



## CONTRACT OVERSIGHT DESK REVIEW

Eckerd Community Alternatives, Inc. – Hillsborough

Contract QJ3E0

Desk Review Completed: January 2019

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for Eckerd Community Alternatives, Inc. - Hillsborough

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## EXECUTIVE SUMMARY

The Department's Community Based Care Monitoring Team performed a Desk Review for Eckerd Community Alternatives Inc., Contract QJ3E0. Eckerd – Hillsborough (Eckerd) has provided child welfare services for Circuit 13, which encompasses Hillsborough County in the SunCoast Region of Florida since 2012.

The monitoring process included a review of Eckerd's performance on both quantitative and qualitative performance measures, and information from the contract manager regarding previous CBC monitoring findings. 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 SunCoast 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- Renee Gill, Jessica Manfreda, Megan Wiggins and Alissa Cross.

In March 2018, a Peer Review was convened by then Secretary Mike Carroll to assess the causes behind the critical shortage of placements for teens in Hillsborough County and the Hillsborough County child welfare system of care as a whole. The team was charged with developing recommendations for improvement. The CBC monitoring team completed the yearly monitoring activities in partnership with the Peer Review Team. At the conclusion of the peer review, the recommendations were addressed in a Formal Corrective Action Plan and a Roadmap for Success plan that included many community partners.

## 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 the use of evidence based programs and data analytics. The most up-to-date Eckerd performance is depicted later in this report.

**Data Basics**

**Eckerd Community Alternatives**

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

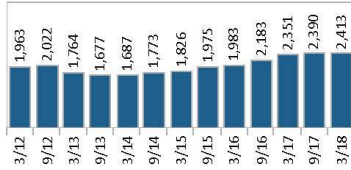
Data source: state-submitted AFCARS and NCANDS files

Date prepared: 6/19/2018

CBC Florida national

**# of children in care**

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



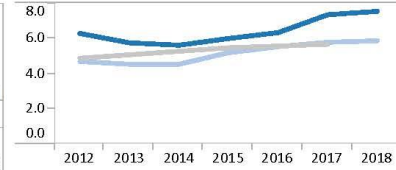
**year over year change in the**

**# in care**



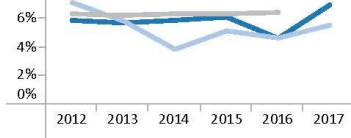
**rate in care**

(per 1,000, < age 18)



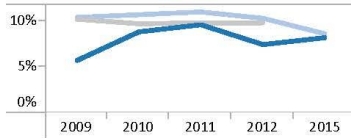
**Safety**

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



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

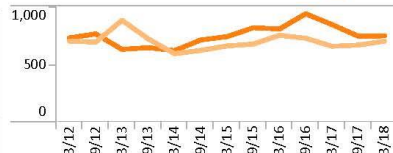
(note 2013-2014 data masked due to data quality)



**Entries**

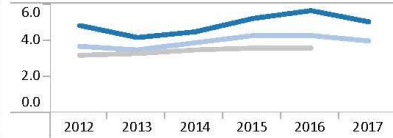
**# of children entering & exiting**

(6 month entry cohorts ending on each date)



**rate of children entering care**

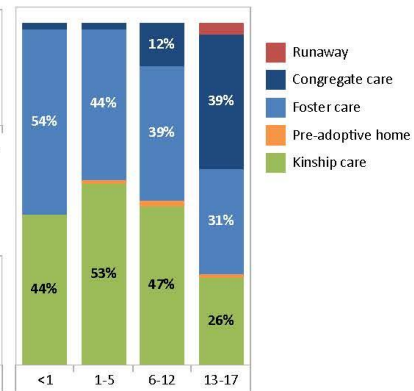
(per 1,000)



**Placement**

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

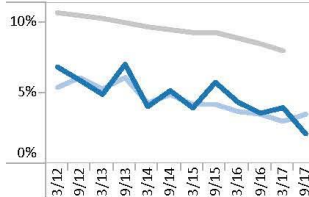
(for all children in care on 3/31/2018)



**Timely & Stable Permanency**

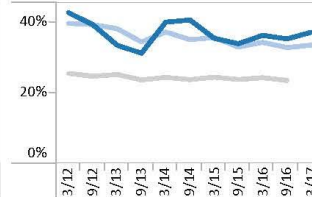
**% permanency within 30 days of entering care**

(6 month entry cohorts ending on each date)

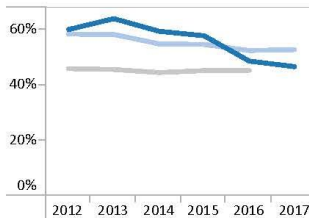


**% permanency within 3-12 months of entering care**

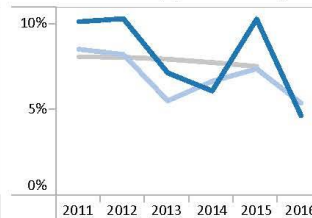
(6 month entry cohorts ending on each date)



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



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

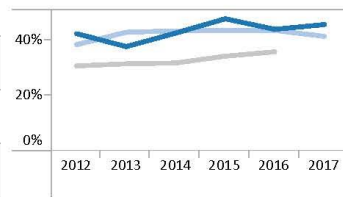


**Children In Care 2+ Years (3/31/2018)**

**in care 2+ years**

#	432
%	18%
state	18%
Nat'l (2017)	25%

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



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

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

	ages 2-12			ages 13-17		
	Reunif	Adopt	NA	Reunif	Adopt	APPLA
Congregate care		4%			7%	3%
Foster care	7%	28%	2%	3%	6%	
Kinship care	5%	19%				
Pre-adoptive home		4%				

## SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community Eckerd 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. Eckerd serves the children and families in Hillsborough county representing the 13th Judicial Circuit in the SunCoast Region. The table below provides key US Census Facts for these counties as compared to the statewide percentages.

Hillsborough County has a slightly higher poverty rate than statewide. The county also has a slightly higher population of adults with a college degree and the median income than the state. Hillsborough County is on par with the state for the percentage of adults with a high school diploma.

US Census Facts	Florida	Hillsborough
Median Household Income	\$48,900	\$51,681
Percent of population living in poverty	14.7%	15.0%
Percent of population over 25 years old with a college degree	27.9%	31.4%
Percent of population over 25 years old with high school diploma	87.2%	87.8%

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

## CHILD FATALITIES

### BIRTH AND INFANT MORTALITY RATES

Since 2012, the birth rate per 1,000 population in Hillsborough County has remained stable and slightly higher than the statewide rate of 11.1. The infant mortality rate per 1,000 live births has remained above the statewide rate since 2012. The infant mortality rate peaked at eight in 2015 and subsequently decreased.

County	Birth Rate per 1,000 Population Statewide Rate 11.1					Infant Mortality Per 1,000 Population Statewide Rate: 6.1				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Hillsborough	13	13	12.9	13.2	12.7	7.6	7.3	7.1	8	7.4

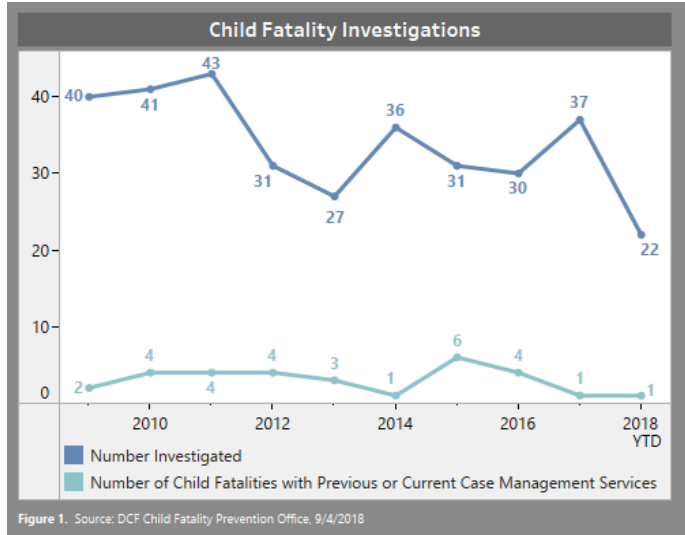
Table 2. Source: fihealthcharts.com

### CHILD FATALITY INVESTIGATIONS

From 2009 to November 2018, there were a total of 316 child fatality investigations in Circuit 13. The number of child fatalities with previous or current case management services at the time of the fatality

investigation has remained consistent apart from 2015, the highest number of fatalities (6) since 2009. Of the 316 fatality investigations in Circuit 13 from 2009 to 2017, 30 involved previous or current case management services. (See Fig. 1) This total includes a courtesy supervision case in 2010. Of the fatality investigations with prior or current case management history, the most common primary causes of death were:

- inflicted trauma (11)
- natural causes (6)
- sleep related deaths (4)
- drowning (2)
- accidental deaths (2)
- SIDS/SUID (1)
- suicide (1)
- undetermined/investigation pending (2)



In 2016, 2017 and 2018 four child fatalities resulted in a CIRRT response. Of those four, three reports are complete and one is still pending investigation. The circumstances for the four reports are noted below:

- In July 2016, a nearly eight-month old infant was found unresponsive after sleeping on a couch with another child in the home. The child had been placed at the caregiver’s residence after her removal from her parents. The child was pronounced deceased due to suffocation with the contributory cause of a respiratory infection. Because there was a verified prior investigation within 12 months of the infant’s death, a CIRRT team was deployed. The death was determined to be accidental. [CIRRT Report](#)
- In November 2016, a four-month-old infant was found unresponsive in his bouncer seat. The infant was pronounced deceased upon the arrival of emergency medical services. There had been prior reports concerning substance misuse by the mother. The child was born at 26 weeks’ gestation and was admitted to the neonatal intensive care unit. The mother was referred to intensive in-home services, with which she failed to comply. A subsequent in-home dependency petition was filed and the family was adjudicated dependent. At the time of the infant’s death, there was an open investigation with allegations of continued alcohol misuse by the mother and the father’s inability to protect the children. The infant’s death was deemed to have been the result of natural causes. [CIRRT Report](#)
- In December 2016, a 1 1/2-year-old child was pronounced dead 4 days after he was taken to the hospital when he became unresponsive in his foster home. Because there was a verified report within 12 months of the death, a Critical Incident Rapid Response Team was deployed to

conduct a review. The investigation remains pending at this time. **CIRRT Complete/  
Investigation Pending**

- In May 2018, a 2-month-old infant was found unresponsive in his licensed home daycare. Because there was a verified report involving the family that occurred within 12 months of the death, a Critical Incident Rapid Response Team was deployed. [CIRRT Report](#)

### SECTION 3: AGENCY SUMMARY

Eckerd Community Alternatives, Inc. has been the contracted lead child welfare agency in Circuit Thirteen since 2012. Eckerd Community Alternatives, Inc. began providing youth services, beginning with the juvenile justice population, in 1968 and subsequently expanded into child welfare.

Eckerd is accredited by the Council on Accreditation (COA), a nonprofit accreditor of human services since 1977. Eckerd is COA accredited until June 30, 2019 and maintains accreditation for the following child welfare programs:

- Administration and Management
- Adoption Services
- Case Management Services
- Counseling Support & Education Services
- Family Preservation and Stabilization Services
- Family Foster Family & Kinship Care
- Group Living Services
- Network Administration
- Service Delivery Administration
- Supervised Visitation and Exchange
- Volunteer Mentoring Services

Eckerd utilizes several different community providers to deliver services to the children and families within the system of care. Eckerd subcontracts with Devereux, Gulf Coast Jewish Family Services and Directions for Living to provide child welfare case management services. Eckerd subcontracts safety management and family support services with Gracepoint Family Net and Gulf Coast Safe at Home. Eckerd subcontracts for both pre-service and in-service training needs with the University of South Florida (USF). Eckerd currently maintains sole responsibility for placement services, but does share responsibility for providing independent living services with Camelot. Foster parent licensing and recruitment and placement services have been re-evaluated over the past six months and the decision to decrease the number of child placing agencies (CPA) responsible for these areas has begun. As of October 2, 2018, Eckerd has issued their intent to subcontract with Children's Home Network for foster parent licensing and recruitment and placement services. Children's Home Network will contract with Camelot, A Door of Hope and West Florida Foster Care Services, Inc. for licensing and re-licensing services. The transition date for these agencies to take control of licensing in Hillsborough County is February 1, 2019. Recruitment efforts have shifted from the licensing agencies having sole recruitment to the establishment of a licensing and recruitment unit within Eckerd to focus on specific populations.

## NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

Eckerd has experienced an increase of child receiving both in-home and out-of-home services from FY 14/15 until FY 16/17. In FY 17/18 there was a significant decrease in children receiving in-home services and a slight decrease in those receiving out-of-home services. The number of children receiving family support services has increased over the past three fiscal years. Children entering out-of-home care also spiked in FY 16/17 and has decreased in FY 17/18, though not to the levels of previous fiscal years.

Service Area Data		Fy 2014/ 2015	FY 2015/ 2016	FY 2016/ 2017	FY 2017/ 2018
Child Protective Investigations and Child Removals (Hillsborough County)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	11,686	11,913	12,344	12,055
	Children Entering Out-of-Home Care	1,432	1,171	1,768	1,505
Children Served by Eckerd Hillsborough	Children Receiving In-Home Services	2,470	2,951	3,251	2,686
	Children Receiving Out of Home Care	3,179	3,554	3,853	3,831
	Young Adults Receiving Services	333	283	322	342
	Children Receiving Family Support Services	1,629	697	814	1,152

Table 3. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, PSFN OCWDRU Report 1006

## 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 Eckerd Community Alternatives (Hillsborough). The desk review period was for the period of January 1, 2018 through March 31, 2018. The report was published on August 3, 2018 with the following: There were no findings noted. However, one observation was made regarding noncompliance with travel requirements. Technical assistance was also provided for noncompliance with Federal/State regulatory requirements.

For further details, please see the complete fiscal report – [2017-18 CBC Desk Review Financial Monitoring Report](#)

### Financial Viability Plan

Eckerd applied for Risk Pool Funding for Hillsborough County during FY 16/17, FY 17/18 and FY 18/19.

Eckerd received Risk Pool Funding for FY 17/18 and FY 18/19. They received Back of the Bill funding for operational deficits in both FY 16/17 and FY 17/18. Eckerd has received \$2,720,116 in Risk Pool Funding in FY 18/19. According to the [Risk Pool Committee Report](#) in October 2018, the committee recommended funding the request in total due to systemic issues. The committee cited significant oversight through an extensive corrective action plan and Eckerd’s need to address the challenges noted by the Peer Review.

As noted in Table 4 below, Eckerd continues to carry forward a deficit despite risk pool allocation and back of the bill funding allocations.



Comparison of Funding by Fiscal Year						
Eckerd Hillsborough						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$49,809,812	\$50,307,347	\$51,150,751	\$51,950,806	\$55,584,469	\$55,647,111
Other**	\$18,120,196	\$18,092,847	\$19,455,810	\$21,788,393	\$21,806,063	\$23,030,761
<b>Total Initial Appropriation</b>	<b>\$67,930,008</b>	<b>\$68,400,194</b>	<b>\$70,606,561</b>	<b>\$73,739,199</b>	<b>\$77,390,532</b>	<b>\$78,677,872</b>
Risk Pool Allocation					\$169,256	
CBC Operational Costs from Back of the Bill				\$1,026,682	\$4,757,189	
MAS from Back of the Bill			\$640,520			
Carry Fwd Balance from Previous Years	\$939,744	\$3,102,287	\$2,806,968	\$1,915,130	-\$419,724	-\$358,972
<b>Total Funds Available</b>	<b>\$68,869,752</b>	<b>\$71,502,481</b>	<b>\$74,054,049</b>	<b>\$76,681,011</b>	<b>\$81,897,253</b>	<b>\$78,318,900</b>
** 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 Eckerd’s performance as captured by data indicators that are used to assess how well Eckerd 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 2<sup>nd</sup> level reviews by the Office of Child Welfare and at times, 3<sup>rd</sup> level reviews by the Administration for Children and Families to ensure each case was accurately rated.

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

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

## CONTRACT AND CBC SCORECARD MEASURES

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

- 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
- 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
- M12: % of sibling groups where all siblings are placed together

All of these measures were successfully met in FY 16/17 as well. (See Table 5)

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

- M01: Rate of abuse per 100,000 days in foster care *(Included on Roadmap for Success)*
- M07: % of children who do not re-enter care within twelve months of moving to a permanent home *(Included on Roadmap for Success)*
- M08: Placement moves per 1,000 days in foster care *(Included on Roadmap for Success)*
- M10: % of children in out-of-home care who received dental services within the last seven (7) months
- Adoption Measure: Number of children with finalized adoptions

With the exception of M10, these measures were not successfully 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	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	Eckerd Hillsborough July 1, 2016-June 30, 2017	Eckerd Hillsborough July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 10.4	● 11.9
2	Percent of children who are not neglected or abused during in-home services	>95%		97.20%	● 96.7%	● 97.9%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.10%	● 95.9%	● 95.3%
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%	● 41.7%
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%	● 51.3%	● 45.2%
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%	● 91.2%	● 87.9%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 5.5	● 6.4
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.50%	● 98.3%	● 98.1%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.40%	● 96.8%	● 93.0%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.00%	● 96.6%	● 96.0%
12	Percent of sibling groups where all siblings are placed together	>65%		63.70%	● 66.1%	● 65.0%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY2016/2017: 282 FY2017/2018: 295			278.0	285.0

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 following pages depict Eckerd's performance related to safety in the following areas:

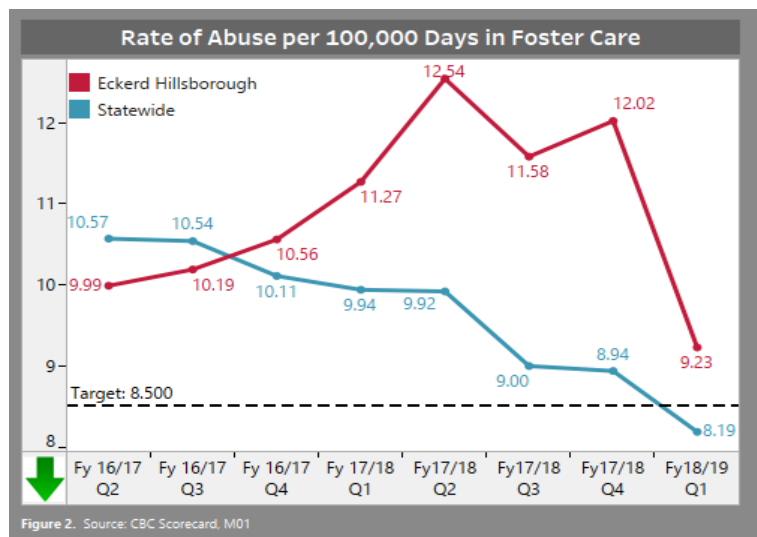
1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. Qualitative Case Review

Eckerd has generally improved over the past fiscal year in safety related measures. Of the five related measures, Eckerd is meeting or exceeding the performance target in four of those measures. The corresponding RSF and CQI Items noted in the qualitative case reviews also show improved performance.

### 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.

Eckerd continues to struggle with this measure, remaining higher than the statewide performance and above the target rate of 8.5 for the past six quarters. However, the rate of abuse has generally decreased over the last four quarters showing some positive progress. Eckerd is currently engaged in the Circuit 13 Roadmap to Success plan which incorporates and tracks this safety measure.

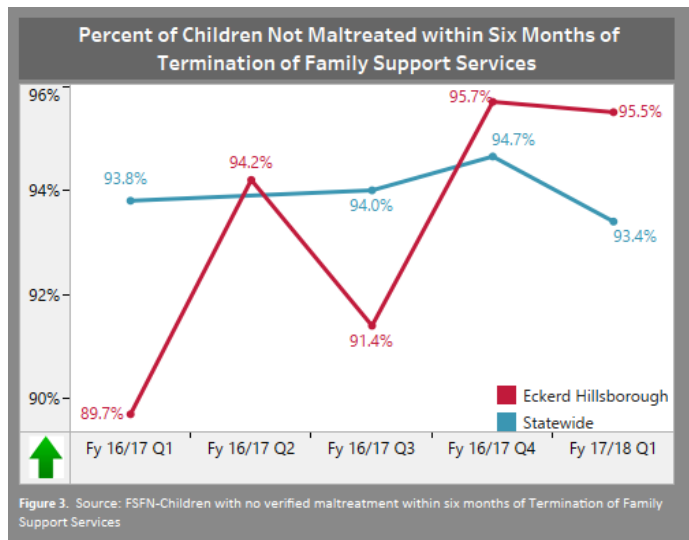


The CQI case review indicator linked to child safety (CQI Item 3, making concerted efforts to address risk and safety) showed an incremental improvement (.3%), remaining above statewide performance and PIP goal. (See Table 7) This level of performance through quality reviews does not match the information noted above in the performance measure.

## 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.

Eckerd has trended positively over the past five quarters, exceeding the statewide performance in the most recent two quarters. Eckerd’s current service array rating through the Office of Child Welfare for Family Support Services is a “3”. This indicates that the agency is providing the services consistently as defined, with no capacity issues and there is access to these services across the entire service area.

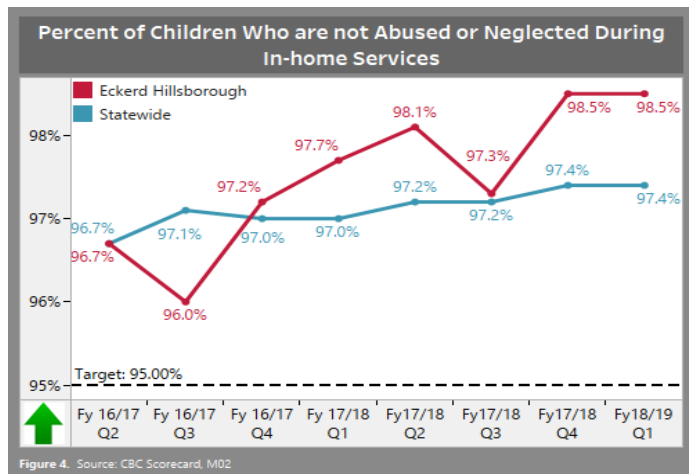


## NO MALTREATMENT DURING IN-HOME SERVICES

**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.

Eckerd’s performance in this measure has remained above the target in the last eight quarters. Their performance has remained above the statewide performance in the most recent six of the last eight quarters.

Rapid Safety Feedback (RSF) data validates the performance measure showing Eckerd scores 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), RSF 4.1 (ensuring safety plans are sufficient) and CQI Item 3 (making concerted efforts to address risk and safety). (See Tables 6 and 7)

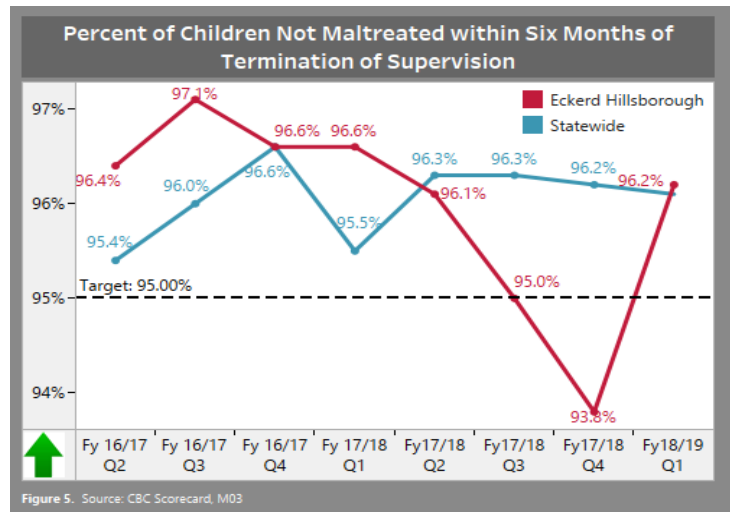


## NO MALTREATMENT AFTER RECEIVING SERVICES

**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.

Eckerd’s performance has mostly trended negatively from FY 16/17, Q2 until FY 17/18, Q4 where it dipped below the target of 95%. However, it has rebounded in the most recent quarter, both above the target and the statewide average at 96.2%.

Eckerd’s performance for CQI Item 2 (ensuring concerted efforts are made to provide services to the family to prevent children’s entry into foster care or re-entry after reunification), has remained above the statewide performance for the past two fiscal years at 100%. (See Table 7)

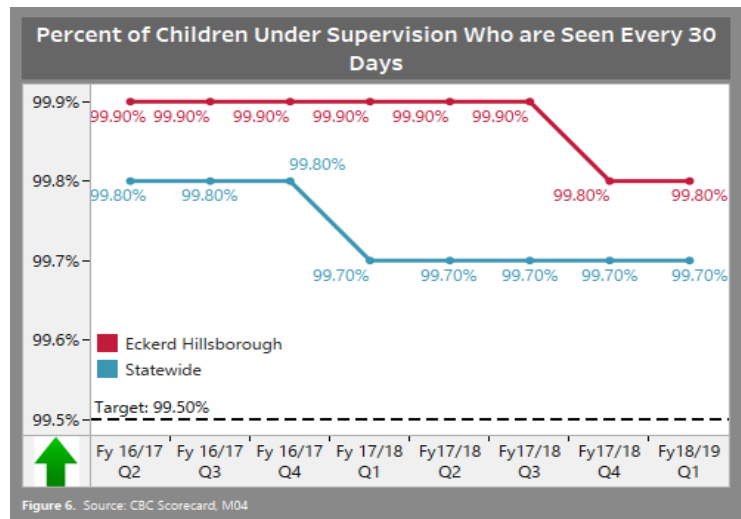


## CHILDREN SEEN EVERY 30 DAYS

**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.

Eckerd has consistently performed above the measure target for the past eight quarters and has exceeded the statewide performance in the most recent six quarters.

Data from RSF 2.1 (quality of visits are sufficient to address safety concerns and evaluate case plan progress) indicates Eckerd has improved in performance over the past two fiscal years and exceeds the statewide performance at 89.7%. (See Table 7) CQI Item 14 (frequency and quality of visits between the case manager and the child) also indicated improvement between the past two fiscal years remaining above the statewide performance and above the PIP goal at 92.9%.



## QA CASE REVIEW DATA

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

Eckerd has improved in all Rapid Safety Feedback (RSF) safety related items over the past fiscal year as well as remaining above the statewide performance.

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	Eckerd Hillsborough FY 2016/2017 n=40	Eckerd Hillsborough FY 2017/2018 n=37	Statewide RSF Performance n=793
RSF 1.1: Is the most recent family assessment sufficient?	72.5%	97.4%	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?	80.0%	89.7%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	64.7%	76.9%	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

Florida CQI reviews indicate that Eckerd continues to make concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after reunification and to assess and address the risk and safety concerns related to the children in their own homes or while in foster care. Eckerd remains above the Federal PIP goal of 77.7% for CQI Item 3. (See Table 7)

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Eckerd Hillsborough FY 2016/2017 n=71	Eckerd Hillsborough FY 2017/2018 n=57	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%	100.0%	0.0%	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?	94.4%	● 94.7%	0.3%	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 follow pages depict Eckerd's performance related to permanency in the following areas:

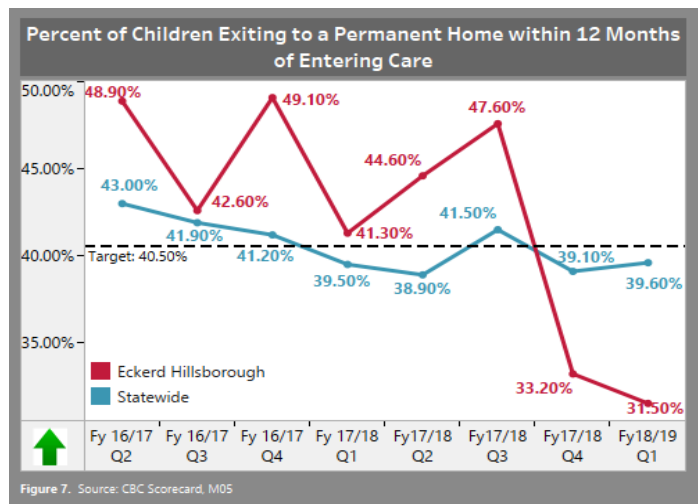
1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care
6. Siblings placed together
7. Qualitative case review results

There is a generalized negative trend in performance of those measures related to permanency for Eckerd. This is also echoed in the qualitative items related to permanency, with a few exceptions.

### 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.

As indicated in the most recent Risk Pool Peer Review Committee Report Addendum, Eckerd's performance in achieving timely permanency for children has declined and is evident of a general negative trend over the past eight quarters. Eckerd is currently engaged in the Circuit 13 Roadmap to Success plan which incorporates and tracks this permanency measure.



Quality data results from CQI Item 5

(establishing permanency goals in a timely manner) show that Eckerd declined in performance by 11.7% in FY 17/18 and is below the statewide performance and the federal and state expectations. Results from CQI Item 6 (making concerted efforts to achieve permanency) show a 7% decline in performance during the same period, although Eckerd remains above the statewide performance and 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) show 1.2% decline in performance but, again, Eckerd remains above the statewide performance and the PIP goal for FY17/18. CQI Item 15 (frequency and quality of visits

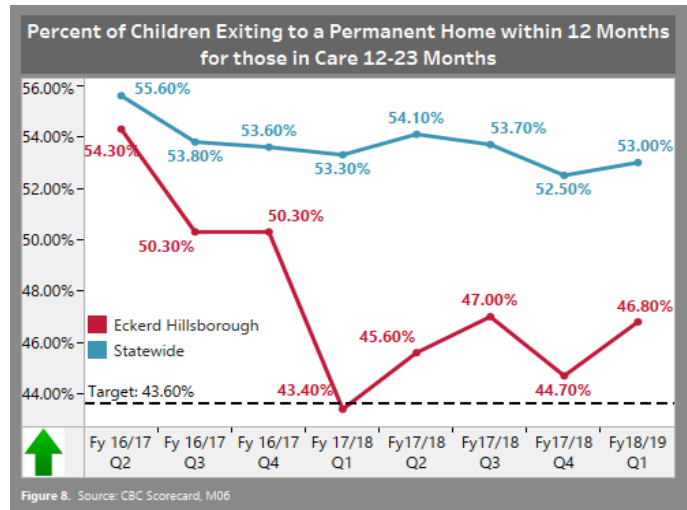


between case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals) shows a 7.2% increase in performance in FY17/18, and Eckerd scored above the statewide performance. (See Table 10)

### PERMANENCY IN 12 – 23 MONTHS

**Percent of children exiting foster care to a permanent home in twelve months for children in foster care twelve to twenty-three 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 twelve months of the beginning of the report period.

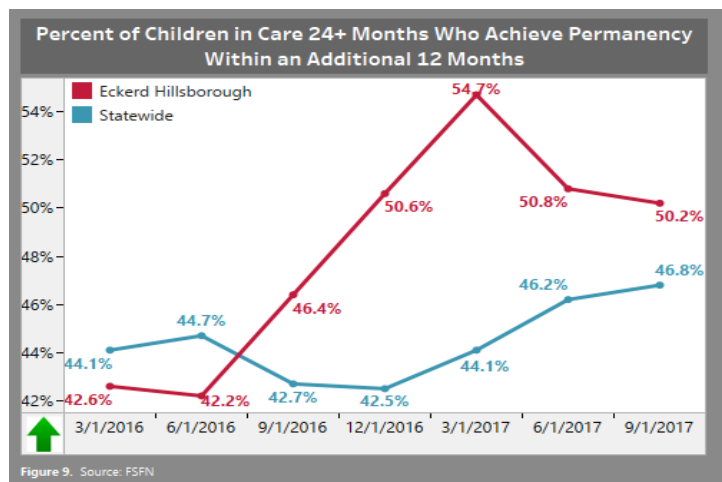
Eckerd has remained above the measure target for seven of the past eight quarters, consistently staying below the statewide performance for the same timeframe. While there have been some positive improvements since hitting a low of 43.4% in FY 17/18 Q1, over the eight quarter timeframe there is a generalize negative trend noted.



### 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.

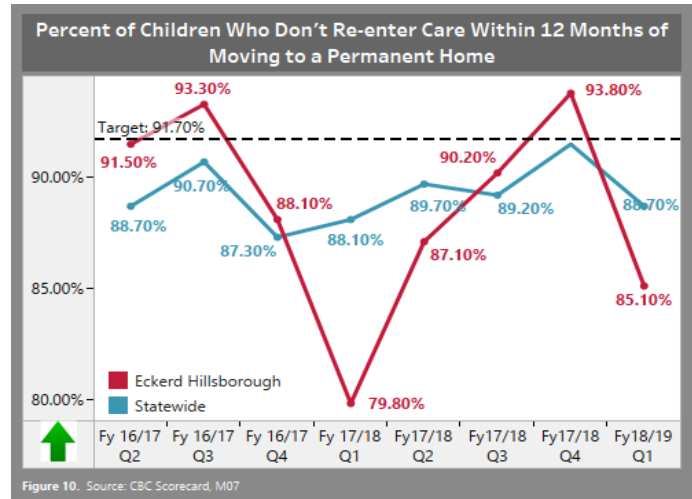
Eckerd has remained above the statewide performance for the most recent five of the past seven quarters. There has been a slight decline of 4.5% since March 2017.



## 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 12 months of their permanency date.

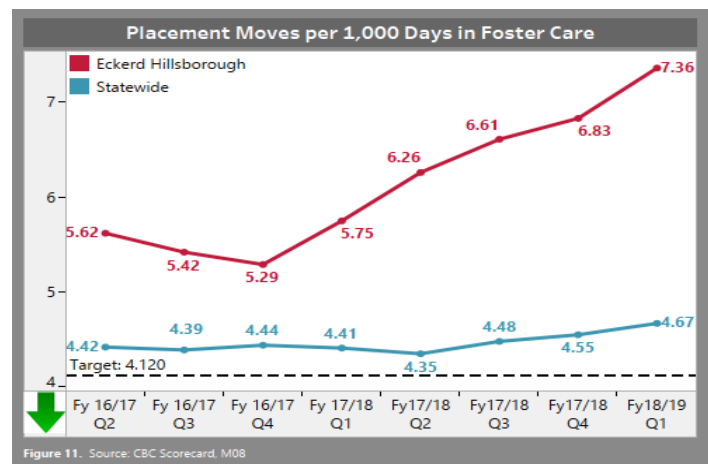
Eckerd's performance has consistently been under target, with notable variance in performance over the past 8 quarters. Performance for this measure shows a generalized negative trend, ending in FY 18/19, Q1 below the target and statewide performance at 85.1%. Eckerd is currently engaged in the Circuit 13 Roadmap to Success plan which incorporates and tracks this permanency measure.



## 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.

Eckerd continues to struggle with this measure, remaining above the statewide performance and measure target at a higher rate of instability in placements for children in care. While there appeared to be some progress from FY 16/17, Q2 to Q4, Eckerd's performance has steadily declined over the past five quarters, remaining significantly above statewide performance. Eckerd is currently engaged in the Circuit 13 Roadmap to Success plan which incorporates and tracks this permanency measure.



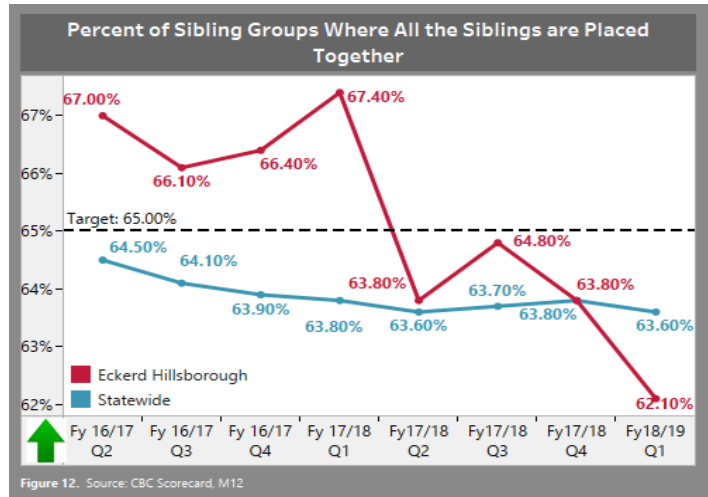
Qualitative case reviews indicate that Eckerd's performance declined slightly by .1% from FY in FY 17/18 on CQI Item 4 (ensuring stable placement and that any moves are in the best interest of the child). This score remains below the statewide performance, the PIP goal, and the federal and state expectations. (See Table 9)

## 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.

Eckerd has steadily declined over the past five quarters, both below the measure target (65%) and statewide performance (63.6%).

CQI Item 7 (ensuring the agency is making concerted efforts to place siblings together while in foster care) shows a slight decrease in performance by 1.3%, above statewide performance, though below the federal and state expectations for FY 17/18. (See Table 9)



## QA CASE REVIEW DATA

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

RSF reviews show Eckerd has improved in the quality of visits between the case manager and children and those occurring between the case manager and father. Eckerd declined in performance of case managers completing visits of sufficient quality with mothers, though remain above the statewide average performance. (See Table 8)

Rapid Safety Feedback - Permanency			
Quality Assurance - Rapid Safety Feedback Item	Eckerd Hillsborough FY 2016/2017 n=40	Eckerd Hillsborough FY 2017/2018 n=37	Statewide RSF Performance n=793
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?	80.0%	89.7%	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?	100.0%	89.7%	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?	75.0%	87.9%	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

Of the two Federal PIP goal measures related to permanency, Eckerd is exceeding one. CQI Item 4 improved by .1%, however this item remains under the Federal PIP goal. While Eckerd is performing above the statewide performance in the majority of the CQI Items, Eckerd has not met the federal and state expectations. (See Table 9) Eckerd has shown a decline, particularly in CQI Items 5 and 6 in FY 17/18.

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Eckerd Hillsborough FY 2016/2017 n=71	Eckerd Hillsborough FY 2017/2018 n=57	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)?	88.1%	● 88.2%	0.1%	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?	88.1%	76.4%	-11.7%	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?	95.2%	● 88.2%	-7.0%	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?	93.8%	92.5%	-1.3%	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 family members?	76.3%	80.6%	4.3%	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?	88.1%	82.3%	-5.8%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	57.5%	82.3%	24.8%	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 activities other than just arranging visitation?	66.7%	74.1%	7.4%	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. Sample includes PIP reviewed cases.

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

## WELL-BEING

The graphs and tables on the follow pages depict Eckerd’s performance related to well-being in the following areas:

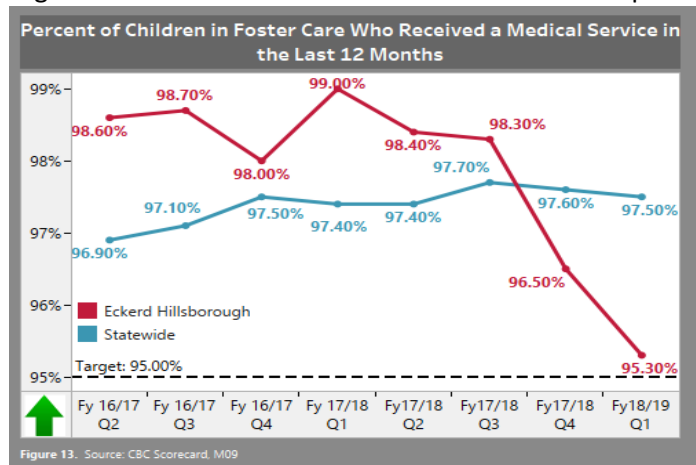
1. Children receiving medical care
2. Children receiving dental care
3. Young adults enrolled in secondary education
4. Qualitative case reviews

Eckerd has experienced an overall decline in performance for the scorecard elements related to well-being.

### 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.

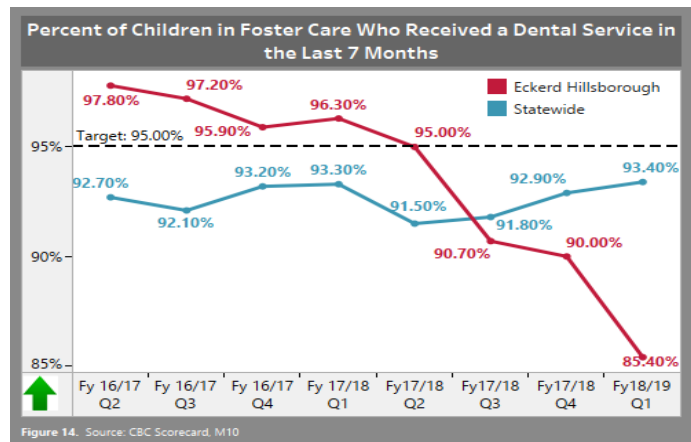
Eckerd has remained above the target of 95% over the past eight quarters. However, there is a negative trend, with FY 18/19 Q1 showing Eckerd just above the target at 95.3%. CQI Item 17 (ensuring the agency addresses the physical health needs of the children, including dental needs) shows an 8.7% improvement over the past two fiscal years. (See Table 10)



### 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.

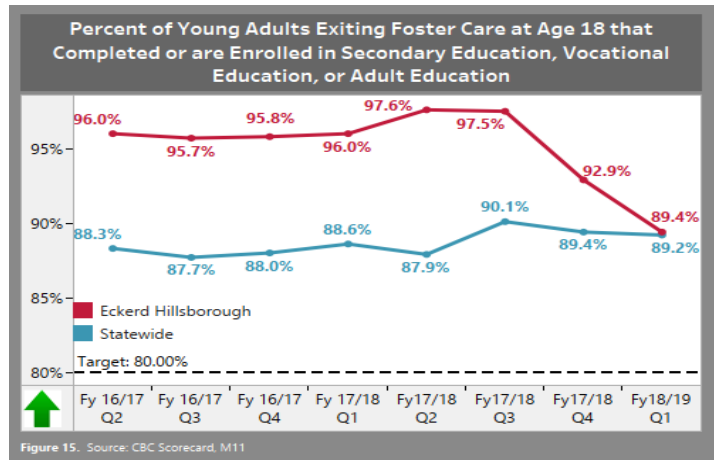
Eckerd has remained at or above target in five of the past eight quarters. However, the most recent three quarters have shown a 9.6% decline in performance from being at the 95% target to 85.4%. CQI Item 17 (ensuring the agency addresses the physical health needs of the children, including dental needs) shows an 8.7% improvement over the past two fiscal years, incongruent with scorecard data. (See Table 10)



## 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.

Eckerd has historically performed well on this performance measure, both above the statewide performance and measure target. Over the past three quarters there is a noted negative trend, though Eckerd remains above both statewide performance and measure target.



Eckerd's performance has slightly declined between in FY 17/18 for 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). Eckerd dropped below the statewide performance and the federal and state expectation, showing a decline of 2.8%. (See Table 10)

## QA CASE REVIEW DATA

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

Of the five CQI Items with a Federal PIP goal (CQI Items 12A, 12B, 12C, 13 and 14), Eckerd is performing above target on four of them. CQI Item 13 (concerted effort to involve parents and children in the case planning process on an ongoing basis) declined over the past two fiscal years by 12.3%, below the Federal PIP goal by 7.6%. The remaining CQI Items remain below the state and federal expectations, but generally above the statewide CQI/QA performance. The exception is CQI Item 16, noted in the previous section.

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Eckerd Hillsborough FY 2016/2017 n=71	Eckerd Hillsborough FY 2017/2018 n=57	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?	95.8%	● 96.4%	0.6%	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?	82.3%	● 81.1%	-1.2%	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?	100.0%	● 91.1%	-8.9%	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?	75.4%	● 63.1%	-12.3%	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?	87.3%	● 92.9%	5.6%	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?	60.7%	67.9%	7.2%	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?	80.5%	77.7%	-2.8%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	74.6%	83.3%	8.7%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	72.7%	76.4%	3.7%	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. Sample includes PIP reviewed cases.

Table 10. Source: QA Rapid Safety Feedback; Federal Online Monitoring System



## SECTION 5: PLACEMENT RELATED DATA

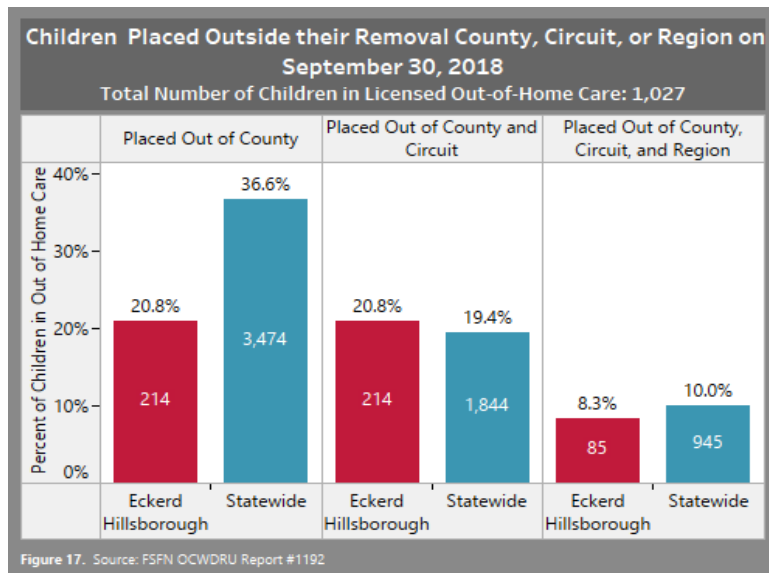
This category focuses on available placement resources by reviewing data related to family foster home recruitment, group home placements and relative and non-relative placements.

### Family Foster Home Recruitment

The [Children in Out-of-Home Care Data Dashboard](#) provides information related to number of foster homes and the associated beds available. According to this data source, Eckerd currently licenses 510 foster homes with the capacity of 926 beds, of which providing access to 120 therapeutic beds. Since July 2015, Eckerd has consistently grown their foster home base incrementally. There does appear to be a plateau from May 2018 to present (December 2018).

Children’s Home Network will provide, through a subcontract with Eckerd, licensing and recruitment functions for the lead agency, focusing on the recruitment of homes for the more challenging youth coming in and already in care. Eckerd is in the process of reinstating the Quality Parenting Initiative, focusing on trauma informed care.

As seen in Figure 17, Eckerd exceeded the statewide performance in children placed out of county and circuit by 1.4% however, maintained children within county 16.2% more than the state.



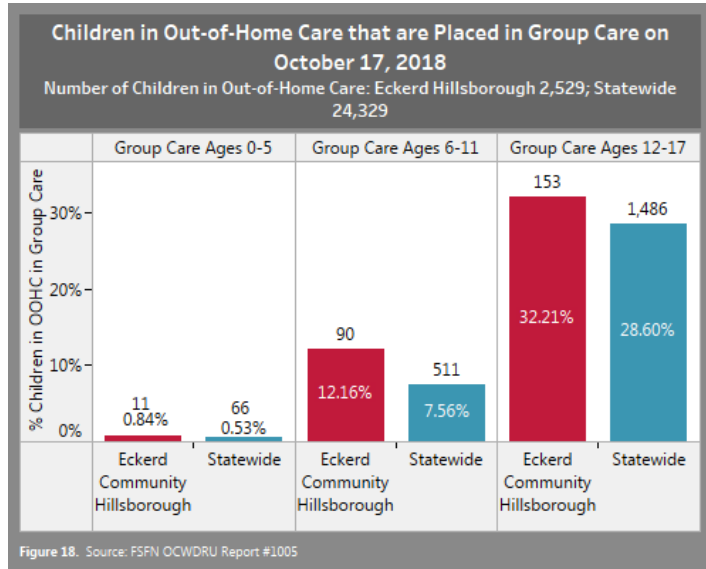
### Group Home Care

Data provided by the Office of Child Welfare (OCW) shows Eckerd with an increase in the number of children ages 0-17 in a group home setting between August 29, 2018 and December 2018. For children ages 0-5, Eckerd not only exceeds the statewide performance, but also remains one of the two highest community based care agencies with children of this age range in group care. For children ages 6-11, Eckerd has maintained the highest number of children in congregate care, in the state. The number of



children ages 12-17 in group care has remained relatively stable, increasing by three children over the course of the past five months. Eckerd has the second highest number of children of this age range in congregate care in the state.

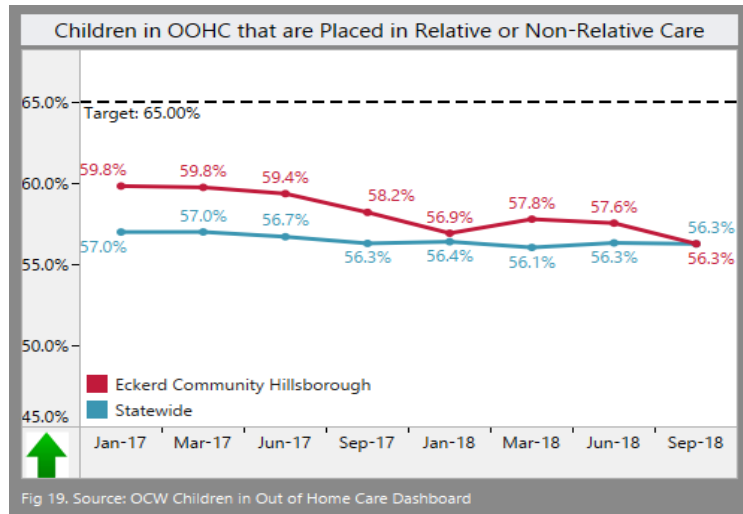
Figure 18 shows Eckerd exceeds the statewide average of children in group care for all age ranges.



### Relative/Non-Relative Caregiver Supports

Data provided by OCW shows that HCSO investigators have a low number of initial placements with relative/non-relatives and are not meeting the 65% target. From March 2018 through July 2018, Eckerd has performed generally well in maintaining any initial placements with relatives/non-relatives made by HCSO, staying between 85% and 94%. However, June 2018 had a stability rate of only 62.7%. Data from June 2018 indicates that of the 59 relative/non-relative placements made by investigations, 37 of them remained stable or exited within 90 days of that placement. Eckerd has remained above the statewide performance for placements with relative/non-relative care, however, below the statewide target of 65%. Since January 2017, Eckerd has trended negatively in to total percentage of children placed with relatives or non-relatives. (See Figure 19)

Eckerd is currently developing and expanding the front-end service array to assist with maintaining children in their home. Eckerd is also improving and expanding services to those families (foster/relative/non-relative/biological parents) involved with the system of care, to address challenging behaviors of children that are subsequently placed in the home. Collaborative efforts are ongoing with the local foster parent association, investigations, judiciary and community providers to ensure a well-rounded, robust continuum of care.



## SECTION 6: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed an on-site monitoring in conjunction with a peer review committee convened to address system of care concerns in FY 17/18. The following is a summary of the findings and any actions taken by Eckerd - Hillsborough to improve based on the peer review recommendations.

### Areas Needing Action Identified in Peer Review Report

- 1) Eckerd should create a 'safe dialog' forum for leadership with the CMOs.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* The system of care leadership team (DCF, OAG, GAL, HCSO and Eckerd) began meeting on June 22<sup>nd</sup>, and monthly thereafter, to establish a road map for the county services and prioritize system wide performance goals. A Roadmap was developed and presented to the community at the Dependency Summit Judicial Breakout. As of 10/1/18, Eckerd Connects has surveyed stakeholder leadership about transparency and collaborative barriers from the following groups: OAG, Case Management Organizations, DCF, HCSO, Children's Board, Foster & Adoptive Parents Association, GAL and OAG. Overall, the average satisfaction score from respondents was rated 3 on a 1 to 5 scale. Requests from the survey emphasized the need for: reducing non-critical case management tasks, such as transportation, and increased oversight of subcontracted services that are provided to families. As the survey response rate was limited, Eckerd Connects has indicated responses will be supplemented with personal interviews of the Safe Reduction Workgroup.
  
- 2) Eckerd, HCSO, DCF, and OAG should establish an executive level forum to break down silos and to create and implement a clear vision and strategic plan for the Hillsborough County child welfare system of care.

- a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* The system of care leadership team (DCF, OAG, GAL, HCSO and Eckerd) began meeting on June 22<sup>nd</sup>, and monthly thereafter, to establish a Roadmap for the county services and prioritize system-wide performance goals. This forum includes discussion regarding the concepts and process of considered removals and decision supports to effectively and safely keep children from entering the system of care.
- 3) DCF Regional leadership should become more proactive in all aspects of the child welfare system in Hillsborough County.
- a) This finding was included on a local action plan.
  - b) *Summaries of Actions Taken:* Two consultants have been hired by the Department to provide updates and direction on the system of care. The Regional Managing Director has implemented quarterly System of Care meetings throughout the Region. The Community Development Director attends all system leadership meetings and facilitates the Roadmap. The Region is involved in facilitating the Community Alliance meetings. DCF Suncoast Regional Contracts hold monthly contract meetings. Regional Licensing holds monthly Provider meetings and has initiated a Regional Placement Stability workgroup. Regional QA is engaged in various efforts including monitoring of CFSR PIP items, CQI technical assistance, case reviews of the 6-12 residential group care population, and initiating a green belt project to assess initial placements with Relative/Non-relatives.
- 4) The Eckerd Connects-Hillsborough Board of Directors should be expanded to include a wider representation of the community, including foster parents, youth, hospitals, United Way, and other community organizations.
- a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd Connects has evaluated different governance models including: maintaining the current sub-committee model, creating separate LLCs for each circuit, or creating a separate 501(c)3's for each circuit. Regardless of the governance structure, the governing boards for each circuit will be expanded to include broad community representation. The CBC has reviewed conceptual ideas with DCF and has evaluated other CBC models (Lakeview/Family First Network, Camelot Community Care/Children's Network of SW Florida, and Devereux/Heartland for Children/Communities Connected for Kids). Draft recommendations for the current Eckerd Board of Directors to seek additional community representation was scheduled to be presented at the October/November 2018 board meeting. The Eckerd Board is still in the process of evaluating structural changes to create separate 501(c)3 entities with independent community-based boards for each circuit and will finalize a decision and plan by the end of this fiscal year (ending 6/30/19). In the interim, each circuit board is recruiting 3 new community members. It has been reported that 2 new members for each circuit will be added this month, January 2019, and there are plans to continue to recruit for the remaining positions.

- 5) HCSO and Eckerd should explore utilizing a multidisciplinary team model and a family team conferencing model to strengthen safety decision-making regarding unsafe children.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* The Eckerd CAP indicated a plan to work with HCSO to establish a multidisciplinary team and Family Team Conferencing (FTC) protocols to utilize these decision assistance models on specific cases. Eckerd and the subcontracted CMOs intended to work with the HCSO to evaluate evidenced based practices for diversion services to mitigate risk and allow for more children to be diverted from system entry. This FTC would include: DJJ, CFBH, mental health providers and school representatives when appropriate. A review and evaluation of the Child and Family Team model from Connecticut and the Decision Support Team model implemented in Broward and Palm Beach Counties was planned. Currently, HCSO has indicated they're not ready to move forward with a decision assistance model; however, they are open to keeping this conversation alive during the monthly meetings. As a result, Dr. Joyce Taylor, a consultant hired by DCF, will facilitate small focus groups with CPI and diversion staff and will make recommendations on next steps.
- 6) HCSO should take a more active role in identifying, engaging and vetting relatives/non-relatives prior to placing a child in licensed care.
  - a) This finding was included on a local action plan.
  - b) *Summaries of Actions Taken:* This item was identified as a focus area by the Circuit 13 Leadership Team Meeting that has been meeting monthly since June, based on the recommendation of the Peer Review Report. The Leadership Team has developed a C13 Roadmap and is monitoring the rate of initial out-of-home placements with relatives/non-relatives on a monthly basis. HCSO has developed an action step for the roadmap around clarifying the home study process with other counties, as HCSO has identified that as an issue with placing with relatives/non-relatives. Eckerd has indicated support to HCSO by working to ensure support is provided through diversion services. Dr. Joyce Taylor is conducting focus groups with CPI's to help identify additional supports that would allow more children to be placed with relatives/non-relatives or remain in-home.
- 7) Eckerd and HCSO should assess, perhaps through process mapping, the current process from the point HCSO receives a report to investigate through the initial placement to the case transfer meeting when the case is transferred to a CMO, to ensure that best practices which are trauma-informed are employed.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd's Director of Diversion and HCSO have met and laid out the Intake/Removal/Diversion Mapping. The CBC is now working on creating the document to show the process in a flowchart. Once completed, Eckerd will be meeting with Dr. Taylor to review. The family mapping format, that each Diversion provider uses, has been collected. HCSO is working with the surrounding counties to establish a working agreement when it comes to Out-of-Town Inquiry (OTI) home studies.

- 8) HCSO and OAG should approach the removal/shelter process as though they are attorney and client. This would help ensure that all actions taken are based on due consideration of all material facts and circumstances, and the applicable law – in particular with regard to reasonable efforts to avoid out-of-home placement or, alternately, to avoid licensed care when appropriate relative/non-relative care is available.
  - a) This finding was included on a performance improvement plan.
  - b) *Summaries of Actions Taken:* Eckerd has initiated monthly meetings with the OAG and HCSO.
- 9) In every decision to shelter a child in licensed care, judges should be satisfied that HCSO and the OAG have carried the burden of proof that they exercised reasonable efforts to avoid placement in licensed care.
  - a) This finding was included on a local action plan.
  - b) *Summaries of Actions Taken:* It has been reported that the judges are satisfied that reasonable efforts are being made when they make the decision to shelter. System issues such as reasonable efforts continue to be addressed at the Dependency Court Improvement Meeting that is chaired by the judiciary and meets every other month.
- 10) The judiciary, Eckerd and HCSO should work collaboratively to identify and fix any cross-system issues that inhibit making reasonable efforts to prevent removal. Developing a system that better utilizes prevention services is key to reducing undue trauma to children who could be provided services safely within their homes.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd’s plan of action intended to meet monthly with HCSO and the Judiciary to identify specific prevention and diversion services to increase the number of children served within their own home and prevented from entering the child welfare system. These services would include a mental health and substance abuse crisis response to intervene at the point of investigation and develop a safety plan within the home. Eckerd has engaged the diversion services providers to develop this capacity. Eckerd has also engaged the Children's Board to broaden the array of services the CPIs will have available to assure safety of the child remaining in the home. Currently, CPI’s have access to immediate diversion services. Utilization rates and barriers to utilization are being assessed. These services are reported to have a response time of 2 hours during business hours and 3 hours after hours and on weekends. These services area also reported to include a certified case manager and a therapist. The diversion services are able to work with the CPI to help construct a safety plan to stabilize the children in the home. The Eckerd Director of Diversion has access to some point-of-service funds to help assist the CPIs to keep children from coming into care. This can include helping a family relocate to where they have safe family supports. Meetings have been ongoing and Eckerd has continued the research and development of strategies to increase the impact and reach of diversion services. Eckerd is evaluating other evidence-based services and is currently considering including Parenting with Love and Limits, Youth Advocacy Program, High Fidelity Wraparound and Justice Works.

- 11) Eckerd should work with the Managing Entity, the Children’s Board, and other community stakeholders to leverage resources to develop a robust up-front services model, and to enhance existing diversion services, to enable CPIs to better serve children in their homes.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd has initiated meetings with CFBHN, the Children's Board, diversion providers, and Community Based Care Integrated Health (CBC IH) to explore all opportunities to improve prevention and diversion services. The diversion services providers will be able to access Medicaid, Children's Mental Health funds under CFBHN, and BNET funds under CFBHN. Additionally, the Children's Board and Tampa Bay Crisis Center will be utilized to access services appropriate for families and children being seen in prevention or diversion programs. Eckerd will engage the local crisis facilities to address post baker act services. Eckerd will clarify the role and access to community FACT, CAT, and FIT teams to assure the children and families being investigated or engaged in the child welfare system are being served. Impower conducted a presentation at a weekly leadership meeting and highlighted the services offered and benefits of telehealth. Impower has also completed a presentation to Gulf Coast Jewish & Family Services staff. Staff from DACCO conducted a presentation on FIS and FIT at a weekly leadership meeting. Other Presentations to the Leadership Team as well as to each CMO staff include: HCCB ASO, HEADS crisis response, and Success4Kids.
- 12) Eckerd should follow the recommendations of the two Risk Pool reviews and bring Foster parent recruitment and licensing in-house.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd has evaluated ways to consolidate the foster parent recruitment and licensing process so that it is directly aligned with placement and to minimize the disruption of current foster parents and or children placed. DCF had also temporarily assigned staff to evaluate the placement process and the licensing process over the course of a month. Through this effort, technical assistance from the Region was provided. Eckerd has purchased CareMatch software program currently being used by several CBC agencies across the state. This software program has proven to assist in making more appropriate placement matches and in tracking available foster care capacity. Eckerd issued an ITN for Child Placing Agencies. Responses were reviewed and the Intent to award was posted on Eckerd Connects website 10/01/18. Children's Home Network was issued a contract, to begin on 2/1/19, and will provide this service in addition to subcontracting with Camelot, A Door of Hope and one other Child Placing Agency previously utilized by Eckerd before the transition.
- 13) A focused recruitment program should be developed to meet the needs of the children coming into care.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd has started a recruitment and licensing unit to focus on foster homes for challenging teens. Over 8 families were engaged in the first class. Eckerd is also exploring other actions such as: Eckerd External Relations shall update social media

marketing and recruiting strategies; Florida Youth Leadership Academy has created a PSA for teen homes that Eckerd intends to use in recruitment strategies; System of Care leaders have created a professional parenting workgroup in collaboration with Casey Family Programs. Eckerd has also re-engaged with the Quality Parenting Initiative to assist in reducing disruptions in foster homes. Eckerd has indicated plans to engage the community in the process of identifying and evaluating best practice models to include: One church One child, Thursday's child, social media, USA adopt, Points of Light volunteers, Treehouse, and recruit professional caregivers (teachers, nurses, first responders, Florida 127, etc.) Eckerd continues to receive additional support from David Brown, Statewide Director of QPI. He attends monthly meetings and continues to offer technical assistance. The Institutional Pilot was a Region-wide project lead by Evan Leach, Regional Licensing Manager with DCF. DCF developed a new assessment tool to be used during abuse investigations on foster homes. This tool is completed by multiple parties to include, CPI, Licensing, Case Management and Placement. The goal is to capture a full picture of the foster home and help provide additional information to determine findings in the case. In addition to the assessment, there is an additional component - a multidisciplinary call that includes the foster parent. This call is designed to help insure that the foster parent is included in the communication surrounding the open investigations on foster homes and gives an opportunity for all parties to provide information prior to the closure of the case. Eckerd reports that staff with C6 and C13 including: lead agency, licensing, case management and CPID worked together to test and implement the new foster care investigation process. Eckerd also reports that the new practice is now fully implemented in C13 and feedback is improving the communication during foster home investigations. The Institutional Pilot subcommittee has reported they successfully achieved their goals. The other four committees continue to meet regularly and provide updates at monthly meetings. Circuit 13 staff are working in collaboration with the External Relations Department of the Clearwater Support Center. They are currently working on developing the profile of a foster family and targeting specific marketing strategies. Eckerd has established a foster home licensing unit and has recruited 30 families that are in the process of being licensed.

- 14) Eckerd should develop and implement an ongoing training program for foster parents that is trauma informed and includes content on co-parenting.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd is engaging the Quality Parenting Initiative and will establish a foster parent advisory board to select and promote training protocols. Chalice Lusk, chair of the training sub-committee is working on updating the current curriculum. Eckerd has established a co-parenting workgroup chaired by Lesa Sims, and co-chaired by Kim Hernandez. Other participants include case management, GAL, and other community providers. Eckerd will also work with the Child Placing Agencies, Kinship Care providers, and the Foster Parent Association to establish a caregiver support group in line with the Positive Parenting model. The University of South Florida was asked to review the Positive Parenting Curriculum and add enhancements. The

review has been completed and USF has provided information on next steps. The co-parenting workgroup is meeting regularly. The co-parenting job description has been developed and is being vetted by Human Resources. A dedicated position was previously frozen due to budget cuts, but this will remain a priority in the upcoming months. It has not been reported if the dedicated position has been filled at this time.

15) Eckerd should improve the placement matching system used to match children with foster and group homes that best meet their needs.

a) This finding was included on a corrective action plan.

b) *Summaries of Actions Taken:* Eckerd has purchased CareMatch; a software solution to track licensing and assist in placement matching. This system will also be accessible by the identified care giver to be able to read all the information we have on a child prior to placement. The CareMatch licensing module is currently functioning. Staff have been trained and the placement module was anticipated to be implemented by late October. Eckerd has reported that they have started to utilize CareMatch, but during a Regional meeting on December 12th they indicated they were struggling with its use. Eckerd has decided not to use the assessment piece at this time and will receive on-site training from CareMatch at the end of January. Eckerd has initiated Teen staffings for the teens with multiple placements. These staffings include all parties involved with the case (Case manager, teen, caregiver, mentor, therapist, GAL, etc.) Ongoing feedback is obtained during the placement issues workgroup. Eckerd OHC department will be providing monthly updates to the leadership team on trends from disruption staffings. Eckerd shall require that caregivers provide a statement explaining the reason for disruption to be utilized as a learning tool for the child, not to punish or embarrass the child. This statement will also provide additional information regarding the capacity of the caregiver leading to better future matches. Eckerd has indicated they will request statements from the CMO and from youth as well.

16) Eckerd should provide more comprehensive support to foster parents and relative /non-relatives who care for behaviorally challenging children.

a) This finding was included on a corrective action plan.

b) *Summaries of Actions Taken:* Eckerd has developed a crisis response contract with HEADS, a local mental health and therapeutic foster care agency. The Contract was executed July 2018. HEADS made service presentations to the Foster Parent Association, CMOs and Diversion Services. This service is available 24/7 utilizing telephone, TeleMed, in-home and in-office service access. The services are trauma-informed and evaluated quarterly. Eckerd is engaging Directions for Living and ImPower Inc. to provide education on utilization and access to telehealth for behavioral health services to improve immediate access and convenience for caregivers. Eckerd will also work with the Child Placing Agencies, Kinship Care providers, and the Foster Parent Association to establish a caregiver support group in-line with the Positive Parenting model. Telehealth training, by ImPower, took place in September 2018. Eckerd, in partnership with CPI, are part of the Institutional Pilot Program for investigations on foster homes. This process is intended to



- improve communication with foster parents during an open abuse investigation. Eckerd has started a biological parent support group in collaboration with Casey Family Programs.
- 17) Eckerd should streamline their service approval process to provide quicker and less restrictive approvals and payments.
- a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd has engaged the Administrative Service Organization (ASO) at the Children's Board to manage the purchase of service process. Eckerd evaluated options with our CMOs, providers and stakeholders and it was decided that the ASO program would significantly improve approvals and payment. Trainings have been scheduled for identified CMO staff to utilize the ASO system and an Eckerd representative is scheduled to attend CMO All Staff Meetings. Eckerd has contracted with the Hillsborough County Children's Board ASO, and the system was indicated to be fully functional by 7/31/2018.
- 18) An analysis of investigative decision-making should be conducted to determine whether more families could be safely served at home.
- a) This finding was included on a corrective action plan.  
*Summaries of Actions Taken:* Eckerd is working with HCSO to identify additional community programs. A new service provider will be highlighted each month at the CPI roll call meeting. The program will also be highlighted in the resource library located at HCSO. On an on-going basis HCSO/CPI will be highlighting a community provider each month at their roll call meetings to introduce the CPIs to additional support in the community. This started in September. The data reviewing the shelters by unit was gathered and shared at the Diversion Services meeting. This data is hard to stratify due to the movement of CPIs to different units and the fluctuating number of CPIs in any given unit at a point in time. A completed removal data analysis with accompanying report was anticipated 10/30/2018.
- 19) Eckerd should consider co-locating their diversion workers with HCSO.
- a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* HCSO/CPID does not have the space to house all Diversion staff. They have made accommodations for the Diversion staff when they are at the HCSO office weekly for staffings to include space to work. HCSO also has a staff member from Kinship Care, DACCO and Success4Kids and Families collocated on specific days. This allows the CPI's to have direct access to other community providers.
- 20) Eckerd should work with the Children's Board and the Managing Entity to develop a wider array of services that better meets the needs of the children and families being served.
- a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd has engaged CFBHN and the Children's Board in these discussions. Children's Board ASO program has been utilized system-wide, beginning in July 2018. CFBHN is contracting with Eckerd Diversion providers to fund services through BNET and children's mental health, as well as accessing services for parents and caregivers. Eckerd will join with CFBHN and DCF SAMH to evaluate the FIS system and make improvements as indicated.

Eckerd has engaged Directions for Living and has brought in ImPower Inc. to education staff on utilization and access to telehealth services for mental health and substance abuse needs. Eckerd is working with the Managing Entity (DACCO) to clarify the services and access to the FIT team in Hillsborough County. Other Presentations have been made to the Leadership Team as well as to each CMO staff include HCCB ASO, HEADS crisis response, and Success4Kids. A CAT team has been invited to one of the October leadership meetings to present on their services. Eckerd is regularly attending the monthly Regional Council meetings with Central Florida Behavioral Health Network and their contracted providers.

- 21) All affected stakeholders should convene and create a truly collaborative decision-making model for timely final disposition of cases in post placement and of in-home judicial cases.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* Eckerd, the judiciary, the CMOs, DCF and the OAG have started a protocol to identify cases available for closure and a mechanism to expedite the process. At the beginning of the Fiscal Year, the system looked at 103 children in this process. Eckerd has assigned an operations specialist to this task. Eckerd will continue to work with the OAG and GAL, as well as the CMOs, to refine the protocol for identifying the cases and then for moving them to closure. Eckerd is also engaged with Casey Family programs in the Safe Reduction Strategy program. Eckerd is also in line to start the Rapid Permanency Review Program as structured and overseen by Casey Family Programs. Eckerd, in collaboration with community stakeholders and providers, will evaluate a case rate approach that would reduce the revenue received based upon the tenure of a case past the targeted milestones and increase the revenue received for cases resolved before the targeted milestones. This will be a comprehensive review and will take time to accomplish. In collaboration with the Office of Attorney General Eckerd plans to move permanency staffings to 6 and 9 months to move to permanency more expediently.
- 22) Cases should not linger under the supervision of the Court for technical and compliance reasons, which have no bearing on the ultimate outcome. Key stakeholders should be vigilant in ascertaining whether conditions and circumstances which caused removal have been sufficiently remediated so that children can have returned home without further delay.
  - a) This finding was included on a corrective action plan.
  - b) *Summaries of Actions Taken:* In addition to the comments noted in the item above, Eckerd has indicated they have developed and re-structured new staffing formats to align more with the Florida Practice model. The prior staffing model used within the Circuit was outdated and focused on compliance-based decision-making. The emphasis on the new staffing format and procedures are be focused on the effective recognition of the family progress through sufficient and thorough documentation in the Family Function Assessment-Ongoing. The procedures developed define clear expectations around family engagement and evaluating the family's progress to include ongoing assessment on the conditions for return. Eckerd has formed a workgroup with Case Management Organizations to discuss the permanency process and will continue to hold these meetings while the procedures are rolled out. System-wide trainings, or learning circles, will be

scheduled as the final policy and procedures are approved internally. These trainings will be inclusive to the GAL and OAG to ensure all stakeholders are knowledgeable of the expectations around permanency.

23) Judges and magistrates should invite, welcome and give children, foster parents and relative and non-relative caregivers a voice in the courtroom.

a) This finding was included on a corrective action plan.

b) *Summaries of Actions Taken:* Eckerd has engaged Five Points and will be moving forward with My Jump Vault. An implementation timeline has been developed. Eckerd has also initiated conversations with Mindshare about an additional module that would notify caregivers of court hearings and obtain caregiver input. Eckerd is still in discussions with Mindshare and has not yet begun implementation of this feature.

24) Eckerd and DCF should identify a consultant with child welfare subject matter expertise to convene and facilitate a Task Force that will work toward stabilizing placements of the children who have been subject to “night to night” placements and work toward streamlining the placement process. The Team has identified the following possibilities for the consultant or Task Force to consider in stabilizing this population:

a. Within 30 days, establish a specialized Wraparound Team consisting of the following: case managers with a capped caseload, behavioral therapists, life coach (mentor), psychiatrist, activities/recreation specialist, transporter, family finder/recruiter and teen representative. The

Wraparound Team and each youth will develop long-term success plans.

b. Conduct Youth-Centered Permanency Roundtables that are individualized and involve participation by each youth, to identify and engage permanent connections, explore permanent homes, and assess the readiness and appropriateness for safe reconnection with biological family members. The Permanency Roundtable action plan for each youth should consider including targeted placement recruitment activities.

c. Work with Eckerd, the Child Placement Agencies and the Foster Parent Association to identify current foster parents who would provide a stable placement to these teens, with the addition of the Wraparound Team for additional supports.

d. Work with Eckerd and Hillsborough County group home providers to identify current providers who would provide a stable placement for these teens, with the addition of the Wraparound Team for additional supports as well as specialized training for the staff.

e. Consider the development of shelter homes to accommodate no more than five teens to provide a more home-like setting and maximize federal reimbursement. Evaluate the capacity and utilization of all out-of-home placements.

f. Strengthen and maximize the array of services and supports available to these youth and their caregivers and, in doing so, consider the following:

- i. Evaluate the entire crisis response model immediately and ensure that appropriate de-escalation practices are in place within each placement option.
- ii. Consider making TeleMed services available in order to facilitate youth receiving consistent therapy.
- iii. Consult with the Children’s Board, SAMH, and the Managing Entity to ensure that case managers and judges are aware of all available resources, and that such resources are being utilized appropriately. Explore promising and evidence-based practices and programs that have proven effective in meeting the needs of this population, (including placement).
- iv. Redesign and streamline the current placement process to increase efficiency and to maximize placement stability. The thorough assessment of placement capacity is critical – this assessment should gage the willingness and ability of available placements to meet the needs of all the children coming into care regardless of age. It should also consider the need for stability, consistency and bond between child and caregiver

- a) This finding was included on a corrective action plan.
- b) *Summaries of Actions Taken:* DCF has engaged a consultant, with child welfare subject matter expertise, Dr. Joyce Taylor, to assist with the completion of this action item.

25) The children in the original April Report who have been experiencing numerous placements should have either a Guardian ad Litem or an Attorney ad Litem, or both, depending upon an evaluation of each individual child's special circumstances and the availability of GALs and AALs.

- a) This finding was included on a corrective action plan.
- b) *Summaries of Actions Taken:* Eckerd has indicated, as of 5/14/18, the Guardian Ad Litem Office receives a daily report of children on interim placement, as well as any child refusing a placement or unable to be placed. They notify any existing guardians assigned to the children and then assign a guardian to any child on the interim list for 7 days or more.

26) Eckerd and the case management organizations (CMOs) should review and consider revision of their normalcy policies and practices to ensure that youth in care have the opportunity to maintain normalcy in areas such as safely retaining their cell phones.

- a) This finding was included on a corrective action plan.
- b) *Summaries of Actions Taken:* Eckerd has reached out to every residential group care provider and to the foster parent association. Eckerd plans to survey a sample of RGC agencies around the state to assure that circuit policies are consistent with best practices. Eckerd has required each licensed caregiver to have a normalcy policy that includes a cell phone policy. Eckerd Leadership shall review these policies and evaluate against those found through the statewide survey. Cell phone policies have been obtained from the Residential Group Home Providers and have been an ongoing topic of discussion at the regularly scheduled provider meetings. This continues to be the leading cause of placement refusals.

## SECTION 7: DESK REVIEW FINDINGS

### SUMMARY

Eckerd Community Alternatives, Inc. is an established community based care agency serving Circuit 13, Hillsborough County in the SunCoast Region of Florida. Eckerd has experienced a multitude of challenges both within the agency and as the system of care provider. Eckerd has experienced changes in internal leadership, fracturing of the foster parent licensing and recruitment activities, a lack of community and provider cohesion and challenging behavioral and psychological needs of the families requiring intervention. Eckerd, in partnership with the Regional DCF staff, community providers, and collaborative efforts with knowledgeable child welfare specific agencies, is addressing these challenges that will require a significant amount of time and effort to impact change within the system of care.

Eckerd is currently participating in a corrective action plan to address many of the recommendations made by the peer review committee. Eckerd is also working with Regional DCF staff through a Circuit 13 Roadmap to Success addressing safety, permanency and the current workforce. The action steps within the roadmap and corrective action plan have been implemented and are ongoing. Due to the comprehensive nature of the challenges within the system of care, it will take time for some improvement efforts to see positive outcomes. Steady and stable leadership along with continued collaboration with partners and providers will assist Eckerd in addressing the issues noted below.

### 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 Eckerd has consistently underperformed:

#### 1. Performance

##### a. Safety

##### i. M01: Rate of abuse or neglect per day while in foster care

##### 1. Over the past two fiscal years Eckerd has declined in performance.

Quarterly data shows recent improvement through FY1819 Q1, though still above the target, at a rate of 9.23.

##### b. Permanency

##### i. M05: Percent of children exiting foster care to a permanent home within 12 months of entering care

##### 1. Although meeting the measure over the past two fiscal years, quarterly data shows a generalized negative trend over the past eight quarters.

Performance has declined to 31.5% as of FY1819 Q1, below the statewide performance measure and a federal target of 40.5%.

##### ii. M07: Percent of children who do not re-enter care within twelve months of moving to a permanent home.

1. Eckerd has not met the target over the past two fiscal years, declining in performance from 91.2% to 87.9% in FY1819 Q1. Quarterly data shows a generalized negative trend, below the statewide performance and measure target at 85.1%.
- iii. M08: Placement moves per one-thousand days in foster care.
  1. Eckerd has not met the target over the past two fiscal years, with a rate increase from 5.5 to 6.4. Quarterly data shows a negative trend with the rate increasing over the past five quarters, currently at 7.36.
- iv. 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)?
  1. There has been a slight improvement in performance from FY 16/17 to FY 17/18 by .1%. However, Eckerd has not met the Federal PIP goal of 88.5% over the past two fiscal years.

#### **OPPORTUNITIES FOR IMPROVEMENT:**

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

#### **2. Performance**

##### **a. Well Being**

- i. M10: Percentage of children in out-of-home care who received dental services within the last seven months.
  1. Eckerd met this target in FY 16/17, however, declined in performance by 3.8% in FY 17/18 to 93%. Quarterly data shows incremental decline over the past eight quarters, below the measure target and statewide performance currently at 85.4%.
- ii. M12: Percent of children exiting foster care to a permanent home within 12 months of entering care.
  1. Although meeting the measure over the past two fiscal years, quarterly data shows a generalized negative trend over the past eight quarters. Performance has declined to 62.1% as of FY1819 Q1, below the statewide performance measure and a federal target of 65.0%.
- iii. CQI Item 13: Did the agency make concerted effort to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?
  1. Eckerd was above the Federal PIP goal in FY 16/17, however, declined in performance by 12.3% in FY 17/18 to 63.1%. Quarterly data shows incremental decline over the past eight quarters, below the measure target and statewide average currently at 85.4%.

3. Systemic

a. Peer Review Recommendations noted in Section 6

- i. All recommendations from the peer review report should be continued and used to assess progress and performance improvement.

OVERALL COUNTY RANK

– 2018 FLORIDA CHILD WELL-BEING INDEX –

# 35 Hillsborough County



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

 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>26</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	23.7	2016	20.0	62,184	👍
	Unemployment rate	2011	9.6	2016	4.5	31,675	👍
	High housing cost burden (>30% income spent)	2007-2011	42.4	2012-2016	36.3	180,089	👍
	Teens not in school and not working	2007-2011	9.9	2012-2016	7.2	4,987	👍

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>35</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	52.4	2012-2016	50.8	17,638	👍
	4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	74.0	11,762	👎
	8th grade students not proficient in math	2014/15	94.0	2015/16	89.0	7,157	👍
	High school students not graduating on time	2011/12	27.4	2015/16	20.9	3,073	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>20</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	9.4	2016	8.9	1,541	Unchanged
	Uninsured children	2010	10.6	2015	6.4	20,483	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	33.8	2015/16	34.1	16,917	Unchanged
	High school teens who used alcohol/drugs (past 30 days)	2012	36.6	2016	32.1	236	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>47</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	35.8	2012-2016	37.0	99,104	👎
	Children living in high poverty areas	2007-2011	13.3	2012-2016	15.2	46,576	👎
	Children with verified maltreatment (per 1,000)	2011/12	7.8	2016/17	8.7	2,782	Unchanged
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	31.3	2016/17	18.5	2,625	👍

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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