



CONTRACT OVERSIGHT DESK REVIEW

Big Bend Community Based Care, Inc. BJ101

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Big Bend CBC, Inc.

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INTRODUCTION

Contract Oversight performed a Desk Review for Big Bend CBC, Inc. Contract BJ101. Big Bend CBC, Inc. (BBCBC) provides child welfare services for Circuit 2 encompassing Franklin, Gadsden, Jefferson, Leon, Liberty, and Wakulla Counties and Circuit 14 which encompasses Bay, Calhoun, Gulf, Hamilton, Jackson, and Washington Counties in the Northwest Region of Florida and has done so since 2004.

PERFORMANCE AT A GLANCE

The charts and graphs below are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia, two territories, and more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence based programs and data analytics. The Casey data shows that BBCBC experienced an increase in the number of children in care from 2013 through 2017.

Data Basics

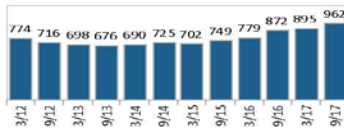
Big Bend CBC, Inc.

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

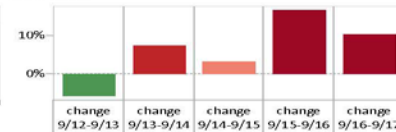
Produced by Data Advocacy, Casey Family Programs

Data source: state-submitted AFCARS and NCANDS files
Date prepared: 11/27/2017

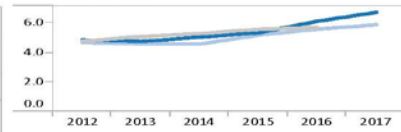
of children in care (< age 18; as of last day of each month)



year over year change in the # in care

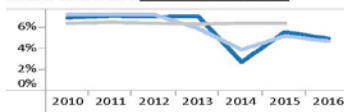


rate in care (per 1,000, < age 18)

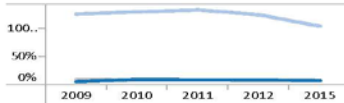


Safety

% children who experience repeat maltreatment within 6 months

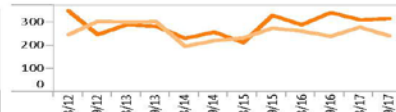


% children who experience repeat maltreatment within 12 months (note 2013-2014 data masked due to data quality)

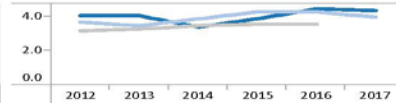


Entries

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

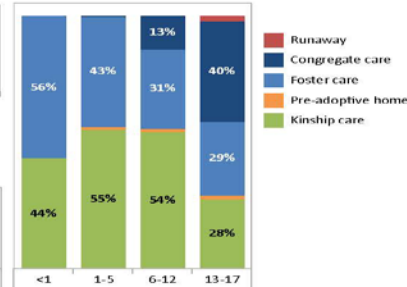


rate of children entering care (per 1,000)



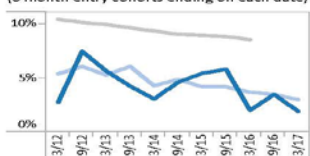
Placement

placement settings for children in care, by age (for all children in care on 9/30/2017)

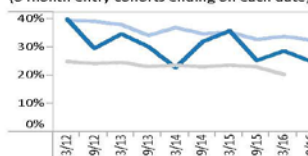


Timely & Stable Permanency

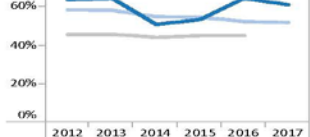
% permanency within 30 days of entering care (6 month entry cohorts ending on each date)



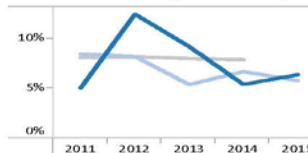
% permanency within 3-12 months of entering care (6 month entry cohorts ending on each date)



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



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

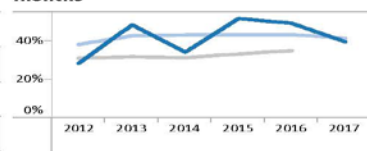


Children In Care 2+ Years (9/30/2017)

in care 2+ years

| | |
|--------------|-----|
| # | 135 |
| % | 14% |
| state | 17% |
| Nat'l (2016) | 25% |

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



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

| | ages 2-12 | | ages 13-17 | |
|-----------------|-----------|-------|------------|-------|
| | Reunif | Adopt | Adopt | APPLA |
| Congregate care | | 8% | 13% | 2% |
| Foster care | 4% | 32% | 15% | |
| Kinship care | 4% | 15% | | |

SECTION 1: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community BBCBC serves, including demographic information, a description of the child welfare partners, and information about all child fatalities, including those investigated by the Department and those that were not.

| US Census Facts - Circuit 2 | Franklin | Gadsden | Jefferson | Leon | Liberty | Wakulla | Florida |
|--|----------|----------|-----------|----------|----------|------------|----------|
| Median Household Income | \$40,301 | \$38,533 | \$41,696 | \$48,248 | \$37,917 | \$54,078 | \$48,900 |
| Percent of population living in poverty | 23.1% | 20.6% | 18.9% | 19.0% | 23.6% | 13.1% | 14.7% |
| Percent of population over 25 years old with high school diploma | 79.6% | 78.8% | 79.8% | 92.6% | 79.1% | 87.7% | 87.2% |
| Percent of population over 25 years old with a college degree | 16.7% | 17.5% | 19.0% | 45.2% | 12.5% | 16.6% | 27.9% |
| US Census Facts - Circuit 14 | Bay | Calhoun | Gulf | Holmes | Jackson | Washington | Florida |
| Median Household Income | \$48,577 | \$37,089 | \$40,822 | \$37,437 | \$35,470 | \$38,330 | \$48,900 |
| Percent of population living in poverty | 14.9% | 21.9% | 23.5% | 24.2% | 22.6% | 22.8% | 14.7% |
| Percent of population over 25 years old with high school diploma | 88.7% | 76.9% | 82.5% | 78.3% | 78.4% | 79.8% | 87.2% |
| Percent of population over 25 years old with a college degree | 22.5% | 10.5% | 16.7% | 12.3% | 13.7% | 11.0% | 27.9% |

www.census.gov/quickfacts/ (2012-2016 v2016)

Table 1

BBCBC serves the children and families in the Second and Fourteenth Judicial Circuits, encompassing a total of twelve (12) counties. Based on the US Census Facts all of the counties within both Circuits have a lower median household income than the state average, with the exception of Wakulla County in Circuit 2. Wakulla County's median household income is a little more than \$5,000 over the state average of \$48,900. Wakulla County has the lowest poverty rate of all the counties and is second only to Leon County (92.6%) in the percent of adults having a high school diploma in both Circuits. Leon County has the highest percentage of adults with a college degree of all the counties in both Circuits at 45.2%. This is 34.7% higher than the lowest county percentage (Calhoun County at 10.5%) and 17.3% higher than the state average of 27.9%. It should be noted that geographically, Leon and Wakulla Counties are adjacent to each other and share a north/south border.

CHILD FATALITIES

INFANT AND CHILD MORTALITY RATES

Bay County has had a birth rate of at least 2.2 over the state average for the past five years. Gadsden County has been on par with or just slightly above the state average for the past five years. All of the other counties have remained below the statewide average of 11.1, though Wakulla County did peak in 2016 with the same rate.

| Birth Rate per 1,000 Population Statewide Rate: 11.1 | | | | | |
|---|------|------|------|------|------|
| County | 2012 | 2013 | 2014 | 2015 | 2016 |
| Bay | 13.6 | 13.2 | 13.6 | 13.8 | 13.3 |
| Calhoun | 10.1 | 9.4 | 9 | 10.3 | 9.7 |
| Franklin | 9.5 | 9.6 | 8.5 | 8.9 | 7.4 |
| Gadsden | 11.1 | 11.8 | 11.1 | 11.5 | 11.7 |
| Gulf | 7.4 | 8.3 | 7.1 | 7.3 | 7.2 |
| Holmes | 9.6 | 8.7 | 10.4 | 11 | 9.3 |
| Jackson | 10 | 9.9 | 10.2 | 9.8 | 10.5 |
| Jefferson | 9.6 | 9.3 | 8.7 | 8.5 | 8.3 |
| Leon | 10.8 | 10.8 | 11 | 10.7 | 10.4 |
| Liberty | 7.8 | 10.3 | 10.6 | 8.6 | 8.8 |
| Wakulla | 10.8 | 9.8 | 10.7 | 10.8 | 11.1 |
| Washington | 9.2 | 9.9 | 9.7 | 9.1 | 9.9 |

Source: <http://www.flhealthcharts.com/FLQUERY/Birth/BirthRateRpt.aspx> (Run date 12-19-17)

Table 2

Infant mortality rates have widely fluctuated over the past five years within almost every county in both Circuits. Notably in Holmes County, the mortality rate dropped from a high of 20.9 in 2012 to 5.4 in 2016, bringing it just under the statewide rate of 6.1. Jefferson County experienced a spike in infant mortality in 2013, with a rate of 29.6, but saw a significant decrease in subsequent years to a low of 0 in 2015 and 2016. Liberty County has had a mortality rate of zero with the exception of 2013, when the rate spiked to 11.4.

| Infant Mortality Rate per 1,000 live births Statewide Rate: 6.1 | | | | | |
|--|------|------|------|------|------|
| County | 2012 | 2013 | 2014 | 2015 | 2016 |
| Bay | 7.4 | 8 | 10.7 | 5.4 | 6.4 |
| Calhoun | 0 | 0 | 7.6 | 6.7 | 7 |
| Franklin | 9.2 | 17.9 | 10 | 0 | 11.4 |
| Gadsden | 9.5 | 16 | 9.3 | 9 | 12.3 |
| Gulf | 8.5 | 7.5 | 17.1 | 16.8 | 16.5 |
| Holmes | 20.9 | 11.5 | 14.5 | 9.1 | 5.4 |
| Jackson | 6 | 8.1 | 5.8 | 8.1 | 3.8 |
| Jefferson | 7.2 | 29.6 | 7.9 | 0 | 0 |
| Leon | 9.3 | 5.3 | 7.1 | 7.2 | 5.4 |
| Liberty | 0 | 11.4 | 0 | 0 | 0 |
| Wakulla | 0 | 9.8 | 3 | 8.9 | 0 |
| Washington | 8.7 | 0 | 12.3 | 4.4 | 12.2 |

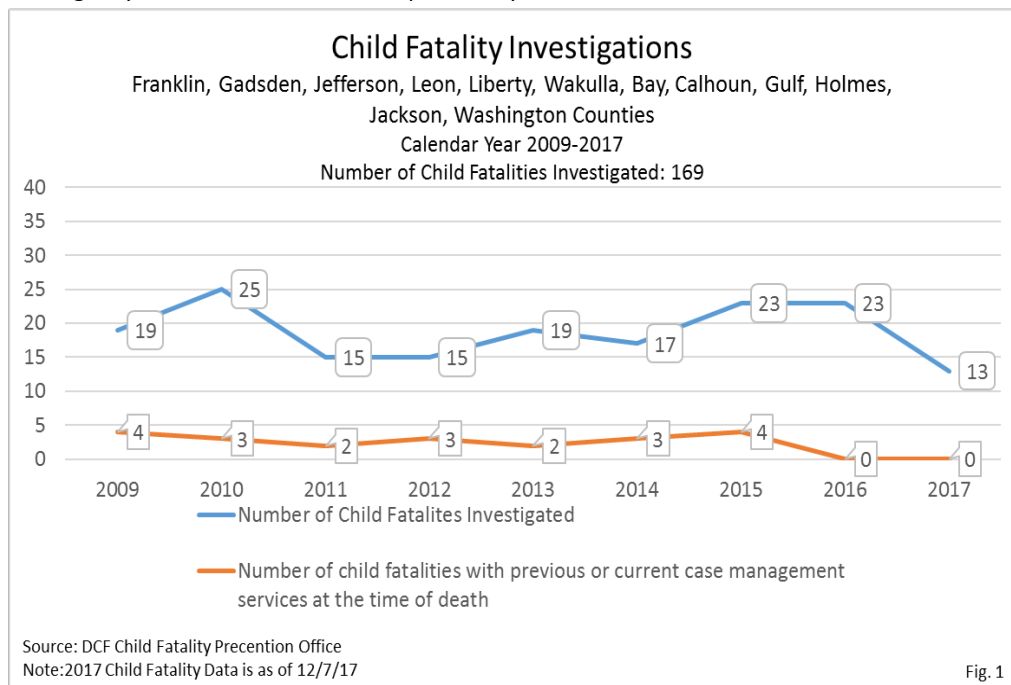
Source: <http://www.flhealthcharts.com/FLQUERY/InfantMortality/InfantMortalityRateRpt.aspx>

Table 3

CHILD FATALITY INVESTIGATIONS

Since 2009, Circuits Two and Fourteen have had a total of 169 child fatality investigations. Of those 169 reports, BBCBC provided services to twenty-one (21) families seven (7) of which were receiving services at the time of the fatality. There has been no agency involved fatalities in the past two years.

All of the agency-involved fatalities in 2014 and 2015 were cases that were closed prior to the fatality, although previous case management services had been provided. Since the inception of the Critical Incident Rapid Response Teams in 2014, there has been one team deployed in Leon County in 2016 and one most recently in Bay County in January 2018, neither having current or prior involvement with BBCBC.



SECTION 2: AGENCY SUMMARY

Big Bend Community Based Care, Inc. became the lead child welfare agency providing foster care and related services in July 2004 in Circuit 2. This was expanded to what is now known as Circuit 14 in 2005. DCF district restructure and alignment to the judicial circuits in 2007 altered the number of counties served in Circuit 14 and shifted Taylor and Madison County to another circuit and pairing down the number of counties that are currently served by BBCBC to twelve (12). BBCBC is accredited through the Council on Accreditation (COA) for the area of Network Administration through December 31, 2021.

BBCBC has the distinction of also being the Managing Entity for the Northwest Region of Florida since 2013. As such they coordinate community based substance abuse and mental health services for Circuits 1, 2, and 14 as well as Taylor and Madison Counties located in Circuit 3.

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

Between FY 2014/2015 and FY 2016/2017 the number of reports accepted for investigation by the Department's child protective investigators (CPI) increased, and children entering out-of-home care spiked in FY 2015/2016. Children receiving out of home services has increased by 17.4% over the last three fiscal years, while the number of children receiving in-home services have decreased by 14.4% over the same timeframe. Children receiving family support services has stayed generally stable. The number of young adults receiving services decreased by 16.9% over

the last three fiscal years. The table below provides key data for investigations and services in Circuit 2 and 14 for FY2014/2015, FY 2015/2016 and FY 2016/2017.

| Child Protective Investigations and Child Removals (Bay, Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Wakulla, Washington Counties) | FY 2014/2015 | FY 2015/2016 | FY 2016/2017 |
|--|---------------------|---------------------|---------------------|
| Reports accepted for Investigation by DCF (Initial & Additional Reports) ¹ | 8,281 | 9,084 | 9,098 |
| Children Entering Out-of-Home Care ² | 523 | 595 | 567 |
| Children Served by Big Bend CBC³ | FY 2014/2015 | FY 2015/2016 | FY 2016/2017 |
| Children Receiving In-Home Services | 898 | 844 | 769 |
| Children Receiving Out of Home Care | 1,156 | 1,270 | 1,357 |
| Young Adults Receiving Services | 172 | 145 | 143 |
| Children Receiving Family Support Services | 1,197 | 922 | 1,037 |

Data Sources:

Table 4

¹Child Protective Investigations Trend Report through June 2017 (data repository 1/2/18)

²Child Welfare Dashboard: Childwelfare Trends/Children Entering Out-of-Home Care/Distinct Removals (run date 10/9/2017 & 1/3/2018)

³FSFN OCWDRU Report 1006 Children & Young Adults Receiving Services by CBC Agency (run date 8/14/2017 & 1/2/2018)

FINANCIAL VIABILITY REPORT ANALYSIS

The Office of CBC/ME Financial Accountability performed financial monitoring procedures and reported the results in the [2016-17 CBC Desk Review Financial Monitoring Report for Big Bend Community Based Care, Inc.](#) The report noted one (1) finding and one (1) observation. The finding was related to noncompliance with federal/state regulatory requirements of seeking prior approval for equipment with a value greater than \$1000. The finding was resolved with BBCBC updating policies to reflect the federal regulatory requirement along with staff training. The observation was related to reporting expenditures to a specific and more appropriate cost pool designation. Recommendation was made to reclassify expenditure to be reflected on the following month's expenditure report. The desk review period was from October 1, 2016 through December 31, 2016 with a publish date of June 30, 2017.

Big Bend has maintained financial stability throughout the past four fiscal years and continues to operate with a small surplus. BBCBC received supplementary money from Maintenance Adoption Subsidy (MAS) Back of the Bill funds allocated in FY15/16. Please see Table 5 below.

| Comparison of Funding by Fiscal Year | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Big Bend CBC | | | | | |
| DCF Contract Funds Available (by Fiscal Year) | FY13-14 | FY14-15 | FY15-16 | FY16-17 | FY17-18 |
| Core Services Funding | \$25,069,269 | \$25,115,299 | \$25,442,910 | \$25,537,423 | \$25,649,578 |
| Other** | \$7,916,376 | \$8,133,438 | \$9,098,938 | \$9,957,808 | \$9,851,755 |
| Total Initial Appropriation | \$32,985,645 | \$33,248,737 | \$34,541,848 | \$35,495,231 | \$35,501,333 |
| Risk Pool Allocation | | | | | |
| CBC Operational Costs from Back of the Bill | | | | | |
| MAS from Back of the Bill | | | \$183,871 | | |
| Carry Fwd Balance from Previous Years | \$695,158 | \$326,207 | \$14,911 | \$549,310 | \$352,538 |
| Total Funds Available | \$33,680,803 | \$33,574,944 | \$34,740,630 | \$36,044,541 | \$35,853,871 |
| ** Includes Maintenance Adoption Subsidy (MAS), Independent Living (IL and Extended Foster Care), Children's Mental Health Services (Cat 100800/100806), PI Training, Casey Foundation or other non-core services | | | | | Table 5 |

SECTION 3: PERFORMANCE MEASURES AND QUALITY ASSURANCE DATA

This section provides a picture of BBCBC's performance on contract measures and within the larger program areas of safety, permanency and well-being, based on a variety of data. The information in the following graphs and tables represent performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews.

The performance measures outlined in this report are accessible through the [Child Welfare Dashboard](#) and include both federal and state measures used to evaluate the lead agencies on twelve (12) key measures to determine how well they are meeting the most critical needs of at-risk children and families.

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

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

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

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

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

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

CONTRACT AND CBC SCORECARD MEASURES

BBCBC has consistently performed well in most areas regarding their contract measures. During FY 2016/2017, BBCBC exceeded their established targets or federal standards for ten (10) of the thirteen (13) contract measures. BBCBC has exceeded statewide average performance on eight (8) of the twelve (12) measures for which there is a statewide average calculated. There are three (3) contract measures in which BBCBC did not meet the contract targets for the last FY 2016/2017; they are as follows:

- 1) Rate of abuse or neglect per day while in foster care: Performance on this contract target was not met in the most recent four (4) quarters, ending in FY Q2 with a rate of 10.66.
- 2) Percent of children exiting foster care to a permanent home within twelve (12) months of entering care: With the exception of the first quarter of FY 17/18, performance on this measure has been below both contract target and the statewide average since the fourth quarter of FY 15/16.
- 3) Percent of young adults in foster care at age 18 that have completed or are enrolled in secondary education: The first three (3) quarters of FY 2016/2017 there was a decline in meeting this contract target, though for the past three (3) quarters there has been a positive trend.

| SC | Big Bend CBC Performance Measures Contract BJ101 SOC | CBC Contract Measure Targets | Federal National Standard (Performance of Other States ¹) | Statewide Performance (FY 2016/2017) | Big Bend CBC | |
|----|---|------------------------------------|---|--|---------------------------|----------------------------|
| | | | | | FY 2015-2016 | FY 2016-2017 |
| | | | | | July 1, 2015-June 30,2016 | July 1, 2016-June 30, 2017 |
| 1 | Rate of abuse or neglect per day while in foster care <i>(Source: CBC Scorecard)</i> | <8.5 | <8.5 | 10.56 | 6.06 | 9.17 |
| 2 | Percent of children who are not neglected or abused during in-home services <i>(Scorecard)</i> | >95% | | 97.20% | 98.20% | 97.10% |
| 3 | Percent of children who are not neglected or abused after receiving services <i>(Scorecard)</i> | >95% | | 95.60% | 95.30% | 96.70% |
| 4 | Percentage of children under supervision who are seen every thirty (30) days <i>(CBC Scorecard)</i> | >99.5% | | 99.80% | 99.80% | 99.80% |
| 5 | Percent of children exiting foster care to a permanent home within twelve (12) months of entering care <i>(Scorecard)</i> | >40.5% | >40.5% <i>(16%-61%)</i> | 41.60% | 38.30% | 33.20% |
| 6 | Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months <i>(Scorecard)</i> | >44% | >43.6% <i>(21%-50%)</i> | 53.70% | 59.50% | 58.70% |
| 7 | Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home <i>(Scorecard)</i> | >91.7% | >91.7% <i>(83%-98%)</i> | 89% | 85.80% | 92.30% |
| 8 | Children's placement moves per 1,000 days in foster care <i>(Scorecard)</i> | <4.12 | <4.12 <i>(2.6%-8.7%)</i> | 4.33 | 3.68 | 3.51 |
| 9 | Percentage of children in out-of-home care who received medical service in the last twelve (12) months. <i>(Scorecard)</i> | >95% | | 97.14% | 98.50% | 98.80% |
| 10 | Percentage of children in out-of-home care who received dental services within the last seven (7) months. <i>(Scorecard)</i> | >95% | | 92.70% | 95.10% | 96.60% |
| 11 | Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education <i>(Scorecard)</i> | >80% | | 87.60% | 80.30% | 77.50% |
| 12 | Percent of sibling groups where all siblings are placed together <i>(Scorecard)</i> | >65% | | 63.90% | 63.60% | 67.50% |
| | Number of children with finalized adoptions <i>(DCF Dashboard run date 10/17/18)</i> | 125/158 | | | 231 | 193 |

Source: CBC Scorecard-All Measures-Run 8/4/2017

Table 6

CHILD SAFETY

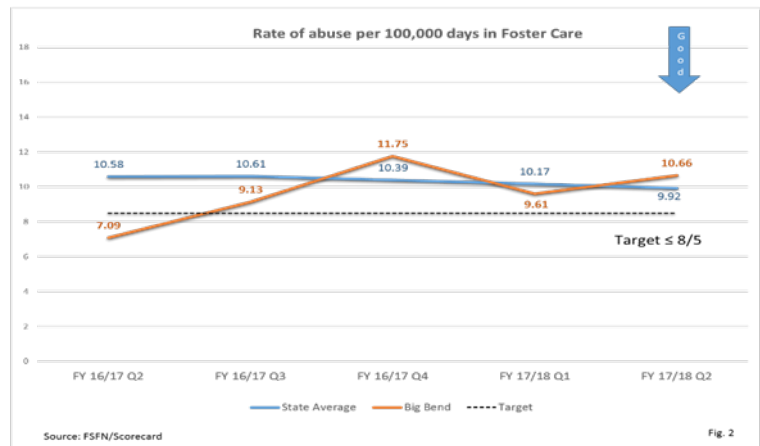
The figures on the following pages depict BBCBC's performance related to child safety in the following areas:

1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. CQI qualitative case review results

RATE OF ABUSE IN FOSTER CARE

Rate of abuse or neglect per day while in foster care (Scorecard Measure M01): The graph below depicts the rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days) during the report period. This is a national data indicator that measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the state's foster care system.

Within the past five (5) quarters the rate of abuse has failed to meet the target in all but the second quarter of FY 16/17. In that quarter, BBCBC was below the state average and national target but was trending negatively. In contrast, the RSF/CQI case review indicators linked to child safety (quality of visits and making concerted efforts to address risk and safety) are above statewide performance, see Table 6 for further details. Please note that this information does not differentiate between licensed foster homes and unlicensed relative placements. Based on the difference between the data for the performance measure and that noted in the RSF/CQI cases, further analysis may be warranted.

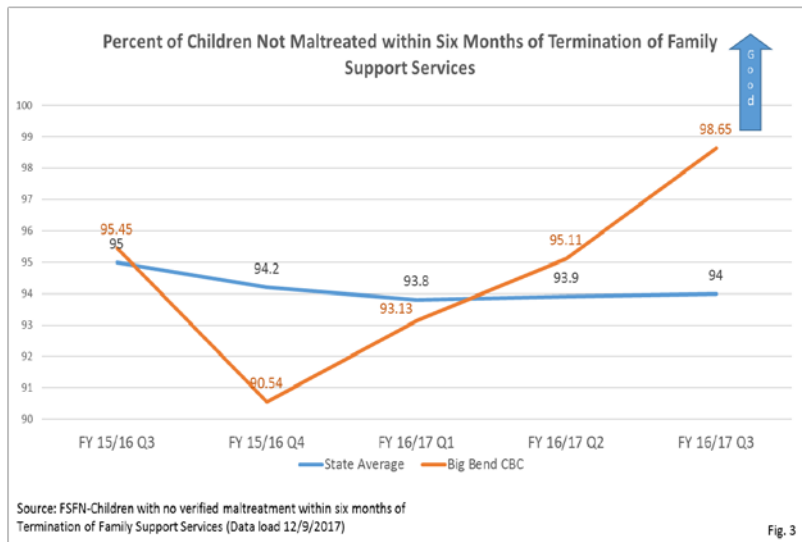


NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

Percent of children not abused or neglected within six months of termination of family support services:

The graph to the right represents the percentage of children who did not have a verified maltreatment during the reporting period.

Currently, BBCBC is performing above the state average of 94% by a margin of 4.65%. The Department of Children and Families Office of Child Welfare has given BBCBC a service array rating of "1" for their provision of family support services. This service array rating indicates that BBCBC has defined services in this domain, but are not fully aligned with service array framework definitions.

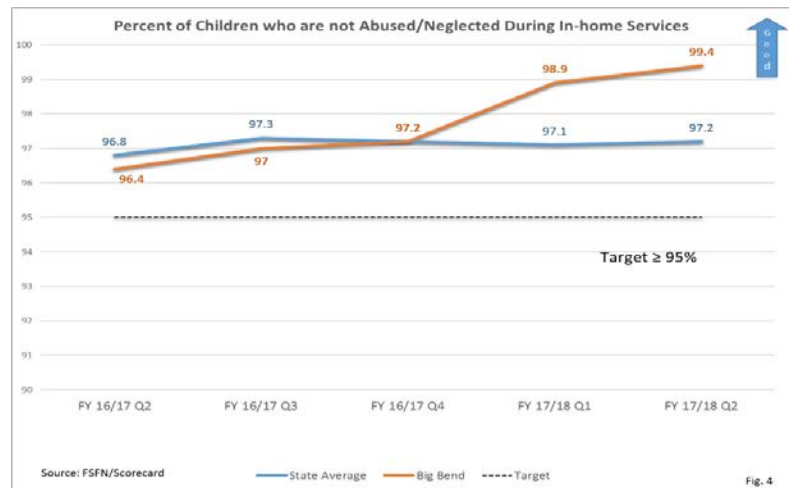


NO MALTREATMENT DURING IN-HOME SERVICES

Percent of children not abused or neglected while receiving in-home services (Scorecard Measure M02):

The graph below depicts the percentage of in-home service episodes during the report period where the child did not have a verified maltreatment while receiving services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while the case is open and the CBC is providing in-home services to the family.

BBCBC performance has remained above target, currently at 99.4%. CQI data for Safety Outcome 1, Item 3, indicates that BBCBC's performance in the area of risk and safety management is at 86.21%. This is above the state and federal averages of 77% and 71.3%, respectively, and is an improvement of 7.64% from FY 2015/2016. BBCBC is doing well on this performance measure, remaining above both statewide performance and federal PIP goal for the last two fiscal years. BBCBC

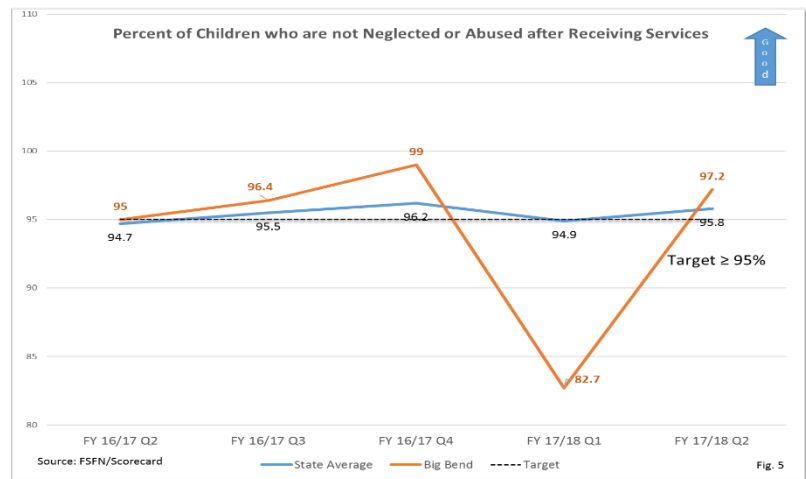


is also exceeding the statewide average in two other areas – RSF sufficiency of family assessments (90.7%) and RSF sufficiency of safety plans (85.4%). See Table 7.

NO MALTREATMENT AFTER RECEIVING SERVICES

Percent of children with no verified maltreatment within six months of termination of supervision (Scorecard Measure M03):

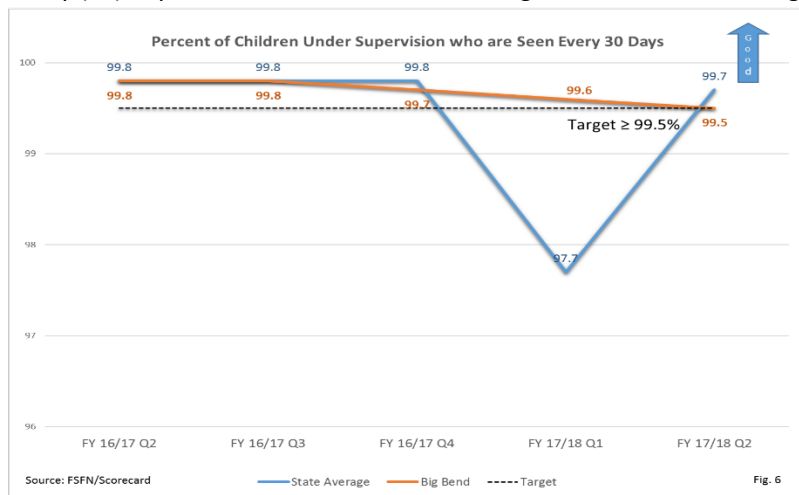
The graph below depicts the percent of children who were not the victims of abuse or neglect in the six (6) months immediately following termination of supervision. BBCBC is currently performing above the state average and the national target at 97.2%. Over the past five (5) quarters, BBCBC met the target in one (1) quarter and exceeded the state and federal target in all but the first quarter of FY 17/18, dropping 16.3% however returning to above target the next quarter.



CHILDREN SEEN EVERY 30 DAYS




Children under supervision who are seen every thirty days (Scorecard Measure M04): The graph below depicts the rate at which children are seen every thirty (30) days while in foster care or receiving in-home services during the report period. BBCBC has consistently exceeded the national target until the first quarter of FY 17/18, dipping below by 1.8%.

BBCBC has shown consistency in seeing the children as required, however, based on CQI Item 14, the quality of those contacts between the case manager and child need improvement. According to CQI data for this element, BBCBC dropped from 78.6% during the 2015/2016 fiscal year, to just under the federal PIP goal of 78.9%, at 65.5% in FY 2016/2017. See Table 8, CQI Item 14 for further details.







QA CASE REVIEW DATA

The table below provides BBCBC's performance based on RSF/CQI case reviews. All five (5) items included in this report are performing above statewide performance. The Federal PIP goal for CQI Items 2 and 3 are being surpassed and have shown improvement over the past two fiscal years. These CQI Items include efforts to assess and address safety and risk as well as providing services to the family.

| Quality Assurance - Rapid Safety Feedback Item | Big Bend n=43 | Statewide RSF Performance ¹ n=851 |
|--|---|--|
| <i>Assesment Based on Case Reviews by Child Welfare Professionals</i> | | |
| July 1, 2016-June 30, 2017 | | |
| RSF 1.1: Is the most recent family assessment sufficient? |  90.7% | 50.6% |
| RSF 2.1: Is the quality of visits between the case manager and the child (ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes? |  79.1% | 62.7% |
| RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child? |  85.4% | 60.7% |

Green dot denotes performance is above statewide RSF average; red dot denotes performance is below statewide RSF average

| Quality Assurance - Florida CQI Item | Big Bend | Big Bend | Percent Improvement | Statewide CQI/QA Performance ¹ n=1,290 | 2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80 | Federal Program Improvement Plan (PIP) Goal ³ | Federal and State Expectation ⁴ |
|--|----------------------|--|--|--|---|--|--|
| <i>Assesment Based on Case Reviews by Child Welfare Professionals</i> | FY 2015/2016 n=42 | FY 2016/2017 n=58 | | | | | |
| 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? | 94.12% |  96.55% |  2.4% | 93.0% | 76.5% | 85.2% | 95.0% |
| CQI Item 3: Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child (ren) in their own homes or while in foster care? | 78.57% |  86.21% |  7.6% | 77% | 71.3% | 77.7% | 95.0% |

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 7

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

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

³The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

⁴This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

PERMANENCY

When children are placed in out-of-home care it is imperative that child welfare agencies find safe, permanent homes for them as quickly as possible. 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. In FY 2016/2017 BBCBC met targets for permanency in 12 to 23 months, placement stability and maintaining sibling groups. BBCB is not meeting the target for child permanency within 12 months; showing a negative trend for the past five quarters. BBCBC is also not

meeting the target for children not re-entering out of home care, though this is showing a positive trend for the last three quarters.

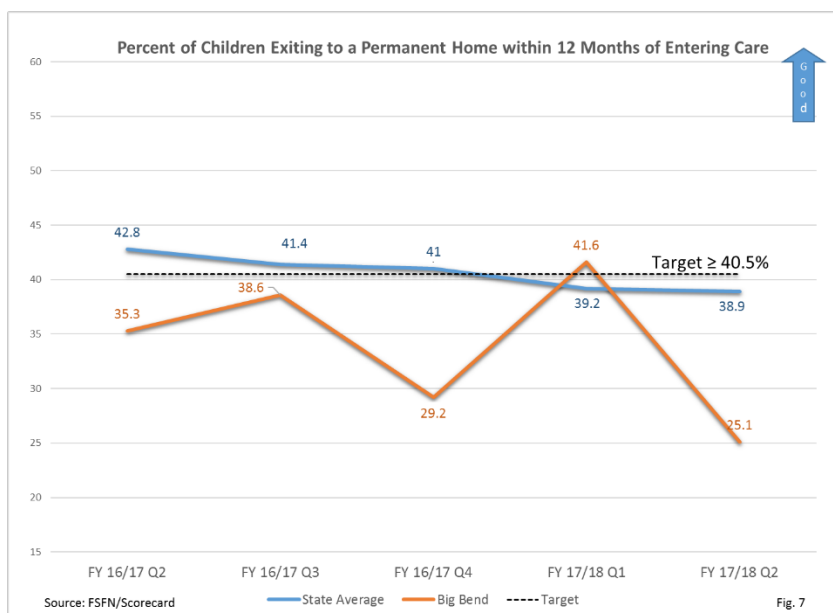
The graphs and tables on the follow pages provide further analysis and depict BBCBC’s performance related to permanency in the following areas:

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

PERMANENCY IN 12 MONTHS

Percent of children exiting foster care to a permanent home within twelve months of entering care (Scorecard Measure M05): The graph below depicts the percentage of children who entered foster care during the report period where the child achieved permanency within twelve (12) months of entering foster care.

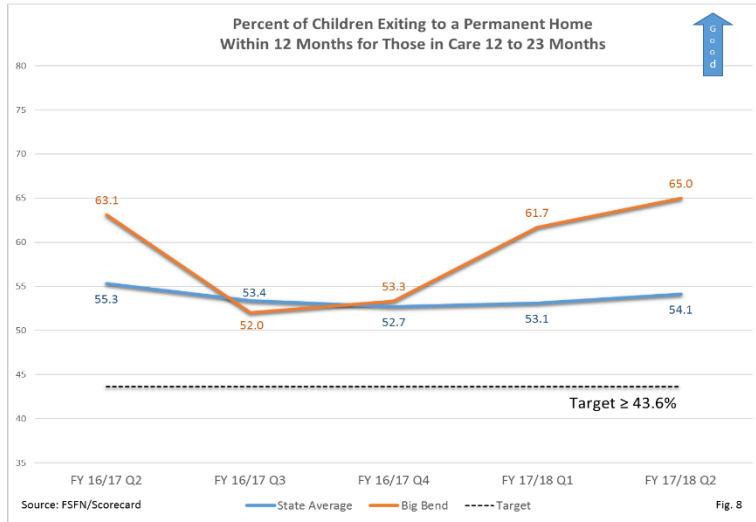
BBCBC has met or exceeded the statewide average in one (1) quarter. Currently BBCBC’s performance is at 25.1%, much lower than the target and the statewide average. There has been a negative trend in the past five (5) quarters. While the CBC Scorecard data shows challenges to permanency for children within 12 (12) months, CQI Item 5 indicates that BBCBC is establishing a timely permanency goal 85.42% of the time; an improvement of 12.3% from the prior fiscal year and BBCBC



is performing above statewide performance and the Federal PIP goal of 82.1%. Despite the results of CQI Item 6 indicating BBCBC is making concerted efforts towards permanency in 95.92% of the cases reviewed, Fig. 7 shows children are exiting to a permanent home within twelve (12) months of entering care 25.1% of the time. BBCBC is performing above the federal PIP goal and statewide performance on CQI Item 6 (see Table 7).

PERMANENCY IN 12 – 23 MONTHS

Percent of children exiting foster care to a permanent home in twelve months for children in foster care twelve to twenty-three months (Scorecard Measure M06): The graph on the left provides the percentage of children in

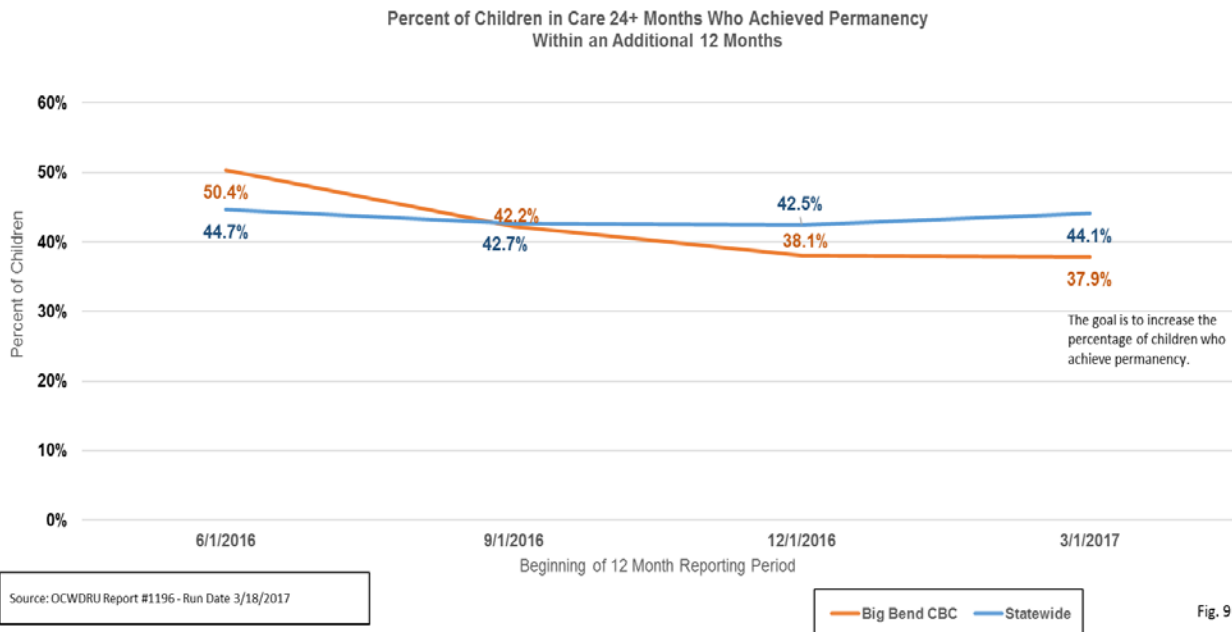


foster care at the beginning of the reporting period whose length of stay is between twelve (12) and twenty-three (23) months who achieved permanency within twelve (12) months of the beginning of the report period.

BBCBC has performed quite well in this measure with a high-performance rate of 65% in the second quarter of FY 17/18. BBCBC's performance has trended positively since the third quarter of FY 16/17, where performance dipped just below the statewide average to 52%. BBCBC has exceeded the national target of 43.6% for the past five (5) quarters.

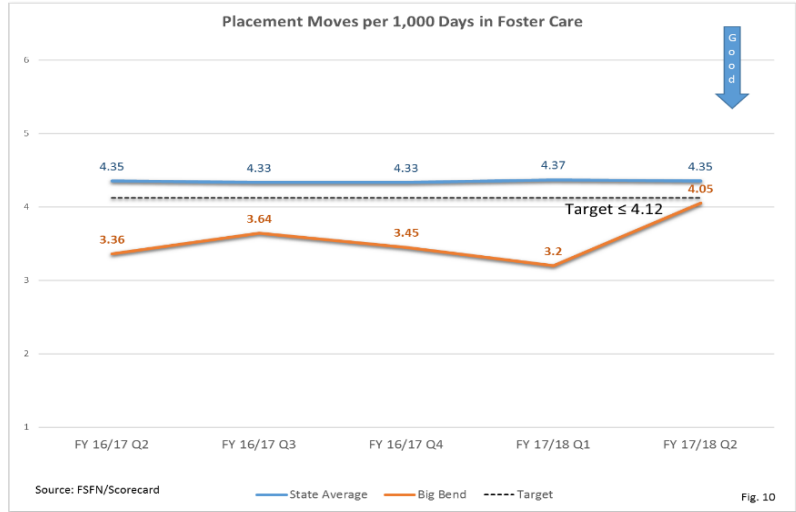
PERMANENCY AFTER 24 MONTHS

Percent of children in care 24+ months who achieved permanency within an additional 12 months: For children in care twenty-four or more months, Big Bend CBC has not been able to achieve permanency within an additional twelve months. Since September 2016, BBCBC has performed below the statewide average in this measure.



PLACEMENT STABILITY

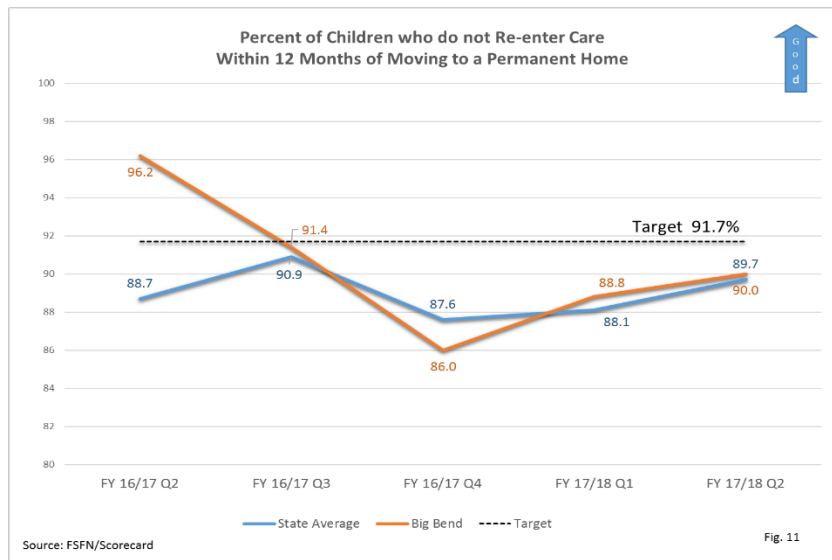
Placement moves per one-thousand (1,000) days in foster care (Scorecard Measure M08): The graph below depicts the rate at which children change placements while in foster care during the report period. Data indicates that BBCBC is excelling in minimizing placement moves for children in out-of-home care, with 4.05 moves per 1,000 days in foster care. They make placement moves fewer times than the statewide average of 4.33 and target of 4.12. Noticeably however, BBCBC is currently trending in a negative direction and may exceed the national target without efforts to ensure maintenance of this performance measure.



CQI Item 4 focuses stability of placements and whether any changes in placement were in the best interest of the child. BBCBC has performed well on this measure, improving from 69.23% in FY 2015/2016 to 91.84% in FY 2016/2017. This is an improvement of almost 23%.

PERCENT NOT RE-ENTERING INTO OUT-OF-HOME CARE

Percent of children who do not re-enter foster care within twelve months of moving to a permanent home Scorecard Measure (Scorecard Measure M07): The graph below depicts the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period, exited within twelve (12) months of entering, and subsequently did not re-enter foster care within twelve (12) months of their permanency date.



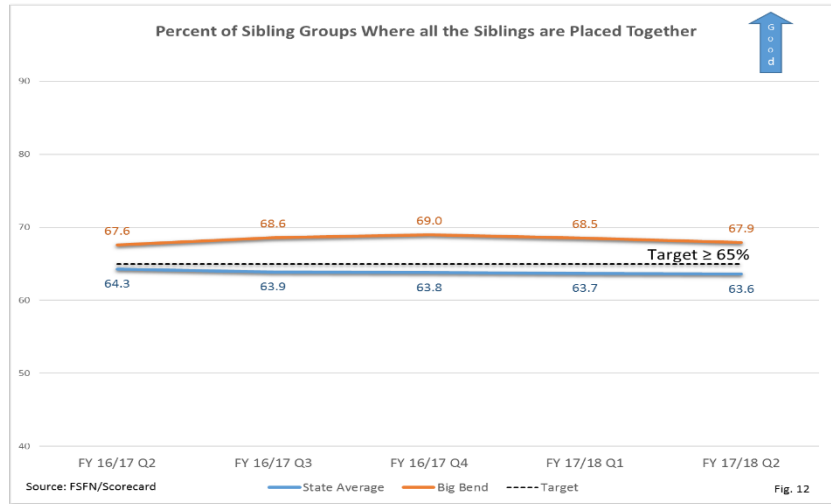
Although BBCBC has stayed below the federal target for the past four (4) consecutive quarters, it is showing a positive trend in the last three (3) quarters. Currently, 90% of the children served by BBCBC are not re-entering care within twelve (12) months of moving to a permanent home.

SIBLINGS PLACED TOGETHER

Percent of sibling groups where all siblings are placed together (Scorecard Measure M12): The graph below depicts the percentage of sibling groups with two (2) or more children in foster care as of the end of the report period where all siblings are placed together.

BBCBC has remained above the statewide average and the national target for the past five (5) quarters. BBCBC has remained above the national target.

CQI Item 7 (concerted efforts to place siblings together unless there is reason for separation) is rated at 100% for the past two (2) fiscal years. While this performance measure does not have a current Federal PIP goal, BBCBC has surpassed the 95% federal and state expectation.



QA CASE REVIEW DATA

The table below provides BBCBC's performance based on RSF/CQI case reviews. While BBCBC has declined in performance for five (5) of the measures listed below, all of the eleven (11) permanency items included in this report are above statewide performance. BBCBC is exceeding all Federal PIP goal items as well.

| Quality Assurance Item | Big Bend n=43 | Statewide RSF Performance n=851 |
|--|------------------|---------------------------------------|
| <i>Assesment Based on Case Reviews by Child Welfare Professionals</i> | | |
| Performance for FY 2016/2017 | | |
| RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes? | ● 79.1% | 62.7% |
| RSF 2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes? | ● 95.1% | 67.7% |
| RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes? | ● 87.1% | 55.1% |

Green dot denotes performance is above statewide RSF average; red dot denotes performance is below statewide RSF average

| Quality Assurance - Florida CQI Item | Big Bend | Big Bend | Percent Improvement | Statewide CQI/QA Performance FY 2016/2017 n=1,290 | 2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80 | Federal Program Improvement Plan (PIP) Goal ³ | Federal and State Expectation ⁴ |
|---|-------------------|-------------------|---------------------|---|---|--|--|
| <i>Assesment Based on Case Reviews by Child Welfare Professionals</i> | FY 2015/2016 n=42 | FY 2016/2017 n=58 | | | | | |
| 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)? | 69.23% | 91.84% | ↑ 22.6% | 83.0% | 82.0% | 88.5% | 95.0% |
| CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner? | 73.08% | 85.42% | ↑ 12.3% | 84.0% | 81.8% | 82.1% | 95.0% |
| CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child? | 96.15% | 95.92% | ↓ -0.2% | 81.0% | 74.5% | 75.4% | 95.0% |
| CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings? | 100.00% | 100.00% | ↑ 0.0% | 64.0% | 67.3% | None | 95.0% |
| CQI Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity in the child's relationships and with these close family members? | 82.35% | 75.00% | ↓ -7.4% | 69.0% | 69.0% | None | 95.0% |
| CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends? | 84.00% | 83.33% | ↓ -0.7% | 79.0% | 82.0% | None | 95.0% |
| CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate? | 100.00% | 95.35% | ↓ -4.7% | 83.0% | 72.0% | None | 95.0% |
| CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation? | 94.44% | 77.27% | ↓ -17.2% | 61.0% | 60.0% | None | 95.0% |

Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Table 8

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

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

³The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

⁴This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

WELL-BEING

Ensuring that 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. In FY 2016/2017 BBCBC met the targets for children receiving medical care, dental care, and young adult's enrollment in secondary

education. BBCBC has 85 children currently residing in group care with a total of 37 under the age of 12; concerted efforts to reduce this number are warranted. Based on CQI qualitative case reviews, BBCBC’s performance in assessing educational, mental, and behavioral health needs was above the statewide average during FY 2016/17. Areas identified as needing improvement is the frequency and quality of visits between the case manager and the child, mother and father as they should be sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals.

The graphs and tables below depict BBCBC’s performance related to well-being in the following areas:

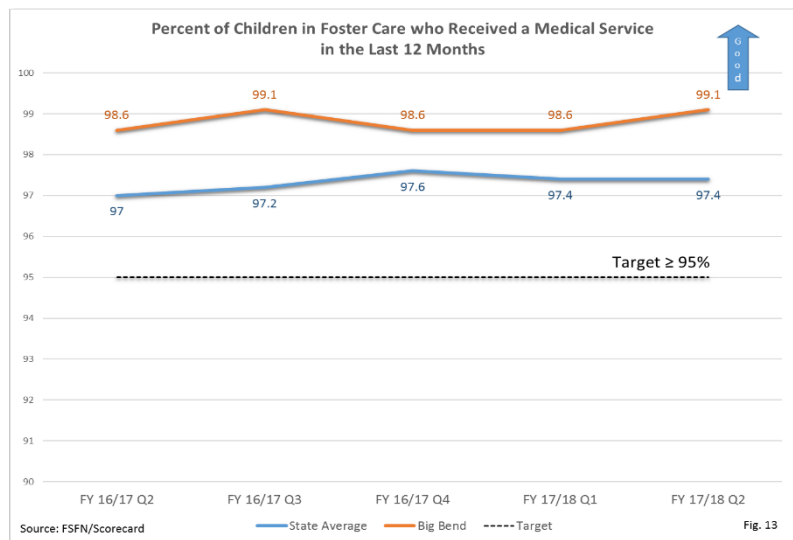
1. Children receiving medical care
2. Children receiving dental care
3. Young adults enrolled in secondary education
4. Qualitative Case Review Results

CHILDREN RECEIVING MEDICAL CARE

Percent of children in foster care who received medical care in the previous 12 months (Scorecard Measure M09):

This measure is the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve (12) months.

Over the past five (5) quarters, BBCBC has consistently exceeded the federal target of 95%. This measure relates to CQI Item 17, which indicates that 92% of BBCBC children received needed medical and/or dental health check-ups in FY 2016/17.

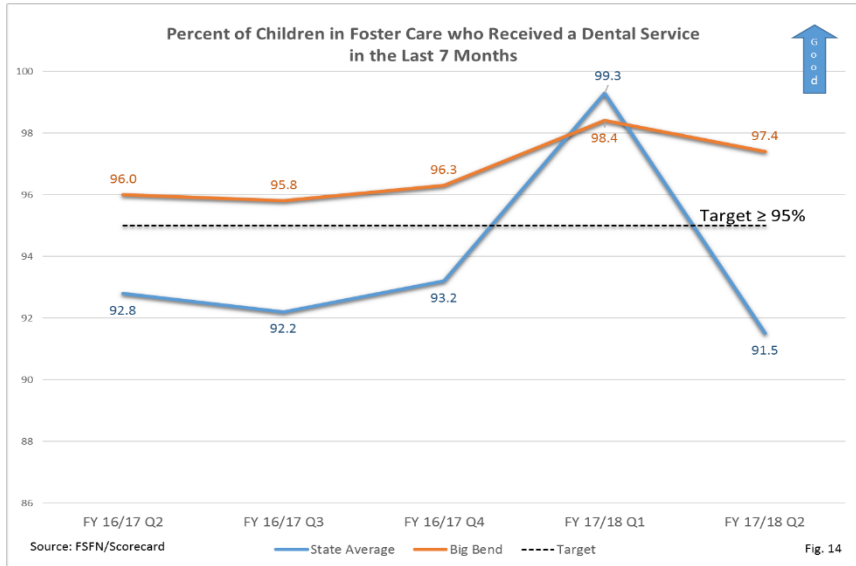


CHILDREN RECEIVING DENTAL CARE

Percent of children in foster care who received a dental service in the last seven months (Scorecard Measure M10): This measure is the percentage of children in foster care as of the end of the report period who have received a dental service in the last seven (7) months.

BBCBC performance has consistently remained above the federal target for the past five (5) quarters. BBCBC is currently ensuring that 97.4% of the children in care are receiving necessary dental services.

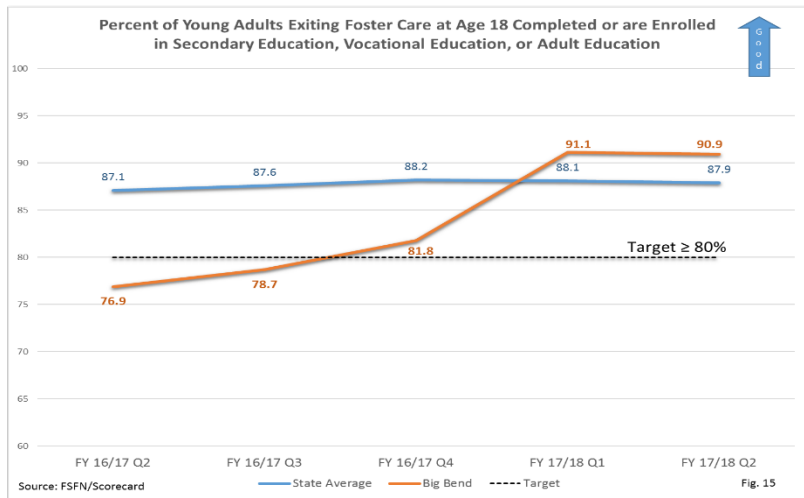
Based on qualitative case reviews, BBCBC is performing above the statewide average of 77%. CQI Item 17 combines children receiving services for both medical and dental needs. BBCBC declined slightly in performance on this item by 0.6%, between FY 15/16 and FY 16/17. See Table 9.



YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

Percentage of young adults who have aged out of foster care at age 18 and completed or are enrolled in secondary education, vocational training, or adult education (Scorecard Measure M11): This measure is the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth (18) birthday.

BBCBC has trended positively over the past five (5) quarters and has exceeded the national target of 80% for the past three (3) quarters.



QA CASE REVIEW DATA

The table below provides BBCBC's performance based on CQI case reviews. Of the nine (9) well-being items included in this report, one (1) is below the statewide performance. Of the six (6) measures currently under the federal PIP, BBCBC is exceeding performance on all CQI Items except CQI Item 14.

| Quality Assurance - Florida CQI Item | Big Bend | Big Bend | Percent Improvement | Statewide CQI/QA Performance FY 2016/2017 n=1,290 | 2016 Statewide Federal Child & Family Service Review ² 4/1/16-9/30/16 n=80 | Federal Program Improvement Plan (PIP) Goal ³ | Federal and State Expectation ⁴ |
|--|-------------------|-------------------|---------------------|---|---|--|--|
| <i>Assessment Based on Case Reviews by Child Welfare Professionals</i> | FY 2015/2016 n=42 | FY 2016/2017 n=58 | | | | | |
| CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to <u>children</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family? | 97.62% | 96.55% | -1.1% | 89% | 51.3% | 58.4% | 95.0% |
| CQI Item 12B Did the agency make concerted efforts to assess the needs of and provide services to <u>parents</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family? | 0.00% | 88.68% | 88.7% | 73.0% | 51.3% | 58.4% | 95.0% |
| CQI Item 12C Did the agency make concerted efforts to assess the needs of and provide services to <u>foster parents</u> to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family? | 100.00% | 95.74% | -4.3% | 88.0% | 51.3% | 58.4% | 95.0% |
| CQI Item 13 Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis? | 77.78% | 87.93% | 10.2% | 66.0% | 63.6% | 70.7% | 95.0% |
| CQI Item 14: Were the frequency and quality of visits between caseworkers and the <u>child (ren)</u> sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals? | 78.57% | 65.52% | -13.1% | 67% | 72.5% | 78.9% | 95.0% |
| CQI Item 15 Were the frequency and quality of the visits between the case workers and <u>mothers and fathers</u> sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals? | 66.67% | 52.94% | -13.7% | 48.0% | 43.5% | 51.1% | 95.0% |
| CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities? | 100.00% | 90.24% | -9.8% | 84% | 92.0% | None | 95.0% |
| CQI Item 17: Did the agency address the physical health needs of children, including dental needs? | 92.59% | 92.00% | -0.6% | 77% | 85% | None | 95.0% |
| CQI Item 18: Did the agency address the mental/behavioral health needs of children? | 90.48% | 92.86% | 2.4% | 75% | 72% | None | 95.0% |

Source: Federal Online Monitoring System

Table 9

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

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

³The PIP Goal is set by the Children's Bureau and is the expected level of improvement needed to avoid financial penalties.

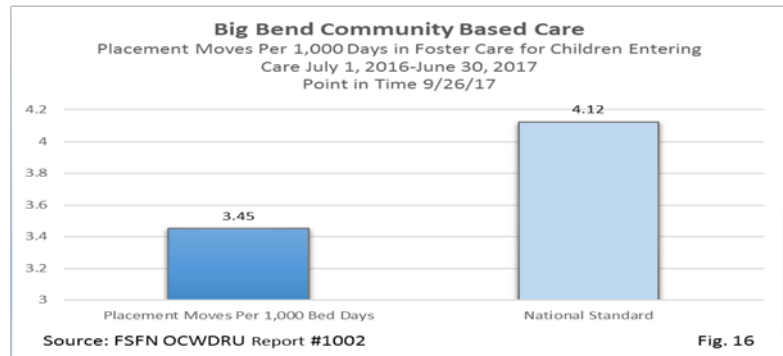
⁴This is the overall federal and state expectation for performance.

Green dot denotes performance is above the federal PIP Goal; red dot denotes performance is below the federal PIP Goal.

SECTION 4: PLACEMENT SERVICES AND GROUP CARE

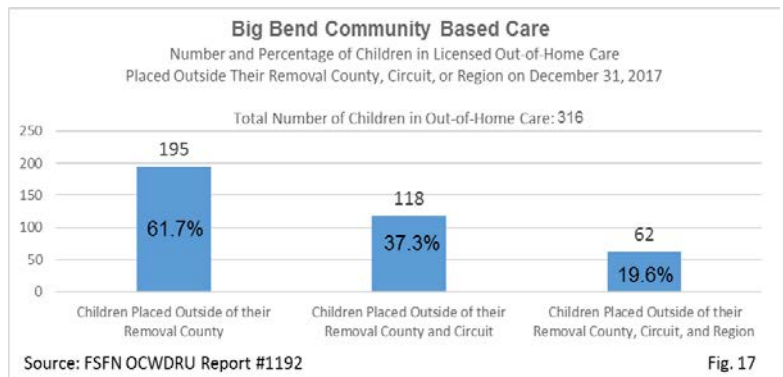
PLACEMENT MOVES

From July 1, 2016 through June 30, 2017, BBCBC moved children at a rate lower than the statewide average and the statewide goal. See Fig. 18. As mentioned previously, BBCBC is successfully minimizing placement moves for children in out-of-home care.



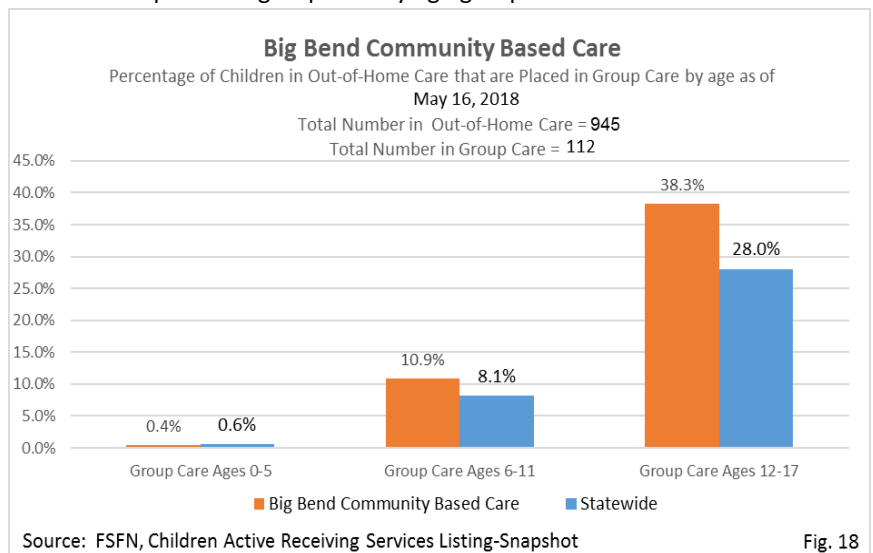
CHILDREN PLACED OUTSIDE THEIR REMOVAL CIRCUIT

BBCBC has struggled to keep the majority of their children within the removal circuit. As of December 31, 2017, 37.3% of BBCBC's children were placed outside of their removal circuit. This is significantly above statewide average of 19.3% and shows that Big Bend CBC needs to continue making concerted efforts to keep children closer to home.



CHILDREN IN GROUP CARE

This information reflects the number of children placed in group care by age groups and reflects data as current as May 16, 2018. Of the total number of children in out of home care in BBCBC's service area, 11.9% are placed in group care, which is above the statewide average of 8.7%. This is likely driven by the large proportion children 12-17 in out of home care.

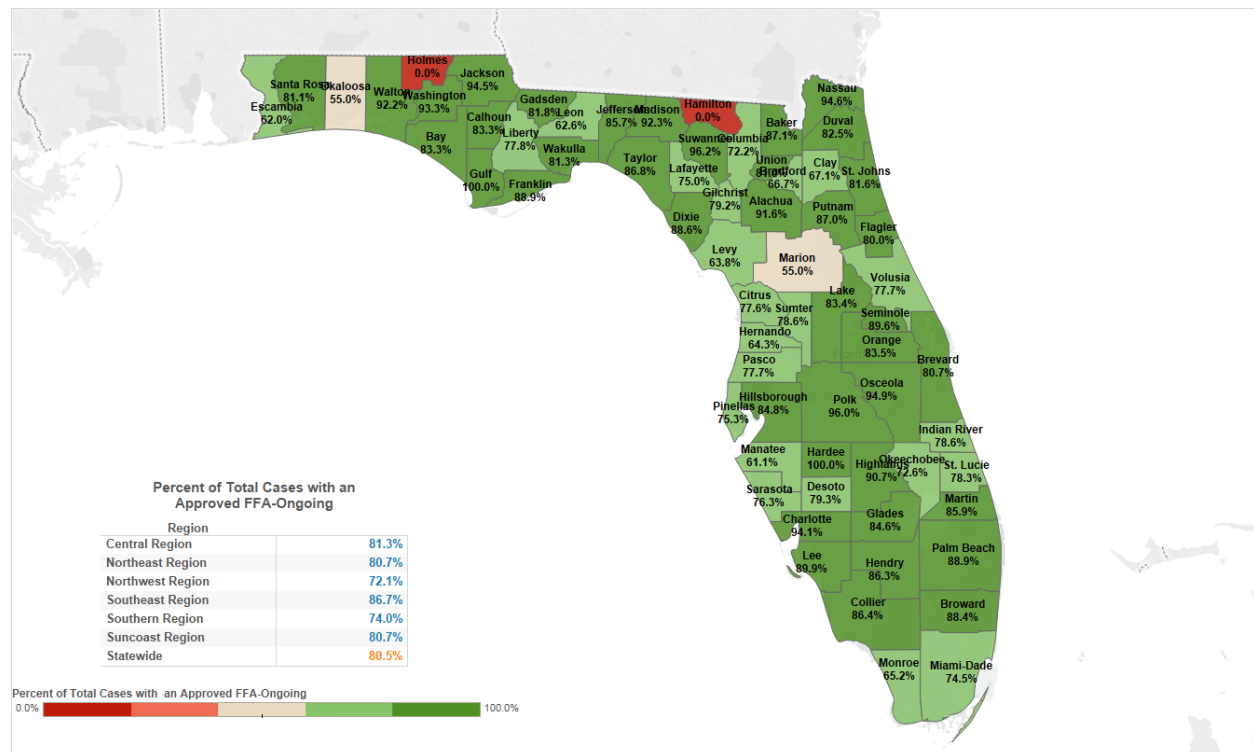


SECTION 5: PRACTICE MODEL IMPLEMENTATION

IMPLEMENTATION STATUS

BBCBC has made significant progress toward implementation of the Practice Model (Safety Decision Methodology). As of 1/21/18, BBCBC's status for Safety Decision Methodology Implementation is at an average of 77.7% for the twelve (12) counties it serves. The average percentage represents the number of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). The highest county integration is Gulf County at 100%, while the lowest county integration is Holmes County at 0%. As the Child Welfare Key Indicators Monthly Report for January 2018 notes, "Zero percent for some counties may result from a small number of cases or cases assigned to other counties." Apart from this possibility Leon County, at 62.6%, is the next lowest in implementation status. BBCBC does not currently have plans to transition legacy cases to the practice model, but is looking at these cases during quarterly permanency staffings with the practice model lens.

Ongoing Services Safety Methodology Implementation Status as of 01/21/2018



Source: FSFN report Active Cases with an Approved FFA-Ongoing – OCWRU #1084
Notes: Small number of cases assigned to the county will affect percentages. Based on location of primary worker. Counties with no cases assigned to them will not appear in the map.

(Source: Child Welfare Key Indicators Monthly Report, January 2018)

SERVICE ARRAY

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

there is research supporting the use of this program for the child welfare population. Currently Big Bend CBC has a rating of “1” in Family Support Services and a “2” rating in Safety Management Services; these ratings are defined below. BBCBC should resubmit their assessments for both services after addressing the deficiencies as noted.

The rating system is as follows:

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

BBCBC recently contracted (12/2017) for safety management services in Holmes, Washington, Jackson, and Calhoun Counties. After reviewing pilot contracts and usage, soliciting input from end users including investigations and case management, and discussing alternatives with the Office of Child Welfare, it was determined that Habilitative Services of North Florida could provide the safety management services necessary in these counties. These services provide a combination of behavioral and crisis management, social connections, and resource support for cases in which controlling danger threats is necessary. The same review process was used to formalize a contract with Emergency Care Help Organization (ECHO) in December 2017 for Circuit 2. ECHO provides safety management services through a combination of behavioral and crisis management, resource support, and social connections. These safety management service providers are also used at reunification, once conditions for return have been met, to support the family while treatment and well-being services continue. Contracts for safety management services in Bay and Gulf Counties are still under development.

BBCBC is currently contracted with four Family Support Services providers for the entirety of Circuit 2 and Circuit 14. Family Support Services are provided to those children deemed safe at the inception of the case or upon reunification. BBCBC is monitoring several elements including the performance measure addressing the percent of children that are not neglected or abused after receiving services (M03). Currently, Boys Town is providing Family Support Services for Leon and Jefferson Counties; DISC Village is serving all of Circuit 2; Habilitative Service of North Florida is serving Holmes, Washington, Jackson, and Calhoun Counties; Life Management Center (LMC) is serving Bay and Gulf Counties.

TRAUMA INFORMED CARE

BBCBC ensures that both pre-service training and in-service training provided to case management emphasizes trauma informed care. Specifically, BBCBC provided training in 2017 to address trauma informed care, cultural competency, bullying prevention, and LGBTQ awareness. Additional trainings are provided using a trauma informed lens as well. These include adoption competency, refresher/boosters on impending danger, domestic violence, safety, and case planning. BBCBC is involved in the community to ensure all providers are aware of and address clients and youth from a trauma informed perspective through workgroups, trainings, and a BBCBC sponsored annual conference. Examples of programs used by BBCBC to ensure trauma informed care include Early Childhood Court (ECC) and Family Intensive Teams (FIT). Early Childhood Court is charged with improving child

safety and well-being, healing trauma and repairing the parent/child relationship, expediting permanency and stopping the intergenerational cycle of abuse/neglect/violence for children three (3) years old and under within the judicial system. The Family Intensive Teams focus on the integration of treatment needs of individuals within the realm of the family unit, ensuring a comprehensive treatment approach.

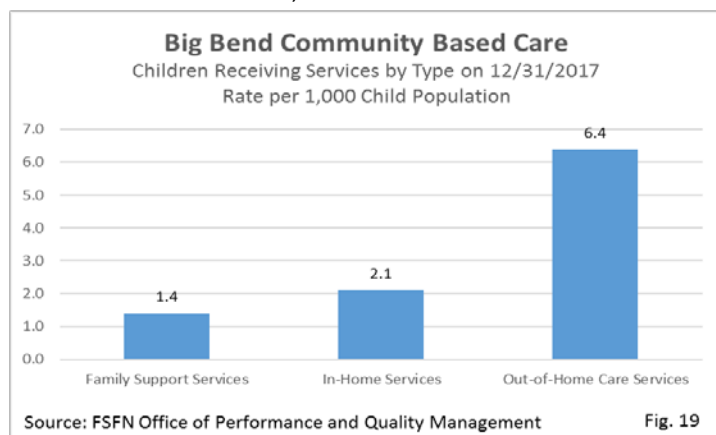
FAMILY CENTERED PRACTICE

Family Centered Practices are emphasized during pre-service training. BBCBC is partnering with DCF on initiatives regarding early engagement with the family while the child protective investigator is completing the family assessment. During this time case management staff are able to build rapport with the family and provide supportive services as needed. The two examples mention above, ECC and FIT, also use a family centered approach by engaging the entire family unit, not just the individual, through team coordination. BBCBC is also partnering with Casey Family Programs and DCF to begin using family team conferencing to safety plan with the family.

SERVICES MIX

The graph below provides the rate of children receiving services by type. This illustrates the mix of services between Family Support Services, In-Home Services, and Out-of-Home Services. As of the end of October 31, 2017, BBCBC was serving most of the children through Out-of-Home care services, at a little over three times the rate of In-Home services.

The number of children receiving family support services has remained nearly stable for the past three (3) fiscal years. See table 4 for further details.



SECTION 6: REGIONAL FEEDBACK

ADOPTIONS

BBCBC's adoption target number is based on an estimate by the Department of Children and Families for the number of children available for adoption within the agency. BBCBC staffs each child with the goal of adoption or with a concurrent goal of adoption to determine barriers that may affect goal achievement and a timely outcome. BBCBC submits the projected adoption goal along with the barriers noted to the DCF Northwest Region. For the FY 2017/2018, BBCBC adoption target is set at 160 children.

BBCBC has anywhere from eight (8) to ten (10) Adoption Applicant Review Committee (AARC) meetings per month. The BBCBC Permanency Specialist chairs all AARC's. The AARC is made up of at least three (3) members who have completed adoption competency training; BBCBC's AARC member have all been through adoption competency training, though one (1) was in progress at the time of this report. The AARC is comprised of the BBCBC Permanency Specialist, DCF Northwest Regional Family and Community Services Program Manager, a representative from the subcontracted provider, the BBCBC Eligibility Specialist in Circuit 2, and a BBCBC Managing Entity (ME) representative in Circuit 14. A request from an adoption provider initiates the AARC process. The adoption provider submits a written request explaining the reason for the AARC, as well as any supporting documentation. Parties associated with the case including the Dependency Case Manager, Guardian Ad Litem,

adoption applicants, and any therapeutic interventionists are encouraged to present and address the AARC. BBCBC Permanency Specialist compiles a report with recommendations for the AARC to review and approve or deny. Upon approval, the report is uploaded into FSFN (Florida Safe Families Network) and included in the adoption subsidy file. If a denial is recommended, the AARC report is submitted to the DCF Managing Director for final recommendation.

The subcontracted providers staff cases in which there are siblings affected by adoption. These staffings address the needs of each child, how separation could affect them, the children's attachment to each other, reports from therapists, and long term best interests. The staffings are documented on a specific form and are uploaded into FSFN. BBCBC does not participate in these staffings. Should it be in the best interest of the siblings to be separated, there is a plan developed with the prospective adoptive parents for continued contact after adoption finalization. Communication and contact remain at the discretion of the adoptive parents.

Support for post-adoptive services comes from BBCBC's subcontracted provider adoption unit. This unit assists families with a myriad of services including but not limited to transportation, day care, after school services, tutoring, and navigation of Medicaid and Medicaid provider search.

BBCBC employs training staff that are able to provide adoption competency training to community partners. Adoption competency training is advertised through social media, notices are posted in the offices, and there are some individuals who contact BBCBC to express interest in the training. The training is provided annually, though more often if/when needed. All adoption case managers are required to go through adoption competency training.

TRAINING

BBCBC's Training Program is headed by the System of Care Director and comprised of three (3) Training and Development Specialist positions. BBCBC has used CORE training since 2015 and piloted the Case Management Specialty track in January 2016 with continued subsequent use. BBCBC also piloted the Licensing track in fall of 2016 and began using it in 2017.

BBCBC uses several outlets to address the needs for in-service training. Information is gathered by an annual training needs survey, quarterly meetings with continuous quality improvement (CQI) staff, placement and operations staff, contract managers, the Director of Clinical Services, and the Quality Parenting Specialist. The CQI staff provide input from a quality assurance perspective through review data. The other staff listed provide input from their perspective of interactions with case management and other partners. There are currently three (3) training workgroups established to provide a more comprehensive plan for pre and in-service training and supervisory development. A plan to utilize Title IV-E funds is developed by the Child Financial Officer and the System of Care Director. The funds are tracked monthly by training and financial staff and used to the maximum extent possible.

STATEWIDE PERFORMANCE

The State of Florida is currently underperforming in the following three federal measures:

- Rate of Abuse in Foster Care
- % of Children who do not re-enter care within 12 months of moving to a permanent home
- Placement moved per 1,000 days in foster care

While the state is underperforming overall in three (3) measures, BBCBC has consistently exceeded the target for placement moves per 1000 days in foster care. This measure has stayed below the target for all eight (8) quarters of the past two (2) fiscal years.

BBCBC has not met the target for rate of abuse in foster care in four (4) out of the last five (5) quarters. As of the last quarter, they have exceeded the target at a rate of 10.66 placement moves per 100,000 days in foster care. BBCBC has improved performance on the percent of children who do not re-enter care over the past two (2) fiscal years and exceeded the target at 92.3% in FY 16/17. However, looking at the past five (5) quarters, BBCBC is still struggling with performance on this measure, with four (4) of the past five (5) quarters below the target.

BBCBC has indicated use of several evidence based programs and/or techniques to assist in addressing these deficiencies. They have most recently implemented contracts with providers for Safety Management and Family Support Services which may impact improvement for these two measures.

FSFN DATA ENTRY

In order to ensure placement data integrity, case managers and child protective investigators are required to notify placement within 24 hours of a child's movement, regardless of whether it is into or out of licensed care. Those movements within licensed care are monitored through placement and billing staff to ensure accuracy. The placement specialists generate an admission and movement form for each change and supply a copy to vouchering staff for entry into FSFN. Movements are verified by court documents and notes entered by placement or case management. The vouchering staff compare information in FSFN to the placement tracking system prior to payment as another avenue to ensure placements are documented properly. Group homes are also requested to provide a census report verifying placements prior to payment.

To begin the eligibility process, the child protective investigators are required to submit a shelter packet that contains the necessary information to determine the appropriate eligibility status. In addition, revenue maximization (Rev Max) staff are included in the shelter notifications from Children's Legal Services (CLS) and placement notifications from the placement staff to ensure Title IV-E, TANF, and Medicaid eligibility are correct and updated as required. Rev Max staff complete eligibility determination on newly sheltered children as well as checking the TANF determinations provided to ensure accuracy. If there are errors or a lack of information, the Rev Max staff make the necessary changes. Reports are pulled monthly to track redeterminations and verify determinations are accurate.

BBCBC uses system adoption papers to address gaps noted by the review. BBCBC has provided training to providers, as well as having one-on-one conversations, to ensure those gaps identified to be a lack of awareness were addressed. These gaps include: upload of all medical records into FSFN, supervisory consults to be documented in notes and marked as such, uploading the unified home study into FSFN, use of the family functioning assessment ongoing, timely creation of adoption information page, independent life skills documentation, and addressing present danger using the Present Danger Assessment tool.

REGIONALLY IDENTIFIED TOPICS

There are several strengths, innovative practices, and areas of concern for BBCBC that were identified by Regional staff.

As of the quarter ending September 30, 2017, BBCBC was meeting eleven (11) of their thirteen (13) contracted performance measures. Strengths are noted for nine (9) of those performance measures, excluding the number of children with finalized adoptions. Based on the FY 17/18 Quarter 2 data most recently published, BBCBC is meeting ten (10) of their contracted performance measures, again excluding adoptions finalized. BBCBC has incorporated continuous quality improvement practices into daily functions. BBCBC tracks performance through a comprehensive system of continuous quality improvement monitoring process. BBCBC initiates Action Plans through the BBCBC's Annual Strategic Priorities and are assigned to agency Directors for development and

implementation. Progress is monitored at the BBCBC Monthly Directors' Meeting and is also provided to the Board of Directors at each Board Meeting. This system is inclusive of long term strategic goals and progress of performance improvement on statewide Child and Family Services Review (CFSR) data.

Several innovative practices and strengths within the system of care were highlighted by Regional staff to include:

- Length of Stay Case Scrubs - The BBCBC and case management organizations review cases that have extended beyond six months in out-of-home care to address barriers to permanency.
- CLEAR - An online investigative software to locate relatives and parents to prevent children entering or lingering in licensed care.
- Nurse Care Coordinator – A point of contact for child protective investigators and case managers to schedule medical screening, collect medical/dental records, and assist with well-being staffings when necessary.
- Early Childhood Court (ECC) – BBCBC employs two Community Coordinator positions to identify appropriate families for ECC. ECC is the use of collaborative effort through teaming and family centered practices to ensure children 0-3 years-of-age are safe, reach permanency timely, and healthy.
- Quality Parenting Initiative (QPI) – BBCBC employs Quality Parenting Specialists whose responsibility is to work with subcontractors and foster parents to ensure problem solving and lines of communication are open with mutual goals as part of daily functioning.
- Well-Being Specialists and Staffings – Within the first 45-60 days of a youth entering care, a well-being staffing is conducted with all case participants to discuss the youth's past trauma, safety, relationships, mental/physical health, supports, school, and development.
- Every Student Succeeds Act (ESSA) – A best interests' determination staffing to address the youth's educational needs.
- BBCBC Integration – As noted previously, BBCBC is not only the child welfare agency, but is also the Managing Entity for substance abuse and mental health in the Northwest Region. This affords BBCBC some unique abilities. Most paramount however, is that they continue to maintain integrated and coordinated collaboration between the lead child welfare and ME agencies, service provider agencies, and DCF to ensure the children and families being served receive the most comprehensive services and supports available. BBCBC is in the process of hiring a Behavioral Health Coordinator who will chair multi-disciplinary staffings, coordinate referrals for treatment level care of children, and directly interact with network providers who serve children and parents within the community.

Safety Management Service (SMS) implementation most recently started in Circuit 2 and Circuit 14 in December 2017. Contractual agreements have yet to be finalized for Bay and Gulf Counties. Continued efforts to ensure these services are available, meet the needs of the community, and have an impact on child safety is necessary. Regional staff, contract management, and BBCBC are continuing to collaborate through this process. Concerns have also arisen due to the continued increase of children in out-of-home care. BBCBC has initiated measures to address this, including circuit specific initiatives, contracted SMS's in both Circuits, and streamlining the diligent search process through use of CLEAR. The most impactful concern is in reference to the low number of foster homes available. Again, BBCBC has initiated measures to address this concern. BBCBC has made assignments for staff to complete a root cause analysis and identify alternative methods for successful foster parent recruitment and retention, including analysis of provider performance, processes, and personnel. BBCBC has united three (3) units under the leadership of one (1) Director for better continuity and created a dedicated data unit to provide accurate accountability.

SECTION 7: CORRECTIVE ACTION PLAN

There are no corrective action plans that are active for Big Bend CBC.

SECTION 8: DESK REVIEW FINDINGS

Based on the limited desk review of Big Bend Community Base Care Contract BJ101 the following areas in need for improvement and opportunities for system enhancement were found.

AREAS NEEDING ACTION

These findings represent areas that need attention and action as they impact child safety or permanency.

1. Conduct analysis of the following performance measure to determine potential root causes and develop countermeasures to positively impact performance:
 - a. **Rate of abuse or neglect per day while in foster care:** This measure has not been met in four (4) of the last five (5) quarters. For FY 16/17 performance was noted at 9.17.
 - b. **Children exiting foster care to a permanent home within twelve months of entering care:** This measure has not been met in four (4) of the past five (5) quarters. This measure was not met and has declined in the past two (2) fiscal years, FY 15/16 at 38.3% and FY 16/17 at 33.2%.
 - c. **Children who do not re-enter foster care within twelve months of moving to a permanent home:** Though this item is showing a positive trend for the last three (3) quarters, the target has not been met in the last four (4) of five (5) quarters.
2. The following quality measures have either seen a decrease between FY 15/16 and FY 16/17 or are below the federal program improvement plan (PIP) goal, therefore need improvement:
 - a. CQI Item 8 – Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father, and siblings was of sufficient frequency and quality to promote continuity in the child’s relationships with these close family members? Item 8 dropped by 7.4%.
 - b. 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? Item 9 dropped by .7%.
 - c. CQI Item 11 – Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation? Item 11 dropped by 17.2%.
 - d. CQI Item 14 – Were the frequency and quality of visits between caseworkers and the child(ren) sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case plan goals? Item 14 dropped by 13.1%. This item is below the federal PIP goal of 78.9%.
 - e. CQI Item 15 - Were the frequency and quality of visits between caseworkers and mothers and fathers sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case plan goals? Item 15 dropped by 13.7%. This item is above the federal PIP of goal of 51.1%.
 - f. 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? Item 16 dropped by 9.8%.

- g. CQI Item 17 – Did the agency address the physical health needs of children, including dental health? Item 17 dropped by .6%.
- 3. Continued development of both safety management and family support services is warranted.
 - a. Currently, BBCBC has received a rating of “2” for safety management services. BBCBC should resubmit their assessment for safety management services as information provided thus far indicates a possible change in rating based on the lack of safety management services in Bay and Gulf Counties.
 - b. BBCBC has received a rating of “1” for family support services. This rating indicates BBCBC has service programs available, but lack alignment with the practice model. BBCBC should resubmit their assessment for family support services after addressing full alignment with service array framework and continue to strive for higher ratings through re-submissions when appropriate goals have been met.

OPPORTUNITIES FOR IMPROVEMENT

These findings represent areas that need analysis and based on those findings, actions to improve should be integrated in an agency improvement plan.

- 4. Conduct analysis of the following performance measures to determine potential root causes and develop countermeasures to positively impact performance:
 - a. **Placement moves per one-thousand (1,000) days in foster care:** BBCBC has historically done well on this measure, however, the past five (5) quarters show a negative trend. To prevent exceeding the target, further attention to this measure may be warranted.
 - b. **Children placed outside their removal circuit:** BBCBC has 37.3% of children placed in licensed out-of-home care outside of their removal circuit. This is well above the statewide average of 19.3%.
 - c. **Children in group care:** BBCBC is currently above the statewide average in children ages 12-17 in group care, likely driven by the high percentage of teens in group care. Efforts to reduce the use of group care for all age groups should be made.
 - d. CQI Item 6 – Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child? Item 6 dropped by .2%. This item is above the federal PIP goal of 75.4%.
 - e. CQI Item 10 – Did the agency make concerted efforts to place the child with relatives when appropriate? Item 10 dropped by 4.7%.
 - f. 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? Item 12A dropped by 1.1%. This item is above the federal PIP goal of 58.4%.
 - g. CQI Item 12C – Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency’s involvement with the family? Item 12C dropped by 4.3%. This item is above the federal PIP goal of 58.4%.