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FamiliesFirst Network – Lakeview Center, Inc. Monitoring Report

On-Site Visit Completed: September 30, 2019

Report Issued: December 2019

As required by section 402.7305 F.S., The Department of Children and Families completed an On-Site Contract monitoring of FamiliesFirst Network – Lakeview Center, Inc. The purpose of this monitoring is to report on the agency's system of care and whether the agency is meeting the terms and conditions of the contract.

Contract AJ495

TABLE OF CONTENTS

This report provides findings for the contract monitoring of FamiliesFirst Network - Lakeview Center, Inc. (FFN). The on-site monitoring was conducted September 30, 2019 through October 4, 2019 and focused on FFN's child welfare system of care. The monitoring process included a review of FFN'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, and information security were administratively reviewed. Significant findings of each category are below:

Leadership and Governance:

- *FFN's mission, vision, and values (M/V/V) are aligned with the Department's, communicated to all staff, and acknowledged throughout all staffing levels. Case management workforce and foster home capacity issues are impacting FFN's ability to fully operationalize their M/V/V.*
- *FFN has taken steps to ensure fiscal responsibility including incorporating risk pool recommendations and has utilized community resources to supplement operational processes, however they continue to have financial challenges and have applied for risk pool in FY 19/20.*
- *FFN has recently experienced a reorganization of executive leadership and a most recent change of the current President in July 2019. The newly seated President has completely embraced the culture set forth by the agency and taken steps to remediate system of care issues.*
- *The Board of Directors are kept apprised of risk related issues, qualitative and quantitative data, and significant incidents as they arise. Communication between the community and board members is reciprocal to address concerns associated with child welfare practice.*
- *Succession planning is developed through an evaluation which includes several steps of an individual development plan. All staff members have access to methods that continually develop leadership skills through a multitude of opportunities.*

Workforce Management:

- *FFN, over the past year, has experienced workforce turnover that has significantly impacted the system of care. Caseload ratios are being tracked and monitored weekly, however remain high.*
- *FFN's retention efforts for frontline staff are robust. Recruitment efforts for frontline staff, though multifaceted, are not overcoming the deficit of needed employees.*
- *The training team and available trainings are a significant strength of FFN. The training team solicits feedback to ensure training needs are met. Significant collaboration between the quality, operation, and training teams, results in a well-rounded training approach. This ensures the most effective delivery methods are used and most needed subject matter is covered.*

- *Pre-service training provides an adequate platform for case managers to apply concepts during field applications. Further development of case management and judiciary interactions would be beneficial.*
- *Case management supervisors are provided with ample opportunities to continually develop supervisory and competency skills.*

Continuous Quality Improvement Process:

- *FFN's Quality Management team is experienced and fully integrated into FFN's system of care. The QM team's continued development of a monthly review process, which incorporates staff from various departments, is innovative and a model for other CBCs to follow.*
- *FFN has been successful in cascading data all the way out to the consumer. Frontline staff are able to articulate how qualitative data is directly linked to their everyday work.*
- *Television monitors within the Lakeview Center provide family friendly data bites that are easily understood with corresponding graphics.*
- *The Revenue Maximization staff are a strength within FFN. Staff are tenured and there are several checks and balances to ensure timeliness and accuracy.*

Placement Resources and Process:

- *Foster parent recruitment, while multifaceted and robust, is falling short on bringing in the number of foster homes needed to address the capacity deficit. Binti system is an asset to recruitment efforts since implementation in January 2019.*
- *FFN has continued to build their collection of retention efforts and activities in hopes of retaining foster parents. However, foster parents indicated that they have no knowledge of some of the resources available to them. Continued efforts to communicate the available resources and encourage foster parents' involvement may be beneficial.*
- *There is a severe shortage of placement staff available to address the placement needs of the four-county circuit. While dedicated and committed to trauma informed concepts in placement staff, their ability to apply these concepts are hindered by the lack of foster homes available.*
- *Further development of the Binti system to placement operations may assist with data capture and tracking needs.*
- *Children in Circuit 1 are being placed in group homes and outside their removal county, circuit and region at a higher rate than the statewide average. In response, FFN has increased efforts to address relative/non-relative placements through the CARES teams. Outcomes related to the CARES team have yet to be realized (See Section 7 Placement Resources and Process).*

Child Welfare Practice:

- *Updates to CFOPs, Florida Administrative Code, and Florida Statutes are being disseminated accordingly. Information is shared through e-mail distribution, classroom training and computer-based learning.*
- *There is an understanding of trauma-informed care and family centered practice, including training to increase awareness of the concepts. Awareness of these concepts by all staff are*

clear, however, the ability to apply these concepts specific to placement activities is limited. CQI reviews also indicate there is inconsistent application of the concepts into practice.

- *There has been continued development of FFN's services array. Safety management services have been brought in-house and there is continued monitoring of the model. FFN has also recently implemented CARES teams to address service gaps for children placed in out-of-home care.*

Partnership Relations:

- *FFN leadership works closely with DCF Region staff. Joint meetings are held, and discussions are collaborative in nature.*
- *Continued actions to develop mutually respectful and beneficial relationships between case management and investigations are needed, specifically in Walton and Escambia Counties.*
- *Many of the issues brought forth by all partners can be summed up to a lack of solution focused communications. Focus groups were unanimous in indicating that the need for timely and accurate communication is essential and something that is not happening between frontline staff.*

Community Relationships:

- *FFN continues to exhibit clear commitment to supportive relationships within the community. FFN effectively works with local media outlets, community businesses and the military to advocate for needed goods and services for families and children in Circuit 1.*

Administrative Review:

- *Employment eligibility administrative review is in compliance.*
- *While there were some findings regarding information security and subcontracts, the administrative review revealed overall positive compliance as required.*
- *Incident reports were noted to be uploaded in IRAS as required, however, some of those incidents were not added in the providers internal system.*

SECTION 1: AGENCY AND SERVICE AREA SUMMARY

FamiliesFirst Network (FFN) covers Escambia, Santa Rosa, Okaloosa, and Walton Counties operating within Circuit 1 in the Northwest Region of Florida. FFN is one of the original contracted lead child welfare agencies to provide services to the community. FFN operates under Lakeview Center, Inc., a not-for-profit organization which operates under the larger agency of Baptist Healthcare, a for-profit agency. FFN entered into a new contract with the Department of Children and Families in 2017. FFN (Lakeview Center, Inc.) is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), an international, independent, non-profit accrediting body for health and human services programs. FFN (Lakeview Center, Inc.) was last accredited by CARF in March 2019 and will expire in April 2022. FFN (Lakeview Center, Inc.) is accredited in the following programs:

- Adoption
- Case Management/Services Coordination

- Community Transition

- Foster Family and Kinship Care

- Support and Facilitation

- Assessment and Referral

- Community Housing

- Crisis Stabilization

- Crisis and Information Call Centers

- Crisis Intervention

- Outpatient Treatment

- Residential Treatment

- Specialized or Treatment Foster Care

- Intensive Family-Based Services

FFN maintains adoptions, case management, placement, licensing, recruitment and independent living services. Pre-service training is subcontracted with the University of West Florida, while in-service trainings are provided by FFN, as well as through collaborative efforts with the Departments investigative and region staff. Safety management services (SMS) are also kept in-house with FFN staff. Family support services (FSS) are subcontracted in each county through a different provider using the wraparound model. Child welfare legal services are provided through the Department of Children and Families. Child protective investigations is provided through the Department in Okaloosa, Escambia, and Santa Rosa Counties. The Walton County Sheriff's Office began providing child protective services in Walton County on July 1, 2018.

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

Circuit 1 has experienced an overall decrease in children entering out of home in FY 17/18 and an overall increase in the number of children served by FFN, either through family support services, in-home services, or out of home care.

Service Area Data		FY 2016/2017	Fy 2017/2018	Fy 2018/2019
Child Protective Investigations and Child Removals (Escambia, Santa Rosa, Okaloosa, Walton Counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports, Child Intakes)	10,757	11,105	10,477
	Reports accepted for Investigation by DCF (Initial & Additional Reports, Special Conditions)	774	795	968
	Children Entering Out-of-Home Care	865	967	824
Children Served by FamiliesFirst Network	Children Receiving In-Home Services	1,570	1,563	1,675
	Children Receiving Out of Home Care	2,104	2,165	2,176
	Children Receiving Family Support Services	994	1,061	1,137
	Young Adults Receiving Services	203	176	149

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

FFN is serving children primarily in out of home care with just over half of those children placed in relative/non-relative care. Of the children in licensed foster care, over half are placed outside of their home county, with a significant number in group care, including 13 children ages 0-5.
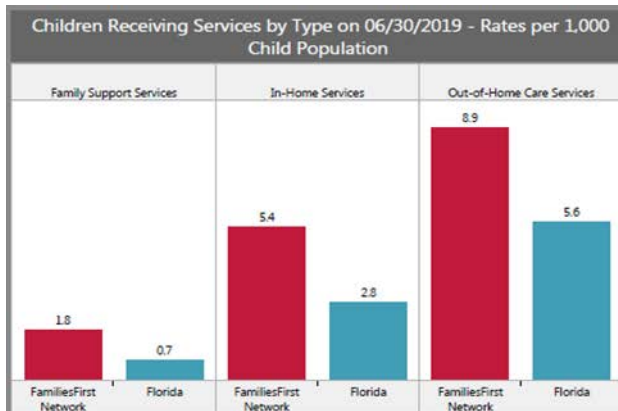
Figure 1. Source: Child Welfare Key Indicators Monthly Report, July 2019
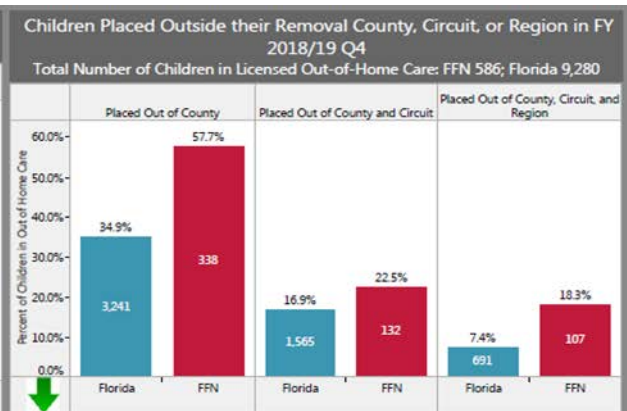
Figure 2. Source: FSFN OCWDRU Report #1192 Data Pulled 7/19/19
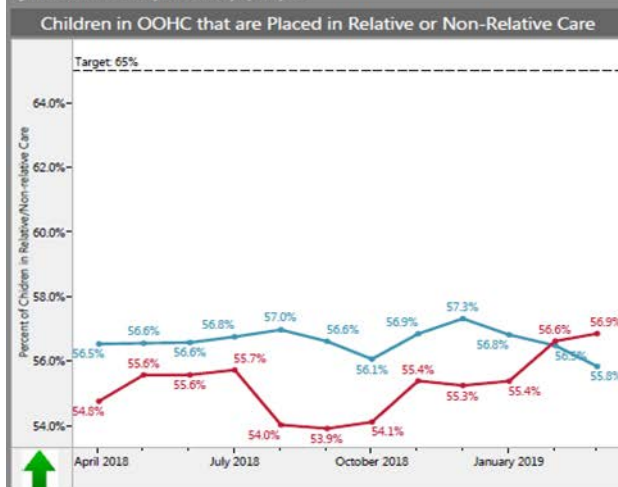
Figure 3. Source: OCW Children In Out of Home Care Dashboard Data Pulled:7/19/2019
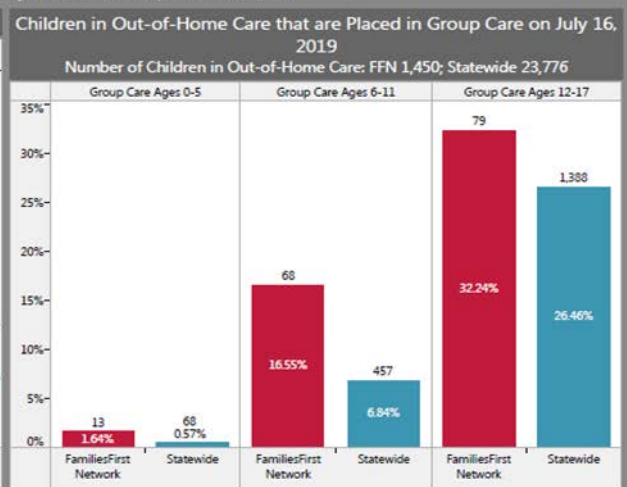
Figure 4. Source: FSFN OCWDRU Report #1005

FINANCIAL VIABILITY SUMMARY

FUNDING SUMMARY

In FY 14/15 and FY 15/16, FFN was able to operate within the allocated budget and maintain a carry forward balance; however, beginning in FY 16/17 FFN's carry forward began to diminish and Risk Pool funds were sought to cover expenditures for the subsequent fiscal years. FFN applied for Risk Pool funds in FY 16/17, FY 17/18, FY 18/19 and FY 19/20. Risk Pools funds were granted in FY 18/19. FFN has seen an increase in total Core Services Funding of about $4 million from FY 2016/17 to FY 2019/20. There is a projected carry forward deficit from FY18/19 into FY 19/20 of a little under $1 million. (See Table Below)

Lakeview Center - Families First Network
Lead agency since December 16, 2001
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	$31,282,380	$32,783,970	$34,221,547	$34,623,974	$34,807,617	$36,503,213
Risk Pool Funding	$0	$0	$0	$0	$664,252	$0
CBC Operations "Back of the Bill" Funding	$0	$0	$1,310,473	$0	$0	$0
Other Amendments to Initial Allocations	$1,110	$77,044	$23,137	$119,774	$193,421	$0
Amended Core Services Funding	**$31,283,490**	**$32,861,014**	**$35,555,157**	**$34,743,748**	**$35,665,290**	**$36,503,213**
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	$889,196	$889,196	$889,196	$1,365,673	$1,822,671	$1,871,539
Children's Mental Health Services (Cat 100800/100806)	$290,106	$290,106	$290,106	$290,106	$290,106	$290,106
PI Training, Casey Foundation or other non-core svcs	$0	$0	$0	$0	$0	$0
Safety Management Services (Nonrecurring)	$0	$0	$462,805	$0	$462,805	$462,805
Total at Year End	**$32,462,792**	**$34,040,316**	**$37,197,264**	**$36,399,527**	**$38,240,872**	**$39,127,663**
Maintenance Adoption Subsidy(MAS)	$9,274,087	$10,090,921	$11,035,777	$12,328,714	$13,597,396	$14,232,059
Guardianship Assistance Payments (GAP)						$57,652
MAS Prior Year Deficit		-$77,180				
Carry Forward Balance from Previous Years	$3,007,831	$2,920,860	$106,138	-$335,810	$2,667	-$922,068
Total Funds Available	**$44,744,710**	**$46,974,917**	**$48,339,179**	**$48,392,431**	**$51,840,935**	**$52,495,306**

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

FINANCIAL VIABILITY PLAN

The primary goals in FFN's financial viability plan are to address entries into out-of-home care, the cost of children in out-of-home care placements and children exiting out-of-home care. Progress toward the goals listed have been methodically laid out through elements discussed in the subsequent sections of this report. However, efforts put forth have been slow in producing the desired results.

SECTION 2: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of FFN's performance as captured by data indicators that are used to assess how well FFN 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 CFSR process is a review if the state's entire Child Welfare system for each case as applicable, including prevention, Child Protective Investigations, case management, and systemic factors. The ratings on the Florida CQI reviews vary significantly between CBCs.

The QA team currently provides secondary oversight for each case monitored as a part of the state's Program Improvement Plan (PIP). The process used for second level oversight of the Florida CQI case reviews mirrors that of the PIP second level oversight. These reviews identify practice strengths and areas in need of improvement, and measure performance improvement. The Florida CQI cases for Families First Network and Family Integrity were subject to secondary oversight by the headquarters office of child welfare quality assurance team.

The Child Welfare QA unit conducted secondary oversight of all fourteen (14) of the Florida CQI reviews conducted by Families First Network (FFN) during the fourth quarter of FY 2018 – 2019. Each case reviewed was returned for additional justification of the ratings and scores changed on two (2) cases.

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

Initial QA reviews conducted by FFN were very good with very little updates requested. Common feedback provided when requested included:

- Clarifying or adding additional information to support rating
- Ensuring tool instructions were followed, reconciling sub-questions

The total responses rated a strength have shown steady, incremental improvement over the last few quarters with the most recent quarter (Q4 2018-2019) showing 63.3% compared to 68.3% for the state.

Compared to the state and the average Florida CQI and PIP scores, FFN scored lower than the statewide performance for the entire 2018-2019 fiscal year with an overall performance of 55.1% compared to 69.63% which is 1.29 standard Deviations below 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 charts below show the overall fidelity scores across all items reviewed per reporting period for each circuit. The number of applicable cases reviewed is approximately six (6) cases for each time period which would explain the significant variability in the performance. It is worthwhile to note that performance started high, showed a steady decline, jumped to near 90%, and dipped to 15.1% in the most recent report. Strengths included developing safety plans while areas needing improvement included collecting sufficient information in the family functioning assessment domains, case planning, progress updates, and supervisory consultations.

CONTRACT AND CBC SCORECARD MEASURES

FFN has met 6 out of 13 contract measures in the past two fiscal years. Of the remaining 7 measures, 5 have not been met in either of the past two fiscal years, including:
- Re-abuse during in home services
- Permanency in 12 months
- Re-entry within 12 months
- Placement moves
- Dental Services

Performance Measures
Contract Targets Compared to Federal Standards and Statewide Performance

	FamiliesFirst Network					
	CBC Scorecard					
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2018/2019)	FamiliesFirst Network July 1, 2017–June 30, 2018	FamiliesFirst Network July 1, 2018–June 30, 2019
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	8.41	🟢 7.2	🟢 6.4
2	Percent of children who are not neglected or abused during in-home services	>95%		94.82%	🔴 91.0%	🔴 93.0%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.45%	🟢 96.2%	🟢 96.6%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.05%	🟢 99.6%	🟢 99.5%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%–64%)	40.15%	🔴 36.3%	🔴 35.9%
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%	🟢 50.0%	🟢 52.4%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%–98%)	90.32%	🔴 89.2%	🔴 83.5%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 – 9.8)	4.61	🔴 6.3	🔴 7.2
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.01%	🟢 95.6%	🟢 96.3%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.51%	🔴 88.4%	🔴 89.5%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.22%	🟢 84.6%	🟢 87.9%
12	Percent of sibling groups where all siblings are placed together	>65%		63.82%	🟢 66.8%	🔴 60.1%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 2017/2018 = 295 FY 2018/2019=300			🟢 302.0	🔴 267.0

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

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

FamiliesFirst Network has trailed both statewide performance and federal targets in three of the five safety scorecard measures and both qualitative measures but has improved their overall safety performance in the latter part of FY 18/19.

- **Rate of abuse per 100,000 days in foster care** has almost doubled from 4.82 to 8.63 between Q2 to Q4 of FY 19/20, which resulted in not meeting the target in the most recent quarter.
- **Percent of children who are not abused or neglected during in-home services** over the last few quarters but has remained under the statewide performance and the contracted target since FY 18/19 Q1.
- **Percent of children not maltreated within 6 months of termination of family support services** is currently exceeding the statewide number at 97.5% but has fluctuated above and below the statewide performance.
- **Percent of children under supervision who are seen every 30 days** and **percent of children not abused within 6 months of closing services** has steadily trended above statewide numbers and federal target for both safety measures.

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

9.51, 9.14, 8.94, 8.81, 8.84, 8.63, 8.45, Target: 8.500, 8.35, 8.00, 7.31, 7.51, 7.20, 6.45, 6.45, 5.38, 4.82

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

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

94.98%, 95.07%, Target: 95.0%, 94.70%, 94.31%, 94.06%, 94.09%, 94.36%, 94.51%, 93.87%, 93.39%, 92.08%, 92.07%, 91.42%, 91.39%, 91.01%, 90.33%

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 6. Source: CBC Scorecard, M02 Data Run: 7/19/2019

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

96.96%, 96.73%, 96.55%, 96.46%, 96.57%, 96.56%, 96.42%, 96.40%, 96.34%, 96.34%, 96.24%, 96.09%, 96.17%, 95.85%, 95.96%, 95.46%, 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 7. Source: CBC Scorecard, M03 Data Run: 7/19/2019

Percent of Children Under Supervision Who are Seen Every 30 Days

99.64%, 99.66%, 99.61%, 99.61%, 99.60%, 99.53%, 99.53%, 99.51%, Target: 99.5%, 99.09%, 99.09%, 99.08%, 99.06%, 99.04%, 99.05%, 99.04%, 99.04%

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 8. Source: CBC Scorecard, M04 Data Run: 7/19/2019

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

97.73%, 97.73%, 97.50%, 94.65%, 94.61%, 94.22%, 94.00%, 93.94%, 94.11%, 91.37%, 90.05%, 88.90%, 87.56%

FY 17 Q2, FY 17 Q3, FY 17 Q4, FY 18 Q1, FY 18 Q2, FY 18 Q3, FY 18 Q4, FY 19 Q1

FSS Data Run: 7/19/2019

Quality Assurance - Rapid Safety Feedback Item1	FamiliesFirst Network FY 2017/2018 n=35	FamiliesFirst Network FY 2018/20109 n=31	Statewide RSF Performance FY 2018/2019 n=751
RSF 1.1: Is the most recent family assessment sufficient?	41.0%	32.4%	55.1%
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?	33.0%	51.4%	55.4%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	62.2%	67.6%	59.2%

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

Table 3. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Run 8/14/2019

There has been improvement in concerted efforts to prevent entry or re-entry into foster care during FY 18/19, however, they remain significantly below statewide performance. There has been improved performance in concerted efforts to assess and address risk and safety concerns, but they remain under the PIP goal for CQI Item 3.

CQI Safety

Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	FamiliesFirst Network FY 2017/2018 n=64	FamiliesFirst Network FY 2018/2019 n=64	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?	54.2%	67.9%	13.7%	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?	34.4%	● 59.4%	25.0%	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 4. Source: Federal Online Monitoring System, Data Pulled: 7/24/2019

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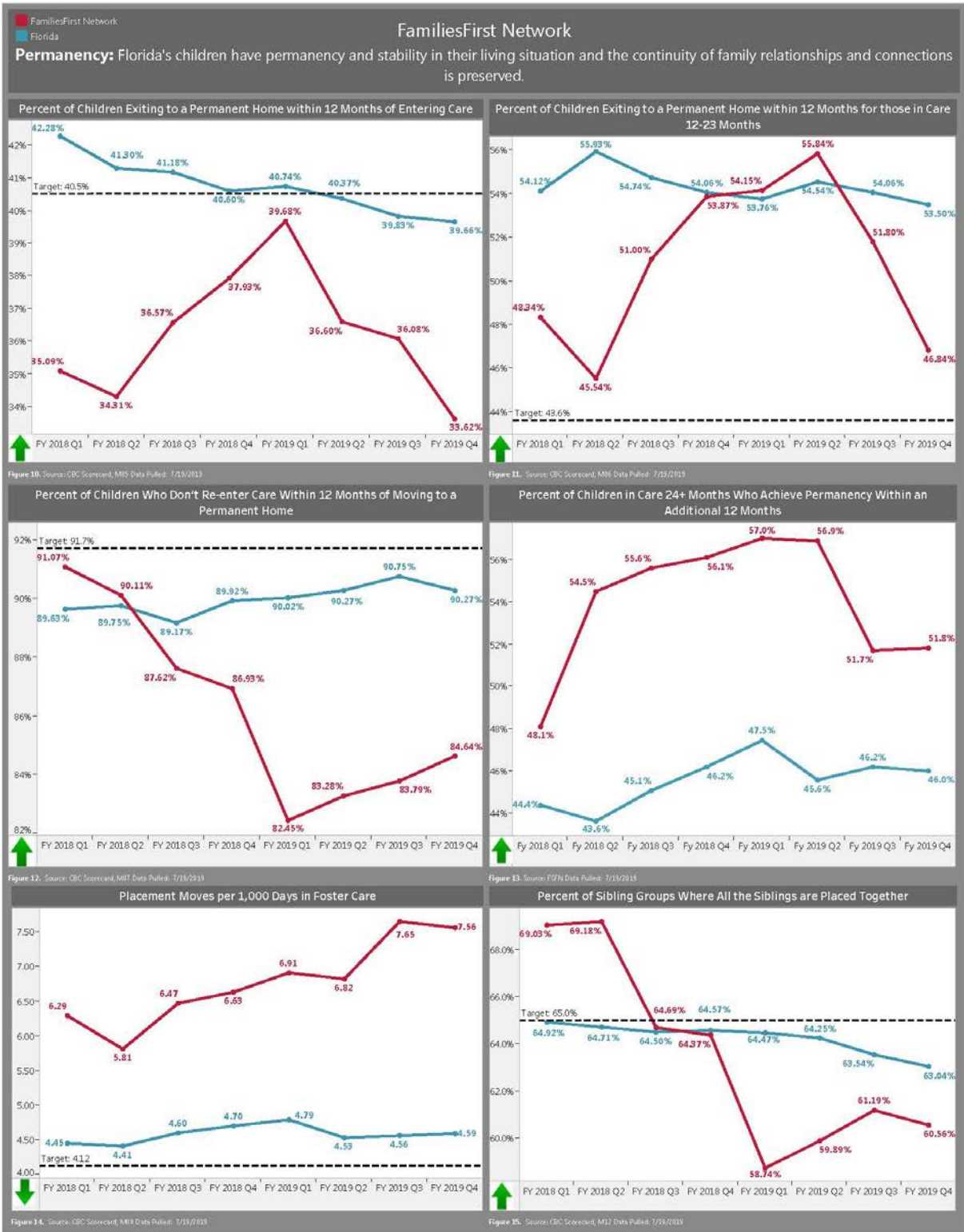
The graphs and tables on the follow pages depict FFN's performance related to permanency in the following areas:

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

FFN has consistently met one of the five permanency related performance measure during the past two fiscal years and is trending negatively in four of the measures.

- **Percent of children exiting to a permanent home within 12 months of entering care** has been consistently below the target and statewide performance, and has been trending negatively since FY 2019 Q1.
- **Percent of children exiting to a permanent home within 12 months of care for those in care 12-23 months** has been consistently above target for the past two fiscal years but has seen a recent, rapid decline.
- **Percent of children in care 24+ months who achieve permanency with an additional 12 months** has been consistently above the statewide performance but has seen a recent decline in performance.
- **Percent of children who don't re-enter care within 12 months of moving to a permanent home** has been below the target and statewide performance for the past two fiscal years but has been trending positively since FY19 Q1.
- **Placement moves per 1,000 Days in Foster Care** has remained well above the statewide rate and target for the past two fiscal years and has been trending negatively since FY 2018 Q2.
- **Percent of sibling groups where all siblings are placed together** has steadily declined since FY 18 Q1.

FFN made a 10.2% improvement in establishing appropriate permanency goals for children in a timely manner. In all the other CQI permanency items, FFN's performance decreased and failed to meet any PIP goals.

FamiliesFirst Network

■ FamiliesFirst Network
■ 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

Florida: 42.28%, 41.30%, 41.18%, 40.60%, 40.74%, 40.37%, 39.83%, 39.66%
FamiliesFirst Network: 35.09%, 34.31%, 36.57%, 37.93%, 39.68%, 36.60%, 36.08%, 33.62%
Target: 40.5%

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 10. Source: CBC Scorecard, M85 Data Pulled: 7/19/2019

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

Florida: 54.12%, 55.93%, 54.74%, 54.06%, 54.15%, 54.54%, 54.06%, 53.50%
FamiliesFirst Network: 48.34%, 45.54%, 51.00%, 53.87%, 53.76%, 55.84%, 51.80%, 46.84%
Target: 43.6%

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 11. Source: CBC Scorecard, M86 Data Pulled: 7/19/2019

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

Target: 91.7%
FamiliesFirst Network: 91.07%, 90.11%, 87.62%, 86.93%, 82.45%, 83.28%, 83.79%, 84.64%
Florida: 89.63%, 89.75%, 89.17%, 89.92%, 90.02%, 90.27%, 90.75%, 90.27%

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, M87 Data Pulled: 7/19/2019

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

FamiliesFirst Network: 48.1%, 54.5%, 55.6%, 56.1%, 57.0%, 56.9%, 51.7%, 51.8%
Florida: 44.4%, 43.6%, 45.1%, 46.2%, 47.5%, 45.6%, 46.2%, 46.0%

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 13. Source: FSFN Data Pulled: 7/19/2019

Placement Moves per 1,000 Days in Foster Care

FamiliesFirst Network: 6.29, 5.81, 6.47, 6.63, 6.91, 6.82, 7.65, 7.56
Florida: 4.45, 4.41, 4.60, 4.70, 4.79, 4.53, 4.56, 4.59
Target: 4.12

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, M89 Data Pulled: 7/19/2019

Percent of Sibling Groups Where All the Siblings are Placed Together

Florida: 69.03%, 69.18%, 64.69%, 64.57%, 64.47%, 64.25%, 63.54%, 63.04%
FamiliesFirst Network: 64.92%, 64.71%, 64.50%, 64.37%, 58.74%, 59.89%, 61.19%, 60.56%
Target: 65.0%

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

FamiliesFirst Network

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	FamiliesFirst Network FY 2017/2018 n=35	FamiliesFirst Network FY 2018/20109 n=31	Statewide RSF Performance FY 2018/2019 n=751
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?	33.0%	51.4%	55.4%
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?	52.6%	43.2%	64.0%
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?	25.9%	31.0%	51.8%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 7. Source: QA Rapid Safety Feedback; Federal Online Monitoring System, Data Pulled: August 14, 2019

CQI Permanency

Quality Assurance - Florida CQI Item Assessement Based on Case Reviews by Child Welfare Professionals	FamiliesFirst Network FY 2017/2018 n=64	FamiliesFirst Network FY 2018/2019 n=64	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)?	81.5%	● 46.5%	-35.0%	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?	68.4%	78.6%	10.2%	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?	50.0%	● 46.5%	-3.5%	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?	76.0%	57.6%	-18.4%	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?	66.6%	46.0%	-20.7%	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?	63.1%	51.2%	-11.9%	72.3%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	86.8%	65.1%	-21.7%	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?	59.2%	57.6%	-1.6%	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 6. Source: Federal Online Monitoring System, Data Pulled: 7/24/2019

The graphs and tables on the follow pages depict FFN 's performance related to well-being in the following areas:

1. Children receiving medical care
2. Children receiving dental care
3. Young adults enrolled in secondary education
4. Qualitative case reviews

FFN has consistently met the contract target for two of the three well-being related performance measures but have generally performed below the state during the past two fiscal years.

- **Percent of children in foster care who received a medical service in the last 12 months** has remained above the target for the past two fiscal years.
- **Percent of Children in foster care who have received a dental service in the last seven months** has been consistently below the statewide performance and the target for the past two fiscal years.
- **Percent of young adults exiting foster care at age 18 that completed or are enrolled in secondary education, vocational education, or adult education** has been consistently above the target for the past two fiscal years.

FFN made significant improvement in six of the nine CQI Items related to well-being and met two of five PIP goals. Specifically, FFN met the PIP goals with CQI Items measuring concerted efforts to assess the needs of and provide services to children and foster parents to achieve case goals and adequately address the issues relevant the agency's involvement with the family (CQI Items 12A and 12C). FFN saw performance improvements in CQI items measuring frequency and quality of visit, and concerted efforts to assess the needs of and provide services to parents (CQI Items 12B 13, and 14), but did not meet PIP targets.

FamiliesFirst Network

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

Percent of Children in Foster Care Who Received a Medical Service in the Last 12 Months
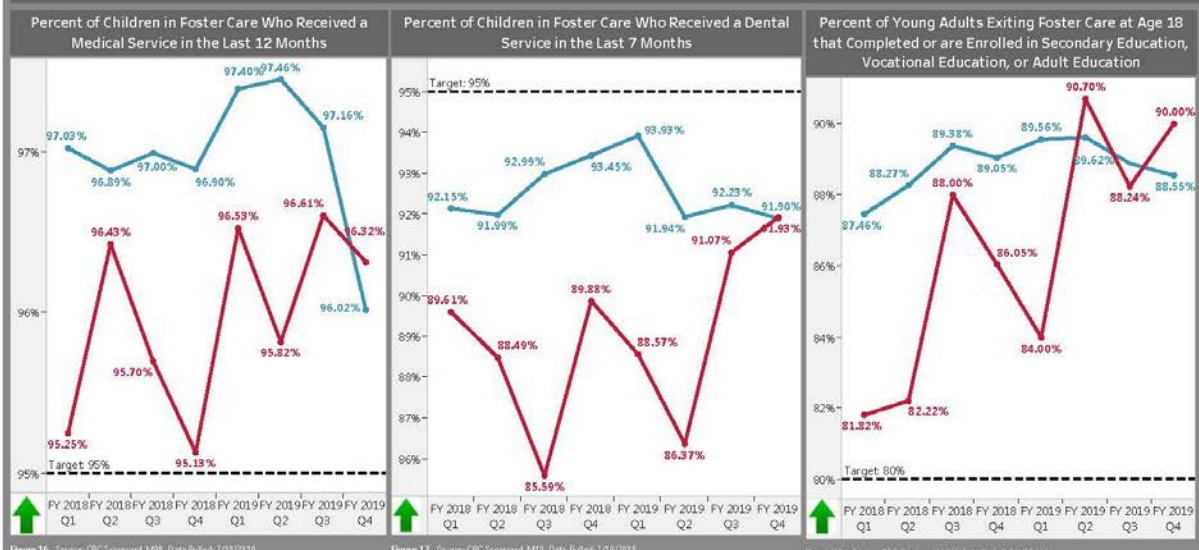
Figure 16. Source: CBC Scorecard, M09. Data Pulled: 7/19/2019

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

Figure 17. 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

Figure 18. 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	FamiliesFirst Network FY 2017/2018 n=64	FamiliesFirst Network FY 2018/2019 n=64	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 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?	53.1%	● 75.0%	21.9%	88.9%	51.3%	95.0%	58.4%
CQI Item 12B: Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	14.5%	● 41.4%	26.9%	56.6%	51.3%	95.0%	58.4%
CQI Item 12C: Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the fami	73.6%	● 59.5%	-14.1%	85.0%	51.3%	95.0%	58.4%
CQI Item 13: Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?	19.3%	● 39.7%	20.4%	57.9%	63.6%	95.0%	70.7%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the child (ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	29.6%	● 46.9%	17.3%	63.8%	72.5%	95.0%	78.9%
CQI Item 15: Were the frequency and quality of the visits between the case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals?	18.1%	36.2%	18.1%	40.1%	43.5%	95.0%	
CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities?	75.0%	71.4%	-3.6%	79.9%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	52.9%	69.1%	16.2%	74.5%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	57.1%	54.1%	-3.1%	65.5%	72.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change.
Table 9. Source: Federal Online Monitoring System. Data Pulled: 7/24/2019

FamiliesFirst Network – Lakeview Center, Inc., Contract AJ495
September, 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.

Figure 15. Source: Child Welfare Key Indicators Monthly Report, July 2019
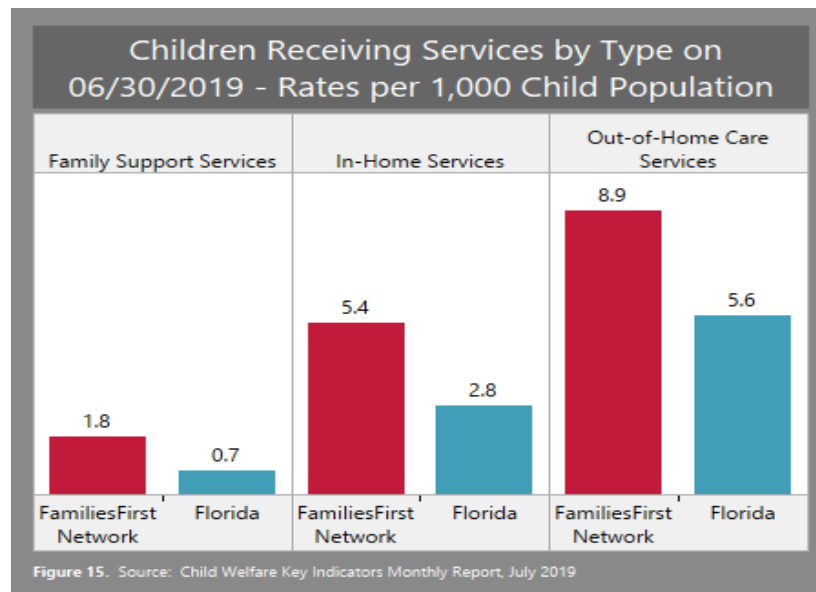
<u>Family Support Services</u>- FFN has a rating of "4" for Family Support Services (FSS). FFN contracts with several agencies to provide Family Support Services in each of its four counties. Subcontracts for FSS

services are with Children's Home Society, 90Works, Chautauqua, and Bridgeway Center for Escambia, Santa Rosa, Walton, and Okaloosa Counties respectively. Each subcontract is standardized in service provision and performance measure requirements. FFN has embraced the evidence based Wraparound model, requiring the contracted providers to use this as their service platform. Wraparound Family Support services are provided in the homes and communities of the families served. This model takes a team based, family driven approach to case coordination. The assessment process involves asking the family their perspective on the various aspects of their lives and interactions with one another. Conversations include eliciting information in each of the areas of the six protective factors, parental resilience, social connections, concrete needs, social and emotional competence, and healthy parent-child relationships. The assessment takes a history of the parent's educational, employment, social/community, medical, financial, housing and service background in relation to family functioning. Family support services are available to all families within Circuit 1.

Investigative focus groups were complimentary of the family support services that are offered throughout the area, regardless of county. Investigations felt that these services were more responsive, have better family engagement and the documentation was more detailed. However, some comments made indicated that at times, there is a lack of inclusion of new household members, including additional children in the household, on the assessments.

Safety Management Services- FFN has a rating of "4" for Safety Management Services (SMS), however it is based on the previous model. Since the previous on-site reporting, FFN has taken safety management services under their umbrella. FFN has created units dedicated to safety management services as well as maintaining in-home non-judicial caseloads. Leadership canvassed other community-based care agencies, including Family Support Services of North Florida (FSSNF), to assist with modeling their safety management service implementation and delivery. While the program is similar to the FAST (Family Assessment Support Team) Program currently used by FSSNF, there are some key differences in implementation and delivery. The FAST Program, as implemented by FSSNF, includes using certified Child Welfare Case Manager Family Service Counselors (FSCs) to act as Formal Safety Monitors (SM). These Safety Monitors assess, enforce, and adapt safety plans to ensure they are sufficient while investigations is gathering additional information. These services are available as a non-judicial service with a two-hour response time. At the discretion of the Child Protective Investigator (CPI), a joint visit is completed within 24 hours. The joint visit includes the family, CPI, informal safety monitors, and the family services counselor (FSC). The FSC/SM acts as a liaison between all parties to ensure that information is shared and monitored for sufficiency. Their caseloads do not exceed two safety management cases per full-time employee, although they have other types of cases as well.

FFN has adopted these strategies, however SMS caseload sizes are higher, and the family services counselors carry in-home non-judicial cases, averaging 17 children per counselor. SMS is typically open a maximum of 30 days to provide for further information gathering by investigations. Closure of cases is done differently in the counties. The SMS family services counselor emails the CPI to address case closure or staffing to formal case management around the 25-day mark. In conjunction with the formal safety monitor, FFN has also incorporated an In-Home Support Services (IHSS) overlay which can remain in contact and service the family for 6-9 months post SMS intervention. The IHSS provides specified services and linkages to services, as needed by the family. IHSS can be accessed by FSS and post-reunification cases as well.

While originally a strategic design of the program, the access to the program is during specific set hours. This was supported by data evaluating the time of day removals were occuring however, this was identified as an area of concern by investigations staff while on-site. Based on the working agreements in effect between FFN, DCF and Walton County Sherriff's office, there is a limitation of engagement of these services by 3pm each weekday and there is no indication of being able to initiate these services during weekends. Specifically, "For calls received after 3:00pm, the request will be processed by the intake unit and Safety Management will be available at 8:30am the following business day, or at a later time, as requested by the CPI." During focus groups, initiation of these services as indicated above were concerning and disadvantageous to the families in need.

Based on CPI interviews there is a lack of same understanding of what safety management services entail and how to access them in an emergency. CPI's indicated that they are having to provide safety management services due to the inability to access SMS outside of business hours. There is a lack of clarity in how safety management services are managed by the CPI. Focus groups also indicated that SMS staffings occur by phone through a conference line and feel that this is impersonal and not conducive to family engagement. There were also concerns of safety plans not being updated or changed as needed.

ANALYSIS

FFN has defined family support and safety management services that are family centered and trauma informed, although there is evidence to suggest inconsistent application of these practices. The services are aligned with the service array framework and are provided across the four counties. There are no issues with waitlists and no capacity limitations. Performance measures are noted in the subcontracted providers for family support services. Safety Management Services have evolved over the past two years and have not been reevaluated. Re-assessment of FFN's SMS services is due to be submitted. FFN monitors SMS through their quality assurance department utilizing an open and strength-based approach to process improvement through quality reviews.

SECTION 4: LEADERSHIP AND GOVERNANCE

SUMMARY

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

Mission/Vision/Values

While there has been reorganization of leadership staff within FFN's Lakeview Center, their mission/vision/values remain aligned with the Department's. These have not changed since the initial on-site review. FFN maintains their "culture week" for new staff to acclimate them to the organization and to emphasize the importance of 'Helping People Throughout Life's Journey'. The current President, seated in July 2019, has embraced the values envisioned by FFN and exemplifies them through service center visits, attendance of foster parent meetings and continued community engagement. The vision of FFN "To be the trusted partner for improving the quality of life in the communities we serve" is not only for those served as families in need. This vision also encompasses FFN's staff through a team effort

approach, being able to request assistance and getting it regardless of position or title. There is an emphasis of modeling behaviors that are acceptable within the culture of the agency, promoting the idea of going above and beyond assigned duties. In this vein, staff, throughout all levels of leadership and frontline, present dedication and commitment to ensuring children and families are of foremost consideration.

Resource Management

FFN maintains fiscal responsibility through monitoring of contracts, utilization management, financial viability plan review and continuous review of high-end utilization. FFN has applied for Risk Pool funding for the past three fiscal years. FFN received Risk Pool funding for FY 16/17 and FY 18/19. For FY 18/19, the risk pool committee made several recommendations to include efforts around minimizing placement moves, reducing children in residential group care, emphasizing the use of front-end services and increasing permanency. Please see the most recent FFN Risk Pool Committee Report for additional details. FFN is currently working on identified needs, though at this time, needs are greater than capacity. FFN actively applies for grants associated with the needs of the agency. For example, application and receipt of a grant through Gulf Power enabled FFN to purchase a Binti module. Binti builds software for the specific use through the child welfare system. FFN has also received mini-grants from Baptist Healthcare Foundation. One of the mini-grants provided for Immersion training to be implemented. Immersion training consists of case managers engaging in role play during a home visit and receipt of immediate feedback on strengths and opportunities for improvement. Another mini-grant from Baptist Healthcare Foundation assisted in improvement and innovations to the Santa Rosa County visitation room.

Evaluation of CBC Leadership

Baptist Healthcare, a for-profit agency, is the parent company to Lakeview Center, Inc., a not-for profit agency in which FamiliesFirst Network operates. The President of FFN is evaluated by the CEO of Lakeview Center, Inc. As stated previously, the President is new to his position and was seated in July 2019. The interview process included four separate interview panels, psychological testing, and a Hogan assessment panel. The President will be evaluated on his 90-day term, then annually. There are specified competencies aligned with the five pillars of excellence. These include; people, service, quality, finance and growth and will be utilized for the Presidents 90-day evaluation. This evaluation is meant to address whether the President is meeting his competencies, or more simply answering the question "Are you getting the job done?". The annual evaluation, in addition to meeting the competencies set forth, also includes data gathered and produced by the performance accountability report (PAR) in which all performance measures for the year are captured. This, along with a self-evaluation and community input, ultimately determine the goals for the upcoming year and inform the professional development plan for the President.

Risk Management

FFN is part of the Lakeview Center, Inc. risk team that meets monthly to look at prevention, ensuring policies and procedures are updated and to address incidents at all levels. The BOD is aware of the current placement challenges; however, they may not understand the severity of the situation.

Board Activities

Baptist Healthcare maintains the main Board of Directors in which Lakeview Center, Inc. has representative involvement. A committee for each of the programs under Lakeview's purview (FamiliesFirst Network, Behavioral Health and Global Connections to Employment (GCE)) meet monthly. The committee is provided with quality and financial data at every meeting and this information is filtered up to the Board of Directors. The Board members indicated that they receive information, both performance data and anecdotal information that informs their focus and decision making on new initiatives or changes that may be needed. This information may also spur on a request for specific information surrounding a population or performance area. The Board is notified of any significant events that may occur and is informed regularly of incidents to ensure knowledge prior to the public. This enables the Board members to mitigate issues and discuss processes enacted or resolution of issues to the community, should they arise. The Board has an ear in the community often carrying forward communications and initiatives to the community, and in turn, things happening in the community, input and feedback gleaned from the community is addressed as a need.

Leadership Development

There has been some restructuring over the past couple years with FFN's leadership. However, FFN is involved in training to develop leaders through "A Better Baptist" leadership training. All staff have several opportunities to develop leadership skills throughout the year. Succession planning is addressed through individual development plans. The plans encompass self-assessments, encouragement of participation in committees, focus groups and formal training provided for leadership skill development and are used in goal succession. All staff, but leadership particularly, are required to exemplify the five pillars of excellence as noted above.

ANALYSIS

While executive leadership is not necessarily tenured with this agency, all executive leadership have significant tenure in child welfare occupations. The President has recently been seated and is already making headway into implementing improvement strategies for the agency. Finances and risk management knowledge are abundant at every level of leadership. There continues to be an emphasis on ensuring growth through leadership development and behavior modeling.

SECTION 5: WORKFORCE MANAGEMENT

SUMMARY

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

Workforce Capacity

FFN has maintained case management in-house since its inception in 2001. Caseloads have fluctuated, like many other agencies, and FFN has experienced a surge in caseloads due to unfilled vacancies and a steady increase of children receiving out of home services (See Table 1). While FFN strives to ensure each case manager is carrying a maximum of 17 primary children, the current average for case managers with cases is a little over 22 children, based on data provided by FFN. The caseload report provided by FFN indicates that most case managers who have a significantly higher load are located in the Ft. Walton and Defuniak Springs service centers, averaging 29.8 and 32.3 respectively. Frontline staff focus groups

revealed significantly high number of children on caseloads, especially when the addition of any secondary assignments were noted. There was a range stated from 15-48, not including courtesy cases and there were some unable to articulate the number of children they were currently serving. Each area or service center has its unique and varying issues contributing to the lack of case managers and the increase in servicing children and families within the system. For example, the Ft. Walton Beach area is seeing an influx of infant to 5-year-old children. The court system is ordering extensive visitation for these youth causing concern for transportation and supervision times for case managers. In response to this concern, FFN has hired more family support workers to assist. There are currently seven family support workers out of the Ft. Walton service center. Based on judiciary survey comments, the judiciary recognizes the larger systemic issues affecting case managers ability to do their jobs effectively, such as a lack of public transportation. The judiciary are open to discussion and appreciate the willingness of FFN staff to maintain open lines of communication.

FFN is cognizant of the issue surrounding caseload size and is using the flexibility within its workforce to offset caseloads. For example, staff were offered a bonus and paid travel to assist in another county when a deficit in case managers became problematic. This was solely offered on a voluntary basis. FFN has historically hired early to ensure time for shadowing and acclimation to the position prior to orientation or pre-service training beginning. Most recently, FFN implemented a delay in hiring until just prior to orientation and pre-service training in an effort to offset the financial impact of early hiring. There are several internship programs that are being utilized to attract viable prospective employees through technical colleges and the local university as well as the military. Strategies for targeting recruitment of case managers are multilayered. Factors including location, willingness to travel, willingness to relocate and expanding recruitment through social media have all been identified and are the focus of efforts to entice, employ and maintain case managers in rural or difficult to hire areas. The current turnover rates, while improving, are still high at 48% as noted on FFN's Reporting Disclosures. Within the past 12 months, FFN peaked in February 2019 at 59% and has positively trended overall since then. Interestingly, supervisory turnover rate has been positive and maintained at 0% for the past seven months. Since the new hire of the President in July 2019, the focus of recruitment has expanded to that of ensuring retention of current staff.

Retention Activities

There has been little change in retention activities since the initial on-site report. FFN maintains multiple opportunities for staff recognition that target specific qualities within the workforce including Culture Kudos, Master Gardener Awards, SHINE Awards, and Lakeview Champions to name a few. FFN also maintains a leadership structure that provides staff with clear guidance to elevate their position and contribute on a higher level. The Star Mentors, the first tier of leadership development was discussed during the focus group interviews. These mentors were considered beneficial, however due to the high caseloads, are ineffectual at this time. During the Leadership Roundtable discussion there was an emphasis placed on retention and the opportunities surrounding ensuring improvement of workforce stability. Specifically, issues such as creation of retention activities/incentives to compliment and impact the current Millennial population, ensuring work/life balance of all staff, emphasizing self-care and fostering team activities. FFN has recently experienced a decline in participation of the annual employee survey. Due to this, FFN has elicited a third party to physically call case managers who have resigned in order to trouble shoot the issues and attempt to maintain the employee. There is also the opportunity

to address any concerns the case manager may have and filter it as a "red flag" to leadership to address as needed.

Other retention activities are more practical, assisting case managers to dictate their own work schedule. For example, FFN has hired a multitude of family support workers to assist with transportation and visitation supervision. FFN promotes flexibility of case managers schedules and ensures work/life balance is kept in check as feasible. And, as noted above, case managers are incentivized to assist other service centers as needs arise without a requirement to assist. This opportunity to voluntarily assist further embeds the mission/vision/values of the agency. Executive leadership has continued the 'Rounding' all staff meetings to each service center. Executive leadership go to each service center two to three times a year to provide updates, request feedback and interact with frontline staff.

Training

FFN's training team consists of a manager, two classroom trainers, three consultants that are heavily versed in the safety practice model and one part time consultant. In addition to being the bridge from pre-service to in-service training for new staff, the consultants also provide consults to supervisors, facilitate the Decision Support Team (DST) calls and assist with trainings provided to the community at large.

FFN continues to host several training events throughout the year including the Annual Families First Network Child Welfare In-Service Training Conference and the November In-Service training for all staff. These training events are also open to community partners including DCF and GAL's. Training TidBits are short videos of ongoing trainings sent to staff to supplement formal training. Focus groups consider these as helpful, but currently lack the time needed to watch them. A full training schedule of in-service trainings aimed to improve casework is issued in two-month increments. Trainings provided to staff are comprehensive and staff are able to provide feedback at any level to address deficits or additional training need. FFN continues to provide learning groups for staff to strengthen practice model skills, learn specific processes and essential skills for gathering, analyzing, and documenting information. Learning groups are also focused on supervisory skill development. Most recently, FFN has implemented immersion training, specific to address quality home visits and documentation thereof. This training is placing the case manager in a controlled home visit environment and having them assess the home and situation with a subsequent debrief.

Quality management, operations, and training teams maintain weekly contact to address any needs that arise through the various programs. The training team work closely with the Finance Department to ensure Title IV-E funds are used accordingly. FFN's training team is highly responsive to staff needs and as noted throughout the focus groups, provides a plethora of valuable, palatable, and quality driven training.

Pre-Service Training

Pre-service training remained relatively unchanged since the initial on-site review in FY 16-17. As noted in the previous report, pre-service training is provided by the University of West Florida (UWF) who works collaboratively with FFN to ensure new case managers have ample field learning days and post classroom monitoring and follow up. Upon graduation from classroom training, each provisionally certified case manager is assigned a training team which consists of a mentor, a member of the training

team, UWF trainer and supervisor who all provide ongoing support and assistance. In addition to ongoing monitoring, provisionally certified case managers are assessed at the 5th and 11th month to ensure they are on track for successful certification. Focus groups indicated that while the pre-service training is comprehensive, they would like more training around preparation for court activities. Specifically, how to address the court, what to bring to the hearing or case specific court preparation, rather than court etiquette and specific attire.

Case Management Supervisor Development

Supervisors complete a modified version of Supervising for Excellence, attend mandatory quarterly leadership training, and participate in learning groups to further develop their skills.

ANALYSIS

FFN is already aware of and implementing measures to address both an overabundance of children per caseload and a significantly high turnover rate. There are significant retention activities and further strategies being discussed to address case manager retention. Training, both pre-service and in-services, are considered a strength of the agency. Training is abundant, though further development of court activities may assist in the comfort level of case management presentation. Supervisors are afforded a plethora of training opportunities throughout the year.

SECTION 6: CONTINUOUS QUALITY IMPROVEMENT

SUMMARY

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

Data Quality

FFN's Data Analysis Manager, along with four data integrity specialists monitor and interface with frontline staff to ensure timely and accurate data entry. FFN maintains production and distribution of the performance accountability report (PAR). This report enables staff to track all aspects of operations and use as a drill down to measure performance.

Data Analysis

FFN employs a wide variety of methods to analyze data and drive performance improvement efforts. The quality team, along with the data team continuously monitor qualitative outcomes and performance measure correlates to address deficiencies that arise or note trends that present as opportunities for improvement. FFN has continued to complete SHINE (Support, Highlight, Improve, Note & Excel) reviews monthly. SHINE reviews are in addition to the quarterly CQI, RSF or other specified reviews in accordance with DCF requirements. For FY 18/19, the SHINE reviews have been focused on quality contacts and training to enhance supervisory consultative supervision efforts. All reviews are followed up with a face-to-face debrief (or via conference call as needed) to discuss strengths and opportunities for improvement. Opportunities for application of strengths and opportunities for improvement to other cases and how these lessons fit throughout the system of care are discussed. The debriefs are also opportunities for quality staff to provide technical assistance,

include the safety practice consultants as needed and to address new policies or operating procedures. FFN also invites regional DCF staff to participate in the debriefs to improve impacts of investigative activities prior to case management intervention.

FFN distributes a data packet internally each week for case management utilization and quarterly to include qualitative and performance measure data analysis. This information is used to monitor performance and prompt ongoing discussion regarding barriers to achieving performance targets such as scorecard and contract requirements. This information is also used during the quarterly 'Forums' attended by all staff and is provided in the form of focused training, creation of TidBits videos (video shorts of specific training topics) for further unit discussion.

Performance Improvement Strategy

All quality staff have been yellow belt trained. These are professionals who are well versed in the foundational elements of the Lean Six Sigma Methodology. Under the guidance of the Quality Team Manager FFN has embarked, most recently, on two Six Sigma Green belt projects. The first one addresses the lower than average reunifications in Circuit 1 as opposed to the statewide average. The target completion date was June 2019. The second project addresses a higher rate of child re-entry. The target completion date is December 2019. Both projects remain in progress and results of countermeasure impacts have yet to be realized.

During the quality leadership interviews, several examples were provided as to the process used to address an opportunity for improvement, falling performance measures and linkage to qualitative outcomes. An example noted was the decline in the use of relative/non-relative placements to include the lack of concerted efforts (See Table 9 and Figure 18). In response to this decline, FFN has implemented the CARES (Caregiver and Resource Entry Support) team. This team acts as a supportive stopgap between shelter and case transfer for all caregivers, foster parents, family and children. This team is continuing to evolve in both how they interface with all parties and what duties they encompass. However, duties that have been established for the team include family finding activities, diligent searches and referral linkages. The team was implemented in January 2019, with full roll-out by March 2019. Interviews with leadership indicated that any impacts associated with this initiative have yet to be realized. FFN leadership indicated this will be a yellow belt project for the upcoming fiscal year. It is anticipated that the CARES team will positively impact concerted efforts, relative caregiver placement and stability.

Quality, data and training staff all have a shared interest in ensuring updates to policies, procedures and internal operational procedures. Updates are simplified to the most impactful method of conveyance, delivery and assimilation into everyday work product. FFN utilizes annual surveys of various groups to provide feedback on system of care functioning and improvement.

Quality of Eligibility Determination

The revenue maximization (Rev Max) team is under the purview of Lakeview Center, Inc. and is a significant asset to FFN. There are a total of eight staff providing supports for eligibility, Medicaid, master trust, placement, and the Guardian Assistance Program (GAP). FFN has a dedicated email box in which one person assigned will address all incoming information and disseminate as necessary. Placement snapshots, court documents and removal packets come through this mail system. The Rev

Max placement support staff enter all removals and movements for children in out-of-home care. Eligibility determinations are succinct and there are several checks and balances ensuring information accuracy and timeliness of input. The Rev Max Unit Manager completes a secondary review of all cases as well. Quality staff participate in annual monitoring activities for revenue maximization. FFN excelled in the recent audit completed by Ernst & Young. Rev Max staff enjoy a mutually beneficial relationship with their Child-In-Care support workers and are receiving responses and assistance needed very quickly.

FFN indicates a current struggle with ensuring annual renewals of TANF forms. Initial TANF forms are completed by Rev Max staff, annual renewals are completed by case management staff. The Data Analysis Manager is constructing a process in which TANF renewals are more easily tracked for children in relative/non-relative care as well as those in-home with a single parent. The nuances of life of case issues make automating a data notification more difficult. Spreadsheets are currently used to ensure those coming up for renewal within the next 60 days are addressed accordingly.

ANALYSIS

FFN expects a focus on continuous quality improvement at every level of the organization. The quality staff are integrated into all facets of the system of care. Quality, training, and data teams maintain a significant amount of contact to ensure opportunities for improvement and strengths are addressed. There is a direct connection regarding how quality can help drive performance improvement in how they relate to and affect each other. Systematic and sustainable program improvements are implemented to ensure performance measures are positively impacted. Customer feedback loops assist with program improvements. Eligibility staff have a succinct, well integrated team with solid checks and balances to ensure data integrity.

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.
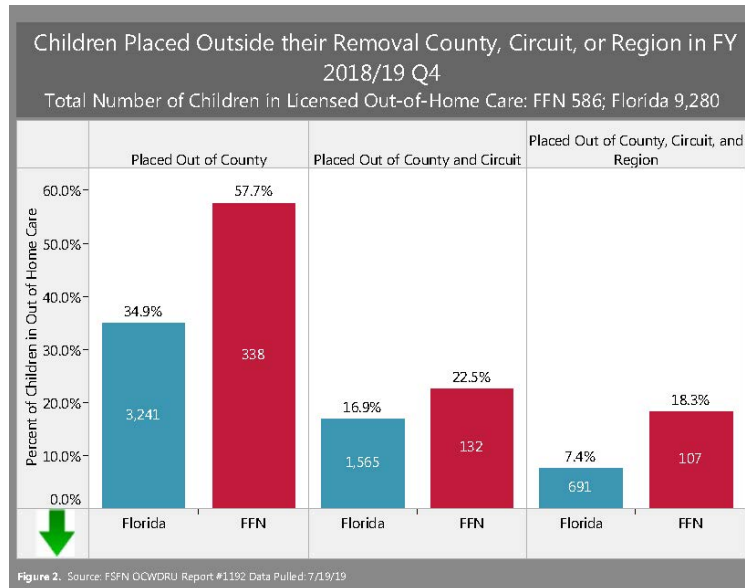
Family Foster Home Recruitment

FFN most recently implemented a general recruitment plan for the current fiscal year. The recruitment plan specifies the methods of recruitment, audience targets, and goals to achieve an increase in recruitment of needed homes. FFN Leadership indicated a need for 275 new beds or 150 new homes, this being 70% over last year's goal. Based on the Child Welfare Placement in Out-of-Home Care Data FFN currently licenses 274 foster homes with a bed capacity of 522 traditional beds. FFN has access to another 36 beds through therapeutic foster care licensure. The total number of foster homes available to FFN has declined over the past four years from 312 total foster homes to 274 total foster home. The number of children placed out of county, circuit and region exemplifies the lack of foster home capacity (See Figure 16). Another indicator of concern is the number of children currently in group care for all age groups (See Figure 17). FFN's leadership are aware of the deficit in foster home capacity and have engaged in several new ventures to increase it.

FFN's focus for recruitment efforts involves ensuring that there is a multifaceted approach to communicating the need for foster families. Thus far, FFN indicates that social media has been their most lucrative campaign method. Other recruitment methods include presentations, media outlets, printed materials, community and recruitment events. Goals associated with targeted recruitment include faith based, military, community, school and social media recruitment. These goals are linked to the current needs for the circuit including medical foster homes, therapeutic foster homes, homes for siblings, teen homes and culturally diverse homes. There have been other augmentations for recruitment purposes including hiring a therapeutic foster home specialist, and then issuing a press release regarding the need for therapeutic foster homes, resulting in a media blitz through television, interviews and magazine article publication. FFN has implemented a full pre-screening process with background checks prior to beginning classes. Previous efforts allowed families to begin classes without any pre-screening activities resulting in a loss of applicants.

FFN also initiated the BINTI system in February 2019. Prospective families clicking on and entering information into this system as an inquiry, are automatically counted and begins the seamless process from inquiry to licensure and all the steps in-between. Upon inquiry, a recruitment specialist makes contact within 24 hours, but often it is within the first couple hours after the inquiry that contact is made. It is anticipated that BINTI will enable prospective families to have easy access in completing the required documentation through all electronic modalities as well as ensuring assignments and transitions from recruitment to licensure staff are seamless.

Frontline staff understood that they are the first "face" of the agency and they want to ensure that prospective families are not completely overwhelmed with the process of becoming a foster parent. The frontline interviews did not indicate an awareness of the successes of recruitment efforts. All staff indicated that the BINTI system has been a great asset to the agency and has enabled, both prospective foster parents and staff, to move through the steps with little lag time or disruption. BINTI has also enabled exceptional communication between recruitment and licensure to include notes and ticklers created to re-engage prospective families as needed.

Children Placed Outside their Removal County, Circuit, or Region in FY 2018/19 Q4
Total Number of Children in Licensed Out-of-Home Care: FFN 586; Florida 9,280

Figure 2. Source: FSFN OCWDRU Report #1192 Data Pulled: 7/19/19

Family Foster Home Retention

Many of the foster home retention strategies utilized by FFN remain the same as the previous on-site monitoring. These included: two foster parent liaisons, a closed Facebook group for foster parents to engage with one another and obtain support, a foster parent newsletter, discount tickets to area attractions, appreciation events, foster parent highlights in the Gulf Coast Life magazine, foster parent participation in the annual Christmas parade, and the All Pro Dad group.

FFN has continued to develop and add to their foster home retention strategies. FFN engages in "date night" for foster parents in which gift cards and babysitting are offered to allow the foster parents some time alone. FFN provides child care during Foster and Adoptive Parent Association (FAPA) meetings. The President and FFN Leadership in general, have continued to attend FAPA meetings, meet with foster parents on an individual basis and complete an annual survey to gauge foster parents' satisfaction on many target points. Additionally, foster parents can access and utilize the Employee Assistance Program (EAP) through Lakeview Center, Inc. as needed. However, based on the foster parent focus groups, there was no knowledge of this resource. FFN is committed to ensuring the Quality Parenting Initiative (QPI) is applied in all facets within the system and has ensured that foster parents are involved and engaged in the various committees and work groups that subsequently guide decision making in process changes and improvements. Foster parents have a clear escalation process in which issues or concerns that are expressed can be addressed at the lowest level possible but are escalated through leadership as needed for resolution. A foster parent mentoring program was recently initiated and has been beneficial as indicated by the foster parent focus group. FFN recently convened a workgroup specific to addressing foster parent retention as well.

As a result of foster parent's retention continuing to be a challenge, FFN employs many different strategies to encourage foster parent retention. However, analysis to determine the most effective strategies is not evident. Recruitment, retention, licensing, and placement teams are clear that they value and support foster parents in any way they can. Case management staff reported that they clearly play a role in foster parent retention efforts. Frontline staff indicated that communication is the key to

retention. However, frontline staff also indicated that foster parents need to see themselves as part of the team and reciprocate communications.

Placement Process

FFN has recently experienced staff turnover in the placement units. Information provided by FFN indicates that there are nine staff available to provide placement services, three of which are considered placement case managers or specialists. During the on-site interviews, there were three specialists employed, two supervisors, and three family support workers to complete placements for the four-county circuit. The lack of staff was acknowledged by leadership, though there was no apparent plan in place to address the vacancies. Issues surrounding pay discrepancies among staff members were noted as being addressed. Frontline placement staff that remained are incredibly dedicated and willing to do what is necessary to ensure children get the most appropriate placement available. However, the placement process has remained unchanged since the last on-site monitoring in FY 17/18, despite being identified as an area in need of action. Placement attempts, referrals made, phone calls, and a significant amount of other data is monitored via a spreadsheet kept by the team for tracking purposes. And while the staff are committed to trauma informed placements, the lack of foster home capacity severely curtails the ability to apply these concepts. Further exacerbating this problem is limited availability of child care facilities that accept the Early Learning Coalition waiver, which was a concerned echoed throughout all on-site interviews. Foster and relative/non-relative homes with working parents are unable to commit to younger children due to this constraint. Foster parent surveys echo the issue related to day care facilities providing child care.

Placement stability has been a constant struggle for FFN over the past three fiscal years. FFN completed a placement change analysis in mid-2018 to address the performance measure 'Children's placement moves per 1,000 days in foster care'. Additional information gleaned from qualitative reviews suggested that improvements were needed to ensure placement stability and any moves made are necessary and in the best interest of the child (See Figure 10 and Table 9). There were significant data limitations noted in the analysis and efforts to address placement stability were recommended. The CARES team discussed in detail later in this section, was added in response to this analysis. Most recently, FFN has partnered with LCI Behavioral Health to establish an assessment center with anticipated full functionality by January 2020. Effects of these interventions have yet to be realized. The system currently used by recruitment and licensing of foster homes, BINTI, is also being created to provide the same functionality for placement staff. Anticipation of this programming will assist in not only best fit placements but provide ongoing analysis and further data extraction and drill down to issues that may not be recognized.

Information gathered during the initial request for placement includes behavioral health, mental health, demographics and other information as requested on the placement snapshot form utilized by FFN staff. Staff are attuned to trauma informed practices when getting and providing information to ensure the initial best fit placement. Based on their knowledge of the foster homes within their area and informal discussions with others about foster homes available, or those becoming open, children are placed as appropriately as possible. Upon exhaustion of these resources, a bed availability listing is used to attempt matching, but ultimately it is a matter of where there is an opening. While efforts are being made to have a trauma informed placement process, consistent application is challenging. Placement

staff also attempt to make placements within county a priority, however as noted in Figure 16, this is not always possible. Currently, FFN's number of children placed out of county, circuit, and region significantly surpass the statewide averages (See Figure 16).

One of the effects of the current lack of foster home capacity is the increasing number of foster homes with overcap waivers. These waivers allow foster families to provide care to an excess number of children indicated on their license. FFN has a specialist that closely monitors these overcapped homes. At this time, it was reported that there are at least 50 homes that are on overcap waivers, which accounts for approximately 83 children. During the interview process for this monitoring, exact number of homes or children in those homes on overcap waivers were not known. An additional effect of limited foster home capacity results in "night-to-night" placements for children. "Night-to-night" placements entail dropping off the child at the foster home at 10pm and subsequently picking the child up at 6am the following morning, creating significant instability for the child. Case managers attending to children in night-to-night placements are experiencing increased workload possibly leading to limited communications with their service providers and other partners on their cases.

Transition planning for children moving within licensed care, from or to relative/non-relative care or reunifications are sporadic. Foster parent focus groups indicate that transitions between licensed care homes are left up to the foster parents, with little to no guidance provided by case management staff. Child placement agreements (CPA) are inquired about upon initial placements. Placement specialists are aware of and ensure that CPA's are written and completed appropriately prior to case transfer. There is also a check point through the placement specialists as to the applicability of the CPA upon child movement. Placement specialists are often the first point of contact upon a placement that has disrupted or is about to disrupt. Often, it's the placement specialist providing support and making collaborative efforts between case management and foster parents to access and engage services to assist with maintaining the placement and avoid disruption. There are no formalized processes in place to address convening a stabilization or disruption staffing, inviting all parties to the table and addressing the needs of the child and foster parents, or relative/non-relative at this time. Placement staff are consistently, throughout all frontline staff interviews, been indicated to be the 'hub' of information sharing. Whether this 'hub' is helpful or not, the placement unit has some significant tasks that are additional to their primary goal in ensuring placements are the best match, ensuring placement stability.
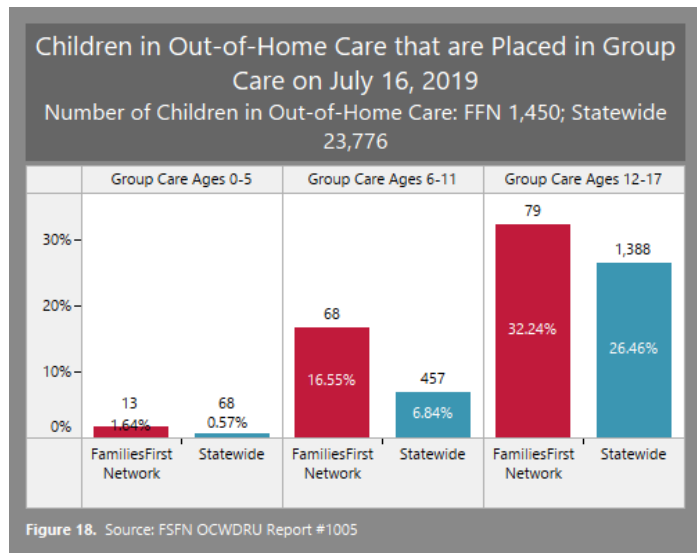
The CARES Teams are a supportive initiative to address gaps between shelter and case transfer. These teams continue to evolve with their direct responsibilities. Some of those concerns that the CARES Team may address include; family finding, diligent searches for missing parents, providing orientation to children and caregivers, linking children with clinical services, day care referrals and assistance with school enrollments. They are also tasked with ensuring a connection between the child's caregiver, the child and the removal parents through a "Comfort Call" as a bridged support to encourage co-parenting and addressing the child's needs and discerning likes or dislikes.

Group Home Care

FFN recognizes that children should be placed in the most family-like setting possible, but when that cannot occur, they are cognizant of those group homes which yields quality care for the children placed there. The contract management team monitors these placements on a quarterly basis including, but not limited to case review, environment of care and client interviews. Monthly site visits are made to

ensure highest quality standards and consistent collaboration and communication. FFN works closely with all group homes to ensure concerns of any type are immediately addressed and action put into place for improvement. FFN staff review group home reports, exit interviews and address any other concerns that may arise accordingly. FFN continues to monitor high cost placements on an ongoing basis. MATRIX homes provide behavioral health services to high need children, Cabbott provides placement for adolescent males and Arcadia provides placement for adolescent girls, including girls with higher end needs and difficult to manage behaviors. FFN continues its contract with National Youth

Advocate Program (NYAP) for an enhanced foster home program for children in out of home care with challenging behaviors. The NYAP homes cost less than group home placements, yet they provide a higher level of individualized care and continue to be an asset to FFN.

As of July 16, 2019, 11% of children in out-of-home care that FFN serves were placed in group care. (See Figure 17). Of these children, 13 are under the age of five in group care. Compared to the statewide average, FFN has more children in all age categories in group care. High utilizer staffings are being held weekly to address children in group care.

Children in Out-of-Home Care that are Placed in Group Care on July 16, 2019
Number of Children in Out-of-Home Care: FFN 1,450; Statewide 23,776

Figure 18. Source: FSFN OCWDRU Report #1005

Relative/Non-Relative Caregiver Supports

FFN has recently launched the CARES team initiative. As part of their duties, the CARES team is tasked with diligent searches for missing parents, but also relative/non-relative searches for possible placements. The CARES team has also been tasked with supporting relatives/non-relatives during the gap between investigations initiation and case transfer. The CARES team discusses Level 1 licensures for relatives/non-relatives and provides referral linkages as needed. FFN's Kinship Caregiver program has been fully implemented and provides support to relatives and non-relatives as needed. FFN

Children in OOHC that are Placed in Relative or Non-Relative Care

has trended positively since October 2018 increasing children placed in relative/non-relative care by 2%, above statewide average (See Figure 18).
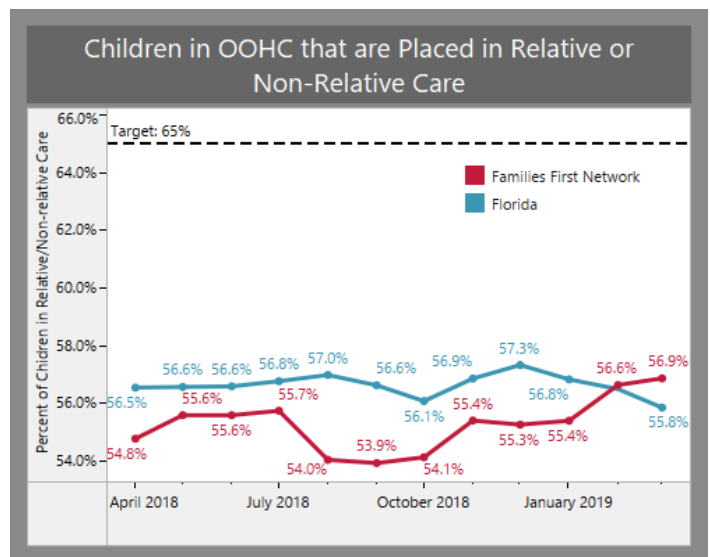
<u>Services to Transitioning Youth and Young Adults</u>

The EFC/IL program is currently staffed with five specialists, one family support worker and one supervisor. EFC/IL specialists begin youth engagement at age 17 to complete the initial transition plan, provide information on the programs available and discuss discharge activities. Specialists again meet with the youth 90 days prior to their 18th birthday to formalize their transition plan and address program requirements and expectations. The specialist is tasked with ensuring the child meets eligibility requirements for the independent living programs and guides the youth through transition meetings, discussing realistic expectations with the youth for optimal success. Life skills training is provided by the caregiver and the primary case manager up until the youth turns 18. The specialists inform case management and caregivers of training opportunities as they arise. The specialists take opportunities once the case is formally assigned to them in providing life skills training and using teachable moments in providing daily practical skills. Youth and young adults do have tangible supports as needed and there are community churches and agencies that donate items specific to the youth needs such as furniture and non-food stamp items.

Connections with community services for career or job sourcing and housing are limited and there are no formal avenues or points of contact. Specialists are diligent in assisting the case manager in ensuring the youth becomes and maintains eligibility in the independent living programs. Subsequently if the youth becomes ineligible, the youth is reminded of the discharge process and the specialist proceeds according to operating procedures.

ANALYSIS

FFN is currently challenged with recruitment and retention of foster homes, as well as placement processes as noted above. FFN has recognized these issues and has implemented some practices to ameliorate the concerns. These practices do take time to come to fruition, however, the immediacy concerning the lack of foster home capacity, excessive use of overcap waivers, the number of children being placed in group care as well as those out of county, circuit and region is significant. This is also contributing to children sleeping in offices and moving placements daily. Continued efforts and collaboration with the Region staff and community outreach to address these concerns is of paramount importance.

SECTION 8: PRACTICE

SUMMARY

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

<u>Theory Comprehension</u>

FFN's quality, training and data teams collaborate and subsequently disseminate updates to Florida Statutes, Florida Administrative Code, and Child and Family Operating Procedures (CFOPs) expeditiously and via a variety of platforms such as classroom trainings, e-mail distribution and computer-based learning modules (i.e. TidBits). The information is discussed during staff meetings and any further clarification, if needed, is addressed. Leadership exemplifies the use of family centered practices and trauma informed care throughout the levels of management. Leadership staff model the words and

actions associated with these practices, while supervisory staff provide guidance through modeling and using a consultative supervision style. Frontline staff also verbalized that they receive updates on statutes, policy, and procedures as well.

Frontline staff verbalized their feelings of being supported by leadership and expressed an intrinsic obligation, especially in Escambia County, to maintain their cases to the best of their abilities. Clearly all staff embrace and exemplify family centered and trauma informed practices through their use of family team meetings, care coordination, and staff daily huddles. However, specifically regarding initial placements, movements and some case transfer staffings, the ability to apply these concepts are hindered by lack of capacity of foster homes, staff, and communication. During frontline interviews, staff were well versed on trying to ensure best placement as the first placement but indicated that it just wasn't possible with the number of foster homes currently available. Likewise, staff indicated that in Walton County, parents are only invited to non-judicial case transfer staffings. It's noted in other counties, practices of having face-to-face case transfer staffings have fallen to the wayside, now occurring more via a conference call line. Frontline staff indicated that this was not conducive to family engagement.

Practice Competency

The most recent information regarding safety methodology implementation status for FFN can be located in the Child Welfare Key Indicators Monthly Report-September 2019. The Northwest Region currently has the lowest percent of cases with an approved FFA-Ongoing with Escambia County at 60.7%. Staff are trained on the practice model during pre-service and provided with refresher courses through in-service training as needed. FFN leadership are committed to continuing efforts to identify gaps to improve and enhance understanding and application of core concepts. FFN also employs safety practice consultants that are housed within the service centers to provide guidance on application of concepts as needed.

As noted above, frontline staff are committed to applying family centered and trauma informed practices within the child welfare practice model. FFN has recognized the need for continued training in safety planning and engagement to improve case outcomes, both qualitatively and ultimately through performance measures. There may be beneficial outcomes with continued evolution of safety management services to address staffing limitations, case carrying requirements and expansion of collaborative efforts with investigations. Specific details are outlined in Section 3 Service Array.

Qualitative data and performance measures are reflective of the deficits currently being scrutinized by FFN's leadership and continued strategies to address these issues are being explored. One such example is the percent of children exiting to a permanent home with 12 moths of entering care (See Figure 6). Performance measure data and permanency related CQI data are almost mirror images, indicating declines in all but one CQI Item (See Table 9). In response to this issue, FFN has engaged strategies including engagement skill building, supervisory guidance skill development, and addressing past trauma of parents involved. This project is ongoing but provides the extent to which FFN has assessed practices through quantitative and qualitative measures, incorporating practice model and theory comprehension and subsequently developing their staff.

All staff are trained on the practice model, trauma informed care, and family centered practice principles from pre-service training to field application and beyond. The safety practice consultants provide further support for understanding and implementing the safety practice model. While qualitative data results do not indicate that trauma informed care and family centered practices are consistently applied and integrated into daily work, there is an overarching systemic issue that impedes their application. Details indicated in Section 7, Placement Resources and Process.

SECTION 9: PARTNERSHIP RELATIONS

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

Child Protective Investigations

Child Protective Investigations is provided by DCF in Santa Rosa, Escambia, and Okaloosa counties and by the Walton County Sheriff's Office (WCSO) in Walton County. FFN and WCSO recently finalized a working agreement in September 2019. This agreement reflects responsibilities and procedures to address those families encountering the system of care. The interagency agreement between FFN, DCF Region staff, and Children's Legal Services was signed in June 2017 and may require review. However, the interagency agreement does mirror that of the currently working agreement for WCSO. Walton County Sheriff's Office became the provider of child protective investigations in July 2018. Focus groups for investigations indicated great working relationships specific to Santa Rosa County, where DCF investigations and FFN are co-located. Working relationships, while not completely strained, were not developed in Walton County. Specifically, issues surrounding safety management services were causes for frustration (See Section 3). Another concern that is universal to all investigations is that of placement on-call and hand-off. Communication between all parties in understanding each other's role and how they interconnect should be continual. And while there are opportunities for those in Santa Rosa, Okaloosa and Escambia Counties to train, collaborate and communicate effectively, this is not apparent in Walton County. Discussions surrounding family centered practices are also lacking due to the inclusion of family member on only in-home non-judicial cases in Walton County. Frontline case management staff indicated that overall relationships with investigations is good, but it does depend on the investigator. There was expressed difficulty with establishing and maintaining relationships with investigative staff in Escambia County and it would be beneficial to have a staff roster available for both case management and investigations. Frontline staff indicated that when calls come in for initial placements, investigators are able to provide the majority of the information needed. Surveys indicated that both case management and investigative staff have difficulty with case transfers, both in timeliness and information sharing. Case management staff indicated that when placements require a child placement agreement and one has not been created, the placement staff use the opportunity as a teachable moment to assist the investigator on what is required to meet the need.

Leadership interviews indicate that there are practices, such as having a single person completing referrals for services by stratifying them to the services available rather than the needs of the family inhibit families from maximum benefit of services. Communication was not indicated to be an issue,

however, as with all agencies, there are disconnects that are apparent. Continued difficult conversations with mutual respect and solutions focused are required to continue the system of care maturation.

Children's Legal Services

Based on focus groups, continued efforts to work together, communicate needs and optimize operational activities are needed. CLS is receiving judicial reviews in a timely manner, however, case plans and other documents are less forthcoming. Issues regarding follow up for referrals made, providing documentation from service providers and getting and/or updating birth certificates prior to terminations are issue affecting permanency for children, which remains unresolved since the prior on-site monitoring. Both case management and CLS indicated a lack of court preparation. Please see Section 7 Pre-Service Training regarding training needs for case management. While CLS indicated that there are forums in which issues can be discussed, it was felt that there were often no resolutions. Survey responses suggest that case management turnover continues to affect permanency outcomes for children in care.

Judiciary

FFN leadership has taken a proactive approach with the judiciary in Circuit 1 through community alliance discussion, specifically regarding day care availability. FFN has sought council with the judiciary to discuss and engage in remedial efforts for system wide improvements. The judiciary that participated in the contract oversight surveys are tenured, all of which have served over six years on the dependency bench. The judiciary are empathetic to the role of case managers, all of which expressed their concern of case managers being inundated to the point of unresponsiveness. The judiciary survey responses also echo that of CLS issues regarding receipt of service provider documentation. The judiciary surveys unanimously indicate that there is a lack of access to appropriate and timely services to meet the needs of the children.

GAL

Relationships between GALs and FFN are challenging from both case management and GAL standpoints. While the goal is to ensure child safety, permanency and well-being, the methods used and in areas by which these are sought for a particular agency's focus are diverse. The GAL focus group indicated that they do not feel as though they are part of the team, are not provided with updates or changes in the case and are unsure of the information being provided to foster parents for them to be thoroughly informed. These feelings were also expressed in the surveys. Survey's completed by FFN within their case management staff indicated that case management feels their opinions are not valued, especially when the judiciary require GAL concurrence to move a case forward. Communication between these groups are limited and ineffectual at achieving resolutions. Indeed, communication as indicated in the survey's, is the key diversion of case management and the GAL's. GAL focus group indicated that their impression of case management, when seeking assistance from supervisory staff, are met with a closed-door attitude. There were no known standing meetings to discuss systemic barriers or escalation process to address differing of opinions.

Other Governmental Agencies

Early Childhood Court

FFN continues to participate in Early Childhood Court proceedings and service interventions. Early Childhood Court continues to progress well in Okaloosa and Escambia Counties. This was one of the first areas to implement the safety framework of the Safety Practice Model.

Department of Juvenile Justice

Communication and collaboration with the DJJ is sustained with monthly cross-over calls. Focus groups indicate that their interaction with DJJ is adequate with an ability to address needs or concerns.

Managing Entity

The managing entity that oversees Circuit 1 is Big Bend Community Based Care, Inc. This is one of the two agencies in Florida in which both child welfare and behavioral health services are housed within the same agency. While FFN participates in monthly service meetings with the circuit managing entity and Regional DCF staff, there was little discussion as to services being provided by the managing entity. Several focus groups indicated that there was a lack of services and waiting lists for services. Judiciary surveys also highlighted the lack of available services for families and waiting lists that could set a case back 4-6 months.

Domestic Violence Service Providers

There are co-located DV advocates available to participate in safety planning and staffings, including case transfer staffings. These experts provide on-going support and guidance to case management staff.

Educational Coordination

There is a designated ESSA (Every Student Succeeds Act) liaison at each school as a point of contact. Case management staff are able to reach out to them for any educational needs that may arise for their children. Based on surveys from community providers, there is a lack of communication in informing the school's of identified foster students required by ESSA. Specifically, "School Districts are required to identify foster students according to Every Child Succeeds Act and this slow and often times, no communication hinders that compliance piece and the services foster students are entitled to."

Other Area Partnerships

Military

FFN has a strong military presence that impacts the community and the resources therein. The primary training base for the Navy, Marine Corps, and Coast Guard is located in Pensacola. FFN's leadership report a positive and collaborative relationship with the various military bases in Circuit 1. FFN has recently hired a recruitment specialist with a military background. Ultimately, this will assist with recruitment efforts for military personnel. FFN is also engaging with a military internship program with the hopes of continued collaboration and further expansion of involvement.

ANALYSIS

FFN is currently experiencing challenges related to foster home capacity which branches out to several facets of the agency. Case management turnover is also at an all-time high and is another layer that branches out to all facets as well. These two, when happening in tandem, create a tense and sometimes a snowball effect of mis or non-communication. Communication and collaboration, therefore, are not as

forthcoming with many of the partners as expected. As noted in Section 5 Workforce Management, Section 7 Placement Resources and Processes and as currently described in this section, the underlying challenges faced by FFN is the lack of communication between frontline case management, investigations, CLS and GAL staff. In addition, there is a disconnect between frontline case management staff and leadership about ongoing efforts to strengthen the system of care. For example, recruitment efforts that are very robust, yet not messaged to frontline staff working with children with placement instability.

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

FFN has continued to fully embrace the faith-based community through their Fostering Through Faith initiative. This initiative was launched in August 2019 and is anticipated to touch at least one hundred and fifty churches. The initiative began with 17 churches, all of which have committed to participate in the initiative, inviting 3-4 additional churches for the next meeting scheduled in November 2019. The object of this initiative is to have at least one foster family licensed per church, and the commitment from the other parishioners to become that foster families supports while fostering. Those supports would include, but not limited to, respite care, tangible needs such as beds and services such as haircuts. FFN has maintained relationships with churches that provide tangible supports in the way of gifts, food, furniture and other donated items.

Business Community

FFN has continued to cultivate business relationships to promote awareness of child welfare issues as well as provide tangible supports for families currently touched by the child welfare system. There are many events in which proceeds of them are utilized to enhance services for families in the local community, such as the local corn maze through Sunshine Farms. Other tangible gifts include baskets, gift cards and flowers. Howland Farms donated sunflowers that were used both at the local community alliance and subsequently at the Board meeting to represent the number of children not placed within Circuit 1 and needing to be brought back. This highlighted the continued need for foster homes. FFN has also tapped into grants offered by local companies to fund additional enhancements through technology and training. Additionally, FFN benefits from its parent company, Baptist Healthcare, in which the Baptist Foundation supports FFN's endeavors to ensure needs and services of the community are met.

Media Relationship

FFN collaborates with local media outlets to increase public awareness regarding child abuse prevention, foster and adoptive parenting and to solicit needed goods and services. Relationships with outlets such as WEAR-TV and the Pensacola News Journal and other media outlets allow FFN to promote positive messaging to the community. FFN utilizes social media outlets such as Facebook, Twitter, Instagram, and Pinterest to recruit foster and adopt parents.

Community Alliance

The Circuit 1 community alliance is made up of the smaller four county community alliances. The makeup of the alliance mirrors that of statutory requirements. The community alliance is used as forum in which there are discussions of meeting the needs of children in each county and becoming a trauma informed community. FFN provides the alliance with key data metrics, the Department's dashboard information as well as qualitative data linkage. FFN provides information regarding strengths and process that are going well as well as open discussion about opportunities for improvement and how the community can assist to make a positive impact. One such example is the noted concern over the accessibility of day care in all counties. Daycares have opted to not accept Early Learning Coalition (ELC) waivers, making children in licensed and un-licensed care settings more difficult to place due to working parents. A member of the community alliance, a Judge, sent out letters to each day care urging them to accept the waivers and indicated the need for this service to ensure a healthy system of care. The effort made some impact, though day care continues to be a concern throughout the circuit.

ANALYSIS

FFN has continued to foster relationships through all community facets. Working relationships with the media are positive and afford FFN the ability to spread knowledge and solicit for much needed foster homes. There is a renewed focus on the faith-based community to encourage involvement, not only as recruitment to becoming a foster home, but allow others to support them in non-traditional ways. FFN is well established with the community alliance and maintains transparency while garnering support through the alliance.

SECTION 11: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed a desk review in January 2019 for FY 18/19. The following is a summary of the findings and any actions taken by FamiliesFirst Network – Lakeview Center Inc. to improve. The full contract monitoring report for FamiliesFirst Network – Lakeview Center, Inc. is available for reference.

Areas Needing Action Identified in Previous Report

1) M07: Percent of children who do not re-enter foster care within 12 months of moving to a permanent home.
   a) This finding was included on a corrective action plan.
   b) *Performance Declined – From FY17-18 to FY 18-19 FFN declined by 5.7%.*
   c) *Summaries of Actions Taken:* A greenbelt project was initiated and remains in progress. The team has finalized root causes, countermeasures have been discussed and next steps of implementation and improvement review are forthcoming.

2) M08: Children's placement moves per 1,000 days in foster care.
   a) This finding was included on a corrective action plan.
   b) *Performance Declined – From FY 17-18 to FY 18-19 FFN increased placement rate by .9.*
   c) *Summaries of Actions Taken:* Weekly high utilizer staffings are occurring to address children in residential group care. There are continued efforts to increase placements with relative/non-

relative caregivers. The CARES team has been implemented to assist with both locating relative/non-relative caregivers as well as providing supports to those children in out-of-home care and caregivers to bridge the gap between investigations and case transfer staffing. Daily placement calls were also implemented in June 2019 to address children pending placement as of 3pm.

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 goals?
   a) This finding was included on a performance improvement plan developed by the Region.
   b) *Performance Declined – FFN declined by 35% from FY 17-18 to FY 18-19.*
   c) *Summaries of Actions Taken:* Continue DST calls in response to removal rate and impact on placement capacity. Permanency Roundtable expansion to include entire circuit with focus on permanency for deep end children and children where barriers to permanency are identified. Expansion of specialized Family Finders unit Circuit wide. Through contract with National Youth Advocate Program (NYAP) increase foster home capacity to meet needs of children with intensive behavioral needs. Targeted recruitment which considers the unique need of children and youth in need of foster and adoptive families. Recruitment efforts utilize demographic data to inform recruiting by identifying characteristics of current foster and adoptive parents as well as children and youth in care. Quality parenting initiative workgroups focused on identifying and addressing barriers to providing quality services and achieving positive outcomes. Partner with Casey Family Programs to complete Rapid Permanency Reviews to identify barriers and implement strategies aimed at improving timeliness to finalized adoption when a child is in a matched placement. Address legal barriers through bi-monthly collaborative meetings with DCF, CLS, GAL and court improvement representative. Continue ECC monthly stakeholder meetings. Implementation of CARES team. Restructure of case management and adoptions activities. The restructuring has resulted in specific units providing adoptive homestudy completion. Case management continues to be unaware of its purpose. Greenbelt project with DCF and CLS to address the less than average number of reunifications and higher than average rated of termination of parental rights/adoptions in Circuit 1. Greenbelt project to address re-entry rates. All preceding PIP tasks have been completed or remain in progress as noted on the Northwest Region Program Improvement Plan.

4) M10: Percent of children in out of home care who received dental services within the last seven months.
   a) This finding was included on a corrective action plan.
   b) *Improved Performance – FFN improved from FY 17-18 to FY 18-19 by 1.1%.*
   c) *Summaries of Actions Taken:* FFN implemented dental tracking on a weekly basis per unit. Unit managers are required, if not meeting the measure, to attend a Monday morning meeting to discuss barriers and challenges.

5) M11: Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education.
   a) This finding was included on a corrective action plan.
   b) *Improved Performance – FFN has improved from FY 17-18 to FY 18-19 by 3.3%.*
   c) *Summaries of Actions Taken:* FFN indicated that there was data error related to this measure. Furthermore, staff assigned to address the measure were unavailable. Errors were corrected, and data staff are now cross trained in the event of personal or workload issues impeding progress.

Opportunities for Improvement Identified in Previous Report

1) M04: Percent of children under supervision who are seen every 30 days.
   a) This finding was included on a corrective action plan.
   b) *Improved Performance – FFN has maintained compliance above the performance measure.*
   c) *Summaries of Actions Taken:* FFN implemented tracking at 25 and 27 day increments on a weekly basis per unit. Unit managers are required, if not meeting the measure, to attend a Monday morning meeting to discuss barriers and challenges. CAP was completed and FFN has been released from CAP measure.

2) M12: Percent of siblings who are placed together.
   a) This finding was included on a corrective action plan.
   b) *Performance Declined – FFN has declined in performance from FY 17-18 to FY 18-19 by 6.7%.*
   c) *Summaries of Actions Taken:* Separated sibling staffings are completed on a quarterly basis.

3) CQI Item 3: Did the Agency make concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care?
   a) This finding was included on a performance improvement plan developed by the Region.
   b) *Improved Performance – FFN has improved between FY 17-18 and FY 18-19 by 25%. However, this remains below the Federal PIP goal by 18.3%.*
   c) *Summaries of Actions Taken:* Continued utilization of the Early Childhood Court model for target population (0-3 years of age) where the danger threat includes substance abuse. Post-reunification staffings to be held at the first- and fifth-months following reunification. Lastly, safety practice consultants are utilized to provide support and technical assistance, are included and participate in conditions for return staffings and are required a consult within 15 days of case transfer to case management. FFN contracted with Action4 Protection to provide training and consultation around safety practice and/or safety planning. All senior leadership staff completed CFSR training in the CFSR portal for training and capacity building purposes. This training was held in March of 2018. The preceding PIP tasks were implemented and indicated as completed in December 2017 and March 2018.

4) 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?
   a) This finding was included on a performance improvement plan developed by the Region.
   b) *Improved Performance* – *FFN has improved from FY 17-18 to FY 18-19 by 21.9%, above the Federal PIP goal of 58.4%.*
   c) *Summaries of Actions Taken:* Timely referral and linkage of parents to assessments and services identified to meet individual needs through early and ongoing involvement of Case Coordination Unit. The unit will take on an enhanced role to coordinate services for parents, for both in-home and foster care populations. Implementation of 'My Jump Vault' to facilitate caregiver access to child resource record information. Quarterly leadership debrief of CQI findings with planning to drive measures toward target. Quality family assessments through regular practice model booster training for frontline staff. All preceding tasks are indicated to have been completed in September 2017.

   There will be an increased focus on family engagement by enhancing supervision. Leadership will monitor children seen and parent contacts reports monthly. Leadership will provide a template/guide for use in the field and will review case notes as part of the supervision process. Training will be provided for all supervisors regarding supervisory reviews and determination of quality contacts occurring. Quality contacts training will continue, and leadership will provide supporting in-service training to enhance current training. All preceding tasks are indicated to have been completed in August 2018.

   Develop training on how SHINE reviews can be utilized as a supervision tool. Leadership staff will attend training regarding utilization of SHINE reviews. These tasks are indicated to have been completed in November 2018.

5) 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?
   a) This finding was included on a performance improvement plan developed by the Region.
   b) *Improved Performance* – *FFN has improved from FY 17-18 to FY 18-19 by 26.9%, above the Federal PIP goal of 58.4%.*
   c) *Summaries of Actions Taken:* Timely referral and linkage of parents to assessments and services identified to meet individual needs through early and ongoing involvement of Case Coordination Unit. The unit will take on an enhanced role to coordinate services for parents, for both in-home and foster care populations. Implementation of 'My Jump Vault' to facilitate caregiver access to child resource record information. Quarterly leadership debrief of CQI findings with planning to drive measures toward target. Quality family assessments through regular practice model booster training for frontline staff. All preceding tasks are indicated to have been completed in September 2017.

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Develop training on how SHINE reviews can be utilized as a supervision tool. Leadership staff will attend training regarding utilization of SHINE reviews. These tasks are indicated to have been completed in November 2018.

6) 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 included on a performance improvement plan developed by the Region.
   b) *Improved Performance – FFN has improved from FY 17-18 to FY 18-19 by 20.4%. However, this remains below the Federal PIP goal by 31%.*
   c) *Summaries of Actions Taken:* Timely referral and linkage of parents to assessments and services identified to meet individual needs through early and ongoing involvement of Case Coordination Unit. The unit will take on an enhanced role to coordinate services for parents, for both in-home and foster care populations. Implementation of 'My Jump Vault' to facilitate caregiver access to child resource record information. Quarterly leadership debrief of CQI findings with planning to drive measures toward target. Quality family assessments through regular practice model booster training for frontline staff. All preceding tasks are indicated to have been completed in September 2017.

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   Develop training on how SHINE reviews can be utilized as a supervision tool. Leadership staff will attend training regarding utilization of SHINE reviews. These tasks are indicated to have been completed in November 2018.

7) CQI Item 14: Were the frequency and quality of visits between caseworkers and the child(ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?
   a) This finding was included on a corrective action plan.
   b) *Improved Performance* – *FFN has improved between FY 17-18 and FY 18-19 by 17.3%. However, this remains below the Federal PIP goal by 32%.*
   c) *Summaries of Actions Taken:* Timely referral and linkage of parents to assessments and services identified to meet individual needs through early and ongoing involvement of Case Coordination Unit. The unit will take on an enhanced role to coordinate services for parents, for both in-home and foster care populations. Implementation of 'My Jump Vault' to facilitate caregiver access to child resource record information. Quarterly leadership debrief of CQI findings with planning to drive measures toward target. Quality family assessments through regular practice model booster training for frontline staff. All preceding tasks are indicated to have been completed in September 2017.

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   Develop training on how SHINE reviews can be utilized as a supervision tool. Leadership staff will attend training regarding utilization of SHINE reviews. These tasks are indicated to have been completed in November 2018.

SECTION 12: ON-SITE MONITORING SUMMARY

SUMMARY

FFN is a tenured child welfare community-based care agency in Circuit 1 that has had recent movement within the leadership team. The agency is committed to being a trusted community partner and serving the community through their mission of 'helping people throughout life's journey.' FFN is currently experiencing difficulties that require continuous quality improvement activities as well as immediate interventions.

Opportunities for system of care enhancement are inherent in all community-based care organizations. FFN's leadership, QM and training teams are an asset to the organization and will serve them well as they endeavor to address the issues noted below.

AREAS NEEDING ACTION:

These findings represent areas that need prompt attention and action.

1. Performance
    a. Permanency
        i. M05: Percent of children exiting to a permanent home within 12 months of entering care
            1. FFN has declined in performance from FY 17-18 to FY 18-19 to 35.9%. FFN has also not met the measure target for the past eight quarters. The measure target is above 40.5%.
        ii. M07: Percent of children who do not re-enter foster care within 12 months of moving to a permanent home.
            1. FFN is currently on a corrective action plan to address this performance measure. Performance has declined over the past two fiscal years and although there is a slight uptick for the past four quarters, the overall performance shows a negative trend. FFN is currently at 84.64%. The measure target is above 91.7%.
        iii. M08: Children's placement moves per 1,000 days in foster care.
            1. FFN is currently on a corrective action plan to address this performance measure. Performance has declined over the past two fiscal years and has shown a steady negative trend for the past seven quarters. FFN is currently at a rate of 7.56. The measure target is below 4.12.
        iv. M12: Percent of siblings who are placed together.
            1. FFN is currently on a corrective action plan to address this performance measure. Performance has declined over the past two fiscal years and has shown a steady negative trend for the past eight quarters. FFN is currently at 60.56%. The measure target is above 65%.
        v. 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 goals?
            1. FFN is currently on a performance improvement plan to address this measure. Performance has declined by 35% from FY 17-18 to FY 18-19. FFN is currently at 46.5%. The Federal PIP goal is 88.5%.
        vi. CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption or other planned permanent living arrangements?
            1. FFN declined in performance by 3.5% over the past two fiscal years. FFN is currently at 46.5%. The Federal PIP goal is 75.4%.
2. Systemic
    a. Workforce Management
        i. Workforce Capacity
            1. The lack of case management staff has created a strain on the system in which the judiciary, foster parents, CLS, CPI's and GAL's are keenly aware of. Recruitment and retention activities, while robust and ongoing, are not

producing the outcomes to increase the number of case managers that are needed.

    b. Placement Resources and Processes
        i. Family Foster Home Recruitment
            1. The total number of foster homes has declined over the past four years as noted on the DCF Dashboard. Foster home availability is at a critical point, resulting in children sleeping in offices, having multiple overnight placements, being placed in group care and being placed outside their removal county, circuit and region.
        ii. Placement Process
            1. At the time of the on-site review the number of placement staff available to address child placements totaled three employees and two supervisors. There is an immediate staffing need to ensure the current staff do not burn out and the tasks associated with placement processes are consistently covered.
            2. FFN staff reported an inordinate number of children currently placed on overcapacity waivers. While the exact ratios were unknown, the oversight of these homes are being addressed by one staff member. The number of homes estimated at the time to be on overcap waivers was 50.
        iii. Relative/Non-Relative Caregiver Supports
            1. Further collaboration with the Region for ongoing efforts to locate, support and retain relative and non-relative caregivers to augment current foster home capacity is necessary.

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. M01: Rate of Abuse per 100,000 days in foster care
            1. FFN has historically met this measure and improved over the past two fiscal years. However, in the past two quarters, FNN has shown a negative trend and has exceed the rate of abuse to 8.63. Measure target is 8.5 and below.
        ii. 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?
            1. FFN is currently on a corrective action plan to address this item. While there has been improvement, the item remains below statewide performance, federal and state expectations and below the Federal PIP goal of 77.7%.
    b. Permanency

i. 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?
   1. Performance has declined by 18.4% from FY 17-18 to FY 18-19. FFN is currently at 57.6%.
ii. 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 relationship with these close family members?
   1. Performance has declined by 20.7% from FY 17-18 to FY 18-19. FFN is currently at 46%.
iii. CQI Item 9: Did the agency make concerted efforts to preserve the child's connection to his or her neighborhood, community, faith, extended family, Tribe and friends?
   1. Performance has declined by 11.9% from FY 17-18 to FY 18-19. FFN is currently at 51.2%.
iv. CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?
   1. Performance has declined by 21.7% from FY 17-18 to FY 18-19. FFN is currently at 65.1%.
v. CQI Item 11: Did the agency make concerted effort 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?
   1. Performance has declined by 1.6% from FY 17-18 to FY 18-19. FFN is currently at 57.6%.

c. Well-Being
   i. CQI Item 12B: Did the Agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?
      1. FFN is currently on a corrective action plan to address this item. While there has been improvement, the item remains below statewide performance, federal and state expectations and below the Federal PIP goal of 58.4%.
   ii. CQI Item 13: Did the Agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?
      1. FFN is currently on a corrective action plan to address this item. While there has been improvement, the item remains below statewide performance, federal and state expectations and below the Federal PIP goal of 70.7%.

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 case goals?
1. FFN is currently on a corrective action plan to address this item. While there has been improvement, the item remains below statewide performance, federal and state expectations and below the Federal PIP goal of 78.9%.
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. Performance has declined by 3.6% from FY 17-18 to FY 18-19. FFN is currently at 71.4%.
v. CQI Item 18: Did the agency address the mental/behavioral health needs of children?
1. Performance has declined by 3.1% from FY 17-18 to FY 18-19. FFN is currently at 54.1%.
4. Systemic
   a. Service Array
      i. CARES Teams
         1. While all focus groups were aware of this team's implementation, not all were knowledgeable as to their purpose and availability.
      ii. Pre-Service Training
         1. Both case management and CLS indicated deficits in the ability of case management staff to present to the judiciary. CLS indicated these deficits hinder case progression. Case management indicated that the training received by CLS for court preparation was inadequate.
      iii. Safety Management Services
         1. SMS have evolved over the past two years and have not been reevaluated. Re-assessment of FFN's SMS services is due to be submitted.
   b. Placement Resources and Processes
      i. Family Foster Home Retention
         1. Foster parent focus group was unaware of the EAP service that is available to them. Further, foster parents indicated that a handbook was being created, but unaware that one existed.
      ii. Service to Transitioning Youth and Young Adults
         1. There is a lack of development of housing, career/job sourcing and formal life skills training for these youth and young adults.
   c. Partnership Relations
      i. Child Protective Investigations, Children's Legal Services, Guardian Ad Litem, Managing Entity

1. There is a pervasive lack of communication as noted in Section 9 with the partners listed above. Further efforts to engage, clarify, educate, collaborate and analyze agreed upon processes to reach issue resolution are necessary.

ADMINISTRATIVE REVIEW:

The following administrative findings were identified during the monitoring:

1. Incident reporting
   a. Contract AJ495, Standard Contract, 12. specifies the requirements for reporting critical incidents in accordance with CFOP 215-6.
      i. While on-site it was discovered that though there were incidents reported in the IRAS system, some were not mirrored into the providers internal reporting system, STARS. This could create a potential risk to the provider in that when they pull incidents internally for risk analysis, these incidents will not be included.
      ii. Of the 15 incidents reviewed 11 were critical incidents. 55% (6 out of 11) were entered in to IRAS. 5 were not entered in to IRAS.
      iii. Two incidents were not reported to the provider's incident coordinator following provider's process and timelines for internal reporting.
2. Information Security
   a. Contract AJ495, Standard Contract, 28.c. states the provider employees shall sign the DCF Security Agreement Form CF0114 annually.
      i. 92% (23 out of 25) were completed timely. One form was completed 3 months after the anniversary date of the previous form and one form was completed 4 months after the form anniversary date.
3. Employment Eligibility
   a. Contract AJ495, Standard Contract, 35.a.vi. specifies the providers compliance with employment eligibility requirements.
      i. 100% of I-9's and E-Verify requirements were met.
4. Subcontracts
   a. Contract AJ495, Standard Contract, 8. and attachment 1.9.3. specifies requirements for subcontracting.
      i. 70% (7 out of 10) of subcontracts had a detailed cost analysis. The cost analysis provided for the 3 outstanding subcontracts were for fiscal years prior to the currently held contract and were not updated accordingly. All other specified subcontracting requirements were met.

SECTION 13: INNOVATIVE PRACTICES

FFN had several innovative practices that were highlighted in the previous on-site monitoring. However, the SHINE reviews continue to be evolving and utilized as a resource to improve quality case management on a continual basis.

- SHINE Reviews - Over 100 reviews are completed monthly by staff from several departments. Reviews are targeted to specific areas based on need. Findings and information is fed back to staff in the form of written reports with graphics and via supervisory meetings with staff. Staff were knowledgeable about the process and genuinely appeared to value the feedback. Additional recognition, delivered by the CEO at the Quarterly Town Halls, further reinforces this process.
- FFN has also leveraged community resources to provide case managers with unique training opportunities through Immersion training. Immersion training allows case managers to actively role play through a home visit and receive immediate feedback to strengthen their assessment skills. Impact of this training on performance has yet to be realized due to its recent inception.

SECTION 14: CONTRACT MONITORING PROCESS

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

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

The CBC monitoring team consisted of Department of Children and Families Community Based Care Monitoring Unit staff – Jessica Manfresca and Reneé Gill, DCF Child Welfare representatives, John Harper/Headquarters and Fawn Moore/Central Region and CBC representatives Chris Compton/Family Support Services of North Florida and Chris Dyer/Heartland.

– 2018 FLORIDA CHILD WELL-BEING INDEX –

OVERALL COUNTY RANK

41

Escambia County

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

ECONOMIC WELL-BEING
DOMAIN RANK 28

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2011	28.3	2016	25.8	16,654	👍
Unemployment rate	2011	9.7	2016	4.9	6,973	👍
High housing cost burden (>30% income spent)	2007-2011	38.0	2012-2016	31.4	36,424	👍
Teens not in school and not working	2007-2011	10.0	2012-2016	6.4	1,229	👍

EDUCATION WELL-BEING
DOMAIN RANK 50

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2007-2011	53.2	2012-2016	54.1	3,784	Unchanged
4th grade students not proficient in English Language Arts	2014/15	78.0	2015/16	80.0	2,482	👎
8th grade students not proficient in math	2014/15	90.0	2015/16	87.0	1,705	👍
High school students not graduating on time	2011/12	37.9	2015/16	23.9	626	👍

HEALTH WELL-BEING
DOMAIN RANK 15

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2011	10.3	2016	10.2	406	Unchanged
Uninsured children	2010	9.8	2015	5.6	3,756	👍
Overweight and obese 1st, 3rd & 6th grade students	2010/11	35.1	2015/16	33.5	3,105	👍
High school teens who used alcohol/drugs (past 30 days)	2012	40.1	2016	30.1	222	👍

FAMILY & COMMUNITY
DOMAIN RANK 42

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2007-2011	39.0	2012-2016	37.9	20,729	👍
Children living in high poverty areas	2007-2011	14.3	2012-2016	8.9	5,789	👍
Children with verified maltreatment (per 1,000)	2011/12	15.7	2016/17	14.3	954	👍
Youth contacts with the juvenile justice system (per 1,000)	2011/12	46.7	2016/17	33.1	953	👍

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– 2018 FLORIDA CHILD WELL-BEING INDEX –

Okaloosa County

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

ECONOMIC WELL-BEING
DOMAIN RANK 4

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2011	22.2	2016	16.4	7,165	(down)
Unemployment rate	2011	7.8	2016	4.0	3,767	(down)
High housing cost burden (>30% income spent)	2007-2011	35.6	2012-2016	31.9	24,301	(down)
Teens not in school and not working	2007-2011	8.7	2012-2016	5.7	484	(down)

EDUCATION WELL-BEING
DOMAIN RANK 5

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2007-2011	49.8	2012-2016	46.7	2,359	(down)
4th grade students not proficient in English Language Arts	2014/15	69.0	2015/16	70.0	1,670	(up)
8th grade students not proficient in math	2014/15	54.0	2015/16	57.0	905	(up)
High school students not graduating on time	2011/12	16.7	2015/16	15.6	320	(down)

HEALTH WELL-BEING
DOMAIN RANK 6

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2011	7.8	2016	7.7	215	Unchanged
Uninsured children	2010	10.5	2015	7.2	3,245	(down)
Overweight and obese 1st, 3rd & 6th grade students	2010/11	25.1	2015/16	25.2	1,698	Unchanged
High school teens who used alcohol/drugs (past 30 days)	2012	36.2	2016	32.5	381	(down)

FAMILY & COMMUNITY
DOMAIN RANK 13

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2007-2011	30.8	2012-2016	29.5	11,448	(down)
Children living in high poverty areas	2007-2011	2.4	2012-2016	1.6	682	Unchanged
Children with verified maltreatment (per 1,000)	2011/12	13.4	2016/17	12.8	543	Unchanged
Youth contacts with the juvenile justice system (per 1,000)	2011/12	34.4	2016/17	29.2	547	(down)

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– 2018 FLORIDA CHILD WELL-BEING INDEX –
Santa Rosa County

OVERALL COUNTY RANK: 6

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

ECONOMIC WELL-BEING — DOMAIN RANK 3

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2011	16.3	2016	14.9	5,560	👍
Unemployment rate	2011	8.6	2016	4.5	3,435	👍
High housing cost burden (>30% income spent)	2007-2011	35.0	2012-2016	27.9	16,597	👍
Teens not in school and not working	2007-2011	8.8	2012-2016	8.3	660	Unchanged

EDUCATION WELL-BEING — DOMAIN RANK 11

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2007-2011	42.4	2012-2016	60.2	2,453	👎
4th grade students not proficient in English Language Arts	2014/15	66.0	2015/16	68.0	1,344	👎
8th grade students not proficient in math	2014/15	65.0	2015/16	66.0	891	👎
High school students not graduating on time	2011/12	22.8	2015/16	14.3	288	👍

HEALTH WELL-BEING — DOMAIN RANK 19

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2011	7.6	2016	7.9	150	Unchanged
Uninsured children	2010	10.9	2015	5.4	2,112	👍
Overweight and obese 1st, 3rd & 6th grade students	2010/11	29.4	2015/16	28.2	1,537	👍
High school teens who used alcohol/drugs (past 30 days)	2012	41.2	2016	39.5	224	👍

FAMILY & COMMUNITY — DOMAIN RANK 5

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2007-2011	25.7	2012-2016	24.5	7,973	👍
Children living in high poverty areas	2007-2011	0.0	2012-2016	3.4	1,275	👎
Children with verified maltreatment (per 1,000)	2011/12	11.4	2016/17	8.0	306	👍
Youth contacts with the juvenile justice system (per 1,000)	2011/12	23.2	2016/17	18.4	325	👍

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OVERALL COUNTY RANK

17

Walton County

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

ECONOMIC WELL-BEING
DOMAIN RANK 13

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2011	24.8	2016	21.3	2,785	👍
Unemployment rate	2011	8.5	2016	4.3	1,217	👍
High housing cost burden (>30% income spent)	2007-2011	37.9	2012-2016	29.7	7,226	👍
Teens not in school and not working	2007-2011	8.7	2012-2016	9.0	220	Unchanged

EDUCATION WELL-BEING
DOMAIN RANK 10

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2007-2011	47.4	2012-2016	49.6	769	👎
4th grade students not proficient in English Language Arts	2014/15	72.0	2015/16	68.0	441	👍
8th grade students not proficient in math	2014/15	73.0	2015/16	65.0	269	👍
High school students not graduating on time	2011/12	25.5	2015/16	22.7	110	👍

HEALTH WELL-BEING
DOMAIN RANK 18

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2011	9.4	2016	6.9	52	👍
Uninsured children	2010	14.7	2015	9.2	1,211	👍
Overweight and obese 1st, 3rd & 6th grade students	2010/11	35.3	2015/16	29.8	639	👍
High school teens who used alcohol/drugs (past 30 days)	2012	42.8	2016	34.5	177	👍

FAMILY & COMMUNITY
DOMAIN RANK 58

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2007-2011	31.8	2012-2016	30.5	3,281	👍
Children living in high poverty areas	2007-2011	10.4	2012-2016	31.6	3,977	👎
Children with verified maltreatment (per 1,000)	2011/12	19.1	2016/17	12.1	160	👍
Youth contacts with the juvenile justice system (per 1,000)	2011/12	58.5	2016/17	28.9	167	👍

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