FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES
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CBC Contract Monitoring Report

On-Site Completed: July 2018

As required by section 402.7305 F.S., The Department of Children and Families completed an On-Site Contract monitoring of Children's Network of Southwest Florida. 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.

Contract HJ300

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This report provides findings for the contract monitoring of Children's Network of Southwest Florida, L.L.C. (CNSWFL). The on-site monitoring was conducted from July 16 – 20, 2018 and focused on CNSWFL's child welfare system of care. The monitoring process included a review of CNSWFL'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 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) quality management and performance improvement; (4) placement resources and process; (5) child welfare practice; (6) partnership relations and (7) community relationships. Additionally, ten subcontracts, fifteen critical incidents and fifteen employee files were administratively reviewed.

Significant findings of each category are below:

Leadership and Governance:

- CNSWFL's mission, vision and values are aligned with the Department's.

- The CEO is tenured, knowledgeable and engaged in the community.

- CNSWFL's Board of Directors is diverse and representative of the community. The Board reviews fiscal data and is kept appraised of critical incidents as they occur.

- CNSWFL applied for Risk Pool funding but it was not approved for FY17/18 based on current fiscal sustainability. A subsequent request for Risk Pool funding has been made for FY18/19.

- CNSWFL's senior leadership is tenured and regularly participate in community events and meetings. However, structured executive level succession planning is not evident.

- Due to several recent changes, the organizational structure is unclear to both those inside and outside the agency. Efforts are needed to ensure that the structure is efficient while still accomplishing the needs of the organization.

Workforce Management:

- Subcontracted case management agencies (CMAs) are expected to fill vacancies in a timely manner. CNSWFL requires subcontracted CMAs to report vacancies and turnover on a regular basis.
- In the past year CNSWFL has made progress in reducing caseloads, however, high caseloads persist.
- CNSWFL employs several employee retention practices, such as absorbing recertification costs and streamlining staff salaries across the system of care to reduce or eliminate lateral agency moves.
- Pre-service training and the majority of in-service training are provided internally by CNSWFL staff.

- Dissemination of CFOPs, statute and administrative code updates is primarily accomplished through e-mail distribution.

Quality Management and Performance Improvement

- CNSWFL supervisors and management staff utilize FSFN reporting capabilities to gather information.
- Regular meetings with staff, subcontractors and partner agencies are held where data is shared and discussed.
- FSFN reports are disseminated to select individuals. Dissemination to front line staff is limited.
- Systemic deficiencies are identified and discussed with partner agencies to achieve timely resolution.

Placement Resources and Process:

- Placement services are provided by three agencies in Circuit 20.
- CSNWF has moved children, placed in out of home care, more frequently than the statewide average and has failed to meet the statewide performance target for the past eight quarters.
- CNSWFL has been unable to meet the target for shared sibling placement in all of the past eight quarters.
- A higher percentage of children in licensed care in Circuit 20 are placed outside of their removal county, compared to the statewide average.
- Foster parents report limited communication and a need for greater partnership.
- The placement process is not streamlined and often results in foster parents being contacted multiple times for placements.

Child Welfare Practice:

- CNSWFL staff receive training on family centered and trauma informed care principles.
- Specialized trainers, such as Cenpatico behavioral health experts, supplement CNSWFL's training curriculum to reinforce trauma informed care principles through in-service training.
- Placement decisions show a need to reinforce family centered and trauma informed care principles.

Partnership Relations:

- Case management and investigations front line staff expressed a desire to participate in joint team building activities to improve communication.
- Collaboration with CLS has improved in the past year, resulting in less frequent court document delays and fewer issues in court.
- CNSWFL will continue to engage the ME to secure needed services for the service area.
- Guardian Ad Litems (GAL) report a lack of communication and collaboration.

Community Relations

- CNSWFL enjoys advantageous relationships with community organizations including:
  - Religious organizations – meeting space, outreach, etc.
  - Media outlets – low or no cost advertising

- o   Universities – supportive programs for youth
- o   Businesses - donations, fundraisers, etc. – holiday drive, etc.
- o   Tribal -Enrichment activities for foster youth

Administrative Findings

- CNSWFL's critical incident reporting process revealed several areas where improvements are warranted. For example, timely IRAS entry, notifications (parent/guardian, law enforcement, etc.), documentation and tracking of follow up actions to identify systemic trends and training opportunities.
- Review of subcontract files revealed one subcontract with a late renewal clause.
- Review of employee files showed a need to ensure all required forms and background screenings are complete and contained in the file.
- For additional details, see Section 14– On-Site Monitoring Summary, Administrative Findings

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 with more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence based programs and data analytics. The most up-to-date CNSWFL performance is depicted later in this report.

As the Casey graphic shows, the rate and number of children in care has increased since early 2012 and in the past few years, the rate in care has surpassed both the state and national averages. Since 2014, a higher percentage of children experienced repeat maltreatment within six months but the reverse is seen for children in care up to twelve months. The percentage of children reentering care within twelve months of timely permanency has been better than both the state and national percentage since 2012. The percentage of children who achieve permanency within 30 days of entering care is lower than the state and national percentage.

Childrens Network of Southwest Florida

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

Legend: ■ CBC ■ Florida ■ national

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

Values: 904 (3/12), 892 (9/12), 943 (3/13), 926 (9/13), 1,060 (3/14), 1,191 (9/14), 1,264 (3/15), 1,288 (9/15), 1,368 (3/16), 1,433 (9/16), 1,523 (3/17), 1,595 (9/17), 1,530 (3/18)
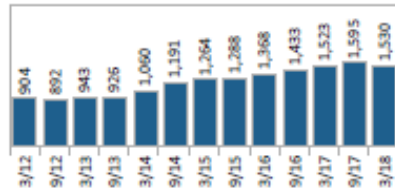
year over year change in the # in care

change 3/13-3/14, change 3/14-3/15, change 3/15-3/16, change 3/16-3/17, change 3/17-3/18
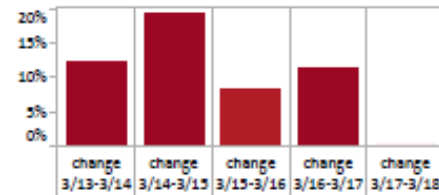
rate in care
(per 1,000, < age 18)

2012, 2013, 2014, 2015, 2016, 2017, 2018
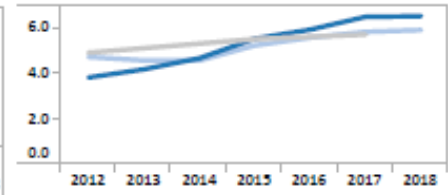
Safety

% children who experience repeat maltreatment within 6 months

2012, 2013, 2014, 2015, 2016, 2017
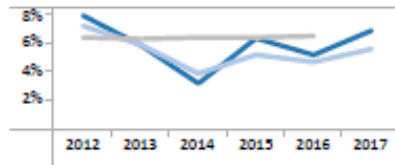
% children who experience repeat maltreatment within 12 months
(note 2013-2014 data masked due to data quality)

2009, 2010, 2011, 2012, 2015
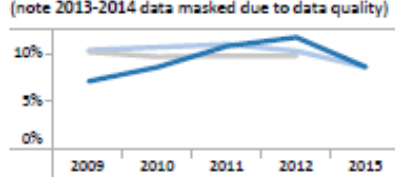
Entries

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

Legend: ■ Entries ■ Exits

3/12, 9/12, 3/13, 9/13, 3/14, 9/14, 3/15, 9/15, 3/16, 9/16, 3/17, 9/17, 3/18

rate of children entering care
(per 1,000)

2012, 2013, 2014, 2015, 2016, 2017
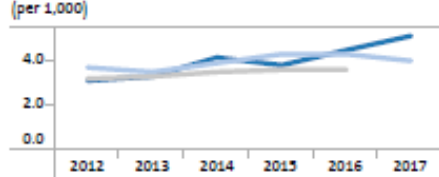
Placement

placement settings for children in care, by age (for all children in care on 3/31/2018)

Legend: ■ Runaway ■ Congregate care ■ Foster care ■ Pre-adoptive home ■ Kinship care

Age	Kinship care	Foster care	Congregate care	Runaway
<1	34%	64%		
1-5	42%	55%		
6-12	40%	51%	8%	
13-17	23%	50%	23%	(runaway top)
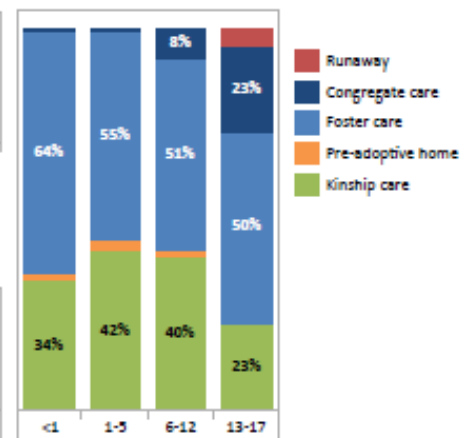
Timely & Stable Permanency

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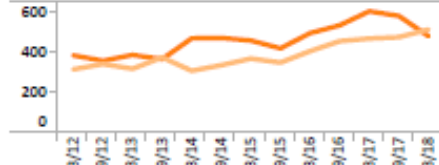(6 month entry cohorts ending on each date)

3/12, 9/12, 3/13, 9/13, 3/14, 9/14, 3/15, 9/15, 3/16, 9/16, 3/17, 9/17
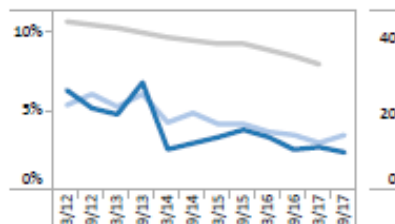
% permanency within 3-12 months of entering care
(6 month entry cohorts ending on each date)

3/12, 9/12, 3/13, 9/13, 3/14, 9/14, 3/15, 9/15, 3/16, 9/16, 3/17
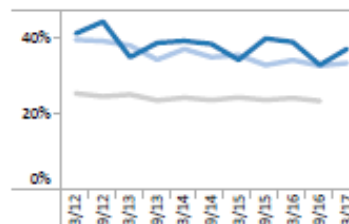
% permanency w/in 12 months for children in care 12-23 months

2012, 2013, 2014, 2015, 2016, 2017
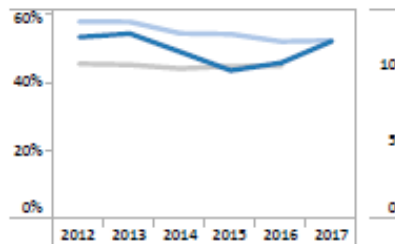
% re-entering care w/in 12 months of timely permanency

2011, 2012, 2013, 2014, 2015, 2016
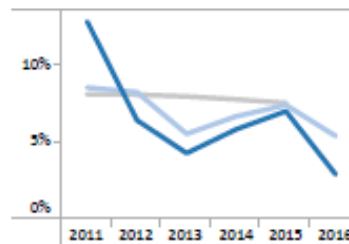
Children In Care 2+ Years (3/31/2018)

in care 2 + years

#	240
%	16%
state	18%
Nat'l (2017)	25%

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

2012, 2013, 2014, 2015, 2016, 2017
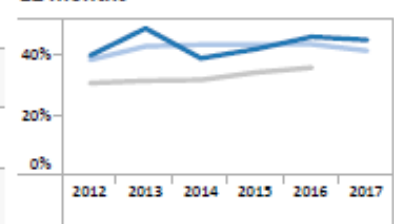
profile of current caseload in care 2+ years
(for groups that represent at least 2% of the total; by age, placement type and case plan goal)

	ages 2-12			ages 13-17		
	Reunif	Adopt	NA	Adopt	APPLA	NA
Congregate care		3%		8%		
Foster care	3%	31%	5%	13%	6%	2%
Kinship care		12%				
Pre-adoptive home		3%				

SECTION 1: CONTRACT MONITORING PROCESS

The monitoring process included a review of CNSWFL'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, quality assurance data and other information obtained through supporting documents, interviews 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) quality management and performance improvement; (4) placement resources and process; (5) child welfare practice; (6) partnership relations and (7) community relationships. Additionally, ten subcontracts, 15 critical incidents and 15 employee files (for employment eligibility verification, background screening and information security) were administratively reviewed.

Supplementary information was provided by the Department's Office of Revenue Management, Office of Community-Based Care (CBC)/Managing Entity (ME) Financial Accountability, Office of Child Welfare and the Suncoast Region contract manager. Documents reviewed and analyzed included: "The Comprehensive, Multi-Year Review of Revenues, Expenditures, and Financial Position of All Community Based Care Lead Agencies with System of Care Analysis Report", quarterly financial viability reports, system adoption initiative gap analysis, service array assessment and stakeholder survey results. Additional information was gathered through interviews of CNSWFL and DCF staff including leadership from the Suncoast Region, CNSWFL management 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 investigations staff, Children's Legal Services and foster parents.

The CBC monitoring team consisted of Department of Children and Families Community Based Care Monitoring Unit staff Alissa Cross, Kelly Welch and Renee Gill, DCF Child Welfare representatives MaryAnne White (Headquarters-Training), Fawn Moore (Central Region) and Sabrina Brown (COU ME Monitoring Team), and CBC representatives Megan Richard with Family Support Services of North Florida and Johanna Moronta with Community Based Care of Central Florida.

SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community CNSWFL 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. CNSWFL serves the childen and families in Charlotte, Collier, Glades, Hendry and Lee counties representing Judicial Circuit 20 in the Suncoast Region. The table below provides key US Census Facts for these five counties as compared to the statewide percentages.

The median household income in two (Collier and Lee) of the five counties CNSWFL serves is higher than the statewide average and with the exception of Charlotte County, a lower precentarge of the population over 25 years of age successfully completed high school. And, while a greater percentage of

the population in Charlotte County obtained a high school diploma compared to the other four counties and the statewide average, a greater percentage of the population over 25 years of age in Collier County has earned a college degree. (See Table 1)

US Census Facts	Charlotte	Collier	Glades	Hendry	Lee	Florida
Median Household Income	$44,865	$59,783	$34,143	$37,552	$50,390	$48,900
Percent of population living in poverty	12.6%	11.4%	21.5%	25.1%	12.8%	14.7%
Percent of population over 25 years old with a college degree	20.8%	33.9%	8.9%	9.1%	26.7%	27.9%
Percent of population over 25 years old with high school diploma	89.4%	85.7%	74.4%	62.9%	87.0%	87.2%

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

CHILD WELFARE PARTNERS

Child Protective Investigations and Children's Legal Services are provided by the Department of Children and Families in Circuit 20. Case management services are subcontracted to Camelot (North and South) and Lutheran Services of Florida. Until recently, a third case management agency, Pathways Human Services of Florida, also provided case management services but gave notice to terminate their contract with CNSWFL in early 2018. At that time, CNSWFL brought a portion of case management operations in house. Camelot North provides case management, licensing and placement services in Charlotte County. Camelot South provides case management and placement services in Collier, Hendry and Glades counties. Lutheran Services of Florida and CNSWFL provide case management, licensing and placement services in Lee County. CNSWFL contracts with Children's Home Society for the provision of independent living services in all five counties.

CNSWFL works closely with the Guardian Ad Litem office and the Southwest Florida Foster Adoptive Parent Association (FAPA). CNSWFL contracts with Camelot for Family Support Services and with Lutheran Social Services for the provision of safety management services.

CHILD FATALITIES

BIRTH AND INFANT MORTALITY RATES

The birth rate per 1,000 population is lower than the statewide rate in four of the five counties. In Hendry County, the birth rate is consistently higher than the statewide average. In three of the five counties served by CNSWFL, the infant mortality rate per 1,000 live births is higher than the statewide

average in 2016. (See Table 2) In Glades County, the infant mortality rate (30.3) was almost five times the statewide average in 2016, however Glades' diminutive population may skew the metric.

County	Birth Rate per 1,00 Population Statewide Rate 11.1					Infant Mortality Per 1,000 Population Statewide Rate: 6.1				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Charlotte	6.30	6.20	6.10	6.10	6.10	2.90	1.00	4.00	6.80	7.70
Collier	9.50	9.40	9.70	9.40	9.40	4.10	6.00	4.60	6.80	4.80
Glades	5.50	5.10	4.70	6.10	5.00	14.50	15.40	16.70	0.00	30.30
Hendry	15.60	15.10	15.00	16.50	14.80	5.10	7.00	1.80	3.20	3.50
Lee	10.00	9.90	9.70	10.10	9.90	6.10	5.90	5.20	6.10	6.40

Table 2. Source: flheathcharts.com

CHILD FATALITY INVESTIGATIONS

From 2009 – 2017, there were 242 child fatality investigations in Circuit 20. (See Fig. 1) Of the 242 child death investigations, 23 had previous or current case management services at the time of the death. There have been seven CIRRT responses to Circuit 20 that involved open ongoing services with CNSWFL.

Figure 1. Source: DCF Child Fatality Prevention Office, August 2018
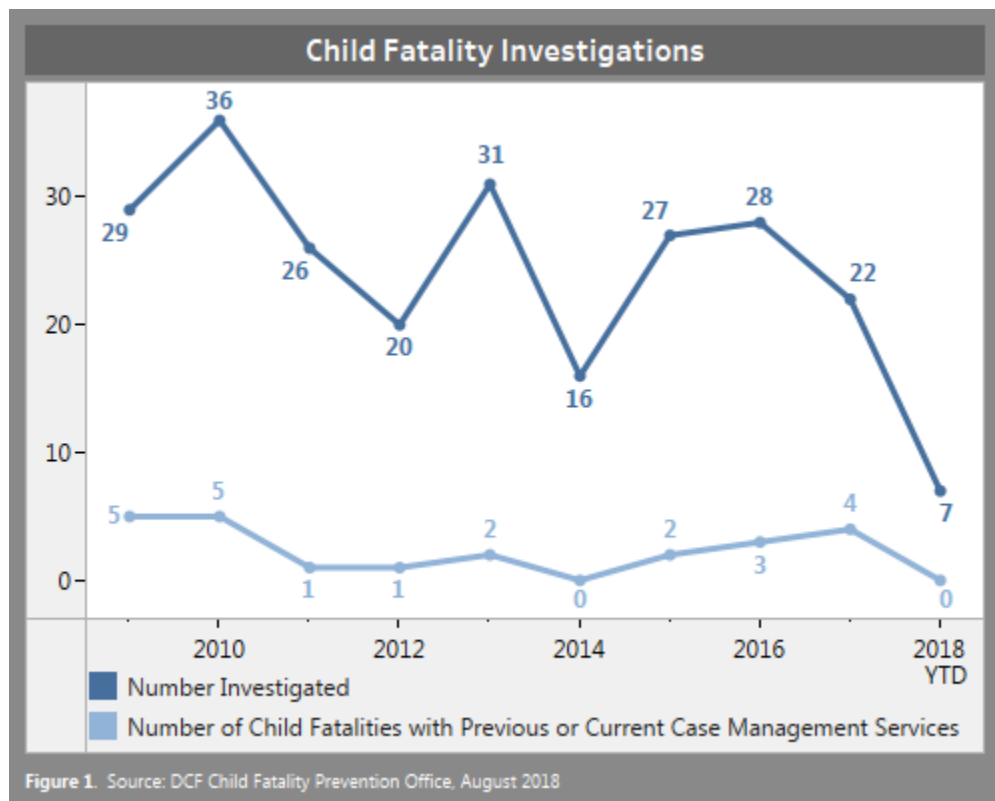
- In 2014, A one-year-old Collier County medically complex child with Down's Syndrome died of complications during an open services case concerning medical neglect issues. The child was removed as a result of the original investigation and died of medical complications likely

associated with neglect of chronic medical conditions prior to the child's placement in foster care.

- In 2013, a three-year-old Lee County child was found unresponsive after he was wrapped up in a blanket as a form of punishment by an unrelated household member. The maternal grandmother (relative caretaker) and father were aware that this punishment was being administered and were present during the time in which the child died.

- In 2015, a Nearly 9-month-old Lee County infant was found unresponsive in his crib. The infant had been suffering from a cold and possible ear infection and had been given over the counter medication by his mother. At the time of the investigation, there was an open court-ordered services case stemming from a previous report concerning environmental hazards due to the condition of the family's home. The death resulted when the baby's airway was accidentally obstructed by his blanket.

- In 2016, an eleven-year-old Lee County child sustained lethal injuries when he was hit by a truck while riding his bicycle. At the time of the incident, there was an open service case stemming from a prior report.

- In 2017, a one-year-old Lee County child was found unresponsive in the home of her relative caregiver. The autopsy subsequently determined that the baby had been smothered.

- In 2017, four-month-old Lee County infant was found unresponsive after sleeping in bed with his mother. At the time of the death, in-home non-judicial services were being provided to the family.

- In 2017, a one-month-old Lee County infant was found unresponsive after sleeping in bed with his relative caregiver. At the time of death, the child was in a court-ordered relative placement in Lee County where courtesy supervision services were being provided.

SECTION 3: AGENCY SUMMARY

CNSWFL has been the lead child welfare agency in Circuit 20 since 2003. CNSWFL serves five counties in the Suncoast region – Lee, Collier, Charlotte, Hendry and Glades with the mission of working with the community to protect children and preserve families. CNSWFL is accredited by the Council on Accreditation (COA), an international, independent, nonprofit, human service accrediting organization that accredits the full continuum of child welfare, behavioral health, and community-based social services. CNSWFL is COA accredited through August 31, 2021, in the following service area:

• Network Administration (NET).

Pre-service training is facilitated internally. In-service training is primarily delivered internally and, when possible, in collaboration with the Department and community partners.

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation by the Department and the number of children entering out of home care decreased from FY16-17. The number of children receiving in and out of home services steadily increased since FY15-16 while the number of young adults receiving services has decreased each year during this time period. From FY16-17 to FY17-18, the number of children receiving family support services increased. (See Table 3)

		Fy 2015/2016	Fy 2016/2017	FY 2017/2018
Child Protective Investigations and Child Removals (Charlotte, Collier, Glades, Hendry, and Lee counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	10,887	11,709	11,000
	Children Entering Out-of-Home Care	1,005	1,237	1,006
Children Served by Children's Network	Children Receiving In-Home Services	1,697	2,009	2,180
	Children Receiving Out of Home Care	2,198	2,513	2,515
	Young Adults Receiving Services	189	181	162
	Children Receiving Family Support Services	1,047	817	981

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

FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures, based on the DCF 2017-18 CBC-ME Financial Monitoring Tool for Desk Reviews, of CNSWFL. The desk review period was for the period of January 1, 2018 through March 31, 2018.

Seven findings related to noncompliance with Federal/State Regulatory Requirements and two observations related to noncompliance with General Ledger and Supporting Documentation and noncompliance with Federal/State Regulatory Requirements were noted on the final report. Technical assistance was provided pertaining to general ledger.

For further details, please see the complete fiscal report – 17-18 CNSWFL Financial Monitoring Desk Review

From FY13-14 through FY16-17, CNSWFL was able to operate within the allocated budget and maintain a carry forward balance each year, with the exception of FY15-16 when "Back of the Bill" funding was received (See Table 4). CNSWFL applied for Risk Pool funding twice but was not approved.

Comparison of Funding by Fiscal Year					
Children's Network of Southwest Florida					
DCF Contract Funds Available (by Fiscal Year)	**FY13-14**	**FY14-15**	**FY15-16**	**FY16-17**	**FY17-18**
Core Services Funding	$23,739,204	$24,616,130	$29,437,016	$31,234,509	$33,969,362
Other**	$7,047,762	$8,700,069	$7,076,432	$9,095,766	$9,363,308
Total Initial Appropriation	**$30,786,966**	**$33,316,199**	**$36,513,448**	**$40,330,275**	**$43,332,670**
Risk Pool Allocation					
CBC Operational Costs from Back of the Bill			$748,936		
MAS from Back of the Bill					
Carry Fwd Balance from Previous Years	$3,376,711	$1,481,154	$149,690	$1,945,234	$2,652,269
Total Funds Available	**$34,163,677**	**$34,797,353**	**$37,412,074**	**$42,275,509**	**$45,984,939**
** 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					Table 4

In FY17-18, CNSWFL applied for Risk Pool funding. Because CNSWFL did not actually project a deficit, the Risk Pool Peer Review Committee did not recommend Risk Pool funding. The review team made the following recommendations:

1. CNSWFL and the Region should continue to work together to address the judiciary challenges. If not already occurring, there should be monthly meetings to include CNSWFL CEO and leadership, the RMD, the CLS managing and supervising attorneys, the GAL director and the CMO Leadership.
2. CNSWFL should consider a centralized placement process.
3. CNSWFL and the Region should closely evaluate the new initiatives and adjust as necessary to needed changes more quickly than they have in the past.
4. CNSWFL and the Region should continue to work on communication issues.

SECTION 4: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of CNSWFL's performance as captured by data indicators that are used to assess how well CNSWFL 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, Rapid Safety Feedback (RSF) reviews and Continuous Quality Improvement (CQI).

- 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 utilize 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 consist of completing 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.

Secondary oversight was conducted the by the QA unit of the Office of Child Welfare on all 20 Florida CQI cases reviewed by CNSWFL, during the fourth quarter of 2017 – 2018. While the second level

review did not identify concerns with inter-rater reliability, all of the cases were returned for additional information to support the ratings, ensuring consistency with the item instructions per the CFSR instrument.   CNSWFL maintained consistent scoring over time with a slight improvement in the quarter reviewed (FY 2017/18, Q4).

CONTRACT AND CBC SCORECARD MEASURES

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

- M02: % of children who are not neglected or abused during in-home services
- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- M05: % of children exiting to a permanent home within twelve (12) months of entering care
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- M07: % of children who do not re-enter care within twelve (12) months of moving to a permanent home
- M09: % of children in out-of-home care who received medical service in the last twelve (12) months
- M10: % of children in out-of-home care who received dental services within the last seven (7) months
- M11: % of young adults in foster care at age 18 that have completed or are enrolled in secondary education
- Adoption Measure: Number of children with finalized adoptions

In the remaining three measures, CNSWFL did not meet the established targets for FY 17/18, however have shown improvement. These measures are:

- M01: Rate of abuse per 100,000 days in foster care
- M08: Placement moves per 1,000 days in foster care
- M12: % of sibling groups where all siblings are placed together

In FY16/17, the three measures above were not met, in addition to the following measures:

- M07: % of children who do not re-enter care within twelve (12) months of moving to a permanent home
- M09: % of children in out-of-home care who received medical service in the last twelve (12) months
- M10: % of children in out-of-home care who received dental services within the last seven (7) months

Performance Measures
Contract Targets Compared to Federal Standards and Statewide Performance

CBC ScoreCard - Children's Network of Southwest Florida

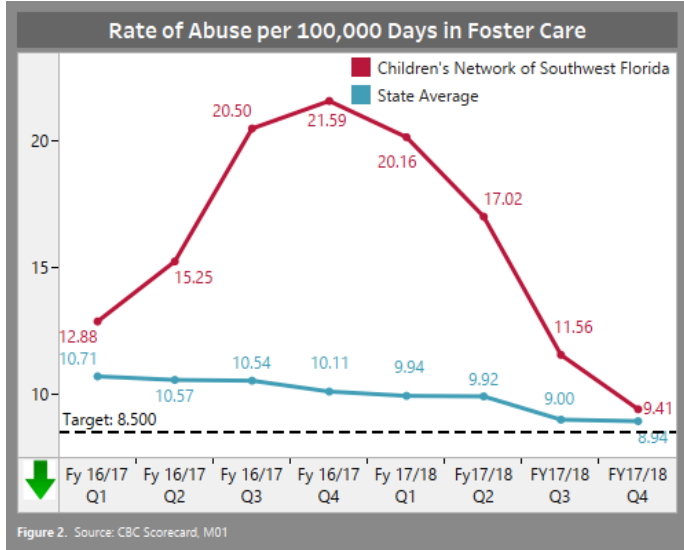| Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	Children's Network SW Florida July 1, 2016-June 30, 2017	Children's Network SW Florida July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.5	🔴 17.6	🔴 14.5
2	Percent of children who are not neglected or abused during in-home services	>95%		97.2%	🟢 97.4%	🟢 97.2%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.1%	🟢 95.3%	🟢 97.2%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.7%	🟢 99.7%	🟢 99.9%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	39.7%	🟢 45.6%	🟢 43.0%
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%)	53.4%	🟢 50.3%	🟢 56.1%
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%)	89.6%	🔴 88.3%	🟢 92.2%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.5	🔴 6.4	🔴 5.4
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.5%	🔴 94.4%	🟢 97.3%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.4%	🔴 90.5%	🟢 95.4%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.0%	🟢 91.0%	🟢 93.8%
12	Percent of sibling groups where all siblings are placed together	>65%		63.7%	🔴 61.2%	🔴 62.0%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 2017/18: 183			196.0	190.0

CHILD SAFETY

The figures and tables on the follow pages depict CNSWFL's performance related to safety in the following areas:

1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services

5. Children seen every 30 days
6. Qualitative case reviews

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.

Figure 2. Source: CBC Scorecard, M01

In the past four quarters, CNSWFL has made considerable progress in reducing the rate of abuse per 100,000 days in foster care. CNSWFL implemented several initiatives targeted at improving this metric in the past year, and is in the process of evaluating which initiatives have shown the greatest potential to continue the positive trend. Quality reviews indicate a need to focus on making concerted efforts to assess and address risk and safety concerns related to the child(ren) in their own home and while in foster care as performance is under the PIP target and has shown a decrease since the previous fiscal year. (See Table 7, CQI Item 3)

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. CNSWFL is currently performing below the statewide average and has been trending negatively in three out of the past four quarters. (See Fig. 3)
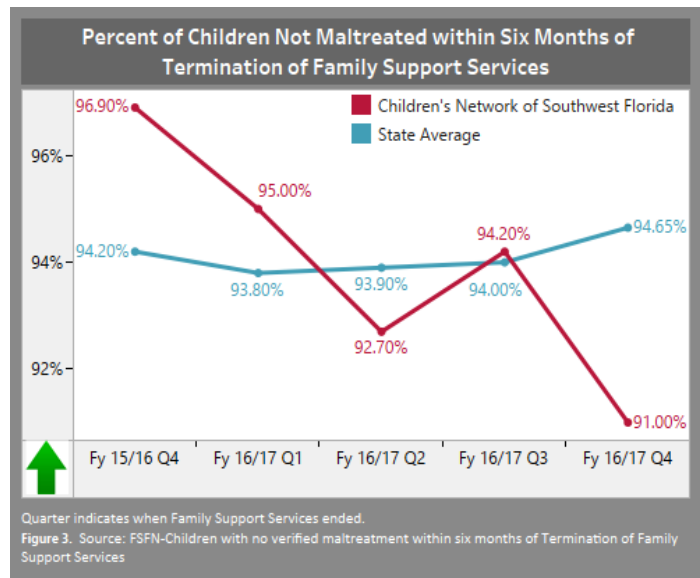
Quarter indicates when Family Support Services ended.
Figure 3. Source: FSFN-Children with no verified maltreatment within six months of Termination of Family Support Services

NO MALTREATMENT DURING IN-HOME SERVICES

Percent of children not abused or neglected while receiving in-home services (Scorecard Measure

Figure 4. Source: CBC Scorecard, M02
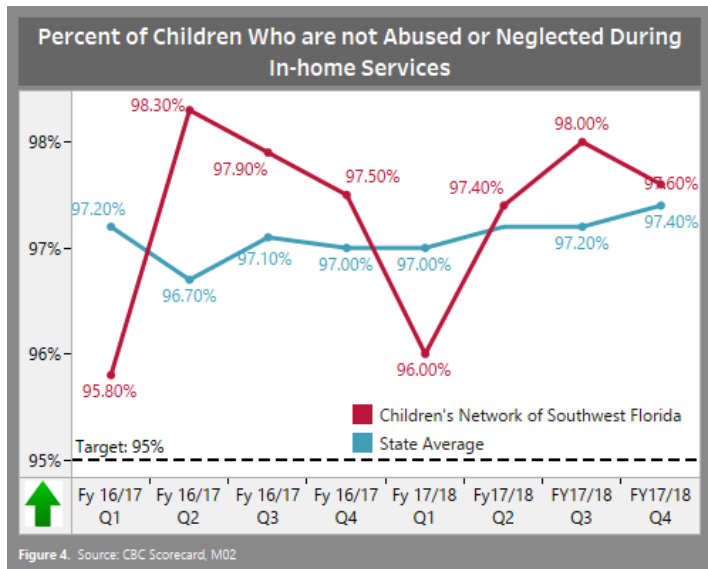
M02): This graph depicts the percentage of children who did not have a verified abuse or neglect maltreatment while receiving in-home services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while a case is open and the CBC is providing in-home services to the family. In the past eight quarters, CNSWFL's performance on this measure exceeded the target and performed above the statewide average every quarter except two. (See Fig. 4)

Quality reviews indicate a need to consistently make frequent, quality visits between the caseworker and child(ren) to ensure safety, permanency and well-being and promote attainment of case plan goals. Additionally, CNSWFL should focus on improvement in concerted efforts to assess and address risk and safety concerns related to the child(ren) in their own home and while in foster care is needed, as performance is under the PIP target and has shown a decrease since the previous fiscal year. (See Table 7, CQI Item 3 and Table 10, CQI Item 14)

NO MALTREATMENT AFTER RECEIVING SERVICES

Percent of children with no verified maltreatment within six months of termination of supervision

Figure 5. Source: CBC Scorecard, M03
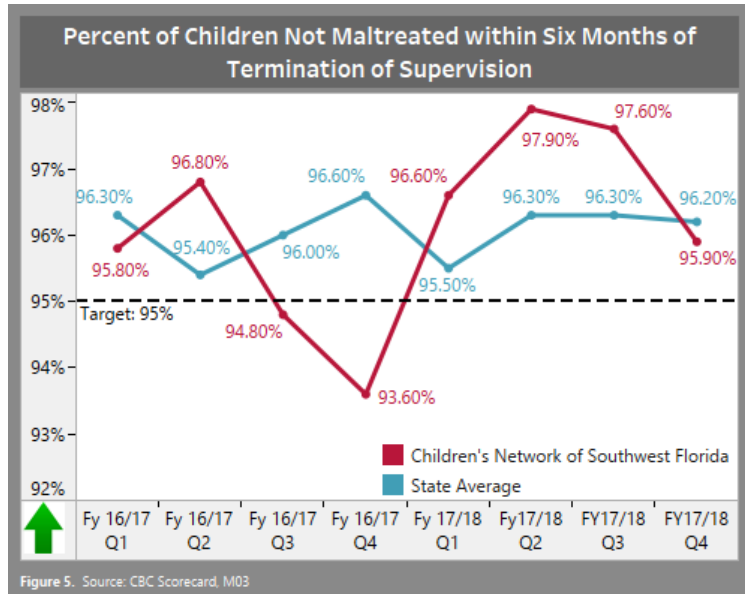
(Scorecard Measure M03): This graph depicts the percent of children who were not the victims of abuse or neglect in the six months immediately following termination of supervision.

CNSWFL has met the performance target in six of the past eight quarters and in the four of the past eight quarters, CNSWFL exceeded the statewide average performance. However, in the most recent two quarters, performance has trended down. (See Fig. 5) Additionally, quality reviews show a need to improve the quality of visits between the case

manager and the child(ren) to ensure safety, permanency and well-being of the child(ren). (See Table 6, CQI Item 14)

CHILDREN SEEN EVERY 30 DAYS

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

Figure 6. Source: CBC Scorecard, M04
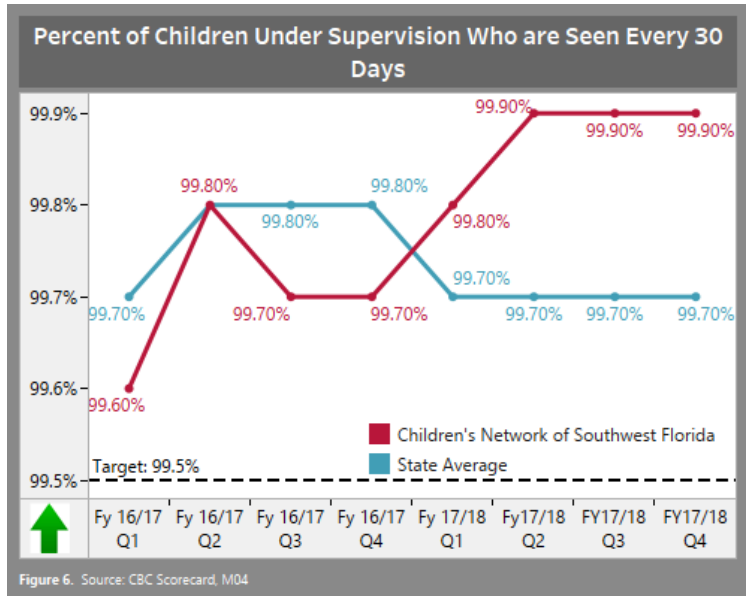
CNSWFL has shown consistently strong performance in this area as the target was exceeded in all of the past eight quarters and in the past five quarters, CNSWFL exceeded the statewide average performance. (See Fig. 6) While performance is strong in seeing children monthly, quality reviews indicate a need to improve the frequency and quality of visits between case managers and child(ren). (See Table 6, CQI Item 14)

QA CASE REVIEW DATA

The table below provides the current performance in items related to child safety that are based on qualitative case reviews. In four of the five items included in this section, CNSWFL's performance is above the average statewide performance. However, on CQI Item three, CNSWFL's performance is below the Federal Program Improvement Plan (PIP) goal. This indicates a need to strengthen performance related to quality safety assessment to address risk and safety concerns faced by children in foster care or in their own homes. CNSWFL exceeded the statewide average on the three Rapid Safety Feedback items related to child safety (see Table 6).

Quality Assurance - Rapid Safety Feedback Item	Children's Network FY 2017/2018 N=48	Statewide FY 2017/2018 N=793
RSF 1.1: Is the most recent family assessment sufficient?	70.8%	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?	62.5%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	81.3%	55.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 6. Source: Office of Child Welfare, Quality Assurance

Quality Assurance - Florida CQI Item Assessement Based on Case Reviews by Child Welfare Professionals	Children's Network of SW Florida FY 2016/2017 n=78	Children's Network of SW Florida FY 2017/2018 n=79	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	Federal Program Improvement Plan (PIP) Goal	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation
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?	97.0%	🟢 97.4%	0.4%	90.9%	85.2%	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?	78.0%	🔴 73.4%	-4.6%	89.8%	77.7%	71.3%	95.0%

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

PERMANENCY

CNSWFL is performing below target or trending negatively in three measures related to re-entry and placement and are above target or trending positively in the three measures related to achieving timely permanency. Additionally, RSF (Rapid Safety Feedback) and CQI (Continuous Quality Improvement)

reviews highlight areas where continued efforts to improve performance is warranted and areas where performance is trending positively.

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

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

PERMANENCY IN 12 MONTHS

Percent of children exiting foster care to a permanent home within twelve months of entering care (Scorecard Measure M05): Figure 7 depicts the percentage of children who entered foster care during the report period where the child achieved permanency within twelve months of entering foster care. With the exception of a slight dip below the performance target in FY17/18, Q1, CNSWFL has exceeded the performance target and statewide average performance since FY16/17 Q1. Additionally, quality reviews show that CNSWFL exceeded the federal PIP goal and average statewide performance in establishing, and making concerted efforts to achieve, permanency goals in a timely manner. (See Table 9, CQI Items 5 and 6)

Figure 7. Source: CBC Scorecard, M05
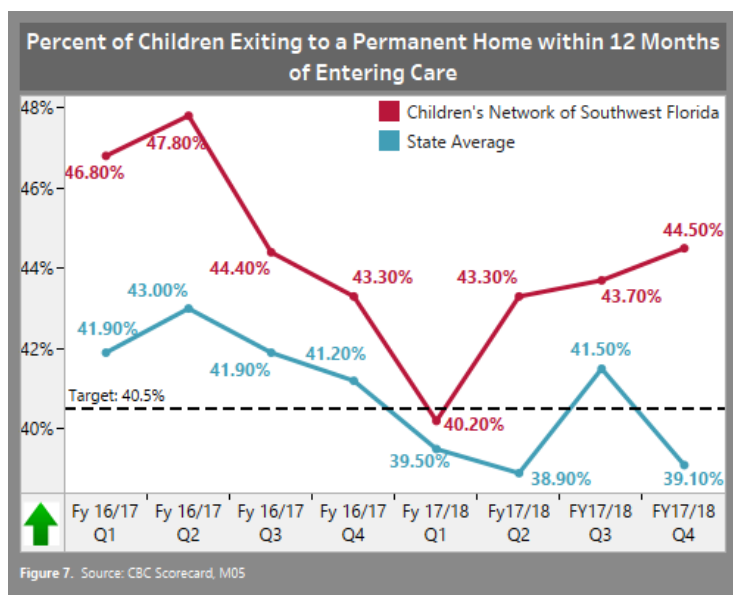
PERMANENCY IN 12 – 23 MONTHS

Percent of children exiting foster care to a permanent home in twelve months for children in foster care twelve to twenty-three months (Scorecard Measure M06): Figure 8 provides the percentage of children in foster care whose length of stay is between 12 and 23 months as of the beginning of the report period who achieved permanency within twelve months of the beginning of the report period.

CNSWFL has exceeded the performance target in all of the past eight quarters and despite a dip in performance in the recent quarters, CNSWFL's performance on this measure is currently above target and the statewide average. Quality reviews support this performance measure and indicate that frequently case managers are making concerted efforts to achieve permanency goals. However, these reviews indicate there remains a need to focus on the frequency and quality of visits between case workers and parents (See Table 9, CQI Item 5 and 6 and Table 10, CQI Item 15).

Figure 8. Source: CBC Scorecard, M06
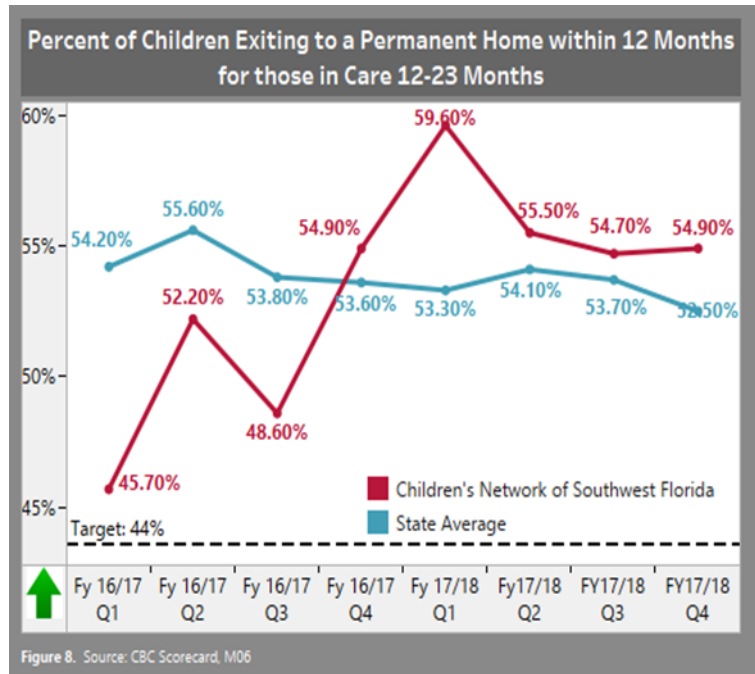
PERMANENCY AFTER 24 MONTHS

Percent of children in foster care for 24 or more months exiting to a permanent home: Figure 9 depicts the percentage of children who were in foster care for 24 or more months and achieved permanency upon exiting foster care. For children in care 24 or more months who achieve permanency within an additional 12 months, CNSWFL has exceeded the statewide average since mid-2016.

Figure 9. Source: OCWDRU Report 1196
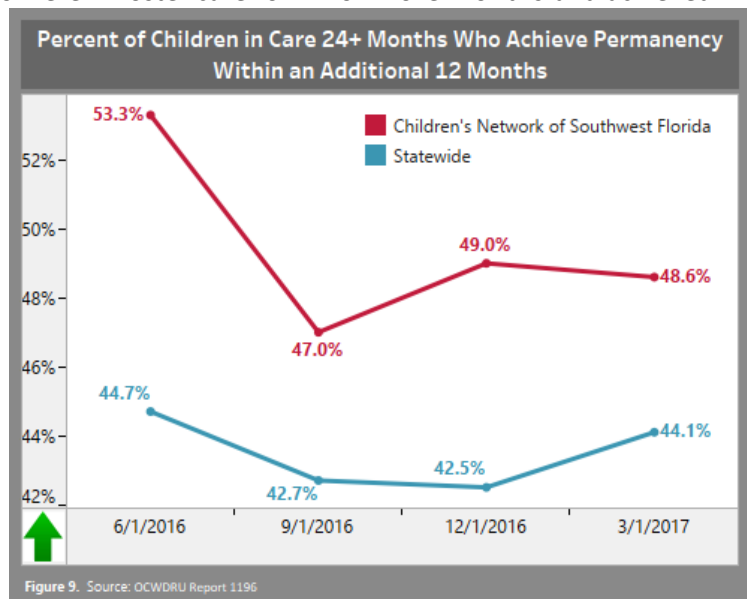
PERCENT NOT RE-ENTERING INTO CARE

Percent of children who do not re-enter foster care within twelve months of moving to a permanent home (Scorecard Measure M07): Figure 10 depicts the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within twelve months of entering and subsequently do not re-enter foster care within 12 months of their permanency date. CNSWFL did not meet the performance target in six of the past eight quarters.

Figure 10. Source: CBC Scorecard, M07
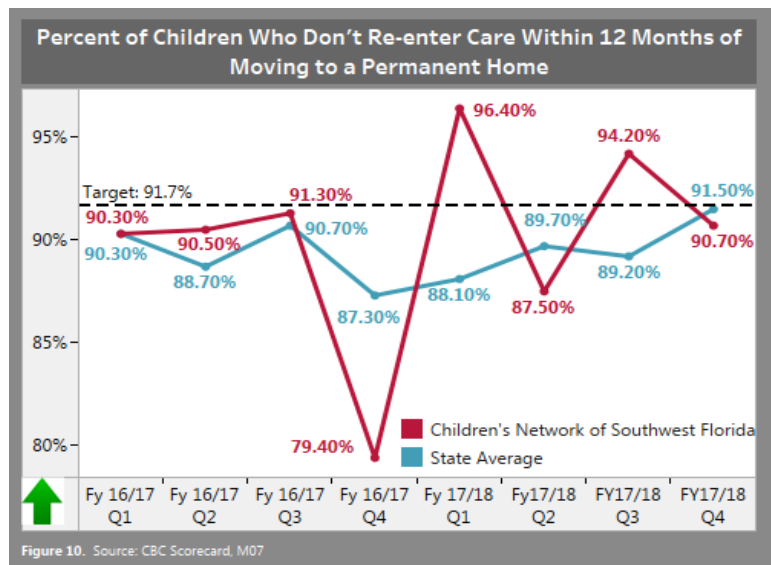
PLACEMENT STABILITY

Placement moves per one-thousand days in foster care (Scorecard Measure M08): Figure 11 depicts the rate at which children change placements while in foster care during the report period.

CNSWFL moves children more frequently than the statewide average and has not met the statewide performance target in any of the past eight quarters. However, an improved trend in performance has been seen in recent quarters. Quality reviews support the need for improvement in ensuring placements are stable and moves are only made when it is in the best interest of the child and consistent with achieving the child's permanency goal(s). (See Table 9, CQI Item 4)

Figure 11. Source: CBC Scorecard, M08
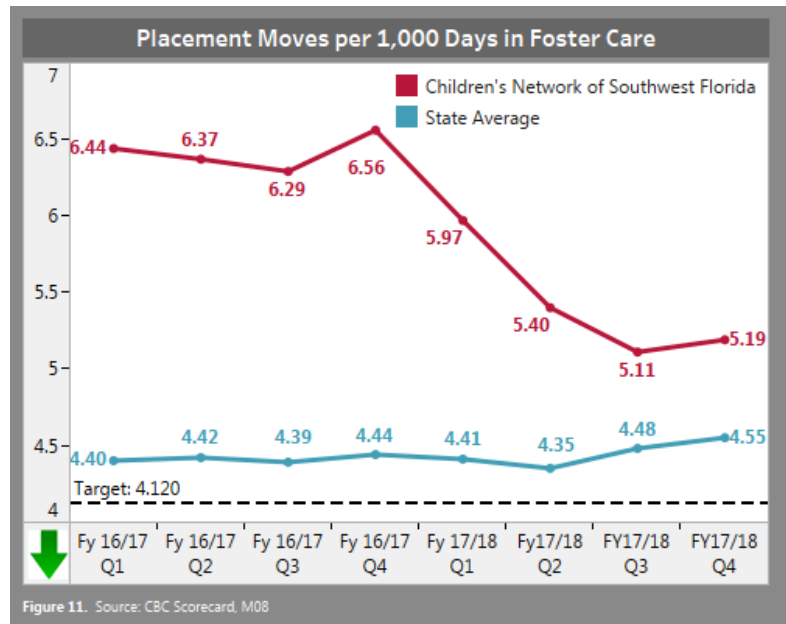
SIBLINGS PLACED TOGETHER

Percent of sibling groups where all siblings are placed together (Scorecard Measure M12): Figure 12 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.

Overall, CNSWFL has been unable to meet the performance target related to sibling placement for the

Figure 12. Source: CBC Scorecard, M12

past eight quarters. While there was improvement noted in FY 2018/18 Q3, overall performance has been below the average statewide performance.
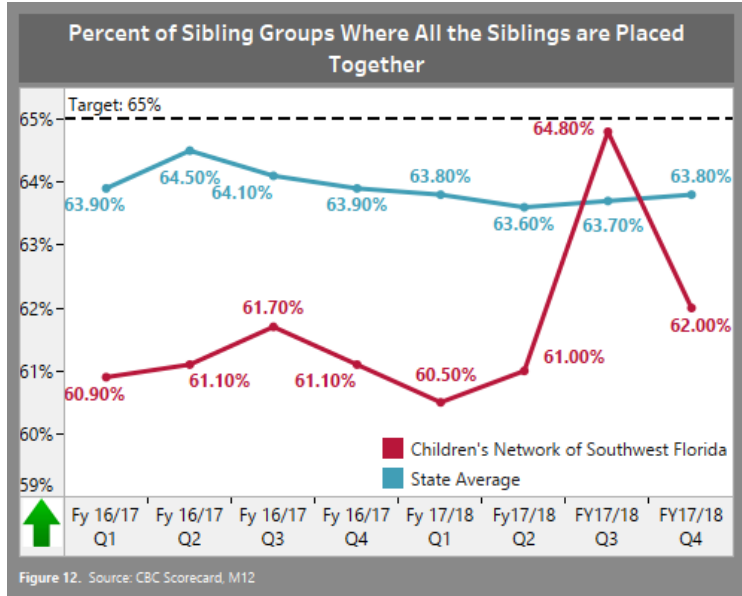
Quality reviews indicate that in a majority of cases, concerted efforts were made to place siblings together, and when not possible, concerted efforts to ensure visitation and maintain connections were made. However, there is still room for improvement on those measures as there has been a decrease in performance since the last fiscal year.

QA CASE REVIEW DATA

The table below provides the current performance in items related to permanency that are based on qualitative case reviews. Of the eleven permanency items included in this report, three have a PIP target goal. CNSWFL exceeded the PIP goal on two of the three measures – CQI Item 5 – Did the agency establish appropriate permanency goals for the child in a timely manner? And, CQI Item 6 – Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?

Quality Assurance - Rapid Safety Feedback Item	Children's Network FY 2017/2018 N=48	Statewide FY 2017/2018 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?	62.5%	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?	75.6%	66.3%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	74.2%	52.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 8. Source: Office of Child Welfare, Quality Assurance

CNSWFL exceeded the statewide average on the three Rapid Safety Feedback items related to permanency (see Table 8).

Quality Assurance - Florida CQI Item Assessement Based on Case Reviews by Child Welfare Professionals	Children's Network of SW Florida FY 2016/2017 n=78	Children's Network of SW Florida FY 2017/2018 n=79	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	Federal Program Improvement Plan (PIP) Goal	2016 Statewide Federal Child & Family Service Review 4/1/ 16-9/30/16 n=80	Federal and State Expectation
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)?	71.0%	●72.9%	1.9%	81.6%	88.5%	82.0%	95.0%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	90.0%	●89.5%	-0.5%	83.0%	82.1%	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?	90.0%	●91.6%	1.6%	72.5%	75.4%	74.5%	95.0%
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?	77.0%	74.3%	-2.7%	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?	73.0%	68.8%	-4.2%	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?	85.0%	75.0%	-10.0%	75.1%		82.0%	95.0%
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	89.0%	89.5%	0.5%	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?	58.0%	40.0%	-18.0%	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

CNSWFL's performance in ensuring children receive regular medical and dental care is trending positively. Additionally, CNSWFL has shown strong performance on preparing young adults to meet their educational goals to boost successful independent living outcomes.

The graphs and tables on the follow pages depict CNSWFL '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

CHILDREN RECEIVING MEDICAL CARE

Percent of children in foster care who received medical care in the previous twelve months (Scorecard Measure M9):
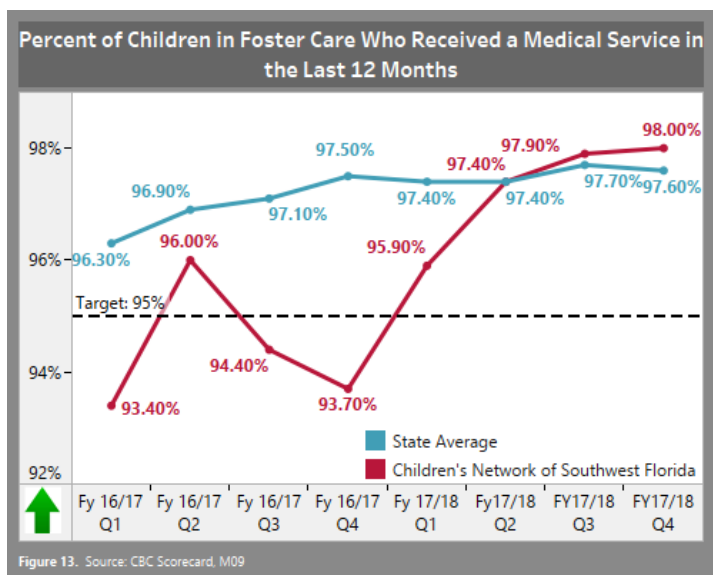
Figure 13. Source: CBC Scorecard, M09

Figure 13 depicts the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve months. CNSWFL exceeded the target in five of the past eight quarters. The most recent four quarters saw an upward trend in performance, and in the most recent three quarters, CNSWFL met or exceeded the average statewide performance. Additionally, quality reviews show that children's physical health needs, including dental needs, are being met in the majority of cases. (See Table 10, CQI Item 17)

CHILDREN RECEIVING DENTAL CARE

Percent of children in foster care who received a dental service in the last seven months (Scorecard Measure M10): Figure 14 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. CNSWFL's performance in ensuring children receive regular dental care has been trending up. Performance exceeded the statewide average in the past five quarters and, in the past two quarters, CNSWFL's performance surpassed the target.

Figure 14. Source: CBC Scorecard, M10
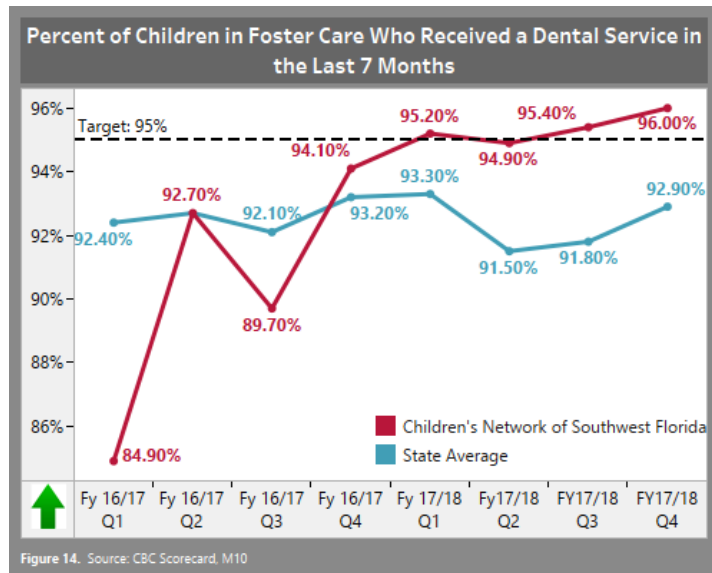
YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

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): Figure 15 depicts the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth birthday.
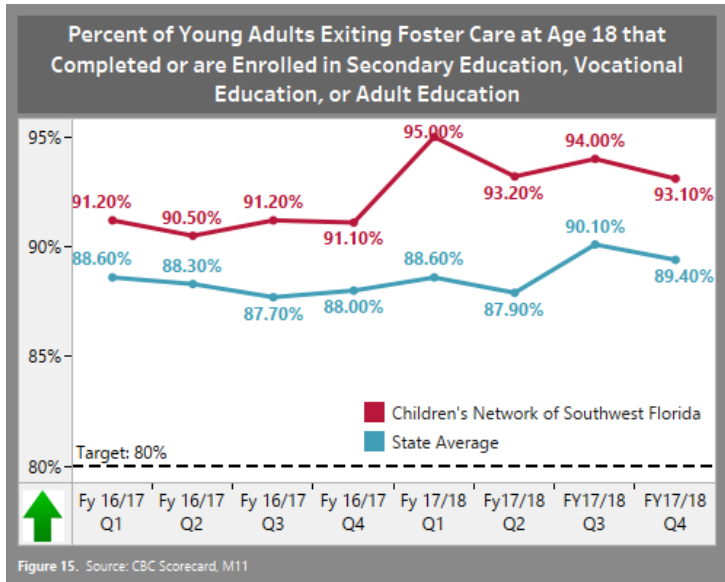
Figure 15. Source: CBC Scorecard, M11

CNSWFL has shown consistently strong performance related to preparing youth for independent living. CNSWFL exceeded the target and average statewide performance on this measure in each of the past eight quarters. However, quality reviews show a 14.4% decline in performance from FY 2016/17 and CNSWFL is currently performing below the statewide average in this quality measure. (See Table 10, CQI Item 16)

QA CASE REVIEW DATA

The table on the following page(s) depicts CNSWFL's performance in measures related to child well-being based on CQI case reviews. Six of the CQI items have a federal PIP goal. CNSWFL exceeded the PIP goal in four of the six items but showed a decline in performance compared to FY 2016/17, and did not meet the PIP goal in two of the six items. The two PIP involved CQI items that showed a decline in performance are related to conducting frequent quality visits with parents and child(ren) to ensure the safety, permanency and well-being of the child(ren) and to promote achievement of case goals. Quality

reviews further show that the assessment of child(ren)'s educational, mental, and behavioral health needs are areas in need of improvement.

Quality Assurance - Florida CQI Item Assessement Based on Case Reviews by Child Welfare Professionals	Children's Network of SW Florida FY 2016/2017 n=78	Children's Network of SW Florida FY 2017/2018 n=79	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	Federal Program Improvement Plan (PIP) Goal	2016 Statewide Federal Child & Family Service Review 4/1/ 16-9/30/16 n=80	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?	88.0%	● 89.9%	1.9%	86.4%	58.4%	51.3%	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 achiever case goals and adequately address the issues relevant to the agency's involvement with the family?	78.0%	● 71.2%	-6.8%	64.0%	58.4%	51.3%	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 achiever case goals and adequately address the issues relevant to the agency's involvement with the family?	93.0%	● 79.1%	-13.9%	88.3%	58.4%	51.3%	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?	74.0%	● 75.3%	1.3%	60.5%	70.7%	63.6%	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?	71.0%	● 69.6%	-1.4%	62.5%	78.9%	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?	32.0%	● 28.1%	-3.9%	38.7%	51.1%	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?	90.0%	75.6%	-14.4%	80.3%		92.0%	95.0%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	77.0%	86.0%	9.0%	76.8%		85.0%	95.0%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	51.0%	65.8%	14.8%	69.3%		72.0%	95.0%

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

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. CNSWFL submitted information to the Office of Child Welfare about their safety management and family support programs. This information was evaluated as a part of the service array assessment. *CNSWFL's current rating for safety management services is a "2" and for their family support services, a "3".* 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.

Figure 16 depicts the rate of children, served by CNSWFL, receiving in-home, out-of-home and family support services compared to the statewide average. In each category, CNSWFL's rate is higher than the statewide average. The biggest difference is seen in the rate of children receiving in-home services which indicates a focus on trauma informed care and family centered practice in determining the most appropriate service option.

Figure 16. Source: Child Welfare Key Indicators Monthly Report
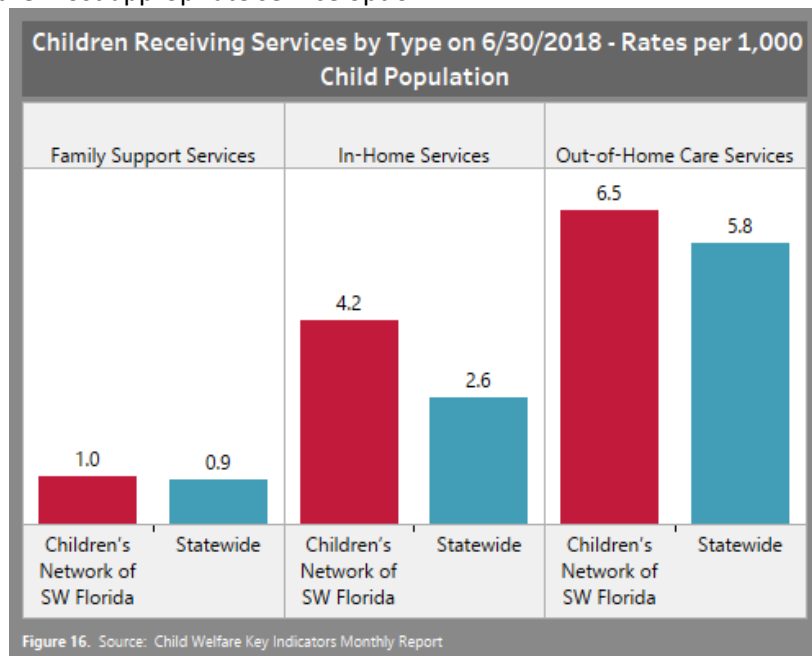
Family Support Services

CNSWFL contracts with Camelot for the provision of Family Support Services for safe but high/very high risk families in all five counties. CNSWFL continues to utilize the Boys Town model with the Family Risk Screening, an evidenced based process used to identify issues to be addressed and managed by safety planning and service delivery. CNSWFL is also working with ACTION to enhance their service array through Family Connections.

When Family Support Services are needed, the Child Protective Investigator (CPI) submits a referral to CNSWFL. Within twenty-four hours, attempts to contact and engage the family begin. Phone calls and unannounced visits are made and if no contact is made with the family, CNSWFL follows back up with the CPI to 'close the loop.' When services are accepted by the family, the Family Functioning Assessment (FFA) is used to determine the service track which would best fit the needs of the family. In-Home services include home visits twice a week for six to eight weeks, to provide parenting education through modeling and role playing activities. Care Coordination services are provided one hour each week for three to six months to provide or enhance budgeting, coping and problem-solving skills. Family Support Services focus on enhancing protective capacities through the use of formal and informal supports and resources.

The success of Family Support Services is evaluated by performance measures such as an absence of re-maltreatment during services and within six months of service termination. Additionally, families are invited to participate in a survey at the conclusion of service delivery to garner feedback about their experience.

Safety Management Services

CNSWFL previously contracted with Pathways Human Services of Florida for the provision of Safety Management Services (SMS) focused on maintaining children in their homes whenever possible and offering timely services to families in crisis. However, the contract with Pathways ended in February of 2018. Lutheran Social Services provides SMS in Charlotte and Lee counties. Intensive Family Support Team (IFST) is modeled after the Family Support Services of North Florida's FAST program and is available only in Lee County. CNSWFL provides SMS in Collier, Hendry and Glades counties. When present danger is identified, a present danger plan is developed to identify and mobilize safety managers. Ongoing assessment and consultations support changing needs of the family with the goal of supporting behavior change and maintaining the child(ren) in their home.   Additionally, IFST and SMS services will work with families at reunification to develop a safety plan and modify it as often as needed through the time they are working toward reunification.

Behavioral Health Services

Mental health and substance abuse services are limited in areas of Circuit 20, especially in Hendry and Glades counties. In Charlotte County, after-hours services are limited and in Lee County the Managing Entity is currently involved to remedy barriers with Salus Care, a leading behavioral health provider in the area. CNSWFL employs a Masters Level Certified Additions Professional (MCAP) and a Peer Recovery Specialist to bridge some of the community substance abuse services gaps. Additionally,

Charlotte Behavioral Healthcare and CNSWFL collaborate to provide FIT (Family Intensive Team) services to families with significant substance abuse issues.

ANALYSIS

CNSWFL has family support services and safety management services available across the service area. Efforts are being made to work with ACTION to bring in Family Connections for family support services and to expand safety management services by creating IFST to serve families in-home with intensive case management services. Survey results and focus groups indicate that there is still work needed on ensuring investigations staff have opportunities to provide feedback about the quality and array of services.

In CNSWFL's five-county service area, the availability of behavioral health services varies. In more rural areas, interviews and focus groups revealed a marked reduction in the type and availability of services, with significant concern for Hendry County.

SECTION 6: LEADERSHIP AND GOVERNANCE

SUMMARY

This category focuses on alignment of CNSWFL'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

CNSWFL's mission is aligned with the Department's and seen at all levels of the organization as it directs staff and partners to 'work with the community to protect children and preserve families.' CNSWFL reports that its mission, vision and values are reflected in eleven core principles, which are itemized on their website.

Resource Management

The organization structure at CNSWFL is complex and somewhat difficult to follow. Several leadership positions are responsible for multiple functions, thereby potentially impacting efficiency. A review, and potential transformation, of the current structure would benefit the entire system of care by providing a clear delineation of duties and provide concise lines of communication to staff and community partners.

CNSWFL works collaboratively with subcontracted providers to maximize fundraising efforts and avoid competition and duplication of efforts for children and families being served in Circuit 20. CNSWFL coordinates an annual fundraising walk – Annual Walk to Prevent Child Abuse. In its thirteenth year, the annual walk provides funding for prevention services. CNSWFL actively seeks and applies for grants to support the system of care. Currently, CNSWFL has multiple grants including:

- United Way – Lee & Charlotte – Emergency funding for parents, relatives and non-relatives in the child welfare system
- United Way – Charlotte – Mentoring for Success
- United Way - Hendry – Teen Outreach Program (TOP) in LaBelle

- Zonta – Supplies for IL youth moving into an independent living situation
- Pilot Club – Bicycle helmets
- Lee County Human Services – TOP in Lee County
- Wendy's Wonderful Kids – Two Adoption Recruiter positions
- Homeless Coalition - Supplies for IL youth moving into an independent living situation
- Gift of Hope (Foster Care Advisory Services) – Funding for youth who are contributing to their community
- Wells Fargo – Funding for independent living and Florida Gulf Coast University (FGCU) mentoring program
- Suncoast Credit Union – Emergency supplies for families in the child welfare system.

CNSWFL leadership report that they are 'shameless' in recruitment efforts to support the families they are serving. Community fundraising efforts are solicited from multiple organizations and businesses to support operations such as Operation Santa (holiday gifts for children in care) and the Pilot Club (bike helmets to prevent brain injuries). Additionally, in-kind donations are secured in the form of media/advertising (billboards, radio, print and TV), internships and volunteer opportunities, physical space at faith based sites for meetings and trainings and other professional services.

Evaluation of CBC Leadership

CNSWFL's Chief Executive Officer (CEO) is evaluated annually by the Board of Directors. The process includes a structured evaluation tool which is rated on a five-point scale from 1 – Unacceptable Performance to 5 – Role Model. CNSWFL's Board of Directors expressed a high level of satisfaction with the CEO's performance. In addition to performance standards that are expected of all CNSWFL staff, the annual CEO evaluation measures the degree to which the CEO meets six specific performance standards, which are:

1. Leadership of CNSWFL staff
2. Administration and financial management of the system of care and all contracts held by CNSWFL
3. Strategic planning to meet the mission, requirements and stated outcomes of CNSWFL
4. Communication and community relations
5. Resource allocation
6. Executive support and responsiveness to CNSWFL Board of Directors.

Additional individual and team goals are outlined and assessed during the year.

Risk Management and Board Activities

CNSWFL's Incident Reporting policy underscores the importance of all staff and contracted providers taking appropriate action when critical incidents occur. Risk events are reported through CNSWFL's Incident Coordinator and leadership and Board members are notified as risk related incidents occur. CNSWFL's current incident reporting policy references an outdated Children and Families Operating Procedure (CFOP) and there was no evidence of a documented system for reviewing critical incidents to determine follow up actions to prevent future occurrences and a process to assure identified follow up

actions were taken. See Section 14: On-Site Monitoring Summary, Administrative Findings for more details.

CNSWFL's Board of Directors are involved and knowledgeable about the agency and the work being done by CNSWFL. They are kept appraised of critical incidents, performance and financial standing on a regular basis. CNSWFL's Board of Directors bring diverse and valuable backgrounds and represent four out of the five counties served by CNSWFL. Three members of the Board are foster/adoptive parents and each Board member brings a wealth of experience in germane disciplines such as mental health practitioners, pharmaceutical expertise, legal and law enforcement. Board members are active in the community and, on occasion, visit CNSWFL's service centers to interact with staff and further their understanding of CNSWFL operations., for example one Board member participated in a ride-along with a case manager. The Board receives notification of critical events as they occur and is kept appraised of performance and financial matters pertaining to the CBC.

Leadership Development

CNSWFL enjoys an experienced and long standing executive management staff. Senior level staff are expected to liaise with community partners by attending meetings and participating in community events. By doing so, the expectation is that they will advance executive management skills needed to benefit the agency at a higher level. Evidence that this practice is successful in enhancing executive level leadership development or succession planning was not evident.

ANALYSIS

CNSWFL's executive leadership is experienced and tenured. The CEO is clearly well respected by the Board of Directors. CNSWFL's mission, vision and values are aligned with the Department's and staff at all levels are aware of the agency's mission, vision and values. Although there is no clear executive leadership development or succession planning process, leadership staff are engaged and experienced and recognize this as an area needing enhancement.

SECTION 7: WORKFORCE MANAGEMENT

SUMMARY

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

Workforce Capacity

In the past year, CNSWFL experienced significant changes. Pathways, a subcontracted provider gave a thirty-day notice to terminate their contract causing CNSWFL to bring a portion of Circuit 20 case management services in-house. While it is clear that efforts have been made to reduce caseload sizes, especially in Lee County, multiple front line staff continue to manage caseloads that are too high. The Financial Viability Plan shows a positive trend in reducing caseloads. Pre-service classes have produced trainees that, when in full rotation, will reduce caseloads further. Additionally, recruitment efforts were strengthened to increase the workforce. However, interviews with case management staff revealed some caseloads are still high (i.e. 43, 37). Of the case managers interviewed, the average caseload size

was 26. CNSWFL has tasked their contracted case management agencies with reducing caseloads however high caseloads persist. Continued efforts to manage case manager caseloads are needed.

Retention Activities

In an effort to retain front line staff in their current positions, and avoid case management staff leaving one case management agency to work for another in the Circuit, CNSWFL implemented salary equity language in their subcontracts. As an added benefit, and to retain certified staff, CNSWFL pays all initial and re-certification fees for certified staff across all case management agencies. Specialized units, such as the 0-5 unit and the reunification unit, are positively viewed by front line staff. An annual joint case management and foster parent appreciation event aims to acknowledge the hard work of both populations while providing an environment for collaboration and team building. Front line staff report feeling supported by their direct supervisors which reinforces retention. Unit and agency level staff events further build camaraderie and teamwork, however a more robust retention initiative would positively impact case manager turnover. As of August 2018, CNSWFL reports its rolling year case manager turnover rate is as follows: Lutheran Services Florida – 48%, Camelot South – 68%, Camelot North – 14% and CNSWFL – 25% (source: [CNSWFL SB1666 Compliance Measures - August 2018](#)). The Financial Viability Plan itemizes tasks associated with case management workforce expansion. CNSWFL is monitoring turnover through internal data reports and holding pre-service classes to sustain and replenish the workforce. Additionally, the addition of specialty units is favorably viewed by front line staff and should aid in higher retention of staff.

Training

CNSWFL's training team consists of five trainers – three pre-service trainers and two in-service trainers. Each trainer receives internal Train-the-Trainer training modeled after the DCF approved certification curriculum previously required of all certified trainers. CNSWFL is highly successful in drawing down Title IV-E training dollars to further augment the system of care. While training and trainer presence in Lee County is evident, it is limited in outlying counties necessitating staff to travel to Lee County for training. CNSWFL is aware of this and is working to deploy trainers to the outlying counties more often and utilize web-based meeting/training platforms, such as Go-To Meetings, to reach staff.

Pre-Service Training

Pre-service training is provided primarily by CNSWFL trainers with guest presenters brought in for specialized topics such as domestic violence, court preparation and independent living services. Currently, pre-service training is not co-trained with the Department. Pre-service training is held in Lee County necessitating staff from outlying counties to travel for training. Additionally, field training days lack structure and close correlation to what is being taught in the classroom.

In-Service Training

In addition to classroom training, CNSWFL utilizes eRelias and videos from the Center for Child Welfare to supplement in-service trainings. Specialized training, including Trauma Informed Care Practices, are provided by outside partners such as Cenpatico and are positively viewed by staff. Similar to pre-service training, the majority of in-service trainings are held in Lee County, thus staff in outlying counties are required to travel to receive most classroom trainings. CNSWFL training staff have identified this as an

area for enhancement to the training program and have plans to increase trainer presence in outlying counties. Legal updates and enhancements to Children and Families Operating Procedures (CFOPs) are distributed to staff via e-mail and reiterated in meetings. The training team develops an annual training plan based on mandatory trainings and works in partnership with quality management staff to identify additional training to improve performance deficiencies.

Case Management Supervisor Development

CNSWFL provides a ten-month supervisory development training to CNSWFL and subcontracted provider agencies. The curriculum is modeled after the Department's Supervising for Excellence curriculum and it is well received by staff.

ANALYSIS

CNSWFL has made progress in reducing caseloads but continued efforts are needed to ensure all staff have manageable caseloads. Opportunities to structure and connect pre-service classroom learning with field experience would further enhance the training experience. Additionally, greater focus on reaching staff in outlying areas is needed.

SECTION 8: CONTINUOUS QUALITY IMPROVEMENT AND PROGRAM DEVELOPMENT

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

Data Quality

CNSWFL utilizes FSFN reporting to gather information to drive performance improvement initiatives. Department leaders are expected to gather and analyze data to manage employee performance. Team meetings are held with various CNSWFL leadership staff to review and discuss quality reviews, initiatives and performance. Monthly CMA Directors meetings, monthly contract meetings, quarterly Alliance meetings and weekly data meetings are held to discuss data and performance.

Data Analysis

CNSWFL recently began using Mindshare, a platform that interfaces with FSFN to isolate key data points and generate real-time task lists for front line staff. This was viewed as an asset by front line staff and they reported that it helped them manage their workload more efficiently. Real time data, provided to the front line, allows staff to determine and prioritize tasks. Additionally, Mindshare provides a means for front line staff to analyze information and data on a regular basis to determine performance trends and inform decision making. In the near future, CNSWFL plans to expand their use of Mindshare technology to generate predictive analytics in an effort to identify, and intercede on, cases with the potential for re-maltreatment prior to it occurring.

Focus on continuous quality improvement is expected of every level of the organization. File reviews, including quarterly CQI (25) and RSF (10), occur in accordance with DCF requirements. Additionally, Rapid Permanency Reviews are conducted on cases open twenty-four months or greater with no change in placement for the past six months. All adoption, licensing and re-licensing files are reviewed by CNSWFL's

CQI staff. Feedback is sent to the case manager or specialist and the assigned supervisor. CNSWFL conducts analyses on performance deficiencies to identify causation and drive improvement. For example, a review of the causation of the increase in rate of abuse revealed that case managers were often calling in reports instead of reassessing the safety plan. To combat this, CNSWFL provided training to staff on how to manage safety plans and address failing safety plans. As a result, CNSWFL has seen a significant improvement on that measure

Performance Improvement Strategy

In the past year, CNSWFL has shown improved performance on many performance measures. They were successfully able to improve three out of six measures that they did not meet in FY 16/17. Multiple initiatives have been implemented to target these measures and other critical areas and CNSWFL plans to evaluate which initiatives have generated the most impactful performance improvement. In an effort to streamline permanency, CNSWFL moved up initial permanency staffings to 45-60 days from the case transfer staffing. This proactive move allows for early engagement with the case manager to provide permanency guidance and ensure that the case is moving in the right direction. Outcome data is not yet available but is expected to show positive results from this initiative.

Through case reviews, meetings and data collection, multiple projects are in progress with the goal of improving performance and driving permanency. For example, some delays in permanency were attributed to minimal process servers available for the Circuit, high frequency of court ordered mediation and delays in Putative Father Registry checks. Discussion with CLS and the judiciary have occurred to address these issues. 'Brown Bag' luncheons are held regularly to engage the judiciary and continue discussion and remediation of permanency delays associated with the legal process. There is limited front line involvement in larger systemic improvement projects. Case level RSF and CQI feedback is provided to staff on a regular basis to drive performance improvement.

Secondary oversight was conducted the by the QA unit of the Office of Child Welfare on all 20 Florida CQI cases during the fourth quarter of 2017 – 2018. While the second level review did not identify concerns with inter-rater reliability, all of the cases were returned for additional information to support the ratings ensuring consistency with the item instructions per the CFSR instrument. CNSWFL maintained consistent scoring over time with a slight improvement in the last quarter, the quarter reviewed.

Quality of Eligibility Determination

CNSWFL has dedicated staff to manage the eligibility process and ensure information is accurately reflected in FSFN. The process is not clearly understood by front line staff or consistent across all service areas. For example, in Lee County data entry related to placement episodes is entered by Rev Max staff. In other counties, the case manager or CPI reportedly completes the FSFN data entry.

ANALYSIS

Continuous quality improvement initiatives are shared by all CNSWFL and partner agency staff. Data reports are generated by leadership staff and CQI staff. Multiple meetings occur to discuss performance and initiatives have been put in place in the past year that have had a positive impact on performance. Efforts to identify which initiatives have yielded the most positive results are planned. Through

meetings and data analysis, CNSWFL has identified factors which have resulted in permanency delays and they are working with their partners to reduce or eliminate those barriers.

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.

Recruitment and Retention

CNSWFL's meets with DCF on a monthly basis to discuss recruitment initiatives and licensed care capacity. CNSWFL's foster home capacity is currently at 98.1%, indicating a need to increase capacity (source: Foster Home Bed Capacity by CBC Lead Agency. CNSWFL enhanced early engagement of potential licensed caregivers by moving from initial inquiry meetings to regularly scheduled Open Houses. Notification of Open Houses is posted on CNSWFL's Facebook page which also leads prospective licensed caregivers to an inquiry line. Once CNSWFL receives the initial inquiry, a cursory background check is completed (search of Clerk of Court, FSFN, local records, etc.), and a Child Placing Agency is assigned. The assigned agency makes contact with the prospective licensed caregiver within 72 hours. The agency completes a 'Pre-Pride' home visit to explain the process and identify any potential physical environment challenges in the home. If there are no barriers, the prospective licensed caregiver begins training. CNSWFL utilizes concepts from the New Generation Pride curriculum to provide five classroom sessions and multiple Pride Connection assignments which are to be completed in-between classroom sessions. Post-graduation and following successful completion of the home study, licensed caregivers are supported by their licensing agency via routine visits and telephonic communication.

CNSWFL employs various methods to retain licensed caregivers including a weekly recognition initiative called 'Foster Friday' where a foster parent is recognized on CNSWFL's Facebook page and on billboards in the community. CNSWFL also distributes a newsletter which highlights foster parents on a regular basis. Traditional recruitment and retention activities occur, in collaboration with the Suncoast Region. Monthly meetings between CNSWFL and Suncoast Region staff focus on utilizing data analytics in a more robust manner to collect and analyze data. Based on data available, CNSWFL is focusing expanded recruitment activities for three population subsets – infants, teens and siblings. The use of social media to promote recruitment is limited to Facebook. CNSWFL plans to expand to other social media platforms in the future.

Retention efforts are itemized on the Recruitment and Retention Plan and include: calls to existing caregivers thanking them for their commitment and identifying and resolving any current or past issues, review and tracking of all closure forms to identify closure trends. Foster Parent surveys reveal an opportunity to improve responsiveness to foster parents concerns and services needed for children. Foster parents in attendance at the foster parent focus group spoke favorably of a Foster Parent Liaison that was formerly in place or more involved.   Foster parent responses to questions related to communication (especially pertaining to notice of staffings and court proceedings) and assistance with education, WIC enrollment, medical, mental health and dental care were well below the statewide average and, for some, the lowest scores seen through CBC monitoring surveys, to-date.

Placement Process

Placement services are provided by CNSWFL, Lutheran Social Services and Camelot. Placement staff use placement matching tools which gather information pertaining to a child's specific needs. There are at least three different placement matching tools currently in use. The tools include pertinent information regarding the child, family dynamics and circumstances surrounding the removal episode, in accordance with the statutory requirements.

Placement staff use the information gathered from the investigator, and other available sources, to match the child(ren) with the caregiver(s) who is best able to meet the child's needs. Individual spreadsheets are maintained by placement staff thus real-time knowledge of circuit wide placement capacity is lacking.

As of August 1, 2018, 679 children were placed in licensed out of home care. More than one third of these children are placed outside of their removal county. (See Fig. 17) Greater efforts to place children closer to home would more strongly promote family centered practices and reduce the burden to case management staff associated with visitation transportation and facilitation.

Following the identification of licensed caregivers who are able to meet the needs of the child(ren) being placed, the caregiver is called by placement staff from any of the three placing agencies. Foster parents report receiving multiple calls which leads to confusion and frustration and has resulted in a foster parent blocking the placement team's number. An opportunity to enhance and streamline the placement process exists. Separated sibling staffings are held to review capacity and resolve separated

Figure 17. Source: FSFN OCWDRU Report #1192
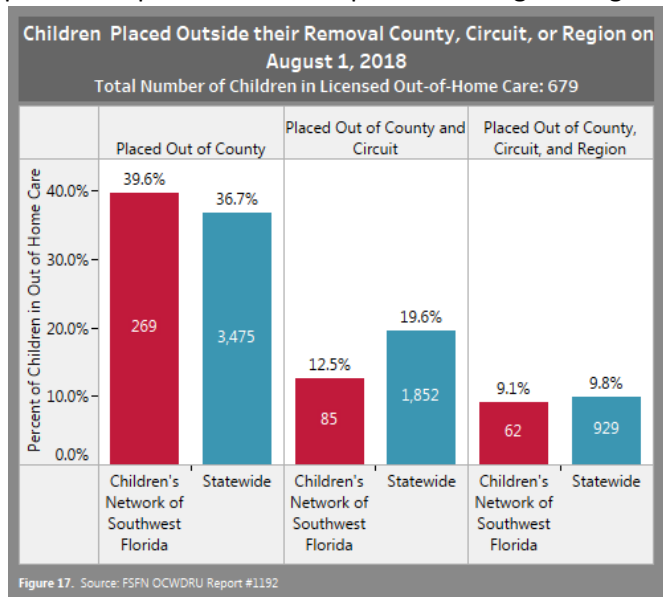
sibling placements, when possible. A weekly listing of separated siblings is distributed to ensure these placements are reviewed often. Child Placement Agreements are used, when appropriate, and trauma informed care principles are used during transition planning with clinical guidance and expertise. Case managers engage foster parents in facilitating transitions. A staffing is required prior to transitioning from foster care to relative placement to ensure a smooth transition. All involved parties are invited and encouraged to participate in the transition staffing and the placement matching tool is used to ensure the placement meets the needs of the child(ren).

Foster parent survey results revealed that educational support and mental health services are not consistently received. Further, foster parents report a lack of communication with case management and feel that they are not kept appraised of case developments including notice of upcoming court hearings. During the foster parent focus group, several concerns regarding lack of communication were noted, including one foster parent who reportedly felt 'lost out there' and another stating 'if you upset them (placement staff) in some way, you get blacklisted.'

Group Home Care

CNSWFL currently has no children under the age of five in group care and has a lower percentage of children in group care overall, compared to the statewide average. (See Fig. 18)

CNSWFL's network of group home care providers are invited to staffings and they regularly attend and provide essential information regarding the child. In the past year, CNSWFL made a concerted effort to move children out of group homes and into less restrictive placements. Additionally, feedback received from focus groups indicates that group homes underscore the importance of normalcy.

Figure 18. Source: FSFN OCWDRU Report #1005
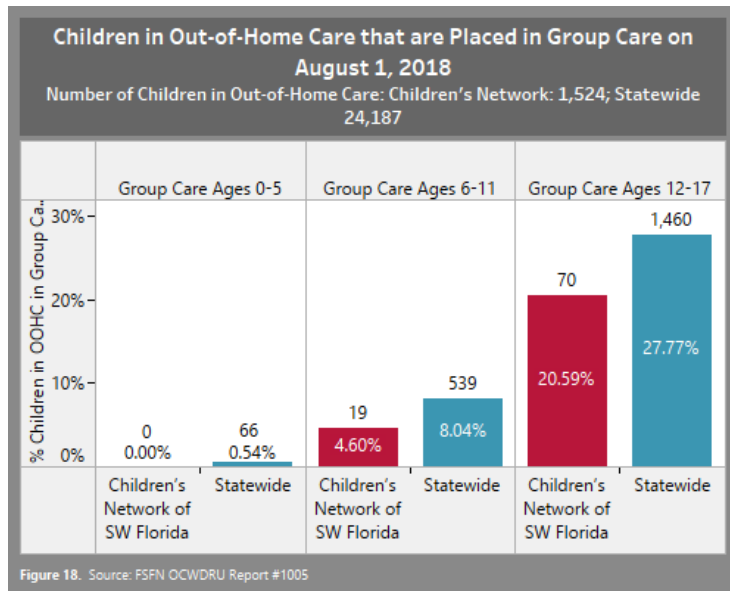
Relative/Non-Relative Caregiver Supports

CNSWFL's Kinship Finder Unit begins the search for relative or non-relative placement providers early in the case and whenever a prospective relative or non-relative caregiver is identified. However, for the past two years, CNSWFL has placed a lower percentage of children with relatives or non-relatives than the statewide average (see Fig. 19). When children are placed with relative or non-relative caregivers, specific referrals are provided to the caregiver, based on current needs as expressed by the caregiver at time of placement. For assistance with any future needs or services, relative and non-relative caregivers are encouraged to contact CNSWFL or their case manager, thereby placing the onus on the relative/non-relative to request assistance rather than having a proactive approach to supporting relative/non-relative caregivers.

Services to Transitioning Youth and Young Adults

CNSWFL's Independent Living and Extended Foster Care staff are a strength of the agency. This proactive team is already brainstorming and planning for pending federal legislative changes. The stable and tenured IL/EFC workforce includes a former foster youth and a former APD worker who is well versed and reportedly very helpful in overcoming struggles associated with APD. IL/EFC staff provide training during pre-service and have developed fun and interactive training with youth such as gaining experience and comfort traveling via the public transportation system. Additionally, CNSWFL utilizes the expertise of Board members to provide additional training and support to youth. Availability of emergency placements for young adults, over the age of 18, is a challenge recognized by CNSWFL IL/EFC staff and an area in need of augmentation.

Fig 19. Source: OCW Children in Out of Home Care Dashboard
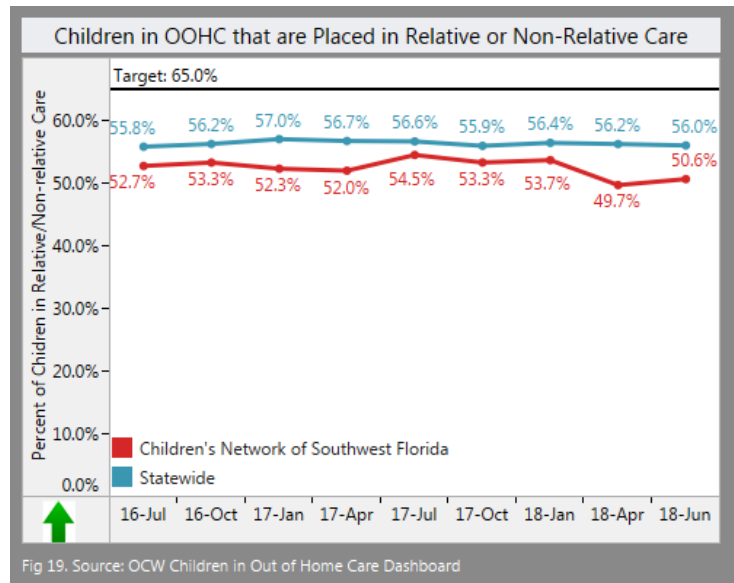
ANALYSIS

Multiple agencies provide placement services for Circuit 20 and lack of a real time listing of available beds leads to duplication of placement efforts, confusion and frustration. The placement process is segmented and disorganized resulting in repeated calls to foster parents for placement, which leads to frustration, as expressed by foster parents. Placement matching tools are used to capture information to ensure the very best placement is made for every child, however due to capacity issues, the available placement may not be the optimal placement for a child. The use of multiple placement matching tools in lieu of a single standardized tool across all five counties threatens to further muddle CNSWFL's placement process. Performance measures related to placement moves shows improvement however, are still under target. However, CNSWFL has seen improvement in the number of children placed fewer children in group care than the statewide average.

SECTION 10: PRACTICE

SUMMARY

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

Theory Comprehension

Focus groups and interviews revealed a wonderfully committed staff that is focused on providing trauma informed and family centered practices. Quality reviews (CQI 13) show that in 75.3% of cases reviewed the agency made concerted efforts to include the parents and children in case planning. Pre-service

classroom training includes family centered practice and trauma informed care principles. However, evidence of strong application of family centered and trauma informed care principles during placement decisions is not evident. For the past eight quarters, CNSWFL has failed to meet the performance target for shared sibling placement or fewer placement moves. (See Figures 10 and 12) Additionally, quality reviews further reinforce the need to fortify the use of these principles during the placement process. (See Table 9, CQI Items 4 and 7)

Practice Competency

CNSWFL has fully adopted the Practice Model in all open cases and staff are trained on the Practice Model during pre-service. CNSWFL leadership are committed to continuing efforts to identify gaps to improve and enhance understanding and application of core concepts. Quality reviews show consistent application to the practice model, specifically, RSF 1.1 and 4.1, related to sufficiency of assessments and safety plans. Additionally, qualitative reviews around preserving family and community connections and efforts to achieve permanency in a timely manner. Efforts to enhance understanding and application of Conditions for Return (CFR) are ongoing.

ANALYSIS
CNSWFL staff are trained on the Practice Model, family centered practices and trauma informed care principles during pre-service training. Opportunities exist to enhance the system of care by modifying practice to more robustly integrate family centered and trauma informed care principles.

SECTION 11: PARTNERSHIP RELATIONS

SUMMARY
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

Barrier Breaker meetings provide an opportunity for CNSWFL and DCF leadership to alleviate some barriers to efficient operations. Resolution and new initiatives are sometimes made without input from front line staff and are not consistently trickled down, exacerbating feelings of frustration and often impeding efficiency. An opportunity exists to build relationships between investigators and case managers, especially at case transfer as the process is reportedly adversarial and difficult. Front line staff would welcome in-service co-training and joint events to further enhance relationships and improve communication.

Children's Legal Services

The relationship between CNSWFL and DCF's Child Legal Services (CLS) supports efficient communication, stability of court proceedings and timely receipt of court documents, such as judicial reviews. Legal staffings are held at the service centers on a regular basis. In the past nine months to a year, communication and collaboration between CNSWFL and CLS has reportedly improved significantly

after concerted efforts on the part of CNWSFL and CLS to address issues that were causing a negative impact. However, interviews and focus group revealed that delays in accessing needed services, especially in Hendry and Glades counties, are contributing to some permanency delays. And, input from CLS indicate a need to proactively include all case participants in staffings, including GALs, foster parents, service providers and others with pertinent information regarding the case.

Judiciary

CNSWFL participates in 'Brown Bag' luncheons with the judiciary to increase communication and collaboration. Due to recent changes in Circuit 20 judges, CNSWFL is working to ensure relationships with the judiciary continue to be collaborative and productive. Additionally, senior level CNSWFL staff routinely observe staff in the courtroom setting and interact with the judiciary to strengthen relationships and resolve court related issues in a timely manner.

GAL

Survey responses from Guardian Ad Litems indicate a need to strengthen communication between case management and GALs. Specifically, issues surrounding placement move notification, case manager turnover and addressing psychotropic medication concerns. GAL responses indicate optimism regarding recent changes to the system of care, specifically bringing a portion of case management in house.

Other Governmental Agencies

CNSWFL works with other governmental agencies such as Agency for Persons with Disabilities (APD) and the Department of Juvenile Justice (DJJ) to enhance services to dually served individuals. Identified CNSWFL staff act as informal troubleshooters to enhance APD and DJJ services based on prior experience with the agencies. This invaluable insight streamlines service delivery. CNSWFL will continue efforts to collaborate with the Managing Entity to expand needed services in the community, specifically those surrounding substance abuse treatment.

Domestic Violence Service Providers

CNSWFL enlists assistance from community domestic violence service providers to provide trainings, such as intimate partner safety planning. Additionally, domestic violence experts are co-located at the service centers and provide ongoing support to case management in navigating complex domestic violence cases.

Educational Coordination

CNSWFL works with educational partners to focus efforts and ensure children's educational needs are met. Interviews indicated a concern regarding full implantation of the 'Every Student Succeeds Act' (ESSA), specifically in Hendry County. Stakeholder surveys show an opportunity to advance educational supports and collaboration in Circuit Twenty.

Tribal Community

In partnership with the Navajo Nation, foster children served under CNSWFL have the opportunity to participate in the No Barriers Program. For ten days, participants partake in a backpack expedition

down the River on Navajo tribal lands. Additionally, CNSWFL works collaboratively with tribal partners for children served under the Indian Child Welfare Act (ICWA).

ANALYSIS

CNSWFL works collaboratively with partner agencies to ensure enhanced operations. Most notably, CNSWFL has improved relationships with CLS and the Region. CNSWFL works with partners to resolve conflicts in a timely and concerted manner. Efforts to augment communication with partners such as foster parents and GALs are warranted. And, further engagement with the Managing Entity is recommended to secure a more robust service array to tackle the opioid crisis in Circuit 20.

SECTION 12: 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 Business Community

CNSWFL enjoys strong relations with local faith based organizations who have aided CNSWFL operations in a variety of ways. For example, in partnership with a local church CNSWFL initiated an Opioid Anonymous group to address the growing opioid epidemic. Faith based organizations have also provided physical space for meetings and visitations at no cost to CNSWFL. Additionally, CNSWFL subcontracts with One More Child, a faith based organization, for the provision of licensing and recruitment of foster parents.

Media Relationship

CNSWFL proactively involves media partners to showcase events, increase awareness of CNSWFL initiatives and foster positive relations with the media. For example, CNSWFL invited the media to the annual Father Adoption Day to promote adoptions and increase awareness of the need for foster and adoptive parents in the community.

Business Community

CNSWFL has developed strong support from local businesses to further the mission of the agency. CNSWFL partners with Florida Gulf Coast University (FGCU) to develop an internship program which provides a natural bridge to employment for college graduates and supports professional development of interns at no cost to the agency, thereby reducing future training costs to the CBC. Additionally, FGCU supports the Mentoring for Success Program, an eight-week program requiring weekly attendance at the university to experience college life and promote post-secondary education. Graduates of the program enjoy all the benefits of traditional FGCU students including access the campus and events. CNSWFL partners with financial institutions, such as Bank of America and Florida Community Bank to provide services to youth. Bank of America provides each transitioning youth with a bank account holding an initial balance of $25. Florida Community Bank provides a Teller Training to foster youth who aspire to work in the banking industry. In Naples, CNSWFL partnered with the Shy Wolf Sanctuary to

develop the Healing Hands program where foster youth visit the sanctuary and participate in craft projects and activities to care for the wolves.

ANALYSIS

CNSWFL engages their community in several ways, including those mentioned above. CNSWFL's CEO describes CNSWFL's fundraising efforts as 'shameless' to support the system of care, while remaining mindful to avoid competitive fundraising efforts with partner agencies who serve children involved in the child welfare system. Multiple strong alliances exist between CNSWFL and community partners which result in clear system of care enhancements.

SECTION 13: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed desk review of CNSWFL in March 2018. As a result of the desk review monitoring, the following items needing improvement were noted. The agency was not placed on a formal corrective action plan due to the findings being addressed through other regional plans. The full desk review monitoring reports for FY17/18 can be found here: FY17/18 Contract Oversight Desk Review of Children's Network of Southwest Florida

CNSWFL had four areas identified as in need of action from the previous desk review.

1) M01: Rate of abuse per 100,000 days in foster care
   a) Included on Roadmap for Success and the Financial Viability Plan
   b) *Improved Performance*
   c) To improve this measure, CNSWFL conducts monthly and quarterly evaluation of reported incidents of verified maltreatment. Improvement was attributed to data discrepancies and a lack of clear understanding by case management of when a new report is needed. CNSWFL continues to work with local DCF staff to resolve the data entry errors and conducted training to educate case managers on when a new report needs to be made to the Hotline.

2) M07: % of children who do not re-enter care within 12 months of moving to a permanent home
   a) Included on Roadmap for Success and the Financial Viability Plan
   b) *No Change in Performance* - CNSWFL has not seen improvement since the previous monitoring, however has seen improvement since FY 16/17 and FY 17/18.
   c) To improve this measure, CNSWFL has established reunification units provide intensive supervision at the point of reunification. CNSWFL has had success with the use of Family Mentors as Safety Monitors and has worked to recruit additional mentors to be assigned to reunified families. CNSWFL continues to provide training to Case Managers, Caregivers and Stakeholders on preventive actions to reduce the likelihood of repeated maltreatment.

3) M08: Placement moves per 1,000 days in foster care
   a) Included on Roadmap for Success and the Financial Viability Plan
   b) *Improved Performance* - CNSWFL has seen an improvement in performance since the previous monitoring.
   c) To improve this measure CNSWFL has taken the following steps:

1. CNSWFL and the Region developed a 'Weekly Placement Issue Log' which identifies the youth the CNSWFL is having difficulty obtaining a permanent placement. This log is submitted by CNSWFL weekly, on Monday, for weekly review and discussion at the monthly Contract Meeting.
2. CNSWFL worked with the Youth Haven in Naples to open "Robs Cottage" a Group Home for boys and girls 16 and older with a capacity of 16. This will allow children to move out of the shelter freeing up shelter beds for emergency placements and allowing children to be placed in a more permanent, less restrictive setting.
3. Early identification and Review of Crossover Children to ensure that the family is receiving necessary services to stabilize placement at home. This process was intended to keep children from coming in to care due to "lock-outs" as well as stabilize the placements of cross-over children already in care.
4. In an effort to increase foster home capacity, CNSWFL expanded the recruitment campaign to include Billboards in all counties within the circuit, target television advertisements, television and radio interviews and partnerships with faith based organizations and improve use of social media for recruitment.
5. CNSWFL, as well as sub-contracted agencies, moved to a new model of PRIDE training that will expedite licensing as well as allow potential Foster Parents to complete some of the training on-line from their home. With this model, the training has been reduced to 5 weeks. Potential Foster parents attend one training each week and then complete additional training at home on-line. While the families are participating in training, licensing staff complete the home study and background screening process so that families can be licensed as soon as possible once the training is complete.

4) M12: % of sibling groups where all siblings are placed together
   a) Included on Roadmap for Success and the Financial Viability Plan
   b) *No Change in Performance* - CNSWFL has seen incremental improvement in performance since the previous monitoring, however it has not been consistent or sustained.
   c) To improve this measure CNSWFL has taken the following steps:
      1. CNSWFL conducts Sibling Separation staffing twice per month. At these staffings, plans are formulated to place separated siblings together as soon as possible.
      2. All Recruitment and licensing contracts have been renegotiated and licensing goals have been increased. Contract payment is tied to completion of Foster Parent License to incentivize providers to produce more homes.

SUMMARY

CNSWFL is an established community-based care agency serving Circuit Twenty in the Suncoast Region of Florida which is comprised of five Florida counties (Charlotte, Collier, Glades, Hendry and Lee). Every community-based care agency in Florida aims to continuously strive to provide the very best service to our most vulnerable citizens and their families. In partnership with DCF Suncoast Region staff, CNSWFL developed a Road Map to Success enabling them to successfully target and address major system of care concerns. Building on that momentum, CNSWFL is encouraged to evaluate which initiatives have garnered the most successful outcomes and continue to the next level of challenges to address.   Leveraging partnerships and longevity of its senior management team, CNSWFL has an opportunity to implement productive strategies to address the issues noted below.

AREAS NEEDING ACTION:

These findings represent areas that need prompt attention and action as they impact child safety, are violations of statute or administrative rule, or are areas where CNSWFL has consistently underperformed:

1. Performance

    a. Safety

        1. M12 - Percent of sibling groups where all siblings are placed together.
            a) CNSWFL has failed to meet the performance target in the past eight quarters.

2. Systemic

    a. Placement Resources and Processes

        1. Placement Process
            a) Based on substandard performance on performance measures related to placement and feedback from licensed care providers, an opportunity exists to streamline and enhance CNSWFL's placement process. Information received from the foster parent focus group revealed many foster parents were frustrated about the process by which they are contacted for placement and at least one foster parent avoided calls from CNSWFL by blocking CNSWFL's number due to repeated calls for placement for the same child when it was clear no interagency discussion had taken place prior to calling her multiple times.

OPPORTUNITIES FOR IMPROVEMENT:

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

1. Performance
    a. Safety
        1. M1 - Rate of Abuse per 100,000 days in foster care.

a) Although performance is trending positively, CNSWFL has failed to meet the performance target in the past eight quarters.

2. M7 - Percent of children who do not re-enter care within 12 months of moving to a permanent home.

a) While this measure was met in FY 17/18, performance on this measure fluctuates, suggesting a need to examine causation for re-entry into out-of-home care following a successful permanency determination.

b. Permanency

1. M8 - Placement Moves per 1,000 days in foster care.

a) Prior to FY17/18 Quarter 4 where a slight dip in performance is seen, performance was trending positively. However, CSWF has failed to meet the performance target in the past eight quarters.

2. Systemic

a. Leadership and Governance

1. Resource Management

a) The structure of the organization is unclear even to those internal and there is capacity to better structure the team for efficiency.

b. Placement Processes and Resources

1. Foster Parent Recruitment and Retention

a) Continued focus on efforts to recruit and retain additional foster parents, including homes who will accept teens and children with special needs, is warranted and should improve several measures including placement moves and maintaining children close to home.

c. Workforce Management

1. Retention

a) Focus is needed on a collaborative retention approach for frontline staff, that takes current systemic challenges into consideration including the use of actual instead of averaged caseload reports to portray a true picture of the capacity and staffing needs.

ADMINISTRATIVE FINDINGS:

Incident Reporting

1. The current CNSWFL Incident Reporting policy (QM-043) references an outdated CFOP (see section VII. Cross References). The current version of CFOP 215-6 is dated April 1, 2013. CNSWFL's Incident Reporting policy should be updated to fully align with the current CFOP.

2. In 13 of the 15 critical incidents reviewed, IRAS entries were made timely. In the two that were not made timely they were made within 1-2 extra days. CFOP 215-6 (4) reads: 'It is the responsibility of all Department personnel, and Department licensed or contracted providers, to promptly report, *within one business day*, all critical incidents in accordance with the

requirements of this operating procedure. Additionally, CFOP 215-6 (6)(a)(4) reads: 'All critical incidents must be entered into IRAS *within one business day of the incident occurring*.'

3. In 93.3% of incident reports reviewed, law enforcement was notified as required. In the one incident where this did not occur, CNSWFL indicated that law enforcement was not notified separately because they were aware that notification would be completed by the Hotline. CFOP 215-6(6)(a)(3) and (b)(4) require notification to law enforcement with no exception made for incidents reported to the Abuse Hotline.

4. In 73.3% (11 of the 15 critical incidents reviewed), the required applicable notifications to the client's guardian, representative or relative were made in accordance with CFOP 215-6(6)(a)(3).

5. CFOP 215-6 (6)(c)(6) requires providers to develop a system for reviewing critical incidents to ensure follow up actions are implemented to prevent future occurrences. Although the CNSWFL critical incident report form includes a section to capture the measures taken to protect the client, to gain control or manage the situation, in 53% (eight of the fifteen) critical incident reports reviewed, sufficient information was lacking or missing to validate that this requirement is occurring to prevent future occurrences.

Subcontracts

1. 90% of the subcontract files reviewed were found to be in compliance. In one of the ten subcontract files reviewed, the renewal clause was beyond the initial contract timeframe and three-year maximum term.

Information Security

1. 53% of the employee files reviewed contained DCF Security Agreement forms, signed annually. In seven of the fifteen employee files reviewed, the DCF Security Awareness form was not signed in accordance with DCF policy.

Background Screening

1. 87% of the employee files reviewed contained employment history checks. Two of the fifteen employee files reviewed did not contain employment history checks. It should be noted that both of the files found to be out of compliance were for employees who were absorbed from a subcontracted provider.

Employment Eligibility

1. 94% of the employee files reviewed contained properly completed I-9 forms. In one of the fifteen files reviewed, the preparer and/or translator certification was not filled out.

SECTION 15: INNOVATIVE PRACTICES

In partnership with the United Way, CNSWFL developed an innovative practice which positively augment their system of care. They are:

- Mentoring for Success – Currently available in Charlotte and Lee counties, this innovative program originated through a grant with the United Way. The program is designed to help parents achieve stability and self-reliance. Mentors work with the family a minimum of one hour per week to strengthen protective capacities and prevent future involvement with the

child welfare system. At the time of this monitoring, 277 children had been served through this program. Although outcome data is not yet available, the initiative is expected to yield positive results.

- Healing Hand Project – In partnership with the Shy Wolf Sanctuary, youth enjoy a day spend at the wolf sanctuary, have lunch and participate in activities such as painting the wolf houses. CNSWFL applied for a $10,000 grant to fund this initiative which is reportedly a coveted experience for youth in care.

2017 Florida Child Well-being Index
Charlotte County

Rank 7

(13) Economic

	Current Year	%	#	Baseline Year	%	
Children in Poverty	2014	21.8	4,681	2009	22.0	Unchanged
Unemployment Rate	2015	5.9	3,967	2010	12.7	Better
High Housing Cost Burden (more than 30% income spent)	2015	36.4	28,173	2010	36.7	Unchanged
Teens Not in School and Not Working	2011-2015	7.8	406	2006-2010	7.9	Unchanged

(27) Education

	Current Year	%	#	Baseline Year	%	
Students Not Ready for Kindergarten	2013-2014	9.2	94	N.A.		
Fourth Grade Students Not Proficient in English Language Arts	2014-2015	74	755	N.A.		
Eight Grade Students Not Proficient in Math	2014-2015	77	641	N.A.		
High School Students Not Graduating on Time	2014-2015	24.5	337	2011-2012	20.8	Worse

(1) Health

	Current Year	%	#	Baseline Year	%	
Low-Birthweight Babies	2015	9.0	93	2010	8.6	Unchanged
Uninsured Children	2014	11.6	2,652	2009	22.7	Better
Overweight and Obese 1st, 3rd, and 6th Grade Students	2013-2014	1.1	40	2008-2009	12.0	Better
High School Teens who Used Alcohol/Drugs (Past 30 Days)	2014	32.0	128	2010	42.3	Better

(21) Family and Community

	Current Year	%	#	Baseline Year	%	
Children in Single Parent Families	2011-2015	32.9	6,209	2006-2010	34.6	Better
Children Living in High Poverty Areas	2011-2015	2.1	464	2006-2010	0.0	Worse
Children with Verified Maltreatment (per 1,000)	2015-2016	19.9	440	N.A.		
Youth Contacts with the Juvenile Justice System (per 1,000)	2014-2015	33.3	352	2009-2010	46.9	Better

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2017 Florida Child Well-being Index
Collier County

Rank 28

42 Economic

	Current Year	%	#	Baseline Year	%	
Children in Poverty	2014	26.1	16,320	2009	19.6	Worse
Unemployment Rate	2015	5.2	8,447	2010	11.6	Better
High Housing Cost Burden (more than 30% income spent)	2015	40.1	57,601	2010	40.3	Unchanged
Teens Not in School and Not Working	2011-2015	9.3	1,301	2006-2010	8.9	Unchanged

19 Education

	Current Year	%	#	Baseline Year	%	
Students Not Ready for Kindergarten	2013-2014	7.8	262	N.A.		
Fourth Grade Students Not Proficient in English Language Arts	2014-2015	76	2,520	N.A.		
Eight Grade Students Not Proficient in Math	2014-2015	77	1,679	N.A.		
High School Students Not Graduating on Time	2014-2015	15.7	483	2011-2012	21.6	Better

50 Health

	Current Year	%	#	Baseline Year	%	
Low-Birthweight Babies	2015	6.3	205	2010	7.6	Better
Uninsured Children	2014	14.4	9,535	2009	28.5	Better
Overweight and Obese 1st, 3rd, and 6th Grade Students	2013-2014	40.9	4,425	2008-2009	39.4	Worse
High School Teens who Used Alcohol/Drugs (Past 30 Days)	2014	36.2	201	2010	46.6	Better

44 Family and Community

	Current Year	%	#	Baseline Year	%	
Children in Single Parent Families	2011-2015	32.3	17,969	2006-2010	29.5	Worse
Children Living in High Poverty Areas	2011-2015	19.1	12,076	2006-2010	8.5	Worse
Children with Verified Maltreatment (per 1,000)	2015-2016	6.8	449	N.A.		
Youth Contacts with the Juvenile Justice System (per 1,000)	2014-2015	20.0	587	2009-2010	39.6	Better

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2017 Florida Child Well-being Index
Glades County

Rank **57**

(67) Economic

	Current Year	%	#	Baseline Year	%	
Children in Poverty	2014	29.1	666	2009	30.7	Better
Unemployment Rate	2015	7.1	332	2010	9.5	Better
High Housing Cost Burden (more than 30% income spent)	2015	26.9	1,234	2010	27.2	Unchanged
Teens Not in School and Not Working	2011-2015	48.5	233	2006-2010	12.8	Worse

(46) Education

	Current Year	%	#	Baseline Year	%	
Students Not Ready for Kindergarten	2013-2014	21.9	30	N.A.		
Fourth Grade Students Not Proficient in English Language Arts	2014-2015	84	109	N.A.		
Eight Grade Students Not Proficient in Math	2014-2015	*	68	N.A.		
High School Students Not Graduating on Time	2014-2015	*	11	2011-2012	*	

(62) Health

	Current Year	%	#	Baseline Year	%	
Low-Birthweight Babies	2015	*	*	2010	*	
Uninsured Children	2014	17.1	409	2009	30.8	Better
Overweight and Obese 1st, 3rd, and 6th Grade Students	2013-2014	46.9	202	2008-2009	38.6	Worse
High School Teens who Used Alcohol/Drugs (Past 30 Days)	2014	*	17	2010	*	

(25) Family and Community

	Current Year	%	#	Baseline Year	%	
Children in Single Parent Families	2011-2015	39.8	792	2006-2010	49.4	Better
Children Living in High Poverty Areas	2011-2015	0.0	0	2006-2010	0.0	Unchanged
Children with Verified Maltreatment (per 1,000)	2015-2016	11.0	27	N.A.		
Youth Contacts with the Juvenile Justice System (per 1,000)	2014-2015	22.6	24	2009-2010	28.5	Better

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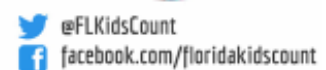
2017 Florida Child Well-being Index
Hendry County

Rank **62**

(60) Economic

	Current Year	%	#	Baseline Year	%	
Children in Poverty	2014	35.6	3,775	2009	31.6	Worse
Unemployment Rate	2015	10.3	1,574	2010	14.0	Better
High Housing Cost Burden (more than 30% income spent)	2015	33.9	4,039	2010	33.9	Unchanged
Teens Not in School and Not Working	2011-2015	16.3	339	2006-2010	17.0	Unchanged

(53) Education

	Current Year	%	#	Baseline Year	%	
Students Not Ready for Kindergarten	2013-2014	11.3	62	N.A.		
Fourth Grade Students Not Proficient in English Language Arts	2014-2015	80	426	N.A.		
Eight Grade Students Not Proficient in Math	2014-2015	95	300	N.A.		
High School Students Not Graduating on Time	2014-2015	23.2	120	2011-2012	26.5	Better

(49) Health

	Current Year	%	#	Baseline Year	%	
Low-Birthweight Babies	2015	7.3	46	2010	6.9	Unchanged
Uninsured Children	2014	14.0	1,549	2009	35.9	Better
Overweight and Obese 1st, 3rd, and 6th Grade Students	2013-2014	50.2	808	2008-2009	45.7	Worse
High School Teens who Used Alcohol/Drugs (Past 30 Days)	2014	26.0	92	2010	39.2	Better

(62) Family and Community

	Current Year	%	#	Baseline Year	%	
Children in Single Parent Families	2011-2015	36.8	3,308	2006-2010	39.0	Better
Children Living in High Poverty Areas	2011-2015	47.8	5,108	2006-2010	42.5	Worse
Children with Verified Maltreatment (per 1,000)	2015-2016	8.7	94	N.A.		
Youth Contacts with the Juvenile Justice System (per 1,000)	2014-2015	35.7	168	2009-2010	53.7	Better

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2017 Florida Child Well-being Index
Lee County

Rank **37**

(33) Economic

	Current Year	%	#	Baseline Year	%	
Children in Poverty	2014	26.1	32,594	2009	18.2	Worse
Unemployment Rate	2015	5.0	16,084	2010	12.5	Better
High Housing Cost Burden (more than 30% income spent)	2015	39.0	104,709	2010	38.8	Unchanged
Teens Not in School and Not Working	2011-2015	7.5	2,107	2006-2010	9.4	Better

(48) Education

	Current Year	%	#	Baseline Year	%	
Students Not Ready for Kindergarten	2013-2014	11.4	730	N.A.		
Fourth Grade Students Not Proficient in English Language Arts	2014-2015	75	4,804	N.A.		
Eight Grade Students Not Proficient in Math	2014-2015	86	2,949	N.A.		
High School Students Not Graduating on Time	2014-2015	25.3	1,630	2011-2012	28.1	Better

(20) Health

	Current Year	%	#	Baseline Year	%	
Low-Birthweight Babies	2015	7.5	510	2010	7.8	Unchanged
Uninsured Children	2014	13.0	17,096	2009	25.8	Better
Overweight and Obese 1st, 3rd, and 6th Grade Students	2013-2014	32.1	6,204	2008-2009	28.0	Worse
High School Teens who Used Alcohol/Drugs (Past 30 Days)	2014	35.2	180	2010	42.8	Better

(40) Family and Community

	Current Year	%	#	Baseline Year	%	
Children in Single Parent Families	2011-2015	38.9	43,622	2006-2010	30.7	Worse
Children Living in High Poverty Areas	2011-2015	10.5	13,231	2006-2010	8.3	Worse
Children with Verified Maltreatment (per 1,000)	2015-2016	8.1	1,044	N.A.		
Youth Contacts with the Juvenile Justice System (per 1,000)	2014-2015	22.1	1,228	2009-2010	41.0	Better

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