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## FY 2016 -2017 ANNUAL PERFORMANCE AND QUALITY IMPROVEMENT REPORT AUGUST 2017

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

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## **Fiscal Year 2016-2017 Quality Case Review Process and Contract Monitoring Overview**

Over the course of Fiscal Year 2016-2017, ChildNet, Inc. completed two-hundred thirty-one (231) 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 tools of the Department’s Office of Child Welfare (OCW) statewide quality assurance model. First, case file reviews were completed utilizing the Administration for Children & Families (ACF) Children’s Bureau Child and Family Services Review (CFSR) case review instrument. 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. Secondly, case file reviews were completed utilizing the Department of Children & Families (DCF) Rapid Safety Feedback case review instrument. The Rapid Safety Feedback reviews assess case work practice related to safety and well-being outcomes for children ages zero (0) – four (4) receiving in-home services.

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.

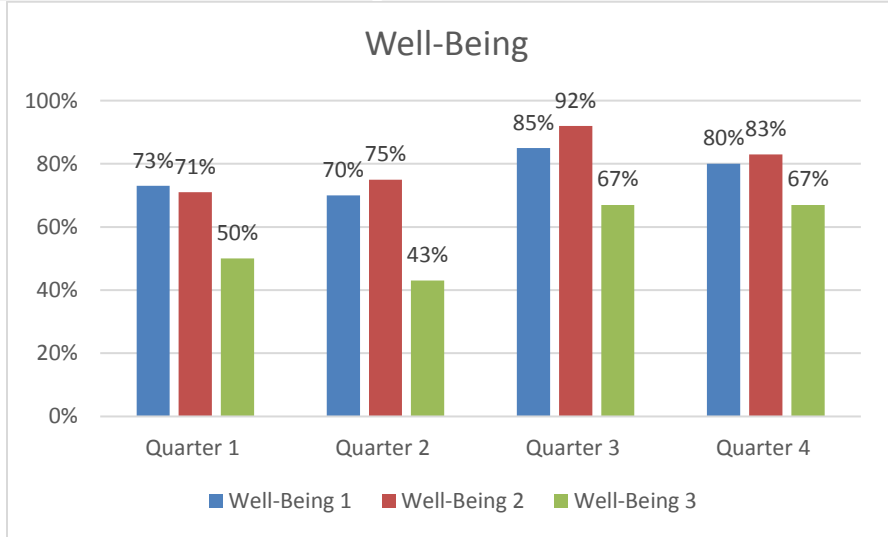
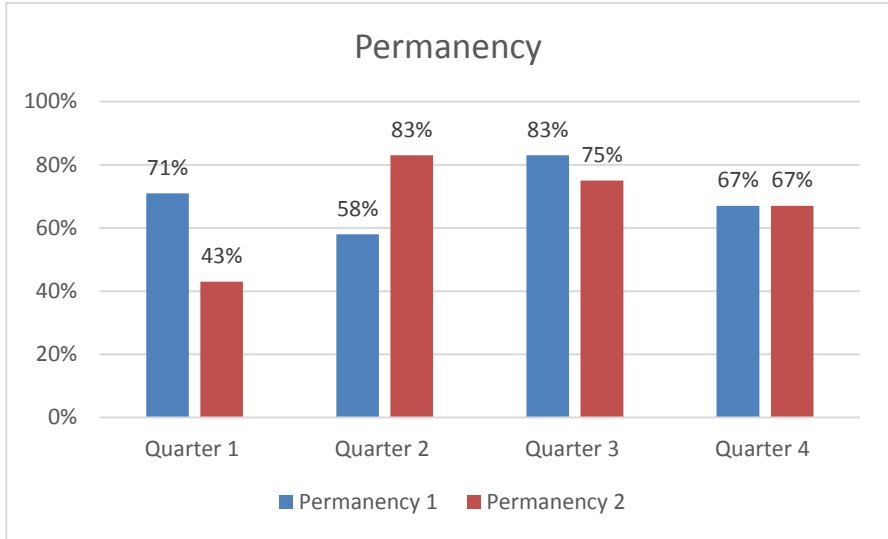
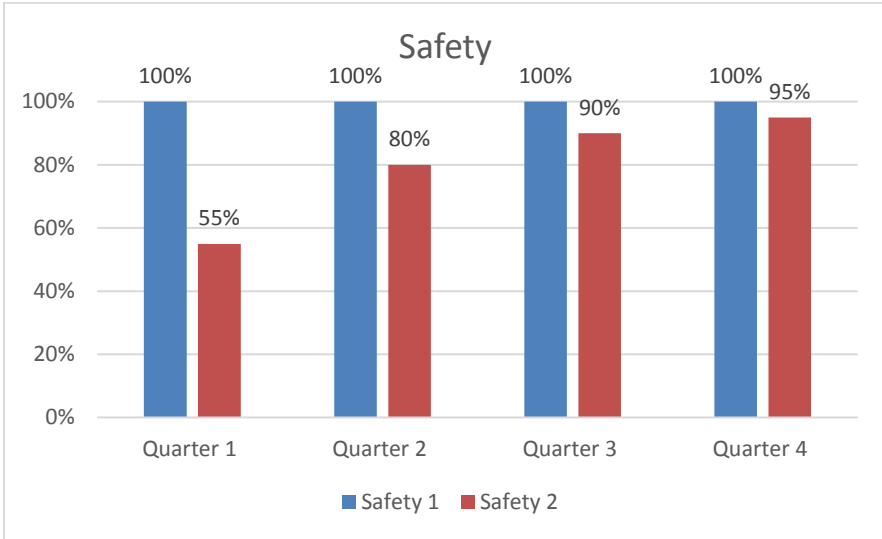
Case file review data are shared with both internal staff and leadership, including external partners, such as ChildNet Board members and the Department of Children and Families (DCF). ChildNet, Inc. follows and complies with DCF’s statewide quality assurance guidelines – “Windows into Practice” - which 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 the Advancement of Child Welfare Practice.

## **FY 2016-2017 Case Management Quality Assurance Reviews**

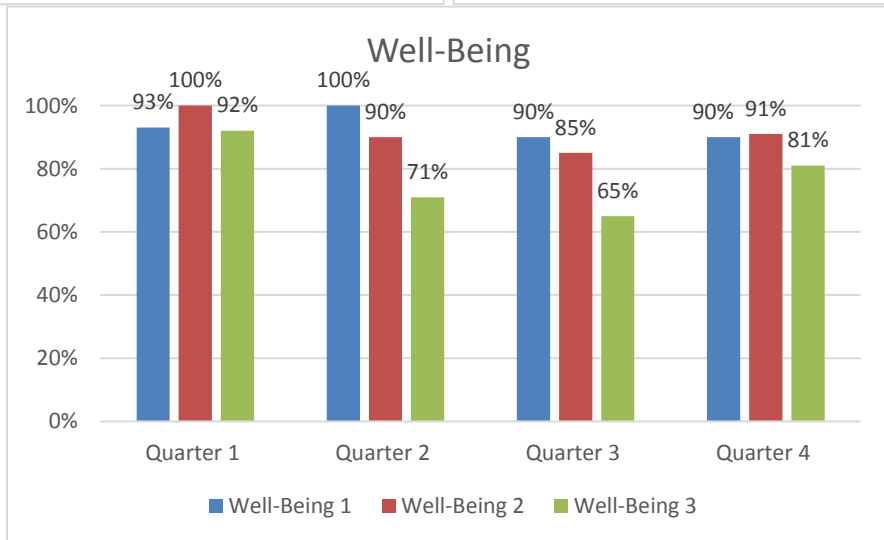
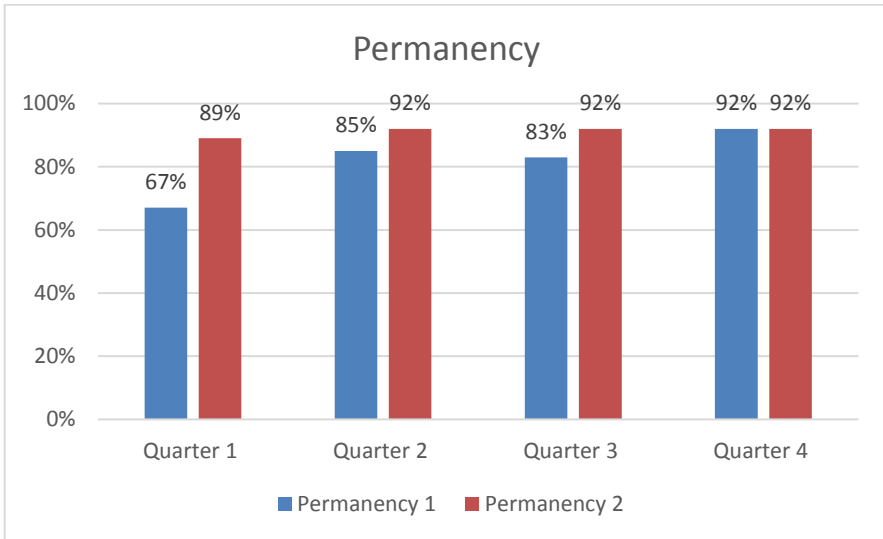
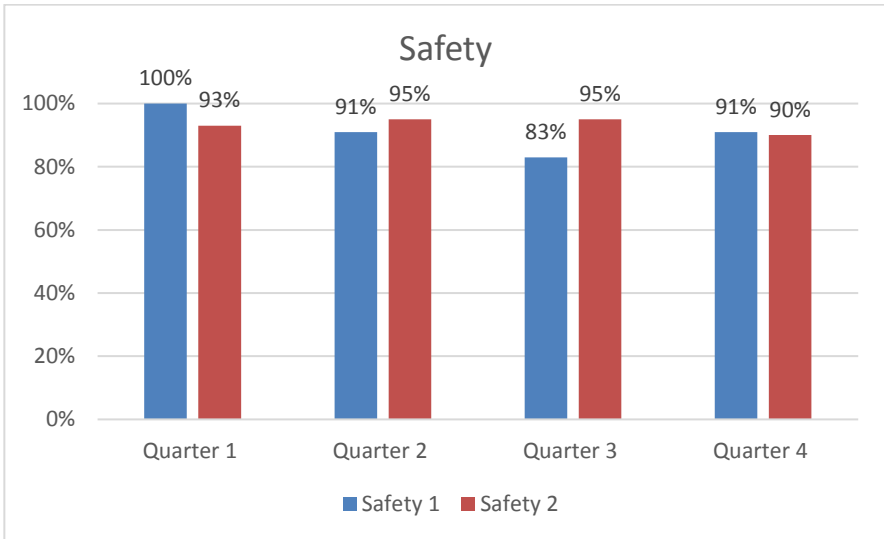
The table below is a breakdown of the quarterly case file reviews that determined the quality of child welfare practice related to child safety, permanency and child and family well-being:

ChildNet, Inc.		Rapid Safety	CFSR (interviews)	CFSR (no interviews)		Rapid Safety	CFSR (interviews)	CFSR (no interviews)
Q1 FY 16/17	Broward	10	4	11	Palm Beach	10	2	14
Q2 FY 16/17		10	2	18		10	2	18
Q3 FY 16/17		10	2	18		10	2	18
Q4 FY 16/17		10	2	18		10	2	18
Total		40	10	65		40	8	68

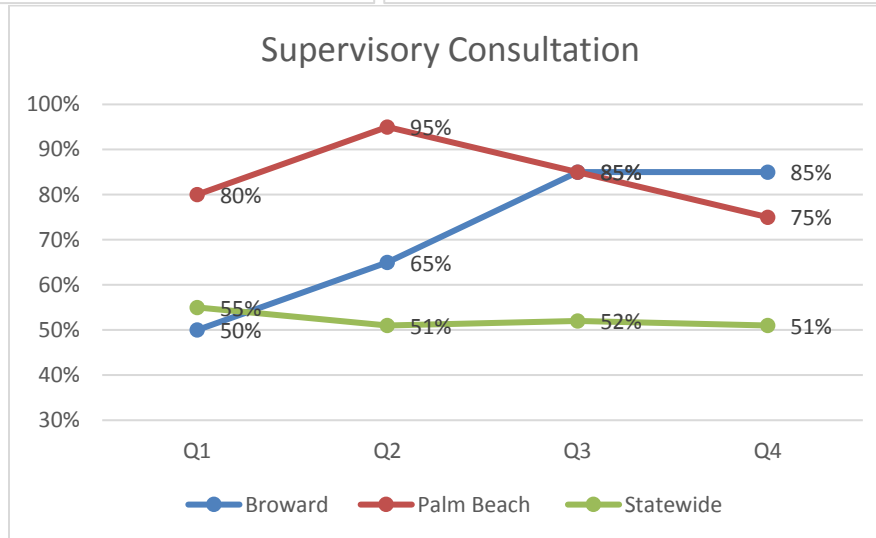
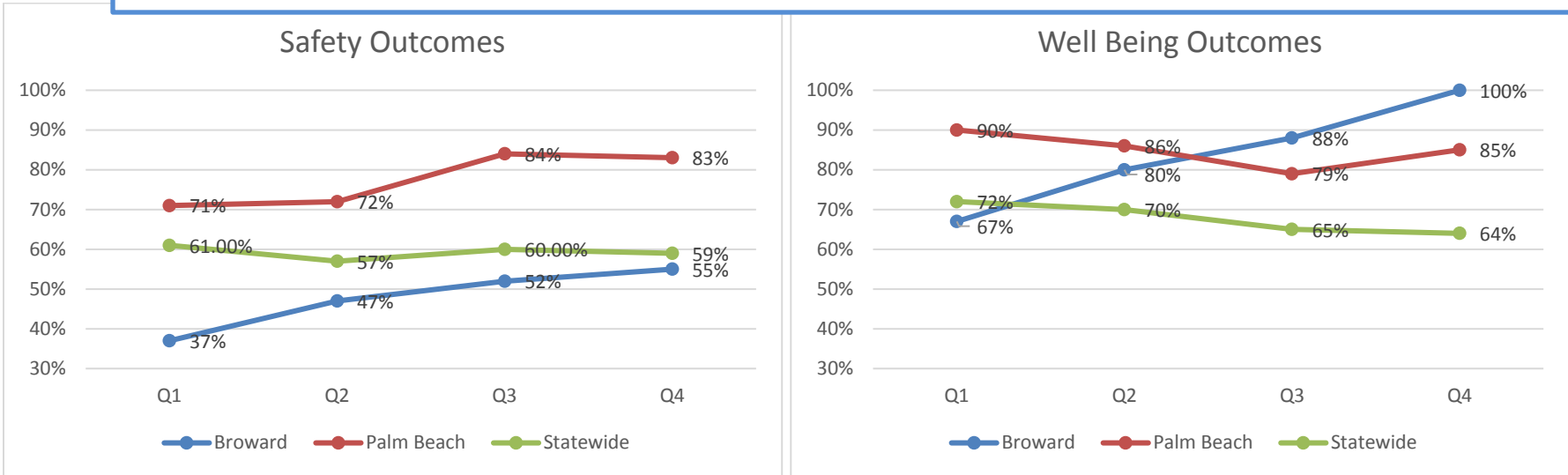
Broward Outcomes Related to Child & Family Services Reviews (CFSR)



Palm Beach Outcomes Related to Child & Family Services Reviews (CFSR)



## Rapid Safety Feedback Reviews – Broward & Palm Beach





### **Highlighted Strengths for Safety Outcomes:**

- For children receiving in-home services, appropriate services were provided to the family to prevent the child(ren)'s entry into out-of-home; and
- Safety Outcomes assessed for the Rapid Safety Feedback generally increased in overall compliance over the quarters of this fiscal year indicating improved proficiency in the Practice Model.

### **Opportunities for Improvement for Safety Outcomes:**

- Initial and ongoing assessments to assess risk and safety concerns related to the child(ren) in the home were not sufficient and/or not completed timely;
- Background checks were not completed on significant caregivers, and home assessments were not completed consistently for in-home children; and
- Ensure safety plans are sufficient 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.

### **Highlighted Strengths for Permanency Outcomes:**

- 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;
- Children are placed with relatives when appropriate and efforts are made by case managers to identify, locate, inform, and evaluate potential relative placements; and
- Appropriate permanency goals are established in a timely manner.

### **Opportunities for Improvement for Permanency Outcomes:**

- Ensure case managers are 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
- Make certain case managers are making 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.

### **Highlighted Strengths for Well-Being Outcomes:**

- Frequency and quality of visits between the case manager and the child(ren) are sufficient to ensure safety, well-being and permanency;
- Quality assessments are completed and services are provided for child(ren), parents and foster parents; and
- Educational needs are assessed both initially and ongoing and appropriate services are provided through supports in the community and the schools.



### **Opportunities for Improvement for Well-Being Outcomes:**

- 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;
- Ensure caseworkers are obtaining medical documentation of the completed physical health and dental examinations for the child's case file; and
- Ensure case managers are obtaining necessary documentation (i.e. provider reports, medication administration logs, psychotropic medication medical reports) to address the child(ren)'s mental / behavioral health needs.

### **Highlighted Strengths for Supervisory Consultations:**

- Case files reviewed found that case manager supervisors are assessing case work practice related to safety, permanency, and well-being.

### **Opportunities for Improvement for Supervisory Consultations:**

- Ensure case management supervisors are 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.

### **Local Practice Trends:**

Throughout FY 2016-2017, ChildNet Broward and ChildNet Palm Beach experienced local challenges that resulted in noted data trends in either the Rapid Safety Feedback and/or Child & Family Services Reviews. Previously, ChildNet, Inc. experienced an increase in removals which resulted in more children in out-of-home care. With more children in out-of-home care, this caused a strain on out-of-home placements, resulting in an increase usage of residential group home placement, higher caseloads for case managers and delays in children achieving permanency. ChildNet, Inc. continued stabilization efforts and financial viability plans during FY 2016-2017 in order to improve efficiency and effectiveness in the system of care in both counties.

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

- Contracted with the Child Welfare Policy and Practice Group to complete thirty-five (35) in-depth reviews on Broward cases. Six-Month Trajectory Statements were completed and a formal exit conference highlighted strengths and areas of opportunities;
- Contracted with the Child Welfare Policy and Practice Group to provide coaching and mentoring to case management staff in Palm Beach and Broward. A Coaching Report was issued which identified strengths, needs and learning topics;
- Kevin Campbell's National Institute for Permanent Family Connectedness provided a week long Family Finding Training in Palm Beach. Participants included case management, Guardian ad Litem and Department of Children and Families staff;
- 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;
- Risk Pool Action Plans were implemented and Monthly Performance Tracking occurred in Broward and Palm Beach throughout the fiscal year;



- Development of additional safety management services for unsafe children; and
- An internal Lean Six Sigma project was initiated in Broward to identify the systemic barriers to achieving permanency within twelve (12) months of entering care and develop potential solutions and action steps to achieve those solutions.

### **Addressing 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.

ChildNet, Inc. will utilize the analysis of findings from the FY 2016-2017 Quality Case Reviews and performance trends over time for the implementation process for the FY 2017-2018 Annual Performance and Quality Improvement Plan.

### **Contract Monitoring Overview**

Over the course of FY 2016-2017, ChildNet, Inc. completed on-site contract programmatic monitoring of fourteen (14) providers serving children and families in Broward and Palm Beach Counties in twenty-two (22) different programs. ChildNet, Inc. pays for and manages through traditional and formal subcontracts a network of child welfare services for the children and families in its communities. These subcontracted services include, but not limited to: assessment, family support services, family reunification & strengthening services, residential & foster home management services, dependency case management & adoption services, and transitional independent living services. Contract monitoring is performed routinely to ensure that subcontracted providers of ChildNet, Inc. are fulfilling the terms and conditions of their contract (s) through a review of applicable policy and procedures, randomly selected child files and personnel files, and interviews.

ChildNet, Inc. completed a review of over three-hundred (300) client and personnel files utilizing standardized tools that were developed specific to each subcontractor provider and service program. Contract monitoring incorporates a review of both qualitative and quantitative items, ensuring compliance with contractual requirements and Florida law. On-site visits are conducted jointly with ChildNet Inc. Contract Managers. A final report was written for each on-site visit and provided to the subcontractor which summarizes strengths and areas for improvement for key areas reviewed during the visit. Items determined to be unacceptable require a Performance Improvement Plan (PIP) to be submitted to the ChildNet Contract Manager within thirty (30) calendar days of the finalization of the report and/or exit meeting for approval.

**Noted subcontractor strengths** include, but not limited to: ensuring children are free from re-abuse or re-neglect; achieving targets for other program specific outcomes, maintaining facilities that meet licensing and quality standards; and collaboration and communication with ChildNet, Inc.

**Noted subcontractor opportunities for improvement** include, but not limited to: improved tracking of provider staff training requirements; regular review of Child Resource Records ensuring complete and updated files; and provider timely submission of contractual deliverables (i.e. monthly client progress reports and re-licensing packets).





### FY 2016-2017 Broward Scorecard Outcomes:

Broward Scorecard Measures	Target	Positive	FY 16-17 Q1	FY 16-17 Q2	FY 16-17 Q3	FY 16-17 Q4	Annual Average
Rate of abuse per 100,000 days in foster care	8.5	↓	12.06	10.72	10.2	9.01	10.50
% of children not abused/neglected during in-home services	95.0%	↑	97.4	96.4	96.3	97.1	96.8
% of children who are not abused/neglected after receiving services	95.0%	↑	98.8	98	95.6	98	97.6
% of children under supervision who are seen every 30 days	99.5%	↑	99.9	99.9	99.9	99.9	99.9
% of children exiting to a permanent home w/in 12 months of entering care	40.5%	↑	26.7	33	33.8	40.6	33.5
% of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	43.6%	↑	52.7	53.6	54.6	48.3	52.3
% of children who do not re-enter care w/in 12 months of moving to a permanent home	91.7%	↑	91.1	91.8	88.2	90.3	90.4
Placement moves per 1,000 days in foster care	4.12	↓	3.4	3.3	3.36	3.30	3.34
% of children in foster case who received a medical service in the last 12 months	95.0%	↑	97.2	97.4	96.8	96.6	97.0
% of children in foster care who received a dental service in the last 7 months	95.0%	↑	93	97.1	95.9	94.3	95.1
% of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. Ed., or adult ed.	80.0%	↑	90	94.1	89.6	91.7	91.4
% of sibling groups where all siblings are placed together	65.0%	↑	55.9	55.9	56.8	57.1	56.4



**FY 2016-2017 Palm Beach Scorecard Outcomes:**

<b>Palm Beach Scorecard Measure</b>	<b>Target</b>	<b>Positive</b>	<b>FY 16-17 Q1</b>	<b>FY 16-17 Q2</b>	<b>FY 16-17 Q3</b>	<b>FY 16-17 Q4</b>	<b>Annual Average</b>
Rate of abuse per 100,000 days in foster care	8.5	↓	8.57	10.48	12.67	11.58	10.83
% of children not abused/neglected during in-home services	95.0%	↑	97.6	96.2	99.8	97.4	97.8
% of children who are not abused/neglected after receiving services	95.0%	↑	98.8	94.7	94.7	92.6	95.2
% of children under supervision who are seen every 30 days	99.5%	↑	100	100.0	99.9	99.9	100.0
% of children exiting to a permanent home w/in 12 months of entering care	40.5%	↑	45.1	50.7	49.4	47.9	48.3
% of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	43.6%	↑	59.2	54.8	55.8	46.5	54.1
% of children who do not re-enter care w/in 12 months of moving to a permanent home	91.7%	↑	92.3	80.4	92.8	86.8	88.1
Placement moves per 1,000 days in foster care	4.12	↓	3.44	3.57	3.62	3.47	3.53
% of children in foster case who received a medical service in the last 12 months	95.0%	↑	95.4	97.3	97.9	98.7	97.3
% of children in foster care who received a dental service in the last 7 months	95.0%	↑	95.1	95.2	93.4	95.1	94.7
% of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. Ed., or adult ed.	80.0%	↑	93.4	91.4	91.1	96.8	93.2
% of sibling groups where all siblings are placed together	65.0%	↑	56.3	59.8	57.7	56	57.5