



# CONTRACT OVERSIGHT DESK REVIEW

Family Integrity Program

NJ206

As required by section 402.7305 F.S., The Department of Children and Families performed a Desk Review for Family Integrity Program.

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## Executive Summary

Florida Statute 402.7305 requires the Department to conduct an analyses of the performance and compliance of a contracted Community Based Care (CBC) agency by means of on-site monitoring or desk reviews if the external service provider will not be monitored on site during a fiscal year. The Department’s Contract Oversight Unit performed a Desk Review for Family Integrity Program (FIP), Contract NJ206 which focused on key performance indicators specific to the CBC agency as compared to the overall statewide average performance. The categories reviewed included: CBC performance, practice model implementation, child safety after termination of services, financial viability, licensed and group care and feedback from the DCF contract manager.

FIP serves children and families in St. Johns county in circuit seven in the Northeast Region. According to the U.S. Census Bureau, the annual estimated resident population (from April 1, 2010 to July 1, 2016) was 235,087, making St. Johns the 24<sup>th</sup> most populated county in the State, during that time frame. The removal rate per 100 children investigated from October thru December 2016 was 5.1 which is lower than the statewide average of 5.8 (Source: Child Welfare Key Indicators Monthly Report, May 2017).

## CBC Performance

A review of FIP’s performance shows both strengths and areas where opportunities for improvement exist. In six of the scorecard measures, FIP performed at or above the established performance standards and in the other six of the scorecard measures, FIP performed below the established performance standards for FY 16/17 Quarter 3.

FIP’s performance consistently (last six quarters) meets scorecard measures in the following areas:

- M08: Placement moves per 1, 000 days in foster care
- M12: % of sibling groups where all siblings are placed together

Also, FIP's performance on scorecard measures two (M02: % of children who are not abused/neglected during in-home services), four (M04: % of children under supervision who are seen every 30 days) and six (M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months) met the measure in five of the past six quarters. Also noteworthy is FIP's performance on scorecard measure seven (M07: % of children who do not re-enter care within 12 months of moving to a permanent home) which was 100% in all but two out of the last six quarters.

FIP's current performance on scorecard measure nine (M09: % of children in foster care who received a medical service in last 12 months) has been trending downward in the past three quarters which presents an opportunity for local review and discussion regarding the efficacy of current practices.

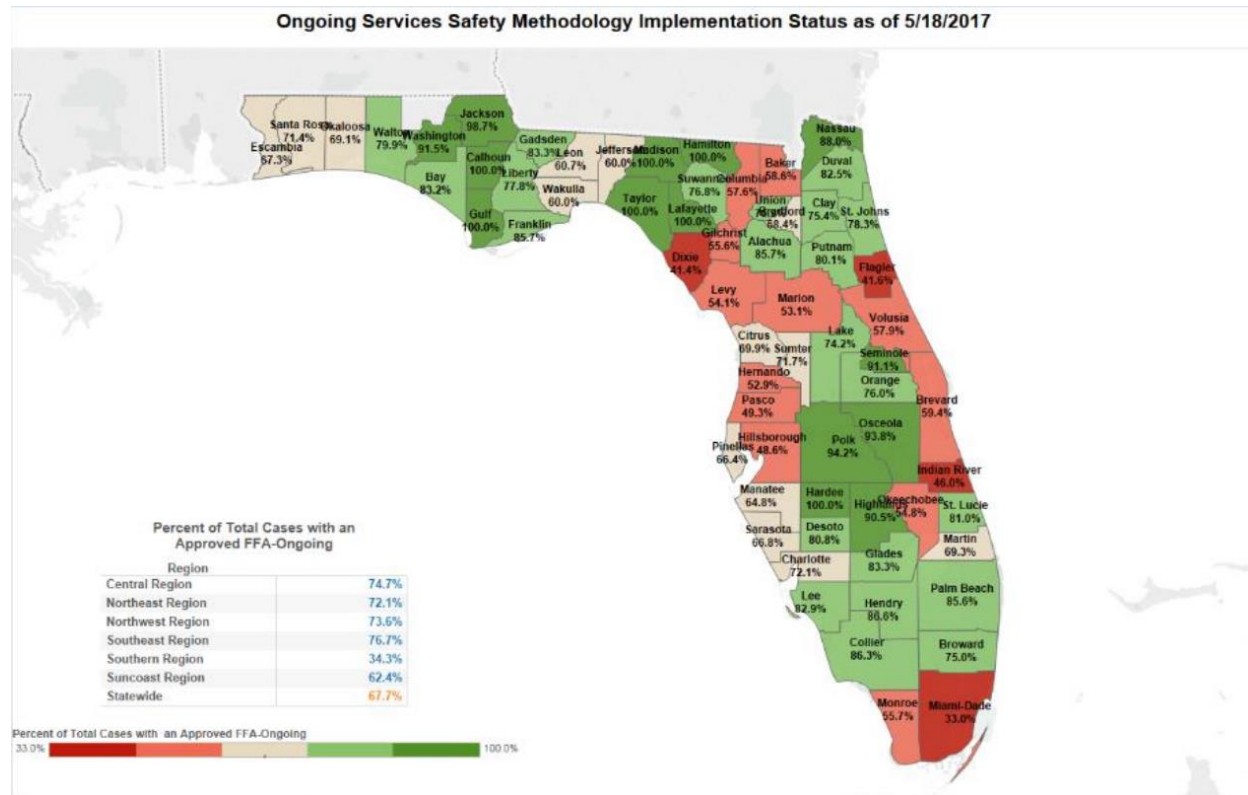
Five performance measures represent opportunities for improvement, all of which scored below the established performance standards for FY 16/17, Q3. They are:

- M01: Rate of abuse per 100,000 days in foster care
- M03: % of children who are not neglected or abused after receiving services
- M05: % of children exiting to a permanent home within 12 months of entering care
- M10: % of children in foster care who received a dental service in last 7 months
- M11: % of young adults exiting foster care at age 18 who completed/are enrolled in secondary education, vocational education or adult education

Scorecard Measure	FY 2016 Q2	FY 2016 Q3	FY 2016 Q4	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3
M01: Rate of abuse per 100,000 days in foster care	17.61	17.99	12.26	8.77	8.37	9.52
M02: % of children who are not abused/neglect during in-home services	97.00	100.00	96.20	97.10	91.60	96.50
M03: % of children who are not neglected or abused after receiving services	87.50	92.80	90.90	93.90	94.50	88.80
M04: % of children under supervision who are seen every 30 days	99.70	99.70	99.20	99.90	100.00	100.00
M05: % of children exiting to a permanent home w/in 12 months of entering care	62.50	46.50	9.70	29.70	27.50	35.20
M06: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	41.60	44.40	48.10	51.10	48.30	54.70
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home	75.00	100.00	100.00	83.30	100.00	100.00
M08: Placement moves per 1,000 days in foster care	2.45	2.25	2.74	2.91	3.01	3.13
M09: % of children in foster care who received a medical service in last 12 months	94.50	96.10	95.50	96.80	94.00	93.40
M10: % of children in foster care who received a dental service in last 7 months	88.40	84.00	92.40	96.60	84.90	78.70
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.	60.00	58.30	64.20	66.60	71.40	75.00
M12: % of sibling groups where all siblings are placed together	69.50	65.20	65.30	74.50	77.10	77.50

## Practice Model Implementation

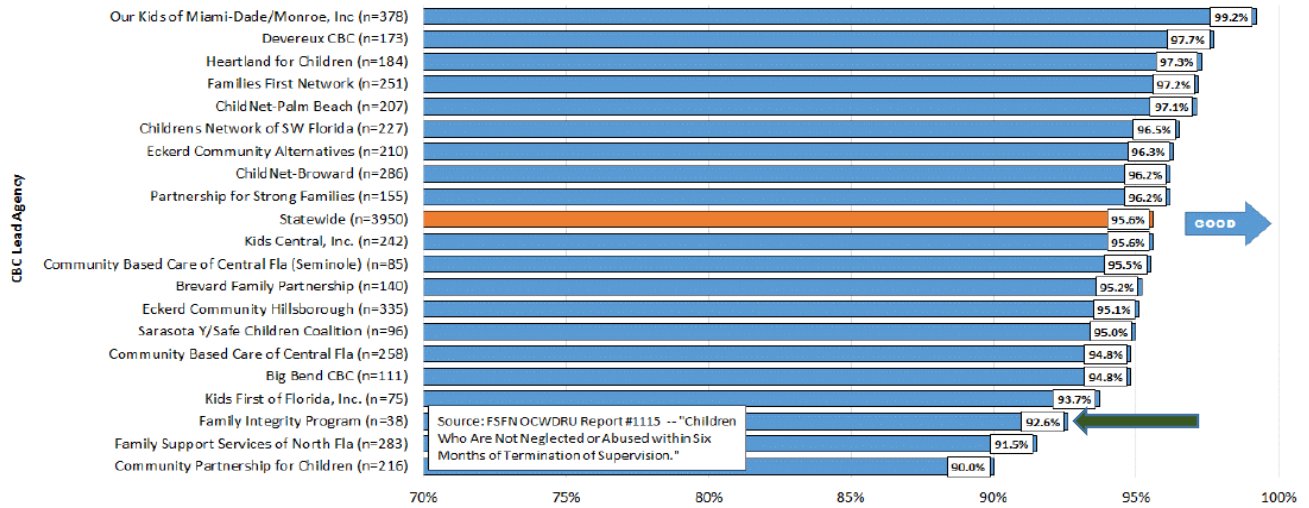
FIP has made progress toward implementation of the Practice Model in St. Johns county. As of 5/18/17, FIP's status for implementation was 78.3%. The statewide implementation status average is 67.7%, which represents the total percent of active cases with an approved Family Functioning Assessment Ongoing (FFA-O). (Source: Child Welfare Key Indicators Monthly Report, May 2017)



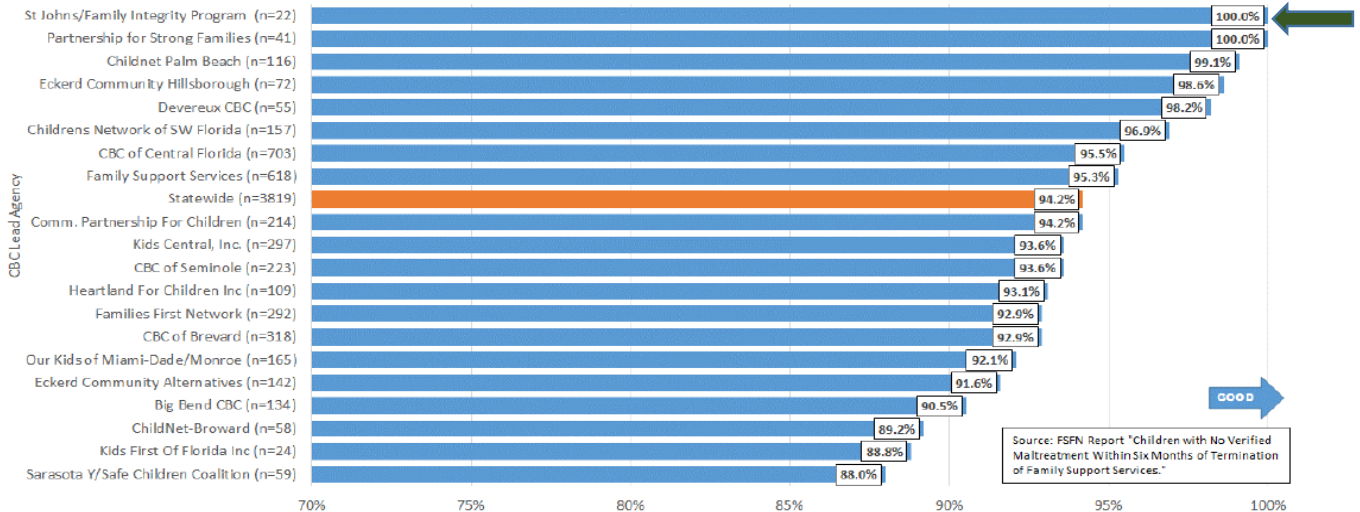
## Child Safety After Termination of Services

Ensuring children are safe and protected following case management & family support services service intervention and service delivery is a strong indicator of overall system of care performance. For this reason, post service termination re-abuse episodes are measured to determine the percentage of children in case management and family support services who are not re-abused or maltreated within six months of the termination of services. For the most recent quarter (services terminated between April – June 2016), FIP (92.6%) was below the statewide average (95.6%) for cases with no maltreatment within six months of case management services. FIP (100%) was higher than the statewide average (94.2%) and was one of the highest performing CBC in the state for family support services during the same period. See the charts below. (Source: Child Welfare Key Indicators Monthly Report, May 2017). This data represents an opportunity for FIP to review the service delivery for family support services to determine why it is resulting in such strong reduction in recidivism.

**Percent of Children Terminated from Case Managed Services in Quarter Who Were Not Maltreated within Six Months, for Children with Services Terminated April-June 2016**



**Percent of Children Terminated from Family Support Services in Quarter Who Were Not Maltreated within Six Months, for Children with Services Terminated April-June 2016**



## Financial Viability Report Analysis

The Office of CBC/ME Financial Accountability performed financial monitoring procedures based on the DCF 2016-17 CBC-ME Financial Monitoring Tool for Desk Reviews of FIP and found no areas of noncompliance. The desk review period was from July 1, 2016 through September 30, 2016.

## Licensed & Group Care Placement

As of June 11, 2017, 66 children are placed in licensed care which represents 33.33% of all children on out of home care in St. Johns county. The current statewide average of children placed in licensed care versus other placement settings is lower at 29.54%. As of the same date, there were 9 children placed in group care, representing 4.55% of all FIP placements. The current statewide average of children placed in group care versus other placement settings is higher at 8.91%.

Family Integrity Program		
Licensed & Group Care Placements	CBC	Statewide
Number of Children in Licensed Care	66	7,183
% of Children in Licensed Care	33.33%	29.54%
Number of Children in Group Care	9	2,166
% of Children in Group Care	4.55%	8.91%

Source: Department of Children & Families - Children in Out of Home Care by Lead Agency Report (updated 6/11/17)

## DCF Contract Manager Feedback

Survey responses were received from Clint Conner, DCF Contract Manager.

### *Foster Home Retention and Recruitment*

According to Mr. Conner, FIP's goal is to attend at least one community event that is family focused each month to raise awareness and recruit families for fostering. FIP is currently working with St. Augustine Beach Civic Association to have a table set up at the Wednesday Market at the St. Augustine Beach Pier. FIP has also reached out to the local radio station, 103.9 WSOS as they feature different programs every Wednesday from 3 to 4 pm. In addition, FIP has been in contact with One Church/One Child and they will become more involved in St. Johns County focusing on Foster and Adoption awareness. An advisory committee is in the process of being formed and a representative for FIP will be on the committee.

To retain and show appreciation for foster parents, the St. Johns County Board of County Commissioners presented foster parents with a Proclamation to recognize May 2017 as foster parent appreciation month. FIP will reach out community partners for their participation in future events to recognize the contribution foster parents make to the system of care and the children in St. Johns County. In addition, FIP works closely with the Greater St. Johns County Foster and Adoptive Parent Association and attends all of their meetings.

### *Placement Process*

When a child needs placement into licensed foster care, the investigator or Case Manager completes an in-depth placement intake form that addresses all of the child's needs, behaviors, and education so this can be taken into consideration when calling families. According to Mr. Conner, it is FIP's goal to place the child into the best placement on the first placement and not have placement changes when at all possible.

Group Care is utilized only when recommended as a result of Qualified Evaluator or as a last resort. Every effort is made to place in a family setting unless recommended otherwise. St. Johns County currently only has two group homes located in St. Johns county. According to Mr. Conner, there are two different strategies in St. Johns County to improve the quality of group care. First, St. Johns County has a monthly Behavioral Health Consortium that addresses service needs and service delivery. It also discusses the gaps in services throughout the entire county of St. Johns. From this consortium, there is a youth subcommittee in which one of the group home providers leads the subcommittee. The second strategy is through the Behavior Health Integration meetings, in which partners meet monthly to discuss services, gaps in services, and discussions on how to overcome barriers. There is representation from local group homes in these meetings as well.

### *Caregiver Support and Retention*

If a relative or nonrelative is struggling with a placement, FIP will hold a multi-disciplinary staffing and/or Family Team Conference to discuss the challenges and what their needs are. Mr. Conner reports that FIP has in-home providers that provide mental health as well as behavioral analyst services depending on the needs of the children. If struggling financially, FIP ensures caregivers are receiving relative or nonrelative caregiver funds. Family Integrity Program is also co-located with the County's Social Services Department which can financially help/provide

support to eligible county residents on short term basis (rental/utility assistance during times of crisis) as well as having a food bank on site.

### *Extended Foster Care*

FIP has a new Independent Living (IL) Coordinator that will be developing and expanding extended foster care placements. At this time, the IL Coordinator attends PRIDE Graduations to express the needs of foster parents to be open to becoming extended foster care placements if they have a youth that ages out in their care. In addition, at the community events, FIP also expresses the need for families that are willing to help out in this aspect as well.

Mr. Conner reports that FIP has a great group of foster parents and a handful of them will always go above and beyond with taking more difficult children; however, there are a few foster parents that prefer to stick to their profile of younger children, thus they cannot always be utilized. Furthermore, this past fiscal year, FIP was able to restructure and create a Placement Coordinator position.

## Conclusion

Based on the limited review of Family Integrity Program, contract NJ206 several strengths and opportunities for improvement were found.

This desk review highlights the CBC's positive performance on some of the Scorecard measures. In the past six quarters, FIP met the established performance target 53% of the time which is below the average statewide cumulative scorecard performance. FIP's status toward Practice Model implementation is above the statewide average. Case Management services provided to children and families in St. Johns county have yielded rates of re-maltreatment which are higher the statewide average. However, family support services provided to children and families in St. Johns county have yielded re-maltreatment rates which are lower than the statewide average. In fact, FIP ranked highest in the state in this measure. And, while the percentage of children in group care is lower than the statewide average, FIP has a higher percentage of children in licensed care than the statewide average.

The Department's Contract Oversight Unit finds the following opportunities for improvement:

1. Continue to monitor all contract and performance measures and take immediate corrective action by initiating local review and discussion of any measure which falls below the established performance target.
2. Review and discuss current practice related to the following measures and implement immediate actions to monitor and improve performance in these areas.
  - a. Rate of abuse per 100,000 days in foster care
  - b. Percent of children in foster care who received a dental service in the last seven months
  - c. Percent of children in foster care who received a medical service in the past 12 months
  - d. Percent of children exiting to a permanent home within 12 months of entering care
  - e. Percent of children who are not neglected or abused after receiving services
  - f. Percent of young adult exiting foster care at age 18 who completed/are enrolled in secondary, vocational or adult education
3. Continue efforts to fully implement the Practice Model.
4. Review and discuss re-maltreatment episodes for children with case management services terminated within six months. Evaluate causality and patterns by identifying referred service providers, length of care and any other common factors that could be addressed & remedied during local level provider contract negotiations.
5. Follow all fiscal and reporting recommendations as outlined in Financial Accountability reports.
6. Review and discuss cases involving children currently placed in licensed care for possible step down to a less restrictive placement option.
7. Continue efforts to recruit and license quality foster home caregivers.