



Contract Monitoring Report

Family Integrity Program

As required by section 402.7305 F.S., The Department of Children and Families completed an On-Site Contract monitoring of Family Integrity Program.

The purpose of this monitoring is to report on the agency's system of care and whether the agency is meeting the terms and conditions of the contract.

Contract NJ206

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EXECUTIVE SUMMARY

This report provides findings for the contract monitoring of the Family Integrity Program (FIP). The on-site monitoring was conducted 11/6/2017 – 11/9/2017 and focused on Family Integrity Program’s child welfare system of care. The monitoring process included a review of Family Integrity Program’s programmatic and administrative operations. In addition, the Community Based Care Contract Monitoring Team (CBCMT) reviewed fiscal monitoring reports. Findings are based on an analysis of child welfare performance indicators and quality assurance data and other information obtained through supporting documents, interviews and focus groups. The monitoring process included an in-depth assessment of the system of care in seven critical areas of operation: (1) leadership and governance; (2) workforce management; (3) quality management and performance improvement; (4) placement resources and processes; (5) child welfare practice; (6) partner relationships and (7) community relations.

Significant findings of each category are below:

Leadership and Governance:

- FIP’s mission, vision and values are aligned with the Department’s and are continually communicated to staff.
- The Family Integrity Program is a unique county governmental agency with a significant amount of leadership autonomy and access to other county services.
- Health and Human Services Director for FIP is evaluated using qualitative and performance data on an annual basis.
- FIP utilizes grant writer expertise to further resources and has long standing community partnerships in which goods and services are elicited.
- The Board of County Commissioners is fiscally responsible to ensure FIP’s budgetary needs are reviewed and addressed.
- County sponsored leadership training through University of North Florida provides development and growth to leadership staff.
- Family Integrity Program does not have any policies or procedures specific to the agencies way of conducting business. This lack of formalization is woven throughout each element of FIP’s system of care.
- Incident reporting system is not being used to drive risk management.

Workforce Management:

- Family Integrity Program has a relatively robust and stable workforce. There is very little turnover and those that do leave are attributed to movement within the agency. Case assignment is creative in assisting case managers to maximize time and efficiency within the non-judicial unit. Some progress is being made to ensure caseload allocation is exceeding the goal of lower than 25 children per case manager in the judicial units.
- The benefits to being a county agency include annual raises, merit raises, tuition assistance and extensive non-child welfare specific training opportunities.
- FIP has an informal, though effective, retention strategy to engage staff in fun, team-building activities and allow for flexible schedules creating a good work-life balance.
- Pre-service training is provided through partnership with other community based care agencies. This cost sharing is a strength however, can cause some disconnect to the local system of care during pre-service training.

- Family Integrity Program values bringing in subject matter experts to provide hands-on training, such as ACTION and Casey Family Programs.
- FIP does not have a designated person or program that is responsible for evaluating training needs or the efficacy of training received.

Quality Management and Performance Improvement:

- FIP's Quality Assurance team is small and covers four programs under the Health and Human Services Division of St. Johns County. While the QA team does not always conduct in-depth analysis of data, they do identify potential solutions and evaluate their impact over time.
- Family Integrity Program utilizes data provided by the Department to measure performance and address measures when they trend negatively.
- The Revenue Maximization staff member works closely with child protective investigators, case managers, licensing and placement to accurately track Title IV-E, TANF, and Medicaid eligibility.
- Training dollars are utilized to fund essential training, such as ACTION, enhancing the system of care.

Placement Resources and Process:

- Family Integrity Programs placement and licensing staff are very knowledgeable about the foster homes within their system of care. While there is no formalized process for initial or subsequent placement matching, staff have a thorough picture of the family and their dynamics due to their small numbers.
- FIP utilizes several avenues for foster parent recruitment. FIP attends one event a month within their county, word of mouth from other foster homes, advertisement on social media and engagement with the local churches to speak about fostering. This has resulted in recruitment and retention of good quality foster homes, a strength for FIP.
- Supports are available for foster families through the licensing specialists as well as the case managers. FIP has an opportunity to provide better and more solid supports for relative and non-relative families, such as those provided to foster parents.
- Family Integrity Program has made connections within the community to assist young adults and independent living youth to integrate into social norms and provide mentoring, housing and employment opportunities.
- Family Integrity Program is assessing how to jump start the Foster Parent Association (FPA) and get more foster parents to attend after a recent change in FPA leadership.

Child Welfare Practice:

- Family Integrity Program is committed to utilizing the practice model to ensure children and families are safe, reaching permanency in a timely fashion as well as ensuring the children and families remain mentally and physically healthy in the process. They have enlisted subject matter experts to continue to develop staff's knowledge and skills as well.
- FIP staff have a clear understanding of trauma informed care and family centered practice and demonstrate these core concepts in the everyday minutia of working with their children and families.
- Dissemination of Florida Statute, Administrative Code and Operating Procedures is a collective effort of all FIP leadership staff.

Partner Relationships

- Family Integrity Program leadership staff have a strong relationship with Regional DCF staff and work closely with them to maneuver through difficulties that arise. Collaborative meetings, including CLS and the local domestic violence service provider, are held regularly.
- FIP front line staff are empathetic to the difficulties of continuous turnover and are really good with working through these issues when present.
- FIP has a mutually beneficial relationship with the county educational system in which information sharing and communication is paramount.

Community Relationships

- Family Integrity Program is committed to supportive relationships in the faith-based and business community. FIP uses local media outlets and social media to advocate for goods and services for their families.
- FIP staff serve on the Community Alliance and participate in many other boards and councils.

Administrative Findings

1. Subcontractor Requirements – During review of a subcontract file, the subcontract document did not communicate all required provisions contained in the Standard Contract that describe subcontract compliance.
2. Incident Reporting – In reviewing critical incidents during the on-site review, several incidents were not entered within the required time frame internally and in the Incident Reporting and Analysis System (IRAS). Also, a couple of notes concerning the incidents were not entered into FSFN as required by FIP. Through interviews it was noted the procedure for providing quarterly summaries of all incidents to the HHS Director was not practiced.
3. Information Security – During the onsite review it was discovered that majority of employees with access to departmental data had not signed the *DCF Security Agreement form* (CF 114) annually. It was also not ascertainable if any mobile devices are used and if so, are they encrypted.

PERFORMANCE AT A GLANCE

The 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. The most up-to-date Family Integrity Program performance is depicted later in this report.

Data Basics

Family Integrity Program

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

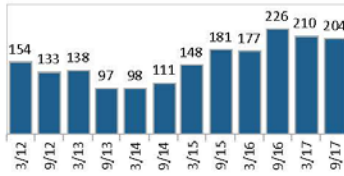
Produced by Data Advocacy, Casey Family Programs

Data source: state-submitted AFCARS and NCANDS files

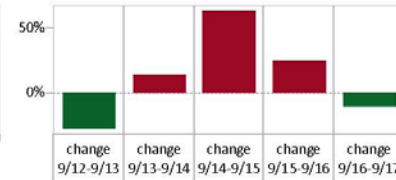
Date prepared: 1/8/2018

of children in care

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

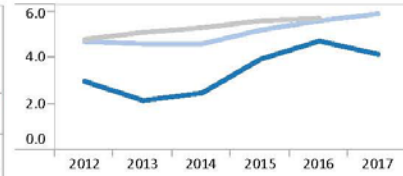


year over year change in the # in care



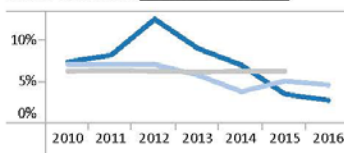
rate in care

(per 1,000, < age 18)

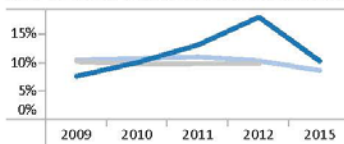


Safety

% children who experience repeat maltreatment within 6 months

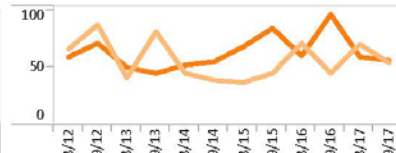


% children who experience repeat maltreatment within 12 months (note 2013-2014 data masked due to data quality)

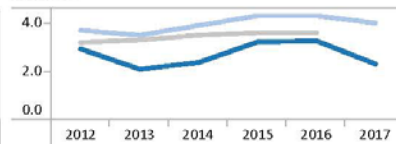


Entries

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

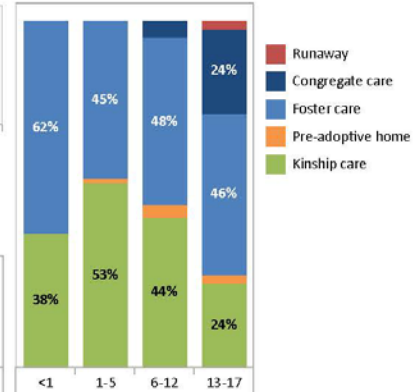


rate of children entering care (per 1,000)



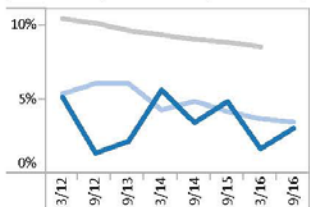
Placement

placement settings for children in care, by age (for all children in care on 9/30/2017)

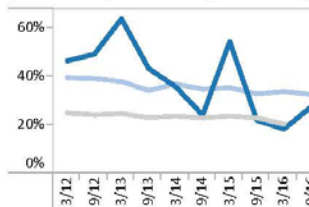


Timely & Stable Permanency

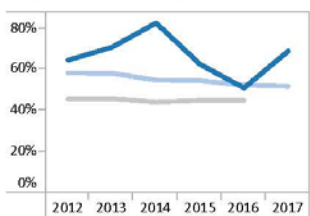
% permanency within 30 days of entering care (6 month entry cohorts ending on each date)



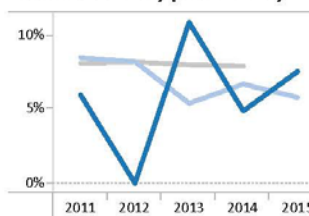
% permanency within 3-12 months of entering care (6 month entry cohorts ending on each date)



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



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

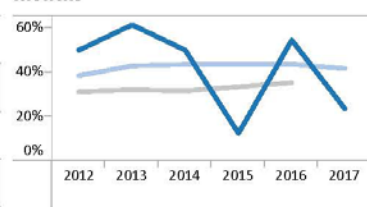


Children In Care 2+ Years (9/30/2017)

in care 2+ years

#	30
%	15%
state	17%
Nat'l (2016)	25%

% in care 2+ years 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	Guard	NA	Adopt	APPLA
Congregate care					7%	7%
Foster care		33%	10%	3%	17%	3%
Kinship care	3%	7%			7%	
Pre-adoptive home		3%				

SECTION 1: CONTRACT MONITORING PROCESS

The monitoring process included a review of FIP’s programmatic and administrative operations. In addition, the Community Based Care Contract Monitoring Team (CBCMT) reviewed fiscal monitoring reports to assess potential impacts on programmatic activities. The review process included a review and analysis of child welfare performance indicators and quality assurance data and other information obtained through supporting documents, interviews and focus groups. The monitoring process included an in-depth assessment of the system of care in seven critical areas of operation: (1) leadership and governance; (2) workforce management; (3) quality management and performance improvement; (4) placement resources and processes; (5) child welfare practice; (6) partnerships and (7) community relations. Additionally, one subcontract, 17 employee information security files and ten incident reports were administratively reviewed.

Supplementary information was provided by the Department’s Office of Revenue Management, Office of Community-Based Care (CBC)/Managing Entity (ME) Financial Accountability, Office of Child Welfare and Northwest Region contract manager. Documents reviewed and analyzed included: “The Comprehensive, Multi-Year Review of Revenues, Expenditures, and Financial Position of All Community Based Care Lead Agencies with System of Care Analysis Report”, quarterly financial viability reports, system adoption initiative, service array assessment and survey results. Additional information was gathered through interviews with FIP and DCF staff including leadership from the DCF Northeast Region, FIP management level and specialist level staff, case managers, case manager supervisors and the managers/directors who supervise case management supervisors. Focus groups were held to obtain information from DCF child protective investigators, Children’s Legal Services and foster parents.

The Department of Children and Families CBCMT consisted of – Alissa Cross, Jessica Manfresca, Renee Gill, Brandon Atkins and Melissa Stanley; Department of Children and Families staff from the Office of Child Welfare- Maryann White and from the Northwest Region - Necia Little; and representatives from Community Based Care (CBC) organizations, Jess Sterntal – Eckerd Community Alternatives.

SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community FIP serves, including demographic information, a description of the child welfare partners and information about all child fatalities, including those investigated by the Department and those that were not.

US Census Facts	St. Johns County	Florida
Median Household Income	\$66,194	\$47,507
Percent of population living in poverty	9.8%	15.7%
Percent of population over 25 years old with high school diploma	93.9%	86.9%
Percent of population over 25 years old with a college degree	42.1%	27.3%

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

Table 1

FIP serves the children and families

in one of four counties within the Seventh Judicial Circuit. St. Johns County is home to St. Augustine, a small but growing town on the east coast of Florida, south of Jacksonville. Most of the county population is well-educated and financially secure, with poverty rates significantly lower than statewide and median income and education levels significantly higher.

St. Johns County has experienced a rapid population growth over the past several years, approximately 23.7% growth between July 2010 and July 2016 per the [US Census](#). This is the largest population growth of any county in Florida and has caused some strain on the community. The growth is attributed to the many positive factors in the community. St. Johns County is ranked #3 on the Florida Child Well-being Index. This ranking is based on a scale containing 16 indicators of child well-being and is completed annually by Casey Family Programs through [Kid Count](#).

2017 Florida Child Well-being Index

St. Johns County



4 Economic

	Current Year	%	#	Baseline Year	%	
Children in Poverty	2014	11.0	5,200	2009	10.5	Unchanged
Unemployment Rate	2015	3.9	4,335	2010	8.7	Better
High Housing Cost Burden (more than 30% income spent)	2015	37.1	31,836	2010	37.3	Unchanged
Teens Not in School and Not Working	2011-2015	3.4	387	2006-2010	8.0	Better

6 Education

Students Not Ready for Kindergarten	2013-2014	3.1	73	N.A.		
Fourth Grade Students Not Proficient in English Language Arts	2014-2015	55	1,487	N.A.		
Eight Grade Students Not Proficient in Math	2014-2015	58	785	N.A.		
High School Students Not Graduating on Time	2014-2015	9.5	239	2011-2012	14.0	Better

6 Health

Low-Birthweight Babies	2015	6.7	145	2010	6.7	Unchanged
Uninsured Children	2014	7.4	3,719	2009	17.4	Better
Overweight and Obese 1st, 3rd, and 6th Grade Students	2013-2014	24.9	1,737	2008-2009	28.9	Better
High School Teens who Used Alcohol/Drugs (Past 30 Days)	2014	35.5	240	2010	44.3	Better

3 Family and Community

Children in Single Parent Families	2011-2015	21.6	9,274	2006-2010	20.2	Worse
Children Living in High Poverty Areas	2011-2015	2.1	966	2006-2010	0.0	Worse
Children with Verified Maltreatment (per 1,000)	2015-2016	6.7	320	N.A.		
Youth Contacts with the Juvenile Justice System (per 1,000)	2014-2015	15.4	347	2009-2010	24.6	Better

CHILD WELFARE PARTNERS

Child Protective Investigations and Children’s Legal Services are provided by the Department of Children and Families. Due to the small size of the service area, there is one service center, where all child welfare partners are co-located.

CHILD FATALITIES

INFANT AND CHILD MORTALITY RATES

Statewide over the past five years, the birth rate and infant mortality rate have been around 10 and 6 respectively. St. John’s County saw an increase in the birth rate in 2014 and 2015, however has not exceeded the statewide rate for the past five

Year	Birth Rate per 1,000 population Statewide Rate: 11.3	Infant Mortality Rate per 1,000 live births Statewide Rate: 6.1
2012	9.6	1.6
2013	9.8	7
2014	10.3	6.5
2015	10	4.6
2016	9.5	5.2

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

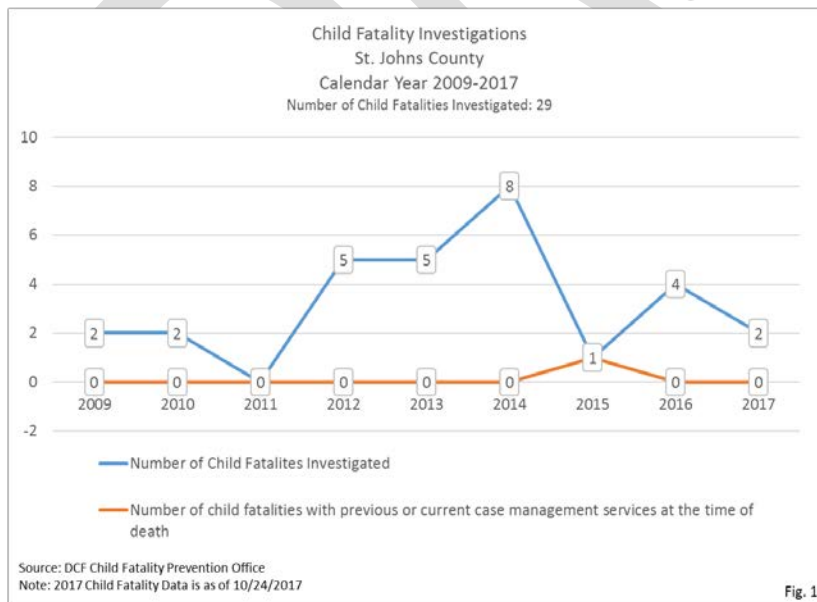
Table 2

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

years. The infant mortality rate saw an increase, over the statewide rate in 2013 and 2014, however, has now returned to one of the lowest rates in the state.

Per the Florida Department of Health, the most frequent causes of death during that five-year period were:

1. Congenital Malformations, Deformations, & Chromosomal Abnormalities
2. Disorders Related to Short Gestation and Low Birth Weight
3. Sudden Infant Death Syndrome
4. Newborn Affected by Maternal Complications of Pregnancy



Between 2009 and 2016 the Department conducted thirty-eight child fatality investigations. Of those investigations, none had prior involvement with FIP. However, a Duval county child fatality investigation in 2015 involved a family that was receiving services from FIP at the time of the child’s death.

The report was received when a three-month-old who had been on life support after he was found unresponsive during unsafe sleep, passed away after several months. Prior to and at the time of the incident that led to the death, the

family had been receiving intensive family intervention services (IFIS) from FIP due to ongoing substance abuse issues by the mother. A Critical Incident Rapid Response Team (CIRRT) was deployed to conduct a systemic analysis including a practice assessment, organizational assessment and a review of the service array. The CIRRT found gaps in the assessment by the child protective investigator and the case manager providing IFIS as well as challenges around role confusion with case managers, child protective investigators and Children Legal Services. DCF and FIP had recently changed multiple leadership positions in St. Johns County and anticipated that these changes would positively impact the identified issues.

SECTION 3: AGENCY SUMMARY

The Department has contracted with the St. Johns County Board of County Commissioners to operate the Family Integrity Program since 2003. As the CBC lead agency, the program is required to provide a comprehensive array of services to children referred to DCF with a report of abuse, neglect, or abandonment. Family Integrity Program operates in the Seventh Judicial Circuit serving St. Johns County. All child welfare services related to case management, placement, foster care licensing, independent living, and adoptions/post-adoptions are provided by Family Integrity Program staff.

The University of South Florida (USF) is utilized to provide some of the staff training. Family Integrity Program has a contract/vendor agreement with Community Partnership for Children (CPC) where USF hired an additional trainer and agreed to split trainer activities between Family Integrity Program and CPC. The USF provides in-service training and pre-service training.

The Family Integrity Program is under the umbrella of the county’s Health and Human Services Division. They are accredited by the Council on Accreditation (COA) for Adoption Services, Child Protective Services (subsection Child Protective Case Management), Independent Living, and Foster/ Kinship Care through November 30, 2020. Oversight is provided by the St. Johns County Board of County Commissioners.

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVICED

The number of reports accepted for investigation has increased slightly from FY 2015/2016 and FY 2016/2017. With the increase in the number of reports received, both the number of children receiving in-home services and the number of children in out-of-home care have also increased over the past two years. There was a drastic increase in the number of families receiving family support services. The table below provides key data for investigations and services in St. John’s County for FY 2014/2015, FY 2015/2016 and FY 2016/2017.

Child Protective Investigations and Child Removals (St. Johns County)	FY 2014/2015	FY 2015/2016	FY 2016/2017
Reports accepted for Investigation by DCF (Initial & Additional Reports) ¹	1,554	1,657	1,680
Children Removed by DCF within the CBC Service Area ²	148	140	144
Children Served by Family Integrity Program ³	FY 2014/2015	FY 2015/2016	FY 2016/2017
Children Receiving In-Home Services	174	206	201
Children Receiving Out of Home Care	236	309	338
Young Adults Receiving Services	12	23	21
Children Receiving Family Support Services	26	120	162

Data Sources:

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)

Table 3

SECTION 4: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of FIP's performance as indicated by data indicators that are used to assess how well FIP 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 figures on the following pages provide a visualization of the impact safety, permanency and well-being for the children being served by FIP. With the size of the agency, being relatively small and having a small population of children and families served, the percentages, though large, will reflect a small number of children.

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 these 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 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 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 Child and Family Services Review (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, and in addition, they receive 2nd level reviews by the Office of Child Welfare and at time, 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, this 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 into how ratings are determined.

As shown in the graphic below, Family Integrity Program is performing well in many areas and opportunities for improved performance exist in other areas. During FY 2016/2017, Family Integrity Program has met or exceeded their established contract target, federal standards and statewide performance in eight (8) of the thirteen (13) measures including:

- M02: % of children who are not abused/neglect during in-home services
- M04: % of children under supervision who are seen every 30 days
- M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months
- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home
- M08: Placement moves per 1,000 days in foster care
- M09: % of children in foster care who receive a medical service in the last 12 months
- M12: % of sibling groups where all the siblings are placed together
- Number of Finalized Adoptions per fiscal year

With two exceptions, these measures were also successfully met in FY 15/16. For the measure looking at re-entry into foster care (M07), Family Integrity Program saw a significant improvement in performance between fiscal years, including surpassing the statewide performance. Their adoption goal was not met by five adoptions, however, they surpassed their goal in FY16/17 by twelve (12).

In the remaining five measures, Family Integrity did not meet established targets for FY 16/17. However, for three (3) of those measures Family Integrity Program was trending positively including:

- M03: % of children who are not neglected or abused after receiving services
- M10: % of children in foster care who received a dental service in the 7 months
- M11: % of young adults exiting foster care at age 18 completed/ are enrolled in secondary education

The remaining measures include rate of abuse (M01) and percent of children exiting within 12 months (M05). The rate of abuse per 100,000 days in foster care (M01), has seen significant improvement between the two fiscal years, moving from 15.46 to 9.32. However, while there has been overall improvement during the fiscal year including meeting the statewide/federal target in the second quarter, quarters three and four saw an increase in the rate, with quarter 4 surpassing the statewide average. The percent of children exiting foster care to a permanent home within twelve (12) months of entering care (M05) has seen a decline in performance by a little over 2% over the past two fiscal years.

CONTRACT TARGETS AND CBC SCORECARD MEASURES

SC	Family Integrity Program Performance Measures Contract NJ206	CBC Contract Measure Targets	Federal National Standard (Performance of Other States ¹)	Statewide Performance (FY 2016/2017)	Family Integrity Program	
					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	15.46	9.32
2	Percent of children who are not neglected or abused during in-home services <i>(Scorecard)</i>	>95%		97.20%	96.90%	95.00%
3	Percent of children who are not neglected or abused after receiving services <i>(Scorecard)</i>	>95%		95.60%	89.40%	93.90%
4	Percentage of children under supervision who are seen every thirty (30) days <i>(CBC Scorecard)</i>	>99.5%		99.80%	99.60%	99.90%
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%	34.20%	32.10%
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%	46.20%	55.50%
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%	86.30%	93.30%
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	2.54	3.20
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%	95.95%
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%	87.20%	87.80%
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%	60.00%	74.00%
12	Percent of sibling groups where all siblings are placed together <i>(Scorecard)</i>	>65%		63.90%	69.20%	74.50%
	Number of children with finalized adoptions <i>(DCF Dashboard run date 10/17/18)</i>	26/32			21	45

Source: CBC Scorecard-All Measures-Run 10/30/17

Table 5

CHILD SAFETY

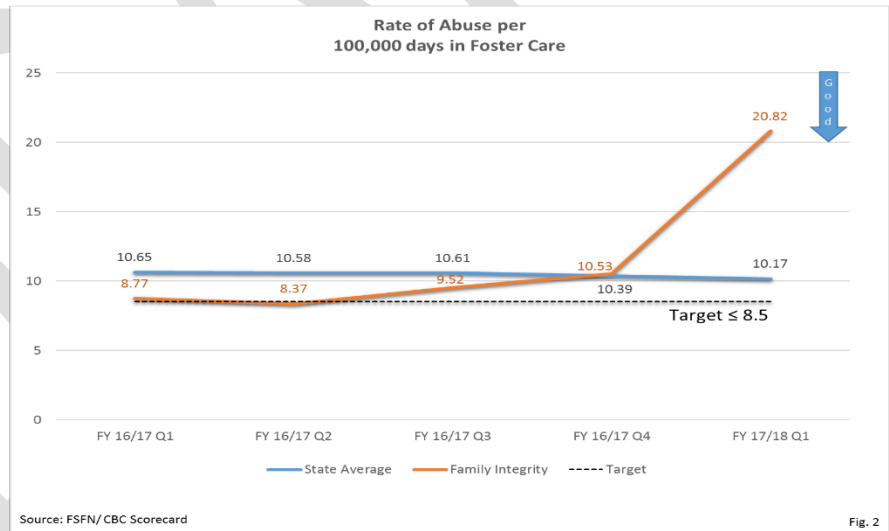
Ensuring children are not exposed to maltreatment is of utmost importance. Family Integrity Program is performing above target in three of the four performance measures which gauge re-maltreatment. They also continue to exceed the target of ensuring children are seen monthly. However, CQI case practice assessments indicate performance improvement is needed in three of the five case practice areas assessed. The graphs and tables on the follow pages depict Family Integrity Program's performance related to 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 case practice assessment

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.

Family Integrity Program has met this target once in the last five quarters. There has been steady decline over the past three quarters with a significant jump in the first quarter of FY17/18. Current data shows that it has steadily trended negatively over the last two quarters of fiscal year 2016/2017, just above the statewide CBC performance average (10.39). The first quarter of the FY 17/18 shows a 49% increased rate from the previous quarter measuring a little over 12 points above the national target.



The RSF/CQI case review indicators linked to child safety (quality of visits and making concerted efforts to address risk and safety) are below statewide performance (see table 5). It should be noted that this data 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. The Family Integrity Program has consistently exceeded the statewide performance average over the past four quarters. Currently, Family Integrity Program is exceeding the statewide average by 2.9%.

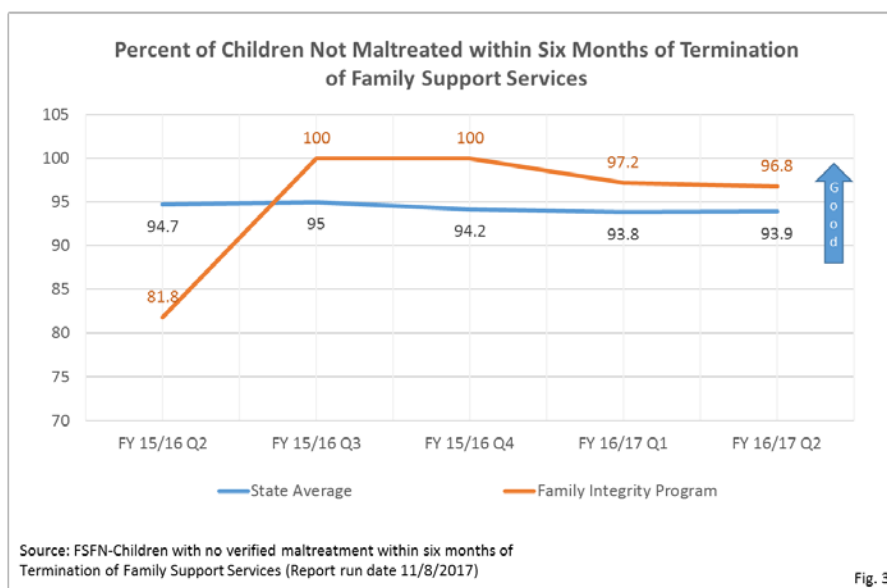


Fig. 3

The DCF Office of Child Welfare has given Family Integrity Program the service array rating of "3" for their provision of family support services, which indicates that they have services available, with no capacity issues, across the entire service area and that the services are aligned with the purpose of family support services. See Section 5 for details.

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 cases during the report period where the child did not have a verified maltreatment while receiving the services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while case is open and the CBC is providing in-home services to the family.

Family Integrity Program's performance regarding abuse or neglect during in-home services is trending upward and is currently above the statewide performance for all CBCs. Performance is currently at 100%, which is above the target.

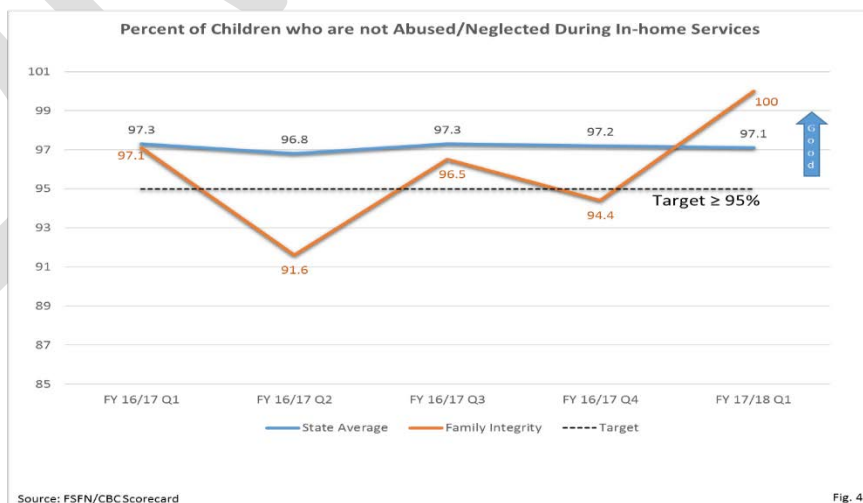


Fig. 4

RSF data indicates that Family Integrity Program's family assessments are sufficient 62.5% of the time which is above statewide performance. The area of risk and safety management was a strength 72% of the time, is below the statewide performance average of 77% and below the Federal PIP target of 77.7%. Rapid

Safety Feedback reviews found that Family Integrity Program is below statewide performance in the sufficiency of safety plans as well. (see table 5).

Additionally, the safety management service rating for Family Integrity Program is a “1” indicating that they do not have sufficient safety management services available. See Section 5 for details.

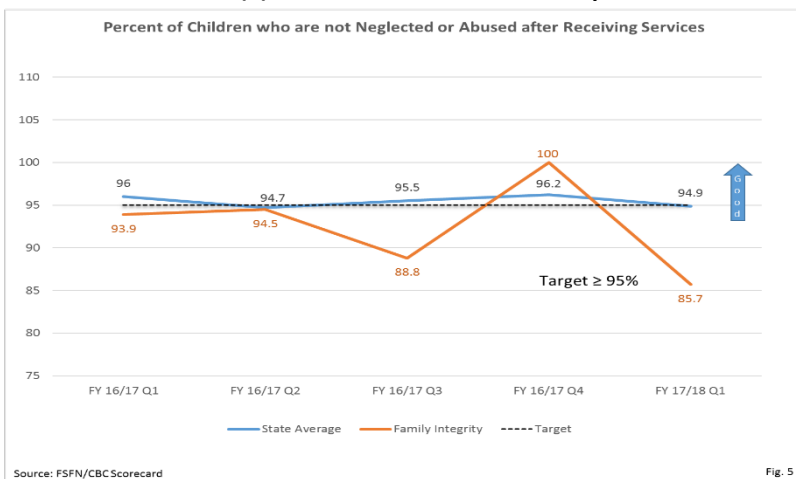
NO MALTREATMENT AFTER RECEIVING SERVICES

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.

Family Integrity Program has not met the target for this measure in five out of the last six quarters. Although current data presents Family Integrity Program at 85.7%, below both state average and federal target, FIP is above the Federal PIP goal of 85.2%

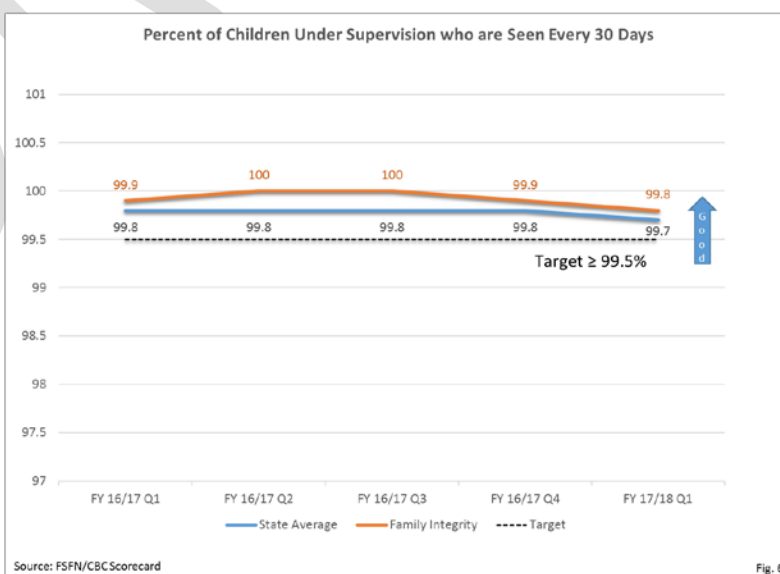
on CQI Item 2 (Did the agency make concerted efforts to provide services to the family to prevent children’s reentry into foster care or reentry after reunification?).



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. For the third quarter and fourth quarter of FY 16/17 FIP was below the statewide average. However, they have consistently exceeded the statewide performance for the most recent five quarters.

While the performance on this measure consistently meets, or exceeds the target, CQI data indicates that the quality of the contacts are not sufficient to address risk and safety issues. CQI Item 14 evaluates both the frequency and quality of the case manager’s contact with the child. This item reflects that both frequency and quality of those visitations need improvement. The Federal PIP goal is 78.9% and current CQI data indicates Family Integrity Program at 44%.







QA CASE REVIEW DATA

The table below provides the current performance in items related to child safety that are based on qualitative case reviews completed by a child welfare professional. Of the five items included in this report, two of the three RSF items are below the statewide average. Performance on the sufficiency of the most recent family assessment is a little over 12% higher than the statewide average. CQI Item 2 exceeds performance at 100%, while

Quality Assurance - Rapid Safety Feedback Item	Family Integrity	Statewide RSF
<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?	 62.5%	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?	 51.6%	60.7%

performance on CQI Item 3, assessing and addressing risk and safety to the children has improved, it has not quite met the federal PIP goal.

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

Quality Assurance - Florida CQI Item	Family Integrity Program	Family Intergrity Program		Statewide CQI/QA Performance ¹	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>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=29	FY 2016/2017 n=32	Percent Improvement	n=1,290			
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?	86.0%	 100.0%	 14.0%	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?	41%	 72%	 31.0%	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

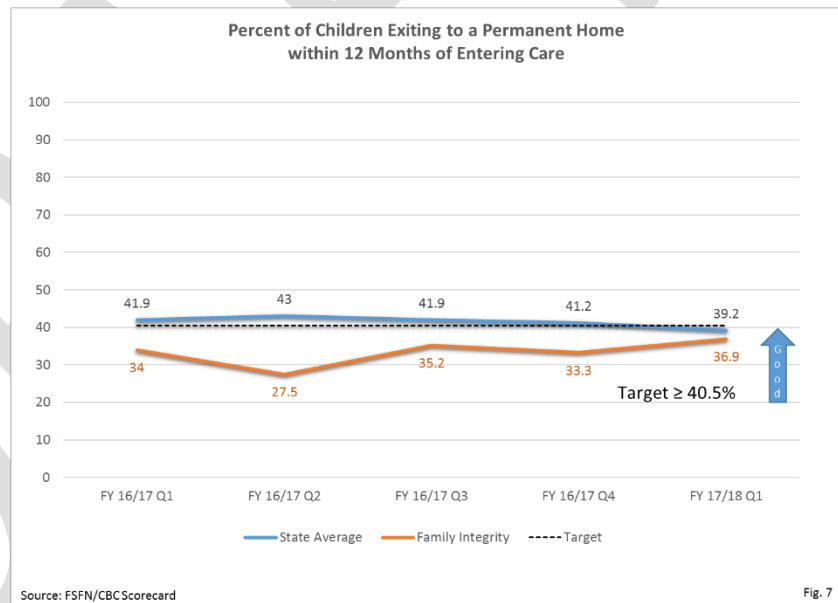
When children are placed in out-of-home care it is imperative that child welfare agencies find safe, permanent homes for them as quickly as possible. When helping children and families achieve permanency, child welfare professionals must balance an array of issues, including needs of the child and the 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 following pages depict Family Integrity'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. 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 to the right 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. Statewide, the number of children exiting out-of-home care to a permanent home has stayed consistent between the past two fiscal years. The percent of children exiting out-of-home care to a permanent home has steadily increased, though still below the statewide average and the national target. They are currently 3.6% below the federal target. CQI Item 12B addressing assessment of needs and provision of services to parents is well above the state and national average at 83%. However, CQI Item 15 addressing quality and frequency of visits with mother/father to achieve safety, permanency and well-being is below both state and national averages at 36% (see table 6).

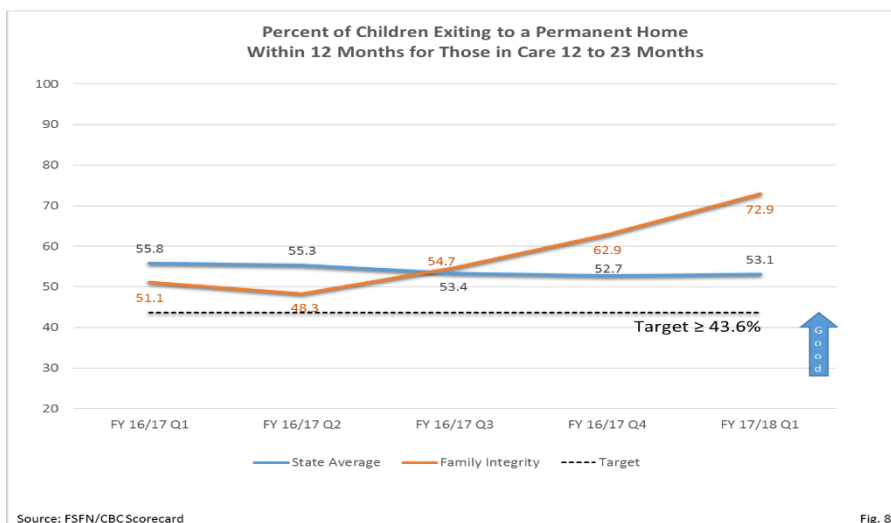


Regional data indicates there are judicial barriers to achieving permanency in 12 months. Currently, St. Johns County is at a median of one-hundred and nine (109) days to achieving disposition which is significantly higher than the regional median of fifty-four (54) days and the statutory requirement of 90 days. With these delays in achieving disposition, service delivery and therefore parental behavior change is delayed.

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):

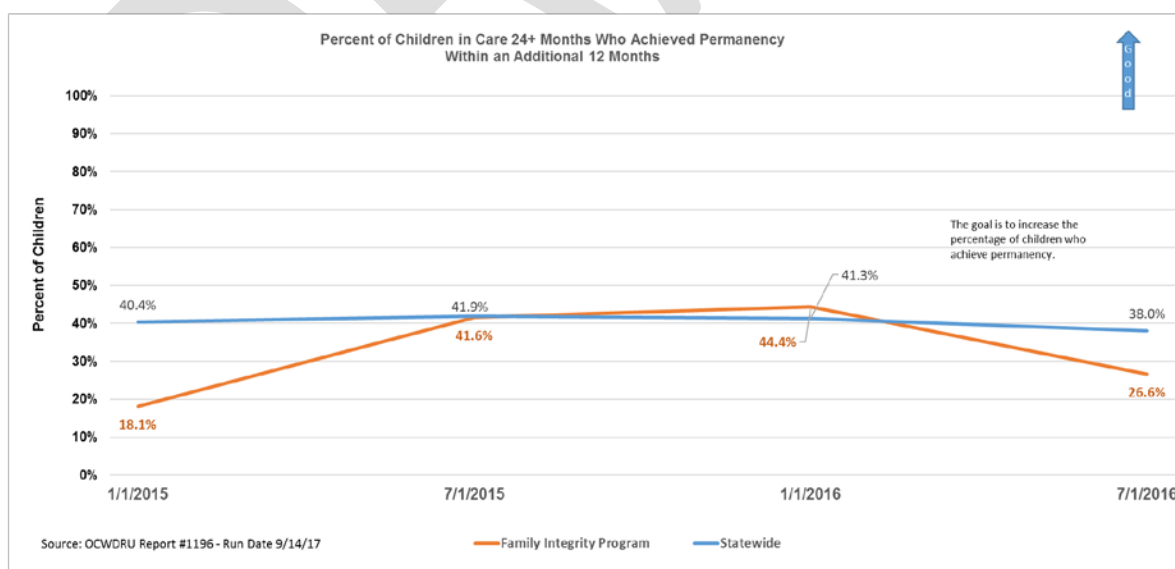
The graph to the right provides the percentage of children in foster care as of the beginning of the report period whose length of stay is between twelve (12) and twenty-three (23) months who achieved permanency within twelve (12) months of the beginning of the report period.



For children who have been in out-of-home care between 12-23 months Family Integrity Program achieved permanency for 72.9% of those children within 12 months of exiting to a permanent home. Family Integrity Program's performance consistently exceeds the national target of 43.6%. Family Integrity Program has also consistently trended up over the past four quarters exceeding the statewide average of 53.4% for the past two quarters.

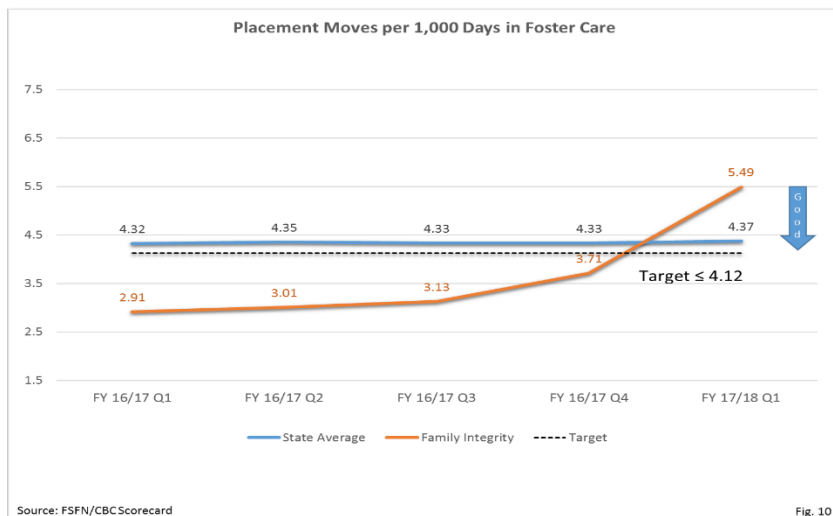
PERMANENCY AFTER 24 MONTHS

For children in care twenty-four or more months, FIP has struggled to reach permanency within an additional twelve months staying slightly below the statewide average. With the exception of January 2016 where FIP exceeded the statewide average, from January 2015 through the end of FY15/16, FIP consistently performed below the average in this measure.



PLACEMENT STABILITY

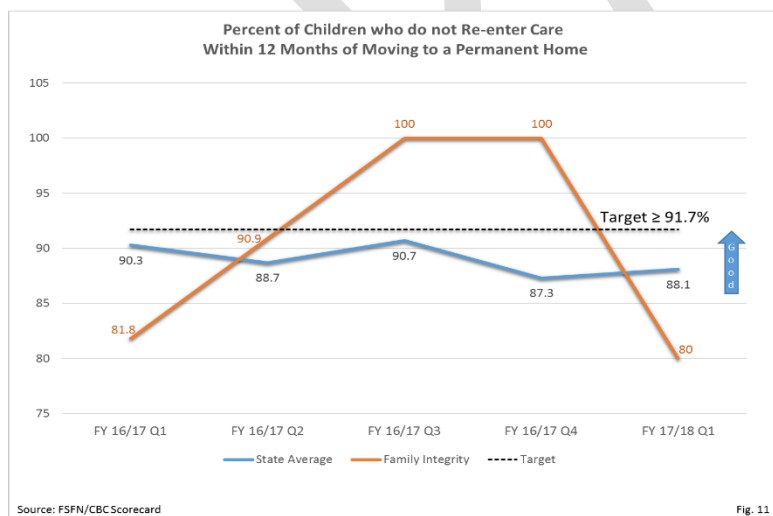
Placement moves per one-thousand (1,000) days in foster care (Scorecard Measure M08): The graph below depicts the rate at which children change placements while in foster care. Data indicates that Family Integrity Program’s placement moves for children in out-of-home care is 5.49 per 1,000 days in foster care. There is a current upward trend for Family Integrity Program over the past five quarters, which requires further analysis to ensure the trend is addressed since exceeding the target for the past quarter.



Qualitative case reviews indicate that in 85% of the cases reviewed the child was in a stable placement and any placement changes were in the best interest of the child and consistent with achieving the child’s permanency goal(s). This is above statewide performance by 2% (see table 6).

PERCENT NOT RE-ENTERING INTO 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 to the left 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 do not re-enter foster care within twelve (12) months of their permanency date.



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 do not re-enter foster care within twelve (12) months of their permanency date.

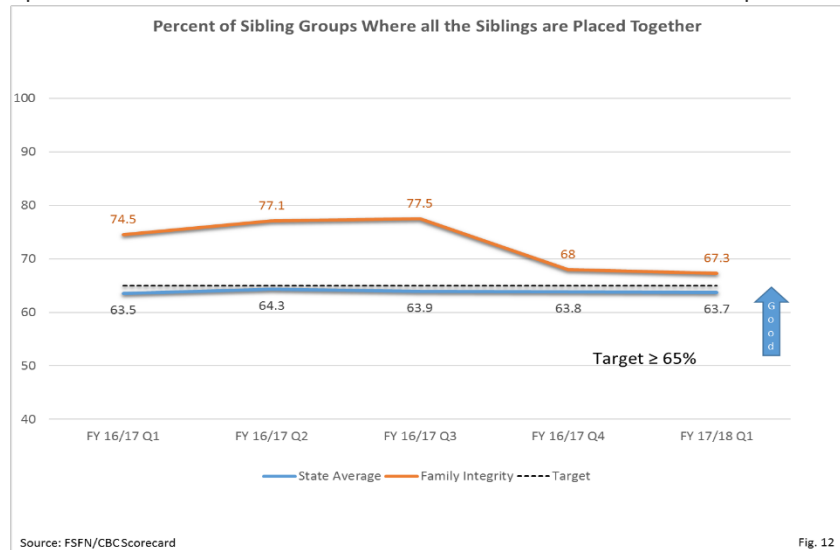
Family Integrity Program has exceeded this measure in two the past five quarters. The most recent quarter shows a drop to 80% compliance. This is below the national target and statewide average.

SIBLINGS PLACED TOGETHER

Percent of sibling groups where all siblings are placed together (Scorecard Measure M12): This measure reflects 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.

Family Integrity Program has consistently been above both the statewide performance average and the national target for the past six quarters. The first quarter of FY 2017/2018 notes that 67.3% of siblings are being placed together.

CQI/CFSR case reviews indicate that this is an area of strength as well, with Family Integrity Program rating 100% on this measure, well above both the state average (64%) for the past five quarters and above the national target (65%). Based on the quality assurance review rating, this would indicate that the agency is making concerted efforts to place the children together.



QA CASE REVIEW DATA

The table below provides FIP's current performance based on RSF/CQI case reviews related to permanency. Of the eleven (11) permanency items included in this report, nine (9) are at or above the statewide average. Of those items related to the Federal PIP, only one item is currently below the PIP, the goal related to placement changes.

Quality Assurance Item	Family Integrity Program n=32	Statewide RSF Performance n=851
<i>Assessment Based on Case Reviews by Child Welfare Professionals</i>		
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?	81.3%	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?	81.3%	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	Family Integrity Program FY 2015/2016 n=29	Family Integrity Program FY 2016/2017 n=32	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>							
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%	85.0%	5.0%	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?	65.0%	100.0%	35.0%	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?	90.0%	100.0%	10.0%	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?	85.0%	100.0%	15.0%	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?	70.0%	89.0%	19.0%	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?	74.0%	95.0%	21.0%	79.0%	82.0%	None	95.0%
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	74.0%	85.0%	11.0%	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?	55.0%	59.0%	4.0%	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.

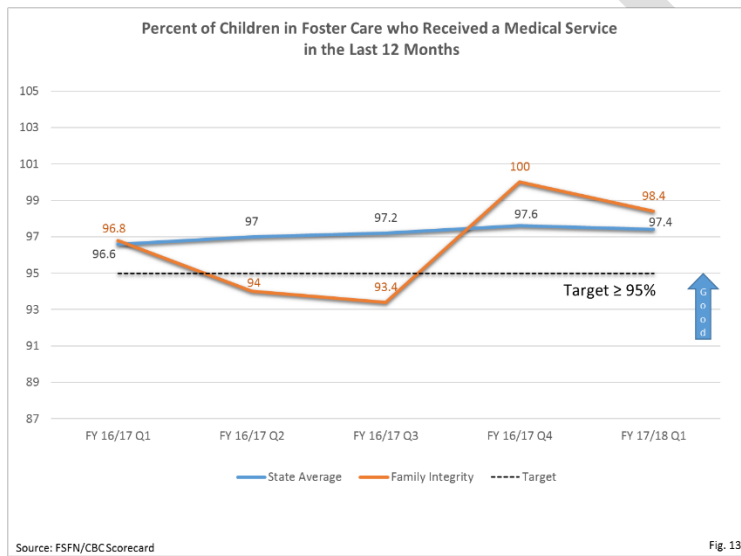
WELL-BEING

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. Family Integrity is above the statewide performance and their contract target in three of the five data points assessed. However, CQI case practice review information indicates performance improvement is needed in one of the four practice areas assessed. The graphs and tables on the follow pages depict Family Integrity Program’s performance related to well-being in the following areas:

1. Children receiving medical care
2. Children receiving dental care
3. Young adults enrolled in secondary education
4. Children in group care
5. CQI case practice assessment

CHILDREN RECEIVING MEDICAL CARE

Percent of children in foster care who received medical care in the previous 12 months (Scorecard Measure M9):



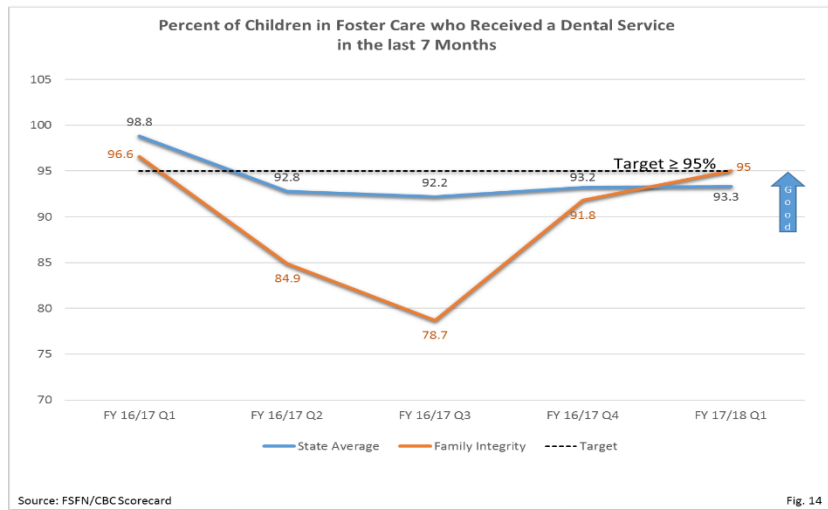
This measure is the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve (12) months.

Family Integrity Program is currently exceeding the target and the statewide performance at 98.4% and have done so, with a few exceptions, for the past five quarters. However, in three instances Family Integrity Program exceeded the statewide performance over the same period. CQI Item 17 data from Family Integrity Program does reflect a deficit in performance at 65%. However, this performance measure includes dental health and may negatively impact this measure based on the information below.

CHILDREN RECEIVING DENTAL CARE

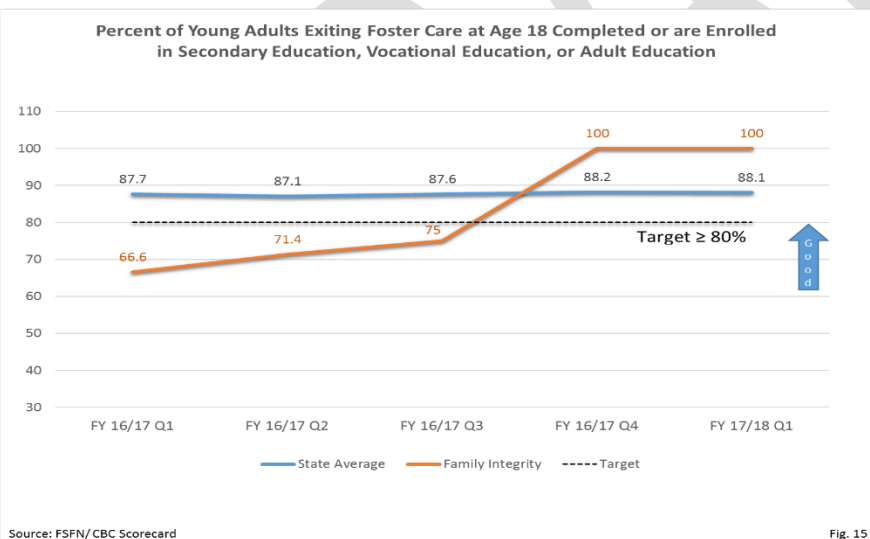
Percent of children in foster care who received a dental service in the last seven months (Scorecard Measure M10):

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. Family Integrity Program performance has been below the national target (95%) and the average statewide performance (94%) in three of the past five quarters. As of first quarter of FY 17/18, 95% of children in out-of-home care received a dental service within 7 months, meeting the target goal and exceeding the statewide average.



YOUNG ADULTS WHO COMPLETED OR ARE ENROLLED IN SECONDARY EDUCATION

Percentage of young adults who have aged out 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.

Family Integrity Program has steadily improved over the past five quarters ending the last fiscal year and beginning in FY 2017/2018 with 100% of youth who have aged out of foster care enrolled in secondary education, vocational training, or adult education.

CHILDREN IN GROUP CARE

Percentage of Children in Out-of-Home Care that are Placed in Group Care by Age: This information reflects the number of children placed in group care by age groups and reflects data as current as September 26, 2017. Family Integrity Program utilizes group home placements as those of last resort.

FIP strives to place children removed from their primary caregivers in the most family-like setting possible. Family Integrity Program has not exceeded the statewide average of 25.4% of children in group care, of all ages. Currently, there are no children under the age of five in group care and the total number of children in group care total a little over 5%.

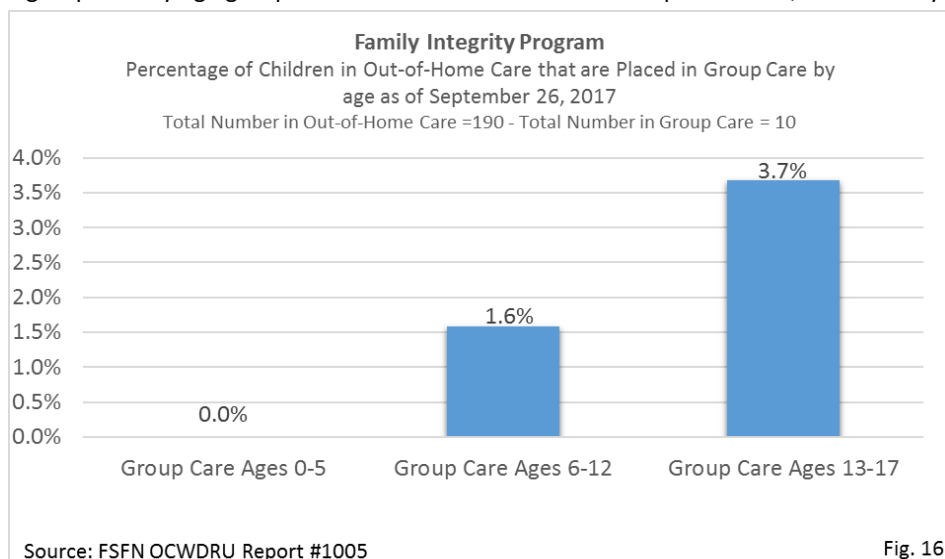


Fig. 16

QA CASE REVIEW DATA

The table below provides FIP's performance based on CQI case reviews. Of the ten (10) well-being items included in this report, two (2) are below the Federal PIP Goal. The other six (6) items are notably exceeding both statewide average, national targets and federal PIP.

Quality Assurance - Florida CQI Item	Family Integrity Program FY 2015/2016 n=29	Family Integrity Program FY 2016/2017 n=32	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
Assesment Based on Case Reviews by Child Welfare Professionals							
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?	79.0%	91%	12.0%	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?	71.0%	83.0%	12.0%	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?	90.0%	95.0%	5.0%	88.0%	51.3%	58.4%	95.0%

Quality Assurance - Florida CQI Item	Family Integrity Program	Family Integrity Program	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>Assesment Based on Case Reviews by Child Welfare Professionals</i>	FY 2015/2016 n=29	FY 2016/2017 n=32					
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?	75.0%	87.0%	12.0%	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?	38.0%	44%	6.0%	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?	42.0%	36.0%	-6.0%	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?	68.0%	94%	26.0%	84%	92.0%	None	95.0%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	67.0%	65%	-2.0%	77%	85%	None	95.0%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	58.0%	95%	37.0%	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 5: SERVICE ARRAY FOR SAFETY MANAGEMENT AND FAMILY SUPPORT SERVICES

SUMMARY

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. FIP has submitted information to the Office of Child Welfare about their safety management and family support programs. This information was evaluated as a part of the service array assessment. Based on the information, FIP received a rating of "3", for their family support services programs and a rating of "1" for the safety management services program. 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.

Family Support Services

Family Integrity Program maintains a non-judicial unit that specializes in safe, but high or very high risk cases. Case assignment is carefully selected based on the number of children each case manager has, the location of the families, the number of visits they are performing on current cases and the number of visits that are anticipated based on the circumstances of the new case. The case managers follow the safety practice collaboration protocol to address those cases in which the family becomes non-compliant or is not making progress by initiating a “close the loop” staffing and inviting investigations and legal services to discuss further actions. FIP has elected to provide further services for cases with safe, but low to moderate risk factors. They have contracted with Children’s Home Society to provide support services through their Strengthening Ties and Empowering Parents (STEPS) Program. This program was established in 2015 after some analysis of service delivery gaps in response to the Florida Safety Decision Making Model implementation. This service is used to provide family support services to families that are considered safe, but at low to moderate risk of abuse or neglect. This model takes a team based, family driven approach to case coordination. The services from STEPs include provision of coaching and tools for strengthening parenting skills, learning stress management strategies, assistance with accessing local resources including medical, dental, financial, housing and other needed services as well as assistance with workforce development skills, resume writing and ensuring environmentally friendly and safe habitation for the children involved. STEPs services are provided in the homes and communities of the families served. Services are available to eligible families regardless of where they live in the county and are open for up to 90 days as needed.

Safety Management Services

FIP currently employs a Safety Management Specialist to assist with all safety management services within their county. This staff member is available to both CPI and CBC staff to provide both technical assistance with safety planning activities and managing child safety to prevent removal as the investigation and/or case unfolds. Family Integrity Program currently has safety management services, but they are not fully aligned with the child welfare practice model and have not yet developed methods to measure quality and effectiveness of their safety management services program. FIP is currently collaborating with the DCF Office of Child Welfare to assist with and address deficits in alignment and appropriate processes to measure outcomes and effectiveness.

SECTION 6: LEADERSHIP AND GOVERNANCE

SUMMARY

This category focuses on alignment of the Department’s Mission/Vision/Values to those of Family Integrity Program (FIP) and includes an assessment of resource and risk management, evaluation of the Director of Health and Human Services and leadership development.

FIP is a structurally unique CBC in that they are a county run social service agency. FIP operates under the Health and Human Services division (HHS) overseen by the St. Johns County Director of Health and Human Services. This division also includes the county's Social Services, Veteran's Services and Housing Services programs. The Family Integrity Program is small, comprised of thirty-seven (37) dedicated staff, with eight (8) additional blended staff who serve all the programs under HHS. The Board of County Commissioners is the oversight entity for the Family Integrity Program and provides fiscal accountability to the agency. The Board, is prohibited from providing direct guidance and/or direction for any operational processes or needs by Florida Statute 125.74; St. John's County Ordinance Section 6. The Board is comprised of elected officials on two-year terms and relies on county administration staff to provide direct and consistent guidance to the HHS Director.

FIP is a county run agency and has access to other county run social services under the supervision of the county director. This provides a direct line to other services such as the health department and local department of homelessness that other agencies do not have. The small size of the agency allows lean administrative staff oversight. The Program Manager for the Family Integrity Program is responsible for operations of case manager supervisors and their units, and directly supervises licensing and placement activities. The functions of case management, foster home licensing, and placement. In most child welfare organizations, when there are conflicts between these three areas, there is a layered, multi-disciplinary approach between programs to resolve conflict that incorporates different perspectives and involves more than one managerial position. For FIP, the placement supervisor is also the manager for case management which does not create a naturally occurring multi-disciplinary decision making system as there are in other child welfare agencies. FIP reports that many decisions are made as a team, but there is no formalized process for ensuring that critical decisions, such as placement, have a multi-disciplinary approach when there are differences in professional opinion.

A small management team allows the leadership team to integrate and work together on most efforts across the whole system of care. While there are strengths to the small team, there are also challenges imposed by this structure that have impacted the entire system of care. This can be recognized by the many responsibilities that each leadership team member has, which has led to ambiguity as to who maintains ultimate responsibility and blurred lines in decision making for key functions. These functions include; Placement, Training, Licensing and Recruitment.

As described above, this agency has programmatic autonomy from the Board of County Commissioners, which primarily provides oversight through fiscal reviews and budget approval. The board also assisted in the development of the strategic plan which encompasses the entirety of the Health and Human Service Division of the county government. The plan has three generalized goals that apply to all of HHS, these goals include improving client services, building community relationships and maintaining quality staff. The Health and Human Service Division's overall strategy is to move from a single straight forward approach to a more person centered practice. Family Integrity Program already utilizes a family centered approach and is incorporated by design into the overall strategic plan.

Overall discussions of leadership development and succession planning, based on the County governance, indicates no formal plan. There is some informal succession planning as Family Integrity Program is continually developing skills sets associated with management positions. There are significant benefits with FIP being part of the County based on the training opportunities (both professional and personal), financial benefits and leadership development and though it is not formal, succession and development of the next leadership level has occurred. All positions are posted regardless of who may have received leadership development.

The annual evaluation of the HHS Director is completed by The Assistant County Administrator, stemming from discussions held weekly throughout the year using DCF performance measures, CQI/RSF data, budget discussions, personnel, and other performance matters. Further, the HHS Director attends the yearly budget approval meetings in which the public are afforded the opportunity to come and ask questions of how the money is spent on the different programs. The Board of County Commissioners has limited input into the evaluation of the Director of Health and Human Services.

ANALYSIS

FIP's mission, vision and values are aligned with the Department's and it is integrated into their daily operations as echoed through all levels of the workforce. It has been beneficial to operate under the HHS division in the county offices as it connects them to other social services programs operating under the same division. This combined with a shared location with other child welfare partners removes common barriers to resources which bring great potential for meeting the needs for safety, permanency, and well-being for the children served. While the Board of County Commissioners is not involved with the day-to-day functions, they are ultimately responsible for the fiscal aspect of the agency and approval of expenditures. There are goals in place to ensure quality staff, building community relationships and improvement of client services across all of HHS. FIP should continue efforts to develop specific goals and action steps to child welfare, and ensure that improvements and programs are clearly assigned to a defined project owner. Due to the small size of the agency, the current leadership team shares responsibility across some internal programs and processes, like training, licensing, recruitment and placement, and often relies on neighboring community based care agencies for support. While this may be necessary at times, FIP's leadership should ensure that there are clear process/project owners and that they can provide feedback and act when needed. Further evidence of how this has impacted operations, will be supported throughout the report.

SECTION 7: WORKFORCE MANAGEMENT

SUMMARY

This category focuses on workforce management, training and development of case management supervisors.

As stated previously, Family Integrity Program is a small agency and employs, at full case management capacity, twenty (20) case managers and four (4) case manager supervisors. The turnover rate is currently 30%, which equates to 6 staff members. Leadership attributes turnover to positive reasons, such as retirement and professional growth resulting in movement to other parts of the agency. Retention of current staff members is attributed to being part of the county government with several avenues for growth and movement.

Senior leadership works to recognize staff for going above and beyond during all staff meetings. There is also an annual team building day in which an employee of the year is recognized by peer vote. There is a designated "Fun Committee" consisting of frontline staff organizing different activities, games and social events that are not just for staff, but are also family friendly and include invites to DCF partners to join. The FIP employees are also involved in the Sunshine Network Committee that raises money through fund raisers for co-workers, clients, foster parents or anyone in need of assistance at the time. Lastly, being a county agency, employees are provided with good benefits, regular raises along with merit raises as deemed appropriate by annual evaluation. The county also sponsors events for all county staff such as a chili cook-off or a pumpkin carving contest.

FIP has an agreement through Community Partnership for Children to cost share with University of South Florida (USF) to provide pre-service training and subsequent support after pre-service training. Family Integrity Program will utilize USF at Community Partnership for Children or send staff to Family Support Services of Northeast Florida

to complete pre-service training depending on which training will begin sooner. Training is a 12-14-week cycle with a final week of FSFN training. During the interview process, case managers felt that this training was beneficial and provides a good basis for what they will begin to do once in the field. However, many also felt there was a limited number of field days (1 per week) that although were structured to what the case manager was to accomplish, did not prepare them for the job. Additionally, due to the training being based out of a different county, there is a lack of local topic coverage, specific to St. John's county, primarily with service providers and the judiciary as stated during the focus group with case managers. Integration and training into the local system is not consistently occurring during pre-service training. There are opportunities for case managers to get exposure to the local system during in-service training.

In-service training is elicited from different providers to address requests or deficits that have come to light through RSF/CQI reviews. There are informal discussions within the management team to address additional training that is wanted and/or needed, training that may be topic or person specific as well as overall anecdotal trends of those requesting training for other topics. Interviews also indicated that survey's regarding needed training are sent to case management for input. Most recently, FIP contracted with ACTION to provide booster trainings, as well as, application based training for case specific issues relating to safety planning and assessments. Training dollars are being utilized and though there are no formal plans, there is anticipation of usage for bringing in subject matter experts as well as sending staff to different conferences around the state for this fiscal year. Development of case manager supervisors is encouraged through ongoing in-service training, informal coaching moments, participation in county provided leadership training and expected attendance in quarterly learning circles with USF that cover supervisory consultations, coaching, modeling and time management. FIP is not approved by the Florida Certification Board to provide continued education units (CEU's) which makes staff fully dependent on outside providers to meet CEU requirements for recertification. In addition, when trainings do occur internally, the training cannot be used towards recertification.

To ensure appropriate and full use of training funds, the Quality Management Supervisor tracks usage of Title IV-E funds. The County Human Resources Department ensures completions of mandatory DCF trainings while the Quality Management Supervisor covers the trainings geared towards obtaining and/or maintaining Florida Certification.

Planning, tracking and maintaining a solid feedback loop in regards to training is essential to ensure that it is not only beneficial to staff, but allows them to better develop the essential skills needed to deliver quality child welfare services. As described in the Leadership section, due to small size of the management team and the current structure of those positions, the responsibility for training is shared by all leadership, but not owned by an individual position. This has led to a lack of leadership in training, and an over-reliance on other CBC partners to manage the quality and delivery of the training, which at times, does not meet the needs of the organization.

ANALYSIS

Recruitment and retention of FIP staff has been steady at a rate of 30%, with little turnover in the past two fiscal years. As a part of a county agency, FIP has access to HHS's extensive training program that is geared toward generalized work skill development and self-improvement. Training provided through St. John's County is very beneficial as it relates to not only leadership development, but also staff safety, risk management and technology advancements. However, trainings specific to child welfare must be completed outside of FIP through partnerships with neighboring CBCs. This has led to those trainings, not being specific as to FIP's service area. Family Integrity Program is using Title IV-E dollars to better educate and develop the skill levels of both leadership and case management staff and has utilized the funding to bring in training from experts in child welfare.

SECTION 8: QUALITY MANAGEMENT AND PERFORMANCE IMPROVEMENT

SUMMARY

This category focuses on data analysis, performance improvement strategies and quality of eligibility determination.

The Quality Assurance team within the Family Integrity Program is a shared team of three (3) staff consisting of one manager and two specialists. This team provides quality management for FIP, but also for the entire Health and Human Services Division of St. John's County. This small team is providing a significant amount of data and analysis throughout the organization. While there is some level of analysis for root causes of identified issues, the analysis is not to the degree necessary to adequately identify system issues in the organization. An example of this type of analysis, is the work the QA team did to analyze the increase in the number of children that were abused/neglected after termination of services, as this measure saw an uptick in the last two quarters of the FY2016/2017. The analysis included looking at the days between case closure and date of the subsequent report with verified findings to determine the timeframe in which re-abuse was occurring most in both dependency and non-judicial/family support cases. After discovering that the incidents were primarily occurring after services ended, there was no further analysis to address case specific circumstances, such as the reason for the new incident of maltreatment. The QA team hypothesized that by providing supportive phone calls and a resource guide it would assist the family in reaching out for services rather than exhibit re-abuse/neglect. Separate protocols were put in place, differentiated by non-judicial/family support services and dependency cases to rectify the increase in these reports. The protocols called for non-judicial/family support case managers to provide the resource guide of accessible community services at the time of case closure and to provide supportive follow up via phone call with the family at 30, 60, 90 and 120 day intervals. For the dependency cases, the resource guide is provided to the family upon case closure without the component of follow up supportive phone calls. The provision of the resource guide and follow up calls are logged into a spreadsheet and monitored by the case management supervisors. FIP began these protocols on July 1, 2017 and should have data to begin assessing impact on this measure in the third quarter of the 17-18 fiscal year.

The quality assurance team is invested in ensuring that data gathered from the Department including scorecard measures, RSF/CQI/CFSR information is synthesized into usable graphics for FIP staff and provides some drill down to the unit and case manager level. This data is monitored monthly and quarterly to address concerns in which there continues to be increase in non-compliance or struggle with meeting targets.

Frontline staff interviews were positive in their feedback as to the provision of the data, discussions and coaching received in RSF reviews and written feedback provided for all CQI case reviews. They felt that the information provided was relevant and understood the reason behind the numbers, making them active in knowing where their deficiencies are. An example provided was father contacts and their need to improve this to achieve better permanency outcomes.

The QA staff is intertwined in multiple aspects of operations and have many responsibilities under their purview, including responsibilities outside of child welfare based on their blended employment. However, for Family Integrity Program, the team is responsible for:

- Conducting quarterly FL CQI/CFSR file reviews and continuous quality improvement activities
- Conducting RSF reviews

- Conducting supervisory review audits
- Contract monitoring of subcontract with CHS for STEPs
- Annual federal funding eligibility audit
- Annual surveys of foster parents, stakeholders and employee satisfaction
- Collecting and tracking all incident reports
- Collecting and processing all client and employee grievances
- Completing any discretionary reviews requested
- Tracking training dollars and Florida certification training for all FIP staff
- Interpreting and providing new procedures or policies to staff

The QA staff are all certified as child welfare professionals and certified CFSR reviewers. The QA staff provide face-to-face consults to case manager supervisor and case managers, embracing the mentoring and coaching role, however written feedback is provided for CQI reviews with the expectation by the Program Manager that the supervisor and case manager will debrief the information.

All eligibility determinations are completed by an eligibility specialist who reports to the finance/contract manager. This specialist is seated next to the placement and licensing specialists and co-located with case managers and DCF partners. The specialist is often consulted by CPI staff for Medicaid numbers for children during a removal episode as well as accessing Benchmark, a docket program allowing computer access to shelter orders both providing notification of a child coming into care upon a removal episode. Child movement while in out-of-home care is captured by case management using a movement sheet, a notification of change of placement form provided to the eligibility specialist. Upon these notifications, the specialist uses several programs to research and make determination of Title IV-E eligibility. If placement is with a non-offending parent, relative or non-relative, the specialist completes the TANF as required. There is no ongoing formal training as to what the specialist needs, though FIP recently completed a training to address the information required to complete eligibility for the child protective investigations staff. Case managers indicated in their interviews that both the specialist and finance/contract manager are incredibly helpful and walk any case manager through the process so they understand what is needed and why. The specialist has autonomy and discusses needed information on a one-on-one basis or as needed to ensure appropriate determinations are made with all staff. The TANF data report in FSN is run at the beginning of each month to ensure changes are captured, rectified and addressed.

ANALYSIS

Family Integrity Program has maintained oversight of performance and quality practices through already available or required reporting venues. While these venues provide quantitative data on performance measures and can provide cursory trend analysis, there are limitations to these tools that would require further root cause analysis. The QA team is committed to providing information in user friendly terms to assist with staff growth and development, but are not always conducting an in-depth analysis of trends across timeframes, measures or areas where there are obvious deficiencies. There are several outlets, both formal and informal, in which notification is made to the eligibility specialist. For those that are removals, there is some documentation that is provided, through the child protective investigator seeking information that prompts the specialist to research eligibility determination. While the CBC reports that there is a formalized process for eligibility determination this was not communicated during interviews with staff and evidence of a formalized process was not apparent.

SECTION 9: PLACEMENT RESOURCES AND PROCESS

SUMMARY

This category focuses on available placement resources by reviewing family foster home recruitment and retention efforts, the placement process, group home quality, supports for relative and non-relative and placements available in the extended foster care system.

Recruitment and Retention

There is no formalized recruitment plan, though needs of the children and high zip code removals are discussed and used to focus efforts. Family Integrity Program relies heavily on community partners and already licensed foster and/or adoptive parents to recruit other foster homes. There are local churches that have invited FIP into their congregation to provide a presentation and answer questions about becoming foster parents. FIP currently maintains 46 homes and has established a goal of an additional 19 beds this fiscal year, six (6) of which will accommodate teenagers. Their current progress is positive and on track to meet this goal by the end of the fiscal year. The Family Integrity Program will be tapping into the Community Liaison for Health and Human Services to assist with working with the faith based community to step up recruitment efforts in specific zip codes that have been designated as high removal areas. FIP utilizes community events, PTO meetings at schools and social media platforms to advertise, inform and recruit foster parents. St. John's County also has an active Foster Parent Association (FPA) and will be voting on a new President in January 2018. The relationship between FIP and the FPA has not been as effective as they would hope, so to improve the relationship and communication, Family Integrity Program surveyed the foster parents about the FPA and how to assist with better attendance and involvement in the FPA. The results of this survey showed that foster parents would like to meet weekdays after 5:00pm at the current location and get more training associated with foster care and adoption within an emotionally supportive environment. The information was received while the on-site review was occurring and the agency will be taking this information into account and analyzing it for any changes needed. Foster parent retention and recognition is done in various ways including hosting foster parent appreciation events, holiday events and providing child care during the FPA monthly meetings. The FPA is endearingly referred to as "small but mighty" and Family Integrity Program continues to make efforts to improve communication and supports. Exit interviews are completed with each foster home upon closure as a feedback loop.

A significant strength that was discussed during several of the interviews was the availability of the licensing coordinators. Foster parents have indicated that, at times, the on-call voicemail is full, they are unable to reach case management staff or, they just do not know who to call, but they can always call their licensing coordinator and she will always pick up the phone. Foster parent training is provided by CHS using the PRIDE curriculum. Survey results indicated that the initial training was not adequate to prepare them as foster parents. They did indicate, however, that opportunities for ongoing training was sufficient. This information was echoed in the focus groups as well. Family Integrity Program is already aware of some of the limitations of the current PRIDE training, including the use of a trainer with limited knowledge of the local area and this is being addressed. Foster parent licensing is targeted to be completed within 90 days from the time PRIDE is completed. There are some administrative tasks that are done during the training to ensure timely completion of the foster parent home study process. Those tasks, such as background screenings, allow the agency to ensure eligibility of persons becoming foster parents based on their arrest history or lack thereof.

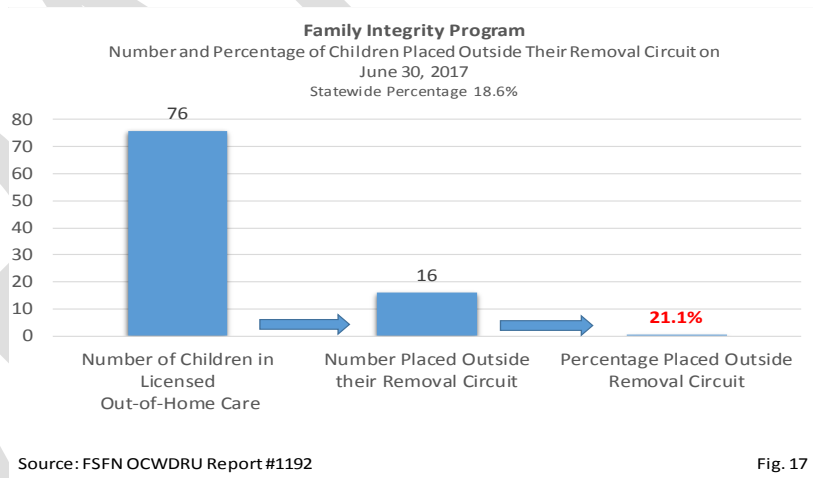
Placement Process

There is one placement coordinator who reports to the Family Integrity Program Manager. At the time of a placement request, either initial or change, the placement coordinator collects information about the child(ren) and begins making phone calls to foster homes within the county that best match the child's needs. This information includes demographics, community ties, mental/behavioral health, known behaviors requiring a child placing agreement and considers the trauma incurred and removal reason. Since there is only one placement coordinator and there are relatively few foster homes, the coordinator assess which homes are suitable or consults with the licensing specialists for assistance, based on their knowledge of the homes available. FIP added a Behavioral Health Coordinator who can assist with ensuring children and families who need supports to maintain placement can be accessed quickly and efficiently. If there are no matches or the child cannot be placed in St. Johns County for other reasons, the coordinator then partners with surrounding counties to search for an appropriate foster home. When the surrounding counties are not able to find suitable placement, group care is the option of last resort, which are usually out of county as well. As noted earlier in Figure 15, most children placed in group homes are ages 13-17 with a few in the middle age range of 6-12 years old.

Placements are generally made within 4 hours and efforts to place within the Circuit are ongoing. There are certain circumstances in which there may be special needs beyond the control of any in Circuit foster home and an identified out-of-Circuit foster or group home is the best fit for those children. While the effort is there to bring them back in Circuit, there is deference to allowing the child(ren) to remain in a home in which they will thrive, with special needs or sibling group remaining together. As Figure 17

below indicates, the number of children in out of Circuit placements is relatively low, though 2.5% over the statewide average.

Over the past five quarters as shown in Figure 9, there had been a noted upward trend in which placement moves were becoming more frequent. This past quarter, the first quarter of the FY 17/18, this trend continued, surpassing the national standard and placing FIP in non-compliance with this measure for the first time in five quarters at a rate of 5.49 placement moves per 1000 days in foster care. Further analysis of this trend is warranted given the continued decline in performance.



Placement instability does occur and there are formal channels to assist and address the concerns of either the foster parents or relative/non-relative placement. A stabilization staffing will occur with all parties involved to address any extra supports and/or services that are needed by the child or parents to maintain the child in the home. If this is unsuccessful, then informal transition planning begins which is tailored to the change of placement being made. The case manager takes on the facilitation and management of transition planning for children to move into relative/non-relative placements or reunification. Transition plans for reunification are formally written, staffed with all parties and filed with the court by the case manager. The placement team and foster parents are those usually involved in placement changes within the foster care system ensuring full disclosure of known information by the persons that know the child(ren) the best.

Group Home Care

Family Integrity Program recognizes that children deserve to be placed in the most family-like setting possible, but when that cannot occur, they are cognizant of those group homes in which placement yields quality care for the children placed there. There are known group homes that have been reported to DCF referencing questionable supervision practices and safety concerns. Those group homes are not utilized. There are nine group homes that are utilized, three of which are within Circuit 7.

Relative/Non-relative and Extended Foster Care Supports

Family Integrity Program provides supports to relative and non-relative placement providers through assigned case management staff. Case management currently provides a resource book as well as connection to the Foster Parent Association for support and guidance. There is also dedicated county social service staff to assist with relative and non-relative caregiver funding.

Extended Foster Care supports have been developed to include recruitment efforts during PRIDE trainings, booths at local events to promote the need for services, goods and teen host homes and the technical college, First Coast Technical College, provides several benefits such as mentors, assistance with social connections and financial aid for items not covered by tuition waivers. There are several partners that also provide mentoring and employment assistance as well as a connection to a local apartment complex for preferential placements.

ANALYSIS

The recruitment, retention and placement process and other available supports lacks specific action steps to achieve optimal functioning. While the assigned staff are dedicated to ensuring children are placed in the most appropriate setting, there is a lack of any formal action plan to provide those appropriate settings through recruitment planning. Further efforts to increase supports for relative, non-relative and EFC placements to ensure that children in these programs are supported as well. Other supports provided by the licensing specialists and case management are a significant strength, however this is based on the actions of the specialists and are not formally implemented into operations so that loss of employees would not result in a loss of this strength.

SECTION 10: PRACTICE

SUMMARY

This category focuses on implementation of the Department's child welfare operating procedures, theory comprehension and practice competency.

Florida Statutes, Administrative Code and Child and Family Operating Procedures (CFOPs) are disseminated by a variety of staff to include the Program Manager, Quality Assurance Supervisor and the Health and Human Services Director. At the time of the on-site review, Family Integrity Program had no agency specific policies to operationalize the laws and protocols specific to their operations. This simplification adds to the ease of ensuring all parties are well informed about the changes in operating procedures, code or statute, but also forces FIP to be reliant on the stability of the workforce to maintain operations. As previously stated, the loss of individual employees would result in the loss of institutional knowledge with an impact to working knowledge and sustainability. These changes are continually discussed during staff meetings, including all staff and weekly supervisory meetings and coaching during everyday interactions to implement operating procedures, although there are no formal trainings. All levels of case management reported they are fully aware of policy changes that are made through emails and staff meetings. The drawback of having no internal policies, however, is the lack of

operational procedures that are tailored to the way Family Integrity Program does business. The implications of a single person no longer employed with the sufficient knowledge of day-to-day operations could be momentarily disastrous.

FIP leadership is clearly dedicated to developing practice competency among themselves and throughout their staff. ACTION training was recently provided to further develop practice model competency, but also to provide guidance of application of the practice model to case specific scenarios. Trainings were attended by frontline staff and some were attended by leadership. The Quality Assurance staff also reinforces the practice model through face-to-face consultations for RSF case reviews and their availability to frontline staff for technical assistance as needed. Another avenue of reinforcement to practice model fidelity is through the Safety Management Specialist (SMS) position that FIP added in 2016. This staff member is available to trouble shoot safety plans, be a safety plan monitor if needed and coach staff through case issues to ensure all relevant aspects of safety are addressed, however, this position is underutilized. Case managers reported utilizing the SMS when case dynamics change to look at the sufficiency of safety plans and feel they use this expertise more than their CPI partners.

FIP leadership emphasizes the theory of family centered practice and CQI data indicates that, in at least some ways, the frontline staff are implementing this, by including the family in the case planning process as identified in CQI Item 13 (See Table 8). Performance on this measure saw a significant increase between FY15/16 and 16/17 and Trauma-informed care and the effects of removals on children were a noted theme throughout the interviews conducted. This concept is recognized and the agency is cognizant of how trauma impacts children. Transition planning is a good example based on the multiple parties involved in this process. Case managers are responsible for transition planning for placement of children into relative/non-relative homes and upon reunification, while licensing and placement coordinators are responsible for movements within licensed placements. The placement and licensing coordinators work together in ensuring a transition plan with the foster parents fully involved in the transfer. Placements stability has been on a negative trend for the past five quarters, as noted above, which staff attribute to one child who has been particularly challenging to stabilize in a placement, however further analysis of this trend is warranted.

ANALYSIS

FIP Leadership has focused on improving the quality of work on the front line through training, additional supports through the Safety Management Specialist and the provision of CFOP's, Code and Florida Statute additions or changes. FIP has invested time and resources into ACTION training for practice model fidelity and application for supervisors and case managers alike. All levels of the organization are supportive of the core practices associated with Florida's Child Welfare Practice Model and continue efforts to improve practice. FIP, however, has not developed internal policies to operationalize processes that are currently in place. Further oversight or documentation of processes may assist with ambiguity and would also ensure longevity of business practices beneficial to FIP.

SECTION 11: PARTNER RELATIONSHIPS

SUMMARY

This category focuses on established relationships with child protective investigations staff, Children's Legal Services (CLS), the Judiciary, Guardian ad Litem (GAL), other governmental agencies, domestic violence providers, coordination of educational services and other area partnerships.

Over the past couple of years both Family Integrity Program and the DCF partners (investigations and CLS) have gone through some significant transitions including change of leadership. With these changes, there has been challenges with communication and collaboration. However, Family Integrity Program and DCF partners have resolved to ensure that this is rectified through monthly Barrier Breaker meetings. This is also being addressed through the benefit of co-location. FIP and DCF frontline staff continue to struggle with building rapport. Interviews with FIP staff indicate a significant amount of turnover in DCF investigations making establishment of relationships difficult. Interviews also revealed that though investigative staff are invited to agency events and joint trainings, when available, there is no involvement by investigations in those activities. Mediated roundtable discussions are being implemented for frontline staff to begin to work through these issues and encourage a more harmonious relationship. Interviews and surveys also show that leadership staff have continued work to do with rapport building and de-escalation of situations where adversarial relationships are presenting. Family Integrity Program has built good rapport with CLS staff, though there has been turnover in that program as well. However, in this case there is a level of collaboration and open, transparent discussion that has fostered good relationships though there may be differing opinions. FIP has continued to foster and perpetuate professional relationships with the local judiciary by partnering with CLS to ensure that they are meeting the needs of the judge overseeing the case. Interviews revealed that the case managers are always dressed professionally when they attend court.

Interviews with FIP staff and surveys received from the Guardian ad Litem staff and volunteers provide conflicting though consistent feedback. There are good relationships between the frontline staff and the GAL staff. FIP leadership feels the relationship with GAL leadership is strong and they can discuss differences of opinion promptly to reach resolution or agree to disagree. FIP being a county run agency is one of the greatest strengths in developing strong partnerships. Other governmental agencies are easily accessible due to the ease of being within the same building. This includes programs like housing, WIC, dental and county social services to assist clients without the common barrier of transportation.

The local domestic violence service provider participates regularly in the monthly Barrier Breaker meetings, with regional and CBC leaderships as well as Children's Legal Services. The relationship with this provider is still growing and there are some procedural issues that are being worked out. There is a domestic violence advocate and a batterer accountability advocate that accepts referrals from both CPI and FIP staff. The domestic violence advocate is in the FIP suite, while the batterer accountability staff is in the CPI suite. These staff members are progressively building relationships with the FIP/CPI staff, assisting with safety planning as related to domestic violence and involvement with child welfare injunction hearings. Interviews suggest rare, but positive, interactions with Department of Juvenile Justice, Agency for Persons with Disabilities and Children's Medical Services.

Another strength is the agency's relationship and working partnership with the local school board. There are designated social workers that are in constant communication with frontline staff in regards to grades, absences and behavioral/mental health issues going on while children in the foster care system are in school. There is a shared listing that ensures FIP staff and school staff are up to date, ensuring each child is meeting or exceeding their potential. These social workers also work to ensure that a child removed remains in his/her previously attended school. Interviews indicate that this is something that the county school social workers work hard to ensure. CQI data supports this collaborative effort noting that educational needs of children are being addressed well above the state average at 94%.

ANALYSIS

FIP has had significant changes over several years, but has had consistent leadership stability since 2016. It has been a long-standing agency within the county programs and there are continued efforts needed to address communication, collaboration and transparency with some partners. There is an overall sense of improvement in

partnership by way of co-location and though communication and collaboration has improved, continued work between agencies is necessary to ensure future partnerships are grounded by a strong foundation of collaborative efforts.

SECTION 12: COMMUNITY RELATIONSHIPS

SUMMARY

This category focuses on relationships within the faith-based community, business community, local media and the Community Alliances and/or Children's Service Council.

Since FIP has been a long-standing presence in St. John's County, the faith-based community has embraced their partnership. Several of the church communities in St. John's County have reached out to Family Integrity Program to offer and provide both goods and services to their children and families. This is especially true during the holiday season, but is an ongoing occurrence throughout the years. The faith-based community has also invited Family Integrity Program into their local churches to discuss and present the need for foster/adoptive parents and address questions associated with what being a foster parent entails.

Along with the faith-based community ties, Family Integrity Program also enjoys partnerships with local businesses. These businesses, including Chase, Home Depot, Terminix, Smoothie King and Yelp, to name a few, have provided donations of goods and services as well. Some have provided one-time donations while some have been ongoing and include goods for the local holiday party for foster, adoptive and relative/non-relative families. FIP is cognizant of need based on the lower income families so the agency ensures that these donations are provided to those truly needing assistance.

Family Integrity Program was recently featured in the local newspaper, The St. Augustine Record, highlighting stories from families about the children they have adopted through the local child welfare system at the 15th annual Adoption Day Celebration. FIP's relationship with this newspaper has brought local child welfare issues, periodically, to the forefront. Family Integrity Program also maintains partnership with a local radio station in which they present topics twice a year, as well as a local television station for commentary of child welfare issues. FIP utilizes social media including Facebook, Twitter and maintains contact with the Florida Children's Coalition. Family Integrity also uses the Heart Gallery to showcase youth needing forever families. The St. John's County, Board of County Commissioners website also provides significant information about the Family Integrity Program and its provision of services within the county. Family Integrity Program has coordinated all media responses in conjunction with the region DFC staff, however media involvement has been minimal over the past couple years.

The strategic plan developed by Health and Human Services has three primary goals, one of which is improved community relationships. Although there is expansion of the community based outreach to agencies that service some of the same client population, the focus on engagement with local business agencies outside of the child welfare/social services realm is not the same. For example, the plan does note one of the largest companies in the county as Grumman International, but does not indicate the development of a relationship with this company for possible goods and/or supports to the county citizens. However, based on surveyed community partners, Family Integrity Program's relationships and interactions are strong and effective.

Family Integrity Program staff are involved in several local boards and councils. A Children's Service Board is currently under development with the assistance of the Health and Human Services Director, Shawna Novak. FIP staff participate on the Community Alliance as well as the following:

- Child Welfare Behavioral Health Integration
- Health and Human Services Advisory Council
- Housing Advisory Council
- Health Leadership Council
- Infant Mortality Taskforce
- Child Abuse Response Team
- Sexual Assault Response Team
- Northeast Florida Community Action Agency
- Unaccompanied Youth
- Behavioral Health Consortium

Staff from Family Integrity Program serve on the Batterer’s Accountability Advisory Board, the Northeast Transitional Youth System of Care and the Continuum of Care Boards.

ANALYSIS

Family Integrity Program, while a long-established agency under the umbrella of county government, has the opportunity to expand and embrace other community resources, including enhancing relationships in the private sector. There remains the potential for significant development and growth. FIP has continued to develop community relationships with the faith based community, local media and some local businesses.

SECTION 13: COU MONITORING SUMMARY

SUMMARY

Family Integrity Program is a small child welfare community based care agency located in Circuit 7 with an equally small leadership team that is committed to serving the citizens of St. John’s County to ensure safe, healthy and self-sufficient individuals, families and children’ within their community. Community based care organizations will always have opportunities to enhance their systems of care. FIP’s community partnerships and their willingness to take on multiple responsibilities while endeavoring to ensure community relations, fiscal responsibility and adherence to state and county requirements relays a sense of commitment to those opportunities.

AREAS NEEDING ACTION:

These findings represent areas that need prompt attention and action as they impact child safety or are measures where Family Integrity Program has been underperforming:

1. Conduct analysis of the following performance measures to determine potential root causes and develop countermeasures to positively impact performance:
 - a. **Rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days)** – FIP has failed to meet the national target in four of the past five quarters. The current rate is more than double the national target at 20.82.
 - b. **Percent of children who are not the victims of abuse or neglect in the six months immediately following termination of supervision** – FIP has failed to meet the national target in four of the five last quarters for the measure.
 - c. **Percentage of children exiting foster care to a permanent home within twelve months of entering care** – FIP has failed to meet the performance expectation of ensuring children reach permanency within twelve months of entering care in the past five quarters. Quality case reviews

show that efforts to achieve reunification have met or exceeded both statewide average and national target warranting further analysis to address cause.

- d. **Percentage of children who do not re-enter care within 12 months of moving to a permanent home** – In three out of the last five quarters, FIP failed to meet this performance target. Again, CQI data shows that the agency is meeting the statewide, federal or PIP performance expectation of ensuring that concerted efforts are made to provide services to prevent children’s re-entry into foster care or re-entry after reunification warranting further analysis for root cause.
- e. **Placement moves per 1,000 days in foster care** – FIP has met the performance target in this area and has subsequently surpassed the target in the past quarter, trending negatively. Quality case reviews show that improved efforts are needed to ensure placements are stable and any moves are necessary and in the best interest of the child. FIP’s current performance has met or exceeded the state average, but has fallen short of the federal or PIP performance expectation.

OPPORTUNITIES FOR IMPROVEMENT:

- 2. Leadership - Based on the small size of FIP’s administration team, integration of operational and systemic level management has created a structure in which conflict in decision making around placement is possible. Creating a structure to include supports, such as a formalized process, that enhances decision making through a multi-disciplinary approach may alleviate potential future conflicts.
- 3. Quality Assurance - The QA staff are shared between the four programs within the Health and Human Services Division of the county. These positions are integral to the system of care for reviewing data, root cause analysis and performance improvement activities. As such, the significant amount of time and effort that is required for these activities is minimized due to the other job duties associated with the blended quality assurance positions. Driving change and performance improvement without in-depth analysis using anecdotal evidence, may impact FIP’s long term performance. Due to the large purview of this team, typical analysis of data is high level and does not drill down and drive change or performance improvement. There is often an over-reliance on anecdotal evidence which doesn’t provide concrete illustrations of trends or provide evidentiary means for system change.
- 4. Conduct analysis of the following performance measure to determine potential root causes and develop countermeasures to positively impact performance.
 - a. **Percent of children who receive a dental service in the last 7 months** – Although performance in three of the past five quarters did not meet the performance target, performance has been trending up in the past three quarters. In need of ongoing monitoring to ensure target is consistently met.
- 5. Practice – There are no local protocols or practices in place to address organization specific processes that statewide operating procedure would not cover. While there is a significant amount of knowledge by staff on what day-to-day functions should look like, there are limited formalized processes leaving a void if any one person in FIP’s system of care is no longer employed.
- 6. Training – The Health and Human Services Director, QA staff, Program Manager, Contract Manager and Case Management Supervisors are all integrated in ensuring the training provided to all staff are relevant, provide development opportunities and are tracked for their purposes leaving no one person or program responsible to drive the agencies training needs in a meaningful manner.
- 7. Partner Communications and Relationships - Continued efforts to address frontline staff as well as building leadership rapport is paramount. Escalations of situations should be encouraged to be handled at the frontline in a fashion in which there is mutual respect and productive discussion.

ADMINISTRATIVE FINDINGS:

8. Subcontractor Requirements – During review of a subcontract file, the subcontract document did not communicate all required provisions contained in the Standard Contract that describe subcontract compliance.
9. Incident Reporting – In reviewing critical incidents during the on-site review, several incidents were not entered within the required time frame internally and in the Incident Reporting and Analysis System (IRAS). Also, a couple of notes concerning the incidents were not entered into FSFN as required by FIP. Through interviews it was noted the procedure for providing quarterly summaries of all incidents to the HHS Director was not practiced.
10. Information Security – During the onsite review it was discovered that majority of employees with access to departmental data had not signed the *DCF Security Agreement form* (CF 114) annually. It was also not ascertainable if any mobile devices are used and if so, are they encrypted. This was corrected subsequent to the on-site monitoring.

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