



## CONTRACT OVERSIGHT DESK REVIEW

Families First Network – Lakeview Center, Inc.

Contract AJ495

Desk Review Completed: January 2019

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for Families First Network – Lakeview Center, Inc.

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## EXECUTIVE SUMMARY

The Department's Community Based Care Monitoring Team performed a Desk Review for Families First Network – Lakeview Center, Inc. (FFN), contract AJ495. FFN provides child welfare services for Circuit 1, which encompasses Escambia, Okaloosa, Santa Rosa and Walton Counties in the Northwest Region of Florida and has done so since 2001.

The monitoring process included a review of FFN'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 Northwest Region contract manager, quarterly financial viability reports, system adoption initiative gap analysis and service array assessment.

The CBC monitoring team involved in the review consisted of Department of Children and Families Community Based Care Monitoring Unit staff – Alissa Cross, Jessica Manfreda, Kelly Welch and Megan Wiggins.

## SECTION 1: PERFORMANCE AT A GLANCE

The graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia, two US territories, and more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence-based programs and data analytics. As the Casey graphic shows, the rate of children in care has been remained relatively consistent in Circuit 1 since mid to late 2016, with some slight fluctuations. However, permanency rates are trending negatively as is the percentage of children re-entering care within 12 months of receiving timely permanency. The most up-to-date FFN performance is depicted later in this report.

Data Basics

Families First Network

NOTE: Due to data source and timeframe presented, numbers may vary slightly from those presented in reports produced by FL DCF5.

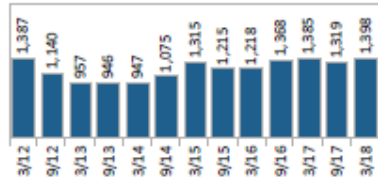
Produced by Data Advocacy, Casey Family Programs

Data source: state-submitted AFCARS and NCANDS files

Date prepared: 6/19/2018

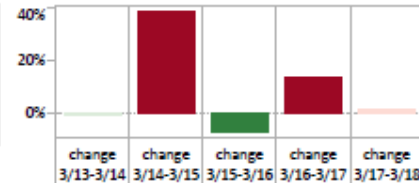
# of children in care

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



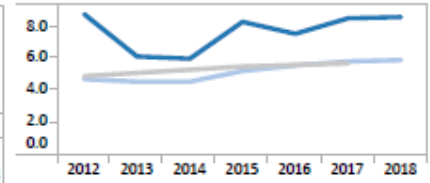
year over year change in the

# in care



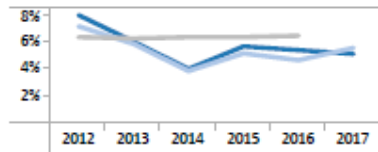
rate in care

(per 1,000, < age 18)

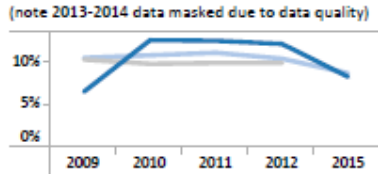


Safety

% children who experience repeat maltreatment within 6 months

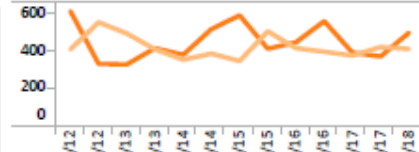


% children who experience repeat maltreatment within 12 months

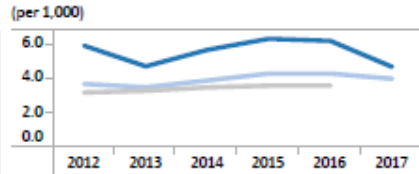


Entries

# of children entering & exiting

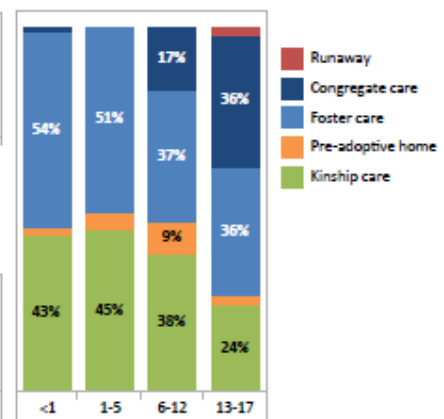


rate of children entering care



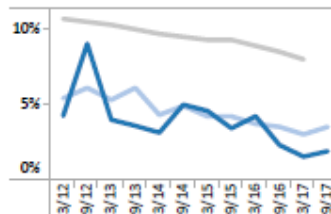
Placement

placement settings for children in care, by age

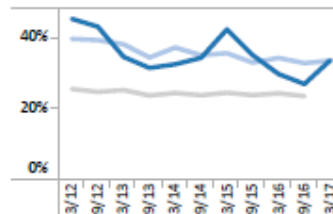


Timely & Stable Permanency

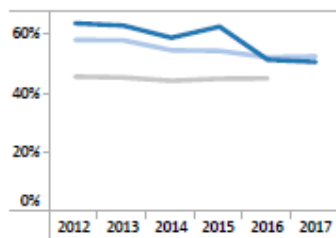
% permanency within 30 days of entering care



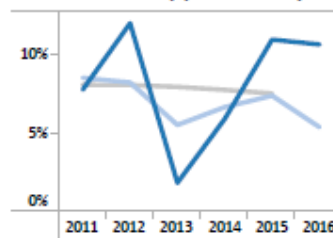
% permanency within 3-12 months of entering care



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



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

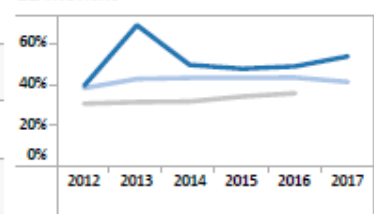


Children In Care 2+ Years (3/31/2018)

in care 2+ years

#	226
%	16%
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	Adopt
Congregate care		3%		8%
Foster care		33%		14%
Kinship care	2%	19%		5%
Pre-adoptive home		8%	2%	

## SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community FFN 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.

FFN serves children and families in the First Judicial Circuit in the Northwest Region which encompasses, from west to east – Escambia, Okaloosa, Santa Rosa and Walton counties. Table 1 provides key US Census Facts for these counties as compared to the state.

The median household income in Santa Rosa and Okaloosa counties is above the state, while in Escambia and Walton counties the median household income is slightly lower. The percentage of the population living in poverty is lower than the state's in three of the four counties served by FFN. In Escambia County the percentage is slightly higher than the state. With the exception of Walton County, a higher percentage of the population in Circuit 1 has earned a high school diploma. However, only Okaloosa County exceeds the state in the percentage of the population with a college degree.

US Census Facts	Florida	Escambia	Okaloosa	Santa Rosa	Walton
Median Household Income	\$48,900	\$46,117	\$57,655	\$60,652	\$46,910
Percent of population living in poverty	14.7%	15.2%	10.7%	10.6%	13.1%
Percent of population over 25 years old with a college degree	27.9%	24.9%	29.4%	26.9%	26.3%
Percent of population over 25 years old with high school diploma	87.2%	89.9%	91.3%	90.2%	84.9%

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

## CHILD FATALITIES

### BIRTH AND INFANT MORTALITY RATES

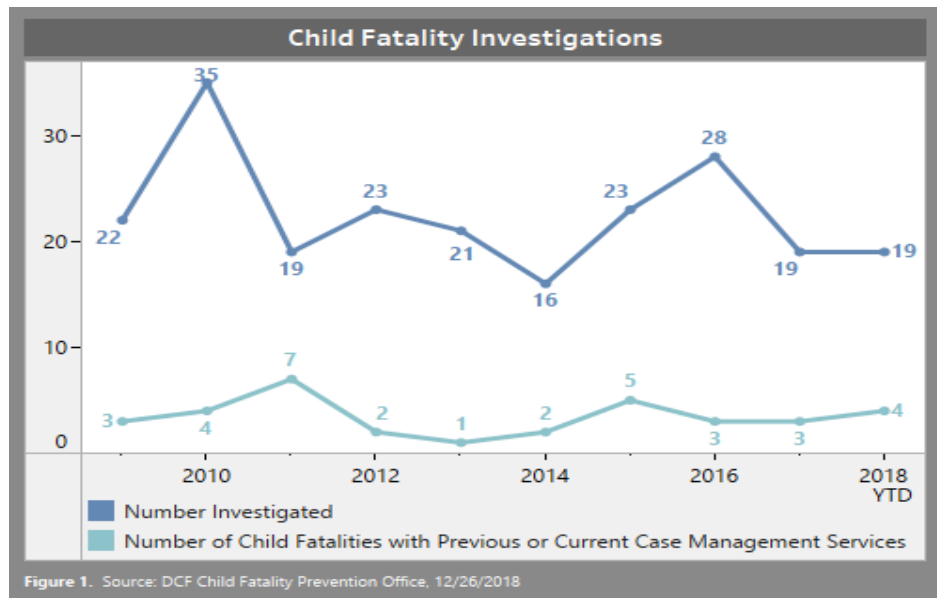
In 2016, the birth rate in all four counties was higher than the state's birth rate, while the infant mortality rate is lower in three of the four counties. In Escambia County, the infant mortality rate (8.3) was higher than the state (6.1). (See Table 2)

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
Escambia	13.1	12.6	12.7	12.7	12.8	7.9	7.4	7.7	7.7	8.3
Okaloosa	13.8	14.7	14.8	14.7	14.4	4.6	7.6	4.6	5.3	5
Santa Rosa	11.9	11.4	11.4	11.9	11.3	4.8	6.1	4.4	3.6	5.8
Walton	11.6	13	12.1	13.2	11.9	16.5	7.9	2.8	7.4	2.6

Table 2. Source: flhealthcharts.com

## CHILD FATALITY INVESTIGATIONS

From 2009 to 2018, there were a total of 215 child fatality investigations in Circuit 1. Almost half of all child fatality investigations in Circuit 1 were in Escambia County (100), followed by Okaloosa County (69), then Santa Rosa County (26) and finally Walton County (20). In 2018, there were 19 child fatalities. (source: [DCF Child Fatality Prevention website](#))



## SECTION 3: AGENCY SUMMARY

Families First Network has been the contracted lead child welfare agency in Circuit 1 since 2001. FFN operates under Lakeview Center, Inc., a not-for-profit organization which operates under the larger agency of Baptist Healthcare, a for-profit agency. Their relationship with Baptist Healthcare provides FFN with a unique opportunity to integrate child welfare and mental health services. FFN (Lakeview Center, Inc.) is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), an international, independent, non-profit accrediting body for health and human services programs. FFN (Lakeview Center, Inc.) was last accredited by CARF in 2016 and the current accreditation period will expire on January 31, 2019. FFN (Lakeview Center, Inc.) is accredited in the following child welfare program areas:

- Adoption
- Assessment & Referral
- Case Management/Services Coordination
- Foster Family & Kinship Care
- Specialized or Treatment Foster Care

Pre-service training is outsourced to the University of West Florida. In-service training is collaborative with the Department's investigations and Region staff. Case management, adoptions, licensing, placement and

independent living services are provided by FFN while the majority of family support services are provided by community partners who contract with FFN.

### NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation and the number of children receiving in-home services declined slightly in FY17/18. During this same time, the number of children entering and receiving out-of-home care services increased as did the number of children receiving family support services. The number of young adults receiving services declined in FY 17/18.

Service Area Data		FY 2015/2016	FY 2016/2017	FY 2017/2018
Child Protective Investigations and Child Removals (Escambia, Santa Rosa, Okaloosa, Walton Counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	10,094	10,315	10,299
	Children Entering Out-of-Home Care	900	865	967
Children Served by Families First Network	Children Receiving In-Home Services	1,920	1,570	1,563
	Children Receiving Out of Home Care	2,125	2,104	2,165
	Young Adults Receiving Services	191	203	176
	Children Receiving Family Support Services	2,483	994	1,061

Table 3. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN 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 FFN. The desk review period was for the period of January 1, 2018 through March 31, 2018.

A total of seven findings are outlined in the report. The findings include: General Ledger noncompliance with and expenditures not reconciling with FSN, noncompliance with Federal/State regulatory requirements and noncompliance with travel requirements. For further details, please see the complete fiscal report – [FY 17-18 Financial Monitoring Report for FFN](#)

FFN has had a positive carry forward balance in every year since FY13-14, with the exception of FY16-17 when a negative balance of \$335,810 was carried forward. FFN received Back of the Bill funding in FY15/16 and FY16/17. FFN applied for Risk Pool funding in FY16/17 and FY17/18 but were not recommended for Risk Pool allocations in either of those fiscal years. FFN again applied for Risk Pool funding in FY18/19 but were not recommended for allocation in the initial release of Risk Pool funds. FY18/19 Risk Pool documentation can be accessed on the [Center for Child Welfare – Risk Pool Reports](#) page.

Comparison of Funding by Fiscal Year						
Families First Network						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$31,359,884	\$31,282,380	\$32,783,970	\$34,221,547	\$34,623,974	\$34,653,459
Other**	\$9,830,365	\$10,454,499	\$11,192,907	\$12,701,021	\$14,104,267	\$14,844,760
<b>Total Initial Appropriation</b>	<b>\$41,190,249</b>	<b>\$41,736,879</b>	<b>\$43,976,877</b>	<b>\$46,922,568</b>	<b>\$48,728,241</b>	<b>\$49,498,219</b>
Risk Pool Allocation						
CBC Operational Costs from Back of the Bill				\$1,310,473		
MAS from Back of the Bill			\$77,180			
Carry Fwd Balance from Previous Years	\$1,512,442	\$3,007,831	\$2,920,860	\$106,138	-\$335,810	\$2,667
<b>Total Funds Available</b>	<b>\$42,702,691</b>	<b>\$44,744,710</b>	<b>\$46,974,917</b>	<b>\$48,339,179</b>	<b>\$48,392,432</b>	<b>\$49,500,886</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 FFN’s performance as captured by data indicators that are used to assess how well FFN 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 FY17/18, FFN has met or exceeded their established contract target, federal standards and statewide performance in nine of the 13 measures including:

- M01: Rate of abuse per 100,000 days in foster care
- M02: % of children who are not neglected or abused during in-home services
- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- 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
- Adoption Measure: Number of children with finalized adoptions

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

- M01: Rate of abuse per 100,000 days in foster care
- M02: % of children who are not neglected or abused during in-home services
- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months

- M11: % of young adults in foster care at age 18 that have completed or are enrolled in secondary education
- Adoption Measure: Number of children with finalized adoptions

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

- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home
- M08: Placement moves per 1,000 days in foster care
- M10: % of children in out-of-home care who received dental services within the last 7 months

In addition to the measures itemized above, these measures were also not met in FY 16/17 (See Table 5):

- M09: % of children in out-of-home care who received medical service in the last twelve (12) months
- M12: % of sibling groups where all siblings are placed together

## 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)	Families First Network July 1, 2016-June 30, 2017	Families First Network July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 8.0	● 7.5
2	Percent of children who are not neglected or abused during in-home services	>95%		0.972	● 96.5%	● 96.0%
3	Percent of children who are not neglected or abused after receiving services	>95%		0.961	● 95.8%	● 95.6%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		0.997	● 99.6%	● 99.5%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	0.397	● 37.0%	● 37.5%
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%)	0.534	● 51.9%	● 48.8%
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%)	0.896	● 91.2%	● 87.7%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 6.1	● 6.2
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		0.975	● 93.9%	● 96.3%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		0.924	● 83.4%	● 88.6%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		0.89	● 84.4%	● 82.8%
12	Percent of sibling groups where all siblings are placed together	>65%		0.637	● 62.6%	● 65.0%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 2016/2017 = 255 FY 2017/2018 = 295			257.0	303.0

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

## CHILD SAFETY

The figures and tables on the follow pages depict FFN’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

For FY17/18, FFN met the performance target in all five safety related performance targets but showed a slight drop in performance from FY16/17 in four of the five measures. In FY17/18, FFN improved their performance in reducing the rate of abuse or neglect per day while in foster care. FY 17/18 qualitative reviews pertaining to safety items show an improvement in family assessment sufficiency from FY16/17 but a decline in performance related to quality visits and sufficient safety planning.

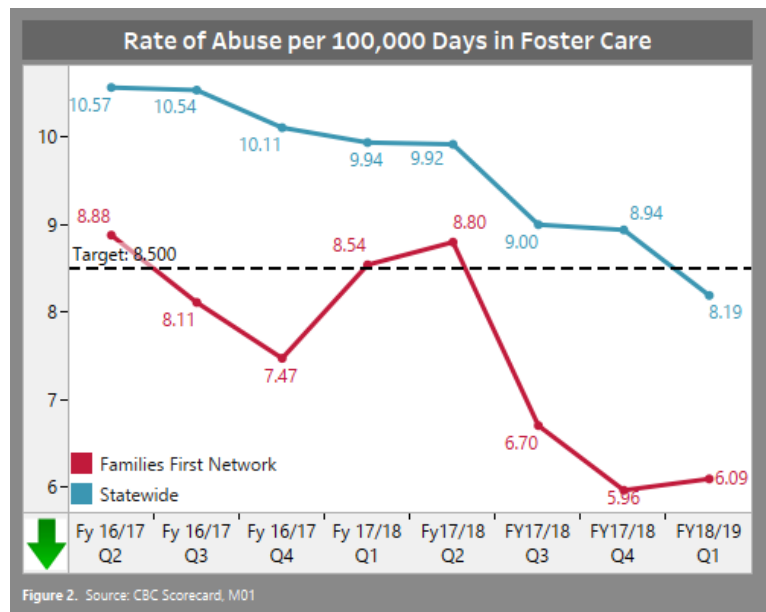
### RATE OF ABUSE IN FOSTER CARE

**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.

FFN has successfully reduced the rate of abuse per 100,000 days in foster care and FFN’s performance on this measure is currently below both the target and statewide performance.

(See Fig. 2) FY 17/18 qualitative reviews show improved performance

in developing sufficient family assessments to address safety concerns. (See Table 6)

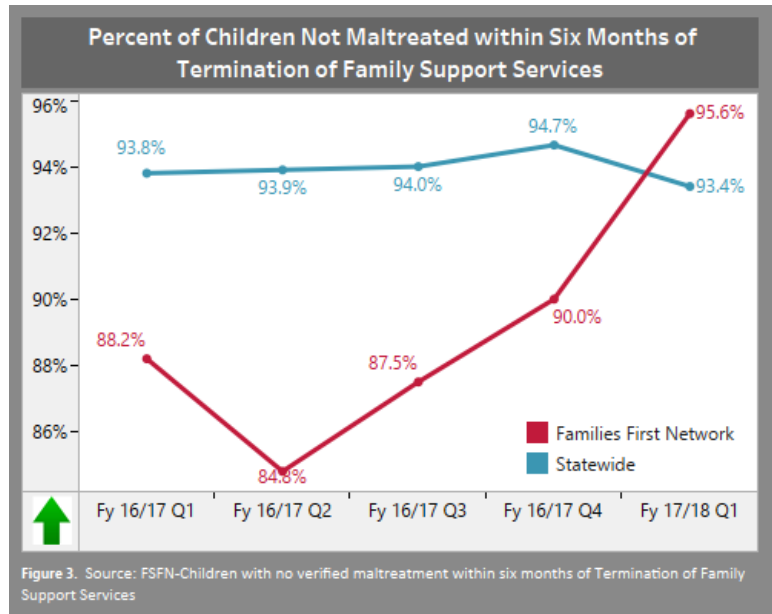


## NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

### 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.

FFN has shown a strong positive trend in performance in ensuring children are not maltreated within six months of the termination of family support services, since FY16/17 Q2. FFN is currently exceeding statewide performance on this measure.

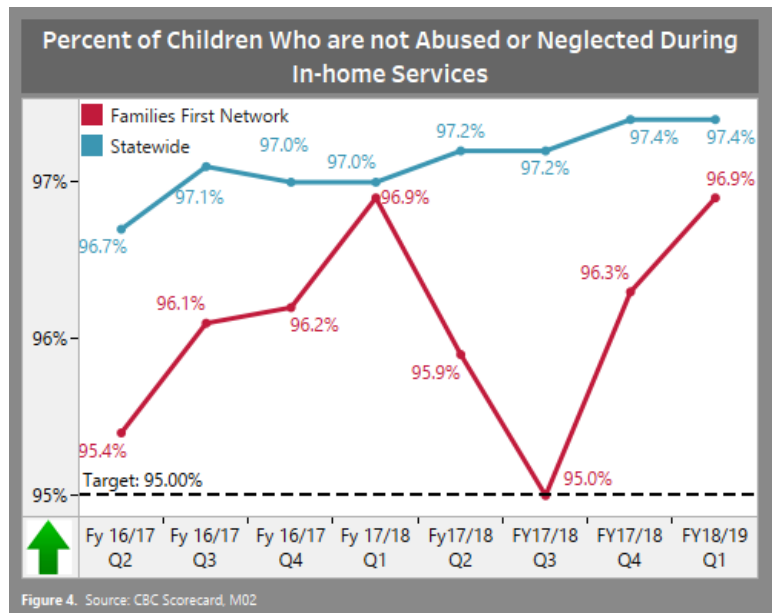


## NO MALTREATMENT DURING IN-HOME SERVICES

### 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.

FFN's performance on ensuring children are not abused or neglected while receiving in-home services has consistently met or exceeded the performance target in the past eight quarters. And while an improvement was seen in FY17/18 in ensuring sufficiency in family assessments, the quality of visits between case managers and children and parents declined in FY17/18 from the prior year.

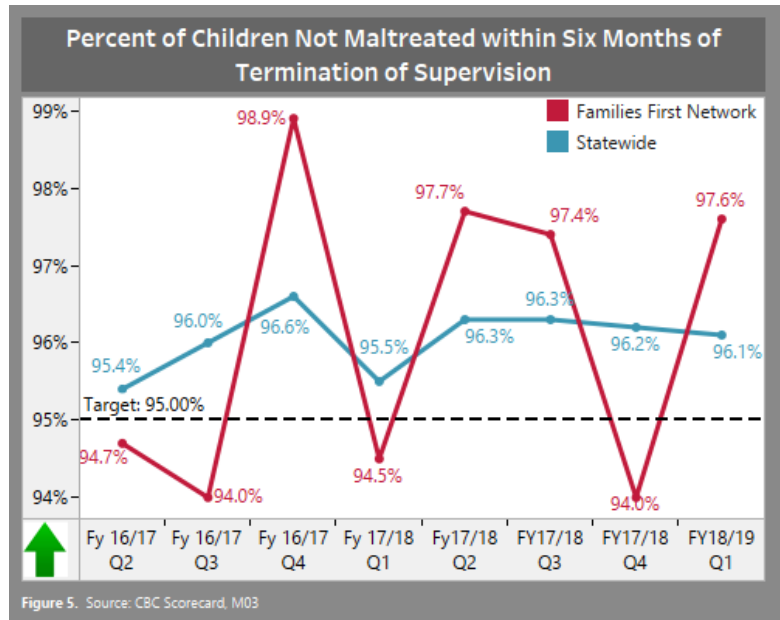


## NO MALTREATMENT AFTER RECEIVING SERVICES

### 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. In the past eight quarters, FFN exceeded the performance target and statewide performance four times.

FY17/18 reviews show a marked decline in performance from FY16/17 in making concerted efforts to assess the needs of the family and provide services necessary to address the issues relevant to the agency's involvement with the family. (See Table 10)

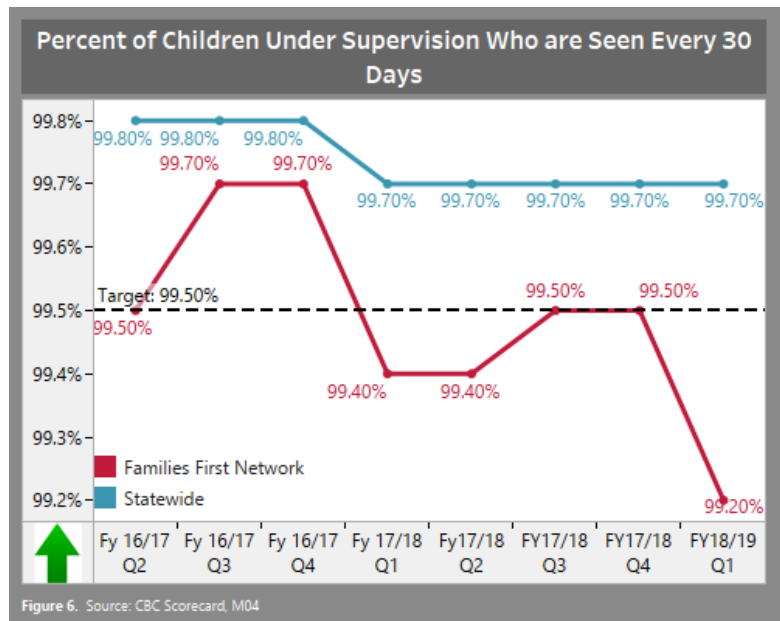


## CHILDREN SEEN EVERY 30 DAYS

### 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. FFN met or exceeded the performance target in five of the past eight quarters.

Further, FFN's FY 17/18 performance in completing quality visits between the case manager and child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan goals decreased from FY16/17 and was far below the statewide average performance. (See Table 8)



## QA CASE REVIEW DATA

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

In FY 17/18, FFN’s performance related to child safety, as measured through quality reviews, declined in conducting quality visits between the child and case manager and in ensuring a sufficient safety plan was in place to control danger threats. During the same timeframe, FFN improved performance in sufficiency in family assessments. (See Table 6)

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	Families First Network Rapid Safety Feedback FY 2016/2017 n=40	Families First Network FY 2017/2018 n=35	Statewide RSF Performance FY 2017/2018 n=830
RSF 1.1: Is the most recent family assessment sufficient?	35.0%	41.0%	52.4%
RSF 2.1: Is the quality of visits between the case manager and the child (ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	35.0%	33.0%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	80.0%	62.2%	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

Performance related to making concerted efforts to provide services to the family to prevent the child(ren)’s entry or re-entry into foster care declined in FY 17/18 and fell short of statewide performance. FFN’s performance also declined and fell well below statewide performance and the federal PIP goal in making concerted efforts to assess and address risk and safety concerns to the child(ren) while being served in or out of home. (See Table 7)

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals <sup>1</sup>	Families First Network FY 2016/2017 n=72	Families First Network FY 2017/2018 n=64	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 2: Did the agency make concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after reunification?	61.0%	54.2%	-6.8%	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?	60.0%	● 34.4%	-25.6%	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 FFN's performance related to permanency in the following areas:

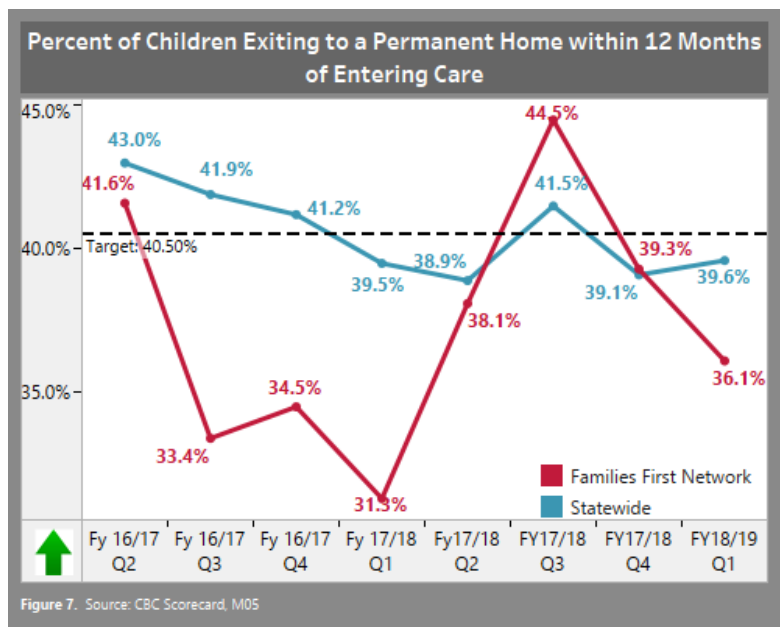
1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care
6. Siblings placed together
7. Qualitative case review results

In FY17/18, with the exception of the measures for placing siblings together. The remaining measures, including several qualitative review items, saw no notable improvement.

### PERMANENCY IN 12 MONTHS

**Percent of children exiting foster care to a permanent home within 12 months of entering care (Scorecard Measure M05):** Figure 7 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.

In this area, FFN did not meet the performance measure in six of the past eight quarters. FY 17/18 quality reviews show a decline in performance related to making concerted efforts to assess the family's needs and provide services to ameliorate the circumstances leading the children family's involvement with the agency. (See Table 10)





## PERMANENCY IN 12 – 23 MONTHS

**Percent of children exiting foster care to a permanent home in 12 months for children in foster care 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 12 months of the beginning of the report period. FFN has successfully met the performance target for this measure in all of the past eight quarters.

FFN showed a marked decline in performing quality visits that promote achievement of case goals, based on quality reviews. (See Table 10)

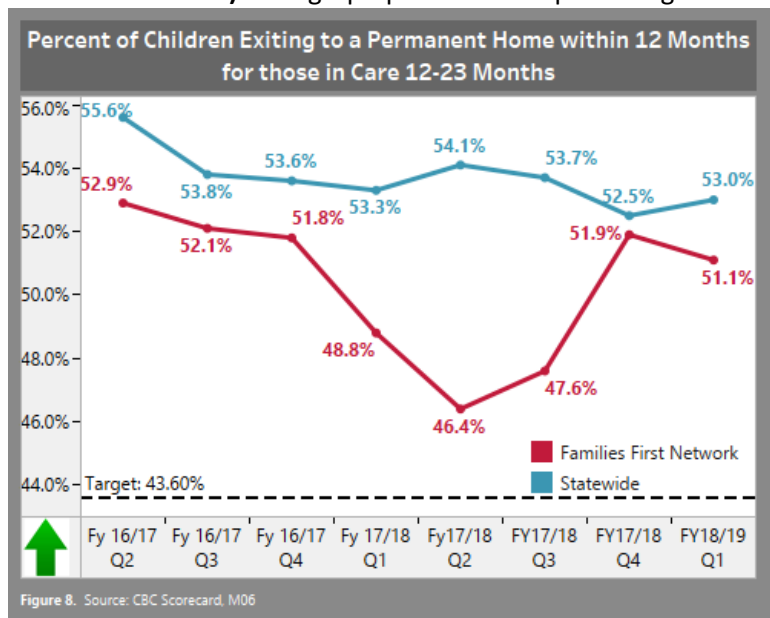


Figure 8. Source: CBC Scorecard, M06

## 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.

This is an area of strength for FFN as they are trending positively and have outperformed statewide performance in each of the past seven quarters.

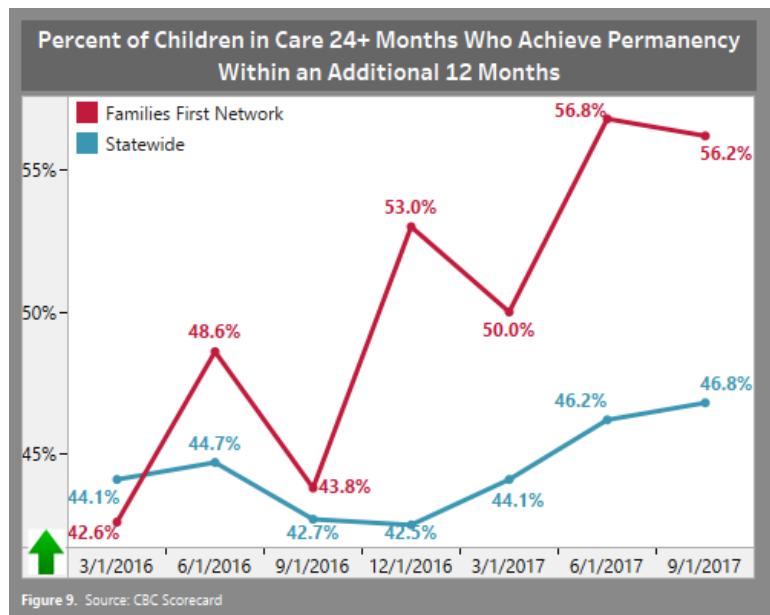


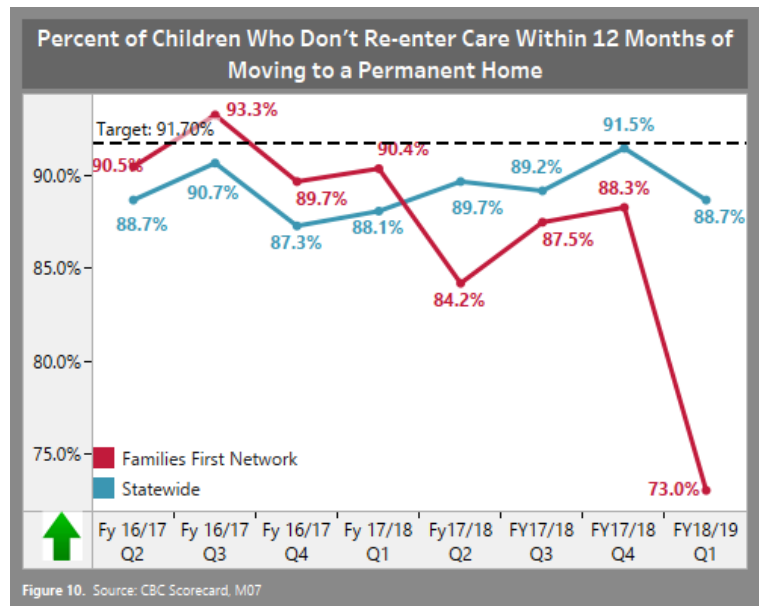
Figure 9. Source: CBC Scorecard

## 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.

FFN has not met the performance target in seven of the past eight quarters and is trending negatively overall on this measure.

FY 17/18 quality reviews illustrate a decline in performance related to making concerted efforts to provide services to the family to prevent children’s reentry into foster care or re-entry after reunification. (See Table 7)

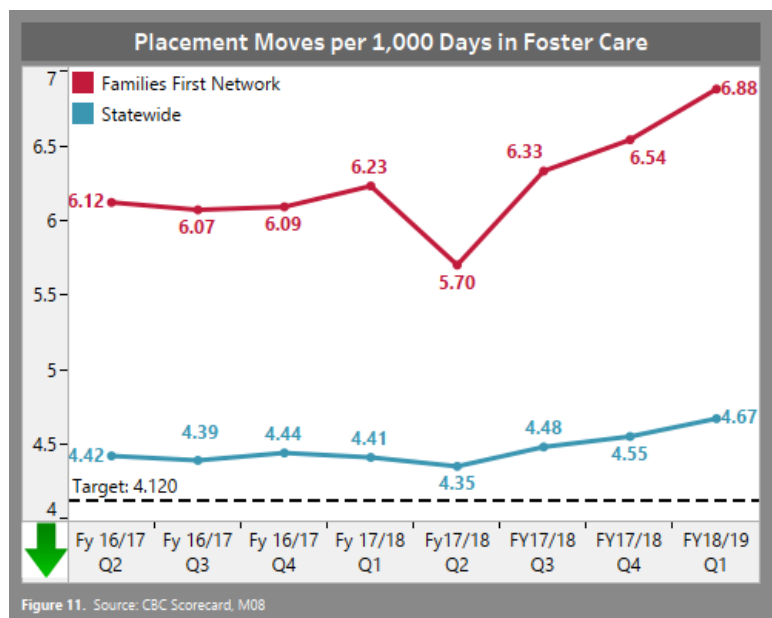


## PLACEMENT STABILITY

**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.

FFN has failed to meet the performance target or statewide performance in all of the past eight quarters and is trending negatively in the past three quarters.

FFN has seen an increase in performance on the qualitative measure that evaluates whether placements were made in the best interest of the children, however they still remain below the PIP target. (Table 9)

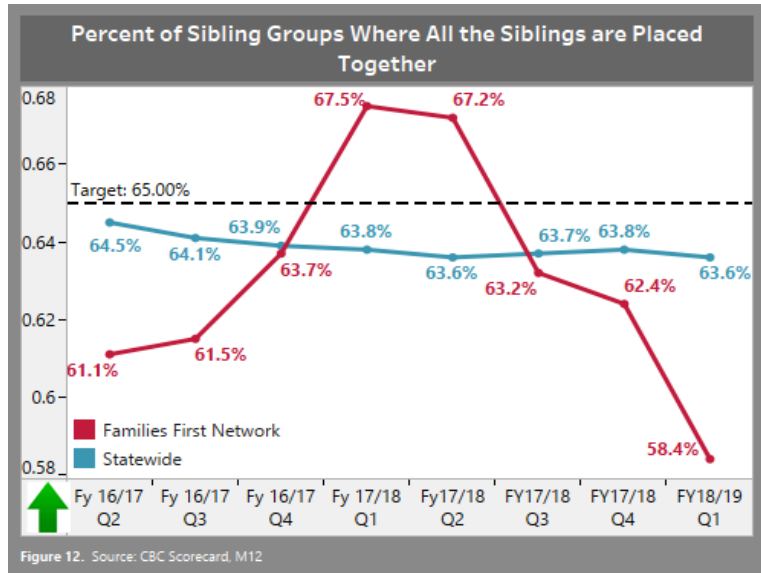


## SIBLINGS PLACED TOGETHER

**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 where all siblings are placed together.

FFN met the performance target in two of the past eight quarters, but in the past four quarters performance declined.

However, FY 17/18 quality reviews showed improvement in making 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. (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.

In FY 17/18, FFN’s performance related to permanency, as rated by RSF reviews, declined and was lower than the average statewide performance. (See Table 8)

Rapid Safety Feedback - Permanency			
Quality Assurance - Rapid Safety Feedback Item	Families First Network Rapid Safety Feedback FY 2016/2017 n=40	Families First Network FY 2017/2018 n=35	Statewide RSF Performance FY 2017/2018 n=830
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	35.0%	33.0%	60.1%
RSF 2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	57.9%	52.6%	66.3%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	44.8%	25.9%	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

Regarding CQI reviews, FFN improved performance but fell short of the federal PIP goal in FY 17/18 in ensuring children were in a stable placement and any moves made were in the best interest of the child. FFN also improved performance in making concerted efforts to ensure shared sibling placement and making concerted efforts to place children with relatives. FFN’s performance declined in establishing appropriate and timely permanency goals, making concerted efforts to achieve permanency (also fell short of the federal PIP goal), ensuring frequent and quality visits between children and their parents and siblings, preserving family and community connections and making concerted efforts to promote, support and maintain between the child(ren) and his or her parents or primary caregivers. (See Table 9)

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals <sup>1</sup>	Families First Network FY 2016/2017 n=72	Families First Network FY 2017/2018 n=64	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child’s placement in the best interest of the child and consistent with achieving the child’s permanency goal(s)?	74.0%	● 81.5%	7.5%	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?	70.0%	68.4%	-1.6%	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?	70.0%	● 50.0%	-20.0%	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?	69.0%	76.0%	7.0%	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?	76.0%	66.6%	-9.4%	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?	74.0%	63.1%	-10.9%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	65.0%	86.8%	21.8%	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?	81.0%	59.2%	-21.8%	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 FFN '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

FY17/18 qualitative reviews show a marked decline in performance in all but one CQI well-being measure from FY16/17. Improvement was noted for children receiving medical and dental care, while there was a decline in addressing education needs.

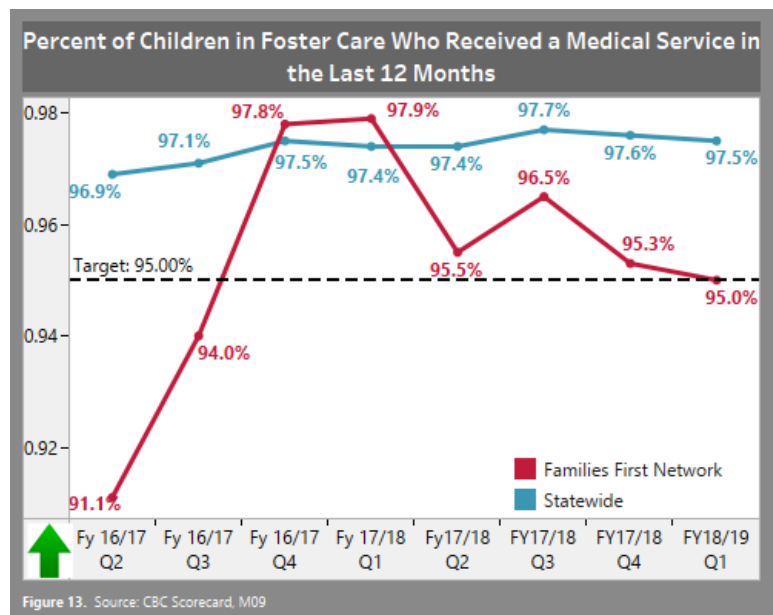
### CHILDREN RECEIVING MEDICAL CARE

#### 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.

FFN met or exceeded the performance target in six of the past eight quarters, however performance trended negatively in the past several quarters.

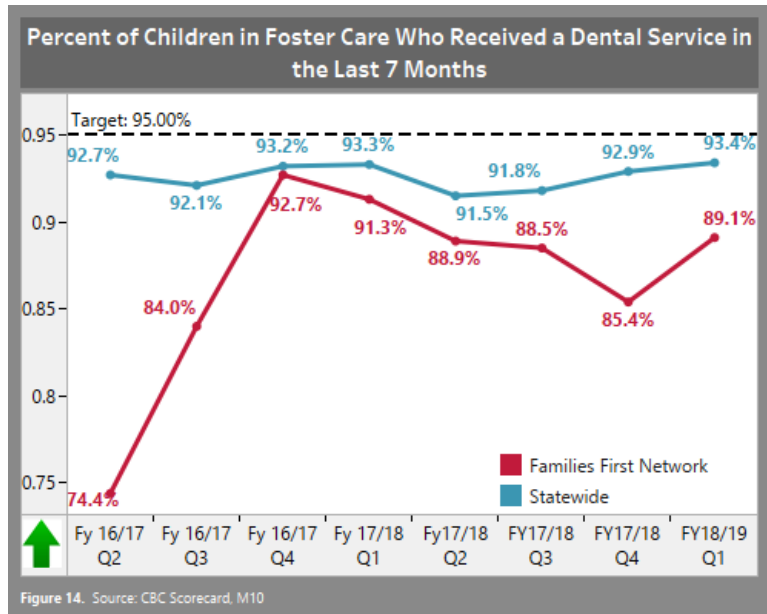
CQI Item 17 (addressing the physical needs of the children) declined 8.1% in FY17/18 compared to the year prior. (See Table 10)



## 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.

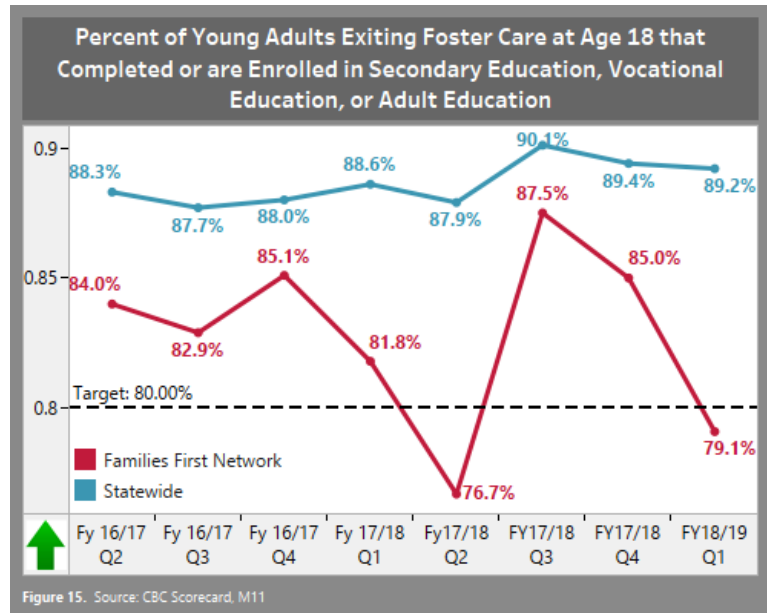
FFN failed to meet the performance target, and fell below statewide performance, in all of the past eight quarters. Further, FY 17/18 quality reviews showed a decline in CQI Item 17 (addressing the physical needs of the children) compared to the year prior. (See Table 10)



## 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.

FFN exceeded the performance target in six of the past eight quarters. FFN's performance in assessing and addressing children's education needs declined 8% in FY 17/18 from the year prior. (See Table 10)



## QA CASE REVIEW DATA

The table on the following page provides FFN’s performance in measures related to child well-being based on CQI case reviews. In all but one child well-being measure assessed through quality reviews, FFN’s performance declined in FY 17/18.

Overall FFN saw a decline in performance in well-being quality measures. Most notably, CQI Items 12B and 13 saw a significant decrease in ratings in FY 17/18. Both of these items evaluate the case manager’s interaction with the biological family. While there has been a decrease in performance in actions related to biological parents, FFN has had an increase in performance, and are meeting the PIP target, related to support provided to foster parents.

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals <sup>1</sup>	Families First Network FY 2016/2017 n=72	Families First Network FY 2017/2018 n=64	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to children to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency’s involvement with the family?	71.0%	● 53.1%	-17.9%	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?	37.0%	● 14.5%	-22.5%	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?	73.0%	● 73.6%	0.6%	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?	38.0%	● 19.3%	-18.7%	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?	43.0%	● 29.6%	-13.4%	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?	32.0%	18.1%	-13.9%	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?	83.0%	75.0%	-8.0%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	61.0%	52.9%	-8.1%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	59.0%	57.1%	-1.9%	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.

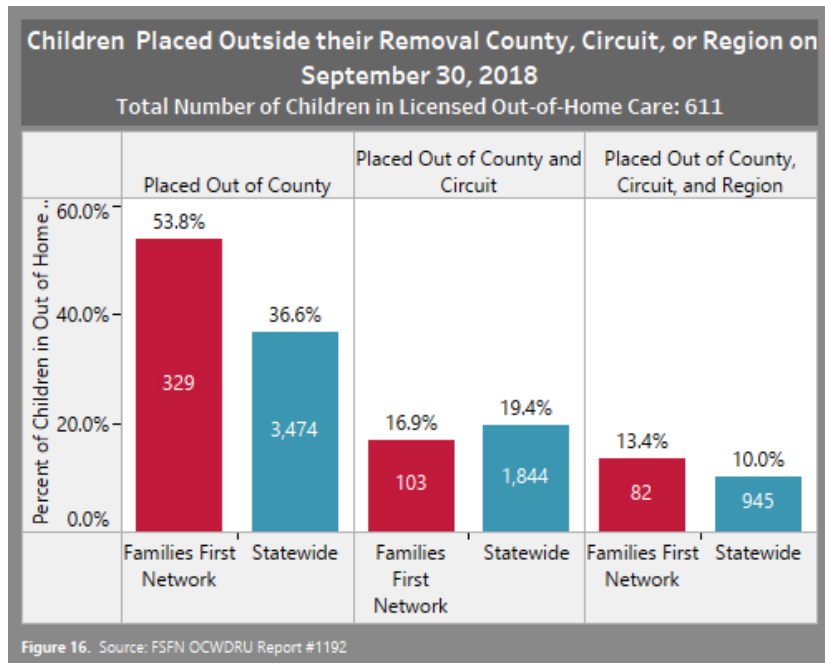
### Family Foster Home Recruitment

The [Placement In Out-of-Home Care Dashboard](#) provides information related to number of licensed foster homes and current bed capacity. According to this data source, as of November 2018, FFN had a total of 289 licensed homes with a total of 545 licensed beds and 94.1% capacity and a total of 34 therapeutic beds, not licensed by FFN. That equates to a net loss of eight licensed homes from November 2017. The number of licensed homes (289) has been declining overall since April 2018 (308) and is at the lowest number of licensed homes since June 2017 (287).

Additionally, the number of children placed in group care and residential treatment centers has been increasing overall since December 2014, with a slight reduction in mid-2018. More children in out of home care are placed with an approved relative than any other placement type.

(Source: [Placement in Out-of-Home Care Data](#))

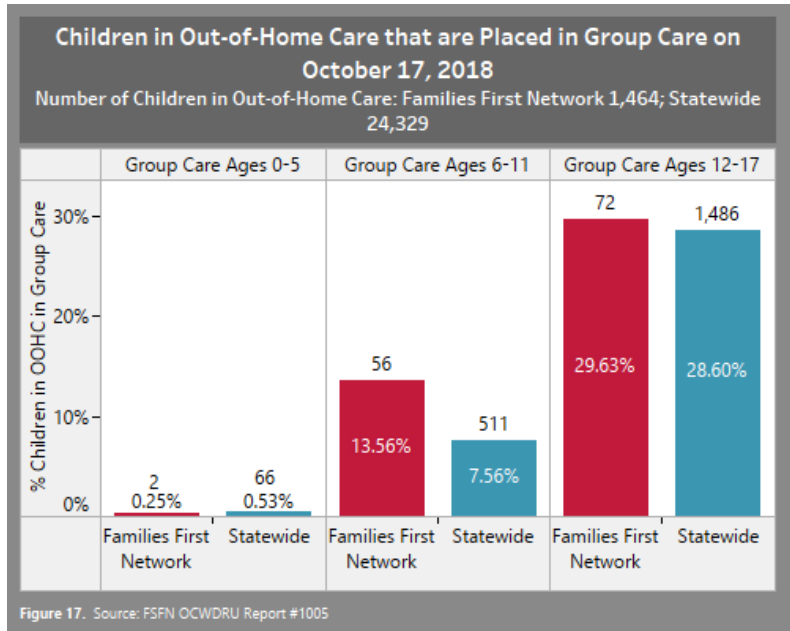
Children in licensed care are placed out of their home county at a higher frequency than the statewide performance, showing a need for stronger emphasis on family centered practices to maintain children closer to their families to support frequent and quality visitations between children and their parents. (See Fig. 16)





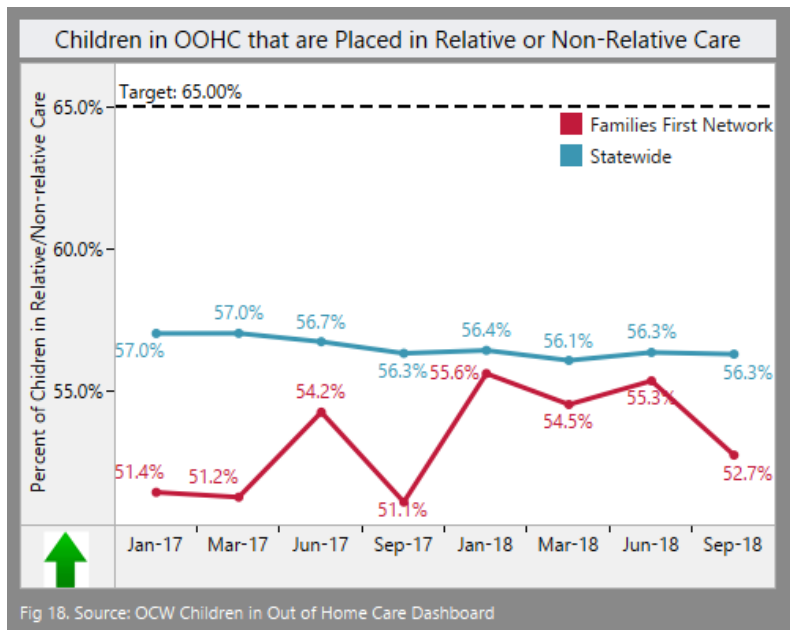
Group Home Care

As of October 17<sup>th</sup>, 2018, FFN had a lower percentage of children ages 0-5 in group care, compared to the statewide rate. However, more children age 6-17 are placed in group care than the statewide performance. (See Fig. 17) [Child Welfare Dashboard, Children in Out of Home Care Report](#) indicates that 8.87% of the children in out of home care served by FFN are placed in group care, and less than 1% are placed in residential treatment centers. This is slightly higher than the statewide average of 8.47%, as of November 2018.



Relative/Non-Relative Caregiver Supports

The percentage of children placed with relatives or non-relatives has remained relatively stable since July 2017. As of January 2, 2018, 54.2% of children served by FFN were placed with a relative or non-relative. However, for those initial placements made by the CBC, there has been a slight decline from 52.8% in July 2017 to 45.8% in November 2018. As shown in figure 19, FFN is placing a lower percentage of children in relative or non-relative care than statewide performance and has not met the target in the past eight quarters.



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

The CBC Monitoring Team completed an on-site monitoring in November 2017. The following is a summary of the findings and any actions taken by FFN to improve. The [FY17/18 FFN Contract Monitoring Report](#) is available for reference.

### Areas Needing Action Identified in Previous Report

- 1) **Placement Practices** – Contract AJ495, Standard Contract, 5 specifies that FFN must be aware of and comply with all state and federal laws, rules and regulations, without exception. Information obtained during the FY1718 monitoring indicates that at least one foster parent refused to accept children based on race or ethnicity, in violation of the Multiethnic Placement Act of 1994, 42 U.S.C.A. §671(a)(18), and Florida Administrative Code 65C-28.004.
  - a) This finding was not included on a formal corrective action plan, however, corrective action was initiated prior to the issuance of the monitoring report.
  - b) *Summaries of Actions Taken:* While a formal corrective action plan was not developed, there was guidance provided and regional oversight. Following the on-site visit, the Office of Child Welfare provided technical assistance to FFN staff related to MEPA requirements. FFN reviewed policies and procedures and found them in compliance with the MEPA Act, however the concerns noted during the previous monitoring were related to practice, not only policy. The region continues to discuss this finding as a part of the region leadership calls and will continue to monitor improvement in practice.
  
- 2) **Quality and Performance Measures** - Placement moves per 1,000 days in foster care – The FY1718 monitoring found that FFN failed to meet the performance target in this area for the past six quarters preceding the monitoring. Further, quality case reviews showed that improved efforts were needed to ensure placements were stable and any moves were necessary and in the best interest of the child. FFN's FY1718 performance did not meet the state, federal or PIP performance expectation.
  - a) This finding was included on a corrective action plan.
  - b) *No Change in Performance*
  - c) *Summaries of Actions Taken:* FFN continues to strive to meet the performance goal and plans to continue to analyze the lower performing areas/units and address performance gaps. FFN developed a management report to track placement moves and CARES team initiative to address this performance gap. The CARES Teams will focus on intensive relative searches and supporting caregivers during the time between shelter and case transfer. The CARE Coordination Team is also responsible for all referrals to ensure a quicker utilization of services. A tool has been developed to track referral response times. The Care Coordination Unit has implemented a Foster Parent assistance program similar to an Employee Assistance Program to provide behavior and therapeutic support to stabilize placement. DCF continues to monitor progress via a corrective action plan.

- 3) **Quality and Performance Measures** - Percentage of children in foster care who receive dental services – In FY 1718, FFN failed to consistently meet the performance target in this area, thus efforts to ensure children receive regular dental care were needed. Quality case reviews further support that FFN needed to improve efforts to ensure that children’s physical health needs are met.
- a) This finding was included on a corrective action.
  - b) For Quantitative or Qualitative Findings – *No Change in Performance*
  - a) *Summary of Actions Taken:* FFN continues efforts to meet the performance goal and will continue to analyze the lower performing areas/units and address performance gaps. Okaloosa/Walton counties have recently hired a new Children's Volunteer Network director who is working on the process of getting dental vans in those areas. The agency is also coordinating with the director of that program to place dental clinics in each of the agency’s service centers. DCF continues to monitor progress via a corrective action plan.
- 4) **Quality and Performance Measures** - Percentage of children who do not re-enter care within 12 months of moving to a permanent home.
- a) This finding was included on a corrective action.
  - b) *Performance Declined*
  - c) *Summary of Actions Taken:* FFN continues efforts to meet the performance goal and will continue to analyze the lower performing areas and address performance gaps. Quality contacts trainings have been completed and continue to occur for new hires. The Home Visit guide has been revised and is being utilized to assist Child Welfare Case Managers in ensuring adequate assessments are being done. Post-reunification staffings are held at the 1st and 5th month for the purpose of reducing the likelihood of re-entry through multi-disciplinary assessment and planning. FFN plans to initiate a Green Belt project to further address this measure. DCF continues to monitor progress via a corrective action plan.
- 5) **Quality and Performance Measures** - Percentage of children exiting to a permanent home within twelve months of entering care - FFN struggled to meet the performance expectation of ensuring children reach permanency within twelve months of entering care. Also, quality case reviews showed that improved efforts to achieve reunification were warranted.
- a) This finding was included on a corrective action.
  - b) *No Change in Performance*
  - c) *Summary of Actions Taken:* FFN has yet to meet the performance goal but will continue to analyze the lower performing areas/units and address performance gaps. The CARES Teams will focus on intensive relative searches and supporting caregivers during the time period between shelter and case transfer which will lead to more stable placements and achieving permanency for children in a timely manner. A Green Belt project is underway to address the high number of children not reunified and the high number of Adoptions in the circuit. This is a collaborative effort among DCF, CLS and FFN. DCF continues to monitor progress via a corrective action plan.

- 6) **Quality and Performance Measures** - Percent of children who are not neglected or abused after receiving services – FFN failed to consistently meet the performance target. Quality case reviews showed a need for improved performance in the quality of visits between the case manager and case participants including the child(ren) and parents.
  - a) This finding was included on a corrective action plan.
  - b) *Performance Improved*
  - c) *Summary of Actions Taken:* FFN updated the home visit template and, re-trained staff regarding Quality Contacts during home visits. FFN was initially placed on a corrective action plan for this measure but was later taken off due to improved performance.

#### Opportunities for Improvement Identified in Previous Report

- 1) **Quality and Performance Measures** - Percent of children who receive a medical service every 12 months
  - a) This finding was addressed through informal improvement actions taken locally.
  - b) *Performance Improved*
  - c) *Summaries of Actions Taken:* FFN put corrective measures in place and have been meeting this measure for the last several quarters.
- 2) **Quality and Performance Measures** - Percent of sibling groups where all siblings are placed together
  - a) This finding was addressed through informal improvement actions taken locally.
  - b) *Performance Improved*
  - c) *Summaries of Actions Taken:* Internal staffings changes were made in FFN which resulted in focused attention and prompt improvement on this measure, thus corrective action was not warranted.
- 3) **Quality and Performance Measures** - Percent of young adults exiting foster care at age 18 who completed or are enrolled in secondary education, vocational education or adult education
  - a) This finding was addressed through informal improvement actions taken locally.
  - b) *Performance Declined*
  - c) *Summaries of Actions Taken:* At the time of the initial CAP determination FFN identified a data entry error which when corrected, resulted in improved performance on this measure, thus corrective action was not deemed necessary by the Region. However, since that time performance has begun to decline and the region is currently monitoring performance.
- 4) **Dissemination of Data** – The amount of data available is exceptional but it is not being shared with staff in a meaningful way. The data team reports that they are aware of this and are working on disseminating data that is appropriate for consumption by the various groups. - Training is very

responsive to requests for training but data sharing with the training team would allow them to utilize data to hone in on areas of needed improvement that staff may not request (i.e. placement moves).

a) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.

a) *Summaries of Actions Taken:* FFN took this information under advisement. FFN consistently disseminates data a variety of ways to include service area all team member forums facilitated by the FFN President, FFN/DCF Leadership Meetings, Alliance Meetings, and FFN Leadership Meetings.

5) **Relative & Non-Relative Caregiver Placements** - Identification and screening of relative and non-relative placements through expanded search activities, including but not limited to, the diligent search process, is necessary to reduce placements in out of home care.

a) This finding is addressed through the Financial Viability Plan.

b) *Summaries of Actions Taken:* FFN developed a three-pronged approach to address this concern: 1) Weekly tracking 2) Financial Viability Plan and 3) address jointly with DCF. Additionally, The CARES Teams were developed as a supportive initiative to address multiple concerns regarding the gap between shelter and case transfer. Concerns to be addressed include: relative search, diligent search for parents, orienting children and caregivers, linking children with trauma informed clinical services, completion of day care referrals, relative home studies and school enrollments.

6) **Relative & Non-Relative Caregiver Placements** - Ongoing efforts to support and retain relative and non-relative caregivers were recommended. FFN provides ongoing support to foster parents in a variety of ways including early after placement, to address any issues and/or provide needed supports. A similar process for relative/non-relative caregivers was not evident.

a) This finding is addressed through the Financial Viability Plan.

b) *No Change in Performance*

c) *Summaries of Actions Taken:* FFN implemented the CARES TEAM which are designed to support caregivers and provide additional supports necessary to stabilize and maintain placements.

7) **Strategic Communication Process** – While new CFOPs and changes to Admin Rule and Statutes are well communicated to staff, staff reported that some locally agreed upon protocols or practices were not trickled down timely, or at all.

a) This finding was addressed through informal improvement actions taken locally.

b) *Summaries of Actions Taken:* FFN and Regional DCF leadership partner to ensure locally agreed upon protocols are disseminated to staff at all levels.

8) **Partner Communications & Relationships** - With the exception of Santa Rosa county, both case management and investigations staff described strained relationships and a lack of communication

between investigations and case management. Specifically, in Walton county staff reported an ‘adversarial’ relationship that is negatively impacting efficient operations.

a) This finding was addressed through informal improvement actions taken locally.

b) *Summaries of Actions Taken:* FFN has been implementing a new system of care model. This new system has been increasing communication and a sense of teamwork. In addition, the Walton County Sherriff Department began providing CPI services for their County. There seems to be a good working relationship between them and FFN.

9) **Court** – A clear process for document tracking was not apparent, including when documents such as JRs, case plans, birth certificates, etc. are provided to CLS for filing. Additionally, staff report that diverging opinions are presented in court, thus a process for pre-court prep and discussion is recommended to ensure recommendations are unified.

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

b) *Performance Improved*

c) *Summaries of Actions Taken:* Director of CM tracks, reviews all Legal reports for the upcoming week and sends the information to the case managers weekly. Performance is monitored by DCF and improvement was noted allowing the corrective action related to this area to be ended.

10) **Need for timely service referrals** – Foster parents reported issues with obtaining needed services, specifically mental health services, especially in rural areas.

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

b) *Performance Improved*

c) *Summaries of Actions Taken:* Staff now send all referrals through the Care Coordination team. The team is responsible for deciding what services are needed and providing the info to the caretaker timely. The Care Coordination Unit has implemented a Foster Parent Assistance Program similar to an Employee Assistance Program to provide behavior and therapeutic support to foster parents. Lakeview Center, Inc. received a VOCA grant which was utilized to hire two therapists to provide this service.

11) **Adoptions** – An initiative was started in April 2017 to address the problem of lingering adoption cases due to absent or incomplete home studies. The goal of the initiative was to complete ninety home studies within ninety days. Over six months have passed since the initiative began and numerous home studies remain incomplete, resulting in adoption cases lingering unnecessarily.

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

b) *No Change in Performance*

c) *Summaries of Actions Taken:* FFN has been working with the Casey Foundation on this issue. In addition, there is a Green Belt project underway that will help identify the reason Circuit 1 has a high number of children not reunified and a high number of Adoptions. FFN is also adding an additional Family Finders Unit to complete adoption home studies. The unit will cover the east

side of the circuit. FFN held an accelerated QPT class to bring in more families to meet the needs of children specifically for the purpose of Adoption. Twenty-four people attended the 3-day, 8 hours per day class. Prospective families included single individuals and couples. FFN remains on a corrective action plan for this measure.

12) **Placement Process Enhancement** - There was not a uniform process for placement. Many tasks were handled on a case-by-case basis. Staff reported that a protocol or guidance tool is 'missing' from the FFN handbook.

- a) This finding was addressed through informal improvement actions taken locally.
- b) *Summaries of Actions Taken:* FFN contracted with Binti, a software program that provides an electronic versus paper system for the foster parent application process. Additionally, the system has a placement management module and a robust reporting environment. FFN and the Region continue to monitor progress and improvement expected following Binti implementation.

13) **Placement Process Enhancement** - Guidance and information contained in the CBHA does not appear to be utilized by placement to inform subsequent placement decisions and supports needed.

- a) This finding was addressed through informal improvement actions taken locally.
- b) *Summaries of Actions Taken:* FFN contracted with Binti, a software program that provides an electronic versus paper system which includes placement matching and robust reporting environment thus enabling guidance on subsequent placement decisions. FFN and the Region continue to monitor progress and improvement expected following Binti implementation.

14) **Placement Process Enhancement** - Many manual spreadsheets are being utilized by individual staff, thus a comprehensive and up-to-date placement bed availability snapshot is not available to any placement staff.

- a) This finding was addressed through informal improvement actions taken locally.
- b) *Summaries of Actions Taken:* FFN contracted with Binti, a software program that provides an electronic versus paper system for placement management and reporting, thus staff now have a paperless system to streamline the placement process. FFN and the Region continue to monitor progress and improvement expected following Binti implementation.

15) **Placement Process Enhancement** - There is no evidence of a clear process for placement matching. Placement staff are assigned to specific homes and they know the foster parents assigned to them, but information is not maintained in a manner that allows co-workers to make decisions without first having to consult with the worker assigned to the foster home.

- a) This finding was addressed through informal improvement actions taken locally.
- b) *Summaries of Actions Taken:* FFN contracted with Binti, a software program that provides an electronic versus paper system for placement management and reporting, thus staff now have a

paperless system to streamline the placement process. FFN and the Region continue to monitor progress and improvement expected following Binti implementation.

- 16) **Respite placements** – Staff report that approximately 85% of initial placements are overnight placements. This was further supported through focus group interviews and placement moves data. While trauma Informed care is clearly a part of the overall culture FFN, in this area, there is an opportunity to enhance trauma informed care with staff and caregivers to minimize trauma a child experiences during subsequent placements.
- a) This finding was included on a corrective action plan.
  - b) *Performance declined*
  - c) *Summaries of Actions Taken:* FFN continues to strive to meet the performance goal and plans to continue to analyze the lower performing areas/units and address performance gaps. FFN developed a management report to track placement moves and CARES team initiative to address this performance gap. The CARES Teams will focus on intensive relative searches and supporting caregivers during the time between shelter and case transfer. The CARE Coordination Team is also responsible for all referrals to ensure a quicker utilization of services. A tool has been developed to track referral response times. The Care Coordination Unit has implemented a Foster Parent assistance program similar to an Employee Assistance Program to provide behavior and therapeutic support to stabilize placement. Additionally, FFN began requiring all 24-hour placements be approved by the unit manager. The new electronic system, Binti will allow more efficient placement matching capabilities. DCF continues to monitor progress via a corrective action plan.

#### Administrative Findings Identified in Previous Report

- 1) **Incident Reporting** – FFN enters critical incidents into Baptist Healthcare’s STARS system but not all required incidents are being entered into IRAS. For example, a case involving a near drowning which required resuscitation and another case involving a child who required emergent medical care for a seizure were not entered into IRAS. Contract AJ495, Standard Contract, 12 specifies the requirements for reporting critical incidents in accordance with CFOP 215-6. During on-site review of critical incidents that were entered into FFN’s internal incident reporting system, it was discovered that several incidents requiring entry into the Department’s Incident Reporting and Analysis System (IRAS) were not entered, including allegations of sexual abuse and significant client injuries/illness requiring emergent medical attention.
  - a. This finding was addressed through informal improvement actions taken locally.
  - b. *Summaries of Actions Taken:* FFN recognized the issue and made the needed corrections prior to a CAP requirement.
  
- 2) **Subcontractor Requirements** – Contract AJ495, Standard Contract, 8.f., specifies the requirements for independent contractors, subcontracting and assignments. Providers must include, in all



subcontracts (at any tier) the substance of all clauses contained in the Standard Contract that mention or describe subcontract compliance, as well as all clauses applicable to the portion of the Provider's performance being performed by or through the subcontract. When a Provider allows their subcontractors to subcontract in turn, they are required to follow the same requirements of the Provider. FFN allows only one subcontractor to subcontract out their contracted services. The contract between FFN and the subcontract did not include the substances of all clauses contained in the Standard Contract that mention or describe subcontract compliance, as well as all clauses applicable to the portion of the Provider's performance being performed by or through the subcontract. Overall, FFN is in substantial compliance.

- a. This finding was included on a corrective action plan
- b. *Summaries of Actions Taken:* FFN added the needed info into their subcontract document and was subsequently taken off the corrective action.

## SECTION 7: DESK REVIEW FINDINGS

### SUMMARY

Families First Network is a well-established child welfare community-based care agency in Circuit 1 with an engaged leadership team and caring staff who are committed to being a trusted community partner and serving the community through their mission of 'helping people throughout life's journey.'

Opportunities for system of care enhancement exists in all community-based care organizations. FFN is engaged in continuous quality improvement activities such as various workgroups to streamline staff performance to strengthen operations. FFN's strong leadership, QM and Training teams are an asset to the organization and will assist FFN as they continue to make improvements to their system of care and 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 FFN has consistently underperformed:

#### 1. Performance

##### a. Permanency

- i. M07: Percent of children who do not re-enter foster care within 12 months of moving to a permanent home.

1. This performance measure was identified as an area needing action in the FY17/18 monitoring report. In FY17/18, performance dropped 3.5% from FY16/17 and FFN has not met the performance target since FY16/17, Q3. The region continues to monitor this measure as a part of a formal corrective action plan.

##### b. Permanency

- i. M08: Children's placement moves per 1,000 days in foster care.

1. This performance measure was identified as an opportunity for improvement in the FY17/18 monitoring report. In FY17/18, performance dropped 1.6% from FY16/17.
- ii. 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 goals?
  1. Performance on this measure is below the Federal PIP Goal.
- c. Well-Being
  - i. M10: Percent of children in out of home care who received dental services within the last seven months.
    1. This performance measure was identified as an area needing action in the FY17/18 monitoring report. In FY17/18, performance improved but still fell below the performance target. FFN has failed to meet the performance target in any of the past eight quarters. The region continues to monitor this measure as a part of a formal corrective action plan.
  - ii. M11: Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education.
    1. This performance measure was identified as an area needing action in the FY17/18 monitoring report. In FY17/18, performance improved but still fell below the performance target. FFN has failed to meet the performance target in all the past eight quarters.

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

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

1. Performance
  - a. Safety
    - i. M04: Percent of children under supervision who are seen every 30 days.
      1. Performance on this measure has been trending negatively and has fallen below the performance target recently.
    - ii. 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?
      1. Performance on this measure declined in FY17/18 and is below the Federal PIP Goal.
  - b. Permanency
    - i. M12: Percent of siblings who are placed together.
      1. Performance on this measure has been trending negatively since FY17/18 Q2 and recently fell below the performance target.
  - c. Well-Being

- i. 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?
  - 1. Performance on this measure declined in FY17/18 and is below the Federal PIP Goal.
- ii. 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?
  - 1. Performance on this measure declined in FY17/18 and is below the Federal PIP Goal.
- iii. 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?
  - 1. Performance on this measure declined in FY17/18 and is below the Federal PIP Goal.
- iv. 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?
  - 1. Performance on this measure declined in FY17/18 and is below the Federal PIP Goal.

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# Escambia County

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 <b>ECONOMIC WELL-BEING</b> <small>DOMAIN RANK</small> <span style="font-size: 24px; border: 2px solid white; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">28</span>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	28.3	2016	25.8	16,654	👍
Unemployment rate	2011	9.7	2016	4.9	6,973	👍	
High housing cost burden (>30% income spent)	2007-2011	38.0	2012-2016	31.4	36,424	👍	
Teens not in school and not working	2007-2011	10.0	2012-2016	6.4	1,229	👍	

 <b>EDUCATION WELL-BEING</b> <small>DOMAIN RANK</small> <span style="font-size: 24px; border: 2px solid white; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">50</span>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	53.2	2012-2016	54.1	3,784	Unchanged
4th grade students not proficient in English Language Arts	2014/15	78.0	2015/16	80.0	2,482	👎	
8th grade students not proficient in math	2014/15	90.0	2015/16	87.0	1,705	👍	
High school students not graduating on time	2011/12	37.9	2015/16	23.9	626	👍	

 <b>HEALTH WELL-BEING</b> <small>DOMAIN RANK</small> <span style="font-size: 24px; border: 2px solid white; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">15</span>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	10.3	2016	10.2	406	Unchanged
Uninsured children	2010	9.8	2015	5.6	3,756	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	35.1	2015/16	33.5	3,105	👍	
High school teens who used alcohol/drugs (past 30 days)	2012	40.1	2016	30.1	222	👍	

 <b>FAMILY &amp; COMMUNITY</b> <small>DOMAIN RANK</small> <span style="font-size: 24px; border: 2px solid white; border-radius: 50%; padding: 5px; display: inline-block; text-align: center;">42</span>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	39.0	2012-2016	37.9	20,729	👍
Children living in high poverty areas	2007-2011	14.3	2012-2016	8.9	5,789	👍	
Children with verified maltreatment (per 1,000)	2011/12	15.7	2016/17	14.3	954	👍	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	46.7	2016/17	33.1	953	👍	

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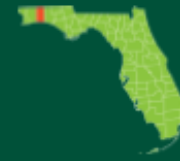
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OVERALL COUNTY RANK

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# Okaloosa County



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 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>4</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	22.2	2016	16.4	7,165	👍
	Unemployment rate	2011	7.8	2016	4.0	3,767	👍
	High housing cost burden (>30% income spent)	2007-2011	35.6	2012-2016	31.9	24,301	👍
	Teens not in school and not working	2007-2011	8.7	2012-2016	5.7	484	👍

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>5</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	49.8	2012-2016	46.7	2,359	👍
	4th grade students not proficient in English Language Arts	2014/15	69.0	2015/16	70.0	1,670	👎
	8th grade students not proficient in math	2014/15	54.0	2015/16	57.0	905	👎
	High school students not graduating on time	2011/12	16.7	2015/16	15.6	320	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>6</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	7.8	2016	7.7	215	Unchanged
	Uninsured children	2010	10.5	2015	7.2	3,245	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	25.1	2015/16	25.2	1,698	Unchanged
	High school teens who used alcohol/drugs (past 30 days)	2012	36.2	2016	32.5	381	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>13</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	30.8	2012-2016	29.5	11,448	👍
	Children living in high poverty areas	2007-2011	2.4	2012-2016	1.6	682	Unchanged
	Children with verified maltreatment (per 1,000)	2011/12	13.4	2016/17	12.8	543	Unchanged
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	34.4	2016/17	29.2	547	👍

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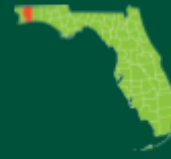
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OVERALL COUNTY RANK

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# Santa Rosa County



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 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>3</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	16.3	2016	14.9	5,560	👍
	Unemployment rate	2011	8.6	2016	4.5	3,435	👍
	High housing cost burden (>30% income spent)	2007-2011	35.0	2012-2016	27.9	16,597	👍
	Teens not in school and not working	2007-2011	8.8	2012-2016	8.3	660	Unchanged

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>11</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	42.4	2012-2016	60.2	2,453	👎
	4th grade students not proficient in English Language Arts	2014/15	66.0	2015/16	68.0	1,344	👎
	8th grade students not proficient in math	2014/15	65.0	2015/16	66.0	891	👎
	High school students not graduating on time	2011/12	22.8	2015/16	14.3	288	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>19</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	7.6	2016	7.9	150	Unchanged
	Uninsured children	2010	10.9	2015	5.4	2,112	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	29.4	2015/16	28.2	1,537	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	41.2	2016	39.5	224	👍

 <b>FAMILY &amp; COMMUNITY WELL-BEING</b> DOMAIN RANK <b>5</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	25.7	2012-2016	24.5	7,973	👍
	Children living in high poverty areas	2007-2011	0.0	2012-2016	3.4	1,275	👎
	Children with verified maltreatment (per 1,000)	2011/12	11.4	2016/17	8.0	306	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	23.2	2016/17	18.4	325	👍

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# Walton County



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 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>13</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	24.8	2016	21.3	2,785	👍
	Unemployment rate	2011	8.5	2016	4.3	1,217	👍
	High housing cost burden (>30% income spent)	2007-2011	37.9	2012-2016	29.7	7,226	👍
	Teens not in school and not working	2007-2011	8.7	2012-2016	9.0	220	Unchanged

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>10</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	47.4	2012-2016	49.6	769	👎
	4th grade students not proficient in English Language Arts	2014/15	72.0	2015/16	68.0	441	👍
	8th grade students not proficient in math	2014/15	73.0	2015/16	65.0	269	👍
	High school students not graduating on time	2011/12	25.5	2015/16	22.7	110	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>18</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	9.4	2016	6.9	52	👍
	Uninsured children	2010	14.7	2015	9.2	1,211	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	35.3	2015/16	29.8	639	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	42.8	2016	34.5	177	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>58</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	31.8	2012-2016	30.5	3,281	👍
	Children living in high poverty areas	2007-2011	10.4	2012-2016	31.6	3,977	👎
	Children with verified maltreatment (per 1,000)	2011/12	19.1	2016/17	12.1	160	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	58.5	2016/17	28.9	167	👍

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