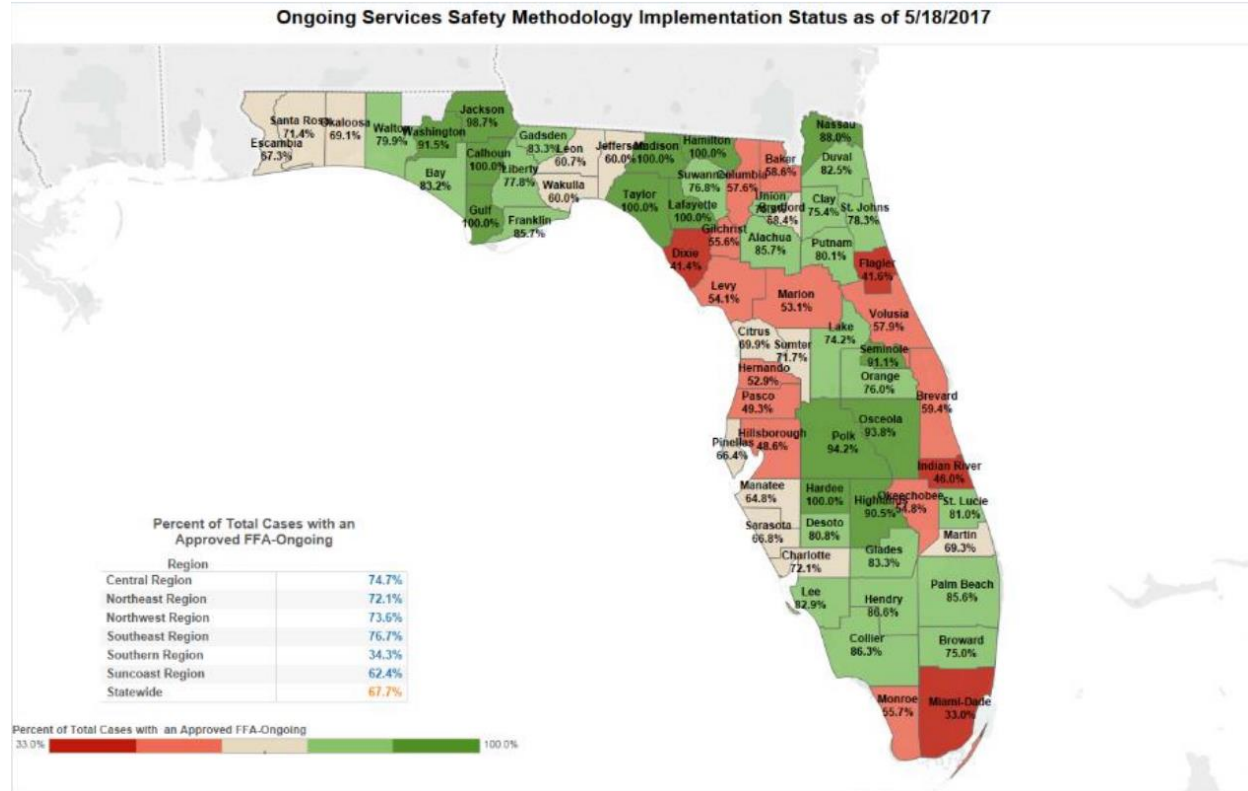
Scorecard Measure	FY 2016 Q2	FY 2016 Q3	FY 2016 Q4	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3
M01: Rate of abuse per 100,000 days in foster care	7.37	8.65	9.71	8.66	9.41	9.19
M02: % of children who are not abused/neglect during in-home services	93.70	95.90	95.30	97.40	94.20	95.60
M03: % of children who are not neglected or abused after receiving services	95.30	96.50	97.00	97.80	90.00	95.30
M04: % of children under supervision who are seen every 30 days	99.20	99.20	99.60	99.40	99.50	99.50
M05: % of children exiting to a permanent home w/in 12 months of entering care	34.70	50.20	27.00	28.90	31.40	33.60
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	52.70	49.20	52.80	50.90	57.80	52.00
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	81.20	78.50	95.60	89.30	80.00	82.60
M08: Placement moves per 1,000 days in foster care	3.42	3.30	3.13	3.06	3.15	3.42
M09: % of children in foster care who received a medical service in last 12 months	96.00	96.20	96.00	92.20	92.40	94.90
M10: % of children in foster care who received a dental service in last 7 months	86.00	81.30	84.50	81.50	77.20	80.90
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed., or adult ed.	76.40	86.10	88.20	86.10	78.10	73.50
M12: % of sibling groups where all siblings are placed together	67.50	62.10	62.50	64.10	62.70	58.90

Standard or Better Below Standard Def Zone

Last Updated: 4/30/2017

Practice Model Implementation

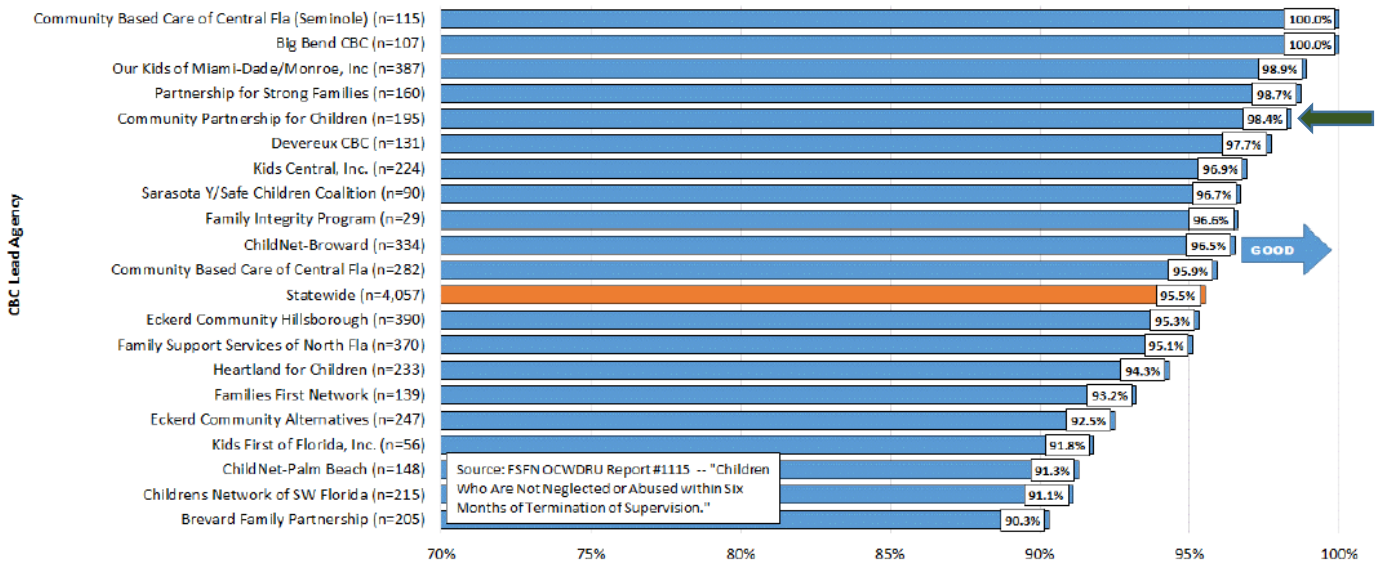
CPC has made some progress toward implementation of the practice model, as shown in the chart below. As of 5/18/17, CPC's status for implementation in Flagler (41.6%) and Volusia (57.9%) counties was below the statewide average (67.7%), which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). In Putnam County, CPC's status for implementation was greater than the statewide average at 80.1%. This demonstrates an area for improvement for Flagler and Volusia Counties. (Source: Child Welfare Key Indicators Monthly Report, May 2017)



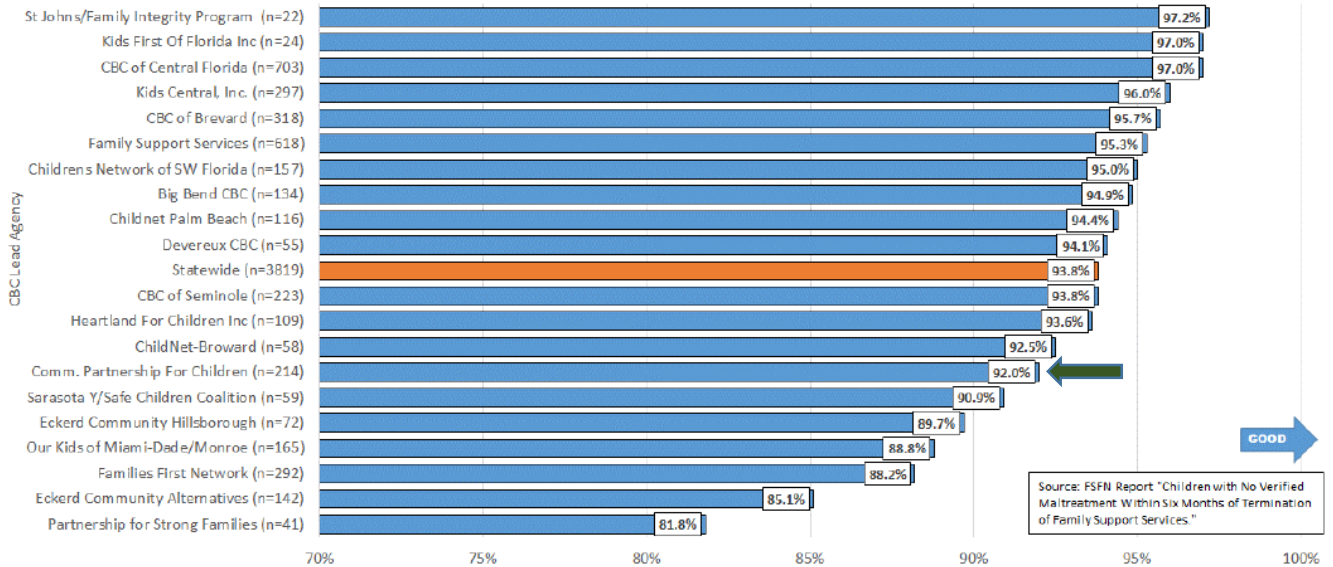
Child Safety After Termination of Services

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-maltreatment 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 July through September, 2016), CPC (98.9%) was above the statewide average (95.6%), for cases with no maltreatment within six months of case management services. During the same period, CPC (92.0%) was below the statewide average (94.2%) for repeat maltreatment within six months following family support services. See the charts below. (Source: Child Welfare Key Indicators Monthly Report, May 2017) This data represents a need for CPC to review the quality and effectiveness of services delivered to families being served by CPC.

Percent of Children Terminated from Case Managed Services in Quarter Who Were Not Maltreated within Six Months, for Children with Services Terminated July-September 2016



Percent of Children Terminated from Family Support Services in Quarter Who Were Not Maltreated within Six Months, for Children with Services Terminated July-September 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 CPC and found no areas of noncompliance. See the report for additional details. The desk review period was from July 1, 2016 through September 30, 2016.

Licensed & Group Care Placement

As of May 31, 2017, 349 children were placed in licensed care which represents 28.94% of all children in out of home care in Flagler, Putnam and Volusia 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 76 children placed in group care, representing 6.30% of all CPC placements. The current statewide average of children placed in group care versus other placement settings is also higher at 8.91%. This data supports CPC's commitment to securing placements for children that are least restrictive.

Community Partnership for Children, Inc.		
Licensed & Group Care Placements	CBC	Statewide
Number of Children in Licensed Care	349	7,183
% of Children in Licensed Care	28.94%	29.54%
Number of Children in Group Care	76	2,166
% of Children in Group Care	6.30%	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 Lori McCray, DCF Contract Manager.

Foster Home Recruitment and Retention

Responses indicate established goals for foster home recruitment with a focus on home for teenagers and children with mental health challenges. Ms. McCray provided the following summary of foster home recruitment goals:

Goal 1: 55 new homes for FY16/17. CPC exceeded this goal by licensing 66 new homes.

Goal 2: Recruit, train and license at least 10 foster homes that are willing to work with teenagers specifically (target 8-10 children FY16/17). CPC exceeded this goal by licensing 15 homes willing to accept children age 12 and under and 11 homes willing to accept teens. By the end of FY16/17, CPC had a total of 206 licensed homes.

Actions: CPC conducts several recruitment efforts including various websites, movie theater ads, social media, community events, and partnerships with faith based organizations.

CPC's goal for foster home retention is to maintain all quality foster homes through support, education and training in order to continue caring for children. CPC accomplishes this goal by implementing the supportive programs and services below:

- CPC subcontracts foster home licensing and retention with 4 Child Placing Agencies in Volusia, Flagler, and Putnam Counties. All providers have supplies available - diapers, clothes, food, CHS has a loaning library for equipment such as strollers, cribs, etc.
- Community events are held which honor foster families, Holiday Parties, and certificates recognizing foster parents. They also have events with other community agencies that give bikes and helmets to foster children.
- CPC has a Placement Support Coordinator who provides additional support to foster parents when they take a new child into their home.

- CPC also has a Foster Care Liaison who is a point of contact for families, provides support and advocates for foster parents, and available if they have any concerns.
- Foster Parent Mentors- experienced foster parents who serve as mentors to new foster parents. They make contact when a new foster parent takes their first placement. They help explain practices, give guidance and act as a support.
- Foster Parent Newsletter- sent out quarterly to foster parent. Give tips and reminders about foster care.
- Foster Parent Support Group- held 4-7 times a month. The group is held in different locations and times to maximize participation. Support groups help build a support network for foster parents.
- CPC has implemented trauma informed care into their pre-service training for caregivers. CPC continues to provide high quality training and support for foster parents.
- Behavior analysts and therapists are available to assist families with children placed in their homes.

Placement Process

Per Ms. McCray, CPC believes that having the right placement for the right child is ultimately a collaborative effort, but CPC's Placement Department is primarily responsible for ensuring that children are placed in the best foster care placements. Trauma-informed decisions and placing children in the least restrictive placements, is also crucial in this process. CPC restructured their Placement Department, and have staff available that provides direct support to the foster parents; namely the Foster Care Liaison and Placement Support Coordinator. The Placement Coordinator ensures that open communication occurs, and services are in place to help children succeed and maintain placement stability during the time they are in foster care. The Foster Care Liaison is a direct point of contact for foster families and provides them with support, also advocates for foster parents and assists with any issues with staff/providers, and is available if they have any concerns for children. Placement Stability Staffings are held using a team approach to form solutions when a foster parent has a concern about a placement.

CPC has implemented trauma informed care into their pre-service training for caregivers, so all are aware of the trauma caused by a change in placement. CPC provides training and support for foster parents, as well as any services needed for children. CPC also subcontracts with a specialized sibling foster care agency, Neighbor to Family, to maintain large sibling groups together.

Group Care

To improve group care, CPC Contract Management completes quarterly onsite visits that include facility inspections, car inspections, record reviews and interviews with staff and residents to help ensure quality of care.

CPC coordinates quarterly Residential Group Care (RGC) meetings with all RGC provider management staff to discuss trends, placements, contracts, and other agency-related issues. We also provide training in these meetings on topics such as missing children, human trafficking, incident reporting, and psychotropic meds. CPC is providing intensive trauma training to direct care staff for those providers who do not already have an approved trauma curriculum. The purpose of the training is to assist staff who work directly with children to understand trauma related issues and behaviors and how to work with children who have experienced trauma. Compassion fatigue and secondary trauma is also addressed.

Relative and Non-Relative Caregiver Supports

A focus on stabilization and support to relative and non-relative caregivers is also evident based on Ms. McCray's summary. She reports that Relatives and non-relatives have full access to the assigned DCM for assistance. CPC also conducts Placement Stability Staffings for all non-relative and relative placements that need or request them. As stated in previous response, these staffings are specifically held when a caregiver shares a concern about a placement, and CPC uses a team approach to form genuine, concrete solutions.

CPC uses a Trauma-Informed training curriculum with relatives, it is called "Caring for Children Who Have Experienced Trauma". Also, CPC has a Re-open Specialist to provide services for families who need assistance after closing to Guardianship and for families that request that the Dependency case be reopened for services, reunification or TPR/Adoption.

CPC has a single point of contact for relatives and non-relatives for ACCESS benefits and Medicaid issues. CPC uses a Mindshare Report that identifies children placed with relatives and non-relatives by Legal Status. The Rev Max unit uses this report to prompt the assigned DCM to submit the relative caregiver information. Caregivers are informed of available assistance at case transfer and during home visits. If at any point during a case assistance with the application is needed, CPC's Rev Max specialists will telephonically consult with them or bring them into the office to assist them with completing the application correctly as CPC is an ACCESS partner.

CPC provides ongoing assessments of relative placements through progress updates, home visits, safety assessments and supervision. All cases are reviewed by supervisors every 90 days through supervisory review process which includes assessment of placement, safety and well-being.

Extended Foster Care

To develop and support extended foster care placements with appropriate supports, CPC contracts with Children's Home Society (CHS) for Extended Foster Care services which includes the addition of a Resource Specialist, for recruiting and developing appropriate transitional and supervised living arrangement for young adults in EFC. Additionally, the IL staff assesses young adults to determine the need for therapeutic, educational, vocational and supportive services and connects youth to those services in order to meet their individual needs. EFC case managers provide ongoing supervision and support for EFC participants and ensures that the appropriate supports are in place for each young adult to achieve self-sufficiency.

Conclusion

Based on the limited review of Community Partnership for Children, Inc. contract NJ205 several strengths and opportunities for improvement were found.

This desk review highlights CPC's positive performance on some of the Scorecard measures. In the past six quarters, CPC met the established performance target 47% of the time which is below the average statewide cumulative scorecard performance. CPC's status toward practice model implementation is above the statewide average in Putnam county, and below the statewide average in the other two counties served by CPC. Case Management and Family Support Services provided to children and families in counties served by CPC have yielded rates of re-abuse which are higher the statewide average. CPC experienced the highest level of re-maltreatment rates in the State for children with case management services terminated from April – June 2016 (Source: Child Welfare Key Indicators Monthly Report, May 2017). However, the percentage of children in licensed and group care in the tri-county area is lower 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. Rate of abuse per 100,000 days in foster care
 - b. Percent of children who are neglected or abused after family support services
 - c. Percent of children in foster care who received a dental service in the last seven months
 - d. Percent of sibling groups where all siblings are placed together
 - e. Percent of children who do not re-enter care within 12 months of moving to a permanent home
 - f. Percent of children in foster care who received a medical service in the past 12 months
 - g. Percent of young adult exiting foster care at age 18 who completed/are enrolled in secondary, vocational or adult education
3. Continue efforts to fully implement the practice model in all three counties served by CPC.

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 home caregivers.