



# CONTRACT OVERSIGHT DESK REVIEW

Family Integrity Program

Contract NJ206

Desk Review Completed: December 2018

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for St. John's County Board of County Commissioners Family Integrity Program

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## EXECUTIVE SUMMARY

The Department's Community Based Care Monitoring Team performed a Desk Review for Family Integrity Program, Contract NJ206. Family Integrity Program (FIP) provides child welfare services for Circuit 7, which encompasses St. John's County in the Northeast Region of Florida and has done so since 2003.

The monitoring process included a review of FIP'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 Northeast 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.

## SECTION 1: PERFORMANCE AT A GLANCE

The graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia, two US territories, and more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence-based programs and data analytics. The most up-to-date Family Integrity Program performance is depicted later in this report.

Data Basics

Family Integrity Program

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

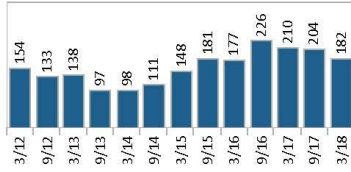
Produced by Data Advocacy, Casey Family Programs

Data source: state-submitted AFCARS and NCANDS files  
Date prepared: 6/19/2018

CBC Florida national

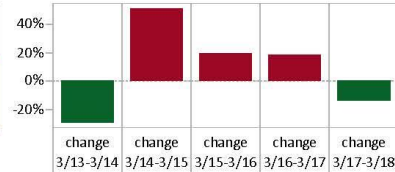
# of children in care

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



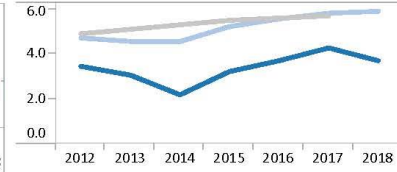
year over year change in the

# in care



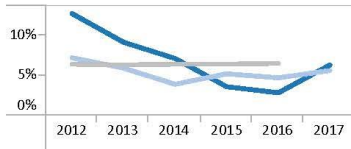
rate in care

(per 1,000, < age 18)



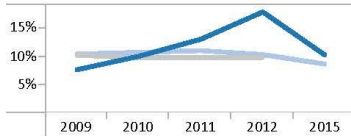
Safety

% children who experience repeat maltreatment within 6 months



% children who experience repeat maltreatment within 12 months

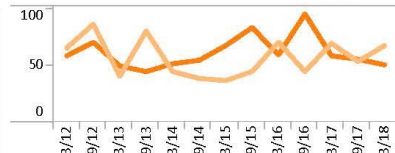
(note 2013-2014 data masked due to data quality)



Entries

# of children entering & exiting

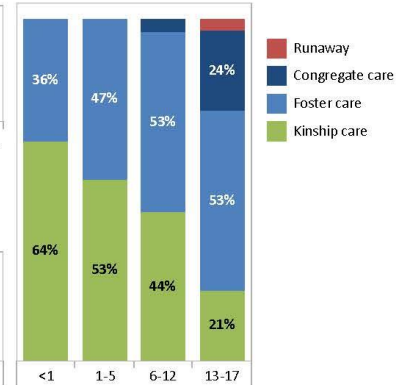
(6 month entry cohorts ending on each date)



Placement

placement settings for children in care, by age

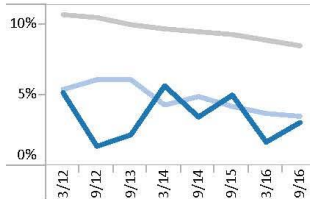
(for all children in care on 3/31/2018)



Timely & Stable Permanency

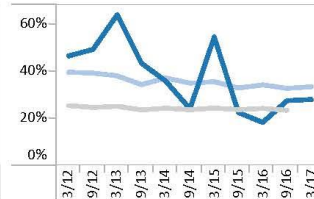
% permanency within 30 days of entering care

(6 month entry cohorts ending on each date)



% permanency within 3-12 months of entering care

(6 month entry cohorts ending on each date)

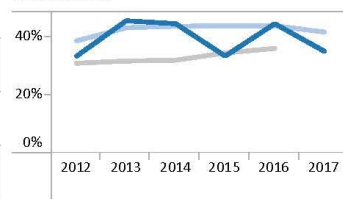


Children In Care 2+ Years (3/31/2018)

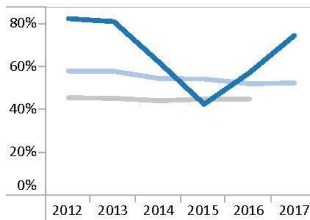
in care 2+ years

#	23
%	13%
state	18%
Nat'l (2017)	25%

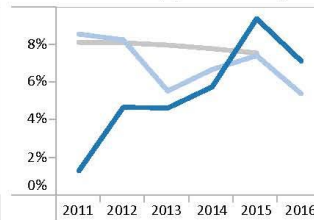
% in care 2+ years at start of the year who achieve permanency w/in 12 months



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



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



profile of current caseload in care 2+ years

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

	ages 2-12			ages 13-17	
	Adopt	Guard	NA	Adopt	Guard
Congregate care				13%	
Foster care	26%	9%	4%	30%	4%
Kinship care	13%				

## SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community FIP 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. FIP serves the children and families in St. John's county representing the 7<sup>th</sup> Judicial Circuit in the Northeast Region. The table below provides key US Census Facts for these counties as compared to the statewide percentages.

St. John's County is education rich, with a higher percent of the population having a high school diploma and a college degree than the state average. The county also has an appreciatively higher median household income than the state average, coinciding with a poverty rate lower than the state average.

US Census Facts	Florida	St. Johns County
Median Household Income	\$48,900	\$69,523
Percent of population living in poverty	14.7%	7.7%
Percent of population over 25 years old with a college degree	27.9%	42.5%
Percent of population over 25 years old with high school diploma	87.2%	94.7%

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

## CHILD FATALITIES

### BIRTH AND INFANT MORTALITY RATES

The statewide birth rate over the past five years is noted to be 11.1 per 1000 population. The statewide infant mortality rate, over this same timeframe, is 6.1. St. John's County saw an increase in the birth rate in 2014 and 2015, however has not exceeded the statewide rate for the past five years. The infant mortality rate saw an increase over the statewide rate in 2013 and 2014, however, has returned to below that rate.

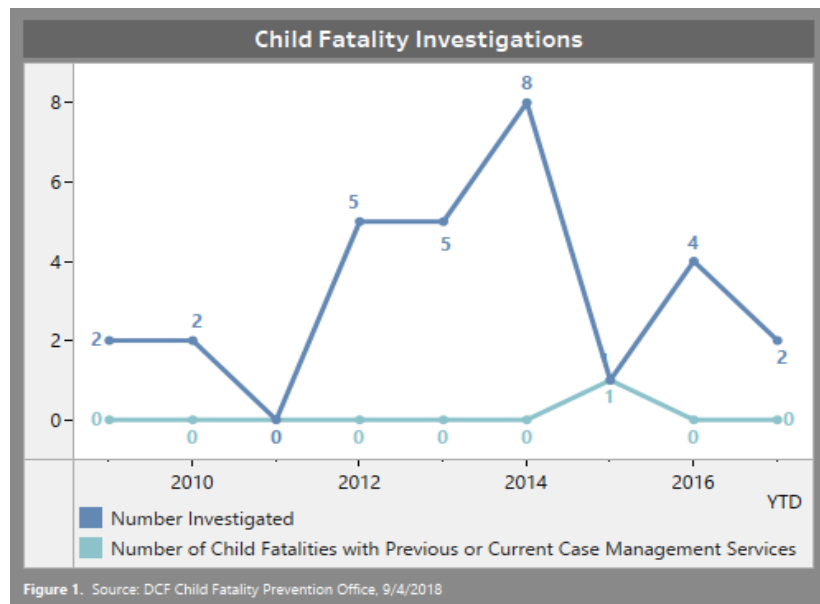
County	Birth Rate per 1,000 Population Statewide Rate 11.1					Infant Mortality Per 1,000 Population Statewide Rate: 6.1				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
St Johns	9.6	9.8	10.3	10.0	9.5	1.6	7.0	6.5	4.6	5.2

Table 2. Source: flhealthcharts.com

### CHILD FATALITY INVESTIGATIONS

Between 2009 and 2016 the Department conducted 38 child fatality investigations. Of those investigations, one had involvement with FIP. The circumstances of this report are noted below:

- A 6-month-old was pronounced dead three months after he was found sleeping on the couch with his 2-year-old sibling and his mother, who was under the influence of drugs.



### SECTION 3: AGENCY SUMMARY

The Department has contracted with the St. Johns County Board of County Commissioners to operate the Family Integrity Program since 2003. As the CBC lead agency, the program is required to provide a comprehensive array of services to children referred to DCF with a report of abuse, neglect, or abandonment. All child welfare services related to case management, placement, foster care licensing, independent living, safety management services and adoptions/post-adoptions are provided by Family Integrity Program staff. FIP currently subcontracts with Children’s Home Society to provide Family Support Services, however, they are assessing another agency to subcontract these services within the near future.

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

Recently, FIP has contracted with Family Support Services of North Florida to provide pre-service training, as well as any ongoing training needs for the agency.

### NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation has decreased slightly from FY 2016/2017 to FY 2017/2018. While those families receiving in-home services increased, the number of children receiving out-of-home services decreased over the last two fiscal years. There has been a substantive increase in the number of families receiving family support services over the past three fiscal years. The table below provides key data for investigations and services in St. John’s County FY 2015/2016, FY 2016/2017 and FY 2017/2018.

Service Area Data		FY 2015/ 2016	FY 2016/ 2017	FY 2017/ 2018
Child Protective Investigations and Child Removals (St. Johns County)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	1,657	1,680	1,612
	Children Entering Out-of-Home Care	140	144	113
Children Served by Family Integrity Program	Children Receiving In-Home Services	206	201	243
	Children Receiving Out of Home Care	309	338	307
	Young Adults Receiving Services	23	21	17
	Children Receiving Family Support Services	120	162	215

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 Family Integrity Program. The desk review period was for the period of October 1, 2017 to October 31, 2017. The report was published on June 20, 2018. There was one finding and three observations related to noncompliance with federal/state regulatory requirements. All were reconciled prior to issuance of the report.

For further details, please see the complete fiscal report – [FY 2017/2018 Desk Review FIP Financial Monitoring Report](#)

FIP has been able to operate within the allocated budget and maintain a carry forward surplus each year until FY 15-16. As of FY 18-19, FIP carried forward a slight deficit. FIP has applied for risk pool allocation in FY 16-17 and FY 18-19 but did not receive the additional funding.

Comparison of Funding by Fiscal Year						
Family Integrity Program						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$3,909,709	\$3,960,943	\$4,017,481	\$4,265,829	\$4,475,248	\$4,486,766
Other**	\$1,202,883	\$1,272,475	\$1,346,503	\$1,551,966	\$1,712,395	\$1,889,907
<b>Total Initial Appropriation</b>	<b>\$5,112,592</b>	<b>\$5,233,418</b>	<b>\$5,363,984</b>	<b>\$5,817,795</b>	<b>\$6,187,643</b>	<b>\$6,376,673</b>
Risk Pool Allocation						
CBC Operational Costs from Back of the Bill					\$147,679	
MAS from Back of the Bill						
Carry Fwd Balance from Previous Years	\$552,192	\$216,625	\$16,289	-\$91,506	\$47,667	-\$2,467
<b>Total Funds Available</b>	<b>\$5,664,784</b>	<b>\$5,450,043</b>	<b>\$5,380,273</b>	<b>\$5,726,289</b>	<b>\$6,382,989</b>	<b>\$6,374,206</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						Table 4

## SECTION 4: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of FIP's performance as captured by data indicators that are used to assess how well FIP is performing on contract measures and within the larger program areas of safety, permanency and well-being. The information in the following graphs and tables 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, FIP 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
- 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

Four of these measures were successfully met in FY 16/17 as well. FIP has shown improved performance between the fiscal years for the percent of children not abused or neglected during in-home services as well as the percentage of youth transitioning at age 18 who have completed or are enrolled in secondary education. (See Table 5)

In the remaining six measures, FIP did not meet the established targets for FY 17/18. These measures include:

- M01: Rate of abuse per 100,000 days in foster care
- M03: % of children who are not neglected or abused after receiving services
- 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 seven months

With the exception of M07 and M08, these measures were not successfully met in FY 16/17 as well. The re-entry of children into foster care with twelve months of moving decreased in performance by 5%. FIP's placement move rate increased between the fiscal years to just over the measure target. M01, rate of abuse per 100,000 days in foster care increased by 11.1% in FY 17/18. There was a little over 5% decline in performance for the percentage of children who are not neglected or abused after receiving services. The percent of children exiting foster care to a permanent home within 12 months of entering care experienced a small decline of .3%. Although still not meeting the standard, FIP has improved performance of the percentage of children receiving dental services within the last seven months by a little over 3%. (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 <sup>1</sup>	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	Family Integrity Program July 1, 2016-June 30, 2017	Family Integrity Program July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 9.34	● 20.44
2	Percent of children who are not neglected or abused during in-home services	>95%		97.20%	● 94.3%	● 98.1%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.10%	● 94.9%	● 89.3%
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%	● 32.1%	● 31.8%
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%	● 55.5%	● 70.4%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%-98%)	89.60%	● 93.3%	● 88.3%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 3.31	● 4.79
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.50%	● 96.3%	● 98.6%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.40%	● 88.0%	● 91.1%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.00%	● 74.0%	● 88.8%
12	Percent of sibling groups where all siblings are placed together	>65%		63.70%	● 75.0%	● 67.6%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 2016/17:32 FY 2017/18: 33			46.00	53.00

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 FIP’s performance related to safety in the following areas:

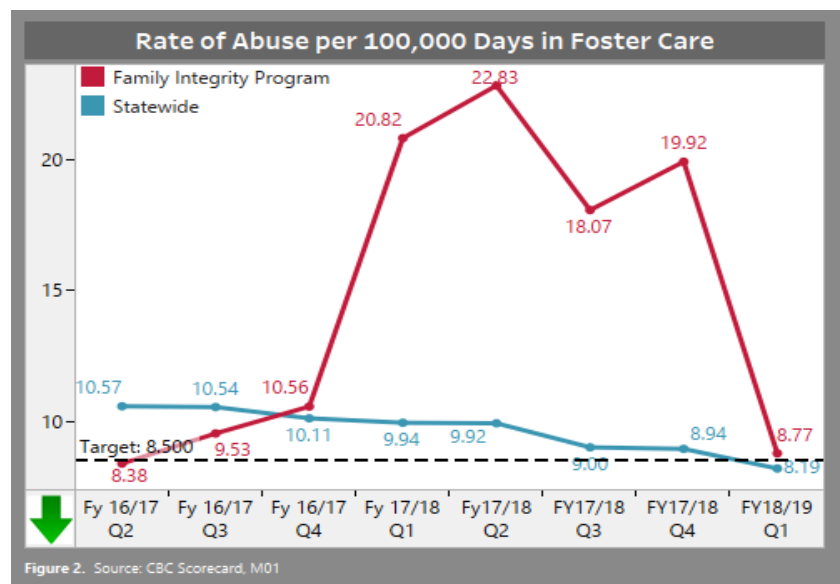
1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. Qualitative Case Review

FIP has improved in the majority of the safety measures, including the corresponding qualitative data reviewed through the CQI and RSF process.

### 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.

Family Integrity Program has met the target measure in one of the last eight quarters. There was a significant increase in FY 2017/18 Q1, remaining significantly above the statewide performance for the next three quarters. In the first quarter of FY 2018/19, FIP improved performance to just above the target rate at 8.77.

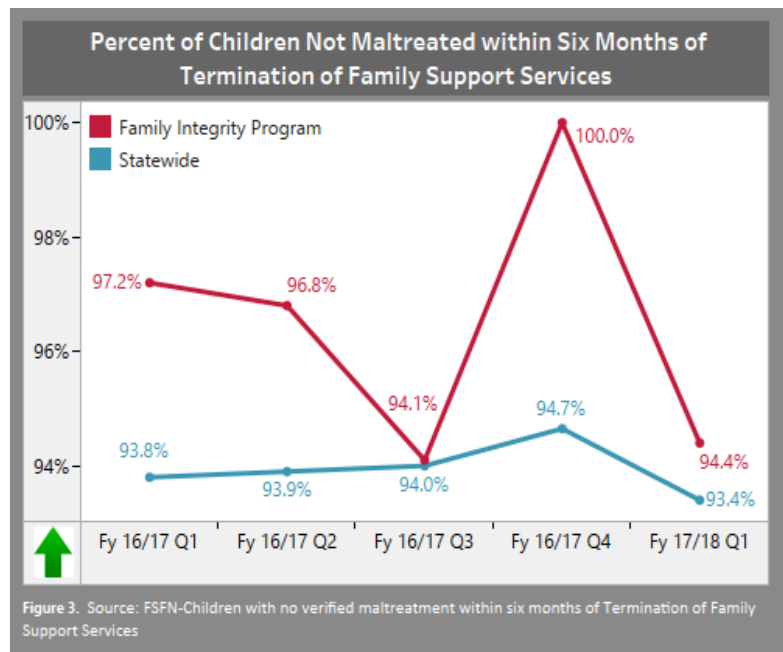


The CQI case review indicator associated with child safety (CQI Item 3, making concerted efforts to address risk and safety) showed an improvement of 8.7% in FY2017/18, and was above the federal PIP goal. (See Table7)

## 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.

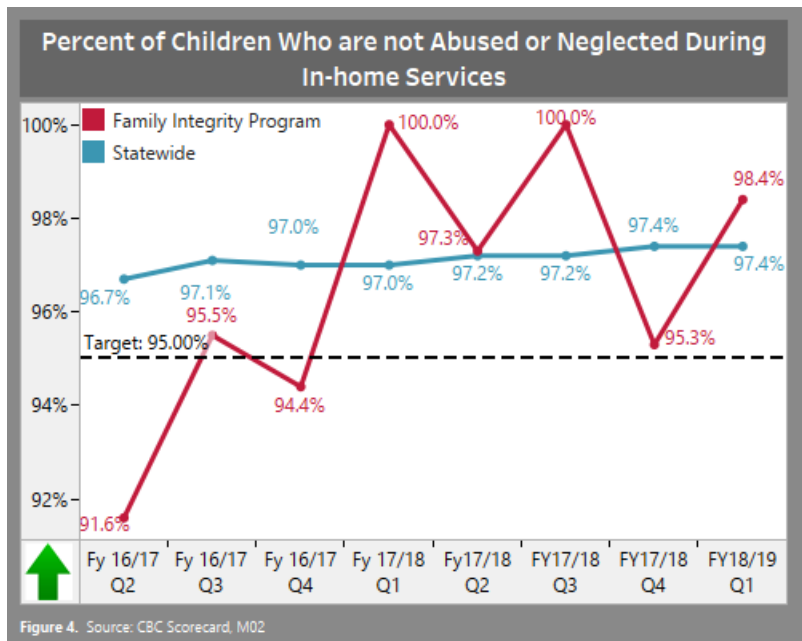
FIP has consistently performed above the statewide average over the past five quarters. In October 2017 FIP received an updated rating of "3" from the Office of Child Welfare for their family support services programs. This indicates the services that are being provided are aligned with the definition of family support services and there are no noted capacity issues.



## 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.

Family Integrity Program has remained above the performance measure target for six of the past eight quarters, five of which has been consecutive.



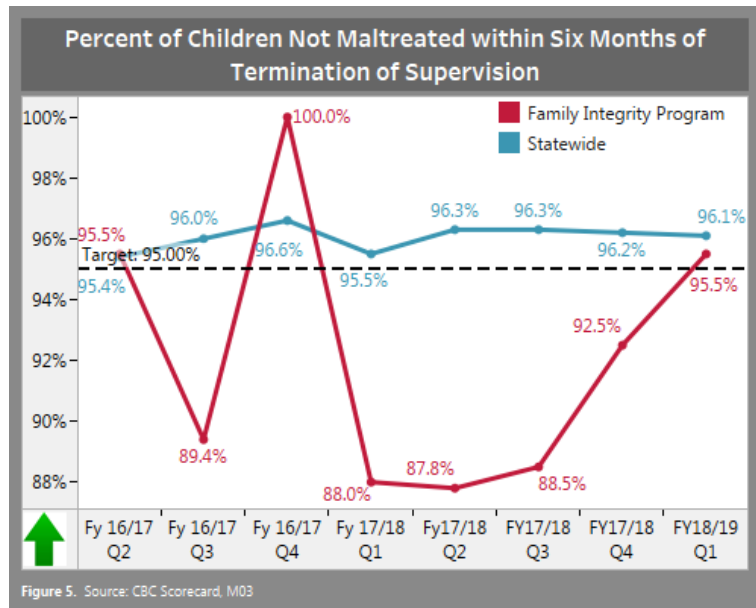
Rapid Safety Feedback (RSF) data revealed that FIP scored above statewide performance in RSF 1.1 (ensuring the family assessments are sufficient), RSF 2.1 (quality of visits are sufficient to address safety concerns and evaluate case plan progress) and RSF 4.1 (ensuring safety plans are sufficient). Family Integrity Program has improved in all three items from the prior fiscal year as well. (See Table 7)

**NO MALTREATMENT AFTER RECEIVING SERVICES**

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

FIP has remained below the target of 95% for five of the past eight quarters. They have been trending positively and in the most recent quarter, were slightly above the target at 95.5%.

FIP has steadily performed well on 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), scoring above the statewide performance and the federal PIP goal at 100% for the past two fiscal years. (See Table 7)

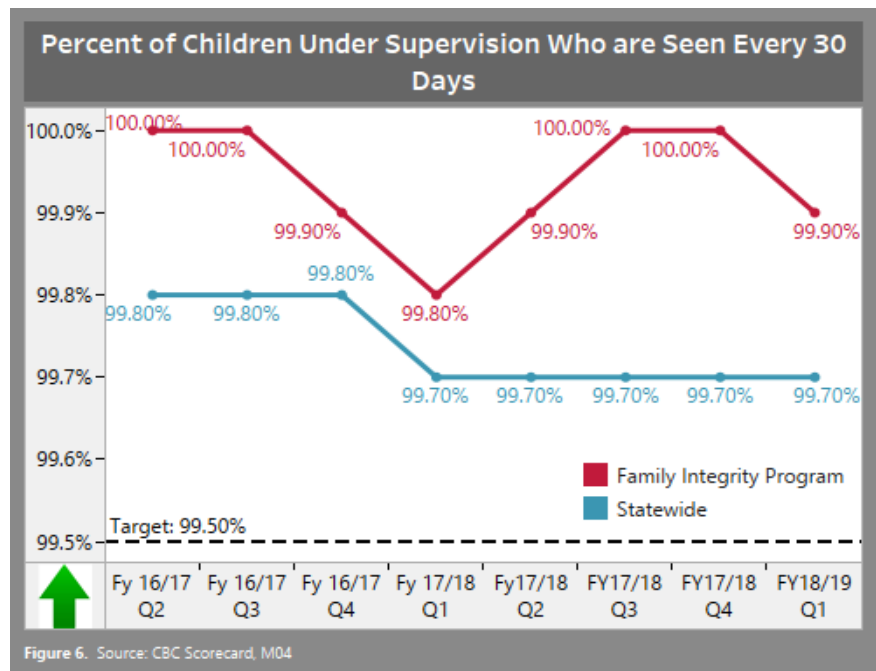


## CHILDREN SEEN EVERY 30 DAYS

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

Family Integrity Program has consistently performed well, above the statewide performance and performance measure target of 99.5%.

FIP is performing well on this scorecard measure as well as the quality data indicating consistency. Data from RSF 2.1 (quality of visits are sufficient to address safety concerns and evaluate case plan progress) indicates FIP improved over the past fiscal year and performed above the statewide performance.



(See Table 7) CQI Item 14 (frequency and quality of visits between the case manager and the child) data indicates that FIP scored below the federal PIP goal, however, improvement has been made since the last fiscal year and was above the statewide performance at 69.2% during FY 2017/18. (See Table 10)

## QA CASE REVIEW DATA

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

Rapid Safety Feedback (RSF) reviews show that from the period of July 1, 2017 through June 30, 2018, quality visits between the case manager and child to address issues pertaining to safety were sufficient in 68.8% of the reviewed cases. The documentation to indicate there was sufficient family assessment and evaluation of the progress towards case plan outcomes was over the statewide performance at 71.9%. Case managers were completing

Quality Assurance - Rapid Safety Feedback Item	Family Integrity Program FY 2016/2017 n=32	Family Integrity Program FY 2017/2018 n=31	Statewide RSF Performance FY 2017/2018 n=830
RSF 1.1: Is the most recent family assessment sufficient?	62.5%	71.9%	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 t..	62.5%	68.8%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	51.6%	65.5%	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

sufficient safety plans to control danger threats in 65.5% of the cases reviewed, a little over 10% higher than the statewide performance.

Florida CQI reviews indicate that FIP continues to make concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after reunification. There has been improvement in making concerted efforts to assess and address the risk and safety concerns related to the children in their own homes or while in foster care over the past fiscal year. At 80.7%, this CQI Item was above the federal PIP goal in FY 2017/18.

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals <sup>1</sup>	Family Integrity Program FY 2016/2017 n=32	Family Integrity Program FY 2017/2018 n=42	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?	72.0%	● 80.7%	8.7%	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. Sample includes PIP reviewed cases.  
Table 7. Source: QA Rapid Safety Feedback; Federal Online Monitoring System



## PERMANENCY

The graphs and tables on the follow pages depict FIP'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

FIP is meeting the federal PIP goal for one of the two CQI Items related to permanency. CQI Item 4 relating to placement changes has declined in performance, though the scorecard measure does show improvement in this area.

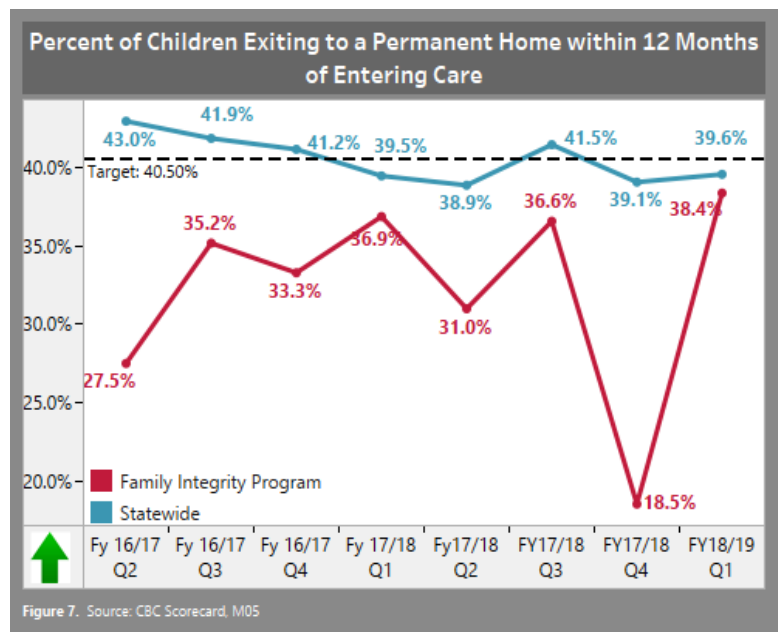
### PERMANENCY IN 12 MONTHS

**Percent of children exiting foster care to a permanent home within twelve 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 twelve months of entering foster care.

FIP has struggled with this performance measure and has not met it in any of the past eight quarters, staying below target and statewide performance.

The scorecard data is supported by FIP's performance on CQI Item 5 (establishing permanency goals in a timely manner) which shows a decline of 20% over the past fiscal year, bringing them below statewide performance and federal and state expectations.

CQI Item 6 (making concerted efforts to achieve permanency) also indicated a decline between the past fiscal year, though performance remained above the statewide performance and the federal PIP goal at 93.3%. (See Table 9) A similar decline in results is noted for 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) showing that the agency, while above statewide performance and federal PIP goal, declined in performance by 8%. There



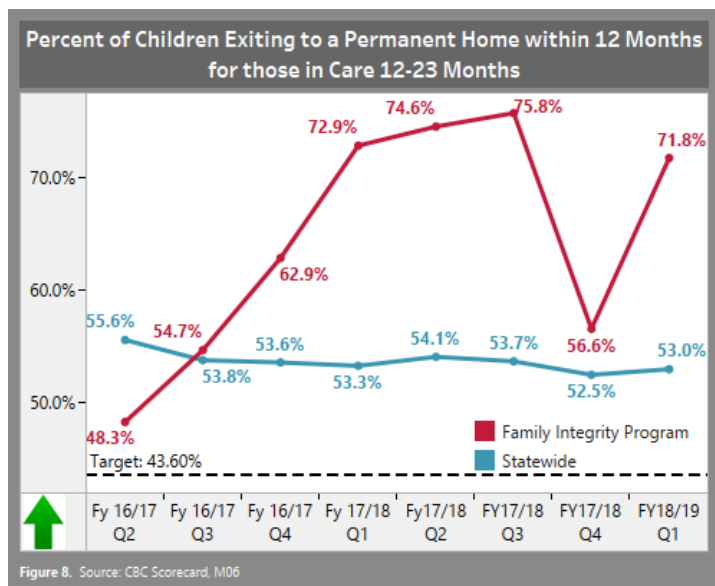
was a slight increase in performance for CQI Item 15 (frequency and quality of visits between case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals), though it remained below the statewide performance and federal and state expectation. (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 12 months of the beginning of the report period.

Family Integrity Program continues to perform well on this measure, staying above target for the past eight quarters and above the statewide performance for the last seven of eight quarters.

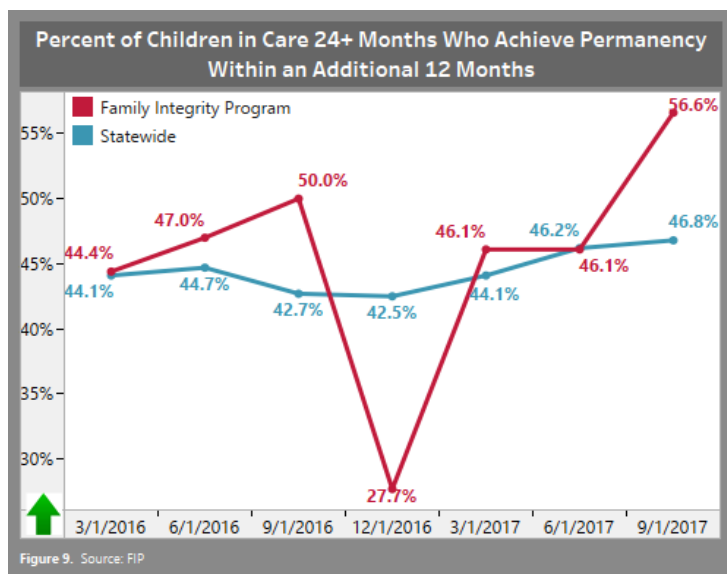


### PERMANENCY AFTER 24 MONTHS

#### Percent of children in foster care for twenty-four 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.

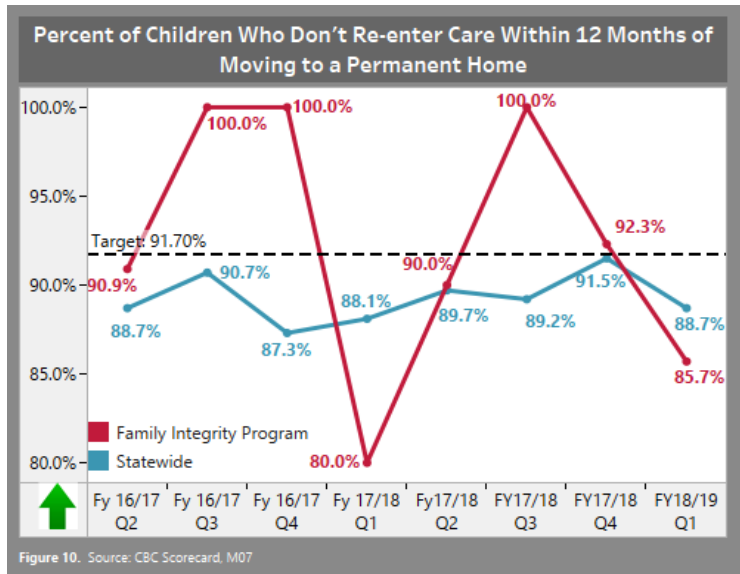
FIP has exceeded the statewide performance in five of the past eight quarters. There has been improvement in performance since a drop in the middle of FY 16/17 to 27.7%. Between December 2016 and September 2017, there has been nearly a 29% improvement.



## PERCENT NOT RE-ENTERING INTO CARE

**Percent of children who do not re-enter foster care within twelve 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 twelve months of entering and subsequently do not re-enter foster care within 12 months of their permanency date.

FIP has met or exceeded the target in four of the past eight quarters. Performance has fluctuated significantly due to the small sample size, though remaining above the statewide performance for six of those quarters.

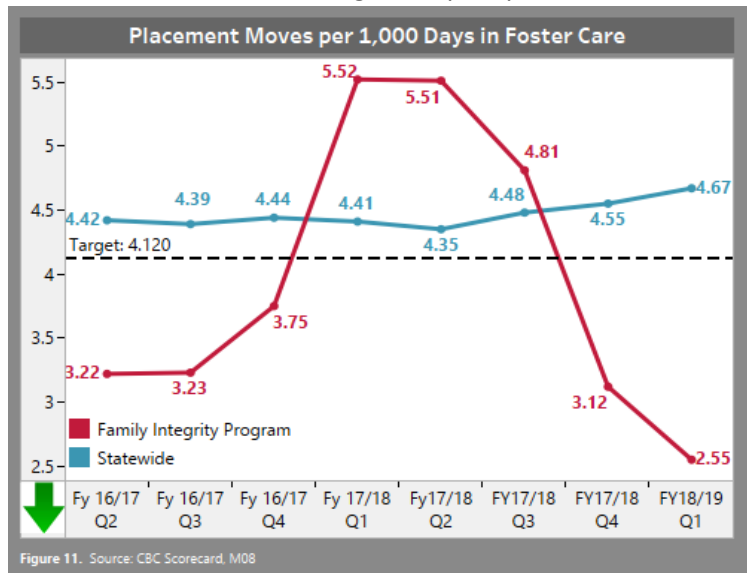


## PLACEMENT STABILITY

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

While performance declined between FY 16/17 and FY 17/18, the quarterly data shows marked improvement from a high of 5.52 rate of placement moves in FY17/18 Q1 to well below the target at 2.55 rate of placement moves in FY 18/19 Q1. FIP has met the target in five of the past eight quarters, and two of the most recent consecutive quarters (FY 17/18 Q4, FY 18/19 Q1).

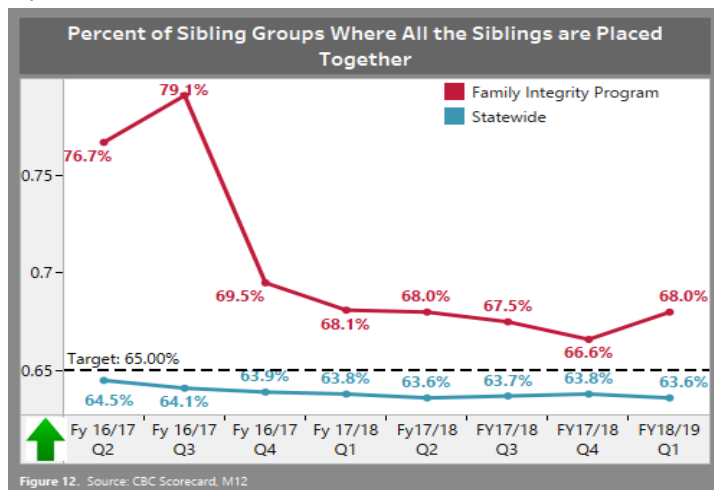
Qualitative case reviews indicate that FIP's performance declined nearly 12% from FY 16/17 to FY 17/18 on CQI Item 4 (ensuring stable placement and that any moves are in the best interest of the child). This score is below the statewide performance, the PIP goal, and the federal and state expectations. (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.

Family Integrity Program continues to perform above the measure target and statewide performance in maintaining sibling relationships. This is also noted in the quality performance data for CQI Item 7 (ensuring the agency is making concerted efforts to place siblings together while in foster care) in which FIP scored 100% for the second fiscal year in a row. (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.

Based on RSF reviews completed between July 1, 2017 and June 20, 2018, the agency is completing visits of sufficient quality to address issues pertaining to safety and evaluate progress towards case plan outcomes with children, mothers, and fathers well above the statewide performance for all items noted below. (See Table 8)

FIP's performance on all the CQI Items listed below has declined, with the exception of CQI Item 7, which remained the same, and CQI Item 11, which improved performance. CQI Item 4 declined further below the PIP goal in FY 17/18. Although performance declined on CQI Item 6, the resulting score for FY 17/18 remained above the federal PIP goal and statewide performance.

Quality Assurance - Rapid Safety Feedback Item	Family Integrity Program FY 2016/2017 n=32	Family Integrity Program FY 2017/2018 n=31	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?	62.5%	68.8%	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?	81.3%	84.4%	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?	81.3%	65.0%	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

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals <sup>1</sup>	Family Integrity Program FY 2016/2017 n=32	Family Integrity Program FY 2017/2018 n=42	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)?	85.0%	● 73.3%	-11.7%	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?	100.0%	80.0%	-20.0%	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?	100.0%	● 93.3%	-6.7%	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?	100.0%	100.0%	0.0%	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?	89.0%	71.4%	-17.6%	62.9%	69.0%	95.0%	
CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends?	95.0%	86.6%	-8.4%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	85.0%	71.4%	-13.6%	80.9%	72.0%	95.0%	
CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation?	59.0%	61.5%	2.5%	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 FIP '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

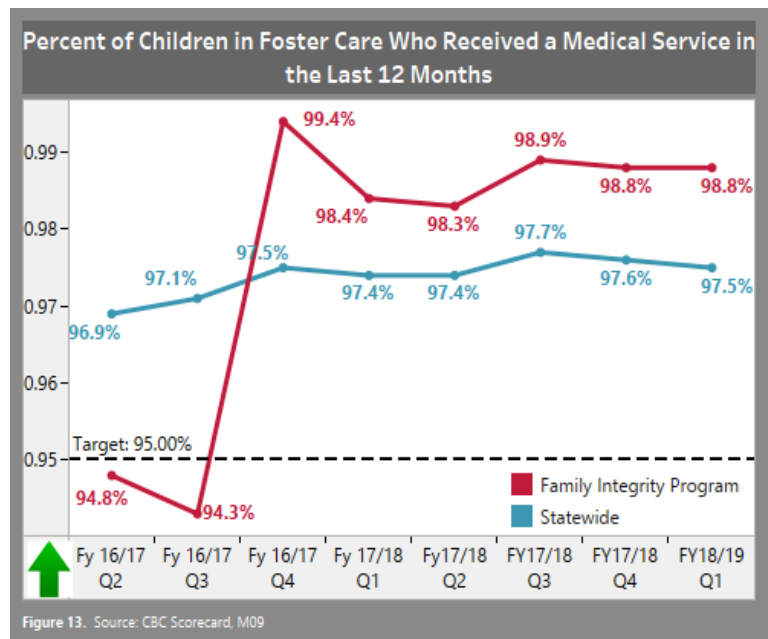
Of the five CQI Items with a federal PIP goal, FIP is meeting four of them. Although CQI Item 14 frequency and quality of visits improved, it is still below the federal and state target and PIP goal. There has been some improvement in children receiving dental services.

### CHILDREN RECEIVING MEDICAL CARE

**Percent of children in foster care who received medical care in the previous twelve 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 twelve months.

FIP has performed above the measure target and statewide performance in the last six consecutive quarters.

For the past two fiscal years FIP has scored below the statewide performance and federal and state expectations in CQI Item 17: ensuring the agency addresses the physical health needs of children, including dental needs. Over the past fiscal year, FIP declined slightly by .3% from 65% in FY 16/17 to 64.7% in FY 17/18. (See Table 10)

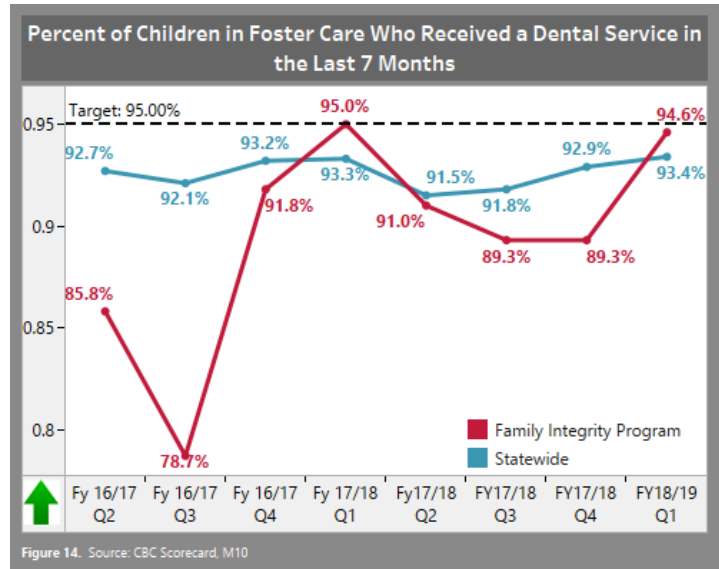


## CHILDREN RECEIVING DENTAL CARE

**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.

Though just below the measure target at 94.6% in FY18/19 Q4, FIP has improved since FY 16/17 Q3.

For the past two fiscal years FIP has scored below the statewide performance and federal and state expectations in CQI Item 17: ensuring the agency addresses the physical health needs of children, including dental needs. Over the past fiscal year, FIP declined slightly by .3% from 65% in FY 16/17 to 64.7% in FY 17/18. (See Table 10)



## YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

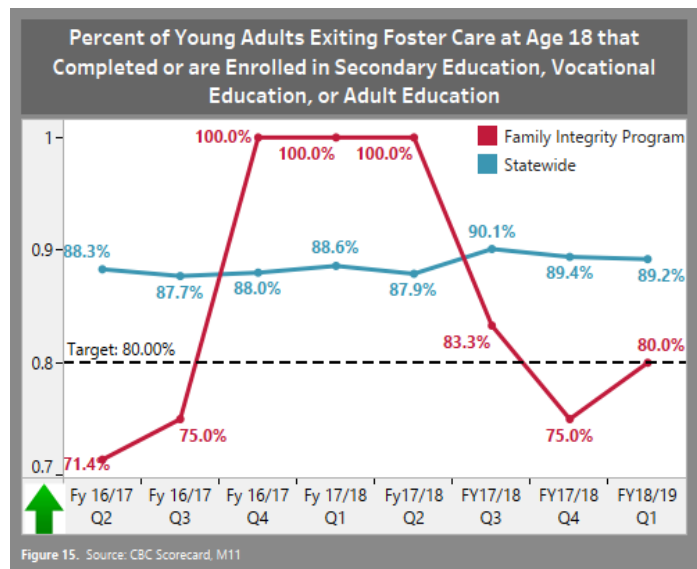
**Percentage of young adults who have aged out of foster care at age eighteen and completed or are enrolled in secondary education, vocational training, or adult education (Scorecard Measure M11):**

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.

Family Integrity Program has met or exceeded the measure target in four of the past eight quarters, remaining above the statewide performance at 100% for three of those quarters.

While meeting or exceeding the target in four of the last eight quarters, the most recent three quarters show a decline and recovery (FY17/18 Q3, Q4 & FY 18/19 Q1).

Performance on 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), for FY 17/18 is above the statewide performance at 100%, showing consistency with the scorecard measure. This is above the federal and state expectation. (See Table 10)





## QA CASE REVIEW DATA

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

Of the five CQI Items in which there is a federal PIP goal, FIP is meeting or exceeding four of them. And, while CQI Item 14 is not above the federal PIP goal, there has been marked improvement from the past fiscal year of over 25%. The remaining four CQI Items, one is above the federal and state expectation, CQI Item 16 at 100%. While CQI Item 15 showed slight improvement, CQI Items 17 and 18 showed declination of performance. (See Table 10)

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals <sup>1</sup>	Family Integrity Program FY 2016/2017 n=32	Family Integrity Program FY 2017/2018 n=42	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?	91.0%	● 92.3%	1.3%	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?	83.0%	● 75.0%	-8.0%	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?	95.0%	● 100.0%	5.0%	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?	87.0%	● 88.0%	1.0%	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?	44.0%	● 69.2%	25.2%	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?	36.0%	37.5%	1.5%	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?	94.0%	100.0%	6.0%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	65.0%	64.7%	-0.3%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	95.0%	88.8%	-6.2%	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



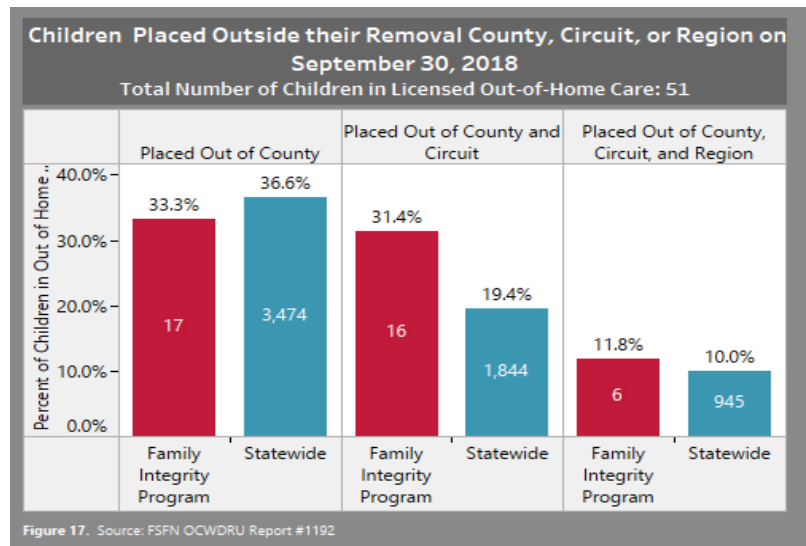
## SECTION 5: PLACEMENT RELATED DATA

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

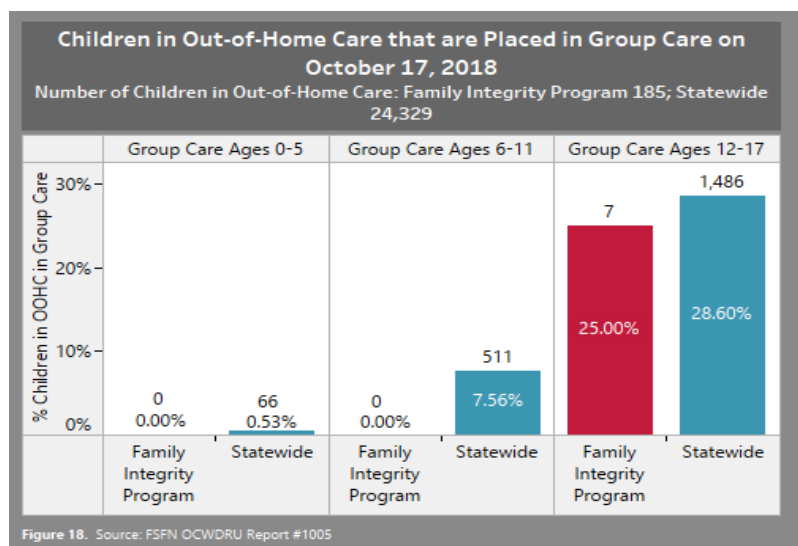
The [Child Welfare Dashboard for Children in Out-of-Home Care](#) provides information related to number of foster homes and the associated beds available. According to this data source, FIP currently licenses 73 foster homes with the capacity of 132 beds. FIP also has access to two therapeutic beds. In January 2017 FIP had 51 licensed foster homes. Over the past year and a half, FIP's new licenses have outnumbered the foster homes that were closed, consistently growing their foster home base incrementally.

As seen in Figure 17, FIP exceeds the statewide performance in children placed out of county and circuit by 12%, and out of county, circuit, and region by 1.8%.



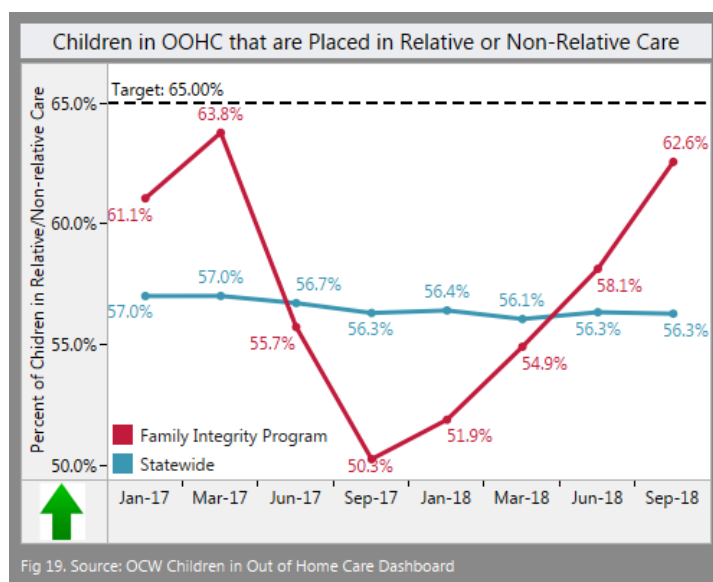
### Group Home Care

Data provided by the Office of Child Welfare (OCW) shows Family Integrity Program has not had any children ages 0-11 in a group home setting since at least August 29, 2018. For ages 12-17, however, there has been an additional two children, totaling seven children of this age range placed in group care over the same period of time. Family Integrity Program remains under the statewide performance by 3.6% for children ages 12-17 in group care.



## Relative/Non-Relative Caregiver Supports

Data provided by OCW shows that the majority of initial placements by investigations into relative/nonrelative care are being maintained by FIP. Data from July 2018 indicates that of the fourteen relative/nonrelative placements made by investigations, thirteen of them remained stable or exited within 90 days of that placement. The [Child Welfare Dashboard for Children in Out-of-Home Care](#) shows FIP has a significant number of children being placed in relative placements, higher than those with non-relatives. Figure 19 below indicates FIP has progressively improved in making and maintaining those placements since September 2017 to just 2.4% short of the target. However, according to the Office of Child Welfare Relative/Non-relative Placement Report, FIP has met or exceeded the target of 65% since December 5, 2018.



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

The CBC Monitoring Team completed an on-site monitoring in FY 17/18. The following is a summary of the findings and any actions taken by FIP to improve. The full [Contract Monitoring Report - Family Integrity Program FY17/18](#) is available for reference.

### Areas Needing Action Identified in Previous Report

- 1) Rate of abuse or neglect per 100,000 days in foster care (M01)
  - a) This finding was included on a corrective action plan.
  - b) *Improved Performance*: FIP has improved in the most recent quarter, currently just above the target rate of 8.5 at 8.77.
  - c) *Summaries of Actions Taken*: A root cause analysis was conducted to determine the sources surrounding poor performance. While the majority of the reports were justifiably verified, there

were data entry errors that were also contributing to poor performance. The agency, in conjunction with the Northeast Region, corrected these errors as identified. The agency developed and implemented action strategies for improvement. The QA Supervisor is also conducting a thorough analysis of the new listing report each quarter for data input errors.

- 2) Percent of children who are not neglected or abused after receiving services (M03)
  - a) This finding was included on a corrective action plan.
  - b) **Improved Performance:** FIP has improved in the most recent four quarters to just above the target at 95.5%.
  - c) **Summaries of Actions Taken:** FIP completed a previous analysis and implemented initiatives for the non-judicial services cases, as those were receiving more verified reports than the dependency cases. Upon further analysis, substance abuse relapse is the leading factor for subsequent abuse. The agency is continuing analysis on dependency cases as these have been identified as the likely cause of the drop in compliance for the second quarter. Data entry errors were noted and the agency, in conjunction with the Northeast Region, corrected the errors as identified. The QA supervisor also reviews the incident report listing for accuracy and whether or not appropriate services were available and provided by the agency.
- 3) Percent of children exiting to a permanent home within 12 months of entering care (M05)
  - a) This finding was included on a corrective action plan.
  - b) **Improved Performance:** Although FIP has not met the standard in the past six quarters, there has been an overall positive trend. They are currently 2.1% below the measure target.
  - c) **Summaries of Actions Taken:** A root cause analysis was conducted to determine the cause of the poor performance in this area. Upon reviewing this measure, FIP determined the main reason for a delay in permanency was due to issues out of the agency's control due to a lack of available docket time. Additionally, other factors, such as children's behavioral issues, reunifying after 12 months, and goal changes to adoption added to the low percentage of children achieving permanency within 12 months. Action items were developed with the agency's management in hopes of positively impacting this area.
- 4) Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (M07)
  - a) This finding was included on a corrective action plan.
  - b) **Performance Declined:** FIP has declined in the most recent two quarters and was below the measure target by 6% in FY 18/19 Q1.
  - c) **Summaries of Actions Taken:** A root cause analysis was conducted to determine the cause of the poor performance in this area. In reviewing this measure, the main reason for re-entry has been failed reunification, mainly due to a parent's relapse. Strategies to improve in the area have been developed and implemented; it should be noted that the period under review for each quarter begins 24 months prior to the report period.
- 5) Placement moves per 1,000 days in foster care (M08)
  - a) This finding was included on a corrective action plan.

- b) *Improved Performance*: FIP has improved performance over the past three quarters remaining below the target rate of 4.12 at 2.55.
- c) *Summaries of Actions Taken*: A root cause analysis was conducted to determine the cause of the poor performance in this area. Numerous factors contributed to the decline in performance, including children's behavioral issues, poor assessments of caregivers, and agency controlled/ data input errors. All data input issues have been addressed and strategies to control the other factors have been developed and implemented.

#### Opportunities for Improvement Identified in Previous Report

- 1) Leadership - Based on the small size of FIP's administration team, integration of operational and systemic level management has created a structure in which conflict in decision making around placement is possible. Creating a structure to include supports, such as a formalized process, that enhances decision making through a multi-disciplinary approach may alleviate potential future conflicts.
  - a) This finding was not included on a corrective action plan, performance improvement plan, local action plan or any other Regional improvement plan or initiatives.
  - b) *Summaries of Actions Taken*: The Health and Human Services Director directly oversees the Family Integrity Program's Program Manager. Through the chain of command, if placement conflicts arise between licensing/placement staff and the Program Manager, the Director is available to resolve any complex issues or conflicts regarding placement. Neither the current structure nor the size of the agency is in any way a limitation for conflict resolution, per Family Integrity Program analysis.
- 2) Quality Assurance - The QA staff are shared between the four programs within the Health and Human Services Division of the county. These positions are integral to the system of care for reviewing data, root cause analysis and performance improvement activities. As such, the significant amount of time and effort that is required for these activities is minimized due to the other job duties associated with the blended quality assurance positions. Driving change and performance improvement without in-depth analysis using anecdotal evidence may impact FIP's long term performance. Due to the large purview of this team, typical analysis of data is high level and does not drill down and drive change or performance improvement. There is often an over-reliance on anecdotal evidence which doesn't provide concrete illustrations of trends or provide evidentiary means for system change.
  - a) This finding was not included on a corrective action plan, performance improvement plan, local action plan or any other Regional improvement plan or initiatives.
  - b) *Summaries of Actions Taken*: The QA team is a blended position, although the positions are primarily funded through the Family Integrity Program budget. The QA team has switched focus from high-level analysis to a change driven approach, especially given the actions required by the CAP. The QA team has ensured all deadlines for work requirements are met; the other activities required by the other three programs are minimal and do not impact the overall work

required by the agency. The Quality Assurance Staff recognize the importance of their job duties and their roles within the Family Integrity Program. The Quality Assurance department has three staff members who are able to obtain the desired outcomes of the position. Neither the current structure nor the size of the agency is in any way a hindrance to the job duties or expectations for the position.

- 3) Percent of children who receive a dental service in the last seven months (M10)
  - a) This finding was included on a corrective action plan.
  - b) *Improved Performance*: While FIP has not reached the measure target of 95%, there has been noted improvement between fiscal year data from 88% to 91.1% and quarterly data shows a positive trend.
  - c) *Summaries of Actions Taken*: A root cause analysis was conducted to determine the cause of the poor performance in this area. Multiple causes of the deficiency in this area were discovered, including the lack of a formalized procedure, a lack of ownership for ensuring the child's dental needs were met, and data entry issues. A formalized procedure was created and implemented. Staff were made aware of these requirements and supervisors meet weekly to address any child with an expired or soon to expire appointment.
- 4) Practice – There are no local protocols or practices in place to address organization specific processes that statewide operating procedure would not cover. While there is a significant amount of knowledge by staff on what day-to-day functions should look like, there are limited formalized processes leaving a void if any one person in FIP's system of care is no longer employed.
  - a) This finding was included on a performance improvement plan.
  - b) *Summaries of Actions Taken*: The agency's management, along with the QA team, developed a series of policies and procedures addressing all aspects of the agency's ongoing operations. These policies and procedures are located on the agency's shared drive, accessible to all staff. The agency's management and QA staff ensured the policies were aligned with CFOP, FAC, Statute, and COA standards, as well as agency standards.
- 5) Training – The Health and Human Services Director, QA staff, Program Manager, Contract Manager and Case Management Supervisors are all integrated in ensuring the training provided to all staff are relevant, provide development opportunities and are tracked for their purposes leaving no one person or program responsible to drive the agencies training needs in a meaningful manner.
  - a) This finding was included on a performance improvement plan.
  - b) *Summaries of Actions Taken*: The agency has recently entered into a contract with Family Support Services of North Florida to provide Pre-Service and any ongoing, identified training needs for the agency. Additionally, the Quality Assurance Department has officially been designated as the department, within the agency, to handle training needs. A policy has been created to address training needs and the Quality Assurance Departments role. The Quality Assurance Department is a natural fit to identify needs through their reviews and root cause

analysis of performance measures, which is the primary mode to see noted areas of weakness and opportunities for improvement within the program.

- 6) Partner Communications and Relationships - Continued efforts to address frontline staff as well as building leadership rapport is paramount. Escalations of situations should be encouraged to be handled at the frontline in a fashion in which there is mutual respect and productive discussion.
  - a) This finding was included on a performance improvement plan.
  - b) *Summaries of Actions Taken:* The Family Integrity Program has been an advocate and a strong voice in bridging the gaps and forging a strong relationship with DCF Investigative Staff and all other child welfare community agencies within the system of care. These strong relationships are important in order to have respectful productive discussions and outcomes for families. Family Integrity Program hosted a training in May 2018 for staff that focused on respecting roles in Child Welfare and working as team players with the same goal-child safety and enhanced caregiver protective capacities. Additionally, the agency has hosted other joint training sessions with outside providers in which DCF Investigative staff along with community providers have attended to strengthen relationships and practice through these joint trainings. It is the expectation that all Family Integrity Management Staff enforces this mindset with their subordinates, through spoken word and example.

## SECTION 7: DESK REVIEW FINDINGS

### SUMMARY

Family Integrity Program is a small child welfare community based care agency located in Circuit 7 with a leadership team that is committed to serving the citizens of St. John's County. Since the prior on-site monitoring in FY 17/18, the agency has implemented many additional practices to ensure successful outcomes for the children and families touched by their agency. They have seen overall improvement since the previous monitoring. The staff continue to maintain multiple responsibilities within the agency in an effort to streamline and improve internal processes. Quantitative and qualitative data provides some insight as to the agencies current functioning. While there are still some areas of improvement, overall Family Integrity Program is addressing, through continuous quality improvement, those scorecard measure and CQI Items that impact safety, permanency and well-being of the families served.

### 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 Family Integrity Program has consistently underperformed:

1. Performance
  - a. Safety
    - i. Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (M07)

1. FIP has declined in the most recent two quarters and was below the measure target by 6% in FY 18/19 Q1. FIP is currently on a corrective action plan for this measure and continued monitoring of performance is encouraged.

## **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. Permanency

- i. CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child's placement in the best interest of the child and consistent with achieving the child's permanency goal?

1. Over the past two fiscal years, FIP has not achieved the federal PIP goal of 88.5%. From FY 16/17 to FY 17/18 performance dropped 11.7%.

#### b. Well-Being

- i. 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 the case goals?

1. Over the past two fiscal years, FIP has not achieved the federal PIP goal of 78.9%. However, from FY 16/17 to FY 17/18 performance improved 25.2% to 69.2%.

### 3. Systemic

#### a. Placement Related Data

- i. Family Foster Home Recruitment – Children Placed in/out County

1. FIP is exceeding the statewide performance of children placed out of county and circuit and out of county, circuit, and region. FIP currently maintains 73 licensed foster homes with a capacity of 132 beds within their county. Further recruitment efforts to ensure children are maintained in their removal county may be beneficial.



OVERALL  
COUNTY RANK

1

– 2018 FLORIDA CHILD WELL-BEING INDEX –


# Saint Johns County



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

 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>1</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	12.4	2016	8.5	4,316	👍
	Unemployment rate	2011	7.7	2016	3.7	4,303	👍
	High housing cost burden (>30% income spent)	2007-2011	37.8	2012-2016	31.0	25,230	👍
	Teens not in school and not working	2007-2011	5.9	2012-2016	4.2	480	👍

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>1</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	38.5	2012-2016	34.6	1,852	👍
	4th grade students not proficient in English Language Arts	2014/15	55.0	2015/16	55.0	1,502	Unchanged
	8th grade students not proficient in math	2014/15	58.0	2015/16	56.0	918	👍
	High school students not graduating on time	2011/12	14.0	2015/16	8.8	222	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>3</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	6.0	2016	7.1	151	👎
	Uninsured children	2010	10.4	2015	5.3	2,783	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	28.5	2015/16	23.5	1,849	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	42.1	2016	34.2	266	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>2</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	19.9	2012-2016	19.6	8,590	Unchanged
	Children living in high poverty areas	2007-2011	0.0	2012-2016	0.5	233	Unchanged
	Children with verified maltreatment (per 1,000)	2011/12	9.0	2016/17	6.0	292	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	18.3	2016/17	10.2	241	👍

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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