FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES

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Community Partnership for Children, Inc. Monitoring Report

On-Site Visit Completed: August 2019

Report Issued:

January 2020

As required by section 402.7305 F.S., The Department of Children and Families completed an On-Site Contract monitoring of Community Partnership for Children. 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 NJ205

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This report provides findings for the contract monitoring of Community Partnership for Children Inc. (CPC). The on-site monitoring was conducted August 26th – 30th, 2019 and focused on Community Partnership for Children's child welfare system of care. The monitoring process included a review of CPC's programmatic and administrative operations. In addition, the Community Based Care contract monitoring team reviewed fiscal monitoring reports. Findings are based on an analysis of child welfare performance indicators and quality assurance data and other information obtained through supporting documents, interviews, surveys, and focus groups. The monitoring process included an in-depth assessment of the system of care in seven critical areas of operation: (1) leadership and governance; (2) workforce management; (3) continuous quality improvement process; (4) placement resources and process; (5) child welfare practice; (6) partnership relations and (7) community relationships. Additionally, subcontracts, critical incidents, employment eligibility verification, information security, and HIPAA data security were administratively reviewed.

Significant findings of each category are below:

Leadership and Governance:

- *CPC's mission, vision, and values are aligned with the Department's and are reinforced through senior leadership to front line staff.*
- *CPC applied and received risk pool funding in FY18/19 and continue to struggle operating within budget.*
- *The Board of Directors is diverse and active but not receiving all risk information.*
- *CPC would benefit from developing an overall professional development strategy for the senior leadership team, that focuses on driving system improvement, both the quality of the work and financial security of the organization.*

Workforce Management:

- *High caseloads are impacting employee retention negatively. Retention efforts are in place and recognized by front line staff, however have not yet been effective.*
- *Pre-Service and In-Service training is accessible, abundant, and includes supervisory development.*
- *A strong correlation between performance deficits and the training plans isn't evident.*
- *Supervisors and POA's are carrying caseloads which is impacting performance.*

Continuous Quality Improvement Process:

- *Data is tracked and monitored with a renewed focus on trickling down to front line staff.*
- *CPC Revenue Maximation has proper processes in place in an effort to ensure accurate eligibility determinations.*
- *Continued work with OCW to improve performance gaps is needed.*
- *RSF and CQI debrief process includes proper debriefing and follow up.*

Placement Resources and Process:

- *Stronger and more comprehensive recruitment efforts are needed for foster homes and is not meeting the current placement needs.*
- *Training and support are available but not communicated consistently to foster parents.*
- *There is currently no active foster parent association.*
- *Foster home licensing process is taking longer than anticipated.*
- *There are structured supports in place for Independent living youth, Relatives, and Non-Relatives.*
- *Independent Living information on available programs post 18 on CPC website are outdated and incorrect*

Practice

- *Further reinforcement of the application of the practice model, and conditions for return, is needed.*
- *Address the waitlist for the family transition program to potentially reduce the recidivism rate.*

Partnership Relations:

- *Improving relationships with the CPI were evident.*
- *Court documentation is not consistently submitted timely.*
- *There was evidence to support an improved relationship with CPI's since the previous on-site monitoring.*

Community Relationships:

- *Putnam county community relationships have been strengthened since the previous on-site monitoring.*
- *There is limited involvement with local media or social media to build partnerships.*

Administrative Findings:

- *A few incidents were entered late into IRAS.*
- *The provider's policy is not aligned with CFOP 215-6.*

SECTION 1: AGENCY AND SERVICE AREA SUMMARY

Community Partnership for Children, Inc. has been a contracted community-based care child welfare agency since 2001 and serves three of the four counties (Flagler, Putnam and Volusia) within the 7th Judicial Circuit in the Northeast Region. CPC provides all dependency case management services with the exception for sibling group case management, which is provided through a subcontract with Neighbor to Family. Child Protective Investigations (CPI) and Children's Legal Services (CLS) are provided by the Department of Children and Families. Additionally, CPC subcontracts with the below agencies to provide the following services:

- **Safety Management Services:** Devereux, Children's Home Society
- **Family Support Services:** Children's Home Society (Putnam) and House Next Door (Volusia and Flagler)

- **Foster Home Licensing**: Devereux, Children's Home Society, One More Child, Neighbor to Family, and Florida United Methodist Home
- **Independent Living:** Children's Home Society

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigations have remained relatively flat overall, but there has been a slight decrease in child Intakes and a slight increase in Special Conditions. Children entering Out-of-Home Care increased by 15% in FY 2018/2019. Children receiving in-home services has been stable for the last three fiscal years, while children receiving out of home care has increased. The number of young adults receiving services has steadily dropped, although the percent of young adults exiting foster care at age 18 that completed or are enrolled in secondary education, vocational education, or adult education has steadily increased and is now about the target. The number of children receiving Family Support Services dropped to 605 in FY 18/19, less than half of the number serviced in FY 18/19. According to the Services Mix data available in the Child Welfare Key Indicators Report, CPC has a higher rate of services per 1,000 child population than the state in Family Support Services.

Investigations and Children Served		FY 2016/2017	FY 2017/2018	FY 2018/2019
		FY 2016/2017	FY 2017/2018	FY 2018/2019
Child Protective Investigations and Child Removals (Flagler, Putnam and Volusia Counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports, Child Intakes)	9,084	8,747	8,462
	Reports accepted for Investigation by DCF (Initial & Additional Reports, Special Conditions)	759	785	848
	Children Entering Out-of-Home Care	646	623	733
Children Served by Community Partnership for Children	Children Receiving Family Support Services	1,348	1,231	605
	Children Receiving In-Home Services	1,353	1,352	1,351
	Children Receiving Out of Home Care	1,789	1,796	1,866
	Young Adults Receiving Services	144	126	114

Table 1. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSFN OCWDRU Report 1006. Data Run Date: July 24, 2019

FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures based on the DCF 18/19 CBC/ME Financial Monitoring Tool for Desk Reviews, of CPC. The review period took place from October 1, 2018 through December 31, 2018. The review found three areas with findings, two areas of observation and one area for technical assistance. For further details, please see the complete report: 2018-19 CBC Desk Review Financial Monitoring Report of Community Partnership for Children.

CPC has ended the previous three fiscal years with a deficit (FY15/16 through FY17/18), despite receiving risk pool or back of the bill funding in FY16/17, FY17/18 and FY18/19. CPC completed FY15/16 with a $346,770 deficit extending forward into FY 16/17. In FY 16/17, CPC received $1.8M in risk pool funding and finished that year with a $121K deficit carrying forward. In FY17/18, CPC received $705k in Back of the Bill funds and finished the year with a $3,611 deficit. (See Table)

In FY18/19, CPC applied for risk pool funding on two occasions. According to the [Risk Pool Peer Review Committee Summary Report FY2018-2019](#), CPC requested $815,211 on 8/15/2018. The Committee, after reviewing its budget projections (which identified additional funding not included as revenues), decided not to recommend allocation of funding at that time. CPC reapplied for risk pool funding on 2/21/2019 and stated a need for $771,141. In the 2/21/19 request, CPC expressed that the funds would be used to address an increase in children and teens with a combination of behavioral health issues, and Department of Juvenile Justice (DJJ) or Agency for Persons with Disabilities (APD) involvement, and which needed to be in a higher cost residential setting. The requested funds would have also addressed additional needs, including the hiring of additional case managers to keep up with an increase in caseload, which was at 25:1 child to case manager ratio in February 2019. The application specifically identified Putnam County Service Center as having 100-150 more children than what it was budgeted to accommodate. CPC stated that they added one entire unit at a cost of $250-$300k to keep up with the higher demand.

The February 2019 application was approved and to date CPC has received $509,548 (based on their 3rd quarter projections). The [Risk Pool Peer Review Committee Report](#) stated: "With this being CPC's second risk pool application, the agency should develop a plan to meet existing and trending client needs while reducing costs more in-line with their recurring core services funding allocation in anticipation of being financially viable next fiscal year." The Committee further recommended the following:

- As previously recommended, CPC should explore hiring a Chief Financial Officer. The agency appears to be overly "lean" and may benefit from restructuring its staffing model.
- CPC should explore programs to increase permanency and decrease re-entry into out of home care.
- CPC should explore supports for retention of foster homes and relative/non-relative caregivers.
- CPC should continue to meet the requirements of the Contract Monitoring Report and Formal Corrective Action Plans to improve overall agency performance.

Community Partnership for Children
Lead agency since December 1, 2001. Formerly known as CBC of Volusia/Flagler
Total Funding

DCF Contract Funds Available at Year End (by Fiscal Year)	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Core Services Funding	$21,804,164	$22,132,920	$23,940,316	$25,545,017	$25,709,322	$26,988,138
Risk Pool Funding	$0	$0	$1,816,255	$0	$509,548	$0
CBC Operations "Back of the Bill" Funding	$0	$0	$0	$705,423	$0	$0
Other Amendments to Initial Allocations	$26,248	$233,031	$12,997	$38,661	$65,998	$0
Amended Core Services Funding	**$21,830,412**	**$22,365,951**	**$25,769,568**	**$26,289,101**	**$26,284,868**	**$26,988,138**
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	$844,932	$844,932	$844,932	$1,066,511	$1,340,462	$1,397,951
Children's Mental Health Services (Cat 100800/100806)	$299,699	$299,699	$299,699	$299,699	$299,699	$299,699
PI Training, Casey Foundation or other non-core svcs	$0	$0	$0	$0	$0	$0
Safety Management Services (Nonrecurring)	$0	$0	$559,694	$0	$559,694	$559,694
Total at Year End	**$22,975,043**	**$23,510,582**	**$27,473,893**	**$27,655,311**	**$28,484,723**	**$29,245,482**
Maintenance Adoption Subsidy (MAS)	$7,886,715	$8,444,329	$8,980,826	$9,731,739	$10,563,293	$10,869,461
Guardianship Assistance Payments (GAP)						$49,140
MAS Prior Year Deficit		-$198,828				
Carry Forward Balance from Previous Years	$1,348,782	$1,294,029	-$346,770	-$120,887	-$3,611	$433,437
Total Funds Available	**$32,210,540**	**$33,050,112**	**$36,107,949**	**$37,266,163**	**$39,044,405**	**$40,597,520**

Carry Forward Balance into FY 19-20 are estimates subject to final determinations

FINANCIAL VIABILITY PLAN

CPC's current Financial Viability Plan includes the following action steps:

- Continue to provide and assess efficiency of Safety Management Services for CPI's to help reduce removals in all three counties served by CPC.
- Address high-cost group home placements by reducing the number in residential settings.
- Continue to efficiently license quality foster homes.
- Continue use of Supervisory review process to include QA 2nd party review to assess conditions for return/barriers to permanency to increase exits from out of home care.
- Utilize Reintegration Family Team Meetings and IPT staffing to prevent re-abuse and removals for Post Placement supervision cases.
- Ensure that APD eligible Extended Foster Home Clients have approved support plan that includes the Residential Habitation payment for the young adult's placement.

SECTION 2: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of CPC's performance as captured by data indicators that are used to assess how well CPC is performing on contract measures and within the larger program areas of safety, permanency and well-being. The information in the following graphs and tables represents performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews. The performance measures outlined in this report are accessible through the Child Welfare Dashboard and include both federal and state measures used to evaluate the lead agencies on twelve key measures to determine how well they are meeting the most critical needs of at-risk children and families.

Federal regulations require Title IV-E agencies to monitor and conduct periodic evaluations of activities conducted under the Title IV-E program to ensure that children in foster care are provided quality services that protect the safety and health of such children (sections 471(a)(7) and 471(a) (22) of the Social Security Act). The Department of Children and Families has developed additional methods to evaluate the quality of the services provided by the lead agency using Rapid Safety Feedback (RSF) and Continuous Quality Improvement (CQI) reviews.

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

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

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

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

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

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

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

The Child Welfare QA unit conducted secondary oversight of all seventeen (17) of the Florida CQI reviews conducted by Community Partnership for Children during the first quarter of FY 2019 – 2020. While each case reviewed was returned for additional justification of the ratings and scores changed on ten (10) cases.

- Two cases had a Strength rating changed to Not Applicable
- One case had one Area Needing Improvement (ANI) rating each changed to a Strength
- Three cases had one item changed from a Strength rating to an ANI
- Two cases had two items changed from Strength ratings to ANI
- One case had two items changed from Strength ratings to ANI and one item changed from a Strength rating to Not Applicable
- One case had three items changed from Strength ratings to ANI.

Second level Quality Assurance reviews conducted by the headquarters Quality Assurance team provided similar feedback to Community Partnership including:

- Completing face sheet accurately, identifying and clarifying roles of case participants
- Clarifying or additional information to support rating
- Ensuring tool instructions were followed, current period under review, including all children in the home when required, accurately completing tables, including efforts by agency and court when appropriate.
- Refraining from including information related to other items in the response *(item drift).*

The total responses rated a strength have been very close to statewide performance with the most recent quarter (Q4 2018-2019) showing 72.2% compared to 68.3% for the state. Compared to the state average Florida CQI and PIP scores, Community Partnership for Children scored above the statewide performance for the entire 2018-2019 fiscal year with an overall performance of 72.96% compared to 69.63% which is 0.3 standard Deviations above the average.

Action for Child Protection conducts fidelity reviews of 150 cases twice per year, 25 per region of which 13 transfer to case management to rate the level of fidelity to the practice model in the field. The chart below shows the overall fidelity scores across all items reviewed per reporting period for Community Partnership for Children, Flagler, Putnam, and Volusia counties. The number of applicable cases reviewed is approximately three (3) cases for each time period which would explain the significant

variability in the performance. It is worthwhile to note that performance started high then declined. Strengths included creating safety plans when needed, assessing child and adult functioning, identifying child needs, and creating danger statements with the family in case planning.

CONTRACT AND CBC SCORECARD MEASURES

During FY 18/19, CPC has met or exceeded their established contract target in six of the thirteen measures including:

- M03: % of children who are not neglected or abused after receiving services
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- M08: Placement moves per 1,000 days in foster care
- M09: % of children in out-of-home care who received medical service in the last 12 months
- 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

With the exception of M3 and M11, these measures were also met in FY 17/18.

In the remaining seven measures, CPC did not meet the established targets for FY 18/19. These measures are:

- M01: Rate of abuse per 100,000 days in foster care
- M02: % of children who are not neglected or abused during in-home services
- M04: % of children under supervision who are seen every 30 days
- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home
- M10: % of children in out-of-home care who received dental services within the last seven months
- M12: % of sibling groups where all siblings are placed together

These measures were not successfully met in FY 17/18. (See Table 2)

Performance Measures
Contract Targets Compared to Federal Standards and Statewide Performance

	Community Partnership for Children				
	CBC Scorecard				
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2018/2019)	Community Partnership for Children July 1, 2017-June 30, 2018	Community Partnership for Children July 1, 2018-June 30, 2019
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	8.41	🔴 8.8	🔴 10.5
2	Percent of children who are not neglected or abused during in-home services	>95%		94.82%	🔴 91.2%	🔴 92.9%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.45%	🔴 94.7%	🟢 95.3%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.05%	🔴 99.2%	🔴 99.3%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	40.15%	🔴 28.9%	🔴 25.4%
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%)	53.97%	🟢 52.0%	🟢 53.7%
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%)	90.32%	🔴 81.7%	🔴 84.0%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.61	🟢 3.4	🟢 3.5
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.01%	🟢 95.8%	🟢 97.4%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.51%	🔴 86.3%	🔴 89.3%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.22%	🔴 67.2%	🟢 83.9%
12	Percent of sibling groups where all siblings are placed together	>65%		63.82%	🔴 60.3%	🔴 61.3%
	Number of children with finalized adoptions	FY2017/18: 235 FY2017/18: 210			🟢 243.0	🟢 250.0

A green dot denotes performance is above the CBC Contract Measure Target; a red dot denotes performance is below the CBC Contract Measure Target.
Table 3: CBC Scorecard, Run date: 7/24/2019

CHILD SAFETY

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

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

CPC has struggled with safety related quantitative performance measures over the past two fiscal years. Rate of abuse per 100,000 days in care trended positively and was largely below the statewide performance in FY 2017/18 but has taken a rapid negative turn in FY 18/19. The rate of abuse more than doubled during FY 18/19 and was at 14.95 during FY 19, Q4, well above the target of 8.5 and statewide performance of 8.4. The other quantitative performance measures show relatively positive trends. The percent of children abused or neglected during in home services has remained below the target and statewide performance for the last two fiscal years but has shown a steady positive trend since FY 18 Q1. The percent of children not abused within six months of closing services has fluctuated around the performance target but has shown a general positive trend since FY 17 Q1. The percent of children under supervision seen every thirty days was under the performance target from FY17 Q1 through FY 18 Q3 but trended positively and met the target in FY 19 Q4. Performance remained above the states for the same time period.

CPC has generally performed well on safety quality measures. RSF results showed an increase in performance around family safety assessments and quality of visits between the case manager and the child, and performance for both measures was above the statewide performance. Conversely, RSF reviews show performance around safety planning decreased over the same time period and was just below the state's performance. CFSR results show an increase in performance around the agency making concerted efforts to provide services to prevent children's entry into foster care or re-entry after reunification and 100% of applicable cases sampled had the item rated as a strength. CPC's performance on CQI Item 3 (did the agency make concerted efforts to assess and address the risk and safety concerns relating to children in their own homes or while in foster care) decreased by 9.5%.

Community Partnership for Children

Community Partnership For Children
Florida

Safety: Florida's Children are, first and foremost, protected from abuse and neglect and safely maintained in their homes whenever possible and appropriate.
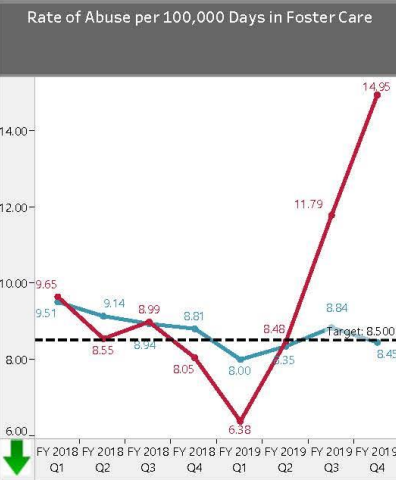
Rate of Abuse per 100,000 Days in Foster Care

Florida values: 9.51, 9.14, 8.99, 8.81, 8.00, 8.35, 8.84, 8.45
CPC values: 9.65, 8.55, 8.94, 8.05, 6.38, 8.48, 11.79, 14.95
Target: 8.500
FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4

Figure 1. Source: CBC Scorecard, M01 Data Run: 7/19/2019

Percent of Children Who are not Abused or Neglected During In-home Services

Florida values: 93.87%, 94.06%, 94.09%, 94.36%, 94.51%, 94.70%, 94.98%, 95.07%
CPC values: 90.63%, 91.35%, 91.03%, 91.88%, 92.11%, 92.17%, 93.10%, 94.10%
Target: 95.0%
FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4
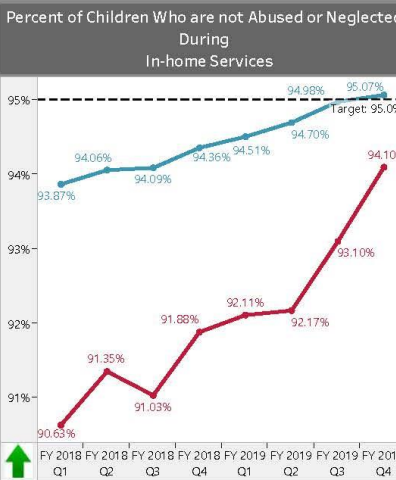
Figure 2. Source: CBC Scorecard, M02 Data Run: 7/19/2019

Percent of Children NOT Abused w/in 6 Months of Closing of Services

Florida values: 95.85%, 95.96%, 96.09%, 96.17%, 96.34%, 96.34%, 96.57%, 96.56%
CPC values: 93.96%, 94.64%, 95.53%, 94.62%, 95.29%, 94.75%, 95.93%, 95.37%
Target: 95.0%
FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4
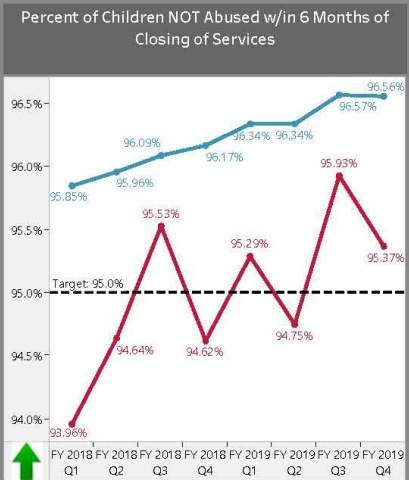
Figure 3. Source: CBC Scorecard, M03 Data Run: 7/19/2019

Percent of Children Under Supervision Who are Seen Every 30 Days

CPC values: 99.19%, 99.20%, 99.21%, 99.17%, 99.24%, 99.28%, 99.36%, 99.50%
Florida values: 99.09%, 99.09%, 99.08%, 99.04%, 99.05%, 99.06%, 99.04%, 99.04%
Target: 99.5%
FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4
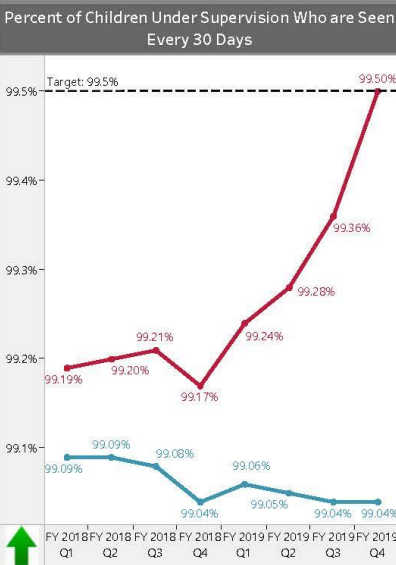
Figure 4. Source: CBC Scorecard, M04 Data Run: 7/19/2019

Percent of Children not Maltreated within 6 Months of Termination of Family Support Services

Florida values: 95.48%, 94.00%, 96.05%, 94.74%, 95.39%, 93.94%, 94.22%, 94.11%
CPC values: 94.42%, 94.65%, 98.40%, 94.93%, 94.42%, 96.61%, 94.40%, 95.50%
FY 17 Q2, FY 17 Q3, FY 17 Q4, FY 18 Q1, FY 18 Q2, FY 18 Q3, FY 18 Q4, FY 19 Q1
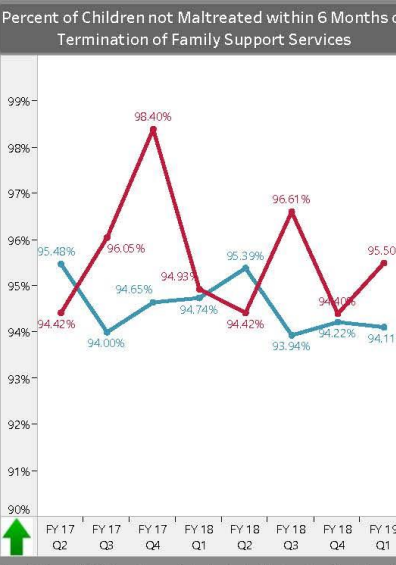
Figure 5. Source: FSFN-Children with no verified maltreatment within six months of Termination of FSS Data Run: 7/19/2019

Rapid Safety Feedback - Safety

Quality Assurance - Rapid Safety Feedback Item1	Community Partnership for Children FY 2016/2017 n=36	Community Partnership for Children FY 2017/2018 n=39	Statewide RSF Performance n=830
RSF 1.1: Is the most recent family assessment sufficient?	75.0%	77.5%	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?	91.7%	67.5%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	72.2%	55.0%	55.6%

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

Table 4. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Run: 8/5/2019

CQI Safety

Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Community Partnership for Children FY 2017/2018 n=71	Community Partnership for Children FY 2018/2019 n=72	Percent Improvement	Statewide CQI/QA Performance FY 2018/2019 n=1,051	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 2: Did the agency make concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification?	96.8%	100.0%	3.2%	90.3%	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?	87.3%	● 77.8%	-9.5%	72.5%	71.3%	95.0%	77.7%

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal.
Table 5. Source: Federal Online Monitoring System, Data Pulled: 7/24/2019

PERMANENCY

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

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

CPC has consistently met or exceeded the contract target for two of the five permanency measures with targets (percent of children exiting to a permanent within 12 months for those in care 12-23 months and placement moves per 1,000 days in foster care). While CPC met the target for permanency in 12 months for all four quarters in FY 17/18, they have been trending negatively since FY 2018 Q1 and fell below the target in FY 2019 Q2 and remained below target for the rest of the fiscal year. Re-entry has been consistently and substantially below the contract target and the statewide performance, although it trended positively overall from FY 18 Q1 through FY 19 Q4. Permanency after 24 months has been higher than the state for seven of the eight most recent quarters, with a strong positive trend since FY 19 Q2. The percent of sibling groups placed together has been consistently below the target and statewide performance but has trended generally positively since FY 2018 Q1.

Community Partnership for Children

Community Partnership for Children
Florida

Permanency: Florida's children have permanency and stability in their living situation and the continuity of family relationships and connections is preserved.

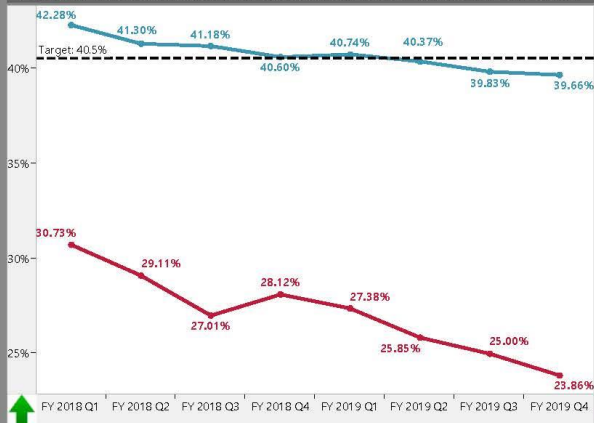## Percent of Children Exiting to a Permanent Home within 12 Months of Entering Care

Figure 6. Source: CBC Scorecard, M05 Data Pulled: 7/19/2019

Percent of Children Exiting to a Permanent Home within 12 Months for those in Care 12-23 Months
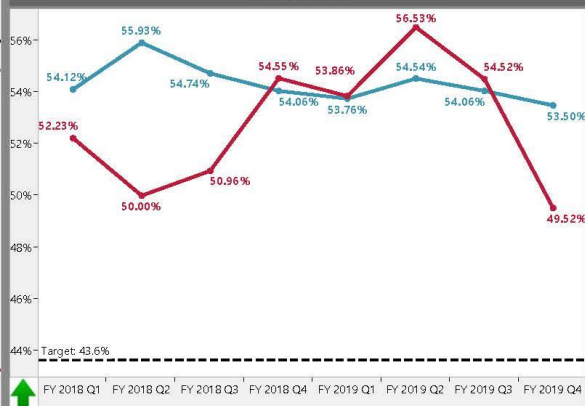

Figure 7. Source: CBC Scorecard, M06 Data Pulled: 7/19/2019

Percent of Children Who Don't Re-enter Care Within 12 Months of Moving to a Permanent Home
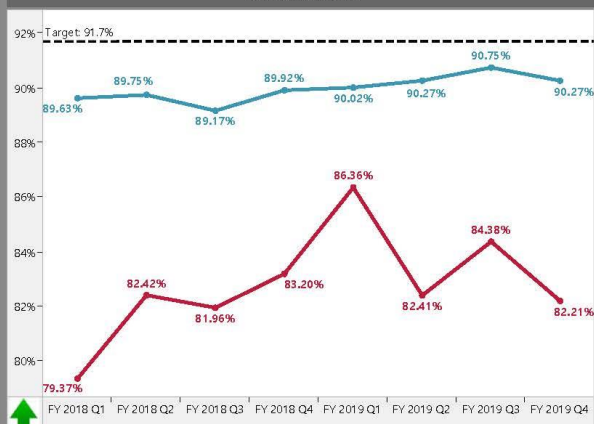

Figure 8. Source: CBC Scorecard, M07 Data Pulled: 7/19/2019

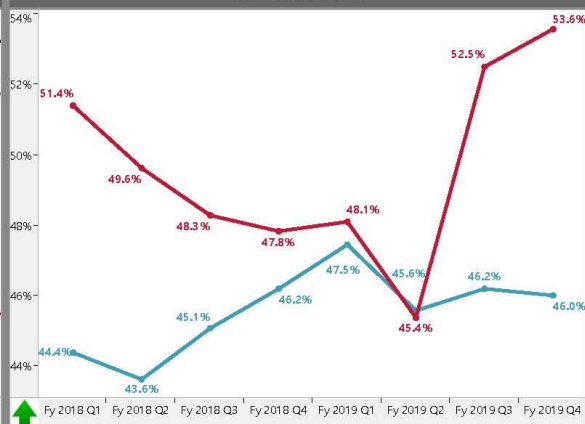## Percent of Children in Care 24+ Months Who Achieve Permanency Within an Additional 12 Months

Figure 9. Source: FSFN Data Pulled: 7/19/2019

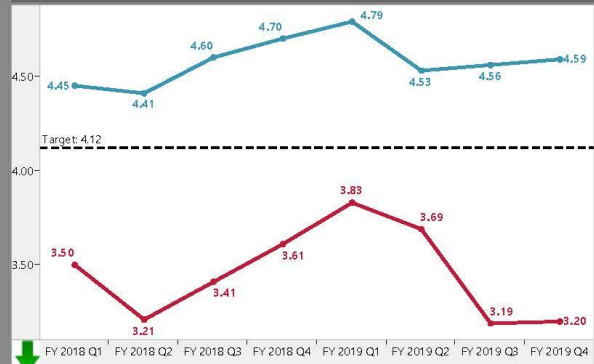## Placement Moves per 1,000 Days in Foster Care

Figure 10. Source: CBC Scorecard, M08 Data Pulled: 7/19/2019

Percent of Sibling Groups Where All the Siblings are Placed Together
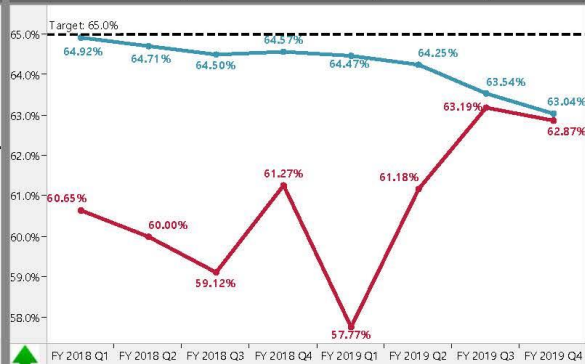

Figure 11. Source: CBC Scorecard, M12 Data Pulled: 7/19/2019

Community Partnership for Children

Permanency: Forida's children have permanency and stability in their living situation and the continuity of family relationships and connections is preserved.

Rapid Safety Feedback - Permanency

Quality Assurance - Rapid Safety Feedback Item1	Community Partnership for Children FY 2016/2017 n=36	Community Partnership for Children FY 2017/2018 n=39	Statewide RSF Performance n=830
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	91.7%	67.5%	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?	88.6%	80.0%	66.3%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	74.2%	68.8%	52.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average
Table 6. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Pulled: August 15, 2018

CQI Permanency

Quality Assurance - Florida CQI Item Assessement Based on Case Reviews by Child Welfare Professionals	Community Partnership for Children FY 2017/2018 n=71	Community Partnership for Children FY 2018/2019 n=72	Percent Improvement	Statewide CQI/QA Performance FY 2018/2019 n=1,051	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child's placement in the best interest of the child and consistent with achieving the child's permanency goal(s)?	86.8%	🟢 89.1%	2.3%	79.7%	82.0%	95.0%	88.5%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	78.9%	80.4%	1.5%	82.7%	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?	65.7%	🔴 58.7%	-7.0%	65.0%	74.5%	95.0%	75.4%
CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?	100.0%	93.3%	-6.7%	78.5%	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?	77.7%	83.8%	6.1%	60.4%	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?	84.2%	80.4%	-3.8%	72.3%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	89.4%	89.1%	-0.3%	78.7%	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?	44.1%	50.0%	5.9%	47.7%	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 7. Source: Federal Online Monitoring System, Data Pulled: 7/24/2019

WELL-BEING

The graphs and tables on the follow pages depict CPC 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

CPC has shown mixed performance on well-being measures over FY 17/18 and FY 18/19. They have consistently performed above the target and the state with respect to the percent of children in foster care who have received a medical service in the last 12 months, but below both with respect to the percent of children in foster care who have received a dental service in the past seven months. They have improved their performance around the percent of young adults exiting foster career at age 18 that completed or are enrolled in secondary education, vocational education, or adult education, and have performed above the contract target for FY 19, Q2-Q4.

CPC has had equally mixed results in their quality reviews. They met two of five PIP targets for well-being related CQI measures, 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, And Item 12C: Did the agency make concerted efforts to provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issue relevant to the agency's involvement with the family. Although they did not meet the PIP goal for the remaining three items, CPC did improve performance during FY 18/19.

Community Partnership for Children

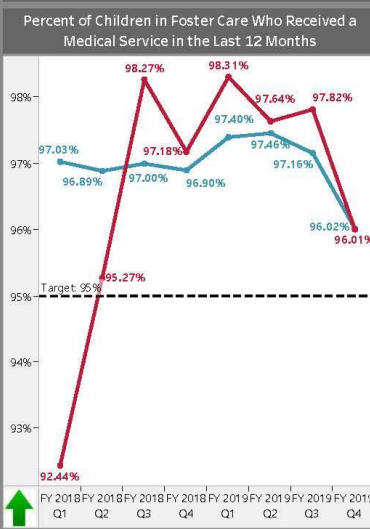**Well-Being:** Florida's Children are physically and emotionally healthy, and socially competent.

Legend: ■ Community Partnership for Children ■ Florida

Percent of Children in Foster Care Who Received a Medical Service in the Last 12 Months

Florida: 97.03%, 96.89%, 97.00%, 96.90%, 97.40%, 97.46%, 97.16%, 96.02%
Community Partnership for Children: 92.44%, 95.27%, 98.27%, 97.18%, 98.31%, 97.64%, 97.82%, 96.01%
Target: 95%
X-axis: FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4

Figure 12. Source: CBC Scorecard, M09 Data Pulled: 7/19/2019

Percent of Children in Foster Care Who Received a Dental Service in the Last 7 Months

Florida: 92.15%, 91.99%, 92.99%, 93.45%, 93.93%, 91.94%, 92.23%, 91.90%
Community Partnership for Children: 79.09%, 85.63%, 89.99%, 90.44%, 92.94%, 87.55%, 88.73%, 88.20%
Target: 95%
X-axis: FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4
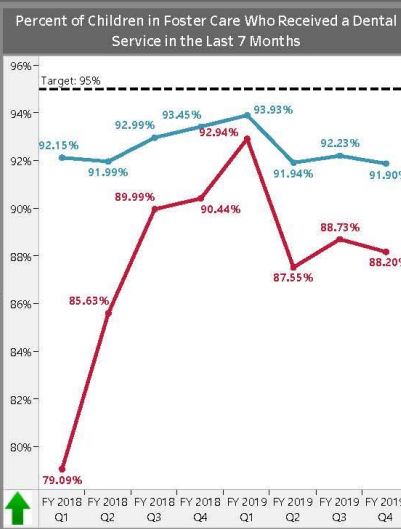
Figure 13. Source: CBC Scorecard, M10 Data Pulled: 7/19/2019

Percent of Young Adults Exiting Foster Care at Age 18 that Completed or are Enrolled in Secondary Education, Vocational Education, or Adult Education

Florida: 87.46%, 88.27%, 89.38%, 89.05%, 89.56%, 89.62%, 88.89%, 88.55%
Community Partnership for Children: 67.74%, 68.97%, 67.86%, 64.52%, 77.14%, 83.33%, 86.21%, 91.67%
Target: 80%
X-axis: FY 2018 Q1, FY 2018 Q2, FY 2018 Q3, FY 2018 Q4, FY 2019 Q1, FY 2019 Q2, FY 2019 Q3, FY 2019 Q4
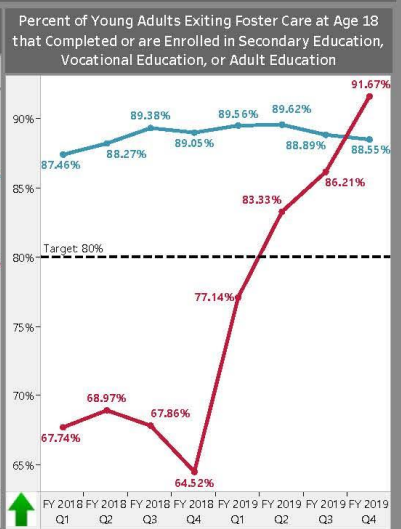
Figure 14. Source: CBC Scorecard, M11 Data Pulled: 7/19/2019

CQI Well-Being

Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Percent Improvement	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Community Partnership for Children FY 2017/2018 n=71	Community Partnership for Children FY 2018/2019 n=72	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal	Statewide CQI/QA Performance FY 2018/2019 n=1,051
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?	0.1%	51.3%	95.7%	● 95.8%	95.0%	58.4%	88.9%
CQI Item 12B: Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	-12.7%	51.3%	65.1%	● 52.4%	95.0%	58.4%	56.6%
CQI Item 12C: Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the fami	9.7%	51.3%	78.9%	● 88.6%	95.0%	58.4%	85.0%
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?	5.4%	63.6%	48.5%	● 53.9%	95.0%	70.7%	57.9%
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?	13.2%	72.5%	54.9%	● 68.1%	95.0%	78.9%	63.8%
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?	8.3%	43.5%	40.9%	49.2%	95.0%		40.1%
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?	-11.6%	92.0%	83.8%	72.2%	95.0%		79.9%
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	-37.5%	85.0%	90.7%	53.2%	95.0%		74.5%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	-5.8%	72.0%	64.4%	58.6%	95.0%		65.5%

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 8. Source: Federal Online Monitoring System, Date Pulled: 7/24/2019

SUMMARY

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

The rating system is as follows:

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

Family Support Services

CPC has a rating of "2" for Family Support Services and contracts with The House Next Door, Inc. for Volusia and Flagler Counties, and Children's Home Society in Putnam County for this service. Family Support Services serve families in which children have been determined as safe but are at a high or very high risk of future maltreatment determined by the Child Protective Investigators risk assessment. Both providers have implemented the C.A.R.E.S. model, which is a promising practice on the California Evidence Based Clearinghouse, which includes collaborating with members of the family's social support network, intended to engage and preserve families.

Previously, CPC's referral process which resulted in a lack of family engagement was a barrier to the program. To alleviate this, the Child Protective Investigator and the provider, participate in a joint call with the family to discuss prevention services prior to initial contact. Once the family has agreed to services, the Child Protection Investigator completes the referral, once the referral is received, the CPC Family Support Specialist will confirm it meets criteria, create the Family Support Service Module and assign a service provider to the case. Cases are assigned within one day and the assigned provider has three days to make initial contact with the family. Upon contact with the family, the assigned provider will complete and document the strengths, needs, and cultural discovery assessment within ten days. This assessment documents the family's strengths, supports and activities they may like or participate in among other things important in working with the family. The House Next Door, Inc continues to monitor the identified safe children through home visits every thirty days at a minimum. Case notes,

assessments and multi-disciplinary team meetings are documented in FSFN in the family support module.

If the Family Support provider is unable to successfully engage the family, or if the family fails to make progression in reducing risk, or the family chooses to terminate the program, the FSS provider notifies CPC and a "Close the Loop" staffing is completed however, front line interviews revealed that contrary to best practice, the Child Protective Investigator is inconsistently included in the staffing, which interviews stated was due to unavailability at time of staffing.

Safety Management Services

CPC has a rating of "2" for Safety Management Services and continues to contract with Devereux who manages the Family Builders Program in Volusia and Flagler Counties. In February 2019 the Family Builders program also began serving families in Putnam County. Previously, Neighbor to Family was providing Safety Management Services in Putnam County, however the agency struggled with staffing levels and it was decided to discontinue that contract.

The Family Builders program which is co-located with Child Protective Investigators provides safety management services that remain in place until a parent or caregiver can demonstrate enhanced protective capacities or the family transitions to ongoing services due to the child being deemed unsafe. Referrals are sent directly from the Child Protective Investigators and Family Builders is required to make face to face contact with the family within two hours during business hours and four hours during nights and weekends in both Volusia and Flagler Counties. Putnam County currently has a required 24-hour face to face contact requirement due to the county's rural setting and lower staffing levels. However, the contract enables after hours phone response for case consultation and emergency financial need requests. After initial face to face contact with the family a safety services support plan is completed, which Family Builders developed utilizing the CPI's assessment of the danger threat and safety plan to develop their actions using the safety services categories which are outlined in the plan. Front line staff indicated this process is smooth and CPI and Family Builders have a mutually positive relationship.

Family Builders maintains contact with the CPI at a minimum of two times per week to provide updates. If Family Builders is unable to engage the family, or the family becomes uncooperative with the program, a case staffing occurs with the CPI to determine continued appropriateness of the program and the safety of the children. Family Builders can work with the family for up to 90 days if needed. Front line interviews indicated a lack of substance abuse resources available and a significant waitlist for Family Interventions Specialists.

ANALYSIS

CPC has defined Family Support and Safety Management services that are designed to be both family centered and trauma informed. Family Support Services providers are using the "Wraparound Family Team conferencing" model and services are aligned with service array frameworks. CPC contract oversight monitors performance and utilization which recently resulted in a provider change, to improve the quality of services delivered. Front line interviews indicated that within the community provider network there are sufficient services to meet the needs of families with the exception of substance

abuse and in particular a waitlist for the Family Intervention Specialists, which are not CPC funded services.

SUMMARY

This category focuses on alignment of CPC 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

CPC's mission "to design, implement, and manage a quality child protection system for the children of Volusia, Flagler and Putnam Counites" as well as CPC's guiding principles of "WE CARE" (Collaboration, Accountability, Respect and Excellence) were evident in its application and understanding throughout the agency.

Resource Management

CPC has been unable to operate within the current allocated budget for the last four fiscal years and has received risk pool funding again this fiscal year. The risk pool committee made several recommendations to reduce operating costs. Of these, CPC has only addressed one of the recommendations, adding supports for non-relatives and foster parents. Despite repeated recommendations from the risk pool committee, CPC continues to contract for financial services, and not have an CFO on staff.

The budget is reviewed through board Meetings, daily out of home cost analysis, and through submission of a Quarterly Financial Viability plan reporting to the Department of Children and Families. Despite ongoing budget deficits, CPC does limited fundraising or grant development to expand the financial resources available. CPC's Board of Directors expressed the concern about the perception of competing with other community partners, however, given the significant financial challenges they have had, exploring grant opportunities would be beneficial to the system of care.

Evaluation of CBC Leadership

The current Chief Executive Officer was promoted from the Chief Operations Officer in July 2019. While the previous CEO performance was reviewed annually, the current CEO's performance will be reviewed every 90 days by the Board of Directors while under this probationary period. Despite poor budget outcomes, the Board of Directors' indicated the previous reviews formally focused primarily on financial data. However, the board indicated a renewed emphasis to align with the Departments of Children and Families contract and performance measures as part of the CEO's performance and expressed satisfaction with the new CEO's leadership.

Risk Management

CPC's Quality Assurance Department compiles and summarizes all incident reporting and potential risk information which is reviewed and tracked monthly by the Contract and Compliance Manager. While there are few incidents that meet criteria for immediate attention, those that do are reported to the CEO and communicated to the Board Chair President who then notifies the rest of the board. While

trends are monitored by CPC leadership, the board is not kept abreast of the trends. The tracking of critical incidents and successful mitigation strategies is not occurring, and the board has previously not been informed of significant performance deficits.

Board Activities

The board consists of eight members, representing all counties serviced by CPC. Members have experience and expertise in a diverse range of backgrounds, including an attorney, an educator, a banker, a non-profit CEO, a healthcare director, retired military, and retired DCF personal. Meetings are held every other month and are attended by CPC Senior Leadership and James Moore and Associates representation.

For FY 18/19, CPC's board of directors' strategic plan identified four operation goals:

- Permanency for Children
- Child Safety
- Staff Retention and Budget Balancing

In addition, CPC identified a need to take more of a leadership role in working with community providers and resources. The plan includes strategies, timelines, and a progression status to be reviewed quarterly by the CEO to the Board of Directors.

Leadership Development

CPC's leadership team has been in place for many years with very little turnover. There are few strategies or trainings to develop senior leadership, despite ongoing challenges meeting performance and financial requirements over the past several years. To coincide with the recent changes in senior leadership, CPC would benefit from developing an overall professional development strategy for the senior leadership team, that focuses on driving system improvement, both the quality of the work and financial security of the organization.

ANALYSIS

CPC has long tenured leadership staff that it is dedicated to the mission, vision, and values of the organization. They demonstrate a passion for serving the children and families in their service area and knowledge on what quality work looks like. They have however, struggled over the years with maintaining quality performance and financial security and there has been little demonstrated effort to make recommended changes to address these issues. However, there have been recent leadership changes that present and ideal time to make significant changes to the approach and scope of oversight of the organization. With the BOD increased involvement, there can be a focus on developing a strong culture of CQI and ongoing professional development with the senior leadership team

SECTION 5: WORKFORCE MANAGEMENT

SUMMARY

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

<u>Workforce Capacity</u>

CPC provides dependency and non-judicial case management services across their service area and subcontracts case management sibling groups of three and more to Neighbor to Family. According to CPC data, CPC case managers have an average of approximately 20.76 children per filled Case Management position. Based on front line staff interviews and internal CPC case load data more tenured case management staff exceeded that current average and currently case manager supervisors and service center Program Operations Administrators (POA are carrying caseloads. CPC acknowledged that caseloads are much higher than the recommended average and reported the increase of children entering out of home care from FY 17/18 (623) to FY18/19 (733) as the major contributing factor. However, timeliness to achieving permanency struggles are likely another factor in increased caseloads.

CPC has designated activities to address the high caseloads include the monitoring of caseloads and vacancies monthly during senior management meetings that include POA's of each service center. This monitoring showed that Putnam County was seeing a higher number of removals and caseloads were increasing, as a result a new case management unit was added to this service center on 3/28/2019.

CPC's employee recruitment and retention plan are updated yearly and identifies recruitment efforts that include job fairs and website postings on LinkedIn, Florida Coalition for Children, and CPC webpages. Front line interviews and CPC's organizational chart show many units have at least one vacancy at the time of the on-site.

<u>Retention Activities</u>

CPC utilizes a case manager tiered level system to encourage staff to complete credentialing and create career advancement opportunities. The tiers are as follows:

- CM1- Trainee
- CM2- Post Test Completion
- CM3- Fully credentialed
- CM4- 2/4 years' experience
- CM5- Supervisor

CPC turnover rate FY 18/19 Q1 to FY 19/20 Q1 was at 28.42%, slightly up from 26.58% from FY 17/18 Q4 to FY 18/19 Q4. CPC also maintains monthly case management turnover data on their website under, monthly turnover rate. The latest information indicates 2019 turnover is at 7.8%, which shows a discrepancy in the numbers being captured by DCF. It was noted on CPC's website on turnover reporting that only the prior month and fiscal year to date are reported which does not align with 409.988(1)(k)2., F.S. that requires the reporting of the turnover rate for case managers and supervisors for the previous 12 months.

CPC conducts exit interviews of employees prior to leaving the agency to determine reasons for leaving as well as suggestions for agency improvement. Front line interviews indicated that through exit interviewing CPC identified reasons for leaving the agency were high caseloads, court stressors, lack of supports in place to assist case management staff, and employees leaving for school board employment. As a result, CPC added a family support worker in each case management unit, the family support

worker is available to assist with both clerical and transportation duties to free up the case manager. Additionally, CPC increased the number of transporters and added a court unit to reduce court attendance by the primary caseworker for hearings that no testimony is required. More retention efforts include monthly potlucks, "lifesaver bags", company picnics, bowling, monthly newsletter that includes announcements and accomplishments, a cost of living salary increase for last fiscal year, birthday paid time off accruement, and an employee wellness program, B.R.E.A.T.H.E (Building and Reinforcing Emotional Wellbeing). The B.R.E.A.T.H.E. program was established in 2016 and is designed to address compassion fatigue and secondary traumatic stress in the workplace by encouraging healthy lifestyles and enhancing the quality of life for employees. The program has incorporated holiday parties, healthy lifestyle emails, and payday breakfasts as part of its initiatives.

Training

CPC in July 2018 transitioned all training in-house, after previously contracting with University of South Florida for pre-service and post pre-service field support. The training department employs a team of seven, with one trainer assigned to each Program Operations Administrator. CPC develops an annual training plan and maintains a schedule that is posted on the agency website, on Outlook calendars, and through distribution of flyers to staff. Training needs are identified through collaboration with the Quality Assurance team, senior leadership, attendance of case management unit meetings, and directly from staff through surveys. The training team is available to provide field training and on-one-one coaching for case management staff and sends out job aides regularly. Front line interviews stated that training was accessible, flexible, and always available. In addition, child protective investigators are given an opportunity to attend in-service trainings and have an avenue to request specific trainings they feel would be beneficial. Interviews identified the need for additional training opportunities, specifically for conditions for return knowledge enhancements.

Pre-Service Training

CPC participates in the Northeast regions training program, RITA (Regional Integrated Training Alliance), which ensures co-training with CPI and case management staff. According to front line interviews has helped strengthen partnership relationships and encourages case management and CPI staff to have a better understanding of each other's job duties and responsibilities.

This year CPC has increased the number of pre-service classes offered annually from four to five. The class follows statewide curriculum and uses additional community providers to supplement the core curriculum. This includes Child Protection Team, Children's Legal Services, and Domestic Violence specialists. The class also utilizes field days for case management observations. On field days, trainees are assigned to different service centers since they are not assigned a designated unit during trainings. Front-line staff stated that these field days could use more structure and definition. Currently, there are barriers to trainees being able to effectively shadow seasoned staff. Barriers are related to the number of days available to shadow and the lack of structured activities while shadowing.

Contractually, CPC is required to complete pre-service classes in eight weeks. Pre, middle, and post-test assessments, and exit surveys are used to evaluate class effectiveness. After core and specialty pre-service training is complete, CPC conducts a two-week agency system of care training. The purpose is to familiarize new employees with the agency's various departments and introduce various community

resources. Community providers invited to the training include Early Learning Coalition and Healthy Start parent peer advocates. Interviews identified that adding a foster parent and a Guardian ad Litem would be a beneficial enhancement.

Case Management Supervisor Development

In response to previous on-site monitoring findings, CPC has taken direct action to enhance case management supervisor development through specific trainings to develop leadership skills. Strength based supervision training was offered in September and October 2019 and ACTION has trained on critical thinking and consultative skills. In addition, learning circles and the addition of supervisors into monthly senior management meetings provide opportunities to discuss challenges, identify solutions, and promote development.

ANALYSIS

CPC has significant traditional employee retention activities, and in addition has recently started to develop systemic supports to target employee retention. CPC's caseloads continue to remain high and supervisors and POA'S continue to carry cases. To address these concerns, CPC leadership recently implemented several solutions. They added an additional case management unit in Putnam County and added support staff to each case management unit. To remain competitive, CPC recently implemented a cost of living increase that was approved for all CPC staff. To limit contractual barriers to the training team's accessibility to staff, CPC took steps to ensure the on-going transfer of learning from the classroom to the field. While these changes are recent and effectiveness cannot yet be determined, front line staff felt these were positive changes

Improvements in field day structuring to ensure transfer of knowledge during pre-service are needed. Additionally, the training team should ensure a stronger correlation between performance gaps and identified training needs. While there is some connection between the teams currently, as performance analysis skills and scope develop further within the agency, the connection between the QA team and training team needs to grow also.

SECTION 6: CONTINUOUS QUALITY IMPROVEMENT

SUMMARY

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

 Data Quality

CPC Quality Assurance team is made up of a Quality Assurance Manager, three Quality Assurance Specialists, three Records Coordinators, and two File Clerks. The focus of the CPC's QA team is to identify, track, and develop performance improvement strategies. The Quality Assurance Specialists all have case management supervision experience and are certified as child welfare professionals. Having this knowledge experience has bolstered communication. CPC uses a variety of methods to support accurate and timely data entry. This includes the use of Mindshare which shows permanency, safety, and wellbeing measures which update daily. Additionally, Mindshare supports the direct data entry of medical and dental information by the records coordinators. Mindshare reports on every child's

placement and needed medical and dental appointments are pulled weekly are sent directly from data specialists to case management leadership which is shared with case managers.

Data Analysis

Front line staff confirmed there is a new focus from CPC leadership to discuss and share the importance of compliance and quality measures and the impact it has on the children and family they serve. Analysis determined the need for the addition of a post-placement reintegration staffing. This staffing, which is administered by the service centers POA and tracks pertinent case information related to reunification. Additionally, permanency staffing schedule adjustments to identify at the 4-month mark for possible goal changes, the use of fidelity reviews, a permanency action team creation, and a revised process to escalate any post- placement issues have been initiated. While the additional staffing's are designed to improve data outcomes, front line staff was unable to articulate the necessity of these additions other than a times just leaving with a "to do list".

CPC is also working with OCW to improve permanency within 12 months and preventing re-entries into care through process mapping. This collaboration, although in its infancy, has been well received by CPC leadership and is ongoing.

Performance Improvement Strategy

CPC's Annual Quality Management Plan outlines the Quality Assurance Program initiatives and includes numerous goals for performance improvement and incorporates methods for continuous assessment of agency performance. Additionally, CPC has 28 total case management quality assurance reviews scheduled every quarter:

- 10 rapid safety feedback reviews designed to identify risk factors for in-home cases
- 16 Florida CQI file reviews using the CFSR review instrument to assess safety, permanency and wellbeing on cases.
- 1 Florida CQI file review that incorporates case specific interviews in addition to the CFSR review instrument.
- 1 PIP case assigned by the children Bureau which mirrors the CFSR review but are conducted in a 'Side-by Side' style by pairing a CPC QA staff and a representative from DCF.

All findings and results conclude with a consultation with the Case Manager, Case Manager Supervisor, and Program Officer Administrator. Front line staff indicated that these reviews were a helpful tool to assist in performance improvement, however felt that the feedback was not always consistent and varied depending on the reviewer. Subcontracted providers are subject to a comprehensive contract monitoring process through submission of outcome measure reports monthly and attendance of quarterly performance measure meetings. Through subcontract monitoring the need for new safety management provider and additional requirements for filing teen foster beds was identified.

Quality of Eligibility Determination

CPC's eligibility staff make determinations to complete all eligibility requirements and is an asset according to front line staff. Eligibility staff communicates with case management, pulls FSFN reports, and works directly with the court liaison unit to track changes needed. Furthermore, the ability to aid

relative and non-relatives in completing assistance applications with on-site support was viewed as a helpful resource.

ANALYSIS

CPC has recently taken a new approach to CQI for the organization. They have restructured the QA team and given them new responsibility that includes evaluating performance, not just quality conducting reviews. Additionally, they have focused efforts on ensuring the front line understands how quality work drives performance. Additional steps have been taken to integrate the QA, monitoring, and training teams, to ensure a comprehensive approach to program evaluation and improvement. While many of these changes are new and had not yet shown demonstrable impact to the organization at the time of the on-site, CPC is hopeful about the changes.

SECTION 7: PLACEMENT RESOURCES AND PROCESS

SUMMARY

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

Family Foster Home Recruitment

CPC's has five child placing agency partners; Devereux, Children's Home Society, Neighbor to Family, One More Child, and Florida United Methodist Home. These partners are responsible for recruitment, retention, placement and support for family foster homes.

CPC recognizes the critical need for foster families and has set a recruitment goal of 60 additional foster homes needed by June 30, 2020. CPC would like 20 of the additional 60 homes to be specific for teens ages 13-17 and beginning October 2019 will be enforcing contractual penalties for CPA's to utilize identified teen beds specifically for those placements, while the goal was based on an identified number of homes and each CPA has a recruitment target in place, the plan lacks specifics such as the geographical area most in need to address the shortages of homes like Flagler and Putnam Counties. Recruitment activities include, Facebook postings, local radio advertisement, brochure distribution, and attendance at local events which case management is encouraged to attend. Additionally, CPA supervisors meet with CPC quarterly to discuss ongoing recruitment efforts and recently CPA contracts were amended to include mandates for weekly recruitment activity documentation. While a positive step for recruitment, CPA's did not appear to have a detailed plan or creative solutions to increase capacity.

CPC maintains a central intake process for prospective foster parents through its internal licensing specialist in which all initial applications are reviewed, and applicants contacted to complete screening questions. At this time a child placing agency is selected and if meeting screening criteria are sent for fingerprinting. Once the CPA has been selected, to ensure the foster parent's home will meet licensing code requirements and identify any barriers or concerns an initial home visit is completed by the CPA and the prospective foster parent is placed in the next pre-service class.

CPC uses the foster parent pre-service curriculum, "Passport to Trauma Informed Parenting", which is completed in 7 weeks with the classes being held one time per week on weeknights, with no other weekend options available. CPC offers the pre-service class 8 times annually and class includes a court observation, attendance of a foster parent support group, and trip to a foster parent mentors' home. Focus groups indicated that training gave a good overview of fostering and incorporated helpful QPI and trauma informed components. CPC tracks pre-service participants' path to becoming a licensed foster home on a monthly basis and CPA providers aim for the licensing process to take 30 days to finalization after pre-service class completion. However, focus group information revealed this is taking much longer due to the prospective foster parent having trouble getting all the necessary information required back to the CPA, delaying the opportunity place children in these homes.
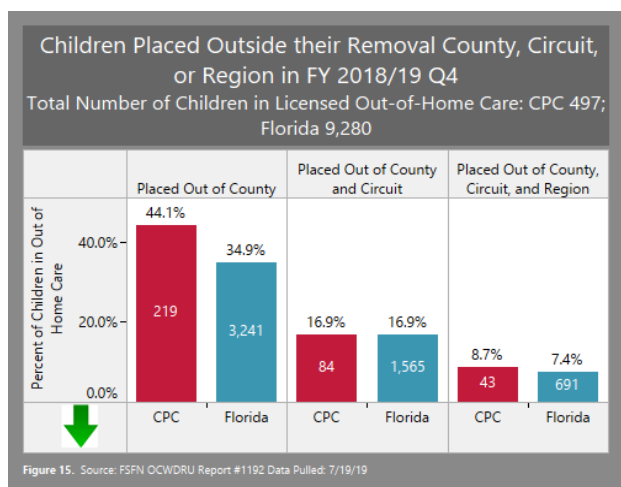
Family Foster Home Retention

Despite numerous attempts to encourage one, currently there is not a foster parent association active in the areas CPC serves. There are other supports to aid in the retention of foster parents, CPC actively has four foster parent mentors put in place to serve foster parents with on-going coaching and guidance and employs a foster parent liaison. Recently, to address the needs of Putnam County foster parents, a faith-based initiative was created. This initiative works to link a foster family to a church congregation to support the family with a variety of needs such as lawn care, clothing, respite care, and meals. This congregation commits to assisting the foster family for one year and although new, it was a messaged through focus groups as a positive asset for Putnam foster families. Focus groups and survey results indicate that while the foster parent liaison was an asset for additional support, they felt many times they must self-advocate and are often not invited to participate in staffing's or attend court hearings.

Contracted CPA providers offer quarterly trainings and support sessions, additionally a requirement was recently mandated to contact each foster parent at a minimum monthly and CPA supervisors are calling two foster homes monthly to build rapport. While focus groups acknowledged that supports are available, communicating these supports to all foster parents is not done consistently.

Placement Process

Placement of children is coordinated through CPC's three placement specialists who are managed by the Behavioral Health and Placement Manager. Placements are requested via telephone call or email from the Child Protective Investigator or Case Manager to the placement department. The placement specialist will request a Comprehensive Child Placement Assessment from the CPI. This includes information regarding the child in need of placement to include demographics, medical/mental health needs, reasons for removal, parental contact information, school information, and any child placement agreement considerations. While, front line focus groups felt this assessment was lengthy and time consuming it has proven to be valuable in finding the correct placement. CPC has kept placement moves low for

Children Placed Outside their Removal County, Circuit, or Region in FY 2018/19 Q4
Total Number of Children in Licensed Out-of-Home Care: CPC 497; Florida 9,280

Figure 15. Source: FSFN OCWDRU Report #1192 Data Pulled: 7/19/19

the past two fiscal years, consistently meeting target.

Once the CPA is completed, the placement specialist emails each CPA who begins the placement search. The placement specialist follows up every 20 minutes until placement is identified. CPA's indicated that communication with CPC was effective and placements occur timely.

CPC has a higher percentage of children placed out of county than the state as of FY 18/19 Q4. (See Figure) This appears to be driven by out of county placements in Putnam and Flagler counties which placed 76.6% and 67.4% respectively.

Placement staff encourage co-parenting during placement and CPC along with CPI's plan to begin implementing comfort calls in February 2020. The comfort call will be phone call made by the Child Protection Investigator or caseworker and foster parent to the birth parent(s) after a child is removed from their home to comfort the child and to take the first step in establishing a co-parenting relationship. When placement instability occurs, there are formal procedures to help keep the placement intact though placement stability staffing's, which are now being tracked for success. The staffing can be requested at any time to find solutions for placement disruptions.

Group Home Care

CPC remains focused on reducing group home placements particularly higher cost placements and as of July 16, 2019 CPC placed a lower percentage of children in group care than the state across all age groups (see table) CPC has focused efforts to reduce the use of group home care by reviewing opportunities for step down of placements weekly, placement needed lists sent to CPA's, and the exploration of alternative placement options through a dedicated family finder. The family finder position's sole responsibility is to locate possible placement options by developing a report with family

Children in Out-of-Home Care that are Placed in Group Care on July 16, 2019
Number of Children in Out-of-Home Care: Community Partnership for Children 1,246; Statewide 23,776

Figure 16. Source: FSFN OCWDRU Report #1005

members or other individuals in the youth's network. CPC indicates that these efforts have reduced the daily cost of care. When placement challenges arise, CPC uses an emergency shelter. Although intended for short term use focus groups indicated that children are staying much longer than anticipated and impacting the group home care numbers negatively.
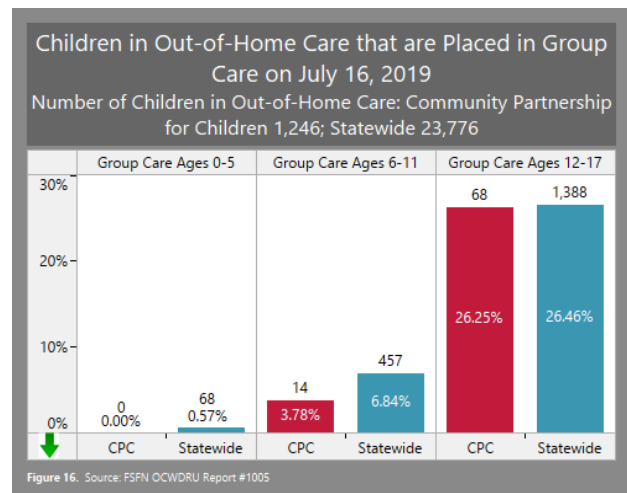
Relative/Non-Relative Caregiver Supports

CPC employees a Kinship support manager, four caregiver support specialists, and a re-open specialist to manage requests for the re-opening of services for families whose supervision has been previously been terminated. While supports are in place CPC has yet to meet the 65% target for children in out of home care that are placed in relative or non-relative care but have outperformed the state from November 2018 through the most recent reporting period of March 2019. All relative/non-relative placements are identified and tracked, and contact is made within 2 days to identify prospective level 1 licensure homes according to CPC.

Figure 17. Source: OCW Children in Out of Home Care Dashboard Data Pulled:7/19/2019
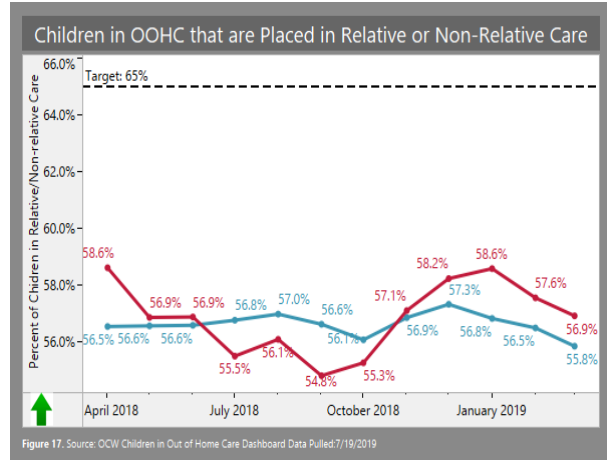
Services to Transitioning Youth and Young Adults

Independent Living services including Extended Foster Care case management responsibilities are subcontracted through Children's Home Society. Secondary case assignment and engagement begins when youth in care turn 13 years old. An annual independent living transitional staffing and the Casey pre independent living assessment, developed by Casey Programs to determine areas of life skills focus for each child. Enhancing these identified life skills are done though monthly group classes and individually with each child. CHS is responsible for entering all IL information for the child into FSFN and compiling documentation for court updates. It was noted through interviews that while IL documentation requirements are fulfilled, teens are not always given an opportunity to attend court hearings to adequately address the court on their case status and transition from foster care. CHS begins primary case management assignment when the child turns 18, CHS is responsible for eligibility determinations and has processes in place for termination from the program if needed. Interviews indicated that young adults wishing to reengage in IL services are notified how to do so on CPC's website. While the website does provide contact information for CHS however, information on the IL program appears to be outdated and incorrect.

CHS has developed a resource guide and maintains a large database of EFC host homes. Additionally, they have partnered with the local community college, Daytona State College for further educational support needs and local religious organizations. CHS utilizes its own quality management tool to evaluate performance measures of the program and provides CPC a statistical report monthly that shows contract measures performance.

ANALYSIS

CPC's foster home capacity is not meeting current demand and placements are lacking especially for teenagers. Recruitment efforts are in place and recent contract monitoring of these activities and enforcement of teen home usage are a progressive step, but recruitment could use a more comprehensive plan. Training and support for foster parents are available but could use better communication to benefit all foster parents. The licensing process provides good training reinforced through detailed field days, however the actual licensure after pre-service training is taking longer than

expected for many prospective foster parents. CPC focus on finding the right placement is effective as evidenced by target achievement. Independent Living, Relative and Non-Relative supports are in place and CPC appears prepared for GAP and Level 1 licensure requirements.

SECTION 8: PRACTICE

SUMMARY

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

Theory Comprehension

Family centered practice and trauma informed care are supported conceptually, however are not always operationalized. Front line interviews indicated that not all pertinent participants are invited to staffings and children are placed frequently out of county or in group home settings which run counter to family centered practice and trauma informed care tenants. Additionally, qualitative performance measures remain a struggle as evidenced by CQI item 13 and 18.

CPC disseminates new and updated operating procedures, legal updates, and CPC policies though the Quality Assurance department directly to the POA's, which in turn is channeled down to front line staff through unit meetings, job aides, and re-emphasized at all-staff meetings.

The Integrated Practice Team (IPT) is a collaboration between CPC and DCF and employs two facilitators, (one DCF employee and one CPC employee), who rotate the work week between the four service centers CPC serves. IPT facilitators' focus is to assess and plan the integration of services in order to prevent removal episodes. Front line interviews stated that any case that needs intensive additional support can be referred directly to the facilitators and the case is staffed with the family and their immediate supports to develop a plan that is designed to protect, nurture and safeguard children and their family members. It was communicated through interviews that the program is a benefit to have available and CPC reported it has been very successful in preventing removals.

CPC post reunification services are contracted out to the Children's Home Society's, Family Transitions Program. While CPC retains primary case management assignment on post reunification cases, the Family Transitions program adds additional support for families and can act as an additional safety monitor when needed. Families are seen on a weekly basis (at a minimum), and primary case management staff is updated on case specifics at a minimum of every 2 weeks. Family Transitions can stay with the family for up to four months. However, currently the program has a wait list that may be impacting recidivism rates.

Practice Competency

CPC begins efforts toward practice model proficiency during pre-service training and is reinforced though supervisor consults, permanency staffing's, in-service trainings and QA fidelity reviews that are aligned with practice model concepts. A good understanding was noted during interviews however, it was indicated through focus groups and survey results that staff struggled articulating conditions for return and understanding of behavior change versus compliance and ability to apply those concepts in the field.

ANALYSIS

CPC staff are trained on the Practice Model, trauma informed care and family centered practice at pre-service training but working on reinforcement into field applicability. The Quality Assurance team, training department, and case management supervisors' consultations reinforce the application of the practice model however, interviews and qualitative data suggest that these concepts could use further development.

SECTION 9: 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

Since previous monitoring there seems to be a much-improved relationship with CPI's, especially noted was vast improvement in Putnam County. Bi-weekly operation meetings, barrier breakers meetings between CPI and CPC, an improved case transfer staffing process and the integration of Pre-Service and In-Service training have contributed to better communication and joint problem solving. The case transfer process is done timely, with little contention and according to front line interviews except for Volusia County parents are invited regularly. Although relationships between CPI and CPC staff has improved, front line interviews and surveys suggest that joint responses remain an issue and conversations regarding safety planning are lacking during the case transfer. Safety services in Putnam, have improved from previous monitoring's.

Children's Legal Services

Children's Legal Services (CLS) are conducted by the Department of Children and Families. Interviews and surveys indicated that high turnover, high caseloads, and lack of case management experience has resulted in a frequent lack of court preparation and untimely court documentation submission. Ensuring court liaisons are present at every hearing has improved case documentation and the addition of escalated permanency staffing's was a positive for efforts in improving timely permanency. Surveys showed that CPC's inclusion of partner information during these staffing's has resulted in a collaborative focus on cases. Barrier Breakers meetings and bi-weekly operational meetings continue to foster good relations.

Judiciary

Front line interview indicated that Case Management has trouble articulating conditions without going back to case plan compliance to the Judiciary and there is a heavy reliance on CLS to provide this testimony. This was reported to be most notable in Flagler County.

GAL

Improved relationships with GAL leadership were noted with new leadership changes at CPC. Interviews showed the Guardian ad Litem are invited to all staffing's, can initiate staffing's and recommendations

are always considered. While communication was great with GAL staff, volunteer's communication remains inconsistent, especially regarding placement moves. Shared training opportunities was an area of identified need.

Domestic Violence Service Providers

Domestic service providers are invited and attend pre-service training, however further engagement is inconsistent. Putnam County domestic violence providers attend CTC staffing and are co-located with DCF. Flagler County has the provider in the office one time per week and Volusia is co-located with the non-judicial unit in one of the service centers.

Educational Coordination

CPC employs an Education Specialist to aid in support educational coordination. Front Line interviews showed that educational needs are being met but communication regarding individualized education plan meetings at schools are limited.

Other Governmental Agencies

Continuing efforts to explore and collaborate with the ME to expand on services in the community especially in Putnam would be beneficial. Front line interviews were unable to recognize any services provided by managing entity, Lutheran Social Services.

ANALYSIS

Partnership relationships appear to be improving as are opportunities for partners to provide input related to case management decision making. Collaboration with the judiciary, ME, improved communication with GAL volunteers and an onus of timely court submission is warranted.

SECTION 10: 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

CPC has established relationships with the faith-based community and continues to host quarterly pastor lunches and foster care recruitment meetings to enhance the quality of care for children. Putnam County has seen a large increase in faith-based participation which includes a recent initiative for a church to "adopt "a foster family in order to provide additional support.

Business Community

Long standing relationships exist in the community in Volusia and Flagler County. These relationships have driven events such, back to school drives, Thanksgiving food drives, holiday toy drives, and a Friends of Children Breakfast event. Putnam county relationships have started to improve, and CPC indicates they are focused on more awareness in the county as needed based on survey results.

Media Relationship

CPC uses Facebook as its main social media outlet and while CPC's website shows that others are utilized it appears there have been no updates in many years. Child placing agencies recruitment efforts utilize some radio advertising and newspaper articles on adoption efforts were noted but there is no focused effort on the use of media.

Community Alliance

CPC staff participate in local community alliances such and have driven a recent addition of a monthly safety alliance meeting in Putnam County which has increased awareness and information on available support in the community.

ANALYSIS

CPC has formed relationships within the faith based and business communities, with a reinvigorated push to strengthen these relationships in Putnam County. Community alliances are active; however, the use of media could be strengthened.

SECTION 11: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed a desk review in January for FY 18/19. The following is a summary of the findings and any actions taken by CPC to improve. The full CPC Desk Review FY18/19 monitoring is available for reference.

Areas Needing Action Identified in Previous Report:

1. Percent of children exiting foster care to a permanent home within 12 months of entering care (M05)
    a. This finding was included on a formal corrective action plan.
    b. *Performance Declined*: Performance declined by 3.5% from FY 17/18 to FY 18/19. Continuing a downward trend in the most recent quarters.
        Summaries of Actions Taken: Based on the corrective action plan, CPC was to conduct analysis and determine potential root causes and to develop countermeasures to positively impact performance. Additionally, CPC is to develop a comprehensive tracking system utilizing FSFN data to track progression and provide monthly progress reports to DCF Contract Management.
2. Percentage of children who do not re-enter care within 12 months of moving to a permanent home (M07)
    a. This finding was included on a formal corrective action plan.
    b. *Improved Performance*: Despite an increase in performance from FY 17/18 to FY18/19 with 2.3%. This measure is showing a downward trend in the most recent quarters.
    c. *Summaries of Actions Taken:* Based on the corrective action plan, CPC was to conduct analysis and determine potential root causes and to develop countermeasures to positively impact performance. Additionally, CPC is to develop a comprehensive tracking system utilizing FSFN data to track progression and provide monthly progress reports to DCF Contract Management.
3. Percentage of sibling groups where all siblings are placed together (M12)

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

b. *Improved Performance*: Performance improved by 1% from FY 17/18 to FY 18/19, and showed improvement in Q1-Q3 2019 with a slight dip in Q4 2019

c. *Summaries of Actions Taken:* CPC is not currently on a CAP for this measure instead an informal performance plan is in place continuing to be reviewed and discussed.

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

a. This finding was not included on a formal corrective action plan.

b. *Improved Performance*: Performance improved by 16.7% from FY 17/18 to FY 18/19, Q2, Q3 and Q4 are all above the 80% target.

c. *Summaries of Actions Taken:* CPC is not currently on a CAP for this measure instead an informal performance plan is in place continuing to be reviewed and discussed

5. CQI Item 14: Were the frequency and quality of visits between caseworkers and the child(ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of the case goals?

a. This finding was included in a formal corrective action plan

b. *Improved Performance*: Performance improved by 13.2% from FY 17/18 to FY 18/19.

c. *Summaries of Actions Taken:* CPC is not currently on a CAP for this measure however, this PIP will continue to be monitored Informally at DCF partnership meetings.

Opportunities for improvement identified in Previous Report:

1. Percentage of children who are not neglected or abused after receiving services (M03)

a. This finding was not included on a corrective action plan.

b. *Improved Performance*: Performance improved by .6% from FY 17/18 to FY 18/19 to 95.3% and above the statewide target of 95% in 3 of the 4 most recent quarters.

c. *Summaries of Actions Taken:* CPC is not currently on a CAP however; this measure will continue to be monitored Informally by DCF Contract Manager.

2. Percentage of children under supervision who are seen every 30 days (M04)

a. This finding was not included on a corrective action plan.

b. *Improved Performance*: Performance improved by .1% from FY 17/18 to FY 18/19 to 99.3%.

c. *Summaries of Actions Taken:* CPC is not currently on a CAP however; this measure will continue to be monitored Informally by DCF Contract Manager.

3. 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?

a. This finding was not included on a corrective action plan.

b. *Improved Performance*: Performance improved by 2.3% from FY 17/18 to FY 18/19 to 89.1%.

c. *Summaries of Actions Taken:* CPC is not currently on a CAP however; this measure will continue to be monitored Informally at DCF partnership meetings.

4. CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?
   a. This finding was not included on a corrective action plan.
   b. *Performance Declined*: Performance declined by 7% from FY 17/18 to FY 18/19 to 58.7% falling below the statewide performance and PIP goal.
   c. *Summaries of Actions Taken:* OCW is working with CPC, regional CLS, and DCF staff on a Permanency Action Project to target root causes toward systemic improvement.
5. Percentage of children in foster care who received medical care in the previous 12 months (M09)
   a. This finding was not included on a corrective action plan.
   b. *Improved Performance*: Performance improved by 1.6% from FY 17/18 to FY 18/19 to 97.4%, below the target of 95%.
   c. *Summaries of Actions Taken:* CPC is currently on an informal performance plan for this measure.
6. Percentage of children in foster care who received a dental service in the last seven months (M10)
   a. This finding was not included on a corrective action plan.
   b. *Improved Performance*: Performance improved by 3% from FY 17/18 to FY 18/19 to 89.3%, while trending positively, CPC has not met the target over the past two fiscal years.
   c. *Summaries of Actions Taken:* Based on the current corrective action plan, CPC is to conduct root cause analysis to identify process barriers and systematic issues. Additionally, CPC is to develop and implement system specific countermeasures, monitor FSFN and Mindshare tracking tools, and provide monthly progress reports to DCF Contract Manager.
7. 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?
   a. This finding was not included on a corrective action plan.
   b. *Improved Performance*: Performance improved by 5.4% from FY 17/18 to FY 18/19 to 53.9%, below statewide average and the PIP goal.
   c. *Summaries of Actions Taken:* The PIP is currently monitored informally at DCF Partnership meetings.
8. CPC has not met the target in making and maintaining relative/non-relative placements.
   a. This finding was not included on a corrective action plan.
   b. CPC's performance trended positively in making and maintaining relative and non-relative placements between January 2018 and July 2019 but has not met the statewide target of 65% since the previous review.
   c. *Summaries of Actions Taken:* CPC is not currently on a CAP however; this measure will continue to be monitored Informally by DCF Contract Manager.

SUMMARY

CPC is an established community-based care agency since 2001 and is currently serving three (Flagler, Putnam and Volusia) of the four counties in the 7ᵗʰ Judicial Circuit. CPC is committed to design, implement, and manage a quality protection system for the citizens it serves. Community based care organizations will always have opportunities for system of care enhancements and CPC's openness and wiliness to improve and enhance collaborations will serve them well as they address these findings.

AREAS NEEDING ACTION:

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

1. Performance
    a. Safety
        i. M01: Rate of abuse or neglect per day while in foster care
            1. In the last fiscal year, overall performance on this measure has declined and has not consistently met the performance target.
        ii. M02: Percent of children who are not neglected or abused during in-home services
            1. In the last fiscal year, overall performance on this measure has improved but has not met the performance target in any quarters.
    b. Permanency
        i. M05: Percent of children foster care to a permanent home within 12 months of entering care
            1. Finding was included in the FY18/19 COU Desk Review. In the last fiscal year, overall performance on this measure has declined and has not met performance target for any quarters.
        ii. M07: Percent of children who do not re-enter foster care within twelve months of moving to a permanent home
            1. Finding was included in the FY18/19 COU Desk Review. In the last fiscal year, overall performance has improved on this measure but has not met performance target for any quarters.
        iii. M12: Percent of sibling groups where all siblings are placed together
            1. Finding was included in the FY18/19 COU Desk Review. In the last fiscal year, overall performance on this measure has improved but not met performance target for any quarters.
    c. Well-being
        i. M10: Percent of children in foster care who received a dental service in the last 7 months.
            1. Finding was included in the FY18/19 COU Desk Review. In the last fiscal year, overall performance on this measure has improved but not met performance target for any quarters.

2. Systemic
   a. Leadership and Governance
      i. Resource Management
         1. Improved efforts are needed to reduce operating costs by following risk pool committee and financial viability plan recommendations.

OPPORTUNITIES FOR IMPROVEMENT:

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

3. Performance
   a. Safety
      i. M04: Percent of children under supervision who are seen every 30 days
         1. Finding was included in the FY 18/19 COU Desk review This measure has not been met for the last two fiscal years although there was improvement in Q4 2019.
   b. Permanency
      i. CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?
         1. CPC is performing below statewide performance and the Federal and State expectation.
      ii. CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption or other planned permanent living arrangements?
         1. In the last fiscal year performance in this measure declined 7%
      iii. 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 the siblings?
         1. In the last fiscal year, overall performance on this measure declined 6.7%.
      iv. CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school and friends?
         1. In the last fiscal year, overall performance on this measure declined 3.8%.
      v. CQI Item 10: Did the agency make concerted efforts to place the child with relatives when appropriate?
         1. In the last fiscal year, overall performance on this measure declined 0.3%.
   c. Well Being
      i. CQI Item 12B: Did the agency make concerted efforts to access the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?
         1. In the last fiscal year, overall performance in this measure declined 12.7%.

    ii. CQI Item 13: Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning and ongoing process?
        1. Finding was included in the FY 18/19 COU Desk review. In the last fiscal year, overall performance on this measure has improved but has not met the Federal Program Improvement Plan Goal.

    iii. CQI Item 14: Were the frequency and quality of visits between caseworkers and the child (ren) sufficient to ensure the safety, permanency and well-being of the child (ren) and promote achievement of the case goals?
        1. Finding was included in the FY 18/19 COU Desk review. In the last fiscal year, overall performance on this measure has improved but has not met the Federal Program Improvement Plan Goal.

    iv. CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities?
        1. In the last fiscal year, overall performance on this measure declined 11.6%.

    v. CQI Item 17: Did the agency address the physical health needs of children, including dental needs?
        1. In the last fiscal year, overall performance on this measure declined 37.5%

    vi. CQI Item 18: – Did the agency address the mental/behavioral health needs of the children?
        1. In the last fiscal year, overall performance on this measure declined 5.8%

4. Systemic
   a. Leadership and Governance
     i. Risk Management
        1. Improved efforts are needed to inform the board of potential risk by including the tracking of critical incidents in board meetings.

   b. Workforce Management
     i. Workforce Capacity
        1. Formalized, proactive actions to support workforce are needed to address high caseloads and the carrying of cases by supervisors and POA's.
        2. CPC's website is only reporting the prior month and fiscal year to date turnover data, which does not align with 409.988(1)(k)2., F.S. that requires the reporting of the turnover rate for case managers and case management supervisors for the previous 12 months.

     ii. Leadership Development
        1. Improved leadership strategies, trainings, and planning are warranted to address ongoing performance measure deficits.

     iii. Training
        1. Further collaboration between the training department and the Quality Assurance Team is needed to address the correlation between performance gaps and training needs.

c. Continuous Quality Improvement
    i. Performance Improvement Strategy
        1. Continued work with the Office of Child Welfare to improve data outcomes is needed.
d. Placement Resources and Process
    i. Foster Home Recruitment
        1. A formalized detailed recruitment plan is needed to address the shortage of foster homes in both Flagler and Putnam Counties.
        2. Proactive solutions are needed to reduce the amount of time the licensing process is taking for prospective foster families.
    ii. Foster Home Retention
        1. Added supports and communication of supports available are needed for foster parents, additionally continued work to add a local foster parent association is needed to aid in foster parent retention.
    iii. Group Home Care
        1. Reduce the utilization of group home care by looking at alternative placement options.
    iv. Services to Transitioning Youth and Young Adults
        1. Update website to reflect current Independent Living programs and services offered.
e. Practice
    i. Practice Competency
        1. Enhanced knowledge by front line staff is needed related to conditions for return and understanding of behavioral change.
f. Partnership Relations
    i. Children's Legal Services
        1. Proactive solutions are needed to address the frequent submission of untimely court documentation

ADMINISTRATIVE REVIEW:

The following administrative findings were identified during the monitoring:

Incident Reporting

Contract NJ205, S.C. 12. states if services to clients are to be provided under this Contract, the provider and any subcontractors shall, in accordance with the client risk prevention system, report those reportable situations listed in CFOP 215-6 in the manner prescribed in CFOP 215-6.

1. 20% (3 of 15) of critical incidents sampled were entered late into IRAS, between 1 and 4 days late.
2. 20% (3 of 15) of critical incidents sampled did not contain documentation of that the client's guardian, representative, or relative were notified of the incident.
3. In addition, during the review it was found that the provider's policy did not align with CFOP 215-6 in that it allowed critical incidents to be reported to CPC within one business day of the event with not timeframe guiding reporting timely into IRAS. Further the provider's policy did not include all

reportable incidents omitting elopement and escape and did not differentiate between adult or child death. CPC has updated its policy 1030 to reflect the required elements of CFOP 215-6.

Information Security

Contract NJ205, S.C. 28. States the provider and its subcontractors shall comply with data security requirements whenever the provider or its subcontractors have access to Department data system or maintain any client or other confidential information in electronic form.

5% (1 of 20) of employee files sampled did not have a DCF Security Agreement form signed annually.

SECTION 13: INNOVATIVE PRACTICES

CPC partners with Healthy Start's, Family Engagement Program to provide families a "Parent Partner", which is a resource for parents who have an open dependency case in Volusia and Flagler Counties. The Parent Partner has experienced the dependency process first hand and qualifications include having been reunified with their children for at least one year. A Parent Partners role includes: Working in partnership with birth parent to promote engagement in case plan decision making, providing guidance and support of the child welface system and attending court and case staffings.

SECTION 14: ON-SITE MONITORING SUMMARY

This report provides findings for the contract monitoring of Community Partnership for Children Inc. (CPC). The on-site monitoring was conducted August 26th – 30th, 2019 and focused on Community Partnership for Children's child welfare system of care. The monitoring process included a review of CPC's programmatic and administrative operations. In addition, the Community Based Care contract monitoring team reviewed fiscal monitoring reports. Findings are based on an analysis of child welfare performance indicators and quality assurance data and other information obtained through supporting documents, interviews, surveys, and focus groups. The monitoring process included an in-depth assessment of the system of care in seven critical areas of operation: (1) leadership and governance; (2) workforce management; (3) continuous quality improvement process; (4) placement resources and process; (5) child welfare practice; (6) partnership relations and (7) community relationships. Additionally, subcontracts, critical incidents, employment eligibility verification, information security, and HIPAA data security were administratively reviewed.

The CBC monitoring team consisted of Department of Children and Families Community Based Care Monitoring Unit Staff- Alissa Cross, Jessica Manfresca and Eric Wetzel. DCF Child Welfare representatives, Dacia Drury (Suncoast Region) and Shakira Hunt (Central Region) and CBC representatives, Rusty Kline (Communities Connected for Kids), and Sharis Robinson (Big Bend Community Based Care).

OVERALL COUNTY RANK

67

– 2019 FLORIDA CHILD WELL-BEING INDEX –

Putnam County

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

ECONOMIC WELL-BEING

DOMAIN RANK 64

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2012	41.7	2017	43.0	6,691	👎
Unemployment rate	2012	11.8	2017	5.3	1,445	👍
High housing cost burden (>30% income spent)	2008-2012	34.1	2013-2017	28.8	8,050	👍
Teens not in school and not working	2008-2012	14.0	2013-2017	14.5	464	Unchanged

EDUCATION WELL-BEING

DOMAIN RANK 65

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2008-2012	71.1	2013-2017	75.8	1,363	👎
4th grade students not proficient in English Language Arts	2014-2015	86	2017-2018	83	730	👍
8th grade students not proficient in math	2014-2015	94	2017-2018	98	405	👎
High school students not graduating on time	2012-2013	41.8	2017-2018	15.2	108	👍

HEALTH WELL-BEING

DOMAIN RANK 57

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2012	9.4	2017	12.3	104	👎
Uninsured children	2011	11.9	2016	6.4	1,010	👍
Overweight and obese 1st, 3rd & 6th grade students	2012-2013	42.6	2017-2018	42.1	951	Unchanged
High school teens who used alcohol/drugs (past 30 days)	2014	37.9	2018	30.3	107	👍

FAMILY & COMMUNITY

DOMAIN RANK 65

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2008-2012	46.3	2013-2017	46.7	5,756	Unchanged
Children living in high poverty areas	2008-2012	20.6	2013-2017	50.1	7,893	👎
Children with verified maltreatment (per 1,000)	2012-2013	12.3	2017-2018	17.1	271	👎
Youth contacts with the juvenile justice system (per 1,000)	2012-2013	46.5	2017-2018	24.2	167	👍

We all do better when Florida's children succeed. Find out how you can act locally and at the state level to ensure: (1) Children have access to health care; (2) Communities prevent child abuse, juvenile justice involvement, and substance abuse; and (3) Parents have educational and work opportunities that support their families.

Data are suppressed due to confidentiality.

Florida KIDS COUNT

www.floridakidscount.org

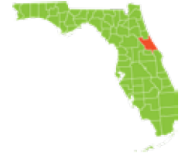f /floridakidscount   🐦 @FLKidsCount

UNIVERSITY OF SOUTH FLORIDA

– 2019 FLORIDA CHILD WELL-BEING INDEX –
Volusia County

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

ECONOMIC WELL-BEING
DOMAIN RANK 50

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2012	32.1	2017	24.9	23,403	👍
Unemployment rate	2012	9.5	2017	4.3	10,873	👍
High housing cost burden (>30% income spent)	2008-2012	39.7	2013-2017	35.2	73,848	👍
Teens not in school and not working	2008-2012	9.0	2013-2017	7.2	1,699	👍

EDUCATION WELL-BEING
DOMAIN RANK 50

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2008-2012	57.1	2013-2017	56.9	5,594	Unchanged
4th grade students not proficient in English Language Arts	2014-2015	74	2017-2018	74	3,672	Unchanged
8th grade students not proficient in math	2014-2015	79	2017-2018	90	2,433	👎
High school students not graduating on time	2012-2013	32.0	2017-2018	21.3	1,018	👍

HEALTH WELL-BEING
DOMAIN RANK 20

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2012	7.8	2017	9.4	471	👎
Uninsured children	2011	11.4	2016	5.9	5,788	👍
Overweight and obese 1st, 3rd & 6th grade students	2012-2013	31.1	2017-2018	32.3	4,037	👎
High school teens who used alcohol/drugs (past 30 days)	2014	38.1	2018	32.0	165	👍

FAMILY & COMMUNITY
DOMAIN RANK 45

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2008-2012	34.3	2013-2017	38.5	30,735	👎
Children living in high poverty areas	2008-2012	12.6	2013-2017	7.7	7,194	👍
Children with verified maltreatment (per 1,000)	2012-2013	8.6	2017-2018	9.3	895	Unchanged
Youth contacts with the juvenile justice system (per 1,000)	2012-2013	40.6	2017-2018	27.5	1,203	👍

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– 2019 FLORIDA CHILD WELL-BEING INDEX –
Flagler County

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

ECONOMIC WELL-BEING
DOMAIN RANK 30

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2012	25.5	2017	22.2	4,170	👍
Unemployment rate	2012	9.9	2017	4.7	2,157	👍
High housing cost burden (>30% income spent)	2008-2012	40.2	2013-2017	31.9	12,579	👍
Teens not in school and not working	2008-2012	13.7	2013-2017	6.6	309	👍

EDUCATION WELL-BEING
DOMAIN RANK 25

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2008-2012	55.8	2013-2017	59.7	865	👎
4th grade students not proficient in English Language Arts	2014-2015	69	2017-2018	67	661	👍
8th grade students not proficient in math	2014-2015	83	2017-2018	82	459	👍
High school students not graduating on time	2012-2013	23.1	2017-2018	12.0	124	👍

HEALTH WELL-BEING
DOMAIN RANK 49

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2012	7.0	2017	7.7	62	Unchanged
Uninsured children	2011	13.3	2016	8.0	1,577	👍
Overweight and obese 1st, 3rd & 6th grade students	2012-2013	36.3	2017-2018	35.0	987	👍
High school teens who used alcohol/drugs (past 30 days)	2014	37.8	2018	36.1	184	👍

FAMILY & COMMUNITY
DOMAIN RANK 21

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2008-2012	28.7	2013-2017	34.1	5,284	👎
Children living in high poverty areas	2008-2012	0.0	2013-2017	0.0	0	Unchanged
Children with verified maltreatment (per 1,000)	2012-2013	7.1	2017-2018	9.4	187	👎
Youth contacts with the juvenile justice system (per 1,000)	2012-2013	29.3	2017-2018	20.8	189	👍

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