



Big Bend Community Based Care, Inc. Contract Monitoring Report

On-Site Visit Completed: March 2019

Report Issued: July 2019

As required by section 402.7305 F.S., The Department of Children and Families completed an On-Site Contract monitoring of Big Bend Community Based Care, Inc. The purpose of this monitoring is to report on the agency's system of care and whether the agency is meeting the terms and conditions of the

Contract BJ101

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EXECUTIVE SUMMARY

This report provides findings for the contract monitoring of Big Bend Community Based Care (BBCBC). The on-site monitoring was conducted March 25 – 29, 2019 and focused on BBCBC's child welfare system of care. The monitoring process included a review of BBCBC's programmatic and administrative operations. In addition, the Community Based Care contract monitoring team reviewed fiscal monitoring reports. Findings are based on an analysis of child welfare performance indicators and quality assurance data and other information obtained through supporting documents, interviews, surveys, and focus groups. The monitoring process included an in-depth assessment of the system of care in seven critical areas of operation: (1) leadership and governance; (2) workforce management; (3) continuous quality improvement process; (4) placement resources and process; (5) child welfare practice; (6) partnership relations and (7) community relationships. Additionally, 10 subcontracts, 14 critical incidents and 15 employee files were administratively reviewed.

Significant findings of each category are below:

Leadership and Governance:

- BBCBC's mission, vision and values are aligned with the Department's but are not strongly reinforced with front line staff and subcontracted providers.
- Tenured leadership staff with strong child welfare experience lead the agency. However, structured executive level succession planning is not evident.
- The Board of Directors is diverse, active and informed.
- BBCBC applied for and received Risk Pool funding for FY 18/19.

Workforce Management:

- Persistent turnover is negatively impacting the system of care.
- The case management organization typically leads frontline retention activities with little involvement or leadership from the lead agency.
- BBCBC training staff provide abundant and flexible pre-service and relevant in-service training; however, supervisory development training is currently lacking.
- Front line supervisors are carrying primary caseloads and often performing case manager duties, minimizing time spent on coaching and mentoring staff and developing case manager critical thinking skills.

Continuous Quality Improvement Process:

- Weekly data reports are distributed and utilized by front line leaders to aid in task management.
- BBCBC's Data Specialists provide support and validate data entry by attending case transfer staffings and reviewing FSFN at the time of case acceptance.
- Front line staff continue to work in a compliance driven rather than quality driven manner.
- Thorough and quality RSF and CQI debriefs with case managers are not occurring regularly.
- BBCBC's Revenue Maximization staff are not versed or included in discussions regarding upcoming GAP changes.

Placement Resources and Process:

- Robust recruitment initiatives are lacking to meet capacity needs, including broader use of all social media outlets.
- There are limited placements, supports, and services available for transitioning youth and young adults, including very limited access to life skills development.
- Structured and proactive relative and non-relative caregiver supports to preserve these placements are lacking.
- BBCBC's Placement Information Form is not aligned with the requirements of the Comprehensive Placement Agreement (CPA), as set forth in Rule 65C-28.004 and Chapter 65C-14, Florida Administrative Code, regarding placement for children in out-of-home care.
- BBCBC placement staff utilize manual spreadsheets, which are only updated daily by one specified individual in each circuit, to track initial and subsequent moves, thus real time knowledge of current foster home capacity is limited.

Child Welfare Practice:

- Staff are trained on practice model concepts, including trauma informed care and family centered practice, but application and true adherence to the principles is not evident based on quality reviews and information from focus group discussions.
- Frontline staff are focused on achieving compliance-based performance targets, however do not demonstrate the same focus on quality performance targets.

Partnership Relations:

- A lack of collaboration and teaming at all levels of the organization is negatively impacting efficient child welfare operations in circuits 2 and 14.
- Severely fractured relationships in Bay County are resulting in adversarial staffings, reduced employee morale and higher turnover.
- Challenges with the case transfer process are leading to delays in case management engagement with the family. This is resulting in delays in referrals for service delivery and role confusion about required tasks such as facilitating visitation with parents and contacts with case participants.

Community Relationships:

- BBCBC has relationships with several faith-based organizations which positively impact the system of care and augment services to children and families in circuits 2 and 14.
- Relationships with area businesses, such as Harley Davidson, allowed BBCBC to troubleshoot disruptions in service following Hurricane Michael; however, further development of community relationships with local media outlets, businesses other than those within the child welfare system, would be beneficial.

Administrative Findings:

- Incident Reporting
 - BBCBC incident reporting policy does not fully align with CFOP 215-6.
 - Not all critical incidents were entered into IRAS.
- Employment Eligibility
 - I-9 forms were not completed entirely.
- Information Security
 - The latest security awareness training had not been given to all employees with access to departmental data.
 - The DCF security agreement form was not signed by all employees.
- Subcontracts
 - No findings

SECTION 1: PERFORMANCE AT A GLANCE

The graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia, two US territories, and more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through the use of evidence-based programs and data analytics. As the graph on the next page shows, the rate of children in care was steadily increasing from 2013 to 2017 but has since levelled off. The Casey graphic depicts some areas where the CBC has recently improved performance including the percent of children who experience repeat maltreatment within 6 and 12 months and the percent of children in care 2+ years who achieve permanency within 12 months. Recent declines in performance are seen in re-entry within twelve months, permanency within 30 days and percent of permanency within twelve months for children in care 12-23 months. The most up-to-date BBCBC performance is depicted later in this report.

Data Basics

Big Bend CBC, Inc.

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

Produced by Data Advocacy, Casey Family Programs

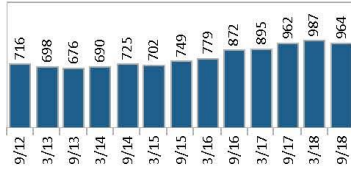
Data source: state-submitted AFCARS and NCANDS files

Date prepared: 3/20/2019

CBC Florida national

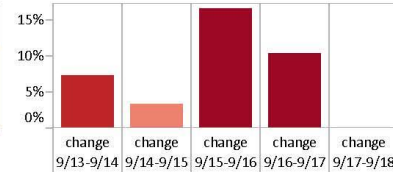
of children in care

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



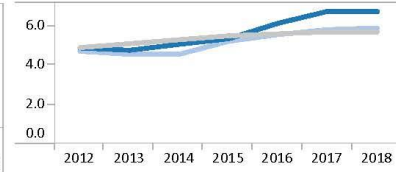
year over year change in the

in care



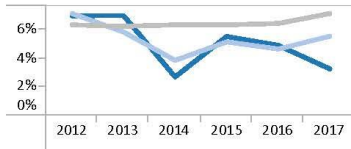
rate in care

(per 1,000, < age 18)

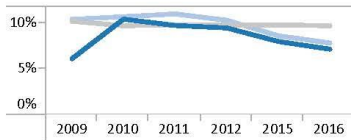


Safety

% children who experience repeat maltreatment within 6 months



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



Entries

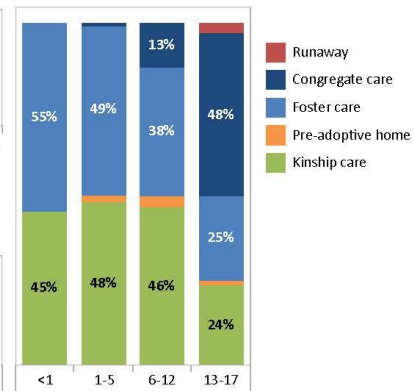
of children entering & exiting

(6 month entry cohorts ending on each date)



Placement

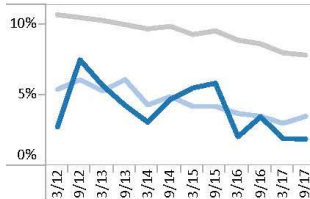
placement settings for children in care, by age (for all children in care on 9/30/2018)



Timely & Stable Permanency

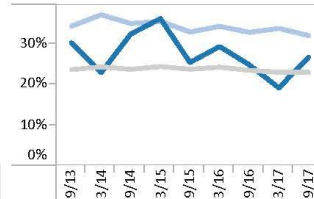
% permanency within 30 days of entering care

(6 month entry cohorts ending on each date)

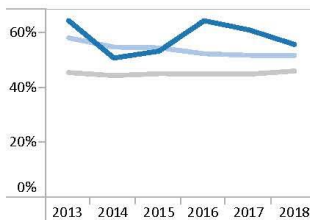


% permanency within 3-12 months of entering care

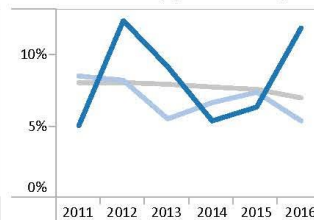
(6 month entry cohorts ending on each date)



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



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

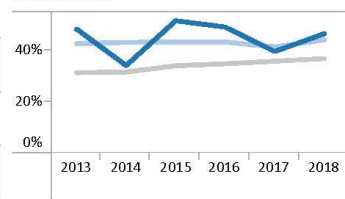


Children In Care 2+ Years (9/30/2018)

in care 2+ years

#	174
%	18%
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	Adopt
Congregate care		8%	13%
Foster care	4%	25%	8%
Kinship care	4%	19%	
Pre-adoptive home		7%	

SECTION 2: CONTRACT MONITORING PROCESS

The monitoring process included a review of BBCBC’s programmatic and administrative operations. In addition, the Community Based Care (CBC) monitoring team reviewed fiscal monitoring reports to assess potential impacts on programmatic activities. The review process included a review and analysis of child welfare performance indicators and quality assurance data and other information obtained through supporting documents, interviews, surveys and focus groups. The monitoring process included an in-depth assessment of the system of care in seven critical areas of operation: (1) leadership and governance; (2) workforce management; (3) continuous quality improvement; (4) placement resources and process; (5) child welfare practice; (6) partnership relations and (7) community relationships. Additionally, ten subcontracts were administratively reviewed, along with 15 critical incidents, and 15 employee files.

Supplementary information was provided by the Department’s Office of Financial Management Services, Community-Based Care (CBC)/Managing Entity (ME) Financial Accountability, Office of Child Welfare and the Northwest Region contract manager. Several documents were reviewed and analyzed including, but not limited to: quarterly financial viability reports, system adoption initiative gap analysis, service array assessment and stakeholder survey results. Additional information was gathered through interviews of BBCBC and DCF staff including leadership from the Northwest Region, BBCBC management level and specialist level staff, case managers, case manager supervisors and case management leadership, whether internal to CBC or subcontracted to case management organizations. Focus groups were held to obtain information from DCF child protective investigators, Children’s Legal Services, and foster parents.

The CBC monitoring team consisted of Department of Children and Families Community Based Care Monitoring Unit staff- Jessica Manfresca, Kelly Welch, Eric Wetzel and Megan Wiggins; DCF Child Welfare representatives Kathleen Cowan (Suncoast Region) and Frank Perry (Southeast Region), and CBC representatives Shawna Novak (St. Johns County – Family Integrity Program) and Ashley Friend (Brevard Family Partnership).

SECTION 3: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community BBCBC 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. BBCBC serves children and families in Bay, Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Wakulla and Washington counties representing the 2nd and 14th Judicial Circuit in the Northwest Region. The table below provides key US Census Facts for these counties as compared to the statewide percentages.

According to the US Census Facts, all counties served by BBCBC, with the exception of Wakulla County, have higher poverty rates and lower median household incomes than the state. In nine of the 12 counties, a lower percentage of the population over the age of 25 has earned a high school degree and,

with the exception of Leon county, a lower percentage of the population over the age of 25 has earned a college degree.

Census Facts													
US Census Facts	Florida	Wakulla	Bay	Leon	Jefferson	Gulf	Franklin	Gadsden	Washington	Holmes	Calhoun	Jackson	Liberty
Median Household Income	\$48,900	\$54,078	\$48,577	\$48,248	\$41,696	\$40,822	\$40,301	\$38,533	\$38,330	\$37,437	\$37,089	\$35,470	\$37,917
Percent of population living in poverty	14.7%	13.1%	14.9%	19.0%	18.9%	23.5%	23.1%	20.6%	22.8%	24.2%	21.9%	22.6%	23.6%
Percent of population over 25 years old with a college degree	27.9%	16.6%	22.5%	45.2%	19.0%	16.7%	16.7%	17.5%	11.0%	12.3%	10.5%	13.7%	12.5%
Percent of population over 25 years old with high school diploma	87.2%	87.7%	88.7%	92.6%	79.8%	82.5%	79.6%	78.8%	79.8%	78.3%	76.9%	78.4%	79.1%

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

CHILD WELFARE PARTNERS

BBCBC serves the 2nd and 14th Judicial Circuits. Big Bend is also the Managing Entity in these circuits. Child Protective Investigations and Children’s Legal Services are provided by the Department of Children and Families in both circuits. Intake and Placement services are handled in house.

In Circuit 2, case management and independent living services are provided by Children’s Home Society (CHS) and DISC Village, Inc. CHS provides adoption services and ECHO provides Family Support Services. Safety Management Services are provided by DISC Village and Boystown. Licensing and recruitment services are performed by BBCBC staff. The foster parent association in Circuit 2 is the Tallahassee Area Foster and Adoptive Parent Association.

In Circuit 14, case management and independent living services are provided by CHS, DISC Village, Inc. and Anchorage Children’s Home, Inc. Life Management Center provides adoption services and ECHO Outreach Ministries and Hab Services provide Family Support Services. Safety Management Services are provided by Life Management Center and Hab Services. Licensing and recruitment services are provided by Life Management Center. The foster parent associations in circuit 14 are the Foster and Adoptive Parent Association of Bay and Gulf Counties, Inc. and Foster Parent Association of Holmes/Washington County.

CHILD FATALITIES

BIRTH AND INFANT MORTALITY RATES

As Table 2 shows, the birth rate per 1,000 population is higher than the statewide rate in Bay, Gadsden and Holmes Counties. The infant mortality rate, per 100,000 live births, was higher than the statewide rate in 2017 in the following counties: Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon and Washington. In Calhoun and Gulf Counties, the infant mortality rate was more than double the statewide rate in 2017. (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
Bay	13.6	13.2	13.6	13.8	13.3	12.9	7.4	8	10.7	5.4	6.4	5.6
Calhoun	10.1	9.4	9	10.3	9.7	8.5	0	0	7.6	6.7	7	16
Franklin	9.5	9.6	8.5	8.9	7.4	9.5	9.2	17.9	10	0	11.4	8.8
Gadsden	11.1	11.8	11.1	11.5	11.7	11.5	9.5	16	9.3	9	12.3	7.2
Gulf	7.4	8.3	7.1	7.3	7.2	7.3	8.5	7.5	17.1	16.8	16.5	16.3
Holmes	9.6	8.7	10.4	11	9.3	11.1	20.9	11.5	14.5	9.1	5.4	4.5
Jackson	10	9.9	10.2	9.8	10.5	10.2	6	8.1	5.8	8.1	3.8	2
Jefferson	9.6	9.3	8.7	8.5	8.3	9.8	7.2	29.6	7.9	0	0	7
Leon	10.8	10.8	11	10.7	10.4	10.7	9.3	5.3	7.1	7.2	5.4	6.7
Liberty	7.8	10.3	10.6	8.6	8.8	9.7	0	11.4	0	0	0	0
Wakulla	10.8	9.8	10.7	10.8	11.1	9.8	0	9.8	3	8.9	0	1
Washington	9.2	9.9	9.7	9.1	9.9	10	8.7	0	12.3	4.4	12.2	8

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

CHILD FATALITY INVESTIGATIONS

From January 2009 through August 2018, there were 191 child fatality investigations in circuits 2 and 14. Of the 191 child deaths, 22 had previous or current case management services at the time of the death. (See Fig. 1)

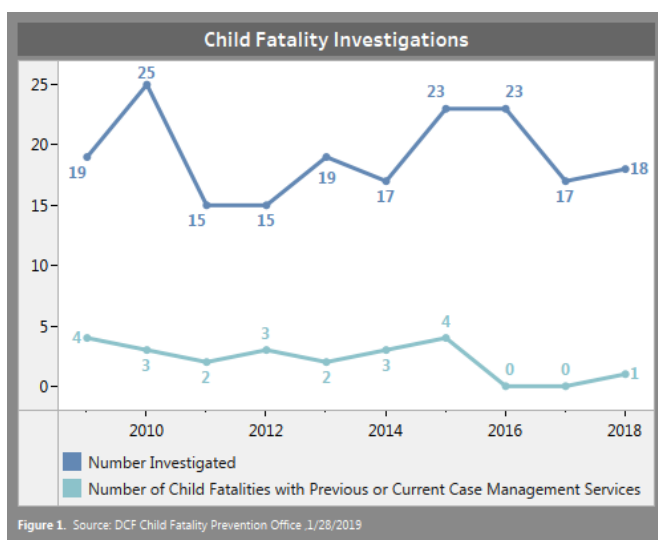


Figure 1. Source: DCF Child Fatality Prevention Office 1/28/2019

SECTION 4: AGENCY SUMMARY

Big Bend Community Based Care, Inc. became the lead child welfare agency for Circuit 2 in July 2004. In 2005, after the statewide district/circuit restructuring, BBCBC became the lead child welfare agency for Circuit 14. BBCBC serves a total of twelve Florida counties. Big Bend is also the Managing Entity for Circuits 1, 2, 14 and a portion of 3 (Madison and Taylor counties), thus is responsible for the provision of community-based substance abuse and behavioral health services in those counties. BBCBC is accredited through the Council on Accreditation (COA) through December 31, 2021 in the area of Network Administration (NET).

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

While the number of reports accepted for investigation decreased from FY 16/17, the number of children entering and receiving out-of-home care increased. During this same time period, the number of children receiving in-home services also increased. The number of young adults receiving services decreased while the number of children receiving family support services remained consistent. (See Table 3)

Service Area Data		Fy 2015/2016	Fy 2016/2017	FY 2017/2018
Child Protective Investigations and Child Removals (Bay, Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Wakulla, Washington Counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	9,084	9,098	8,769
	Children Entering Out-of-Home Care	595	567	629
Children Served by Big Bend CBC	Children Receiving In-Home Services	844	769	784
	Children Receiving Out of Home Care	1,270	1,357	1,441
	Young Adults Receiving Services	145	143	134
	Children Receiving Family Support Services	922	1,037	1,033

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

FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures, based on the DCF 2018-19 CBC-ME Financial Monitoring Tool for Desk Reviews, of BBCBC. The desk review period was for the period of July 1, 2018 through September 30, 2018. There were no findings or observations and no technical assistance was provided.

Big Bend Community Based Care (BBCBC) applied for risk pool funding on August 17, 2018. The application was subsequently reviewed by the Northwest Region and with the concurrence of the Regional Managing Director was submitted to the Office of the Deputy Secretary. The Risk Pool Peer Review Committee recommended the following:

- BBCBC needs to reduce their reliance on group care, with an emphasis on reducing the number of children over the age of 5 in group care.
- BBCBC should continue to enhance foster home management, which should yield a net increase in the number and quality of licensed foster homes. Coupled with the combination of the diligent search and CLEAR search teams, identification and increased use of less restrictive placement options should result in a reduction in group care costs.
- BBCBC should continue monthly, or more frequent, formal case reviews of all children placed in group care to identify children who could be moved to a less restrictive placement. Reviews

should include placement and licensing staff to ensure newly licensed homes, with or without enhanced supports, are explored as safe placement options.

- BBCBC should collaborate with the Department to increase utilization of diversion services as a safe alternative to removals.

The Peer Review Committee found that BBCBC qualifies for risk pool funding with an initial partial distribution of \$771,414 based on a cash flow analysis completed by the Office of CBC/ME Fiscal Accountability. This amount is based upon the revised projected deficit of \$1,182,560 less the total amount of increase to the budget for Case Aim of \$411,146. The full report can be found here: [FY18/19 BBCBC Risk Pool Report](#).

BBCBC’s core funding has increased each year since FY13/14, but not substantially. Over the five-year period, core funding increased \$600,986 or 2.3%. During this same time, BBCBC has held a positive carry forward balance each year. In FY15/16, BBCBC received \$183,871 in MAS from Back of the Bill. In FY17/18, BBCBC received \$828,155 for CBC operational costs from Back of the Bill. (See Table 4)

Comparison of Funding by Fiscal Year						
Big Bend CBC						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$25,069,269	\$25,115,299	\$25,442,910	\$25,537,423	\$25,649,578	\$25,670,255
Other**	\$7,916,376	\$8,133,438	\$9,098,938	\$9,957,808	\$10,614,930	\$10,844,220
Total Initial Appropriation	\$32,985,645	\$33,248,737	\$34,541,848	\$35,495,231	\$36,264,508	\$36,514,475
Risk Pool Allocation						
CBC Operational Costs from Back of the Bill					\$828,155	
MAS from Back of the Bill			\$183,871			
Carry Fwd Balance from Previous Years	\$695,158	\$326,207	\$14,911	\$549,310	\$475,457	\$49,199
Total Funds Available	\$33,680,803	\$33,574,944	\$34,740,630	\$36,044,541	\$37,568,120	\$36,563,674
** 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 5: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of BBCBC’s performance as captured by data indicators that are used to assess how well BBCBC is performing on contract measures and within the larger program areas of safety, permanency and well-being. The information in the following graphs and tables represents performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department’s CQI case reviews.

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

Federal regulations require Title IV-E agencies to monitor and conduct periodic evaluations of activities conducted under the Title IV-E program to ensure that children in foster care are provided quality services that protect the safety and health of such children (sections 471(a)(7) and 471(a) (22) of the Social Security Act). The Department of Children and Families has developed additional methods to

evaluate the quality of the services provided by the lead agency using Rapid Safety Feedback (RSF) and Continuous Quality Improvement (CQI) reviews.

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

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

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

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

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

The Child Welfare Quality Assurance (QA) unit in the Office of Child Welfare was tasked with conducting secondary oversight of ongoing quarterly case reviews completed by Community-based Care lead agencies, specifically the Florida Continuous Quality Improvement (CQI) reviews which utilize the Child and Family Services Review (CFSR) on-line system review instrument and web-portal. The purpose of oversight of the reviews is to improve inter-rater reliability between CBCs and to provide guidance to QA who in turn transfer the learning to operations and child welfare professionals. The ratings on the Florida CQI reviews vary significantly between CBCs.

The QA team currently provides secondary oversight for each case monitored as a part of the state's Program Improvement Plan (PIP). The process used for second level oversight of the Florida CQI case reviews mirrors that of the PIP second level oversight. These reviews identify practice strengths and areas in need of improvement, and measure performance improvement.

The Child Welfare QA unit conducted secondary oversight of all ten of the Florida CQI reviews conducted by BBCBC during the third quarter of FY 2018 – 2019. Each case reviewed was returned for additional justification of the ratings and scores changed on three cases.

- One case had a Not Applicable rating changed to a Strength
- Two cases had one strength rating each changed to ANI

Common feedback provided involved:

- Item drift (rating multiple items with the same information),
- Failing to include fathers and step-fathers as applicable, and
- Include all children during in-home cases and target child for foster care cases

The total responses rated a strength have shown a slight decline; however, consistently remained higher than statewide performance for the most recent quarter of 76.6% strength across all items for BBCBC compared to 67.9% for the state.

Compared to the state and the average Florida CQI and PIP scores, BBCBC scored significantly higher than the statewide performance for the 2017-2018 fiscal year. Due to Hurricane Michael, the Florida CQI reviews for July – September 2018 were not reviewed at the time; however, were reviewed by January 15, 2019. BBCBC did not conduct Florida CQI reviews during October – December 2018 due to hurricane recovery efforts. In addition, the PIP cases for the October – December 2018 and January – March 2019 were reassigned to provide additional time for the area to recover from the storm.

CONTRACT AND CBC SCORECARD MEASURES

During FY 2017/2018, BBCBC has met or exceeded their established contract target in nine of the thirteen measures including:

- M02: % of children who are not neglected or abused during in-home services
- M04: % of children under supervision who are seen every 30 days
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- 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
- M10: % of children in out-of-home care who received dental services within the last seven 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. (See Table 5)

- M02: % of children who are not neglected or abused during in-home services

- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home
- M08: Placement moves per 1,000 days in foster care
- M09: % of children in out-of-home care who received medical service in the last 12 months
- M10: % of children in out-of-home care who received dental services within the last seven months
- M12: % of sibling groups where all siblings are placed together
- Adoption Measure: Number of children with finalized adoptions

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

- M01: Rate of abuse per 100,000 days in foster care
- M03: % of children who are not neglected or abused after receiving services
- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home

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)	Big Bend Community Based Care July 1, 2016-June 30, 2017	Big Bend Community Based Care July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 8.9	● 9.0
2	Percent of children who are not neglected or abused during in-home services	>95%		97.20%	● 97.0%	● 99.3%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.10%	● 97.0%	● 93.8%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.70%	● 99.7%	● 99.6%
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%	● 33.4%	● 29.6%
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%	● 58.7%	● 60.4%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%-98%)	89.60%	● 92.1%	● 91.1%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 3.6	● 4.0
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.50%	● 98.8%	● 98.6%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.40%	● 96.5%	● 96.6%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.00%	● 79.3%	● 95.4%
12	Percent of sibling groups where all siblings are placed together	>65%		63.70%	● 68.1%	● 66.7%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 2016/17: 158 FY 2017/18: 160			● 196.0	● 175.0

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

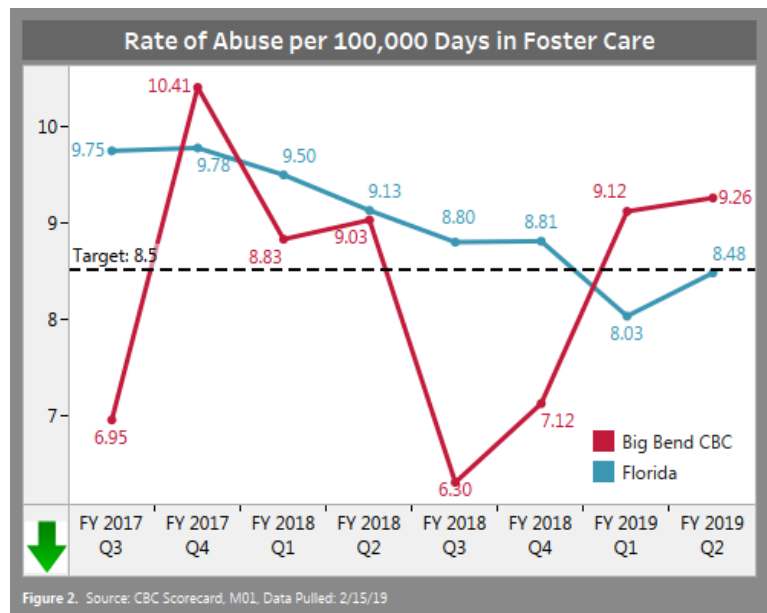
1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. Qualitative Case Review

Overall, BBCBC's FY17/18 quantitative performance related to child safety meets or exceeds the performance target in two of the four quantitative measures – no maltreatment during in-home services and children seen every 30 days. For qualitative measures, BBCBC's performance exceeds the statewide performance in five of the six measures. BBCBC's performance is lower than the statewide performance, and federal PIP goal, in making concerted efforts to assess and address risk and safety concerns relating to children in their own home or while in foster care.

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.

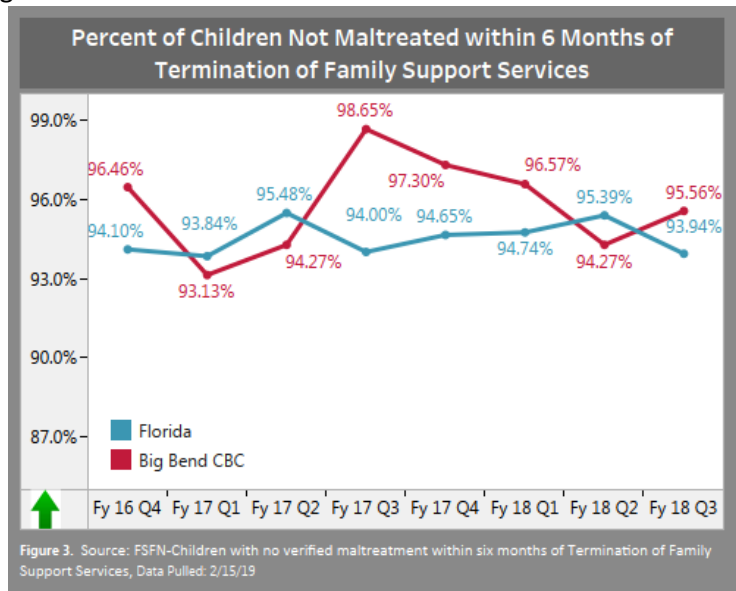
BBCBC's performance on this measure has been inconsistent, only meeting the performance target in three of the past eight quarters. (See Fig. 2) Quality reviews show a 18.2% drop in performance in FY17/18 related to CQI Item 3 – Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care? (See Table 6)



NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

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

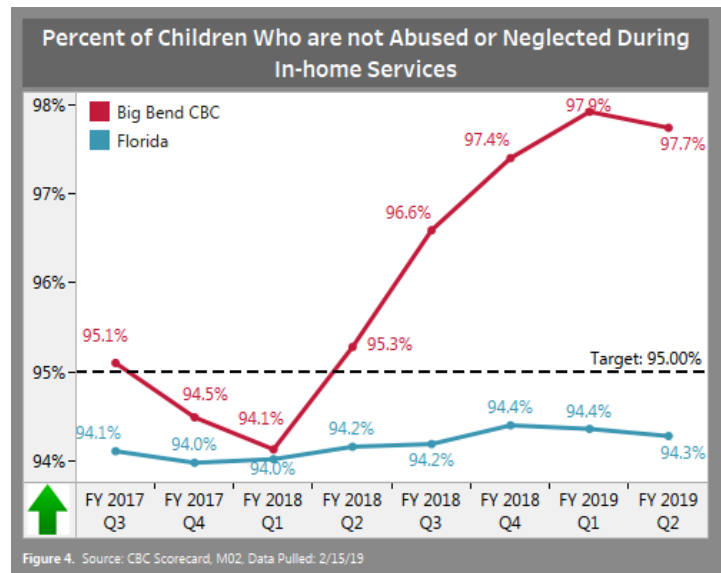
BBCBC's performance exceeded the State's in five of the past eight quarters. (See Fig. 3) However in the past year there has been a negative trend in performance and interviews indicated challenges in capacity and access of services. BBCBC has a rating of 2 in family support services.



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.

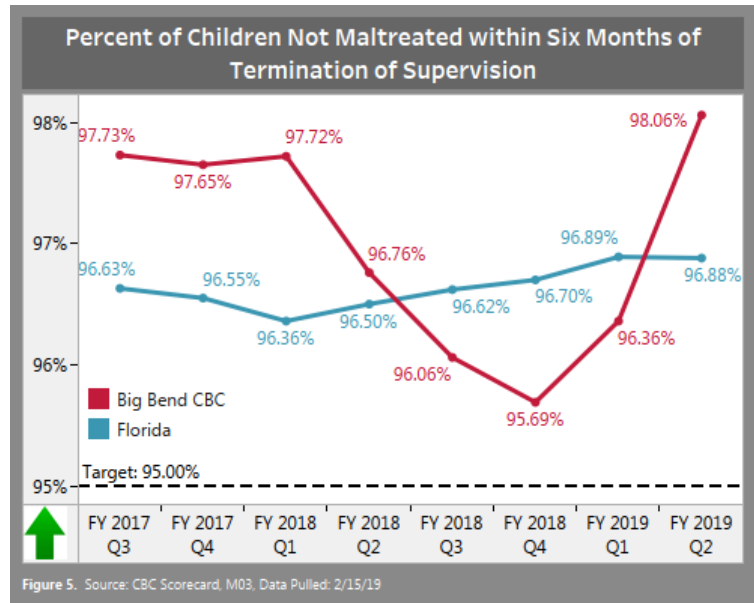
BBCBC's performance on this measure is trending positively and is currently exceeding the performance target and statewide performance. Additionally, quality reviews show that BBCBC's performance, as measured by FY17/18 quality reviews regarding sufficiency of safety planning (RSF 4.1), remains above the statewide performance, despite an 11% decline from FY16/17. (See Table 6)



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.

BBCBC has shown consistently strong performance on this measure, exceeding the performance target in all the past eight quarters. (See Fig. 5) Additionally, quality reviews reveal a .3% increase in performance on 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? (See Table 7)



CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every 30 days (Scorecard Measure M04): This measure assesses 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 tables below provide the current performance in items related to child safety that are based on qualitative case reviews. In three of the four qualitative performance measures related to safety, BBCBC is exceeding the statewide performance. (See Tables 6 and 7) BBCBC experienced a 18.2% decline in performance in FY17/18 for 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?

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	Big Bend FY 16/17 n=43	Big Bend FY 17/18 n=36	Statewide RSF Performance n=793
RSF 1.1: Is the most recent family assessment sufficient?	90.7%	88.1%	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?	79.1%	97.6%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	85.4%	74.4%	55.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 6. Source: QA Rapid Safety Feedback; Federal Online Monitoring System. Data Run: 8/15/18

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Big Bend FY 2016/2017 n=58	Big Bend FY 2017/2018 n=50	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?	96.6%	96.9%	0.3%	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?	86.2%	● 68.0%	-18.2%	89.8%	71.3%	95.0%	77.7%

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal.
Table 7. Source: QA Rapid Safety Feedback; Federal Online Monitoring System. Data Run: 7/19/18

PERMANENCY

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

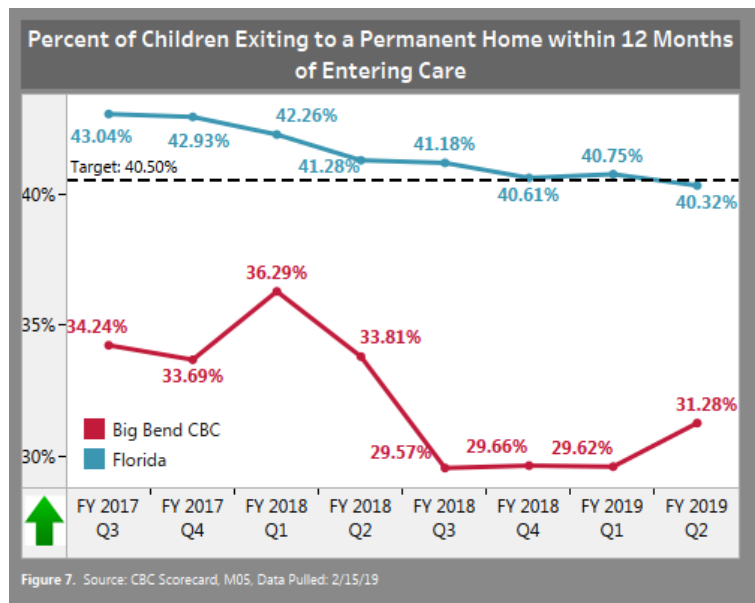
1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care
6. Siblings placed together
7. Qualitative case review results

For permanency related measures, BBCBC met or exceeded the performance target in three of the four quantitative measures and exceeded the statewide performance in 10 of the 11 qualitative performance measures additionally, most CQI scores decreased FY 17/18 except for two that increased and one that stayed the same. Also noted is the decrease below the Federal PIP goal for CQI item 4. There has been a persistent decline in securing permanency within 12 months but a notable increase in securing permanency within 12-23 months. BBCBC has been placed on a corrective action plan by the Region due to consistent poor performance in securing permanency within 12 months.

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.

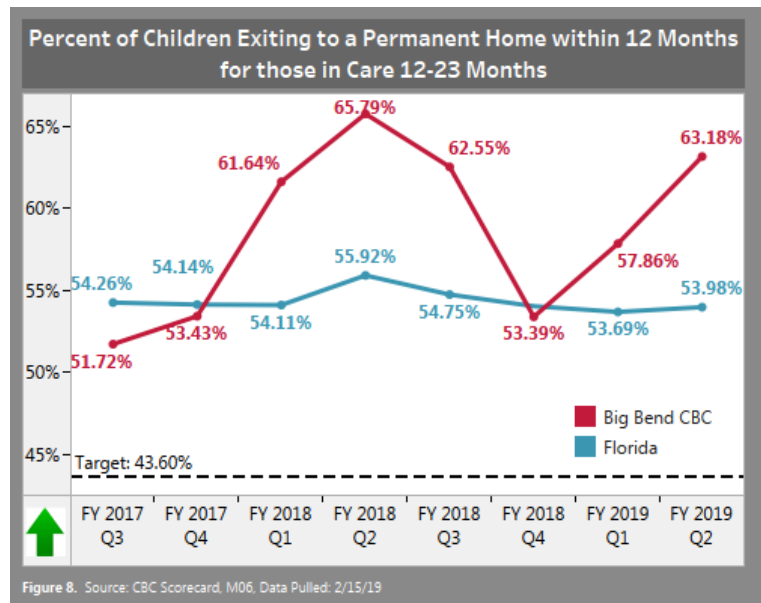
BBCBC’s performance is trending negatively in this measure and has failed to meet the performance target in the past eight quarters. (See Fig. 7) BBCBC’s performance on the scorecard declined by 3.8% from FY 16/17 to FY 17/18 remaining below the target. However, FY17/18 quality reviews show a 9.6% improvement in CQI Item 5 (Did the agency establish appropriate permanency goals for the child in a timely manner?) and BBCBC’s performance on this qualitative measure exceeds the statewide performance and meets the federal PIP goal. (See Table 8)



PERMANENCY IN 12 – 23 MONTHS

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

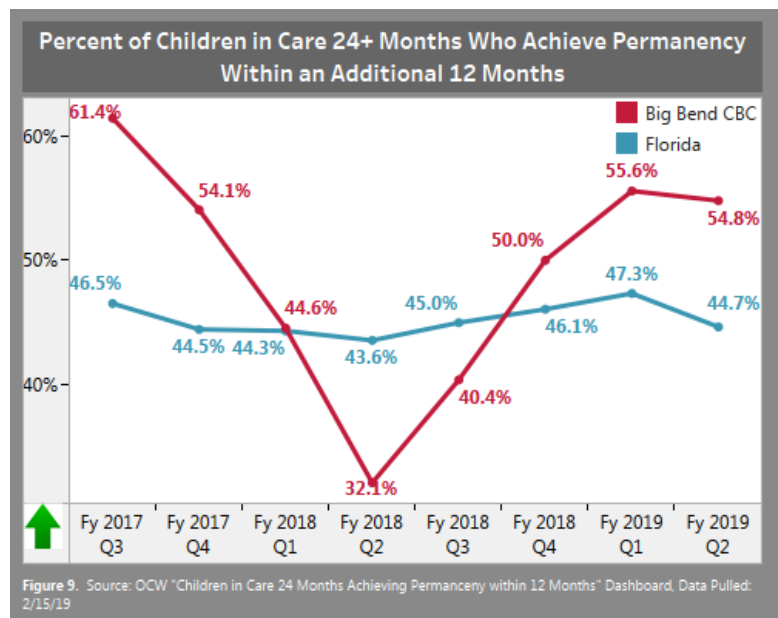
BBCBC exceeded the performance target in all of the past eight quarters. (See Fig. 8) FY17/18 quality reviews show a 9.6% improvement in establishing permanency goals for the child(ren) in a timely manner.



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.

BBCBC's performance has been trending positively in recent quarters. With the exception of two quarters, BBCBC's performance on this measure surpassed the statewide performance. (See Fig. 9) Quality reviews show strong performance on one of the federal PIP goals - CQI Item 6 (Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child? (See Table 8)



PERCENT NOT RE-ENTERING INTO CARE

Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (Scorecard Measure M07):

This graph depicts the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within 12 months of entering and subsequently do not re-enter foster care within twelve months of their permanency date.

BBCBC was able to reach 100% on this measure four times in the past eight quarters and BBCBC exceeded the performance target in six of the past eight quarters. (See Fig. 10) Quality reviews show strong qualitative performance related to the agency making concerted efforts to assess the needs of and identify and provide services to children, parents and foster parents to address the issues relevant to the agency's involvement with the family. (See Table 9)

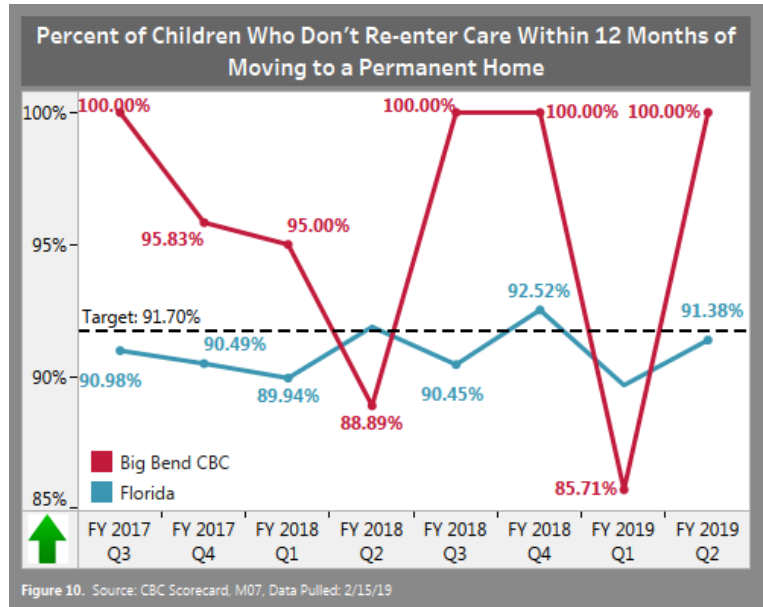


Figure 10. Source: CBC Scorecard, M07, Data Pulled: 2/15/19

PLACEMENT STABILITY

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

Placement moves were trending negatively until FY18/19 Q2 when BBCBC exceeded the performance target. BBCBC met the performance target in four of the past eight quarters but exceeded the statewide performance rate in all the past eight quarters. (See Fig. 11) However, FY17/18 quality reviews show a 6.8% decline in performance related to ensuring placements were stable and any placement moves were in the best interest of the child(ren). (See Table 8)

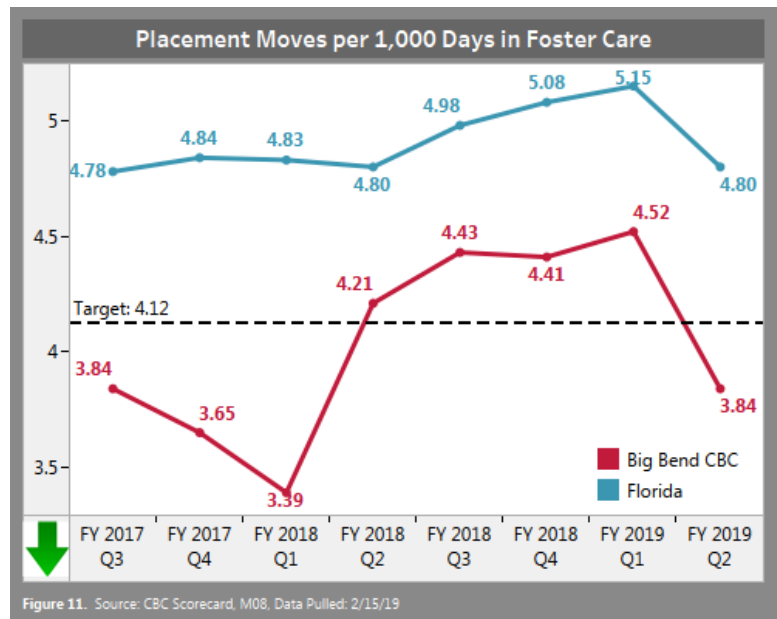


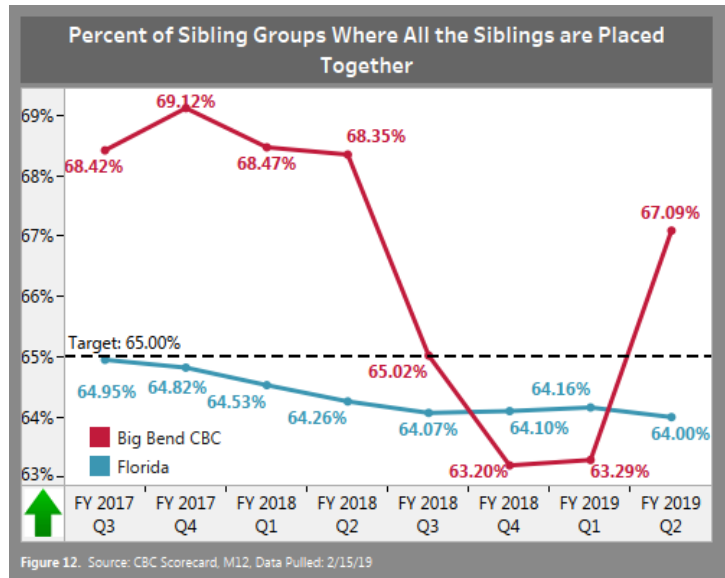
Figure 11. Source: CBC Scorecard, M08, Data Pulled: 2/15/19

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.

BBCBC exceeded the performance target in six of the past eight quarters and in the last quarter reversed a negative trend in performance. (See Fig. 12)

Quality reviews show that BBCBC has made concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings. (See Table 8)



QA CASE REVIEW DATA

The table below provides the current performance in items related to permanency that are based on qualitative case reviews. In ten of the 11 qualitative performance measures related to permanency, BBCBC is exceeding the statewide performance. (See Tables 7 and 8) However, in FY17/18, BBCBC experienced a drop in performance in several permanency related measures. Most notably, a 19.8% decline in performance was seen for 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? (See Table 8)

Rapid Safety Feedback - Permanency			
Quality Assurance - Rapid Safety Feedback Item	Big Bend FY 16/17 n=43	Big Bend FY 17/18 n=36	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?	79.1%	97.6%	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?	95.1%	92.7%	66.3%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	87.1%	73.3%	52.6%

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

Table 8. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Run: 8/15/18

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Big Bend FY 2016/2017 n=58	Big Bend FY 2017/2018 n=50	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)?	91.8%	● 85.0%	-6.8%	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?	85.4%	95.0%	9.6%	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?	95.9%	● 92.5%	-3.4%	72.5%	74.5%	95.0%	75.4%
CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?	100.0%	100.0%	0.0%	83.8%	67.3%	95.0%	
CQI Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity in the child's relationships and with these close family members?	75.0%	59.4%	-15.6%	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?	83.3%	92.5%	9.2%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	95.4%	91.8%	-3.6%	80.9%	72.0%	95.0%	
CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation?	77.3%	57.5%	-19.8%	54.6%	60.0%	95.0%	

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

Table 9. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Run 7/19/18

WELL-BEING

The graphs and tables on the follow pages depict BBCBC’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

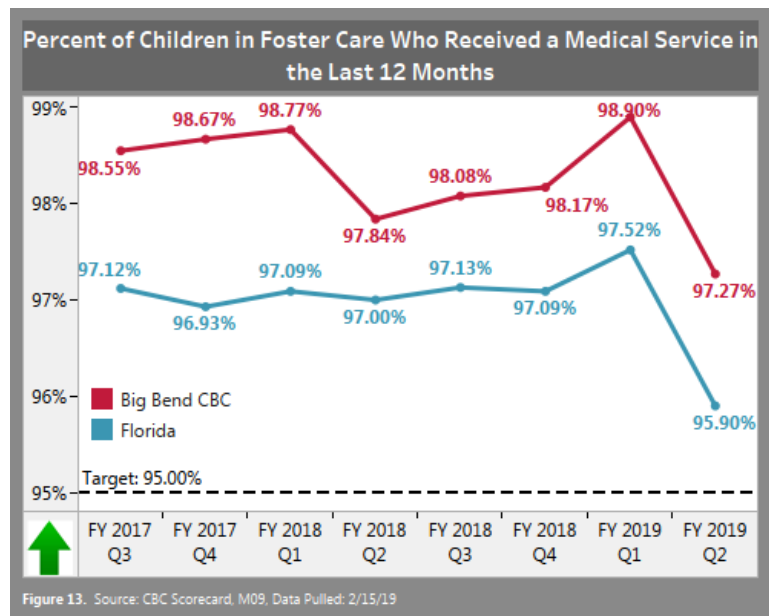
BBCBC is exceeding the target in all three of the quantitative performance measures related to child well-being and exceeding the statewide performance in all nine of the qualitative measures related to child well-being. However all but one of the CQI measures have seen a drop in performance from FY 16/17 to FY 17/18. Most notably in their concerted efforts to address the mental/behavioral health needs of children, which decreased by 17.9%.

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.

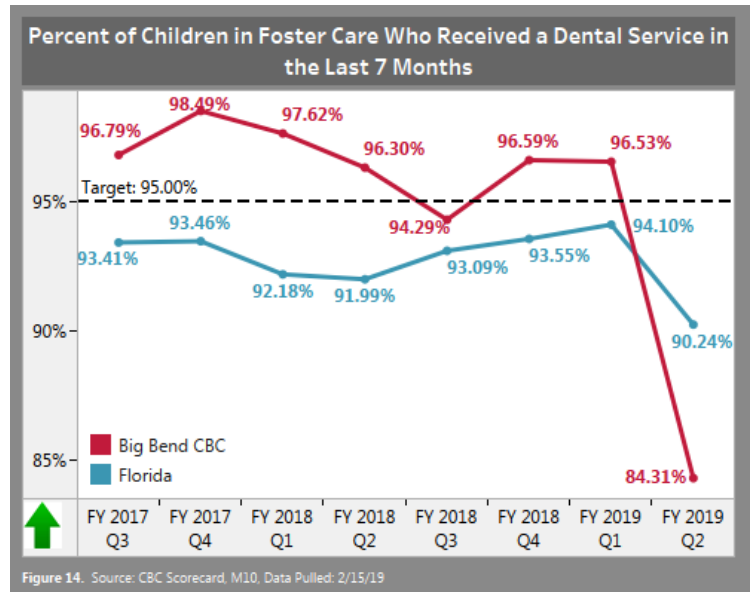
BBCBC has shown strong performance in ensuring children in foster care receive a medical service in the last 12 months, exceeding the performance target in all the past eight quarters. (See Fig. 13) Quality reviews indicated that BBCBC’s FY17/18 performance dropped 4.5% in CQI Item 17 - Did the agency address the physical health needs of children, including dental needs? (See Table 9) Despite this drop in performance, BBCBC’s performance still exceeded the statewide performance in this CQI measure.



CHILDREN RECEIVING DENTAL CARE

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

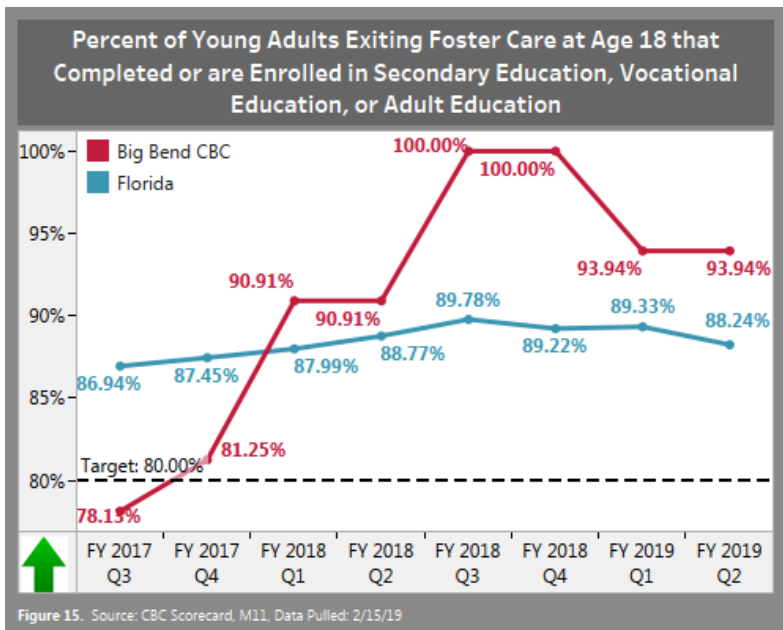
BBCBC exceeded the performance target in six of the past eight quarters for ensuring children in out of home care receive dental care in the last seven months, but recently began trending negatively in this performance measure. (See Fig. 14)



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 18th birthday.

As figure 15 shows, BBCBC has shown an overall upward trend in performance on this measure, exceeding the performance target in seven of the past eight quarters. Additionally, quality reviews show that BBCBC outperformed the state in ensuring concerted efforts were made to assess and address in case planning the children’s educational needs. (See Table 9)



QA CASE REVIEW DATA

The table on the following page provides BBCBC's performance in measures related to child well-being based on CQI case reviews. In all nine qualitative performance measures related to well-being, BBCBC exceeded the statewide performance. Additionally, BBCBC exceeded all four of the federal PIP well-being goals. (See Table 9)

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Big Bend FY 2016/2017 n=58	Big Bend FY 2017/2018 n=50	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 Program Improvement Plan (PIP) Goal	Federal and State Expectation
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?	96.6%	● 88.0%	-8.6%	86.4%	51.3%	58.4%	95.0%
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?	88.7%	● 82.5%	-6.2%	64.0%	51.3%	58.4%	95.0%
CQI Item 12C: Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	95.7%	● 97.3%	1.6%	88.3%	51.3%	58.4%	95.0%
CQI Item 13: Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?	87.9%	● 77.5%	-10.4%	60.5%	63.6%	70.7%	95.0%
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?	65.5%	64.0%	-1.5%	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?	52.9%	48.8%	-4.1%	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?	90.2%	87.1%	-3.1%	80.3%	92.0%		95.0%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	92.0%	87.5%	-4.5%	76.8%	85.0%		95.0%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	92.9%	75.0%	-17.9%	69.3%	72.0%		95.0%

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

Table 9. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Run 7/19/18

SUMMARY

In July of 2016, the Office of Child Welfare initiated a service array assessment with each CBC across the state. The assessment focuses on evaluating the availability, access and application of services for child welfare involved families. CBCs have the flexibility to create programs and services that meet the needs of children and families. CBCs should continuously monitor and analyze the success of programs they purchase or develop. This analysis should go beyond monitoring contract outcomes to also include analysis of outcomes for children and families related to safety, permanency and well-being. Prior to modifying, implementing or purchasing a program the CBC should ensure there is research supporting the use of this program for the child welfare population.

The rating system is as follows:

- 0 - CBC has no defined service in this service domain.
- 1 - CBC has defined services in this domain, however they are not fully aligned with service array framework definitions.
- 2 - CBC has services in this domain in accordance with the service array framework definitions.
- 3 - CBC is providing the services consistently as defined, with no capacity issues as demonstrated by no waiting lists and access across all service areas.
- 4 - CBC is providing the services consistently as defined, with no capacity issues. CBC has developed methods to assess the quality and the effectiveness of the service and has processes in place to address issues identified from those assessments.

Family Support Services

BBCBC has a rating of “2” for Family Support Services (FSS). Four service providers offer FSS in the 12 counties served by BBCBC. Life Management Center (LMC) provides FSS services in Bay and Gulf Counties. Boystown and DISC Village provide FSS services in Franklin, Gadsden, Jefferson, Leon, Liberty and Wakulla Counties. HAB Services provides FSS services in Calhoun, Holmes, Jackson and Washington Counties. Additionally, BBCBC reports that they supplemented funding for Healthy Families following fiscal cuts to the program to continue provision of this service in BBCBC’s system of care.

BBCBC experienced capacity issues in the past, in part due to providers serving low risk families. They now only serve high to very high-risk families, but some capacity issues persist due to the rural nature of the service area, lengthy wait times for service initiation and limited provider availability in some counties. Front line focus groups expressed concern regarding engagement skills of FSS providers. BBCBC holds a monthly call with service providers to discuss and remedy complaints, referral delays and capacity issues. BBCBC established timeframes for various tasks for providers, such as initial response, assessment, initial contact, etc. The specific timeframes are delineated in the provider contracts and any delays are discussed as they occur and in the monthly calls.

Standardized, evidenced based assessment tools are used in FSS programs and success is measured through review and analysis of re-entry and timeliness. Close the loop staffings occur consistently and

service barriers and delays are addressed on a case by case basis. Visits occur at least monthly and cover a variety of topics aimed to increase caregiver protective factors.

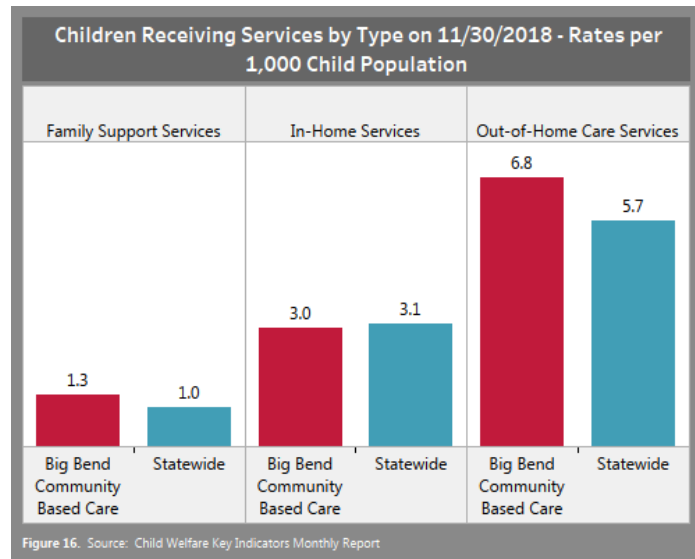
Safety Management Services - BBCBC has a rating of “3” for Safety Management Services (SMS).

BBCBC’s safety management services are ‘Safety Support Services’ and are designed in alignment with CFOP 170-7, Ch. 8. Three service providers offer SMS services in circuits 2 and 14. Life Management Center (LMC) provides SMS services in Bay and Gulf Counties. ECHO provides SMS services in Franklin, Gadsden, Jefferson, Leon, Liberty and Wakulla Counties. HAB Services provides SMS services in Calhoun, Holmes, Jackson and Washington Counties. The investigations focus group indicated that only one ECHO employee provides services in Leon County. Referrals for SMS can come from CPIs or DCMs and are made through a designated BBCBC e-mail group or through direct communication with BBCBC’s Family Services Program Director. Unless there is a safety concern, the onus is on the CPI or DCM to maintain communication with the SMS service provider.

BBCBC is planning to meet with Families First Network to review their service array model to determine feasibility of replicating it in circuits 2 and 14. In a recent review of the use of SMS services, it was determined that referrals were not as high as expected. For this reason, a more in-depth review occurred to determine causality. BBCBC identified some issues preventing seamless referral and service initiation. For example, front line staff reported difficulties in referring cases to one provider (Life Management Center) who was seen as a ‘stickler’ and would delay or refuse to accept a referral based on missing information or other perceived reasons for not accepting a case (i.e. lice, hoarding, beware of dog signs). BBCBC and subcontracted providers attend safety management conferences to discuss case progress and remedy barriers or issues. Patterns and systemic issues are identified. For example, ongoing training occurs due to provider safety actions not being properly written in safety plans. Another area being studied by BBCBC is identifying where danger manifests itself and identifying the best services to increase caregiver protective capacities. Access to SMS is not available 24 hours a day, seven days a week, thus there is no immediately available formal supports to prevent removal during weekends and after hours. Additionally, focus groups indicated lengthy referral delays and a lack of mental health providers in the service area.

Assessments - BBCBC recently deployed a standardized parenting assessment process that is intended to streamline the information gathering process by collecting a variety of information for the CPI or DCM to use in the development of long and short term, culturally sensitive, intervention strategies to improve caregiver protective capacities. The Parent Behavioral Health Assessment (PBHA) captures information such as the behavioral health history of the parent, including substance abuse and trauma history, medical, educational and employment history of the parent as well as the legal and financial status of the parent. A referral for a PBHA can be made by the CPI or DCM and is automatically authorized, thus eliminating delays associated with fiscal authorization. The PBHA is completed by subcontracted licensed clinicians who are paid on a fee for service basis. The clinician proactively reaches out to the parent to coordinate the assessment and goes to the location of the parent. Further, the clinician has access to FSFN to view the family history and provides an initial safety report to the referring individual within seven days. The final report is due within 14 days of the referral.

Substance abuse providers use the Substance Abuse Subtle Screening Inventory (SASSI) which is designed to identify individuals, adults or adolescents 12 to 18 years, who have a high probability of having a substance abuse issue. BBCBC’s Behavioral Health Coordinators aid front line staff in interpreting and offering guidance in the SASSI, PBHA and Comprehensive Behavioral Health Assessments (CBHAs). Additionally, Behavioral Health Coordinators are co-located in two of the service centers, attend permanency and multi-disciplinary staffings, and provide ongoing guidance and support to front line staff. Investigations reported that the Behavioral Health Coordinators are responsive and helpful in navigating behavioral health services.



ANALYSIS

BBCBC’s service array includes five providers who offer FSS and SMS services and a variety of community providers who supplement services in circuits 2 and 14. Several service array limitations exist, such as capacity issues, due to the rural nature of several of the counties served by BBCBC, waitlists and limited availability of providers in certain areas and at certain times (nights and weekends). BBCBC recently implemented a parent behavioral health assessment to support case managers and investigators by gathering comprehensive information for use in safety and case planning.

SECTION 7: LEADERSHIP AND GOVERNANCE

SUMMARY

This category focuses on alignment of BBCBC’s Mission/Vision/Values (M/V/V) to those of the Department and includes an assessment of resource and risk management, evaluation of the Chief Executive Officer and leadership development.

Mission/Vision/Values

BBCBC’s mission is to provide the highest quality child welfare and behavioral health services to children, adults and their families within their communities through a managed network of accredited

providers. BBCBC's vision aims to create local ownership and effective integration of the child welfare and substance abuse-mental health systems in each of their communities. By doing this, BBCBC believes that the quality of life for children, adults and families served will dramatically improve and result in personal independence and stronger communities. BBCBC's mission is aligned with the Department's, however on-site interviews with the system of care indicated that there is inconsistent communication and reinforcement within the organization and to subcontracted providers.

Resource Management

Historically, BBCBC chose not to compete with subcontracted agencies by soliciting funds from the community. Recently, BBCBC decided to alter this perspective and will now apply for grants and other fiscal opportunities in partnership with subcontracted agencies. For example, in partnership with a local religious organization, BBCBC endeavors to ensure children have appropriate sleeping arrangements through the No Child Sleeps on the Floor initiative. Additionally, BBCBC receives funding from the Wendy's Wonderful Kids Foundation to fund an Adoptions Recruiter position. Operations and Finance meet weekly and fiscal information is provided to the Board of Directors at every Board meeting. A subcommittee of the Board, the finance committee, conducts a more thorough review of fiscal operations annually. BBCBC applied for and received risk pool funding to overcome financial shortfalls this fiscal year.

Evaluation of CBC Leadership

The BBCBC Board of Directors evaluates the performance of the CEO on an annual basis. In October of each year, board members electronically receive the CEO performance evaluation to complete. At the following board meeting members meet outside of the presence of the CEO to review the completed evaluations and discuss, and agree upon, the final board evaluation for the CEO. The CEO is evaluated on several domains including leadership, communication, community and budgeting/financial. The evaluation is presented to the CEO annually, highlighting areas of strength and areas for enhancement.

Risk Management

Critical incidents posing a risk to the agency are discussed at monthly management meetings and at Board meetings. Leadership is advised of critical events as they happen, through chain of command notification. BBCBC is in the process of augmenting the risk management system through the Event Reporting Management System (ERMS) which will be operational by year end. The ERMS system will aid the CBC in identifying critical incident trends and offer a more robust roll up and analysis of risk related events that are entered into the system.

While there does seem to be an awareness and action taken on the rising cost of out of home and group care, there are significant challenges with BBCBC's placement array and without increased strategic focused improvement activities, the risk to the agency will likely continue to increase.

Board Activities

BBCBC's Board of Directors is comprised of 17 members from varied professional backgrounds such as police, military, doctors, business owners, finance, professors, realtors, former foster/adoptive parents, etc. The board is ethnically diverse and representative of the service area. The board represents both the CBC and the Managing Entity. Board meetings are often held at service centers where board

members can interact with staff. Board members participate in various agency initiatives such as Adoptions Days and Bunco night, where funds are raised for needed goods or services for families. Board members are in regular contact with BBCBC staff regarding family and agency needs. Prior to every board meeting, members are provided with a comprehensive electronic board packet to review which includes performance and fiscal data, upcoming events, and a report from the CEO. The board reports that the agency is very responsive to requests for information.

Leadership Development

Although informal development of executive leaders may occur, a robust or formal process for succession planning or development of future executive leaders was not evident.

ANALYSIS

While BBCBC's mission is aligned with the Department, there are organizational challenges that are impacting their efforts to realize a fully integrated system of care. During on-site interviews, there was minimal evidence of BBCBC's efforts to robustly communicate or reinforce the vision of the agency with staff or subcontracted providers. BBCBC has a long tenured leadership team, however, there was limited discussion of leadership development or succession planning within the executive team. This fiscal year, BBCBC applied for and received risk pool funding. The fiscal challenges were the result of an increase in children in out of home care, increase in the utilization of group care, and a decrease in timely permanency. While BBCBC is identified as a Sterling organization and several leaders have completed Six Sigma certification, there was limited discussion on how those principals of leadership and analysis were utilized and then acted upon to drive system improvement. Given the fiscal and placement array challenges that pose risk to the organization, BBCBC's knowledge of Sterling principles should allow them to take a strong, action-oriented approach to resolving these readily identified issues.

SECTION 8: WORKFORCE MANAGEMENT

SUMMARY

This category focuses on workforce management, training, and development of case management supervisors.

Workforce Capacity

BBCBC communicates workforce capacity expectations to subcontracted case management agencies and requires CMAs to report on vacancies and adjust invoices, thereby resulting in financial implications for the CMA when case management vacancies exceed 21 days. BBCBC's contracts set a caseworker to child ratio goal of 1:17 (children). Caseload averages posted on BBCBC's website, in compliance with F.S. 409.988, indicate February 2019 caseloads averaged from 17.2 to 20.4 (source: [BBCBC February 2019 Caseloads](#)). However, front line staff report actual caseload ratios are in circuit 2 between 15-30 children and in circuit 14 between 16-53 children. However, at CHS in Bay county where focus group participants reported caseloads to be between 45-53 children, a new model of case management is being explored and piloted where the case has two case managers, one is called a field case manager and then there is a desk case manager. The desk and field case manager share a case load with the field case manager being the primary on the case in FSFN. The field case manager has to be primary for CaseAIM to work which is an added case management tool that is available to front line staff in Bay

County. The field worker completes parent and caregiver contacts and the desk worker completes paperwork such as home studies and court documentation however both go to court and complete the judicial report together. The desk worker is also serving as a mentor. According to front line staff this new case management model was implemented to aid with retention efforts, by increasing morale and reducing stress. The effects, efficiencies, or retention for this model has not yet been measured with the short period of implementation. It was heard from other focus groups that it has created some confusion as to expectations of the model, whom to contact, who will serve in what capacity, and no clear communication on when the program started. BBCBC collaborates with Florida State University to secure interns who often apply for case management positions following graduation.

Some BBCBC subcontracted providers engage in recruitment activities to hire case management staff. For example, Children’s Home Society has offered a sign on bonus of \$1,500 (\$750 upon starting and \$750 upon successful completion of the first year of employment) for Panama City staff when case management turnover was further aggravated by Hurricane Michael. Additionally, CHS recently offered a \$2,000 relocation bonus to attract staff to the area. BBCBC and subcontracted CMAs also attend community job fairs and other local events where information regarding child welfare employment is shared.

Retention Activities

In compliance with F.S. 409.988, BBCBC posts case manager and case manager supervisor turnover statistics on the agency website. Turnover data is separated by case management agency and by worker type (case manager or case manager supervisor). February 2019 rolling 12-month turnover rates were as high as 130.0% for case managers and 100% for case manager supervisors (source: [BBCBC 12-month Rolling Turnover February 2019](#)). Although turnover for front line staff worsened following Hurricane Michael, high turnover has been a long-standing issue for BBCBC, pre-dating the storm. In September 2018, BBCBC’s case manager 12-month rolling turnover rate for case managers was as high as 112% and for case manager supervisors, 100% (source: [BBCBC 12-month Rolling Turnover September 2018](#)).

Subcontracted CMAs endeavor to retain staff in a variety of ways. Certification and re-certification fees are paid by the CMOs, events such as staff appreciation week are held annually, and informal unit teaming activities occur (bowling outings, luncheons, etc.). In response to catastrophic personal losses that Circuit 14 staff suffered following Hurricane Michael, CHS secured and paid for housing for three months for staff that lost their homes with an option to continue to lease for staff if needed. In Bay County, CHS recently initiated a new case management model (CaseAIM) wherein two workers are assigned to each case, and a CaseAIM support staff is assigned to each unit. All three staff members work together to complete tasks. The primary worker is field based and the others focus on paperwork and other office based duties. The model is designed to improve morale, retain staff and preserve case knowledge when staff leave.

BBCBC works to retain and support case management staff by using specialized staff that enhance worker efficiency and remove some of the burden typically associated with case manager strain. BBCBC’s Wellbeing Specialists are co-located with case management staff and provide support to DCMs in understanding substance and behavioral health assessments, ensuring PBHA and CBHA recommendations are included in case planning, following up on educational matters such as Every Student Succeeds Act (ESSA) requirements and participating in CTS, Permanency and MDT staffings.

Data Specialists are also co-located with case management and aid in FSFN training, entry and task management through data reporting. Annually, BBCBC selects a Case Manager of the Year for their individual contribution to the system of care. The Case Manager of the Year is recognized at a board meeting, highlighted on BBCBC's website and given an award.

Subcontracted providers conduct exit interviews to determine causality for case management turnover but BBCBC does not require formal reporting on the results. While there has not been formal data analysis to identify the cause for such significant turnover, case management focus groups revealed several systemic issues that are contributing to case manager burnout and low morale. For example, case managers spend large amounts of time transporting children due to the high number of children placed out of county, judicial visitation requirements, traveling far distances for therapy appointments due to the lack of therapist in some areas, providing transportation to and from drug screening appointments (when in-home testing was previously available) –and supervising visitations, even therapeutic supervised visitation (TSV) due to the TSV provider requiring the DCM to be present during the visit. Front line focus groups reported that several transporter vacancies have gone unfilled causing an additional transportation burden on case managers. In addition, front line staff reported not feeling valued by BBCBC especially in Bay County as there is limited interaction from the CBC for example, after Hurricane Michael the service centers were inoperable. Case management focus group participants indicated that they do not feel heard or including in decision making.

Training

BBCBC's training team consists of three trainers and one training supervisor. The training team's mission is to 'develop a workforce that is competent, knowledgeable, ethical, compassionate, empowered, collaborative, resourceful and committed to providing excellence in child welfare practice'. BBCBC's training team utilizes the Kirkpatrick Model to ensure quality training is in accordance with the training mission. The Kirkpatrick Model establishes four levels of training evaluation which include reaction, learning, behavior and results. BBCBC's training team works collaboratively with Regional DCF Training. Trainings are co-trained when possible. BBCBC's training teams meet with Regional DCF Training staff on a quarterly basis to discuss training needs and upcoming training events.

Pre-Service Training

BBCBC's pre-service training is aligned with the curriculum required by the Department. The pre-service curriculum includes eight to nine weeks of classroom training, including core and specialty courses. Annually, four to five pre-service classes are held consisting of eight to ten trainees. Field days are embedded in the pre-service curriculum and are intended to introduce trainees to typical case management experiences. During pre-service, trainees are assigned as a secondary on a case and complete the required field activities. Frontline staff reported that field days generally have been on Fridays which is not conducive to learning as most of the time staff to be shadowed are in the office or flexing out time. Trainers conduct weekly check in calls with supervisors to discuss trainee progress and address any concerns. Following the certification exam, trainees attend two days of 'Putting It Together' training, where supplemental learning topics are covered using community speakers such as the GAL, Managing Entity, Nurse Care Coordinators, etc. BBCBC Phase II training is required for all trainees and open to all case management staff. Required courses include time management, quality contacts, engagement, caregiver protective capacities, self-care and psychotropic medication. BBCBC recently

implemented this year, a process to help transition from class room to field by ensuring the trainee receives a coach/mentor that will follow-up at the 30-day mark and 90-day mark.

In-Service Training

On a quarterly basis, BBCBC's training and quality teams meet to review the training plan and training needs. Quality assurance data and feedback from CMOs and foster parents are analyzed to determine in-service training needs. Each month, at least one in-service training topic is offered in at least two locations and two different times. However, front line staff report receiving late notice of monthly in-service trainings, which sometimes prohibits case managers from being able to attend. Despite having only three trainers and a large service area, front line staff describe BBCBC's training team as approachable and available. Further, front line staff, in both circuits, expressed a need for more training on in-home, non-judicial cases.

Case Management Supervisor Development

BBCBC is in the process of developing a comprehensive supervisor training utilizing the Department's Strength Based Supervision curriculum. The training program will last at least six months and include one to two classroom training sessions each month. Trainees will include Case Management, Licensing/Foster Family Support Services, Adoptions, and Intake/Placement Supervisors. Pre and post training surveys will be distributed to direct reports of the trainees and used as a method to assess the efficacy of the training. Additionally, supervisory mentors will be assigned to trainees and new supervisors to assist in learning and transition into the new role of case management supervisor. Quarterly learning circles will provide additional support to new supervisors and will continue beyond the six-month program.

Front line staff currently report minimal supervisory development opportunities and a strong desire to improve individual leadership skills. Supervisors are carrying primary cases thereby reducing the ability to focus on supervisory development. Front line supervisor focus group participants indicated that they have not received a formal performance evaluation in over two years.

ANALYSIS

BBCBC's turnover rate historically been high and in need of attention and analysis. Efforts to retain staff are seen at the CMO and unit level but marginal CBC directed efforts were seen. BBCBC's training team is a strength of the agency, despite its small size. Using a variety of information, including training evaluations and CQI data, the annual training plan and monthly training calendar are developed in accordance with agency needs. Efforts to strengthen front line supervisory development are underway and are to date well received by staff.

SECTION 9: CONTINUOUS QUALITY IMPROVEMENT

SUMMARY

This category focuses on data analysis, performance improvement strategies, program development and quality of eligibility determination.

Data Quality

BBCBC's Data Specialists support accurate and timely data entry by attending case transfer staffings to verify data entered by the CPI. Data Specialists are co-located with case managers and available to provide training or support to staff who are struggling to understand FSFN concepts and functionality. Additionally, weekly data reports are distributed to supervisors on Monday afternoon. This report is used for a variety of reasons, including data entry validation such as subject contacts or medical/dental appointments.

Data Analysis

BBCBC's Data Specialists produce a robust array of reports which are used by front line supervisory staff to monitor and manage performance. Daily reporting topics include children seen/not seen, post placement visits and placement errors. Weekly reporting includes missing children, judicial report compliance and school reports. Monthly reporting includes entries/exits and MyJumpVault entries. These reports are used to analyze performance and drive compliance with contract requirements, however front-line staff did not articulate understanding of how the compliance driven measures correlate with quality case work.

Performance Improvement Strategy

BBCBC has a detailed [Child Welfare Performance & Quality Management Plan](#) which outlines the performance and quality improvement (PQI) structure, mission and philosophy. Annual strategic priorities are aligned with the agency's long-term goals. At the time of the COU monitoring, BBCBC was in the process of a workforce re-organization, moving half of the quality team under the System of Care Director. The rest of the team went to the contracts department. Three quality assurance staff work under the direction of the Training and Quality Supervisor, enhancing collaboration between the quality and training teams. However, no evidence of a formal performance improvement process was found. Further, front line staff reported they were unaware of any CBC led monitoring of their agency's performance and that case debriefings from quality reviews lacked structure and purpose and were cursory.

Quality of Eligibility Determination

BBCBC eligibility staff utilize FSFN reporting to track eligibility determination. Supplementing information gathered by the CPI and DCM, Rev Max staff communicate directly with parents to obtain additional needed information. A sampling of Rev Max files is reviewed quarterly to validate data entry and eligibility. Rev Max staff also proactively reach out to relative and non-relative caregivers to assist with relative caregiver funding; however, Rev Max staff were not aware of or engaged in a process for transition to the statutorily required Guardianship Assistance Program (GAP) which will begin in July 2019.

ANALYSIS

BBCBC's Data Specialists are another strength of the agency. Multiple reports are produced and distributed, allowing front line supervisory staff the ability to monitor and manage worker performance more effectively. Front line understanding of the correlation between compliance and quality results are not consistently evident and robust debriefings are not occurring. Rev Max staff are proactive but have not been involved in the process to prepare for the transition to GAP.

SUMMARY

This category focuses on available placement resources by reviewing family foster home recruitment and retention efforts, the placement process, group home quality, supports for relative and non-relative placements and services to transitioning youth and adults.

Family Foster Home Recruitment

Recruitment and licensing of foster parents was recently brought in-house in Circuit 2 and subcontracted to Life Management Center in Circuit 14. New leaders head operations in both circuits and both are former foster parents. As of November 2018, circuits 2 and 14 had a total of 206 licensed foster homes, with 297 traditional and 50 therapeutic foster home beds. In the preceding year, the number of licensed foster homes grew from 178 in September 2017 (source: [Foster Home Bed Capacity](#)). BBCBC's 2018-2019 Foster Family Recruitment and Retention Plan itemizes four objectives:

1. Increase community awareness for the need of foster homes.
2. Ensure efficient and effective licensing: timely access to information and training for prospective families
3. Increase presence in the faith-based community
4. Increase retention of foster parents

BBCBC promotes upcoming Quality Parenting Training (QPT) classes through Facebook sponsored advertisements. With the exception of individual social media accounts of staff, no other social media outlets are utilized. In Circuit 14, radio has been used to advertise upcoming classes and events. In addition to the use of Facebook and occasional radio advertisements, foster home recruitment efforts include the posting of flyers, manning information booths at community events and scheduling quarterly visits to local faith-based organizations. More robust efforts to meet capacity needs are lacking. Additionally, no evidence was seen of targeted recruitment initiatives that address specific needs based on current or historical out of home care populations.

Informational orientation sessions outlining the licensing process are scheduled with prospective foster parents and led by someone with 'lived experience.' Minimal prescreening of prospective foster parents occurs prior to class initiation. Licensing paperwork is provided to prospective foster parents on a weekly basis and collected 'in stages' throughout the QPT class. At an undefined class in the training program, the prospective foster parent is fingerprinted. Home visits are scheduled at the conclusion of the QPT class and the goal is to have the foster family licensed within 60 days of classroom completion.

Family Foster Home Retention

Foster home retention efforts are mostly informal and reactionary in that BBCBC staff respond to and attempt to remedy complaints from foster parents. Foster parents feel empowered to bypass all levels of communication and contact the CEO directly when issues arise. Foster parent focus groups suggest that foster parents do not feel that they are treated as a valued team member, as they are not informed of court hearings or asked to participate in staffings. Issues surrounding poor communication are prohibiting collaboration. Foster parent survey responses show a lack of responsiveness from case

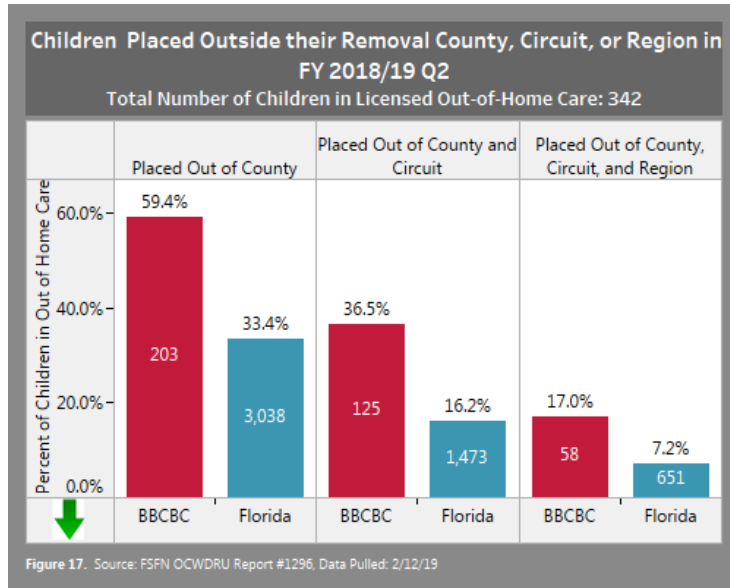
management in both circuits, but it was especially heard from foster parents in the focus groups who had placements from Circuit 14. A private Facebook group aids foster parents in communicating with one another but frequently involves discussions that are not trauma informed or productive. For example, complaints regarding specific case managers or units are shared in the Facebook group instead of voicing concerns through the appropriate channels for resolution. Also, several focus groups reported that comments regarding placement calls are shared in the Facebook group warning other foster parents not to answer calls from placement as they are trying to place a child with challenging behaviors.

BBCBC is in the process of enhancing foster parent training to include a six-hour post classroom booster training intended to supplement classroom learning to practical application. Some retention events are held such as Super Saturday, which consists of a day of foster parent training and activities for the children. The BBCBC licensing team works in collaboration with local religious organizations to utilize meeting space for training and events. BBCBC also partners with the local FAPA for information sharing and meals and child care for meetings and foster parent training.

Placement Process

BBCBC uses the Community Based Resource Information System (COBRIS) to complete the Placement Information Form (PIF) which gathers pertinent information received from the investigator at time of initial removal and placement. BBCBC is currently working to update the PIF to align with the requirements of the Comprehensive Placement Agreement (CPA), as set forth in Rule 65C-28.004 and Chapter 65C-14, Florida Administrative Code, regarding placement for children placed in out-of-home care. Once the information is received from the investigator, who confirms that no relatives or non-relatives are available, the PIF is created and the placement team reviews available foster homes. Each circuit maintains a manual spreadsheet which lists all foster homes, foster parent preferences and current bed availability. The use of manual spreadsheets, which are maintained by one individual in each circuit, places limitations on who can enter information in the spreadsheets. This process contributes to delays in updating the spreadsheets and results in a lack of real time knowledge of placement capacity at any given moment.

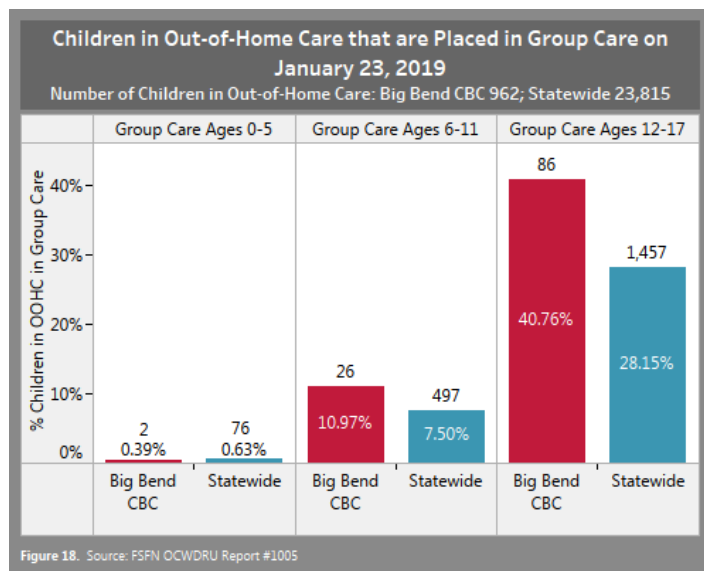
Due to limited foster home capacity, placement teams acknowledge that comprehensive placement matching is not possible in either circuit. Instead, efforts mostly focus on securing a safe place for the child. Once a viable placement is found, the investigator is notified. An e-mail is sent to the investigator, or case manager in supplemental placements, the supervisor and the foster parent. The e-mail contains a copy of the PIF and also includes a day time plan (day care, school, etc.) when applicable. BBCBC's performance on placement moves per 1,000 days in foster care (SCM08) dropped below the performance target in four of the past five quarters. In every quarter since December 2015, a higher percentage of BBCBC children in licensed out-of-home care are placed outside of the removal county and circuit than the statewide rate, punctuating the need for more licensed foster homes in the counties served by BBCBC (source: [Key Indicator Report March 2019](#)).



A wide variation exists between the two circuits in the number of children who are placed in their removal circuit. 81.51% of children removed in Circuit 2 are placed in their removal circuit while only 51.91% of Circuit 14 children remain in their removal circuit. An overall negative trend in maintaining children in their home circuits has persisted since FY14/15 Q4. (Source: <https://www.myflfamilies.com/programs/childwelfare/dashboard/in-ooH-in-circuit.shtml> Data pulled date: 5/16/19)

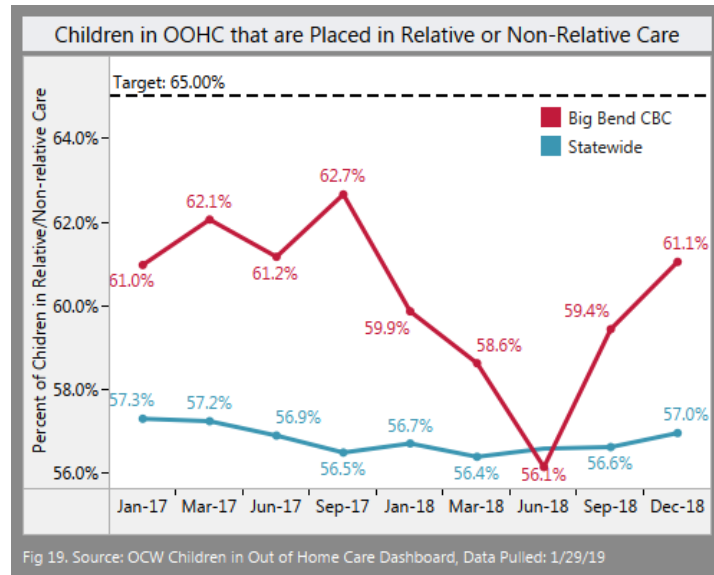
Group Home Care

As of January 2019, a higher percentage of children aged 6 – 17 being served by BBCBC were placed in group care than the state as a whole. (See Fig. 18) Due to limitations in licensed foster home capacity, group homes are being used for placement when the child(ren)'s individual needs may warrant a lower level placement.



Relative/Non-Relative Caregiver Supports

Formal relative and non-relative caregiver supports are mostly lacking in circuits 2 and 14. The onus is on the DCM to respond to questions or concerns from relative or non-relative caregivers. Medicaid issues are directed to the Nurse Care Coordinator for assistance and resolution. Additionally, BBCBC proactively runs a report to identify relative caregivers who are not receiving relative caregiver funds and reaches out to them to offer application assistance. While below the statewide performance target, a higher percentage of children were placed in relative and non-relative care, in eight of the past nine quarters, as compared to the statewide rate. (See Fig. 19)



Services to Transitioning Youth and Young Adults

Extended foster care and independent living services (EFC/IL) are provided by the subcontracted case management agencies. No evidence of formal housing partners or engaged business relationships augment services to transitioning youth and young adults in circuits 2 and 14. Each case management agency has EFC/IL staff who work with the youth, beginning at age 16 ½ to determine eligibility for EFC/IL services. When the child reaches the age of 18, the EFC/IL worker becomes primary on the case and continues to support the youth in gaining independence. Minimal transitional living services are found in the community and EFC/IL supports mainly consist of one on one support from the EFC/IL worker. Partnerships with community colleges and area business supplement the youth's transition to independence. Religious organizations host independent living skills classes and provide some mentoring for the youth. Quarterly meetings between BBCBC and subcontracted CMOs address EFC/IL identify and address concerns such as the need for additional training on engaging EFC/IL youth and more robust transition planning.

ANALYSIS

BBCBC's foster home recruitment efforts, while improving, are not meeting the capacity need in either circuits, but especially in Circuit 14. Recruitment initiatives are mostly grassroots and word of mouth. There are limited targeted recruitment initiatives based on current or historical out of home care populations. Facebook advertising is used but no other social media outlets are used. BBCBC places a

heavy reliance on group home care due to lack of capacity, even when the child's individual needs may not warrant the higher level of placement. There is not a process for comprehensive and real-time knowledge of current licensed caregivers and foster home capacity which results in unnecessary placement delays and prohibits effectual placement matching efforts. Relative and non-relative caregiver supports are lacking and more robust services to transitioning and young adults are needed.

SECTION 11: PRACTICE

SUMMARY

This category focuses on implementation of the Department's child welfare operating procedures, theory comprehension and practice competency.

Theory Comprehension

Although some adherence to the fundamental concepts of the family centered practice and trauma informed care was seen, it was not widely incorporated into daily operations at BBCBC. Families are not invited to participate in case transfer staffings and foster parents are not consistently included in staffings and court proceedings. During focus group interviews, several comments were heard which further exemplified a lack of trauma informed care comprehension. Further, parents are not involved in case and safety planning and the higher percentage of children placed outside of their removal county, circuit and region reduces the possibility of more frequent parent/child visitation.

BBCBC has a formal process to review and disseminate information regarding new Children and Families Operating Procedures (CFOPs) and legal updates. The 'CFOP or Other Directive Review Tool' was created and is used to systematically process CFOPs or legal updates. The tool identifies the CFOP or directive, provides guidelines to consider when determining the dissemination method, includes recommendations or justification for the decision being made and is reviewed and approved by the System of Care Director. This procedure allows BBCBC to track and ensure appropriate dissemination of updates and new CFOPs.

Practice Competency

Staff are trained on the Practice Model during pre-service and they work with the quality management staff to provide in-service trainings which are aligned with the concepts of the Practice Model. However, further activities to fully implement practice competency skills are needed, as front-line staff view success as compliance rather than promoting true behavioral change. In interviews with frontline staff, case managers indicated that their indication of whether they were doing a good job was based on whether they saw all their children timely but did not consider the quality of that contact in their response. Supervisory consultations are not regularly occurring, and safety analysis questions are not always being addressed. Multiple focus groups reported that case managers hesitate to make safety decisions and often look to service providers or CLS to make safety decisions. Focus groups indicate that case managers often call in reports on open cases instead of managing safety and are hesitant to accept non-judicial cases.

ANALYSIS

While staff are trained on the practice model, trauma informed care and family centered practice concepts, proficient application to the field is not evident. BBCBC's recent workforce reorganization resulted in training and quality in one department, which will aid in the alignment of performance analysis and identification of training needs.

SECTION 12: PARTNERSHIP RELATIONS

This category focuses on established relationships with Child Protective Investigators (CPI), Children's Legal Services (CLS), the Judiciary, Guardian ad Litem (GAL), other governmental agencies, domestic violence providers, coordination of educational services and other area partnerships.

Child Protective Investigations

Child protective investigations are conducted by the Department in circuits 2 and 14. Focus groups revealed strained relationships between case management and child protective investigations staff, especially in Bay County. Front line staff report feeling anxious going into case transfer staffings as it is often antagonistic, 'a constant fight' and a 'yelling match'. The length of time from removal to case transfer is lengthy and results in ambiguity regarding roles and task responsibility. Regular meetings to address areas of concern have diminished but it was perceived by the front-line staff that not much came of the meetings and that improvements for frontline were not acted upon. Ongoing productive communication and collaboration between BBCBC and DCF frontline staff is not evident.

Children's Legal Services

Children's Legal Services (CLS) are conducted by the Department in Circuits 2 and 14. CLS reportedly acts in a supervisory capacity due to high turnover and case carrying supervisors lacking time to adequately review legal documents before being sent to CLS. Case managers are often late or miss court appearances altogether, even in circumstances where two DCM's are assigned to a case. This results in court delays due to continuances and judicial requests for complete information and court documents.

Judiciary

Monthly collaboration meetings between BBCBC leadership and the judiciary do not result in formal action plans or task oriented follow up strategies. According to front line focus groups, the judiciary often asks investigations to complete case management responsibilities as a result of a perceived lack of responsiveness from BBCBC and the CMAs. Front line focus groups indicated that the judiciary views the Guardian Ad Litem as the primary decision maker in certain areas, especially Bay County. There is a perception that the judiciary often relies on other partners to complete tasks that normally would fall on the case managers.

GAL

The Guardian Ad Litem (GAL) is an involved participant in judicial proceedings in circuits 2 and 14. In some areas, especially in Bay County, the relationship between the GAL and case management is antagonistic and not collaborative. Front line interviews revealed that the GAL has to be contacted to

approve placement changes, the relationship with the northern counties in Circuit 14 and DISC are better as reported.

Other Governmental Agencies

BBCBC works with other governmental agencies, such as Agency for Persons with Disabilities (APD) and the Department of Juvenile Justice (DJJ), to address the needs of any dually served individuals. BBCBC participates in crossover staffings, which were recently brought back to circuits 2 and 14. At the time placement, BBCBC notifies DJJ of crossover youth via e-mail. BBCBC placement staff obtain a copy of the DJJ face sheet to gather additional information regarding the child's individual needs to better inform placement decisions. While Big Bend is the Managing Entity in circuits 2 and 14, focus groups and survey responses revealed there are a lack of services in several counties, especially the more rural counties in both circuits. Additionally, specialized services for co-occurring mental health and substance abuse treatment are underprovided. CPI's mentioned that Nurse Coordinators with the ME are helpful and collaborative with front line staff.

Domestic Violence Service Providers

Early engagement with domestic violence providers is not evident. Collaboration with domestic violence providers in safety planning is lacking.

Educational Coordination

BBCBC has designated staff to assist with educational coordination, including Every Student Succeeds Act (ESSA). This specialized assistance and support is valued by front line staff and aids in minimizing educational related disturbances during dependency involvement. However, foster parent survey results indicate that case managers are minimally responsive or helpful when there are challenges related to school enrollment or when other educational supports are needed. Also, in the last fiscal year, overall performance on this measure declined further (3.1%). (See Table 9, CQI Item 16)

ANALYSIS

Many relationships are strained and in need of strengthening. Front line interviewees expressed a lack of mutual respect, at all levels, that is impeding collaboration. A common theme in partner interviews is the perception there is no one taking the lead or leading the system of care, which was especially evident in Bay County.

SECTION 13: COMMUNITY RELATIONSHIPS

SUMMARY

This category focuses on relationships within the faith-based community, business community, local media and the Community Alliances and/or Children's Services Council.

Faith-Based Community

BBCBC has built some relationships with the faith-based community that serve the needs of families involved in dependency proceedings. Churches provide tangible supports in the way of holiday gifts, food, furniture, and other donated items collected for dispersal to families in need. For example, BBCBC

works with Bethel Baptist Church to support and provide goods and financial assistance to struggling single parents through Project Embrace. Additionally, Genesis Church supports BBCBC by providing space for unsupervised visits court ordered to occur in a public setting.

Business Community

BBCBC has developed some relationships with the local business community. Local businesses support the agency through the tangible single or ongoing donation of goods and services. Following Hurricane Michael, BBCBC worked with Harley Davidson to park a mobile trailer on Harley Davidson's property and access their Wi-Fi, thus enabling staff to work remotely.

Media Relationship

BBCBC is utilizing Facebook to bolster recruitment efforts; however, there is a lack of meaningful use of local radio, television, newspaper, and/or additional social media.

Community Alliance

BBCBC staff actively participate in local community alliances in both circuits, however tangible results from participation was not evident during the monitoring.

ANALYSIS

BBCBC has developed some relationships within the faith-based and business communities. Partnerships also exist with the Community Alliance. BBCBC lacks robust community relationships which strengthen ties to the community and garner support from and to the community in which it serves.

SECTION 14: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed a desk review in May 2018 for FY17/18. The following is a summary of the findings and any actions taken by BBCBC to improve. The full [BBCBC FY17/18 Desk Review](#) monitoring report is available for reference.

Areas Needing Action Identified in Previous Report

1) **Rate of abuse or neglect per day while in foster care**

- 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, other improvement plan or initiatives developed by the Region or CBC.
- 2) *Performance Declined by .1% in FY17/18*
- 3) *Summaries of Actions Taken:* The Department and CBC implemented a process whereby the CBC Data Integrity Manager provides a list of children identified with incorrect incident dates to the DCF Program Administrator for review and correction. The CBC met this measure for the quarter ending March 31, 2018. This measure will continue to be monitored during quarterly performance meetings and monthly collaboration meetings.

2) **Children exiting foster care to a permanent home within twelve months of entering care**

- 1) This finding was recently included on a corrective action plan and was included on the Region performance improvement plan.

- 2) *Performance Declined 3.8% in FY17/18*
 - 3) *Summaries of Actions Taken:* The Department and CBC participates in a quarterly performance meeting to identify measures for which the CBC is not meeting required performance. These measures continue to be discussed during monthly collaboration meeting to discuss barriers to performance and additional action items required to address performance on measures. The Department continues to monitor this performance and will require a corrective action plan if the CBC does not improve on this measure and identified barriers remain within their control. Barriers to performance on this measure include: (1) increased number of termination of parental right petitions resulting in extended length of stays in out of home care and (2) complexity and nature of maltreatments, adult functioning, and child functioning. Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.
- 3) **Children who do not re-enter foster care within twelve months of moving to a permanent home**
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 1% in FY17/18*
 - 3) *Summaries of Actions Taken:* The Department and CBC participate in a quarterly performance meeting to identify measures for which the CBC is not meeting required performance. These measures continue to be discussed during monthly collaboration meeting to discuss barriers to performance and additional action items required to address performance on measures. The Department continues to monitor this performance and will require a corrective action plan if the CBC does not improve on this measure and identified barriers remain within their control.
- 4) **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 with these close family members?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 15.6% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.
- 5) **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?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Improved Performance 9.2% in FY17/18*

- 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

- 6) **CQI Item 11** – Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child 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?
 - 1) This finding was/was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 19.8% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

- 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 plan goals?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 1.5% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings. Although Quarter 1 and 2 of SFY 2017-2018 were in the red, Quarter 3 shows the CBC is moving in the right direction with 80%. This is above the PIP goal of 78.9%.

- 8) **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 case plan goals?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 4.1% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

- 9) **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?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 3.1% in FY17/18*

- 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

10) **CQI Item 17** – Did the agency address the physical health needs of children, including dental health?

- 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
- 2) *Performance Declined 4.5% in FY17/18*
- 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

11) **Continued development of both safety management and family support services is warranted.**

- 1) This finding was included on a financial viability plan.
- 2) *Summaries of Actions Taken:* As of the May 23, 2018, monthly collaboration meeting the CBC continues to plan to re-submit the assessment for Family Support Services and Safety Management Services by the end of this fiscal year. The re-assessment was delayed as implementation of safety management services in Bay County was not completed until May 2018. As of the April 2019 update to the financial viability plan – SMS are demonstrating a reduction in removal rates.

Opportunities for Improvement Identified in Previous Report

1) **Placement moves per one-thousand (1,000) days in foster care**

- 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
- 2) *Performance Declined by .4% in FY17/18*
- 3) *Summaries of Actions Taken:* During the April 2018 BBCB Board Meeting the CBC announced they were bringing foster home management in Circuit 2 in house. As of the May 23, 2018 collaboration meeting, the CBC has hired its staff to complete this transition and is identifying new strategies for the purposes of recruitment and retention of foster parents. As Circuit 2 continues to transition in this new licensing and support structure for foster parents, the CBC has worked with Life Management Center in Circuit 14 to renew its focus on foster home management as well. Historically, a supervisor shared the licensing process with case management and adoptions, but one supervisor will now have a singular focus on foster home management. The CBC acknowledges this area as an opportunity for improvement and is taking action. Performance will continue to be monitored to determine if there is an impact of this strategy on this measure.

2) **Children placed outside their removal circuit**

- 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
- 2) *No Change in Performance*
- 3) *Summaries of Actions Taken:* During the April 2018 BBCB Board Meeting the CBC announced they were bringing foster home management in Circuit 2 in house. As of the May 23, 2018 collaboration meeting, the CBC has hired its staff to complete this transition and is identifying new strategies for the purposes of recruitment and retention of foster parents. As Circuit 2 continues to transition in this new licensing and support structure for foster parents, the CBC has worked with Life Management Center in Circuit 14 to renew its focus on foster home management as well. Historically, a supervisor shared the licensing process with case management and adoptions, but one supervisor will now have a singular focus on foster home management. The CBC acknowledges this area as an opportunity for improvement and is taking action. Performance will continue to be monitored to determine if there is an impact of this strategy on this measure.

3) **Children in group care**

- 1) This finding was included on a financial viability plan.
- 2) *No Change in Performance*
- 3) *Summaries of Actions Taken:* During the April 2018 BBCBC Board Meeting the CBC announced they were bringing foster home management in Circuit 2 in house. As of the May 23, 2018 collaboration meeting, the CBC has hired its staff to complete this transition and is identifying new strategies for the purposes of recruitment and retention of foster parents. As Circuit 2 continues to transition in this new licensing and support structure for foster parents, the CBC has worked with Life Management Center in Circuit 14 to renew its focus on foster home management as well. Historically, a supervisor shared the licensing process with case management and adoptions, but one supervisor will now have a singular focus on foster home management. The CBC acknowledges this area as an opportunity for improvement and is taking action. Performance will continue to be monitored to determine if there is an impact of this strategy on this measure. As of the April 2019 update to the financial viability plan, monthly formal case reviews of children placed in group care are continuing and children are being placed in least restrictive placements when possible.

4) **CQI Item 6** – Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?

- 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
- 2) *Performance Declined 3.4% in FY17/18*

- 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

- 5) **CQI Item 10** – Did the agency make concerted efforts to place the child with relatives when appropriate?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 3.6% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings. Additionally, the CBC is using CLEAR searches to help identify relatives for placement of children. This strategy is part of the financial viability plan required to be submitted by the CBC and monitored by the Department on an ongoing basis. This strategy is new, and data is being tracked to monitor the impact of the strategy on the number of children being placed with relatives resulting from the search.

- 6) **CQI Item 12A** – Did the agency make concerted efforts to assess the needs of and provide services to children to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency’s involvement with the family?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Performance Declined 8.6% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings.

- 7) **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?
 - 1) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
 - 2) *Improved Performance 1.6% in FY17/18*
 - 3) *Summaries of Actions Taken:* Additional review and analysis of the Florida Continuous Quality Improvement and Child and Family Service Review data will continue in quarterly Performance Improvement Plan (PIP) and quality assurance meetings. Additionally, during the April 2018 Board Meeting the CBC announced they were bringing foster home management in Circuit 2 in house. As of the May 23 collaboration meeting the CBC has hired its staff to complete this transition and is identifying new strategies for the purposes of recruitment and retention of foster parents. As Circuit 2 continues to transition in this new licensing and support structure for foster parents, the CBC has worked with Life Management Center in Circuit 14 to renew its focus

on foster home management as well. Historically, a supervisor shared the licensing process with case management and adoptions, but one supervisor will now have a singular focus on foster home management. The CBC acknowledges this area as an opportunity for improvement and is taking action. Performance will continue to be monitored to determine if there is an impact of this strategy on this measure.

SECTION 15: ON-SITE MONITORING SUMMARY

SUMMARY

BBCBC is an established community-based care agency serving circuits 2 and 14 in the Northwest Region of Florida. First becoming the lead agency in Circuit 2 in 2004 and later assuming lead agency responsibilities in Circuit 14 in 2005, BBCBC has endeavored to serve children and families involved in the child welfare system.

Opportunities for system of care enhancement are inherent in all community-based care organizations. BBCBC's expertise as a Florida Sterling Award recipient and the number of staff that are trained in Six Sigma Process Management should allow them to take a strong, action-oriented approach to resolving these findings.

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 BBCBC has consistently underperformed:

1. Performance

a. Safety

i. Rate of abuse or neglect per day while in foster care. (M01)

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure has remained steady under the target and in the past three quarters, performance is trending negatively.

b. Permanency

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

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (3.8%) and is trending negatively in recent quarters. BBCBC is currently on a correction action plan for this measure.

ii. 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? (CQI Item 8)

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (15.6%).

iii. (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? (CQI Item 11)

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (19.8%).

c. Well Being

i. 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? (CQI Item 14)

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (1.5%).

ii. 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 case goals? (CQI Item 15)

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (4.1%).

iii. Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities? (CQI Item 16)

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (3.1%).

iv. Did the agency address the physical health needs of children, including dental needs?

1. Finding was included in the FY17/18 COU Desk Review. In the last fiscal year, overall performance on this measure declined further (4.5%). (CQI Item 17)

2. Systemic

a. Service Array

i. Safety Management Services and Family Support Services

1. Finding was included in the FY17/18 COU Desk Review. Service array limitations persist, including lengthy wait times, lack of providers, capacity issues and lack of availability for afterhours services.

b. Placement Resources and Processes

i. Children in Group Care

1. Finding was included in the FY17/18 COU Desk Review. BBCBC continues to have a higher percentage of children ages 6-17 placed in group care than the state.

ii. Children placed outside their removal county, circuit, or Region

1. Finding was included in the FY17/18 COU Desk Review. BBCBC continues to have a higher percentage of children placed outside their removal county, circuit and region than the state.

iii. Child Placement Agreement

1. BBCBC's Placement Information Form is not aligned with the requirements of the Comprehensive Placement Agreement (CPA), as set forth in Rule 65C-28.004 and Chapter 65C-14, Florida Administrative Code, regarding placement for children placed in out-of-home care.
- c. Workforce Management
 - i. Workforce Capacity and Retention
 - a. BBCBC has provided limited oversight to case management organizations to ensure caseloads are reduced and primary assignment to supervisors is eliminated.
 - b. Root cause analysis to determine turnover causation is needed.
 - ii. Case Manager Supervisor Development
 1. Front line supervisor guidance and support is needed around critical thinking and consultative skills development.
 - d. Partnership Relations
 - i. Workforce Management
 1. Collaboration and teaming are lacking throughout the system of care, but especially in Bay County where relationships are fractured and not conducive to efficient and quality provision of child welfare services. Partner relations, at all levels, need to be bolstered to ensure all parties are unified and acting collaboratively to improve outcomes for children and families in the dependency system.
 - e. Practice
 - i. Practice Competency
 1. Staff do not demonstrate competency in application of practice model concepts, including trauma informed care and family centered practices. Additionally, these concepts are not ingrained throughout the entire system of care.
 - f. Placement Resources and Processes
 - i. The Placement Information Form (PIF) is not aligned with the requirements of the Comprehensive Placement Agreement (CPA), as set forth in Rule 65C-28.004 and Chapter 65C-14, Florida Administrative Code, regarding placement for children placed in out-of-home care.

OPPORTUNITIES FOR IMPROVEMENT:

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

1. Systemic

- a. Placement Resources and Processes
 - ii. Recruitment and Licensure
 1. Improved efforts are needed to:

- a. Identify capacity needs to meet current placement needs and maintain children in their home county.
 - b. Recruit and retain foster parents to increase foster home availability and maintain children in their home county.
- iii. Many manual spreadsheets are being utilized by individual staff, thus a comprehensive and up-to-date placement bed availability snapshot is not available to any placement staff.
- iv. Services to Transitioning Youth and Young Adults
 - 1. Partnership and development with community services intended to support youth through transition to independent living are lacking and in need of review and enhancement.
- v. Relative/Non-Relative Caregiver Supports
 - 1. Formalized, proactive actions to support and preserve relative and non-relative supports are needed to strengthen these placements and reduce reliance on licensed out of home care.

ADMINISTRATIVE FINDINGS:

The following administrative findings were identified during the monitoring:

Incident Reporting

Contract BJ101, S.C. 12. states if services to clients are to be provided under this Contract, the provider and any subcontractors shall, in accordance with the client risk prevention system, report those reportable situations listed in CFOP 215-6 in the manner prescribed in CFOP 215-6.

1. 36% (5 of 14) of critical incidents sampled were not entered into IRAS.
2. The client's guardian, representative, or relative were not notified in 21% (3 of 14) of critical incidents sampled.
3. 64% (9 of 14) of critical incidents sampled did not have evidence that the incident was included in the provider's system for review of critical incidents to determine what actions need to be taken to prevent future occurrences. The same amount did not have evidence that a follow-up process was performed on the action taken to prevent future incidents to assure that it was implemented.
4. CLS was not notified of a missing child that was participating in an open court case in 21% (3 of 14) of critical incidents sampled.
5. 14% (2 of 9) of critical incidents sampled did not have a supervisor or Program Manager approval signature on the incident report.
6. BBCBC's procedure is lacking elements from CFOP 215-6, although the provider reports that this is communicated during pre-service and in-service training.
 - i) It does not require that the discovering employee's first obligation is to ensure health safety and welfare of all individual's involved.
 - ii) It does not require reporting to the abuse hotline when the incident involves suspected abuse, neglect, or exploitation.

- iii) It does not require that client guardians, representatives, or relatives are notified as applicable.

Employment Eligibility

Contract BJ101, S.C. 35. a. vi. States unauthorized aliens shall not be employed.

1. 40% (4 of 10) of I-9 forms sampled did not have section one fully completed.
2. 10% (1 of 10) of I-9 forms sampled had an incorrect employee signature date, making it unclear if the employee completed and signed the form on or before the date of hire.
3. 10% (1 of 10) of I-9 forms sampled had an e-verify case that was created before the provider had completed the I-9 Employment Eligibility Form.
4. 40% (4 of 10) of I-9 forms sampled did not have the e-verify case number recorded on the form or a screenprint attached. This was corrected during the on-site review.

Information Security

Contract BJ101, S.C. 28. States the provider and its subcontractors shall comply with data security requirements whenever the provider or its subcontractors have access to Department data system or maintain any client or other confidential information in electronic form.

1. 20% (3 of 15) of employee files sampled did not have evidence that BBCBC provided the latest Department Security Awareness Training.
2. 27% (4 of 15) of employee files sample did not have a DCF Security Agreement form signed within the past year.

Subcontracts

Contract BJ101, S.C. 8. and Attachment I, 1.9.3.1 states the Lead Agency may subcontract for services unless specifically prohibited in this Contract.

1. 10 subcontracts were reviewed with no findings.

SECTION 16: INNOVATIVE PRACTICES

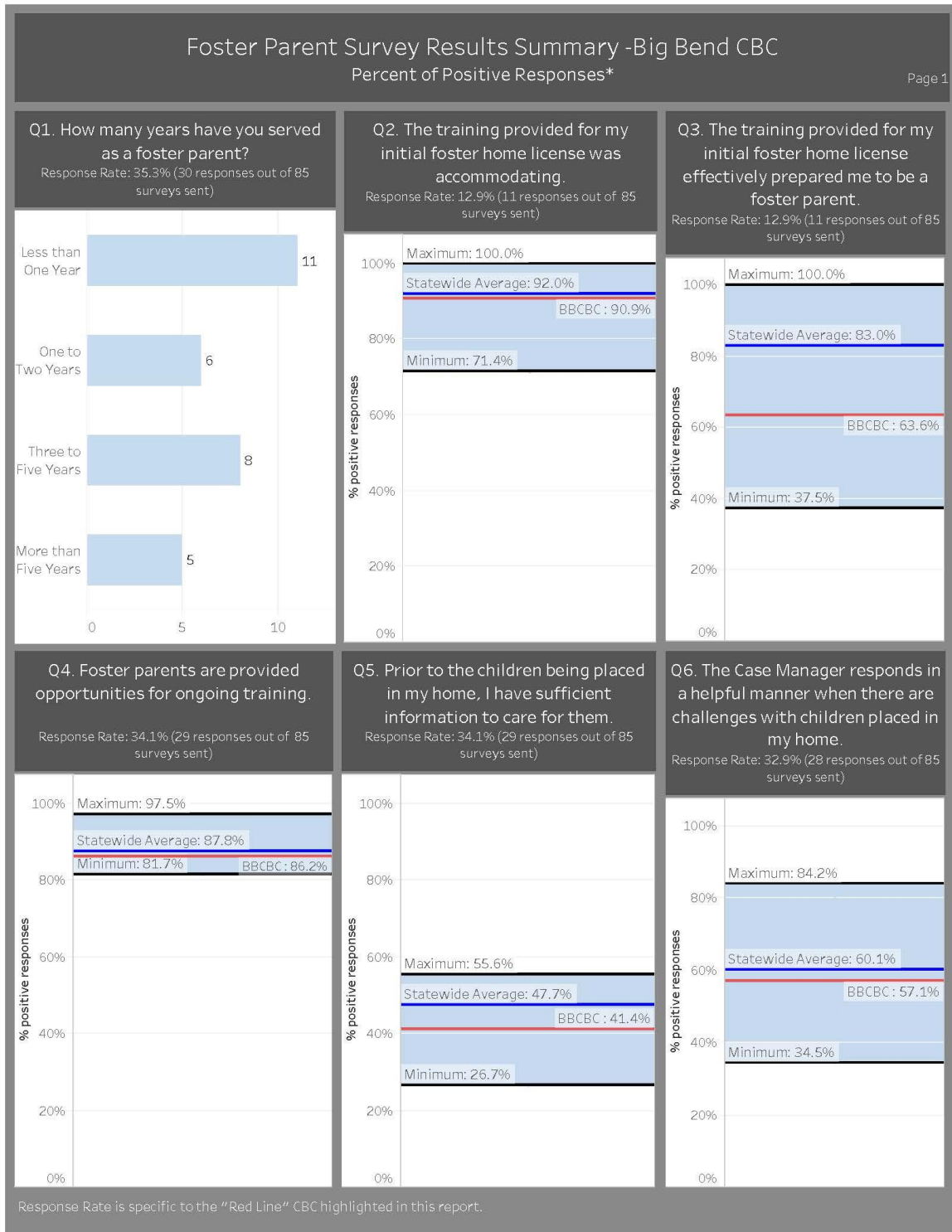
Parent Behavior Health Assessment

When a CPI identifies present danger, or a child is determined to be unsafe, the CPI refers all parents involved in the case for a Parent Behavior Health Assessment (PBHA). Referrals can also be made by DCMs. The PBHA is a comprehensive assessment completed by a licensed clinician which will assess for mental health, family violence, and substance misuse conditions. The PBHA process is currently only available for parents who are involved in the dependency process in Circuit 2 but is expected to expand to Circuit 14 in the future. There is no cost to the parent and the assessment will be scheduled for a time and location that is convenient for the parent. Due to the comprehensive nature of the PBHA, it is intended to reduce the number of additional assessments or evaluations required. A report called the Safety Impact Assessment will be provided to the CPI or DCM within seven days and the full report with

more focused recommendations, specific to the parent that addresses the caregiver's protective capacities, will be provided to the CPI or DCM within one month. The PBHA is intended to provide information that will help build a case plan that is individualized and promotes positive behavioral change.

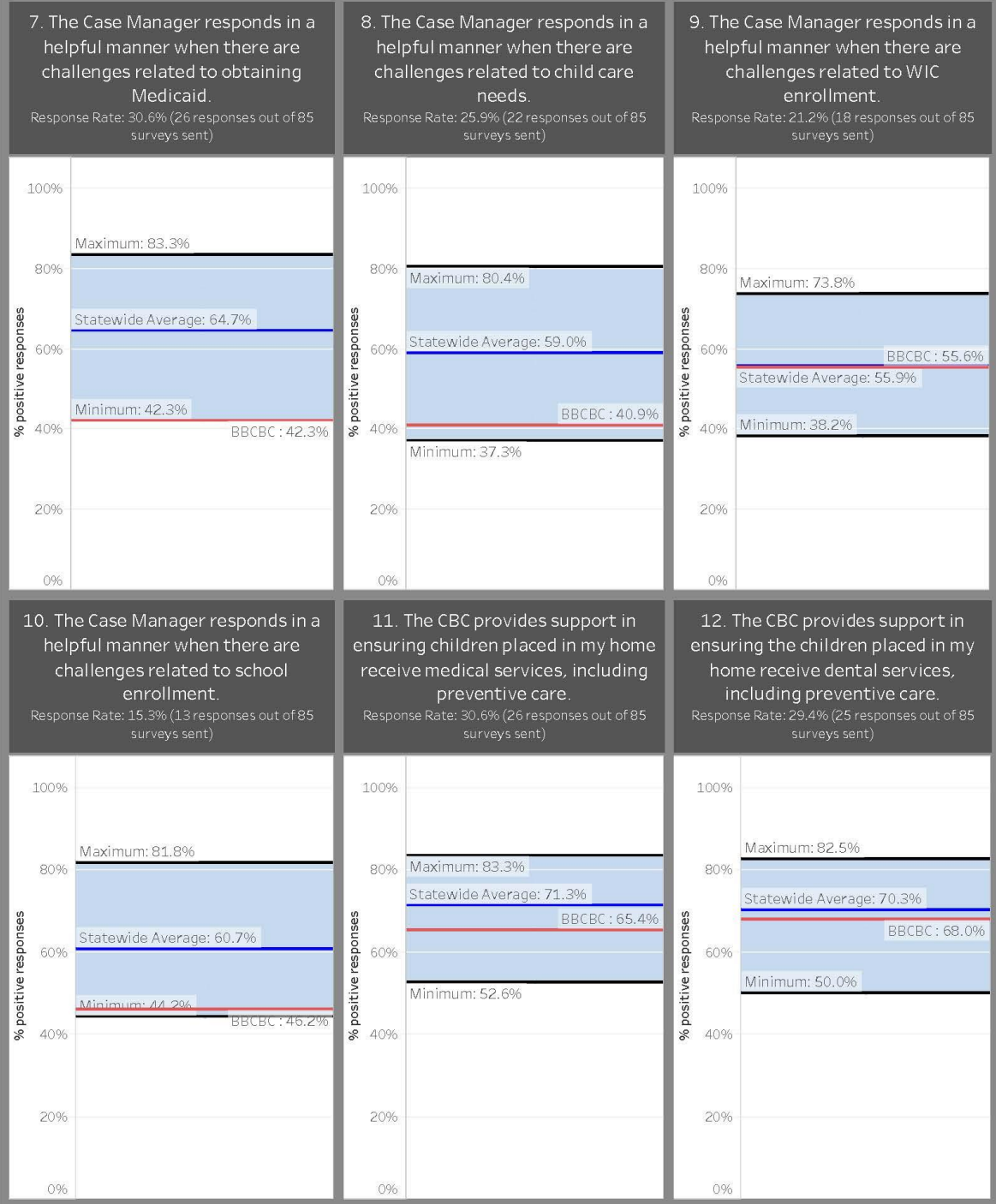
Formal Process to Review and Disseminate CFOPs, Legal Updates, etc.

BBCBC has a formal process to review and disseminate information regarding new Children and Families Operating Procedures (CFOPs) and legal updates. The 'CFOP or Other Directive Review Tool' was created and is used to systematically process CFOPs or legal updates. The tool identifies the CFOP or directive, provides guidelines to consider when determining the dissemination method, includes recommendations or justification for the decision being made and is reviewed and approved by the System of Care Director. This procedure allows BBCBC to track and ensure appropriate dissemination of updates and new CFOPs.



Foster Parent Survey Results Summary

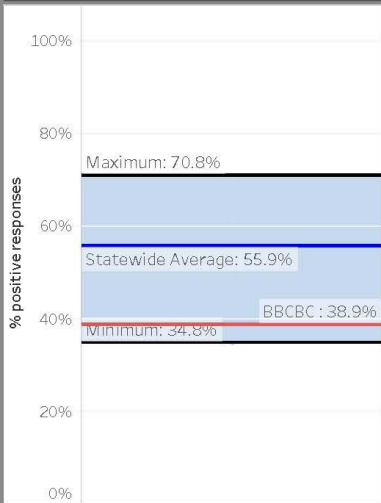
Percent of Positive Responses



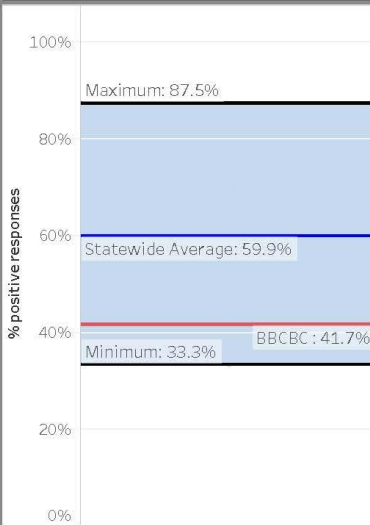
Foster Parent Survey Results Summary

Percent of Positive Responses

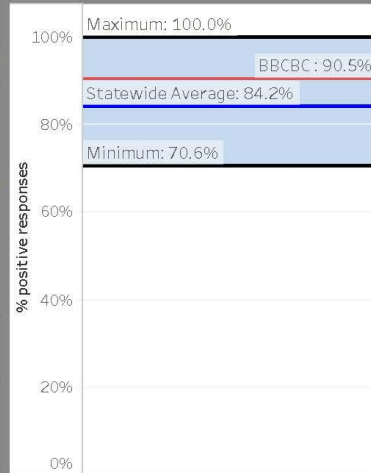
13. The CBC provides support in ensuring the children placed in my home receive mental health services, when needed.
 Response Rate: 21.2% (18 responses out of 85 surveys sent)



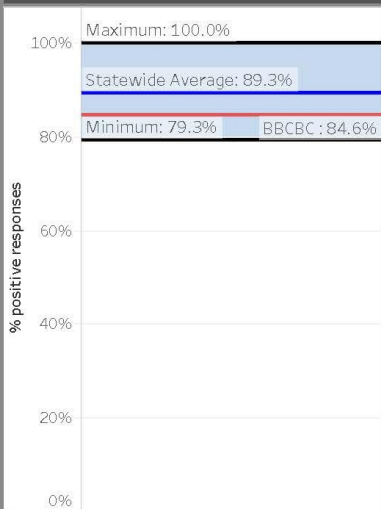
14. The children placed in my home receive educational support, when needed.
 Response Rate: 14.1% (12 responses out of 85 surveys sent)



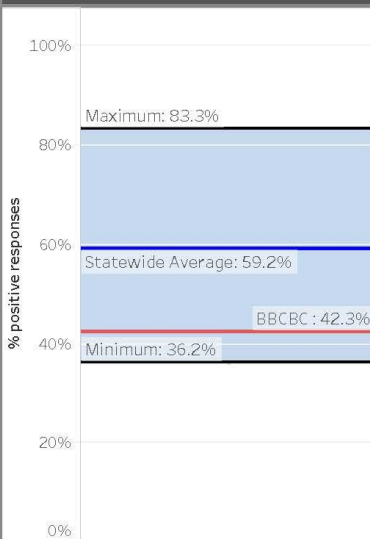
15. I am encouraged, when appropriate, to maintain relationships with the children's family members through visits and other activities.
 Response Rate: 24.7% (21 responses out of 85 surveys sent)



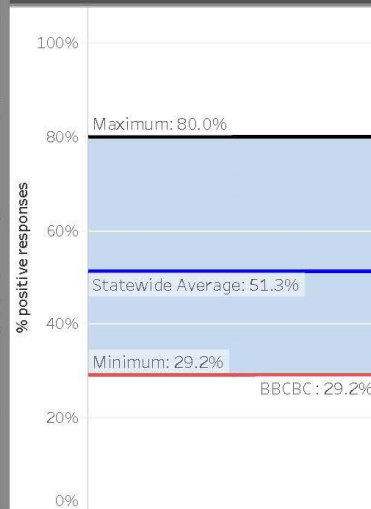
16. I am allowed to make parenting decisions and have my foster children participate in activities appropriate to their age.
 Response Rate: 30.6% (26 responses out of 85 surveys sent)



17. Case managers respond to my communications within one business day.
 Response Rate: 30.6% (26 responses out of 85 surveys sent)



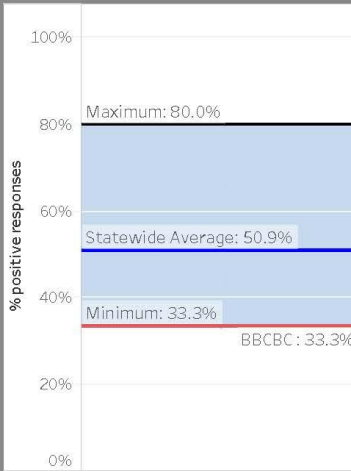
Q18 I have the opportunity, which includes sufficient notice, to participate in staffings for children placed in my home.
 Response Rate: 28.2% (24 responses out of 85 surveys sent)



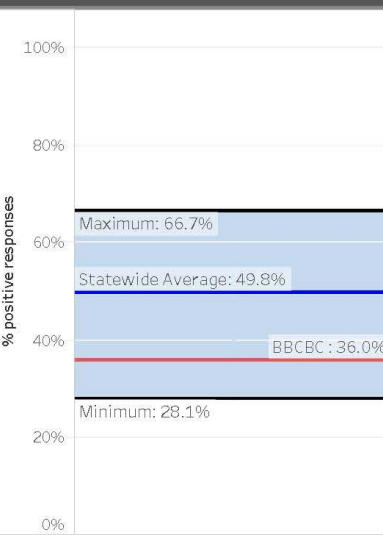
Foster Parent Survey Results Summary

Percent of Positive Responses

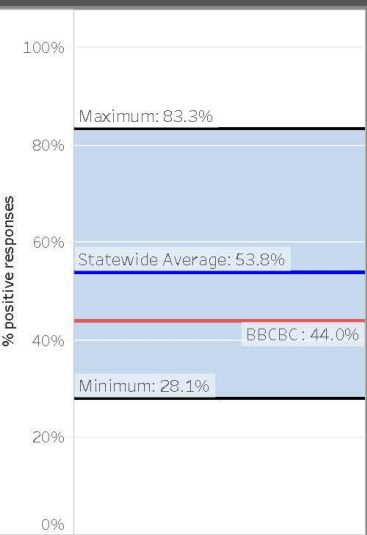
19. I have the opportunity and am provided options which make it convenient to participate in staffings for children placed in my home.
 Response Rate: 28.2% (24 responses out of 85 surveys sent)



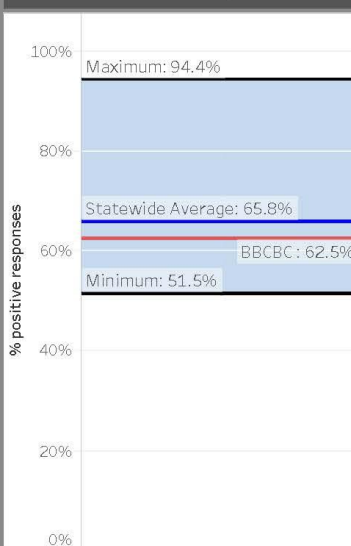
20. My recommendations are considered when decisions are made about the children placed in my home.
 Response Rate: 29.4% (25 responses out of 85 surveys sent)



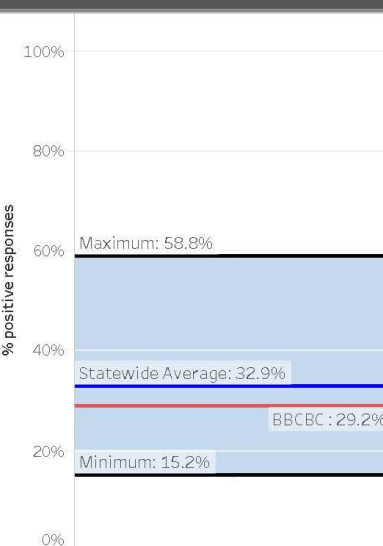
21. I am kept informed by Case Managers about case developments for children placed in my home.
 Response Rate: 29.4% (25 responses out of 85 surveys sent)



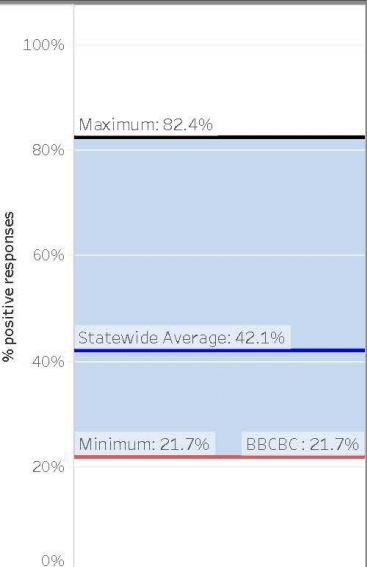
22. I am provided with court dates at least 72 hours before the court hearing.
 Response Rate: 28.2% (24 responses out of 85 surveys sent)



23. I am provided Judicial Review Summary Reports at least 72 hours prior to the court hearing.
 Response Rate: 28.2% (24 responses out of 85 surveys sent)

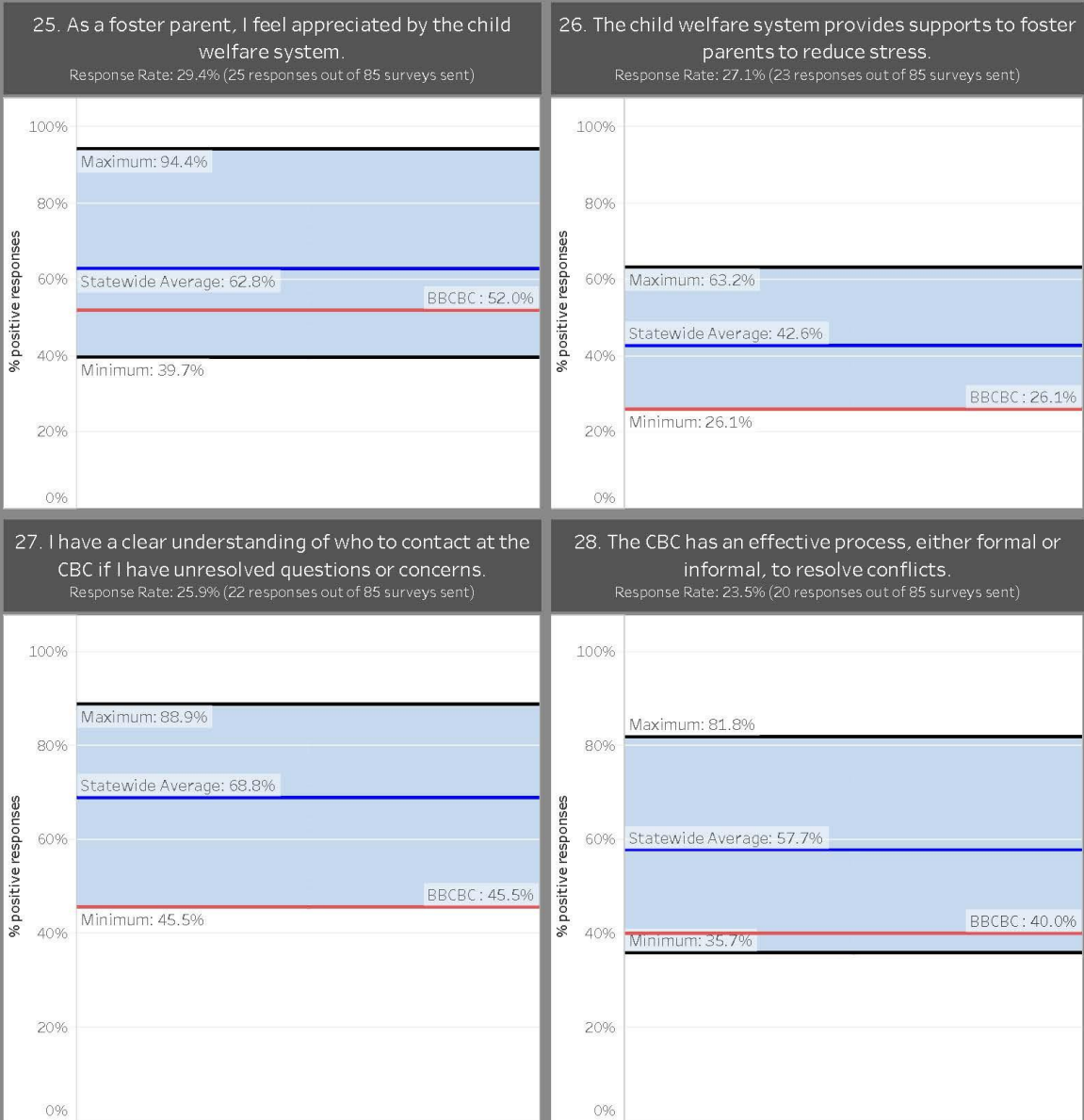


24. I am provided with court orders within 30 days of the court hearing.
 Response Rate: 27.1% (23 responses out of 85 surveys sent)



Foster Parent Survey Results Summary

Percent of Positive Responses



* Positive responses include "Strongly Agree", "Agree", "Frequently, about 70% of the time", "Usually, about 90% of the time", and "Every time". The percent of positive responses is calculated by dividing the number of positive responses for a CBC by the total number of responses.

Notes: Maximum and minimum lines represent the highest and lowest percent of positive responses a CBC received for a given question during the FY. Response Rate is specific to the "Red Line" CBC and does not reflect any statewide averages. Statewide Average includes "Red Line" CBC.

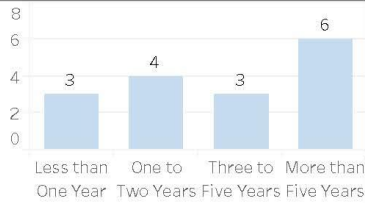
Data Source: Surveys conducted by the CBC Monitoring Team during FY 18/19.

Case Manager Survey Results Summary

Percent of Positive Responses*

Q1. How many years have you served with Case Management?

Response Rate: 11.8% (16 responses out of 136 surveys sent)



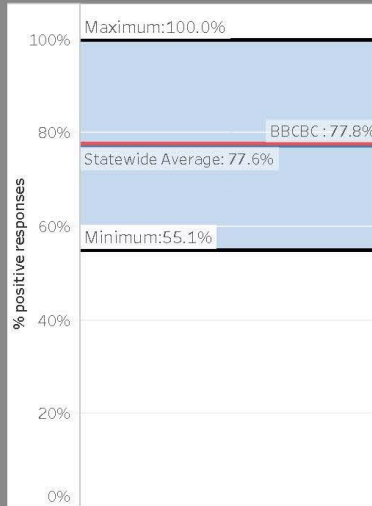
Q2. What are your current duties?

Response Rate: 10.3% (14 responses out of 136 surveys sent)



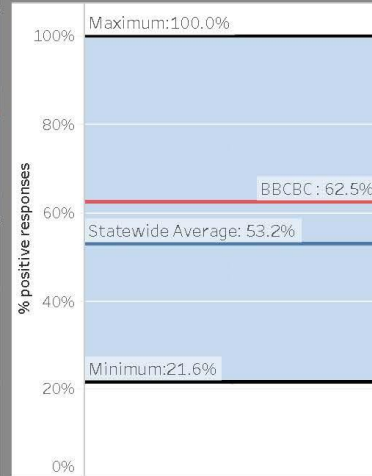
Q3. The CBC provides opportunities to give feedback regarding the array of services available.

Response Rate: 6.6% (9 responses out of 136 surveys sent)



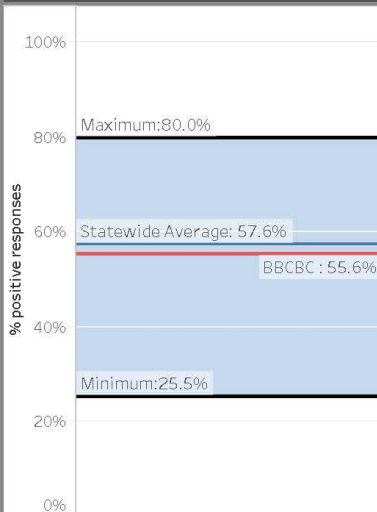
Q4. Formal safety management services provide support to Case Managers to manage safety plans during the investigation.

Response Rate: 5.9% (8 responses out of 136 surveys sent)



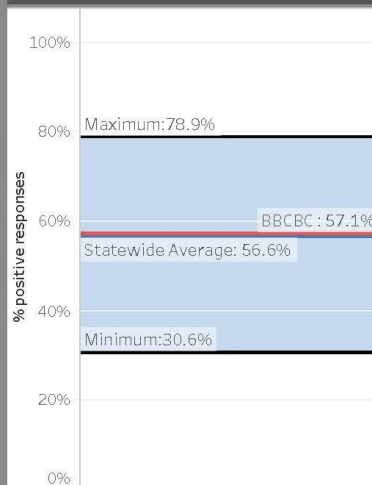
Q5. The identification of foster home or group care placements occurs timely.

Response Rate: 6.6% (9 responses out of 136 surveys sent)



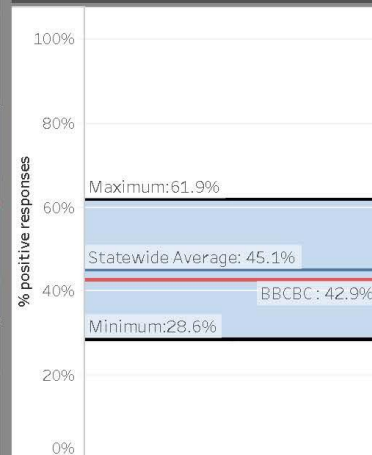
Q6. When there are multidisciplinary staffings or legal staffings on cases still open to investigations, CPIs participate.

Response Rate: 5.1% (7 responses out of 136 surveys sent)



Q7. During the time when both the CPI and the Case Manager have open cases on a family, the CPI keeps the Case Manager informed of any new information they obtain.

Response Rate: 5.1% (7 responses out of 136 surveys sent)



Response Rate is specific to the "Red Line" CBC highlighted in this report.

Case Manager Survey Results Summary

Percent of Positive Responses*

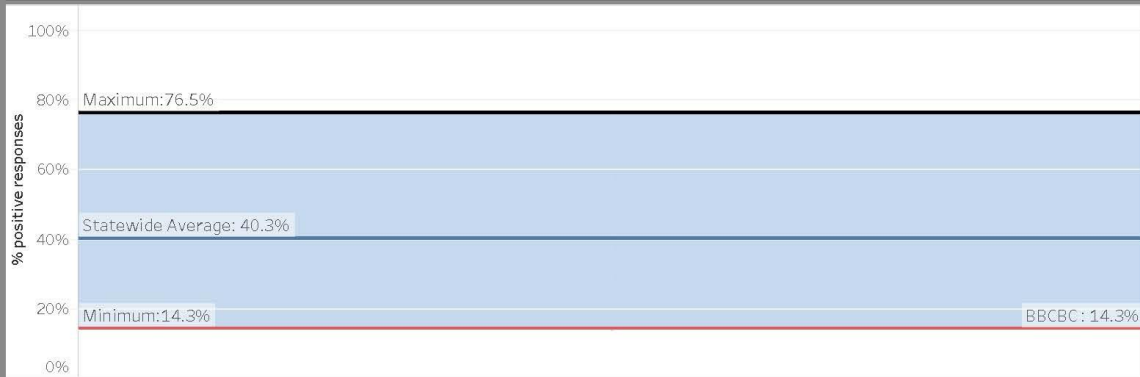
Q8. The case transfer process is clearly defined.

Response Rate: 5.1%(7 responses out of 136 surveys sent)



Q9. All relevant parties participate in case transfer staffings. This includes but is not limited to biological parents, caregivers, Case Managers, CPI, GAL, service providers, etc.

Response Rate: 5.1%(7 responses out of 136 surveys sent)



Q10. The quality of information discussed at case transfer is sufficient.

Response Rate: 5.1%(7 responses out of 136 surveys sent)



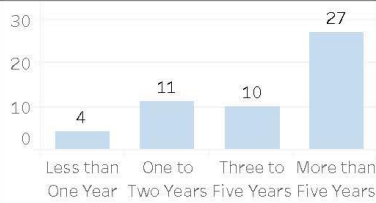
Response Rate is specific to the "Red Line" CBC highlighted in this report.

CPI Survey Results Summary

Percent of Positive Responses*

Q1. How many years have you served with Protective Investigations

Response Rate:53.1% (52 responses out of 98 surveys sent)



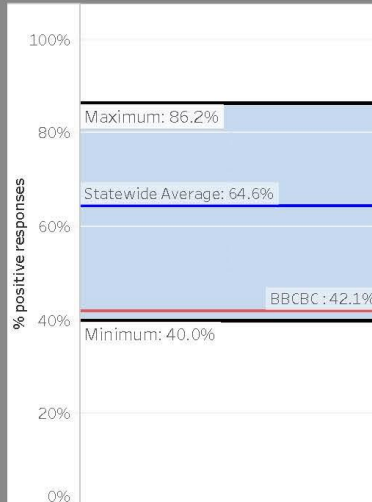
Q2. What are your current duties?

Response Rate:50.0% (49 responses out of 98 surveys sent)



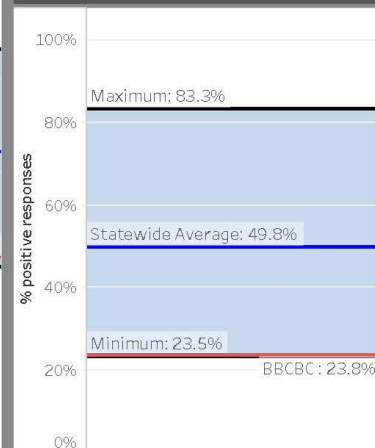
Q3. The CBC provides opportunities to give feedback regarding the array of services available.

Response Rate:38.8%(38 responses out of 98 surveys sent)



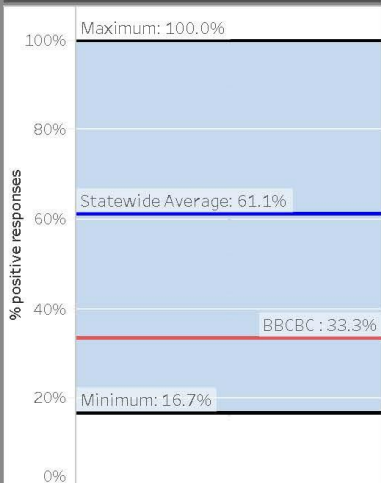
Q4. Formal safety management services provide support to CPIs to manage safety plans during the investigation.

Response Rate:42.9%(42 responses out of 98 surveys sent)



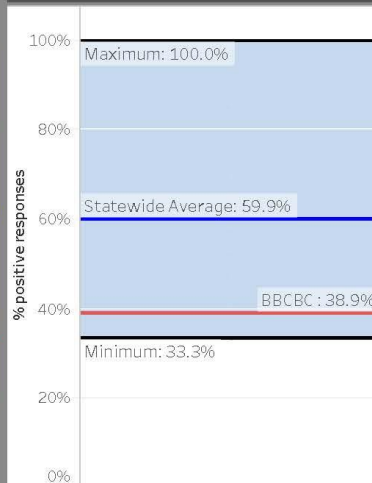
Q5. The placement of children in foster homes or group homes at removal is timely, meaning within 4 hours.

Response Rate:42.9%(42 responses out of 98 surveys sent)



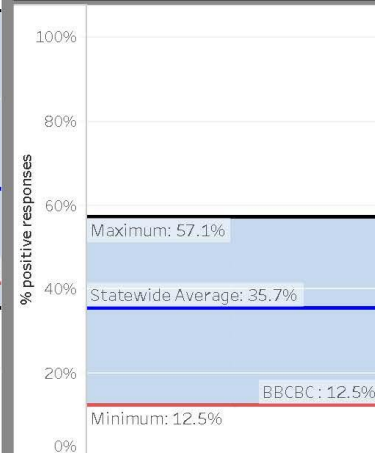
Q6. When Case Managers schedule multidisciplinary staffings on cases open to investigation, CPIs are invited.

Response Rate:36.7%(36 responses out of 98 surveys sent)



Q7. During the time when both the CPI and Case Manager have open cases on a family, the Case Manager keeps the CPI informed of any new information they obtain.

Response Rate:40.8%(40 responses out of 98 surveys sent)



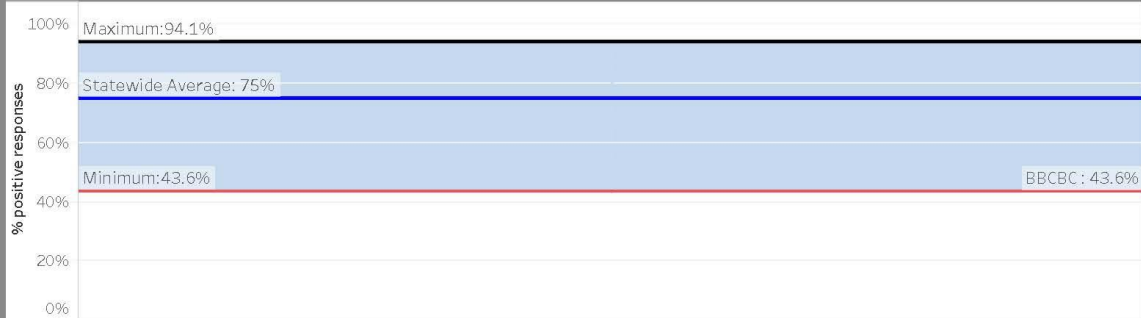
Response Rate is specific to the "Red Line" CBC highlighted in this report.

CPI Survey Results Summary

Percent of Positive Responses*

Q8. The case transfer process is clearly defined.

Response Rate:39.8%(39 responses out of 98 surveys sent)



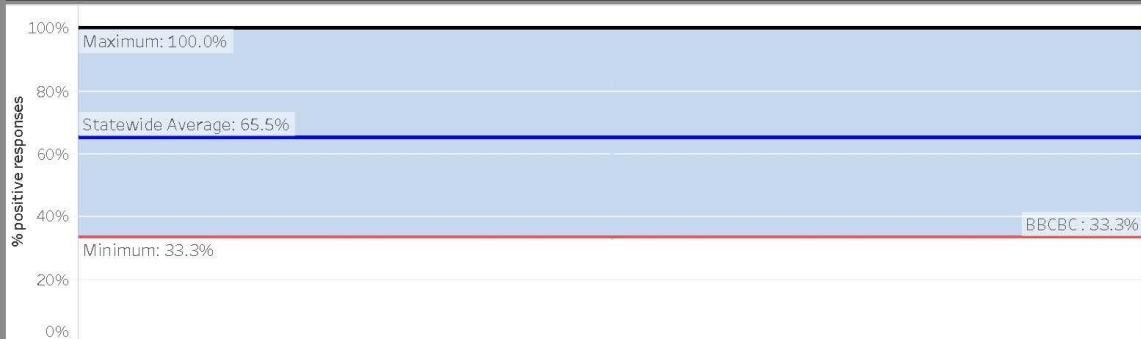
Q9. All relevant parties participate in case transfer staffings. This includes but is not limited to biological parents, caregivers, Case Managers, CPIs, service providers, etc.

Response Rate:39.8%(39 responses out of 98 surveys sent)



Q10. The quality of information discussed at case transfer is sufficient.

Response Rate:39.8%(39 responses out of 98 surveys sent)



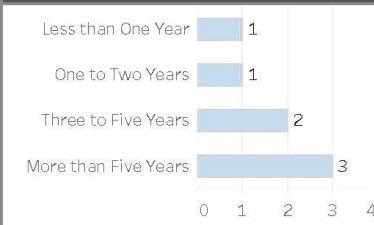
Response Rate is specific to the "Red Line" CBC highlighted in this report.

GAL Survey Results Summary

Percent of Positive Responses*

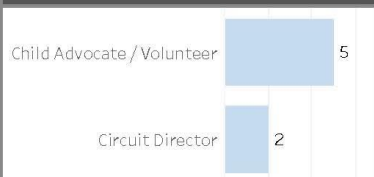
Q1. How many years have you served with the GAL program?

Response Rate: 1.16% (7 responses out of 600 surveys sent)



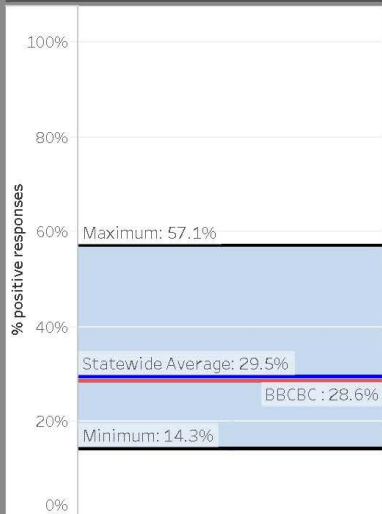
Q2. What is your role with the GAL program?

Response Rate: 1.16% (7 responses out of 600 surveys sent)



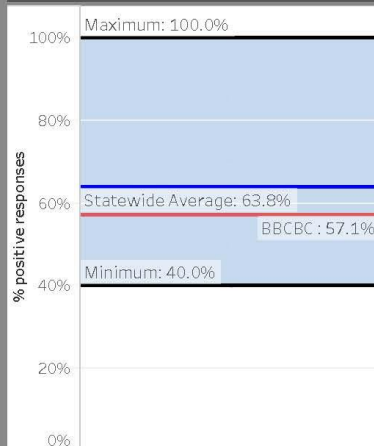
Q5. Case Managers respond to my communications within one business day.

Response Rate: 1.2% (7 responses out of 600 surveys sent)



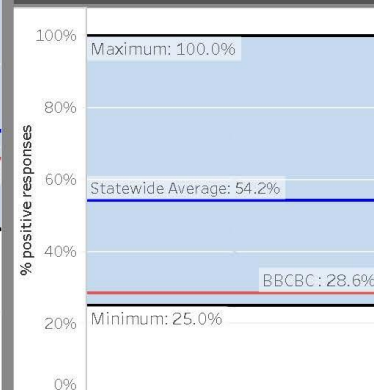
Q3. The GAL has the opportunity and is given sufficient notice to participate in staffings or service planning for children who are assigned to them.

Response Rate: 1.2% (7 responses out of 600 surveys sent)



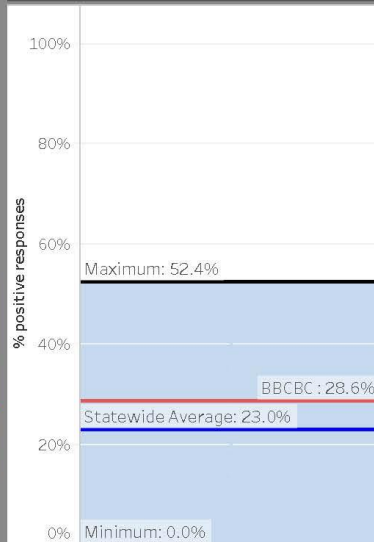
Q4. The GAL has the opportunity and is provided options that make it convenient to participate in staffings for children who are assigned to them. Options might include use of technology or flexible times.

Response Rate: 1.2% (7 responses out of 600 surveys sent)



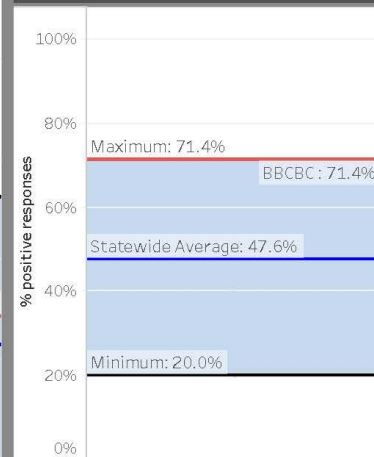
Q6. The GAL is kept informed about developments in assigned cases.

Response Rate: 1.2% (7 responses out of 600 surveys sent)



Q7. The GAL's recommendations are considered when decisions are being made about the children who are assigned to them, even if the agency has a different opinion.

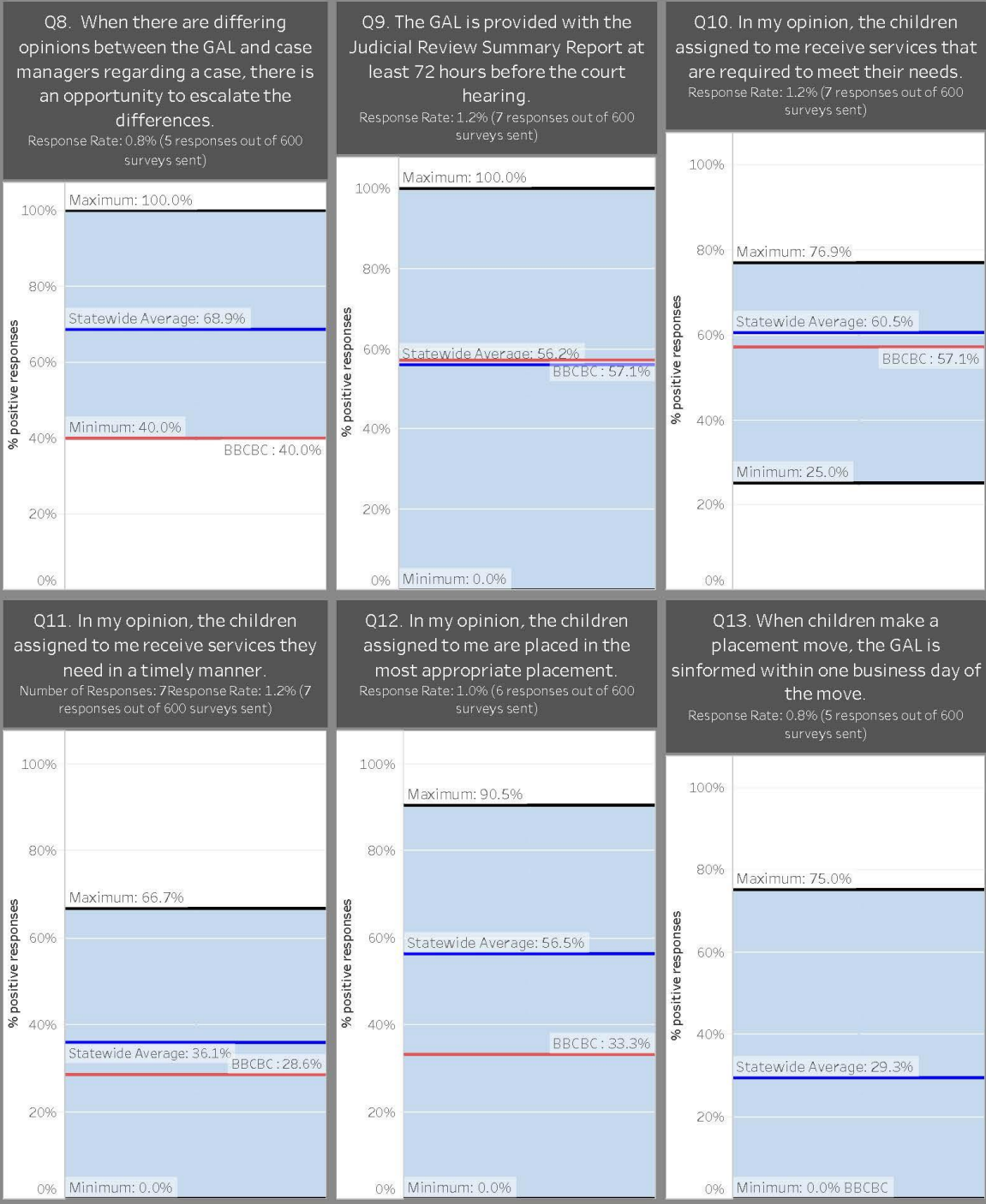
Response Rate: 1.2% (7 responses out of 600 surveys sent)



*Response Rate is specific to the "Red Line" CBC highlighted in this report.

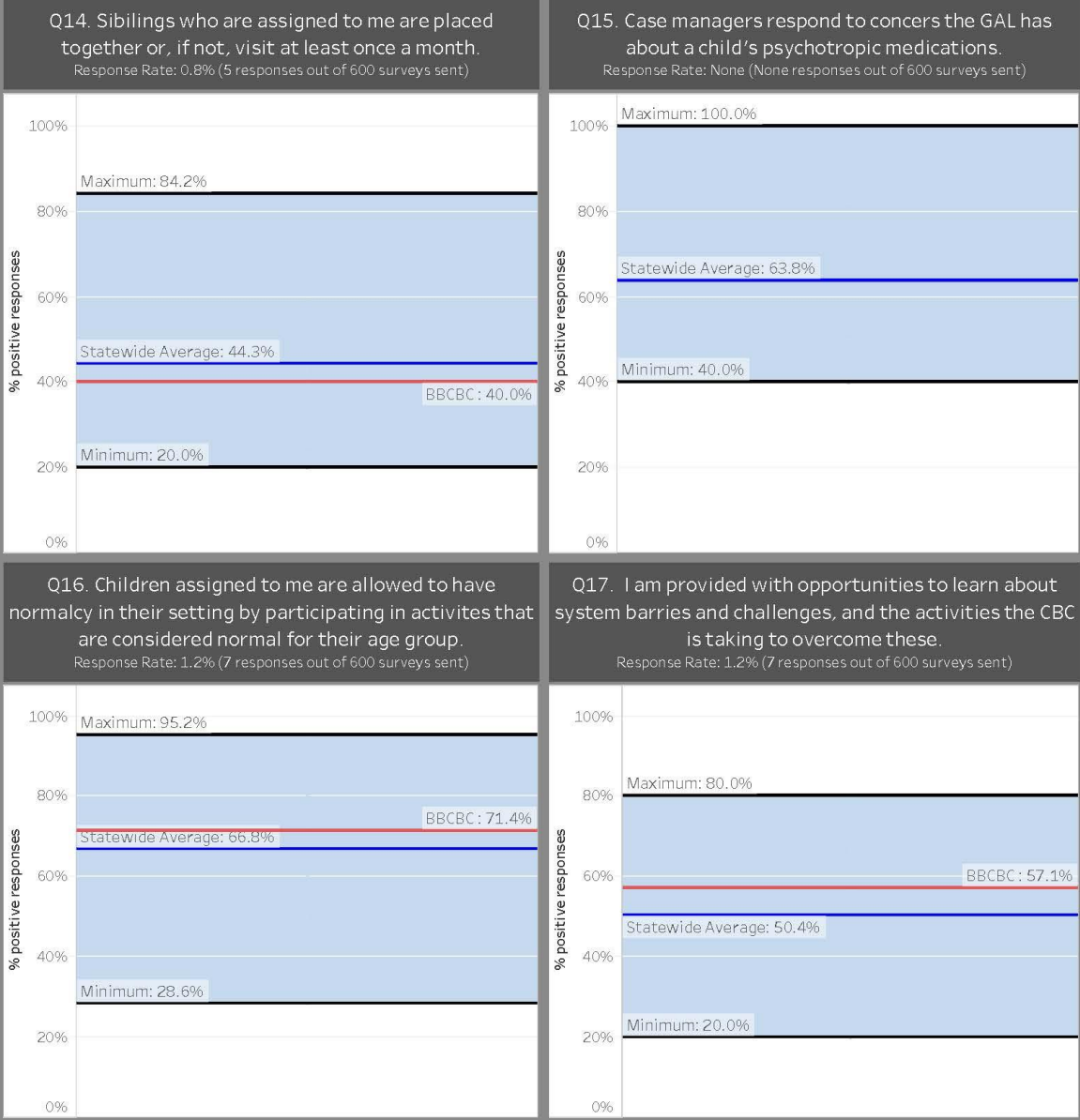
GAL Survey Results Summary

Percent of Positive Responses



GAL Survey Results Summary

Percent of Positive Responses



* Positive responses include "Strongly Agree", "Agree", "Frequently, about 70% of the time", "Usually, about 90% of the time", and "Every time". The percent of positive responses is calculated by dividing the number of positive responses for a CBC by the total number of responses.

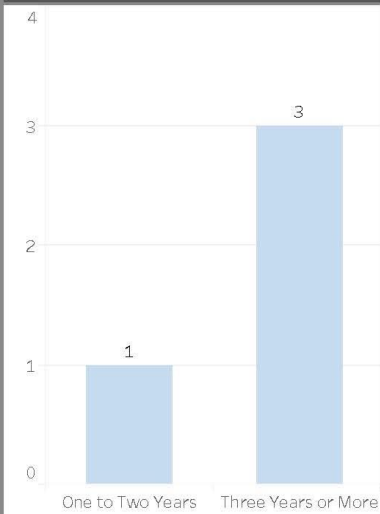
Notes: Maximum and minimum lines represent the highest and lowest percent of positive responses a CBC received for a given question during the FY. Response Rate is specific to the "Red Line" CBC and does not reflect any statewide averages. Statewide Average includes "Red Line" CBC.

Data Source: Surveys conducted by the CBC Monitoring Team during FY18/19.

CLS Survey Responses Percent of Positive Responses*

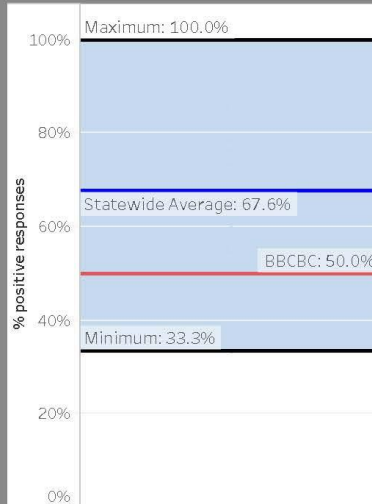
Q1. How many years have you served with the CLS program?

Response Rate: 36.4% (4 responses out of 11 surveys sent)



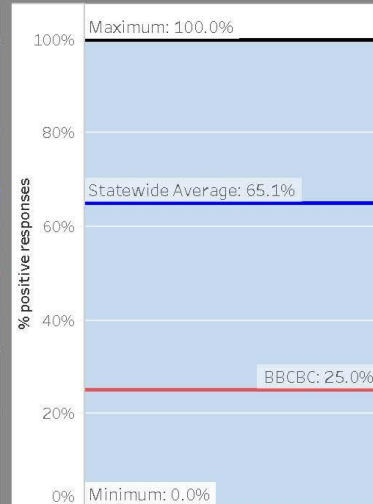
Q2. Case Managers effectively identify appropriate services to meet the needs of children.

Response Rate: 36.4% (4 responses out of 11 surveys sent)



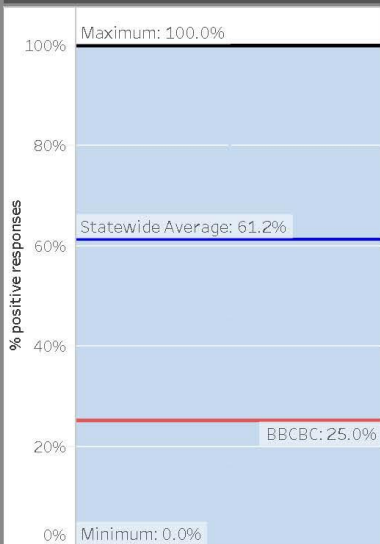
Q3. Case managers providing supervision to families are actively engaging with the families.

Response Rate: 36.4% (4 responses out of 11 surveys sent)



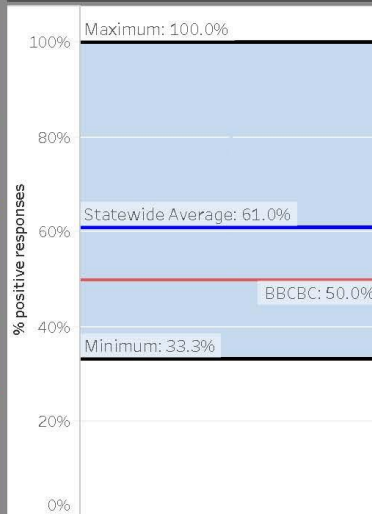
Q4. Case Managers consistently make reasonable efforts to assist families.

Response Rate: 36.4% (4 responses out of 11 surveys sent)



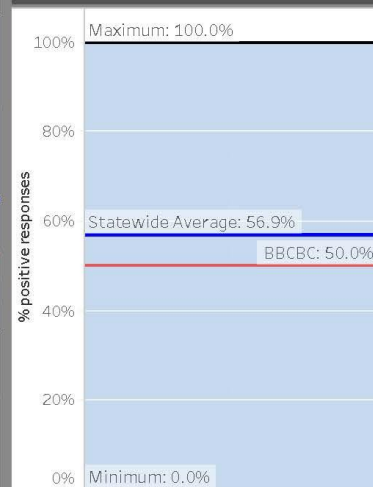
Q5. Case Managers work with families to construct individualized case plans.

Response Rate: 36.4% (4 responses out of 11 surveys sent)



Q6. Case Managers gather quality information regarding case plan progress from service providers, including written progress reports.

Response Rate: 36.4% (4 responses out of 11 surveys sent)

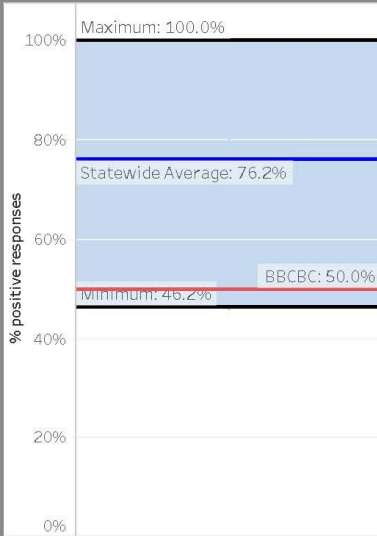


*Response Rate is specific to the "Red Line" CBC highlighted in this report.

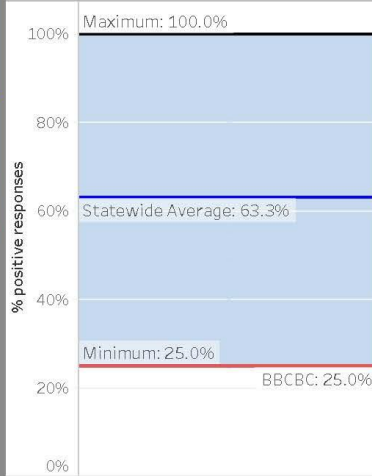
CLS Survey Results Summary

Percent of Positive Responses

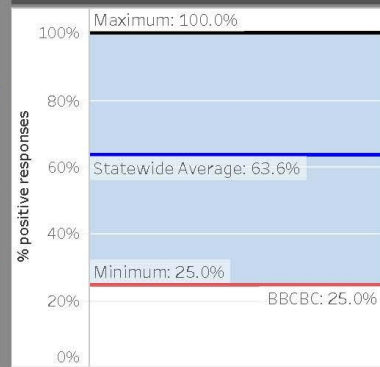
Q7. When requesting reunification, Case managers provide sufficient proof to support their decision.
 Response Rate: 36.4% (4 responses out of 11 surveys sent)



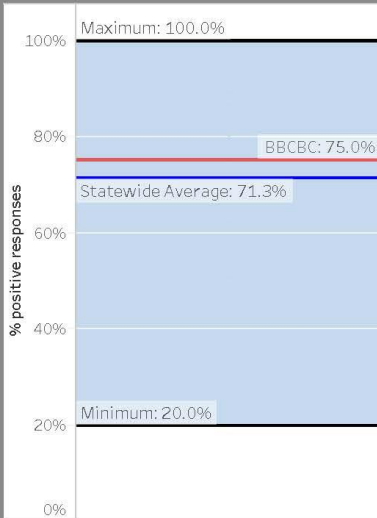
Q8. Case Managers are able to properly identify when an in-home safety plan has failed, and whether or not the failure of the safety plan would require an out of home plan.
 Response Rate: 36.4% (4 responses out of 11 surveys sent)



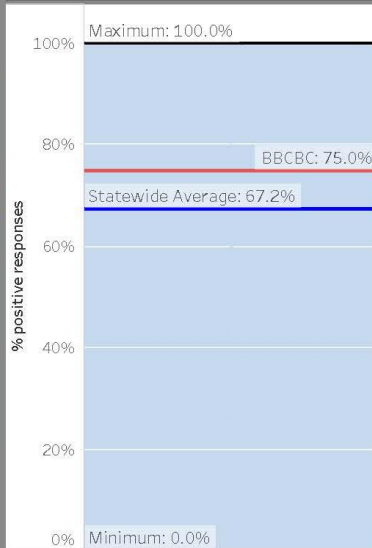
Q9. Outside partners such as foster parents, GAL, behavioral health providers and others with pertinent case knowledge are included in case staffing and decision making with respect to child welfare and safety issues such as permanency and placements.
 Response Rate: 36.4% (4 responses out of 11 surveys sent)



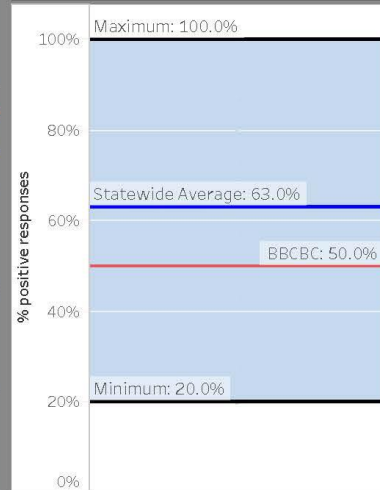
Q10. The CBC has an effective diligent search method to locate absent parents, supporting permanency for children.
 Response Rate: 36.4% (4 responses out of 11 surveys sent)



Q11. The CBC has an effective method to locate relatives, supporting family connection.
 Response Rate: 36.4% (4 responses out of 11 surveys sent)

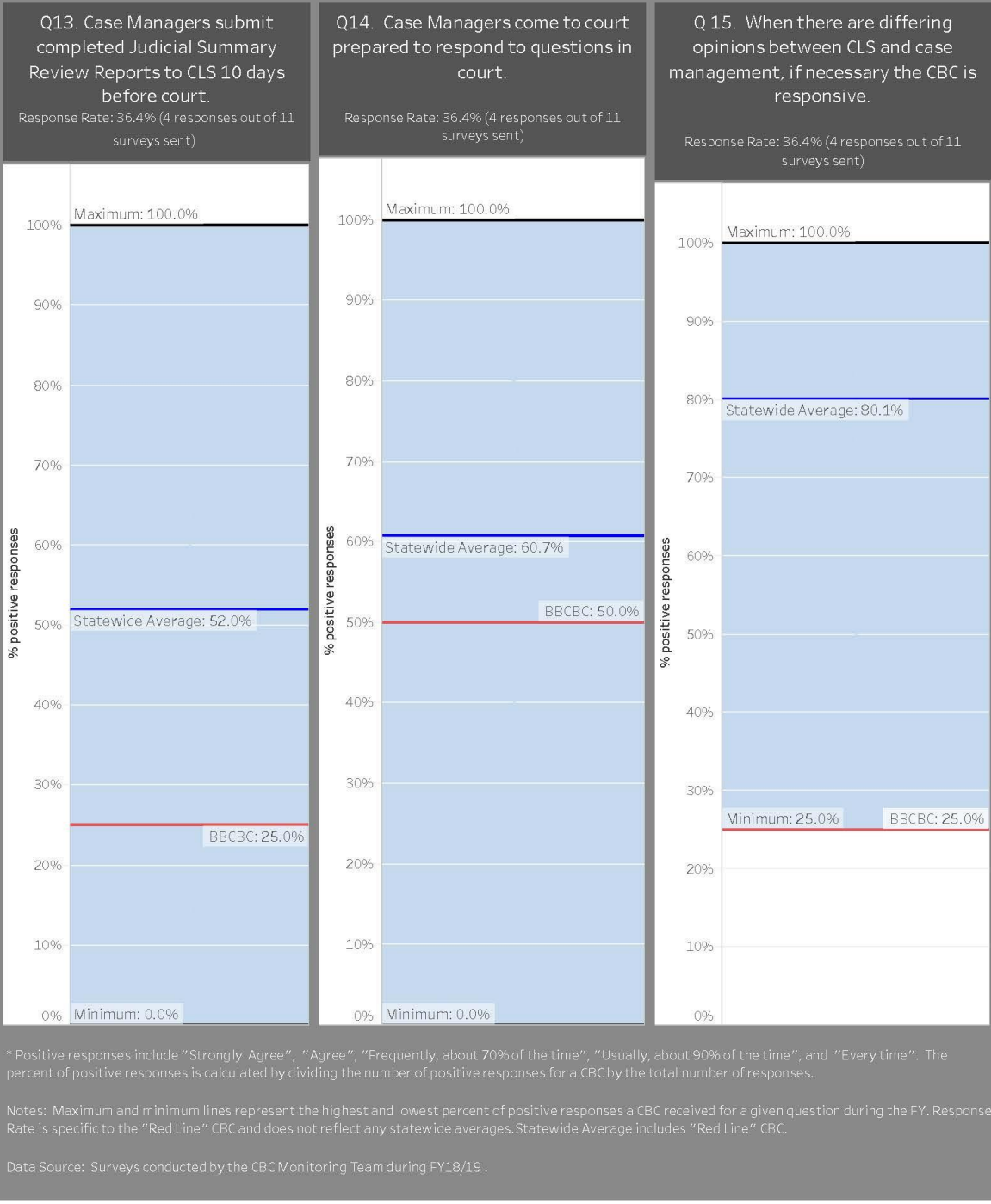


Q12. Case Managers consistently communicate with the attorney on a case and keep him or her informed of changes in the child or family's situation.
 Response Rate: 36.4% (4 responses out of 11 surveys sent)



CLS Survey Results Summary

Percent of Positive Responses

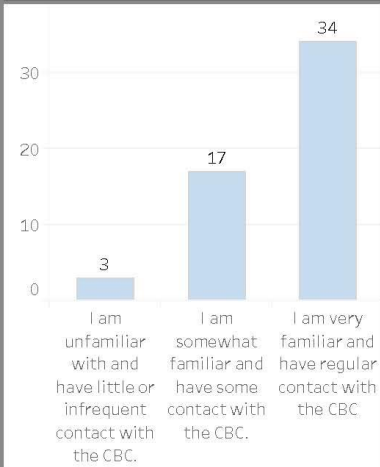


Community Partner Survey Results Summary Percent of Positive Responses*

Page 1

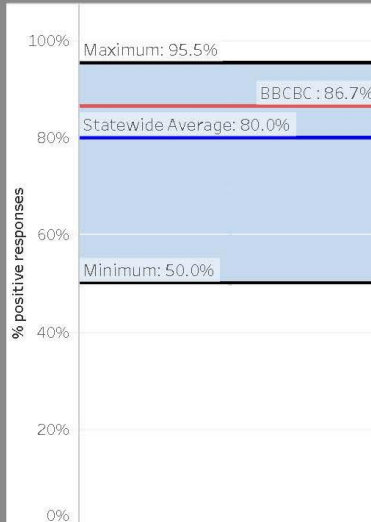
Q1. Which statement best describes your knowledge and frequency of interaction with the CBC?

Response Rate: 20.4% (54 responses out of 265 surveys sent)



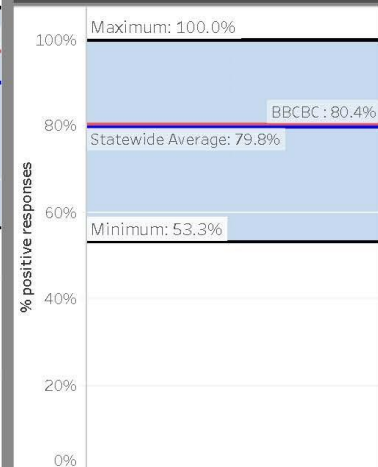
Q2. The CBC is responsive to the needs of my clients.

Response Rate: 17.0% (45 responses out of 265.0 surveys sent)



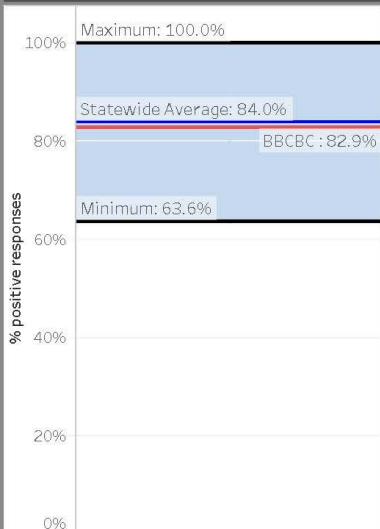
Q3. The CBC collaborates with my organization to advocate for issues of mutual concern related to child welfare.

Response Rate: 17.4% (46 responses out of 265.0 surveys sent)



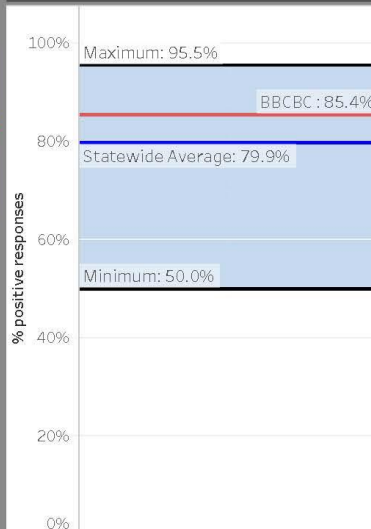
Q4. The CBC conducts ongoing public community meetings.

Response Rate: 13.2% (35 responses out of 265.0 surveys sent)



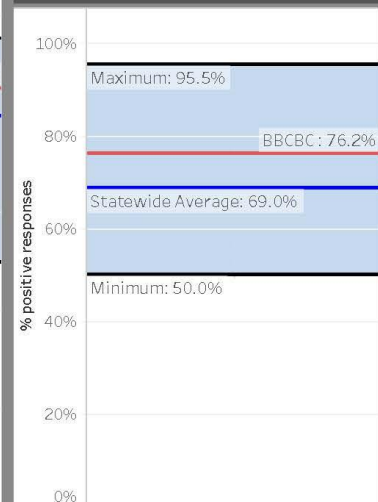
Q5. The CBC coordinates child welfare services in their area well.

Response Rate: 15.5% (41 responses out of 265.0 surveys sent)



Q6. The CBC seeks input and participation from my organization to improve the quality of services.

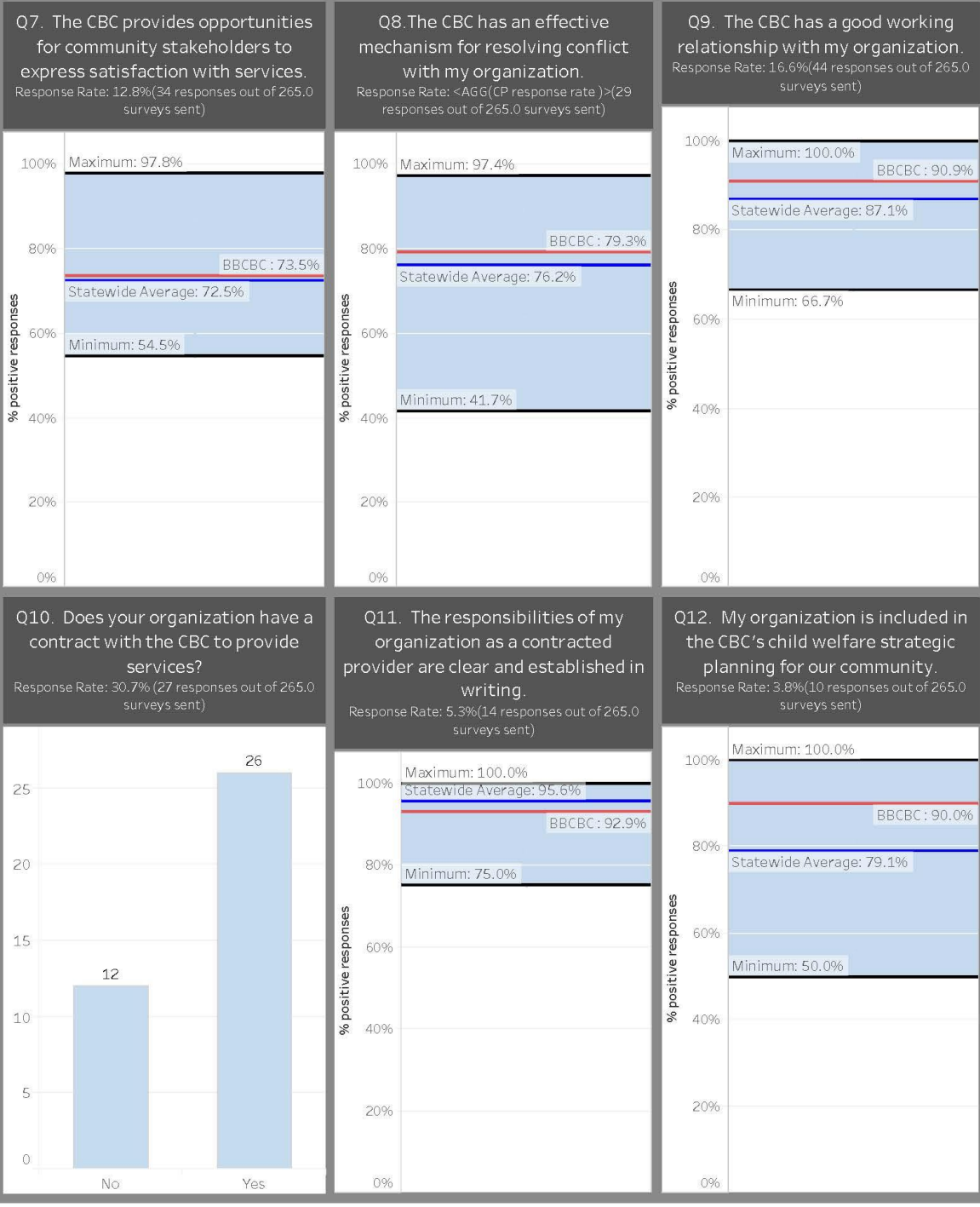
Response Rate: 15.8% (42 responses out of 265.0 surveys sent)



Response Rate is specific to the "Red Line" CBC highlighted in this report.

Community Partner Survey Results Summary

Percent of Positive Responses

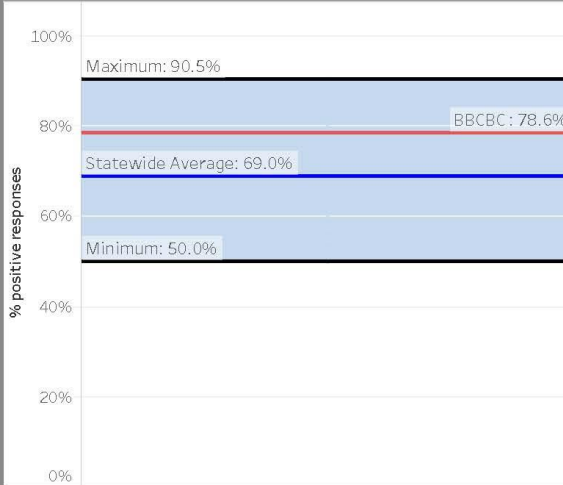


Community Partner Survey Results Summary

Percent of Positive Responses

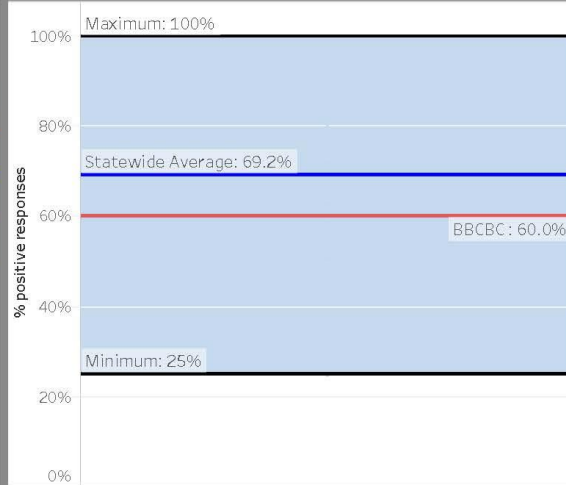
Q13. The CBC seeks my organizations input on how to best resolve child welfare issues in our community.

Response Rate: 5.3%(14 responses out of 265.0 surveys sent)



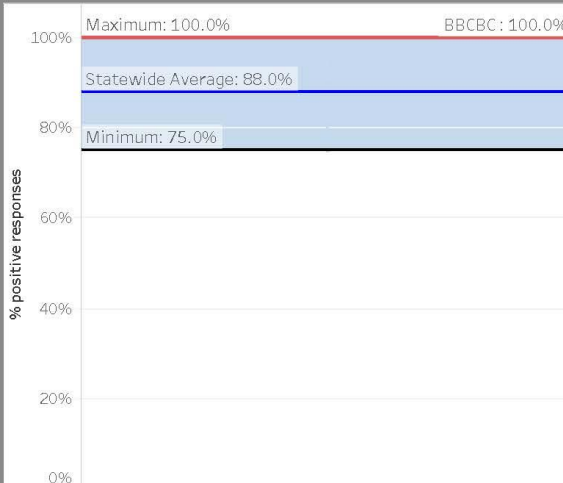
Q14. The CBC's budgeting process and decisions are transparent.

Response Rate: 3.8%(10 responses out of 265.0 surveys sent)



Q15. As a contracted provider, my organization receives performance data from the CBC.

Response Rate: 4.2%(11 responses out of 265.0 surveys sent)



Q16. The CBC provides my organization with the opportunity to provide feedback to improve the provision or the quality of services.

Response Rate: 4.9%(13 responses out of 265.0 surveys sent)



* Positive responses include "Strongly Agree", "Agree", "Frequently, about 70% of the time", "Usually, about 90% of the time", and "Every time". The percent of positive responses is calculated by dividing the number of positive responses for a CBC by the total number of responses.

Notes: Maximum and minimum lines represent the highest and lowest percent of positive responses a CBC received for a given question during the FY. Response Rate is specific to the "Red Line" CBC and does not reflect any statewide averages. Statewide Average includes "Red Line" CBC.

Data Source: Surveys conducted by the CBC Monitoring Team during FY18/19.

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Bay County

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

 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 39		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	23.3	2016	23.0	8,932	Unchanged
Unemployment rate	2011	10.2	2016	4.9	4,305	👍	
High housing cost burden (>30% income spent)	2007-2011	35.3	2012-2016	32.9	22,360	👍	
Teens not in school and not working	2007-2011	9.6	2012-2016	10.8	884	👎	

 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 23		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	61.1	2012-2016	54.1	2,382	👍
4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	75.0	1,609	👎	
8th grade students not proficient in math	2014/15	76.0	2015/16	76.0	1,077	Unchanged	
High school students not graduating on time	2011/12	26.3	2015/16	19.0	326	👍	

 HEALTH WELL-BEING <small>DOMAIN RANK</small> 31		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	9.3	2016	8.9	208	Unchanged
Uninsured children	2010	11.7	2015	6.6	2,664	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	38.3	2015/16	34.0	2,039	👍	
High school teens who used alcohol/drugs (past 30 days)	2012	39.7	2016	35.1	214	👍	

 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 37		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	31.5	2012-2016	35.2	11,798	👎
Children living in high poverty areas	2007-2011	3.0	2012-2016	10.7	4,123	👎	
Children with verified maltreatment (per 1,000)	2011/12	9.0	2016/17	10.1	386	👎	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	56.2	2016/17	34.0	567	👍	

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Calhoun County



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 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 15		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	31.8	2016	30.9	909	Unchanged
Unemployment rate	2011	10.4	2016	5.7	281	👍	
High housing cost burden (>30% income spent)	2007-2011	32.0	2012-2016	23.7	1,080	👍	
Teens not in school and not working	2007-2011	20.9	2012-2016	4.7	30	👍	

 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 26		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	46.3	2012-2016	71.8	282	👎
4th grade students not proficient in English Language Arts	2014/15	75.0	2015/16	74.0	128	👍	
8th grade students not proficient in math	2014/15	66.0	2015/16	64.0	83	👍	
High school students not graduating on time	2011/12	22.7	2015/16	17.1	28	👍	

 HEALTH WELL-BEING <small>DOMAIN RANK</small> 64		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	7.9	2016	*	*	
Uninsured children	2010	12.0	2015	7.6	233	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	34.0	2015/16	43.3	256	👎	
High school teens who used alcohol/drugs (past 30 days)	2012	35.8	2016	39.0	90	👎	

 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 6		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	42.9	2012-2016	30.3	728	👍
Children living in high poverty areas	2007-2011	54.2	2012-2016	0.0	0	👍	
Children with verified maltreatment (per 1,000)	2011/12	9.7	2016/17	7.3	22	👍	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	21.4	2016/17	10.7	14	👍	

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– 2018 FLORIDA CHILD WELL-BEING INDEX –


Franklin County



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

 ECONOMIC WELL-BEING DOMAIN RANK 42		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	30.7	2016	35.9	682	☹️
Unemployment rate	2011	7.6	2016	4.3	206	😊	
High housing cost burden (>30% income spent)	2007-2011	35.3	2012-2016	27.6	1,172	😊	
Teens not in school and not working	2007-2011	25.4	2012-2016	4.7	15	😊	

 EDUCATION WELL-BEING DOMAIN RANK 64		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	39.2	2012-2016	72.1	165	☹️
4th grade students not proficient in English Language Arts	2014/15	*	2015/16	84.0	92		
8th grade students not proficient in math	2014/15	*	2015/16	*	41		
High school students not graduating on time	2011/12	*	2015/16	*	23		

 HEALTH WELL-BEING DOMAIN RANK 63		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	*	2016	*	10	
Uninsured children	2010	14.8	2015	8.4	164	😊	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	41.5	2015/16	41.4	134	Unchanged	
High school teens who used alcohol/drugs (past 30 days)	2012	*	2016	*	31		

 FAMILY & COMMUNITY DOMAIN RANK 10		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	52.8	2012-2016	31.1	495	😊
Children living in high poverty areas	2007-2011	35.4	2012-2016	0.0	0	😊	
Children with verified maltreatment (per 1,000)	2011/12	12.8	2016/17	13.8	28	☹️	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	38.1	2016/17	25.0	22	😊	

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Gadsden County



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ECONOMIC WELL-BEING DOMAIN RANK 50		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	37.5	2016	33.8	3,411	👍
Unemployment rate	2011	11.6	2016	6.3	1,149	👍	
High housing cost burden (>30% income spent)	2007-2011	33.2	2012-2016	26.2	4,430	👍	
Teens not in school and not working	2007-2011	19.2	2012-2016	9.7	179	👍	

EDUCATION WELL-BEING DOMAIN RANK 45		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	48.7	2012-2016	32.6	373	👍
4th grade students not proficient in English Language Arts	2014/15	88.0	2015/16	87.0	408	👍	
8th grade students not proficient in math	2014/15	88.0	2015/16	91.0	228	👎	
High school students not graduating on time	2011/12	38.6	2015/16	31.6	87	👍	

HEALTH WELL-BEING DOMAIN RANK 51		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	10.4	2016	11.4	65	👎
Uninsured children	2010	11.5	2015	7.9	813	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	43.6	2015/16	42.7	587	Unchanged	
High school teens who used alcohol/drugs (past 30 days)	2012	*	2016	30.2	96		

FAMILY & COMMUNITY DOMAIN RANK 66		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	57.9	2012-2016	53.0	4,478	👍
Children living in high poverty areas	2007-2011	52.4	2012-2016	45.3	4,669	👍	
Children with verified maltreatment (per 1,000)	2011/12	7.5	2016/17	7.3	79	Unchanged	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	26.0	2016/17	17.4	80	👍	

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Gulf County



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

 ECONOMIC WELL-BEING DOMAIN RANK 55		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	28.1	2016	29.9	725	☹️
Unemployment rate	2011	9.7	2016	4.5	272	👍	
High housing cost burden (>30% income spent)	2007-2011	31.7	2012-2016	29.0	1,551	👍	
Teens not in school and not working	2007-2011	15.0	2012-2016	17.0	132	☹️	

 EDUCATION WELL-BEING DOMAIN RANK 3		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	73.9	2012-2016	34.1	103	👍
4th grade students not proficient in English Language Arts	2014/15	79.0	2015/16	76.0	97	👍	
8th grade students not proficient in math	2014/15	66.0	2015/16	54.0	71	👍	
High school students not graduating on time	2011/12	15.3	2015/16	18.5	29	☹️	

 HEALTH WELL-BEING DOMAIN RANK 57		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	11.6	2016	*	*	
Uninsured children	2010	12.9	2015	7.9	206	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	39.9	2015/16	38.3	158	👍	
High school teens who used alcohol/drugs (past 30 days)	2012	45.1	2016	40.9	87	👍	

 FAMILY & COMMUNITY DOMAIN RANK 23		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	46.1	2012-2016	39.2	753	👍
Children living in high poverty areas	2007-2011	0.0	2012-2016	0.0	0	Unchanged	
Children with verified maltreatment (per 1,000)	2011/12	6.7	2016/17	4.6	12	👍	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	26.1	2016/17	20.0	24	👍	

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Holmes County



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

 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 59		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	36.8	2016	34.5	1,328	👍
	Unemployment rate	2011	9.8	2016	5.4	364	👍
	High housing cost burden (>30% income spent)	2007-2011	29.4	2012-2016	25.2	1,714	👍
	Teens not in school and not working	2007-2011	16.6	2012-2016	20.4	166	👎

 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 62		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	80.0	2012-2016	69.8	312	👍
	4th grade students not proficient in English Language Arts	2014/15	78.0	2015/16	83.0	205	👎
	8th grade students not proficient in math	2014/15	87.0	2015/16	91.0	170	👎
	High school students not graduating on time	2011/12	27.2	2015/16	27.6	53	Unchanged

 HEALTH WELL-BEING <small>DOMAIN RANK</small> 7		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	8.4	2016	7.5	14	Unchanged
	Uninsured children	2010	11.0	2015	8.3	328	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	34.7	2015/16	31.0	100	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	32.6	2016	26.1	72	👍

 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 60		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	26.5	2012-2016	35.4	1,118	👎
	Children living in high poverty areas	2007-2011	0.0	2012-2016	36.8	1,448	👎
	Children with verified maltreatment (per 1,000)	2011/12	14.5	2016/17	5.4	22	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	25.1	2016/17	18.3	34	👍

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Jackson County



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

 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 48		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	28.6	2016	30.9	2,708	👎
Unemployment rate	2011	9.5	2016	5.3	916	👍	
High housing cost burden (>30% income spent)	2007-2011	26.5	2012-2016	29.3	4,910	👎	
Teens not in school and not working	2007-2011	7.6	2012-2016	9.2	204	👎	

 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 46		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	58.2	2012-2016	58.9	558	Unchanged
4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	74.0	372	👎	
8th grade students not proficient in math	2014/15	81.0	2015/16	82.0	307	👎	
High school students not graduating on time	2011/12	30.8	2015/16	27.4	129	👍	

 HEALTH WELL-BEING <small>DOMAIN RANK</small> 66		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	10.8	2016	8.1	43	👍
Uninsured children	2010	10.3	2015	6.4	594	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	44.2	2015/16	48.8	736	👎	
High school teens who used alcohol/drugs (past 30 days)	2012	42.3	2016	33.8	132	👍	

 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 56		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	30.7	2012-2016	43.6	3,432	👎
Children living in high poverty areas	2007-2011	0.0	2012-2016	15.9	1,454	👎	
Children with verified maltreatment (per 1,000)	2011/12	7.5	2016/17	7.5	72	Unchanged	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	22.3	2016/17	19.2	83	👍	

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Jefferson County



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

 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 35		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	27.9	2016	28.5	695	Unchanged
Unemployment rate	2011	10.1	2016	5.3	289	👍	
High housing cost burden (>30% income spent)	2007-2011	28.2	2012-2016	33.2	1,849	👎	
Teens not in school and not working	2007-2011	16.9	2012-2016	3.9	20	👍	

 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 59		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	64.9	2012-2016	42.7	114	👍
4th grade students not proficient in English Language Arts	2014/15	*	2015/16	*	47		
8th grade students not proficient in math	2014/15	*	2015/16	*	29		
High school students not graduating on time	2011/12	*	2015/16	*	15		

 HEALTH WELL-BEING <small>DOMAIN RANK</small> 28		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	*	2016	9.9	12	
Uninsured children	2010	13.7	2015	8.4	213	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	54.8	2015/16	38.8	80	👍	
High school teens who used alcohol/drugs (past 30 days)	2012	*	2016	*	18		

 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 35		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	35.7	2012-2016	46.0	900	👎
Children living in high poverty areas	2007-2011	0.0	2012-2016	0.0	0	Unchanged	
Children with verified maltreatment (per 1,000)	2011/12	8.2	2016/17	*	*		
Youth contacts with the juvenile justice system (per 1,000)	2011/12	18.8	2016/17	21.4	24	👎	

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Leon County



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

 ECONOMIC WELL-BEING DOMAIN RANK 21		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	22.5	2016	18.9	10,019	👍
	Unemployment rate	2011	7.8	2016	4.6	6,846	👍
	High housing cost burden (>30% income spent)	2007-2011	41.6	2012-2016	38.5	42,817	👍
	Teens not in school and not working	2007-2011	4.9	2012-2016	5.0	1,146	Unchanged

 EDUCATION WELL-BEING DOMAIN RANK 4		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	37.4	2012-2016	36.4	2,179	👍
	4th grade students not proficient in English Language Arts	2014/15	68.0	2015/16	68.0	1,689	Unchanged
	8th grade students not proficient in math	2014/15	82.0	2015/16	76.0	1,044	👍
	High school students not graduating on time	2011/12	28.7	2015/16	7.7	155	👍

 HEALTH WELL-BEING DOMAIN RANK 32		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	10.3	2016	9.3	278	Unchanged
	Uninsured children	2010	8.8	2015	6.2	3,510	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	35.3	2015/16	34.3	2,513	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	40.5	2016	34.9	160	👍

 FAMILY & COMMUNITY DOMAIN RANK 53		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	39.0	2012-2016	35.1	16,599	👍
	Children living in high poverty areas	2007-2011	19.5	2012-2016	19.9	10,689	Unchanged
	Children with verified maltreatment (per 1,000)	2011/12	9.4	2016/17	5.7	321	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	27.3	2016/17	21.4	529	👍

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Liberty County



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

ECONOMIC WELL-BEING DOMAIN RANK 8		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	28.1	2016	29.2	427	👎
Unemployment rate	2011	9.2	2016	5.3	141	👍	
High housing cost burden (>30% income spent)	2007-2011	26.0	2012-2016	16.5	391	👍	
Teens not in school and not working	2007-2011	13.0	2012-2016	9.9	37	👍	

EDUCATION WELL-BEING DOMAIN RANK 63		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	79.8	2012-2016	59.2	106	👍
4th grade students not proficient in English Language Arts	2014/15	*	2015/16	88.0	101		
8th grade students not proficient in math	2014/15	*	2015/16	*	15		
High school students not graduating on time	2011/12	*	2015/16	*	24		

HEALTH WELL-BEING DOMAIN RANK 44		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	*	2016	*	*	
Uninsured children	2010	12.1	2015	8.5	136	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	38.4	2015/16	43.0	125	👎	
High school teens who used alcohol/drugs (past 30 days)	2012	38.7	2016	34.1	42	👍	

FAMILY & COMMUNITY DOMAIN RANK 22		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	32.6	2012-2016	39.0	507	👎
Children living in high poverty areas	2007-2011	0.0	2012-2016	0.0	0	Unchanged	
Children with verified maltreatment (per 1,000)	2011/12	*	2016/17	8.8	16		
Youth contacts with the juvenile justice system (per 1,000)	2011/12	12.0	2016/17	16.3	14	👎	

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*Data are suppressed due to confidentiality.



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OVERALL
COUNTY RANK

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– 2018 FLORIDA CHILD WELL-BEING INDEX –

Wakulla County



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

 <p>ECONOMIC WELL-BEING DOMAIN RANK 7</p>		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	20.8	2016	18.0	1,208	👍
	Unemployment rate	2011	8.3	2016	4.1	586	👍
	High housing cost burden (>30% income spent)	2007-2011	31.0	2012-2016	25.8	2,772	👍
Teens not in school and not working	2007-2011	9.5	2012-2016	12.5	173	👎	
 <p>EDUCATION WELL-BEING DOMAIN RANK 20</p>		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	32.7	2012-2016	41.4	253	👎
	4th grade students not proficient in English Language Arts	2014/15	72.0	2015/16	73.0	244	👎
	8th grade students not proficient in math	2014/15	86.0	2015/16	93.0	179	👎
High school students not graduating on time	2011/12	29.6	2015/16	13.1	43	👍	
 <p>HEALTH WELL-BEING DOMAIN RANK 62</p>		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	7.2	2016	4.8	17	👍
	Uninsured children	2010	10.2	2015	6.7	460	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	38.6	2015/16	39.1	379	Unchanged
High school teens who used alcohol/drugs (past 30 days)	2012	49.1	2016	43.8	109	👍	
 <p>FAMILY & COMMUNITY DOMAIN RANK 11</p>		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	28.5	2012-2016	32.4	1,907	👎
	Children living in high poverty areas	2007-2011	0.0	2012-2016	0.0	0	Unchanged
	Children with verified maltreatment (per 1,000)	2011/12	13.5	2016/17	6.2	43	👍
Youth contacts with the juvenile justice system (per 1,000)	2011/12	14.3	2016/17	20.4	67	👎	

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OVERALL
COUNTY RANK


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Washington County




– 2018 FLORIDA CHILD WELL-BEING INDEX –

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

 ECONOMIC WELL-BEING <small>DOMAIN RANK</small> 34		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	33.9	2016	31.9	1,542	👍
Unemployment rate	2011	10.0	2016	5.2	509	👍	
High housing cost burden (>30% income spent)	2007-2011	30.3	2012-2016	23.8	1,990	👍	
Teens not in school and not working	2007-2011	20.5	2012-2016	9.3	110	👍	

 EDUCATION WELL-BEING <small>DOMAIN RANK</small> 41		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	42.5	2012-2016	50.1	314	👎
4th grade students not proficient in English Language Arts	2014/15	78.0	2015/16	71.0	153	👍	
8th grade students not proficient in math	2014/15	77.0	2015/16	92.0	125	👎	
High school students not graduating on time	2011/12	28.9	2015/16	23.7	65	👍	

 HEALTH WELL-BEING <small>DOMAIN RANK</small> 50		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	9.7	2016	9.3	23	Unchanged
Uninsured children	2010	10.8	2015	7.3	372	👍	
Overweight and obese 1st, 3rd & 6th grade students	2010/11	42.9	2015/16	39.3	303	👍	
High school teens who used alcohol/drugs (past 30 days)	2012	47.3	2016	35.2	104	👍	

 FAMILY & COMMUNITY <small>DOMAIN RANK</small> 15		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	25.9	2012-2016	33.6	1,386	👎
Children living in high poverty areas	2007-2011	0.0	2012-2016	0.0	0	Unchanged	
Children with verified maltreatment (per 1,000)	2011/12	9.7	2016/17	5.1	26	👍	
Youth contacts with the juvenile justice system (per 1,000)	2011/12	23.5	2016/17	19.6	45	👍	

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