FY 2018 -2019 ANNUAL PEFORMANCE AND QUALITY IMPROVEMENT REPORT
AUGUST 2019

Our Mission:
To protect abused, abandoned and neglected children in the communities we serve.

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I. Introductory Section

ChildNet Inc. is Broward and Palm Beach Counties' Community Based Care (CBC) lead agency contracted with the State of Florida to manage the local system of services and supports for abused, abandoned and neglected children and their caregivers. Since the transition to Community Based Care began in Broward in April 2003 and Palm Beach County in October 2012, ChildNet and its network of local providers and partners have significantly improved the quality of care for the most vulnerable children and their caregivers.

ChildNet has devoted fiscal and staff resources to Quality and Performance Improvement. The Chief Executive Officer & President and Senior Management work exceedingly hard to create a culture of quality dedicating significant human and fiscal resources to the process, including providing ongoing training throughout the agency and creating interdepartmental projects to focus on quality within and throughout the agency. ChildNet has a full Continuous Quality Improvement (CQI) division led by one (1) Chief Program Officer, one (1) Director of CQI regionalized for Broward County and Palm Beach County, two (2) Quality Managers in Broward County, two (2) Quality Managers in Palm Beach, and a Regional Quality Manager who reports directly to the Chief Program Officer. The responsibility of conducting file reviews, incident reporting, exit interviews, communicating results and strategies for improvement and data analysis of performance and census trends primarily resides with the aforementioned CQI team.

Also led by the Chief Program Officer, is one (1) Director of CQI who oversees the quality improvement activities of the agency, data entry and analysis, special projects and coordinates all functions related to the external monitoring of the agency throughout the year. This team includes one (1) Quality Manager, one (1) Project Manager MIS Decision Support Services, and one (1) Data Supervisor who oversees ChildNet's Data Specialists. During the 2018-2019 year, the responsibility of contract monitoring for subcontracted providers transitioned to the Service Quality Team, Service Coordination department, led by the Chief Clinical Quality Officer. With the goal of addressing the quality of services received by our children and families, the Director of Service Quality and the team of two (2) Quality Managers conduct site visits and periodic contract monitoring. Additionally, ChildNet's Licensing department team includes Quality Specialists responsible for quality and compliance reviews of home studies for licensing foster homes and partnering with the subcontracted agencies involved in recruitment, licensing and retention of foster homes.

In addition to human resources, the agency made a significant technological investment in quality and performance improvement. There continues to be an enthusiastic embrace of technology to improve local child welfare services. Not only does ChildNet fully recognize and completely utilize the Florida Safe Families Network (FSFN) as its official child welfare information system but ChildNet Management Information Systems (MIS) staff continues to develop new and innovative reports that readily and easily provide management, staff, and stakeholders with the most current possible information from FSFN allowing them to continuously assess and direct individual and system performance and improvement. MIS staff is also continuously improving ChildNet's unique Android based Remote Data Capture (RDC) device software to facilitate dependency case managers' timely and efficient entry of key client data into the system.

FY 2018-2019 Case Management Quality Assurance Reviews and CBC Performance

The table below is a breakdown of the quarterly case file reviews that determined the quality of child welfare practice related to child safety, permanency and child and family well-being:

ChildNet	Broward	FL CQI CFSR (no interviews)	FL PIP CFSR (interviews)	Rapid Safety Feedback	Palm Beach	FL CQI CFSR (no interviews)	FL PIP CFSR (interviews)	Rapid Safety Feedback
Q1 FY 18 -19		6	4	10		12	2	10
Q2 FY 18 -19		10	4	10		16	2	10
Q3 FY 18 -19		8	4	10		14	2	10
Q4 FY 18 -19		8	4	10		14	2	10
Total		**32**	**16**	**40**		**56**	**8**	**40**

During FY 2018-2019, ChildNet completed 192 case file reviews that focus on practice areas related to child safety, permanency, and child and family well-being utilizing two (2) different quality assurance review tools of the Department's Office of Child Welfare (OCW) statewide quality assurance model. Case file reviews were completed utilizing the Rapid Safety Feedback (RSF) tool in Qualtrics. Rapid Safety Feedback reviews target the highest-risk population of children in the child welfare system. The Rapid Safety Feedback is a process designed to flag key risk factors of in-home services cases that could gravely affect a child's safety. These factors have been determined based on reviews of other cases where child injuries or tragedies have occurred. Factors include but are not limited to the parents' ages, the presence of a paramour in the home, evidence of substance abuse or previous criminal records and prior abuse history. This review allows us to target age specific populations to identify key risk factors impacting the safety of children receiving in-home services. The critical component of the process is the case consultation in which the reviewer engages the dependency case manager and the supervisor in a discussion about the case. Coaching through case consultation is a key component of this process, which is intended to improve case managers' and supervisors' critical thinking skills related to risk assessments. All reviews focus on children under four (4) years of age. During this review period, 80 cases were reviewed; consultations with the case managers and case management supervisors were held on those reviewed cases.

In addition to Rapid Safety Feedback case reviews, Federal Child and Family Services Reviews (CFSR) were completed. The Federal Child and Family Services Review is a process designed to enable the federal Children's Bureau and DCF to: (1) ensure conformity with federal child welfare requirements; (2) determine what is actually happening to children and families as they are engaged in child welfare services and; (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. The reviews are structured to help identify strengths and areas needing improvement and may include a case review and interviews with children and families engaged in services. Case reviews provide an understanding of what is "behind" the safety, permanency and well-being numbers in terms of day to-day practice in the field and how that practice is affecting child and family functioning and outcomes. The CFSR is an assessment of a state's performance related to child welfare and looks at outcomes data and other sources to assess each State's ability to achieve safety, permanency, and well-being for children and families. The CFSR includes reading case files of children served under the Title IV-B and IV-E plans and conducting case specific interviews with case participants. One hundred and twelve (112) reviews were completed using the Florida Federal Online Monitoring System (OMS); 24 of those were in-depth side by side reviews which included case participant interviews.

All case file review samples were randomly selected using the business objects report entitled 'Children Receiving In-Home Services Listing – OCWDRU in Florida Safe Families Network (FSFN) and the Adoption and Foster Care Analysis and Reporting (AFCAR) extract provided by DCF. The sample size was based on the number of children served in out-of-home care or receiving in-home services, and the samples were large enough

to make statistical inferences about the population served by the State. Additionally, samples were stratified to include a proportion of cases that reflect quantitative case file review data, noting significant trends and findings to drive change within ChildNet, Inc. to improve outcomes for children and families. Data entry for the file reviews conducted each quarter is within the established timeframes, generally no later than the 5th of the month following the end of the quarter.

Case file review data are shared with internal staff and leadership, ChildNet Board members and the Department of Children and Families (DCF). ChildNet, Inc. follows and complies with DCF's statewide quality assurance guidelines – "Windows into Practice" - which includes the practice framework for conducting quality assurance reviews. These guidelines are posted on the Department's website and in the University of South Florida's Center for Child Welfare. Performance data from the completed reviews is now published quarterly on the DCF Dashboard at https://www.myflfamilies.com/programs/childwelfare/dashboard/overview.shtml. Statewide, Regional, and CBC performances for QA Measures is accessible on this public facing site.

ChildNet conducts bi-weekly CBC Scorecard meetings to monitor the agency's current performance, improvement, and compliance. In addition, bi-weekly emails are sent to each scorecard measure's ChildNet "champion" with the attached listing report for continuous monitoring. The scorecard evaluates the lead agencies on twelve (12) key measures to determine how well they are meeting the most critical needs of dependent children and their families. Rate of abuse per day while in foster care, Children achieving permanency within 12 months of entering care, Children achieving permanency for children in foster care 12 to 23 months, Children who do not re-enter foster care within 12 months of moving to a permanent home, and Children's placement moves per 1000 days in foster care are the Federal Indicators included in the Scorecard measures.

FY 2018-2019 Community Based Care Scorecard and Federal Indicators – Broward & Palm Beach

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FY 2018-2019 Broward Scorecard Outcomes	Target	Reporting Period	Positive	FY 18-19 Q1	FY 18-19 Q2	FY 18-19 Q3	FY 18-19 Q4	Current Statewide FY 18-19 Q4
Rate of Abuse per 100,000 days in foster care	8.5	Rolling 12-Months	↓	9.43	9.61	9.98	8.51	8.45
% of children not abused/neglected during in-home services	95.00%	Rolling 12-Months	↑	91.98%	93.34%	93.81%	94.06%	95.07%
% of children who are not abused/neglected after receiving services	95.00%	Rolling 12-Months	↑	96.96%	96.95%	97.46%	97.13%	96.56%
% of children under supervision who are seen every 30 days	99.50%	Rolling 12-Months	↑	99.75%	99.76%	99.82%	99.89%	99.04%
% of children exiting to a permanent home w/in 12 months of entering care	40.50%	Rolling 12-Months	↑	43.49%	44.11%	39.72%	38.40%	39.66%
% of children exiting to a permanent home w/in 12 months for those in care 12-23 months	43.60%	Quarterly	↑	51.20%	51.35%	55.65%	53.60%	53.50%
% of children who do not re-enter care w/in 12 months of moving to a permanent home	91.70%	Rolling 12-Months	↑	90.29%	88.52%	90.77%	90.40%	90.27%
Placement moves per 1,000 days in foster care	4.12	Rolling 12-Months	↓	3.57	3.26	3.42	3.34	4.59
% of children in foster care who received a medical service in the last 12 months	95.00%	Rolling 12-Months	↑	96.86%	96.93%	96.89%	97.97%	96.02%
% of children in foster care who received dental service in the last 7 months	95.00%	Rolling 12-Months	↑	93.60%	89.62%	92.88%	95.63%	91.90%
% of young adults exiting foster care at age 18 completed/are enrolled in sec.ed.voc.Ed., or adult ed.	80.00%	Rolling 12-Months	↑	93.64%	93.07%	92.41%	92.06%	88.55%
% of sibling groups where all siblings are placed together	65.00%	Quarterly	↑	61.43%	59.80%	62.63%	64.53%	63.04%

*Data Source: DCF Dashboard Scorecard Summary as of 8/27/19

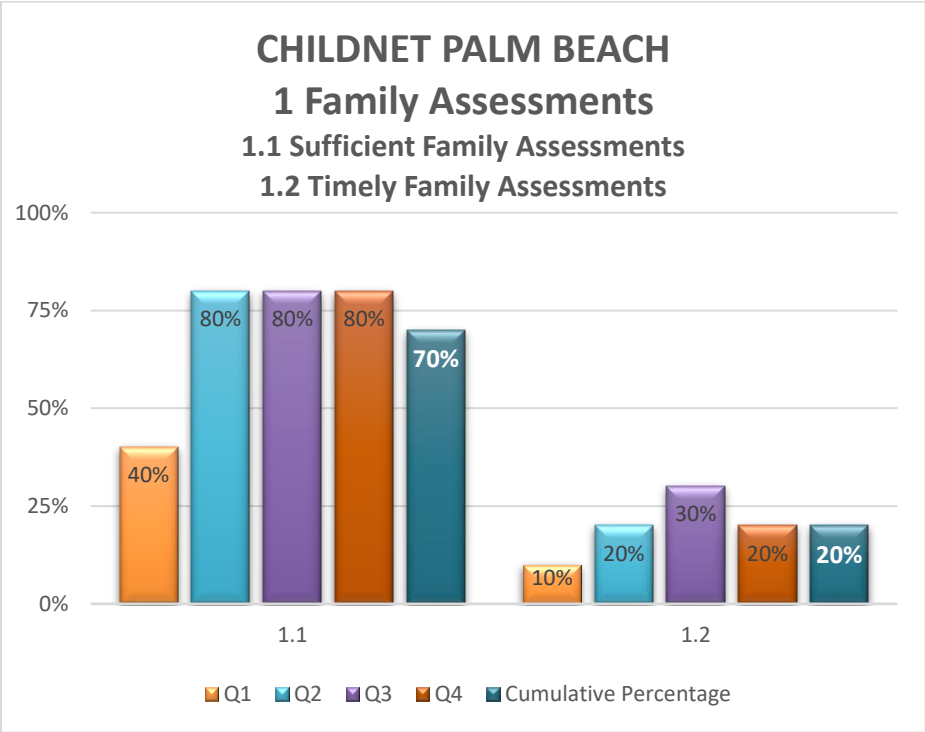
FY 2018 -2019 ANNUAL PEFORMANCE AND QUALITY IMPROVEMENT REPORT

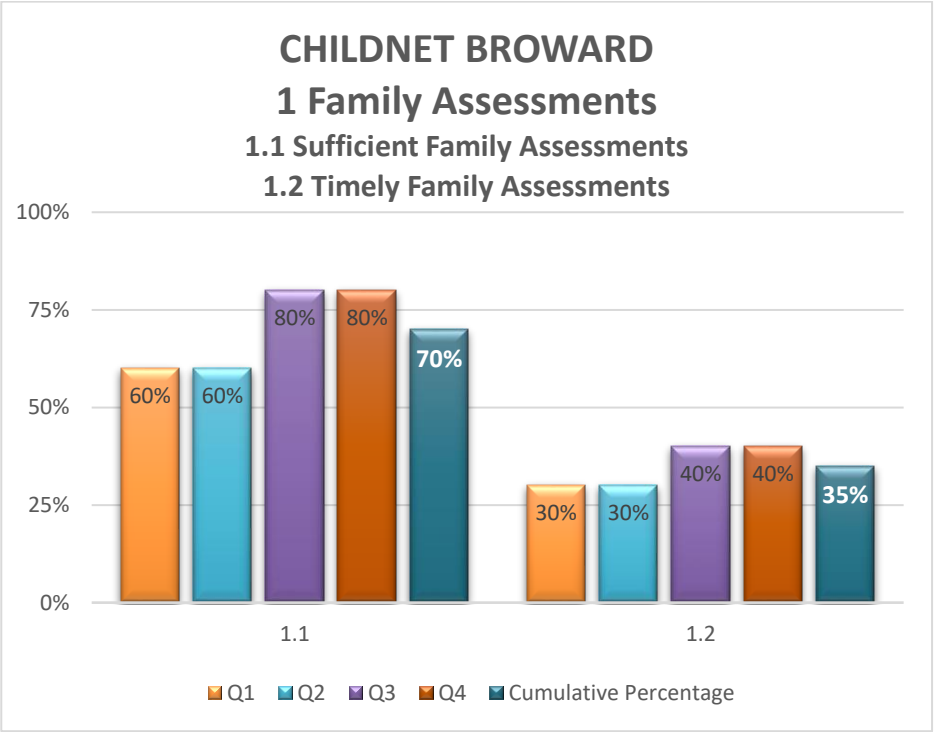
FY 2018-2019 Palm Beach Scorecard Outcomes	Target	Reporting Period	Positive	FY 18-19 Q1	FY 18-19 Q2	FY 18-19 Q3	FY 18-19 Q4	Current Statewide FY 18-19 Q4
Rate of Abuse per 100,000 days in foster care	8.5	Rolling 12-Months	↓	7.92	9.12	10.98	11.42	8.45
% of children not abused/neglected during in-home services	95.00%	Rolling 12-Months	↑	95.44%	95.65%	94.97%	94.98%	95.07%
% of children who are not abused/neglected after receiving services	95.00%	Rolling 12-Months	↑	96.62%	96.83%	96.96%	97.32%	96.56%
% of children under supervision who are seen every 30 days	99.50%	Rolling 12-Months	↑	99.90%	99.94%	99.97%	99.98%	99.04%
% of children exiting to a permanent home w/in 12 months of entering care	40.50%	Rolling 12-Months	↑	45.99%	48.31%	47.11%	47.04%	39.66%
% of children exiting to a permanent home w/in 12 months for those in care 12-23 months	43.60%	Quarterly	↑	60.82%	56.85%	50.47%	52.49%	53.50%
% of children who do not re-enter care w/in 12 months of moving to a permanent home	91.70%	Rolling 12-Months	↑	93.41%	93.77%	92.97%	91.58%	90.27%
Placement moves per 1,000 days in foster care	4.12	Rolling 12-Months	↓	4.7	4.32	4.30	4.04	4.59
% of children in foster care who received a medical service in the last 12 months	95.00%	Rolling 12-Months	↑	97.84%	98.11%	98.28%	97.58%	96.02%
% of children in foster care who received dental service in the last 7 months	95.00%	Rolling 12-Months	↑	94.99%	94.41%	92.24%	95.93%	91.90%
% of young adults exiting foster care at age 18 completed/are enrolled in sec.ed.voc.Ed., or adult ed.	80.00%	Rolling 12-Months	↑	98.44%	97.30%	96.97%	94.23%	88.55%
% of sibling groups where all siblings are placed together	65.00%	Quarterly	↑	63.56%	63.64%	62.11%	56.52%	63.04%

*Data Source: DCF Dashboard Scorecard Summary as of 8/27/19

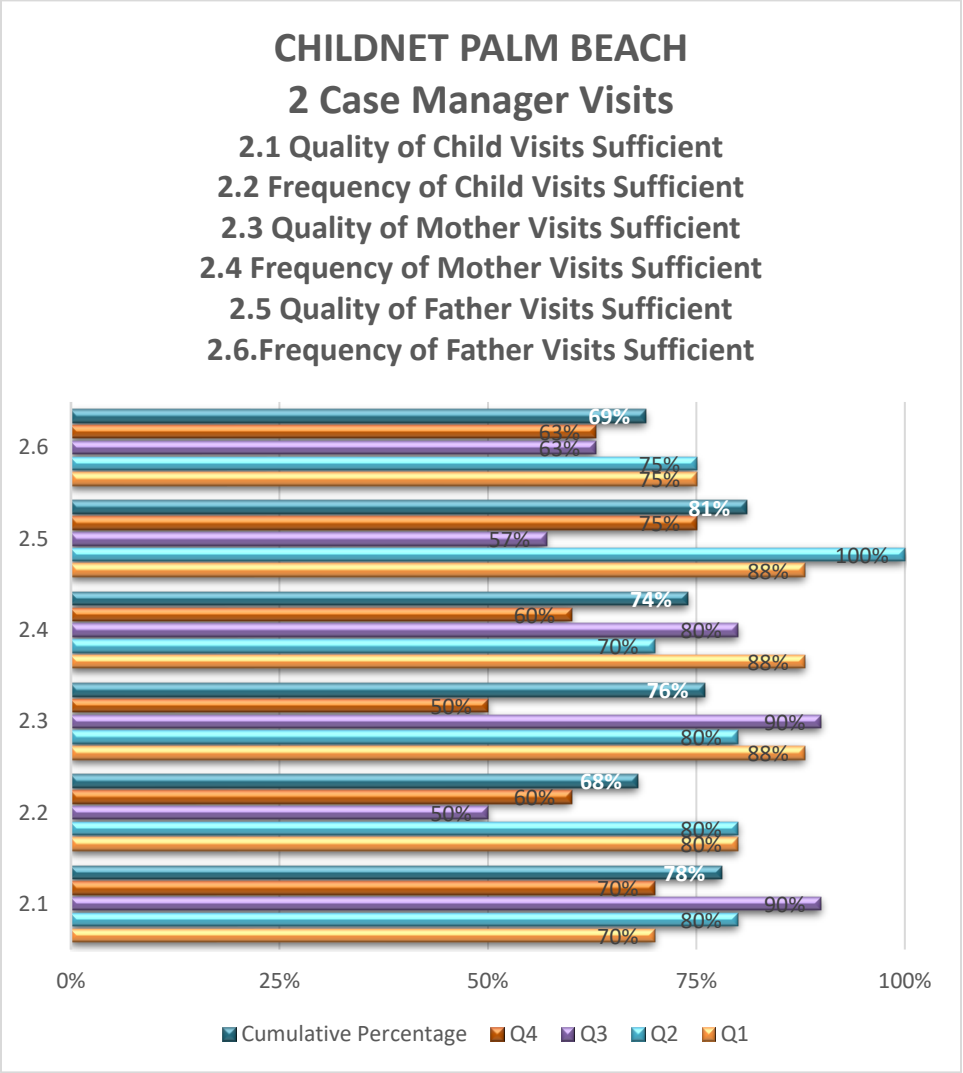
FY 2018-2019 Rapid Safety Feedback Reviews – Broward & Palm Beach

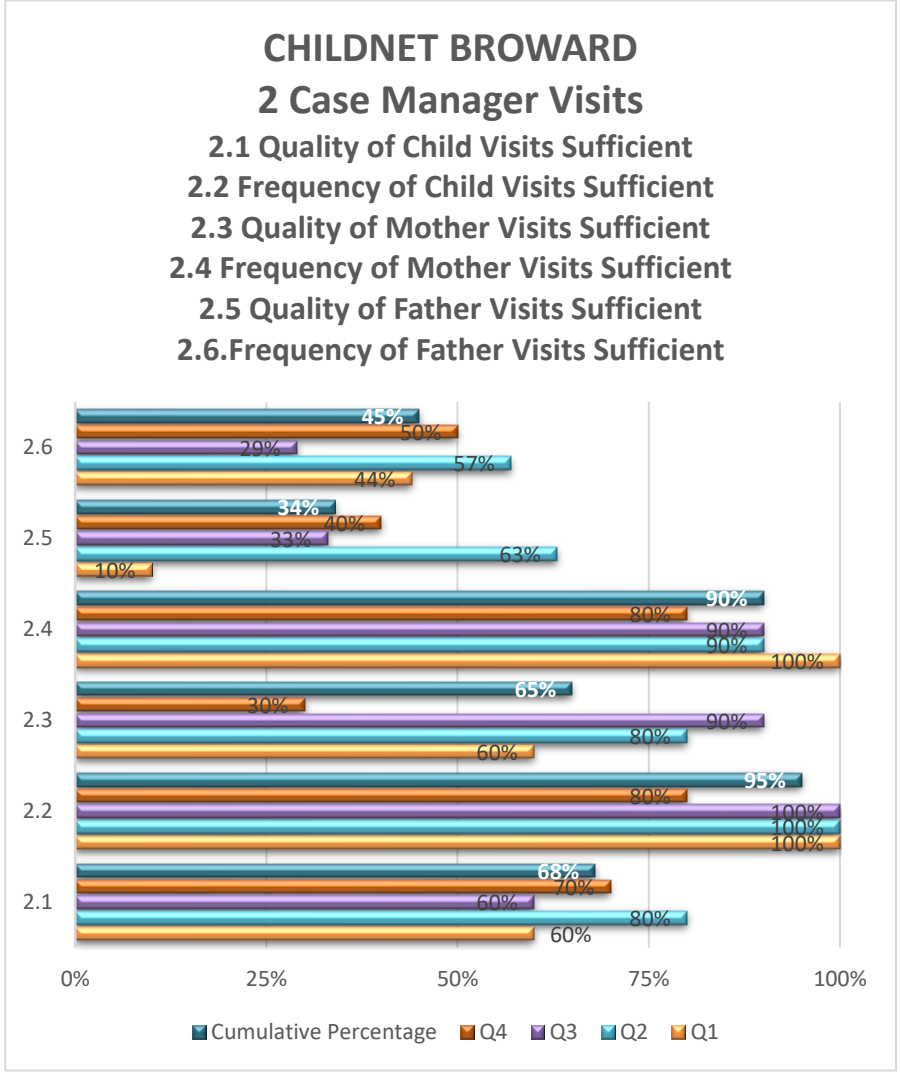
1-Family Assessments:



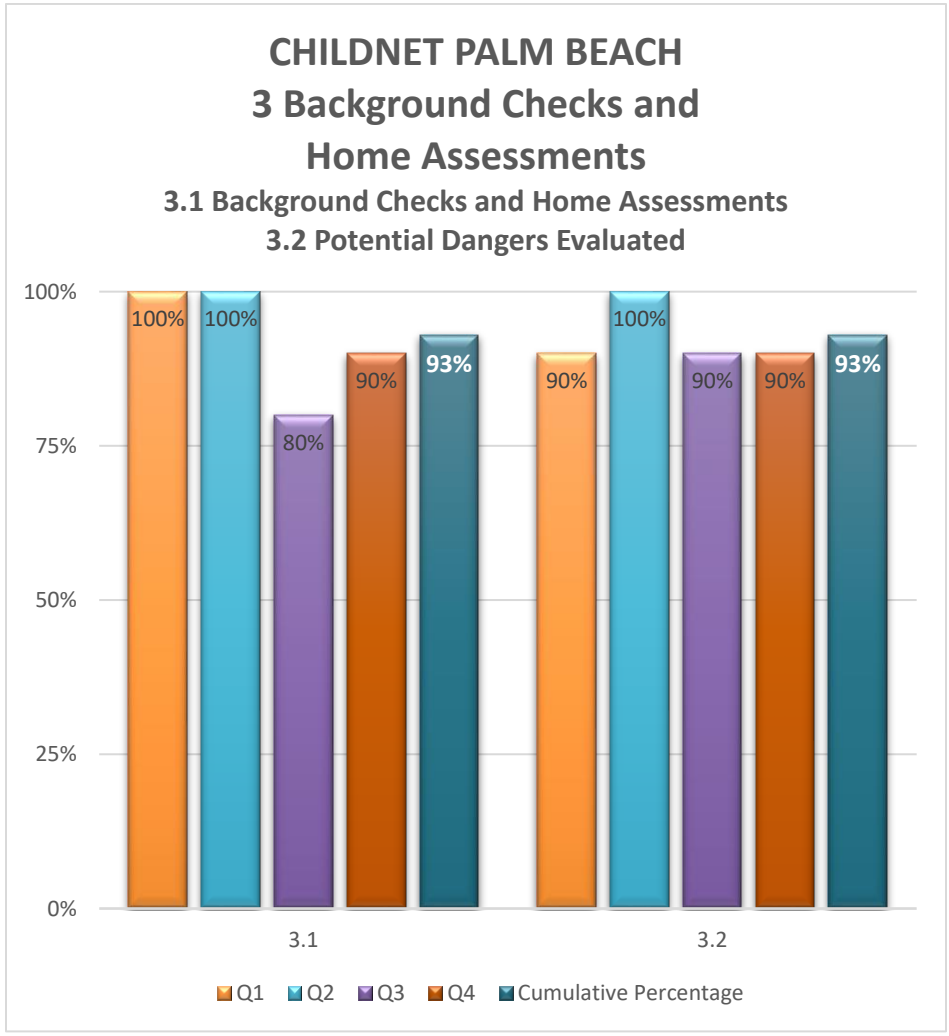


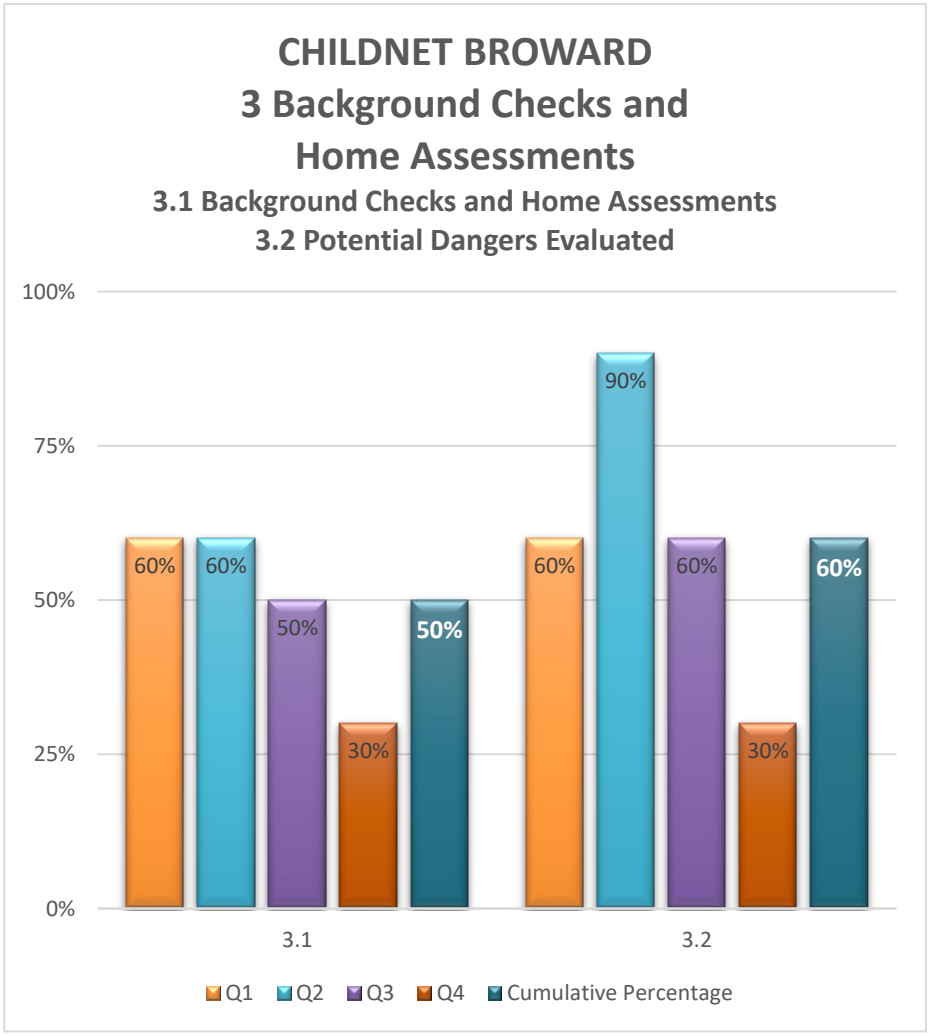
2-Case Manager Visits with Child, Mother, and Father:



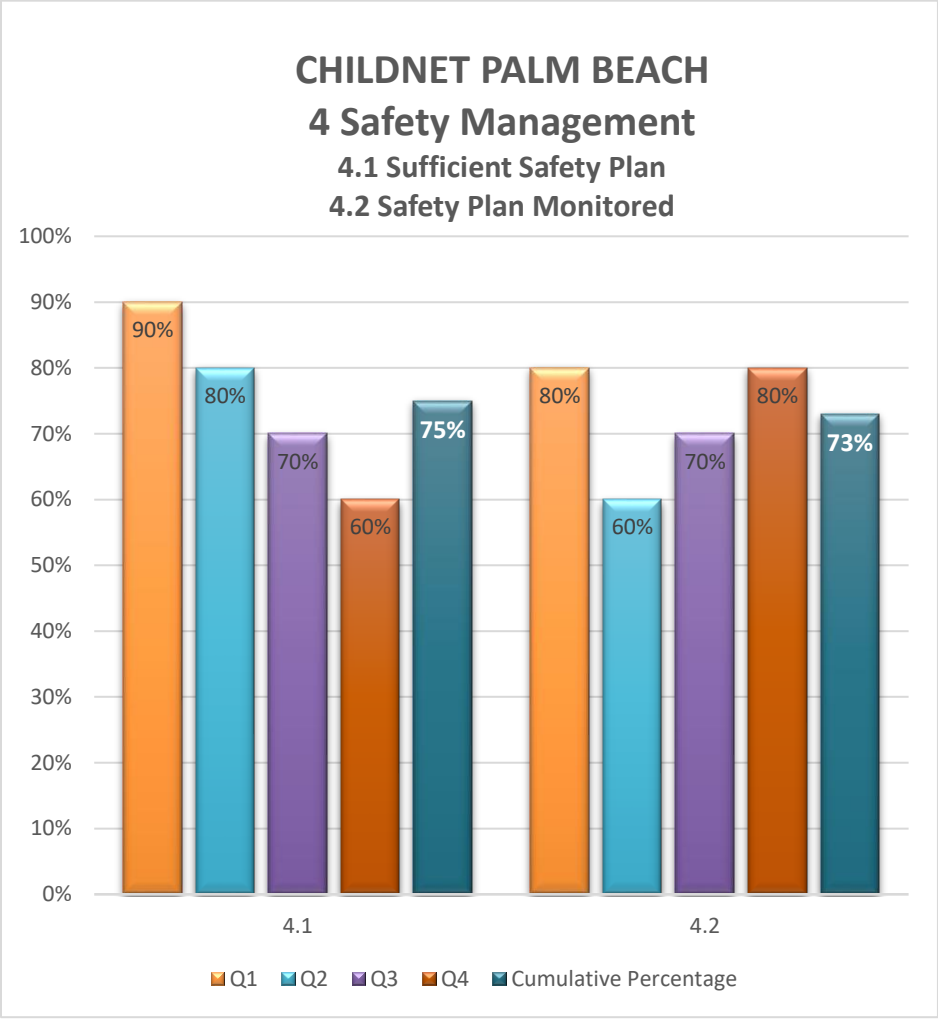


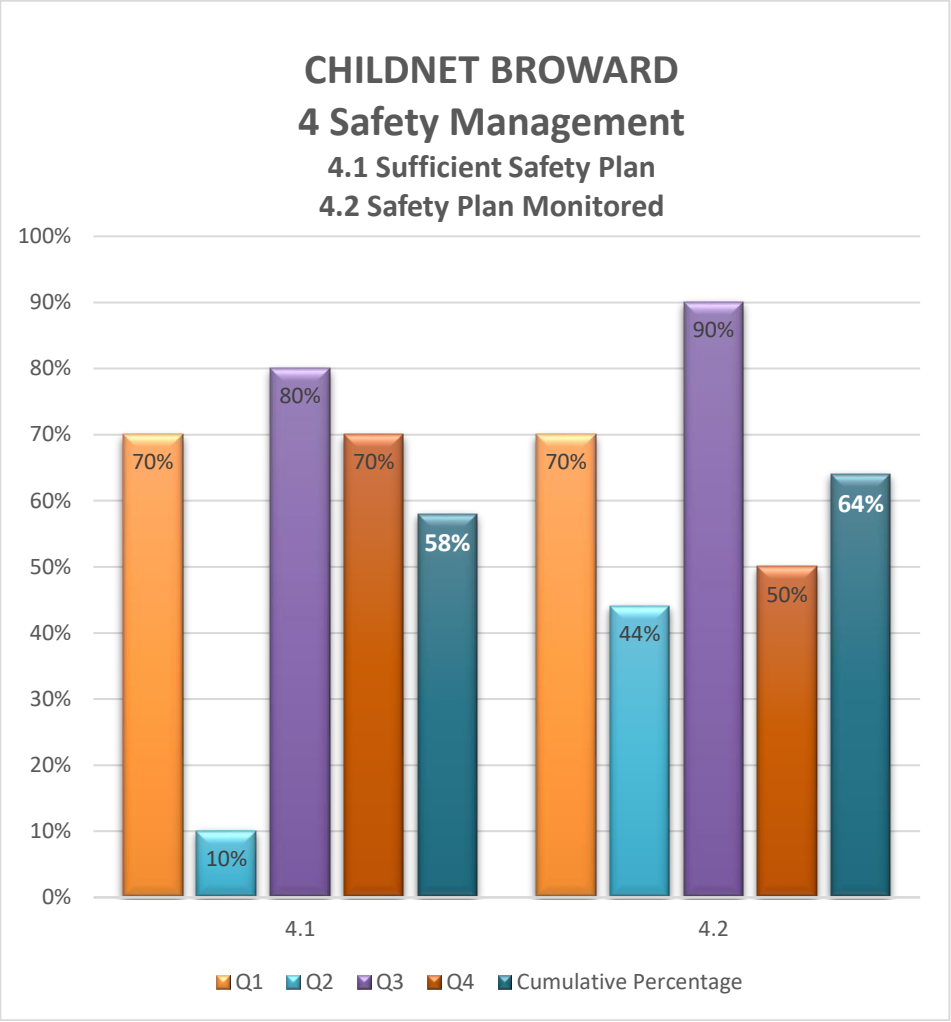
3-Background Checks & Home Assessments:



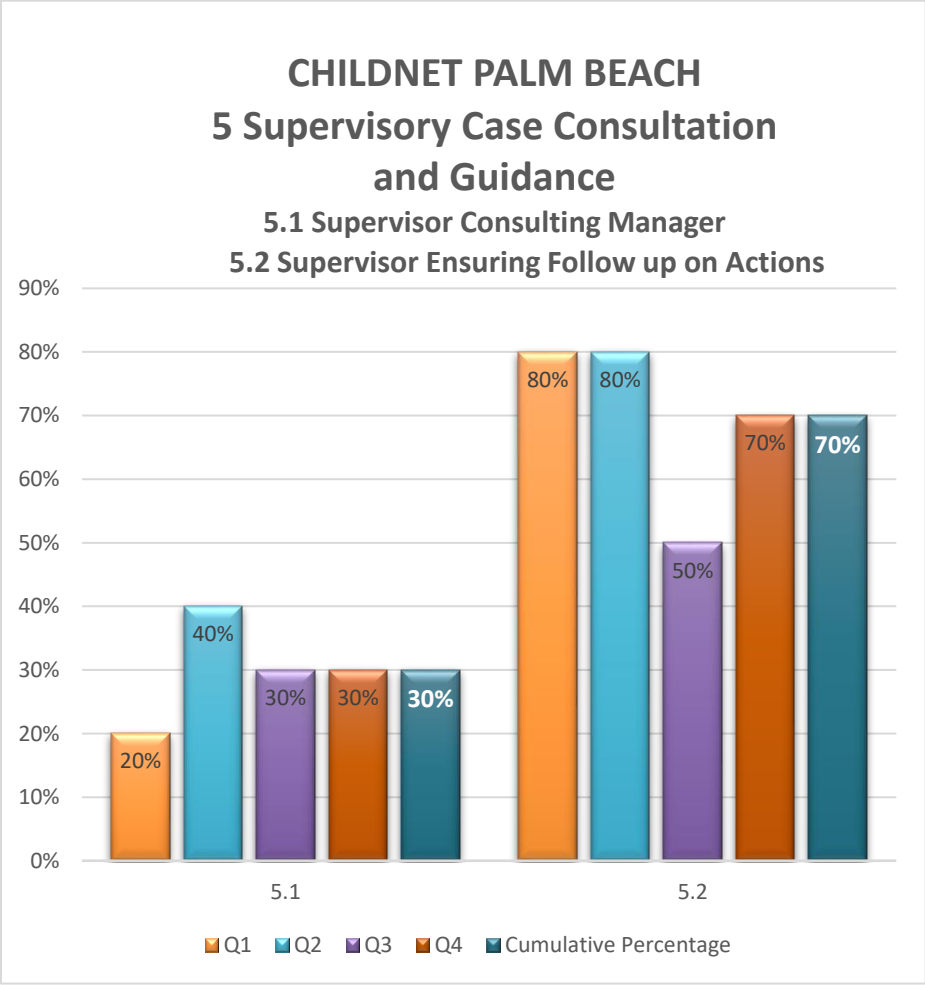


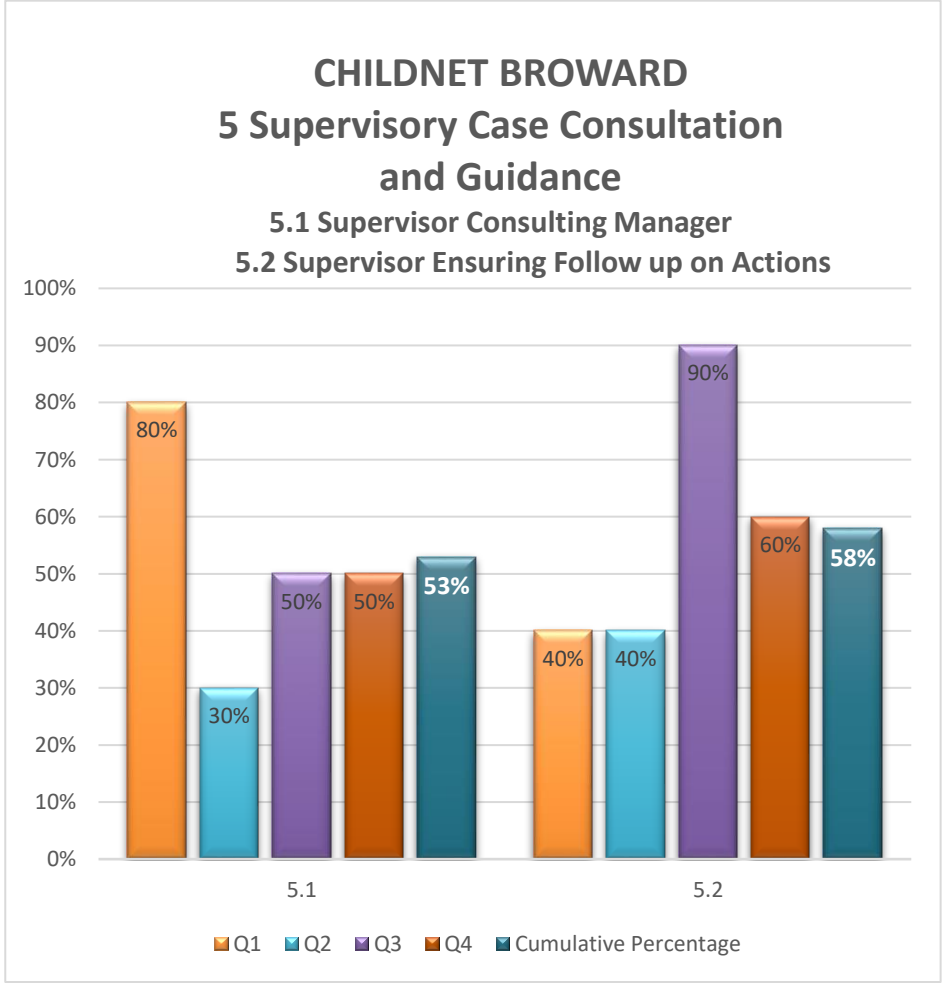
4-Safety Plans





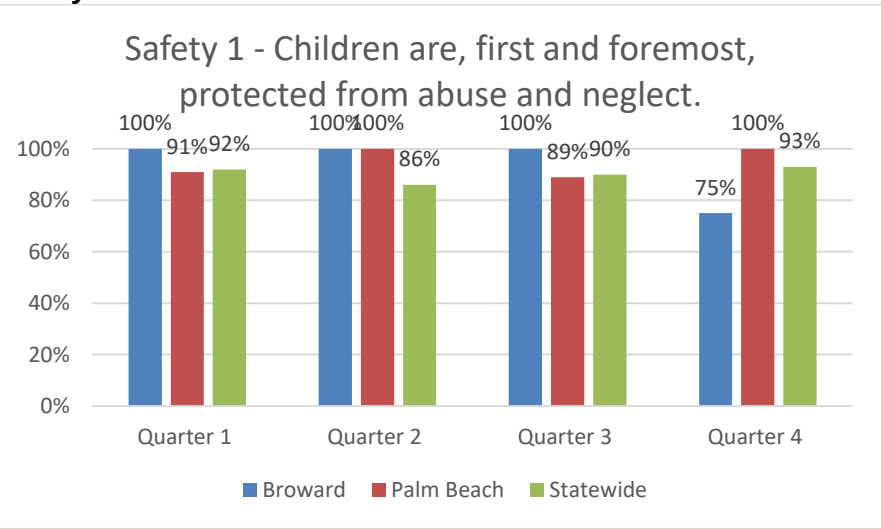
5-Supervisory Case Consultation & Guidance

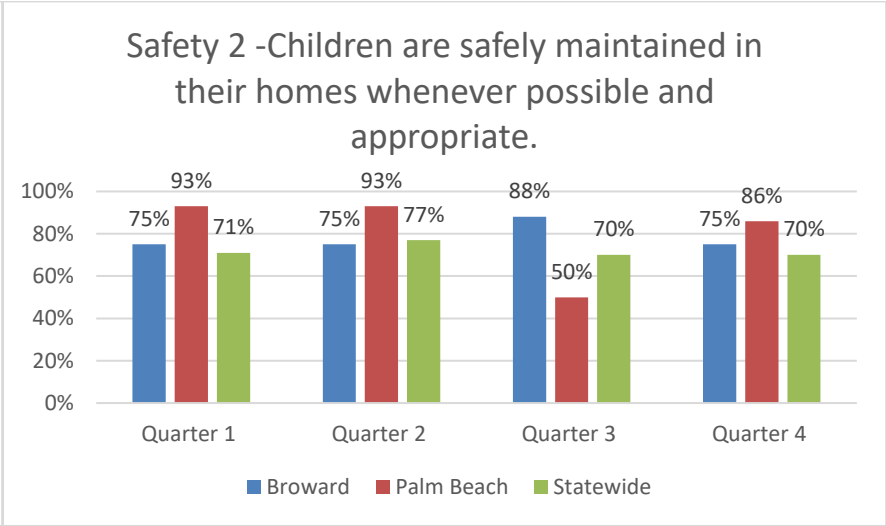




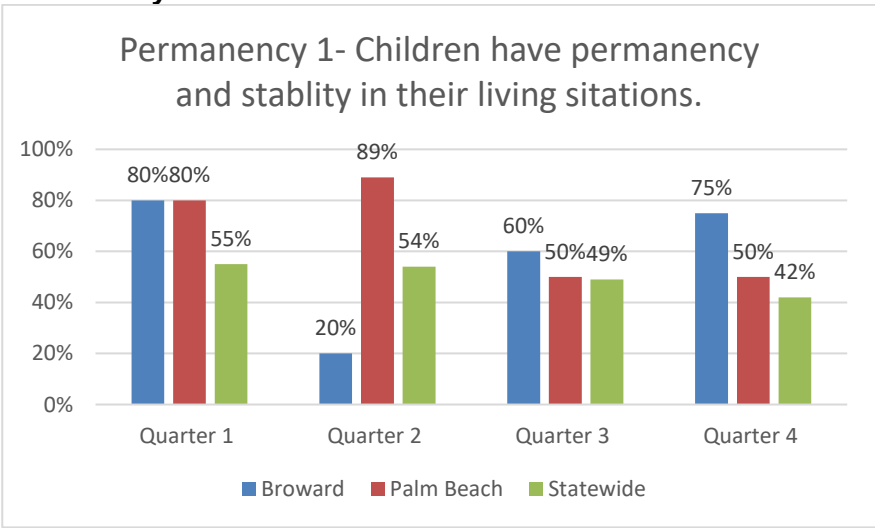
FY 2018-2019 Florida CQI Child and Family Services Reviews – Broward & Palm Beach

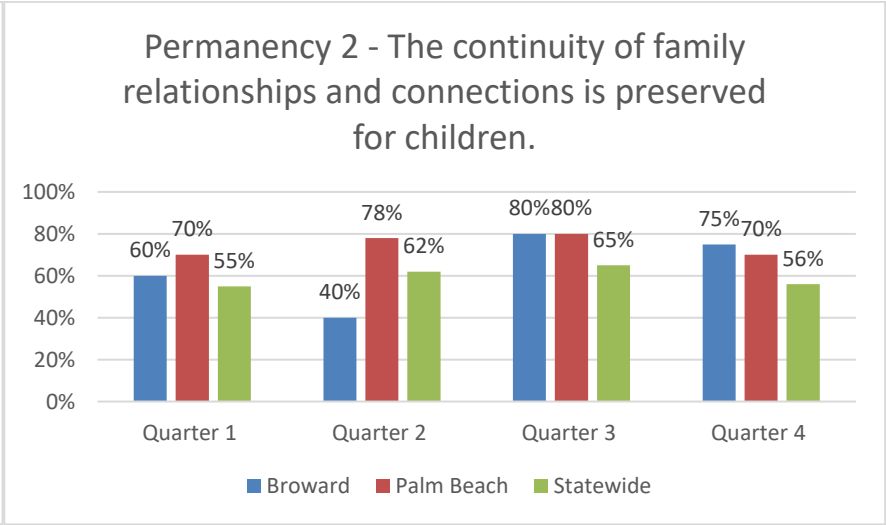
Safety Outcomes



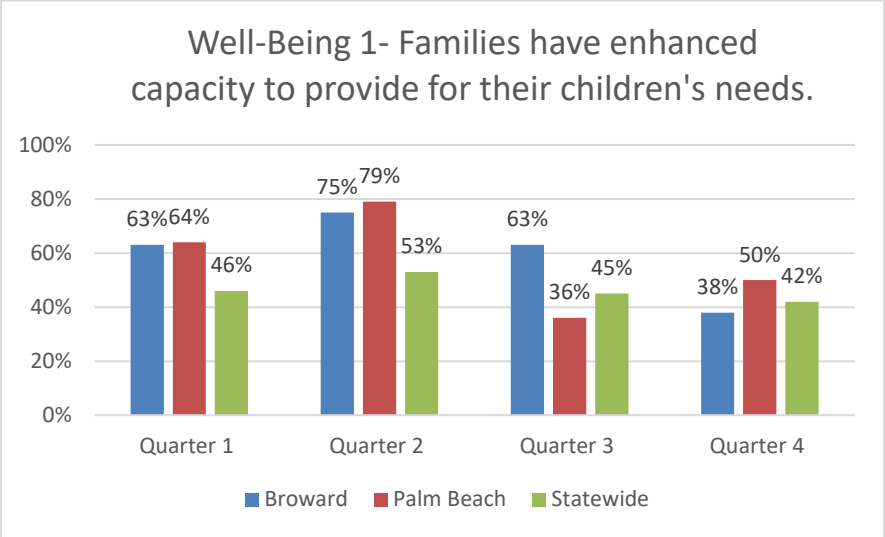


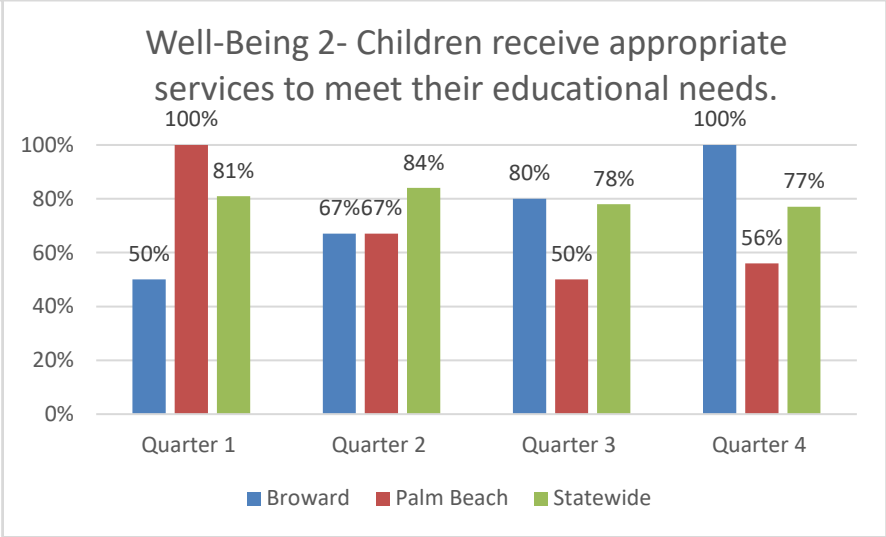
Permanency Outcomes

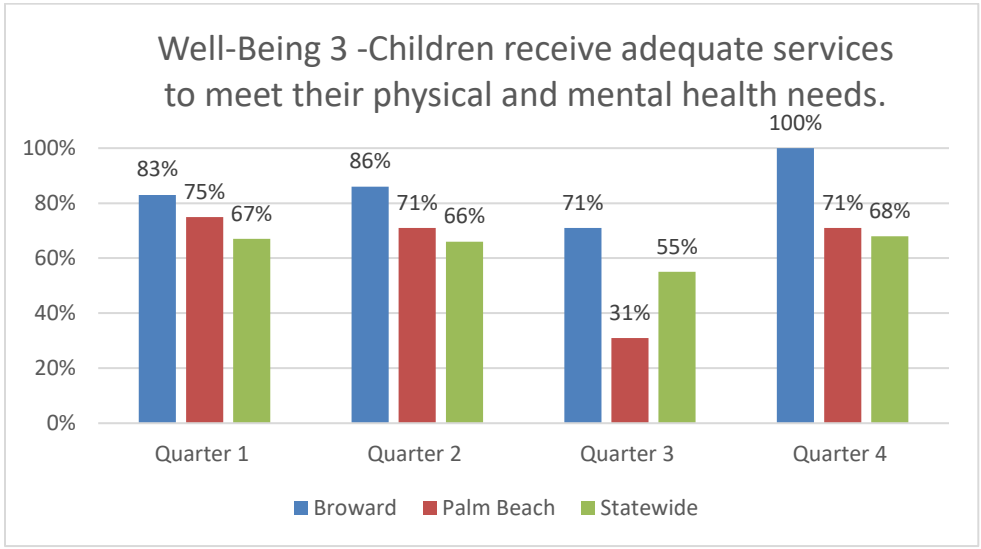




Well-Being Outcomes







FY 2018-2019 Broward CFSR Ratings by Item:

CFSR CQI CASES FY 18-19		CFSR Base	PIP Goal	Q1 Broward	Q2 Broward	Q3 Broward	Q4 Broward
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.						
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	100.00%	100.00%	75.00%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.						
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	100.00%	100.00%	100.00%	100.00%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	75.00%	75.00%	87.50%	75.00%
Permanency Outcome 1	Children have permanency and stability in their living situations.						
Item 4	Stability of Foster Care Placement	81.80%	88.50%	80.00%	80.00%	100.00%	100.00%
Item 5	Permanency Goal for Child	74.50%	82.10%	100.00%	80.00%	100.00%	100.00%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	80.00%	20.00%	60.00%	75.00%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.						
Item 7	Placement With Siblings	85.00%	NA	80.00%	50.00%	100.00%	100.00%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	80.00%	50.00%	66.67%	75.00%
Item 9	Preserving Connections	85.00%	NA	60.00%	80.00%	80.00%	100.00%
Item 10	Relative Placement	72.00%	NA	60.00%	80.00%	100.00%	100.00%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	60.00%	75.00%	66.67%	25.00%

Well-Being Outcome 1	**Families have enhanced capacity to provide for their children's needs.**						
Item 12	**Needs and Services of Child, Parents, and Foster Parents**	**51.30%**	**58.40%**	**62.50%**	**75.00%**	**75.00%**	**87.50%**
Item 13	**Child and Family Involvement in Case Planning**	**63.30%**	**70.70%**	**62.50%**	**85.71%**	**62.50%**	**25.00%**
Item 14	**Caseworker Visits With Child**	**72.50%**	**78.90%**	**87.50%**	**62.50%**	**75.00%**	**62.50%**
Item 15	**Caseworker Visits With Parents**	**43.50%**	**51.10%**	**37.50%**	**71.43%**	**33.33%**	**50.00%**
Well-Being Outcome 2	**Children receive appropriate services to meet their educational needs.**						
Item 16	**Educational Needs of the Child**	**92.00%**	**NA**	**50.00%**	**66.67%**	**80.00%**	**100.00%**
Well-Being Outcome 3	**Children receive adequate services to meet their physical and mental health needs.**						
Item 17	**Physical Health of the Child**	**85.00%**	**NA**	**80.00%**	**85.71%**	**83.30%**	**100.00%**
Item 18	**Mental/Behavioral Health of the Child**	**72.00%**	**NA**	**80.00%**	**66.67%**	**85.71%**	**100.00%**

FY 2018-2019 Palm Beach CFSR Ratings by Item:

CFSR CQI CASES FY 18-19		CFSR Base	PIP Goal	Q1 Palm Beach	Q2 Palm Beach	Q3 Palm Beach	Q4 Palm Beach
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.						
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	90.91%	100.00%	88.89%	100.00%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.						
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	100.00%	100.00%	100.00%	100.00%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	92.86%	92.86%	50.00%	85.71%
Permanency Outcome 1	Children have permanency and stability in their living situations.						
Item 4	Stability of Foster Care Placement	81.80%	88.50%	90.00%	88.89%	80.00%	100.00%
Item 5	Permanency Goal for Child	74.50%	82.10%	100.00%	88.89%	100.00%	70.00%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	90.00%	88.89%	70.00%	70.00%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.						
Item 7	Placement With Siblings	85.00%	NA	55.56%	100.00%	80.00%	77.78%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	88.89%	75.00%	75.00%	66.67%
Item 9	Preserving Connections	85.00%	NA	80.00%	77.78%	70.00%	100.00%
Item 10	Relative Placement	72.00%	NA	80.00%	88.89%	90.00%	70.00%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	71.43%	62.50%	66.67%	37.50%

Well-Being Outcome 1	**Families have enhanced capacity to provide for their children's needs.**						
Item 12	**Needs and Services of Child, Parents, and Foster Parents**	**51.30%**	**58.40%**	**78.57%**	**92.86%**	**42.86%**	**64.29%**
Item 13	**Child and Family Involvement in Case Planning**	**63.30%**	**70.70%**	**92.86%**	**78.57%**	**64.29%**	**71.43%**
Item 14	**Caseworker Visits With Child**	**72.50%**	**78.90%**	**42.86%**	**78.57%**	**21.43%**	**64.29%**
Item 15	**Caseworker Visits With Parents**	**43.50%**	**51.10%**	**54.55%**	**46.15%**	**33.33%**	**28.57%**
Well-Being Outcome 2	**Children receive appropriate services to meet their educational needs.**						
Item 16	**Educational Needs of the Child**	**92.00%**	**NA**	**100.00%**	**66.67%**	**50.00%**	**55.56%**
Well-Being Outcome 3	**Children receive adequate services to meet their physical and mental health needs.**						
Item 17	**Physical Health of the Child**	**85.00%**	**NA**	**75.00%**	**77.78%**	**40.00%**	**70.00%**
Item 18	**Mental/Behavioral Health of the Child**	**72.00%**	**NA**	**100.00%**	**72.73%**	**27.27%**	**66.67%**

FY 2018-2019 Child and Family Services Reviews PIP Monitored – Broward & Palm Beach

BROWARD CFSR PIP CASES FY 18-19		CFSR Base	PIP Goal	PIP SER FY 18-19 Qtr. 1 n=7	PIP Q1 Broward n=4	PIP SER FY 18-19 Qtr. 2 n=8	PIP Q2 Broward n=4	PIP SER FY 18-19 Qtr. 3 n=7	PIP Q3 Broward n=4	PIP SER FY 18-19 Qtr. 4 n=8	PIP Q4 Broward n=4
Safety Outcome 1	**Children are, first and foremost, protected from abuse and neglect.**										
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	100.00%	66.67%	50.00%	83.33%	66.67%	75.00%	100.00%
Safety Outcome 2	**Children are safely maintained in their homes whenever possible and appropriate.**										
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	50.00%	50.00%	100.00%	100.00%	100.00%	100.00%	50.00%	75.00%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	42.86%	50.00%	62.50%	50.00%	42.86%	75.00%	75.00%	75.00%
Permanency Outcome 1	**Children have permanency and stability in their living situations.**										
Item 4	Stability of Foster Care Placement	81.80%	88.50%	50.00%	50.00%	83.33%	66.67%	100.00%	100.00%	100.00%	100.00%
Item 5	Permanency Goal for Child	74.50%	82.10%	75.00%	50.00%	83.33%	66.67%	66.67%	100.00%	85.71%	100.00%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	100.00%	100.00%	66.67%	66.67%	66.67%	50.00%	71.43%	33.33%

Permanency Outcome 2	**The continuity of family relationships and connections is preserved for children.**										
Item 7	Placement With Siblings	85.00%	NA	100.00%	100.00%	50.00%	50.00%	100.00%	100.00%	60.00%	50.00%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	100.00%	100.00%	60.00%	100.00%	100.00%	100.00%	28.57%	33.33%
Item 9	Preserving Connections	85.00%	NA	100.00%	100.00%	83.33%	100.00%	100.00%	100.00%	57.14%	100.00%
Item 10	Relative Placement	72.00%	NA	100.00%	100.00%	66.67%	100.00%	100.00%	100.00%	14.29%	33.33%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	75.00%	50.00%	40.00%	33.33%	100.00%	100.00%	33.33%	50.00%
Well-Being Outcome 1	**Families have enhanced capacity to provide for their children's needs.**										
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	71.43%	50.00%	62.50%	75.00%	85.71%	100.00%	50.00%	50.00%
Item 12A	Needs Assessment and Services to Children	88.00%	NA	85.71%	75.00%	100.00%	100.00%	85.71%	100.00%	87.50%	75.00%
Item 12B	Needs Assessment and Services to Parents	55.00%	NA	71.43%	50.00%	62.50%	75.00%	83.33%	100.00%	42.86%	33.33%
Item 12C	Needs Assessment and Services to Foster Parents	80.00%	NA	100.00%	100.00%	80.00%	100.00%	50.00%	100.00%	100.00%	100.00%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	85.71%	75.00%	50.00%	75.00%	85.71%	100.00%	62.50%	75.00%
Item 14	Caseworker Visits With Child	72.50%	78.90%	85.71%	75.00%	50.00%	50.00%	85.71%	100.00%	87.50%	75.00%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	57.14%	50.00%	50.00%	75.00%	50.00%	33.33%	42.86%	33.33%

Well-Being Outcome 2	**Children receive appropriate services to meet their educational needs.**										
Item 16	**Educational Needs of the Child**	**92.00%**	**NA**	**50.00%**	**100.00%**	**100.00%**	**100.00%**	**50.00%**	**100.00%**	**75.00%**	**75.00%**
Well-Being Outcome 3	**Children receive adequate services to meet their physical and mental health needs.**										
Item 17	**Physical Health of the Child**	**85.00%**	**NA**	**100.00%**	**100.00%**	**85.71%**	**75.00%**	**100.00%**	**100.00%**	**85.71%**	**100.00%**
Item 18	**Mental/Behavioral Health of the Child**	**72.00%**	**NA**	**100.00%**	**100.00%**	**75.00%**	**0.00%**	**60.00%**	**66.67%**	**62.50%**	**75.00%**

PALM BEACH CFSR PIP CASES FY 18-19		**CFSR Base**	**PIP Goal**	**PIP SER FY 18-19 Qtr. 1 n=7**	**PIP Q1 Palm Beach n=2**	**PIP SER FY 18-19 Qtr. 2 n=8**	**PIP Q2 Palm Beach n=2**	**PIP SER FY 18-19 Qtr. 3 n=7**	**PIP Q3 Palm Beach n=2**	**PIP SER FY 18-19 Qtr. 4 n=8**	**PIP Q4 Palm Beach n=2**
Safety Outcome 1	**Children are, first and foremost, protected from abuse and neglect.**										
Item 1	**Timeliness of Initiating Investigations of Reports of Child Maltreatment**	**91.50%**	**91.60%**	**100.00%**	**100.00%**	**66.67%**	**100.00%**	**83.33%**	**100.00%**	**75.00%**	**0.00%**
Safety Outcome 2	**Children are safely maintained in their homes whenever possible and appropriate.**										
Item 2	**Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care**	**76.50%**	**85.80%**	**50.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**50.00%**	**50.00%**
Item 3	**Risk and Safety Assessment and Management**	**71.30%**	**77.70%**	**42.86%**	**50.00%**	**62.50%**	**50.00%**	**42.86%**	**0.00%**	**75.00%**	**50.00%**

Permanency Outcome 1	**Children have permanency and stability in their living situations.**										
Item 4	Stability of Foster Care Placement	81.80%	88.50%	50.00%	0.00%	83.33%	100.00%	100.00%	100.00%	100.00%	100.00%
Item 5	Permanency Goal for Child	74.50%	82.10%	75.00%	100.00%	83.33%	100.00%	66.67%	0.00%	85.71%	50.00%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	100.00%	100.00%	66.67%	50.00%	66.67%	100.00%	66.67%	100.00%
Permanency Outcome 2	**The continuity of family relationships and connections is preserved for children.**										
Item 7	Placement With Siblings	85.00%	NA	100.00%	100.00%	50.00%	0.00%	100.00%	100.00%	60.00%	50.00%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	100.00%	100.00%	60.00%	0.00%	100.00%	100.00%	28.57%	0.00%
Item 9	Preserving Connections	85.00%	NA	100.00%	100.00%	83.33%	50.00%	100.00%	100.00%	57.14%	50.00%
Item 10	Relative Placement	72.00%	NA	100.00%	100.00%	66.67%	0.00%	100.00%	100.00%	14.29%	0.00%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	75.00%	100.00%	40.00%	100.00%	100.00%	100.00%	33.33%	0.00%
Well-Being Outcome 1	**Families have enhanced capacity to provide for their children's needs.**										
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	71.43%	100.00%	62.50%	50.00%	85.71%	50.00%	50.00%	0.00%
Item 12A	Needs Assessment and Services to Children	88.00%	NA	85.71%	100.00%	100.00%	100.00%	85.71%	50.00%	87.50%	100.00%
Item 12B	Needs Assessment and Services to Parents	55.00%	NA	71.43%	100.00%	62.50%	50.00%	83.33%	50.00%	42.86%	0.00%

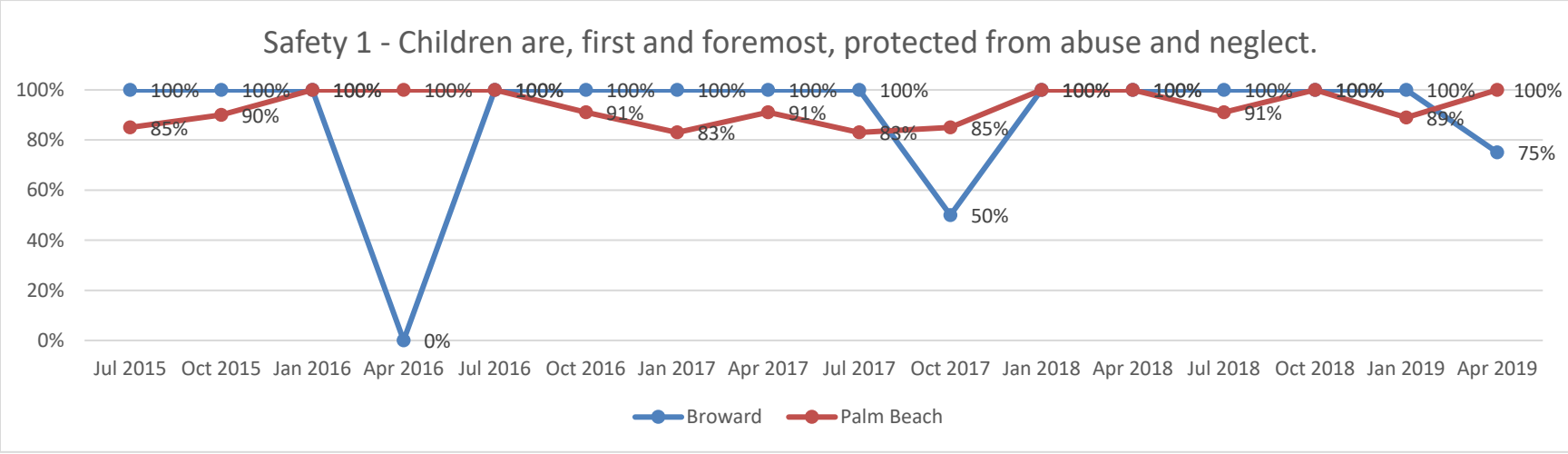
Item 12C	Needs Assessment and Services to Foster Parents	80.00%	NA	100.00%	100.00%	80.00%	100.00%	50.00%	0.00%	100.00%	100.00%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	85.71%	100.00%	50.00%	50.00%	85.71%	50.00%	62.50%	0.00%
Item 14	Caseworker Visits With Child	72.50%	78.90%	85.71%	100.00%	50.00%	50.00%	85.71%	50.00%	87.50%	100.00%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	57.14%	50.00%	50.00%	50.00%	50.00%	50.00%	42.86%	0.00%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.										
Item 16	Educational Needs of the Child	92.00%	NA	50.00%	0.00%	100.00%	100.00%	50.00%	0.00%	75.00%	50.00%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.										
Item 17	Physical Health of the Child	85.00%	NA	100.00%	100.00%	85.71%	100.00%	100.00%	100.00%	85.71%	50.00%
Item 18	Mental/Behavioral Health of the Child	72.00%	NA	100.00%	100.00%	75.00%	100.00%	60.00%	50.00%	62.50%	50.00%

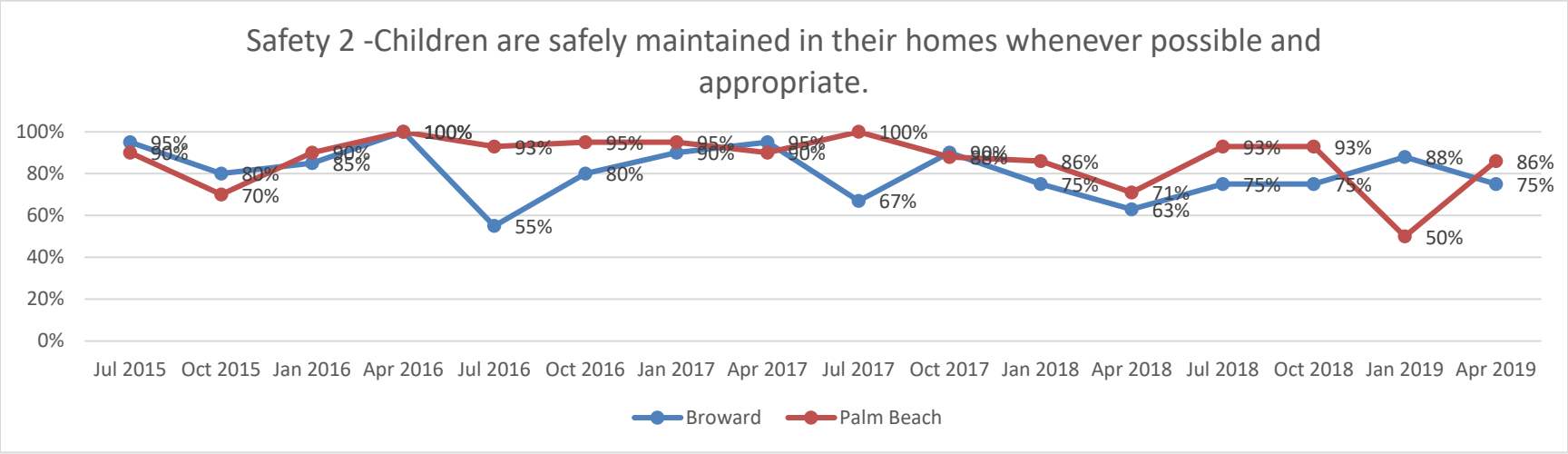
II. Findings and Performance Improvement

Throughout FY 2018-2019, ChildNet Broward and ChildNet Palm Beach continued to employ a systematic approach to address local challenges utilizing review practice trends and performance to engage in system wide performance improvement. Mechanisms are in place to ensure that strategies are routinely reviewed for effectiveness. ChildNet continued stabilization efforts and financial viability plans during FY 2018-2019 to improve efficiency and effectiveness in the system of care in both counties. Performance and improvement strategies and actions are discussed at the Operations Meetings held in Palm Beach and Broward each week. The *Performance and Census Trends report* is produced for each county monthly. This report is key to identifying concerns early that may impact the system of care and is utilized by the CEO & President. While the number of removals decreased in Broward as compared to the prior year, Palm Beach had an increase in the total number of children served for the year and removals were consistent with the number of removals in FY 17-18 which was a 30% increase. The Case Management Organization in Palm Beach County, Children's Home Society (CHS), experienced a significant increase in both case manager and supervisory staff turnover during this fiscal year and an impact on performance was determined. *Caseload Statistics* are tracked at least monthly in each county and ChildNet requested a Performance Improvement Plan (PIP) from CHS to address deficiencies in performance; the plan is implemented and ongoing. Florida CQI CFSR findings over time are depicted below and are used by the agency to identify strengths and areas of concern in order to improve the quality of services for the children and families served.

Florida CQI Child and Family Services Reviews Data Trends – Broward & Palm Beach

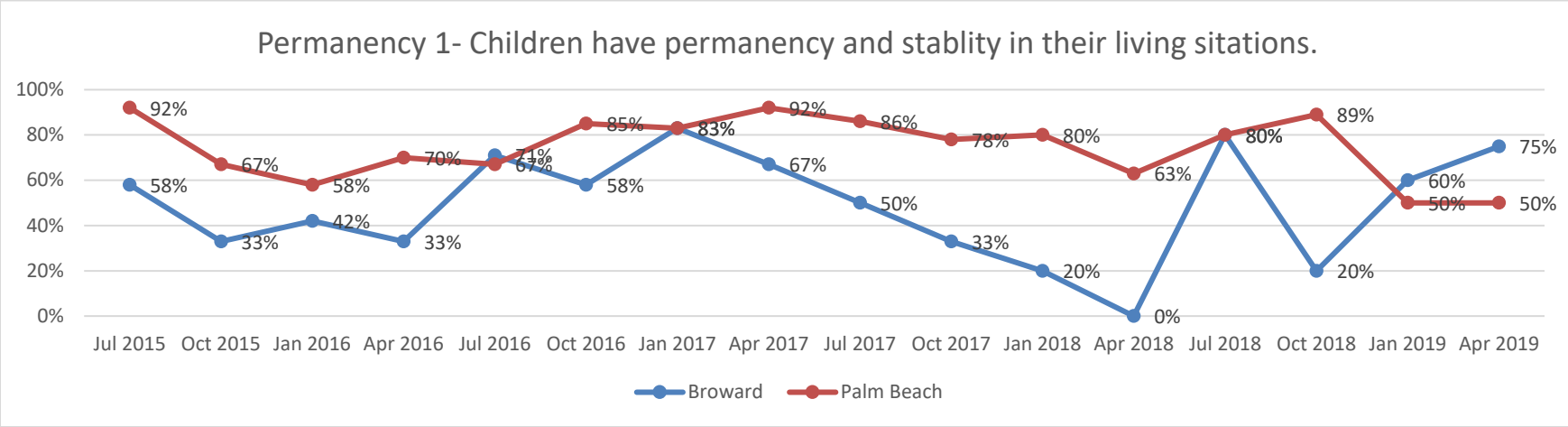
- **Safety Outcomes**

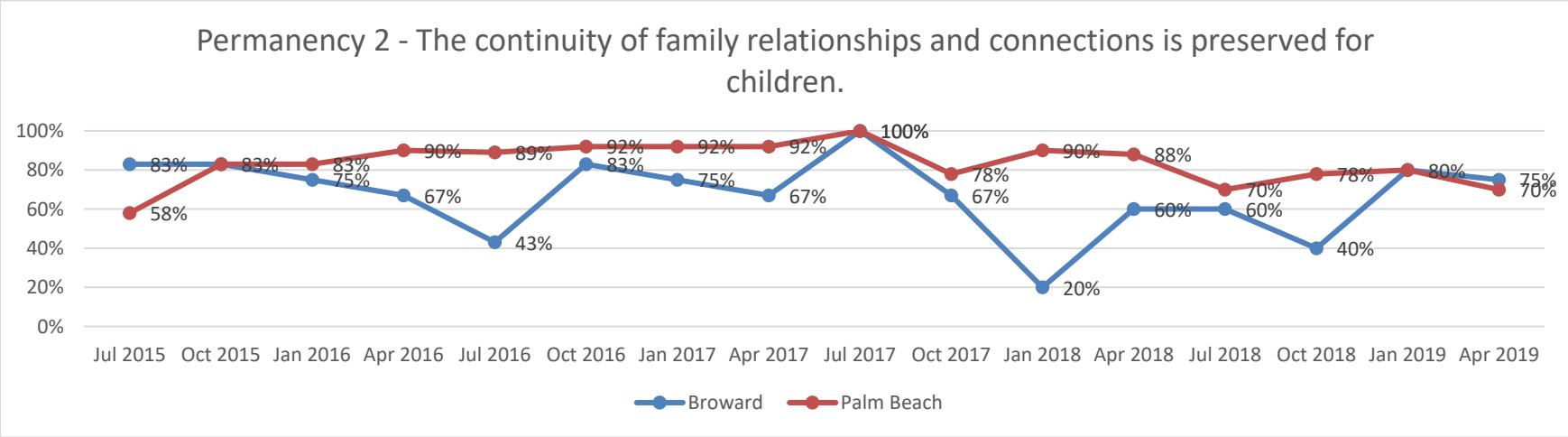




- Strengths
  - For children receiving in-home services, appropriate services were provided to the family to prevent the child(ren)'s entry into out-of-home. All applicable cases for FY 2018-2019 were a Strength for Item 2.
- Opportunities for Improvement
  - Safety assessments are lacking in sufficiency and are not always completed as required and when critical junctures occur; and
  - Sufficiency of safety plan to control and manage danger threats, and that safety plans are being monitored regularly by case managers to ensure the child(ren) are protected from those identified danger threats.

- **Permanency Outcomes**

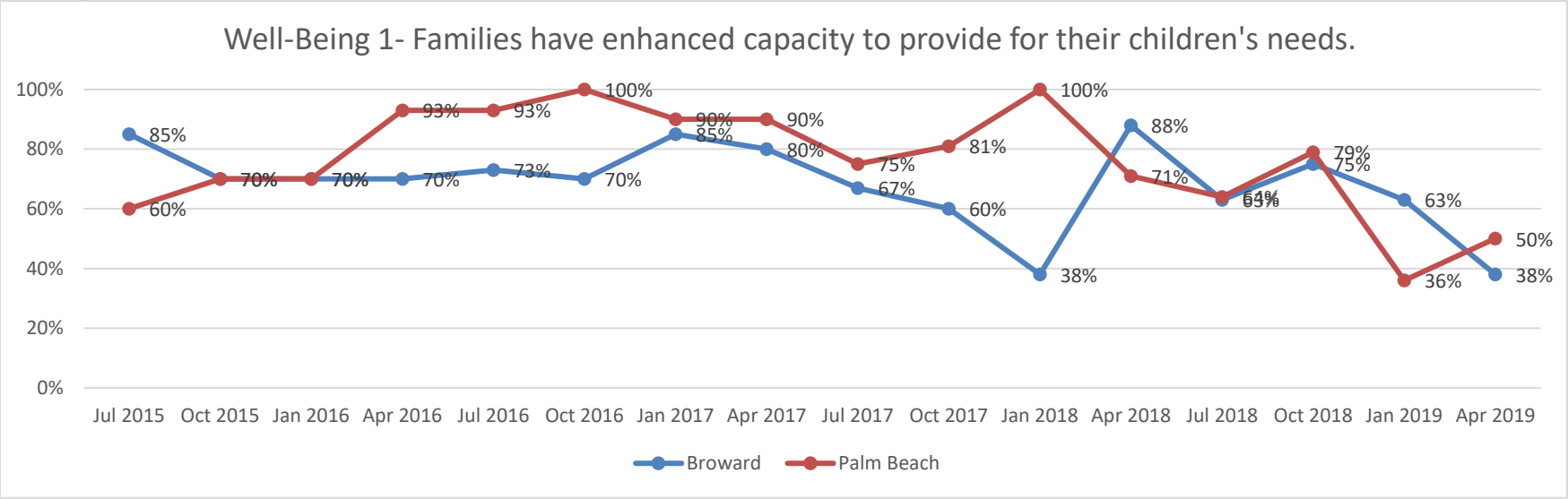


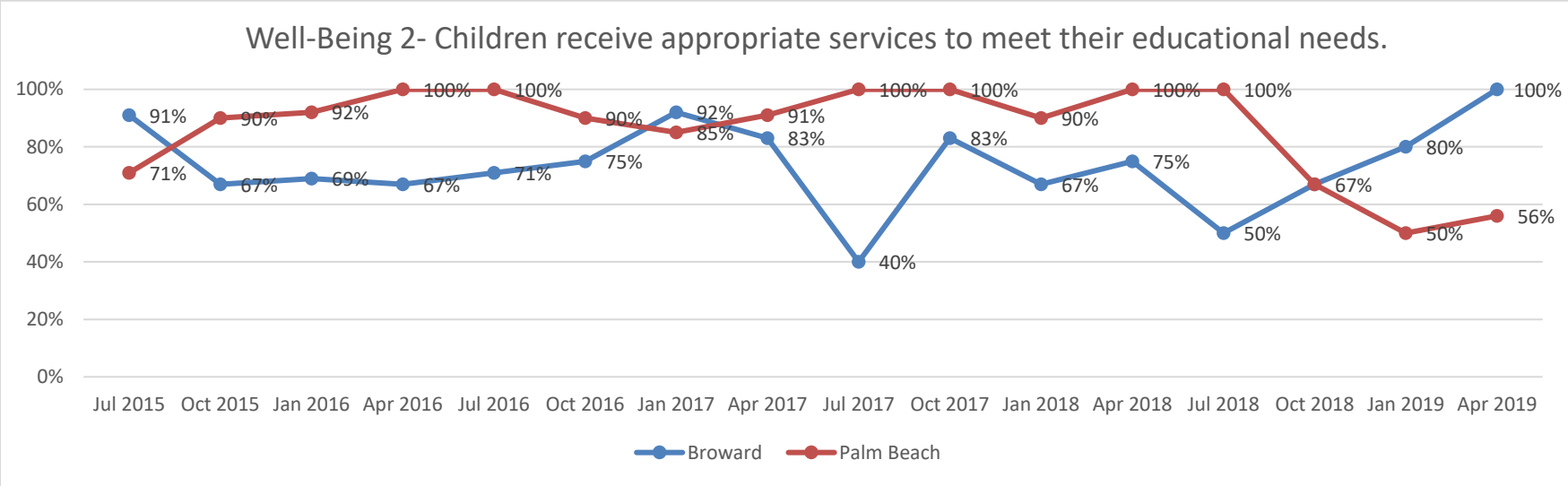


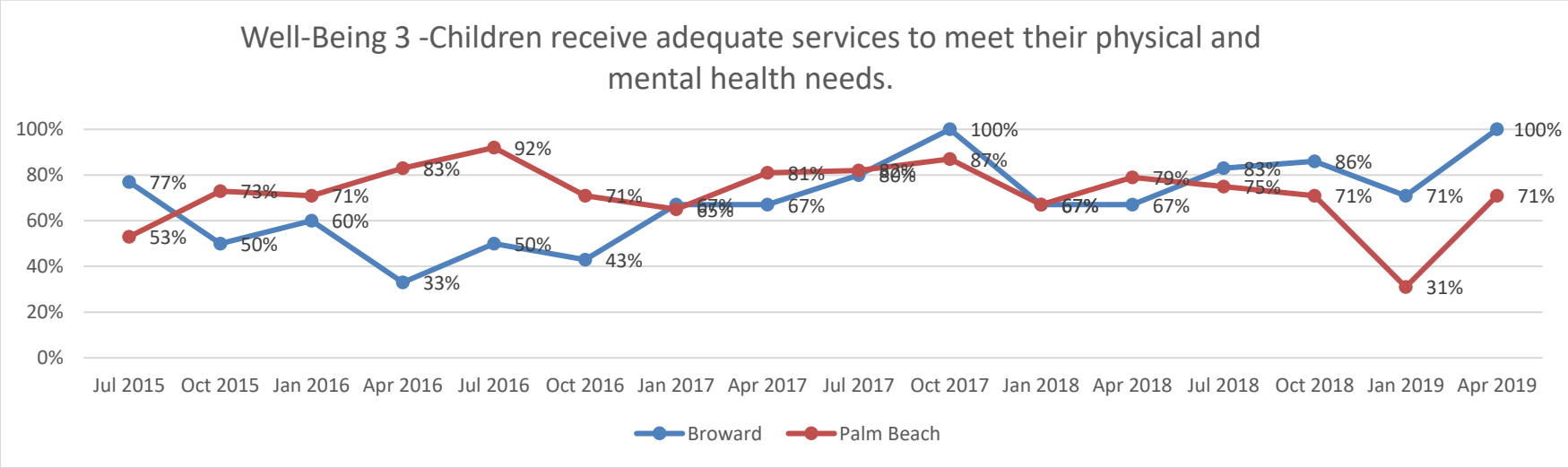
  - Strengths
    - Children are in stable placements, and if placement changes occur, the move appears to be in the best interest and consistent with achieving the permanency goal;
    - Appropriate permanency goals are established in a timely manner; and
    - Broward showed improvement during the course of the year in Permanency 2 items related to placement of siblings, relative placement and connections.

- Opportunities for Improvement
  - Declining performance in concerted efforts to achieve permanency goals timely. Efforts needed towards both goals when concurrent case planning is in place;
  - Case managers promoting, supporting, and documenting positive relationships between the child in out-of-home care and his/her mother and father through activities, such as attending medical and dental appointments, and attending school meetings; and
  - Making certain case managers are documenting their concerted efforts for visitation between a child(ren) in foster care and his or her mother, father and siblings is of sufficient frequency and of quality to promote permanency.

- **Well-Being Outcomes**







- Strengths
  - Quality assessments are completed, and services are provided for child(ren), parents and foster parents; and
  - Improvement from the prior year and ongoing was noted for assessment of educational needs and services for Broward.
- Opportunities for Improvement
  - Consistency in efforts to involve the child(ren) and their parents in ongoing case planning;

- Case managers must demonstrate ongoing concerted efforts to maintain a minimum of monthly face to face contact with child(ren) and parents and engage in quality interaction to promote achievements of case goals; and
- For Palm Beach, a lack of documentation in files and follow through with identified services resulted in a decline for the items related to education, physical health and mental/behavioral health.

- **Rapid Safety Feedback Safety and Well-Being Outcomes**
  - Strengths
    - Sufficiency in the Family Functioning Assessments and Progress Updates improved from the prior year;
    - Broward continues to perform well with ensuring that face to face visits with child(ren) and mothers are conducted with appropriate frequency based on case circumstances; and
    - Palm Beach cases have consistently performed well over the past years in the area of background checks and home assessments for in home cases.
  - Opportunities for Improvement
    - Timeliness of required assessments;
    - Case managers must demonstrate ongoing concerted efforts to maintain face to face contact with parents and engage in quality interaction to promote achievements of case goals;
    - Sufficiency of safety plans to control and manage danger threats, and that safety plans are being monitored regularly by case managers to ensure the child(ren) are protected from those identified danger threats; and
    - Case management supervisors, at specific points in the case management process, having guided discussions so that the child welfare practice model is being applied for promotion of effective practice and decision making. Supervisory Consultations should be appropriately documented in FSFN.

- **CBC Scorecard Outcomes**
  - Strengths
    - No verified maltreatment within 6 months of termination of in-home & out-of-home services (SM03)
    - In-state children seen within 30 days (in-home & out-of-home) (SM04)
    - Children achieving permanency within 12 months of entering care - Palm Beach (SM05)
    - Children achieving permanency for children in foster care 12-23 months (SM06)
    - Children's placement moves per 1000 days in foster care - Broward (SM08)
    - Children in out-of-home care who received medical services within the last 12 months (SM09)
    - Young adults in out-of-home care at age 18 that have completed or are enrolled in secondary education, vocational training, and/or adult education (SM11)
  - Opportunities for Improvement
    - Rate of abuse per 100,000 days in foster care (SM01)
      - DCF Corrective Action Plan in place during the year (Broward and Palm Beach)
    - No verified maltreatment during in-home services (SM02)
      - DCF Corrective Action Plan in place during the year (Broward)

- Percentage of children who do not re-enter foster care within 12 months of moving to a permanent home - Broward (SM07)
  - DCF Corrective Action Plan in place during the year
- Children's placement moves per 1000 days in foster care - Palm Beach (SM08)
  - DCF Corrective Action Plan in place during the year and requirements were met (Palm Beach)
- Children in out-of-home care who received dental services in the last 7 months (SM10)
  - DCF Corrective Action Plan in place during the year and requirements were met (Broward & Palm Beach)
- Children placed with all of their siblings who are also under court jurisdiction (SM12)
  - DCF Corrective Action Plan in place during the year (Broward & Palm Beach)

As a result, ChildNet, Inc. participated in several projects, workgroups, and/or programs to address these local trends:

- ChildNet added a Chief Clinical Quality Officer Position to the executive level to lead the effort around improved provision of quality services to children and their families. The position oversees the Service Quality Department who will be working on improving the quality elements in contract outcomes, completing contract monitorings and managing the provider credentialing process.
- Each week, in both Palm Beach and Broward counties, there is an Operations Meeting held that involves leadership of all departments at ChildNet and includes Children's Home Society (CHS) in Palm Beach. The focus of the meeting is on data trends, performance information and other items that require immediate attention. The meeting provides a space to encourage and promote inter-departmental response to challenges in the systems in each county.
- The Remote Data Capture (RDC) application has been modified to focus specifically on elements of safety, permanency and well-being. The application has been piloted by units who have expressed that the use of the application has allowed them to engage in a higher quality home visit and improve the documentation of their home visit. The RDC application will be rolled out to everyone during the 2019-2020 fiscal year.
- Referral Connect, an online referral system, has been created to improve the efficiency of the referral process for case managers. This will allow the Service Coordination department to reroute referrals to providers with no wait lists or more appropriate providers based on assessed needs as documented in the referral completed by the case manager. The system will also require a complete referral to prevent any delays in initiation and connection of the referrals with providers.
- Child Placing Agencies are contractually required in the coming year for the direct entry of medical and dental information for the children residing in homes licensed by their agency. All agencies have been trained on how to navigate FSFN and how to complete the medical profile tab and upload corresponding documents.
- ChildNet has invested in a Foster Home Marketing Campaign with Keith Gold and Associates. The campaign includes radio, television and print advertisements. In conjunction with the campaign, a Foster Home Recruitment Coordinator position has been added to the staff. The coordinator receives all inquiries via website and telephone of potentially interested foster parents and matches them to a contracted Child Placing Agency to begin the process.
- Case specific follow up from the Rapid Permanency Reviews is continuous. Action steps to move the child to the next level of permanency were developed and then supported by an intentional structured follow-up process called the Cadence of Accountability. This follow-up process will involve internal and external stakeholders at all levels of the child welfare system including those who provide direct care, legal services, policy guidance and executive leadership. Together these individuals develop and act on strategies to alleviate barriers to permanency.

- Child Protection Investigator (CPI) Project Advocate from Women in Distress is now co-located at ChildNet. CPI Advocates are Core Competency Certified through the state of Florida which allows for privileged communication between the domestic violence survivor and the advocate. They are also trained in the Safe & Together Model to work in conjunction with child welfare practice model. The CPI Project Advocate provides case consultations and staffings, collaborating with investigators, child advocates, supervisors, and other community agencies to ensure family safety. The CPI Project Advocate is a resource for our case workers to offer suggestions on how to engage the abuser, help create effective safety plans, and help highlight protective factors and strengths of the non-offending caregiver. Similarly, domestic violence advocates co-locate in both the DCF offices and Case Management offices in Palm Beach County.
- Family Connecting through Peer Recovery (The Family- CPR Project) – A specialized unit was created to enhance child and family well-being and reduce incidences of re-abuse, child welfare re-referrals and removals in families with substance abuse. The Family- CPR Project is an integrated continuum of care with intensive family engagement and peer support provided by Broward Behavioral Health Coalition (BBHC) and the ChildNet Engaging Parent Care Coordinator Child Advocate. Another example includes case management positions being designated as specialists assigned to lead early engagement meetings for families and completion of home studies for relative and non-relative placements.
- Ongoing efforts to increase supports to relative and non-relative caregivers include the Kinship Workgroup. The workgroup with leadership from subcontracted provider Friends of Foster Children and participation from ChildNet, subcontracted providers and other stakeholders aims at engaging kinship caregivers and actively addressing any barriers to services. This has continued to be enhanced by the introduction of Level 1 Licensing.
- Family Team Meetings occurring within fourteen (14) days of case assignment lead to increased family engagement at the beginning of the case and information collection. DCF Critical Child Safety Practice Experts (CCSPEs) also participate.
- ChildNet continues leading the SAFERR/Integration meeting. This is a quarterly meeting. The purpose is to discuss various issues pertaining to services including quality issues and access issues that can impact case management and investigations in service array matters.
- ChildNet's Performance Review presentation is updated monthly with census trends and performance data. This serves as a useful and comprehensive tool in early identification of potential challenges and is utilized by the President and CEO at various meetings with internal and external stakeholders.
- The Regional Quality Manager is designated to conduct research and data analysis of system across the region, manages compliance requirements and recommends strategies for systemic improvement.
- Ongoing efforts to significantly reduce the number of children in residential group care, to include ChildNet, Inc. Intake and Placement initiatives and Foster Family Match meetings in Broward and Palm Beach continue.

III. Gaps Between Findings and Benchmarks

ChildNet works to identify gaps in performance, looking at not only the areas that may be underperforming but also exploring the root causes and necessary interventions needed to continuously improve performance. This process is agency wide, at multiple levels and includes subcontracted providers whenever applicable.

The primary focus throughout the year involved implementing action plans to improve performance on the Child and Family Services Review (CFSR). Gaps were identified in which items did not meet either the CFSR baseline from the 2016 federal reviews and/or the established targets. Safety items were prioritized in addition to placement stability, concerted efforts for achieving the goal, assessment of needs and services and case planning. Careful work was completed to identify new actions that were necessary to address the gaps in performance.

Expansion of safety management services (SMART) to in- home placement and post-placement cases was identified as a new action along with creating a protocol for multidisciplinary staffings on cases when there is an abuse report on an open services case. While improvement was noted for CFSR Item 3 in Broward, risk and safety assessment remains an area for improvement in Palm Beach. Practice Model Support Sessions from the ChildNet Training Department remain available and focus on Safety Planning, Child Placement Agreements, Caregiver Protective Capacities, Conditions for Return, Reunification and Supervisor Consults. ChildNet CQI encourages the use of the Support Sessions during case consultations and debriefings. ChildNet CQI will continue to work closely with the ChildNet Training Department in identifying training needs and solutions as well as better advertising the purpose and availability of the one-on-one support sessions. An example is the development of an in-depth Supervisory Consultation job aid by the Training Department based on the identified performance deficiencies for Safety Outcomes. Another added action is Safety Planning trainings in each county held at minimum monthly. Increased performance for CFSR Item 4 (placement stability) occurred during the most recent quarters for both Broward and Palm Beach and may be due in part to the Kinship Workgroup and Kinship positions that remain in place to improve communication and support services, as well as better placement matches through ChildNet's meetings that take place regularly with the Child Placing Agencies. With an emphasis on assessment, family engagement and quality contacts, actions to address deficiencies noted in Well-Being Outcomes have been ongoing. CFSR Item 12 remains important for the agency, as improved assessments lead to better outcomes for safety, permanency and well-being. Strategies were updated to include actions requiring integrating *Family Functioning Assessments* and *Progress Updates* with supervision and permanency staffings. Sufficient assessments begin with quality contacts. Performance on CFSR Items 14 and 15 and RSF Item 2 reveal that actions in place to address the frequency and quality of visits with families still require ongoing efforts for improvement. ChildNet has piloted and released a new and improved version of the Remote Data Capture Device (RDC) in both counties. This process involved training and guidance to case management for enhanced home visit documentation. Upon review at the detail level for CFSR Item 13 (case planning) it was determined that for many of the cases, while case planning may be sufficient with one or both of the parents, it is insufficient with the child(ren). A new action was developed to address this via training regarding involving young children and youth in case planning activities discussions through quality contacts and will be implemented in the next fiscal year.

The ChildNet Scorecard meeting is a longstanding meeting that continues to be held biweekly with stakeholder participation. All twelve (12) measures are led by a champion who has ownership of the measure and is responsible for reporting on the status and trends as well as setting a goal for each quarter, identifying barriers and challenges and putting actions in place that will result in improvement. Leading the measure as a champion involves completing an analysis and deeper dive of the cases impacting the measure to determine the contributing factors. Discussions to address the gaps in safety, permanency, and well-being outcomes have resulted in updating protocols, simple reminders to the audience, forming workgroups, conducting staffings and discussions about quality and availability of services in the area for children and families.

IV. Intervention Findings

A Child and Family Services Review Program Improvement Plan is in place for Florida. ChildNet, Inc. will continue interventions for continuous improvement in service delivery in accordance with the Strategies and Key Activities defined in the Southeast Region Program Improvement Plan.

Outcome measures, performance on the Child and Family Services Review, Rapid Safety Feedback, progress towards Child and Family Services Review Performance Improvement Plan targets, caseloads, census trends and data available to ChildNet will continue to be presented and reviewed at the Operations meeting that is held weekly in each county.

ChildNet, Inc. will utilize the analysis of findings from the FY 2018-2019 Quality Case Reviews and performance trends over time as well as the DCF Contract Oversight Desk Reviews (2019) findings for the implementation process for the FY 2019-2020 Annual Performance and Quality Improvement Plan.