



CONTRACT OVERSIGHT DESK REVIEW

ChildNet, Inc. – Palm Beach

Contract IJ706

Desk Review Completed: February 2019

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for ChildNet, Inc. – Palm Beach

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EXECUTIVE SUMMARY

The Department's Community Based Care Monitoring Team performed a Desk Review for ChildNet, Inc. Contract IJ706. ChildNet, Inc. provides child welfare services for Circuit 15, which encompasses Palm Beach County in the Southeast Region of Florida and has done so since 2012.

The monitoring process included a review of ChildNet's performance on both quantitative and qualitative performance measures, and information from the contract manager regarding previous CBC monitoring findings and recommendations. 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 Southeast Region contract manager, quarterly financial viability reports, system adoption initiative gap analysis and service array assessment.

The CBC monitoring team involved in the review consisted of Department of Children and Families Community Based Care Monitoring Unit staff- Alissa Cross, Jessica Manfresca, Megan Wiggins and Renee Gill.

SECTION 1: 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, two US territories, and 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 ChildNet's performance is depicted later in this report.

Data Basics

ChildNet Palm Beach

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

Produced by Data Advocacy, Casey Family Programs

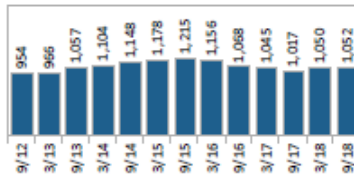
Data source: state-submitted AFCARS and NCANDS files

Date prepared: 3/20/2019

CBC Florida national

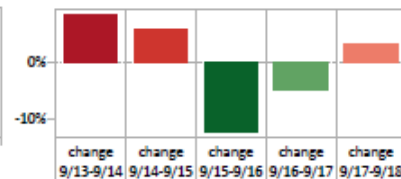
of children in care

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



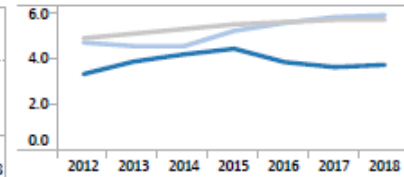
year over year change in the

in care



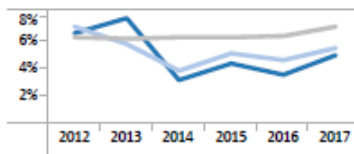
rate in care

(per 1,000, < age 18)

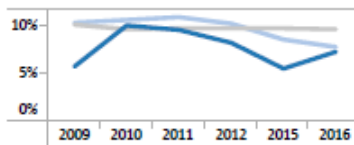


Safety

% children who experience repeat maltreatment within 6 months

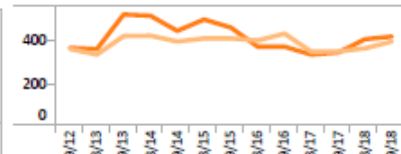


% children who experience repeat maltreatment within 12 months (note 2013-2014 data masked due to data quality)

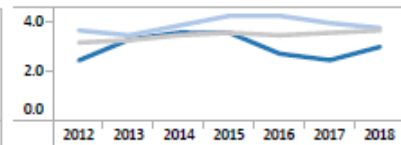


Entries

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

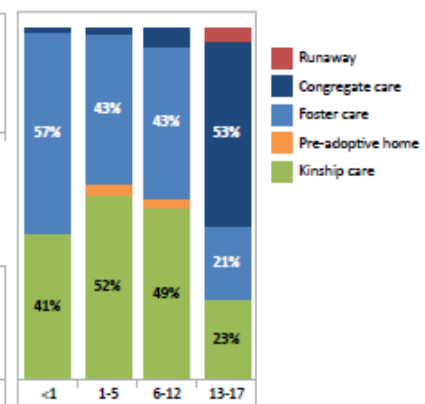


rate of children entering care (per 1,000)



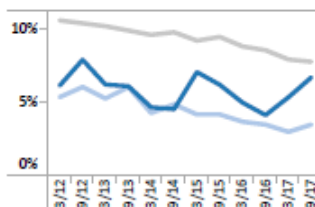
Placement

placement settings for children in care, by age (for all children in care on 9/30/2018)

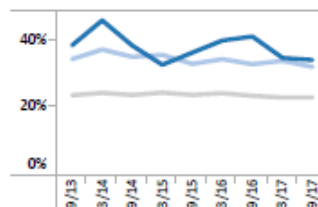


Timely & Stable Permanency

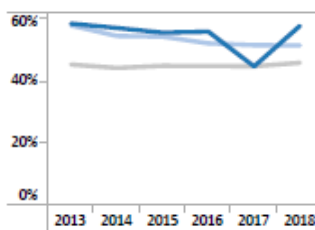
% permanency within 30 days of entering care (6 month entry cohorts ending on each date)



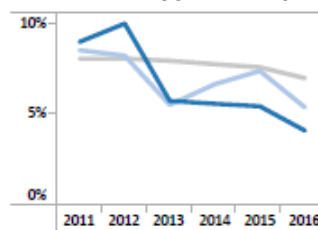
% permanency within 3-12 months of entering care (6 month entry cohorts ending on each date)



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



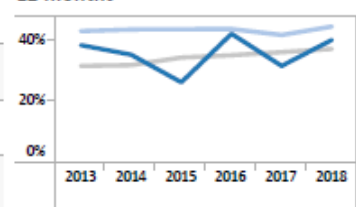
% re-entering care w/in 12 months of timely permanency



Children In Care 2+ Years (9/30/2018)

#	179
%	17%
state	19%
Nat'l (2018)	26%

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



profile of current caseload in care 2+ years

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

	ages 2-12			ages 13-17		
	Reunif	Adopt	NA	Reunif	Adopt	APPLA
Congregate care		3%		3%	17%	4%
Foster care	4%	25%	3%		6%	
Kinship care	3%	14%				
Pre-adoptive home		6%				

SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community ChildNet serves, including US Census data, information on child welfare partners, Florida Department of Health birth and infant mortality rates and DCF investigations of child fatalities reported to the Florida Abuse Hotline. Additional information may include data from the 2018 Florida Kids Count County Child Well-being Index attached to this report. ChildNet serves the children and families in Palm Beach County representing the 15th Judicial Circuit in the Southeast Region. The table below provides key US Census Facts for these counties as compared to the statewide percentages.

Palm Beach County has traditionally been considered a wealthy county and as shown on Table 1, the median household income is \$6,377 more than the state median. The county is above the statewide percentage in adults obtaining their high school diploma as well as those with college degrees.

Census Facts		
US Census Facts	Florida	Palm Beach
Median Household Income	\$48,900	\$55,277
Percent of population living in poverty	14.7%	12.6%
Percent of population over 25 years old with a college degree	27.9%	34.2%
Percent of population over 25 years old with high school diploma	87.2%	87.9%

Table 1. Data Source: census.gov/quickfacts/(2012-2016 v2016)

CHILD FATALITIES

BIRTH AND INFANT MORTALITY RATES

Since 2013, the birth rate per 1,000 population has remained relatively consistent, under the statewide rate noted for 2017 at 10.9. The infant mortality rate per 1,000 live births increased from 2013 to 2015 to a high of 4.9, then dropped over the following two years. The infant mortality rate has consistently remained below the statewide rate.

County	Birth Rate per 1,000 Population - Statewide Rate in 2017: 10.9					Infant Mortality Per 1,000 Population - Statewide Rate in 2017: 6.1				
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Palm Beach	10.5	10.6	10.8	10.7	10.7	4.6	4.8	4.9	4.3	4.5

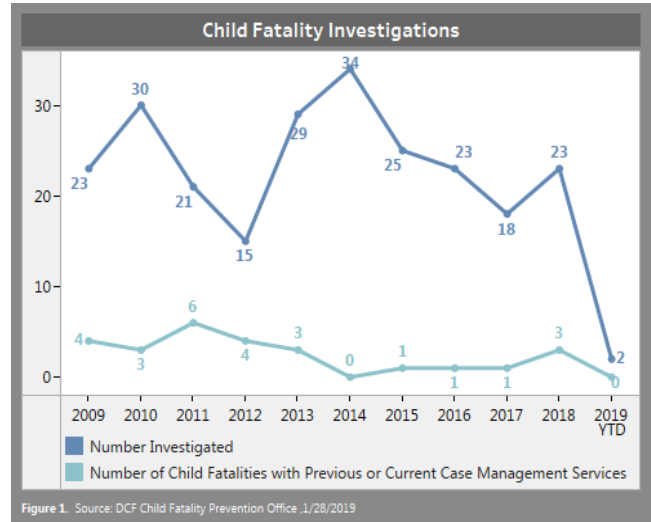
Table 2. Source: flhealthcharts.com

CHILD FATALITY INVESTIGATIONS

From 2009 to February 2019, there were a total of 221 child fatality investigations in Circuit 15, 24 of which had previous and/or current case management services at the time of the fatality investigation. Of the fatality investigations with prior or current case management history, the most common primary causes of death were:

- sleep related deaths (10)
- natural causes (3)
- other (3)
- inflicted trauma (2)
- accidental trauma (2)
- drowning (1)
- undetermined/investigation pending (3)

Since the previous on-site monitoring of ChildNet, Inc., there have been two Critical Incident Rapid Response Teams (CIRRTs) deployed.



- November 24, 2018: A 1 1/2-year-old child was pronounced deceased 23 days after he was admitted to the hospital with numerous unexplained injuries. Because there was a verified report within 12 months of the fatality, a Critical Incident Rapid Response Team was deployed to conduct a review. The CIRRT Report is pending.
- December 9, 2018: A 12-year-old child was found hanging in his relative caregiver's garage. Because there was a verified report within 12 months of the fatality, a Critical Incident Rapid Response Team was deployed to conduct a review. The CIRRT report is complete, however the investigation is still pending.

SECTION 3: AGENCY SUMMARY

ChildNet has been the Community Based Care Lead Agency for Palm Beach County since 2012 through an emergency procurement process, expanding their service area from Broward to include Palm Beach County. In 2014, a competitive procurement was conducted in which ChildNet was the only respondent. At that time, the invitation to negotiate by the DCF was withdrawn and through an exceptional purchase ChildNet remained the Community Based Care Lead Agency. Child and Family Connections, Inc. was the previous contracted provider responsible for child welfare services in Circuit 15. ChildNet is accredited by the Council on Accreditation (COA), and is accredited through February 28, 2023, in the following service areas:

- Adoption Services (AS)

- Family Foster Care and Kinship Care (FKC)
- Network Administration (NET)

Placement, Independent Living, Training and Licensing operations are conducted by ChildNet. ChildNet subcontracts case management and adoption services with Children’s Home Society of Florida (CHS) in Palm Beach County. Family Support Services are provided through Boystown and Safety Management Services are provided through Henderson Behavioral Health. These remain consistent since the previous on-site monitoring in FY 17/18. ChildNet partners with the Children’s Services Counsel (CSC) who provides supportive services to children and families in need of in-home parenting classes. The CSC funds the Legal Aid Society in its totality to provide an Attorney Ad Litem to children in foster care. Unique to Circuit 15, the Legal Aid Society appoints an Attorney Ad Litem and a case manager staff to each child in the foster care system from birth to age 12.

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation in Circuit 15 peaked in FY 16/17, decreasing by a little over 700 reports for this past fiscal year; however, the number of removals rose during FY 17/18. The number of children receiving in-home services and out-of-home care services dropped in FY 16/17, then increasing in the following fiscal year. Young adults receiving services have decreased over the past three fiscal years. Children receiving Family Support Services has increased overall, but did decrease slightly from during FY 16/17. The table below provides key data for investigations and services in Palm Beach County for FY 15/16, FY 16/17 and FY 17/18.

Service Area Data		Fy 2015/ 2016	Fy 2016/ 2017	Fy 2017/ 2018
Child Protective Investigations and Child Removals (Palm Beach County)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	10,469	10,778	10,064
	Children Entering Out-of-Home Care	809	682	833
Children Served by ChildNet Palm Beach	Children Receiving In-Home Services	1,389	1,194	1,334
	Children Receiving Out of Home Care	1,965	1,791	1,843
	Young Adults Receiving Services	313	309	276
	Children Receiving Family Support Services	482	455	529

Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN OCWDRU Report 1006. Data Run Date: Nov 20, 2018

FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures, based on the DCF 2017-18 CBC-ME Financial Monitoring Tool for Desk Reviews, of ChildNet, Inc. – Palm Beach. The desk review period was for the period of July 1, 2017 – September 30, 2017. There were five findings and three observations made. A finding was identified for non-payroll related disbursement testing related to noncompliance with travel requirements in reference to travel reimbursement. There were four findings for FSFN review, all of which were related to noncompliance with federal/state regulatory requirements in reference to expenditures for independent living youth. Two observations were identified in non-payroll related disbursement testing related to non-compliance with federal/state regulatory requirements in reference to expenditures and advanced funding to subaward contract providers. An observation was identified for additional financial requirements related to non-compliance with federal/state regulatory requirements in reference to budget disclosures on CBC website.

For further details, please see the complete [2017-18 ChildNet Inc. Desk Review Financial Monitoring Report](#).

Over the past five years, ChildNet, Inc. has operated in a deficit despite receiving risk pool funding in FY 15/16 and back of the bill funding from FY15/16 to FY 17/18. However, the deficit has dropped to its lowest point as noted in Table 4 for FY 18/19. Risk Pool reports are available at the following link: [Risk Pool Reports](#)

Comparison of Funding by Fiscal Year						
ChildNet Palm Beach						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$29,307,301	\$30,337,296	\$32,139,626	\$32,287,036	\$32,432,855	\$32,457,349
Other**	\$10,677,193	\$15,878,945	\$11,149,905	\$12,016,449	\$12,503,722	\$14,117,417
Total Initial Appropriation	\$39,984,494	\$46,216,241	\$43,289,531	\$44,303,485	\$44,936,577	\$46,574,766
Risk Pool Allocation			\$3,900,000			
CBC Operational Costs from Back of the Bill			\$1,838,032	\$1,350,000	\$1,117,302	
MAS from Back of the Bill			\$120,897			
Carry Fwd Balance from Previous Years	\$536,474	-\$3,101,614	-\$1,838,032	-\$2,052,518	-\$1,612,908	-\$355,184
Total Funds Available	\$40,520,968	\$43,114,627	\$47,310,428	\$43,600,967	\$44,440,971	\$46,219,582
** Includes as applicable Maintenance Adoption Subsidy (MAS), Independent Living (IL and Extended Foster Care), Children's Mental Health Services (Cat 100800/100806), PI Training, Casey Foundation or other non-core services						
Source: Comprehensive Review of Revenues, Expenditures, and Financial Position of All CBC Lead Agencies (11/1/18)						Table 4

SECTION 4: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of ChildNet's performance as captured by data indicators that are used to assess how well ChildNet 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 represents performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews.

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

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

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

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

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

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

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

CONTRACT AND CBC SCORECARD MEASURES

During FY 2017/2018, ChildNet has met or exceeded their established contract target, federal standards and statewide performance in 10 of the 13 measures including:

- M01: Rate of abuse per 100,000 days in foster care
- M02: % of children who are not neglected or abused during in-home services
- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- M05: % of children exiting to a permanent home within 12 months of entering care
- M06: % of children exiting to a permanent home within 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
- M09: % of children in out-of-home care who received medical service in the last 12 months
- M11: % of young adults in foster care at age 18 that have completed or are enrolled in secondary education
- Adoption Measure: Number of children with finalized adoptions

Seven of these measures were successfully met in FY 16/17 as well. ChildNet has shown improvement over the past two fiscal years for M01 and M07. (See Table 5)

In the remaining three measures, ChildNet did not meet the established targets for FY 17/18. These measures are:

- M08: Placement moves per 1,000 days in foster care
- M10: % of children in out-of-home care who received dental services within the last seven (7) months
- M12: % of sibling groups where all siblings are placed together

Performance measures M10 and M12 were not successfully met in FY 16/17. However, M08 was previously met in FY 16/17. (See Table 5)

Performance Measures Contract Targets Compared to Federal Standards and Statewide Performance

CBC Scorecard						
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets ¹	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	ChildNet-Palm Beach July 1, 2016-June 30, 2017	ChildNet-Palm Beach July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 10.9	● 7.9
2	Percent of children who are not neglected or abused during in-home services	>95%		97.20%	● 97.6%	● 98.2%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.10%	● 96.0%	● 97.2%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.70%	● 99.9%	● 99.9%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	39.70%	● 48.4%	● 45.0%
6	Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months	>44%	>43.6% (25%-66%)	53.40%	● 53.9%	● 53.4%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%-98%)	89.60%	● 87.9%	● 94.4%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 3.6	● 4.6
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.50%	● 97.3%	● 97.8%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.40%	● 94.2%	● 94.2%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.00%	● 87.6%	● 98.7%
12	Percent of sibling groups where all siblings are placed together	>65%		63.70%	● 57.5%	● 58.9%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 16/17: 171 Fy 17/18: 176			● 174.0	● 184.0

A green dot denotes performance is above the CBC Contract Measure Target; a red dot denotes performance is below the CBC Contract Measure Target.
Table 5: CBC Scorecard, Run date: Aug 14, 2018

CHILD SAFETY

The figures and tables on the follow pages depict ChildNet’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. Qualitative Case Reviews

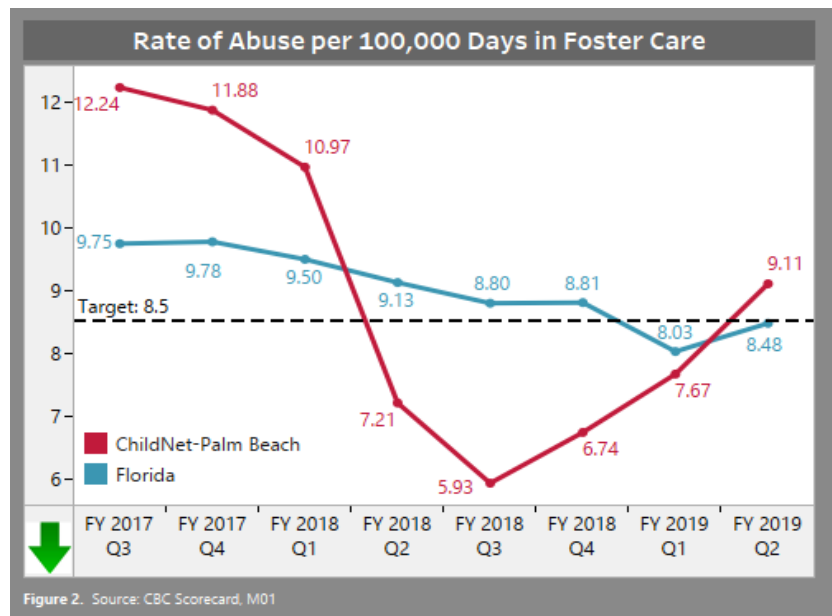
ChildNet has consistently performed well and improved in most of the scorecard performance measures. Qualitative reviews have declined overall, though most remain above statewide performance and the Federal Program Improvement Plan.

RATE OF ABUSE IN FOSTER CARE

Rate of abuse or neglect per day while in foster care (Scorecard Measure M01): This graph depicts the rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days). This national data indicator measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the state’s foster care system. It should be noted that this measure includes both licensed foster care and relative/non-relative placements.

ChildNet has remained below the target rate of 8.5 for four of the five most recent quarters, however the rate has steadily increased, surpassing the target rate in the most recent quarter.

Despite the recent negative trend, ChildNet has seen overall improvement for this measure since FY 17/18, Q3 to present.



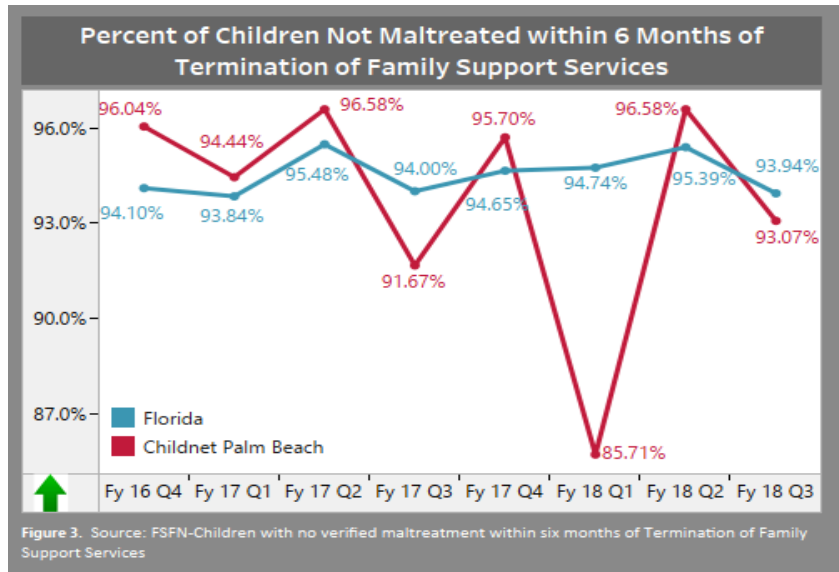
The CQI case review indicator (CQI Item 3) linked to child safety (making concerted efforts to address risk and safety) has declined by 8.9% over the past two fiscal years, falling below statewide performance, though remaining above the Federal PIP goal. (See Table 7)

NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

Percent of children not abused or neglected within six months of termination of family support services. This graph 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 enhancing the protective factors in a family to ensure the children remain safe after family support services have ended.

The Office of Child Welfare has rated ChildNet's Family Support Services, as of October 2017, at a "3". This rating is defined by services that are consistent with the service array framework, having no capacity issues and the services are accessible to all

areas. ChildNet has surpassed the statewide performance for five of the past eight quarters as noted in Figure 3.

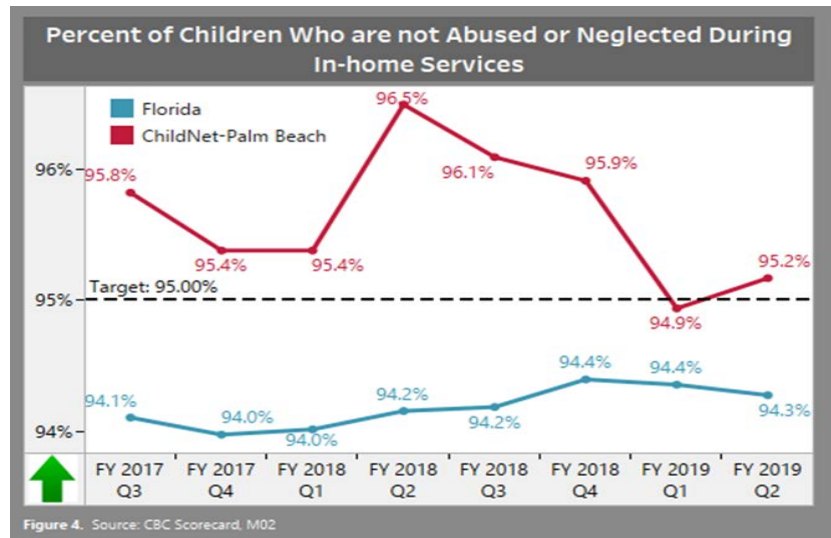


NO MALTREATMENT DURING IN-HOME SERVICES

Percent of children not abused or neglected while receiving in-home services (Scorecard Measure M02): This graph depicts the percentage of children who did not have a verified abuse or neglect maltreatment while receiving in-home services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while a case is open, and the CBC is providing in-home services to the family.

ChildNet has remained above the target of 95% for seven of the past eight quarters for this measure. In Q1 of FY 18/19 there was a slight dip below target at 94.9%.

ChildNet appears to be maintaining consistency in preventing subsequent maltreatment during in-home service provision.



Rapid Safety Feedback (RSF) data supports Figure 4, indicating that ChildNet is performing above statewide performance in RSF 1.1 (ensuring the family assessments are sufficient), RSF 2.1 (quality of visits are sufficient to address safety concerns and evaluate case plan progress) and RSF 4.1 (ensuring safety plans are sufficient). However, performance by ChildNet in RSF 2.1 and RSF 4.1 have declined during FY 17/18. (See Table 7)

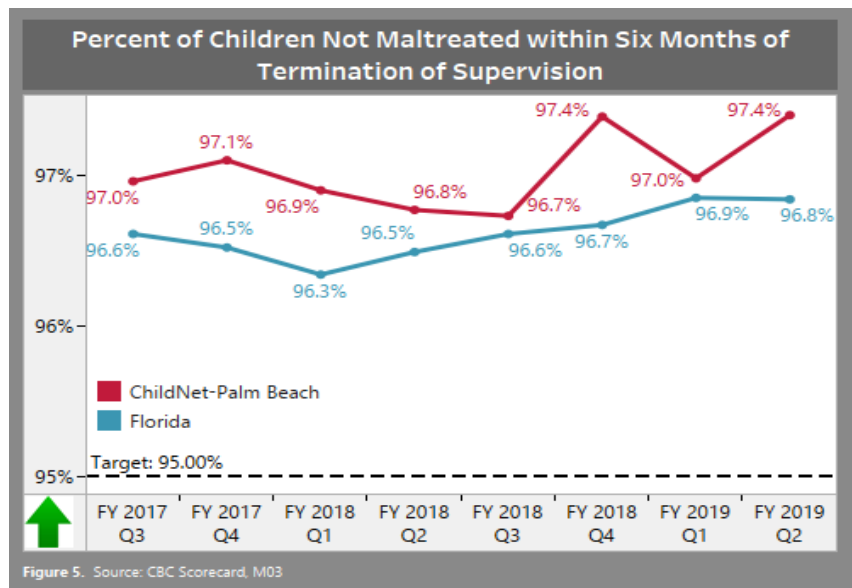
While ChildNet’s performance on CQI Item 3 (making concerted efforts to address risk and safety), is below statewide performance and the federal and state expectation at 85.9%, performance remains above the Federal PIP goal. (See Table 7)

NO MALTREATMENT AFTER RECEIVING SERVICES

Percent of children with no verified maltreatment within six months of termination of supervision (Scorecard Measure M03): This graph depicts the percent of children who were not the victims of abuse or neglect in the six months immediately following termination of supervision.

ChildNet has continued to excel in this performance measure, remaining above the statewide target and performance for the past eight quarters.

ChildNet’s performance on CQI Item 2 (concerted efforts to prevent re-entry after reunification) declined by 5.4% from FY 16/17 to FY 17/18 but remaining above the statewide performance at 94.6%. (See Table 7)



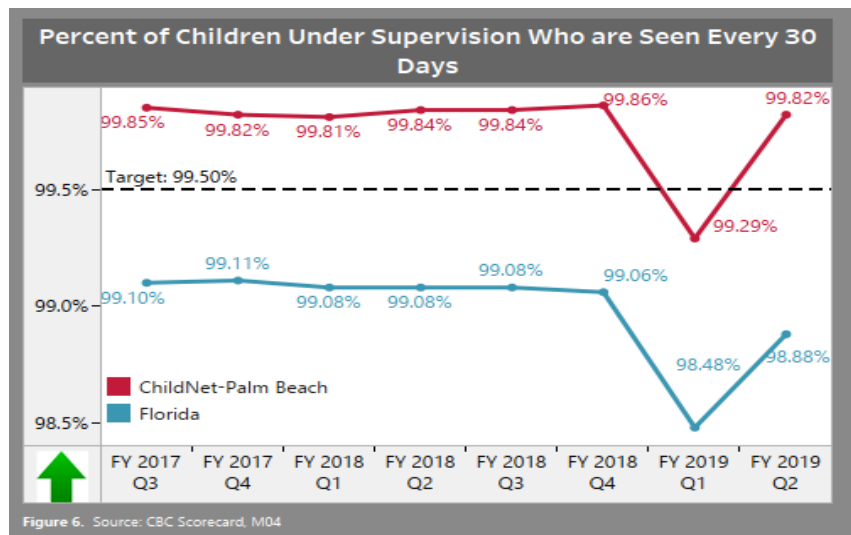
CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every 30 days (Scorecard Measure M04): This graph depicts the rate at which children are seen every 30 days while in foster care or receiving in-home services during the report period.

ChildNet has shown consistent performance on this measure for seven of the past eight quarters, though dipping below the target by .21% in Q1 of FY 18/19. ChildNet has exceeded statewide performance for all the past eight quarters.

Quality data around ChildNet’s visits is also positive. RSF Item 2.1 indicates that the quality of visits are sufficient to address

safety concerns and evaluate case plan progress in 95% of the cases that were rated. (See Table 7) CQI Item 14 (frequency and quality of visits between the case manager and the child) indicated that ChildNet is performing above statewide performance, though below state and federal expectation. (See Table 10)



QA CASE REVIEW DATA

The table below provides the current performance in items related to child safety that are based on qualitative case reviews.


Rapid Safety Feedback (RSF) review performance by ChildNet for FY 17/18 fell slightly for RSF 2.1 and RSF 4.1, however, remains above statewide performance. There has been a 2.5% improvement in ensuring the most recent family assessment is sufficient (RSF 1.1).

Florida CQI reviews indicate that ChildNet made concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after reunification in 94.6% of the cases sampled and made concerted efforts to assess and address the risk and safety concerns related to the children in their own homes or while in foster care in 85.8% of the cases sampled. While performance noted in CQI

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	ChildNet Palm Beach FY16/17 n=40	ChildNet Palm Beach FY17/18 n=39	Statewide RSF Performance FY17/18 n=830
RSF 1.1: Is the most recent family assessment sufficient?	62.5%	65.0%	52.4%
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?	100.0%	95.0%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	91.7%	84.6%	55.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 6. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Item 2 and CQI Item 3 have declined during FY 17/18, ChildNet remains above the Federal PIP for CQI Item 3 and above statewide performance on CQI Item 2. (See Table 7)

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals ¹	ChildNet Palm Beach FY 2016/2017 n=77	ChildNet Palm Beach FY 2017/18 n=64	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
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?	100.0%	94.6%	-5.4%	90.9%	76.5%	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?	94.8%	 85.9%	-8.9%	89.8%	71.3%	95.0%	77.7%

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal.
Table 7. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

PERMANENCY

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

1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care
6. Siblings placed together
7. Qualitative case reviews

ChildNet continues to perform well with most permanency related measures. There are measures in which performance has shown notable improvement and qualitative data, overall, supports those improvements.

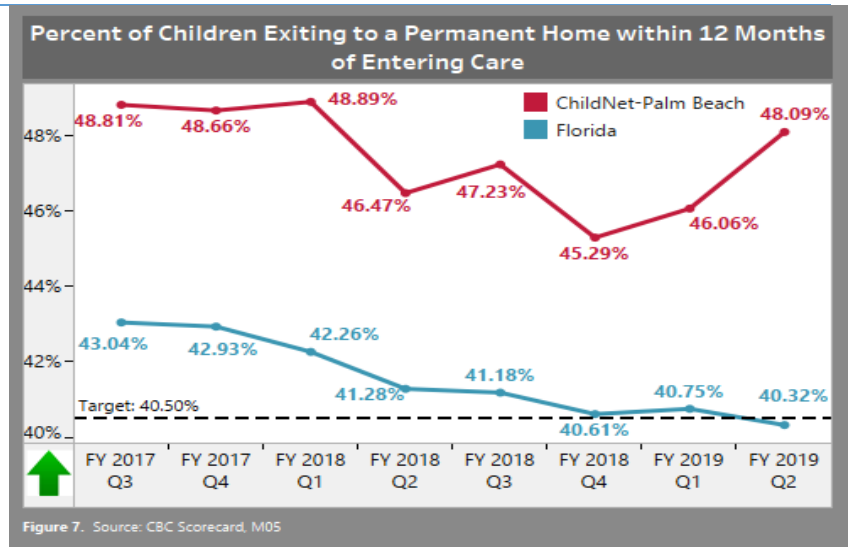
PERMANENCY IN 12 MONTHS

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

This graph depicts the percentage of children who entered foster care during the report period where the child achieved permanency within 12 months of entering foster care.

ChildNet has consistently performed above target and statewide performance for the past eight quarters. FY 18/19,

Q2 shows a significant divergence in performance between the state and ChildNet, with ChildNet above target by 7.59% and statewide performance by 7.77%.

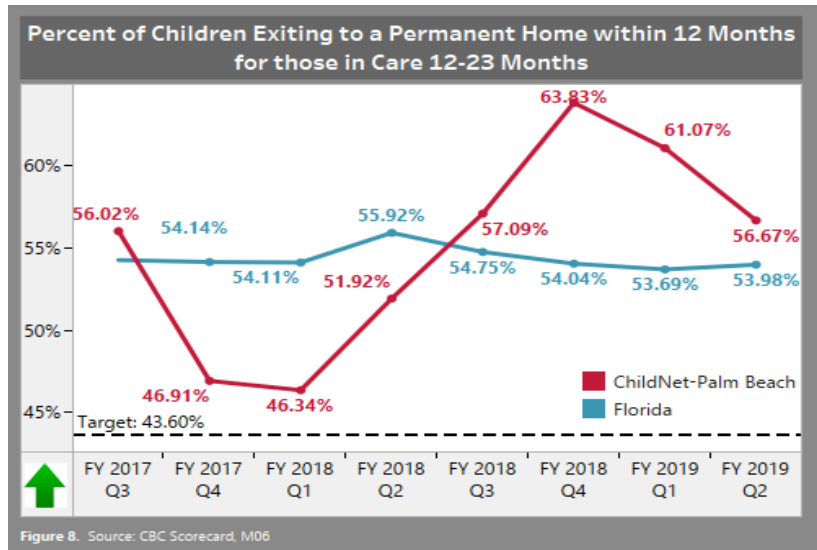


Quality data results from CQI Item 5 (establishing permanency goals in a timely manner) show that ChildNet performed above the statewide performance, although below federal and state expectations. CQI Item 5 improved in performance during FY 17/18 by .42%. Results from CQI Item 6 (making concerted efforts to achieve permanency) shows a decline of 10.2%, although ChildNet’s performance remains above statewide performance and the Federal PIP goal. (See Table 9) Results from CQI Item 12B (making concerted efforts to assess the needs of and provide services to parents to achieve case plan goals and adequately address the issues relevant to the agency’s involvement with the family) improved by 2.1%; ChildNet continues to exceed the statewide performance and the PIP goal but hasn’t reached federal and state expectations. ChildNet also showed an improvement of 5.2% during FY 17/18 and performed above statewide performance on CQI Item 15 (frequency and quality of visits between case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals). (See Table 10)

PERMANENCY IN 12 – 23 MONTHS

Percent of children exiting foster care to a permanent home in 12 months for children in foster care 12 to 23 months (Scorecard Measure M06): This graph provides the percentage of children in foster care whose length of stay is between 12 and 23 months as of the beginning of the report period who achieved permanency within 12 months of the beginning of the report period.

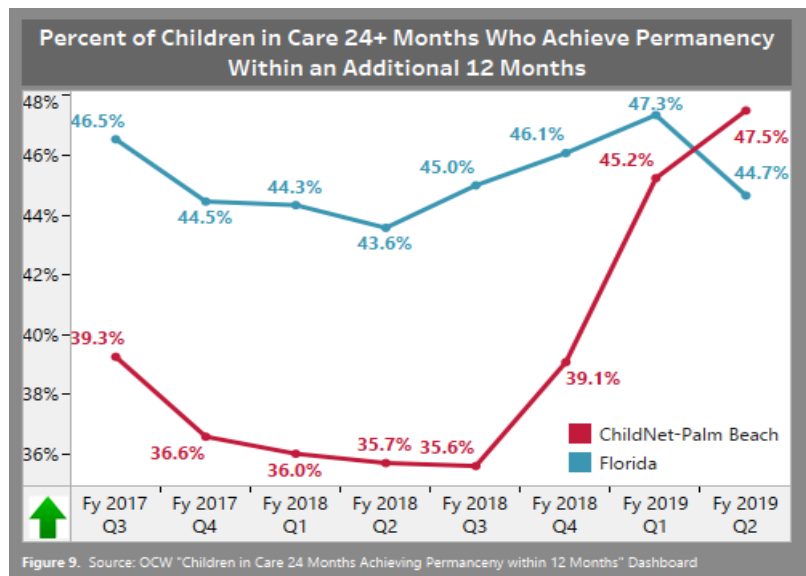
ChildNet has consistently performed above the target for this measure. For the most recent four of the past eight quarters, they have performed above statewide performance showing an overall improvement.



PERMANENCY AFTER 24 MONTHS

Percent of children in foster care for 24 or more months exiting to a permanent home: This graph depicts the percentage of children who were in foster care for 24 or more months and achieved permanency upon exiting foster care.

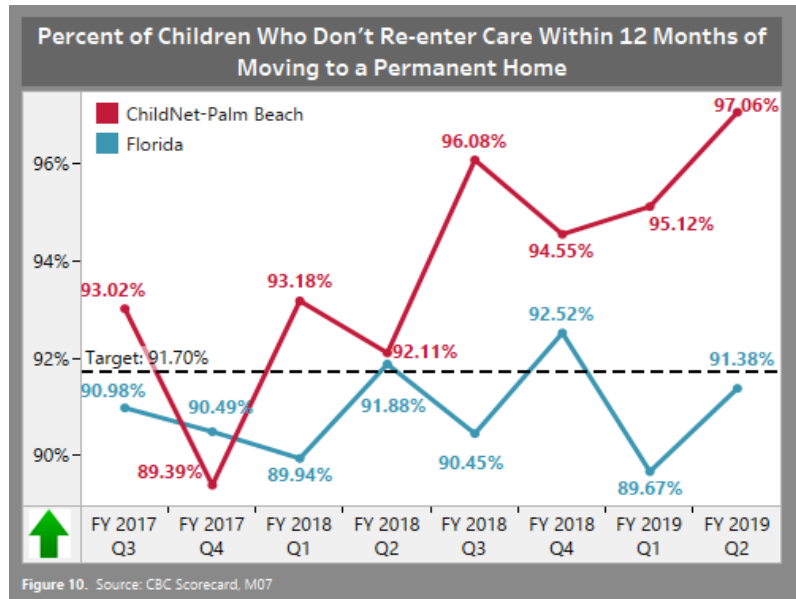
ChildNet has shown significant improvement in this performance measure over the past four quarters, surpassing statewide performance by 2.8%.



PERCENT NOT RE-ENTERING INTO CARE

Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (Scorecard Measure M07): This graph 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 12 months of entering, and subsequently do not re-enter foster care within twelve months of their permanency date.

Figure 10 shows ChildNet trending positively, improving from FY 17/18 Q4 to FY 18/19 Q2 by 7.67% on this performance measure. ChildNet has remained above the target and statewide performance in seven of the past eight quarters.



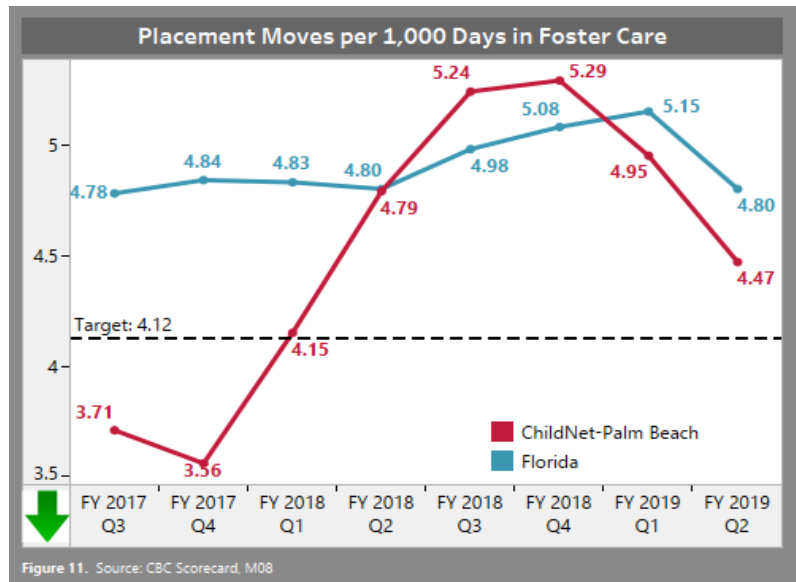
PLACEMENT STABILITY

Placement moves per one-thousand days in foster care (Scorecard Measure M08): This graph depicts the rate at which children change placements while in foster care during the report period.

ChildNet's performance in this measure has trended negatively from FY16/17, Q4 through FY17/18, Q4. In the most recent two quarters, there is evidence of improvement, although not reaching below the target threshold. Qualitative reviews do not support the negative trend noted on the scorecard performance measure.

Qualitative case reviews indicate that ChildNet's performance improved 9.6% from FY 16/17 to FY 17/18 on CQI Item 4 (ensuring

stable placement and that any moves are in the best interest of the child) and 95% of cases sampled had this item rated as a strength. This score is above statewide performance, the PIP goal, and meets the federal and state expectations. (See Table 8)

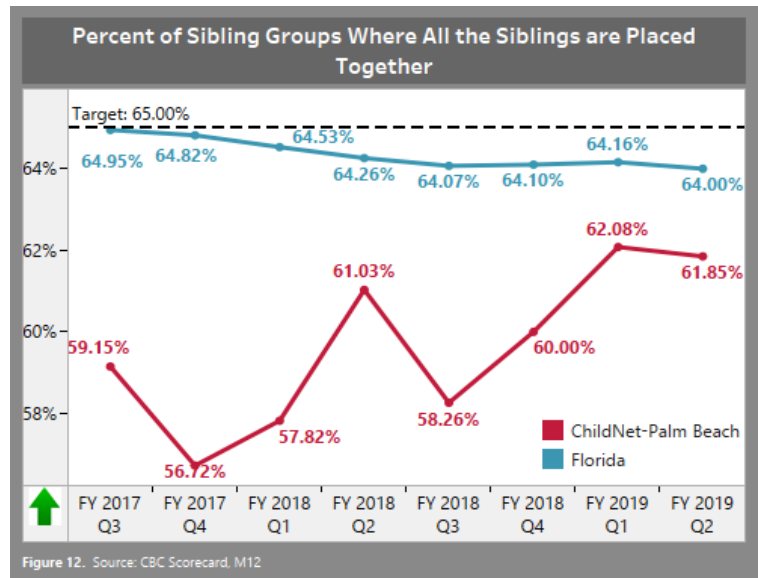


SIBLINGS PLACED TOGETHER

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

ChildNet continues to struggle with this performance measure, remaining below statewide performance and the target of 65%. However, there is a noticeable positive trend and while not reaching target, since FY16/17, Q4 ChildNet has improved by 5.1%.

The positive trend is supported by ChildNet’s performance on CQI Item 7 (ensuring the agency is making concerted efforts to place siblings together while in foster care). Scores for CQI Item 4 improved by 7.4% making ChildNet’s performance above statewide performance, though below federal and state expectations. (See Table 8)



QA CASE REVIEW DATA

The table below provides the current performance in items related to permanency that are based on qualitative case reviews.

Rapid Safety Feedback (RSF) review performance by ChildNet for FY 17/18 declined by 5% for RSF 2.1, but meaningfully improved for RSF 2.3 (by 10.8%) and RSF 2.5 (by 13.3%). ChildNet’s performance remains above statewide performance in the qualitative measures. (See Table 8)

Florida CQI reviews show ChildNet’s performance in all Federal PIP related measures are currently above the PIP goal and statewide average performance. (See Table 8, CQI Items 4, 6). ChildNet has shown some decline in concerted efforts to place with a relative (CQI Item 10) as well as the promotion and support of the relationships between child and caregiver removed from (CQI Item 11), both of which

Rapid Safety Feedback - Permanency			
Quality Assurance - Rapid Safety Feedback Item	ChildNet Palm Beach FY16/17 n=40	ChildNet Palm Beach FY17/18 n=39	Statewide RSF Performance FY17/18 n=830
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?	100.0%	95.0%	60.1%
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?	83.8%	94.6%	66.3%
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?	71.9%	85.2%	52.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.

Table 8. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

promote furtherance to permanency. Overall, ChildNet continues to perform very well in all permanency related CQI Items, though there is a continued need to improve based on the decline in some of the qualitative measures.

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals ¹	ChildNet Palm Beach FY 2016/2017 n=77	ChildNet Palm Beach FY 2017/18 n=64	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
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)?	93.8%	● 95.0%	1.3%	81.6%	82.0%	95.0%	88.5%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	89.6%	90.0%	0.4%	83.0%	81.8%	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?	85.4%	● 82.5%	-2.9%	72.5%	74.5%	95.0%	75.4%
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?	86.4%	90.0%	3.6%	83.8%	67.3%	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 famil..	88.6%	80.0%	-8.6%	62.9%	69.0%	95.0%	
CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends?	95.7%	87.5%	-8.2%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	100.0%	97.4%	-2.6%	80.9%	72.0%	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 acti.	86.1%	75.7%	-10.4%	54.6%	60.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change.

Table 9. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

WELL-BEING

The graphs and tables on the follow pages depict ChildNet '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. Qualitative case reviews

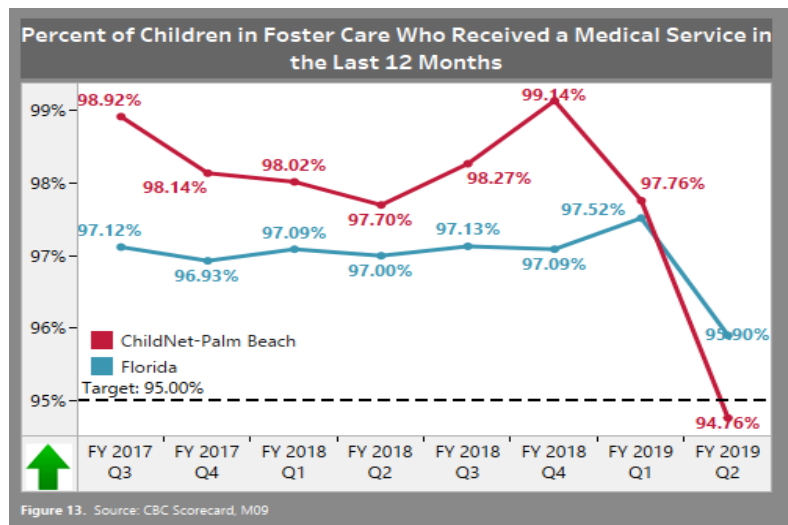
ChildNet continues to ensure that aging-out youth receiving appropriate educational services. While ChildNet has historically ensured children are receiving medical and dental services, there is an emerging negative trend.

CHILDREN RECEIVING MEDICAL CARE

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

This graph depicts the percentage of children in foster care as of the end of the report period who have received a medical service in the last 12 months.

ChildNet has performed well on this performance measure remaining above the target and statewide performance for seven of the past eight quarters. However, in FY 18/19 Q2 ChildNet experienced a drop of 3%, falling below the target of 95% as well as statewide performance.



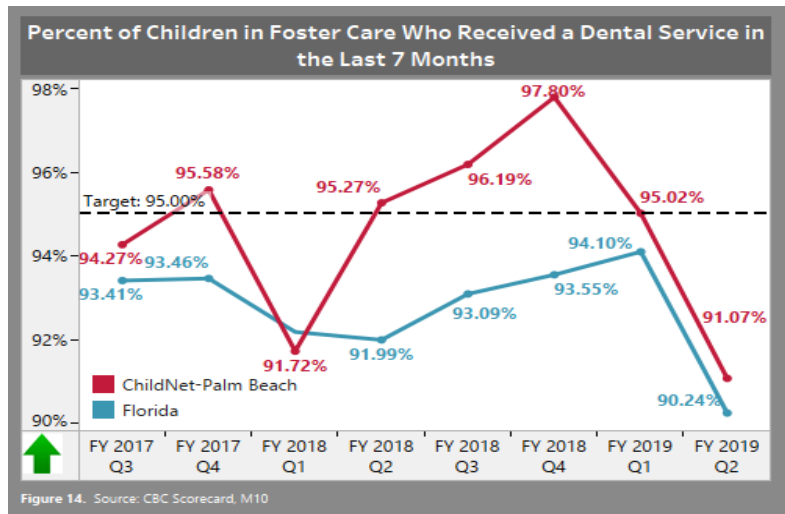
CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs) shows ChildNet improved during FY 17/18 by an increase of 17.2%, above statewide performance. (See Table 9)

CHILDREN RECEIVING DENTAL CARE

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

ChildNet has performed at or above the target for five of the past eight quarters in ensuring children are receiving necessary dental care. However, there is a pronounced negative trend for the most recent three quarters.

ChildNet scored above the statewide performance in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs). ChildNet showed improvement (17.2%) in FY 17/18, though still below the federal and state expectations. (See Table 9)

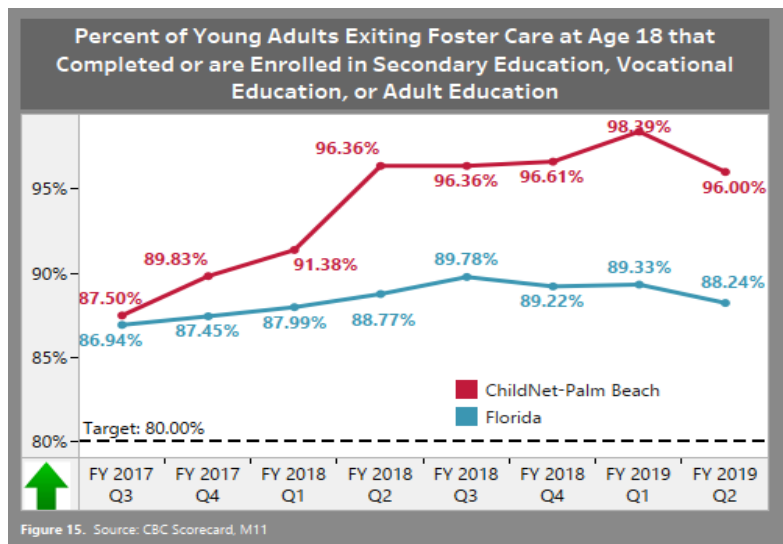


YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

Percentage of young adults who have aged out of foster care at age 18 and completed or are enrolled in secondary education, vocational training, or adult education (Scorecard Measure M11): This graph depicts 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 birthday.

ChildNet has consistently performed above target and statewide performance for the past eight quarters, while also trending positively.

This trend is further supported by ChildNet's performance in CQI Item 16 (ensuring concerted efforts are made to assess children's educational needs appropriately address identified needs in case planning and case management activities). ChildNet has improved performance by 11.6%, above statewide performance and the federal and state expectation in FY 17/18. (See Table 9)



QA CASE REVIEW DATA

The table on the following page provides ChildNet’s performance in measures related to child well-being based on CQI case reviews.

ChildNet is above statewide performance in all CQI Items related to well-being and is above the Federal Performance Improvement Plan goals for all those associated CQI Items. (See Table 10)

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals ¹	ChildNet Palm Beach FY 2016/2017 n=77	ChildNet Palm Beach FY 2017/18 n=64	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to children to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	92.3%	● 96.8%	4.5%	86.4%	51.3%	95.0%	58.4%
CQI Item 12B: Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	86.0%	● 88.1%	2.1%	64.0%	51.3%	95.0%	58.4%
CQI Item 12C: Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	94.4%	● 97.3%	2.9%	88.3%	51.3%	95.0%	58.4%
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?	89.1%	● 88.7%	-0.4%	60.5%	63.6%	95.0%	70.7%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the child (ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	86.2%	● 85.9%	-0.3%	62.5%	72.5%	95.0%	78.9%
CQI Item 15: Were the frequency and quality of the visits between the case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals?	43.9%	49.1%	5.2%	38.7%	43.5%	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?	85.7%	97.3%	11.6%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	62.8%	80.0%	17.2%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	79.5%	93.0%	13.5%	69.3%	72.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change.

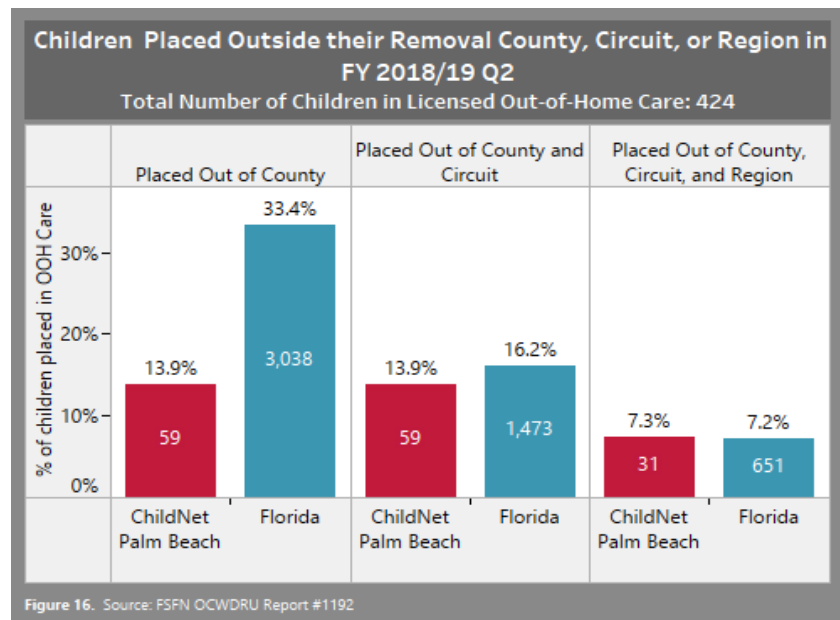
Table 9. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

SECTION 5: PLACEMENT RELATED DATA

This category focuses on available placement resources by reviewing data related to family foster home recruitment, group home placements and relative and non-relative placements.

Family Foster Home Recruitment

As seen in Figure 17, ChildNet has kept children within their county and circuit at a higher rate than the state and slightly exceeded statewide performance at keeping children within the Region.



The [Child Welfare Dashboard for Children in Out-of-Home Care](#) provides information related to number of foster homes and the associated beds available. According to this data source, ChildNet currently licenses 268 foster homes with the capacity of 498 beds. ChildNet also has access to 31 therapeutic beds. In November 2017 ChildNet had 293 licensed foster homes. Over the past year, ChildNet has experienced a net loss of foster homes. However, based on Regional feedback ChildNet continues to implement actions to improve foster parent licensures through their subcontracted providers. ChildNet, along with the child placing agencies, set goal of total foster homes licensed for the fiscal year at 335. While ChildNet has indicated that there has not been significant progress made toward meeting the goal, the subcontracted providers are confident they can meet their expected goals with the training classes that will be offered through the remainder of the fiscal year.

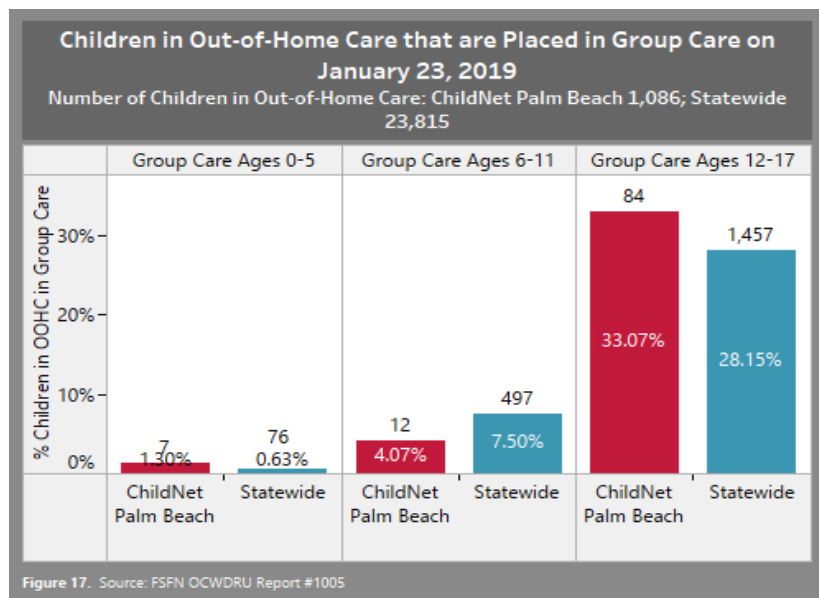
ChildNet has incorporated incentives into their contracts this year to encourage a decreased time from completion of preservice training to licensure with the intention of increasing the number of licensed foster families. ChildNet has indicated that they are also in the final stages of reviewing market research and marketing campaigns prepared by Keith Gold and Associates to increase public awareness of the need for foster homes and hopefully increase the numbers of families enrolling in preservice training

classes, and ultimately more licensed homes. ChildNet restructured their licensing department and shifted the Recruitment Director position to supervise the licensing unit. The licensing supervisor position had been vacant for some time and ChildNet was interviewing potential candidates for a recruitment coordinator at the time of this report.

Group Home Care

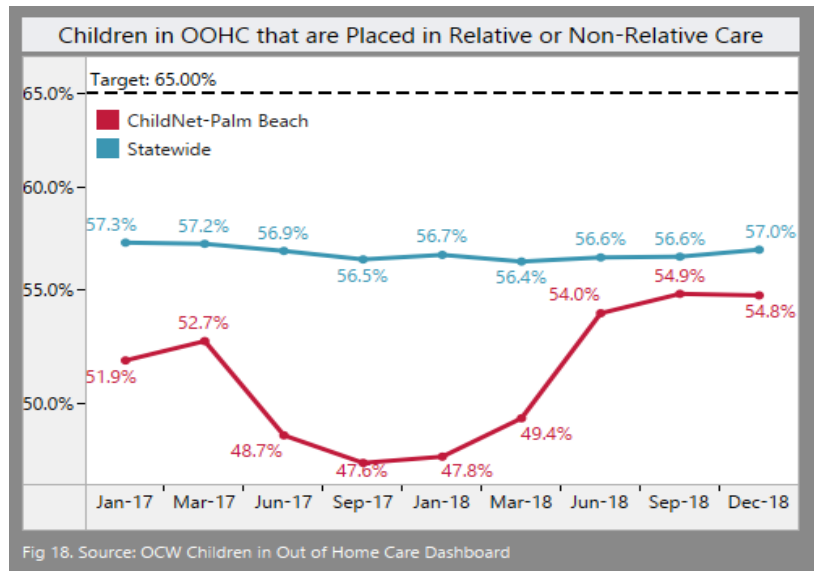
Data provided by the Office of Child Welfare (OCW) shows ChildNet has experienced a small increase of children ages 0-11 placed in a group home setting, from 12 children in group care on December 12, 2018 to 17 in group care on February 13, 2019. ChildNet is above statewide performance for the 0-5 and 12-17 age groups.

Regional feedback was provided for this report to address the placement of challenging teens, which may impact the number of 12-17-year-old’s in group care. ChildNet has contracted with a specific group home for placement of difficult teens over the past several years. The agency has significant issues with quality and compliance, resulting in an extensive corrective action plan. Additionally, the agency had not been able to maintain local management for any significant period. Due to continued non-compliance despite efforts by new local management, ChildNet has been working diligently to find a new provider. ChildNet successfully located an appropriate provider in January 2019 and is currently engaging the provider for provision of services. A smooth transition between providers is anticipated to occur on April 1, 2019, with little disruption to the children currently placed in the homes.



Relative/Non-Relative Caregiver Supports

Figure 19 indicates ChildNet has progressively improved in making and maintaining relative and non-relative placements since September 2017, with further improvement needed. ChildNet, according to data from the Office of Child Welfare related to Relative/Non-relative placements, has not met the target of 65% since January 2018. ChildNet experienced a significant decrease from March 2017 until September 2017, then trending positively. Relative and non-relative placements appear to have hit a plateau since June 2018.



Data provided by OCW shows that most initial placements by investigations into relative/nonrelative care are being maintained by ChildNet. Data from April 2018, which considers the subsequent six months to determine if the placement was maintained, indicates ChildNet is maintaining 85.4% of relative/nonrelative placements made by investigations. This percentage includes placements that remained stable or children that exited within 90 days of that placement.

SECTION 6: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed an on-site monitoring in FY 17/18. The following is a summary of the findings and any actions taken by ChildNet to improve. The full [ChildNet, Inc. Palm Beach FY 17/18 On-Site](#) monitoring report is available for reference.

Areas Needing Action Identified in Previous Report

- 1) Percent of sibling groups where all siblings are placed together (M12) – ChildNet has remained below the target rate for the past two fiscal years, currently at 57.7%. Qualitative data shows that there was an improvement in performance with this measure by 3.8%, and that performance is above the statewide average, but below the statewide and federal expectation.
 - a) This finding was included on a corrective action plan.
 - b) *Improved Performance:* While ChildNet has not reached the measure target of 65%, there has been some improvement between fiscal year data from 57.5% to 58.9% and quarterly data is showing a positive trend.
 - c) *Summaries of Actions Taken:* This performance measure is assigned to a champion whom is responsible for review and analysis. The champion provides a report biweekly to note trends,

provide status of prior actions and provide possible future actions for improvement to upper management. Intake and Placement are also meeting weekly to discuss siblings that are separated and have incorporated these discussions during placement matching staffings (every other week), as well as during the weekly performance management meetings. This measure is also being review by ChildNet's Board's Program Quality Committee. SFY18-19 first quarter result of 61.80%, CAP requirement wasn't met, but did improve by 2% from the prior quarter. Second quarter result of 62.5% CAP requirement was not met, but incremental improvements have taken place.

- 2) Documentation of stays at SafePlace – When a decision has been made to cease placement efforts and authorize a child to remain at SafePlace for the remainder of the day/night, the placement episode must be entered as a placement in FSFN to ensure accountability and real time knowledge of the child(ren)'s physical location and placement history
 - a) This finding was included on a corrective action plan.
 - b) *Improved Performance*
 - c) *Summaries of Actions Taken:* Copy of the FSFN Downloads were received, verifying that ChildNet has been documenting child placements timely. On November 5, 2018, the corrective action plan was completed. The documentation of stays at SafePlace have been consistently entered in Palm Beach. The provider submitted an updated FSFN download.

Opportunities for Improvement Identified in Previous Report

- 1) Rate of abuse per 100,000 days in foster care (M01) – Since the third quarter of FY 16/17, ChildNet has shown improvement, with a current rate of 6.65.
 - a) This finding was included on a corrective action plan.
 - b) *Improved Performance:* ChildNet improved during FY 17/18, from a rate of 10.9 in FY 16/17 to 7.9. The quarterly performance data, however, shows a negative trend for the past three quarters warranting continued monitoring.
 - c) *Summaries of Actions Taken:* This performance measure is assigned to a champion whom is responsible for review and analysis. The champion provides a report biweekly to note trends, provide status of prior actions and provide possible future actions for improvement to upper management. This measure is reviewed biweekly during the scorecard meetings as well as being reviewed by ChildNet's Board's Program Quality Committee. CAP measure was met for the 1st quarter of FY 18/19 at 8.04. The measure was not met in the 2nd quarter. There are 6 errors that have been reported to DCF for correction that have not been corrected yet. These corrections would result in significant improvement. There was an increase in human trafficking findings and one youth, who accounts for 3 of the 41 occurrences, that is resulting in a decline. The measure is reviewed weekly and updates provided at scorecard meetings every other week.

- 2) Percent of children who do not re-enter care within 12 months of moving to a permanent home (M07) – This measure has not been met over the past two fiscal years in totality, however, ChildNet has met

this measure in five of the past eight quarters; three of the most recent quarters were met consecutively.

- a) This finding was not included on a on any corrective action plan, performance improvement plan, local action plan or any other improvement plans or initiatives developed by the Region or CBC.
 - b) *Improved Performance:* ChildNet exceeded the target of 91.7% over the past fiscal year, improving from FY 16/17 by 6.5%. Additionally, quarterly data continues to show a positive trend, remaining above statewide performance and target for the past six consecutive quarters.
 - c) *Summaries of Actions Taken:* The provider was over the target in FY 17-18 Q3. The Regional Program also updated the performance measure; Provider hit the target in May, June and July of 2018.
- 3) Placement moves per 1,000 days in foster care (M08) – While ChildNet has met this performance measure for a significant amount of time, recent quarters have shown a negative trend. ChildNet is currently at 4.93, the highest in the past two fiscal years. However, quality case reviews show that placements are stable, and any moves are necessary and in the best interest of the child increased to 93.75% of the time in the sample reviewed.
- a) This finding was included on a corrective action plan.
 - b) *Performance Declined:* ChildNet failed to meet the target over the past fiscal year, declining from a rate of 3.6 to 4.6. Quarterly data shows continued decline over four of the most recent six quarters. However, the past two consecutive quarters, while not meeting target, did exceed statewide performance and trended in a positive direction.
 - c) *Summaries of Actions Taken:* This performance measure is assigned to a champion whom is responsible for review and analysis. The champion provides a report biweekly to note trends, provide status of prior actions and provide possible future actions for improvement to upper management. This measure is also reviewed biweekly during the scorecard meetings. The agency continues to implement steps approved by the Region. First quarter FY18/19 CAP measure was not met at rate of 4.86, however placement stability did improve 0.18 from the 4th quarter SFY 17-18. Second quarter result of 4.23, CAP measure was not met, however placement stability did improve significantly over the quarter. Measure is reviewed weekly and updates provided at the scorecard meeting every other week.
- 4) CQI Item 5 – Did the agency establish appropriate permanency goals for the child in a timely manner? ChildNet declined in performance by 3.1% to 89.58%. This is above the Federal PIP goal of 82.1%, yet below state and federal expectations.
- a) This finding was included on a performance improvement plan.
 - b) *Improved Performance:* Over the past two fiscal years, ChildNet has improved in performance to 90%.
 - c) *Summaries of Actions Taken:* This CQI Item is being tracked as part of the Southeast Region’s Performance Improvement Plan. The Southeast Region’s Performance Improvement Plan (PIP) committee led by DCF and consisting of representation from ChildNet-PB, ChildNet-Broward, the Broward Sheriff’s Office and Communities Connected for Kids meets quarterly to review and

update the PIP action items. The PIP action items are reviewed, discussed, and updated, as well as individual cases that may be addressed. Performance is tracked. The intent of including all four entities is to share ideas and strategies in hopes of improving casework practice overall within the Region. Each agency reports on their implementation, strategies, and the outcomes of their efforts at each meeting.

- 5) CQI Item 6 – Did the agency make concerted efforts to achieve reunification, guardianship, adoption or other planned permanent living arrangements for the child? ChildNet declined in performance by 2.9% to 82.5%. This is above the Federal PIP goal of 75.4%, yet below state and federal expectations.
 - a) This finding was included on a performance improvement plan.
 - b) **Performance Declined:** Since FY 15/16 ChildNet has declined in performance from 92.68% to the current 82.5% in FY 17/18.
 - c) *Summaries of Actions Taken:* This CQI Item is being tracked as part of the Southeast Region’s Performance Improvement Plan. The Southeast Region’s Performance Improvement Plan (PIP) committee led by DCF and consisting of representation from ChildNet-PB, ChildNet-Broward, the Broward Sheriff’s Office and Communities Connected for Kids meets quarterly to review and update the PIP action items. The PIP action items are reviewed, discussed, and updated, as well as individual cases that may be addressed. Performance is tracked. The intent of including all four entities is to share ideas and strategies in hopes of improving casework practice overall within the Region. Each agency reports on their implementation, strategies, and the outcomes of their efforts at each meeting.
- 6) Leadership Evaluation – There is an opportunity for the Board to enhance and formalize a more structured annual evaluation process for the CEO. The Board should incorporate formalized outreach to close partnerships for CEO relations and efficacy within the community.
 - a) This finding was not included on a on any corrective action plan, performance improvement plan, local action plan or any other improvement plans or initiatives developed by the Region or CBC.
 - b) **No Change in Performance:** ChildNet is currently reviewing the structure and format of the annual review. There are plans to include community input.
 - c) *Summaries of Actions Taken:* The board will be completing a formal evaluation of the CEO and are currently reviewing the structure and format of that review. The review process will be formalized and will include input from the local community through multiple avenues. This includes conversations board leadership have with stakeholders, a provider member on the Board at this time and the Provider Advisory Council, all of which are avenues for community input to be used in the evaluation of the CEO. The CEO has not been in his current position for a year at this time.
- 7) Continuous Quality Improvement – Continued assessment of the feedback loop used for parents, caregivers, and children may provide for better understanding and enhancement of the system of care. Other ways to engage these groups or other methods of engagement should be explored.
 - a) This finding was not included on a on any corrective action plan, performance improvement plan, local action plan or any other improvement plans or initiatives developed by the Region or CBC.

- b) **No Change in Performance:** ChildNet has devised feedback loops to include the groups noted. This is an ongoing endeavor and progress through the current means have yet to manifest.
 - c) *Summaries of Actions Taken:* Through the foster shock subcommittee of the Community Alliance, ChildNet has continued to work with the foster home management agencies to improve communication and ensure that information makes it to the foster parents. A survey of foster parents and communication with them that was previously submitted with the corrective action plan developed from the on-site COU report will be used as a part of this year's foster home management contract monitoring. As a part of ChildNet's annual monitoring of CHS, interviews will be held with parents and children around their feedback on the services they receive from case management, and that information will be used to inform CHS of any improvement strategies. ChildNet is currently exploring bringing in external resources to support training for front-line supervisors that would address engagement across the board.
- 8) Placement Resources– While ChildNet is continually messaging family centered practice and trauma informed care with providers, it is not clear whether this messaging is reaching the foster parents under all child placing agencies. The foster parent focus group suggested a lack of communication about information known for children being initially and/or subsequently placed in foster homes. Further exploration of the disconnect between information provided to the child placing agencies and what the foster parents are receiving is warranted.
- a) This finding was included on a corrective action plan.
 - b) **No Change in Performance:** Corrective action in progress.
 - c) *Summaries of Actions Taken:* A copy of the Foster Parent Survey form was received in 09/20/2018. This CAP will initiate with contract monitoring, which have not begun yet. The proposed survey has been completed and was provided to the DCF contract manager. As a part of this year's foster home management contracting the survey of foster parents and communication with them that was previously submitted with the corrective action plan developed from the on-site COU report, will be used in foster home contract monitoring's this year.
- 9) Practice Competency – ChildNet would benefit from additional development of practice model expertise at the case management level to further incorporate family centered and trauma informed principles throughout the life of the case. Family Team Meetings that are currently driven by a practice model expert are initially providing good direction for new cases. By adding this same level of expertise throughout the case and to case closure using frontline staff experts would further bolster integration.
- a) This finding was not included on a on any corrective action plan, performance improvement plan, local action plan or any other improvement plans or initiatives developed by the Region or CBC.
 - b) **No Change in Performance:** ChildNet is engaged in identification and implementation of a program to develop subject matter experts, though this has not been solidified and implemented.
 - c) *Summaries of Actions Taken:* ChildNet Palm Beach is actively engaged in the statewide work group to create case management SPEs and address how to train and assess proficiency. That

workgroup has not yet made recommendations or created the avenue to be able to accomplish this, but we are committed to implementing the actions that are identified by the workgroup and will continue to participate in the workgroup as long as it is in place.

- 10) Partnership Relations – ChildNet should continue to re-iterate and message case management statistics, specifically referencing case manager turnover rates, to all partners and providers at every opportunity. Interviews with CLS, Legal Aid Society, and Foster Parents indicate that there is a perceived conception that turnover rates are very high with little stability in the workforce.
- a) This finding was not included on a on any corrective action plan, performance improvement plan, local action plan or any other improvement plans or initiatives developed by the Region or CBC.
 - b) **No Change in Performance:** ChildNet is continuing to employ communication with their subcontracted providers and the community.
 - c) *Summaries of Actions Taken:* ChildNet continues to hold a quarterly partnership meeting with DCF, CLS and the community where retention is discussed. Retention has been a greater issue in this fiscal year than in previous years and it is an open topic of discussion. These discussions have centered on retention strategies and current turnover concerns. ChildNet and CHS continue to work collaboratively to identify resources within both organizations to increase the overall number of case management positions to reduce the caseloads for case managers to improve retention.

SECTION 7: DESK REVIEW FINDINGS

SUMMARY

ChildNet is an established community-based-care agency serving Circuit 15 - Palm Beach County in the Southeast Region of Florida. ChildNet has endeavored to improve performance and enhance their system of care through monitoring and partnerships within their system. They continue efforts to ensure continuous quality improvement activities to support staff performance and augment operations. ChildNet continues its commitment to be a trusted community educator and partner serving the community. ChildNet has shown overall performance improvement since their previous on-site monitoring. ChildNet is encouraged to continue to address previously identified areas through corrective action plans or improvement plans.

AREAS NEEDING ACTION:

These findings represent areas that need prompt attention and action as they impact child safety, are violations of statute or administrative rule, or are areas where ChildNet has consistently underperformed:

- 1. Performance
 - a. Safety
 - i. Rate of abuse or neglect per day while in foster care (M01)

1. While ChildNet had made strides in performance over the past fiscal year, quarterly data shows a negative trend for the past three quarters. The last quarter shows ChildNet surpassing the target at a rate of 9.11. ChildNet is currently on a corrective action plan to address this measure.

OPPORTUNITIES FOR IMPROVEMENT:

These findings represent areas where there is need for analysis and development of an agency improvement plan.

2. Performance

a. Permanency

i. Placement moves per 1,000 days in foster care (M08)

1. ChildNet's performance on this measure has declined over the past fiscal year. Quarterly data does show some improvement, however, ChildNet remains above the target rate of 4.12 at 4.47. ChildNet is currently on a corrective action plan to address this measure.

ii. Percent of sibling groups where all siblings are placed together (M12)

1. ChildNet's performance on this measure has improved over the past fiscal year, though remaining below statewide performance and the target of 65%. Quarterly data shows improvement as well. ChildNet is currently on a corrective action plan to address this measure.

b. Well-Being

i. Percentage of children in out-of-home care who received dental services within the last seven months (M10)

1. ChildNet's performance on this measure has remained the same over the past two fiscal years, .8% shy of the target. Quarterly data shows a negative trend for the past three quarters, with ChildNet below the target of 95% at 91.07%.

3. Systemic

a. Placement Resources and Process

- i. Placement Resources - While ChildNet is continually messaging family centered practice and trauma informed care with providers, it is not clear whether this messaging is reaching the foster parents under all child placing agencies. The foster parent focus group suggested a lack of communication about information known for children being initially and/or subsequently placed in foster homes. Further exploration of the disconnect between information provided to the child placing agencies and what the foster parents are receiving is warranted.

1. ChildNet is currently on a corrective action for this item.

– 2018 FLORIDA CHILD WELL-BEING INDEX –

OVERALL COUNTY RANK

13

Palm Beach County



Keeping a focus on where counties can make life better for our children & families

	Baseline Year	%	Current Year	%	Number	Change
 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 33	Children in poverty	2011	24.1	2016	19.0	52,473 
	Unemployment rate	2011	10.0	2016	4.8	34,228 
	High housing cost burden (>30% in come spent)	2007-2011	46.1	2012-2016	39.9	214,719 
	Teens not in school and not working	2007-2011	8.7	2012-2016	6.2	3,895 

	Baseline Year	%	Current Year	%	Number	Change
 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 6	3 & 4 year old children not enrolled in school	2007-2011	44.3	2012-2016	42.9	12,904 
	4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	71.0	10,132 
	8th grade students not proficient in math	2014/15	76.0	2015/16	61.0	7,690 
	High school students not graduating on time	2011/12	23.0	2015/16	17.7	2,446 

	Baseline Year	%	Current Year	%	Number	Change
 HEALTH WELL-BEING <small>DOMAIN RANK</small> 41	Low-birthweight babies	2011	9.1	2016	8.3	1,236 <i>Unchanged</i>
	Uninsured children	2010	15.8	2015	8.8	25,332 
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	38.8	2015/16	37.5	14,654 
	High school teens who used alcohol/drugs (past 30 days)	2012	43.7	2016	33.3	306 

	Baseline Year	%	Current Year	%	Number	Change
 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 36	Children in single parent families	2007-2011	35.1	2012-2016	34.8	84,561 <i>Unchanged</i>
	Children living in high poverty areas	2007-2011	11.1	2012-2016	12.4	34,186 
	Children with verified maltreatment (per 1,000)	2011/12	7.3	2016/17	4.3	1,168 
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	25.4	2016/17	14.6	1,808 

We all do better when Florida's children succeed. Find out how you can act locally and at the state level to ensure: (1) Children have access to health care; (2) Communities prevent child abuse, juvenile justice involvement, and substance abuse; and (3) Parents have educational and work opportunities that support their families.



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