FY 17/18

Big Bend Community Based Care

Analysis of Annual Performance & Practice Quality

In FY 17/18, BBCBC assessed, tracked and analyzed data relating to contract performance measures, CBC Scorecard measures, system utilization, practice management, subcontractor programmatic practice, and case practice quality. This report analyzes this data with a focus on their impact on child safety, permanency and well-being.

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Performance, Quality & Accreditation Manager
August 2018

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I. INTRODUCTION

Capacity for Quality Assurance and Continuous Quality Improvement

Performance and Continuous Quality Improvement are considered responsibilities of all BBCBC staff. Key staffs and their roles include:

A. Performance, Quality and Accreditation Manager

The responsibility for BBCBC's Quality Management (QM) and Child Welfare (CW) PQI efforts resides with the Performance, Quality and Accreditation Manager (PQA). The PQA Manager is a Master's level professional with 29 years' experience in child welfare, public health and education program development and evaluation, strategic planning, qualitative and quantitative analysis and quality assurance. The incumbent PQA Manager is a certified:

- Florida Sterling Examiner (Florida's State level *Baldrige Performance Excellence Program)*
- Six Sigma Black Belt (data analysis)
- Quality Assurance Reviewer and Quality Assurance Reviewer for the Florida DCF's State Continuous Quality Improvement program
- Certified Reviewer, Site Leader and Tier I Quality Assurance Reviewer for Florida's *Federal Child and Family Services Review (CFSR)* program

The PQA Manager supervises a staff of three professional and Master's level CW Quality Assurance Specialists (QAS) dedicated to performance, quality assurance and quality improvement activities. (One CW Data Specialist (CWDS) position has recently been shifted to the agency's CW Data Unit (please see below)). BBCBC's CW QASs have more than 100 years of professional experience in child welfare services, including case management, supervision and training; foster home licensing, foster parent training, Independent Living, investigations, and adoptions. All QASs are certified:

- Child Welfare Professionals (The Florida Certification Board)
- Six Sigma Green Belts (data analysis)
- Quality Assurance Reviewers for the Florida DCF's State Continuous Quality Improvement program
- Reviewers for *Florida's Federal Child and Family Services Review (CFSR)* program

B. ME Operations Manager

The responsibility for BBCBC's SAMH-related PQI efforts resides with the ME Operations Manager (ME OM). The ME OM is a Master's level professional with over 19 years of experience in child welfare, data management, budgeting, and behavioral health services and is Six Sigma/Black Belt certified. The ME OM supervises a staff of thirteen professionals, including BBCBC's:

- ME QAS - a Master's Level professional with over 15 years of experience in SAMH, public health, training, consultation, strategic planning, and qualitative and quantitative research and data analysis and is Six Sigma/Black Belt certified.
- SAMH Data Administrator - a Master's level professional with over 17 years of experience in social work, behavioral health, and child welfare services and is Six Sigma/Black Belt certified.
- ME Contract Manager – a Master's level professional with over 25 years of experience in program and contract management.

C. BBCBC Operations Managers, ME Network Coordinators and Specialists Staff

Operations Managers and ME Network Coordinators play a key role in PQI activities working directly with the agency's Provider Network to improve service quality and performance with front-line staff addressing any concerns or complaints from stakeholders.

D. Data Units

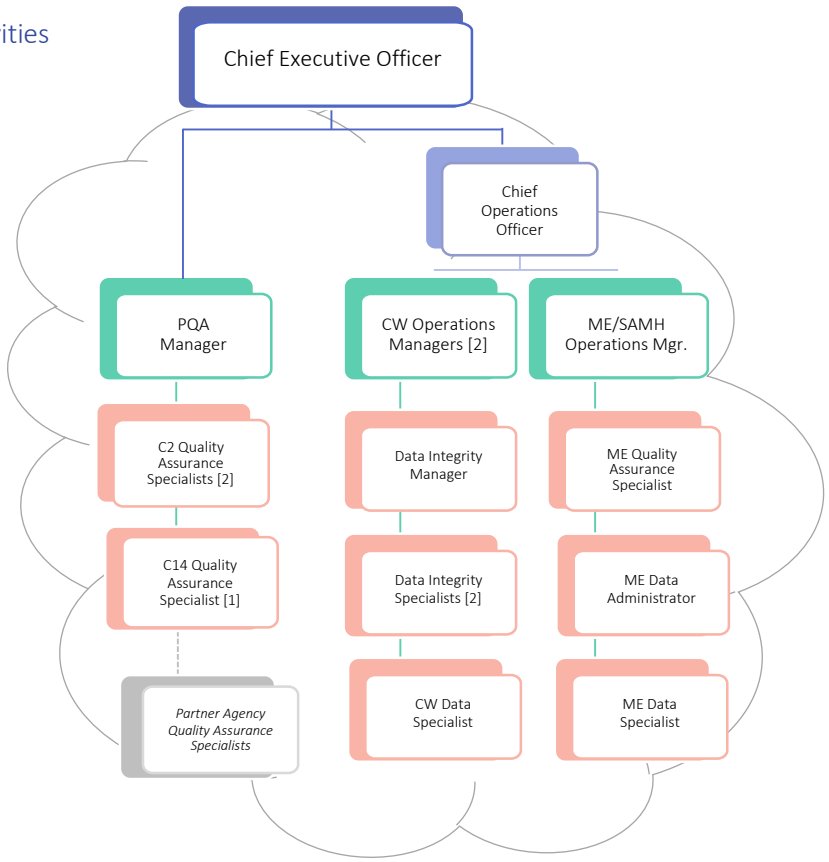
BBCBC's Data Units are established within the agency's Operations hierarchy to address CW and ME data. The units focus on data integrity, management, and reporting related to performance and management practices. Data unit staffs have extensive experience in CW and ME (behavioral health) services, data systems and data analysis, including Six Sigma certifications up to and including Black Belt certification.

E. Network Partner agency Quality Staff

Network partner agency agencies also have staff assigned to QA/CQI activities for their programs. Some are positions specifically dedicated to QA/CQI, while others have responsibility for QA/CQI activities as part of operational leadership roles. These staff implements partner agencies' internal quality assurance plans, review and analyze performance and practice data, complete their agency's internal quality assurance/peer review assessments, and develop and implement quality assurance activities. See Figure 1 on the next page for staffing structure.

Figure 1. Key Agency Staff Involved in CQI Activities

Big Bend Community Based Care
Performance & Quality Improvement Structure



Legend

CW	Child Welfare – Judicial Circuits 2 & 14
PQA	Performance, Quality & Accreditation
C2	Judicial Circuit 2 – Franklin, Gadsden, Jefferson, Leon, Liberty & Wakulla Counties
C14	Judicial Circuit 14 – Bay, Calhoun, Gulf, Holmes, Jackson & Washington Counties

Quantitative & Qualitative Measures

BBCBC key indicators related to system utilization and performance, practice management, process indicators and outcome indicators. BBCBC collaborates with the Department's Headquarters and Region staff, the Florida Coalition for Children, Florida's other CBCs and our partner agencies to collect, analyze and disseminate data on an ongoing basis. This collaboration in reporting and analyzing data is a key part of strategic and performance improvement planning for the Network.

Lead Agency and subcontract-level data is submitted to all appropriate State oversight units as required, are disseminated throughout the Network and posted to the agency website. BBCBC's Community Report Card and Performance Reports are key tools used to share performance information with our communities and stakeholders.

A. Utilization Indicators

System of Care utilization and any associated risk-related data is reviewed monthly by BBCBC's CEO, COO, CFO and Directors and includes such topics as budget forecasts, system in-home, out-of-home and intervention services utilization data and costs.

Each Community Report Card includes the following utilization data for the most recent three months:

1. The number of abuse reports received by DCF
2. The number of children sheltered by DCF
3. The number of children receiving In-Home services
4. The number of children receiving Out-of-Home services
5. The number of children in foster homes
6. The number of children available for adoption
7. The total number of Dependent children receiving services
8. The number of children served through prevention, intervention, diversion or substance abuse programs
9. The total number of children receiving services

B. Practice Management Indicators

Practice management indicators are also reviewed monthly by BBCBC's CEO, COO, CFO and Directors. Indicators included on the Community Report Card include:

1. The number of foster homes within BBCBC's System of Care
2. The number of adoptions finalized
3. The number of children missing
4. The number of child deaths due to abuse or neglect
5. The percentage of Supervisory Reviews completed every 60 days
6. The turnover percentage for case manager positions
7. The turnover percentage for case manager supervisor positions
8. The percentage of Home Visits completed every 30-days
9. The primary caseload ratio for active Network case managers
10. The full caseload ratio (primary and out-of-county supervision) for active case managers
11. The rate children in care longer than 12 months (per 1,000 children in the community).

C. Outcome Indicators

Nine of the State's twelve Community Based Care Scorecard measures have been incorporated as FY 17/18 Child Welfare contract performance measures. These measures are based upon Federal performance indicators and state priorities related to Florida's community-based approach to child welfare services. Contract/Scorecard Measure results are published quarterly on the Department's *Child Welfare Performance Dashboard* website. Results are depicted for each measure as Green for scores that meet or exceed the set target, Red for scores that fall below a set minimum level, or Yellow for performance scores that fall between the Green and Red parameter. Contract and scorecard measures for FY 17/18 are identified in Figure 2.

Figure 2. Contract and Scorecard Measures for FY 17/18

CONTRACT	SCORECARD	MEASURE	CFSR	GOAL DIRECTION	TARGET
1	1	Rate of abuse per 100,000 days in foster care (Federal Measure)	Safety	↓	8.04
	2	Percent of children who are not neglected or abused during in-home services	Safety	↑	95%
	3	Percent of children who are not neglected or abused after receiving services	Safety	↑	95%
3	4	Percent of children under supervision who are seen every 30 days	Safety	↑	99.50%
2		Number of children with finalized adoptions between July 1, 2015 and June 30, 2016.	Permanency	↑	125
4	5	Percent of children exiting foster care to a permanent home within 12 months of entering care (Federal Measure)	Permanency	↑	40.40%
	6	Percent of children achieving permanency in 12 months for children in foster care 12 to 23 months (Federal Measure)	Permanency	↑	43.60%
5	7	Percent of children who do not reenter foster care within 12 months of moving to a permanent home (Federal Measure)	Permanency	↑	91.70%
6	8	Children's placement moves per 1,000 days in foster care (Federal Measure)	Well-Being	↓	4.12
7	9	Percent of children in out-of-home care who have received medical services in the last 12 months	Well-Being	↑	95.00%
8	10	Percent of children in out-of-home care who have received dental services in the last 7 months	Well-Being	↑	95.00%
9	11	Percent of young adults in foster care at age 18 who have completed or are enrolled in secondary education, vocational training, and/or adult education	Well-Being	↑	80.00%
	12	Percent of sibling groups where all siblings are placed together	Well-Being	↑	65.00%

BBCBC addresses performance on these measures at the Network, Circuit and partner agency level. In turn, partner agencies address the measures at the unit and case manager levels. Performance outcome reports and data are shared with BBCBC's Management Team, subcontracted providers, partner agencies and stakeholders electronically, via the agency website and at a variety of meetings and CQI activities.

D. Quality Practice Indicators

BBCBC conducts ongoing quality reviews of child welfare practice related to safety, permanency, and child well-being as required by the Department's Windows into Practice guidance for the fiscal

year. Quality reviews are completed utilizing the federal Child & Family Services Review (CFSR) instrument, and sampling, review guidance and quality assurance oversight are completed as required by Florida's CFSR Performance Improvement Plan (PIP). Identified opportunities for improvement are incorporated as goals on agency and subcontractor continuous quality improvement plans. All CFSR practice Items and Sub-Items are assessed and monitored. Specific items incorporated into CQI activities and related to Florida's PIP include in Figure 3. (See Attachment 1 for BBCBC's portion of the NW Region's Performance Improvement Plan (PIP).

Figure 3. CFSR PIP Indicators, Baseline and Targets

CFSR Items	Item Description	Z value for 80% Confidence Level	Number of applicable cases	Number of cases rated a Strength	PIP Baseline	Baseline Sampling Error	PIP Goal
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment (Case Review)	1.28	47	43	91.5%	0.05209876	96.70%
Item 2	Services to Family to Protect Children in the Home and Prevent Removal or Re-Entry Into Foster Care	1.28	34	26	76.5%	0.09311578	85.80%
Item 3	Risk and Safety Assessment and Management	1.28	80	57	71.3%	0.06477036	77.70%
Item 4	Stability of Foster Care Placement	1.28	55	45	81.8%	0.06656902	88.50%
Item 5	Permanency Goal for Child	1.28	55	41	74.5%	0.07518339	82.10%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	1.28	55	37	67.3%	0.08098471	75.40%
Item 12	Needs and Services of Child, Parents, and Foster Parents	1.28	80	41	51.3%	0.07153181	58.40%
Item 13	Child and Family Involvement in Case Planning	1.28	77	49	63.6%	0.07016991	70.70%
Item 14	Caseworker Visits With Child	1.28	80	58	72.5%	0.06389992	78.90%
Item 15	Caseworker Visits With Parents	1.28	69	30	43.5%	0.07638873	51.10%

E. Safety Indicators for Young Children

BBCBC conducts ongoing quality reviews of child welfare practice related to safety for young children as required by the Department's Windows into Practice guidance for the fiscal year. Quality reviews are completed utilizing Florida's Rapid Safety Feedback (RSF) Tool. Sampling, review guidance and quality assurance oversight are implemented for children between birth and 4 years of age who were receiving in-home services. All cases with any concern related to a safety question are reviewed in consultation with the case manager and Supervisor assigned to the case, assigned follow-up tasks as necessary and are tracked to completion. Formal *Requests for Action (RFAs)* are assigned for any case identified with an immediate safety concern not ameliorated by the case consultation. Safety indicators addressed in RSF reviews are included in Figure 4.

Figure 4. Rapid Safety Feedback Measures

Rapid Safety Feedback Reviews
1.1 Is the most recent family assessment sufficient?
1.2 Is the most recent family assessment completed timely?
2.1 Is the quality of visits between the case manager and the child sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?
2.2 Is the frequency of visits between the case manager and the child sufficient to ensure child safety and evaluate progress toward case plan outcomes?
2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?
2.4 Is the frequency of the visits between the case manager and the child's mother sufficient to ensure child safety and evaluate progress toward case plan outcomes?
2.5 Is the quality of the visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?
2.6 Is the frequency of the visits between the case manager and the child's father sufficient to ensure child safety and evaluate progress toward case plan outcomes?
3.1 Are background checks and home assessments completed when needed?
3.2 Is the information assessed and used to address potential danger threats?
4.1 Is the safety plan sufficient?
4.2 Is the safety plan actively monitored to ensure that it is working effectively to protect the child from identified danger threats?
5.1 Is the supervisor regularly consulting with the case manager?
5.2 Is the supervisor ensuring recommended actions are followed up on?

II. Performance Improvement System

A. Mission

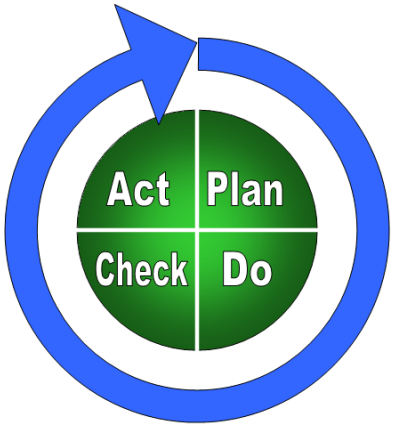
The Mission of Big Bend Community Based Care (BBCBC) is to provide the highest quality child welfare, substance abuse and mental health services for children, adults and their families within their communities through a managed network of accredited providers.

B. Role as a Network Manager

As a Network Management Agency, Big Bend's role within the social services system is distinct from that of a service provider. BBCBC provides system-wide operational leadership and professional development, assures quality, compliance and fiscal accountability, and performs administrative functions that link innumerable services throughout our System of Care. These unique functions require a management approach that is specific to the agency's role and function.

C. Continuous Quality Improvement (CQI)

1. Process



BBCBC's Quality Management System is designed on Deming's *Plan–Do–Check–Act* model of Continuous Quality Improvement (CQI).

Plan The process of defining and planning a System of Care – its programs, processes, evaluation and remediation – in a manner best suited to meet the needs of the clients to be served. *(Agency Strategic, Operational, Quality Management and Risk Prevention plans)*

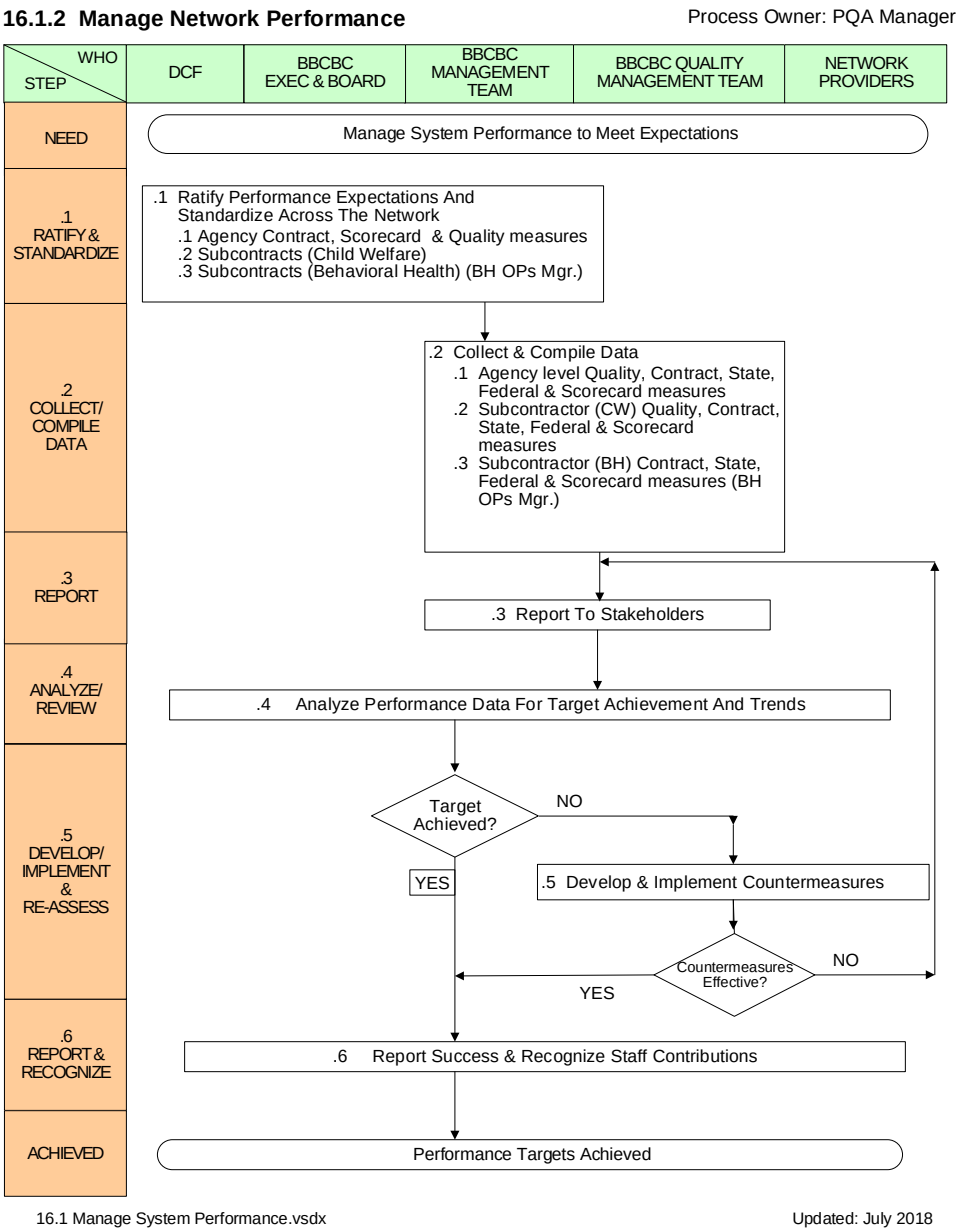
Do The process of implementing the planned System of Care throughout the service network. *(The provision of services through subcontracted providers and partners)*

Check The process of systematically monitoring services, collecting data, obtaining feedback, analyzing findings and identifying trends, strengths and opportunities for improvement. *(The system-wide review and analysis of service indicators and outcomes)*

Act The process of implementing performance improvement activities to overcome barriers to quality services and remedy deficiencies. This also involves follow-up to assess the effectiveness of the performance improvement activities implemented. If found to be ineffective, or if more improvement is needed or desired, the cycle continues to the *Plan* phase again and the process repeats. *(Implementing changes to address deficits)*

Big Bend Community Based Care's performance management process is depicted below in Figure 5.

Figure 5. Child Welfare Performance Process



BCBC selects data and information for managing performance by using measures identified by federal, state, contractual, and organizational guidelines, evidence-based practices and effective approaches. The data and information aligns with the agency's vision and mission, strategic objectives, contract(s) deliverables. Data and information are collected from a variety of sources to capture utilization, performance, quality and outcome indicators. The data and

information is collected through online data warehouses managed by DCF or a key vendor, or from internal department and partner resources that create and manage the information.

Data Analysts, the Data Unit, and individual departments generate reports (daily, weekly and monthly) and integrate these into the day-to-day work processes and functions to make key decisions for the organization. These reports allow for fact-based review, identification of root causes and a proactive approach to implement timely solutions. In addition, this data helps to identify areas of focus for short and long term goals in the annual Strategic Plan. These data are distributed throughout the organization and the subcontracted providers.

"Transfer" of information is the preferred method for disseminating information as it allows all areas within the system of care to contribute to the overall quality of programs. Transfer is a bi-directional, focused and purposeful communication method whereas sharing is less-focused and typically unidirectional. Transferring information supports timely decision-making and continuous improvement.

BBCBC compares monthly and annual performance for quantitative, quality, and financial data for of all contracted providers. Monthly and quarterly management meetings are held to discuss issues, i.e. over-spending, poor outcomes, wait lists, staff vacancies, caseloads, etc. and determine a course of action. Providers are included in discussions of identified areas of concern. This data is also used to determine whether contracts will be continued, amended, or terminated. For complex problems that data and information has identified as having opportunities for improvement, BBCBC uses Six Sigma and QIC Story data analysis processes to identify the root causes and develop solutions.

Child and Family Service Reviews are completed quarterly to ensure organizational performance and capabilities. Results of these reviews are provided to DCF and our subcontractors. Financial and programmatic data is analyzed monthly by management to evaluate utilization of funds, cost per child, program effectiveness and client outcomes. Monthly review ensures the ability to react quickly to changing organizational needs and financial reallocations to maximize resource and capacity utilization.

D. Performance Trend Graphics

Figure 6: Utilization Data

Programs for Dependent Children*	30-Jun-13			30-Jun-14			30-Jun-15			30-Jun-16			30-Jun-17			30-Jun-18		
	C2	C14	ALL	C2	C14	ALL	C2	C14	ALL	C2	C14	ALL	C2	C14	ALL	C2	C14	ALL
Abuse Reports received by DCF	297	338	635	310	326	636	379	344	723	370	389	759	315	317	632	300	321	621
Children Sheltered by DCF	10	23	33	12	16	28	30	40	70	6	33	39	4	22	26	24	20	44
Children Currently Receiving in Home Services	267	321	588	190	215	405	154	207	361	105	217	322	119	171	290	140	178	318
Children Receiving Out of Home Services	190	472	662	235	477	712	278	433	711	286	514	800	318	549	867	346	571	917
Young Adults Receiving Services	71	32	103	71	34	105	64	33	97	49	27	76	49	26	75	44	28	72
Dependent Children Currently Receiving Services	528	825	1,353	496	726	1,222	489	669	1,158	440	758	1,198	437	720	1,157	486	749	1,235
Programs for At-Risk Children																		
Children served through prevention, intervention, diversion or substance abuse programs	244	208	452	296	156	452	265	215	480	149	143	292	273	174	447	294	148	442
All Children Served																		
Children receiving In-Home, Out-of-Home and Family Preservation/ Prevention Program services	772	1,033	1,805	792	882	1,674	754	884	1,638	589	901	1,490	759	920	1,679	824	925	1,749

Figure 7: Selected Practice Management Data

Big Bend Community Based Care
Network F.S. 409.988 Reporting

June 2018

Employment Statistics for Case Managers — June 2018

		Case Managers					Turnover			
CMO	Month	Number on the 1st	New Hires	Number of Terminations	Number on last day of the month	Net Change	Monthly	Calendar Year-to-Date	Fiscal Year-to-Date	Rolling Year (12-Month)
CHS East	Jun-18	27	1	0	28	1	0.0%	14.8%	56.0%	56.0%
CHSE Adoptions	Jun-18	7	0	0	7	0	0.0%	0.0%	0.0%	0.0%
DISC	Jun-18	6	0	0	6	0	0.0%	28.6%	92.3%	92.3%
Anchorage	Jun-18	16	0	0	16	0	0.0%	0.0%	6.7%	6.7%
CHS West	Jun-18	29	0	5	24	-5	18.9%	47.1%	82.4%	82.4%
LMC Adoptions	Jun-18	7	2	2	7	0	28.6%	53.3%	62.5%	62.5%
BBCBC	Jun-18	92	3	7	88	-4	7.8%	24.4%	54.0%	54.0%

Employment Statistics for Case Manager Supervisors — June 2018

		Case Manager Supervisors								
CMO	Month	Number on the 1st	New Hires	Number of Terminations	Number on last day of the month	Net Change	Monthly	Calendar Year-to-Date	Fiscal Year-to-Date	Rolling Year (12-Month)
CHS East	Jun-18	4	0	0	4	0	0.0%	22.2%	22.2%	25.0%
CHSE Adoptions	Jun-18	1	0	1	0	-1	200.0%	200.0%	200.0%	200.0%
DISC	Jun-18	3	0	0	3	0	0.0%	33.3%	33.3%	33.3%
Anchorage	Jun-18	4	0	0	4	0	0.0%	0.0%	0.0%	28.6%
CHS West	Jun-18	4	0	0	4	0	0.0%	0.0%	0.0%	25.0%
LMC Adoptions	Jun-18	1	0	0	1	0	0.0%	0.0%	0.0%	0.0%
BBCBC	Jun-18	17	0	1	16	-1	6.1%	17.6%	18.2%	18.2%

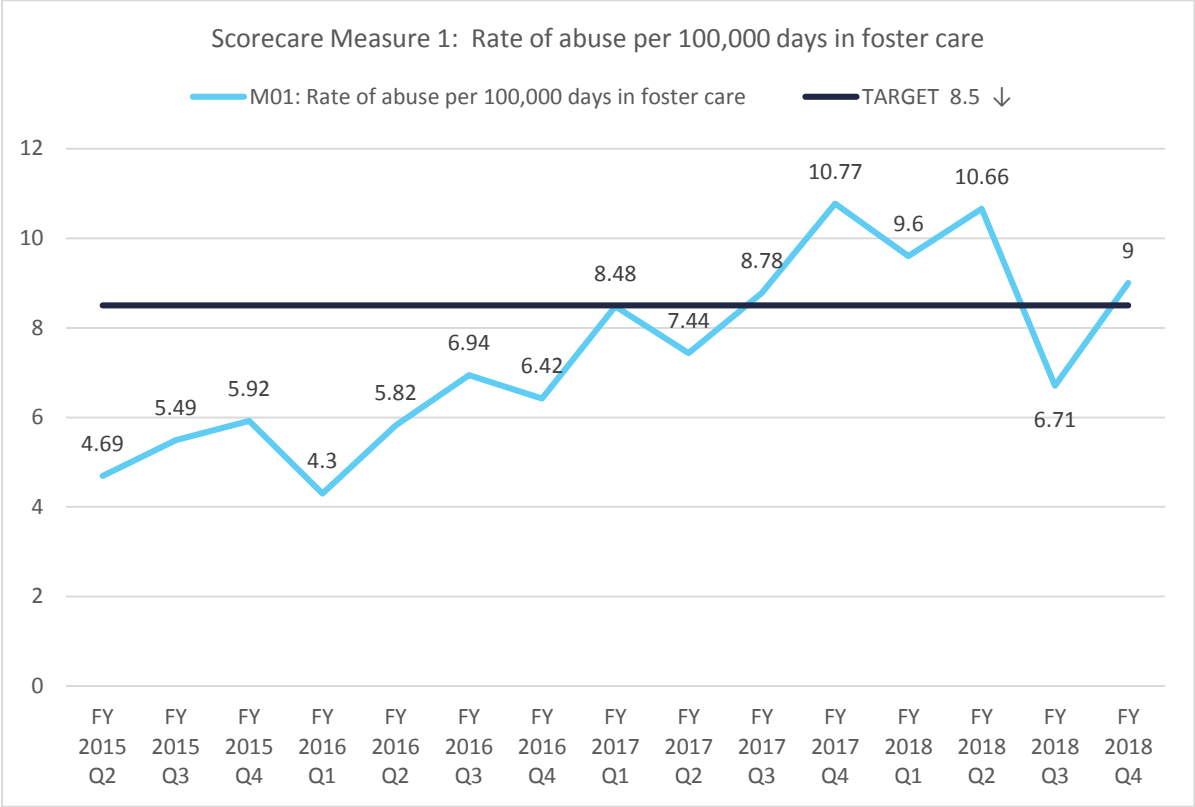
Caseload Averages — June 2018

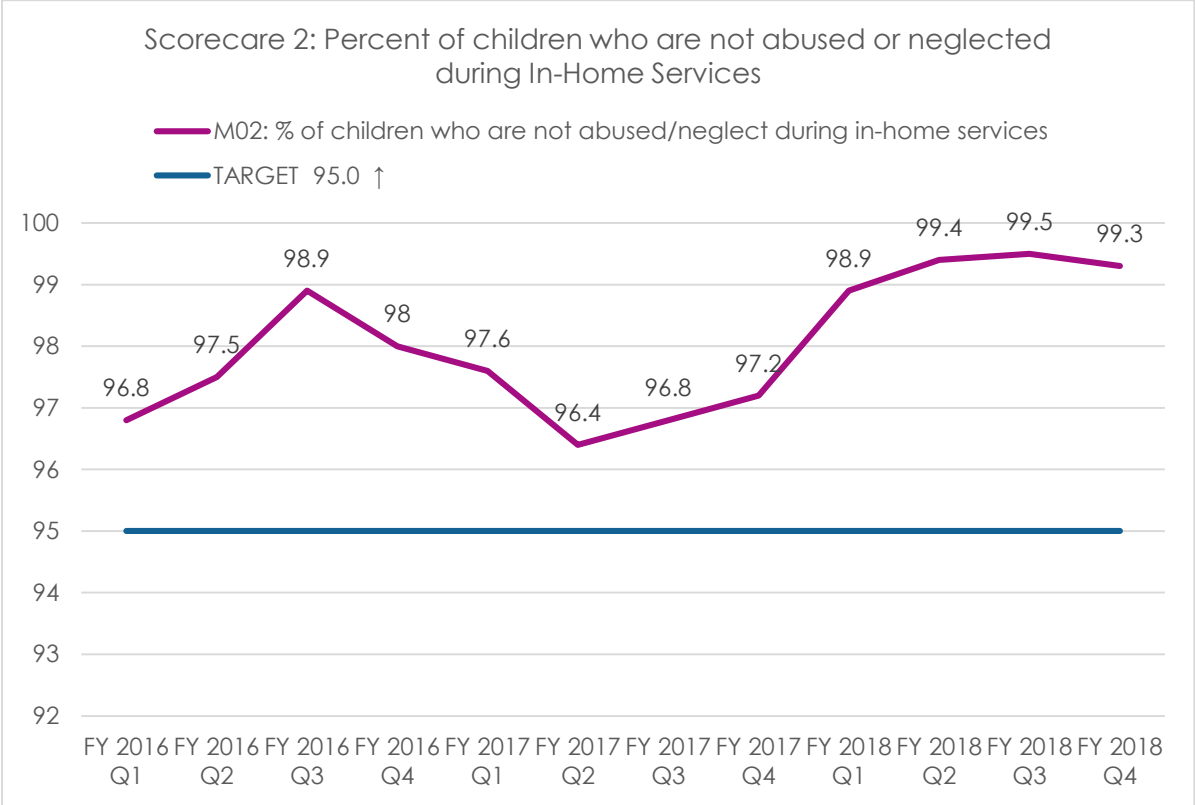
	Case Managers				Children			409.988 Caseload		Report Card Caseload	
CMO/ Agency	# Taking Cases	# Hired & in Training	# Vacancies	Total # of FTE's	# of Children assigned for Primary Supervision	# of Children assigned for Out-of-County Supervision	Total Children	Primary Children per Filled[1] position	All Children per Filled[1] position	Primary Children per Active[2] position	Total Children per Active[2] position
CHS East	25	3	0	28	362	139	501	12.9	17.9	14.5	20.0
DISC	6	0	2	8	103	27	130	12.9	16.3	17.2	21.7
BBCBC East	31	3	2	36	465	166	631	12.9	17.5	15.0	20.4
Anchorage	15	0	0	15	225	109	334	15.0	22.3	15.0	22.3
CHS West	21	0	10	31	438	23	461	14.1	14.9	20.9	22.0
BBCBC West	36	0	10	46	663	132	795	14.4	17.3	18.4	22.1
BBCBC	67	3	12	82	1128	298	1426	13.8	17.4	16.8	21.3

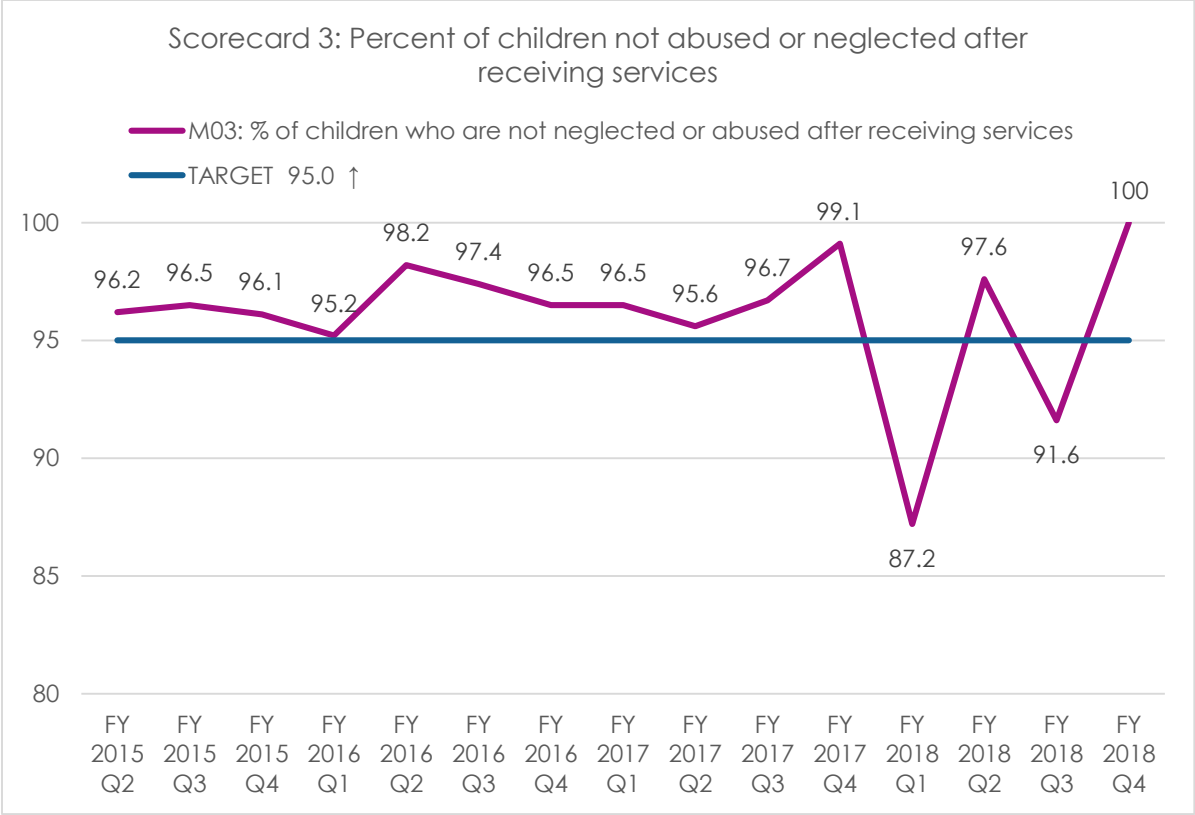
[1] *Filled* Case Management Positions includes all case managers assigned active cases, trainees (who are not allowed assigned cases), and case managers on extended medical or family leave.

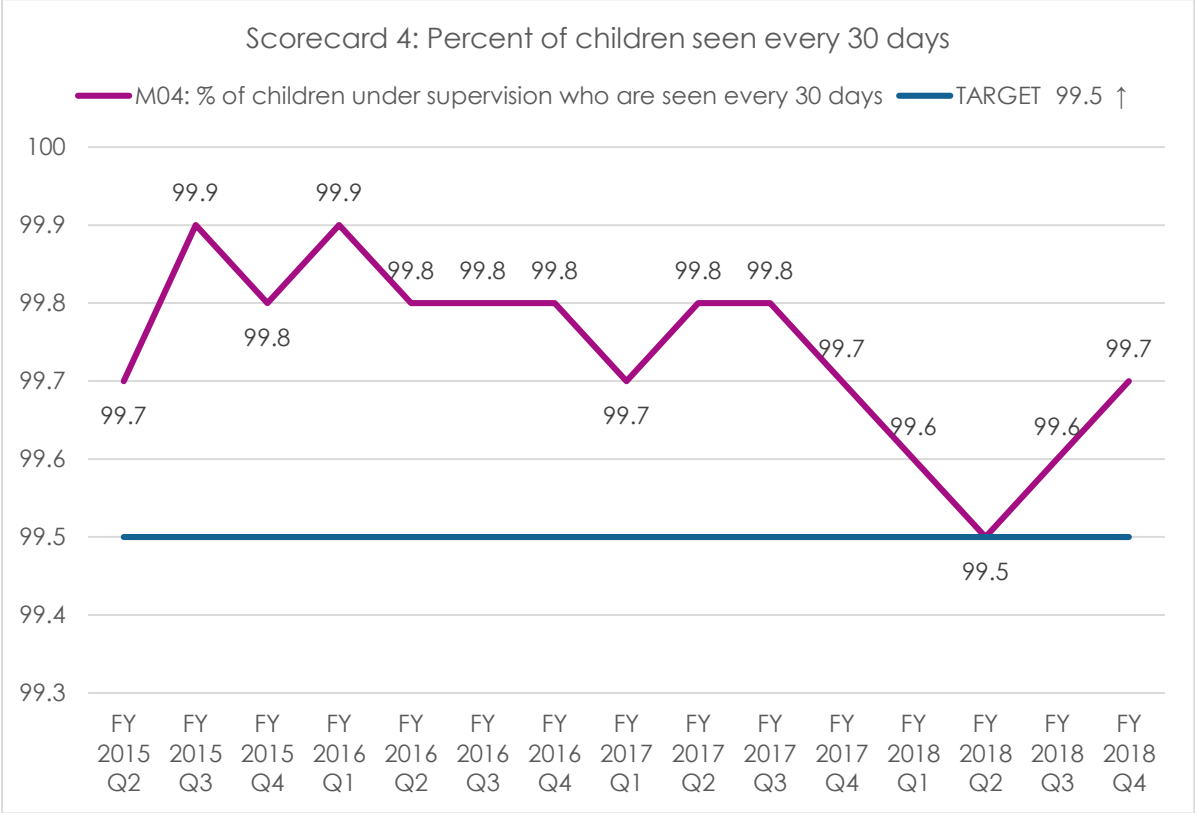
[2] *Active* Case Managers are those assigned active cases and excludes trainees and those on extended leave.

Figure 8: Safety Indicators






Scorecard 3: Percent of children not abused or neglected after receiving services
M03: % of children who are not neglected or abused after receiving services
TARGET 95.0 ↑
100
95
90
85
80
96.2
96.5
96.1
95.2
98.2
97.4
96.5
96.5
95.6
96.7
99.1
87.2
97.6
91.6
100
FY 2015 Q2
FY 2015 Q3
FY 2015 Q4
FY 2016 Q1
FY 2016 Q2
FY 2016 Q3
FY 2016 Q4
FY 2017 Q1
FY 2017 Q2
FY 2017 Q3
FY 2017 Q4
FY 2018 Q1
FY 2018 Q2
FY 2018 Q3
FY 2018 Q4


Scorecard 4: Percent of children seen every 30 days
M04: % of children under supervision who are seen every 30 days
TARGET 99.5 ↑
100
99.9
99.8
99.7
99.6
99.5
99.4
99.3
99.7
99.9
99.8
99.9
99.8
99.8
99.8
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99.8
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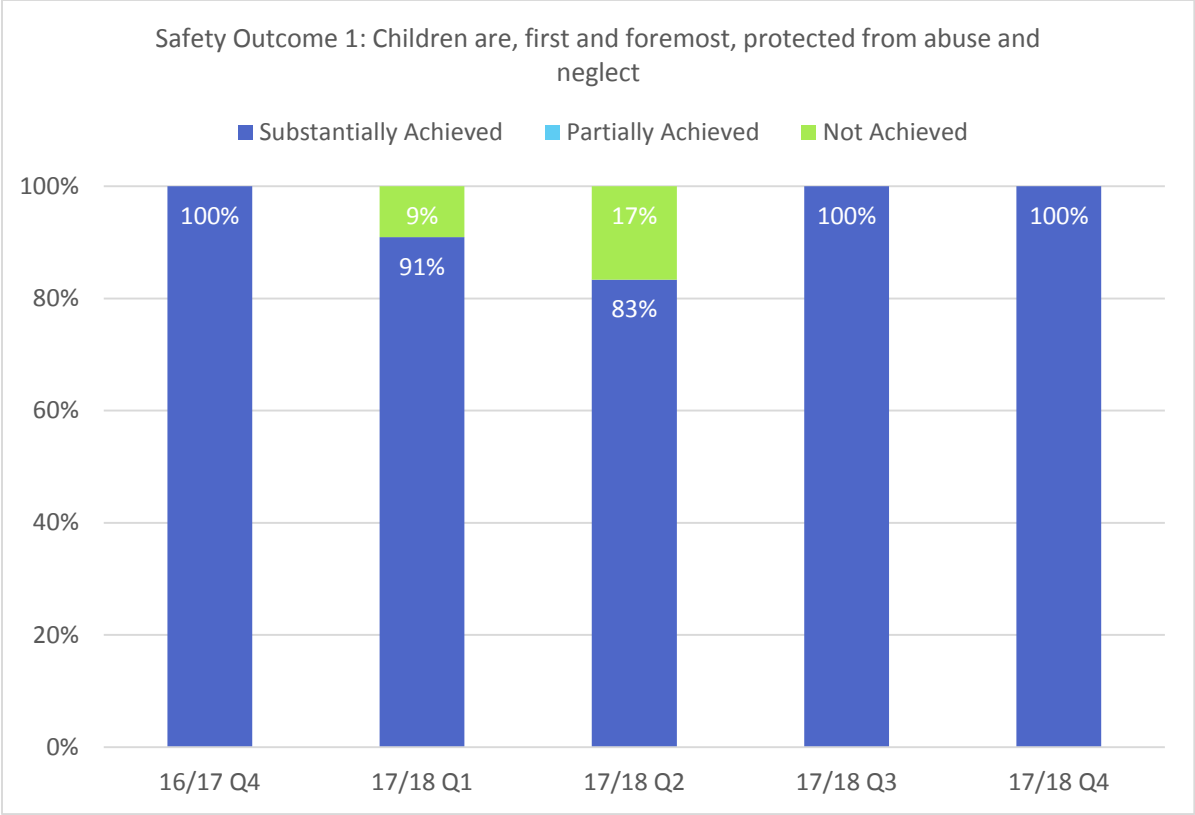
99.6
99.5
99.6
99.7
FY 2015 Q2
FY 2015 Q3
FY 2015 Q4
FY 2016 Q1
FY 2016 Q2
FY 2016 Q3
FY 2016 Q4
FY 2017 Q1
FY 2017 Q2
FY 2017 Q3
FY 2017 Q4
FY 2018 Q1
FY 2018 Q2
FY 2018 Q3
FY 2018 Q4


Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect
Substantially Achieved
Partially Achieved
Not Achieved
100%
80%
60%
40%
20%
0%
100%
9%
91%
17%
83%
100%
100%
16/17 Q4
17/18 Q1
17/18 Q2
17/18 Q3
17/18 Q4

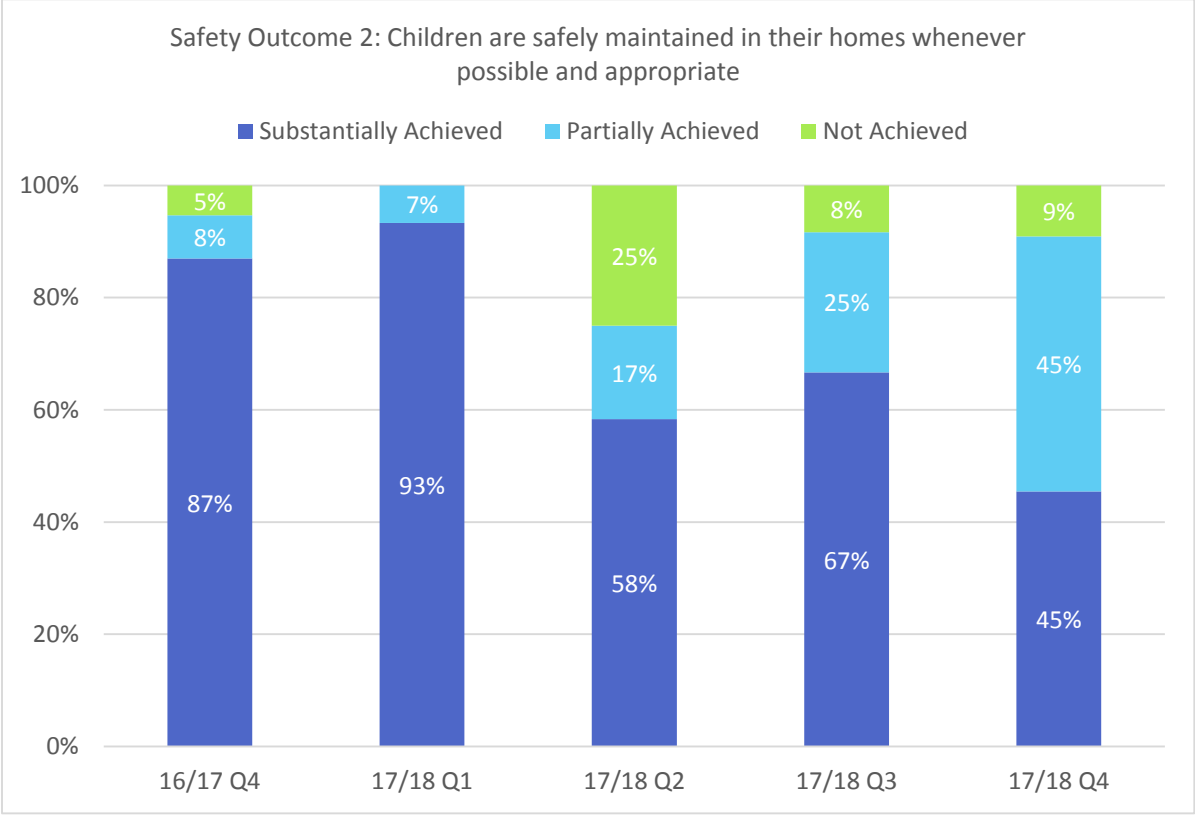
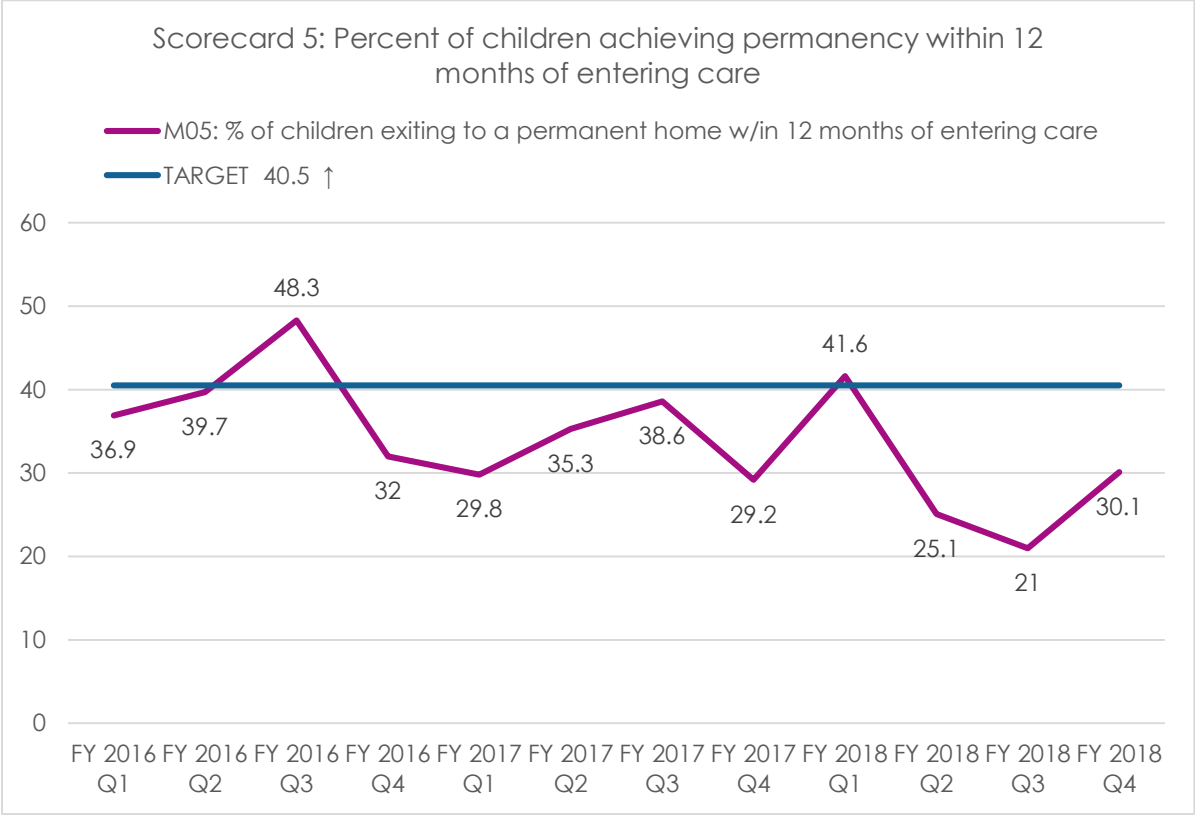
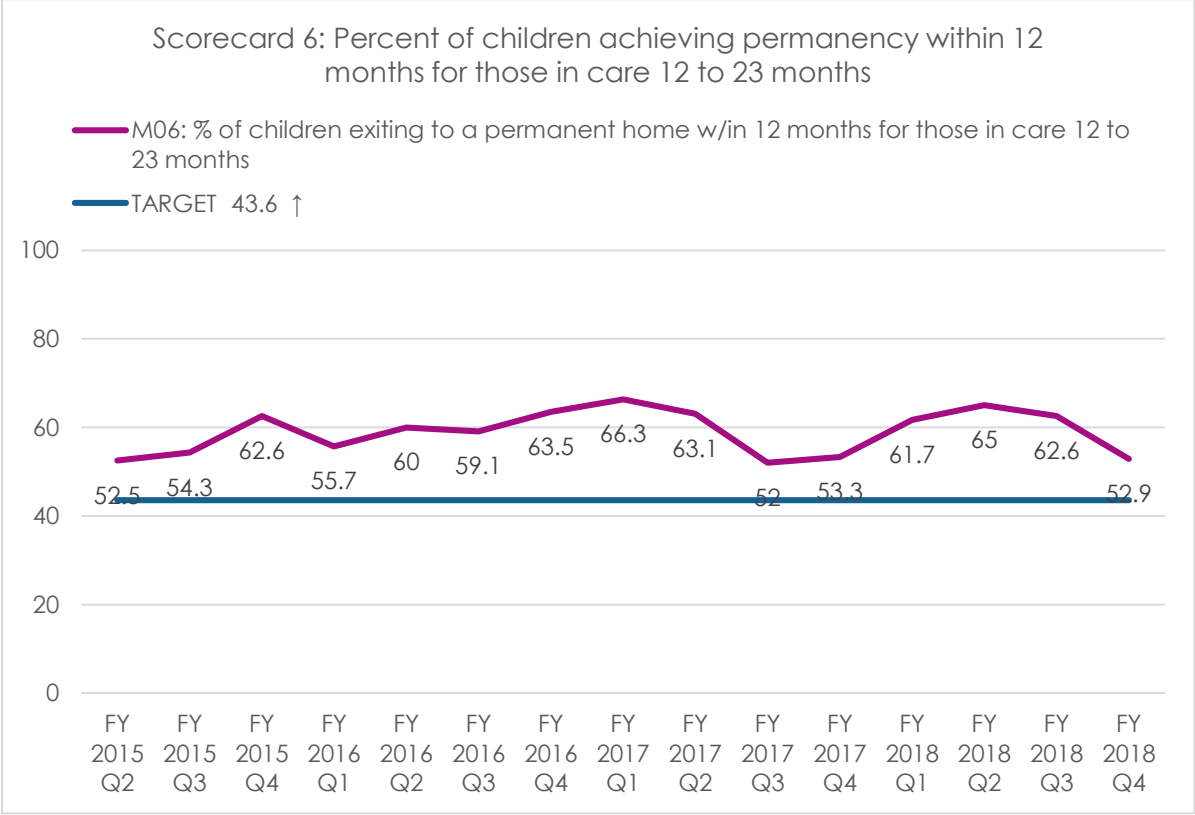
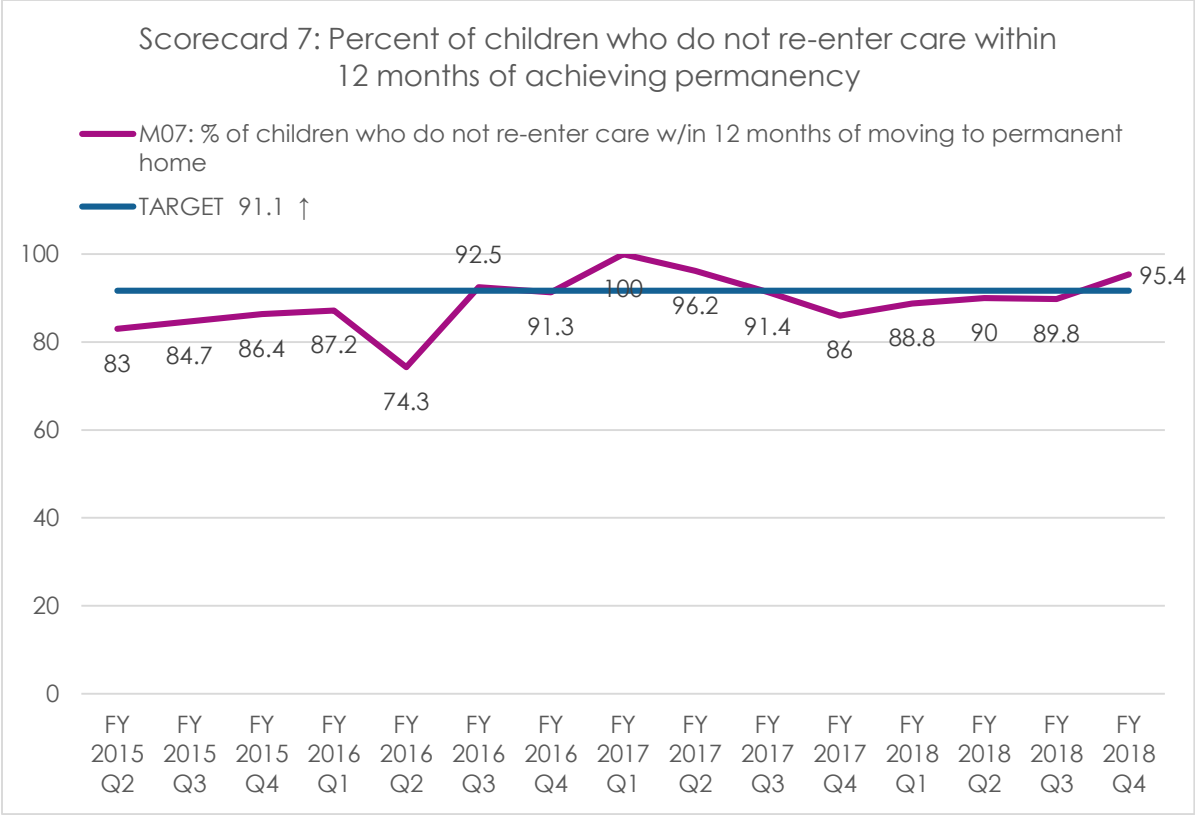
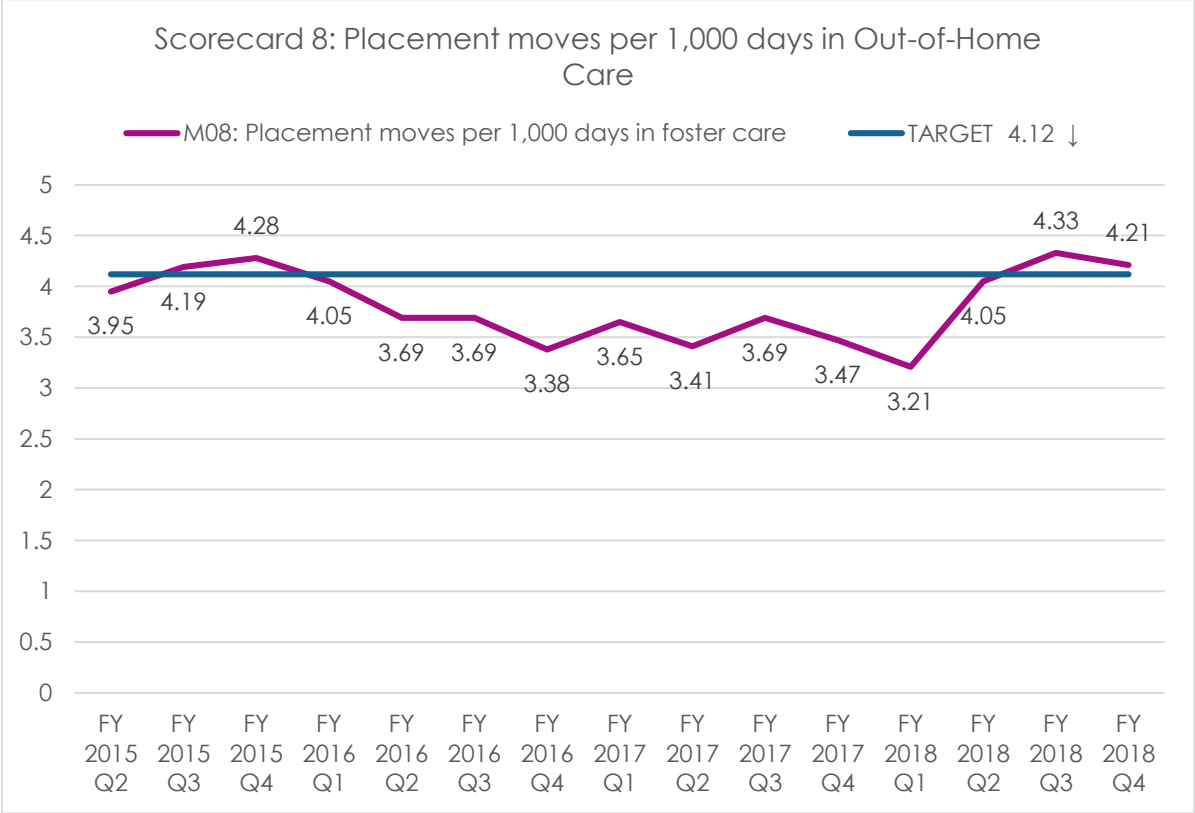

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate
Substantially Achieved
Partially Achieved
Not Achieved
100%
80%
60%
40%
20%
0%
5%
8%
87%
7%
93%
25%
17%
58%
8%
25%
67%
9%
45%
45%
16/17 Q4
17/18 Q1
17/18 Q2
17/18 Q3
17/18 Q4

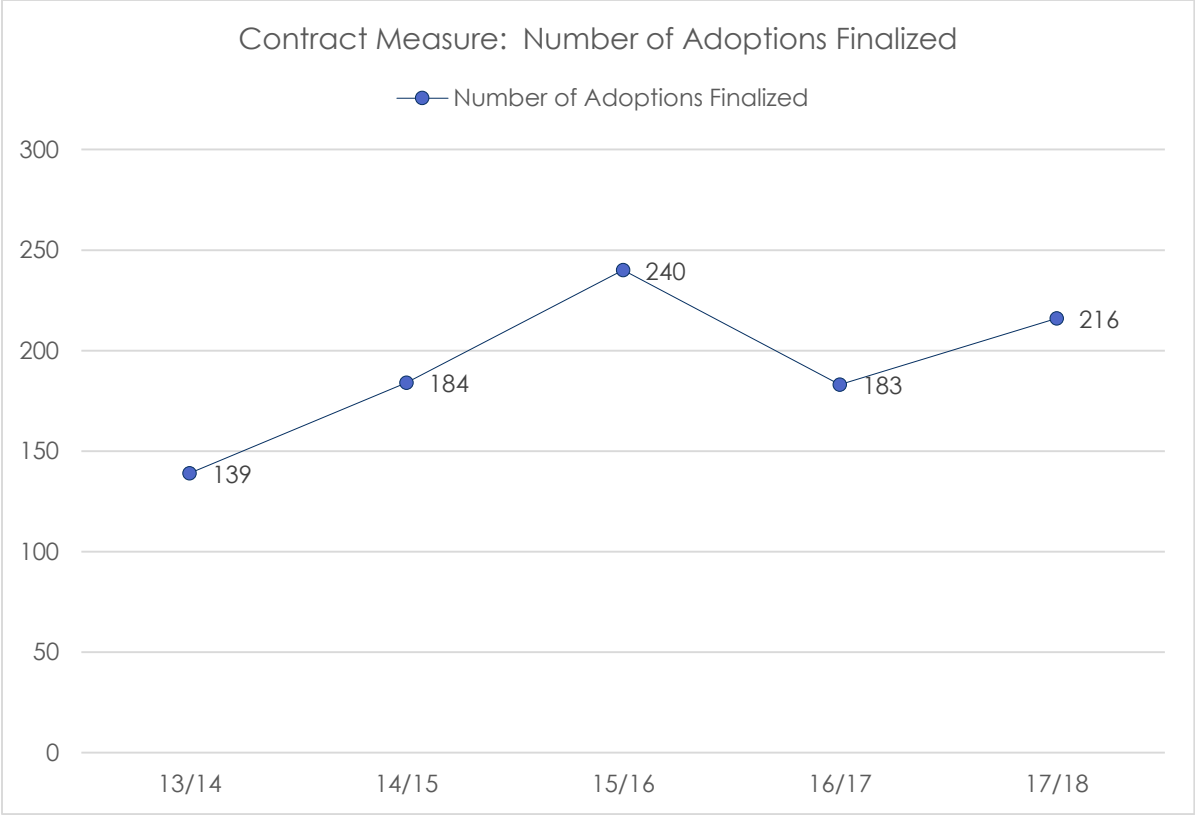
Figure 9: Permanency Outcome Indicators

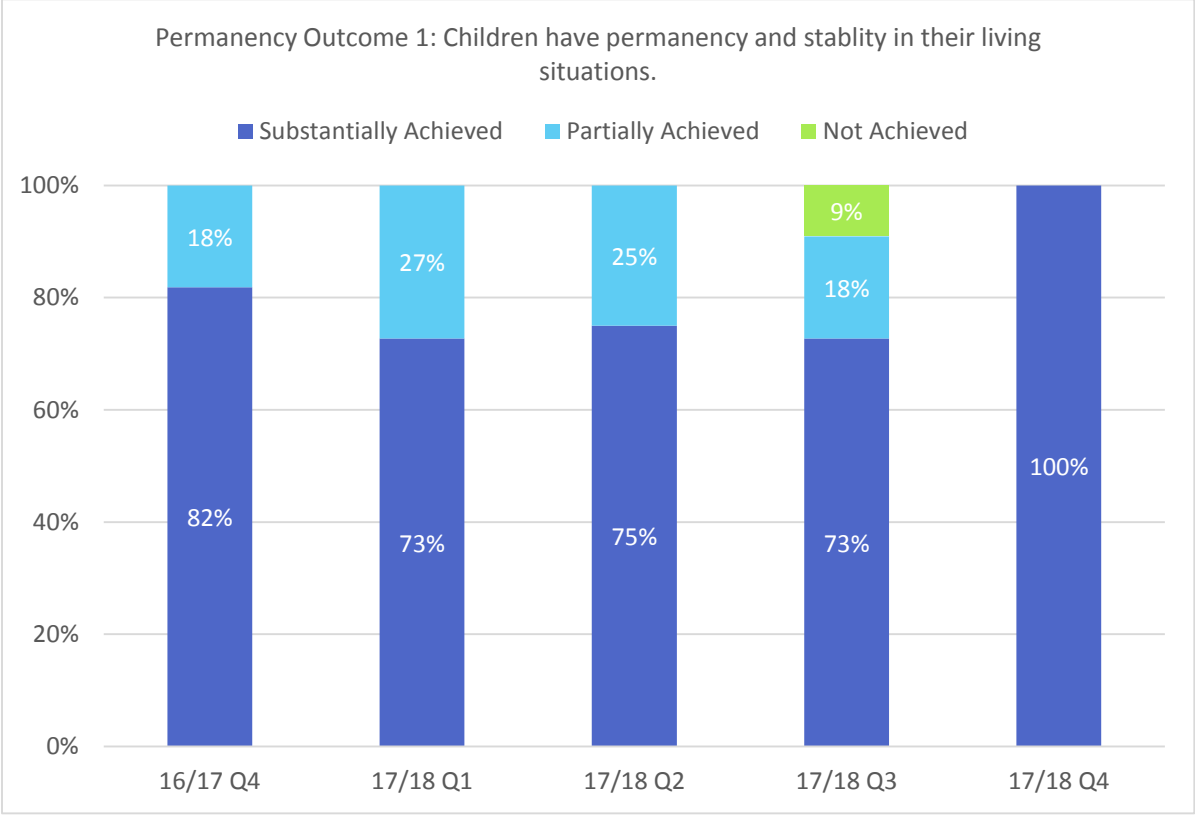





Scorecard 7: Percent of children who do not re-enter care within 12 months of achieving permanency
M07: % of children who do not re-enter care w/in 12 months of moving to permanent home
TARGET 91.1 ↑
100
80
60
40
20
0
83
84.7
86.4
87.2
74.3
92.5
91.3
100
96.2
91.4
86
88.8
90
89.8
95.4
FY 2015 Q2
FY 2015 Q3
FY 2015 Q4
FY 2016 Q1
FY 2016 Q2
FY 2016 Q3
FY 2016 Q4
FY 2017 Q1
FY 2017 Q2
FY 2017 Q3
FY 2017 Q4
FY 2018 Q1
FY 2018 Q2
FY 2018 Q3
FY 2018 Q4


Scorecard 8: Placement moves per 1,000 days in Out-of-Home Care
M08: Placement moves per 1,000 days in foster care
TARGET 4.12 ↓
5
4.5
4
3.5
3
2.5
2
1.5
1
0.5
0
3.95
4.19
4.28
4.05
3.69
3.69
3.38
3.65
3.41
3.69
3.47
3.21
4.05
4.33
4.21
FY 2015 Q2
FY 2015 Q3
FY 2015 Q4
FY 2016 Q1
FY 2016 Q2
FY 2016 Q3
FY 2016 Q4
FY 2017 Q1
FY 2017 Q2
FY 2017 Q3
FY 2017 Q4
FY 2018 Q1
FY 2018 Q2
FY 2018 Q3
FY 2018 Q4


Contract Measure: Number of Adoptions Finalized
Number of Adoptions Finalized
300
250
200
150
100
50
0
139
184
240
183
216
13/14
14/15
15/16
16/17
17/18


Permanency Outcome 1: Children have permanency and stablity in their living situations.
Substantially Achieved
Partially Achieved
Not Achieved
100%
80%
60%
40%
20%
0%
18%
82%
27%
73%
25%
75%
9%
18%
73%
100%
16/17 Q4
17/18 Q1
17/18 Q2
17/18 Q3
17/18 Q4

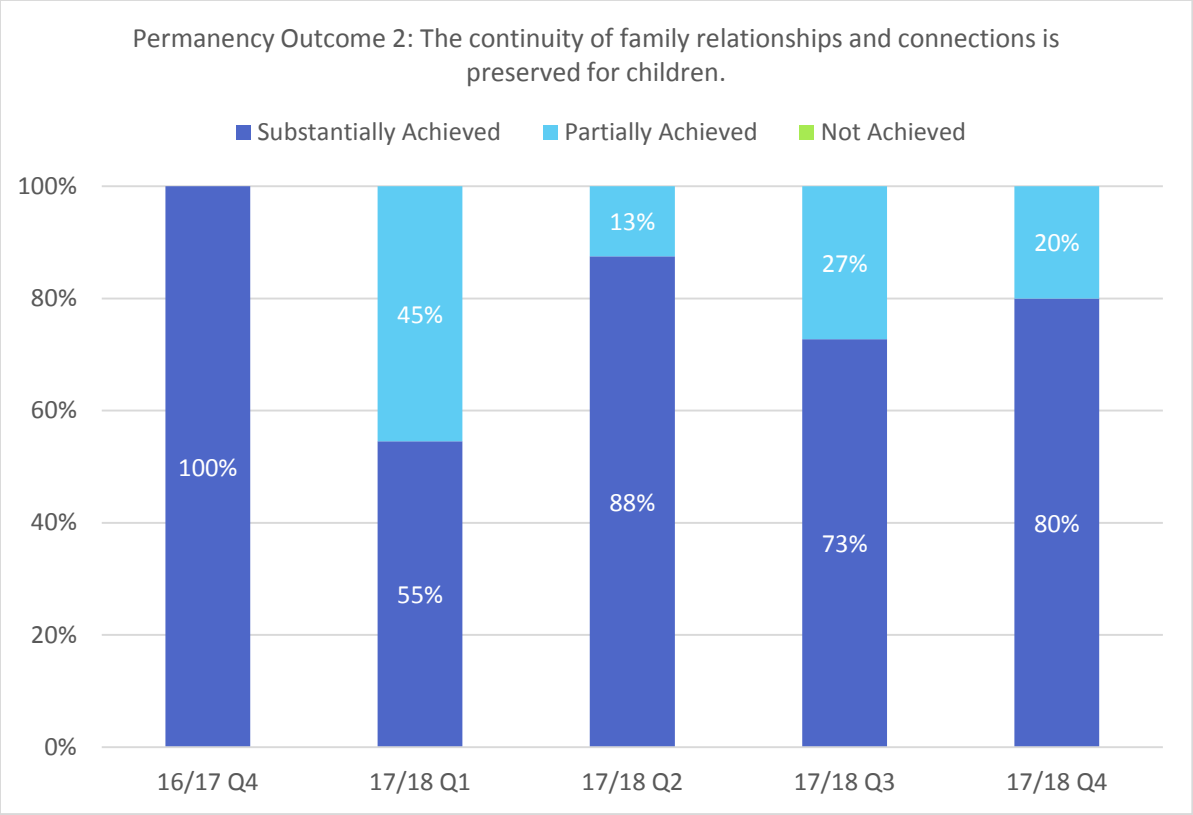
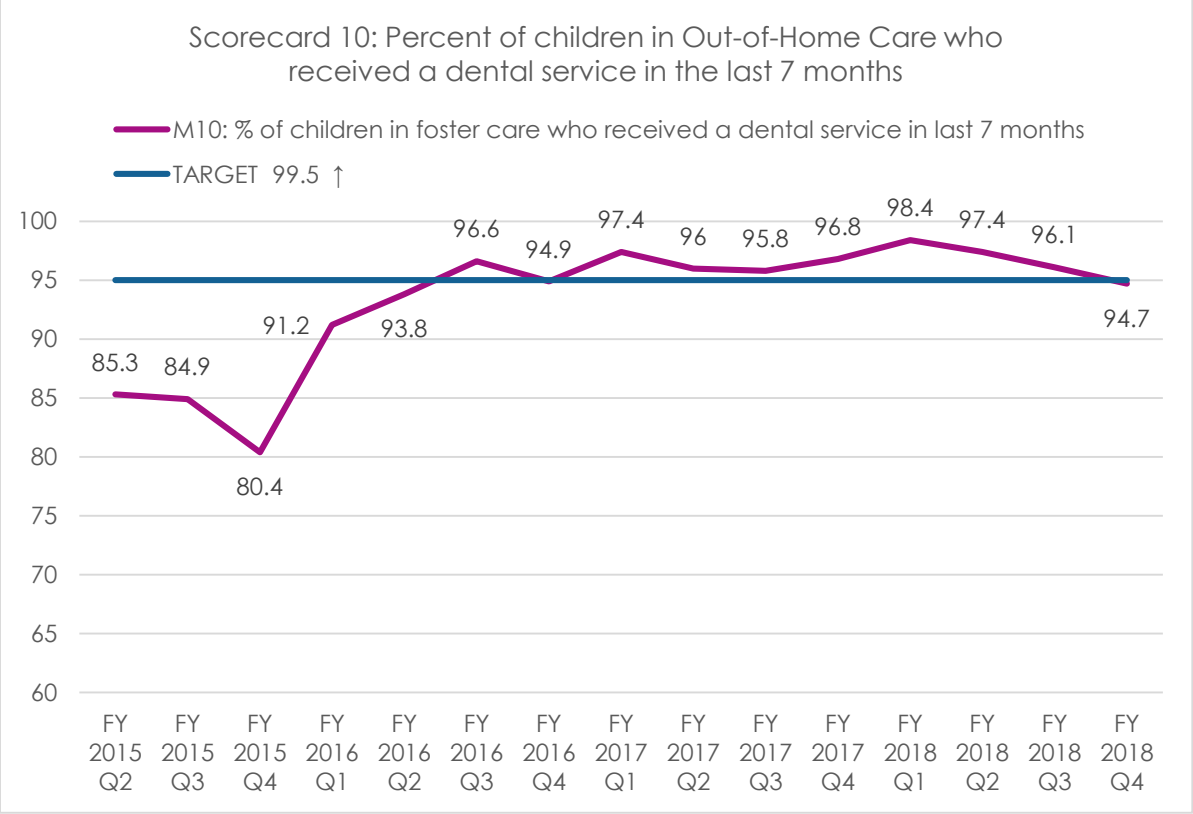
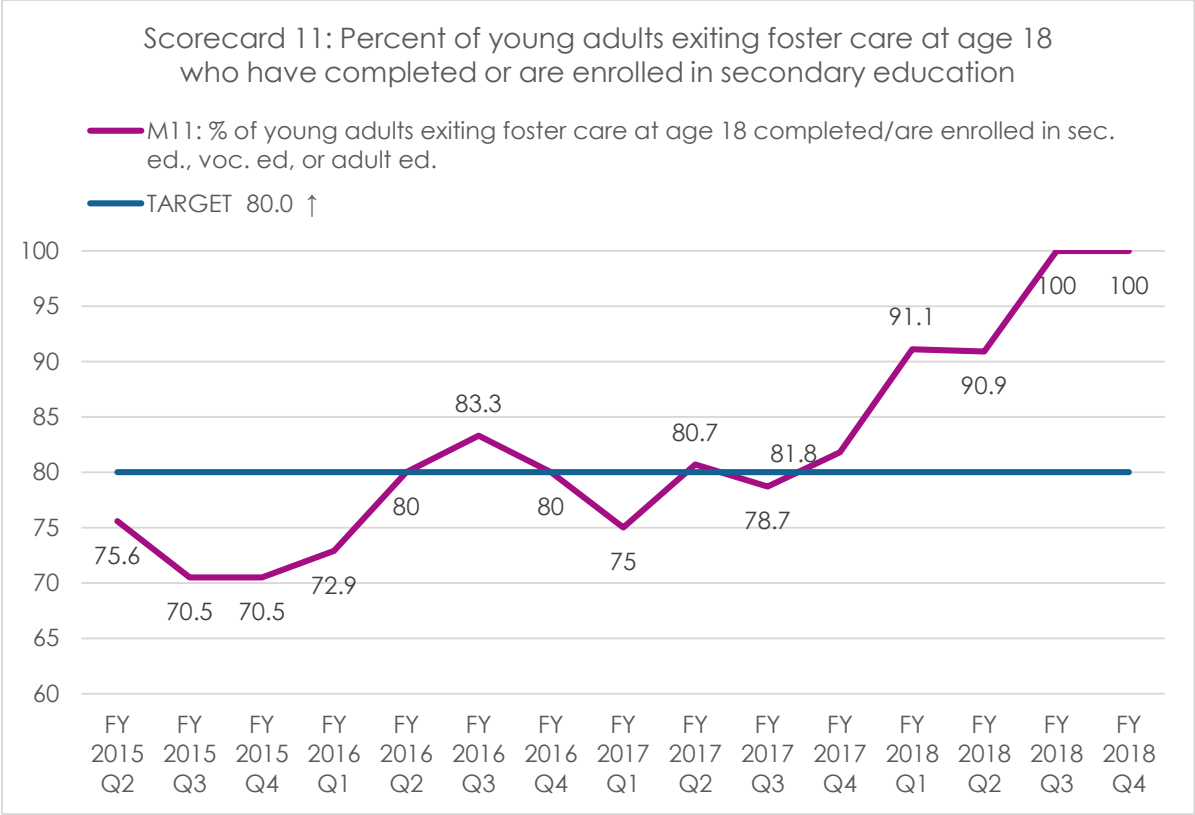
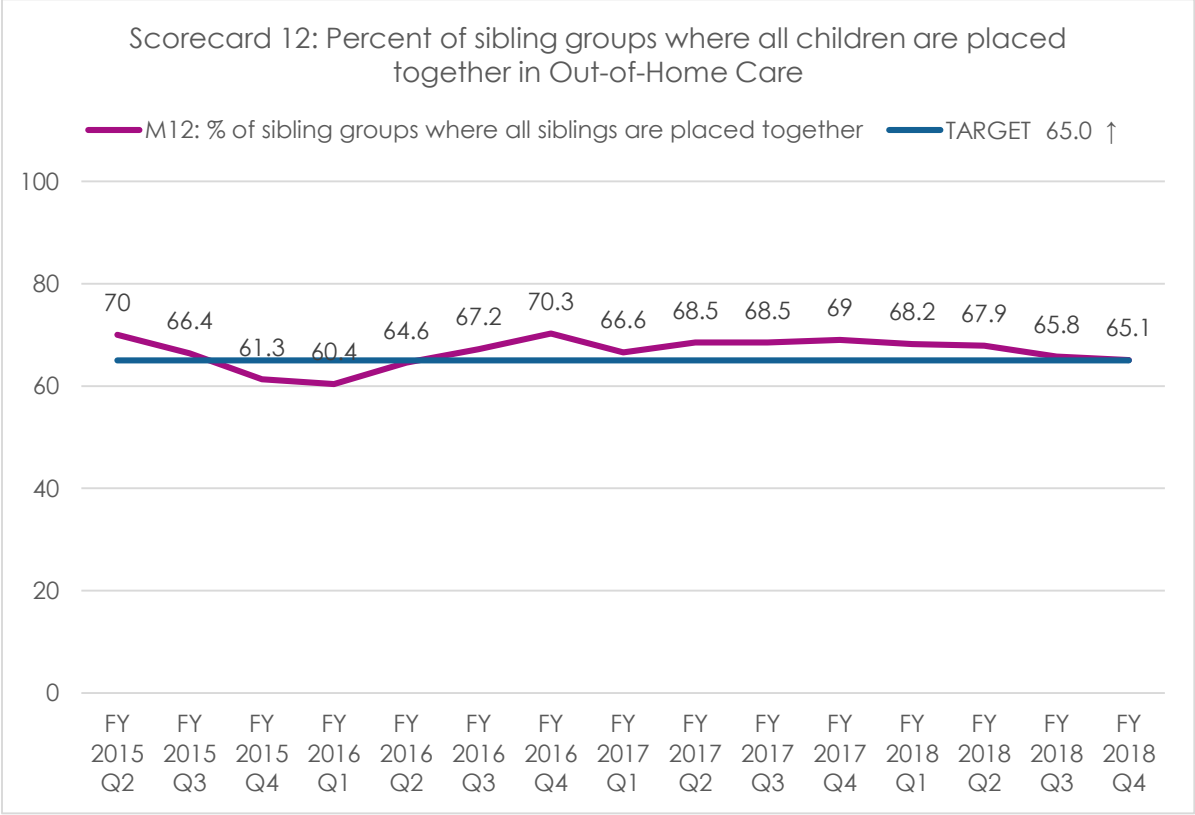
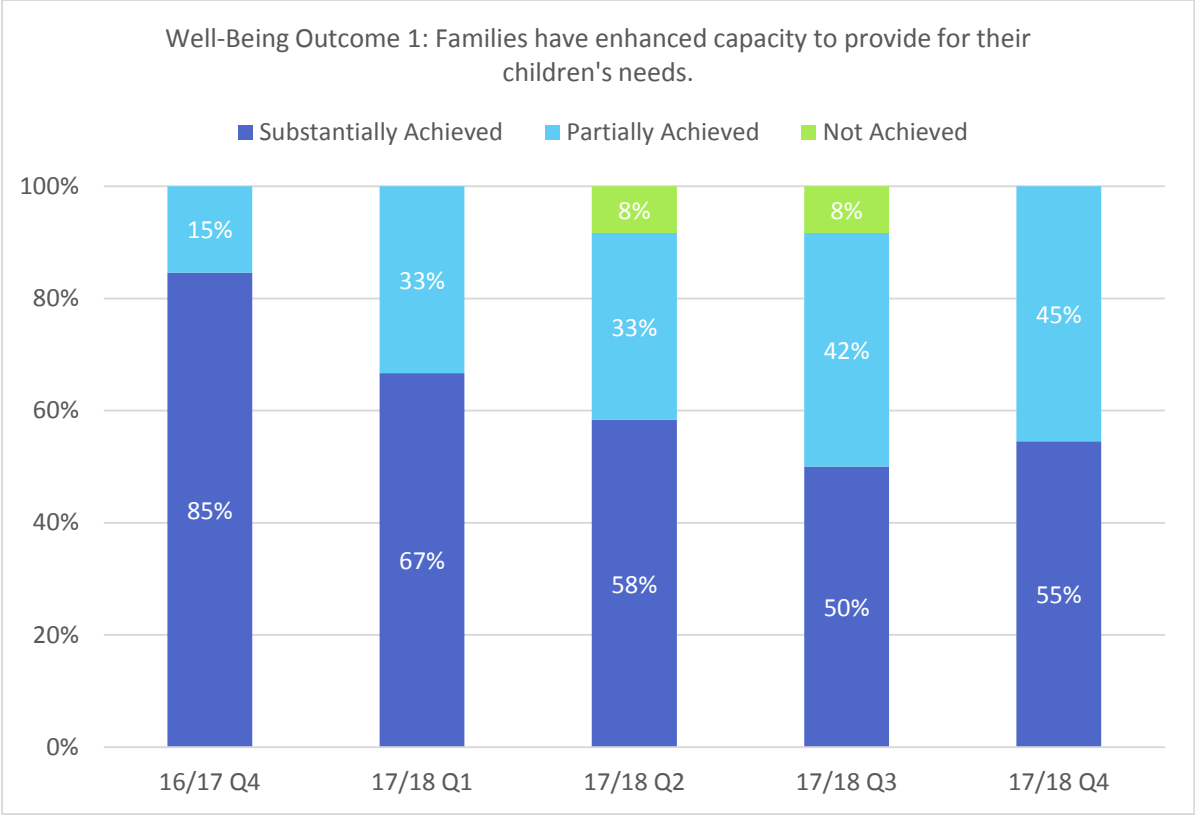


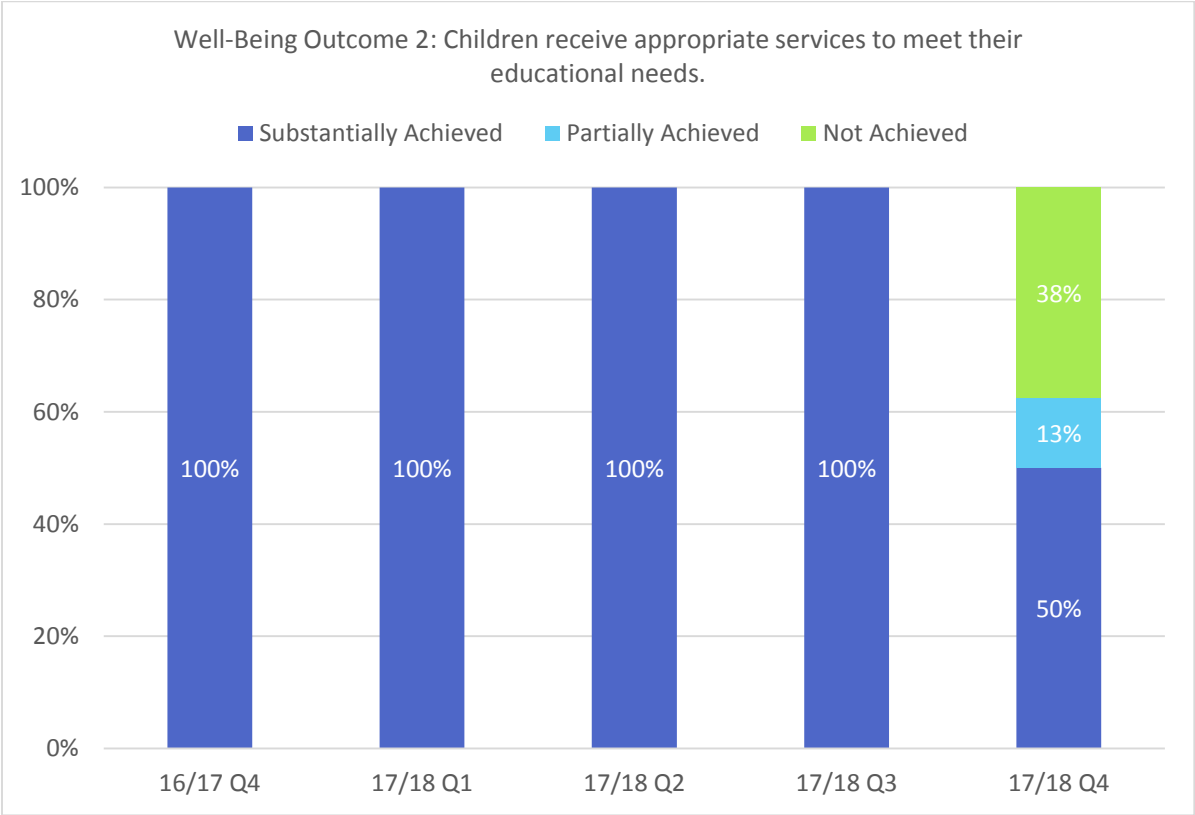
Figure 10: Well-Being Outcome Indicators

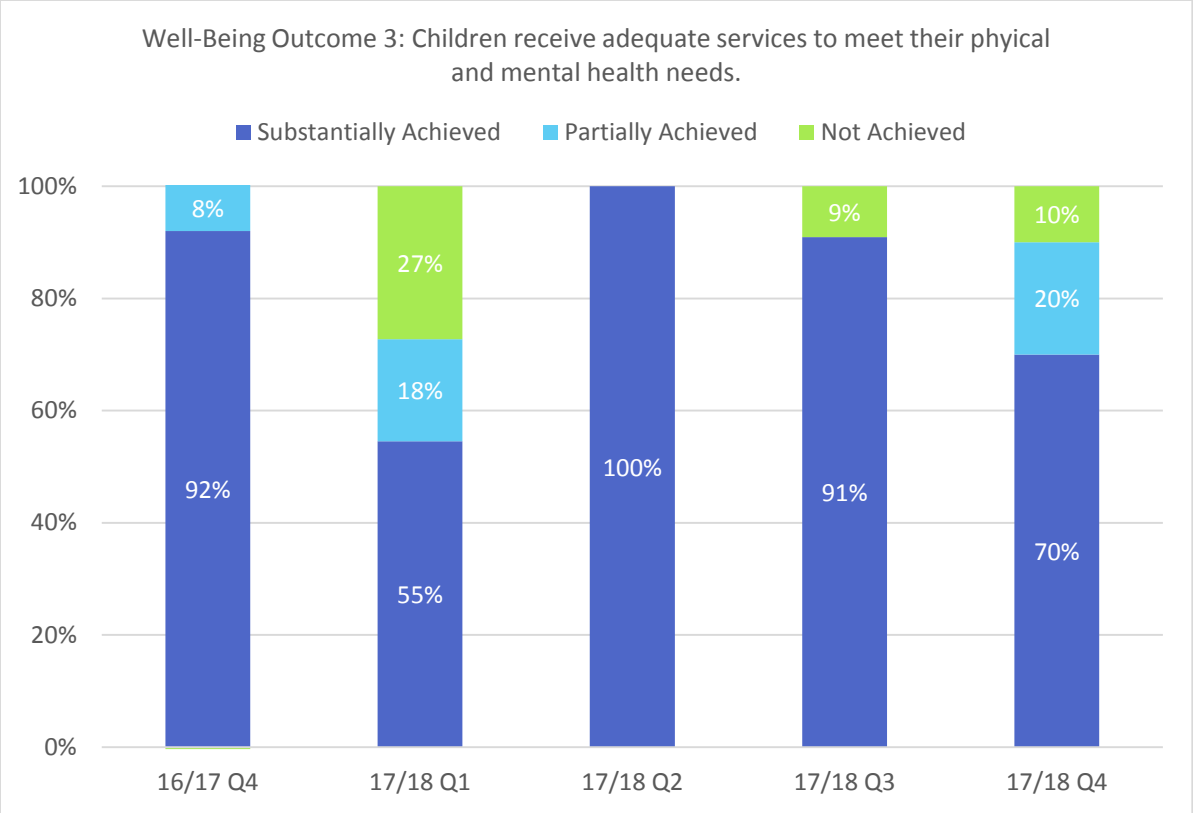



Scorecard 11: Percent of young adults exiting foster care at age 18 who have completed or are enrolled in secondary education
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. ed, or adult ed.
TARGET 80.0 ↑
100
95
90
85
80
75
70
65
60
75.6
70.5
70.5
72.9
80
83.3
80
75
80.7
78.7
81.8
91.1
90.9
100
100
FY 2015 Q2
FY 2015 Q3
FY 2015 Q4
FY 2016 Q1
FY 2016 Q2
FY 2016 Q3
FY 2016 Q4
FY 2017 Q1
FY 2017 Q2
FY 2017 Q3
FY 2017 Q4
FY 2018 Q1
FY 2018 Q2
FY 2018 Q3
FY 2018 Q4


Scorecard 12: Percent of sibling groups where all children are placed together in Out-of-Home Care
M12: % of sibling groups where all siblings are placed together
TARGET 65.0 ↑
100
80
60
40
20
0
70
66.4
61.3
60.4
64.6
67.2
70.3
66.6
68.5
68.5
69
68.2
67.9
65.8
65.1
FY 2015 Q2
FY 2015 Q3
FY 2015 Q4
FY 2016 Q1
FY 2016 Q2
FY 2016 Q3
FY 2016 Q4
FY 2017 Q1
FY 2017 Q2
FY 2017 Q3
FY 2017 Q4
FY 2018 Q1
FY 2018 Q2
FY 2018 Q3
FY 2018 Q4


Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.
Substantially Achieved
Partially Achieved
Not Achieved
100%
80%
60%
40%
20%
0%
15%
85%
33%
67%
8%
33%
58%
8%
42%
50%
45%
55%
16/17 Q4
17/18 Q1
17/18 Q2
17/18 Q3
17/18 Q4


Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.
Substantially Achieved
Partially Achieved
Not Achieved
100%
80%
60%
40%
20%
0%
100%
100%
100%
100%
38%
13%
50%
16/17 Q4
17/18 Q1
17/18 Q2
17/18 Q3
17/18 Q4



E. Performance Trend Narrative

Targets were achieved for six of nine child welfare Contractual Measures, eight (8) of twelve (12) Scorecard Measures and nine (9) of thirteen (13) measures overall, exceeding both the Northwest Region's and the State's performance.

Figure 11: Contract & Scorecard Performance Peer Comparison

	BBCBC			Northwest Region			Statewide	
FY 17/18	# of Measures	# Achieved	% Achieved	# of Measures	# Achieved	% Achieved	# of Measures	# Achieved
Contract Measures	9	6	67%	9	4	44%	9	5
Scorecard Measures	12	8	67%	12	8	67%	12	6
All Measures	13	9	69%	13	7	54%	13	9

Contract Performance Measures are based upon Federal performance indicators and state priorities and are evaluated as 'Achieved' or 'Not Achieved.' Scorecard Measures focus on both Federal measures and indicators related to Florida's community-based approach to child welfare services. Contract/Scorecard Measure results are published quarterly on the Department's Child Welfare Dashboard website. Results are depicted for each measure as *Green* for scores that meet or exceed the set target, *Red* for scores that fall below a set minimum level, or *Yellow* for performance scores that fall between the *Green* and *Red* parameters.

Key Contractual and Scorecard performance results for FY 17/18 include:

- Two of four *Safety* measures exceeded the *Green* targets and state performance standards in FY 17/18. One of the indicators (SC 3) did not achieve the target and is depicted in *Yellow* for the fiscal year. The remaining indicator (SC 1) did not achieve the target and is depicted in *Red* for the fiscal year.
- Performance *Permanency* Measures was mixed. Performance on four measures (CON 2 and SC 6) achieved their targets and are designated *Green.* One of the indicators (CON5/SC7)) did not achieve the target and is depicted in *Yellow* for the fiscal year Performance on the remaining Permanency indicator (CON4/SC5, Permanency within 12 Months) did not achieve the target and is depicted in *Red* for the fiscal year.
- All five of the *Well-Being* performance measures (CON6/SC8, CON7/SC9, CON8/SC10, CON9/SC11 and SC12) achieved state targets and exceeded state performance and are designated in *Green*.

Measure-specific Contract and Scorecard performance for the 4th Quarter of FY 14/15 and cumulative performance for fiscal years 15/16, 16/17 and 17/18 are provided for both Big Bend and the state below in Figure 12.

Figure 12: CBC Contract/Scorecard Performance: FY 2015 - 2018

CONTRACT	SCORECARD	MEASURE	GOAL			Jun-15		Fiscal Year 15/16		Fiscal Year 16/17		Fiscal Year 17/18	
			CFSR	DIRECTION	TARGET	BBCBC	*Florida*	BBCBC	*Florida*	BBCBC	*Florida*	BBCBC	*Florida*
1	1	Rate of abuse per 100,000 days in foster care (Federal Measure)	Safety	↓	8.50%	6.5	10.46	5.93	10.83	9.11	10.56	8.98	9.45
	2	Percent of children who are not neglected or abused during in-home services	Safety	↑	95.0%	97.4%	96.7%	95.0%	96.9%	97.0%	97.2%	99.3%	97.2%
	3	Percent of children who are not neglected or abused after receiving services	Safety	↑	95.0%	95.3%	94.7%	95.3%	95.7%	95.9%	95.6%	93.8%	96.0%
3	4	Percent of children under supervision who are seen every 30 days	Safety	↑	99.5%	99.8%	99.8%	99.8%	99.8%	99.8%	99.8%	99.7%	99.7%
2		Number of children with finalized adoptions between July 1, 2015 and June 30, 2016.	Permanency	↑	BB 160 FL	191	3,469	240	3,342	192		216	3,975
4	5	Percent of children exiting foster care to a permanent home within 12 months of entering care (Federal Measure)	Permanency	↑	40.5%	43.7%	44.8%	38.3%	43.0%	34.9%	41.6%	29.7%	39.7%
	6	Percent of children achieving permanency in 12 months for children in foster care 12 to 23 months (Federal Measure)	Permanency	↑	43.6%	60.9%	55.2%	63.0%	54.8%	61.0%	53.7%	60.5%	53.4%
5	7	Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (Federal Measure)	Permanency	↑	91.7%	86.8%	88.4%	85.3%	89.0%	95.2%	89.4%	91.1%	89.6%
6	8	Children's placement moves per 1,000 days in foster care (Federal Measure)	Permanency	↓	4.12	4.3	4.08	3.38	3.89	3.52	4.33	3.96	4.45
7	9	Percent of children in out-of-home care who have received medical services in the last 12 months	Well-Being	↑	95.0%	94.4%	97.4%	98.5%	97.6%	98.8%	97.1%	98.6%	97.5%
8	10	Percent of children in out-of-home care who have received dental services in the last 7 months	Well-Being	↑	95.0%	81.7%	92.9%	95.9%	92.9%	96.5%	92.7%	96.6%	92.4%
9	11	Percent of young adults in foster care at age 18 who have completed or are enrolled in … secondary education	Well-Being	↑	80.0%	73.5%	88.9%	80.0%	88.3%	75.9%	87.6%	95.4%	89.0%
	12	Percent of sibling groups where all siblings are placed together	Well-Being	↑	65.0%	60.7%	63.8%	63.6%	63.6%	67.0%	63.9%	66.8%	63.7%

III. Annual Findings, Longitudinal Practice Trends & Gap Analysis[1]

A. Child & Family Service Review Results

Figure 13. CFSR Rating Summary - FY 17/18

State Rating Summary
Florida CQI
Report Created: Aug 14, 2018

The State Rating Summary report gives an aggregated summary of state CFSR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages. Users may filter by case type, case status, site, PUR start date, reason for agency involvement, and by cases that have been designated for PIP monitoring.

State Ratings for Site(s): Franklin County, Gadsden County, Jefferson County, Leon County, Liberty County, Wakulla County, Bay County, Calhoun County, Gulf County, Holmes County, Jackson County, Washington County
All Case Types, Case Status: [Approved and Final], PUR Start Date(s): [Jul 2016, Oct 2016, Jan 2017, Apr 2017], All Reason(s) for Agency Involvement

Performance Item or Outcome		Cases: 50							
		Performance Item Ratings			Outcome Ratings				Applicable Cases
		S	ANI	NA	SA	PA	NACH	NA	
Safety Outcome 1	**Children are, first and foremost, protected from abuse and neglect.**				93.33% n=28	0% n=0	6.67% n=2	n=20	n=30
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	93.33% n=28	6.67% n=2	n=20					n=30
Safety Outcome 2	**Children are safely maintained in their homes whenever possible and appropriate.**				68% n=34	22% n=11	10% n=5	n=0	n=50
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	96.97% n=32	3.03% n=1	n=17					n=33
Item 3	Risk and Safety Assessment and Management	68% n=34	32% n=16	n=0					n=50

** Figures may not total to 100% due to rounding.

Performance Item or Outcome		Cases: 50							
		Performance Item Ratings			Outcome Ratings				Applicable Cases
		S	ANI	NA	SA	PA	NACH	NA	
Permanency Outcome 1	**Children have permanency and stability in their living situations.**				80% n=32	17.5% n=7	2.5% n=1	n=0	n=40
Item 4	Stability of Foster Care Placement	85% n=34	15% n=6	n=0					n=40
Item 5	Permanency Goal for Child	95% n=38	5% n=2	n=0					n=40
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	92.5% n=37	7.5% n=3	n=0					n=40
Permanency Outcome 2	**The continuity of family relationships and connections is preserved for children.**				72.5% n=29	27.5% n=11	0% n=0	n=0	n=40
Item 7	Placement With Siblings	100% n=23	0% n=0	n=17					n=23
Item 8	Visiting With Parents and Siblings in Foster Care	59.46% n=22	40.54% n=15	n=3					n=37
Item 9	Preserving Connections	92.5% n=37	7.5% n=3	n=0					n=40
Item 10	Relative Placement	91.89% n=34	8.11% n=3	n=3					n=37
Item 11	Relationship of Child in Care With Parents	57.58% n=19	42.42% n=14	n=7					n=33

** Figures may not total to 100% due to rounding.

[1] Of note in comparing FY 16/17 to FY 17/18 Rapid Safety Feedback and CFSR data
BBCBC's Quality Management Team completed a Six Sigma project beginning during the 4th quarter of FY 16/17 to assess its inter-rater reliability in completing RSF and CFSR reviews with its sister-CBCs. Countermeasures included additional training and guidance for QA Specialists and the PQA Manager by Practice Model Subject Matter Experts related to Safety Planning and OCW Training on oversight review criteria and interpretation. As such, FY 17/18 data indicates lower performance in some areas – particularly those related to safety plans (depicted in Figure 13 in *shaded italic font*). Further analysis indicates that this decrease is likely due to better assessment by Quality staff, rather than worsening practice on the part of front line workers.

Performance Item or Outcome		Cases: 50							
		Performance Item Ratings			Outcome Ratings				Applicable Cases
		S	ANI	NA	SA	PA	NACH	NA	
Well-Being Outcome 1	**Families have enhanced capacity to provide for their children's needs.**				58% n=29	38% n=19	4% n=2	n=0	n=50
Item 12	Needs and Services of Child, Parents, and Foster Parents	76% n=38	24% n=12	n=0					n=50
Item 12A	Needs Assessment and Services to Children	88% n=44	12% n=6	n=0					n=50
Item 12B	Needs Assessment and Services to Parents	82.61% n=38	17.39% n=8	n=4					n=46
Item 12C	Needs Assessment and Services to Foster Parents	97.3% n=36	2.7% n=1	n=13					n=37
Item 13	Child and Family Involvement in Case Planning	77.55% n=38	22.45% n=11	n=1					n=49
Item 14	Caseworker Visits With Child	64% n=32	36% n=18	n=0					n=50
Item 15	Caseworker Visits With Parents	48.89% n=22	51.11% n=23	n=5					n=45
Well-Being Outcome 2	**Children receive appropriate services to meet their educational needs.**				87.1% n=27	3.23% n=1	9.68% n=3	n=19	n=31
Item 16	Educational Needs of the Child	87.1% n=27	12.9% n=4	n=19					n=31
Well-Being Outcome 3	**Children receive adequate services to meet their physical and mental health needs.**				77.5% n=31	10% n=4	12.5% n=5	n=10	n=40
Item 17	Physical Health of the Child	87.5% n=35	12.5% n=5	n=10					n=40
Item 18	Mental/Behavioral Health of the Child	75% n=15	25% n=5	n=30					n=20

** Figures may not total to 100% due to rounding.
Reports should be considered preliminary until all cases are finalized.

B. Child Safety

Performance targets were achieved on two of four Contract/Scorecard *Safety* measures FY 17/18; however supporting quality reviews/RSF/CFSR indicators, while generally positive, indicate opportunities to strengthen practice.

Figure 14: Safety Related Performance Composite

Contract/Scorecard Measure	16/17	17/18
Rate of abuse per 100,000 days in foster care (Federal Measure)	9.11	8.98
Percent of children who are not neglected or abused during in-home services	97.0%	99.3%
Percent of children who are not neglected or abused after receiving services	95.9%	93.8%
Percent of children under supervision who are seen every 30 days	99.8%	99.7%

Rapid Safety Feedback	16/17	17/18
Family assessments sufficient to identify safety concerns and case plan actions	86.0%	*73.9%*
Visits between case managers and children, parents and caregivers sufficient to ensure child safety	87.7%	89.0%
Background checks & home assessments sufficient & potential danger threats are addressed with urgency	89.5%	90.5%
Safety plan is sufficient to control danger threats	84.0%	*76.9%*

Quality/CFSR Measure	16/17	17/18
Safety 2: Children are safely maintained in their homes whenever possible and appropriate.	84.6%	*68.0%*
Item 2: Services to Family to Protect Children in the Home and Prevent Removal or Re-Entry Into Foster Care	100%	*97.0%*
Item 3: Risk and Safety Assessment and Management	84.6%	*68.0%*

Drill down on Contract/Scorecard Measure 1 – Rate of abuse per 100,000 days in foster care – identified two primary root causes for recent increases.

- Incorrect dates entered for incidences of abuse that were identified later during the investigative period. Abuse that occurred prior to a child's entry into care and disclosed after entry were being entered has having occurred on the disclosure date. Countermeasure developed and implemented: Rate of Abuse report (FSFN) is run at least monthly and drill-down analysis is completed for any listed children to determine whether the abuse occurred prior to entry into care. If so, BBCBC's Data Integrity Manager works with the NWR's Circuit 2 & 14 OPA to assure the proper date is entered.
- Improper reporting. NWR QA staff analysis indicates incidences in which a Safety Plan failure is inappropriately reported to and accepted by the Abuse Hotline as an incidence of abuse.

Specifically, several incidences were identified in which a Safety Plan stipulation requiring a relative to supervise visitation was not adhered to. These incidences should have resulted in a revision of the Safety Plan, rather than a report of abuse, as no incident of abuse occurred.

Correction/exclusion of these errors results in performance meeting contract and Scorecard targets for this measure. BBCBC's monthly monitoring and countermeasures related to incorrect data entry are ongoing. NWR QA staff has further analysis underway regarding reporting of Safety Plan failures.

Further analysis was completed related to performance on CFSR Item 3 (Risk and Safety Assessment and Management) to identify root causes hindering performance. This analysis indicated that

- 60% (9) of the 15 cases in which Item 3 was found to be an Area Needing Improvement (ANI), the deficiency was found in Item 3B, and
- An additional 27% (4) related to Item 3C, Ongoing Monitoring and Management (of Safety Plans)

See Figure 11 below.

Drill down for Item 3B indicated that the deficiency related to completion of ongoing assessments was largely due to lack of updating those assessments at critical case junctures or not completing them timely at those critical junctures. See Figure 12.

Drill down for Item 3C indicated that the deficiency related to ongoing monitoring and management of risk and safety centered on not updating Safety Plans when needed and Safety Plans that were inadequate, being promissory in nature. See Figure 13.

Figure 15: Item 3 - Risk & Safety Assessment and Management Areas Needing Improvement

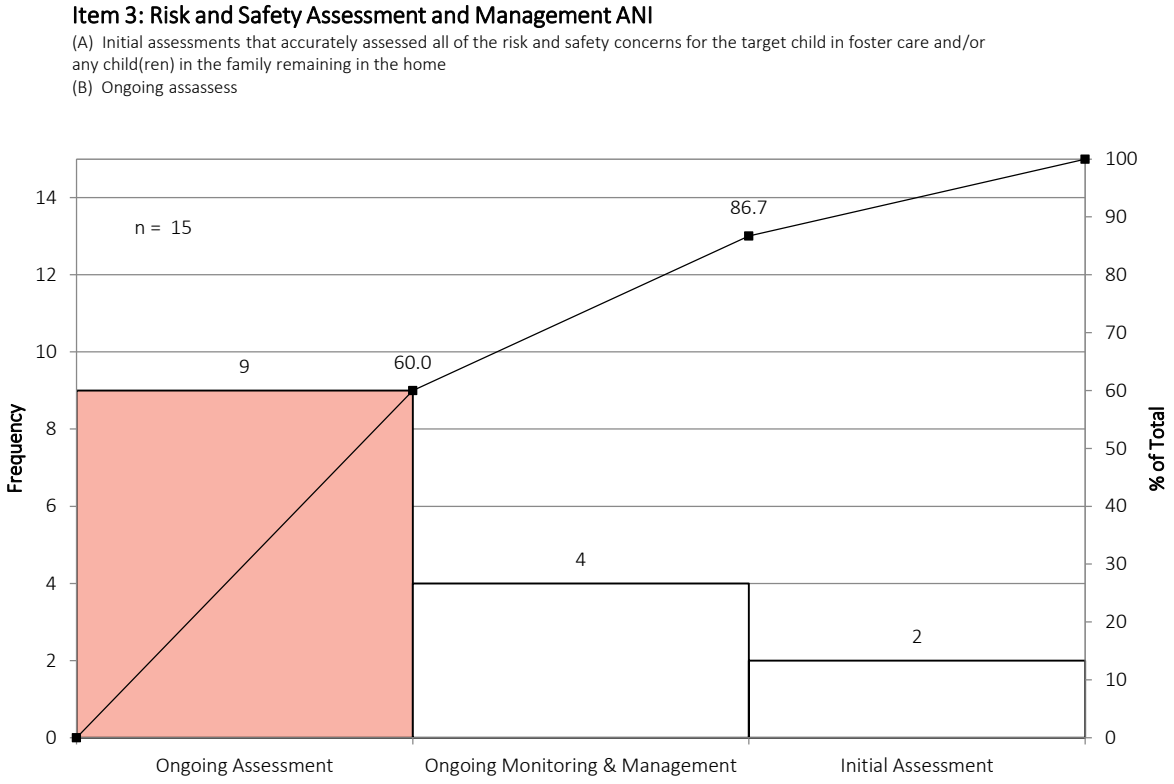


Figure 16: Item 3B - Ongoing Assessment of Risk and Safety Concerns Areas Needing Improvement

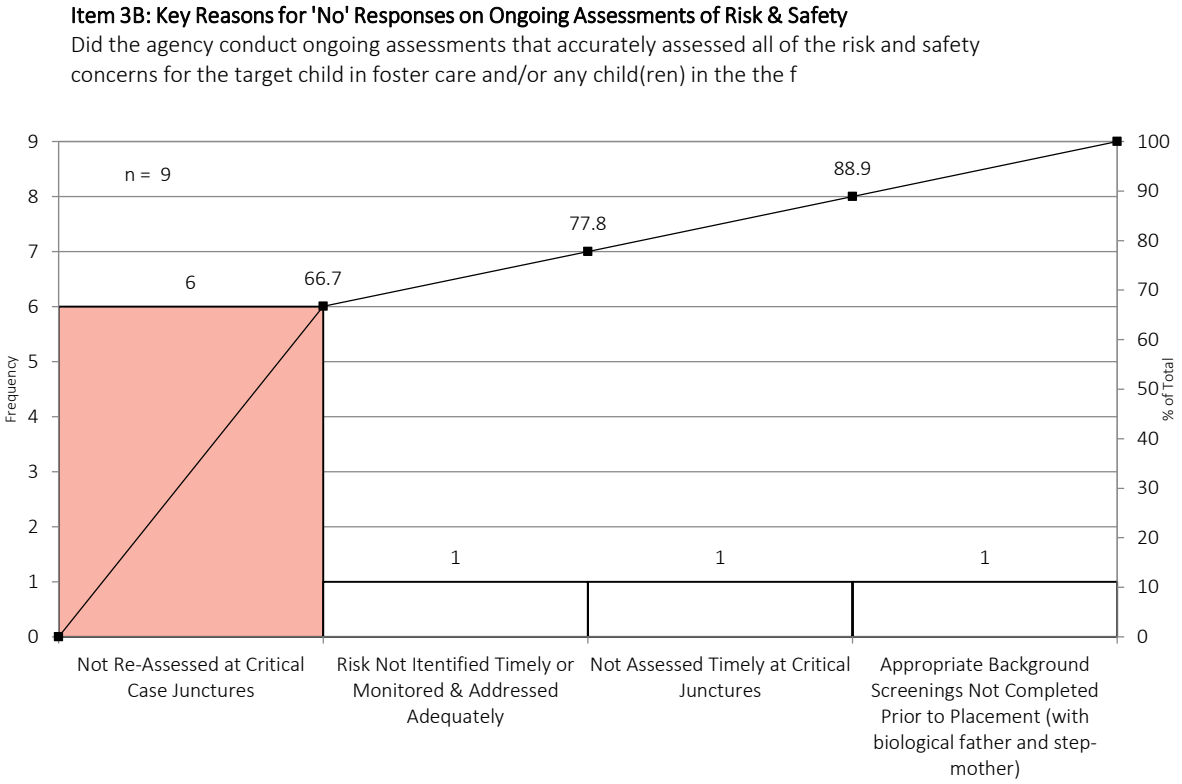
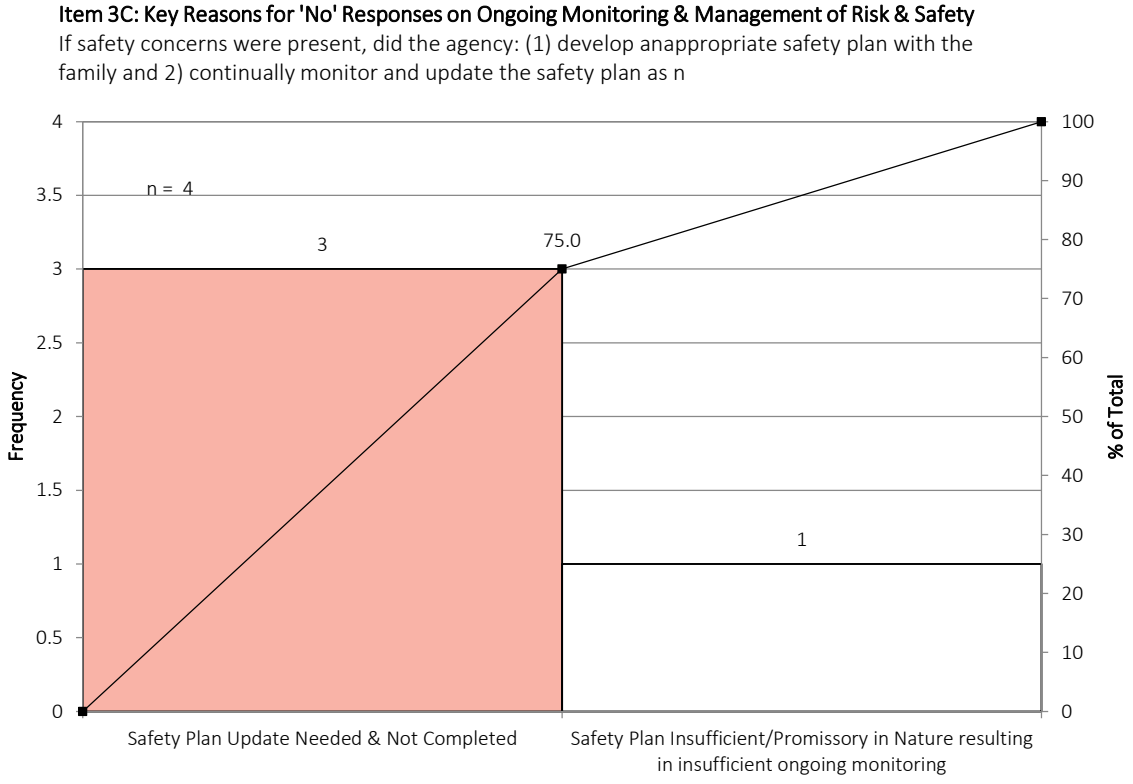


Figure 17: Item 3C Developing and Monitoring (Updated) Safety Plans Area Needing Improvement



These results have led to more focused training, mentoring and support on specific Safety-related Model components detailed in BBCBC's portions of the Northwest Region's CFSR PIP that are underway and for FY 18/19.

The Safety areas of focus for FY 18/19 include:

- Completion of Ongoing Family Functioning Assessments (FFAO) at critical case junctures
- The revision of Safety Plans when identified during FFAOs at critical case junctures
- Developing pro-active, action-oriented, situation-specific Safety Plans with identified Safety Monitors responsible for immediate action

C. Permanency

Successes

Performance on permanency-related measures continued to be mixed in FY 17/18, with CFSR Permanency indicators performing very well, while population level, outcome data is less positive.

Performance for CFSR Item 5 related to the appropriateness of the Permanency Goal for the Child met the federal goal of 95% in FY 17/18 (38 of 40 applicable cases reviewed). Performance also exceeded the federal CFSR goal for placement with siblings (Item 7) at the case level (Target 95%, Performance 100%), and improved at the population level this fiscal year, achieving the *Green* SC target (SC 12, Target 65%, Performance 66.8%).

CFSR Item 6 regarding the agency's concerted and diligent efforts to achieve reunification, guardianship, adoption or other permanent living arrangements for children also performed exceptionally well, 92.5% (n=37 of 40 applicable cases reviewed).

Performance again significantly exceeded established targets related to adoptions indicators, both in numbers (CON2: 216 adoptions, 135% of target) and in the timeliness of Permanency for children in care longer than 12 months (primarily through adoption) (SC6: 60.5%, State target, 43.6%).

Stability of foster care placement performance met targets at the population level (rate of placement change per 1,000 days in foster care, Target $\leq$ 4.12, Performance 3.96), and continues to show improvement over baseline at the case level during Florida CQI/CFSR reviews (76% in FY 15/16 and 85% in FY 17/18).

Opportunities for Improvement

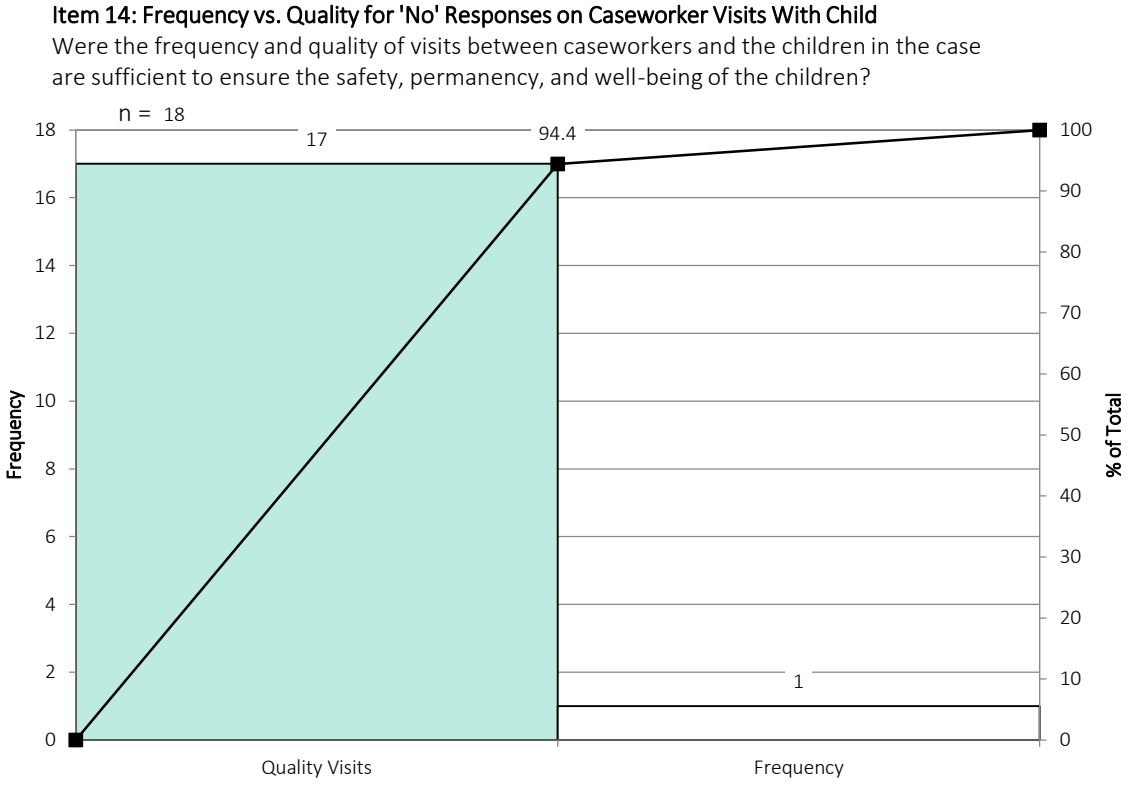
In contrast to strong performance on some CFSR Permanency Items, others that contribute to successful permanency outcomes (as measured by Contract Measure 4/Scorecard Measure 5 that did not meet target and continued to decline in 17/18) indicate Opportunities for Improvement.

Figure 18: Selected CFSR Permanency Items

#	ITEM	STRENTH	AREA NEEDING IMPROVEMENT
5	Did the agency establish appropriate permanency goals for the child in a timely manner?	95%	5%
6	Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangement for the child?	92.5%	7.5%
8	Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father, and siblings was of sufficient frequency and quality to promote continuity in the child's relationships with these close family members?	59.5%	40.5%
14	Were the frequency and quality of visits between caseworkers and the mothers and fathers of the children sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals?	64%	36%
15	Were the frequency and quality of visits between caseworkers and the mothers and fathers of the children sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals?	48.9%	51.1%

Strong performance on Items 5 and 6 indicate that the agency's efforts to advance case progress through the formal structure of appropriate goal selection and collaboration with legal and court partners are strong. However, items that address key permanency (and well-being) drivers that contribute specifically to reunification were found to be "areas needing improvement" (Items 8, 14 and 15). Analysis related to case worker visits with children and parents provide insight for targeting CQI efforts for FY 18/19. See drill down data for Item 14 (Visits with Children) in Figure 18 and data for Item 15 (Visits with Parents) in Figure 19 below.

Figure 19: Item 14 - Frequency and Quality of Caseworker Visits with Children



Item 14: Key Reasons for 'No' Responses on Quality Caseworker Visits With Child

Was the quality of visits between caseworkers and the child sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals?

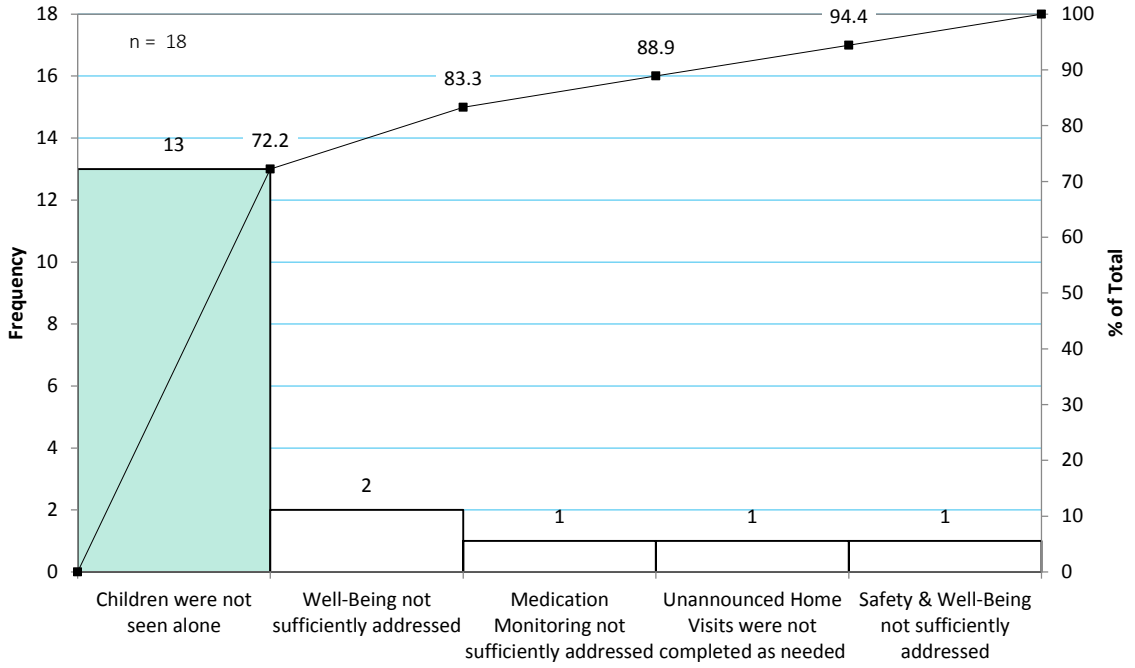
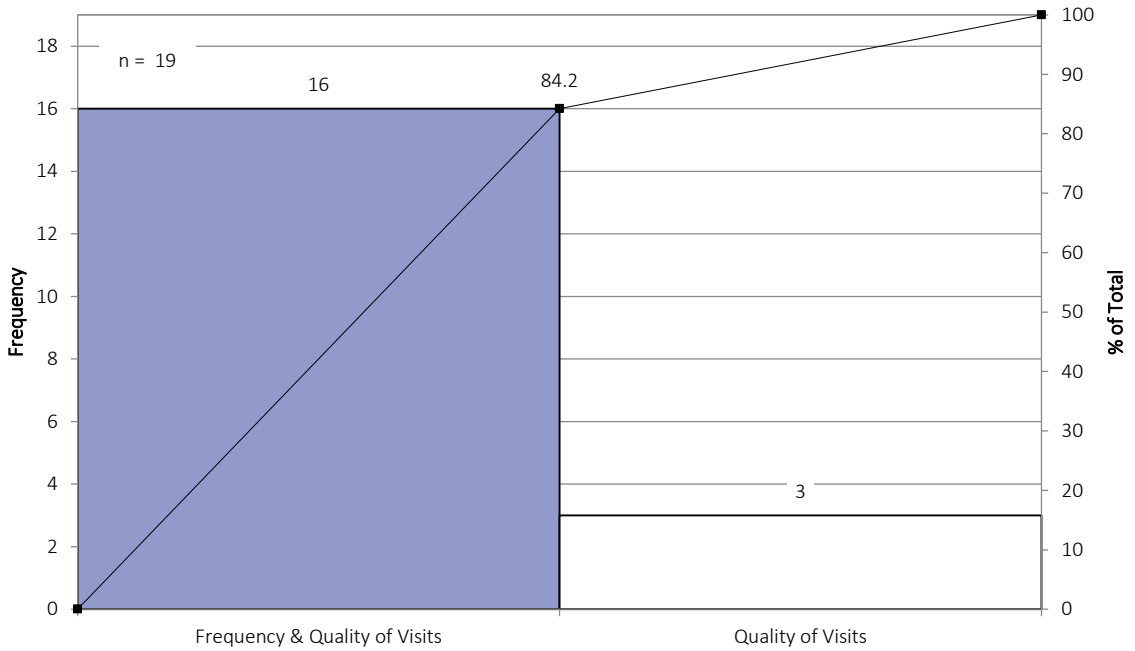
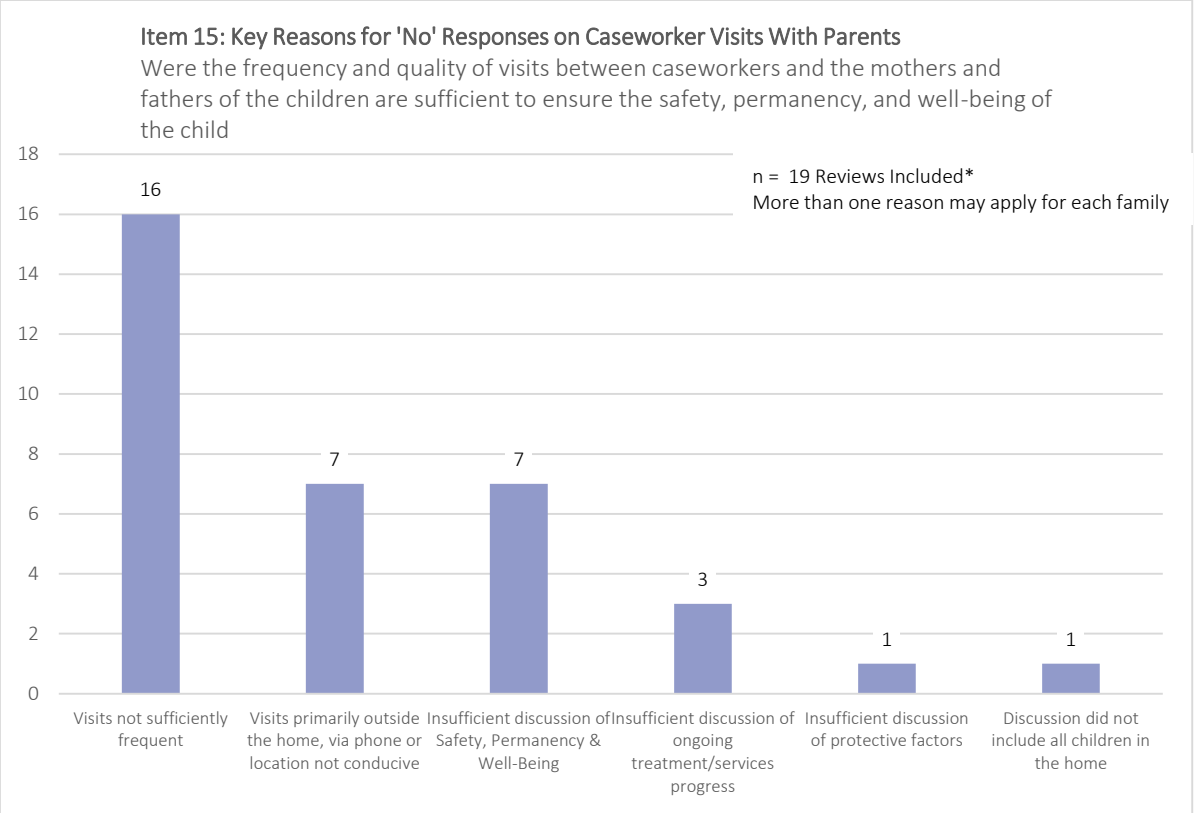


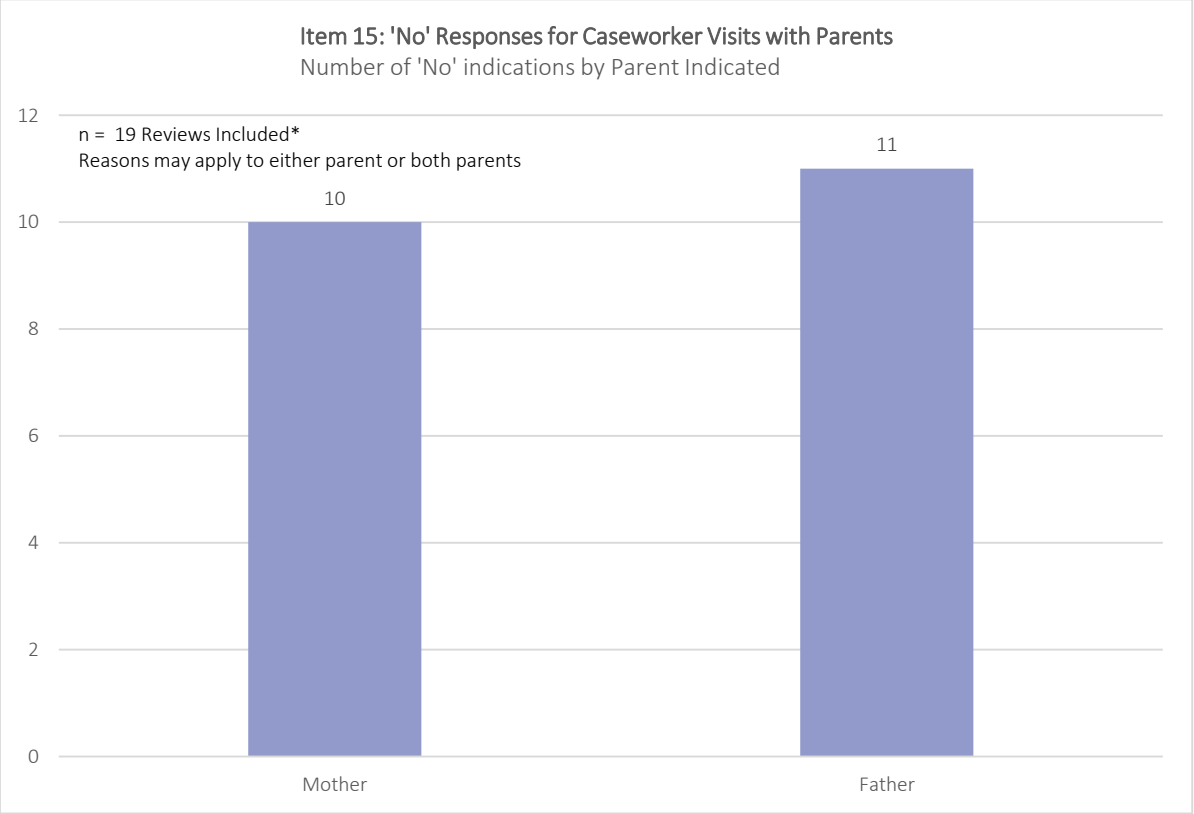
Figure 20: Item 15 - Frequency and Quality of Visits with Parents

Item 15: Frequency & Quality for 'No' Responses on Caseworker Visits With Parents

Were the frequency and quality of visits between caseworkers and the mothers and fathers of the children are sufficient to ensure the safety, permanency, and well-being of of the children and promote achievement of case goals?




Item 15: Key Reasons for 'No' Responses on Caseworker Visits With Parents
Were the frequency and quality of visits between caseworkers and the mothers and fathers of the children are sufficient to ensure the safety, permanency, and well-being of the child
n = 19 Reviews Included*
More than one reason may apply for each family
18
16
14
12
10
8
6
4
2
0
16
7
7
3
1
1
Visits not sufficiently frequent
Visits primarily outside the home, via phone or location not conducive
Insufficient discussion of Safety, Permanency & Well-Being
Insufficient discussion of ongoing treatment/services progress
Insufficient discussion of protective factors
Discussion did not include all children in the home


Item 15: 'No' Responses for Caseworker Visits with Parents
Number of 'No' indications by Parent Indicated
n = 19 Reviews Included*
Reasons may apply to either parent or both parents
12
10
8
6
4
2
0
10
11
Mother
Father

These results indicated a need to further develop BBCBC's portions of the Northwest Region's CFSR PIP that address quality visits with both children and parents.

Permanency-related activities FY 18/19 should focus on:

- Implementing the qualitative visitation tool developed jointly with partner Program Managers and QA staff during the 4th Quarter of FY 17/18
- Working with Supervisors to enhance their coaching and mentoring skills related to quality caseworker visits
- Continuing the intensive permanency-related staffing activities detailed in BBCBC's portion of the NW Region PIP.
- Monitoring progress on each of these actions, and adjusting as necessary to assure continuous improvement.

D. Well-Being

Child Well-Being items related to physical, mental, behavioral and dental health, as well as education are reflected in a variety of quality assurance and practice management reports and are described here by category.

Physical and Dental Health

Data on physical health indicators (medical and dental visits) continue to perform very well, completing the year above target and above state performance in FY 17/18. Medical care for children in out-of-home care has maintained its improvement from June 2015 (94.4%) through FY's 15/16, 16/17 and ending 17/18 at 98.6%. Dental care for children in out-of-home care has also continued to improve from 81.7% in June 2015 through FY's 15/16, 16/17 and ended FY 17/18 at 96.6%. (See Figure 12: CBC Contract/Scorecard Performance: FY 2015 - 2018)

CFSR data also indicated that performance on meeting children's physical health needs performed above Florida's PIP Target of 85% for FY 17/18 with 87.5% (35 of 40 applicable cases) rated as a Strength.

Education

The current performance indicator for education *percent of young adults at age 18 who have completed or are enrolled in secondary education'* improved from a cumulative performance of 75.9% for FY 16/17 to 95.4% for FY 17/18. Qualitative (CFSR) reviews indicate that efforts to assess educational needs and engage needed services, though generally strong (87.1%, 27 of 31 applicable cases), declined from FY 16/17 performance (92%), though the decline maybe a result of improved assessment on the item. CQI activities to strengthen efforts to address children's educational needs are included in BBCBC's portion of the NW Region CFSR PIP under Goals 2 and 3. (See Attachment 1)

Mental and Behavioral Health

Qualitative indicators for Mental and Behavioral Health continue to be derived from indicators included in CFSR Item 18. For 17/18, 75% of applicable cases reviewed (15 of 20) were rated as a Strength. CQI

activities designed to strengthen efforts to address children's (and parents') mental and behavioral health needs are the core of BBCBC's Child Welfare Integration Plan, included as Attachment 2.

IV. Local Practice Trends Summary

- Safety indicators continue to perform well at the population level. Individual RSF and CFSR sub-items related to safety assessment, ongoing safety planning and management are a focus and should remain so in FY 18/19.

- Performance measures for Permanency continue to be mixed. Efforts to identify appropriate permanency goals and to work with legal and court partners are strong. Performance on adoptions indicators continue to and are expected to remain strong, as does performance related to permanency for children in care longer than 12 months. Reunification (within 12 months and overall) has continued an incremental decline. CQI actions recommended for FY 18/19 include a focus on improving the quality of engagement with children and parents during visits and efforts to help parents maintain and strengthen the continuity of their relationships with their children.

- Well-Being performance measures continue to perform well in the provision of medical, dental, educational services. BBCBC's education-related PIP activities will focus on strengthening ESSA-related processes with partner CPIs and caseworkers.

- Measures related to identification of service needs and service provision for case participants ranged slightly higher in FY 17/18 – 83% related to parents and 97% related to caregivers. FY 16/17 was 81% for parents and 96% for caregivers.

- CFSR data for items related to child and family involvement in case planning has fluctuated in recent years, 77% in 15/16, 86% in 16/17 and 78% in 17/18.

- CFSR reviews continue to indicate Opportunities for Improvement related to the quality of caseworker visits with children (64% again in 17/18 and with parents 49%).

V. Interventions Planned for Fiscal Year 18/19

Interventions planned for FY 18/19 are included in BBCBC's portion of the NW Region's PIP and in the agency's Behavioral Health Integration Plan (see Attachments).

A. Safety Interventions

The Safety-related areas of focus for FY 18/19 include:

- Completion of Ongoing Family Functioning Assessments (FFAO) at critical case junctures
- The revision of Safety Plans when identified during FFAOs at critical case junctures
- Developing pro-active, action-oriented, situation-specific Safety Plans with identified Safety Monitors responsible for immediate action

B. Permanency Interventions

Permanency-related activities for FY 18/19:

- Implementing the qualitative visitation tool developed jointly with partner Program Managers and QA staff during the 4th Quarter of FY 17/18
- Working with Supervisors to enhance their coaching and mentoring skills related to quality caseworker visits
- Continuing the intensive permanency-related staffing activities detailed in BBCBC's portion of the NW Region PIP.
- Monitoring progress on each of these actions, and adjusting as necessary to assure continuous improvement.

C. Well-Being Interventions

Well-Being related activities for FY 18/19 are to focus on:

- Needs assessment and services for parents (CFSR Item 12B) – Development and implementation of a *Parent Behavioral Health Assessment (PBHA)*. The PBHA will provide a clinical assessment of parents' needs to isolate family-specific service needs designed to address issues critical to conditions of return. See Attachment 2 – BBCBC's Behavioral Health Integration Plan.

Attachment 1: BBCBC Program Improvement Plan

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
12.	Incorporate new approaches to achieving permanency	Big Bend CBC COO & Circuit Operations Managers	Conducting length of stay staffings, residential group care reviews, early childhood court and scrubs to increase permanency. Agendas, tracking logs and notes attached in evidence folder. Password: FSFN BBCBC leadership is taking a role in staffing cases during permanency, group care staffings, scrubs (monthly reviews) to identify barriers to permanency and to help resolve these barriers.	Item 5, Item 6 Florida PIP Monitored Case Review	*Quarter 5*	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
12.1	Maintain and enhance ongoing permanency staffings with all parties	Big Bend CBC Placement Supervisors	Permanency staffing documentation – FSFN Meeting Module New Permanency Process will focus on including more participates. Plan is to have process developed by 5/15 with plans to pilot in Bay in June 2018.	Item 5, Item 6 Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
12.2 Implement C2-Specific Approach a. Quarterly case scrub activities to assure ongoing attention for long-stayers in foster care. b. Monthly Length-of-Stay/Conditions-for-Return staffings for all children in OHC more than 3 months.	Big Bend CBC a. Placement Supervisors & CMO Program Managers. b. C2 Operations Manager	Permanency staffing documentation – FSFN Meeting Module Password: FSFN Case staffings (scrubs) and LOS/COR staffings have identified issues related identifying all parents and including them in court actions, finding the most appropriate placement up-front, timely goal changes and the need to focus on conditions for return. These findings will be addressed through development of a new staffing process to promote permanency in quarters 3-4. This process is to include new tools, the assignment of 2 individuals to completed staffings and training for those completing staffings. The Permanency Planning Team has identified information to be included on new Permanency Staffing Form. Agenda of Planning Meeting attached.	Item 5, Item 6 Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
12.3 Implement C14-Specific Approach a. Quarterly case scrub activities to assure ongoing attention for long-stayers in foster care. b. Quarterly case scrub/ Conditions-for-Return staffings for all children in OHC more than 3 months.	Big Bend CBC a. CMO Program Managers b. C14 Operations Mgr., CMO Program Manager	Permanency staffing documentation – Case note documentation Agendas and emails for scrubs/LOS and CFR attached in folder of evidence. Password: FSFN Case staffings (scrubs) and LOS/COR staffings have identified issues related identifying all parents and including them in court actions, finding the most appropriate placement up-front, timely goal changes and the need to focus on conditions for return. These findings will be addressed through development of a new permanency staffing process in quarters 3 and 4. This process is to include new tools, assignment of 2 individuals to completed staffings and training for those completing staffings. The Permanency Planning Team has identified information to be included on new Permanency Staffing Form. Agenda of Planning Meeting attached.	Item 5, Item 6 Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
13. Activities Supporting Placement Stability in OHC			Item 4 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*
13.1 BBCBC Guiding Principles of Placement: BBCBC formalized the agency's vision and values underpinning its placement-related Operating Policies (in-county placement, placement with siblings, maintaining school enrollment). Principles are the foundation for I/P Staff training and ongoing interactions with Stakeholders.	Big Bend CBC Placement Director	Weekly tracking of children placed out of the area	Item 4 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
13.2 Placement Stabilization Staffings: implemented upon any risk for placement disruption. Identify and institute supports to allow placement stability.	Big Bend CBC Placement Supervisors	Placement stabilization form-child specific will be provided for evidence We held 6 formal, multi-agency stabilization staffings in the 2nd quarter, with 1 of them resulting in a placement being stabilized. We also had at least 30 instances of Placement staff walking through a conversation with a struggling caregiver (who was contemplating asking for a child's removal) during which the Placement staff successfully helped the caregiver to arrive at a new strategy or link to a service or support that stabilized the placement and avoided a more formal staffing. These instances, while occurring at a much higher rate, are not tracked systematically at this time.	Item 4 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
13.3 QA to assure Foster Parent needs are met: *Transactional Surveys* upon child placement, child departure and quarterly to address needs for additional information or support to maintain the placement	Big Bend CBC Placement Director	Transactional Survey tool Quarterly foster home management meetings—QPI Specialist brings data to discuss. Survey sample uploaded for evidence. We received 15 responses to Placement surveys during the 2nd quarter. Answers to the scaled questions (5-point Likert style, ranging from Strongly Agree to Strongly Disagree) were 78% positive (either Strongly Agree or Agree). The written feedback portions brought attention to several positives regarding communication and transition, and also mentioned information flow and transition planning (in one case) as areas that could be improved. This information was used to bring feedback directly to staff in several instances, and is also being used to inform more general training topics. In addition, the results of the scaled questions have been graphed for sharing with our partners and the public.	Item 4 Florida PIP Monitored Case Review	Quarter 2	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 2*

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)			
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.			**Applicable CFSR Items:** 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
14	Concerted Efforts to Place with Relatives: Maximize utilization of the *CLEAR* Family-Finder's database – for all children entering LOHC and for long-term stayers in foster care	Big Bend CBC Intake Placement Team	Tracking Report Clear tracking report uploaded for evidence. CLEAR searches were performed on 32 families comprising a total of 43 children who were in licensed care at the time the search was performed. Relatives and/or connections were identified for most, and our Placement Assistant was able to make positive contact with people connected to 14 of the families. A total of 20 of these children have been moved out of licensed care and into the homes of relative or non-relative caregivers. Our Placement Assistant left us in early December, and we have already identified a replacement who will be starting in February and will be focused on continuing these efforts. It is our belief that we can improve even further on this already successful activity.	Item 10 Florida PIP Monitored Case Review	Quarter 2	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 2*

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Items:** 3, 7, 8, 9, 10, 11, 20, and 23			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
5. Ensuring Continuity of Family Relationships: Early Childhood Court Project (ECC): The ECC Project seeks to strengthen the parent/child attachment through child parent psychotherapy for families with children under three years of age.	Big Bend CBC ECC Coordinator	Expeditious Achievement of Permanency Goal Leon County *Permanency* Current Reunifications with parents prior to closure: 10 children reunified within a median of 5.6 months (9 months less time than non-ECC Leon County children, 2016) Current Case closures: 8 children's cases closed (reunified, PG, or APPLA) within median of 12 months (7 months less time than non-ECC Leon County children, 2016) Current Adoptions: 1 child adopted in 23 months (5.3 months more time than non-ECC Leon County children, 2016) *Safety* 0 of the 8 children's cases closed in ECC were subsequently removed after their case was closed. (The same as Leon County non-ECC children, similar in age)	Item 10 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
5.1 Monthly ECC Family Team Meetings to engage families in services and provide intensive treatment.	Big Bend CBC ECC Coordinator, CPP Providers	Meeting Schedule Meeting attendees Meeting agenda or minutes As of 10/30/17 Leon County current # of ECC children: 21 active; 8 closed; 29 total children served since 2015	Item 10 Florida PIP Monitored Case Review	Quarter 1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Items:** 3, 7, 8, 9, 10, 11, 20, and 23			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
5.2 Monthly ECC Court Hearings to assure ongoing progress and support timely permanency.	Big Bend CBC ECC Coordinator, ECC Court Team, CPP Providers	Court schedule Attendees Court progress reports	Item 10 Florida PIP Monitored Case Review	Quarter 1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Items:** 3, 7, 8, 9, 10, 11, 20, and 23			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
6. Maintaining Children's Connections by improve School Stability t6rough a coordinated, best-interest school stability process for children entering foster care and changing foster care placements.	Big Bend CBC Well-Being Specialists	See evidence for individual activities in Items 6.1 – 6.5 below. Purpose and Overview: The goal of these staffings is to address the overall needs of the child taking into consideration best- interest factors for school placement and use a checklist to facilitate discussion and decision-making. Education/ ESSA staffings are coordinated by the BBCBC Well-Being Specialists for children entering out-of-home care and when placement changes occur. If it is in the best interest of the child to change schools, a plan is created to assure a smooth transition. Educational placement is documented in the FSFN Education module and the checklist is uploaded to the FSFN case file cabinet. Joint procedures have been created with Case Management, School district liaisons, and the Well-Being Specialist.	Item 9, Item 16 Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Items:** 3, 7, 8, 9, 10, 11, 20, and 23			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
6.1 Revise current education staffing process and associated supports to improve efficiencies and accountability and pilot.	Big Bend CBC Well-Being Specialists, DCMs, CPIs, School District Staff	Staffing process/action steps and training material used to pilot the changes. See attached: ○ School Stability Procedures 3 (Initial) ○ ESSA One-Pager	Item 9, Item 16 Florida PIP Monitored Case Review	*Quarter 1*	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
6.2 Revise based on lessons learned during the pilot	Big Bend CBC Well-Being Specialists,	Revised materials, see attached: ○ ESSA Staffing Procedures 01-2018 ○ ESSA Staffing Request Form update ○ ESSA Tracking	Item 9, Item 16 Florida PIP Monitored Case Review	Quarter 3	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3
6.3 Formalize new education/ ESSA staffing process in Operating Policy.	Big Bend CBC Well-Being Specialists, DCMs, CPIs, School District Staff	Operating Policy, process flow and materials adopted for the new ESSA staffings. Training materials associated with the new process defined in Policy.	Item 9, Item 16 Florida PIP Monitored Case Review	Quarter 4	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Items:** 3, 7, 8, 9, 10, 11, 20, and 23			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
6.4 Track implementation, monitor performance and revise as necessary	Big Bend CBC Well-Being Specialists	Every Student Succeeds Act (ESSA) staffing logs and log of CQI activities.	Item 9, Item 16 Florida PIP Monitored Case Review	Quarter 4	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
6.5 Provide refresher training to staff, implement new education/ESSA staffing model.	Big Bend CBC Well-Being Specialists, DCMs, CPIs, School District Staff	Operating Policy, process flow and materials adopted for the new ESSA staffings. Training materials associated with the new process defined in Policy.	Item 9, Item 16 Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
7. Maintaining Connections: Transportation Agreements with local school districts assure a child entering OHC continue in his/her home school/school or origin.	DCMS, Big Bend CBC Well-Being Specialist	Agreements Signed Wakulla County School Procedure for Students in FC uploaded in evidence folder.	Item 9 Florida PIP Monitored Case Review	Quarter 2	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 2

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			**Applicable CFSR Items:** 3, 7, 8, 9, 10, 11, 20, and 23			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
7.1 Agency collaborates with school district to assure alternate transportation for the child (alternate bus route, etc.)	Big Bend CBC Well-Being Specialist	Educational stability is documented in the FSFN Education module. Transportation Request Form uploaded in evidence folder.	Item 9 Florida PIP Monitored Case Review	Quarter 2	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☒ No longer applicable	Quarter 2

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy A: Implement practice initiatives that will improve families 'capacity to provide for their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.			**Applicable CFSR Items:** 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
4. Quarterly CQI Training Meetings will be held. In-service training needs will be identified through review of quality assurance reviews and data and feedback from Quality Specialist, Placement Director, QPI Specialist and Operations Managers.		During Quarterly CQI meeting held on 1/8/2018, the most immediate training needs identified were Engagement, Quality Home Visits, Assessments and Safety Planning to include Conditions of Return.	Item 3, Item 12a. & 12b. Florida PIP Monitored Case Review	Quarter 3	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 3*
4.1 Monthly in-service training will be provided based on needs identified at the Quarterly CQI Training Meeting. Agenda, meeting notes and email to CMOs are attached.	Big Bend CBC Training Supervisor	Training Agenda Training Attendees Training Calendar and sign in sheets uploaded for evidence. Engagement/ Customer Service Training was provided in March 2018. Training material and attendance sign-in sheets are attached.	Item 3, Item 12a. & 12b. Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy A: Implement practice initiatives that will improve families 'capacity to provide for their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.			**Applicable CFSR Items:** 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
5. Assessments, Engagement & Supports: The ECC Project seeks to strengthen the parent/child attachment through child parent psychotherapy for families with children under three years of age. Key processes:	Big Bend CBC ECC Coordinator	See evidence for individual activities in Items 5.1 – 5.2 below.	Item 11 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*
5.1 Assessment: Specialized trauma assessments for parents to identify needs to build parent capacity.	Big Bend CBC ECC Coordinator, CPP Providers	Assessment tool	Item 11 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy A: Implement practice initiatives that will improve families 'capacity to provide for their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.			**Applicable CFSR Items:** 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
5.2 Engagement & Support: Parents are engaged in specialized therapeutic services to address their identified needs and prevent future re-abuse.	Big Bend CBC ECC Coordinator, ECC Court Team, CPP Providers		Item 11 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.			**Applicable CFSR Items:** 9, 11, 16, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
3. Child Well-Being Staffings within 75 days of removal to plan for the child's educational needs while in OHC.	Big Bend CBC Well-Being Specialists	Well-Being Staffing Form completed (FSFN File Cabinet) & Staffing documentation in FSFN Meeting Module Tracking log and Form uploaded into evidence folder The Well-Being staffing is a review of the child's well-being needs. The CBHA is used as a guide for the review of the child's history of trauma and current functioning. This staffing results in the development of an action plan to meet the identified needs of the child. Well-Being Staffings use a snap shot of a child's educational status at a point in time to create a plan to address unmet needs. The child's needs can change over time and progress is monitored by the DCM through report cards.	Item 16 Florida PIP Monitored Case Review	Quarter 1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.			**Applicable CFSR Items:** 9, 11, 16, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
3.1 CBHA recommendations are reviewed by all participants at the well-being staffing (parents, caregivers, providers, GAL program, DCMs, WB Specialist and the Nurse Care Coordinator)	Big Bend CBC Well-Being Specialists & DCMS	Well-being Tracking log Tracking log and Form uploaded into evidence folder The tracking log shows the number of children where the Well-Being staffing was held and the timeliness of the staffing. Current SACWIS limitations prohibit detailed analysis regarding recommended services. Expanding/ enhancing the education module in FSFN would assist the CBC in the data collection for the benchmark of education.	Item 16 Florida PIP Monitored Case Review	Quarter 1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.			**Applicable CFSR Items:** 9, 11, 16, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
3.2 Joint review of the CBHA assessment followed by joint action planning to address identified educational needs. Ongoing implementation is assigned to the DCM with monitoring by the DCMS.	Big Bend CBC Well-Being Specialists & DCMS	Well-Being Tracking log Tracking log and Form uploaded into evidence folder The child's needs are address through the action plan and is then uploaded in FSFN for the supervisor to monitor. Current SACWIS limitations prohibit detailed analysis regarding recommended services. Expanding/ enhancing the education module in FSFN would assist the CBC in the data collection for the benchmark of education.	Item 16 Florida PIP Monitored Case Review	Quarter 1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*
4 Support School Success by improving School Stability [See Goal 2, Strategy B, Activities 6.0 – 6.5]	Big Bend CBC Well-Being Specialists	See evidence for individual activities in Goal 2, Strategy B, Activities 6.0 – 6.5.	Item 9, Item 16 Florida PIP Monitored Case Review	Quarter 5	☐ Completed ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.			**Applicable CFSR Items:** 9, 11, 16, and 29			
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
5. Collaborate with local school districts, sharing data to identify children involved in the child welfare system so that additional supports can be provided by the school.	Big Bend CBC Operations Managers, Data Specialists	Report	Item 9, Item 16 Florida PIP Monitored Case Review	*Quarter 1*	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy C: Implement practice initiatives to assure children receive adequate services to meet their physical health, dental health, and mental health needs.			**Applicable CFSR Items:** 12, 12B, 17, 18, and 29			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
4.	Medical Dental Meetings- held weekly to ensure medical and dental needs are met.	Big Bend CBC Data Specialist	Medical and Dental appointments attended and recorded in the medical module in FSFN. Meeting schedule Meeting attendance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*
4.1	Data Specialist creates report of children that are coming due and past due for dental and physical exams. Report is used by the NCC to schedule medical and dental appointments.	Big Bend CBC Data Specialist, DCMs, NCC	Report	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy C: Implement practice initiatives to assure children receive adequate services to meet their physical health, dental health, and mental health needs.			**Applicable CFSR Items:** 12, 12B, 17, 18, and 29			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
4.2	Weekly meetings are utilized to ensure barriers to children in OHC receiving dental exams and physicals are eliminated. Follow up is assigned to the DCM Supervisors with the NCC monitoring attendance at schedule appointments.	Big Bend CBC Data Specialists, DCM Supervisors, NCC	Meeting agenda Meeting schedule Meeting attendance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
5.	Nurse Care Coordinator-Supports Children, Caregivers, and DCMs in meeting the child's health needs	Big Bend CBC NCC, DCMs	Scorecard performance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development			
Strategy C: Implement practice initiatives to assure children receive adequate services to meet their physical health, dental health, and mental health needs.			**Applicable CFSR Items:** 12, 12B, 17, 18, and 29			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
5.1	NCC schedules physical and dental appointments and follows up with DCMs to ensure children are able to attend.	Big Bend CBC NCC, DCMs	Scorecard performance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
5.2	NCC assists DCMs with care in scheduling appointments with specialists, consulting on medical concerns, and obtaining Medical Reports for psychotropic medications.	Big Bend CBC NCC, DCMs	Scorecard performance, quality review performance data	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy D: The state's child welfare information system, FSFN, will have accurate and timely data that supports child well-being.			**Applicable CFSR Items:** 4 and 19			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
2.	Medical/Dental FSFN Data Entry Updates: Data reporting, review and updates in support of weekly Medical/Dental Meetings.	Big Bend CBC Data Specialist	Medical and Dental appointments attended and recorded in the medical module in FSFN. Scorecard performance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*
2.1	Report generated listing children in OHC who are coming due and those who are past due for dental and physical exams.	Big Bend CBC Data Specialist, DCMs, NCC	Weekly medical/dental meeting to ensure timeliness of scheduled appointments. Scorecard performance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
2.2	NCC uses the report to schedule medical and dental appointments, then updates the FSFN Medical tab upon completion of the appointment and any upcoming follow-up care.	Big Bend CBC Data Specialists, DCM Supervisors, NCC	NCC participates in the weekly medical/dental meetings. Scorecard performance	Item 17 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.			**Applicable CFSR Outcomes or Systemic Factors:** Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
Strategy D: The state's child welfare information system, FSFN, will have accurate and timely data that supports child well-being.			**Applicable CFSR Items:** 4 and 19			
	Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
3.	Education FSFN Data Entry Updates: Monthly data reporting, review and updates to support education outcomes for teens and young adults in OHC.	Big Bend CBC Data Specialist	BBCBC performance on Scorecard Measure 11 continues to improve with these systems in place with projected Quarter 3 performance of 100%.	Item 16 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
3.1	Report generated listing teens and young adults approaching the age of majority to assure smooth transition to higher education.	Data Specialist, DCMs, IL Specialists	Education tab updated to accurately reflect education information and status. Data Integrity team audits FSFN education records to monitor accuracy and identify data entry errors for correction.	Item 16 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	*Quarter 1*
3.2	Collaborate with local school districts, sharing data to identify children involved in the child welfare system so that additional supports can be provided by the school.	Big Bend CBC Operations Managers, Data Specialists	Data is provided to local school districts regularly.	Item 16 Florida PIP Monitored Case Review	Quarter 1	☒ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

BBCBC Action Plan - FY 18/19

BIG BEND COMMUNITY BASED CARE

Annual Priority: Attachment 2: BBCBC Behavioral Health Integration Plan

Action Plan Owner(s): Mike Watkins, Janice Thomas, Cori Bauserman, David Daniels

Measure: Percent of Plan Complete Target: 100%

Goal	Target Completion Date	Owner	Status	Completion Date
1. Redesign the use of the MSS for children that are determined safe but at risk due to family behavioral health issues.	Oct-18	Cori		
a. Develop new protocols to include Behavioral Health Specialist qualifications.	May-18	Cori	Completed	May-18
b. Develop Training and train BHS (previously MSS) to include new process and focus for child welfare families.	Oct-18	Cori		
2. Develop a referral process for a comprehensive assessment for parents of children who are determined unsafe.	Oct-18	Janice & Cori		
a. Review PBHA/Consultant with CPI and CM	May-18	Janice	Completed	
b. Finalize PBHA Format	Aug-18	Cori		
c. Develop MSS/FIS expectations, qualifications and screening tools	Aug-18	David and Cori		
d. Develop PBHA Assessor qualifications	May-18	Cori	Completed	
e. Develop protocol for PBHA and Consultation Process	May-18	Janice	Completed	
f. Develop RFP for PBHA Provider	Aug-18	Chris		
g. Procure PBHA Providers	Sep-18	Chris		

BBCBC Action Plan - FY 18/19

Goal	Target Completion Date	Owner	Status	Completion Date
h. Select first site and develop rollout within Circuit	Sep-18	Team		
i. Develop Training material and handouts	Aug-18	Janice and Cori		
j. Train CPI, CM, PBHA Providers, MSS Providers	Sep-18	Team		
k. Inform community partners- Judges, GAL, Parent's attorneys, BH Providers	Sep-18	Team		
l. Finalize initial PBHA Provider Contract	Sep-18	Chris		
m. Effective Date for Initial Provider	Sep-18	Chris		
n. Develop rollout for next Circuit	Oct-18	Team		
o. Finalize 2nd PBHA Provider Contract	Dec-18	Chris		
Effective Date for 2nd PBHA Provider Contract	Feb-19	Chris		
3. Establish tracking systems to measure referrals and receipt of behavioral health assessments.	Oct-18	Cori		