



CONTRACT OVERSIGHT DESK REVIEW

Community Partnership for Children, Inc.

Contract NJ205

Desk Review Completed: January 2019

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for Community Partnership for Children, Inc.

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EXECUTIVE SUMMARY

The Department's Community Based Care Monitoring Team performed a Desk Review for Community Partnership for Children, Inc. (CPC), Contract NJ205. Community Partnership for Children, Inc. provides child welfare services for Circuit 7, which encompasses three of the four counties (Flagler, Putnam, and Volusia) within the Northeast Region of Florida and has done so since 2001.

The monitoring process included a review of Community Partnership for Children's performance on both quantitative and qualitative performance measures, and information from the contract manager regarding previous CBC monitoring findings. Supplementary information was provided by the Department's Office of Revenue Management, Office of Community-Based Care (CBC)/Managing Entity (ME) Financial Accountability, Office of Child Welfare and Northeast Region contract manager, quarterly financial viability reports, system adoption initiative gap analysis and service array assessment.

The CBC monitoring team involved in the review consisted of Department of Children and Families Community Based Care Monitoring Unit staff- Melissa Stanley, Megan Wiggins, Jessica Manfresca, and Alissa Cross.

SECTION 1: PERFORMANCE AT A GLANCE

The graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia, two US territories, and more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence-based programs and data analytics. The most up-to-date CPC performance is depicted later in this report.

Data Basics

Community Partnerships for Children, Inc.

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

Produced by Data Advocacy, Casey Family Programs

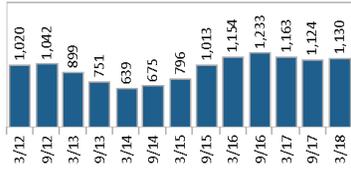
Data source: state-submitted AFCARS and NCANDS files

Date prepared: 6/19/2018

CBC Florida national

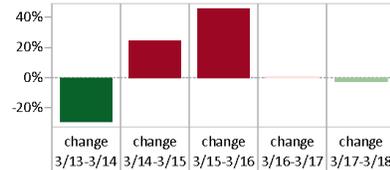
of children in care

(< age 18, as of last day of each month)



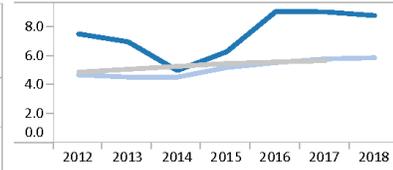
year over year change in the

in care



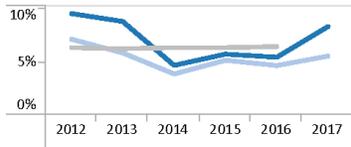
rate in care

(per 1,000, < age 18)

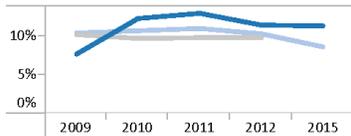


Safety

% children who experience repeat maltreatment within 6 months



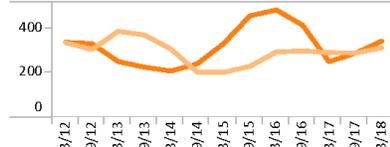
% children who experience repeat maltreatment within 12 months (note 2013-2014 data masked due to data quality)



Entries

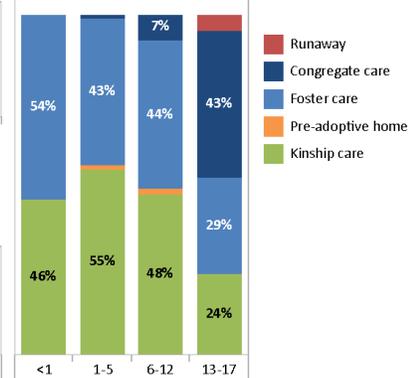
of children entering & exiting

(6 month entry cohorts ending on each date)



Placement

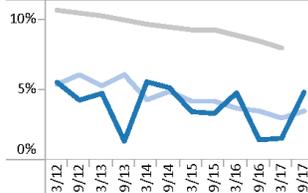
placement settings for children in care, by age (for all children in care on 3/31/2018)



Timely & Stable Permanency

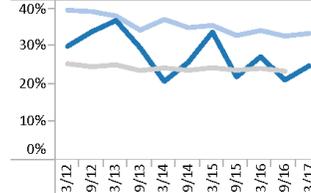
% permanency within 30 days of entering care

(6 month entry cohorts ending on each date)

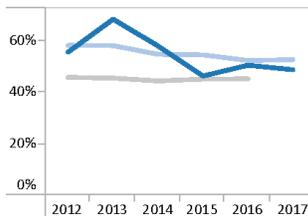


% permanency within 3-12 months of entering care

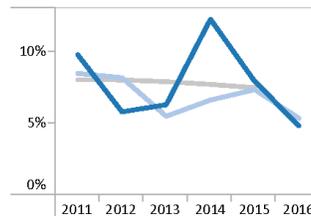
(6 month entry cohorts ending on each date)



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



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

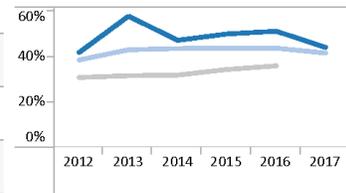


Children In Care 2+ Years (3/31/2018)

in care 2+ years

#	267
%	24%
state	18%
Nat'l (2017)	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
Congregate care		4%	10%
Foster care	4%	30%	4%
Kinship care		32%	3%

SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community CPC serves, including US Census data, information on child welfare partners, Florida Department of Health birth and infant mortality rates and DCF investigations of child fatalities reported to the Florida Abuse Hotline. Additional information may include data from the 2018 Florida Kids Count County Child Well-being Index attached to this report. CPC serves the children and families in three of the four counties (Flagler, Putnam, and Volusia) within the Seventh Judicial Circuit in the Northeast Region. The table below provides key US Census Facts for these counties as compared to the statewide percentages.

US Census Facts	Florida	Flagler	Putnam	Volusia
Median Household Income	\$48,900	\$48,898	\$33,003	\$42,240
Percent of population living in poverty	14.7%	11.2%	21.5%	14.2%
Percent of population over 25 years old with a college degree	27.9%	23.3%	12.7%	22.4%
Percent of population over 25 years old with high school diploma	87.2%	91.1%	78.4%	89.3%

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

According to the US Census Facts, Putnam County has a significantly higher poverty rate than the surrounding counties and the statewide rate of 14.7%. In contrast, Volusia and Flagler counties are below the statewide poverty rate. Putnam County also has significantly lower median household incomes and lower percentages of individuals with high school diplomas and college degrees.

Volusia County's population, while higher than Putnam County, has higher median household incomes and lower rates of poverty. Volusia County has a slightly higher rate of individuals with a high school diploma.

Flagler County's population fares the best in the service area. The US Census Facts report higher median household incomes (though slightly below the state), higher amounts of individuals with a high school diploma and lower rates of poverty. However, Flagler County falls below the state of individuals having a college degree.

CHILD FATALITIES

BIRTH AND INFANT MORTALITY RATES

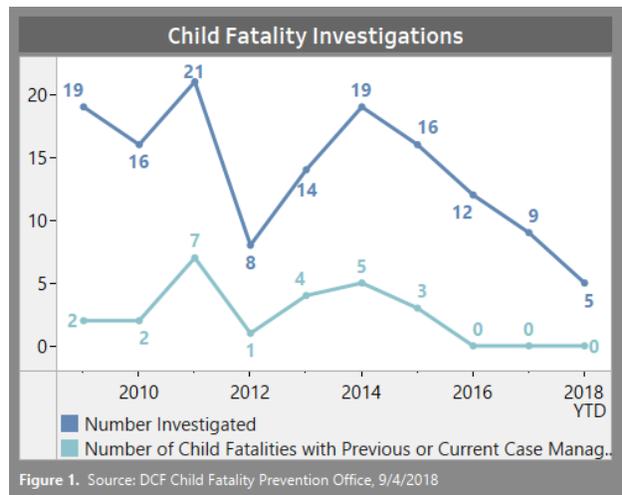
The birth rates have remained relatively stable in all three counties since 2012. Putnam County consistently has the highest birth rate in the service area and is higher than the 2016 statewide rate of 11.1. While the birth rate remains steady in all three counties, the infant mortality rate has fluctuated. In Flagler County, the infant mortality rate dropped from 7.5 in 2012 to 2.5 in 2016, the lowest rate of all three counties between 2012 and 2016. In 2016 Putnam County's infant mortality rate was lower than the statewide rate of 6.1, and Volusia County had an infant mortality rate higher than the rest of the service area and the state.

County	Birth Rate per 1,000 Population - 2016 Statewide Rate 11.1					Infant Mortality Per 1,000 Population - 2016 Statewide Rate: 6.1				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Flagler	8.2	7.8	8	7.8	7.7	7.5	2.6	8.4	6.3	2.5
Putnam	11.2	11.6	11.5	11.2	11.7	4.9	7.1	12	9.8	5.9
Volusia	9.5	9.3	9.4	9.6	9.7	3.8	4.5	4.4	8.3	6.6

Table 2. Source: fihealthcharts.com

CHILD FATALITY INVESTIGATIONS

A review of child fatality investigations from 2009 to September 2018 shows the number of child fatality investigations fluctuated but declined overall. Fatality investigations with previous or current case management involvement followed similar trends. A Critical Incident Rapid Response Team (CIRRT) reviews fatalities involving a case that had a prior verified abuse report within the previous 12 months. Of the 24 fatalities with prior or current case management involvement two (2015) received services within the prior twelve months resulting in a [CIRRT review](#). There have not been any fatalities involving current or prior case management services since 2016.



SECTION 3: AGENCY SUMMARY

Community Partnership for Children, Inc. has been a contracted CBC lead child welfare agency since 2001. CPC is not currently accredited. CPC provides all dependency case management services, except for sibling group case management services which is provided through a subcontract with Neighbor to Family, and subcontracts with other agencies to provide the following services:

- Safety Management Services provided by Devereux and Neighbor to Family.
- Family Support Services provided by The House Next Door, Inc. and Children’s Home Society.
- Foster Home Licensing provided by Devereux, Neighbor to Family, Children’s Home Society, Florida United Methodist Children’s Home, and Florida Baptist Children’s Home.
- Group Care
- Sibling Group Placement

Pre-service training is provided by Family Support Services of North Florida (FSSNF) under the Regional Integrated Training Alliance (RITA).

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation has decreased from FY 2016/2017 to FY 2017/2018. While there was a decrease in the number of reports received and the number of children receiving in-home services, the number of children in out-of-home care has continued to increase. There has been a decrease in the number of families receiving family support services over the past three fiscal years. The table below provides key data for investigations and services in Flagler, Putnam, and Volusia counties for FY 2015/2016, FY 2016/2017 and FY 2017/2018.

Service Area Data		FY 2015/2016	FY 2016/2017	FY 2017/2018
Child Protective Investigations and Child Removals (Flagler, Putnam and Volusia Counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	8,846	8,923	8,576
	Children Entering Out-of-Home Care	888	656	628
Children Served by Community Partnership for Children	Children Receiving In-Home Services	1,551	1,353	1,352
	Children Receiving Out of Home Care	1,744	1,789	1,796
	Young Adults Receiving Services	157	144	126
	Children Receiving Family Support Services	1,383	1,348	1,231

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

FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures, based on the DCF 2017-18 CBC-ME Financial Monitoring Tool for On-Site Reviews, of CPC. The on-site review period was for the period of July 1, 2017 through December 31, 2017. The review found one area with a finding, one area of observation, and two areas for technical assistance. CPC corrected the errors during the review. For further details, please see the complete fiscal report – [2017-18 CBC On-Site Review Financial Monitoring Report of Community Partnership for Children](#).

CPC has completed this past three fiscal years with a deficit (FY15-16 through FY17-18) despite receiving risk pool or back of the bill funding for operating deficits in FY16-17 and FY17-18. They completed FY15-16 with a \$346,770 deficit carry forward into FY16-17. In FY16-17, CPC received \$1.8M in risk pool funding and finished that year with a \$121k deficit carry forward. In FY17-18, CPC received \$705k in Back of the Bill funds and finished the year with a \$3,611 deficit. (See Table 4)

In FY18-19, CPC applied for risk pool funding. According to the [Risk Pool Peer Review Committee Summary Report FY2018-2019](#), a determination could not be made for CPC as to whether or not they meet the criteria for consideration of risk pool funding at the time of the review. The team was either not able to effectively evaluate their need or their budget projections did not currently indicate a need. A determination on their qualification will be deferred until a later date.

Comparison of Funding by Fiscal Year						
Community Partnership for Children						
DCF Contract Funds Available (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$21,660,235	\$21,804,164	\$22,132,920	\$23,940,316	\$25,545,017	\$25,575,246
Other**	\$8,985,588	\$9,057,594	\$9,424,335	\$10,698,148	\$11,136,610	\$11,884,599
Total Initial Appropriation	\$30,645,823	\$30,861,758	\$31,557,255	\$34,638,464	\$36,681,627	\$37,459,845
Risk Pool Allocation				\$1,816,255		
CBC Operational Costs from Back of the Bill					\$705,423	
MAS from Back of the Bill			\$198,828			
Carry Fwd Balance from Previous Years	\$391,581	\$1,348,782	\$1,294,029	-\$346,770	-\$120,887	-\$3,611
Total Funds Available	\$31,037,404	\$32,210,540	\$33,050,112	\$36,107,949	\$37,266,163	\$37,456,234
** Includes as applicable Maintenance Adoption Subsidy (MAS), Independent Living (IL and Extended Foster Care), Children's Mental Health Services (Cat 100800/100806), PI Training, Casey Foundation or other non-core services Source: Comprehensive Review of Revenues, Expenditures, and Financial Position of All CBC Lead Agencies (11/1/18)						Table 4

SECTION 4: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of CPC's performance as captured by data indicators that are used to assess how well CPC is performing on contract measures and within the larger program areas of safety, permanency and well-being. The information in the following graphs and tables represents performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews.

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

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

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

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

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

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

The quality ratings used throughout this report are based on the Department's CQI case reviews, including CQI/CFSR reviews and Rapid Safety Feedback reviews. The [CFSR On Site Review Instrument](#)

[and Instructions](#) and the [Rapid Safety Feedback Case Review Instrument](#) are both available on the Center for Child Welfare website and provide details on how ratings are determined.

CONTRACT AND CBC SCORECARD MEASURES

During FY 2017/2018, CPC has met or exceeded their established contract target in five of the thirteen measures including:

- M01: Rate of abuse per 100,000 days in foster care
- M02: % of children who are not neglected or abused during in-home services
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- M08: Placement moves per 1,000 days in foster care
- Adoption Measure: Number of children with finalized adoptions

With the exception of M01, these measures were successfully met in FY 16/17 as well. (See Table 5)

In the remaining seven measures, CPC did not meet the established targets for FY 17/18. These measures are:

- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care w/in 12 months
- M09: % of children in out-of-home care who received medical service in the last 12 months
- M10: % of children in out-of-home care who received dental services within the last seven months
- M11: % of young adults in foster care at age 18 that have completed or are enrolled in secondary education
- M12: % of sibling groups where all siblings are placed together

With the exception of M03 and M04, these measures were not met in FY 16/17. (See Table 5)

Performance Measures Contract Targets Compared to Federal Standards and Statewide Performance

CBC Scorecard						
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	Community Partnership for Children July 1, 2016-June 30, 2017	Community Partnership for Children July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	9.45	● 9.0	● 8.2
2	Percent of children who are not neglected or abused during in-home services	>95%		97.20%	● 95.5%	● 95.8%
3	Percent of children who are not neglected or abused after receiving services	>95%		96.10%	● 95.1%	● 94.5%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		99.70%	● 99.5%	● 99.3%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	39.70%	● 30.4%	● 27.3%
6	Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months	>44%	>43.6% (25%-66%)	53.40%	● 52.8%	● 48.8%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%-98%)	89.60%	● 82.6%	● 82.8%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 3.3	● 3.6
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		97.50%	● 94.2%	● 94.7%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		92.40%	● 81.8%	● 83.1%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		89.00%	● 78.3%	● 70.5%
12	Percent of sibling groups where all siblings are placed together	>65%		63.70%	● 61.0%	● 60.4%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY 2016/17:174 FY 2017/18: 235			● 216.0	● 243.0

A green dot denotes performance is above the CBC Contract Measure Target; a red dot denotes performance is below the CBC Contract Measure Target.
Table 5: CBC Scorecard. Run date: Aug 14, 2018

CHILD SAFETY

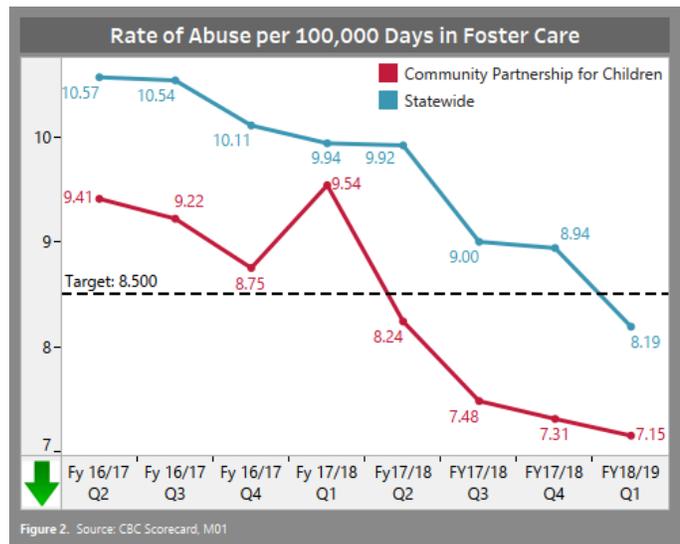
The figures and tables on the follow pages depict CPC's performance related to safety in the following areas:

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

Overall, CPC has shown a decrease in performance on most safety related quantitative measures. CPC fell below the contract target on two scorecard measures in FY17/18 and remained below the target the first quarter of FY18/19. However, improvement was made in the rate of abuse while in foster care, and CPC exceeded the target for FY17/18. While CPC's performance on most safety related quality measures have exceeded the statewide performance, their performance has declined between FY16/17 and FY17/18; most notably, in areas related to quality visits and safety planning to control danger threats.

RATE OF ABUSE IN FOSTER CARE

Rate of abuse or neglect per day while in foster care (Scorecard Measure M01): This graph depicts the rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days). This national data indicator measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the state's foster care system. It should be noted that this measure includes both licensed foster care and relative/non-relative placements.



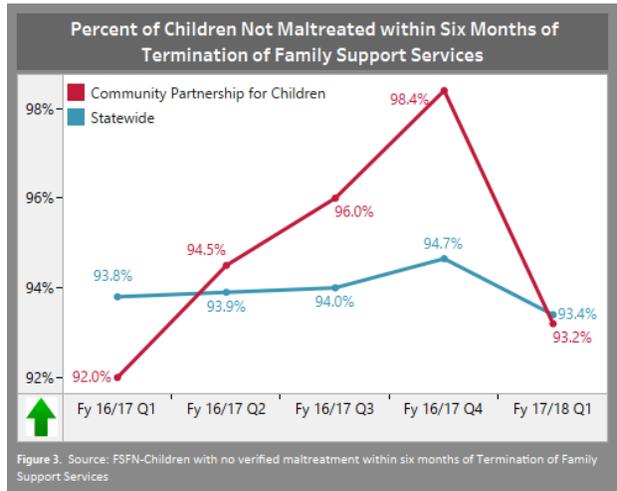
The rate of abuse has decreased overall in the last eight quarters from 9.41 (FY16/17, Q2) to 7.15 (FY 18/19, Q1). CPC saw significant improvement in performance for FY17/18, including meeting the target for this measure, and continues to trend positively.

The CQI case review indicator linked to child safety (CQI Item 3, making concerted efforts to address risk and safety) showed a 3.7% decline and is below statewide performance, but remains above the PIP goal. (See Table 7)

NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

Percent of children not abused or neglected within six months of termination of family support services. This graph depicts the percentage of children who did not have a verified maltreatment during the report period. This is a Florida indicator that measures the CBC's success in enhancing the protective factors in a family to ensure the children remain safe after family support services have ended.

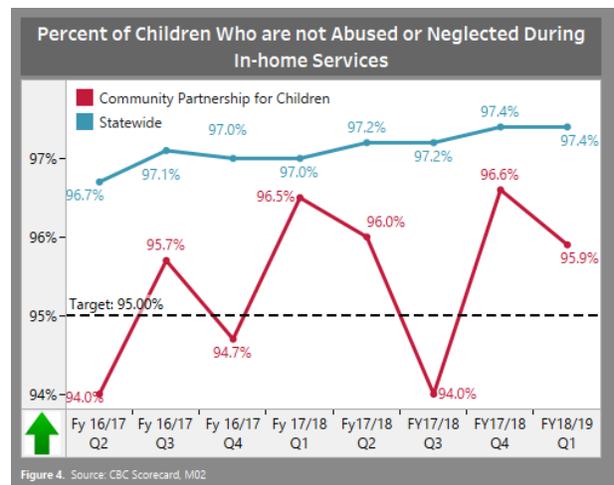
CPC has performed above the statewide average in three of the previous five quarters. CPC's service array rating for Family Support Services is currently a "2" indicating these services are in accordance with the service array framework definitions.



NO MALTREATMENT DURING IN-HOME SERVICES

Percent of children not abused or neglected while receiving in-home services (Scorecard Measure M02): This graph depicts the percentage of children who did not have a verified abuse or neglect maltreatment while receiving in-home services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while a case is open, and the CBC is providing in-home services to the family.

CPC's performance in this measure has fluctuated, staying below the statewide performance but above the target in five of the previous eight quarters.



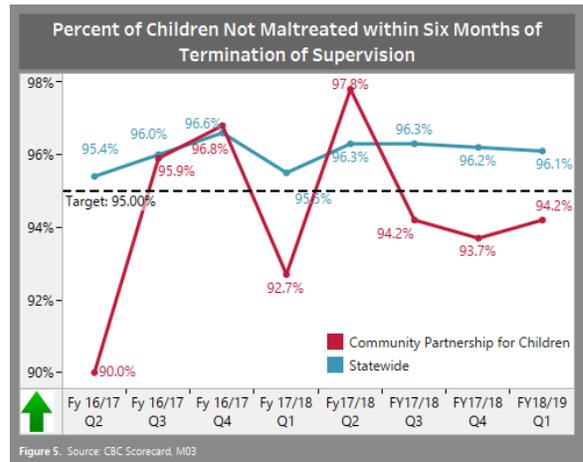
Rapid Safety Feedback (RSF) data revealed that CPC scored above statewide performance and showed an increase during FY17/18 in RSF 1.1 (ensuring the family assessments are sufficient). While CPC also performed above the statewide performance in RSF 2.1 (quality of visits are sufficient to address safety concerns and evaluate case plan progress), they showed a 24.2% decrease during FY17/18. Additionally, CPC's performance in RSF 4.1 (ensuring safety plans are sufficient) decreased by 17.2% resulting in falling below the statewide performance. (See Table 6)

CBC's performance on CQI Item 3 (making concerted efforts to address risk and safety) decreased slightly and is below the state but remained above the PIP goal. (See Table 7)

CHILDREN WHO ARE NOT NEGLECTED/ABUSED AFTER RECEIVING SERVICES

Percent of children with no verified maltreatment within six months of termination of supervision (Scorecard Measure M03): This graph depicts the percent of children who were not the victims of abuse or neglect in the six months immediately following termination of supervision.

CPC's performance has fluctuated over the last eight quarters exceeding the target in three and the statewide performance in two quarters. CPC did not meet this measure in FY17/18 and has remained below the target for the previous three quarters.

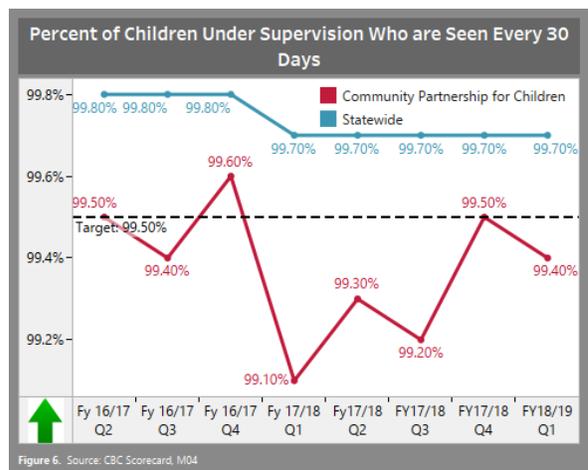


Although CPC's performance decreased slightly on CQI Item 2 (ensuring concerted efforts are made to provide services to the family to prevent children's entry into foster care or re-entry after reunification), they scored above the statewide performance. (See Table 7)

CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every 30 days (Scorecard Measure M04): This graph depicts the rate at which children are seen every 30 days while in foster care or receiving in-home services during the report period.

CPC consistently struggles to meet this measure. They met this measure once in FY17/18 and have performed below the target in five of the previous eight quarters. CPC has made slight improvement since the prior monitoring report, but only met the target in one quarter during the same timeframe.



Quality data also indicates there is room for improvement in this area. While CPC performed above the statewide performance in RSF 2.1 (quality of visits is sufficient to address safety concerns and evaluate case plan progress), they showed a 24.2% decline during FY17/18. (See Table 6) CQI Item 14 (frequency and quality of visits between the case manager and the child) data indicates that CPC's performance declined 15.1% during FY17/18, scoring below the statewide performance and the PIP goal in the past two fiscal years. (See Table 10)

QA CASE REVIEW DATA

The tables below provide the current performance in items related to child safety that are based on qualitative case reviews.

Rapid Safety Feedback (RSF) reviews show that from the period of July 1, 2017 through June 30, 2018, CPC case managers were completing sufficient assessments (RSF 1.1) in 77.5% of the sampled cases and completing quality visits to address issues pertaining to safety and evaluate progress towards case plan outcomes (RSF 2.1) in 67.5% of sampled cases. CPC RSF 4.1 results declined during FY 17/18, indicating case managers were not completing sufficient safety plans to control danger threats in 45% of sampled cases. (See Table 6)

Florida CQI reviews indicate that CPC case managers were making concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification (CQI Item 2) in 97% of sampled cases, and were adequately making concerted efforts to assess and address the risk and safety concerns related to the children in their own homes or while in foster care (CQI Item 2 and Item 3) in 96.8% and 87.3% of sampled cases, respectively. (See Table 7) Overall, CPC is performing adequately on most quality measures related to safety, however, CPC's performance declined during FY17/18.

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	Community Partnership for Children FY 2016-2017 n=36	Community Partnership for Children FY 2017-2018 n=39	Statewide RSF Performance FY 2017-2018 n=793
RSF 1.1: Is the most recent family assessment sufficient?	75.0%	77.5%	52.4%
RSF 2.1: Is the quality of visits between the case manager and the child (ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	91.7%	67.5%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	72.2%	55.0%	55.6%

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

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Community Partnership for Children FY 2016/2017 n=57	Community Partnership for Children FY 2017/2018 n=71	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 2: Did the agency make concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification?	97.0%	96.8%	-0.2%	90.9%	76.5%	95.0%	
CQI Item 3: Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child (ren) in their own homes or while in foster care?	91.0%	● 87.3%	-3.7%	89.8%	71.3%	95.0%	77.7%

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

PERMANENCY

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

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

Overall, CPC's performance on permanency related quantitative measures has declined between FY 16/17 and 17/18. Despite trending negatively on most measures, CPC consistently exceeded the target and the statewide performance on the scorecard measure related to placement stability. Quality data shows CPC performed well on permanency measures related to placement and visitation; however, CPC's scores decreased in measures related to achieving permanency and maintaining positive relationships. This decrease resulted in CPC falling below the PIP goal on both permanency related quality measures.

PERMANENCY IN 12 MONTHS

Percent of children exiting foster care to a permanent home within 12 months of entering care

(Scorecard Measure M05): This graph depicts the percentage of children who entered foster care during the report period where the child achieved permanency within 12 months of entering foster care.

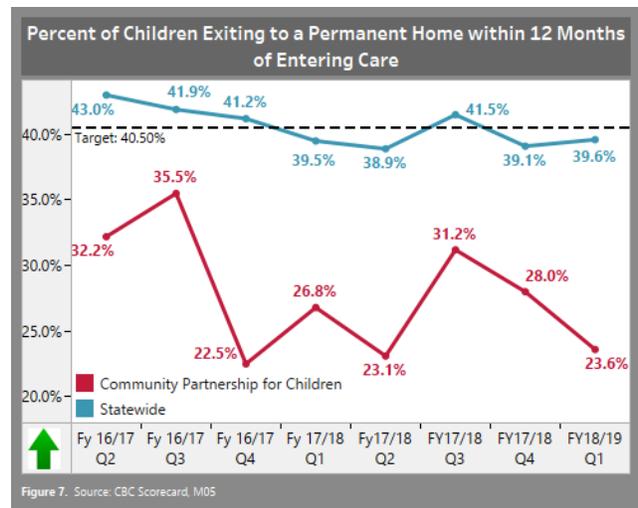
CPC has performed significantly below the target and statewide performance in each of the previous eight quarters. This scorecard measure was not met in FY16/17 or FY17/18. Performance has trended negatively in the two most recent quarters.

Quality data results from CQI Item 5

(establishing permanency goals in a timely

manner) show that CPC performed below the statewide performance and show a 6.1% decrease during FY 17/18. Results from CQI Item 6 (making concerted efforts to achieve permanency) show a 19.3% decrease, falling below the statewide performance and the PIP goal. (See Table 8)

Results from CQI Item 12B (making concerted efforts to assess the needs of and provide services to parents to achieve case plan goals and adequately address the issues relevant to the agency's

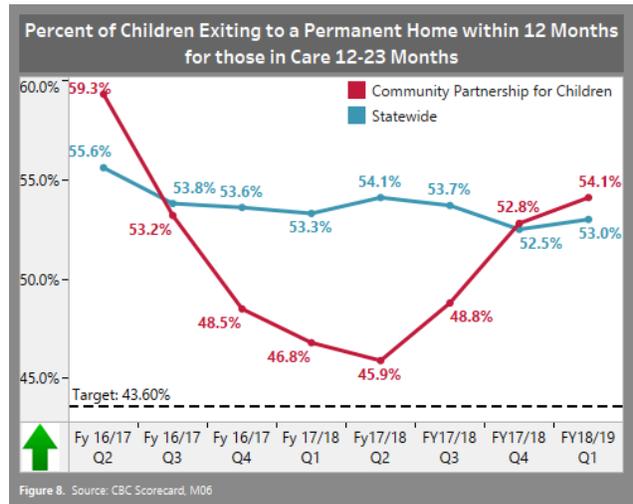


involvement with the family) show that CPC exceeded the statewide performance and the PIP goal, though performance decreased by 9.9% during FY17/18. CPC showed a decrease of 4.1% during FY17/18 and performed below the statewide performance on CQI Item 15 (frequency and quality of visits between case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals). (See Table 9)

PERMANENCY IN 12 – 23 MONTHS

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

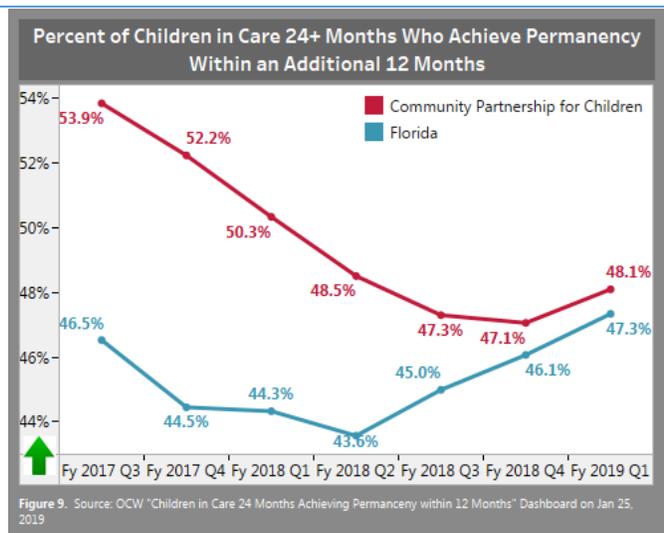
CPC consistently performed above the target for the past eight quarters. Performance was trending negatively, but since the previous monitoring report, performance has steadily increased resulting in exceeding the statewide performance in the most recent two quarters.



PERMANENCY AFTER 24 MONTHS

Percent of children in foster care 24 or more months exiting to a permanent home: This graph depicts the percentage of children who were in foster care for 24 or more months and achieved permanency upon exiting foster care.

While CPC has exceeded the statewide performance in eight of the previous eight quarters measured, overall performance has declined.



PERCENT NOT RE-ENTERING INTO CARE

Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (Scorecard Measure M07):

This graph depicts the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within 12 months of entering and subsequently do not re-enter foster care within 12 months of their permanency date.

While there has been a slight improvement in performance over the past 8 quarters, CPC has consistently not met the target on this measure and has been significantly below statewide performance.

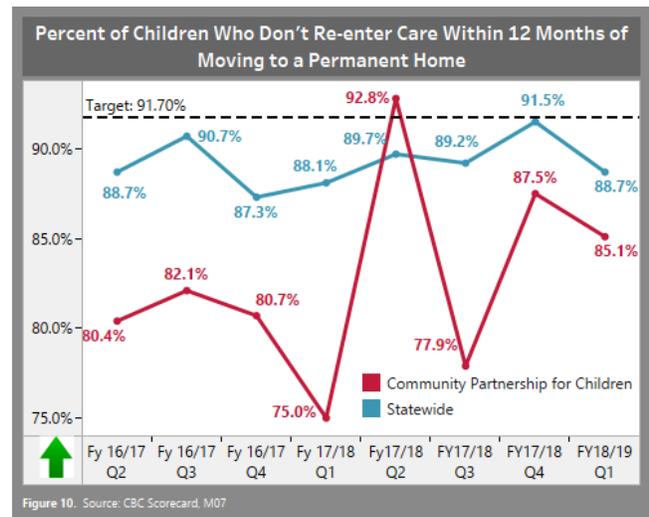


Figure 10. Source: CBC Scorecard, M07

CQI Item 2 indicates that the agency made concerted efforts to provide services to the family to prevent entry or re-entry in 96.8% of the cases sampled, exceeding the statewide performance on this quality measure. (See Table 7)

PLACEMENT STABILITY

Placement moves per 1,000 days in foster care (Scorecard Measure M08):

This graph depicts the rate at which children change placements while in foster care during the report period.

CPC's performance has exceeded the target and the statewide rate in all eight quarters. This scorecard measure was met in FY16/17 and FY17/18. There is a slight negative trend on this measure however, it remains below target and well below statewide performance.

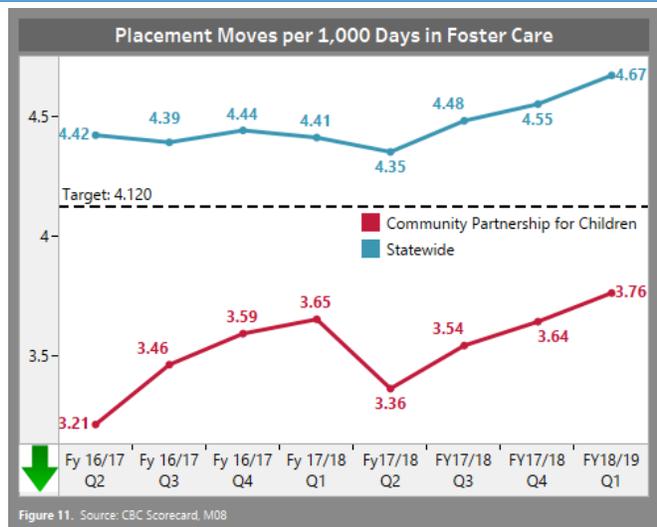


Figure 11. Source: CBC Scorecard, M08

Qualitative case reviews indicate that CPC's performance declined 4.2% during FY 17/18 on CQI Item 4 (ensuring stable placement and that any moves are in the best interest of the child). This score is above the statewide performance but below the PIP goal. (See Table 8)

SIBLINGS PLACED TOGETHER

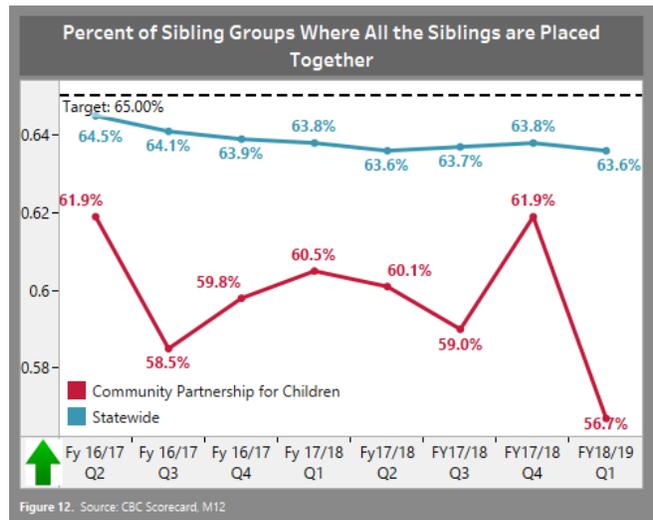
Percent of sibling groups where all siblings are placed together (Scorecard Measure M12):

This graph depicts the percentage of sibling groups with two or more children in foster care as of the end of the report period where all siblings are placed together.

CPC has not met the target and performed below the statewide performance in each of the previous eight quarters. This scorecard measure was not met in FY16/17 or FY17/18.

While CPC is not performing well on this scorecard measure, quality data indicates CPC's performance of 100% in sampled cases is above the statewide performance in CQI Item 7

(ensuring the agency is making concerted efforts to place siblings together while in foster care). (See Table 8)



QA CASE REVIEW DATA

The table below provides the current performance in items related to permanency that are based on qualitative case reviews.

RSF reviews show that from the period of July 1, 2017 through June 30, 2018, CPC case managers were completing visits of sufficient quality to address issues pertaining to safety and evaluating progress with mothers (RSF 2.3), children (RSF 2.1), and fathers (RSF 2.5) in 80%, 67.5%, and 68.8% of the sampled cases, respectively. While CPC performed above the statewide performance on RSF permanency related quality measures, their performance decreased during FY17/18. (See Table 8)

Rapid Safety Feedback - Permanency			
Quality Assurance - Rapid Safety Feedback Item	Community Partnership for Children FY 2016-2017 n=36	Community Partnership for Children FY 2017-2018 n=39	Statewide RSF Performance FY 2017-2018 n=793
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	91.7%	67.5%	60.1%
RSF 2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	88.6%	80.0%	66.3%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	74.2%	68.8%	52.6%

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

Table 8. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

Florida CQI reviews show CPC performed well in sampled cases on permanency measures related to placement activities which help maintain the child’s connections to siblings, parents, community, and relatives. (See Table 9, CQI Item 7, 8, 9, 10) CPC’s performance declined during FY17/18 on quality measures related to establishing and maintaining permanency goals and relationships outside of visitation. (See Table 9, CQI Item 4,5,6,11) CPC performed below the PIP goal on both PIP measures in FY17/18 after exceeding the goal in FY16/17. (See Table 9, CQI Item 1, 3).

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Community Partnership for Children FY 2016/2017 n=57	Community Partnership for Children FY 2017/2018 n=71	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child's placement in the best interest of the child and consistent with achieving the child's permanency goal(s)?	91.0%	86.8%	-4.2%	81.6%	82.0%	95.0%	88.5%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	85.0%	78.9%	-6.1%	83.0%	81.8%	95.0%	
CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?	85.0%	65.7%	-19.3%	72.5%	74.5%	95.0%	75.4%
CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?	94.0%	100.0%	6.0%	83.8%	67.3%	95.0%	
CQI Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity in the child's relationships and with these close family members?	75.0%	77.7%	2.7%	62.9%	69.0%	95.0%	
CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends?	85.0%	84.2%	-0.8%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	85.0%	89.4%	4.4%	80.9%	72.0%	95.0%	
CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation?	57.0%	44.1%	-12.9%	54.6%	60.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change. PIP monitored cases are included in the sample.

Table 9. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

WELL-BEING

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

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

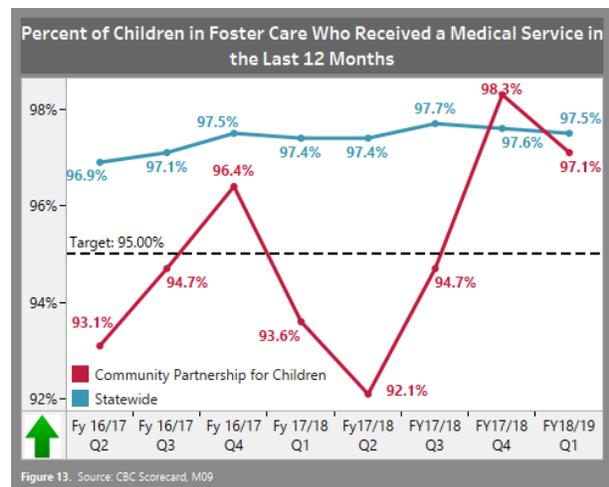
CPC continues to struggle meeting quantitative and quality measures. While there was some improvement in scorecard measures related to children’s physical health, CPC performed below the target and statewide performance in all well-being related quantitative measures in FY16/17 and FY17/18. (See Table 5) CPC’s performance in these areas have been trending positively since FY17/18, Q2. Additionally, there has been a notable decrease in performance related to well-being quality measures. Despite the decreases, CPC was able to perform above the PIP goal in three of the measures with a PIP goal. (See Table 10)

CHILDREN RECEIVING MEDICAL CARE

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

This graph depicts the percentage of children in foster care as of the end of the report period who have received a medical service in the last 12 months.

CPC’s performance has fluctuated but has met the target in three of the past eight quarters and has exceeded the statewide performance in one quarter during the same period. Performance has been generally trending positively since FY17/18, Q2.



CPC scored above the statewide performance in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs), and improved by 18.7% during FY17/18. (See Table 10)

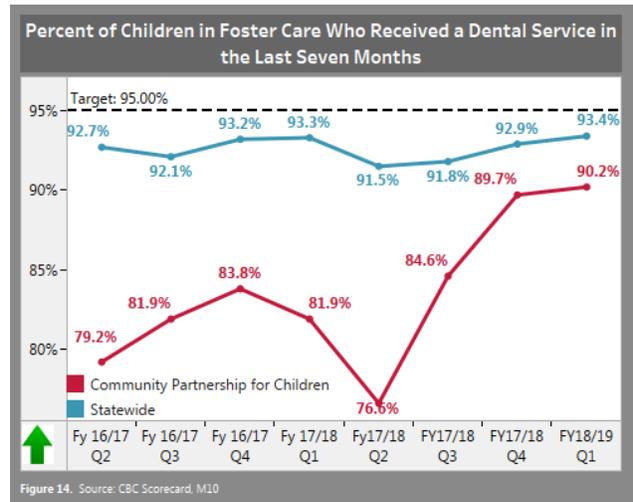
CHILDREN RECEIVING DENTAL CARE

Percent of children in foster care who received a dental service in the last seven months

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

CPC performed below the target and the statewide performance for the past eight quarters. Although CPC's performance did not meet the target, they have been trending positively since FY17/18, Q2.

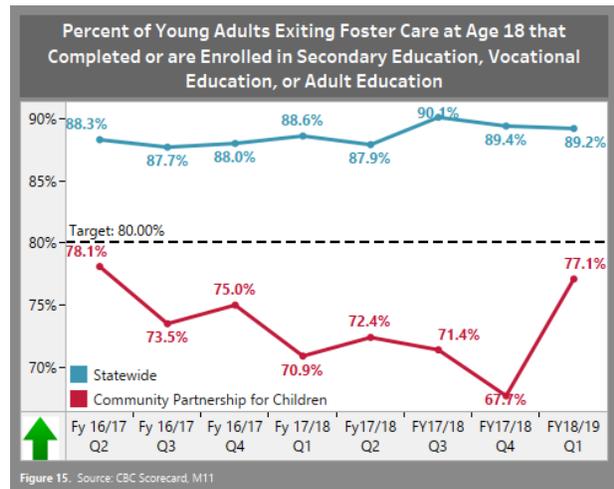
CPC scored above the statewide performance in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs), and improved by 18.7% during FY17/18. (See Table 10)



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 graph depicts the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth birthday.

CPC's performance trended negatively through FY17/18 but has improved in the first quarter of FY18-19. Performance has been consistently below the target and statewide performance for each of the previous eight quarters.



Although CPC's performance declined (2.2%) during FY17/18, they performed better than the statewide performance in CQI Item 16 (ensuring concerted efforts are made to assess children's educational needs appropriately address identified needs in case planning and case management activities). (See Table 10)

QA CASE REVIEW DATA

The table on the following page provides CPC's performance in measures related to child well-being based on CQI case reviews.

Overall, CPC has seen a decrease in quality on well-being related measures; most notably was the decrease in performance on Items 13 and 14. These measures evaluate concerted efforts to include parents and children in case planning activities and ensuring the frequency and quality of visits was sufficient to address risk and safety issues.

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Community Partnership for Children FY 2016/2017 n=57	Community Partnership for Children FY 2017/2018 n=71	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to children to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	93.0%	● 95.7%	2.7%	86.4%	51.3%	95.0%	58.4%
CQI Item 12B Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	75.0%	● 65.1%	-9.9%	64.0%	51.3%	95.0%	58.4%
CQI Item 12C Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	94.0%	● 78.9%	-15.1%	88.3%	51.3%	95.0%	58.4%
CQI Item 13 Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?	71.0%	● 48.5%	-22.5%	60.5%	63.6%	95.0%	70.7%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the child (ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	70.0%	● 54.9%	-15.1%	62.5%	72.5%	95.0%	78.9%
CQI Item 15 Were the frequency and quality of the visits between the case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals?	45.0%	40.9%	-4.1%	38.7%	43.5%	95.0%	
CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities?	86.0%	83.8%	-2.2%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	72.0%	90.7%	18.7%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	94.0%	64.4%	-29.6%	69.3%	72.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change. PIP monitored cases are included in the sample.
 Table 10. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

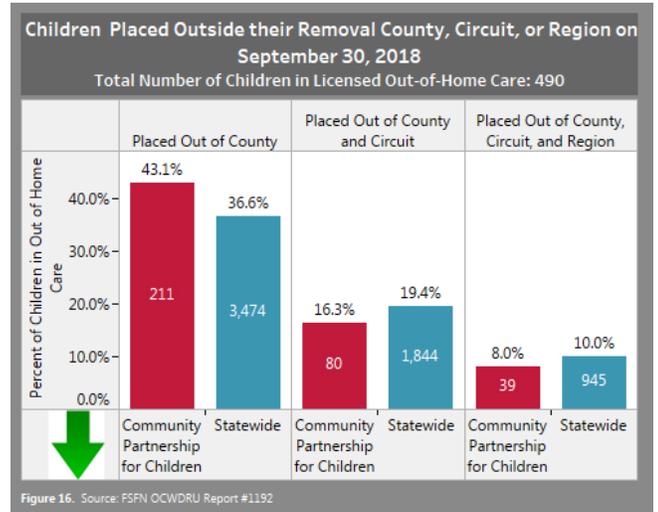
SECTION 5: PLACEMENT RELATED DATA

This category focuses on available placement resources by reviewing data related to family foster home recruitment, group home placements and relative and non-relative placements.

Family Foster Home Recruitment

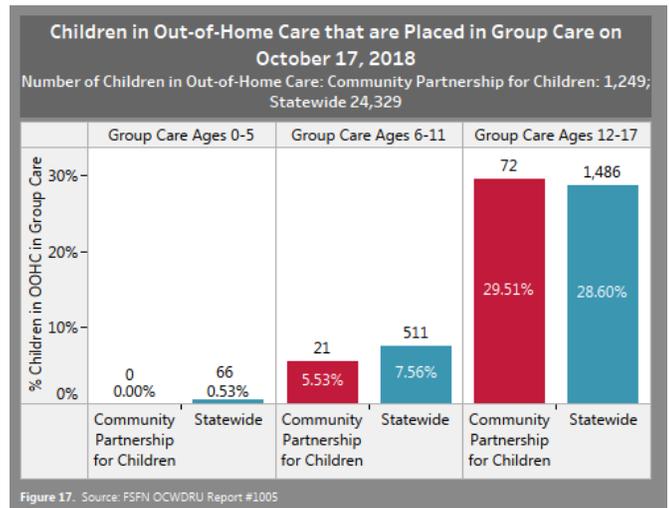
The [Child Welfare Dashboard for Children in Out-of-Home Care](#) provides information related to number of foster homes and the associated beds available. According to this data source, as of November 30, 2018 CPC has 216 licensed foster homes with the capacity of 474 traditional beds. Over the past year CPC has seen a net gain in foster home licenses.

As seen in Figure 16, CPC has close to half of their children placed out of county (43%) despite only having a 77.5% foster bed utilization rate. CPC remains below the statewide performance in children placed out of county and circuit and region.



Group Home Care

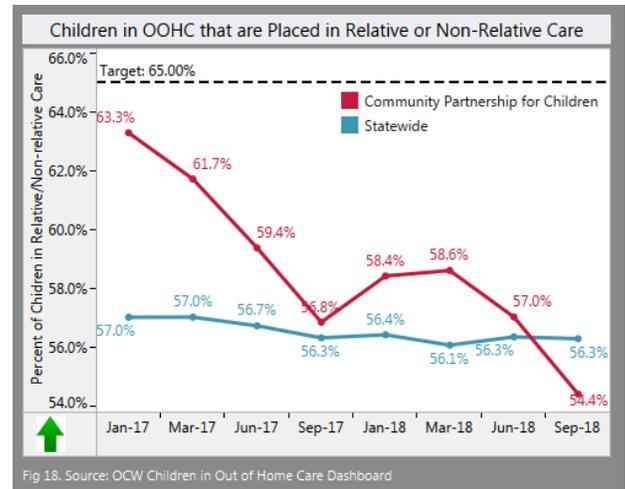
Data produced by the Office of Child Welfare (OCW) from January 9, 2019 shows CPC has not had any children ages 0-5 in a group home setting since at least September 13, 2018. The number of children placed in group care has maintained during the same time frame. Overall, CPC's total group care population has increased since the prior monitoring report timeframe (September 2017). CPC places a higher percentage of children ages 12-17 in group care than the statewide performance. (See Figure 17)



Relative/Non-Relative Caregiver Supports

CPC saw a sharp decline in performance related to the percentage of children placed in relative or non-relative care.

Figure 18 indicates CPC's performance trended negatively in making and maintaining relative and non-relative placements between January 2017 and September 2018. However, according to the Office of Child Welfare Relative/Non-relative Placement Report, CPC's performance has trended positively from October 2018 through January 22, 2019.



SECTION 6: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed an on-site monitoring in FY 17/18. The following is a summary of the findings and any actions taken by CPC to improve. The full [Contract Monitoring Report- Community Partnership for Children FY17/18](#) is available for reference.

Areas Needing Action Identified in Previous Report

1) Rate of abuse or neglect per 100,000 days in foster care (M01)

- a) This finding was included on an informal CBC Performance Improvement Plan developed by the Region.
- b) *Improved Performance*: CPC saw significant improvement in performance for FY17/18, including meeting the target for this measure, and continues to trend positively. CPC has exceeded the target each quarter since FY17/18, Q2.
- c) *Summaries of Actions Taken*: CPC's Quality Assurance staff completed one-on-one refresher training with all Case Management Supervisors that was focused on completing thorough Supervisory Reviews with a focus on safety plans and well-being issues for children in out of home care. During CPC's re-training they focused on ensuring complete review of the child's needs, caregiver needs, safety plan and service provision in the current placement which are all variables that can lead to a verified report in an out of home placement. Mentoring and coaching was provided regarding how to assess safety, permanency, and well-being through review of the Safety Plans, the FFA-Ongoing, Progress Updates, and case notes. The overall focus of this exercise was to ensure that Supervisors have the tools needed to review cases, reconcile information and document the findings/follow-up that is needed in FSFN.

2) Percentage of children exiting foster care to a permanent home within 12 months of entering care (M05)

- a) This finding was included on a corrective action plan developed by the Region and implemented on 8/27/18.
- b) *Performance Declined*: CPC has continued to perform below the target for all of the previous eight quarters. CPC did not meet the contract measure for FY17/18 and showed a 3.1% decline between FY16/17 and FY17/18.
- c) *Summaries of Actions Taken*: CPC responded to the corrective action plan stating they will complete the following tasks:
 - i) Conduct root cause analysis utilizing review of case-specific data from the previous four quarters to identify process barriers and systemic issues that are preventing children from exiting foster care to a permanent home within twelve months of entry by 2/1/19. CPC has requested an extension for the due date to 4/1/19 to complete the analysis. CPC advised that they are working on the root cause analysis and an extension is needed due to high complexity of the variables involved with this measure.
 - ii) Develop and implement system-specific countermeasures to ensure that children exit foster care to a permanent home within twelve months of entry by 2/28/19.
 - iii) Develop comprehensive tracking system utilizing FSFN data elements to track timely exits of children from foster care and progress of countermeasure effectiveness by 3/1/19.
 - iv) Monitor tracking tool and revise strategies as needed to make progress toward achieving compliance of performance measure goal of 40.5%.
 - v) Provide monthly progress report to DCF Contract Management.

3) Percentage of children who do not re-enter care within 12 months of moving to a permanent home (M07)

- a) This finding was included on a corrective action plan developed by the Region.
- b) *No Change in Performance*: Despite a slight improvement during FY17/18, CPC failed to meet the FY17/18 target.
- c) *Summaries of Actions Taken*: CPC completed the following tasks:
 - i) Conducted root cause analysis utilizing review of case-specific data from the last four quarters to identify process barriers and systemic issues that are contributing to children re-entering foster care within 12 months of moving to a permanent home. Stratification of the data indicated that re-removal from parents with substance abuse history was the target population for countermeasures and action plan.
 - ii) Developed and implemented system-specific countermeasures to prevent re-entry within 12 months of exit from foster care. CPC has reinstated mandatory Family Team Conference called a Post-Placement Reintegration Staffing held every 30 days during post-placement supervision. CPC is also completing abbreviated Rapid Safety Feedback Review on all Post Placement cases at the 3rd and 5th month. De-briefing with POA with any follow-up items.

- iii) Developed a comprehensive tracking system utilizing FSFN data to track progress of countermeasure effectiveness. Reintegration Staffings are measured in FSFN and RSF tracked by spreadsheet. CPC will submit their first analysis by 3/20/19 for this CAP item.
- iv) Monitored tracking tool and revised strategies as needed to make progress toward achieving compliance with performance measure goal of 91.7%. To date, no revisions have been made as this action step is in the beginning stage.
- v) Provided monthly progress report to DCF Contract Management. CPC will provide their first progress report by 3/20/19. The Contract Manager will continue to track and monitor this item for compliance.

2) Percentage of children in foster care who received medical care in the previous 12 months (M09)

- a) This finding was included on an informal CBC performance improvement plan developed by the Region.
- b) *Improved Performance*: CPC has met the target in three of the past eight quarters and has exceeded the statewide performance in one quarter during the same period. Performance has been trending positively since FY17/18, Q2. Additionally, CPC scored above the statewide performance in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs), and improved by 18.7% between FY16/17 and FY17/18.
- c) *Summaries of Actions Taken*: CPC instituted a Request for Records system that allows Case Managers to complete a form to request the Records Department staff to verify appointments, request medical records and upload the records into the Filing Cabinet and update the FSFN Medical Tab.

3) Percentage of children in foster care who received a dental service in the last seven months (M10)

- a) This finding was included on a corrective action plan developed by the Region.
- b) *Improved Performance*: Although CPC's performance did not meet the target, they have been trending positively since FY17/18, Q2 and increased 8.3% since the previous monitoring report period. Additionally, CPC scored above the statewide performance in CQI Item 17 (ensuring the agency addresses the physical health needs of children, including dental needs), and improved by 18.7% between FY16/17 and FY17/18.
- c) *Summaries of Actions Taken*: CPC completed the following tasks:
 - i) Conducted root cause analysis utilizing review of case-specific data to identify process barriers and systemic issues that are preventing children from receiving a documented dental service within the last seven months by 6/30/18. The QA review indicated that a significant number of children had completed a dental service prior to the due date. However, the appointment was not verified, records were not requested, and/or the appointment was not entered into FSFN timely.
 - ii) Developed and implemented system-specific countermeasures to ensure that children receive a documented dental service within the last seven months by 6/30/18.
 - (1) Weekly trackers are sent to all Program Operations Administrators and Case Management Supervisors to report dental appointments that are completed or

upcoming by the end of the reporting week. Additionally, Case Managers have daily access to their Mindshare Caseload Dashboard which clearly indicates which children are in need of a dental appointment.

(2) CPC instituted a Request for Records system that allows Case Managers to complete a form to request the Records Department staff to verify appointments, request medical records and upload the records into the Filing Cabinet and update the FSFN Medical Tab.

iii) Monitor FSFN and Mindshare tracking tools and revised strategies as needed to make progress toward achieving compliance with performance measure goal of 95% by 6/30/19.

iv) Provided monthly progress report to DCF Contract Management.

4) 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 (M11)

a) This finding was included on an informal CBC performance improvement plan developed by the Region.

b) *Performance Declined*: Overall, CPC's performance has been consistently below the target and statewide performance for each of the previous eight quarters. Performance continued to trend negatively until FY18/19, Q1.

c) *Summaries of Actions Taken*: CPC completed re-training of Educational Specialist on the data entry process to ensure that all young adults have their educational status updated prior to their 18th birthday. The contract manager will continue to monitor this process in order to improve performance.

5) Percentage of sibling groups where all siblings are placed together (M12)

a) This finding was included on an informal CBC performance improvement plan developed by the Region.

b) *Performance Declined*: CPC did not meet the annual target for FY17/18 and performance declined from FY16/17. Additionally, performance has remained below the target and statewide performance in all of the previous eight quarters.

c) *Summaries of Actions Taken*: CPC will continue recruitment of foster homes to increase capacity for sibling groups to include incremental expansion of the Neighbor to Family Sibling Foster Care Program capacity for the 2018-2019 contract year. CPC also conducts Placement Stability Staffings as needed to ensure that each child in a sibling group and the custodians have the correct service interventions to prevent placement disruption and separation of siblings.

6) Placement Practices- Evaluate placement policy to ensure that all child placing agencies notify CPC immediately of any child moves.

a) This finding was included on an informal performance improvement plan developed by the Region.

b) *Summaries of Actions Taken*: This item was addressed internally by the Department's Contract Manager. CPC has provided documentation that notification was given, and policy change needed for the agency identified, Neighbor to Family.

7) Placement Practices- Ensure Child Placement Agreements are developed immediately upon notification of any safety concern and adhere to CFOP 170-11.

- a) This finding was included on a corrective action plan developed by the Region.
- b) *Summaries of Actions Taken:* Recent progress reports to the contract manager indicate 100% compliance in November 2018 and December 2018. CPC completed the following tasks:
 - i) Reviewed and Updated CPC Child Placement Agreement policies and protocols in order to ensure compliance with CFOP 170-11.
 - ii) Implemented the protocols and process through training provided to all Placement, Case Management, and Child Placing Agency licensing staff.
 - iii) Developed a comprehensive tracking report utilizing FSFN data that includes all of the required elements of CFOP 170-11 and CPC processes related to Child Placement Agreements.
 - iv) Provided monthly progress report to DCF Contract Management.

8) Practice- Improvement is needed to increase the implementation of the Practice Model.

- a) This finding was included on an informal CBC performance improvement plan developed by the Region.
- b) *Improved Performance:* The [December Child Welfare Key Indicators Report](#) shows CPC's implementation status of the Practice Model has increased in all three counties.
- c) *Summaries of Actions Taken:* This item addressed internally by the Department's Contract Manager. CPC has provided information regarding the implementation of the Practice Model.

Opportunities for Improvement Identified in Previous Report

1) Leadership- By developing further outreach and strategic partnership building efforts in Putnam County, CPC would maximize community ownership and involvement.

- a) This finding was included on an informal CBC performance improvement plan developed by the Region.
- b) *Summaries of Actions Taken:* Community ownership and involvement has been significantly improved by the development and implementation by CPC of a community-wide shared services workgroup called the Putnam SafetyNet Alliance. The focus of the Putnam SafetyNet Alliance is to connect, communicate and collaborate among social service entities to ensure the citizens of Putnam County have access to services and avoid duplication. This initiative is ongoing, and CPC is working to try to get more governmental and faith-based members to participate to expand the scope and impact in the community.

2) Workforce- Further analysis, to include high caseloads and work demand on senior level staff and the length of time staff are on protected caseload status, may inform future retention strategies. Additionally, Leadership should evaluate the impact case carrying senior and upper level staff may have on quality oversight and service delivery. CPC does not have a formalized supervisor development plan.

- a) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
- b) *Summary of Why Action Was Not Taken:* Monthly caseload assessments are completed by CPC's Director of Case Management for equity in case assignment, to help alleviate the need for upper level staff to carry cases and to manage protected caseloads appropriately. CPC's Level IV Case Managers are included in all Monthly Senior Management Team Meetings and attend CPC's Supervisor Trainings to help ensure preparedness for succession planning into vacant supervisor positions.

3) Quality Assurance - While the management team has a clear understanding of data and performance measures, there is a clear lack of understanding by the frontline staff. When conveying this information, it is often impeded by numerous staff interpretations and the various levels of staff responsible for delivering the message.

- a) This finding was not included on a corrective action plan, performance improvement plan, local action plan, any other improvement plan or initiatives developed by the Region or CBC.
- b) *Summary of Why Action Was Not Taken:* CPC's Executive Management attends bi-weekly Program Operations Meetings to review and discuss the agency's progress on performance indicators from across the system of care. Monthly Senior Management Team meetings are held with all Supervisory and Level IV staff to review agency data and performance such as Contract Performance Measures, QA Case Review Findings, CBC Report Card information and Unit Level Case Management Data. Each item is presented to ensure that CPC staff understand the information and how it correlates to daily case work activities. CPC's Unit Supervisors meet with their staff on a monthly basis to review, explain and emphasize data and performance measures in order to help with gaining a better understanding of how daily activities impact the safety, permanency and well-being of the children served and the overall system of care.

4) Placement Resources and Process- The recruitment process lacks specific steps and outcomes. While there is a target, there is a lack of a formal action plan supported by data indicating the types of homes needed or individual recruitment targets for each CPA.

- a) This finding was included on an informal CBC performance improvement plan developed by the Region.
- b) *Summaries of Actions Taken:* All three of CPC's Child Placing Agency contracts were extended for six months in FY 2018-2019 to review terms and negotiate revised outcome measures. Each contract was amended to include mandatory reporting requirements for weekly recruitment activities, status of families in pre-service classes and required monthly contact with each licensed foster parent for retention purposes. Data reports regarding each contract performance outcome measures are completed quarterly and sent to the Executive Management of each Child Placing Agency for oversight and improvement response, as needed.

- 5) Partner Communications and Relationships** - Continued efforts are needed to address communication, collaboration and transparency with partners. Specifically, the case transfer process may be impeding the ability to create harmony between case management and investigators.
- a) This finding was included on an informal CBC performance improvement plan developed by the Region.
 - b) *Summaries of Actions Taken:* The Case Transfer process was revised in early 2018 to include CPC Secondary Worker assignment and scheduling of Case Transfer Conferences at Shelter Hearings. This process has significantly improved communication and collaboration between DCF and CPC and the overall timeliness of Case Transfer.

SECTION 7: DESK REVIEW FINDINGS

SUMMARY

Community Partnership for Children is a child welfare community-based care agency located in Circuit 7 that is committed to design, implement, and manage a quality child protection system for the citizens of Volusia, Flagler, and Putnam counties. Since the prior on-site monitoring in FY17/18, the agency has implemented new practices and data analysis projects to improve successful outcomes for the children and families served by their agency. While CPC has made improvements in several areas since the previous monitoring report, continued efforts to analyze data trends and implement effective countermeasures is warranted.

AREAS NEEDING ACTION:

These findings represent areas that need prompt attention or ongoing oversight as they impact child safety, are violations of statute or administrative rule, or are areas where Community Partnership for Children has consistently underperformed:

1. Performance

a. Permanency

- i. Percentage of children exiting foster care to a permanent home within 12 months of entering care (M05)
 - 1. CPC has continued to perform below the target for all of the previous eight quarters. CPC did not meet the contract measure for FY17/18 and showed a 3.1% decline between FY16/17 and FY17/18. CPC is currently on a corrective action plan for this measure.
- ii. Percentage of children who do not re-enter care within 12 months of moving to a permanent home (M07)
 - 1. Despite improvement since the previous monitoring report period, CPC failed to meet the FY17/18 contract and PIP target. CPC is currently on a corrective action plan for this measure.

- iii. Percentage of sibling groups where all siblings are placed together (M12)
 - 1. Over the past two fiscal years, CPC has not met the target and performance declined between FY16/17 and FY17/18. Additionally, CPC's performance declined since the previous monitoring report period. CPC is currently on an informal performance plan for this measure.

b. Well-Being

- i. Percentage of young adults who have aged out of foster care at age eighteen and completed or are enrolled in secondary education, vocational training, or adult education (M11)
 - 1. Over the past two fiscal years, CPC has not met the target and performance declined 7.8% during FY 17/18. CPC is currently on an informal performance plan for this measure.
- ii. CQI Item 14: Were the frequency and quality of visits between caseworkers and the child(ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of the case goals?
 - 1. Over the past two fiscal years, CPC has not achieved the federal PIP goal of 88.5%. From FY 16/17 to FY 17/18 performance dropped 15.1%.

OPPORTUNITIES FOR IMPROVEMENT:

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

1. Performance

a. Safety

- i. Percentage of children who are not neglected or abused after receiving services (M03)
 - 1. CPC did not meet this measure in FY17/18 and has remained below the target for the previous three quarters.
- ii. Percentage of children under supervision who are seen every 30 days (M04)
 - 1. They met this measure once in FY17/18 and have performed below the target in five of the previous eight quarters.

b. Permanency

- i. 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?
 - 1. Between FY16/17 and FY17/18, CPC's performance declined 4.2%, falling below the PIP goal.
- ii. CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?

1. CPC's performance decreased 19.3% between FY16/17 and FY17/18, falling below the statewide performance and the PIP goal.

c. Well-Being

- i. Percentage of children in foster care who received medical care in the previous 12 months (M09)
 1. While CPC's performance has been trending positively since FY17/18, Q2, CPC has not met the target over the past two fiscal years. CPC is currently on an informal performance plan for this measure.
- ii. Percentage of children in foster care who received a dental service in the last seven months (M10)
 1. While CPC's performance has been trending positively since FY17/18, Q2, CPC has not met the target over the past two fiscal years. CPC is currently on a corrective action plan for this measure.
- iii. 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?
 2. CPC's performance decreased 22.5% between FY16/17 and FY17/18, falling below the statewide performance and the PIP goal.

2. Systemic

- a. Placement Related Data
 - i. Relative/Non-Relative Caregiver Supports
 1. Over the past eight quarters, CPC has not met the target in making and maintaining relative/non-relative placements.

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OVERALL COUNTY RANK

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Flagler County



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

		Baseline Year	%	Current Year	%	Number	Change
 ECONOMIC WELL-BEING DOMAIN RANK 25	Children in poverty	2011	25.8	2016	19.3	3,596	👍
	Unemployment rate	2011	11.4	2016	5.5	2,492	👍
	High housing cost burden (>30% income spent)	2007-2011	42.4	2012-2016	33.1	12,639	👍
	Teens not in school and not working	2007-2011	10.0	2012-2016	9.7	445	Unchanged
 EDUCATION WELL-BEING DOMAIN RANK 31	3 & 4 year old children not enrolled in school	2007-2011	57.8	2012-2016	59.6	891	👎
	4th grade students not proficient in English Language Arts	2014/15	69.0	2015/16	74.0	680	👎
	8th grade students not proficient in math	2014/15	83.0	2015/16	79.0	553	👍
	High school students not graduating on time	2011/12	25.2	2015/16	19.6	192	👍
 HEALTH WELL-BEING DOMAIN RANK 29	Low-birthweight babies	2011	8.9	2016	8.9	71	Unchanged
	Uninsured children	2010	14.1	2015	9.1	1,772	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	32.4	2015/16	31.6	990	Unchanged
	High school teens who used alcohol/drugs (past 30 days)	2012	43.6	2016	34.0	155	👍
 FAMILY & COMMUNITY DOMAIN RANK 9	Children in single parent families	2007-2011	25.6	2012-2016	32.0	5,048	👎
	Children living in high poverty areas	2007-2011	0.0	2012-2016	0.0	0	Unchanged
	Children with verified maltreatment (per 1,000)	2011/12	11.9	2016/17	10.8	211	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	35.3	2016/17	18.1	161	👍

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



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OVERALL
COUNTY RANK

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– 2018 FLORIDA CHILD WELL-BEING INDEX –

Putnam County



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

 ECONOMIC WELL-BEING DOMAIN RANK 61		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	42.1	2016	36.1	5,506	👍
	Unemployment rate	2011	12.8	2016	6.3	1,724	👍
	High housing cost burden (>30% income spent)	2007-2011	32.9	2012-2016	29.9	8,168	👍
	Teens not in school and not working	2007-2011	14.8	2012-2016	15.5	497	Unchanged

 EDUCATION WELL-BEING DOMAIN RANK 66		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	68.4	2012-2016	75.2	1,371	👎
	4th grade students not proficient in English Language Arts	2014/15	86.0	2015/16	84.0	696	👍
	8th grade students not proficient in math	2014/15	94.0	2015/16	90.0	487	👍
	High school students not graduating on time	2011/12	41.1	2015/16	36.4	250	👍

 HEALTH WELL-BEING DOMAIN RANK 60		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	9.9	2016	10.7	91	Unchanged
	Uninsured children	2010	12.3	2015	7.0	1,116	👍
	Overweight and obese 1st, 3rd & 6th grade students	2011/12	50.8	2015/16	37.6	774	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	*	2016	39.1	158	

 FAMILY & COMMUNITY DOMAIN RANK 62		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	44.9	2012-2016	46.2	5,650	👎
	Children living in high poverty areas	2007-2011	30.3	2012-2016	34.7	5,480	👎
	Children with verified maltreatment (per 1,000)	2011/12	18.1	2016/17	16.7	265	👍
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	47.3	2016/17	29.4	202	👍

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* Data are suppressed due to confidentiality.



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OVERALL COUNTY RANK

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– 2018 FLORIDA CHILD WELL-BEING INDEX –

Volusia County



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

 ECONOMIC WELL-BEING DOMAIN RANK 27		Baseline Year	%	Current Year	%	Number	Change
	Children in poverty	2011	27.1	2016	19.7	18,188	👍
	Unemployment rate	2011	11.2	2016	5.1	12,528	👍
	High housing cost burden (>30% income spent)	2007-2011	40.2	2012-2016	36.5	74,873	👍
	Teens not in school and not working	2007-2011	8.6	2012-2016	6.7	1,584	👍

 EDUCATION WELL-BEING DOMAIN RANK 39		Baseline Year	%	Current Year	%	Number	Change
	3 & 4 year old children not enrolled in school	2007-2011	55.5	2012-2016	58.5	5,914	👎
	4th grade students not proficient in English Language Arts	2014/15	74.0	2015/16	76.0	3,518	👎
	8th grade students not proficient in math	2014/15	79.0	2015/16	78.0	2,643	👍
	High school students not graduating on time	2011/12	33.2	2015/16	24.0	1,141	👍

 HEALTH WELL-BEING DOMAIN RANK 27		Baseline Year	%	Current Year	%	Number	Change
	Low-birthweight babies	2011	8.7	2016	8.7	436	Unchanged
	Uninsured children	2010	12.5	2015	6.7	6,391	👍
	Overweight and obese 1st, 3rd & 6th grade students	2010/11	33.0	2015/16	30.7	3,927	👍
	High school teens who used alcohol/drugs (past 30 days)	2012	41.4	2016	37.5	215	👍

 FAMILY & COMMUNITY DOMAIN RANK 44		Baseline Year	%	Current Year	%	Number	Change
	Children in single parent families	2007-2011	33.8	2012-2016	38.4	30,351	👎
	Children living in high poverty areas	2007-2011	12.4	2012-2016	11.2	10,296	👍
	Children with verified maltreatment (per 1,000)	2011/12	10.8	2016/17	10.0	948	Unchanged
	Youth contacts with the juvenile justice system (per 1,000)	2011/12	45.8	2016/17	26.3	1,137	👍

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