



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.

Executive Summary.....	2
Performance at a Glance	2
Section 1: Service Area Description	3
Child Fatalities.....	3
Section 2: Agency summary.....	4
Number of Investigations, Removals and Children Served.....	4
Financial Viability Report Analysis	5
Section 3: Performance Measures and Quality Assurance Data	5
Contract and CBC Scorecard Measures	6
Child Safety	8
Permanency	11
Well-Being.....	15
Section 4: Placement Services and Group Care	18
Section 5: Practice Model Implementation	19
Section 6: Regional Feedback	21
Section 7: Corrective Action Plan.....	23
Section 8: Desk Review Findings	23
Areas Needing Action.....	23
Opportunities for Improvement	24

EXECUTIVE SUMMARY

The Department's Contract Oversight Unit performed a Desk Review for Sarasota Family YMCA, Inc. Contract QJ2BO. Sarasota Family YMCA, Inc. (Sarasota YMCA) is in the Suncoast Region of Florida and since 1997 has provided child welfare services for Circuit 12, which encompasses Sarasota, Manatee and Desoto Counties.

PERFORMANCE AT A GLANCE

The charts and graphs below 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. The Casey data shows that Sarasota YMCA experienced an increase in the number of children in care from 2015 through 2017.

Data Basics

Sarasota Family YMCA, Inc.

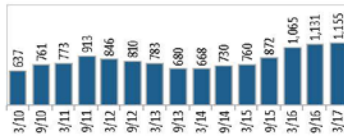
NOTE: Due to data source and timeframe presented, numbers may vary slightly from those presented in reports produced by FL DCF's.

Produced by Data Advocacy, Casey Family Programs

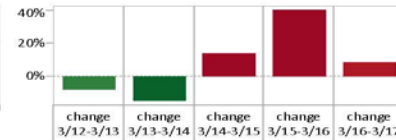
Data source: state-submitted AFCARS and NCANDS files
Date prepared: 9/5/2017

of children in care

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

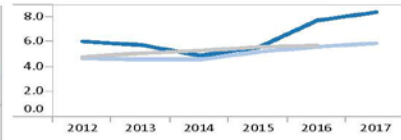


year over year change in the # in care



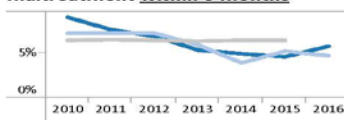
rate in care

(per 1,000, < age 18)

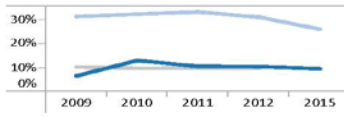


Safety

% children who experience repeat maltreatment within 6 months

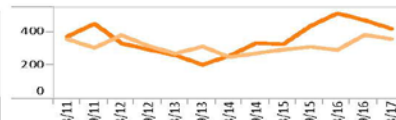


% children who experience repeat maltreatment within 12 months (note 2013-2014 data masked due to data quality)

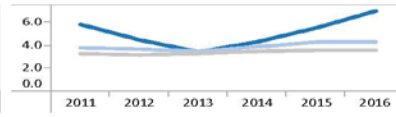


Entries

of children entering & exiting (6 month entry cohorts ending on each date)

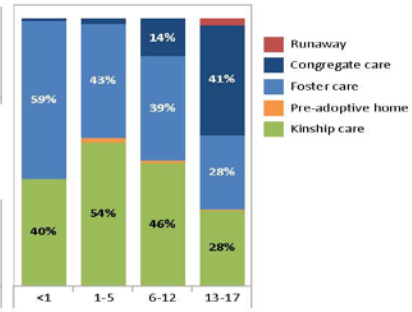


rate of children entering care (per 1,000)



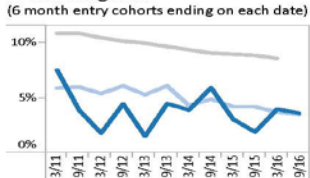
Placement

placement settings for children in care, by age (for all children in care on 3/31/2017)

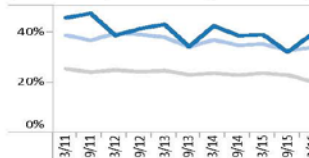


Timely & Stable Permanency

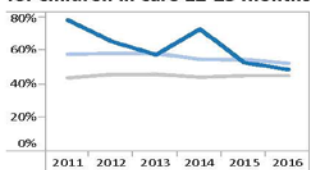
% permanency within 30 days of entering care (6 month entry cohorts ending on each date)



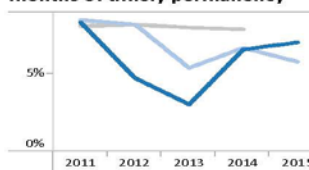
% permanency within 3-12 months of entering care (6 month entry cohorts ending on each date)



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



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

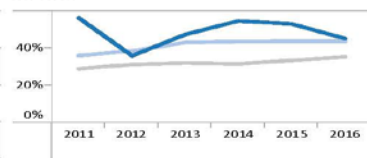


Children In Care 2+ Years (3/31/2017)

in care 2+ years

#	134
%	12%
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		
	Adopt	Guard	Reunif	Adopt	APPLA
Congregate care	3%		2%	11%	4%
Foster care	40%	2%		13%	
Kinship care	13%				
Pre-adoptive home	2%				

SECTION 1: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community Sarasota YMCA serves, including demographic information, a description of the child welfare partners and information about all child fatalities, including those investigated by the Department due to allegations of abuse or neglect, and those that were not.

Sarasota Family YMCA, Inc. serves the children and families in all three counties within the Twelfth Judicial Circuit. Of the 67 counties in Florida; Sarasota, Manatee and Desoto are the 14th, 15th and 48th largest counties respectively. Sarasota YMCA is serving a wide range of clients within this three-county circuit, from Desoto

US Census Facts	Desoto	Manatee	Sarasota	Florida
Median Household Income	\$35,166	\$49,675	\$51,766	\$47,507
Percent of population living in poverty	30.5%	14.8%	9.7%	15.7%
Percent of population over 25 years old with high school diploma	70.8%	87.9%	92.4%	86.9%
Percent of population over 25 years old with a college degree	9.7%	27.7%	32.4%	27.3%

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

Table 1

County with a high percent of poverty and lower education rate, to Sarasota County with a low poverty rate and higher education than the State average.

CHILD FATALITIES

INFANT BIRTH AND MORTALITY RATES

Over the past five years, all three counties have had very little deviation in birth rates. Desoto County had the highest deviation by a rate of .5, while Sarasota and Manatee remained under that rate with little change from previous or subsequent years. Desoto County holds the highest birth rate of the three counties, it is also the county with the highest poverty rate as noted above. Sarasota has the lowest birth rate, but both Manatee and Sarasota Counties have had very little fluctuation in their rate per year. All three counties remain below the Statewide average.

Birth Rate per 1,000 population Statewide Rate: 11.3					
County	2012	2013	2014	2015	2016
Desoto	10.6	10.6	11.1	10.9	10.5
Manatee	10.4	10.1	10.4	10	9.6
Sarasota	7.6	7.2	7.6	7.4	7.3

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

Table 2

While the birth rate peaked in 2014 for Desoto County, the infant mortality rate peaked one year later in 2015 at 13.3 per 1000 live births. This is a significant increase from previous years in which the infant mortality rate increased from 2012 to 2015, and in 2016 returned to 2.7, the lowest

Infant Mortality Rate per 1,000 live births Statewide Rate: 6.1					
County	2012	2013	2014	2015	2016
Desoto	2.7	2.8	7.8	13.3	2.7
Manatee	6.7	4.4	5.6	5.8	7
Sarasota	4.5	5.4	5.1	5.8	4.1

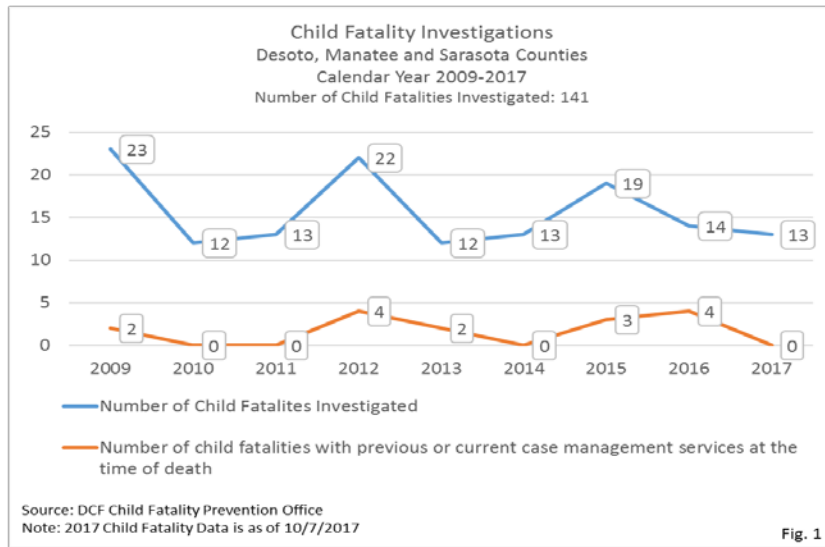
Source: <http://www.flhealthcharts.com/FLQUERY/InfantMortality/InfantMortalityRateRpt.aspx>

Table 3

mortality rate of the three counties in a five-year timespan. Both Manatee and Desoto Counties have surpassed the Statewide rate of 6.1, while Sarasota County has not exceeded this rate for the past five years. As of 2016, Manatee County has the highest mortality rate at 7 per 1000 live births.

CHILD FATALITY INVESTIGATIONS

Since 2009, Circuit Twelve has had a total of 141 child fatality investigations. Of those 141 reports, Sarasota YMCA had previously provided services to nine families. Sarasota YMCA was providing services at the time of the fatality for six of those nine families between 2012 and 2016.



There were three cases in which a CIRRT (Critical Incident Rapid Response Team) was dispatched. In October 2015 a five-year-old child was hit while riding his bike, his injuries resulting in the fatality. The second death was related to a one-year-old who's cause is undetermined, though possibly related to an illness for which the child was treated with antibiotics. The third CIRRT report from November 2016 has been completed, but not published and

the investigation is pending.

SECTION 2: AGENCY SUMMARY

Sarasota Family YMCA, Inc. is one of the original agencies used to pilot the community based care agency system of care beginning in 1997 in Sarasota County. In 1999 Sarasota YMCA expanded into Manatee County and again in 2001 into Desoto County. Sarasota YMCA is contracted by the Department of Children and Families to be the lead child welfare agency in the Twelfth Judicial Circuit. Sarasota YMCA provides prevention, case management, placement and adoption services, as well as post adoption supportive and independent living services. Sarasota Family YMCA, Inc. is accredited through the Council on Accreditation (COA) in the areas of Child & Family Development & Support Services, Counseling Support & Education Services, Family Foster Care & Kinship Care, Network Administration, Outreach Services, Shelter Services and Youth Development Services through June 30, 2021.

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation by the Department, increased 5% over the past three fiscal years. The number of children removed from their homes increased by 25.4% in FY 2015/2016 and then slightly decreased the following fiscal year. The number of children receiving out-of-home services has steadily increased over the past three fiscal years by 28%. Unsafe children receiving in-home services has generally increased over the last three fiscal years and safe children served in home through family support services has had the most significant increase over the past three fiscal years. The number of young adults receiving services has decreased overall, from FY 2014/2015 to present.

Child Protective Investigations and Child Removals (Desoto, Manatee and Sarasota Counties)¹	FY 2014/2015	FY 2015/2016	FY 2016/2017
Reports accepted for Investigation by DCF (Initial & Additional Reports) ¹	7,373	7,664	7,761
Children Removed by DCF within the CBC Service Area ²	674	904	846
Children Served by Sarasota YMCA³	FY 2014/2015	FY 2015/2016	FY 2016/2017
Children Receiving In-Home Services	941	896	998
Children Receiving Out of Home Care	1,280	1,605	1,773
Young Adults Receiving Services	103	84	91
Children Receiving Family Support Services	124	327	1,103

Data Sources:

Table 4

¹Child Protective Investigations Trend Report through June 2017 (run date 10/9/17)

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

³FSFN 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 On-site Reviews, of Sarasota Family YMCA, Inc. and noted one finding and one observation in the report. The on-site review period was from July 1, 2016 through January 31, 2017.

The finding was related to contractual noncompliance with federal/state regulatory requirements. Two of the subcontracts did not contain the appropriate language and documentation referencing debarment and suspension certification. This finding was remedied on-site with the required documentation provided to the monitors.

An observation was made in the financial management systems and it too was related to noncompliance with federal/state regulatory requirements. The policy and procedure for Sarasota Family YMCA, Inc. in relation to 2CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards effective December 26, 2014 had not been updated to reflect the changes therein. A recommendation was made to update the policy and procedure to properly reflect the current federal regulatory requirement.

During this on-site review, technical assistance was also provided to Sarasota Family YMCA, Inc. and noted in the report. The technical assistance was required due to policy and procedure omissions of federal/state regulatory requirements criteria. DCF recommendation is to consider updating the risk assessment to include the additional criteria noted in the sub-awarding/sub-recipient policies and procedures.

SECTION 3: PERFORMANCE MEASURES AND QUALITY ASSURANCE DATA

This section provides a picture of Sarasota YMCA's performance as indicated by data indicators that are used to assess how well the agency 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 2nd level reviews by the Office of Child Welfare and at times, 3rd 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.

As shown in the graphic below, Sarasota YMCA is performing well in several areas however, opportunities for improved performance exist in other areas. They are described in greater detail below.

CONTRACT AND CBC SCORECARD MEASURES

Sarasota YMCA has consistently performed well in most areas regarding their contract measures. During FY 2016/2017, Sarasota YMCA exceeded their established targets or federal standards for nine (9) of the thirteen (13) contract measures. Sarasota YMCA has exceeded statewide average performance on five (5) of the twelve (12) measures and is at the statewide average for two (2) of those for which there is a statewide average calculated. There are four (4) contract measures in which Sarasota YMCA did not meet the contract targets for the last FY 2016/2017, they are as follows:

- 1) **Rate of abuse or neglect per day while in foster care:** Performance on this contract target has remained higher than the target and the statewide average over the past four quarters, exceeding the target of ≤8.5 by a rate of 8.4 at the end of the FY 2016/2017.
- 2) **Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home:** Between FY 2015/2016 and FY 2016/2017 there was a 1.5% decline in meeting this contract target.
- 3) **Children’s placement moves per 1000 days in foster care:** This target has not been met in the last six quarters however is currently above the statewide average.
- 4) **Percent of children in out-of-home care who received dental services within the last seven (7) months:** The target of >95% has not been met over the past two fiscal years or eight (8) quarters. The performance of this measure has declined over the past two fiscal years and is 19.9% below the statewide average.

SC #	Sarasota YMCA Performance Measures Contract #QJ2B0	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2016/2017)	Sarasota YMCA	
					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	12.53	14.95
2	Percent of children who are not neglected or abused during in-home services <i>(Scorecard)</i>	>95%		97.20%	95.40%	96.60%
3	Percent of children who are not neglected or abused after receiving services <i>(Scorecard)</i>	>95%		95.60%	91.40%	96.40%
4	Percentage of children under supervision who are seen every thirty (30) days <i>(CBC Scorecard)</i>	>99.5%		99.80%	99.90%	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%	48.00%	47.00%
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%	61.20%	53.70%
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%	91.20%	90.70%
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	4.18	4.48
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%	99.40%	96.80%
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%	88.20%	75.80%
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%	97.10%	91.50%
12	Percent of sibling groups where all siblings are placed together <i>(Scorecard)</i>	>65%		63.90%	72.40%	69.90%
	Number of children with finalized adoptions <i>(DCF Dashboard run date 10/17/18)</i>	100/119			116	121

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

Table 5

CHILD SAFETY

Ensuring children are not exposed to maltreatment is of utmost importance. The Florida CQI qualitative case review data indicates that of the five (5) RSF/CQI assessment items, Sarasota YMCA is performing below the statewide average in four (4) items. They are exceeding the target of ensuring children are seen monthly, though currently below the statewide average. Sarasota YMCA is performing below the statewide average on two areas that relate to repeat maltreatment. The current rate of abuse for Sarasota YMCA is staggering at over 50% over the national target.

Sarasota YMCA is demonstrating high performance in the CQI reviews regarding concerted efforts to provide services to the family to prevent re-entry. Sarasota YMCA has declined performance over the past two fiscal years in the FL CQI case reviews referencing making concerted efforts to assess and address the risk and safety of children, now performing below the statewide average by 4%. Other areas identified as needing improvement include sufficiency of family assessments, sufficiency of safety plans and quality of visits with children.

The figures on the following pages depict Sarasota YMCA's performance related to child safety in the following areas:

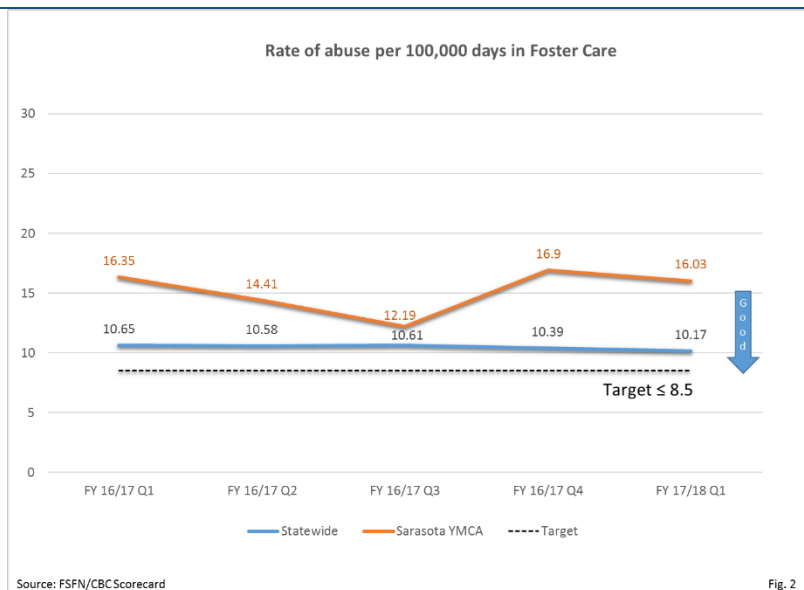
1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. CQI qualitative case review results

RATE OF ABUSE IN FOSTER CARE

Rate of abuse or neglect per day while in foster care (Scorecard Measure M01): The graph 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 state's foster care system.

Sarasota YMCA has not met this target for the past five quarters and is currently exceeding the statewide average by a rate of 5.86

and the target rate of ≤ 8.5 by a rate of 7.53 per 100,000 days in foster care. The RSF/CQI case review indicators linked to child safety (quality of visits and making concerted efforts to assess and address risk and safety) are below statewide performance, see table 6 for further details. Federal program improvement plan (PIP) goal for concerted efforts to address risk and safety is set at 77.7%. Sarasota YMCA is performing at 73% for FY 2016/2017, below the Federal PIP. It is important to note that RSF/CQI information does not differentiate between licensed foster homes and unlicensed relative placements.



NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

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

The graph below 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.

Currently, Sarasota YMCA is performing below the state average of 93.9% by a margin of 8.2%. The Department of Children and Families Office of Child Welfare has given Sarasota YMCA a service array rating of "1" for their provision of family support services. This service array rating indicates that though Sarasota YMCA has defined services, they lack alignment with the service array framework definitions.

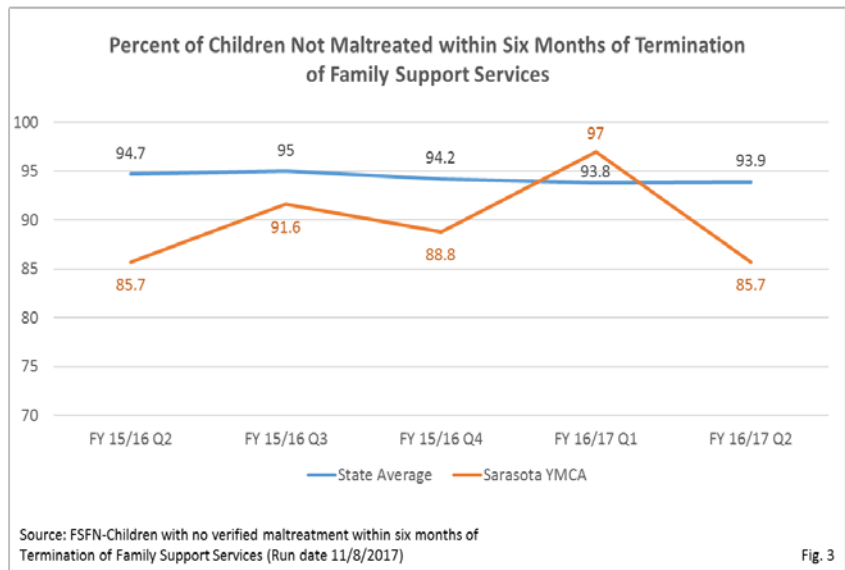


Fig. 3

NO MALTREATMENT DURING IN-HOME SERVICES

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

The graph below depicts the percentage of in-home service episodes during the report period where the child did

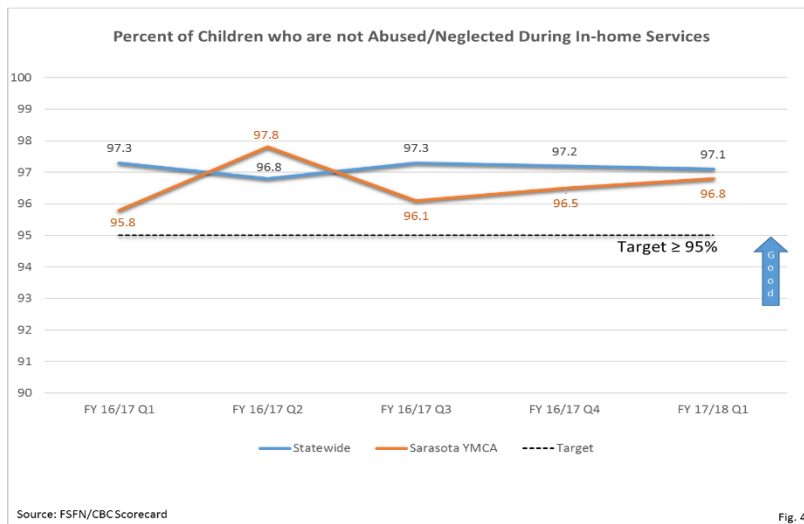


Fig. 4

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. Sarasota YMCA performance has remained above national target for the past five quarters, currently at 96.8%.

CQI data for safety outcome Item 3, indicates that in 73% of cases reviewed Sarasota YMCA's concerted efforts to address risk and safety

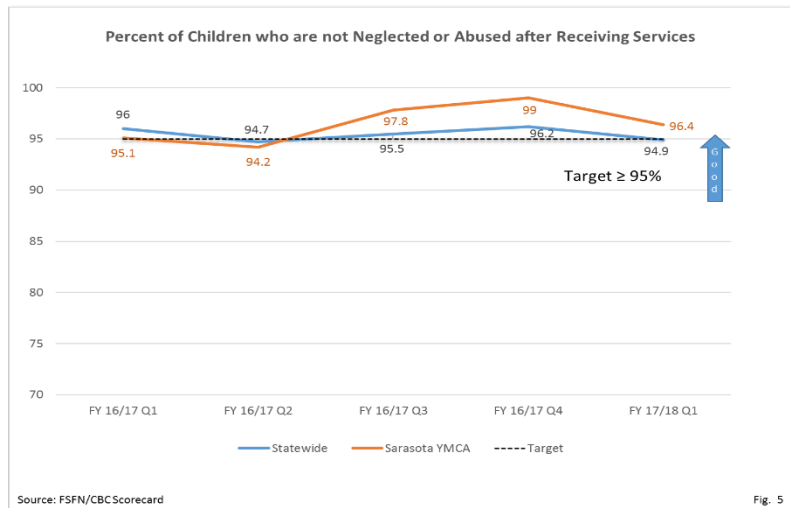
were a strength. Performance is below the state average of 77% and is a decrease by 9% from FY 2015/2016. Sarasota YMCA is also below the statewide performance in sufficiency of safety plans (Rapid Safety Feedback 4.1) with only 51.3% of safety plans deemed sufficient at the time of the review. See table 6 for further information.

NO MALTREATMENT AFTER RECEIVING SERVICES

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

The graph on the right depicts the percent of children who were not the victims of abuse or neglect in the six months immediately following termination of supervision.

Sarasota YMCA is currently exceeding the state average and the national target at 96.4%. There has been steady improvement by Sarasota YMCA over the past three quarters and this measure has been achieved in four of the past five quarters.

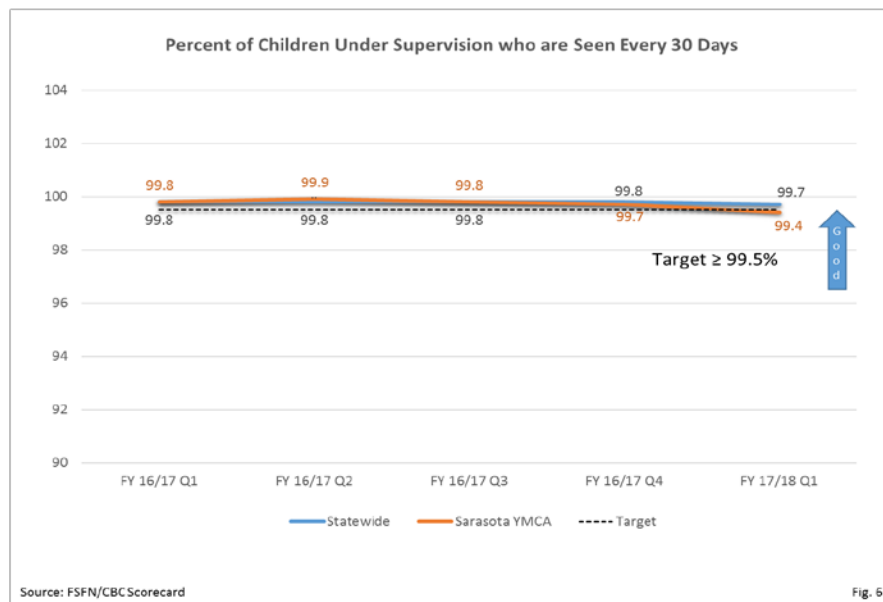


CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every thirty (30) days (Scorecard Measure M04):

The graph below depicts the rate at which children are seen every thirty (30) days while in foster care or receiving in-home services during the report period. Sarasota YMCA has consistently exceeded the national target until the first quarter of FY2017/2018, dipping below by .1%. The agency has remained at or above the statewide performance average until the final quarter of 2017 and initial quarter of 2018, by .3%.

Sarasota YMCA has shown consistency in seeing the children as required, however, based on CQI Item 14, the quality of the contacts between the case manager and child need improvement.



Per the CQI data for this element, Sarasota YMCA dropped from 82% during the FY 2015/2016 to 68% in FY 2016/2017 which is under the Federal PIP goal of 78.9%. See Table 8 CQI Item 14 for further details.

QA CASE REVIEW DATA

The table below provides Sarasota YMCA's performance based on RSF/CQI case reviews. Of the five items included in this report, the three RSF items are below statewide performance. These items include sufficiency of family assessment, quality of contacts between case managers and children and the sufficiency of the safety plan. CQI Item 2 has shown improvement over the past two fiscal years, however performance on CQI Item 3 declined by 9%. The CQI Items include efforts to assess and address safety and risk as well as providing services to the family.

Quality Assurance - Rapid Safety Feedback Item	Sarasota YMCA Rapid Safety Feedback n=41	Statewide RSF Performance ¹ n=851
<i>Assessment 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?	● 41.5%	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?	● 62.5%	62.7%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	● 51.3%	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	Sarasota YMCA	Sarasota YMCA	Percent Improvement	Statewide CQI/QA Performance ¹ n=1,290	2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal ³	Federal and State Expectation ⁴
<i>Assessment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=51	FY 2016/2017 n=56					
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?	94.0%	● 100.0%	↑ 6.0%	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?	82%	● 73%	↓ -9.0%	77%	71.3%	77.7%	95.0%

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 6

¹This date provides the statewide rating in each case review item for all CBCs

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

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

⁴This 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. When helping children and families achieve permanency, child welfare professionals must balance an array of issues, including needs of the child and the family, as well as legal requirements. Helping children achieve permanency in a timely manner is extremely important to children as one year in a child's life is a significant amount of time with lasting implications. The graphs and tables on the follow pages depict Sarasota Y's performance related to permanency in the following areas:

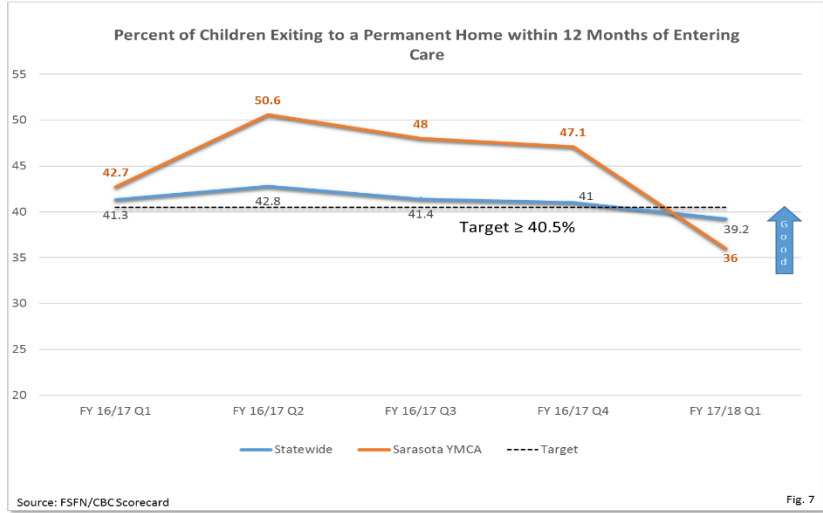
1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months

- 4. Percent not re-entering care
- 5. QA case practice assessment

PERMANENCY IN 12 MONTHS

Percent of children exiting foster care to a permanent home within twelve (12) months of entering care (Scorecard Measure M05): The graph below 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.

The statewide average has remained consistent over the past five quarters with an average of 41.1%. Sarasota YMCA has exceeded that average over the past two fiscal years. Currently Sarasota YMCA is achieving permanency for children within a twelve (12) month timeframe 36% of the time, which is lower than the national target and the statewide average by about 4%. There is a noticeable downward trend of performance into the new fiscal year which may require further analysis.

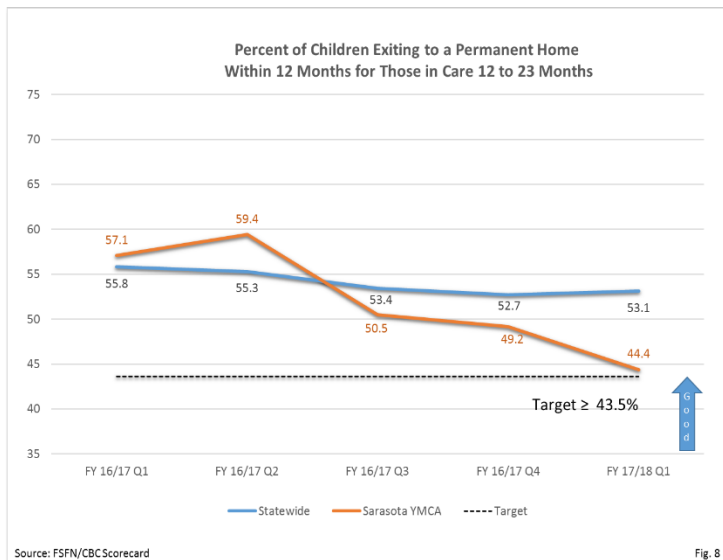


Rapid Safety Feedback reviews indicate that improvement is needed in the quality of contacts between the case manager and the family, including the mother, father and the child. Quality contacts would include evaluating the progress towards case plan outcomes and would impact permanency. Quality reviews indicate that while there has been improvement in the timeliness of establishing permanency goals, there has been a decrease in the quality of concerted efforts by the agency to achieve those permanency goals established.

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):

The graph to the left 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 as of the beginning of the report period who achieved permanency within twelve (12) months of the beginning of the report period.

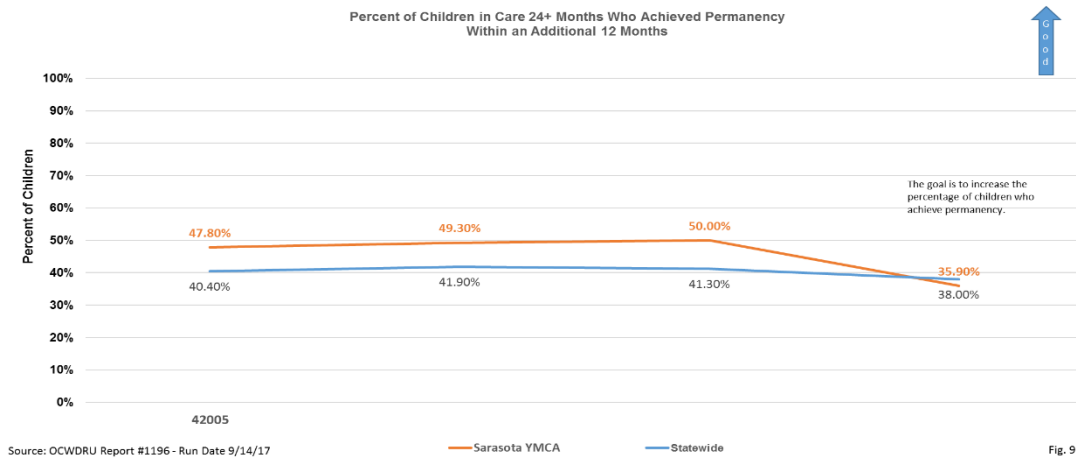


Sarasota YMCA has performed quite well in this measure staying above the national target for the past six quarters. However, Sarasota YMCA's performance has trended downward and has been below the

statewide average for the past three quarters.

PERMANENCY AFTER 24 MONTHS

For children in care twenty-four or more months, Sarasota YMCA has been able to achieve permanency within an additional twelve months at a higher rate than the statewide average until the end of FY15/16. Sarasota YMCA dropped below statewide average by 3.9%.

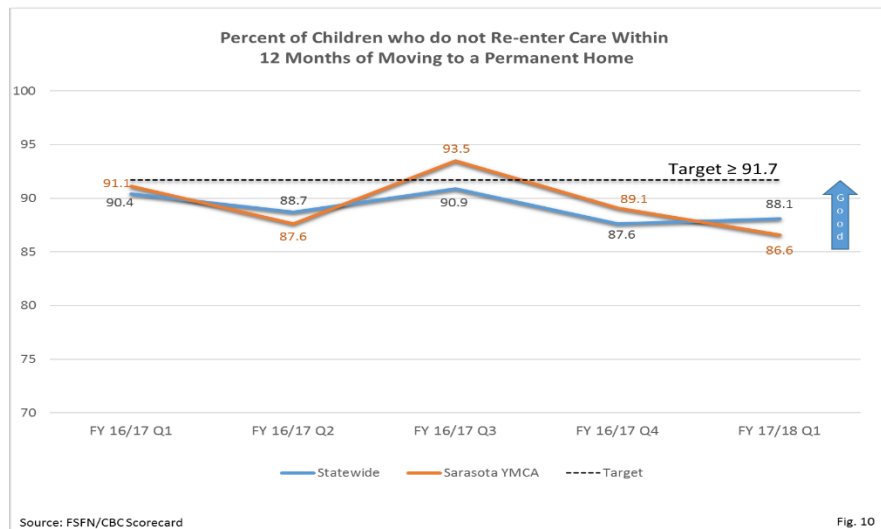


PERCENT NOT RE-ENTERING INTO OUT-OF-HOME CARE

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): The graph below 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.

Sarasota YMCA has only met the federal target in one of the past five quarters and has been trending down in the last two quarters. Currently, 86.6% of



the children served by Sarasota YMCA are not re-entering care within 12 months of moving to a permanent home, below the statewide average and the national target. CQI Item 2 indicates that the agency is making concerted efforts to provide services to the family to prevent entry or re-entry at 100%. This inconsistency may allude to some other factors contributing to the decline in performance for this measure, requiring further analysis.

QA CASE REVIEW DATA

The table below provides Sarasota YMCA's performance based on CQI case reviews. Of the eleven (11) permanency items included in this report, five (5) are below the statewide performance. Sarasota YMCA is exceeding Federal PIP goals on CQI Items 5 and 6, while CQI Item 4 is below the PIP goal by 9.5%

Quality Assurance Item	Sarasota YMCA Rapid Safety Feedback n=41	Statewide RSF Performance n=851
<i>Assessment Based on Case Reviews by Child Welfare Professionals</i>		
Performance for FY 2016/2017		
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?	62.5%	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?	55.3%	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?	56.0%	55.1%

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

Quality Assurance - Florida CQI Item	Sarasota YMCA FY 2015/2016 n=51	Sarasota YMCA FY 2016/2017 n=56	Percent Improvement	Statewide CQI/QA Performance FY 2016/2017 n=1,290	2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal ³	Federal and State Expectation ⁴
79							
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)?	88.0%	79.0%	-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?	88.0%	98.0%	10.0%	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?	98.0%	93.0%	-5.0%	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?	97.0%	100.0%	3.0%	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?	79.0%	80.0%	1.0%	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?	95.0%	87.0%	-8.0%	79.0%	82.0%	None	95.0%
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	83.0%	96.0%	13.0%	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?	79.0%	79.0%	0.0%	61.0%	60.0%	None	95.0%

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 7

¹This date provides the statewide rating in each case review item for all CBCs

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

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

⁴This 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. The graphs and tables on the follow pages depict Sarasota YMCA’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. CQI case practice assessment

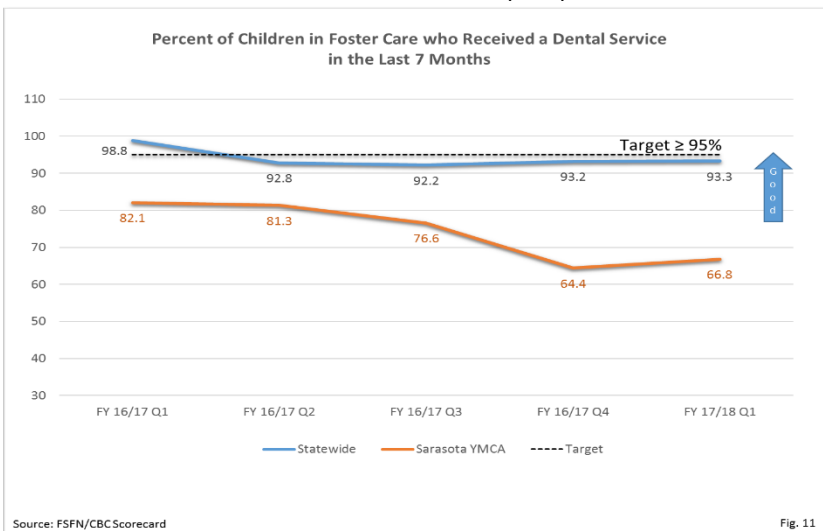
CHILDREN RECEIVING DENTAL CARE

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. Sarasota YMCA has performed below the statewide average and the national target, continuing to trend negatively for the past four quarters. As of the June 30, 2017, 66.8% of children in out-of-home care received a dental service within 7 months.

Qualitative case review mirrors this scorecard measure indicating that Sarasota YMCA is also performing below the statewide and federal performance of 77% and 85% respectively. CQI Item 17 combines

children receiving services for both medical and dental needs. Sarasota YMCA declined in performance on this item by 7% over a two fiscal year period. See Table 8 for further information.

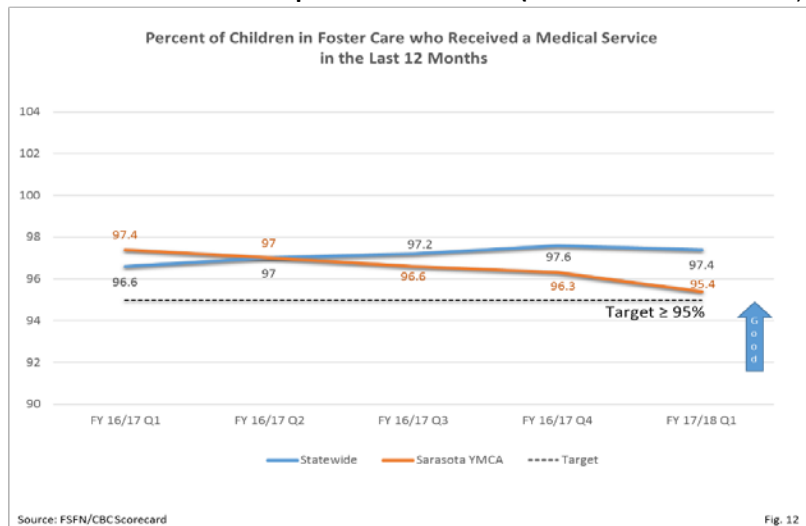


CHILDREN RECEIVING MEDICAL CARE

Percent of children in foster care who received medical care in the previous 12 months (Scorecard Measure M09):

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.

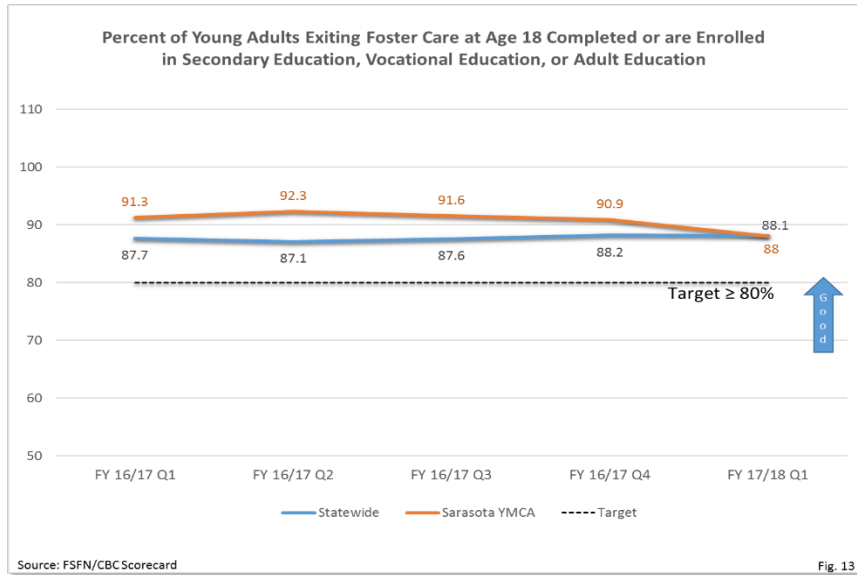
Over the past five quarters, Sarasota YMCA has steadily declined in performance, though they are still above the national target. Quality case reviews (CQI Item 17) showed a decrease in this area between FY 15/16 and FY 16/17 and that in only 77% of cases reviewed, the agency addressed the physical health needs



of children. The downward trend noted in this figure may warrant further analysis to ensure maintenance of performance.

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.



Sarasota YMCA has maintained very good performance on this measure. There is a noticeable downward trend through the five quarters, but performance remains above the national target, while dipping just below the statewide average.

QA CASE REVIEW DATA

The table below provides Sarasota YMCA's performance based on CQI case reviews. Of the nine (9) well-being items included in this report, five (5) are below the statewide performance. Of the six (6) Federal PIP goals, Sarasota YMCA is meeting or exceeding five (5) of them. Continued improvement with CQI Item 14 is needed as it is 10.9% below the Federal PIP goal.

Quality Assurance - Florida CQI Item	Sarasota YMCA	Sarasota YMCA	Percent Improvement	Statewide CQI/QA Performance FY 2016/2017 n=1,290	2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80	Federal Program Improvement Plan (PIP) Goal ³	Federal and State Expectation ⁴
<i>Assessment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=51	FY 2016/2017 n=56					
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?	92.0%	89.0%	-3.0%	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?	84.0%	82.0%	-2.0%	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?	95.0%	90.0%	-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?	83.0%	90.0%	7.0%	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?	82.0%	68.0%	-14.0%	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?	63.0%	63.0%	0.0%	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?	82.0%	85.0%	3.0%	84%	92.0%	None	95.0%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	77.0%	70.0%	-7.0%	77%	85%	None	95.0%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	81.0%	83.0%	2.0%	75%	72%	None	95.0%

Source: Federal Online Monitoring System

Table 8

¹This date provides the statewide rating in each case review item for all CBCs

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

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

⁴This is the overall federal and state expectation for performance.

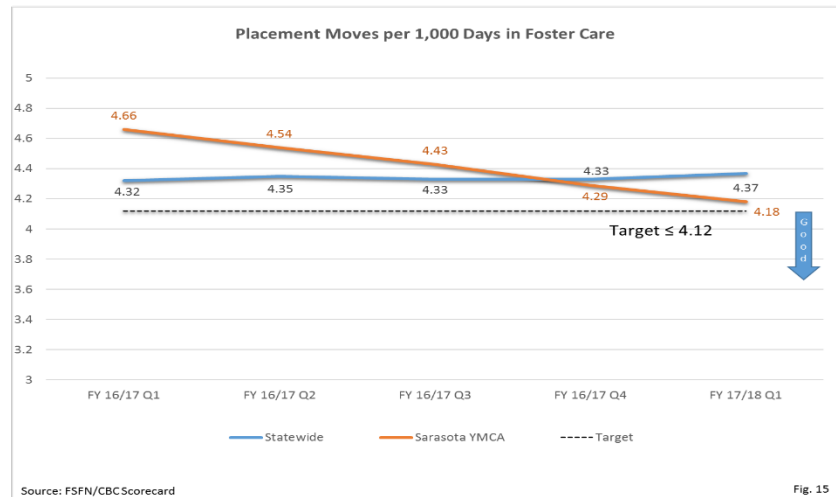
Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

SECTION 4: PLACEMENT SERVICES AND GROUP CARE

PLACEMENT MOVES

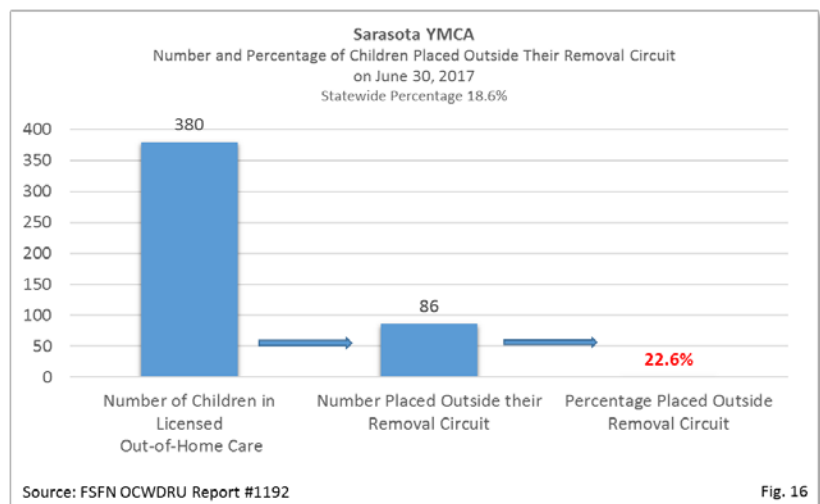
Placement moves per one-thousand (1,000) days in foster care (Scorecard Measure M08): The graph below depicts the rate at which children change placements while in foster care during the report period. The lower the rate the better. Data indicates that Sarasota YMCA is improving in minimizing placement moves for children in out-of-home care. They have made placement moves less than the statewide average of 4.37, but more than the national target of ≤ 4.12 . Currently, Sarasota YMCA has dropped below the statewide average and is trending downward.

Despite the improvement in performance, quality reviews show a decrease over the past two fiscal years for CQI Item 4 which focuses on the stability of placements and ensuring placement changes are in the best interest of the child.



CHILDREN PLACED OUTSIDE THEIR REMOVAL CIRCUIT

As of June 30, 2017, 22.6% of Sarasota YMCA's children were placed outside of their removal circuit. This is nearly a quarter of their children currently in licensed out-of-home care and is above the statewide average by 4%. Further concerted efforts by Sarasota YMCA are needed to maintain children within their communities and nearer to their homes.

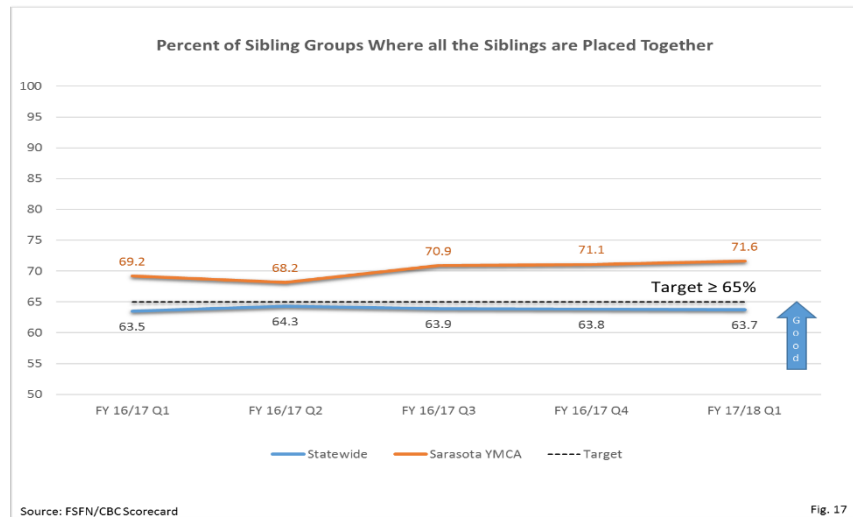


SIBLINGS PLACED TOGETHER

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.

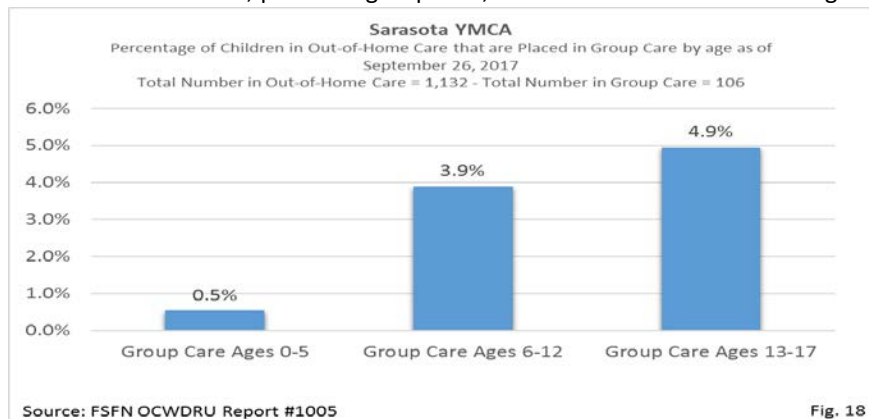
Sarasota YMCA has exceeded the national target and the statewide average for the past five quarters and remains above both at 71.6%.

Qualitative case review CQI Item 7 regarding concerted efforts to place siblings together unless the separation was necessary shows Sarasota YMCA has performed very well on this measure, significantly surpassing the statewide average.



CHILDREN IN GROUP CARE

The goal of the Department is to place children in the most family-like setting possible. As of September 26, 2017, Sarasota YMCA has 9.3% of children in out of home care, placed in group care, 4.4% of which are under the age of twelve. This is almost half of their group care population and includes six children under the age of 5-years-old. Both the total percentage of children in group care and the number of children between 0-12 in group care, is in line with the statewide percentage. However, this is an area that needs attention with a focus of decreasing the number of children 0-5 in group care.

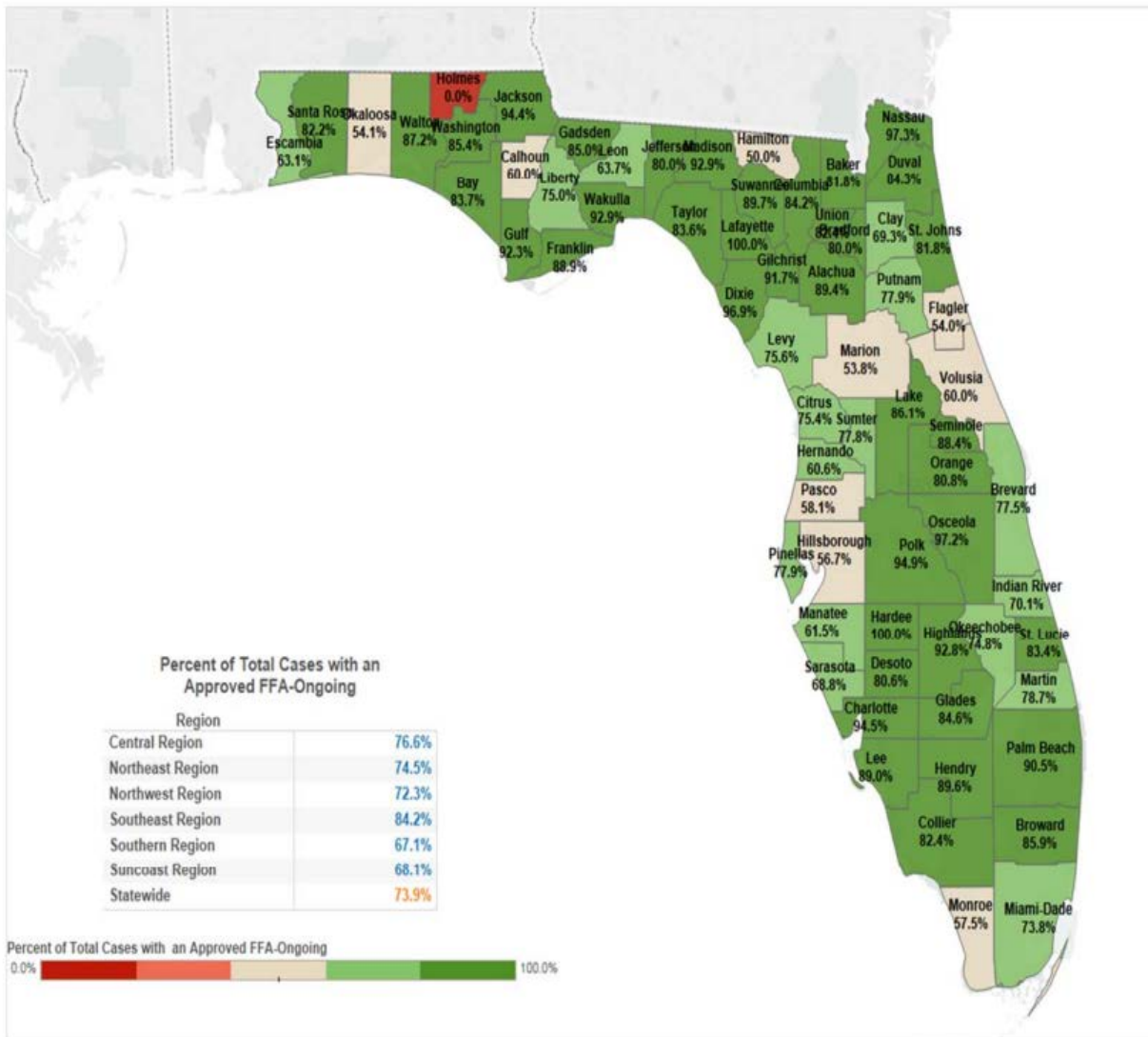


SECTION 5: PRACTICE MODEL IMPLEMENTATION

IMPLEMENTATION STATUS

Sarasota YMCA has made some progress toward implementation of the Practice Model (Safety Decision Methodology). As of 10/26/17, Sarasota YMCA's status for Safety Decision Methodology Implementation is as follows: Desoto (80.6%), Sarasota (68.8%) and Manatee (61.5%). Desoto County is well above the average of the Suncoast Region at 68.1% and the statewide average at 73.9%. Sarasota County has surpassed the Region average and is improving. Manatee County, though improving as well, is still below both region and statewide averages. This percentage represents the number of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). The low percentage signals a need for continued efforts to address implementation in Manatee County.

Ongoing Services Safety Methodology Implementation Status as of 11/29/2017



Source: FSFN report Active Cases with an Approved FFA-Ongoing – OCWRU #1084
 Notes: Small number of cases assigned to the county will affect percentages. Based on location of primary worker. Counties with no cases assigned to them will not appear in the map.

(Source: Child Welfare Key Indicators Monthly Report, November 2017)

Information provided by Sarasota YMCA and regional DCF staff indicate that Family Centered and Trauma Informed training have been provided to Sarasota YMCA’s staff and included community partners, DCF partners, the Guardian Ad Litem and foster parents. The agency is also working with community mental health providers to develop and administer trauma informed care action plans, focusing on integration of these practices with the children and families served. Supervisors are benefiting from further assistance with discussion guides for supervisory consults. The Sarasota YMCA’s training team is providing continued educational outlets through formal in-service training opportunities, coaching, mentoring and modeling and providing continued field-based coaching to assist both case management and supervisors in the day-to-day contacts with children, families and other community partners.

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, the Department of Children and Families Office of Child Welfare has rated both Safety Management Service and Family Support Service for Sarasota YMCA as a “1”. This rating indicates that the agency does have a defined service within the domain, but are not fully aligned with the service array definitions. Further, this rating indicates a lack of consistency, availability and qualitative data collection methods to support impact and effectiveness of the services.

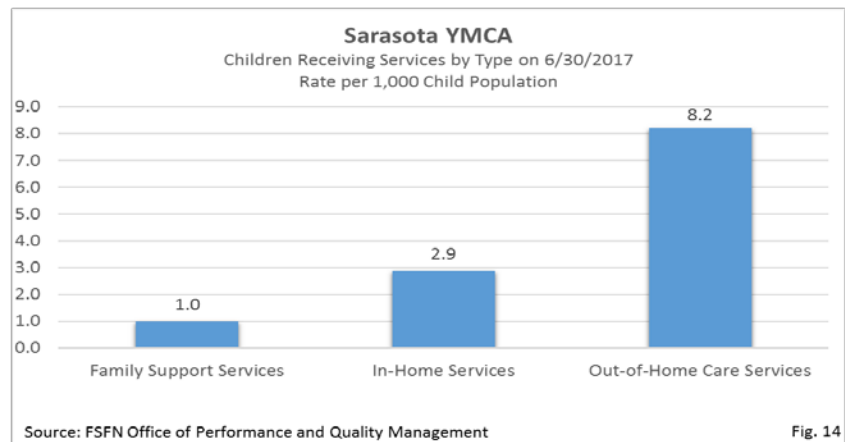
The rating system is as follows:

- 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.

SERVICES MIX

The graph below 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 of the end of FY 16/17, Sarasota YMCA was serving most of the children through Out-of-Home care services, and at nearly three times the rate of In-Home services.

There has also been a significant increase in the number of children receiving family support services, more than tripling in a year.



SECTION 6: REGIONAL FEEDBACK

The contract manager, in collaboration with regional staff and the community based care agency, provided information regarding adoptions, training, agency contribution to statewide performance of federal measures, FSFN data integrity and regionally identified topics of strengths or concerns for the agency.

ADOPTIONS

Sarasota YMCA's adoption target number is developed in accordance with the standardized adoption target formula staying within upper and lower adoption target limits for the fiscal year. For FY 2017/2018, Sarasota YMCA's goal is 163 children.

The Adoption Applicant Review Committee (AARC) is comprised of three team members that have received Adoption Competency training, usually consisting of a facilitator from the lead agency, and representatives from both DCF and a program. The adoptive family included and invited to bring whomever they would like there as support. Case management staff will present the information along with the adoptions specialist and supervisor. Each case management organization is responsible for assembling the AARC packets and providing them to each member of the committee a week prior to the scheduled meeting. Upon completion of the meeting, the AARC committee will debrief and provide next steps or recommendations as appropriate. A memo with those recommendations are provided to leadership for concurrence and subsequently to DCF as formal recommendations. Cases with further information needed require the AARC to reconvene either in person or by phone to address the information and follow the memo protocol.

Sarasota YMCA includes recruitment for foster, group and adoptive homes to provide placements and permanency for sibling groups. Every effort is made to ensure siblings remain intact when possible and maintain appropriate contact if not. A separation of sibling staffing is held to discuss issues requiring separation and the appropriateness of contact based on the decision to separate as necessary. Recruitment of an adoptive home for individual children in a sibling group is not made unless this staffing has already occurred.

A detailed list of providers is available to Sarasota YMCA's staff to serve the post adoption population of cases. There is continued collaboration with Community Based Care Integrated Health and partners to access these services as needed. Sarasota YMCA adoption supervisors are adoption competency trained and are certified to teach adoption competency classes. Sarasota YMCA also sends their community providers to adoption competency training when available.

TRAINING

Sarasota YMCA maintains a full training unit consisting of a Director, Lead Trainer, Training Coordinator and two Job Coaches. This training team provides pre-service training through CORE since June 2017 and has used the case management specialty curriculum. A training plan is developed to address both pre-service training and in-service mandatory trainings.

Title IV-E training dollar identification is based on the training topic, information presented to attendees and presenter source. This information is collected and evaluated monthly to determine IV-E application. The information is then provided to DCF in the quarterly training report.

FSFN DATA ENTRY

Sarasota YMCA has a dedicated Data Services Team that is primarily responsible for ensuring placement data entry is accurate and timely. Case management staff are training to provide change of placement information through a 'portal edit request'. This process is cyclical as a tracking log is also sent out daily to validate and/or provide clarification to any questions the Data Services Team may have.

Eligibility determination process for Sarasota YMCA's is delineated in their internal policy "Determining IV-E and Medicaid Eligibility" and is sub titled by event such as; emergency placement, at placement change, changes thereafter, Medicaid card and at return home. A symbiotic relationship exists within the Data Services Team and

the Revenue Maximization Unit to ensure placement information is accurate based on the differing venues of information source, like the circuit court clerk or CLS.

Subject matter experts within the agency, as well as case management partners reviewed the current utilization of the FSFN system. The CBC used this gap analysis to ensure alignment of policies and procedures to the actual operational aspects of FSFN. Additional provisions as to new FSFN protocols were modified into subcontract agreements as well.

REGIONALLY IDENTIFIED TOPICS

Regional contract staff meets with the CBC monthly to discuss contract performance measures. There were no additional concerns or strengths noted.

SECTION 7: CORRECTIVE ACTION PLAN

Sarasota YMCA is not currently under any corrective action plan.

SECTION 8: DESK REVIEW FINDINGS

Based on the limited desk review of Sarasota Family YMCA, Inc. contract QJ2B0 the following areas with critical need for improvement and opportunities for system enhancement were found.

AREAS NEEDING ACTION

These findings represent areas that need prompt attention and action as they impact child safety or are measures where Sarasota Y has been significantly underperforming.

1. Conduct analysis of the following performance measures to determine potential root causes and develop countermeasures to positively impact performance:
 - a. **Rate of abuse or neglect per day while in foster care** - Performance on this contract target was not met in the past five quarters and has significantly increased in the last two quarters.
 - b. **Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home** - Performance on this measure has been under the target for four of the last five quarters and has trended downward the past two quarters.
 - c. **Percent of children who received a dental service in the last seven months** - This measure has not been met in the past two fiscal years and performance has declined by 12.4%.
2. The following quality measures have either seen a decrease between FY 15/16 and FY 16/17 or are below our federal program improvement plan (PIP) goal, therefore need improvement:
 - a. 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?
 - b. 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?
 - c. CQI Item 14 – Were the frequency and quality of visits between caseworkers and child(ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of the case plan goal.
3. Continued development of both family support and safety management services. Currently, Sarasota YMCA has received a rating of “1” for both safety management services and family support services which indicates they have service programs available, however further information is needed to ensure they are aligned with practice and are available without capacity issues across the entire service area. Additionally, the measure to evaluate the effectiveness of family support services is below the statewide average at 85.7%.

OPPORTUNITIES FOR IMPROVEMENT

These findings represent areas that there is need for analysis and based on those findings, actions to improve should be integrated in an agency improvement plan.

1. Conduct analysis of the following performance measures to determine potential root causes and develop countermeasures to positively impact performance:
 - a. **Children's placement moves per 1,000 in foster care** – This measure has been trending downward for the past five quarters however has not yet fallen below the target.
 - b. **Children under supervision who are seen every thirty (30) days** - While Sarasota YMCA has exceeded the federal target, the last two quarters have trended down slightly and could warrant evaluation.
 - c. **Children exiting foster care to a permanent home within twelve (12) months of entering care** - Performance on this measure has trended downward for the past four quarters falling below both state and federal targets in the first quarter of the current fiscal year.
 - d. **Children exiting foster care to a permanent home in twelve (12) to twenty-three (23) month of entering care** - Performance on this measure has remained above national target and statewide average, but has trended negatively for the past four quarters.
2. Continue efforts to increase implementation of the practice model in Sarasota and Manatee Counties. There has been improvement in the implementation however, the agency should continue efforts to reach 100% implementation.