



## CONTRACT OVERSIGHT DESK REVIEW

Kids Central, Inc

Contract PJI04

Desk Review Completed: March 2019

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for Kids Central, Inc.

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## EXECUTIVE SUMMARY

The Department's Community Based Care Monitoring Team performed a Desk Review for Kids Central, Inc. (KCI), Contract PJL04. Kids Central, Inc. provides child welfare services for Circuit 5, which encompasses Citrus, Hernando, Lake, Marion, and Sumter counties in the Central Region of Florida and has done so since 2004.

The monitoring process included a review of Kids Central, Inc.'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 Central 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- Melissa Stanley, Megan Wiggins, Jessica Manfreda, 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 KCI performance is depicted later in this report.

**Data Basics**  
**Kids Central, Inc.**

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

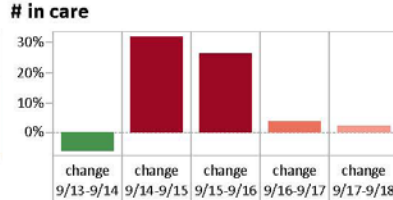
Produced by Data Advocacy, Casey Family Programs  
 Data source: state-submitted AFCARS and NCANDS files  
 Date prepared: 3/20/2018

**# of children in care**

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

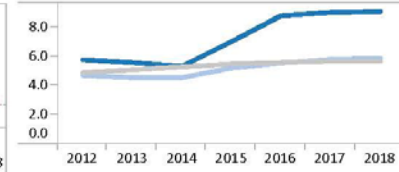


**year over year change in the # in care**



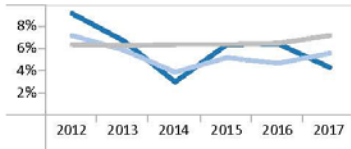
**rate in care**

(per 1,000, < age 18)

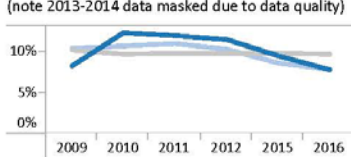


**Safety**

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

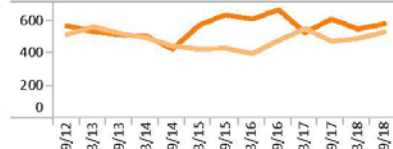


**% children who experience repeat maltreatment within 12 months**  
 (note 2013-2014 data masked due to data quality)



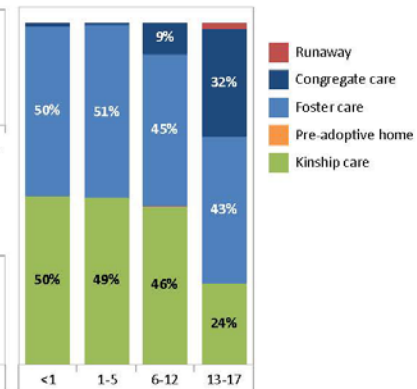
**Entries**

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



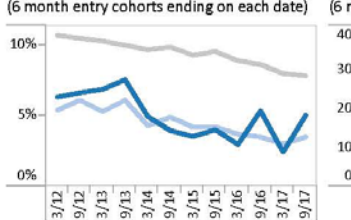
**Placement**

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

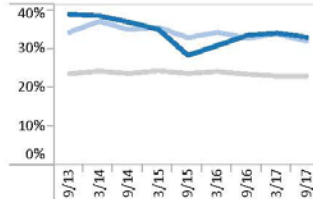


**Timely & Stable Permanency**

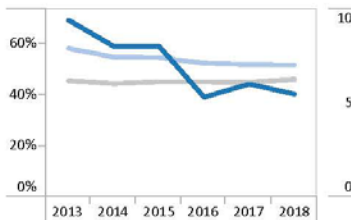
**% permanency within 30 days of entering care**  
 (6 month entry cohorts ending on each date)



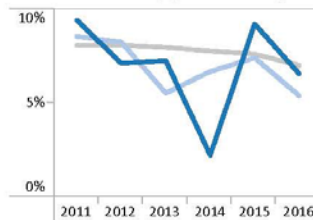
**% permanency within 3-12 months of entering care**  
 (6 month entry cohorts ending on each date)



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



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

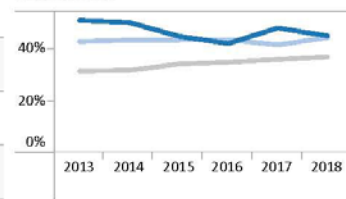


**Children In Care 2+ Years (9/30/2018)**

**in care 2+ years**

#	401
%	22%
state	19%
Nat'l (2018)	26%

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



**profile of current caseload in care 2+ years**  
 (for groups that represent at least 2% of the total; by age, placement type and case plan goal)

	ages 2-12		ages 13-17	
	Reunif	Adopt	Reunif	Adopt
Congregate care		4%	2%	5%
Foster care	4%	37%		9%
Kinship care	4%	21%		

## SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community KCI 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. KCI serves the children and families in Citrus, Hernando, Lake, Marion, and Sumter counties representing the 5th Judicial Circuit in the Central Region. The table below provides key US Census Facts for these counties as compared to the state.

KCI operates in Circuit 5, which is in the central part of Florida and covers Citrus, Hernando, Lake, Marion, and Sumter counties. Based on the US Census Facts, Sumter County fares better than the other counties and the state for median household income, percentage of population living in poverty, and percentage of individuals with a high school or college degree. Marion, Citrus, and Hernando counties fare worse than the state in the same categories. Lake County has the second highest median income and percentage of individuals with a college degree, as well as a lower portion of population living in poverty and more individuals with a high school diploma.

Census Facts						
US Census Facts <sup>1</sup>	Florida	Citrus	Hernando	Lake	Marion	Sumter
Median Household Income	\$48,900	\$39,054	\$42,274	\$47,141	\$40,295	\$52,594
Percent of population living in poverty	14.7%	16.6%	15.4%	11.8%	17.4%	10.5%
Percent of population over 25 years old with a college degree	27.9%	17.8%	15.4%	21.7%	18.4%	29.8%
Percent of population over 25 years old with high school diploma	87.2%	86.7%	87.0%	87.8%	86.4%	90.5%

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

## CHILD FATALITIES

### BIRTH AND INFANT MORTALITY RATES

Since 2012, the birth rates have remained relatively stable and below the statewide rate in all five counties. Lake County and Marion County have consistently had the highest birth rates. While the birth rate remains steady in all five counties, the infant mortality rate has fluctuated. In 2017, each county was above the statewide rate of 6.1. Sumter County had the highest rates of infant mortality at 13 and Citrus County had the lowest infant mortality rates at 6.3. (See Table 2)

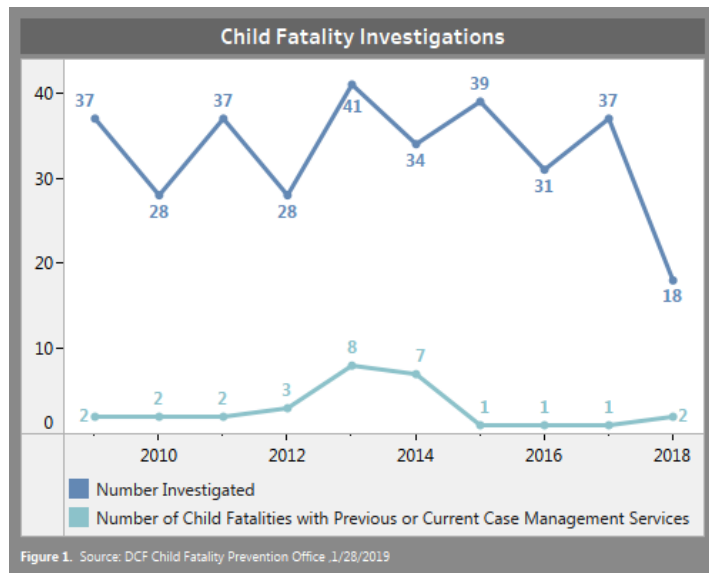
County	Birth Rate per 1,000 Population - Statewide Rate in 2017: 10.9						Infant Mortality Per 1,000 Population - Statewide Rate in 2017: 6.1					
	2012	2013	2014	2015	2016	2017	2012	2013	2014	2015	2016	2017
Citrus	7.4	7.3	7.2	7.2	7.4	7.6	2.9	7.8	6.9	9.8	8.5	6.3
Hernando	8	8.5	8.4	9	8.8	8.5	6.5	5.4	8.7	6.9	3.8	11
Lake	10.2	10.1	10.2	10	10	9.8	6.2	7.5	8.8	8.5	4.9	7
Marion	9.8	9.9	10.1	10.5	10	9.9	6.1	7.8	10	7	10.9	7.7
Sumter	4.6	4.3	4.4	4.3	3.9	3.7	6.7	10.3	11.4	6.9	4.1	13

Table 2. Source: flhealthcharts.com, Data Run: Feb 2018

## CHILD FATALITY INVESTIGATIONS

From 2009 to 2018, there were 330 child fatality investigations in Circuit 5. (See Fig. 1) Of the 330 child fatality investigations, 29 had previous or current case management services at the time of the death. A Critical Incident Rapid Response Team (CIRRT) reviews fatalities involving a case that had a prior verified abuse report within the previous 12 months. Since the inception of the Critical Incident Rapid Response Teams in 2014, four of the 29 fatalities with prior or current case management involvement had a CIRRT review. There have been two fatalities requiring a CIRRT review since 2017. The findings were as follows:

- 2018: A 9-month-old Marion County infant was found unresponsive in the home. Because there was a verified report within 12 months of the death, a Critical Incident Rapid Response Team was deployed to conduct a review. The cause of death was unable to be determined. The [CIRRT report](#) indicates that, although the findings of the CIRRT review were not a contributing factor in the death, opportunities for improvement were identified in assessing safety and family functioning, communication among front-line staff and service providers, and service engagement with the father.
- 2019: A 3-month-old Marion infant was pronounced deceased 8 days after he was admitted to the hospital with unexplained head injuries. Because there was a verified report within 12 months of the fatality, a Critical Incident Rapid Response Team was deployed to conduct a review. The investigation and final CIRRT report are pending.



## SECTION 3: AGENCY SUMMARY

Kids Central, Inc has been the contracted lead child welfare agency in Circuit 5 since 2004. KCI is accredited by the Council on Accreditation (COA) through July 31, 2019 in child and family development and support services, family foster care and kinship care, foster care, kinship care services, network administration, and youth independent living services. Case Management operations are provided by three subcontractors; The Centers, Youth and Family Alternatives (YFA), and LifeStream. Adoptions, Kinship Care, Foster Home Recruitment, Licensing, and Placement operations are conducted in-house by KCI. Since July 1, 2018, Family Support Services and Safety Management Services have been brought in-house. Also, KCI staff provide pre-service training.

### NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation has increased from FY 15/16 to FY 17/18. While there was an increase in the number of reports accepted and the number of children receiving out-of-home services, the number of children entering out-of-home care has continued to decrease. The number of children receiving in-home services has decreased but the number of children receiving family support services has increased over the past three fiscal years. (See Table 3)

Service Area Data		Fy 2015/ 2016	Fy 2016/ 2017	Fy 2017/ 2018
Child Protective Investigations and Child Removals (Citrus, Sumter, Hernando, Lake and Marion Counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	12,339	13,316	13,805
	Children Entering Out-of-Home Care	1,242	1,106	1,087
Children Served by Kids Central	Children Receiving In-Home Services	2,226	1,851	1,827
	Children Receiving Out of Home Care	2,390	2,624	2,669
	Young Adults Receiving Services	138	156	139
	Children Receiving Family Support Services	1,679	1,582	1,917

Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN OCWDRU Report 1006, Table 3. Data Run Date: Nov 20, 2018

### FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures of KCI, based on the DCF 2017-18 CBC-ME Financial Monitoring Tool for Desk Reviews. The review period was for the period of October 1, 2017 through December 31, 2017. The review had two findings and one area for technical assistance. KCI corrected the errors during the review. For further details, please see the complete fiscal report – [2017-2018 CBC Desk Review Financial Monitoring Report of Kids Central, Inc.](#)

KCI has received back of the bill funding for the past three fiscal years (FY15-16 through FY17-18) for operating deficits in FY16-17 and FY17-18 and was able to complete the years without a deficit.

KCI has applied for risk pool funding each year since FY16-17. For FY18/19, KCI has been awarded \$1,965,000 in risk pool funding. According to the [Risk Pool Committee Report](#), the primary factors influencing KCI’s financial position are an increase in the average number of children in out-of-home care, increased removal rates, and increased costs of foster and group home placements.

Recommendations made by the committee are for KCI to develop a plan to reduce the number of

children in care greater than 18 months, continue work on previous risk pool recommendations, modify their financial viability report to more accurately reflect their actual plan, and implement recommendations from the recent contract monitoring report.

Comparison of Funding by Fiscal Year						
Kids Central, Inc						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$36,473,968	\$38,204,407	\$37,288,333	\$37,633,982	\$38,666,497	\$38,743,638
Other**	\$9,162,419	\$9,312,023	\$9,672,451	\$10,634,292	\$10,317,690	\$11,029,308
<b>Total Initial Appropriation</b>	<b>\$45,636,387</b>	<b>\$47,516,430</b>	<b>\$46,960,784</b>	<b>\$48,268,274</b>	<b>\$48,984,187</b>	<b>\$49,772,946</b>
Risk Pool Allocation						
CBC Operational Costs from Back of the Bill				\$1,270,073	\$1,380,153	
MAS from Back of the Bill			\$191,121			
Carry Fwd Balance from Previous Years	\$2,388,645	\$2,101,049	\$2,774,045	\$2,084,356	\$525,144	-\$286,339
<b>Total at Year End</b>	<b>\$48,025,032</b>	<b>\$49,617,479</b>	<b>\$49,925,950</b>	<b>\$51,622,703</b>	<b>\$50,889,484</b>	<b>\$49,486,607</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 KCI’s performance as captured by data indicators that are used to assess how well KCI 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 17/18, Kid Central, Inc. has met or exceeded their established contract target, federal standards, and statewide performance in 9 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
- M08: Placement moves per 1,000 days in foster care
- 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, except for M01 and M08. (See Table 5)

In the remaining four measures, KCI 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
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months

- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home
- M10: % of children in out-of-home care who received dental services within the last seven months

M05 and M06 were successfully met in FY 16/17. (See Table 5)

## Performance Measures Contract Targets Compared to Federal Standards and Statewide Performance

CBC Scorecard						
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	Kids Central July 1, 2016-June 30, 2017	Kids Central July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 11.1	● 7.3
2	Percent of children who are not neglected or abused during in-home services	>95%		97.20%	● 97.5%	● 96.9%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.10%	● 95.8%	● 98.2%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.70%	● 99.7%	● 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%)	39.70%	● 42.4%	● 39.3%
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%	● 45.5%	● 43.5%
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%	● 85.8%	● 88.4%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 4.3	● 3.9
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.50%	● 96.2%	● 96.4%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.40%	● 92.2%	● 93.3%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.00%	● 88.1%	● 89.1%
12	Percent of sibling groups where all siblings are placed together	>65%		63.70%	● 72.4%	● 72.0%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 16/17: 170 Fy 17/18: 175			● 184.0	● 190.0

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 KCI's performance related to safety in the following areas:

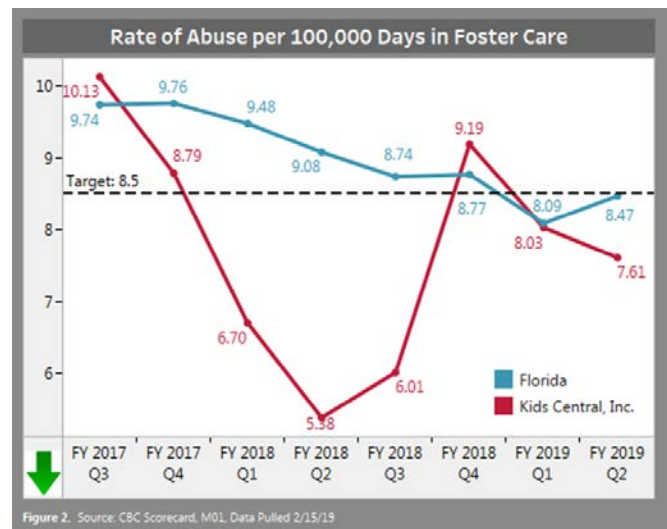
1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. Qualitative Case Reviews

Overall, KCI has performed well on quantitative measures related to safety. KCI met or exceeded the contract target and met the PIP goal on all safety related scorecard measures. While KCI performed well on safety related quantitative measures, KCI continues to underperform on qualitative measures related to safety. With the exception of one measure, performance in all safety related quality measures declined during FY17/18; most notably in areas related to safety planning and preventing entry/re-entry.

### 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.

The rate of abuse has decreased overall in the last eight quarters from 10.13 (FY16/17, Q3) to 7.61 (FY 18/19, Q1). This measure was identified as an opportunity for improvement in the previous monitoring report. KCI saw significant improvement in performance for FY17/18, including meeting the target for this measure, and continues to trend positively.

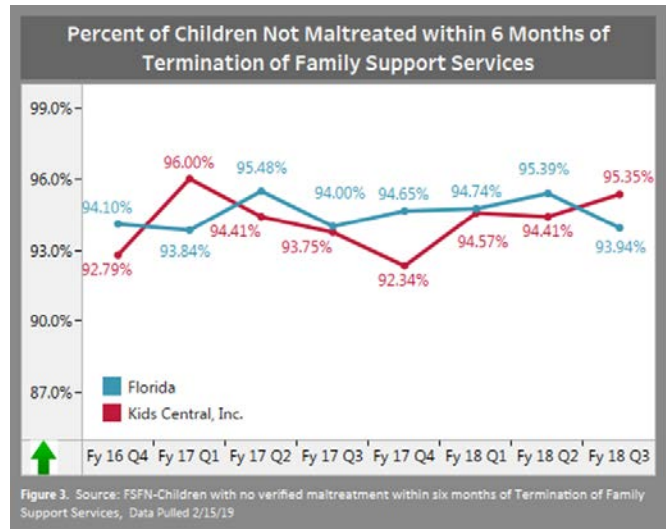


The CQI case review indicator linked to child safety (CQI Item 3, making concerted efforts to address risk and safety) showed a 10.4% decline during FY 17/18 and is below statewide performance and the PIP

goal. (See Table 7) Additionally, this item was identified as an opportunity for improvement based on low performance in the previous monitoring report.

### NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

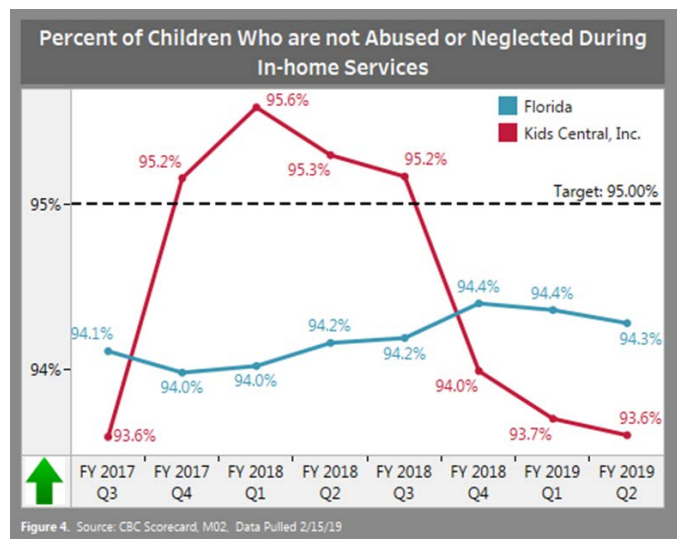
**Percent of children not abused or neglected within 6 months of termination of family support services.** This graph depicts the percentage of children who did not have a verified maltreatment during the report period. This is a Florida indicator that measures the CBC’s success in enhancing the protective factors in a family to ensure the children remain safe after family support services have ended.



KCI has performed above the statewide performance in two of the previous eight quarters and has shown a slight improvement overall. As of July 1, 2018 Family Support Services have been brought in-house. A revised service array evaluation has been requested by DCF Central Region, which will be provided to OCW upon completion.

### 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.



KCI’s performance in this measure has stayed above the statewide performance and the target in four of the last eight quarters. Performance has been trending negatively since FY 17/18, Q4. For FY 17/18, KCI met the contract target but performed below the statewide performance.

Rapid Safety Feedback (RSF) data revealed that KCI scored below statewide performance and showed a 1% decrease during FY 17/18 in RSF 1.1 (ensuring the family assessments are sufficient) and a 15.4% decrease in RSF 4.1 (ensuring safety plans are sufficient). While KCI also performed below the statewide

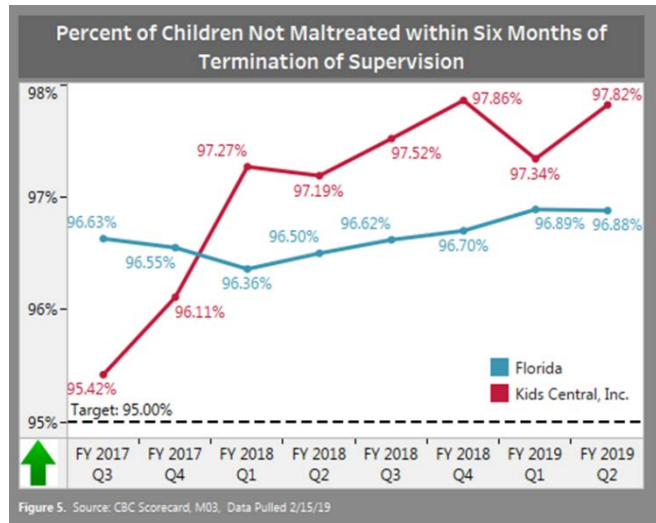
performance in RSF 2.1 (quality of visits are sufficient to address safety concerns and evaluate case plan progress), they showed an 18.8% increase during FY17/18. (See Table 6) KCI’s performance on CQI Item 3 (making concerted efforts to address risk and safety) decreased 10.4% during FY 17/18 and is below the statewide performance and the PIP goal. (See Table 7) These measures were identified as an opportunity for improvement in the previous monitoring report.

## CHILDREN WHO ARE NOT NEGLECTED/ABUSED 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.

KCI’s performance has exceeded the target and trended positively over the last eight quarters, exceeding the statewide performance in the last six quarters. KCI met this measure in FY17/18 and showed a 2.4% improvement from FY 16/17.



KCI’s performance 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) declined 15% during FY 17/18 and falling below the statewide performance. (See Table 7)

## CHILDREN SEEN EVERY 30 DAYS

**Children under supervision who are seen every 30 days (Scorecard Measure M04):** This graph depicts the rate at which children are seen every 30 days while in foster care or receiving in-home services during the report period. Data for this measure was temporarily unavailable at the time of this report.

## QA CASE REVIEW DATA

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

Overall, KCI is performing below the state on most quality measures related to safety. Each quality measure, excluding CQI Item 2, was identified as an opportunity for improvement in the previous monitoring report.

KCI scored below the statewide performance in quality on all safety related measures. Additionally, KCI has seen a decrease in quality on safety related measures, except for RSF 2.1 which increased 18.8% during FY17/18, indicating a sufficient assessment was completed in 48.8% of sampled cases. (See Table 6) Most notably was the 15.4% decrease in performance in RSF 4.1 as only 14.6% of the sampled cases showed a sufficient safety plan was in place to control danger threats to protect the child.

CQI reviews indicate that KCI case managers were 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 (CQI Item 3) in only 57.8% of sampled cases, showing a 10.4% decrease. (See Table 7)

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	Kids Central FY 16/17 n=40	Kids Central FY 17/18 n=41	Statewide RSF Performance n=793
RSF 1.1: Is the most recent family assessment sufficient?	20.0%	19.0%	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?	30.0%	48.8%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	30.0%	14.6%	55.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Performance  
 Table 6. Source: QA Rapid Safety Feedback; Data Run: 3/4/19

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Kids Central FY 2016/2017 n=66	Kids Central 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?	96.8%	81.8%	-15.0%	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?	68.2%	● 57.8%	-10.4%	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: Federal Online Monitoring System; Data Run: 7/19/18

## PERMANENCY

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

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

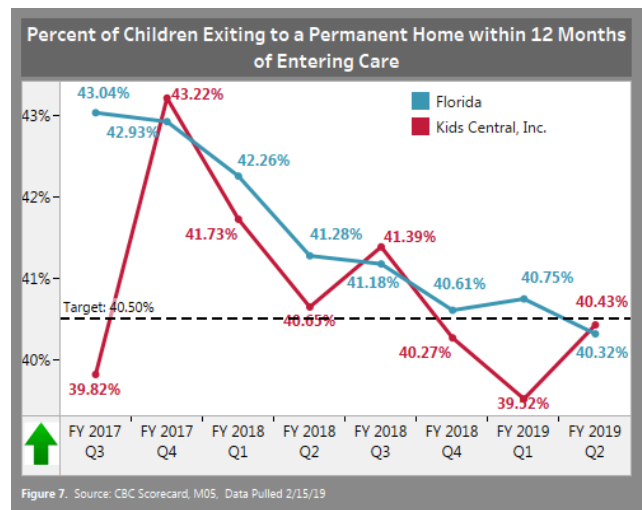
Overall, KCI's performance on permanency related quantitative measures declined during FY 16/17 and 17/18, most notably on measures related to timely permanency. Despite trending negatively on some measures, KCI showed improvement and exceeded the target, the statewide performance, and the PIP goal on the scorecard measure related to placement stability. Additionally, KCI continued to perform well on quantitative and qualitative measures related to placing siblings together. However, other quality data shows KCI continues to perform below statewide performance and PIP goals.

### PERMANENCY IN 12 MONTHS

**Percent of children exiting foster care to a permanent home within 12 months of entering care (Scorecard Measure M05):** This graph depicts the percentage of children who entered foster care during the report period where the child achieved permanency within 12 months of entering foster care.

Overall, KCI's performance has trended negatively since FY 16/17, Q4. Performance over the previous eight months remained above the target in four quarters and above the statewide performance in three quarters. Performance in this scorecard measure decreased 3.1% during FY 17/18, falling below the target, statewide performance, and PIP goal. This measure was previously identified as an opportunity for improvement.

Quality data results from CQI Item 5 (establishing permanency goals in a timely manner) show that KCI performed below the statewide performance and show an 8.6% decrease during FY 17/18. This quality measure was previously identified as an opportunity for improvement. Results from CQI Item 6 (making concerted efforts to achieve permanency) show an 11.2% decrease, falling below the statewide performance and the PIP goal. (See Table 8)



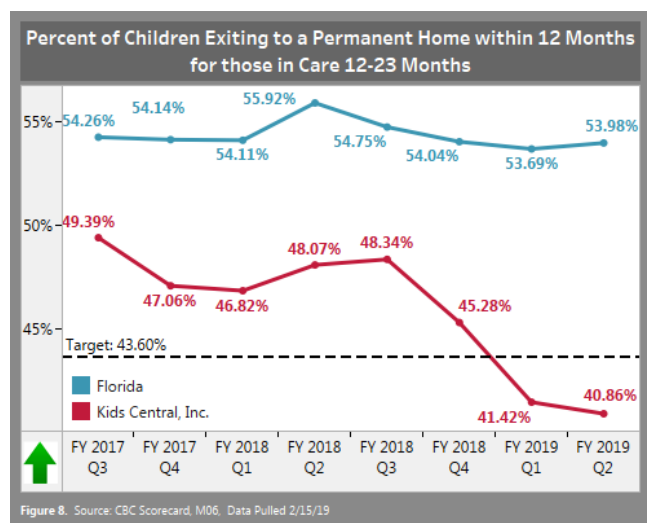


Results from CQI Item 12B (making concerted efforts to assess the needs of and provide services to parents to achieve case plan goals and adequately address the issues relevant to the agency’s involvement with the family) show that KCI’s performance declined 21.7% during FY 17/18, remaining below the statewide performance and the PIP goal. Additionally, scores showed a decrease of 21.4% during FY17/18 on CQI Item 15 (frequency and quality of visits between case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals), performing below the statewide performance. (See Table 9) These two measures were previously identified as an opportunity for improvement.

### PERMANENCY IN 12 – 23 MONTHS

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

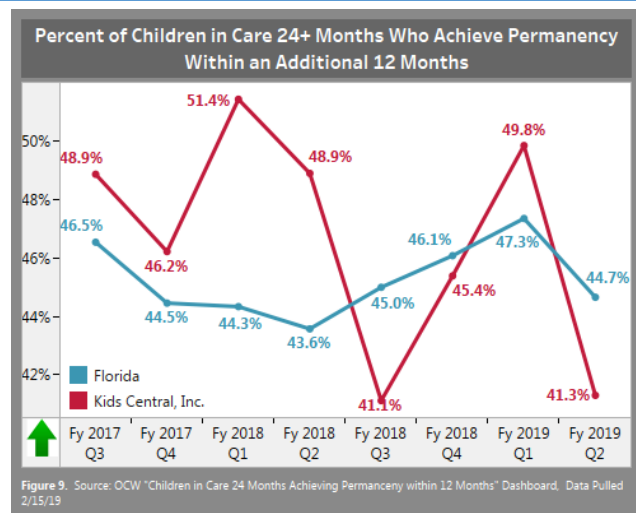
KCI consistently performed below the statewide performance for the past eight quarters and above the target in six of those quarters. Performance has trended negatively since FY17/18, Q3 and has not met the target for the two most recent quarters. (See Fig. 8)



### 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.

While KCI’s performance has fluctuated, it was above the statewide performance in five of the previous eight quarters. (See Fig. 9)

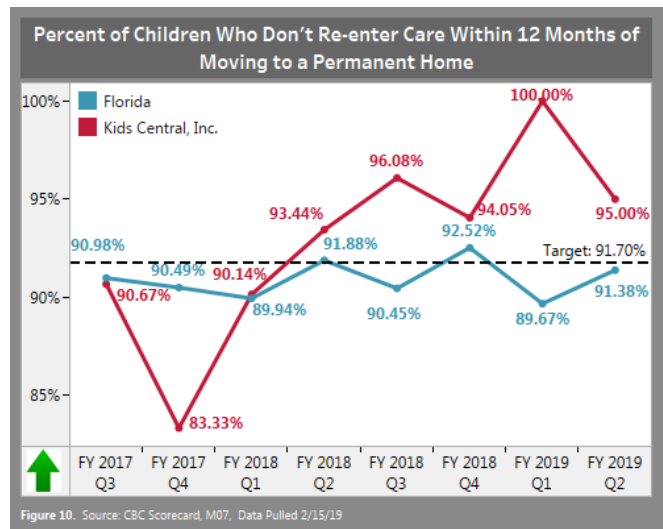


## PERCENT NOT RE-ENTERING INTO CARE

### 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.

KCI's performance has shown a positive trend since FY 16/17 Q4. Over the past eight quarters, performance has consistently been above the statewide performance in six quarters and above the target in five quarters. Despite a 2.6% increase during FY 17/18, KCI's performance on this scorecard measure remained below the target, the statewide performance, and their internal PIP goal. This item was previously identified as opportunity for improvement.



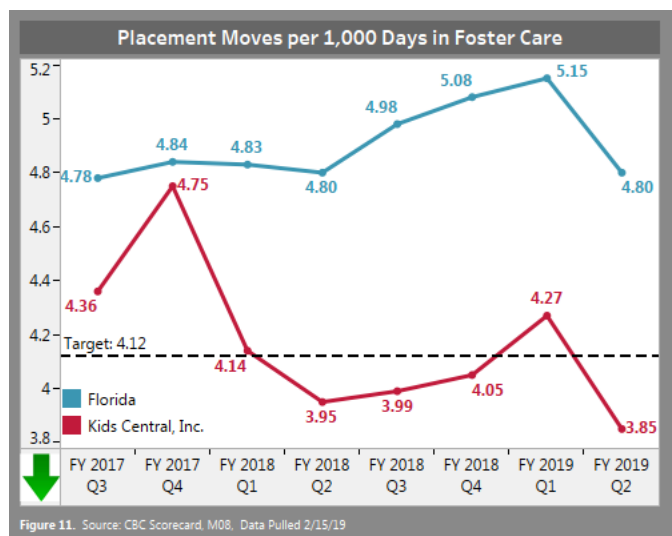
The agency made concerted efforts to provide services to the family to prevent entry or re-entry in 81.8% of the cases sampled, a 15% performance decrease in CQI Item 2, falling below the statewide performance on this quality measure. (See Table 7)

## PLACEMENT STABILITY

**Placement moves per 1,000 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.

KCI has performed better than the state in each of the previous eight quarters and has met the target in four of the eight quarters. Improvement in this scorecard measure during FY 17/18 resulted in KCI meeting the target and their internal PIP goal.

Qualitative case reviews indicate that KCI's performance did not change during FY 17/18 on CQI Item 4 (ensuring stable placement and that any moves are in the best interest of the child). Scores remain below the statewide performance and the PIP goal. (See Table 8) This item was previously identified as an opportunity for improvement.

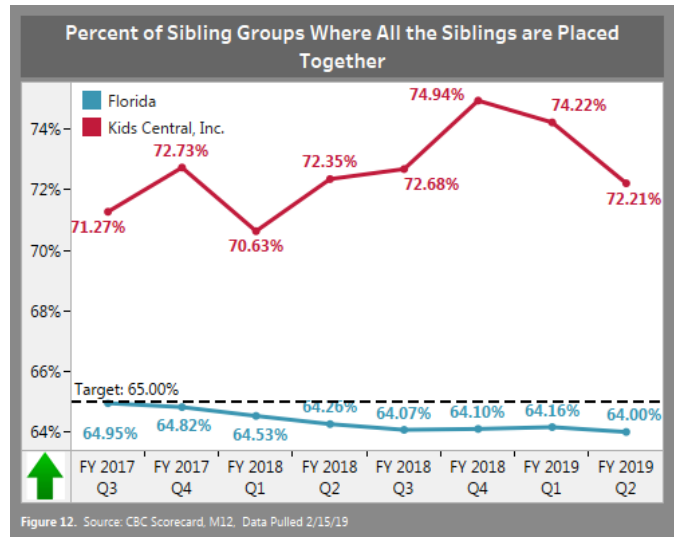


## SIBLINGS PLACED TOGETHER

**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.

KCI has consistently performed above the statewide performance and the target over the previous eight quarters. Performance on this scorecard measure during FY 17/18 remained above the target and the statewide performance.

Quality data indicates KCI's performance on CQI Item 7 (ensuring concerted efforts are made to ensure siblings in foster care are placed together unless separation is necessary to meet the needs of one of the siblings) is above the statewide performance and showed a 9.1% increase during FY 17/18. (See Table 9)



## QA CASE REVIEW DATA

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

Overall, KCI has seen a decrease in quality on permanency related measures despite improvement in three measures during FY 17/18. RSF reviews show KCI made improvement in quality visits with the child(ren) but declined in quality visits with the mother and father. A significant decrease (61.6%) was seen in RSF 2.5, as case file reviews indicated KCI case managers were not completing visits of sufficient quality to address issues pertaining to safety and evaluate progress with the father in 97.1% of sampled cases. RSF 2.1 and RSF 2.3 were previously identified as an opportunity for improvement but performance remains below the states. (See Table 8)

Quality Assurance - Rapid Safety Feedback Item	Kids Central FY 16/17 n=40	Kids Central FY 17/18 n=41	Statewide RSF Performance n=793
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	30.0%	48.8%	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?	43.6%	35.0%	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?	64.5%	2.9%	52.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Performance.  
Table 8. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Run: 3/4/19

CQI reviews show KCI’s performance declined during FY 17/18 in Items 5, 6, 9, 10, and 11; measures that evaluate concerted efforts to establish and maintain permanency goals, and placement activities which help maintain the child’s connections to community, relatives, and parents outside of visitation. KCI’s performance improved on quality measures related to establishing and maintaining connections with siblings and parents. Except for CQI Item 7, KCI’s performance on quality measures related to permanency was below statewide performance and below the PIP goal on both PIP measures (CQI Item 4 and 6). (See Table 9) CQI Items 4, 5, and 8 were previously identified as opportunities for improvement.

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Kids Central FY 2016/2017 n=66	Kids Central 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)?	70.2%	● 70.2%	0.0%	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?	76.1%	67.5%	-8.6%	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?	78.7%	● 67.5%	-11.2%	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?	81.8%	90.9%	9.1%	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?	54.1%	56.6%	2.6%	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?	80.4%	70.2%	-10.2%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	75.6%	67.5%	-8.1%	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?	50.0%	48.1%	-1.9%	54.6%	60.0%	95.0%	

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

Table 9. Source: Federal Online Monitoring System, Data Run 7/19/18

## WELL-BEING

The graphs and tables on the follow pages depict KCI'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

Overall, KCI's performance improved on well-being related quantitative measures, and performance has trended positively over the previous eight quarters. While KCI has made improvements on quantitative measures, KCI's performance declined on well-being related qualitative measures. The largest decreases were seen on measures related to inclusion of parents and meeting the mental/behavioral health needs for children. Despite declined performance, KCI met the PIP goal on measures related to assessment and provision of services to children and foster parents.

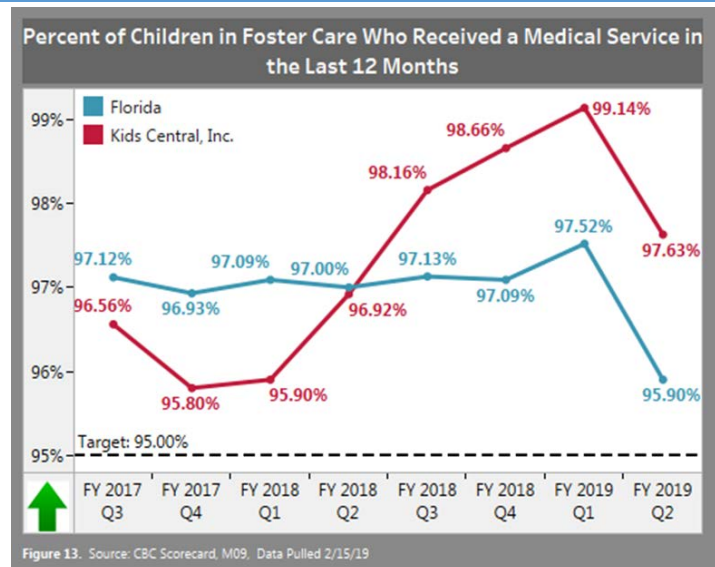
### CHILDREN RECEIVING MEDICAL CARE

#### 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.

KCI has consistently performed above the target in each of the previous eight quarters, and in four of the eight quarters they performed above the state. KCI's performance slightly improved during FY17/18 but was below the statewide performance.

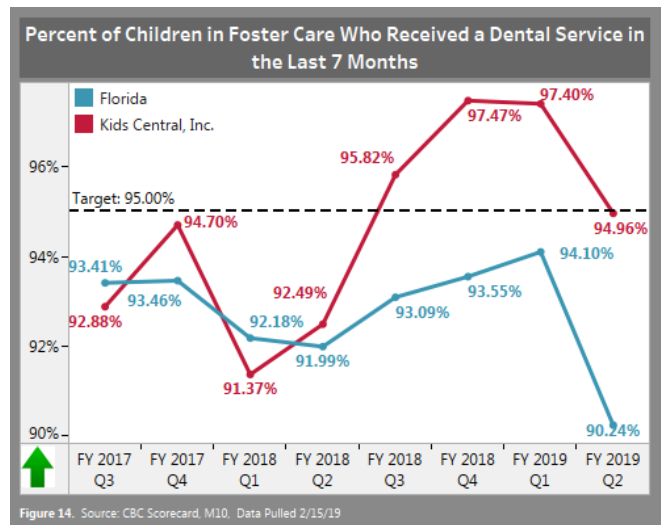
During FY 17/18, KCI's performance declined 13.3% in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs), scoring below the statewide performance. (See Table 10)



## CHILDREN RECEIVING DENTAL CARE

**Percent of children in foster care who received a dental service in the last 7 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 7 months.

Over the past eight quarters, KCI performed above the target in three quarters and above the statewide performance in six quarters. While KCI did not meet the target for FY 17/18, performance improved 1.1% and was above statewide performance. This measure was previously identified as an area needing action.

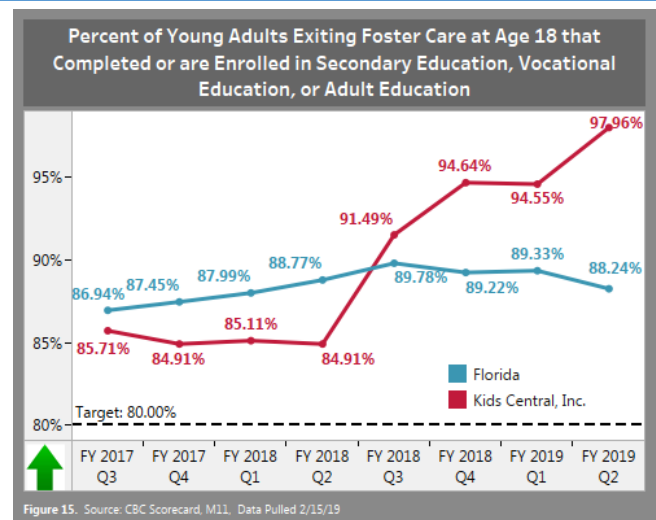


During FY 17/18, KCI's performance declined 13.3% in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs), scoring below the statewide performance. (See Table 10)

## 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 18<sup>th</sup> birthday.

KCI's performance has been consistently above the target for the most recent eight quarters and above the statewide performance in four of the eight previous quarters. Performance improved during FY 17/18 and continues to trend positively.



Quality data shows KCI's performance decreased 12% during FY17/18 in CQI Item 16 (ensuring concerted efforts are made to assess children's educational needs appropriately and address identified needs in case planning and case management activities), scoring below the statewide performance. (See Table 10)

## QA CASE REVIEW DATA

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

During FY17/118, KCI scored below statewide performance in all quality measures related to well-being. Overall, KCI has seen a decrease in quality on well-being related measures; over 21% decrease in performance on Items 12B and 15. These measures evaluate concerted efforts to assess and provide services to parents and ensuring the frequency and quality of visits with parents was sufficient to address risk and safety issues. Both items were previously identified as opportunities for improvement. Additionally, KCI's score decreased 36.3% on CQI Item 18 which evaluates if the mental/behavioral health needs of children are addressed. Despite the decreases, KCI exceeded the PIP goal on CQI items 12A and 12C which evaluate assessing and providing services to children and foster parents. The remaining CQI Items (12B, 13, and 14) with PIP goals were not met and were previously identified as opportunities for improvement.

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Kids Central FY 2016/2017 n=66	Kids Central 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?	89.4%	73.4%	-16.0%	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?	52.7%	31.0%	-21.7%	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?	86.1%	81.0%	-5.1%	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?	60.3%	50.0%	-10.3%	60.5%	63.6%	95.0%	70.7%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the child (ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	65.2%	54.6%	-10.6%	62.5%	72.5%	95.0%	
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?	35.9%	14.5%	-21.4%	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?	84.9%	72.9%	-12.0%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	84.0%	70.7%	-13.3%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	72.0%	35.7%	-36.3%	69.3%	72.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change.  
Table 9. Source: Federal Online Monitoring System, Data Run: 7/19/18

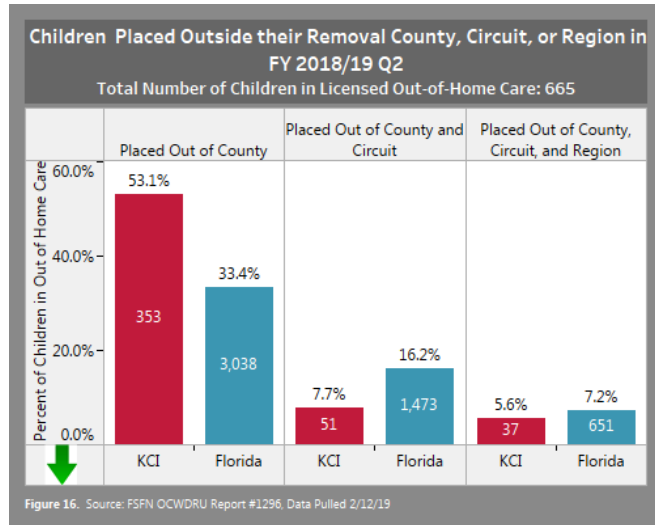
## SECTION 5: PLACEMENT RELATED DATA

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

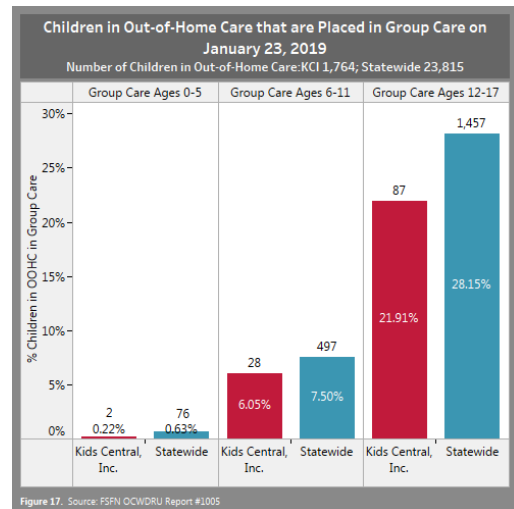
The [Child Welfare Dashboard for Children in Out-of-Home Care](#) provides information related to the number of foster homes and the associated beds available. According to this data source, as of November 30, 2018 KCI has 301 licensed foster homes with the capacity of 701 traditional bed, of which 84.7% are currently utilized. Since May 2018, KCI has seen a net gain in foster home licenses despite a net loss statewide during the same time period.

As seen in Figure 16, half of the children in out of home care in KCI's service area are placed out of county (53.1%), exceeding the statewide percent of children placed out of county. KCI has performed better than the state placing children within the circuit or region. The placement of children outside of the county may be impacting the agency's ability to preserve the child's connections with their parents and siblings as seen in KCI's performance in CQI Items 9 and 11.



### Group Home Care

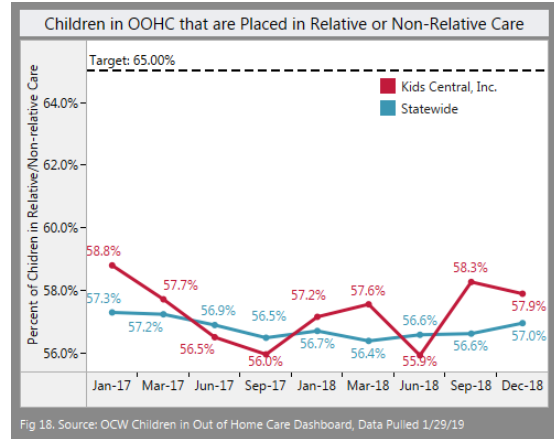
Overall, KCI's total group care population has decreased since the prior monitoring report timeframe (May 2018) and is below the statewide rate for children ages 0-17 placed in group care. Figure 17 indicates two children ages 0-5 were placed in group care. However, data produced by the Office of Child Welfare (OCW) from March 6, 2019 shows KCI has not had any children ages 0-5 in a group home setting since at least February 20, 2019.





## Relative/Non-Relative Caregiver Supports

Although placements in relative and non-relative care have fluctuated since January 2017, they have remained below the target. This performance is also reflected in KCI's scores on CQI Item 10 which measures efforts to place children in relative placements. KCI's performance has been within 2% of the statewide performance since January 2017 and exceeded the statewide performance six of the nine reporting timeframes.



## 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 KCI to improve. The full [Contract Monitoring Report-Kids Central, Inc. FY 17/18](#) is available for reference.

### Areas Needing Action Identified in Previous Report

- 1) **Placement Practices – Contract PJL04, Standard Contract, Section 5 specifies that KCI must be aware of and comply with all state and federal laws, rules and regulations, without exception.**
  - a) This finding was included on a performance improvement plan developed by the CBC.
  - b) *Summaries of Actions Taken:* The KCI MEPA Policy, Placement Policy, Foster Recruitment Policy and Foster Parent Training Policy have been reviewed, no discriminatory language was found. The MEPA Policy specifically states no discrimination will be allowed. KCI provided the Department with a revised Placement List with no language that indicated exclusionary placements. Additionally, KCI staff participated in technical assistance calls with The Office of Child Welfare and General Counsel to discuss efforts on their part to ensure due diligence in evaluating racial preferences expressed by foster parents.
- 2) **Percentage of children in foster care who receive dental services (M10)**
  - a) This finding was included on a performance improvement plan developed by the CBC.
  - b) *Improved Performance:* Although KCI did not meet this measure for FY 17/18, performance improved and exceeded the target and statewide performance in three of the four most recent quarters.
  - c) *Summaries of Actions Taken:* KCI conducted a root-cause analysis of children not receiving timely dental services which revealed one county had limited dental service availability. Kids Central collaborated with a partner to provide mobile dental vans twice a week. Data cleanup was initiated and the Data Technician at Kids Central provided trainings and provided one on one technical assistance at each CMA to assist in correcting errors. Sustained performance, as with all scorecard measures are reviewed monthly by DCF.

**3) Formalize a working agreement with Child Protection Investigations on joint operating procedures in accordance with Contract PJO4, Att. I., 1.5. 2.**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Summaries of Actions Taken:* The MOU is with KCI's CEO for review and feedback. Action will continue to be monitored by DCF monthly until completion. If not resolved in a satisfactory manner a formal CAP will be requested.

Opportunities for Improvement Identified in Previous Report

**1) Rate of abuse per 100,000 days in foster care (M01)**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Improved Performance:* KCI's met the target, PIP goal, and exceeded statewide performance for FY17/18. Recent performance is trending positively.
- c) *Summaries of Actions Taken:* Kids Central is developing a M01 exception review tool to assist with this process moving forward. This tool will be sent to the CMA's for completion and discussed on the biweekly data calls. Kids Central's analysis of M01 exceptions is ongoing and will continue to be discussed during biweekly data calls. Sustained performance, as with all scorecard measures will be reviewed monthly.

**2) Percentage of children exiting foster care to a permanent home within twelve months of entering foster care (M05)**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined:* KCI's performance in this scorecard measure decreased 3.1% during FY 17/18, falling below the target, statewide performance, and PIP goal.
- c) *Summaries of Actions Taken:* In January 2018, Kids Central and staff from the three CMA's began collaborating on DMAIC projects to improve M05 performance. The M05 team determined most cases failing to reach permanency within 12 months had experienced court related issues in either Citrus or Lake County. Problems included delayed adjudications, communication and scheduling issues. Communication is ongoing between leadership at Kids Central, the CMA's, judiciaries and CLS on ways to remedy these issues, including weekly review of backlogged orders with CLS and meetings with judiciary to discuss timely permanency. KCI is also having monthly county level meetings with CLS, GAL and the CMA's to promote improved operations. They have also recently authorized amendments to the CMA contracts to allow the hiring of an additional adoption unit case manager for each CMA and to authorize overtime. M05, as with all scorecard measures will be reviewed monthly however results of improvement actions will be assessed quarterly to determine if sustained performance improvement has been achieved or if trending positively.

**3) Percentage of children who do not re-enter care within 12 months of moving to a permanent home (M07)**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Improved Performance:* KCI's performance has shown a positive trend since FY 16/17 Q4. Performance has consistently been above the statewide performance and target for the most recent five quarters. Despite an increase during FY17/18, KCI's performance on this scorecard measure remained below the target, the statewide performance, and the PIP goal.
- c) *Summaries of Actions Taken:* In January 2018, Kids Central and staff from the three CMA's began collaborating on DMAIC projects to improve M07 performance. Analysis of M07 exceptions determined most reentries were involving reunifications where family assessments could have been more comprehensive. Kids Central is developing training to address this and other issues. Further analysis determined there were problems related to the diversion program specifically used for this population, to include staffing issues and the fidelity of the program. Due to these issues, the sub-contracted program was placed on a Corrective Action Plan (CAP). Leadership at Kids Central has worked with the provider to ensure the issues are remedied. Sustained performance, as with all scorecard measures will be reviewed monthly.

**4) Rapid Safety Feedback (RSF) reviews show KCI case managers were not completing sufficient assessments (RSF1.1)**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *No Change in Performance:* While KCI saw a 1% decrease, KCI's performance remains well below the statewide performance
- c) *Summaries of Actions Taken:* KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future until performance improves. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team. The case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. QM has partnered with Training to review results and issues associated with Request for Action and identified deficiencies.

**5) Rapid Safety Feedback (RSF) reviews show KCI case managers were not completing quality visits with children to address issues pertaining to safety and evaluate progress towards case plan outcomes (RSF2.1)**

- a) This finding was included on a performance improvement plan developed by the CBC.

- b) *Improved Performance*: While KCI's performance remains below the statewide performance, they saw an 18.8% increase in scores during FY17/18.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future until performance improves. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. QM has partnered with Training to review results and issues associated with Request for Action and identified deficiencies. Permanency Outcome Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**6) Rapid Safety Feedback (RSF) reviews show KCI case managers were not completing quality visits with mothers to address issues pertaining to safety and evaluate progress towards case plan outcomes (RSF2.3)**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined*: KCI's scores decreased 8.3% during FY17/18.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future until performance improves. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. QM has partnered with Training to review results and issues associated with Request for Action and identified deficiencies. Permanency Outcome Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**7) Rapid Safety Feedback (RSF) reviews show KCI case managers were not completing sufficient safety plans to control danger threats (RSF4.1).**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined*: KCI's performance significantly declined during FY 17/18.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future until performance improves. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced

Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. QM has partnered with Training to review results and issues associated with Request for Action and identified deficiencies. Permanency Outcome Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**8) 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?**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined*: KCI's performance declined 10.4% and performed below the statewide target and the PIP goal.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future until performance improves. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. QM has partnered with Training to review results and issues associated with Request for Action and identified deficiencies.

**9) 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).**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *No Change in Performance*: KCI's performance remained at 70.2% during FY17/18.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. Quality Measures will continue to be monitored quarterly to ensure sustained performance. In addition to the above listed training Out of

Home care continues to increase the availability of quality foster homes. Focus remains on ensuring that sibling groups remain together. Separation of sibling groups requires approval of Executive Leadership. KCI is working with DCF partners to strengthen focus on use of relative placement vs. foster when removal is necessary. They will continue to use and strengthen the Kinship program and enhancing training related to Child Placement Agreements.

**10) CQI Item 5- Did the agency establish appropriate permanency goals for the child in a timely manner?**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined*: KCI's performance decreased by 8.6% during FY17/18, remaining below the statewide performance.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future until performance improves. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. KCI will continuously improve on engagement of caregivers in service plans and work with frontline staff regarding service referrals for families. Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**11) 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?**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Improved Performance*: KCI saw a 2.6% performance improvement during FY17/18.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. Quality Measures will continue to be monitored quarterly to ensure sustained performance. Well-being outcomes regarding the frequency and quality of visits with birth parents also continues to need improvement. This measure is

discussed at the bi-monthly CMA Data Call and this outcome is also monitored via the CMA Balanced Scorecards. CMA individual discussions are also held to assist in developing counter measures in order to increase performance.

**12) CQI Item 12B- 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?**

- a) This finding was on a performance improvement plan developed by the CBC.
- b) **Performance Declined:** KCI's performance decreased 21.7% and remained below the statewide performance and PIP goal during FY17/18.
- c) *Summaries of Actions Taken:* KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. KCI will continuously improve on engagement of caregivers in service plans and work with frontline staff regarding service referrals for families. KCI will continue to strengthen and maintain relationship with local school boards with the goal of academic improvement for youth. KCI will continue to be creative and strategic through community partnerships with medical services to meet the physical needs of children. Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**13) CQI Item 13- Did the agency make concerted efforts to involve the parents and children in the case planning process on an ongoing basis?**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) **Performance Declined:** KCI's performance declined 10.3% and remained below the statewide performance and the PIP goal during FY17/18.
- c) *Summaries of Actions Taken:* KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. KCI will continuously improve on engagement of caregivers in service plans and work with frontline staff regarding service referrals for

families. Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**14) 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?**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined*: KCI's performance decreased 10.6% and remained below the statewide performance and the PIP goal.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**15) 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?**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Performance Declined*: KCI's performance decreased 21.4% during FY17/18.
- c) *Summaries of Actions Taken*: KCI conducted Assessment/Safety Planning training which will also be conducted quarterly in the future. This training was specifically designed to provide case management staff with opportunities to have hands on experience with actual real-life case scenarios. In addition, the Case Management Balanced Scorecards were modified to include a measure specifically related to improving Rapid Safety and Quality Reviews. A modified version of the CSFR review tool was designed by Kids Central's QM team, the case management agency staff reviewed a minimum of 6 cases per agency to obtain baseline results for the 2<sup>nd</sup> quarter. The balanced scorecard target is to increase performance by 5% for 3<sup>rd</sup> and 4<sup>th</sup> quarters over the baseline. KCI will continuously improve on engagement of caregivers in service plans and work with frontline staff regarding service referrals for families. Quality Measures will continue to be monitored quarterly to ensure sustained performance.

**16) Leadership and Governance- The recommendations of the risk pool team remain relevant and necessary to prevent any further financial challenges.**

- a) This finding was included on a performance improvement plan developed by the CBC.



- b) *Summaries of Actions Taken:* This issue is addressed monthly with the CBC via the Financial Viability Action Plan which the Central Region requires to be updated and submitted on the 20<sup>th</sup> of each month.

**17) Workforce- Further analysis of KCI's role in structuring pre-service and in-service opportunities is recommended. Formalize an organized and strategic training plan and which incorporates training and training oversight into the strategic plan.**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Summaries of Actions Taken:* KCI has a strategic training plan that is provided to the Department annually and the plan is provided to the case management agencies. The training calendar is updated every 6 months and the CMA companies have access to the calendar via the KCI intranet site. Copies of several of the calendars were provided to the department and at a recent CMA meeting. Penny Beehler, the KCI Director of Training, demonstrated to the CMA staff how they can view the updated calendar. Confirmation of the website calendar was received by the department. KCI holds monthly meetings with the CMA companies. At those meetings upcoming training events and requirements are discussed.

**18) Quality Management and Performance Improvement- Opportunities exist to increase staff knowledge on the impact their daily work has on quality performance measures (RSF, CQI, and the CFSR PIP). KCI would benefit from further consideration and messaging regarding the value of qualitative data.**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Summaries of Actions Taken:* The Department recognizes that the new safety planning/assessment training is relevant to this issue. In addition to the training, during RFA conference calls staff are individually coached on measures. Quality Improvement Team meetings are held where QM have agenda items to review measures and tools shared to ensure understanding and implementation of measures (last meeting 1/15/2019 shared a "Who to Assess" handout). CMA combined meetings (2 months in the quarter) and individual CMA meetings (1 month in the quarter) address QM related topics also.

**19) Practice- Opportunities exist to enhance family centered and trauma informed care principles.**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Summaries of Actions Taken:* KCI's Director of Training reported to the Department that all of their trainings have, as an inherent value, that services be provided in a family centered and trauma informed manner. A training calendar was also provided which have trainings for Family Engagement (which is Family Centered), Quality Home Visits (which is Family Centered), ACE Adverse Childhood Experiences (which is all about trauma), Domestic Violence and Trauma Informed Care for HT Victims. These trainings are all rendered in a trauma informed and family centered manner. Additionally, KCI responded that the state curriculum for preservice and the New Generation Pride curriculum also encompass these

principals. At the recent CARE awards for Circuit 5 the Director of Training presented a training on Trauma Informed Care.

**20) Partner Relationships- Continue efforts to address communication, collaboration and transparency with partners. Formalize a working agreement with Child Protection Investigations on joint operating procedures in accordance with Contract PJI04, Att. I., 1.5. 2.**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Summaries of Actions Taken:* KCI CEO, John Cooper, has set up a series of Town Hall Meetings with each of the CMA providers. Senior Leadership at KCI has been facilitating the CLS/GAL meetings which have been productive and solution oriented. Kids Central also attends and facilitates a myriad of meetings to bolster community and partner relations. These meeting include the DJJ Advisory Council, GAL Bi-Annual Leadership Meeting, Local Review Team Meetings, DCF C5 Leadership Meeting, Marion County School Mental Health Meeting, Human Trafficking Taskforce Meeting and Domestic Violence Taskforce Meeting. Action will continue to be monitored monthly until completion. KCI also has an annual foster parent celebration and training titled the Halo Awards and has recently held their first Annual CARE (Celebrating Achievement Recognizing Excellence) Award which included an award ceremony and training for community partners such as CPIs, GAL and case managers etc.

**21) Service Array- Once KCI takes these services in-house, KCI should resubmit their assessment for family support and safety management services. Currently, KCI has received a rating of “4” for Family Support Services and “3” for safety management services.**

- a) This finding was included on a performance improvement plan developed by the CBC.
- b) *Summaries of Actions Taken:* A revised Service Array for FSS/SMS services has been provided by KCI subsequent to them bringing those services in-house, but Central Region has requested revision.

## SECTION 7: DESK REVIEW FINDINGS

### SUMMARY

Kid's Central, Inc. is a child welfare community-based care agency located in Circuit 5 that is committed to serving the community and being a trusted community partner in Citrus, Hernando, Lake, Marion, and Sumter counties. Since the prior on-site monitoring in FY17/18, the agency has implemented new practices and data analysis projects to improve successful outcomes for the children and families served by their agency. While KCI has made improvements in several areas since the previous monitoring report, continued efforts to analyze data trends and implement effective countermeasures is warranted.

### 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 KCI has consistently underperformed and when previously identified as an area needing action efforts to analyze, evaluate, and monitor data trends and implement effective countermeasures should continue.

#### 1. Performance

##### a. Safety

- i. 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 home or while in foster care?
  1. KCI's performance has been below the statewide performance for at least two consecutive years and showed a decreased of 10.4% during FY 17/18. This item was previously identified as opportunity for improvement and was included in internal performance improvement efforts. KCI should continue to monitor and evaluate their efforts and the plan.

##### b. 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. KCI's performance has been below the statewide performance and the PIP goal for at least two consecutive years. This item was previously identified as opportunity for improvement and was included in internal performance improvement efforts. KCI should continue to monitor and evaluate their efforts and their plan.

##### c. Well Being

- i. 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. KCI's performance has been below the statewide performance and the PIP goal for at least two consecutive years. KCI's performance significantly

declined (21.7%) during FY17/18. This item was previously identified as an opportunity for improvement. KCI should continue to monitor and evaluate their actions taken to determine if performance is sustained.

- ii. 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. KCI's performance has been below the statewide performance and the PIP goal for at least two consecutive years. KCI's performance declined 10.3% during FY17/18. This item was previously identified as an opportunity for improvement. KCI should continue to monitor and evaluate their actions taken to determine their effectiveness.
- iii. 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. KCI's performance has been below the statewide performance and the PIP goal for at least two consecutive years. KCI's performance declined 10.6% during FY17/18. This item was previously identified as an opportunity for improvement and KCI should continue to monitor and evaluate their actions taken to determine effectiveness.
- iv. CQI Item 15: Were the frequency and quality of visits between caseworkers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of the case goals?
  - 1. KCI's performance has been below the statewide performance for at least two consecutive years. KCI's performance significantly declined (21.4%) during FY17/18, indicating 85.5% of sampled cases did not receive quality visits between the caseworker and the mothers and fathers to ensure the safety, permanency and well-being of the child(ren) and promote achievement of the case goals. This item was previously identified as an opportunity for improvement. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.

## **2. Systemic**

### **a. Contract Requirement**

- i. Partner Relationships- Formalize a working agreement with Child Protection Investigations on joint operating procedures in accordance with Contract PJO4, Att. I., 1.5. 2..
  - 1. KCI is in violation of a contract requirement by continuing to operate without a signed working agreement with Child Protection Investigations. This issue has been on-going over several years and was previously identified as an area needing action. At the time of this review, there is not a finalized working agreement.

## OPPORTUNITIES FOR IMPROVEMENT:

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These findings represent areas where there is need for analysis and development of an agency improvement plan and when previously identified as an opportunity to improve upon, efforts to analyze, evaluate, and monitor data trends and implement effective countermeasures should continue.

### 1. Performance

#### a. Safety

- i. RSF 1.1: Is the most recent family assessment sufficient?
  1. KCI's performance has been below the statewide performance for at least two consecutive years, and KCI's performance slightly declined during FY17/18. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.
- ii. RSF 4.1: Is a sufficient safety plan in place to control danger threats to protect the child?
  1. KCI's performance has been well below the statewide performance for at least two consecutive years. This item was previously identified as an opportunity for improvement. KCI's performance significantly declined during FY 17/18, indicating 85.4% of sampled cases did not have a sufficient safety plan in place to control danger threats to protect the child. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.

#### b. Permanency

- i. Percentage of children exiting foster care to a permanent home within 12 months of entering care (M05)
  1. This item was previously identified as opportunity for improvement. KCI's performance declined during FY 17/18, falling below the target, statewide performance and the PIP goal. Additionally, performance has been below the target since FY 17/18, Q3. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.
- ii. Percentage of children who do not re-enter care within 12 months of moving to a permanent home (M07)
  1. This item was previously identified as opportunity for improvement. Although KCI's performance improved during FY 17/18, performance remained below the target, statewide performance and the PIP goal. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.
- iii. 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?
  1. KCI's performance has been below the statewide performance for at least two consecutive years, and KCI's performance declined during FY17/18. This

item was previously identified as an opportunity for improvement. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.

- iv. 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?
  - 1. During FY 17/18, KCI's performance significantly declined (61.6%) indicating 97.1% of sampled cases did not have quality visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes.
- v. CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?
  - 1. KCI's performance has been below the statewide performance for at least two consecutive years, and KCI's performance declined during FY17/18. This item was previously identified as an opportunity for improvement. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.
- vi. CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?
  - 1. During FY17/18, KCI's performance declined 8.6%, falling below the statewide performance and the PIP goal.

**c. Well Being**

- i. M10: Percentage of children in foster care who received a dental service in the last seven months (M10)
  - 1. This item was previously identified as an area needing action. Although KCI's performance has improved, they did not meet the target during FY17/18. This item was included on a performance improvement plan developed by the CBC. KCI should continue to monitor and evaluate their actions taken to determine effectiveness.
- ii. CQI Item 18: Did the agency address the mental/behavioral health needs of children?
  - 1. KCI's performance significantly declined (36.3%) during FY17/18, indicating that in 64.3% of sampled cases, the agency did not address the mental/behavioral health needs of children.


















OVERALL COUNTY RANK  
**44**

– 2018 FLORIDA CHILD WELL-BEING INDEX –

# Citrus County



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

	Baseline Year	%	Current Year	%	Number	Change
 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>53</b>	Children in poverty	2011	31.2	2016	28.6	5,873 
	Unemployment rate	2011	12.5	2016	6.8	3,238 
	High housing cost burden (>30% income spent)	2007-2011	31.7	2012-2016	28.1	17,228 
	Teens not in school and not working	2007-2011	13.5	2012-2016	13.4	668 <i>Unchanged</i>
 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>29</b>	3 & 4 year old children not enrolled in school	2007-2011	52.2	2012-2016	55.1	1,425 
	4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	67.0	751 
	8th grade students not proficient in math	2014/15	83.0	2015/16	86.0	660 
	High school students not graduating on time	2011/12	22.0	2015/16	21.0	240 
 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>47</b>	Low-birthweight babies	2011	6.8	2016	7.4	79 <i>Unchanged</i>
	Uninsured children	2010	13.2	2015	6.9	1,499 
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	5.7	2015/16	36.3	1,286 
	High school teens who used alcohol/drugs (past 30 days)	2012	45.5	2016	39.2	167 
 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>38</b>	Children in single parent families	2007-2011	38.4	2012-2016	37.8	6,439 <i>Unchanged</i>
	Children living in high poverty areas	2007-2011	0.0	2012-2016	10.0	2,101 
	Children with verified maltreatment (per 1,000)	2011/12	15.2	2016/17	12.2	261 
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	27.6	2016/17	16.2	163 

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# Hernando County



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

	Baseline Year	%	Current Year	%	Number	Change	
<p><b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>29</b></p>	Children in poverty	2011	27.9	2016	22.8	7,631	👍
	Unemployment rate	2011	12.5	2016	6.1	4,122	👍
	High housing cost burden (>30% income spent)	2007-2011	36.2	2012-2016	29.8	21,132	👍
	Teens not in school and not working	2007-2011	9.5	2012-2016	9.8	738	Unchanged
<p><b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>24</b></p>	3 & 4 year old children not enrolled in school	2007-2011	54.6	2012-2016	59.0	1,909	👎
	4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	74.0	1,205	👎
	8th grade students not proficient in math	2014/15	75.0	2015/16	73.0	951	👍
	High school students not graduating on time	2011/12	25.8	2015/16	18.9	323	👍
<p><b>HEALTH WELL-BEING</b> DOMAIN RANK <b>34</b></p>	Low-birthweight babies	2011	8.8	2016	9.8	156	👎
	Uninsured children	2010	14.1	2015	7.0	2,400	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	35.8	2015/16	33.8	1,544	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	37.9	2016	34.5	166	👍
<p><b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>28</b></p>	Children in single parent families	2007-2011	31.2	2012-2016	36.9	10,218	👎
	Children living in high poverty areas	2007-2011	2.8	2012-2016	3.1	1,042	Unchanged
	Children with verified maltreatment (per 1,000)	2011/12	16.9	2016/17	8.3	279	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	26.3	2016/17	20.5	324	👍

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# Lake County



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

 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>19</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	21.3	2016	19.3	12,502	👍
	Unemployment rate	2011	10.6	2016	4.9	7,031	👍
	High housing cost burden (>30% income spent)	2007-2011	35.9	2012-2016	30.9	37,712	👍
	Teens not in school and not working	2007-2011	10.6	2012-2016	11.5	1,519	Unchanged

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>55</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	57.2	2012-2016	65.0	4,048	👎
	4th grade students not proficient in English Language Arts	2014/15	74.0	2015/16	76.0	2,507	👎
	8th grade students not proficient in math	2014/15	92.0	2015/16	88.0	1,596	👍
	High school students not graduating on time	2011/12	21.8	2015/16	21.9	678	Unchanged

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>25</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	8.6	2016	8.9	291	Unchanged
	Uninsured children	2010	11.4	2015	6.5	4,306	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	36.1	2015/16	37.2	3,008	👎
	High school teens who used alcohol/drugs (past 30 days)	2012	42.8	2016	30.0	169	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>21</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	27.4	2012-2016	34.5	18,947	👎
	Children living in high poverty areas	2007-2011	0.0	2012-2016	4.0	2,510	👎
	Children with verified maltreatment (per 1,000)	2011/12	9.1	2016/17	3.3	215	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	34.4	2016/17	22.6	670	👍

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# Marion County



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

 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>43</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	30.0	2016	28.2	18,053	👍
	Unemployment rate	2011	12.3	2016	5.8	7,731	👍
	High housing cost burden (>30% income spent)	2007-2011	36.4	2012-2016	29.2	38,606	👍
	Teens not in school and not working	2007-2011	11.7	2012-2016	9.5	1,319	👍

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>44</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	55.3	2012-2016	59.7	4,128	👎
	4th grade students not proficient in English Language Arts	2014/15	78.0	2015/16	79.0	2,509	👎
	8th grade students not proficient in math	2014/15	84.0	2015/16	83.0	2,039	👍
	High school students not graduating on time	2011/12	24.8	2015/16	18.2	517	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>37</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	7.8	2016	9.4	327	👎
	Uninsured children	2010	13.9	2015	6.3	4,146	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	39.0	2015/16	39.1	3,666	Unchanged
	High school teens who used alcohol/drugs (past 30 days)	2012	42.4	2016	31.3	102	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>57</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	36.4	2012-2016	39.5	21,740	👎
	Children living in high poverty areas	2007-2011	14.3	2012-2016	21.1	13,473	👎
	Children with verified maltreatment (per 1,000)	2011/12	13.6	2016/17	10.5	676	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	27.5	2016/17	22.2	634	👍

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# Sumter County



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

 <b>ECONOMIC WELL-BEING</b> DOMAIN RANK <b>52</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	34.9	2016	29.1	2,506	👍
	Unemployment rate	2011	12.2	2016	7.0	2,052	👍
	High housing cost burden (>30% income spent)	2007-2011	25.3	2012-2016	23.0	11,377	👍
	Teens not in school and not working	2007-2011	13.5	2012-2016	17.3	373	👎

 <b>EDUCATION WELL-BEING</b> DOMAIN RANK <b>28</b>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	71.9	2012-2016	61.4	541	👍
	4th grade students not proficient in English Language Arts	2014/15	69.0	2015/16	67.0	410	👍
	8th grade students not proficient in math	2014/15	83.0	2015/16	85.0	305	👎
	High school students not graduating on time	2011/12	22.3	2015/16	15.4	76	👍

 <b>HEALTH WELL-BEING</b> DOMAIN RANK <b>12</b>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	7.5	2016	7.4	34	Unchanged
	Uninsured children	2010	12.6	2015	7.5	658	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	31.0	2015/16	32.7	700	👎
	High school teens who used alcohol/drugs (past 30 days)	2012	41.5	2016	31.5	133	👍

 <b>FAMILY &amp; COMMUNITY</b> DOMAIN RANK <b>24</b>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	32.6	2012-2016	35.5	2,415	👎
	Children living in high poverty areas	2007-2011	6.6	2012-2016	3.9	334	👍
	Children with verified maltreatment (per 1,000)	2011/12	11.2	2016/17	8.8	92	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	23.7	2016/17	18.2	85	👍

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