CONTRACT OVERSIGHT DESK REVIEW

Kids Central, Inc.

PJL04

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Kids Central, 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 Kids Central, Inc., (KCI) Contract PJL04 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.

KCI serves children and families in Citrus, Hernando, Lake, Marion and Sumter counties in circuit five, Central Region. According to the U.S. Census bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) in Citrus, Hernando, Lake, Marion and Sumter was 1,134,868. See chart below for breakdown by county. The removal rate per 100 children Investigated from October thru December 2016 was 5.6 which was slightly lower than the statewide average (5.8). (Source: Child Welfare Key Indicators Monthly Report, May 2017).

Rank	County	Population
33	Citrus County	143,621
28	Hernando County	182,835
19	Lake County	335,396
17	Marion County	349,020
34	Sumter County	123,996
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 KCI's performance shows both strengths and areas where opportunities for improvement exist. In seven of the scorecard measures, KCI performed at or above the established performance standards and in five of the scorecard measures, KCI performed below the established performance standards for FY 16/17 Quarter 3.

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

- M04: % of children under supervision who are seen every 30 days
- M11: % of young adults exiting foster care at age 18 who completed, or are enrolled in, secondary education, vocational education or adult education
- M12: % of sibling groups where all siblings are placed together

KCI's performance on scorecard measure two (M02: % of children who are not abused/neglected during in-home services) currently meets the established performance standards for FY 16/17, Q3, met the measure in five of the past six quarters and has been trending up for the past three quarters. Additionally, performance on scorecard measure nine (M09: % of children in foster care who received a medical service in last 12 months) has been trending up for the past three quarters.

Performance on the following scorecard measures has been inconsistent, thus local level discussions are recommended to assess the efficacy of current practices and make modifications where warranted.

- 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 (downward trend last three quarters)
- M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months (dip in performance in FY 16/17 Q1 & Q2)
- M07: % of children who do not re-enter care within 12 months of moving to a permanent home (downward trend last three quarters)
- M08: Placement moves per 1, 000 days in foster care (dip in performance in FY 16/17 Q1 & Q2)

Two performance measures represent clear opportunities for improvement, both of which scored below the established performance standards in the past five quarters. They are:

- M01: Rate of abuse per 100,000 days in foster care
- 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	7.44	9.57	10.72	12.72	12.83	10.40
M02: % of children who are not abused/neglect during in-home services	95.50	97.20	94.70	97.10	97.20	97.60
M03: % of children who are not neglected or abused after receiving services	96.00	96.20	94.00	91.30	95.70	94.40
M04: % of children under supervision who are seen every 30 days	99.70	99.70	99.80	99.70	99.60	99.70
M05: % of children exiting to a permanent home w/in 12 months of entering care	38.70	45.40	32.60	43.80	42.00	38.00
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	56.50	52.30	55.00	42.00	41.90	47.10
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	96.10	93.80	83.70	92.80	87.60	83.50
M08: Placement moves per 1,000 days in foster care	3.45	3.42	3.67	4.17	4.40	4.07
M09: % of children in foster care who received a medical service in last 12 months	95.60	93.10	92.60	95.60	96.90	96.90
M10: % of children in foster care who received a dental service in last 7 months	96.10	91.50	90.20	93.00	93.50	90.70
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.	87.10	90.90	92.50	88.60	87.50	83.60
M12: % of sibling groups where all siblings are placed together	74.10	74.00	74.60	73.70	73.10	69.80

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

Practice Model Implementation

As of 5/18/17, KCI's status for Practice Model (Safety Decision Methodology) Implementation was 69.9% (Citrus), 53.1% (Marion), 71.7% (Sumter), 52.9% (Hernando) and 74.2% (Lake). The statewide average (67.7%), represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O).   This represents an opportunity for greater movement towards full practice model implementation in all five counties, specifically Hernando and Marion. (Source: Child Welfare Key Indicators Monthly Report, May 2017)

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

Percent of Total Cases with an Approved FFA-Ongoing

Region	
Central Region	74.7%
Northeast Region	72.1%
Northwest Region	73.6%
Southeast Region	76.7%
Southern Region	34.3%
Suncoast Region	62.4%
Statewide	67.7%

Percent of Total Cases with an Approved FFA-Ongoing
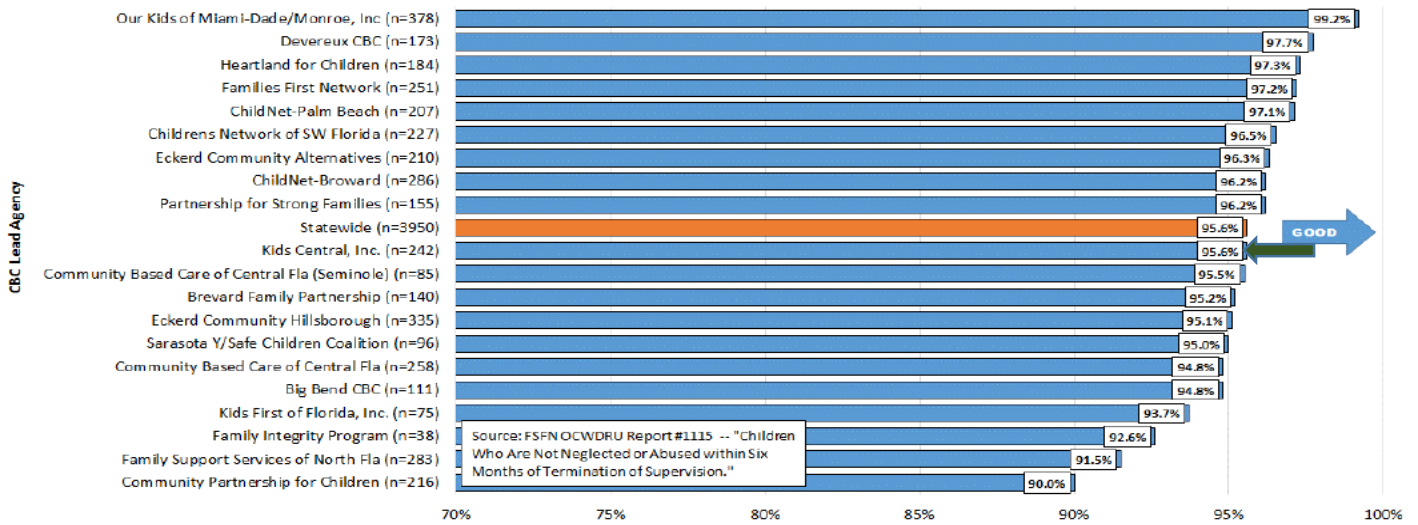33.0%   100.0%
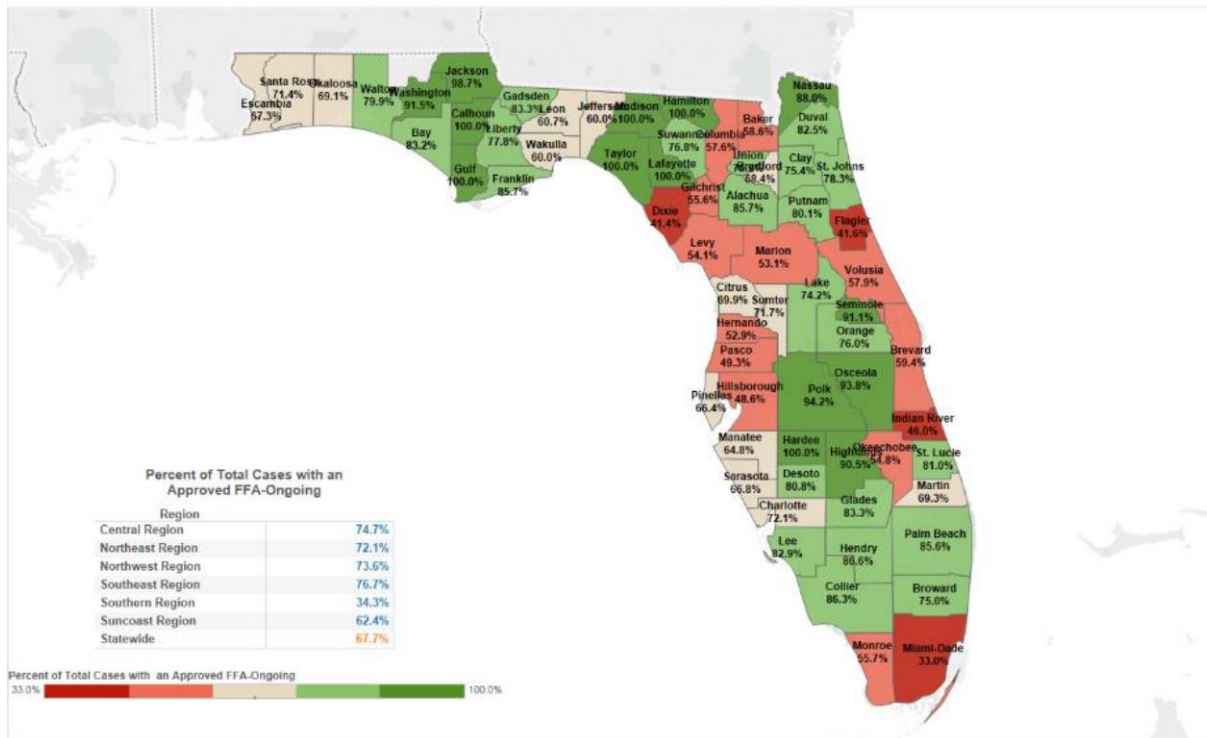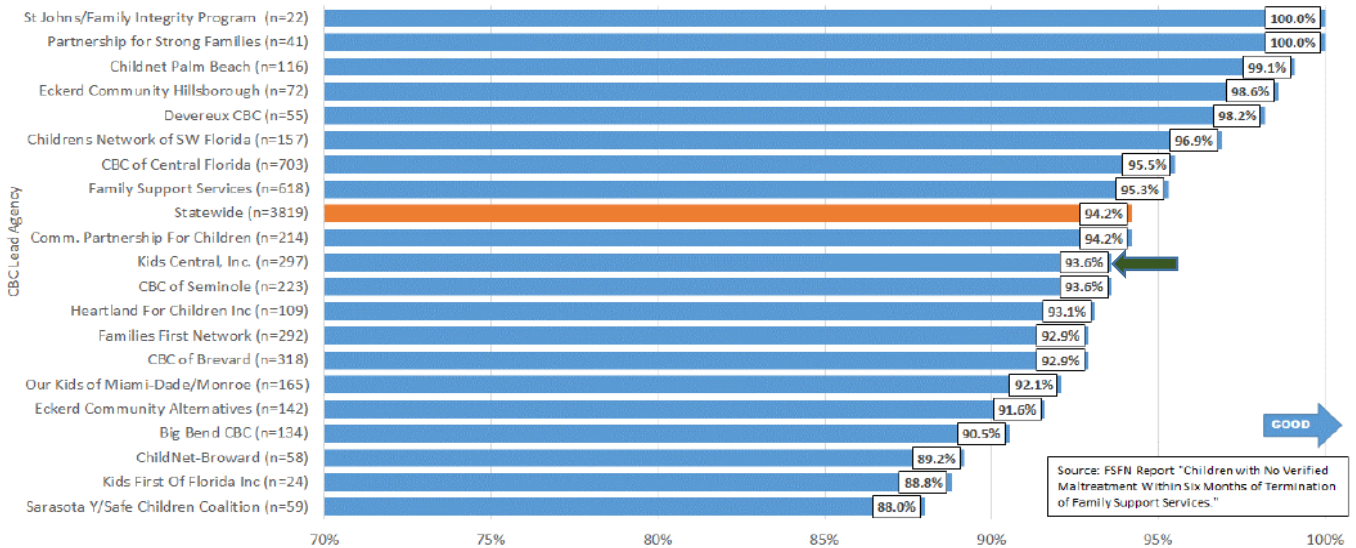
Child Safety After Termination of Services

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), KCI (95.6%) was at the statewide average (95.6%) for cases with no maltreatment within six months of case management services. KCI (93.6%) 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 KCI to review the performance of contracted providers who deliver family support services to determine which providers are providing the best services to families which result in strong behavioral change and a reduction in recidivism.

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

CBC Lead Agency	Percent
Our Kids of Miami-Dade/Monroe, Inc (n=378)	99.2%
Devereux CBC (n=173)	97.7%
Heartland for Children (n=184)	97.3%
Families First Network (n=251)	97.2%
ChildNet-Palm Beach (n=207)	97.1%
Childrens Network of SW Florida (n=227)	96.5%
Eckerd Community Alternatives (n=210)	96.3%
ChildNet-Broward (n=286)	96.2%
Partnership for Strong Families (n=155)	96.2%
Statewide (n=3950)	95.6%
Kids Central, Inc. (n=242)	95.6%
Community Based Care of Central Fla (Seminole) (n=85)	95.5%
Brevard Family Partnership (n=140)	95.2%
Eckerd Community Hillsborough (n=335)	95.1%
Sarasota Y/Safe Children Coalition (n=96)	95.0%
Community Based Care of Central Fla (n=258)	94.8%
Big Bend CBC (n=111)	94.8%
Kids First of Florida, Inc. (n=75)	93.7%
Family Integrity Program (n=38)	92.6%
Family Support Services of North Fla (n=283)	91.5%
Community Partnership for Children (n=216)	90.0%

GOOD →

Source: FSFN OCWDRU Report #1115 -- "Children Who Are Not Neglected or Abused within Six Months of Termination of Supervision."

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

CBC Lead Agency	Percent
St Johns/Family Integrity Program (n=22)	100.0%
Partnership for Strong Families (n=41)	100.0%
Childnet Palm Beach (n=116)	99.1%
Eckerd Community Hillsborough (n=72)	98.6%
Devereux CBC (n=55)	98.2%
Childrens Network of SW Florida (n=157)	96.9%
CBC of Central Florida (n=703)	95.5%
Family Support Services (n=618)	95.3%
Statewide (n=3819)	94.2%
Comm. Partnership For Children (n=214)	94.2%
Kids Central, Inc. (n=297)	93.6%
CBC of Seminole (n=223)	93.6%
Heartland For Children Inc (n=109)	93.1%
Families First Network (n=292)	92.9%
CBC of Brevard (n=318)	92.9%
Our Kids of Miami-Dade/Monroe (n=165)	92.1%
Eckerd Community Alternatives (n=142)	91.6%
Big Bend CBC (n=134)	90.5%
ChildNet-Broward (n=58)	89.2%
Kids First Of Florida Inc (n=24)	88.8%
Sarasota Y/Safe Children Coalition (n=59)	88.0%

GOOD →

Source: FSFN Report "Children with No Verified Maltreatment Within Six Months of Termination of Family Support Services."

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 KCI and found one area of noncompliance. The desk review period was from July 1, 2016 through September 30, 2016. The area of noncompliance related to noncompliance with federal/state regulatory requirements in that KCI reported an expenditure in OCA SF0SS to a young adult over age 23. KCI corrected the service end date in FSFN. See financial report for further details.

Licensed & Group Care Placement

As of May 31, 2017, 540 children were placed in licensed care which represents 33.50% of all children on out of home care in Citrus, Hernando, Lake, Marion & Sumter 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 125 children placed in group care, representing 7.75% of all KCI placements. The current statewide average of children placed in group care versus other placement settings is higher at 8.91%. This data represents an opportunity for KCI to review practices regarding licensed placement decisions to ensure all efforts are being made to ensure least restrictive placements are being made.

Kids Central, Inc.		
Licensed & Group Care Placements	CBC	Statewide
Number of Children in Licensed Care	540	7,183
% of Children in Licensed Care	33.50%	29.54%
Number of Children in Group Care	125	2,166
% of Children in Group Care	7.75%	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 the DCF Contract Manager which provided the following information.

Foster Home Retention and Recruitment
KCI set a goal to recruit 70 new foster homes this fiscal year. KCI's methodology target goal is determined through a 5 step process.

- Step 1: Recruiting Goal = (# in OHC) - (Relative & Non-Relative)
- Step 2: Gross Bed Need = (Recruiting Goal) * (Desired Beds / Child)
- Step 3: Net Beds Needed = (Gross Bed Need) - (Beds Licensed)
- Step 4: Homes Needed = (Net Beds Needed) / (Average Beds / Home)
- Step 5: Target = (Homes Needed) + (Beds Lost in Prior Year)

KCI has a detailed Foster Home Strategic Marketing Plan that focuses their recruitment efforts to those areas that are most likely to provide effective results. Following their plan, they have already exceeded their goal of 70 new foster homes. By the end of April, 2017 81 new foster homes were already licensed.

KCI supports & retains foster parents through the use of the foster parent association meetings, a support group out of Hernando, and constant engagement with the foster parent satisfaction survey. They train their case management staff on the involvement of foster parents, provide mentoring, and have a designated phone number available for foster parents to access in a crisis situation. The relicensing specialist attend monthly association meetings that are held in each county. During the meeting they provide support and conduct Q&A sessions, as well as attend monthly case management all staffs. They are also holding various conference calls with case management to communicate concerns, suggestions, and feedback. Kids Central Inc. is implementing a monthly

Foster Parent Association president telephone call to discuss what's going on in the specific county allowing them to compile circuit needs.

Placement Process
KCI has a placement unit that handles all placement requests. The placement unit works in coordination with the licensing unit to allow for matching of children with foster parents. KCI also uses a tier system for children placed in group homes. They have an assessor that evaluates the children to determine the tier level they should be placed on in order to determine the payment amount based on the needs of the child.

Relative and Non-Relative Caregiver Supports
To support and develop extended foster care placements, host homes have come through the foster home strategic marketing plan developed by KCI. KCI has dramatically increased the number of foster homes but they have also been able to develop host homes as some families when they inquire as to the requirements to be a foster parent are reluctant to follow through with all the requirements. Often the KCI staff will respond by telling them about being a host home for youth in Extended Foster Care. They inform them that they only have to go through back ground screening and a simplified walk through home study. The Extended Foster Care youth and families are supported by the KCI Independent Living Coordinators continuing engagement. The I.L. Coordinators work to maintain the youth's formal and informal support system such as the youth's GAL, family supports, educational supports and friends. The coordinators evaluate and update the youth's Transition Plan as appropriate and ensure continuation of needed services such as mental health counseling, life skills training or substance abuse treatment. KCI is also working with a new transitional program in Lake County which will provide more intense supports such as GED, life skills training or tutoring services for Extended Foster Care Youth as they progress towards independent living or the PESS program.

KCI conducts quarterly meetings with group care directors. During these meetings, providers receive trainings as needed and are updated on any policy changes throughout the state. KCI has a strong Kinship Care Program. This program has specialists from KCI assigned to assist families in several ways. The specialists are a resource for families to help them navigate through the state ACCESS System in order to receive financial and medical assistance. They hold meetings where relative and nonrelative caregivers can find support and understanding from people who are going through similar challenges via peer mentoring. The program can provide legal assistance under certain circumstances and has access to educational liaisons who can assist the families with the children's educational issues.

KCI has an array of assistance for Families including Neighborhood Resource Centers where families can go in order to receive assistance in finding employment, obtaining their GED, utilization of computer stations and caregiver educational opportunities. KCI has a Resource Center which can assist families with physical needs such as diapers, bedding, clothing and many other items of necessity. KCI provides After School Funding which assists caregivers who are working. Family Team Conferencing is also available which endeavors to organize and maximize formal and informal supports for families. KCI has a Baby Sleep Basics Program that offers safe sleep education and Sudden Infant Death Syndrome (SIDS) information for all parents or guardians that reside in Citrus, Hernando, Lake, Marion, and Sumter Counties.

KCI staff are members the Community Alliances of all 5 counties in Circuit 5. They provide funding for facilitators. The goal of the Alliances is to strengthen communities and families and to encourage networking and resource integration to promote best practices among the members who support our families.

Conclusion
Based on the limited review of Kids Central, Inc., contract PJL04 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, KCI met the established performance target 65% of the time which is on par with the average statewide cumulative scorecard performance. KCI's status toward practice model implementation is below the statewide average in Marion & Hernando counties and above the statewide average in the other three counties served by KCI. Case Management services provided to children and families have yielded rates of re-abuse which are on par with the statewide average. However, family support services provided to children and families have yielded re-maltreatment rates which are higher than the statewide average. And, while the percentage of children in group care is lower than the statewide average, KCI has a higher percentage of children in licensed care 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. Percent of children who are not neglected or abused after receiving services
    b. Percent of children exiting to a permanent home within 12 months of entering care
    c. Percent of children exiting to a permanent home within 12 months of entering care for those in care 12 to 23 months
    d. Percent of children who do not re-enter care within 12 months of moving to a permanent home
    e. Placement moves per 1,000 days in foster care
    f. Rate of abuse per 100,000 days in foster care
    g. 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. Review and discuss cases involving children currently placed in licensed care for possible step down to a less restrictive placement option.
7. Continue efforts to recruit and license quality foster homes.