



CONTRACT OVERSIGHT DESK REVIEW

Sarasota Family YMCA, Inc.

QJ2BO

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Sarasota Family YMCA, 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 Sarasota Family YMCA / Safe Children Coalition (SFY), Contract QJ2BO 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.

SFY serves children and families in Desoto, Manatee and Sarasota Counties in Circuit twelve, Suncoast 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 was 824,257 See chart below for breakdown by county. The removal rate per 100 children Investigated from October thru December 2016 was 8.3 which was the second highest in the State and well above the statewide average (5.8). (Source: Child Welfare Key Indicators Monthly Report, May 2017).

Rank	County	Population
48	Desoto County	35,800
15	Manatee County	375,888
14	Sarasota County	412,569

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 Sarasota Family YMCA / Safe Children Coalition (SFY)'s performance shows both strengths and areas where opportunities for improvement exist. In nine of the scorecard measures, SFY performed at or above the established performance standards and in three of the scorecard measures, SFY performed below the established performance standards for FY 16/17 Quarter 3.

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

- M04: % of children under supervision who are seen every 30 days
- M05: % of children exiting to a permanent home within 12 months of entering care
- 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
- M12: % of sibling groups where all siblings are placed together

SFY's performance on scorecard measure two (M02: % of children who are not abused/neglected during in-home services) met the established performance target in five of the past six quarters.

SFY's performance on the following scorecard measures currently meets the established performance standards for FY 16/17, Q3 but performance is inconsistent thus local level review and discussion to determine efficacy of current practices is recommended.

- M03: % of children who are not neglected or abused after receiving services
- M07: % of children who do not re-enter care within 12 months of moving to a permanent home

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

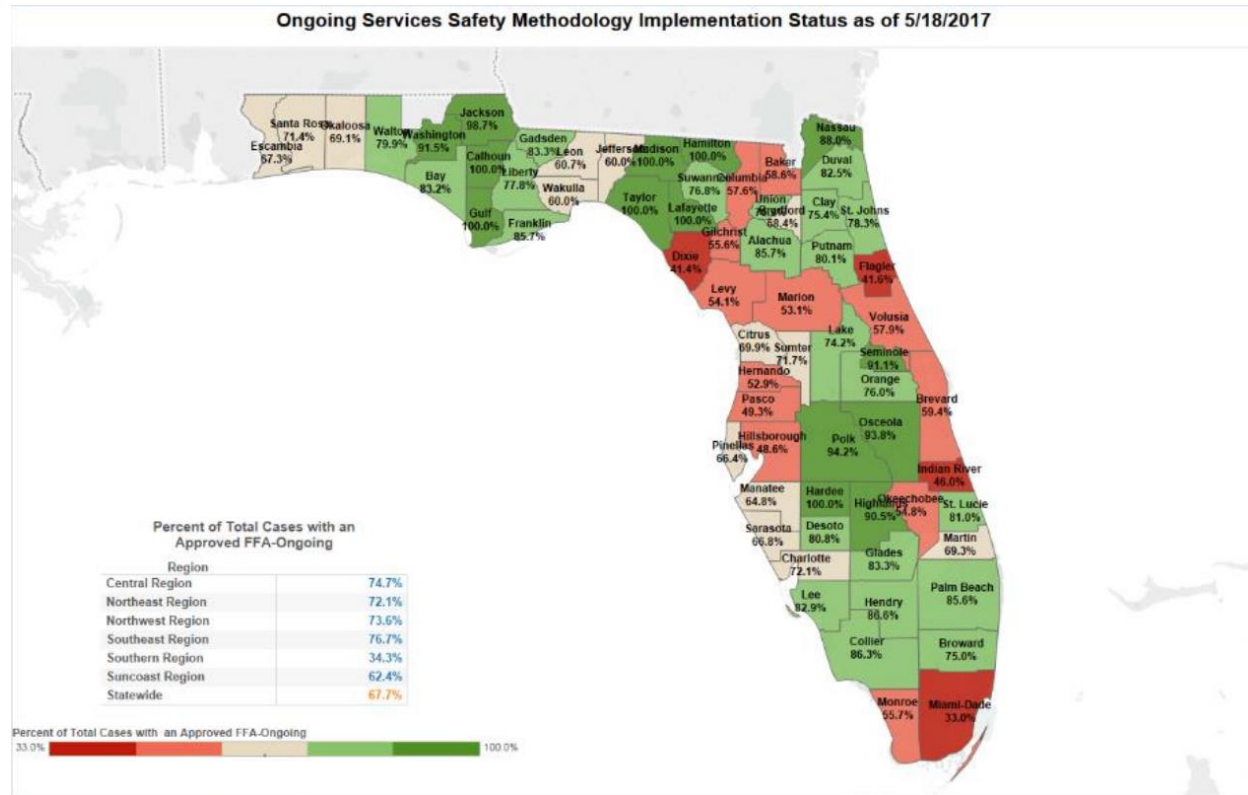
- M01: Rate of abuse per 100,000 days in foster care
- M08: Placement moves per 1,000 days in foster care
- M10: % of children in foster care who received a dental service in last 7 months

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	12.53	14.90	13.25	16.35	14.41	12.19
M02: % of children who are not abused/neglect during in-home services	97.50	94.10	96.10	95.80	97.80	96.10
M03: % of children who are not neglected or abused after receiving services	94.00	94.70	92.30	95.10	94.20	97.80
M04: % of children under supervision who are seen every 30 days	99.90	99.90	99.90	99.80	99.90	99.80
M05: % of children exiting to a permanent home w/in 12 months of entering care	62.20	42.50	40.60	41.80	50.60	47.40
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	70.00	54.60	59.70	57.10	59.40	50.50
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	98.20	83.00	92.70	91.20	88.40	93.50
M08: Placement moves per 1,000 days in foster care	3.93	4.29	4.27	4.66	4.54	4.43
M09: % of children in foster care who received a medical service in last 12 months	99.80	99.40	98.70	97.40	97.00	96.60
M10: % of children in foster care who received a dental service in last 7 months	92.50	86.60	82.50	82.10	81.30	76.60
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed., or adult ed.	96.10	95.40	96.10	91.30	92.30	91.60
M12: % of sibling groups where all siblings are placed together	75.00	72.10	71.10	69.20	68.20	70.90

Practice Model Implementation

SFY has made progress toward implementation of the child welfare practice model in Desoto county and should continue efforts to improve implementation status in all three counties, as shown in the chart below.

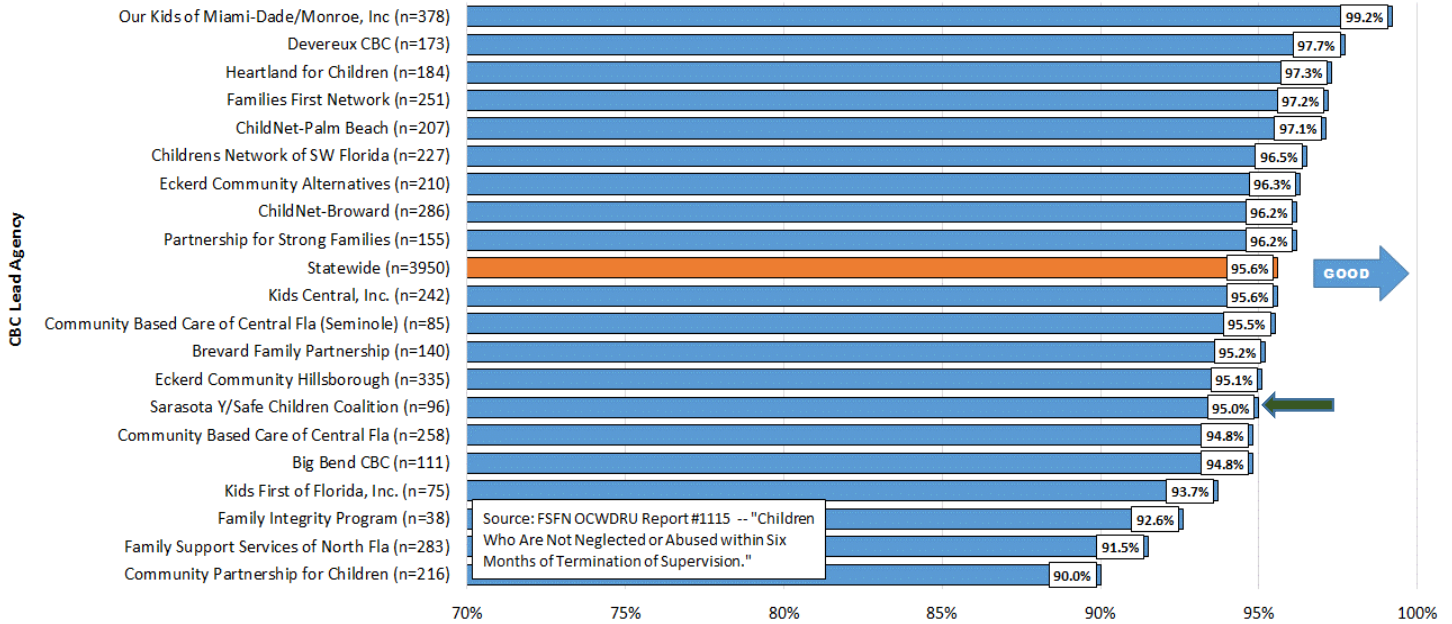
As of 5/18/17, SFY's status for implementation was 80.8% (Desoto), 64.8 (Manatee) and 66.8 (Sarasota). The current statewide average is 67.7%, which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). (Source: Child Welfare Key Indicators Monthly Report, May 2017)



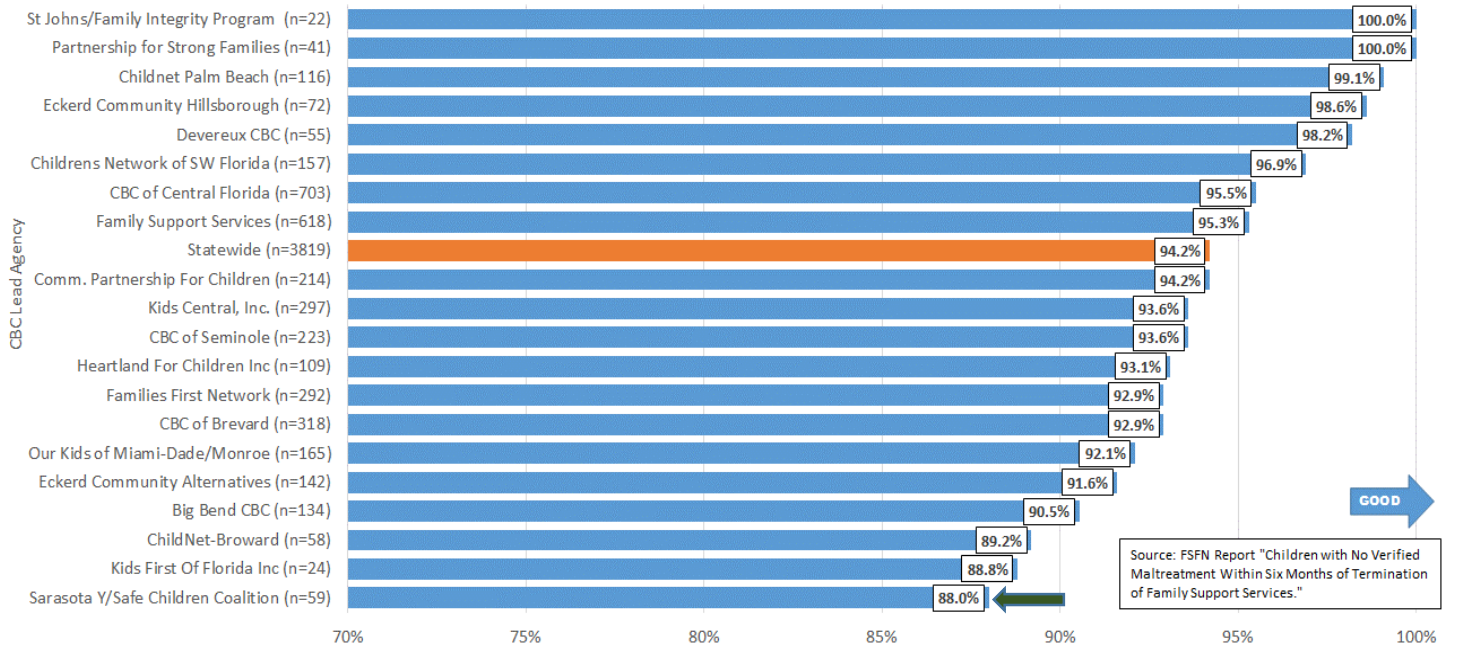
Child Safety After Termination of Services

Ensuring children are safe and protected following case management & family support service intervention 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), SFY (95%) was below the statewide average (95.6%) for cases with no maltreatment within six months of case management services. SFY (88%) was also lower than the statewide average (94.2%), and lowest in the State, 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 SFY to review the quality and effectiveness of family support services and case management 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 SFY and found one area of noncompliance related to noncompliance with general ledger and supporting documents. SFY reported and expense to an incorrect OCA. SFY corrected the issue by reclassifying the expense. The desk review period was from October 1, 2016 through December 31, 2016. See financial report for further details.

Licensed & Group Care Placement

As of May 31, 2017, 286 children were placed in licensed care which represents 25.18% of all children on out of home care in Desoto, Manatee and Sarasota counties. The current statewide average of children placed in licensed care versus other placement settings is higher at higher at 29.54%. As of the same date, there were 121 children placed in group care, representing 10.65% of all SFY placements. The current statewide average of children placed in group care versus other placement settings is lower at 8.91%. This data represents an opportunity for SFY to review practices regarding group placement decisions to ensure all efforts are being made to ensure least restrictive placements are being made.

Sarasota Family YMCA, Inc.		
Licensed & Group Care Placements	CBC	Statewide
Number of Children in Licensed Care	286	7,183
% of Children in Licensed Care	25.18%	29.54%
Number of Children in Group Care	121	2,166
% of Children in Group Care	10.65%	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

The information contained in this section was obtained from Suncoast Region leadership.

Foster Home Recruitment and Retention

SFY developed a targeted recruitment plan based on the Foster Care Profile Needs Assessment that includes the number and type of homes to meet a two-year goal of 220 licensed homes. The Foster Care Profile Needs Assessment was completed and approved June 2016 along with the Targeted Recruitment Plan. In addition to the two-year goal of 220 licensed homes, they will have targeted recruitment strategies to increase foster home beds that will take sibling groups. The following chart depicts the change in the number of licensed homes in DeSoto, Manatee and Sarasota counties.

Region/CBC Lead Agency	Number Licensed as of 6/30/16	Number Licensed as of 6/29/17	Number of Licenses Ended in SFY 2016-2017 as of 6/29/17	Number of New Licenses in SFY 2016-2017 as of 6/29/17	Net Change
Sarasota Y/Safe Children Coalition	149	181	33	65	32

SCC participates in the SCR Foster Home Recruitment and Retention total quality management QIC Story for recruitment strategies. They also have contracts with providers such as Florida Baptist Children's Home, West Florida Foster Care Services, Inc. and Bethany Christian Services. Since the beginning of FY 2016-2017 the following activities have occurred to recruit foster homes:

Qtr 1: 111 Project – Englewood, Latte Luna, Radio AM 1110 Interview, Ads in Mommy Magazine, Q & A social media series, Salt & Light PSAs, Town Hall at the Dream Center in Bradenton (high removal zip code), Media event from Town Hall from Bradenton Herald, ABC 7, NPR on USF, ABC Action News (2), Sunset Auto Group waiting lounge displays, Bay News 9 story with foster child bio, front of Sarasota YMCA website, Boost IM on Facebook, Informational meetings on 9/7/16 (20 families) and 9/27/16 (27 families).

Qtr 2: Observer Ad, Bradenton Library Display, Boosted PSA video post & YouTube, Bighthouse & ABC & PSA, Macaroni Kids post, Orioles Car Park, Informational meeting on November 1 (31 families), Suncoast Community

Church informational meeting (3 families), YMCA Eblast, Bradenton Times & 941 CEO articles, CPR Painting Lunch, Culvers Partnership, Bradenton & SRQ articles, Desoto Christmas Parade, Desoto Christmas Card Lane, SRQ School Counselor presentation, Informational meetings on December 6 (6 families) and December 8 (15 families).

Qtr 3: Bridge Church Venice, Informational meeting (18 families), presentation to Sarasota Elementary School Counselors, Bridge a Life 5 K, 2 Manatee YMCA Booths, SRQ Magazine, Swain party and media coverage by SRQ Magazine, Tempo News, SNN and ABC 7, Observer Ad, 4 informational meetings, "Women of Suncoast" TV Story – Foster Parent who retired, Manatee Community Foundation Child Welfare Project (Received \$25,000 from the Barancik Foundation to do a marketing campaign to recruit foster homes), 111 project

According to Suncoast leadership, SCC is committed to retaining foster homes based on the Foster Care Profile Needs Assessment as mentioned above. SCC participates in SCR Foster Home Recruitment and Retention total quality management QIC Story for retention strategies. They track and review complaints from foster parents and caregivers and resolutions to those complaints. SCC Management staff are readily available to foster parents and caregiver to assist in resolving issues. They work collaboratively with Bridge A Life, who provides a variety of supportive services to foster parents, adoptive parents and caregivers. They have partnerships with people in the community who are able to provide respite care. They have a clothing "closet" with home goods, hygiene products, as well as clothes for all caregivers and children.

Placement Process

SCC makes every attempt to keep a child with a relative or a non-relative prior to bringing them into foster care. They also make every attempt to keep them within their home school and placed with their siblings. When there are special issues such as medical, behavioral health, sexual, etc. all of these are taken into account to make a determination of where the best possible placement is for the child. SCC staff know that distance from their home is it is also important to consider if siblings are separated in order to maintain sibling contact as well as to maintain visitation with the parent.

SCC meets with SCR FSPO regularly regarding children in group care with the goal of lowering the number of children in group care and transitioning them to foster homes or therapeutic homes, whichever is appropriate. SCC placement staff are continuously reviewing children to see if any child has the ability to be transitioned out of a group home to another appropriate option.

Relative and Non-Relative Caregiver Supports

The Safe Children's Coalition works with a variety of agencies to stabilize and support relative and non-relative placements. A few of these are Bridge a Life (BaL). BaL teams up with local churches for "Undie Sunday" and collects boys and girl's underwear, socks, toothpaste and toothbrushes for foster children. BaL has "Hammer Time" that helps to meet the needs of foster shelters, group homes and foster and adoptive homes with repairs and minor renovations of buildings. They provide ladies and parent's night out one a month and provide child care. They also have the "Stew Crew" that coordinate, prepares and delivers meals to foster and caregiver homes when they have just received a child. BaL also does Back to School Picnics and provides back to school items for foster children. They work with the Children's Guardian Fund, who can provide funds for sports equipment, summer camps, arts or music lessons, etc. SCC provides a summer camp for the children annually free of charge. They have a clothing "closet" with home goods, hygiene products, as well as clothes for all caregivers and children. They work with local agencies to provide the needed trauma focused therapy for the children. They have purchased needed items such as beds in order for a family to take a child into their home. They have volunteers who are able to provide respite care for the caregivers.

Extended Foster Care

SCC staff members continually share information about EFC through a variety of venues. SCC staff attend quarterly statewide meetings to discuss KEYS program utilizations and ideas to improve outcomes. SCC work with Circuit 12 GAL Fund and JOY to teach the youth how to drive. Continued issues in KEYS area are: Group homes do not have

vehicles that the youth can utilize and there are staffing/logistic issues with coordinating driving programs; the maturity level of the youth must be taken into consideration as well as their mental health status; EFC children do not qualify unless in licensed care and the majority are not in licensed care and are illegal immigrants. They maintain a housing resource guide. SCC has been able to partner with group home providers, local landlords and other agencies to develop potential EFC resources.

Conclusion

Based on the limited review of Sarasota Family YMCA, Inc., contract QJ2BO 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, SFY met the established performance target 66% of the time which is on par with the average statewide cumulative scorecard performance. SFY's status toward Practice Model implementation is above the statewide average in Desoto county and below the statewide average in the other two counties. Case Management and Family Support Services provided to children and families have yielded rates of re-abuse which are higher than the statewide average. And, while the percentage of children in licensed care is lower than the statewide average, SFY has a higher percentage of children in group care 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 children in foster care who received a dental service in the last seven months
 - d. Percent of children who do not re-enter care within 12 months of moving to a permanent home
 - e. Percent of children who are not neglected or abused after receiving services
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 group care in for possible step down to a less restrictive placement option.
7. Continue efforts to recruit and license quality foster homes.