



# CONTRACT OVERSIGHT DESK REVIEW

Children's Network of Southwest Florida, HJ300

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Children's Network of Southwest Florida.

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## EXECUTIVE SUMMARY

The Department’s Community Based Care Monitoring Team performed a Desk Review for Children’s Network of Southwest Florida (CNSWF), Contract HJ300. CNSWF provides child welfare services for Circuit 20, which encompass Charlotte, Collier, Glades, Hendry and Lee Counties in the Suncoast Region of Florida, since 2012.

## NATIONAL SNAPSHOT

The charts and graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia and two territories and with more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence based programs and data analytics. Data on the following page provides information related to safety, permanency, length of time in care, placement and entries and exits. In 2012, CNSWF had a lower rate of children in care per 1,000 than the

state and national averages. CNSWF's rate has steadily increased since 2012 and in 2017, it is now higher than both the state and national rates.

## Data Basics

### Childrens Network of Southwest Florida

NOTE: Due to data source and timeframe presented, numbers may vary slightly from those presented in reports produced by FL DCFs.

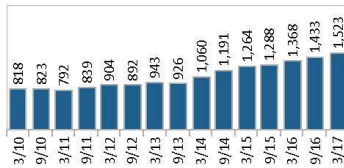
Produced by Data Advocacy, Casey Family Programs

Data source: state-submitted AFCARS and NCANDS files

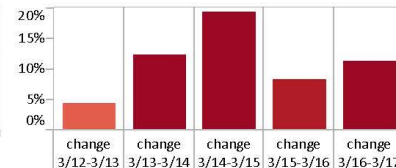
Date prepared: 7/24/2017

#### # of children in care

(< age 18, as of last day of each month)

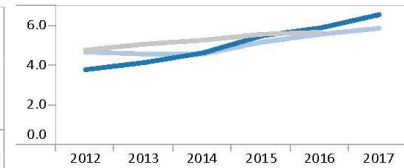


#### year over year change in the # in care



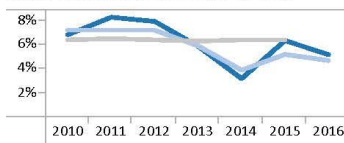
#### rate in care

(per 1,000, < age 18)



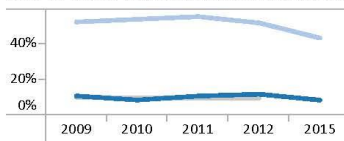
## Safety

#### % children who experience repeat maltreatment within 6 months



#### % children who experience repeat maltreatment within 12 months

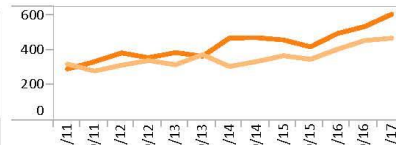
(note 2013-2014 data masked due to data quality)



## Entries

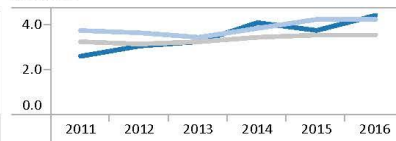
#### # of children entering & exiting

(6 month entry cohorts ending on each date)



#### rate of children entering care

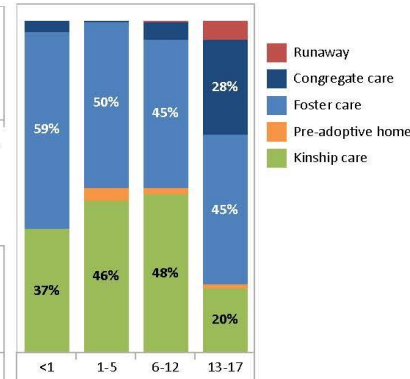
(per 1,000)



## Placement

#### placement settings for children in care, by age

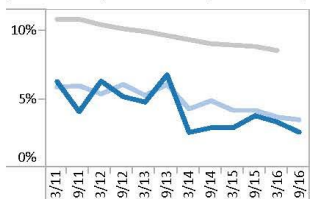
(for all children in care on 3/31/2017)



## Timely & Stable Permanency

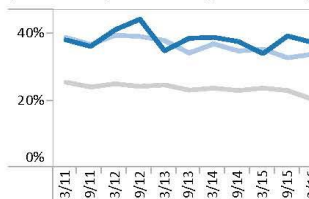
#### % permanency within 30 days of entering care

(6 month entry cohorts ending on each date)

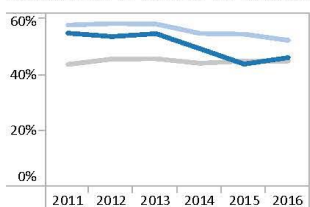


#### % permanency within 3-12 months of entering care

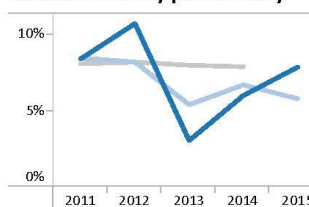
(6 month entry cohorts ending on each date)



#### % permanency w/in 12 months for children in care 12-23 months



#### % re-entering care w/in 12 months of timely permanency

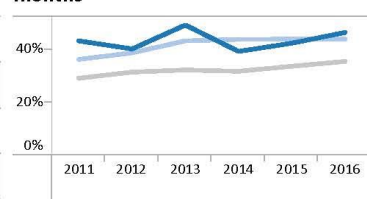


## Children In Care 2+ Years (3/31/2017)

#### in care 2+ years

#	229
%	15%
state	16%
Nat'l (2016)	25%

#### % in care 2+ years at start of the year who achieve permanency w/in 12 months



#### profile of current caseload in care 2+ years

(for groups that represent at least 2% of the total; by age, placement type and case plan goal)

	ages 2-12			ages 13-17			
	Reunif	Adopt	NA	Reunif	Adopt	APPLA	Guard
Congregate care				6%			
Foster care	5%	31%	3%	2%	13%	3%	3%
Kinship care	4%	12%					
Pre-adoptive home		3%					

## SECTION 1: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community CNSWF serves, including demographic information, a description of the child welfare partners and information about all child fatalities, including those investigated by the Department. CNSWF operates in the 20th circuit in the Suncoast Region serving Charlotte, Collier, Glades, Hendry & Lee counties. The median household income in Collier and Lee Counties is higher than the statewide average while it is lower in Charlotte, Glades and Hendry Counties (see Table 1). The largest fresh water lake in Florida, Lake Okeechobee, rests in the northeastern tip of Circuit 20, adjacent to Glades County.

US Census Facts	Charlotte	Collier	Glades	Hendry	Lee	Florida
Median Household Income	\$44,244	\$57,452	\$34,877	\$36,771	\$48,537	\$47,507
Percent of population living in poverty	12.4%	13.6%	22.1%	25.8%	15.9%	15.7%
Percent of population over 25 years old with high school diploma	89.3%	86.0%	76.9%	63.0%	87.0%	86.9%
Percent of population over 25 years old with a college degree	20.8%	33.2%	8.4%	9.8%	26.0%	27.3%

<https://www.census.gov/quickfacts/>

Table 1

## CHILD FATALITIES

### BIRTH RATE AND INFANT MORTALITY RATES

The birth rate, in four of the five counties, is lower than the statewide rate (11.3). In Hendry county, more babies are born than in any other county in Circuit 20 and the rate is 3.6 higher than the statewide average (see Table 2).

In 2016, the infant mortality rate was lower than the statewide average in two counties in Circuit 20 (Collier and Hendry). In Charlotte and Lee Counties, the infant mortality rate per 1,000 live births is slightly above the statewide average but in Glades County, the rate was nearly five times the statewide average in 2016. With the exception of 2015, Glades County had a significantly higher infant mortality rate, than the other counties in Circuit 20, for the past five years. According to the Health Planning Council of Southwest Florida, Glades County has a shortage of medical, dental and mental health providers and is a much less densely populated area than surrounding counties in Florida. For additional information, see the [Glade County Health Planning Council 2017 Report](#).

Birth Rate per 1,000 population Statewide Rate: 11.3					
County	2012	2013	2014	2015	2016
Charlotte	6.4	6.2	6.1	6.2	6.1
Collier	9.6	9.4	9.7	9.4	9.4
Glades	5.4	5.1	4.7	6.1	5.1
Hendry	15.3	15	15	16.6	14.9
Lee	10.1	9.8	9.6	10	9.9

Source:

<http://www.flhealthcharts.com/FLQUERY/Birth/BirthRateRpt.aspx>

Table 2

Infant Mortality Rate per 1,000 live births Statewide Rate: 6.1					
County	2012	2013	2014	2015	2016
Charlotte	2.9	1	4	6.8	7.7
Collier	4.1	6	4.6	6.8	4.8
Glades	14.5	15.4	16.7	0	30.3
Hendry	5.1	7	1.8	3.2	3.5
Lee	6.1	5.9	5.2	6.1	6.4

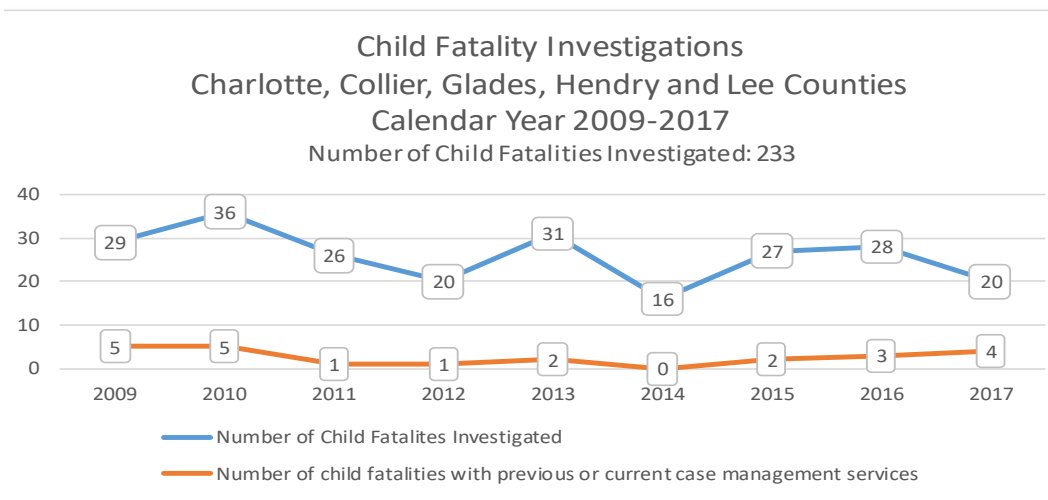
Source: <http://www.flhealthcharts.com/FLQUERY/InfantMortality/InfantMortalityRateRpt.aspx>

Table 3

## CHILD FATALITY INVESTIGATIONS

From 2009 through 2017, there were 233 child fatalities in Circuit 20, twenty-three of which had prior or current case management services. In 2017, twenty-one child fatalities occurred in Circuit 20, three of which involved a verified prior with the family within the previous twelve months. All three deaths with prior verified abuse or neglect occurred in Lee county and had received case management services. Two of these three received case management services from CNSWF. The third received case management services from Sarasota Family YMCA, Inc., another the community based care agency in the Suncoast Region. The Critical Incident Rapid Response Team (CIRRT) was deployed to review the circumstances surrounding these three deaths. The findings are as follows:

- A 4-month old Lee County infant was found unresponsive after sleeping next to his mother who tested positive for morphine and cocaine and who had a history of substance use. Voluntary services were previously provided to the family however; the family was uncooperative with service referrals. The CIRRT review found that although information collection was sufficient, it was not critically used to assess protective capacities, child safety and treatment/service needs. Additionally, a clear process for moving cases from voluntary, non-judicial services to judicial was not found. High caseloads and turnover were also cited as impacting the ability for staff to adequately complete casework.
- A 1-year old Lee County child was found unresponsive in the home of a relative caregiver. Services were previously provided by Sarasota YMCA. Due to prior agency involvement, the CIRRT was deployed, however the report is not yet available as the investigation is pending.
- A 1-month old Lee County infant was found unresponsive after sleeping in bed with a relative caregiver. CNSWF had provided case management services. Due to prior agency involvement, the CIRRT was deployed, however the report is not yet available as the investigation is pending.



Source: DCF Child Fatality Prevention Office  
Note: 2017 Child Fatality Data is as of 10/7/2017

Fig. 1

## SECTION 2: AGENCY SUMMARY

### NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation in Circuit 20 has increased steadily from FY14/15 to FY16/17 as has the number of children removed. The number of children receiving in and out of home services has also increased while the number of children receiving family support services has decreased during the same period

(see Table 4). In 2017, a Circuit 20 Roadmap to Success was developed which itemized tasks to improve the overall performance in the Circuit. One of the goals of the Roadmap to Success was to develop an effective service array which allows children to be served safely in their homes and reduce re-abuse.

<b>Child Protective Investigations and Child Removals (Charlotte, Collier, Glades, Hendry and Lee Counties)</b>	<b>FY 2014/2015</b>	<b>FY 2015/2016</b>	<b>FY 2016/2017</b>
Reports accepted for Investigation by DCF (Initial & Additional Reports) <sup>1</sup>	10,364	10,887	11,709
Children Removed by DCF within the CBC Service Area <sup>2</sup>	883	1,005	1,237
<b>Children Served by Children's Network of Southwest Florida<sup>3</sup></b>	<b>FY 2014/2015</b>	<b>FY 2015/2016</b>	<b>FY 2016/2017</b>
Children Receiving In-Home Services	1,571	1,697	2,009
Children Receiving Out of Home Care	1,937	2,198	2,513
Young Adults Receiving Services	189	189	181
Children Receiving Family Support Services	948	1,047	817

Data Sources:

Table 4

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<sup>2</sup>Child Welfare Dashboard: Children Entering Out-of-Home Care/Distinct Removals (run date 10/9/2017)

<sup>3</sup>FSFN OCWDRU Report 1006 Children & Young Adults Receiving Services by CBC Agency (run date 8/14/2017)

## 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 Children's Network of Southwest Florida and found three areas of noncompliance. The desk review period was from January 1, 2017 through March 31, 2017. The areas of non-compliance were:

1. CNSWF did not comply with the federal requirement regarding receiving prior written approval prior to purchasing capitalized equipment totaling \$77,882.66.
2. CNSWF recorded an expense for the purchase of orthodontic treatment for an adoption client in an incorrect OCA. The entry was reclassified to the correct OCA in the May expense report.
3. CNSWF recorded expenses for life skills and normalcy services to youth over age 13 and over age 18 to an incorrect OCA.

See the full report for additional details - [CNSWF Financial Accountability Desk Review Report July 2017](#).

## SECTION 3: PERFORMANCE MEASURES AND QUALITY ASSURANCE DATA

This area assesses whether CNSWF is meeting contract measures and evaluates their functioning related to performance and quality measures. CNSWF is performing at or above the contract target in several measures and in others, performance improvement is needed.

## CONTRACT AND CBC SCORECARD MEASURES

CNSWF has consistently performed well in some contract measures. During FY16/17, CNSWF exceeded their established targets or federal standards for five (5) of the thirteen (13) contract measures. However, there are seven (7) contract measures in which CNSWF did not meet the contract targets for the last FY16/17, they are as follows:

- 1) Rate of abuse or neglect per day while in foster care. Performance on this contract target was not met in the past six quarters.
- 2) Percent of children who are not neglected or abused after receiving services.
- 3) Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home.
- 4) Children's placement moves per 1,000 days in foster care. Performance on this contract target was not met in the past six quarters.
- 5) Percentage of children in out-of-home care who received a medical service in the last twelve months.
- 6) Percentage of children in out-of-home care who received dental services within the last seven (7) months.
- 7) Percent of sibling groups where all siblings are placed together. Performance on this contract target was not met in the past six quarters.

SC #	Children's Network of SW FL Performance Measures Contract # HJ300	CBC Contract Measure Targets	Federal National Standard (Performance of Other)	Statewide Performance (FY 2016/2017)	Children's Network SW Florida	
					FY 2015-2016	FY 2016-2017
					July 1, 2015-June 30,2016	July 1, 2016-June 30, 2017
1	Rate of abuse or neglect per day while in foster care <i>(Source: CBC Scorecard)</i>	<8.5	<8.5	10.56	10.09	18.53
2	Percent of children who are not neglected or abused during in-home services <i>(Scorecard)</i>	>95%		97.20%	97.50%	97.40%
3	Percent of children who are not neglected or abused after receiving services <i>(Scorecard)</i>	>95%		95.60%	96.40%	94.00%
4	Percentage of children under supervision who are seen every thirty (30) days <i>(CBC Scorecard)</i>	>99.5%		99.80%	99.70%	99.80%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care <i>(Scorecard)</i>	>40.5%	>40.5% <i>(16%-61%)</i>	41.60%	39.60%	44.50%
6	Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months <i>(Scorecard)</i>	>44%	>43.6% <i>(21%-50%)</i>	53.70%	44.80%	49.60%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home <i>(Scorecard)</i>	>91.7%	>91.7% <i>(83%-98%)</i>	89%	93.80%	88.30%
8	Children's placement moves per 1,000 days in foster care <i>(Scorecard)</i>	<4.12	<4.12 <i>(2.6%-8.7%)</i>	4.33	5.27	6.26
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months. <i>(Scorecard)</i>	>95%		97.14%	95.60%	94.20%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months. <i>(Scorecard)</i>	>95%		92.70%	88.30%	90.50%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education <i>(Scorecard)</i>	>80%		87.60%	92.60%	88.90%
12	Percent of sibling groups where all siblings are placed together <i>(Scorecard)</i>	>65%		63.90%	62.50%	60.90%
	Number of children with finalized adoptions <i>(DCF Dashboard run date 10/17/18)</i>				179	196

Source: CBC Scorecard-All Measures-Run 8/4/2017

Table 5

## PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of CNSWF's performance as indicated by data indicators that are used to assess how well CNSWF is performing on contract measures and within the larger program areas of safety, permanency and well-being.



The information in the following graphs and tables represent performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews.

The performance measures outlined in this report are accessible through the [Child Welfare Dashboard](#) and include both federal and state measures used to evaluate the lead agencies on 12 key measures to determine how well they are meeting the most critical needs of at-risk children and families.

Federal regulations require title IV-E agencies to monitor and conduct periodic evaluations of activities conducted under the title IV-E program to ensure that children in foster care are provided quality services that protect the safety and health of such children (sections 471(a)(7) and 471(a) (22) of the Act (Social Security Act), respectively. The Department of Children and Families has developed additional methods to evaluate the quality of the services provided by the lead agency, Rapid Safety Feedback (RSF) reviews and Continuous Quality Improvement (CQI).

- Rapid Safety Feedback (RSF) assesses open in-home service cases. The RSF Tool focuses on safety and is used to review active cases that have specified high risk factors.
- CQI reviews are conducted on a random sample of cases that are both in home and out of home. The reviews are conducted by CBC staff and utilize the same review instrument as the Child and Family Services Review (CFSR) tool.

In addition to the state developed quality assurance reviews, section 1123A of the Social Security Act requires the federal Department of Health and Human Services to periodically review state child and family services programs to ensure substantial conformity with the state plan requirements in titles IV-B and IV-E of the Act. This review is known as the CFSR. After receiving the results of the CFSR review, States must enter a Program Improvement Plan (PIP) to address areas that the Children's Bureau determines require improvement (45 CFR 1355.34 and 1355.35).

- CFSR reviews consist of completing a case file review, interviewing case participants, completing the on-line review instrument. In addition, these cases receive 2<sup>nd</sup> level reviews by the Office of Child Welfare and at times, 3<sup>rd</sup> level reviews by the Administration for Children and Families to ensure each case was accurately rated.

The results of the CFSR are considered baseline performance and the PIP goal is the level of improvement needed to avoid financial penalties. Therefore, the PIP goal may be lower than the overall federal and state expectation of 95%. The Department expects CBC agencies to strive toward 95% performance expectation on all CQI measures with focused activity around the federal PIP goals.

The quality ratings used throughout this report are based on the Department's CQI case reviews, including CQI/CFSR reviews and Rapid Safety Feedback reviews. The [CFSR On Site Review Instrument and Instructions](#) and the [Rapid Safety Feedback Case Review Instrument](#) are both available on the Center for Child Welfare website and provide details on how ratings are determined.

Several measures represent areas where opportunities for improvement exist. They are described in greater detail below.

## CHILD SAFETY

Ensuring children are not exposed to maltreatment is of utmost importance. CNSWF is currently performing at/above target or trending positively in many child safety measures. However, RSF (Rapid Safety Feedback) and CQI (Continuous Quality Improvement) reviews highlight areas where continued efforts to improve performance are

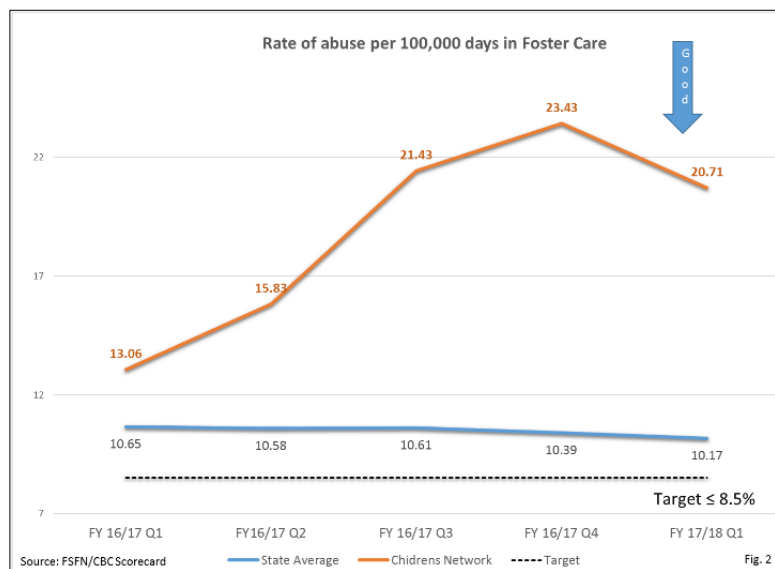
warranted. Additionally, CNSWF’s performance on the rate of abuse per 100,000 days in foster care is exceptionally high at more than double the statewide target and performance on this measure has trended negatively in four of the past six quarters. CNSWF continues to struggle to increase the percentage of children who achieve permanency within 12 months and do not re-enter care within twelve months. With the exception of FY16/17 Q1, performance in this area has not met the target in the past five quarters. The graphs and tables on the following pages depict CNSWF’s performance related to child safety in the following areas:

1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. CQI qualitative case review results

### RATE OF ABUSE IN FOSTER CARE

**Rate of abuse or neglect per day while in foster care (Scorecard Measure M01):** Fig. 2 below depicts the rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days) during the report period. This is a national data indicator that measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the states foster care system. The purpose is to hold states accountable for keeping children safe from harm while under the responsibility of the state.

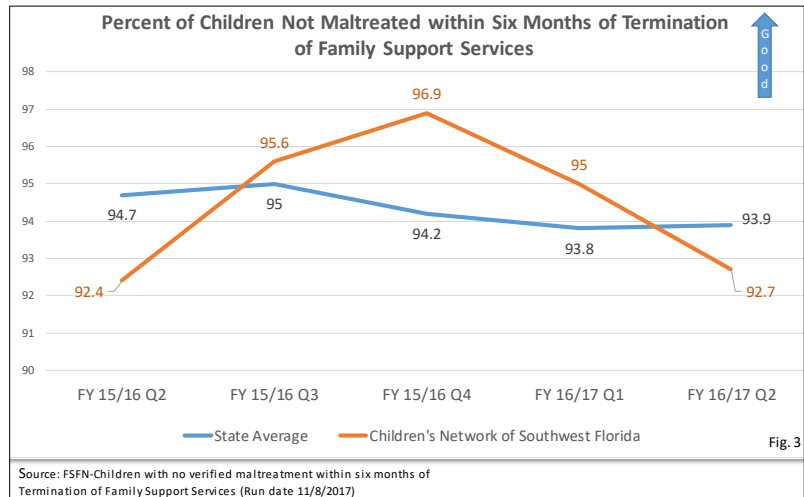
CNSWF has consistently failed to meet the performance target on this measure for at least the past six quarters and showed declining performance in four of the past six quarters.



## NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

### Percent of children not abused or neglected within six months of termination of family support services.

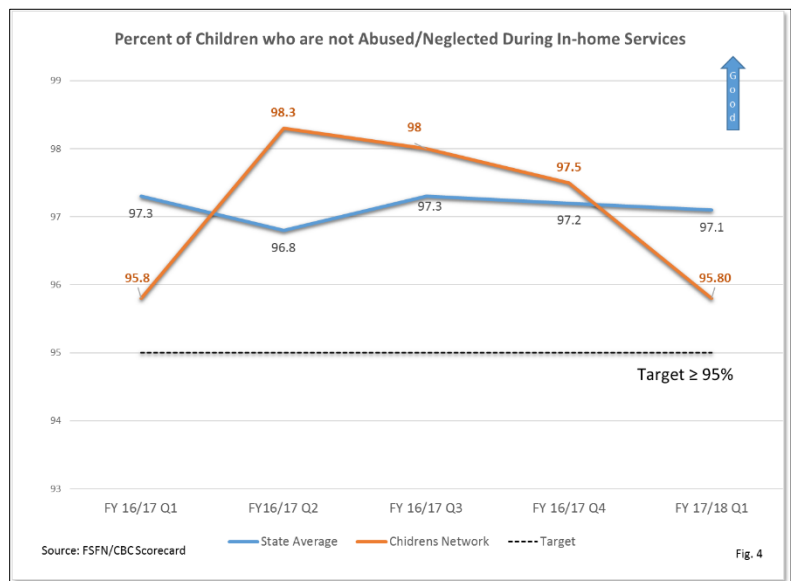
Fig. 3 depicts the percentage of children who did not have a verified maltreatment during the report period. This is a Florida indicator that measures the CBC's success in keeping children safe after family support services have ended. If appropriate services were provided to increase protective factors, repeat maltreatment should be diminished. CNSWF's current performance is below the statewide average performance and in need of improvement.



## NO MALTREATMENT DURING IN-HOME SERVICES

### Percent of children not abused or neglected while receiving in-home services (Scorecard Measure M02):

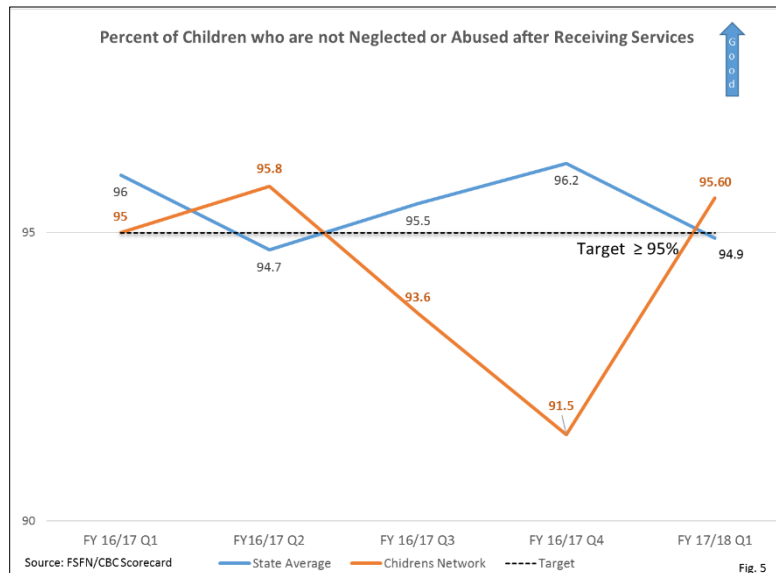
Fig. 4 shows the percentage of in-home service episodes during the report period where the child did not have a verified maltreatment while receiving services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while the case is open and the CBC is providing in-home services to the family. CNSWF's performance on this measure has been inconsistent, however it has been above the target (95%) in the past six quarters. Although improved performance was seen in FY16/17 Q2, it has been steadily declining since and fell below the statewide average in FY17/18 Q1.



## NO MALTREATMENT AFTER RECEIVING SERVICES

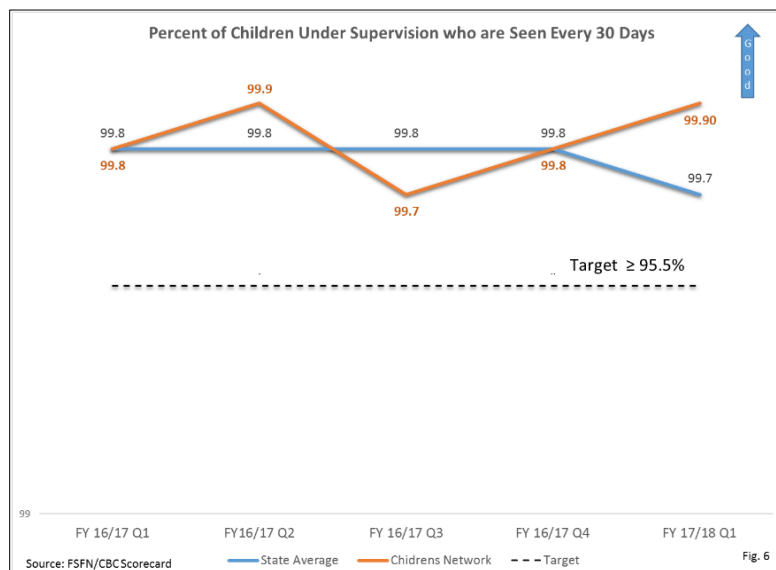
### Percent of children with no verified maltreatment within six (6) months of termination of supervision (Scorecard Measure M03)

Fig. 5 depicts the percent of children who were not the victims of abuse or neglect in the six months immediately following termination of supervision. CNSWF's recent performance in FY17/18 Q1 exceeded the target and statewide average performance which reversed the downward trend that was seen in the previous two quarters. Continued monitoring is warranted to ensure the upward trend in performance continues.



## CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every thirty (30) days (Scorecard Measure M04): Fig. 6 shows the rate at which children are seen every thirty (30) days while in foster care or receiving in-home services during the report period. CNSWF consistently performs well in this measure by ensuring children under supervision are seen regularly. CNSWF's performance has exceeded the target in the past five quarters and met or exceeded the statewide average in four out of the past five quarters.



## QA CASE REVIEW DATA

The table below provides CNSWF's performance based on CQI case reviews. Based on reviews completed, CNSWF's performance exceeds the statewide average performance in each of the review areas listed in Table 6 below indicating that sufficient family assessments and safety plans are being created and visits between the case manager

and child(ren) are of sufficient quality to address issues pertaining to child safety and progress towards case plan outcomes. Additionally, reviews indicate that CNSWF is making concerted efforts to provide services and address risk and safety concerns to prevent removal or re-entry into care.

Quality Assurance - Rapid Safety Feedback Item	Children's Network of SW Florida Rapid Safety Feedback n=45	Statewide RSF Performance <sup>1</sup> n=851
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>		
July 1, 2016-June 30, 2017		
RSF 1.1: Is the most recent family assessment sufficient?	68.9%	50.6%
RSF 2.1: Is the quality of visits between the case manager and the child (ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	84.4%	62.7%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	68.9%	60.7%

Green dot denotes performance is above statewide RSF average; red dot denotes performance is below statewide RSF average

Quality Assurance - Florida CQI Item	Children's Network of SW Florida	Children's Network of SW Florida	Percent Improvement	Statewide CQI/QA Performance <sup>1</sup> n=1,290	2016 Statewide Federal Child & Family Service Review <sup>2</sup> 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal <sup>3</sup>	Federal and State Expectation <sup>4</sup>
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=70	FY 2016/2017 n=78					
CQI Item 2: Did the agency make concerted efforts to provide services to the family to prevent children's entry into foster_care or re-entry after reunification?	89.0%	97.0%	8.0%	93.0%	76.5%	85.2%	95.0%
CQI Item 3: Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child (ren) in their own homes or while in foster care?	61%	78%	17.0%	77%	71.3%	77.7%	95.0%

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 6

<sup>1</sup>This date provides the statewide rating in each case review item for all CBCs

<sup>2</sup>This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

<sup>3</sup>The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

<sup>4</sup>This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

## PERMANENCY

When children are placed in out-of-home care it is imperative that child welfare agencies find safe, permanent homes for them as quickly as possible. Helping children achieve permanency in a safe and timely manner is one of the most important tasks for a CBC. CNSWF is performing below target or trending negatively in some permanency measures including securing permanency within 12 months, placement stability and siblings placed together. Additionally, RSF (Rapid Safety Feedback) and CQI (Continuous Quality Improvement) reviews highlight areas where continued efforts to improve performance are warranted (see Table 7).

The graphs and tables on the follow pages depict CNSWF's performance related to permanency in the following areas:

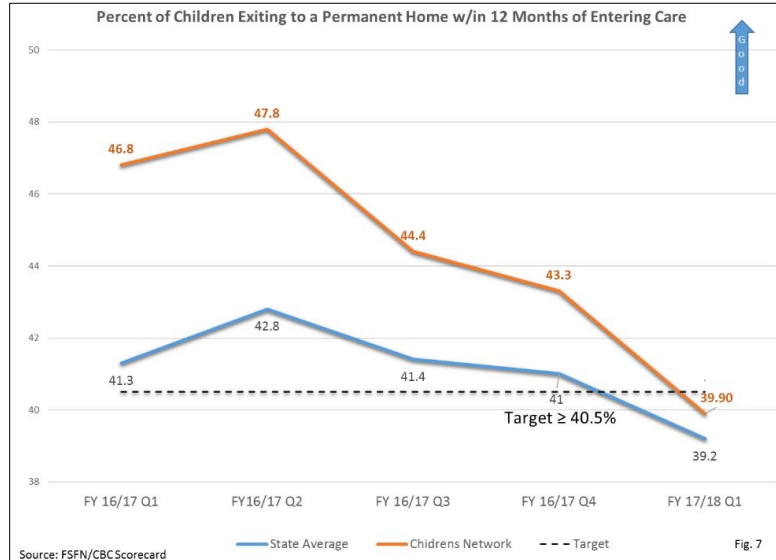
1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care

- 6. Siblings placed together
- 7. Qualitative Case Review results

### PERMANENCY IN 12 MONTHS

#### Percent of children exiting foster care to a permanent home within twelve (12) months of entering care

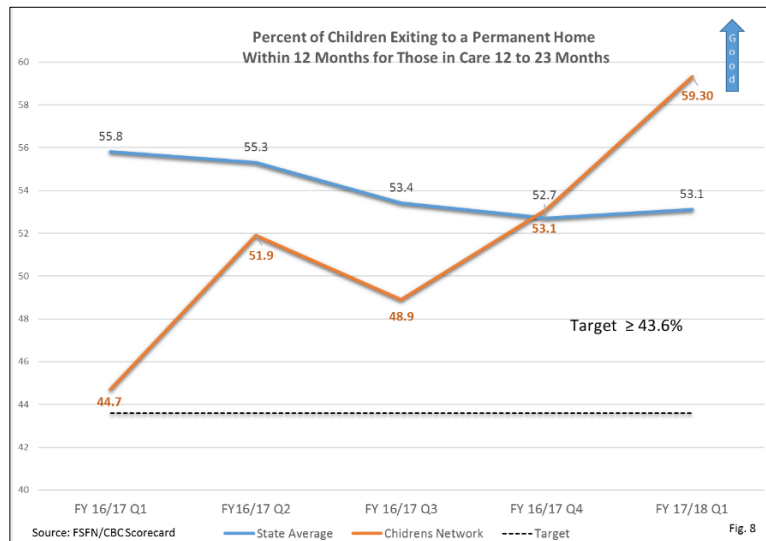
**(Scorecard Measure M05):** Fig. 7 depicts the percentage of children who entered foster care during the report period where the child achieved permanency within twelve (12) months of entering foster care. For the past four quarters, CNSWF's performance has steadily declined in this measure and in the most recent quarter (FY17/18 Q1), performance fell below the target.



### PERMANENCY IN 12 – 23 MONTHS

#### Percent of children exiting foster care to a permanent home in twelve (12) months for children in foster care twelve (12) to twenty-three (23) months

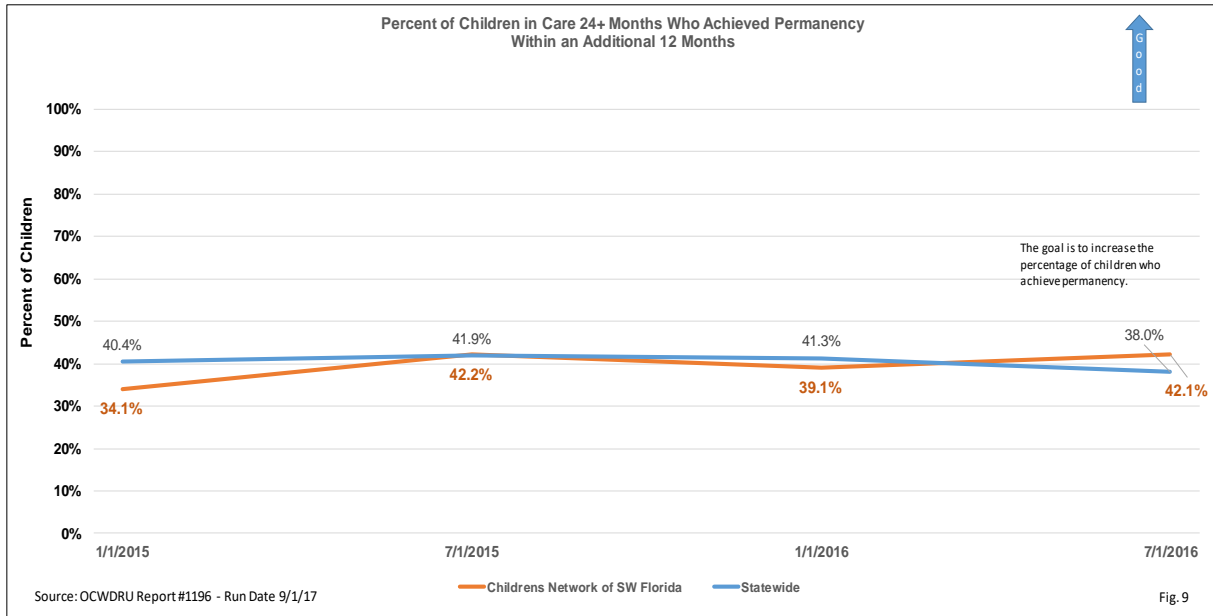
**(Scorecard Measure M06):** Fig. 8 provides the percentage of children in foster care, as of the beginning of the reporting period, whose length of stay is between twelve (12) and twenty-three (23) months and who achieved permanency within twelve (12) months. CNSWF has consistently performed above the statewide target in the past six quarters and performance has been trending up in the past three quarters.



### PERMANENCY AFTER 24 MONTHS

**Percent of children in care 24+ months who achieved permanency within an additional 12 months:** The graph below provides the percentage of children in foster care whose length of stay is twenty-four (24) months or

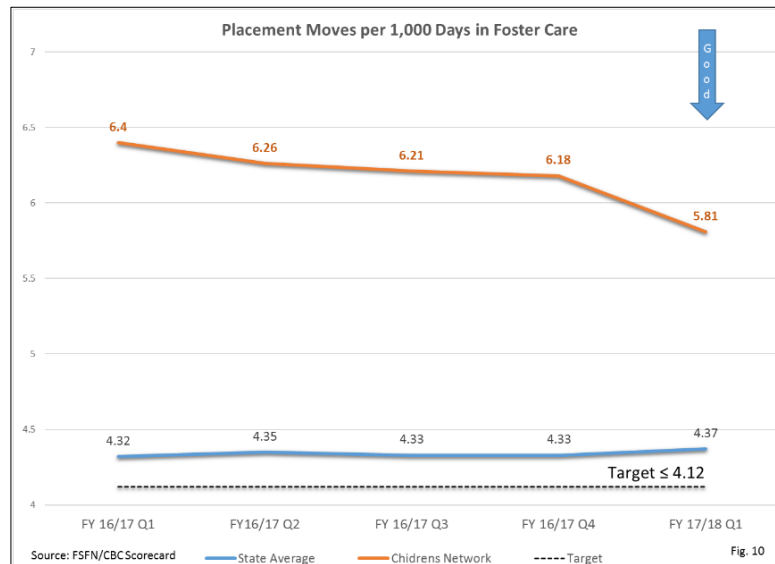
more, as of the report period begin date, who achieved permanency within twelve (12) months. Fig. 9 shows that CNSWF’s performance trended up during the last two quarters of FY15/16.



## PLACEMENT STABILITY

### Placement moves per one-thousand (1,000) days in foster care (Scorecard Measure M08): Fig. 10

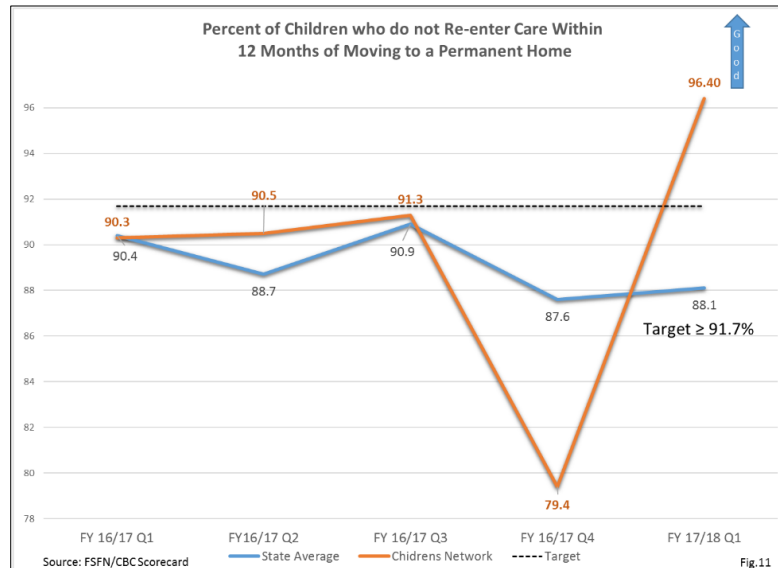
depicts the rate at which children change placements while in foster care during the report period. The lower the rate the better. Data indicates that CNSWF placement moves for children in out of home care is currently 5.81 per 1,000 days in foster care (FY17/18 Q1) indicating that placement moves made by CNSWF are made more frequently than the current statewide average of 4.37 and target of 4.12. However, a slight positive trend in performance has been seen in the past several quarters, most notably in FY 17/18 Q1.



## PERCENT NOT RE-ENTERING INTO OUT-OF-HOME CARE

**Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home**

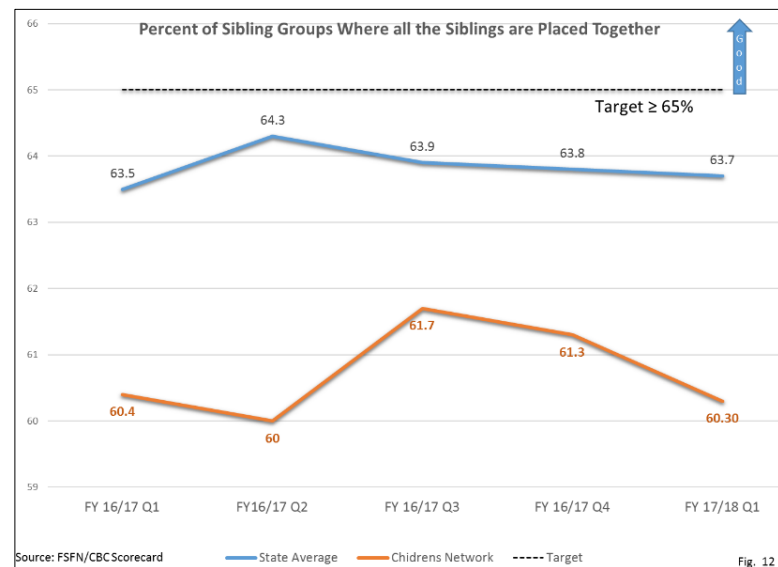
**Scorecard Measure (Scorecard Measure M07):** Fig. 11 depicts the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within twelve (12) months of entering and subsequently did not re-enter foster care within twelve (12) months of their permanency date. Although CNSWF's performance in FY17/18 Q1 is currently above the statewide average performance and target, CNSWF did not meet the target in the previous four quarters.



## SIBLINGS PLACED TOGETHER

**Percent of sibling groups where all siblings are placed together (Scorecard Measure M12):** The percentage of

sibling groups with two or more children in foster care, as of the end of the report period, where all siblings are placed together is depicted in Fig. 12. As the graphic shows, CNSWF's performance has been below the statewide average performance and target for the past six quarters. Additionally, despite one quarter that showed improvement (FY16/17 Q3), CNSWF's performance has declined in every other quarter since FY16/17 Q1.





## QA CASE REVIEW DATA

The table below provides CNSWF's performance based on CQI case reviews and indicates areas where performance exceeds the statewide average performance and where additional focus is needed.

Quality Assurance Item	Children's Network of SW Florida Rapid Safety Feedback n=45	Statewide RSF Performance n=851
<i>Assessment Based on Case Reviews by Child Welfare Professionals</i>		
<b>Performance for FY 2016/2017</b>		
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	● 84.4%	62.7%
RSF 2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	● 88.1%	67.7%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	● 68.0%	55.1%
<i>Green dot denotes performance is above statewide RSF average; red dot denotes performance is below statewide RSF average</i>		

Quality Assurance - Florida CQI Item	Children's Network of SW Florida	Children's Network of SW Florida	Percent Improvement	Statewide CQI/QA Performance FY 2016/2017 n=1,290	2016 Statewide Federal Child & Family Service Review <sup>2</sup> 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal <sup>3</sup>	Federal and State Expectation <sup>4</sup>
<i>Assessment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=70	FY 2016/2017 n=78					
CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child's placement in the best interest of the child and consistent with achieving the child's permanency goal(s)?	80.0%	● 71.0%	↓ -9.0%	83.0%	82.0%	88.5%	95.0%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	66.0%	● 90.0%	↑ 24.0%	84.0%	81.8%	82.1%	95.0%
CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?	83.0%	● 90.0%	↑ 7.0%	81.0%	74.5%	75.4%	95.0%
CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?	79.0%	77.0%	↓ -2.0%	64.0%	67.3%	None	95.0%
CQI Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity in the child's relationships and with these close family members?	64.0%	73.0%	↑ 9.0%	69.0%	69.0%	None	95.0%
CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends?	83.0%	85.0%	↑ 2.0%	79.0%	82.0%	None	95.0%
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	90.0%	89.0%	↓ -1.0%	83.0%	72.0%	None	95.0%
CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation?	44.0%	58.0%	↑ 14.0%	61.0%	60.0%	None	95.0%

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 7

<sup>1</sup>This date provides the statewide rating in each case review item for all CBCs

<sup>2</sup>This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

<sup>3</sup>The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

<sup>4</sup>This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

## WELL-BEING

Ensuring that children’s physical, development and emotional/behavioral needs are met has a significant lifelong impact on a child’s future and is one of the system of care’s most important responsibilities. During the past six quarters, CNSWF has struggled to meet the performance target for medical and dental, only meeting the target sporadically. However, several well-being factors represent areas of strength for CNSWF such as ensuring young adults are enrolled in secondary, vocational or adult education programs and avoiding group care placement for young children (ages 0-5). Further, case reviews show that improved frequency and quality visits between caseworkers and parents and caseworkers and children are needed to ensure the safety, permanency and well-being of children.

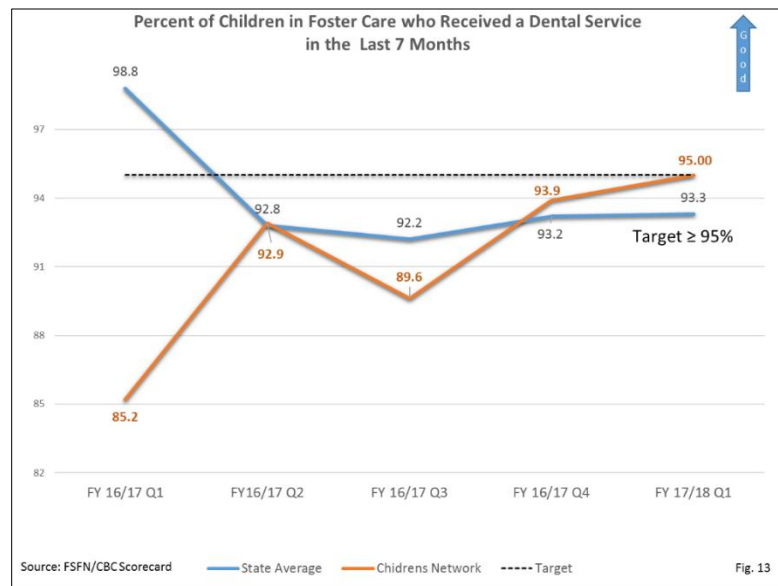
The graphs and tables below depict CNSWF’s performance related to well-being in the following areas:

1. Children receiving dental care
2. Children receiving medical care
3. Young adults enrolled in secondary education
4. Children in ages 0-5 in group care
5. Qualitative Case Review Results

### CHILDREN RECEIVING DENTAL CARE

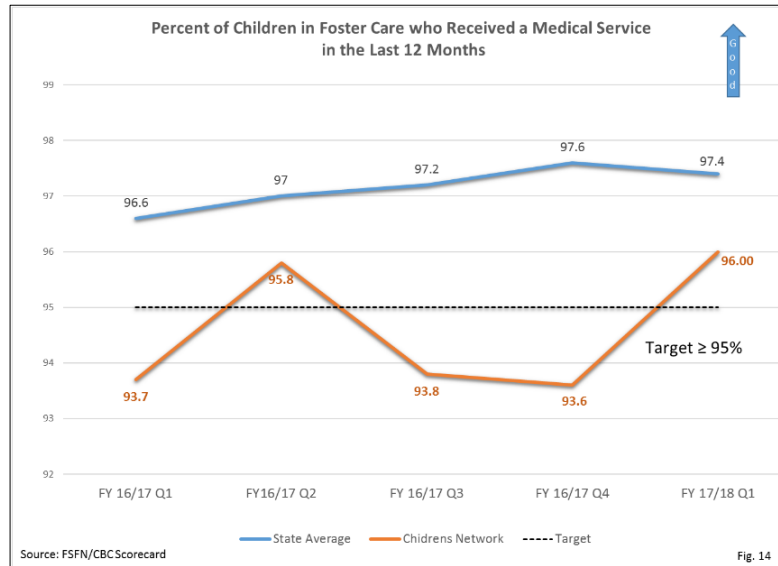
#### Percent of children in foster care who received a dental service in the last seven months (Scorecard Measure

**M10)**: This measure is the percentage of children in foster care as of the end of the report period who have received a dental service in the last seven (7) months. After five quarters of failing to meet the performance target, CNSWF succeeded in meeting the target in FY17/18 Q1. An upward trend in performance was seen in the past two quarters.



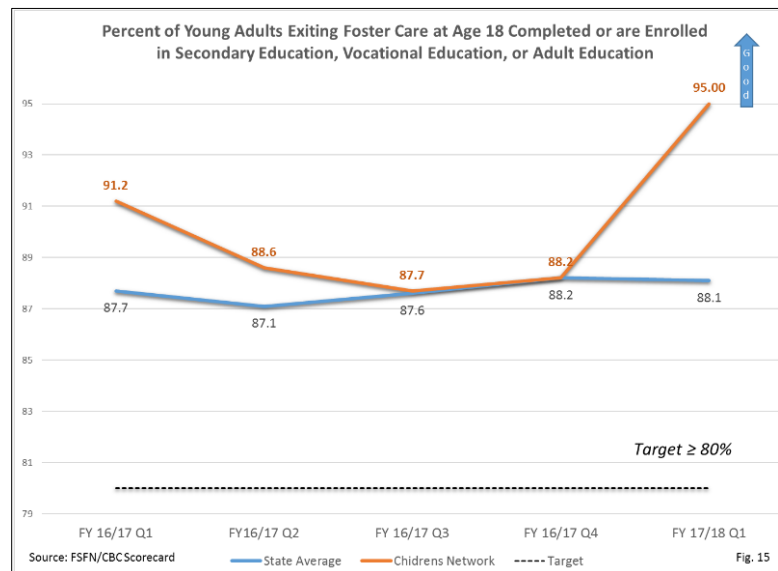
## CHILDREN RECEIVING MEDICAL CARE

**Percent of children in foster care who received medical care in the previous 12 months (Scorecard Measure M9):** This measure is the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve (12) months. In FY 17/18, Q1, CNSWF met the performance target but continued to perform below the average statewide performance for ensuring children receive medical care in the previous 12 months. In the past six quarters, CNSWF only met the performance target twice and consistently performed below the statewide average in all six quarters.



## YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

**Percentage of young adults who have aged out of foster care at age 18 and completed or are enrolled in secondary education, vocational training, or adult education (Scorecard Measure M11):** This measure is the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth (18) birthday. This is an area of strength for CNSWF as performance exceeded the target and statewide average performance in all of the past six quarters.



## QA CASE REVIEW DATA

The table below provides CNSWF's performance based on CQI case reviews. Data derived from case reviews shows that CNSWF is making concerted efforts to provide appropriate services to promote attainment of case plan

goals and is involving the parents, and children when appropriate, in case planning activities.

Quality Assurance - Florida CQI Item	Children's Network of SW Florida	Children's Network of SW Florida	Percent Improvement	Statewide CQI/QA Performance	2016 Statewide Federal Child & Family Service Review <sup>2</sup>	Federal Program Improvement Plan (PIP) Goal <sup>3</sup>	Federal and State Expectation <sup>4</sup>
<i>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=70	FY 2016/2017 n=78		FY 2016/2017 n=1,290	4/1/16-9/30/16 n=80		
CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to <u>children</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	89.0%	88.0%	-1.0%	89%	51.3%	58.4%	95.0%
CQI Item 12B Did the agency make concerted efforts to assess the needs of and provide services to <u>parents</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	69.0%	78.0%	9.0%	73.0%	51.3%	58.4%	95.0%
CQI Item 12C Did the agency make concerted efforts to assess the needs of and provide services to <u>foster parents</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	88.0%	93.0%	5.0%	88.0%	51.3%	58.4%	95.0%
CQI Item 13 Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?	63.0%	74.0%	11.0%	66.0%	63.6%	70.7%	95.0%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the <u>child (ren)</u> sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	74.0%	71.0%	-3.0%	67%	72.5%	78.9%	95.0%
CQI Item 15 Were the frequency and quality of the visits between the case workers and <u>mothers and fathers</u> sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals?	33.0%	32.0%	-1.0%	48.0%	43.5%	51.1%	95.0%
CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities?	57.0%	90.0%	33.0%	84%	92.0%	None	95.0%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	73.0%	77.0%	4.0%	77%	85%	None	95.0%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	61.0%	51.0%	-10.0%	75%	72%	None	95.0%

Source: Federal Online Monitoring System

Table 8

<sup>1</sup>This date provides the statewide rating in each case review item for all CBCs

<sup>2</sup>This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

<sup>3</sup>The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

<sup>4</sup>This is the overall federal and state expectation for performance.

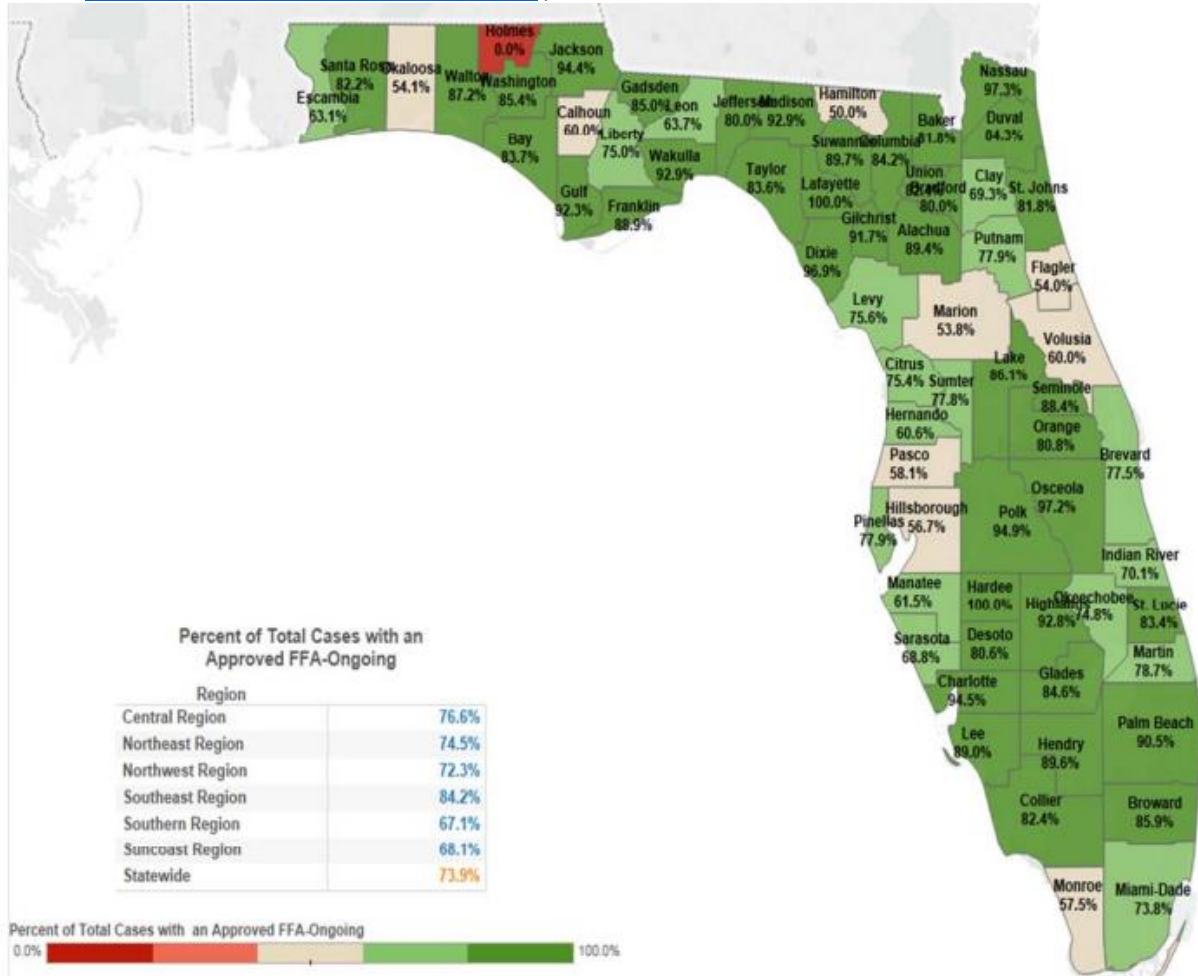
Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

## SECTION 5: PRACTICE MODEL IMPLEMENTATION

Through tracking practices such as a biweekly FFA-O completion report and discussion at monthly team meetings, CNSWF has been able to make great strides in implementing the Practice Model. As of 11/29/17, the implementation status for the five counties served by CNSWF is as follows:

- Charlotte – 94.5%
- Collier – 82.4%
- Glades – 84.6%
- Hendry – 89.6%
- Lee – 89.0%

(Source: [DCF Key Indicator Report November 2017](#) )



## SERVICE ARRAY

In July of 2016, the Office of Child Welfare initiated a [service array assessment](#) with each CBC across the state. The assessment focuses on evaluating the availability, access and application of services for child welfare involved families. Currently, CNSWF has a rating of “2” for Safety Management Services and a rating of “3” for Family Support Services. The rating system is as follows:

- 0 - CBC has no defined service in this service domain.
- 1 - CBC has defined services in this domain, however they are not fully aligned with service array framework definitions.
- 2 - CBC has services in this domain in accordance with the service array framework definitions.
- 3 - CBC is providing the services consistently as defined, with no capacity issues as demonstrated by no waiting lists and access across all service areas.
- 4 - CBC is providing the services consistently as defined, with no capacity issues. CBC has developed methods to assess the quality and the effectiveness of the service and has processes in place to address issues identified from those assessments.

CNSWF regularly monitors safety management services (SMS) to ensure they continue to meet the needs identified by investigations and case management staff. SMS providers provide information directly to front line staff to education them about the services and also solicit input from them regarding the effectiveness of the service and to troubleshoot any issues that arise. To ensure services are producing quality outcomes, CNSWF meets with SMS providers monthly and conducts a more thorough review annually. Additionally, all SMS providers are held to the following performance targets:

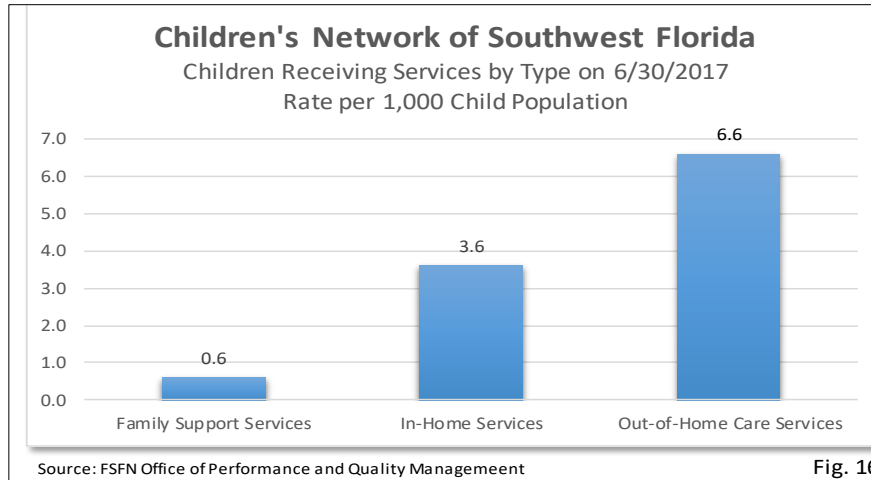
- (1) 90% of the children served will have no findings of verified maltreatment within one year of case closure.
- (2) 93% of the children served will have no findings of verified maltreatment during services.
- (3) 93% of families who successfully complete services will not enter out of home care within twelve months of discharge.

Behavior Education and Therapy and Camelot Community Care provide Family Support Services (FSS) in the Circuit. Both providers document in FSFN and maintain ongoing communication with investigations staff to provide updates regarding the family's success and cooperation with the service. Previously, Boys Town of South Florida was contracted to provide FSS, however due to corporate changes, Boys Town terminated their contract with CNSWF. Family support services are also monitored annually and held to contract measures including:

- (1) For Care Coordination and In-Home Family Services Clients: 95% of the children whose family completes the program will have no findings of verified maltreatment within six months of case closure.
- (2) For Care Coordination and In-Home Family Services Clients: 95% of the children served will have no findings of verified maltreatment while participating in services.

**SERVICES MIX**

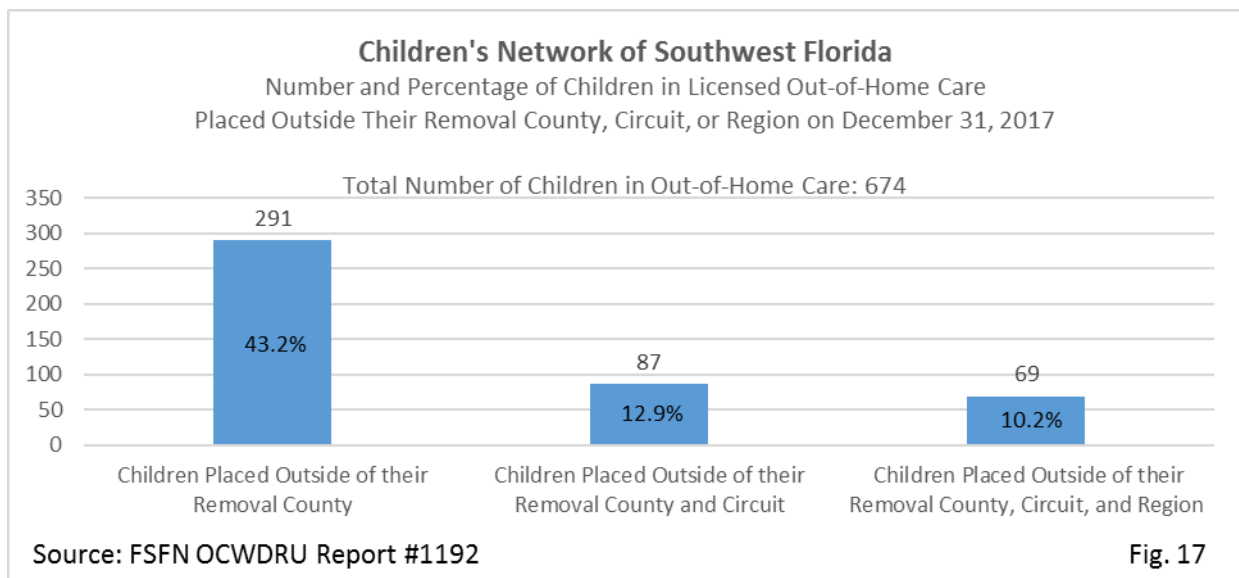
Fig. 16 provides the rate of children receiving services by type. This illustrates the mix of services between Family Support Services, In-Home Services and Out-of-Home Services. As shown in Fig. 16, more children are receiving out-of-home services in Circuit 20, than family support services and in-home services combined.



**SECTION 6: PLACEMENT SERVICES AND GROUP CARE**

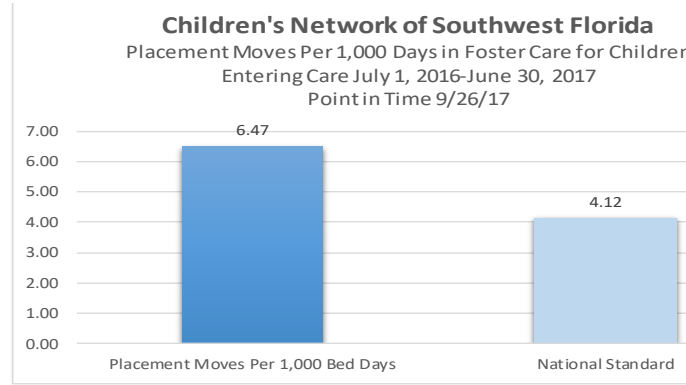
**CHILDREN PLACED OUTSIDE THEIR REMOVAL CIRCUIT**

CNSWF has been able to keep the majority of their children within the removal circuit, however continued efforts to maintain children in their removal county are warranted. As of December 31, 2017, 43.2% of children in licensed care were placed outside their removal county. As of December 31, 2017, 12.9% of CNSWF children in licensed care were placed outside of their removal circuit. Continued efforts to reduce the number of licensed foster homes on waivers for overcapacity are needed. As of July 2017, 55 licensed home were on a waiver for overcapacity.



## PLACEMENT MOVES

From July 1, 2016 thru June 30, 2017, CNSWF moved children at a rate higher than the statewide average and above the statewide goal. See Fig. 18. As previously mentioned, CNSWF has not met the target for placement moves per 1,000 days in foster care, in the past six quarters, thus it represents an area where an opportunity for improvement exists.

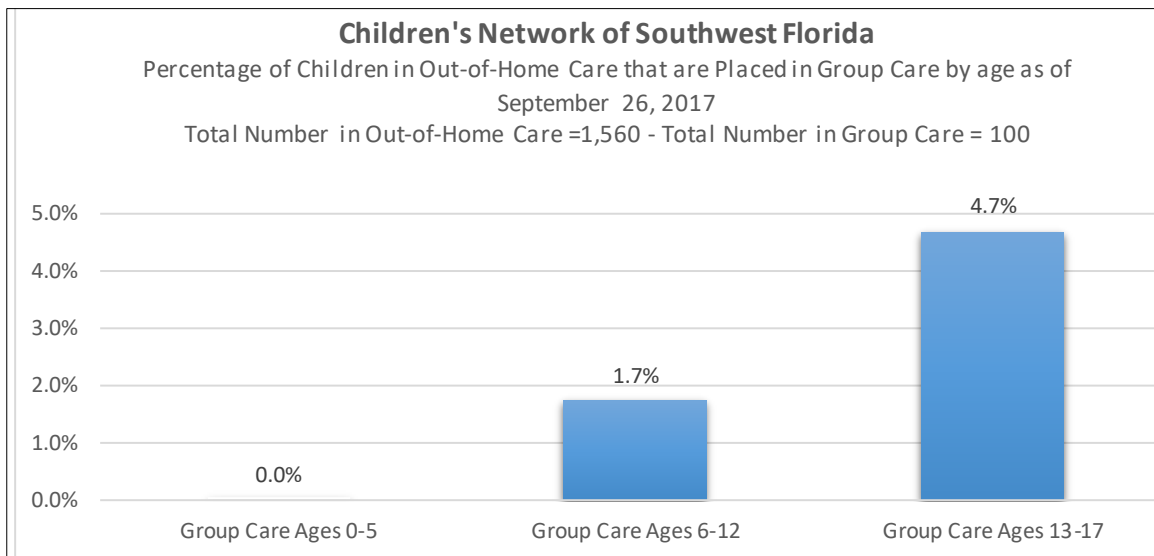


Source: FSFN OCWDRU Report #1002

Fig. 18

## CHILDREN IN GROUP CARE

In regards to placement type, CNSWF has a higher percentage of children in licensed and residential care than the statewide average and a lower percentage of children placed with relatives and non-relatives and in group care. As of 11/9/17, CNSWF had 41.06% (relative) and 11.28% (non-relative) of children placed in relative & non-relative care while the statewide average was higher at 43.75% (relative) and 11.97% (non-relative). However, fewer CNSWF children (5.8%) are placed in group care versus the statewide average of 8.94%. CNSWF's licensed foster care placements (35.94%) are higher than the statewide average (29.73%) as are residential care placements – 1.05% CNSWF, .66% State. (Source: [DCF Dashboard - Children in Out of Home Care](#) )



Source: FSFN OCWDRU Report #1005

Fig. 19



### ADOPTIONS

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The adoption target for FY 17/18 was determined based on application of the formula outlined in the CFOP 170-12 (Adoptions), Chapter 4. CNSWF consulted and negotiated with Suncoast Regional staff and the goal was set at 183 for the fiscal year. Adoption Applicant Review Committees are held accordingly and final recommendations are shared with Suncoast Region staff. To ensure siblings are placed together throughout the life of the case, CNSWF staff attend shelter hearings to meet the family and address placement needs to include securing contact information for relatives who may be able to receive all siblings. When TPR occurs, efforts are made to secure a single adoption placement for all siblings and when that is not feasible or possible, a visitation plan is developed with the adoptive parents to promote continued sibling visitation beyond adoption finalization.

In addition to Medicaid funded post adoption resources and supports, CNSWF has three Post Adoption Case Managers who work directly with adoptive families to ensure they are able to access needed services. Any needed referrals are processed through the utilization management team and additional funding streams are sought to ensure necessary and appropriate services are provided. CNSWF has diligently worked to identify and train staff in Adoption Competency. When staff leave, CNSWF identifies additional staff, with adoption-specific skills and background, to complete the Train the Trainer Adoption Competency training to ensure staff and community partners have access to the curriculum.

### TRAINING

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CNSWF has a dedicated staff development department which has been using the CORE (2015) and Case Management Specialty (2016) and Licensing (2017) curriculum since June 2017. The Training Plan is updated annually to include topics identified through assessment of staff and community needs. Training works collaboratively with all CNSWF departments to incorporate topics that address case review deficiencies, skill enhancement and new laws or administrative codes that are implemented. CNSWF utilizes experts in their respective fields to provide quality training to staff. Web-based trainings are available via eRelias and CNSWF partners with community agencies to share training resources. Additionally, the staff development department works closely with the Finance department to ensure all training expenses are reviewed for TANF IV-E applicability and proper coding.

### STATEWIDE PERFORMANCE

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The State of Florida is currently underperforming in the following three federal measures:

- Rate of Abuse in Foster Care
- % of Children who do not re-enter care within 12 months of moving to a permanent home
- Placement moved per 1,000 days in foster care

CNSWF holds weekly data meetings to assess progress and compliance with each scorecard measure. Additionally, monthly contract meetings are held to delve further into data and contract compliance. To improve performance in placement moves per 1,000 days in foster care, CNSWF restructured the preservice process for prospective foster and adoptive parents thereby streamlining the process to recruit and retain more foster and adoptive parents. In October of 2017, CNSWF implemented a new placement matching tool in an effort to provide the foster or adoptive parent with essential information to ensure the caregiver is fully informed when accepting a child into their home.

CNSWF is underperforming in scorecard measure one – the rate of abuse per 100,000 days in foster care. FY17/18 Q1 was the first quarter in the past six quarters where a slight performance improvement was seen. At a rate of 20.71, CNSWF's FY17/18 Q1 performance is still more than double the statewide average performance. (Source: [Scorecard](#) )

CNSWF has developed several action items to address performance in this area, including:

- (1) Training to case managers, caregivers and stakeholders on preventative actions to reduce the likelihood of repeated maltreatment;
- (2) Establishing efforts to avoid unnecessary abuse calls if a safety plan breaks down.
  - a. CNSWF are meeting weekly to evaluate data and to correct any errors/incident dates
  - b. Redesign of the Home Visit form to include specific questions regarding the safety plan (if it has been discussed, is it working, does it need revisions, etc)
  - c. Increase efforts to re-educate caregivers and develop a plan for actions to be taken when a safety plan breaks down;
- (3) Monthly and Quarterly evaluation of repeat maltreatment incidents;
- (4) Operationalize reunification units with specifically trained staff; and
- (5) Increase the number of family mentors to enhance reunification efforts.

#### **FSFN DATA ENTRY**

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CNSWF's Revenue Maximization Unit is tasked with checking placement processing documents for accuracy and ensure FSFN data entry is correct and current. Within one business day, placement forms are double checked for accuracy and to ensure demographic information is complete. The Rev Max Unit works with case management and provider staff to gather additional demographic or other needed data. Once integrity of the data is validated, the placement is processed in FSFN. Rev Max unit staff also complete Title IV-E and Medicaid applications via FSFN and submit the electronic application to DCF for processing and eligibility determination.

#### **REGIONALLY IDENTIFIED TOPICS**

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Suncoast Region staff work closely with CNSWF to address any performance deficiencies or mitigate issues. Monthly meetings are held to review and discuss all contract performance measures and develop strategies to remedy any identified deficits. CNSWF is involved in several performance enhancement activities including reviewing and updating the home visit form to more accurately capture information pertinent to child safety, permanency and well-being. Additionally, to focus on reducing placement moves that are occurring with young children (age 0-5) at a disproportionately high rate, CNSWF added a specialist position to identify relative placement in a timelier manner.

#### **SECTION 8: CORRECTIVE ACTION PLAN**

CNSWF is currently on a corrective action plan with the Suncoast Region for the following areas of identified deficiency:

1. Reduce Supervisor assignment to cases.
2. Reduce caseworker caseloads to a ratio of 1:25

#### **SECTION 9: DESK REVIEW FINDINGS**

Based on the limited desk review of Children's Network of Southwest Florida, contract HJ300 the following areas with a need for improvement and opportunities for system enhancements were found.

## AREAS IN NEED OF ACTION

1. Improve performance on the following measures:
  - a. Rate of abuse per 100,000 days in foster care (SCM 1) – This performance measure has gone unmet for the past six quarters.
  - b. Percent of children who do not re-enter care within 12 months of moving to a permanent home (SCM 7) - This measure was not met in four of the past five quarters.
  - c. Placement moves per 1,000 days in foster care (SCM 8) - This performance measure has gone unmet for the past six quarters and quality case reviews show that performance is not meeting the State, Federal or PIP goal.
  - d. Percent of sibling groups where all siblings are placed together (SCM 12) - This performance measure has gone unmet for the past six quarters.

## OPPORTUNITIES FOR IMPROVEMENT

1. Continue efforts to fully implement the Practice Model.
2. Continue efforts to recruit and license quality foster home caregivers.
3. Continue to work with Region staff on areas identified in the Circuit 20 Roadmap to Success.
4. 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.
5. Review and discuss cases involving children currently placed in licensed and residential care for possible step down to a less restrictive placement option. Review, discuss and enhance current practice related to identifying, locating and utilizing relative and non-relative caregivers. Currently, CNSWF has a higher percentage of children in licensed and residential care than the statewide average and a lower percentage of children placed in relative and non-relative care.