

# Protocol for Requesting Risk Pool Funding

State Fiscal Year 2020-2021

*This Protocol for Requesting Risk Pool Funding for state fiscal year 2020-2021 outlines the process by which Community-Based Care Lead Agencies may apply for potential funding from the Risk Pool appropriation provided in the General Appropriations Act.*

The establishment of a statewide risk pool program, administered by the Department, serves to manage and share the financial risks associated with the Community-Based Care (CBC) model for child welfare services in Florida. Should factors outside of a Lead Agency's control (e.g., shifts in the number of children in care, increase in the number of very difficult populations, or a change in the characteristics of the children and families served) cause costs to rise, potentially impeding the Lead Agency's ability to provide ongoing quality services for all children and families served, section 409.990(7), F.S., (Exhibit A) provides qualified Lead Agencies with access to petition for relief from the risk pool in an effort to avoid lead agency failure.

## **Section 1: Eligibility criteria**

Proviso language contained in Specific Appropriation 330 of the General Appropriations Act for state fiscal year 2020-2021 requires the Department to conduct a comprehensive, multi-year review of the revenues, expenditures, and financial position of all CBCs for the most recent two consecutive fiscal years (SFY 2018-2019 and 2019-2020).

To simplify the risk pool process and minimize duplication in requests for data and information, the risk pool protocol will rely significantly on the extensive data used to develop financial viability plans and to support the ongoing monitoring of all CBCs for financial stability and programmatic performance.

A CBC is eligible to apply for risk pool funds in state fiscal year 2020-2021 if they meet the following criteria:

- The CBC meets the statutory requirements for uses of risk pool funding in 409.990(7)(c), Florida Statutes.
- The CBC projects an end of fiscal year deficit, inclusive of any carry forward deficit.
- The CBC's Financial Viability Plan includes well defined and effective actions as well as measurable and reasonable projected outcomes to improve their primary costs drivers that affect their projected deficit.

## Section 2: Application submission process

In addition to the CBC's Financial Viability Plan, a CBC seeking risk pool funds must submit to the Department by **December 16, 2020**, the "Risk Pool Funding Application SFY 2020-2021."

Applications will be reviewed with all available cost/expenditure data and all other supporting documentation, including the CBC's Financial Viability Plan. Department personnel, upon request, may review additional records related to this Application for potential funding resolutions.

- 1.1 The CBC should consult with their Regional Managing Director (RMD) regarding their Risk Pool Funding Application and forward their application to the Office of CBC/ME Financial Accountability (OFA), and cc: their contract manager and RMD. **This step shall be accomplished no later than December 16, 2020.**
- 1.2 If the CBC and RMD cannot reach agreement on their application, they may call Patricia Medlock, Assistant Secretary for Child Welfare.
- 1.3 The review of all Risk Pool Funding Applications will be governed by a peer review process led by the Assistant Secretary for Child Welfare and subject to the approval of the Secretary of the Department of Children and Families. The Peer Review Committee will be selected and facilitated by the Assistant Secretary for Child Welfare and will include, but not be limited to, the following members (or their designees):
  - (a) Two (2) Executive Directors (ED) or Chief Executive Officers (CEO) from non-applicant Lead Agencies; and
  - (b) One (1) Chief Financial Officer from a non-applicant Lead Agency.
- 1.4 The Peer Review Committee will:
  - (a) Review, analyze, and discuss the application.
  - (b) Verify the accuracy of the data being reported by the Lead Agency.
  - (c) Assess need for immediate technical assistance regarding budget development/management, and determine if continued on-site technical assistance is appropriate. In these cases, the Peer Review Committee will serve as the coordinating entity for the provision of technical assistance.
  - (d) Make a final recommendation to the Secretary upon the completion of all required site visits, regarding approval or disapproval of the application. Recommendations for approval will include:
    - i. Amount of funding and mix of funds to be made available.
    - ii. Limitations or requirements on use of additional funding that are linked to correction of factors that caused the shortfall.

- iii. Any follow-up actions or additional documentation needed from the Lead Agency or Region.
- iv. Report on technical assistance activities completed and remaining, and/or recommendations for future technical assistance.
- v. Access to the risk pool.

1.5 If at the end of the year, a Lead Agency that received assistance from the Risk Pool concludes with a surplus, the Department reserves the right to require the Lead Agency to refund the Department the relative portion of the surplus that was accumulated as a result of the awarded risk pool funds.



# Risk Pool Funding Application SFY 2020-2021

*Please complete all items, sign and date the application, consult with your Regional Managing Director, and submit electronically to the Office of CBC/ME Financial Accountability (OFA).*

Lead Agency Name: Big Bend Community Based Care, Inc. d/b/a NWF Health Network

Region: Northwest

Contract No.: BJ101

Address: 525 North Martin Luther King Jr. Boulevard, Tallahassee, Florida 32301

Lead Agency Contact: Courtney Stanford

Phone No.: (850) 480-7369

Contract Manager: Meredith Van Valkenburgh

Phone No.: (850) 410-1020

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This request is being submitted in response to a projected deficit at 6/30/2021 inclusive of all currently available funding.

Financials:

- 1) State the amount of funding requested from Risk Pool funds and the amount of the projected deficit at the end of Fiscal Year 2020-2021:  
Projected Deficit \$3,987,079  
Amount of Risk Pool Funds Requested: \$3,987,079
- 2) Confirm that the amount of funding requested would be fully expended during Fiscal Year 2020-2021:  Yes  No
- 3) State specifically how the Lead Agency would qualify for Risk Pool funds based upon the requirements in s. 409.990(7)(c), F.S. (Appendix A):  
  
7.(c)1. Significant changes in the number or composition of clients eligible to receive services.  
***NWF Health Network has experienced a large growth in the number of children in out-of-home care.***
- 4) Please attach a narrative explaining how the deficit occurred, what steps have been taken to address the cause(s), and how the Lead Agency will work within its allocated core funding in the future. The narrative should not exceed five pages.  
  
***Please see narrative beginning on page 8.***
- 5) Please provide a detailed proposal that addresses how you will use these funds to address or correct the underlying cause of the shortfall?



**See attached Funding Deficit Spreadsheet, Exhibit E**

- 6) Please include a detailed narrative budget for the proposal presented in #5 and expected Return on Investment (ROI) for the funds requested.

*The Risk Pool funds designated to NWFHN will be used to address our shortfall in our out of home care and case management budgets. Out of home care, specifically group care, is driving the majority of our deficit. Our goal is to achieve and maintain no greater than 62 children or youth in group care. This would be a 40 children and youth reduction in group care since July 1, 2020. Our intense focus on staffings at the frontline level between placement, licensing and case management; assigned Champions to the 20 highest cost children and youth in group care; expansion of our licensed home capacity; and executive leadership focus via bi-monthly calls with placement, licensing, case management and adoptions will dramatically reduce our deficit.*

*A review of each case management organizations caseloads and identified activities to reduce caseloads is being done by NWFHN. Circuit 2 has taken priority focus due to the significant increase in entries over the past two years. Our team has supported and reduced caseloads of one of our case management organizations already this year. A team is being deployed to provide a heightened level of support to our largest case management area. In addition, as noted on our Financial Viability Plan, a focus on children in care over 18 months is being conducted to determine accuracy in goal and efforts needed for these children to achieve permanency. In our region a goal of Adoption is common. Additionally, NWFHN spend on prevention/diversion has been static over the past two years. This amount should decrease when the number of children in out of home care is reduced. Evaluating the ability to utilize a Permanent Guardianship goal when reunification is not feasible could significantly impact case management caseloads, as well as legal caseloads. If we are able to reduce caseloads we will be able to reduce FTEs once caseloads are stabilized.*

*Other activities which will lend to financial accountability are listed in our Financial Viability Plan. A system focused on an In Home population versus an Out of Home population will benefit our families, workforce and budget. Ensuring Medicaid billable services are paid via Medicaid versus lead agency funding will add to our financial accountability. Evaluating our yearly administrative expenses internally and with our sub providers will all lend to responsible spending.*

*Additionally, NWFHN has sought out, and received, additional funding sources through state and federal grants. In the past twelve (12) months NWFHN has been awarded approximately \$7.9 million in grants related to Mental Health Services (with a focus on Child Welfare) (See Exhibit G) and Hurricane Michael Behavioral Health recovery efforts. While this has helped with overall services for our clients NWFHN has still realized a budget deficit for the current fiscal year. NWFHN respectfully requests \$3,987,079 in risk pool funding to address the deficits we have incurred in core services. NWFHN will utilize the \$3.9 million to reduce our deficit in the categories identified in Exhibit E; Out of Home Care, Case Management, Level 1 FTE Labor Cost, and Early Childhood Court Coordinators.*

Lead Agency Name: NWF Health Network

Region: Northwest

Contract No.: BJ101

Lead Agency CEO/ED Name: Mike Watkins

Please confirm the following:

The Lead Agency submitted a SFY 2020-2021 Financial Viability Plan.

Yes       No

The Lead Agency is actively worked its SFY 2020-2021 Financial Viability Plan.

Yes       No

Did the Lead Agency receive Risk Pool funding in SFY 2019-2020?

Yes       No

*If Yes, please attach a status update on the recommendations made by the Risk Pool Committee. See Responses on page 14.*



Lead Agency CEO/ED Signature



Date

# Exhibit A

Section 409.990(7), Florida Statutes:

(a) The department, in consultation with the Florida Coalition for Children, Inc., shall develop and implement a community-based care risk pool initiative to mitigate the financial risk to eligible lead agencies. This initiative must include:

1. A risk pool application and protocol developed by the department which outlines submission criteria, including, but not limited to, financial and program management, descriptive data requirements, and timeframes for submission of applications. Requests for funding from risk pool applicants must be based on relevant and verifiable service trends and changes that have occurred during the current fiscal year. The application must confirm that expenditure of approved risk pool funds by the lead agency will be completed within the current fiscal year.

2. A risk pool peer review committee, appointed by the secretary and consisting of department staff and representatives from at least three nonapplicant lead agencies, which reviews and assesses all risk pool applications. Upon completion of each application review, the peer review committee shall report its findings and recommendations to the secretary, providing, at a minimum, the following information:

- a. Justification for the specific funding amount required by the risk pool applicant based on the current year's service trend data, including validation that the applicant's financial need was caused by circumstances beyond the control of the lead agency management;

- b. Verification that the proposed use of risk pool funds meets at least one of the purposes specified in paragraph (c); and

- c. Evidence of technical assistance provided in an effort to avoid the need to access the risk pool and recommendations for technical assistance to the lead agency to ensure that risk pool funds are expended effectively and that the agency's need for future risk pool funding is diminished.

(b) Upon approval by the secretary of a risk pool application, the department may request funds from the risk pool in accordance with s. 216.181(6)(a).

(c) The purposes for which the community-based care risk pool shall be used include:

1. Significant changes in the number or composition of clients eligible to receive services.
2. Significant changes in the services that are eligible for reimbursement.
3. Continuity of care in the event of failure, discontinuance of service, or financial misconduct by a lead agency.
4. Significant changes in the mix of available funds.

(d) The department may also request in its annual legislative budget request, and the Governor may recommend, that the funding necessary to effect paragraph (c) be appropriated to the department. In addition, the department may request the allocation of funds from the community-based care risk pool in accordance with s. 216.181(6)(a). Funds from the pool may be used to match available federal dollars.

1. Such funds shall constitute partial security for contract performance by lead agencies and shall be used to offset the need for a performance bond.

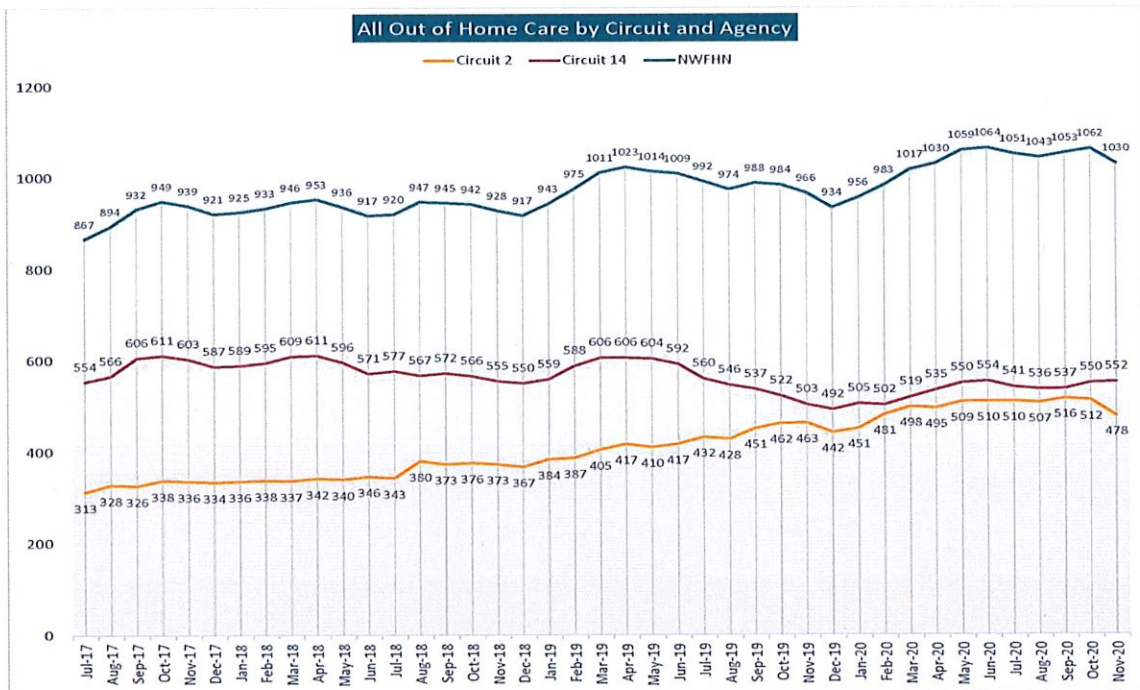
2. The department may separately require a bond to mitigate the financial consequences of potential acts of malfeasance or misfeasance or criminal violations by the service provider.



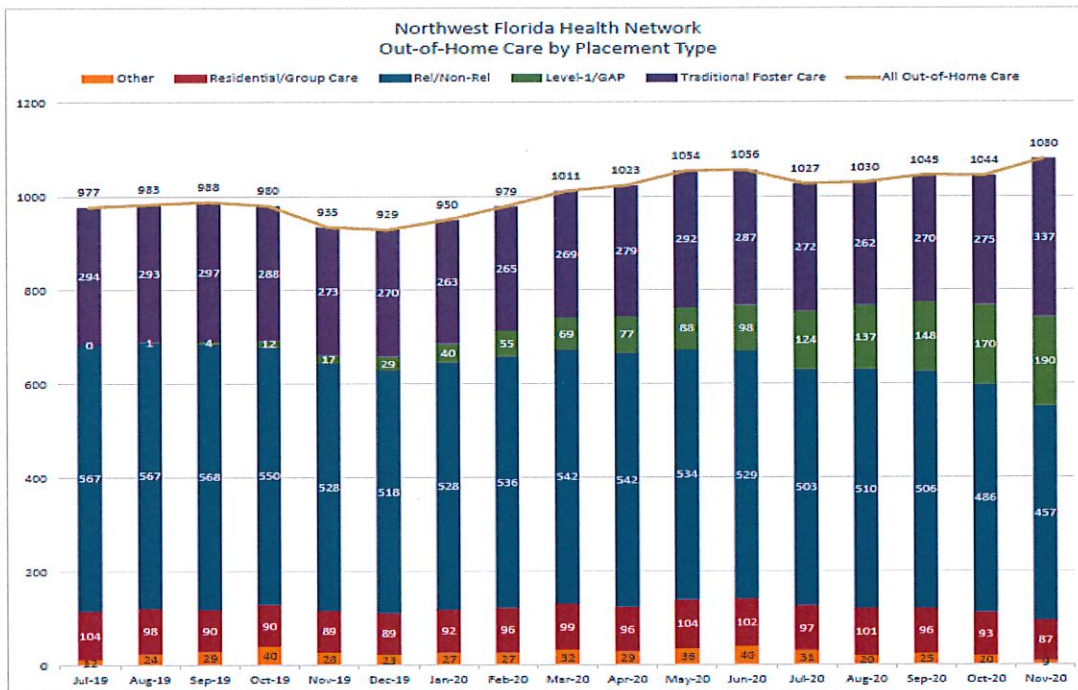
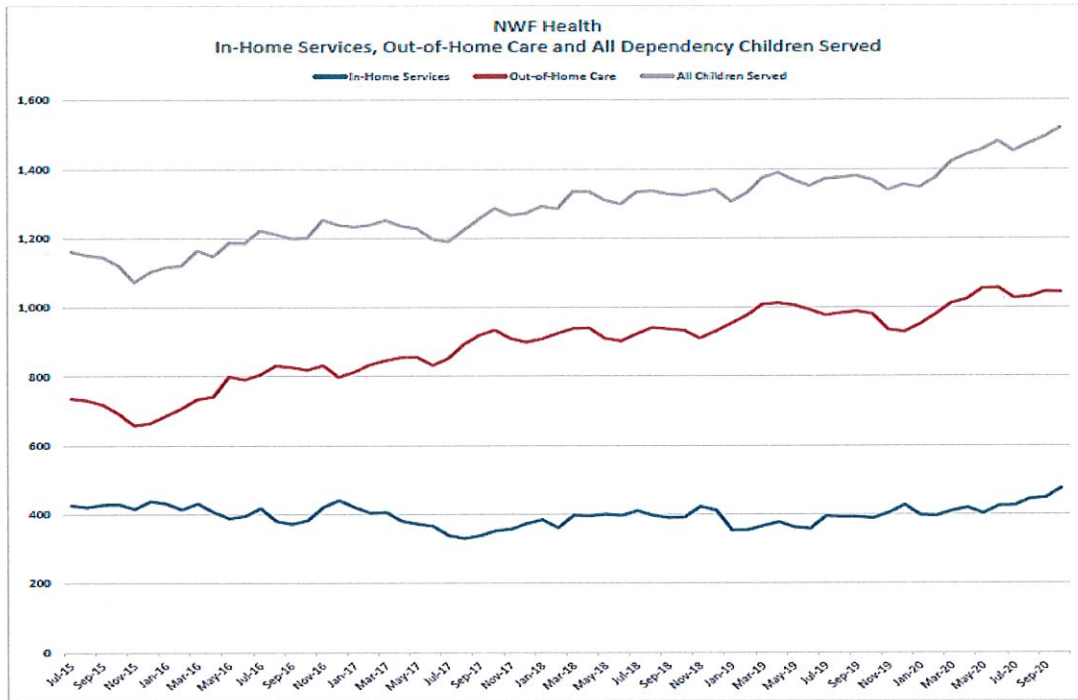
**Narrative – Question #4**

NWF Health Network (NWFHN) is seeking risk pool funding for the 2020-2021 Fiscal Year. Northwest Florida and NWFHN have faced a “perfect storm” which has created new challenges and exacerbated existing challenges beginning during the 2018-2019 Fiscal Year. On October 10, 2018, the landscape of the Florida Panhandle was forever changed. NWFHN and its sub providers were already having challenges in the Bay County (Circuit 14) area prior to the storm however these were impaired by this historic storm. As recovery continued two years later in early Spring 2020, the country began to grapple with a devastating and debilitating Pandemic which essentially shut down the economy. These two events have not only dramatically affected the Panhandle area of Florida but have put additional stressors on the Child Welfare System, both clients and the workforce.

NWFHN has had a steady increase in the number of children entering Out-of-Home Care in Circuits 2 & 14. The number of children in Out-of-Home Care has been a problem confronting NWFHN for a couple of years. Circuit 14 has seen a decrease of approximately two (2) children between July 2017 and July 2020. However, Circuit 2 has seen an increase of approximately 165 children over the same time span.

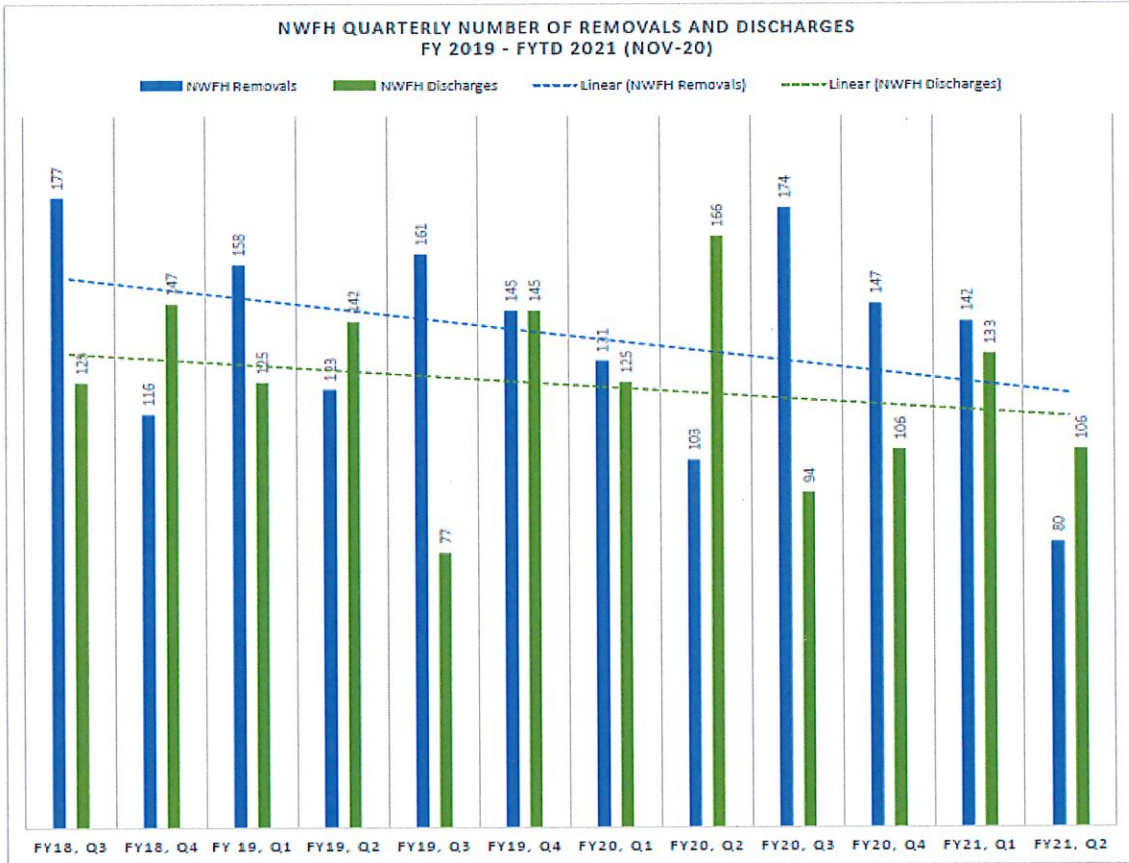


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To compound this challenge, children are exiting out-of-home care to permanent homes within twelve (12) months at a very low rate in comparison to performance target and state average. Similarly to Circuit 14, Circuit 2 has also had a low percentage of children exit out-of-home care to permanent homes within twelve (12) months. The obvious challenge here, which dovetails with

the increase in out-of-home care numbers, is NWFHN is having more children come in to care than are leaving care. This slowdown in exits and increase in entries is overwhelming the system. Additionally, this increase has strained the Case Management System by overwhelming the Case Managers with increased caseloads.



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Average Primary Caseload



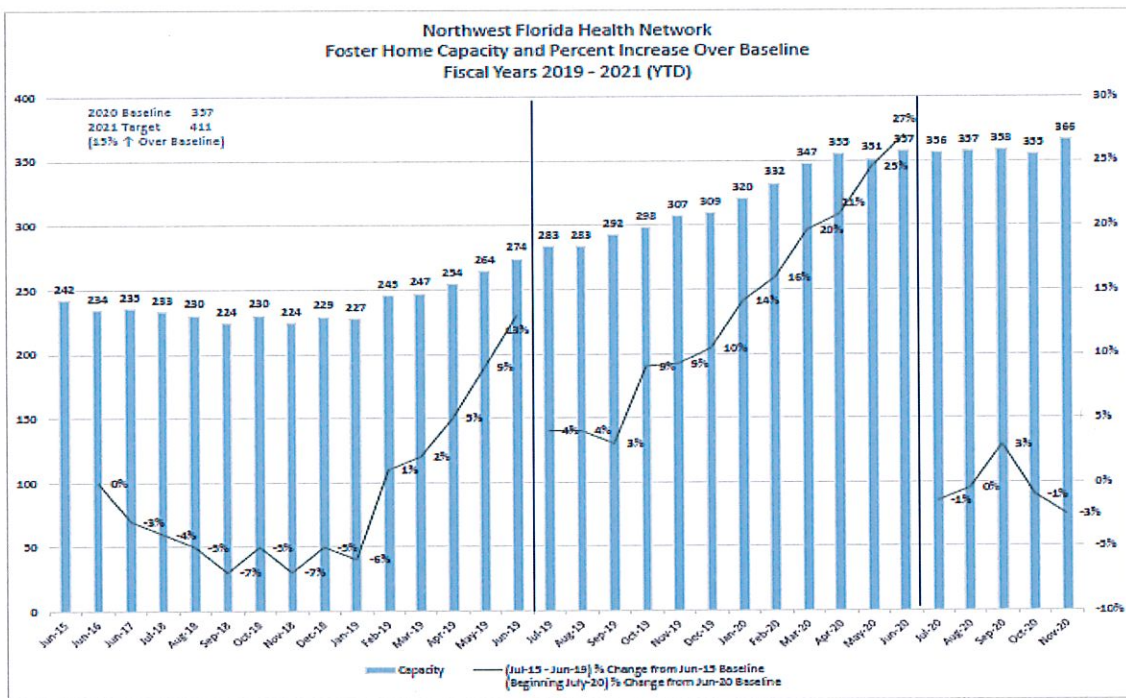
	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
— C02 Average Primary Caseload	15.9	17.3	17.9	19.4	18.2	19.4	19.4	18.7	20.2	19.2	24.0	24.0	21.7	16.4	14.9	20.1	18.1	19.5	20.0	18.9	15.9	15.6	15.9	17.4	19.2	20.3	25.6	25.4	21.7
— C14 Average Primary Caseload	18.9	19.5	16.7	18.1	20.1	19.6	20.1	20.9	18.5	18.5	23.1	23.1	22.4	14.0	14.5	13.5	11.6	12.8	13.5	14.2	12.8	18.1	14.2	14.4	14.1	13.9	14.3	15.8	15.6
..... NWFH Average Primary Caseload	17.5	18.5	17.2	18.6	19.2	19.5	19.8	19.8	19.2	18.8	23.5	23.5	22.1	15.0	14.7	16.2	14.2	15.6	16.4	16.3	14.2	16.6	15.0	15.8	16.5	16.8	19.2	20.1	18.4

Hurricane Michael severely damaged NWFHN’s buildings in Bay County and the surrounding areas. NWFHN’s Panama City location at Harrison Avenue was completely destroyed as was its Independence Village housing facility. Additionally, its Marianna, Chipley, and Quincy service centers sustained damage due to the storm. The buildings have been coming online over the past two years, with the Harrison Avenue location reopening the beginning of December 2020. The effects of Hurricane Michael are still being felt in the region, even two years post storm. A large number of homes and apartments in the area were destroyed which has since made housing for employees an issue. Bay County and the surrounding areas have a high percentage of individuals who rent for their primary residence, which is continuing to pose challenges of housing and recruiting potential employees. NWFHN increased the salaries for Case Managers in Bay County out of necessity in order to be able to recruit and retain skilled employees. Additionally, NWFHN terminated its contract with Children’s Home Society for Case Management in Bay County in order to stabilize the services and workforce. However, even with these increased salary rates necessary it put an additional strain on NWFHN’s budget.

On March 26, 2020, NWFHN made the difficult decision to close its office buildings and move to a telework environment. Many of its sub providers followed suit and moved its workforce to a remote working environment. This Pandemic has crippled the economy in the Panhandle of Florida which relies heavily on tourism and the service industry. Economic troubles are inextricably linked with a rise in domestic abuse, child abuse, mental health issues and drug misuse. This has put an additional stressor on an already fragile Child Welfare System of Care. Finally, NWFHN has incurred in excess of \$150,000 of additional expenses due to the COVID-19

Pandemic. NWFHN did apply for and receive Paycheck Protection Program (PPP) loans which will be utilized to offset some of the increased costs associated with the Pandemic.

The two events described above has also lead to challenges recruiting and retaining licensed foster homes. These foster homes are crucial to the Child Welfare System as it keeps children in a more traditional home setting, rather than a group home, and it comes at a much lower financial cost to the system. Both Hurricane Michael and the current Pandemic has really effected the number of available homes and beds for the children in care in the Panhandle. In October 2020, NWFHN, terminated its contract with Life Management Center for Foster Care Management and brought this function in-house with the intention of recruiting more foster homes, especially in the Bay County area. NWFHN has been successful in the recruitment and retention of homes in Circuit 2. We anticipate the same success in Circuit 14. Increased capacity of licensed foster homes will allow for a decrease in the need for group care. NWFHN started the fiscal year with over a 100 children and youth in group care. As of the writing of this application we are in the mid-80 range of children and youth in group care, which has resulted in a cost reduction. The decrease is due to a heightened focus on moving children to a family like setting and direct conversations with case management organizations bi-monthly led by leadership.



Throughout this challenging time NWFHN working with its sub providers has worked to tackle these challenges and strategize and implement tactics and systems to eliminate the deficits in both Circuits 2 and 14. NWFHN had planned to eliminate \$98,194 in costs at the beginning of Q2 by shifting the Early Childhood Court employees to the courts where the funding was placed by the legislature this fiscal year this did not happen and NWFHN is still incurring these costs. Another example of NWFHN absorbing an expense that should be held by another state agency is our Agency for Persons with Disabilities (APD) population. NWFHN has spent well over \$150,000 this year on youth who should be funded by APD. An analysis of our Purchase of Services expense found services that were Medicaid billable were not being billed to Medicaid



but to the NWFHN budget. Our team has a multi-phase plan to address with case management organizations, Medicaid providers, and our own agency. Additionally, NWFHN is projecting to pay in excess of \$90,000 in beds which go unfilled under our utilization agreements. This is a topic NWFHN is looking to address with our sub providers in the New Year. NWFHN has worked to reorganize itself to create efficiencies and streamline work processes and products. While the challenges facing NWFHN, its clients, workforce, and sub providers are daunting we are committed to working through this and plan to come out on the other end in a much stronger financial position.

While these challenges are formidable, NWFHN is tackling them head on with approaches and solutions which will lessen the financial strain on the system and improve services for our clients. NWFHN has worked closely with the Department of Children and Families Northwest Regional office on a Fiscal Viability Plan containing solutions for lessening the financial deficit our agency is facing. The dovetailing of Hurricane Michael, the COVID-19 Pandemic, and the increase of children in out of home care and the costs associated with this has caused NWFHN to realize a deficit and necessitated the need to apply for risk pool funding from the State of Florida and Department of Children and Families

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## 2019-2020 Risk Pool Report Recommendations

1. BBCBC should continue to request and accept the Department's assistance in the form of sending experienced employees and/or contractors to help with one or more areas of specific need which could help improve case manager stability, discharges to permanency, and the effectiveness of frontend services and reduce the number of children ages 6-12 in RGC.
  - NWFHN, as in the past, will continue to reach out to, and work with the Department to address issues that may arise. NWFHN has had, and continues to have, a great relationship and partnership with the Northwest Region. NWFHN meets with the Department on a weekly and monthly basis on various topics so the flow of information and transparency between the two parties is very strong.
2. Risk Pool funding provides a stopgap (non-recurring) resource intended to mitigate unanticipated changes in the number of clients and/or services needed for clients; it is not designed to annualize expenses. BBCBC should develop a plan to meet existing and trending client needs while reducing costs more in-line with their recurring core services funding allocation in anticipation of being financially viable by the end of the fiscal year.
  - NWFHN understands these funds are non-recurring, however, the two disasters we have faced in the past two years, Hurricane Michael and the COVID-19 Pandemic, have hampered our ability to aggressively and effectively implement and accomplish our goals in our Financial Viability Plan.
3. BBCBC should continue initiatives itemized in last year's Risk Pool Report.
  - NWFHN has reviewed the Final Risk Pool Reports and past initiatives and have developed and will continue to modify the Financial Viability Plan and utilize this document as our guide to attain a stronger financial footing.
4. BBCBC must focus on its corrective action plan for children exiting foster care to a permanent home within twelve months of entering care.
  - NWFHN has tried multiple strategies specific to increasing the number of children exiting foster care to a permanent home within twelve months of entering care. Recognizing the statewide struggles with permanency, current public health crisis and permanency being a system measure versus one specific to case management we have revamped our processes to help achieve better results. To truly get to permanency within twelve months engagement must start earlier. Engagement with families and expectations should begin sooner. This is one reason why we changed our case transfer process to an early engagement/rapid response process. Additionally, we are requiring ownership of permanency at the case management level versus at the lead agency level. Permanency staffings are now lead by case management leadership. The lead agency has established a Care Coordination team which focuses on timely permanency for children in licensed care. Each of these specific activities should lend to better permanency outcomes.
5. BBCBC should reduce their reliance on group care with an emphasis on reducing the number of children over the age of 5 in residential group care.
  - NWFHN consistently has no children in group care under the age of 5. Since July 1, 2020, there has been a reduction of children and youth in group care from 102 to present day mid-80. In the next month we anticipate an additional 10 children and youth to exit due to reunification, finalized ICPC placements, and added capacity within our licensed foster

- care placements. NWFHN has increased its efforts in recruiting and retaining Foster Homes in both Circuit 2 and 14. NWFHN has brought Foster Home Management in house as of October 2020 in an effort to bolster the available Foster Homes in Circuit 14. NWFHN has provided an intense focus on this population, and our high cost group care placements, via bi-monthly staffings of children and youth with case management, licensing staff, placement and adoptions leadership.
6. BBCBC should continue monthly, or more frequent, formal case reviews of all children placed in group care to identify children who could be moved to a less restrictive placement. Reviews should include placement and licensing staff to ensure newly licensed homes, with or without enhanced supports, are explored as safe placement options.
    - NWFHN conducts child specific staffings with case management, foster family supports and placement regarding children and youth in group care. Additionally, NWFHN has assigned Champions to 20 children and youth in group care settings as a neutral eye into determining if a less restrictive placement is plausible for the youth. In August 2020, bi-monthly staffings including case management, placement, licensing staff, and adoptions led by the NWFHN Chief Operating Officer were established to review child specific needs to achieve a less restrictive and more family like setting than a group home.
  7. BBCBC should collaborate with the department to increase utilization of diversion services as a safe alternative to removals.
    - NWFHN established an In Home unit in one of our highest removal counties in the Fall of 2019. Evaluation of this program and expansion across our network is being discussed. NWFHN began early engagement/rapid case assignment of case managers this fiscal year. Earlier engagement of case management should lend to better communication and movement in the initial phase of a case with a family. NWFHN is working with the department on a project to incorporate Integrated Practice Teams into our system of care. This would provide an avenue for investigators to utilize a specialized team to support a family prior to a removal.
  8. BBCBC should increase efforts to stabilize the workforce and reduce case manager turnover.
    - NWFHN has brought Case Management in house in Bay County in order to stabilize the work force and bolster the ability to recruit and retain skilled employees. Additionally, NWFHN has increased the salaries for these employees in order to reduce turnover in these positions. Finally, workforce turnover among NWFHN and within our provider network has stabilized over the last year.
  9. BBCBC must continue to work on their financial viability plan.
    - NWFHN has continued to work in collaboration with the Department on our Financial Viability Plan. We have made modifications were needed and presented a clearer picture of goals and projected cost savings.

## EXHIBIT B

Out-of-Home Care versus Financial Viability Plan

*See Attachment*

**EXHIBIT C**

Financial Viability Plan

*See Attachment*

**EXHIBIT D**

Level 1, ECC Costs, DCM Caseload

*See Attachment*

**EXHIBIT E**

Risk Pool Funding Deficit

*See Attachment*

**EXHIBIT F**

NWFHN Budget Projection Template FY20-21

*See Attachment*

**EXHIBIT G**

Recovery Grants Overview

*See Attachment*



EXHIBIT B

OOH vs FVP  
FYE 6/30/2021

	Fiscal Viability Plan				% OOH	Target		Ave Cost/Place ment/day	Estimated Client Count/Mth												Actual Jul-Oct Estimated Client Cost/Mth						Total							
	Q1	Q2	Q3	Q4		724	Amt		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	
	Q4								31	31	30	31	30	31	31	28	31	30	31	30	31	31	30	31	31	28		31	30	31	30	31		
<i>Counts in Level 1 Licensed Foster Homes</i>	125	145	160	175	0.17	125	683,431	15	125	125	125	145	145	145	160	160	160	175	175	175	53,395	36,490	38,539	42,390	65,250	67,425	74,400	67,200	74,400	78,750	81,375	78,750	758,364	
<i>Subtotal</i>	125	145	160	175	0.17	125	683,431		125	125	125	145	145	145	160	160	160	175	175	175	53,395	36,490	38,539	42,390	65,250	67,425	74,400	67,200	74,400	78,750	81,375	78,750	758,364	
<i>Counts in relative placements</i>	435	425	415	405	0.40	289	-	0	435	435	435	425	425	425	415	415	415	405	405	405	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Counts in non-relative placements</i>	113	108	103	98	0.10	70	-	0	113	113	113	108	108	108	103	103	103	98	98	98	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Counts in licensed family foster placements</i>	215	226	230	238	0.23	170	1,858,932	30	215	215	215	226	226	226	230	230	230	238	238	238	194,493	204,414	198,767	213,521	203,400	210,180	213,900	193,200	213,900	214,200	221,340	214,200	2,495,516	
<i>Counts in group placements</i>	102	97	72	62	0.06	44	2,453,583	152	102	102	102	97	97	97	72	72	72	62	62	62	473,149	503,141	491,562	490,042	442,320	457,064	339,264	306,432	339,264	282,720	292,144	282,720	4,699,823	
<i>Counts in residential treatment placements</i>	3	3	2	2	0.00	1	208,284	400	3	3	3	3	3	3	2	2	2	2	2	2	76,441	77,611	72,845	72,723	36,000	37,200	24,800	22,400	24,800	24,000	24,000	24,000	517,620	
<i>Counts in "other" placement types</i>	35	35	35	35	0.03	25	-	0	35	35	35	35	35	35	35	35	35	35	35	35	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Subtotal</i>	903	894	857	840	0.83	599	4,520,799		903	903	903	894	894	894	857	857	857	840	840	840	744,084	785,166	763,174	776,287	681,720	704,444	577,964	522,032	577,964	520,920	538,284	520,920	7,712,959	
<b>Total</b>	1028	1039	1017	1015	1.00																797,478	821,656	801,713	818,677	746,970	771,869	652,364	589,232	652,364	599,670	619,659	599,670	8,471,323	
Board Reduction Future Period w/o L1						(3,192,160)																												



CBC Financial Viability - Drivers to Impact  
Northwest Florida Health Network

	Quarter-End Projections (provided by CBC)				Min	Max	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Trend Last Six Months	Good direction	
	FY20-21 Q1	FY20-21 Q2	FY20-21 Q3	FY20-21 Q4																	
<b>1. Entries into care</b>																					
1.1) % served in-home (vs. out-of-home)					22%	30%	27.1%	26.9%	26.6%	26.5%	28.5%	29.9%	27.7%	26.9%	27.2%	27.5%	26.1%	26.3%		up	OCWDRU-Dashboard-Childr
1.2) Removal rate per 100 alleged victims					2.3	7.3	3.8	2.4	6.4	4.0	3.0	2.3	3.3	6.0	5.7	5.8	5.1	6.1		up	OCWDRU #1247
Counts of children in-home	386	391	396	400	258	396	364	361	358	354	373	396	364	361	378	389	372	378		up	OCWDRU-Dashboard-Childr
Counts of children out-of-home	1030	1041	1040	1043	852	1,060	977	983	988	980	935	929	950	979	1,011	1,023	1,056	1,060		down	OCWDRU-Dashboard-Childr
Total children in in- and out-of-home care (last day of month)	1416	1432	1436	1443	1,120	1,438	1,341	1,344	1,346	1,334	1,308	1,325	1,314	1,340	1,389	1,412	1,428	1,438			
(safety check) % not abused/neglected in-home	97%	97%	97%	97%	97%	100%		98.56%			98.56%			98.37%			98.45%			up	OCWDRU-Dashboard-CBC S
Counts abused/neglected in-home	1	1	1	1	1	14		7			7			9			8			down	OCWDRU #1111
Counts of alleged victims for investigations closed in the month					589	1,037	799	742	623	844	893	744	719	779	866	851	589	691			OCWDRU-Dashboard-Childr
Counts of removals of alleged victims for investigations closed in the month					17	65	30	18	40	34	27	17	24	47	49	49	30	42			OCWDRU-Dashboard-Childr
Counts of removals in the month					30	78	34	43	53	35	34	31	47	58	67	44	59	51			OCWDRU-Dashboard-Childr
<b>2. Cost of children in care</b>					Min	Max	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Trend	Good direction	
2.1) % out-of-home in relative or non-relative placements					50%	63%	58.0%	57.7%	57.5%	56.1%	56.5%	55.8%	55.6%	54.7%	53.6%	53.0%	50.9%	50.3%		up	OCWDRU-Dashboard-Childr
2.2) % out-of-home in group or residential treatment placements					9%	14%	10.6%	10.0%	9.1%	9.2%	9.5%	9.6%	9.7%	9.8%	9.8%	9.4%	9.8%	9.6%		down	OCWDRU-Dashboard-Childr
2.3) Average daily cost of group care																				down	CBC Financial Application (A)
2.4) Total licensed care monthly expenditures (foster + group)																				down	CBC Financial Application (A)
Counts in Level 1 Licensed Foster Homes	125	145	160	175	373	452	419	403	416	401	389	381	390	390	406	417	416	420			OCWDRU-Dashboard-Childr
Counts in relative placements	435	425	415	405	110	164	148	164	152	149	139	137	138	146	136	125	122	113			OCWDRU-Dashboard-Childr
Counts in non-relative placements	113	108	103	98	202	386	294	294	301	300	290	299	303	320	338	356	378	386			OCWDRU-Dashboard-Childr
Counts in licensed family foster placements (home/capacity)	215/371	226/390	230/397	238/411	83	116	98	95	88	88	87	83	87	91	95	91	98	97			OCWDRU-Dashboard-Childr
Counts in group placements (Red # indicates initial goal/indicates Q3 re-evaluation goals)	102	97	92/72	87/62	2	9	6	3	2	2	2	6	5	5	4	5	6	5			OCWDRU-Dashboard-Childr
Counts in residential treatment placements	3	3	3	2	12	50	12	24	29	40	28	23	27	27	32	29	36	39			OCWDRU-Dashboard-Childr
Counts in "other" placement types	35	35	35	35	852	1,060	977	983	988	980	935	929	950	979	1,011	1,023	1,056	1,060		down	OCWDRU-Dashboard-Childr
Total children in out-of-home (last day of month)	1030	1041	1040	1043																	
(Federal safety check) Rate of abuse per 100K days in ohc	4.49	4.49	4.49	4.49	4.49	9.50		6.00			4.52			4.49			4.49			down	OCWDRU-Dashboard-CBC S
Counts of verified out-of-home	16	16	16	16	16	32		21			16			16			16			down	OCWDRU #1108
<b>3. Exits from care</b>					Min	Max	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Trend	Good direction	
3.1) % of children who have been in out-of-home care greater than 18 months					0%	33%	29.2%	31.5%	33.4%	33.5%	31.5%	32.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		down	OCWDRU #1244
3.2) Discharge rate per 100 in OOHC					2.3	8.1	4.8	4.0	3.7	4.6	8.1	3.8	2.8	2.9	3.2	3.0	2.5	4.4		up	OCWDRU-Dashboard-Childr
Counts of discharges (by month) PENDING COVID-19 IMPACTS	40/month 120/quarter	40/month 120/quarter	40/month 120/quarter	40/month 120/quarter	23	76	47	39	37	45	76	35	27	28	32	31	26	47		up	OCWDRU-Dashboard-Childr
(safety check) % not abused within 6 months of termination of supervision	98.39%	98.39%	98.39%	98.39%	95%	100%		96.48%			98.39%									up	OCWDRU-Dashboard-CBC S
Count of children with a verified finding within 6 months of termination of supervision	2	2	2	2	0.00	7.00		5			2									down	OCWDRU #1117



## EXHIBIT D

Case Management  
 DCM Funding vs Case Load  
 FVP Target

	Client Counts				# DCM/20 Cases
	OOH	IH	Courtesy	Total	
7/1/2017	832	365	300	1497	75
7/1/2018	902	396	314	1612	81
7/1/2019	993	358	334	1685	85
7/1/2020	1056	424	292	1772	89
AVG		386	310		
FVP Target	724	386	310	1,420	71
			Current # DCM		80
			Reduction in DCM		(9)
			Rate/DCM		70,618
			Estitimated Savings		(635,562)

NWFHN  
 FYE 6/30/2021

Title	Allocation to L1
GAP Supervisor	100.0%
OOH Manager	16.7%
Kinship Specialist - GAP	100.0%
OOH Director	3.3%
Performance, Quality & Accreditation Manager	33.0%
Licensing Specialist - GAP - C14	100.0%
Licensing Specialist - GAP	100.0%
Licensing Specialist - GAP	100.0%
Licensing Specialist - GAP	100.0%
Kinship Specialist - GAP	100.0%
Attestation Specialist	100.0%
Admin Assistant - Intern	100.0%
Kinship Specialist - GAP	100.0%
Admin Assistant - Intern	100.0%
<b>Total FTE's</b>	<b>11.53</b>

Subtotal Personnel	585,317
Bkground screenings	10,000
Clothing	22,500
Support/Admin	61,782
<b>Total Costs</b>	<b>679,599</b>
<b>Allocation</b>	<b>444,772</b>
Variance	(234,827)

NWFHN  
FYE 6/30/2021

Title	Allocation to ECC
<b>Early Court Community Coordinator</b>	<b>100.0%</b>
<b>Early Court Community Coordinator</b>	<b>100.0%</b>
<b>Total FTE's</b>	<b>2.00</b>

<b>Subtotal Personnel</b>	128,230
<b>Support/Admin</b>	12,823
<b>Total Costs</b>	141,053



## EXHIBIT E

### Risk Pool Deficit Funding

	Savings
Out of Home Care	(3,192,160) Projections to FVP Target
DCM FTE	(635,562) Reduction in case loads per FVP Target
Early Childhood Court FTE's	(141,053) Funding Shift to Courts
Level 1 FTE Allocation deficit	(234,827) add'l resources need
Total	(4,203,603)





Total Expenses	3,911,853	3,842,881	3,835,198	3,957,316	1,813,111	3,837,028	3,710,340	3,554,320	3,623,472	3,570,289	3,593,267	3,629,243	42,878,319
DCF Financial Application	3,911,853	3,842,881	3,835,198	-	11,589,932	-	-	-	-	-	-	-	23,179,864
Confirm actuals agree with total reported to DCF	-	-	-	3,957,316	(9,776,821)	3,837,028	-	-	-	-	-	-	-

Section 2 is used to record the actual monthly expenditures incurred. These amounts should agree with the Monthly Actual Expenditure Reports filed with the Department.

**SECTION 3**

Gross Revenue	2,539,170	3,369,801	3,369,801	3,270,863	3,369,801	3,369,801	2,752,999	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	3,369,801	38,891,240
Expenses	3,911,853	3,842,881	3,835,198	3,957,316	1,813,111	3,837,028	3,710,340	3,554,320	3,623,472	3,570,289	3,593,267	3,629,243	42,878,319	
Net Income (loss)	(1,372,683)	(473,081)	(465,397)	(686,453)	1,556,689	(467,227)	(957,340)	(184,520)	(253,671)	(200,488)	(223,466)	(259,443)	(3,987,079)	

**To be completed by Office of CBC/ME Financial Accountability**

Does total revenue include current year and carry forward amounts?

MAS Revenue	
MAS Expenditures	10,798,861
Deficit/(Surplus)	10,798,860.77
MAS Deficit/(Surplus) Reported Above	(67,286.00)
Difference	10,866,146.77

Does the CBC account for the correct MAS Surplus or Deficit amount?

**Salaries and Wages**

Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments
July	580,299.69	1				Is your payroll on a cash or accrual basis?
August	555,339.48	1		(24,960.21)	-4%	
September	585,419.21	1		30,079.73	5%	
October	591,892.73	1		6,473.52	1%	If payroll is bi-weekly and cash basis, what months will include three payrolls?
November	(993,736.40)	1		(1,585,629.13)	-288%	
December	589,498.00	1		1,583,234.40	-159%	
Total - Actuals	1,908,712.71	6	318,118.78			
Projections						
January	589,498.00	1		-	0%	Comment on any significant monthly swings and/or anomalies:
February	589,498.00	1		-	0%	
March	589,498.00	1		-	0%	
April	589,498.00	1		-	0%	
May	589,498.00	1		-	0%	
June	589,498.00	1		-	0%	
Total Projected	3,536,988.00	6	589,498.00			
Total - Actual + Projected	5,445,700.71	12	453,808.39			

**Case Management**

Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments
July	534,348.60	1				Comment on any significant monthly swings and/or anomalies:
August	540,423.29	1		6,074.69	1%	
September	540,202.97	1		(220.32)	0%	
October	536,952.57	1		(3,250.40)	-1%	
November	524,249.89	1		(12,702.68)	-2%	
December	524,249.89	1		-	0%	
Total - Actuals	3,200,427.21	6	533,404.53			
Projections						
January	524,249.89	1		-	0%	Comment on any significant monthly swings and/or anomalies:
February	524,249.89	1		-	0%	
March	524,249.89	1		-	0%	
April	524,249.89	1		-	0%	
May	524,249.89	1		-	0%	
June	524,249.89	1		-	0%	
Total Projected	3,145,499.33	6	524,249.89			
Total - Actual + Projected	6,345,926.54	12	528,827.21			

**Residential Group Care**

Actuals	Expenditures	# Days	Avg. Cost	Avg. Diff. (\$)	Difference (%)	CBC Comments
July	473,148.97	31	15,262.87			Comment on any significant monthly swings and/or anomalies:
August	503,140.79	31	16,230.35	967.48	6%	
September	491,582.35	30	16,385.41	155.06	1%	
October	490,042.39	31	15,807.82	(577.59)	-4%	
November	316,652.08	30	10,555.07	(5,252.75)	-33%	
December	483,217.08	31	15,587.65	5,032.58	48%	
Total - Actuals	2,757,763.67	184	14,987.85			
Projections						
January	346,817.08	31	11,187.65	(4,400.00)	-28%	Comment on any significant monthly swings and/or anomalies:
February	309,857.08	28	11,066.32	(121.32)	-1%	
March	346,817.08	31	11,187.65	121.32	1%	
April	286,497.08	30	9,549.90	(1,637.75)	-15%	
May	297,217.08	31	9,587.65	37.75	0%	
June	286,497.08	30	9,549.90	(37.75)	0%	
Total Projected	1,873,702.50	181	10,351.95			
Total - Actual + Projected	4,631,466.17	365	12,688.95			



<b>To be completed by Office of CBC/ME Financial Accountability</b>	
Annual Clothing	
July-December Reported	106,063.64
July-December FSN	
Difference	106,063.64

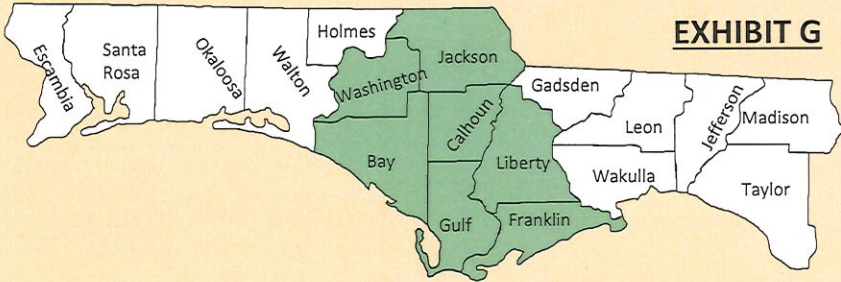
<b>Foster Care - Level I-V</b>							
Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments	
July	247,888.04	1				Comment on any significant monthly swings and/or anomalies:	
August	240,904.11	1		(6,983.93)	-3%		
September	237,306.11	1		(3,598.00)	-1%		
October	255,911.45	1		18,605.34	8%		
November	264,339.00	1		8,427.55	3%		
December	277,113.00	1		12,774.00	5%		
<b>Total - Actuals</b>	<b>1,523,461.71</b>	<b>6</b>	<b>253,910.29</b>				
<b>Projections</b>							
January	287,493.00	1		10,380.00	4%		
February	195,353.00	1		(92,140.00)	-32%		
March	213,900.00	1		18,547.00	9%		
April	214,200.00	1		300.00	0%		
May	221,340.00	1		7,140.00	3%		
June	214,200.00	1		(7,140.00)	-3%		
<b>Total Projected</b>	<b>1,346,486.00</b>	<b>6</b>	<b>224,414.33</b>				
<b>Total - Actual + Projected</b>	<b>2,869,947.71</b>	<b>12</b>	<b>239,162.31</b>				

<b>To be completed by Office of CBC/ME Financial Accountability</b>	
Annual Clothing	
July-December Reported	-
July-December FSN	
Difference	-

<b>All Expenses</b>							
Actuals	Expenditures	# Months	Avg. Cost	Difference (\$)	Difference (%)	CBC Comments	
July	3,807,052.62	1				Comment on any significant monthly swings and/or anomalies, other than what is noted above:	
August	3,842,881.47	1		35,828.85	1%		
September	3,834,997.89	1		(7,883.58)	0%		
October	3,957,616.21	1			0%		
November	1,812,429.54	1			0%		
December	3,836,346.14	1			0%		
<b>Total - Actuals</b>	<b>21,091,323.87</b>	<b>6</b>	<b>3,515,220.65</b>				
<b>Projections</b>							
January	3,709,657.71	1		(126,688.44)	-3%		
February	3,553,638.65	1		(156,019.05)	-4%		
March	3,622,789.88	1		69,151.23	2%		
April	3,569,607.28	1		(53,182.60)	-1%		
May	3,592,585.20	1		22,977.92	1%		
June	3,628,561.55	1		35,976.34	1%		
<b>Total Projected</b>	<b>21,676,840.28</b>	<b>6</b>	<b>3,612,806.71</b>				
<b>Total - Actual + Projected</b>	<b>42,768,164.15</b>	<b>12</b>	<b>3,564,013.68</b>				

## Hurricane Michael – Recovery Grant

### EXHIBIT G

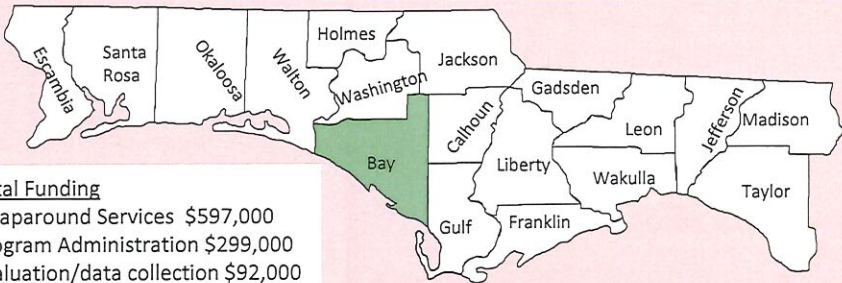


- \$5.7 M – SAMHSA (federally) funded through DCF
- 12 month target timeline
- Target children and adults in counties impacted by Hurricane Michael
- Awarded October 2020
- NWFHN Grant Coordinator is Jade Hatcher

### Funding

Outpatient/Residential Services	\$1,196,000	Parent Child Interactive Therapy	\$763,060	Additional Trainings	\$30,000
School based Behavioral Health Navigators	\$1,895,000	Family Functioning Therapy	\$763,060	Program administration	\$294,015
Continue Kiosk Licenses up to 5 years	\$378,000	Comprehensive Needs Assessment	\$200,000	Program evaluation/data collection	\$250,000

## Project RISE– Recovery Grant

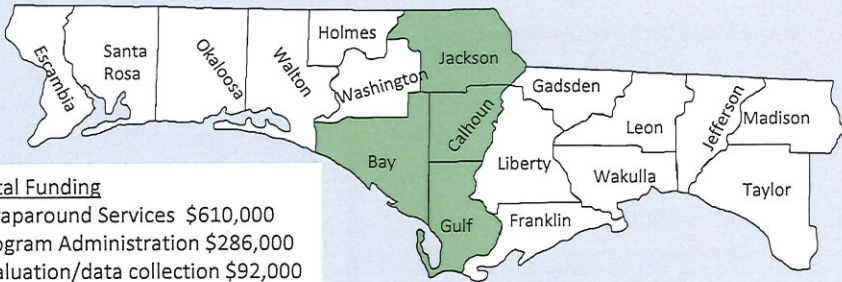


**Total Funding**

Wraparound Services	\$597,000
Program Administration	\$299,000
Evaluation/data collection	\$92,000
Training/TA	\$12,000

- \$1 M – SAMHSA (federally) funded directly to NWFHN
- 18 month target timeline
- Targets adults and families involved in the child welfare system from Bay County who were impacted by Hurricane Michael
- Primary service is High Fidelity Wraparound
- Awarded April 2020
- NWFHN Grant Coordinator is Katie Zimpfer

## Project THRIVE– Recovery Grant



**Total Funding**

Wraparound Services	\$610,000
Program Administration	\$286,000
Evaluation/data collection	\$92,000
Training/TA	\$12,000

- \$1 M – SAMHSA (federally) funded directly to NWFHN
- 18 month target timeline
- Targets children in crisis from Bay, Gulf, Calhoun, and Jackson counties who were impacted by Hurricane Michael
- Primary service is High Fidelity Wraparound
- Awarded April 2020
- NWFHN Grant Coordinator is Kecia Crawford