Contract Monitoring Report

Family Support Services of North Florida, Inc.

June 7, 2017
Updated June 27, 2017

As required by section 402.7305 F.S., The Department of Children and Families completed an On Site Contract monitoring of Family Support Services. 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.
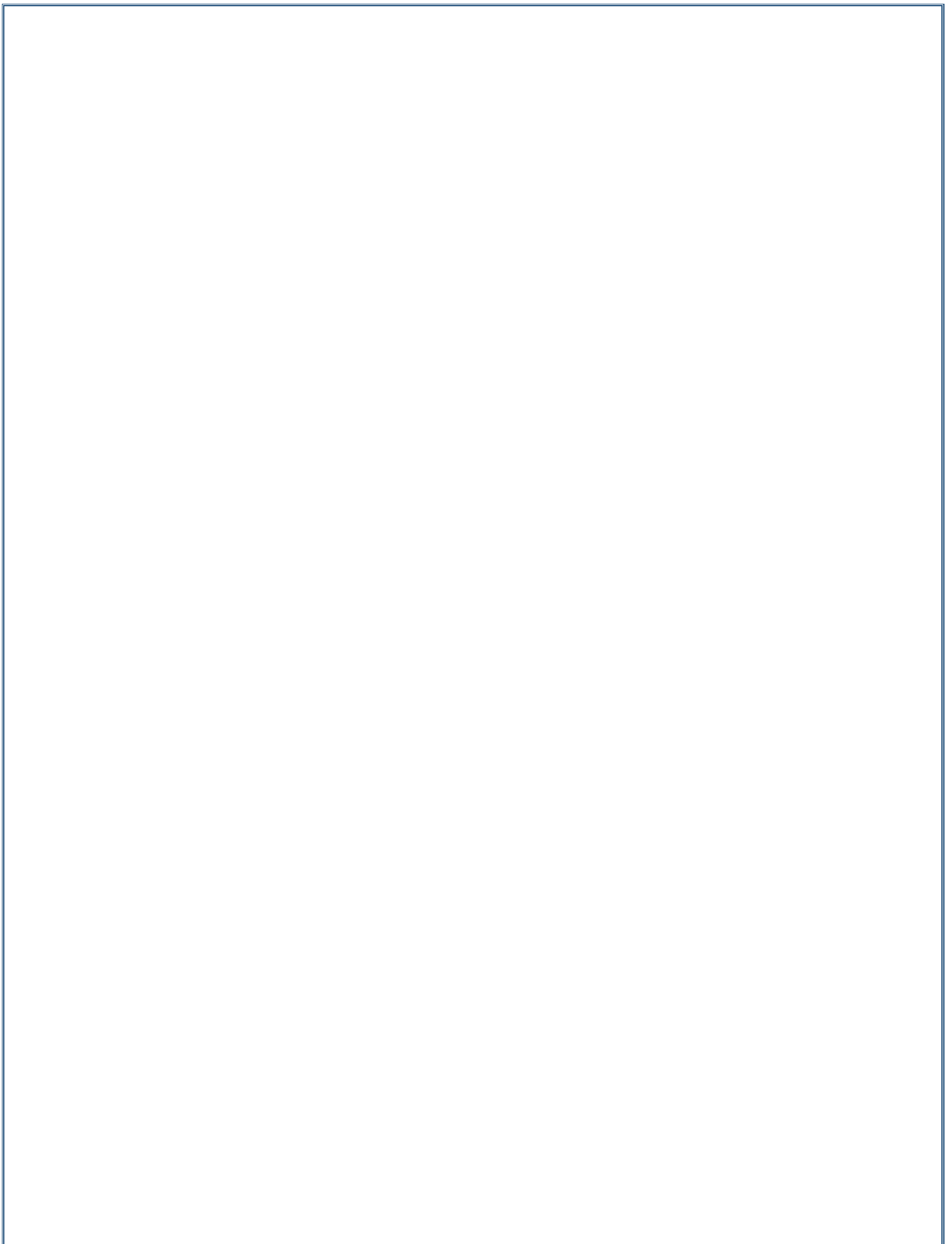
Contract DJ038

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Executive Summary

The Department's monitoring of Family Support Services of North Florida, Inc. (FSSNF) was conducted March 27-31, 2017 and focused on key performance indicators and quality assurance data as well as FSSNF's management of certain areas within the system of care. The categories reviewed were Leadership and Governance, Quality Management and Performance Improvement, Workforce Management, Placement Resources and Processes, Practice, Partnership and Community Relations. Information gathered by the Office of Child Welfare regarding Service Array is also included in this report. The monitoring process consisted of gathering information from fiscal, performance and quality reports, interviews with the provider, sub-contracted staff and partners, surveys and focus groups.

FSSNF demonstrates strong performance in all categories reviewed. They are viewed as a leader of child welfare in the community, are financially viable, and are either meeting contract and Community Based Care (CBC) scorecard performance measures or have a formalized plan to reach their targets. This includes the development of a pilot program to provide in home services during post placement supervision. The philosophy of family centered practice is integrated within their system and imbedded in their day to day practice. They also recognize the importance of trauma informed care in child welfare and are developing a trauma-informed plan to ensure the key concepts also become imbedded in their day to day work. They have a strong integrated team working to develop skills and knowledge needed to implement Florida's new child welfare practice model. The integration of the leadership team across the seven areas of review was observed as a strength. Their biggest challenges are those that plague most child welfare systems which are retention of case managers, quality of case management and communication with those at the direct service level. Significant findings of each category are as follows:

Leadership and Governance:

- Acting in the best interest of each child, a focus on family engagement and teamwork was vocalized and demonstrated throughout the system.
- FSSNF is financially viable and additional resources through grants and community support are used to support the mission.
- Quarterly meetings are held to manage risk and are attended by FSSNF's insurer and Board of Directors' (BOD) legal counsel.
- Development of leadership is intentional and their practice of moving director level staff to new programs or positons promotes cross learning and teamwork.

Quality Management and Performance Improvement

- The communication and use of data to track and improve performance is common at all levels including managers at the Case Management Organizations.

Workforce Management:

- The integrated approach of training (pre-service, in-service, PRIDE, and community) was comprehensive and included recognition of the need to coach and mentor staff.
- Although FSSNF has created incentives to keep case manager positions filled, retention in this area continues to be a challenge.

Placement Resources and Process:

- FSSNF's "Be a Hero" foster home recruitment strategy has enabled them to exceed targets established for foster homes including homes for teens.
- The placement unit, referred to as Kids Central, is viewed by the field as an asset.
- Kids Central considers how trauma impacts children when making placement decisions.
- FSSNF has developed positions to support placement stability and well-being.
- Group care is viewed as the placement of last resort and FSSNF has developed quality standards and expectations above the licensing requirements for group care.
- FSSNF's kinship program supports relative and non-relative placements.
- Some issues of communication between field staff and available supports were identified.
- Placements and supports have been developed to support the extended foster care program.

Practice:

- The principles of family centered practice were consistently incorporated in discussions and a new emphasis on trauma is in developmental stages.
- The need to continuously develop staff's skills and knowledge regarding the new practice is recognized and supported.
- Quality assurance data indicates a lack of consistent application of the new practice principles. However, the leadership team is aware of this and are addressing.
- There is a teamwork approach among leadership to advance the new practice.
- A safety practice director has been created and she has developed a process to evaluate current skill levels to ensure appropriate development opportunities are created.

Partners:

- FSSNF has a strong relationship with the DCF Northeast Region office as evidenced by continuous communication, barrier breaker meetings, meetings among several layers of management and work groups to resolve issues.
- FSSNF works to maintain partnerships within the area and support efforts with additional staff such as Community Development Director, education liaison and domestic violence advocate.
- Survey results from the judiciary and partners were very positive, results from Guardian ad Litem leaned more positive and results from Child Protective Investigations and Children's Legal Services were mixed.

Community Relationships

- FSSNF has developed numerous contributing community supports.
- CEO Lee Kaywork has effective relationships with local media and regularly writes a column in Nassau County's newspaper.

The review also included the monitoring of FSSNFs subcontracts as an area of administrative compliance.

- The Contract Oversight Unit (COU) monitoring team reviewed six subcontract files and found them to be in compliance.

Contract Monitoring Process

The contract monitoring of Family Support Services of North Florida, Inc. (FSSNF) focused on key performance indicators and quality assurance data as well as FSSNF's management of certain categories of the system of care. The categories reviewed were Leadership and Governance, Quality Management and Performance Improvement, Workforce Management, Placement Resources and Processes, Practice, Partnership and Community Relations. Information gathered by Office of Child Welfare regarding service array is also included in this report.

The information reported below was obtained by gathering, reviewing and analyzing data from Office of Children Welfare and the Department of Children and Families (DCF) Northeast Region, the "Comprehensive, Multi-Year Review of the Revenues, Expenditures, and Financial Position of all Community Based Care Lead Agencies with System of Care Analysis Report" (http://centerforchildwelfare.fmhi.usf.edu/HorizontalTab/MandatedReportsLegislature.shtml), quarterly financial viability reports, BOD meeting minutes and survey results. Additional information was gathered through a presentation from FSSNF leadership and interviews of leadership from the DCF Northeast Region, management level and specialist level staff with FSSNF, case managers, case manager supervisors and the mangers/directors who supervise the case management supervisors and. Finally, information was obtained from focus groups held with child protective investigators and foster parents.

The Contract Oversight Unit (COU) monitoring team consisted of DCF Consultant Janice Thomas; DCF contract oversight staff Jessica Manfresca, Paula Johnson, Renee Gill, and Fred Carey; representatives from the Office of Child Welfare, Alissa Cross and Tory Wilson and representatives from CBC organizations, Lynn Whittington (Families First Network) and Holly Ives (Devereux CBC).

This report summarizes FSSNF performance as it relates to the child welfare system of care in Duval and Nassau Counties. Information contained in this report will assist the contract manager and program management in determining whether FSSNF is in compliance with the administrative and programmatic terms and conditions of their contract. Throughout this report there are areas identified as in need of improvement and areas for potential enhancement. The DCF regional contract manager will work with regional leadership to develop a corrective action plan (CAP) for any areas they believe are out of compliance with the FSSNF contract. The CAP will be provided to the CBC lead agency for implementing corrective action and providing periodic progress reports to the region.

Agency Summary

In 2001, the Department entered into a contract with FSSNF as the community-based care (CBC) lead agency to deliver a comprehensive service array of foster care and related services to eligible children and families in Duval and Nassau Counties. Since 2007 FSSNF has provided case management services in Nassau County and subcontracts in Duval County with Children's Home Society; DANIEL, a child serving agency; Jewish Family and Community Services and Neighbor to Family.

- Licensed placements are handled through FSSNF's Kids Central placement team. This team consists of a placement specialist, a behavioral health care coordinator, a children's health specialist and an educational liaison.

- FSSNF has a quality management department which monitors the other departments within FSSNF and case management organizations.

- The FSSNF training department provides pre-service and in-service training for case management in Duval, Nassau, St Johns and Clay Counties. They also provide Parent Resources for Information, Development and Education (PRIDE) foster parent licensing training for their foster parents.

- FSSNF was accredited by the Council on Accreditation (COA) in 2012 for Adoption Services, Case Management Services, Counseling Support & Education Services, Foster Care, Kinship Care Services, and Network Administration. FSSNF has recently completed their COA reaccreditation and is awaiting the results of this review.

The number of children being served in Nassau and Duval Counties and through FSSNF's network is depicted in table below:

Annual # of Children Served	FY 2014-2015	FY 2015-2016	7/1/16 - 2/28/17
Reports accepted for Investigation by DCF (Nassau and Duval)	13,746	14,212	8,499
Children Removed by DCF (Nassau and Duval)	681	738	468
Children Served as of:	**June 30 2015**	**June 30 2016**	**March 31 2017**
Children Receiving In-Home Services	855	625	718
Children Receiving Out-of-home Care	903	906	816
Young Adults Receiving Services	84	89	119
Children Receiving Family Support Services	N/A	623	562

Between fiscal years FY 2014-2015 and 2015-2016 there was an increase of 3.4 % of reports accepted for investigation and an increase of 8.4% in children removed. If the average of removals remains steady for FY 2016-2017 the removal rate will be slightly decreased from FY 2015-2016. The number of children receiving out-of-home care services between the two fiscal years is virtually the same.

Performance Measures

FSSNF consistently meets performance and contract measures. FSSNF leadership focuses on performance and takes action when not meeting a performance measure. During FY 2015-2016 they met the established contract measure targets for all measures except "Children who do not re-enter foster care within twelve (12) months of moving to a permanent home" and "Percent of children who are not neglected or abused after receiving services" which was under target by only .6%. They conducted an analysis and root cause identification of reentry and developed a pilot program to address this measure. FSSNF's FY 2015-2016 contract measures and performance are depicted in table below:

Performance Measures	Contract Measure Targets	Federal Measure Targets (Federal Range)	Statewide Average	FY 2015-2016	Q1 FY 2016-2017	Q2 FY 2016-2017
Rate of abuse or neglect per day while in foster care	<8.5	<8.5	10.6	7.32	5.99	5.62
Number of children with finalized adoptions between July 1, 2015 and June 30, 2016.	155			218	44	91
Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.8%	99.7%	99.9%	99.9%
Children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (16% - 61%)	43.6%	53.7%	47.1%	39.1%
Children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (98% - 83%)	89%	88.0%	90.1%	89.7%
Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.6 – 8.7)	4	3.36	3.71	4.02
Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.3%	97.8%	98.4%	99.1%
Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.3%	95.1%	95.0%	96.6%

Performance Measures	Contract Measure Targets	Federal Measure Targets (Federal Range)	Statewide Average		Q1	Q2
Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	80%		86.9%	96.2%	88.2%	93.9%
Percent of children who are not neglected or abused during in-home services	95%		96.9%	96.3%	95.7%	95.3%
Percent of children who are not neglected or abused after receiving services	95%		95.6%	94.4%	95.0%	92.3%
Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months	>44%	>43.6% (21%-64%)	54.8%	60.50%	63.00%	71.50%
Percent of children in care 24+ months who achieved permanency within an additional 12 months		>30.3% (25%-50%)		35.50%	32.40%	43.30%
Percent of sibling groups where all siblings are placed together	65%		63.8%	69.40%	73.80%	70.30%

*A grey box indicates this section is not applicable.

Performance Indicators and Quality Assurance Data

Child Welfare programs seek to ensure children are first and foremost safe with an emphasis on achieving permanency while meeting well-being needs. Measuring the success of these three factors is complex. The information regarding FSSNF's outcomes in key performance indicators as well as quality assurance data is shared below. The quality assurance data is information collected through the CBC's approved quality assurance program. The Florida Continuous Quality Improvement (FL CQI) data is gathered using the FL CQI tool through individual case file reviews. The Rapid Safety Feedback (RSF) data is information gathered using the RSF Tool. The RSF Tool focuses on safety and is used to review active cases with specified high risk factors. The FL Child and Family Service Review (CFSR) data is information collected as part of Florida's Federal CFSR. The FL CFSR score included in this report is derived from statewide averages.

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Ensuring children are not exposed to maltreatment is of utmost importance. FSSNF is performing above target in three of the four performance measures related to re-maltreatment.   They are also exceeding the target of ensuring children are seen monthly.

Rate of Abuse in Foster Care


Rate of Abuse per 100,000 days in Foster Care
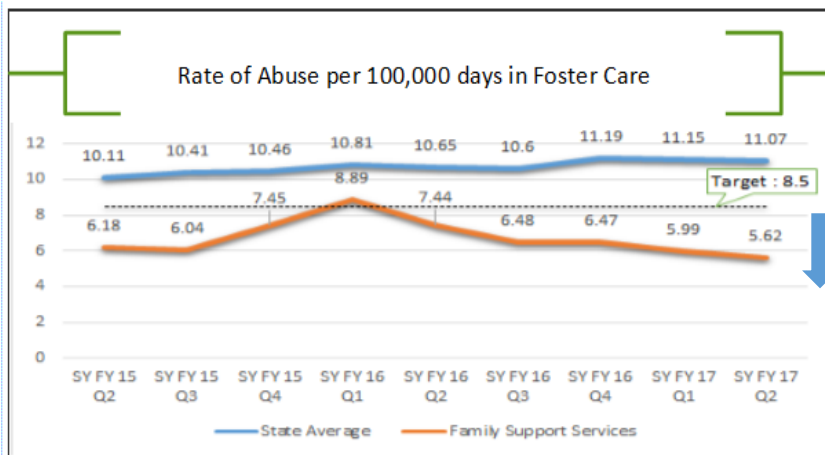
FSSNF's performance regarding abuse rate for children in Out-of-home Care continues to improve and has been above the state average for the past 2 years. It also is exceeding the Federal Standard of 8.5% and for the last 2 quarters has been below 6%.

No Maltreatment after Family Support Services

Percent of Children with No Verified Maltreatment Within Six Months of Termination of Family Support Services
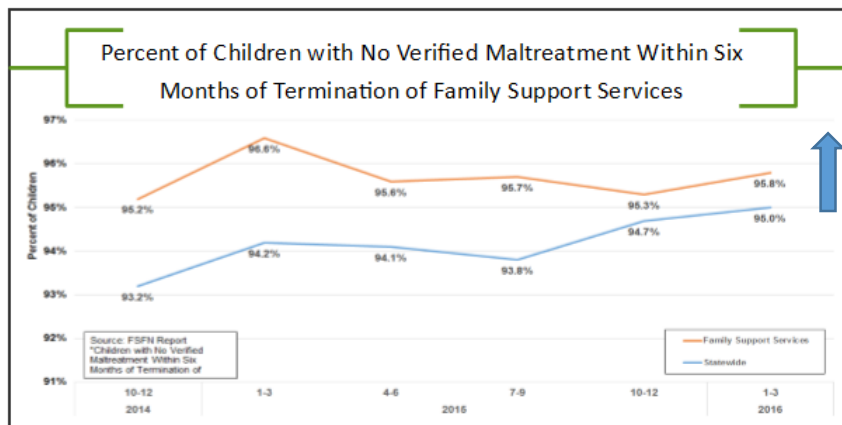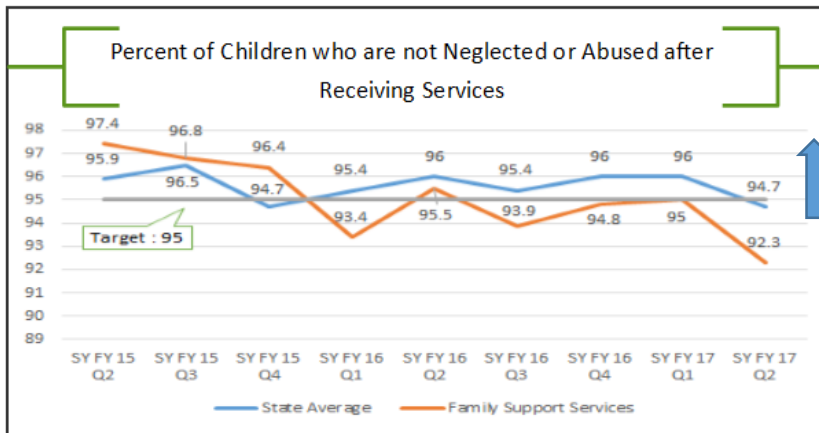
FSSNF's performance regarding re-maltreatment after family support services is above the state average with a score above 95% the last six quarters.

No Maltreatment during In-Home Services
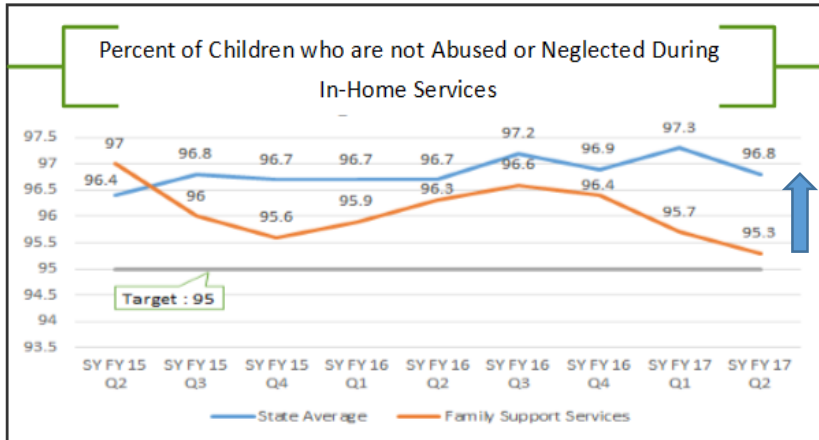
FSSNF's performance regarding abuse or neglect during in-home services has been trending downwards and is below the state average but continues to be above the Federal Standard of 95%. This could be impacted by the RSF score of only 30% of cases reviewed having a sufficient safety plan to protect the child.

No Maltreatment after Receiving Services

FSSNF's performance regarding re-maltreatment after receiving services has been trending downwards, is below the state average and has dipped below the target of 95%.

Children Seen Every 30 Days
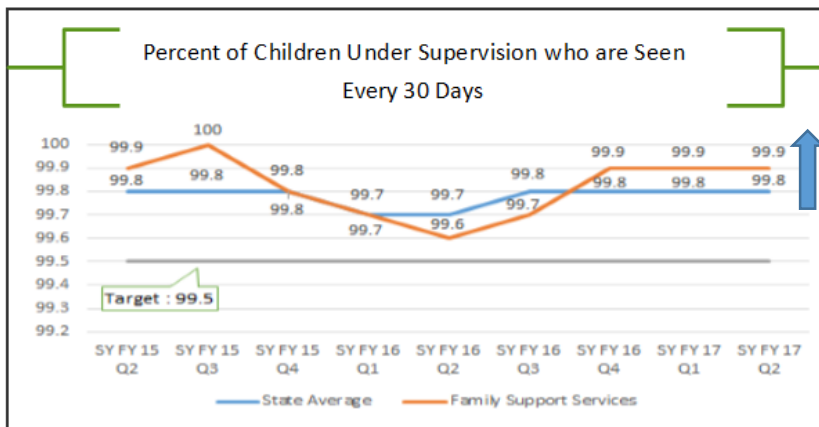
FSSNF's performance in seeing children continues to be excellent, is above the state average and has been 99.9 % for the last three quarters. However, quality assurance reviews depicted below show that only 30% of RSF cases and 68.9% of CQI reviewed cases had quality contacts.

Quality Assurance Item	FSSNF Rapid Safety Feedback	Statewide RSF Performance	FSSNF CQI	Statewide CQI Performance[1]	2016 Statewide Child and Family Services Review[2]
Assessment Based on Case Reviews by Child Welfare Professionals	*Performance 9/1/2-16-12/31/16*		*Performance 12/15–2/16*		*4/1/16-9/30/16*
RSF 1.1: Is the most recent family assessment sufficient?	70%	50%			
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?	40% ●	68.2%			
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	30% ●	56%			
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?			66% ●	72%	71%
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?			69% ●	66%	73%

1 This data provides the statewide rating in each case review for all CBCs
2 This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

● Indicates below Statewide Average

While FSSNF's performance measures consistently meet expectations, quality assurance reviews indicate there are opportunities for improvement in some areas regarding safety. Specifically, there are opportunities for improvement in safety planning, the quality of contacts with children, the assessment of risk and safety issues and addressing these issues. This is noted as an area needing improvement in the Conclusion section of this report.

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Helping children achieve permanency in a timely manner is extremely important to children as a year in their life is a significant amount of time. FSSNF is exceeding their targets, the state average and federal standards in three permanency measures with only re-entry into care being slightly below the federal standard. FSSNF's performance related to placement stability is above the federal standard.
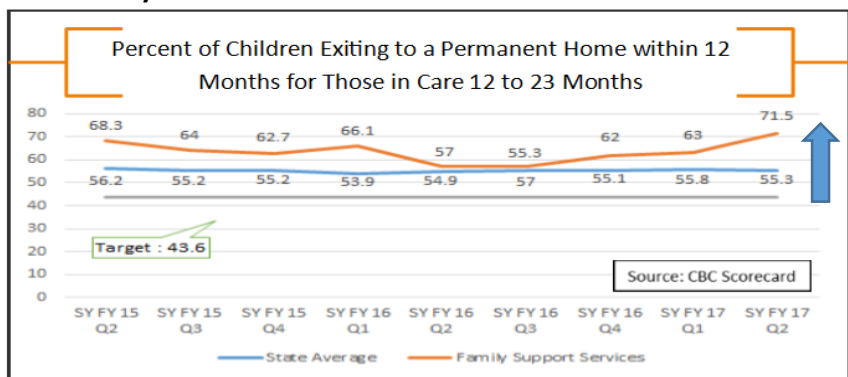
Permanency in 12 Months

Percent of Children Exiting to a Permanent Home within 12 Months of Entering Care
Source: CBC Scorecard
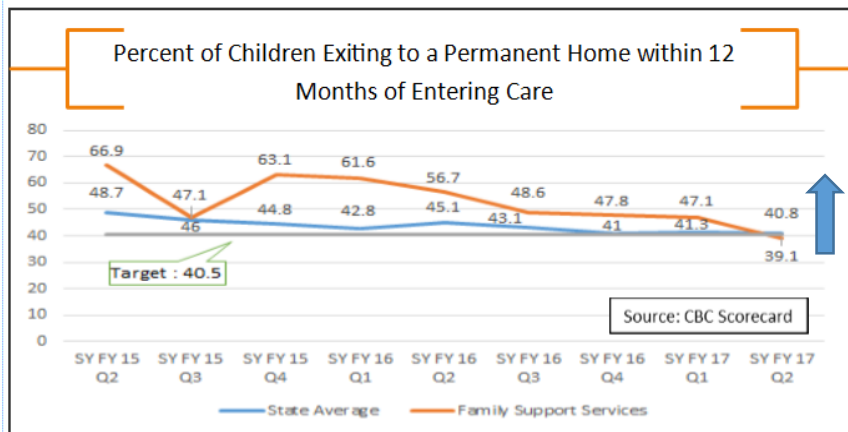
FSSNF's performance regarding permanency within 12 months has exceeded the state average for the past two years except for the last quarter and their cumulative average continues to exceed the federal standard of 40.5%

Permanency in 12 – 23 Months

Percent of Children Exiting to a Permanent Home within 12 Months for Those in Care 12 to 23 Months
Source: CBC Scorecard

FSSNF's performance regarding permanency for those in care between 12 and 23 months has been above the state average and exceeding the federal standard of 43.6% for the past two years

Permanency after 24 Months

Percent of Children in Care 24+ Months Who Achieved Permanency Within an Additional 12 Months
Source: OCWDRU Report
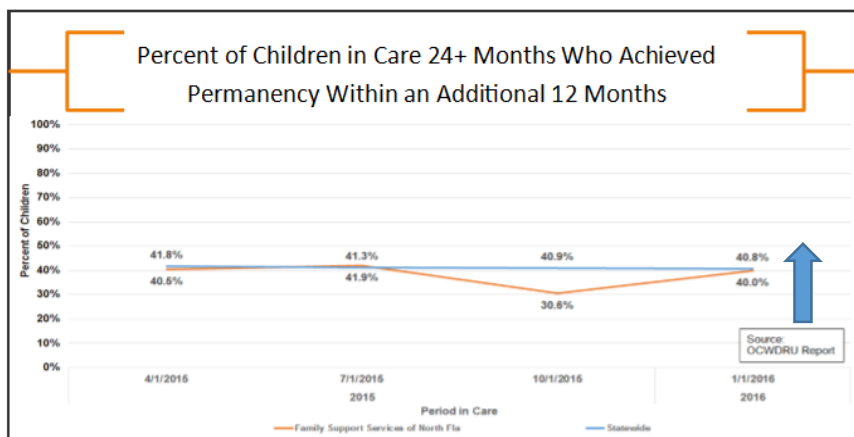
FSSNF's performance for children in care over 24 months obtaining permanency has routinely hovered around the state average and exceeds the federal standard of 30.3%.

Placement Stability
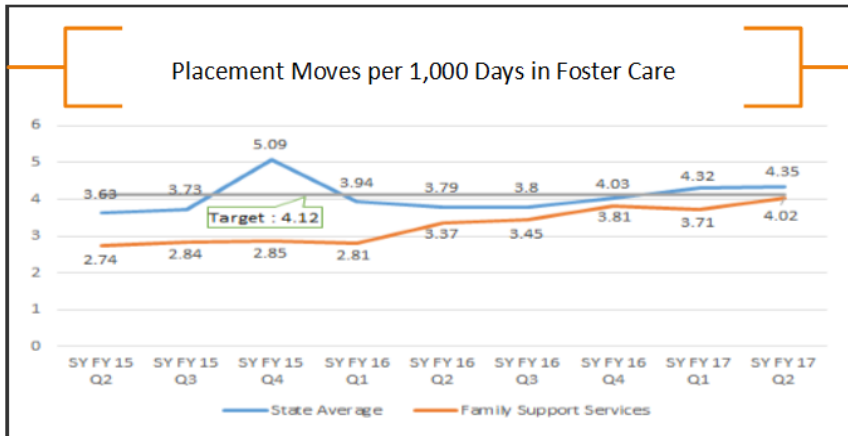
FSSNF's performance for placement stability is better than the state average and federal standard of 4.12%.

Percent Not Re-entering into Care

FSSNF's performance over the past eight quarters ranges from 94.6% to 80% but has outperformed state average 5 of those quarters. Only twice have they met the federal standard of 91.7%

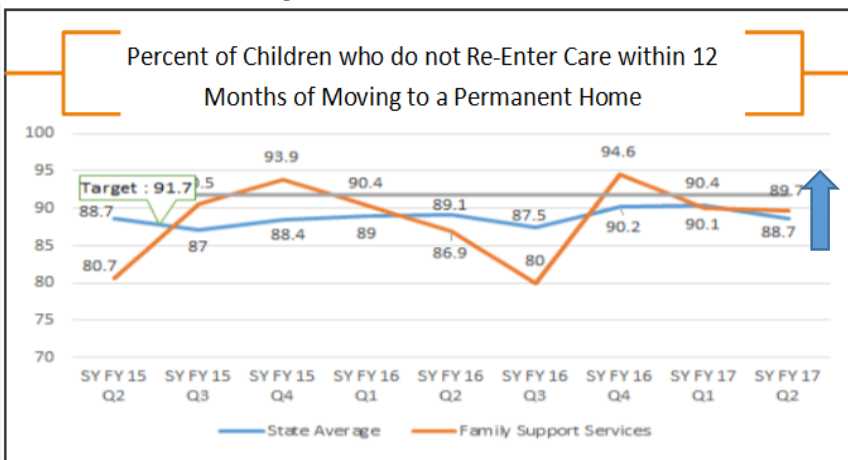| Quality Assurance Item	FSSNF Rapid Safety Feedback	Statewide RSF Performance	FSSNF CQI	Statewide CQI Performance[1]	2016 Statewide Child and Family Services Review[2]
Assessment Based on Case Reviews by Child Welfare Professionals	*Performance 9/1/16 –12/31/16*		*Performance 12/15- 12/16*		*4/1/16- 9/30/16*
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?	40% 🔴	68%			
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?	70%	68%			
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?	83%	57%			
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?			98%	93%	76%

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?			66% ●	72%	71%
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)?			90%	81%	82%
CQI Item5: Did the agency establish appropriate permanency goals for the child in a timely manner*?*			85%	79%	75%
CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?			88%	80%	67%
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?			68%	68%	69%
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?			68% ●	80%	82%
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?			70% ●	81%	72%
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?			65%	57%	60%
CQI Item 12B Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achiever case goals and adequately address the issues relevant to the agency's involvement with the family?			69%	69%	55%
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?			73%	64%	64%
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?			59%	42%	43%

1 This data provides the statewide rating in each case review for all CBCs
2 This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

🔴 Indicates below Statewide Average

FSSNF consistently meets permanency performance measures and while there are some noted strengths in the related quality data there are also opportunities for improvement. There is one area of quality assurance in which FSSNF is meeting the Federal CFSR expectation of 95% and four other areas where they are scoring above 80% and are above the state average in performance. Areas identified as needing improvement are the quality of visits to assess and address children's safety, the quality of visits between children and their parents, children's continuity with relationships after placement, placement with relatives, involving parents in case planning and frequency and quality of visits with parents to address needs. This is noted as an area needing improvement in the Conclusion section of this report.

Well-Being

Ensuring children's physical, development and emotional/behavioral needs are met has a significant lifelong impact on a child's future and is one of the system of care's most important responsibilities. FSSNF has consistently exceeded targets.

Siblings Placed Together
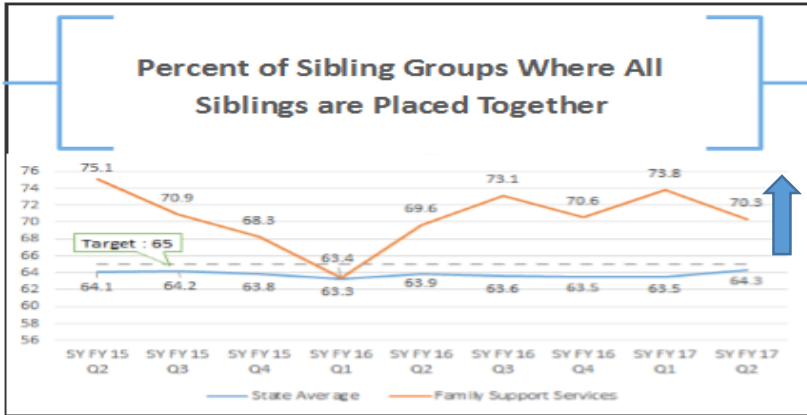
FSSNF's performance of placing siblings together has consistently exceeded the 65% target and been above the state average. For 6 of the past 9 quarters their performance has been above 70%.

Children Receiving Dental Care
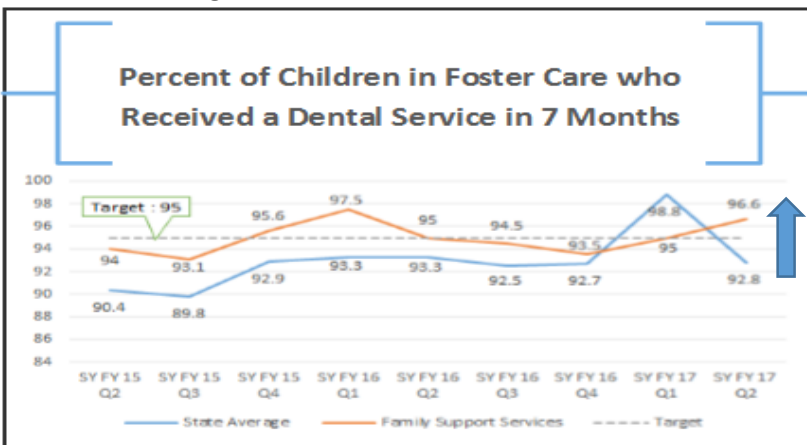
FSSNF's performance regarding obtaining dental care for children has been above the state average 8 of the past 9 quarters and at or above the target of 95% for 5 of those quarters.

Children Receiving Medical Care
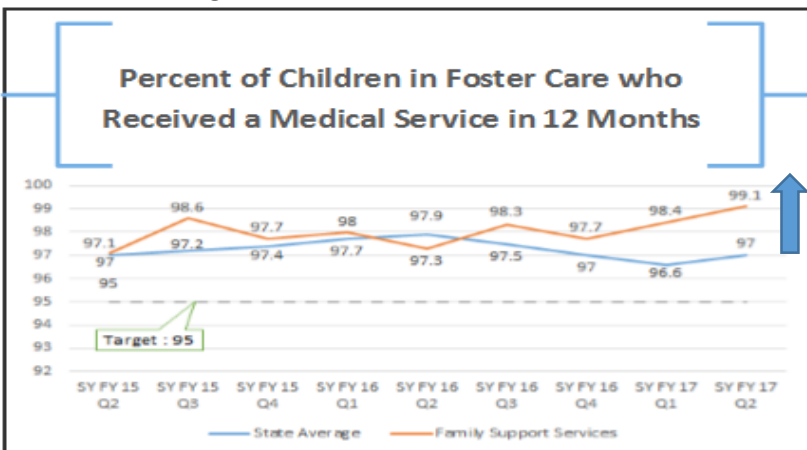
FSSNF's performance regarding obtaining medical care for children continues to increase and was at 99.1% for the quarter of this fiscal year. It has continuously been above the target of 95% and is consistently above the state average.

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Young Adults Enrolled in Secondary Education
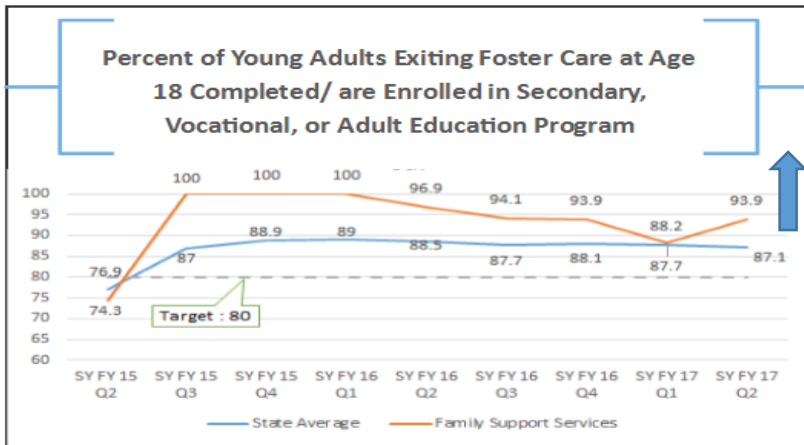
FSSNF's performance has been over 93% for seven of the past eight quarters and has exceeded the 80% target and the state average.

Children in Group Care
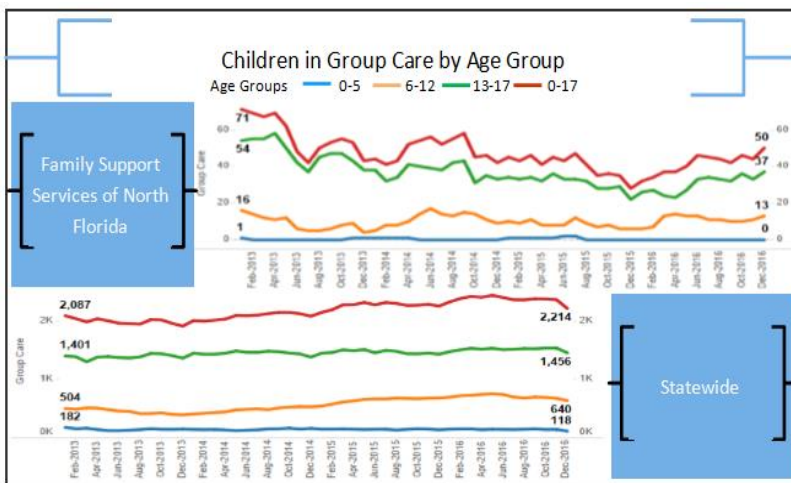
FSSNF maintains a low number of children in group care and none for the age range of zero to five years. In FY 2015-2016 only 4% of their budget was used for licensed facility care which was the lowest in the State.

Quality Assurance Item	FSSNF Rapid Safety Feedback	Statewide RSF Performance	FSSNF CQI	Statewide CQI Performance[1]	2016 Statewide Children and Families Services Review[2]
Assessment Based on Case Reviews by Child Welfare Professionals	*Performance 9/1/16- 12/31/2016*		*Performance 12/15 – 12/16*		*4/1/16- 9/30/16*
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?			83% ●	84%	85%
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?			87%	87%	88%

			84%	81%	85%
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?					
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?			91%	75%	85%
CQI Item 18: Did the agency address the mental/behavioral health needs of children?			83%	74%	72%

1 This data provides the statewide rating in each case review for all CBCs

2 This provides the performance rating for the state in each of the items as approved by the Administration for Children and Families.

🔴 Indicates below Statewide Average

FSSNF consistently achieves performance measures related to well-being however quality assurance data indicates areas needing improvement in keeping siblings together, assessing and providing necessary services to children and efforts to meet educational needs. This is noted as an area needing improvement in the conclusion section of this report.

Service Array

FSSNF places strong emphasis on serving families by the use of intensive in-home services, in an effort to maintain or return children home whenever safe to do so. This is evident throughout the structure of their organization and in their program development efforts.

In July of 2016, the Office of Child Welfare initiated a service array assessment with each CBC across the state focused on evaluating the availability, access and application of services for child welfare involved families. At the time of the on-site review, FSSNF had submitted to the Office of Child Welfare information about the Strengthening Ties and Empowering Parents (STEPS) and Family Assessment Support Team (FAST) programs for evaluation as a part of the service array assessment.

STEPS is a prevention program targeted at enhancing protective factors in families with a high likelihood of future maltreatment. These services can be accessed by any family in the community as well as through referral from a Child Protective Investigator (CPI). For families referred from CPIs, the referral is based on a score of high or very high on the actuarial risk tool. For any family referred, STEPS then completes a separate actuarial risk tool that guides the provider on the services needed for the family. The frequency of contact with the family is determined by the risk level and is frequently more than once a month. STEPS has demonstrated success over several years. As demonstrated in the data: over 95% of children who receive these services do not experience a repeat maltreatment six months' post services. Additionally, FSSNF has developed an internal quality monitoring process for the STEPS program.

The FAST program is designed to assist CPIs in the management of safety plans when present danger has been assessed and further information collection is needed to determine if the children are also in "impending" danger. FSSNF subcontracts with case management organizations (CMO) who require certified child welfare professionals to act as formal safety monitors. These safety monitors assess, enforce, and adapt safety plans to ensure safety plans are sufficient while the CPI continues to gather additional information. These services are available through FAST as a non-judicial service with a two-hour response time during regular business hours. At the discretion of the CPI, a joint visit is completed within 24 hours. The joint visit includes the family, CPI, informal safety monitors, and safety monitor. The safety monitor acts as a liaison between all parties to ensure information is shared and monitored for sufficiency. Their caseloads do not exceed two safety management cases per full-time employee. To ensure a continuity of services, these services are available to continue through FAST as a non-judicial service case with the same counselor if the children are identified as being "Unsafe".

For both the STEPS and FAST programs FSSNF received a rating of "four" on the service array assessment conducted by the Office of Child Welfare, which is the highest rating. A "four" rating indicates necessary services are in alignment with core concepts of Florida's practice model, there are no capacity issues, methods to access the quality and effectiveness of services have been developed and processes are in place to address identified concerns. Their focus on the development, performance and quality of these programs is consistent with their focus on intensive "up-front" in-home services to maintain children in their home. This is confirmed by the removal rate per 100 children which is consistently below the state average and the services mix which shows a significant portion of their children served in-home, either through prevention services or ongoing case management. Additionally, quality data shows that in 97.9% of cases reviewed, the agency made concerted efforts to prevent children's entry into foster care or re-entry after reunification. The removal rate depicted in the chart below demonstrates that the removal rate of children served in the FSSNF area is lower than the statewide average.

Removal Rate per 100 Children Investigated
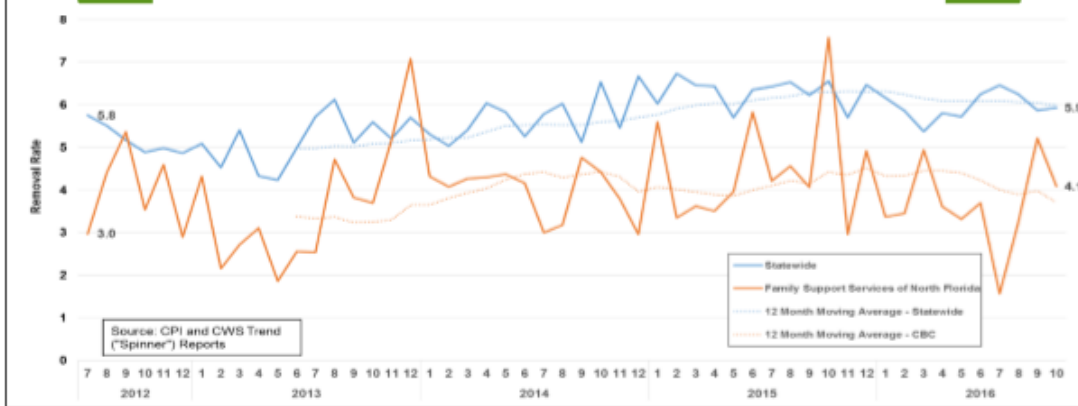
Source: CPI and CWS Trend ("Spinner") Reports

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?

FSSNF =97.9% which is higher than that of FL CQI and FL CFSR.

Services Mix

Children Receiving Services by Type on 12/31/2016 -- Rates per 1000 Child Population

Source: OCW Child Welfare Services Trend Report and OCWDRU Report #1004
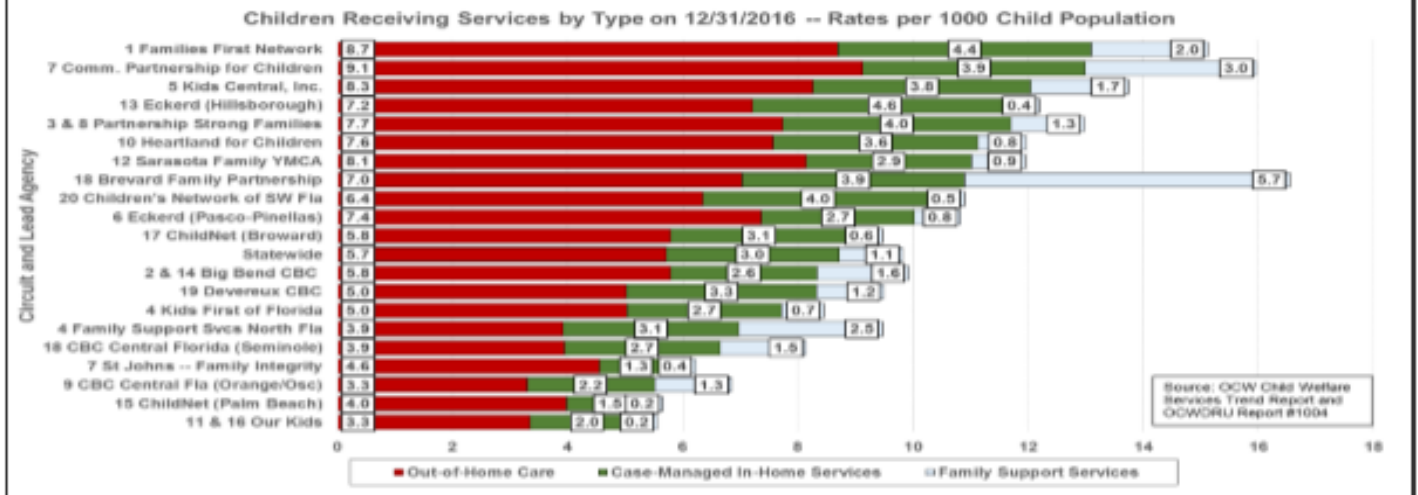
As a part of the on-site review, FSSNF shared information about a new Post Reunification Support Program that was developed in response to performance data showing they are not meeting the statewide standard regarding children re-entering out-of-home care. This program should also have a positive impact on the performance related to re-maltreatment during ongoing services. This program has recently started as a six-month pilot. It combines elements of safety management services to manage danger threats to the child and treatment services aimed at enhancing protective capacities. The program will also continue to work with a family after the ongoing case management case has been closed as a prevention service, aimed at building protective capacities. As it is newly developed there is no information on its effectiveness or quality at this point, however, FSSNF understands the need to identify measures to monitor and evaluate the effectiveness of the pilot.

Leadership and Governance

Summary

This category focuses on alignment of the CBC and the Department's Mission/Vision/Values, resource and risk management, evaluation of Chief Executive Officer (CEO) and leadership development.

Lee Kaywork, CEO and the FSSNF's leadership team articulated and demonstrated their alignment of their Mission/Vision/Values with those of the Department. They emphasize the importance of acting in the best interest of children, having services comparable to those they would require for their own families, family engagement, leading the community in child welfare issues and using data to manage and improve performance. There were numerous ways in which they demonstrated this alignment including a quality foster home and group care rating program, hiring of specialists to emphasize education and behavioral health and invest in prevention and programs to prevent removals. Interviews with staff and contracting agencies responsible for direct services to clients also demonstrated commitment to this philosophy. Notable was the natural way this alignment was evident in all that FSSNF's teams relayed through conversation.

Based upon the Department's quarterly financial viability review of FSSNF, no fiscal concerns were identified in FY 2015-2016 and none have surfaced this fiscal year. The Department's CBC/ME Accountability Office provided FSSNF's format for quarterly budget projections to all CBCs as a model. The "Comprehensive, Multi-Year Review of the Revenues, Expenditures, and Financial Position of All Community Based Care Lead Agencies with System of Care Analysis Report", dated 10/1/2016, highlights some fiscal strengths regarding FSSNF. These strengths include FSSNF spending four times more core service funds on prevention than licensed facility-based care and maintaining a low rate of children in out-of-home care

Directors within FSSNF are empowered to manage their budgets with administrative fiscal support. There is a robust financial review approach involving several layers of management which includes routinely reviewing trends related to their major programs, examining any variances, routine monitoring (daily, weekly or monthly depending on information) and routine meetings to discuss outcomes.

Resource management is further supported by use of community resources, grants and a plan to step-down children from costly placements. Instead of competing with local community organizations, FSSNF supports their partners and sub-contractors in their fund-raising activities. FSSNF has achieved significant community support which is discussed in the Community Resources section of this report. During this fiscal year, FSSNF has twelve grants totaling $ 525,000.00 which supplement and support their programs. See attachment A for a listing of FSSNF grants.

FSSNF created a Master's of Social Work level position to help safely and appropriately step-down children from restrictive and costly placements. This position has been in place for two years with a cost saving of $675,000 in the first year.

FSSNF demonstrates a commitment to both staff and BOD member development. The BOD is continually educated regarding operations through shadowing and presentations by directors at bi-monthly board meetings. The BOD is provided a variety of data for each meeting but only some data is highlighted for discussion. One element receiving

attention by the BOD is removal data. Although the BOD does not receive data from the risk committee and does not have "risk" as a topic on their agenda, the BOD is involved in conversations that could mitigate risk such as approval of a new media recruitment campaign for foster homes and funding diversification. The BOD's finance committee meets monthly, approves the annual budget, reviews monthly financial statements and reports out to the BOD at the bi-monthly meetings. The BOD chair leads an executive committee responsible for conducting an annual evaluation of the CEO. The chair meets individually with the CEO each year to establish goals and then the committee participates in the evaluation.

FSSNF has in-house Counsel to whom the risk management position reports and Quarterly Risk Management Committee meetings are held. Committee members include FSSNF's insurance broker, counsel for BOD and senior management. They track and analyze child deaths, child on child reports, abuse reports, child hospitalizations, sexual assault, arrests, runaways, reports of maltreatment for children involved with their STEPs program and Baker Acts of children under their supervision. If negative trends are noted in an area, corrective actions are developed and responsibility for tracking the corrective actions is assigned to one of the internal departments. Their insurance carrier also provides free consultations on employment issues and safety inspections.

The BOD required the development of a succession plan and Lee Kaywork, CEO makes a personal investment in the leadership development program. Everyone is required to have a development plan with annual reviews. This review is used to identify staff who are ready for the next level of management. When senior level staff are not assessed as ready for the next level, a plan for development is created. Those deemed ready for the next level are provided training and development opportunities. FSSNF contracted with University of North Florida to develop a supervisor and manager training program which is a three-day program for supervisors and six days for managers with follow-up after six months. They utilize programs developed by the Alliance for Non Profits for development of their executive leadership and also facilitate staff development by moving directors to other programs to gain experience in multiple areas of the agency, expanding their roles and identifying special assignments. Mentoring with a focus on development is also available.

Analysis
FSSNF demonstrated strong performance in this category. The Mission/Vision/Values of the Department and FSSNF, as well as the individual sub-contracted CMOs are aligned and integrated into their day-to-day work. They have been able to successfully manage resources for an extended period through a strong relationship between the fiscal and operational/practice compartments of the agency. Their financial viability is further supported through the development of partnerships that have allowed for creative and beneficial resources for the families served. They demonstrate an understanding of the value of risk management and have developed internal processes to review and manage risk. They utilize expertise from BOD members with specific knowledge related to risk management. Due to the stability of the organization, the BOD has rarely had specific conversations related to risk, however, it is imbedded in their discussions.

Workforce Management

Summary

This category focuses on workforce management, training and development of case management supervisors. FSSNF uses data to forecast and establish workforce capacity requirements. When contracting for case management, FSSNF reviews the financial viability of the organization and uses a model that includes a director level position, a quality management functioning position and at least three units with each including five case managers, a supervisor and two support level positions. Case load sizes are monitored daily by FSSNF with a trigger set to notify the CEO when the established case load threshold has been exceeded. Once exceeded the CEO becomes engaged with leadership of the Case Management Organizations to identify issues and find solutions. FSSNF's case load targets are 15 -17 children for dependency cases and 20 children for FAST cases. In March 2017, only Children's Home Society with an average of 18.86 children exceeded the target. A solution for retention at the case management level continues to elude FSSNF as it does for most child welfare agencies. The table below depicts the average turnover for case managers by agency responsible for case management.

Agency	12 Month Rolling Turnover (2/2016 -1/2017)
Jewish Family Community Services	51.34%
DANIEL	48.80%
Children's Home Society	44.09%
FSSNF- Nassau	62.50%
Neighbor to Family	80%

FSSNF has tried to address this issue by implementing a tiered approach in the pay scale with case managers receiving an increase after completing the pre-service training and passing the competency assessment, a pay incentive for staff willing to work in the more rural area of Nassau County and the recent development of a mentoring program at Jewish Family and Community Services. To incentivize the management of caseloads, FSSNF does require the filling of vacant case manager positions by its case management organizations within 30 days to avoid a financial penalty. Ensuring that trained staff are available to assume caseloads when vacancies occur is important, but does not address the issues related to safety and permanency when there is turnover. To assist with retention, FSSNF will not hire staff currently employed with the case management organizations. Retention of case managers is acknowledged as an important issue that is tracked, and some actions are being taken. However there continues to be a significant amount of case manager turnover.

Family Support Services of North Florida	Supervisors Average Years of Child Welfare experience	Case Managers Average Years of Child Welfare experience
Neighbor to Family – Jacksonville, FL	eight years	five years
Nassau County Service Center	16 years	four years,
Jewish Family & Community Services	seven years, five months	four years, five months
Children's Home Society	five years,	Six years, five months
DANIEL	nine years, five months	four years, three months

Data gathered by the Department for the Child Abuse and Prevention Treatment Act indicates that although the turnover is high the average years of child welfare experience ranges from five years to 16 years for supervisors and four years and three months to six years and five months for case managers.

Annually, senior management establishes a training budget and plan with emphasis on the best interest for the child, family centered practice and trauma-informed care. The finance department supports this effort through tracking and calculating costs including efforts to maximize Title IV-E Training dollars. Pre-service, in-service and PRIDE for foster parent licensing is managed by the training manager and a teamwork approach from all of the organizations is very evident. Training needs are informed by input from the quality management director, safety practice director and director of case management organization services. All trainers have been certified as child welfare professionals as either child protective investigators or case managers. Development for trainers is provided, in part, through the Langevin Institute. This includes developing training skills for new trainers and trainer boot camp for those with more than one year of training experience. Trainers are encouraged to continuously enhance their skills and knowledge and each trainer is expected to develop expertise in at least one area such as domestic violence and safety practice. Evaluation feedback is gathered on all training events and analysis completed to determine where improvement is needed. Managing training cost has been enhanced by moving to paperless training and sharing training opportunities with the Department.

The Department's pre-service curriculum is supplemented by guest speakers such as Early Learning Coalition staff, Guardian ad Litem staff, missing child specialist, Children's Legal Services, and revenue maximization specialist. Field trips to observe dependency court proceedings and the Child Protection Team are also scheduled. Of significant note is the dependency judge's appearance during the pre-service training to discuss his expectations and to answer questions from the class. Scores for each area of competency is tracked to determine if adjustments in pre-service training is needed. The training department proudly boasts of their 100% passing rate for the competency assessment.

To promote the transfer of learning from the classroom to the field, the trainers support new class graduates through coaching for six months and then staff are referred to the safety practice director for on-going coaching as needed. FSSNF is also piloting a new mentoring program with Jewish Family and Community Services. Plans are being made to include a field trip to the Department of Juvenile Justice delinquency center as part of the pre-service training curriculum.

The in-service training plan is informed by input from leadership and fellow directors, an annual employee feedback survey, and results of quality management's fidelity and Rapid Safety Feedback (RSF) tools. A six-month schedule is published but can be adjusted as needed. The training division tries to provide one or two in-service training events each month and creates voice-over PowerPoint training for any in-person training which is then up-loaded in the CAPTIVATE system and included in FSSNF's Training Library on its website. Foster parents are also invited to attend any of the in-service training events. FSSNF has also developed an IMeeting platform which uses technology to advance distance training and reduce traveling requirements. Anyone within FSSNF or the case management organizations can request training by completing a Training Need Analysis form. This process allows the training division to determine if training will meet the identified need and if so how to best provide the training. A recent training focusing on trauma-informed care has inspired FSSNF to renew its work regarding trauma and FSSNF's President is chairing the trauma-informed care workgroup.

Case management staff provided positive feedback regarding training and indicated that many training opportunities are available throughout the year. They were especially positive regarding the support and coaching received from the safety practice director.

FSSNF requires all case management supervisors to complete Supervising for Excellence training as well as four sessions of supervisor training developed by University of North Florida (UNF.) The UNF training includes building problem solving skills using data and a conference call after the training to discuss how supervisors are applying what they learned. This led to a monthly meeting among supervisors to continue support for one another. The supervisor training cycle is on-going and staff showing potential for leadership are allowed to attend supervisor training.

The Safety Practice Team (training manager, quality management staff, safety practice director and director of case management organization services) recently provided a two-day Supervisory Consultative Training to each case management organization based on a program developed by Action for Child Protection, a national organization. All directors, assistant directors and case management supervisors were required to attend. Active cases were used in the training and the reflective model of supervision was emphasized. As issues are identified the director of case management organization services will host on location meetings with case management supervisors.

FSSNF shows a commitment to training through their use of resources. Their Title IV-E training allocation for FY 2015-2016 was $1,081,871 but their total training expenditure was $1,278,860.86.

Analysis
FSSNF demonstrated strong performance in this category. The success of pre-service training and the comprehensive planning for in-service training as well as the support through coaching and mentoring is a strength. Their focus on the practice model and training supervisors is also on target. FSSNF pays close attention to caseload size, consistently works to ensure new staff are hired quickly and has made efforts to encourage retention. However, this remains an area that could benefit from additional attention.

Quality Management and Performance Improvement

Summary
This category focused on data analysis, performance improvement strategies and quality of eligibility determination.

FSSNF is rich with data and a consistent theme heard throughout the on-site visit was the importance of monitoring and tracking data to identify trends and often analyzing and using it to develop improvements. Quarterly key performance data and quality assurance data is reviewed within FSSNF, DCF, case management organizations and the BOD. The continuous quality improvement process is viewed as mature but fluid to ensure continuous progress.

Contract and CBC Scorecard performance indicators are monitored monthly. If gaps are identified, an analysis is completed and strategies to improve are developed. FSSNF's most recent demonstration of this improvement process relates to children re-entering out-of-home care. Data identified the gap and in-depth analysis identified re-entry was occurring during post placement supervision. FSSNF recently worked with DANIEL to develop a post placement program that can be initiated either at or prior to reunification. This new program began accepting referrals in February 2017; since it is only a six-month contract, determining the extension of the program will have to be made before determining its success.

The quality management (QM) manager and staff (four and one-half QM specialists, one Lead QM specialist and one oversight coordinator) are responsible for RSF, FL CQI CFSR Reviews, child death reviews, special quality reviews,

internal reviews of adoptions, processing all incident reports, client grievances and psychotropic medication tracking. After completion of RSF reviews and FL CQI reviews, the QM specialist conducts a consultation with the case manager and case manager supervisor. This consultation includes focusing on individualized needs of the family, family engagement, and trauma. Feedback from the case managers and case manager supervisors regarding this consultation was positive and reported as helpful. QM specialist complete at least 2 in-depth FL CQI Reviews monthly which includes gathering feedback from clients. Not all CMOs currently use the FL CQI review tool but are being encourage to move in this direction. FSSNF is providing training on the review tool. The QM manager notifies the training manager of training needs when patterns are observed through reviews or client grievances. Each month the QM team identifies a hot topic training area which is provided for CMO supervisors.

The quality management specialists facilitate the permanency staffings with a focus on caregiver protective capacity and changes in behavior. CLS plays a prominent role in these staffings. Using QM specialists in this role is viewed as a unique practice and allows for enhanced teaming both within FSSNF and with case management. These specialists track various elements of permanency to ensure appropriate action is taken such as ensuring case management follows up on kinship leads provided by FSSNF. Barriers identified through the permanency staffings led to the establishment of Innovation Staffings which provide a deeper dive into the case barriers using an integrated team approach while focusing on the identified danger threats

The quality management team identifies themselves as the face of fidelity of the new practice. They incorporate learning opportunities when doing case review consultations, during permanency staffings and when identifying training needs. As a result, recent training opportunities have focused on application of behavior change, conditions of return and safety planning.

The director of revenue maximization is experienced, knowledgeable and views her program as an important resource to help serve children. She and her staff are responsible for TANF training for new case managers and CPIs and other training as requested. They are responsible for determining eligibility for every child in out-of-home care. They review and monitor Temporary Assistance for Needy Families (TANF) eligibility for children under in-home supervision working closely with case managers, child protective investigators and DCF staff working in the DCF Automated Community Connection to Economic Self Sufficiency (ACCESS) program. They pull random samples to monitor, use data collected and pulled by Mindshare to track overdue cases, and follow up on cases deemed ineligible due to missing information. They are excited to now have reports recently developed by the Department to track overdue cases.

Analysis
FSSNF demonstrated strong performance in this category. The quality management team takes ownership for improving quality and practice but works as a team with other departments. All levels of the network including case management supervisors, are aware and understand the importance of tracking and analyzing performance. Performance indicator results are communicated within the agency and to case management organizations. The process used to identify new programs is aligned with the Department's results oriented accountability approach. Opportunities for enhancement include formalizing their process for program development/enhancement and applying the process used to improve key performance indicators to improving quality of case management services.

Placement Resources and Process

Summary
This category focused on available placement resources by reviewing family foster home recruitment and retention efforts, the placement process, group home quality, supports available for relatives and non-relatives and placements available in the extended foster care program.

The FSSNF philosophy echoed during numerous contacts regarding placement was serving the best interest of children in the least restrictive placement settings and "If a home is not good enough for your own family then it is not good enough for our children". They consider trauma to which children have been exposed and put an emphasis on teamwork. FSSNF moved family foster home recruitment responsibilities to the director of community development but, as in other areas, there is a teamwork approach. Development of the recruitment plan begins with analyzing successes and challenges of the previous plan, removal trends by zip codes, data around placements such as siblings placed together, number of children in group homes, data on foster home vacancies, along with input from the placement unit and foster parent focus groups. Although exactly how the target is determined could not be identified, it was noted that the internal goal is higher than the one set by the Department. As of 3/22/2017, FSSNF had already exceeded the 2016-2017 goal set by the Department of 70 new foster homes with 10 accepting teens. Since the Director of Community Development is embedded in the community, it opens doors for specialized recruitment activities. Feedback from CPIs and case management indicated some concern regarding the quality of both foster homes and group homes. These groups were aware of the philosophy regarding quality placement but opined that at times their concerns were not addressed due to the need for additional placement resources.

Performance on several key performance indicators establishes that FSSNF is more successful than many other CBCs regarding foster home recruitment as they perform better than the Statewide average in placing siblings together (see chart on Page 10), placing children in-homelike settings, and keeping children's connections through placement in close proximity to removal home (see chart below). To increase available family foster home beds, FSSNF has recently focused on foster home closures. They are analyzing closure trends with plans to focus on homes recently closed for "personal' reasons and plan to complete more in-depth exit interviews.
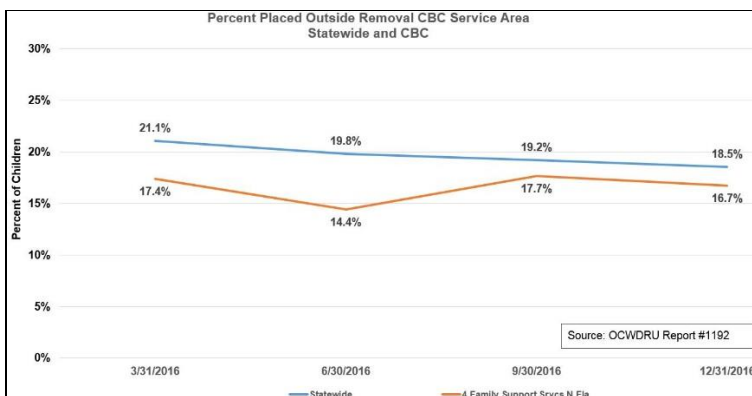
FSSNF's percentage of placing children outside of their home removal county and circuit is lower than the statewide average.

The licensing process for family foster homes is another demonstration of strong teamwork between FSSNF departments. Together the training and licensing units have reduced the length of time from initial contact to licensure to an average of 14 weeks. Prior to beginning classes, licensing counselors do a pre-visit with the family to better set

expectations and to ensure there is not an issue that will later screen out the family. Classes are offered evenings and weekends and licensing counselors begin developing the licensing packet with prospective foster parents upfront. The expectation is that the licensing process will be completed within three weeks of the prospective parents completing PRIDE training. PRIDE training is supplemented with CPR training and guest speakers, including experts to discuss child attachment issues. Representatives from the local foster parent association are invited to the graduation event and at this event the processes for escalation and grievances are provided.

The Kids Central Placement unit manages all licensed placement moves. The placement process includes using a screening tool, a placement tool developed by one of the specialists, and a facilitated staffing to gather more details. The placement counselor considers school location, trauma experienced, delinquency history (which they obtain through DJJ's information system) and other identified needs as they attempt to ensure the first placement is a long-term placement. Considering the child's trauma before removal and as a part of the removal was emphasized as well as understanding that group care should never being considered as a first option. Children placed who have behavioral issues or who have been sexually exploited are tracked separately to ensure that these circumstances are considered before other children are placed in same home. Placements involving separated siblings or overcapacity waivers are monitored and tracked until the separation or overcapacity waiver is resolved.
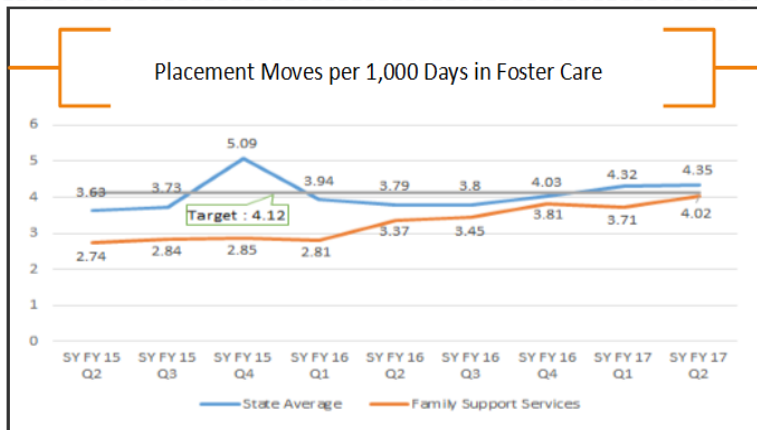
FSSNF is implementing the Five-Star rating program for licensed foster homes. Incorporating their Quality Parenting Initiative (QPI) principles and best practices into the rating. The different levels reflect the quality of care given as well as the caregiver's training and home qualities. It also identifies areas for improvement outlining specific expectations from FSSNF and aligns with the QPI standards. By incorporating the Five-Star rating system FSSNF hopes to enhance communication between foster parents and CMOs. Although placement moves continue to be below the statewide average and meet federal standards, moves have been increasing the last six quarters.

FSSNF has invested time and resources in establishing supports to help stabilize placements as well as support and retain foster parents. Positions created to support and stabilize placements include Family Resource Advocate, Educational Specialist, Children's Health Specialist and Behavioral Specialist. Training for case managers focuses on teaming, respect, trauma and transparency. QPI is supported as are annual focus groups with foster parents. Team emails are used to keep all parties informed of changes or case updates. Licensing counselors are assigned to foster parents and make quarterly visits in addition to the required annual visit. Someone is on-call to respond to foster parents 24/7 including assistance with stabilizing placements.

Quality Group Care: FSSNF only places children in-homes with which they contract, unless a child needs a specialized placement outside of their area. The 5-Star Quality Rating Program is also applied to group homes which establishes standards beyond Florida Administrative Code including unannounced quarterly visits. Bi-annual training to address specific group home issues are provided and during the summer session the children are also included by having

training specifc to their needs. Training related to normalcy is provided annually and the QPI program includes normalcy for group homes. During visits to the group home the prudent parent list is monitored as is the activity list for each child. An Education Liaison works with the schools to support children in group care and teen enrichment programs are extended to youth in group care. To continue to enhance this program it is recommended that FSSNF consider interviewing children and their case managers.

Relative/Non-Relative Supports: FSSNF and the CMOs partner with and provide support to relative and non-relative caregivers. FSSNF has created a Kinship Caregiver department with two Kinship Care Specialists. Through a grant from the City of Jacksonville they were able to establish a Kinship Navigator position. The Kinship Care Specialists are available to provide crisis intervention services, ensure financial assistance is obtained, provide training, and visit the caregiver's home to introduce the program and provide information on available resources. The Kinship Navigator specialist was acquired to research families to find relatives and increase the number of relative placements. Once a relative has been located the CMO has 30 days to act on the information and report progress back to the Kinship Navigator specialist.

Case management staff reported they found the Kinship Care specialist to be effective in stabilizing placements in times of crisis and in obtaining services to support long term placement. They provided special recognition for the kinship shopping spree for clothes and school supplies of which FSSNF partners with Kohl's each year. They also stated that the kinship clinics and FSSNF's newsletter with information for the kinship caregivers regarding upcoming trainings and activities are beneficial to caregivers. Consensus was given by case management staff that relative and non-relative caregivers are invited to staffings and court hearings.

Extended Foster Care Placements: The Independent Living and Adoptions programs have been placed under the same director and this helps emphasize the continued importance of permanency no matter the age. FSSNF prides itself on moving youth from foster care to independent living but when needed they have developed 52 community providers as placement resources for extended foster care. These community providers' homes are evaluated for appropriateness but usually are not required to have background screening. If approved as a living arrangement for a young adult a board rate is paid, the young adult and provider establish a shared living arrangement agreement and full case management supervision is provided. A minimum number of young adults remain with their current foster family or live in semi-supervised apartments. FSSNF also contracts with the Salvation Army to provide emergency housing for young adults who are in crisis.

Analysis

FSSNF demonstrated strong performance in this category. They have streamlined the foster home licensing process, have met the Department's and their own internal foster home recruitment goals, use group care on a very limited basis, have established a quality rating system beyond licensing requirements for both foster and group homes, have established a kinship care program to support relative and non-relative placements and have developed housing for young adults in extended foster care. Since placement stability continues to decline, FSSNF might consider researching to see if any placement tools or processes have been developed to enhance stability.

Practice

Summary
This category focused on implementation of Child Welfare Operating Procedures, theory comprehension and practice competency. FSSNF has developed a strong integrated leadership team that focuses on developing practice competency among themselves and throughout their network. The commitment to quality child welfare practice is evident throughout the interviews with FSSNF staff at every level.

Staff representing the front line and leadership positions were able to discuss recently implemented operating procedures, how operating procedures are used by staff and how the training team and Safety Practice Director use the operating procedures to guide practice. At the initial stage of implementation, FSSNF created a Safety Practice Director who focused on developing staff skill sets specifically needed to successfully implement the new child welfare practice model with special emphasis on the development of engagement skills, information collection, assessment and safety plan monitoring.

The training team regularly sends out tips related to the practice model and has made a conscious effort to incorporate language and key concepts in all trainings, including the training for licensing and placement staff and PRIDE training. The training manager, quality assurance staff, case management director and safety practice director are all very integrated and work very closely to ensure consistent messages regarding the implementation of key concepts associated with the practice model including family centered practice and trauma-informed care. While the theory of family centered practice is ingrained in the culture of the organization, quality assurance data indicates that there are inconsistencies in the application of this concept. Case reviewed indicated that the family was involved in the development of their case plan in 72.6% of the cases.

The Safety Practice Director has developed a skill building tool to evaluate skill level of front line staff and then evaluates increases in their skills as they participate in trainings and receive coaching. The initial focus was on the Family Preservation area of FSSNF which houses the STEPS and FAST prevention programs and covers both safety management services and ongoing case management for in-home non-judicial cases. Through utilizing the assessments and development tools, there was a noticeable increase in the skill set of the case managers and supervisors from the initial analysis and focus has now shifted to the dependency (both in-home judicial and out-of-home) program within FSSNF. The safety practice director has recently started skill assessments for the case managers who supervise dependency cases. Initially skill assessments showed that they were lacking significantly however, there has been progress made and they continue to evaluate the progress and work toward improving practice.

Front line case managers and supervisors consistently reported that they felt supported and could contact the safety practice director whenever they had questions. They also reported that they utilized coaching and guidance received related to quality assurance reviews to improve their practice.

Analysis
FSSNF demonstrated strong performance in this category. Family centered practice has been firmly established in FSSNF's day-to-day functions and is rarely referenced formally, however it is evident throughout the interviews that the concept is firmly embedded in the work done with families. Trauma-informed care however, appears to be a slightly newer area of focus but the efforts to instill this as a foundation for practice appear to be working. Throughout

the interviews and discussions with all levels of staff at FSSNF, there was a strong focus on further developing skills associated with quality child welfare practice. While quality assurance data shows there is room for improvement in front line practice, there is already a strong focus by leadership and actions are being taken to improve the quality of work.

Partnership Relations

Summary

This category focused on established relationships with child protective investigation staff, Children's Legal Services, the judiciary, Guardian ad Litem, other governmental agencies, domestic violence service providers, coordination of educational services and other area partnerships.

FSSNF promotes an open, collaborative effort of communication and attempts to ensure all voices are heard, addressed and there is an appropriate feedback loop. They actively participate in a variety of forums, to include Barrier Breakers, leadership, workgroups and collaboration meetings as an effort to establish effective partnerships. FSSNF leadership encourages open communication and is actively working to address issues but acknowledges there are struggles with differing opinions, some undefined roles and a lack of understanding of the child welfare system including the safety practice model.

The survey results from the judiciary and community partners were very positive. The judiciary survey communicated positive feedback regarding the work of case managers and FSSNF leadership actively addressing any issues identified by the court. Community partner surveys revealed that FSSNF is seen as responsive, collaborative and a leader in the child welfare community.

Leadership from the Department, Children's Legal Services and the Guardian ad Litem program provided feedback that FSSNF is collaborative and seeks ways to minimize barriers. The survey results from field level staff and a focus group with child protective investigation staff were mixed. Child protective investigation staff reported good relationships and teamwork with case managers. They advised that when there is a conflict and FSSNF is contacted the conflict is resolved. They reported that most case managers were responsive especially those in the STEP Program. The child protective staff from the Nassau area reported they really had no negative or unresolved issues with case management. The areas of concern most identified by child protective investigation staff were a lack of opportunity for feedback regarding service array, a lack of support in monitoring safety plans and timely identification of licensed placements.

The CLS survey responses were mostly positive in the areas around case managers identifying appropriate services, engagement with families, providing sufficient information to recommend reunification and communication. The areas of concern noted in the survey were a lack of consistent reasonable efforts, location of relatives for placement and timely submission of Judicial Review Social Service reports.

The GAL survey responses were most positive in areas around their recommendations being considered even when this differs from case manager's recommendations, placement of siblings together or visitation between siblings and normalcy. The area of concern most noted was timely notification of a child's placement move.

Foster Parent's responses regarding PRIDE training, in-service training, children receiving needed services, family engagement and normalcy were positive. Areas identified by foster parents as needing improvement were case management responses to placement challenges, inclusion in staffings and court and communication regarding case developments. FSSNF continues their efforts to find ways to support foster parents including support of the QPI program and foster parent associations, requirements of placement staff to follow up with foster parents after placement and establishment of family resource advocate, educational specialist, children's health specialist and behavioral specialist to help support foster parents and placement stablity. Although this is an area all child welfare systems continuoulsy strive to improve, as noted below FSSNF performed well on the FL CQI review regarding assessing and providing services to foster parents.

CQI/ Item 12 C: Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achiever case goals and adequately address the issues relevant to the agency's involvement with the family?
FSSNF =89.1% % of FL CQI 89% and FL CFSR 80%.

FSSNF has established an effective working relationship with the community domestic violence program. A representative from this program provides training during pre-service and trainees take a field trip to the program's shelter. This is an impressive accomplishment as there is often a perceived notion of conflict between domestic violence advocates and child welfare programs. After determining the one position funded through Florida's Coalition Against Domestic Violence was not adequate to serve the area, FSSNF funded a domestic violence advocate position that is co-located with field staff. FSSNF communicates regularly and works collaboratively with other local agencies including Department of Juvenile Justice who are included in multi-disciplinary staffings.

FSSNF has a written Memorandum of Understanding with Nassau and Duval school systems, points of contact with each school and has established information exchange – data sharing agreements to include information regarding attendance, grades, behavioral issues and educational success. FSSNF's Educational Specialist provides educational surrogate training and supports better communication with the schools. This was confirmed through interviews with case managers and described as a great support in meeting children's educational needs. FSSNF is invested in their communities as noted by service on numerous community boards and committees; the greatest testament might be CEO, Lee Kaywork' s service for six years as the chair of the Jacksonville System of Care Initiative.

Analysis
FSSNF demonstrated strong performance in this category. They are regarded as collaborative leaders in the child welfare community, use partnerships to better serve families and have invested funding to support and promote partnerships. As is true in most child welfare systems there are areas when communication with direct service level staff can be enhanced.

Community Relationships

Summary
FSSNF sees faith-based relationships as one of the integral pieces to engaging outside supports for the children and families FSSNF serves. Through FSSNF's history, these relationships have become long lasting and reciprocal, enriching the lives of the community. These community partners have provided services and goods including mentors, counseling, volunteers, sponsorships, gallery exhibitions, a visitation center and school supplies. Faith-based organizations have shared their resources to provide various trainings, communicate awareness of events in child welfare and parishioners have provided concrete supports for families in their communities. FSSNF maintains partnership with the following faith based organizations: One Church One Child, St. John's Episcopal Church, Impact Church, Mandarin Christian Church, Journey Church, First Baptist Church, Northside Community Involvement, The Bridge Family Worship and Trinity Christian Church.

FSSNF leadership indicates business partnerships have been essential in providing goods and donations in-kind to include manpower, time and effort of volunteers from partner businesses and their employees. FSSNF partners with business in both Duval and Nassau counties, sometimes on a one-time basis. FSSNF leadership stated that often, these relationships start as such and evolve into a truly sustained relationship in which the business and FSSNF appreciate a mutually beneficial alliance. Some of the events sponsored and manned by the local business community include: Kinship Shopping Spree, Easter Baskets, Operation Backpack, Angel Program, Dog Gone Good Reader Program and January Post Holiday Zoo Party for children to name a few. FSSNF continues to build partnerships with local businesses through personal and professional associations, commitment to serve on various boards within the community and continual local awareness through social and paid media outlets. FSSNF's partnership with businesses was reinforced through the various focus group interviews completed during this COU monitoring. Focus groups, including investigations and several levels of case management, spoke fondly and positively about the emphasis FSSNF puts on these partnerships and the great work that inspires local businesses and their employees to give of their time and resources. Many of these businesses were known by name and praised for their generous nature. Some of the companies mentioned included Kohl's, Florida Blue and Jacksonville Young Lawyers Association. Other companies that donate time, services and/or goods include: Rayonier Inc., Watson Realty Corp., Vistakon/Johnson & Johnson Vision Care, CarMax, Optum USA, Brightway Insurance and Chartwells.

FSSNF employs several tactics to elevate community awareness regarding child welfare needs, events and impact. From social media recruitment efforts to giant billboard branding for their "Be a Hero" campaign, FSSNF endeavors to engage the community with positive and informative messaging. Social media outlets allow FSSNF to push messages about teen needs in general, teen permanency including adoption, foster/adoptive home needs and special occasion drives and festivals. FSSNF interviews with key staff members from licensing, training and placement echo the use of media outlets to message needs for foster/adoptive homes, recruitment referral programs and upcoming events.

As indicated in FSSNF's system of care model, the community development director uses various outreach tactics to recruit for specialized, general or targeted needs. FSSNF is involved in newspaper outlets to include neighborhood newspaper features, BOD chair letters to the Editor, Times Union editorial board and a column in the Nassau paper written by CEO, Lee Kaywork. Websites dedicated to adoption and agency information are also utilized. Media exposure is multifaceted thus FSSNF also benefits from partnerships with daytime television news and talk shows. FSSNF partners with a faith-based agency, Trinity Broadcasting, for aired television interviews. At times, negative

outcomes reported by the media need to be addressed; FSSNF strives to maintain a positive relationship with the Department and present a coordinated response to the media that reflects not only the nature of the work, but the collaborative effort to ensure children are safe. In addition to the above tactics, FSSNF also leverages the community connections of their BOD. BOD members are coached on talking points and have the passion behind their message due to their belief in the work.

A highlighted portion of FSSNF funding is invested in their family preservation services. FSSNF has a robust prevention program and is uniquely integrated into the community through community specialist positions and programs. FSSNF partners with the community through programs such as STEPS, FAST, Integrated Practice Team (IPT), High Risk Newborn (HRN), Family Intensive Treatment (FIT), Project Healthy Homes (PHH), Child Welfare- Early Education Program (CW-EEP) and Teen Parenting Initiative (TPI) that are available to address mental health, behavioral health, substance abuse, education programs and parenting. A community center in Duval County, Schell Sweet located at Edward Waters College, maintains a community resource specialist to provide referrals to local families. This center also hosts educational courses, health and wellness activities, and a support group for fathers and food distribution. During the leadership presentation, CEO Lee Kaywork stated the Schell Sweet Center is FSSNF's commitment to the community and continues to be a work in progress. In Nassau County, FSSNF partnered with the Public Library System to not only engage youth in reading, but to entice the entire family to make the library a place to strengthen family bonds. Another defining practice FSSNF has implemented is their provision of a Child Welfare 101 training to the Early Learning Coalition day care facilities and the YMCA for summer camps. This ensures those having peripheral interaction with the child welfare population understand what these children and families are experiencing and why they may be exhibiting certain behaviors.

The Community Alliance is a combination Alliance for both Nassau and Duval Counties. Although this Alliance is currently under construction, it is being chaired by a member of the Nassau Board of County Commissioners and will soon be fully engaged. The Community Alliance is an entity that presents programs and initiatives, provides natural community engagement in problem solving and support by local leaders, and reviews performance to ensure service needs and community engagement are continual. The Community Alliance would be yet another avenue for FSSNF to ensure their local leaders and community members spread awareness of children and family's needs while in the system, brainstorm services and supports for those needs, and provide an open venue for the community to provide input and solution based ideas. FSSNF is encouraged to continue rebuilding and strengthening this alliance for Duval and Nassau Counties.

Analysis
FSSNF demonstrated strong performance in this category. They have developed community relationships with the faith-based community, local media and local businesses that have produced donations, volunteers and numerous others contributors. They are also committed to the communities' efforts regarding primary prevention and their support to revitalize the Community Alliance will provide additional opportunities for community involvement.

COU Monitoring Summary
FSSNF demonstrated strong performance in all categories reviewed. They are viewed as a leader of the child welfare community and have established mutually beneficial partnerships. They are fiscally sound and manage risk well. Their training program is comprehensive and includes mentoring, coaching and development of supervisors and leaders. Although retention of case managers is a struggle, they set expectations and monitor caseload size. They have a robust

continuous quality improvement process which includes analysis of a rich bank of data. Their process for program development or enhancement is aligned with the Department's results oriented accountability approach. They are either meeting contract and CBC scorecard performance measures or have a formalized plan to reach their targets. Quality of case management services could most likely be improved if these same processes were focused on this area. The family centered philosophy is integrated within their system, they recognize the importance of trauma-informed care and are developing a trauma-informed plan. They have a strong integrated team working to develop skills and knowledge needed to implement Florida's new child welfare practice model.

The review also included the monitoring of FSSNFs subcontracts as an area of administrative compliance.
   o   The COU reviewed six subcontract files and found them in compliance.

Conclusion
FSSNF is a highly functioning CBC lead agency. There were no areas identified as needing critical improvement, however child welfare systems should always strive to continuously improve. FSSNF has already developed plans and/or process or initiated activities to address many of the areas highlighted in this section. The area most noted as needing improvement is:

Quality of ongoing case management provided to children and families related to:
   1) Assessing safety
   2) Safety planning
   3) Quality of contacts with children, with parents and contacts between children and parents
   4) Continuity of relationships after placement, placement with relatives
   5) Involving parents in case planning
   6) Assessing and providing services
   7) Meeting educational needs

FSSNF exhibits the philosophy of continuous quality improvement and continuously seeks ways in which to enhance their provision of services to children and families in their community. Areas identified by the COU team to consider for enhancements are:
   1) Formalization of the protocol for placement processes
   2) Formalization of the process used for program development or enhancement of existing programs
   3) Enhancement of the Five-Star Quality Group Care Program by incorporting more elements related to normalcy and quality of care and interviews with children and their case managers
   4) Research best practices related to placement including tools or processes around placement matching and placement stability

Since FSSNF is such a high functioning CBC lead agency they are in prime position to tackle complex issues that universally challenge child welfare systems and were found to be a challenge during the monitoring. The areas identified were:
   1) Retention of case managers.
   2) Communication and satisfaction of services provided as assessed by direct services level partners.

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Innovative Practices

FSSNF's approach to teamwork and innovation was found to be a strength. This was evident in their work with the community, their partners, and the Department as well as in their approach to staffing cases and the development of services or programs. Multiple innovative practices were noted and can be found in this report. Some the team wanted to highlight are:

Leadership:

- Members of the BOD have opportunities to continuously learn about the system of care through program presentations and by shadowing FSSNF directors.
- Multiple grants are obtained and used to support the goals of FSSNF.
- Workforce management:
- Development of case management supervisors focuses on improving management skills, analytical skills and consultative style of supervision.
- Pre-service training includes a visit from a dependency judge and a visit to a local domestic violence shelter.
- Their in-service training plan is developed with an integrative approach and from gathering information from surveys, quality assurance data and skills assessments related to the new practice model. All in-service training opportunities are also offered to foster parents.

Quality Management and Performance Improvement:

- Quality assurance specialists lead permanency staffings.

Placement Resources and Process

- A former youth who experienced foster care is a foster home recruiter.
- An educational liaison, behavioral health care coordinator and a children's health specialist are part of the placement team.
- One director supervises adoptions and the Independent Living Program, emphasizing the importance of permanency for all children- no matter their age.
- Their Kinship program supports relative and non-relative placements.
- Host homes have been developed for Extended Foster Care and are supported by a mental health specialist hired through a grant.

Practice:

- The Safety Practice Team is comprised of several directors including the safety practice director. The safety practice director has developed tools to assess practice skills.
- Community Relations:
- Foster home recruitment responsibility is housed with Community Development. All inquiries of interest are filtered appropriately which might include foster parent training, extended foster care or other supports for foster parents or families.

Grants

Dave Thomas Foundation	$70,000.00
Kinder Morgan Foundation	$1,500.00
Vistakon #6	$16,000.00
City of Jacksonville – Public Service Grant	$149,757.00
City of Jacksonville – Community Development Block Grant	$28,810.00
City of Jacksonville – Public Service Grant Mental Health	$90,344.00
City of Jacksonville – Kinship Care	$145,162.00
City of Jacksonville – Mentors Matter	$78,279.00
City of Fernandina Beach	$1,000.00
Department of Children and Families	$404,529.00
Family Support Services, Inc.	$45,000.00
CBC of Central Florida (Keys to Independence Grant)	$1,203.25.00
Emergency Food and Shelter National Board Program	$4,308.75.00
Rayonier Community Fund	$2,000.00