

BREVARD FAMILY PARTNERSHIP

Quality Assurance Annual Report

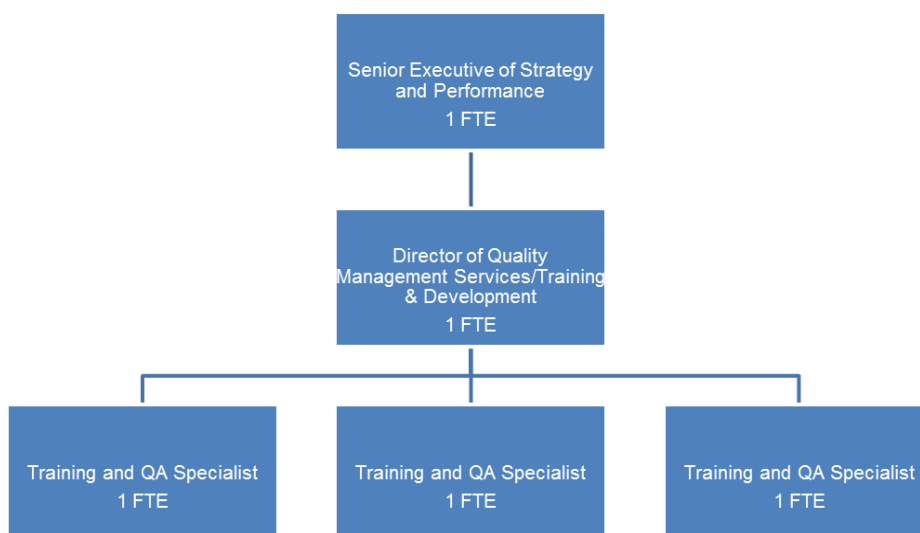
FY 2019-2020

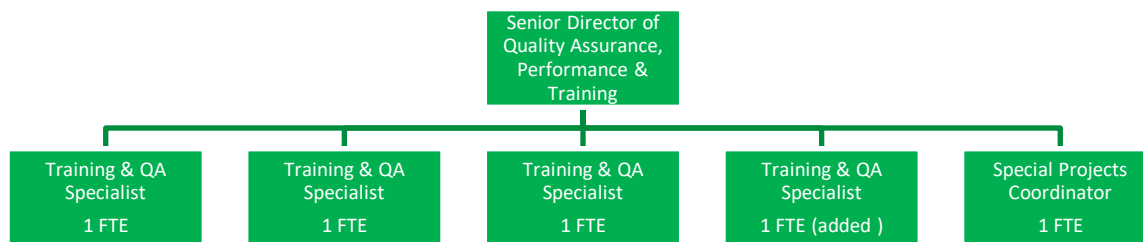
Introductory Section

Brevard Family Partnership (BFP) is the Lead Agency for Child Welfare Services in Brevard County, Florida in the 18th Judicial Circuit. Brevard Family Partnership oversees a Provider Network that delivers case management, diversion, prevention, safety management, and foster care services. For fiscal year 2019-2020, Brevard CARES provided contracted case management services for Non-Judicial In-Home Services and Family Support Services, while Family Allies provided contracted dependency case management services for all judicial cases.

As described in Florida's Windows into Practice, Brevard Family Partnership completed a total of 88 case file reviews using the Rapid Safety Feedback (RSF) Tool and Florida's Continuous Quality Improvement (CQI) version of the Federal Child and Family Service Review (CFSR) process. The breakdown per six-month period was 20 Rapid Safety Feedback Reviews and 20 FL CQI File Reviews, with one additional In-Depth review and three PIP Monitored Cases.

In July 2018, BFP re-aligned the Quality Assurance (QA) and Training Departments into one Department under the Strategy Division. The agency recognized the need for a more robust QA and Training Division and the agency combined the two divisions into one department staffed by Training and QA Specialists. This allowed for increased ability of the QA team to identify trends through data analysis and address these issues through Pre-service and In-service trainings. After reviewing capacity to provide training and Quality Assurance activities, the decision to add a 3rd position was made in October 2018. BFP continues to assess training and quality assurance capacity to ensure appropriate resources for these important tasks. For the past year there were three QA and Training Specialists reporting to the Director of Quality Management Services, Training, and Development who reported to the Senior Executive of Strategy and Performance.





In July 2020, the QA and Training Department was combined with the Performance Department under the leadership of the Senior Director of Quality Assurance, Performance and Training. The Department added a fourth Training and QA Specialist position and is also staffed with a Special Projects Coordinator.

Performance Improvement

To determine performance quality and effectiveness, and identify areas for improvement and sustained system change, Brevard Family Partnership uses both quantitative and qualitative data from FSFN, the Department of Children and Families performance measure dashboard, CBC Scorecard Performance Measures, case file reviews, quality service reviews, satisfaction surveys, local data bases, Mindshare Analytics and other methods and tools as required by the Council on Accreditation (COA). BFP hosts several standing meetings to review performance and implement system change.

BFP expanded the Operations meeting to include attendance by Supervisors and Leads in addition to Program Directors. During this monthly meeting, BFP systematically reviews data with Family Allies and Brevard CARES to track critical performance indicators, outcomes, case management caseloads, missing children data, status of progress on critical monthly targets for children and families served, supervisor reviews, timely documentation into FSFN, and well-being measures of physical, dental, and immunization records (APPENDIX A). In October 2019, BFP also implemented unit level reporting on these measures to identify trends, share best practices, facilitate unit ownership, and enhance understanding. (APPENDIX A) The DCF contract measures along with CQI data and System of Care data is provided to the BFP Board of Directors monthly. Some of the information related to performance may be moved to the BFP Risk Committee for

further review and analysis. BFP also reviews this information internally on a weekly basis at the BFP Weekly Leadership meetings.

Implementation of Workgroups to address individual scorecard measures occurred in September 2019. Each month the Data Work Group meets to support the outcomes around safety, permanency, and well-being for the children and families served. The workgroup is composed of staff from BFP and management and leadership from both case management agencies. Workplans are utilized to create scripts for the measures assigned that fall below the target established by contract. The workgroup collaborates to determine counter measures. Each month the Special Projects Coordinator provides the champion of the measure with the exceptions list for an in-depth case review to determine next steps as applicable. The champion reviews the cases prior to the meeting, creates a narrative and then reports out to the group any trends identified. The team reviews existing countermeasures for the measure assigned and implements new countermeasures as appropriate. The champion is responsible for reporting and monitoring the work plan for changes as trends arise.

As part of the Department of Children and Families (DCF) Central Region plan, during FY 2019-2020 BFP added the following initiatives related to Program improvement:

- Infusion of the CFSR Checklist into the system of care including use during pre-diversion staffing's, Case transfer staffing's, Family Support Team's, permanency staffing's and all supervisor consults and reviews. (SAFETY, PERMANENCY, & WELL-BEING)
- Implemented Quality Round Tables to ensure cases are prepared for Quality assurance reviews, supervisors share best practices, and transfer learning (SAFETY, PERMANENCY, & WELL-BEING)
- Increased shadowing of PIP monitored cases by Program Directors, Master Practitioners, and supervisors to learn more about actual practice in the field and gain a better understanding of the review tool and process. (SAFETY, PERMANENCY, & WELL-BEING)
- Continued practice of Permanency Roundtables. Out of Home Care reviews every 60 days and special review of cohort of children in OHC for 18-24 months. (PERMANENCY)
- Implemented practices to ensure candidacy goals are met and safety plans are completed and updated. (SAFETY)
- Implemented the BFP STAR tool to review cases that would not otherwise receive a QA review during the quarter for best practices in family engagement. (SAFETY, WELLBEING)
- Implemented a Reunification Support Team to identify supports and barriers when a reunification is at risk of failing. (PERMANENCY)
- Increase support of caregivers through use of Comfort Calls, Mobile Response Team, and Clinical Services Specialist to support placements in distress, Caregiver support specialist and Foster Parent navigator. (PERMANENCY)

- Created monthly Inservice trainings for the case management team that increase knowledge of the CFSR tool and how it is applied. (SAFETY, PERMANENCY, & WELL-BEING)
- Revamped the Supervisor Review/Consultations tools to ensure alignment with Safety Methodology practice and CFSR and create a Supervisory Consultation Guide (SAFETY, PERMANENCY, & WELL-BEING)
- Added a Fatherhood Initiative, Non-Maltreating tip sheet, Mindshare reporting to identify parent contacts on Non-Judicial cases, Involvement of all bio parents on Non-Judicial cases (LOCAL PRACTICES)
- Implemented a local agreement with the jail system to access incarcerated parents (LOCAL PRACTICES)

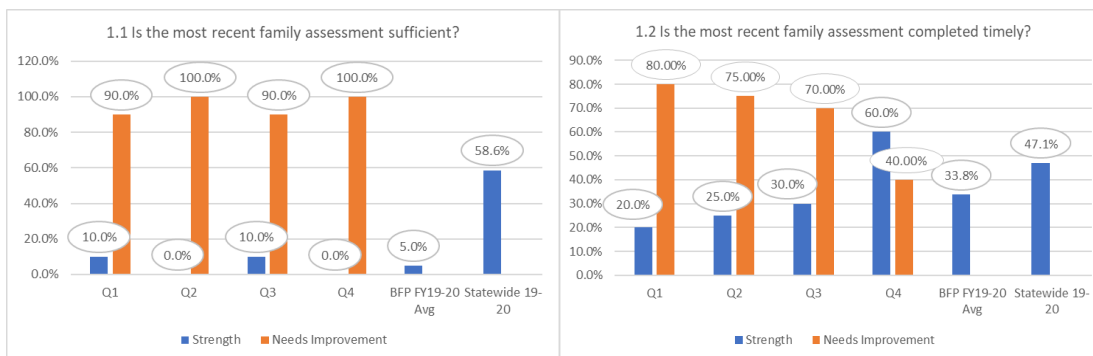
Quarterly Data Debrief and Training sessions are attended by Case Management Supervisors, Program Managers, and other leadership positions from Family Allies and Brevard C.A.R.E.S. The Quarterly Debrief sessions include a presentation of results from Rapid Safety Feedback reviews and CQI reviews for the prior quarter, allowing for a facilitated discussion of trends and opportunities for improvement for those with direct responsibility for the cases generating the results. At the end of each quarter, completed Quality Assurance Tools for CQI/PIP and RSF cases are shared with the management team at Brevard C.A.R.E.S. and Family Allies. In addition, following each individual review, a one on one consultation is performed by the Training and QA specialist with the case manager and supervisor. As of Quarter 4 2019-20, Quality Roundtables were scheduled prior to a PIP or CQI review to help identify opportunities for improvements in documentation and practice prior to the schedule review. Additionally, the case management agencies began providing protected time for case managers to review and update their files in preparation of a CQI/PIP review.

Findings

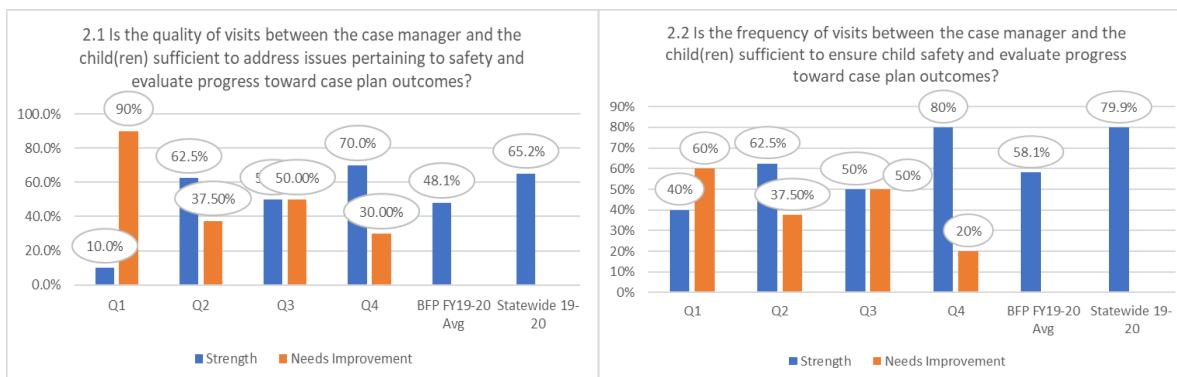
Rapid Safety Feedback

Rapid Safety Feedback Reviews assess real time case work practice related to safety of children ages zero to four, residing in the home with a parent or caretaker under a FSFN living arrangement who has been an alleged perpetrator for allegations of Family Violence Threatens Child AND/OR Substance Misuse. The review samples for each quarter were selected using the business objects report entitled Children Receiving In-Home Services Listing – OCWDRU in Florida Safe Families Network (FSFN). All cases were open at the time of the review and a consultation was completed with the case manager and supervisor within 24-48 hours of completion of the review as required. Tools were updated with information and documentation obtained during the consultations. Final tools and data are shared with Florida’s Department of Children and Families, Case Management staff, as well as BFP staff.

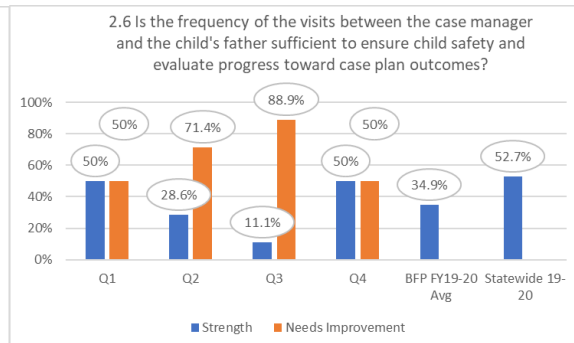
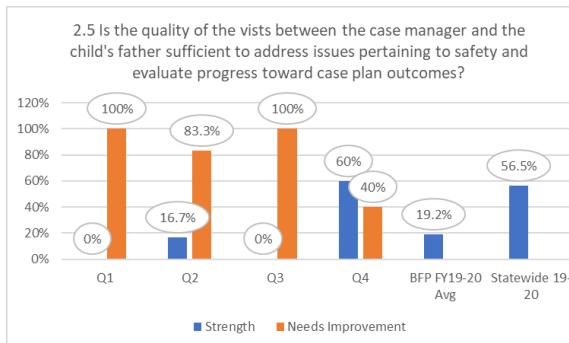
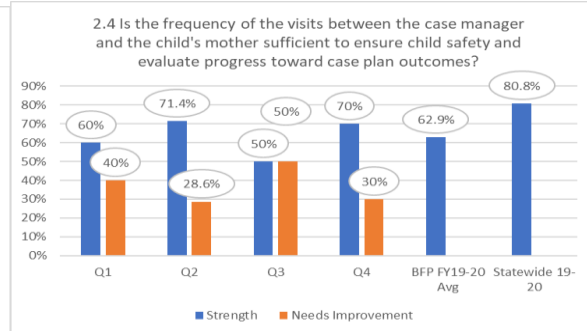
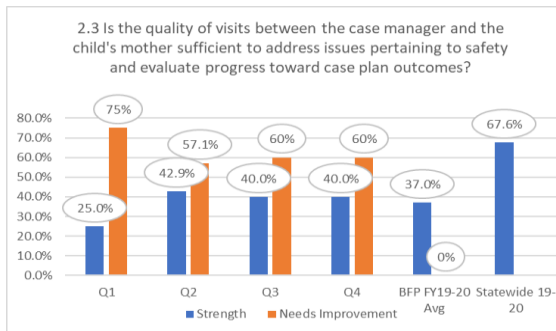
The below charts break down the results per quarter for each question of the tool by Percent Strength (blue) and Percent Needs Improvement (orange).



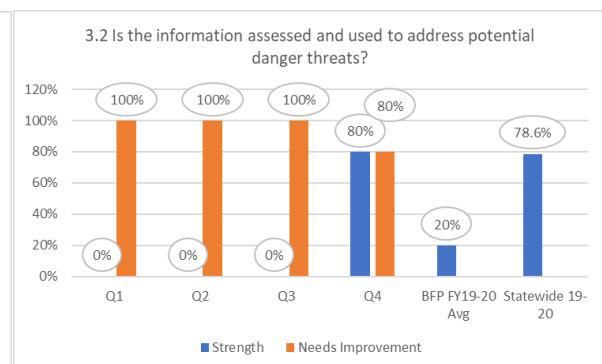
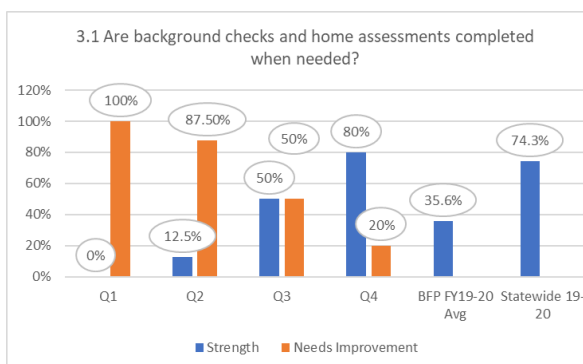
- Timeliness and Sufficiency of Family Assessments:** Case management has steadily improved the timeliness of Family Assessments, rising from 20% in Q1 to 60% in Q4, the team has noticed a positive trend in timely supervisor approval. However, quality of family assessments is an area targeted for improvement with an average of 5% of cases reviewed receiving a strength in this area. Trends identified include a lack of information gathering, lack of utilization of external sources, and poor application of the tool for decision making regarding protective capacities and safety analysis.



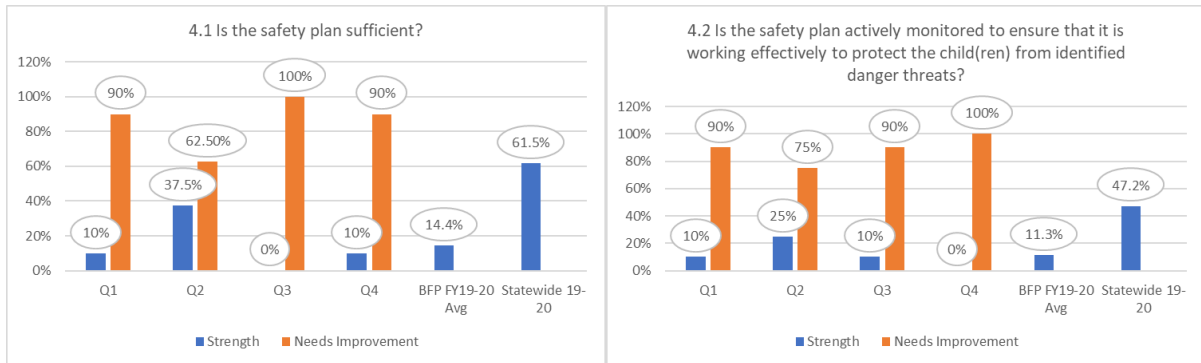
- Frequency & quality of visits with child(ren):** Overall home visits are completed with children at a minimum of once every 30 days, but the area needing improvement in frequency is attributed to visits not occurring at the rate of frequency identified in the safety plans and supervisor reviews. Quality of visits increased from 10% in Q1 to 70% in Q4, the team has seen improvements in consistently documenting one on one private conversations with children, although occasionally struggling to complete this activity with the youngest children. Continued reinforcement of the need to have pertinent discussions with the children around the reasons for ongoing agency involvement and case plans are needed.



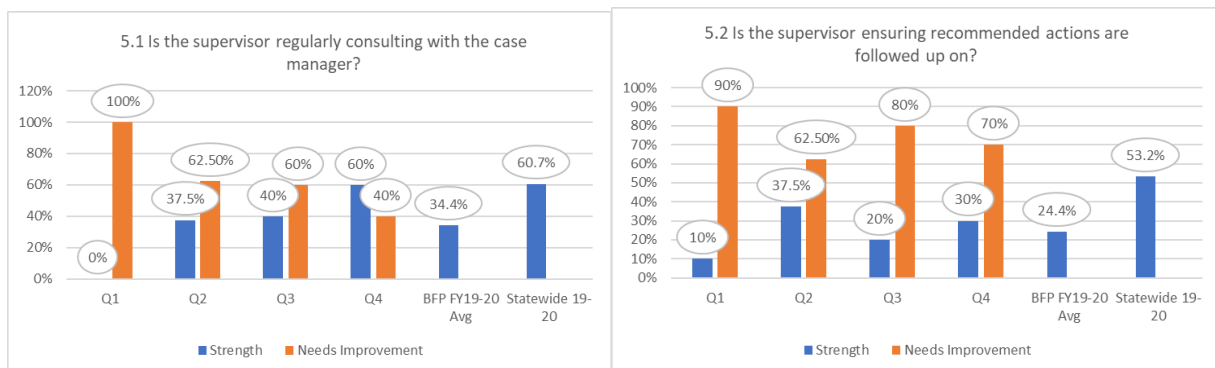
- Frequency and quality of visits with parents:** Frequency of contact with both parents has varied each quarter across the last two fiscal years; this fluctuation is based on whom the child is placed with. Case managers are visiting parents with whom the child is placed with at the same frequency of the child and struggle with maintaining contact with whichever parent is not in the home, regardless if it is the mother or father. Visits focused on service compliance and not how the parents benefited from services or showed behavioral changes. There were also gaps around observations of the parents' interactions with the children and other household members.



- Background checks and home study assessments:** Trend noted improved background checks but delays in home assessments resulting in a slightly decreased overall average from last fiscal year in timeliness. There were gaps in quality assessment around evaluating parents' physical residence and household dynamics prior to reunification and evaluating conditions for return.



- Developing Safety Plans and monitoring:** Efforts around Candidacy and inclusion of safety planning have increased the numbers of safety plans completed. However, Case Management still struggles with sufficient safety planning. Safety plans are not identifying safety actions that directly relate to the manifestation of the impending danger threat and how to immediately keep the child safe as the threat occurs. While monitoring of safety plans continues to be low, there has been improvement since last fiscal year.



- Supervisory Consultations and follow up:** Supervisor case consultations have increased from an average Strength of 15% last fiscal year to 34% this fiscal year and have shown a steady incline from 0% in Q1 to 60% in Q2. Some trends have been noted regarding directives around frequency of child visits or safety plan updates not being completed as directed.

Findings Contd.

CQI Reviews

Florida's Continuous Quality Improvement (CQI) Review is a version of the Federal Child and Family Service Review (CFSR) process. The cases are either identified as Out-of-Home Care or In-Home. For the case to qualify as In-Home, the children have to be placed in the home during the entire period under review; if at any point during the review period the children are placed out of the home for more than 24 hours, the case does not qualify for the In-Home Sample but must be reviewed as an Out-of-Home Care Case. The review samples for the cases identified as In-Home were randomly selected each quarter using the business objects report entitled Children Receiving In-Home Services Listing – OCWDRU in Florida Safe Families Network (FSFN). The review samples each quarter for the cases identified as Out-of-Home Care were randomly selected using the Adoption and Foster Care Analysis and Reporting (AFCAR) extract provided by DCF. The cases are not required to be open at the time of the Florida CQI Review and only FSFN documentation is considered as a resource for the ratings. Additional information is available for the six cases that are reviewed in-depth/ PIP monitored, they have an interview component each quarter and are assessed and rated using a combination of case file documentation and interviews of all case participants.

FY 2019-20 CQI only results-% Strength- Quarterly data

				Q1	Q2	Q3	Q4		
	Safety Outcomes	CFSR Baseline	PIP Target	n=10	n=10	n=11	n=10	Brevard Year CQI Avg	Brevard Year PIP FY Avg
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.5%	91.6%	100%	100%	100%	100%	100%	100%
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.5%	85.8%	n/a	67%	100%	100%	89%	100%
Item 3	Risk and Safety Assessment and Management	71.3%	77.7%	70%	80%	82%	80%	78%	63%

Safety Outcome 1 - Children are, first and foremost, protected from abuse and neglect:

- Item 1 Timeliness of Initiating Investigations Specifically focuses on the timely commencement of the investigation by the Department of Children and Families. In cases involving an investigation, all investigations were commenced, and face-to-face contact completed with the children timely. This year all CQI and PIP cases were at 100% for Item 1.

Safety Outcome 2 - Children are safely maintained in their homes whenever possible and appropriate: This measure focuses on preventing the removal or re-entry of children into care by providing safety services, Assessing Risk and Safety, and Managing Safety Plans (not to be confused with the Practice Model's Safety Plan requirement for all cases). BFP continues to provide Safety Management Services through a contract for intensive services with Brevard

C.A.R.E.S. Safety Management Services were utilized on several cases to help stabilize the family so treatment services could be initiated effectively.

- Item 2 Services to Protect Children in the home and Prevention Removal Brevard County's year average on CQI cases for Item 2 was above PIP target at 89%, Brevard County was also above PIP target on PIP cases at 100%.
- Item 3 Risk and Safety Assessment and Management Brevard County's year average on CQI cases for was above target at 78% but was below for PIP cases at 63%. Item 3 Areas Needing Improvement (ANI) were noted to be around unaddressed safety concerns such as parental drug relapse, child sexualized behaviors, new concerns of corporal punishment, lack of proper home assessment, lack of assessment of impact of new household members to case dynamics. On February 10, 2020 The QA Team presented a training related to these items during the "Breakfast with the Feds" Training including making concerted efforts to assess and plan for safety, Federal expectations, and sharing of best practices from recent strength reviews.

FY 2019-20 CQI only results-% Strength- Quarterly data				Q1	Q2	Q3	Q4	Brevard Year CQI Avg	Brevard Year PIP FY Avg
	Permanency Outcomes 1	CFSR Baseline	PIP Target	n=10	n=10	n=11	n=10		
Item 4	Stability of Foster Care Placement	81.8%	88.5%	67%	100%	71%	100%	85%	100%
Item 5	Permanency Goal for Child	74.5%	82.1%	17%	100%	86%	83%	71%	75%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.3%	75.4%	66.7%	50%	43%	17%	44%	50%

Permanency Outcome 1 - Children have permanency and stability in their living situations: This measure looks at the current placements of the child as well as the child's permanency goals. As compared to the Safety Outcomes, Brevard County struggled more with Permanency Outcomes this year.

- Item 4 Stability of Foster Care Placement Brevard County's year average for CQI cases were slightly below target at 85% and above target at 100% for PIP cases. Typically BFP has good Stability of Foster Care Placement as evidenced by supportive practices such as the use of Mobile Response Team for crisis stabilization, staff assigned for caregiver support specialist, relative/non relative support groups, foster parent navigator, clinical services specialist who is a licensed mental health counselor and responds to placements in crisis. For ANI's notated in this area there is a tendency for the Case manager to be reactive to instability rather than plan proactively to address needs ahead of time. Placement stabilization support calls were initiated in August 2019.
- Item 5 Permanency Goal for Child Brevard County's year average for CQI cases were below target at 71% and below target for PIP cases at 75%. Noted reasons for ANI centered around a case plan goal of permanent guardianship for a very young child and poorly documented goal change from Adoption to reunification. Overall, Case management and Children's Legal Services should be encouraged to document legal hearings and staffing's and upload court orders more routinely. Quality Roundtables were

implemented in Q4 to allow for earlier identification of necessary documentation and provide the case manager some protected time to obtain.

- **Item 6** Achieving Permanency Brevard County's year average for CQI cases were below baseline at 44% and PIP cases were below baseline at 50%. This rating is impacted when there is an opportunity to achieve Permanency sooner. Noted reasons for ANI centered around court and adoption timeliness. There were noted delays in TPR packet submissions, TPR petition filing and multiple rescheduling of TPR hearings. Case Management should be encouraged to actively work both concurrent goals simultaneously.

FY 2019-20 CQI only results-% Strength- Quarterly data				Q1	Q2	Q3	Q4	Brevard Year CQI Avg	Brevard Year PIP FY Avg
Permanency Outcomes 2		CFSR Baseline	PIP Target	n=10	n=10	n=11	n=10		
Item 7	Placement With Siblings	85.0%	na	50%	67%	83%	0%	50%	100%
Item 8	Visiting With Parents and Siblings in Foster Care	69.0%	na	17%	25%	0%	20%	15%	50%
Item 9	Preserving Connections	82.0%	na	17%	33%	57%	33%	35%	75%
Item 10	Relative Placement	72.0%	na	50%	50%	57%	50%	52%	100%
Item 11	Relationship of Child in Care With Parents	60.0%	na	0%	0%	14%	0%	4%	25%

Permanency Outcome 2 - The continuity of family relationships and connections is preserved for children: Overall, Permanency Outcome 2 continues to be an area of targeted improvement for BFP with most measures except Relative placement significantly below target.

- **Item 7** Placement with Siblings Brevard County's year average for CQI cases were below baseline at 50% and above target for PIP cases at 100%. This was affected by a small number of cases that were applicable. Trends noted included that when there were legitimate upfront reasons for separation; there were not efforts later in the case to consider reunifying siblings into one placement.
- **Item 8** Visiting with Parents and Siblings in Foster Care Brevard County's year average for CQI cases were below baseline at 15% as was the PIP average at 50%. Noted trends for ANI's included lack of documentation surrounding when visits occurred and what happened during visits. There was also a lack of documentation surrounding sibling visits when siblings were not placed together.
- **Item 9** Preserving Connections Brevard County's year average for CQI cases were below baseline at 35% as was the PIP average at 75%. It was found that often the child was placed with family members and those important connections were inherently preserved which is positive; however, these connections are not rated in this item. Case Management should be encouraged to document, confirm, and encourage that visits are occurring outside the placement with other important family and friend connections. Other noted areas of improvement include not being placed in the same neighborhood as removal neighborhood. ICWA was not a factor in this measure for Brevard County.
- **Item 10** Relative Placement Brevard County's year average for CQI cases was below baseline at 52% however, was above baseline for the PIP average at 100%. Trends noted

for the cases rated ANI were that efforts to identify, locate, inform, and evaluate maternal and paternal relatives when the child was in foster or non-relative care did not occur.

- Item 11 Relationship of Child in Care with Parents Brevard County's year average for CQI cases were below baseline at 4% as was the PIP average at 25%. Noted trends for cases rated an ANI include a lack of involving the parents in activities such as school appointments, medical appointments, and services. Additionally, CM should be encouraged to make concerted efforts to locate parents when they are not engaged to engage them in such activities.

FY 2019-20 CQI only results-% Strength- Quarterly data							Brevard Year CQI Avg	Brevard Year PIP FY Avg
	Well Being Outcomes 1	CFSR Baseline	PIP Target	Q1 n=10	Q2 n=10	Q3 n=11	Q4 n=10	
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.3%	58.4%	10%	20%	36%	40%	27%
Item 12A	Needs Assessment and Services to Children	88.0%	na	80%	80%	91%	90%	85%
Item 12B	Needs Assessment and Services to Parents	55.0%	na	10%	11%	30%	33%	21%
Item 12C	Needs Assessment and Services to Foster Parents	80.0%	na	100%	100%	71%	100%	93%
Item 13	Child and Family Involvement in Case Planning	63.6%	70.7%	10%	0%	27%	33%	18%
Item 14	Caseworker Visits With Child	72.5%	78.9%	20%	50%	55%	30%	39%
Item 15	Caseworker Visits With Parents	43.5%	51.1%	10%	0%	30%	33%	18%

Well-Being Outcome 1 - Families have enhanced capacity to provide for their children's needs:

- Item 12 Overall Needs and Services of Child, Parents, and Foster Parents Brevard County's year average for CQI was below target at 27% as was PIP at 38%; however, it should be noted that Brevard County is displaying a positive upward trend over the quarters starting with Q1 at 10% and ending with Q4 at 40%; nearing the target of 58%. "Breakfast with the Feds" and "Informed Service Referral" trainings were created and provided during FY 2019-20 that addressed how to assess family needs, appropriate service referrals and follow up and how to engage family's in services effectively.
- Item 12 A Needs Assessment and Services to Children Brevard County's year average was just below baseline at 85% and PIP was equal to baseline at 88%. Additionally, this measure was on a consistently upward trend from 80% in Q1 to 90% (above baseline) in Q4.
- Item 12 B Needs Assessment and Services to Parents Brevard County's year average for CQI was below baseline at 21% as it was for PIP cases at 17%. However, it should be noted that this measure was on an upward trend from 10% in Q1 to 33% in Q4. ANI trends included not involving all bio parents/ Non-Maltreating parents in assessment and service provision. Therefore, efforts were made to improve addition of these parents to FSFN cases at time of case transfer through the creation of a Non-Maltreating Parent Tip sheet. Also, Case Management created a Local protocol with the jail for incarcerated parents which was also aimed at correcting this measure. BFP hosted a Fatherhood Initiative during June 2020 aimed at increasing contact with fathers, BFP also shared DCF provided info in July regarding the importance of fathers and child success.

- Item 12 C Needs Assessment and Services to Foster Parents Brevard County's year average for CQI cases were above baseline at 93% as was PIP at 100%.
- Item 13 Child and Family Involvement in Case Planning Brevard County's year average for CQI cases was below target at 18% as was PIP at 38%. Trends noted for cases with ANI's included lack of documentation of parents' engagement in discussion around case plan construction and goal changes. Also, a lack of ongoing discussions regarding ongoing case plan progress. During Fiscal year 2019-2020 Brevard did not have court ordered case plan conferences in place which affected the judicial cases on this measure. Brevard C.A.R.E.S. continues to practice Family Team conferences in conjunction with case planning which assisted this measure. BFP also has a Wraparound Team that provides Family Team Conferences. A Multidisciplinary team was created and provided a daylong "Life skills & Independent Living" training that focuses on youth involvement in case planning.
- Item 14 Caseworker visits with Child Brevard County's year average for CQI cases were below target at 39% but was above target for PIP cases at 88%. This demonstrated that the ability to interview case participants about caseworker visits increases the scores as more occurs than is currently documented. The key issue was the lack of one-on-one interaction being documented between the case worker and the children during home visits. However, the agency did see an increase in the amount of documentation around this over the prior year. Additionally, the home visits with children did not include sufficient discussion of details of the case in age and developmentally appropriate ways.
- Item 15 Caseworker visits with Parents Brevard County's year average for CQI cases was below target at 18% as it was for PIP cases at 0%. Noted trends for cases rated an ANI included a lack of sufficient frequency and quality of contact with the mother and father. Case Management was encouraged to hold and document discussions with parents around behavioral changes as well as case plan tasks, safety planning, child well-being and conditions for return.

Well-Being Outcome 2 - Children receive appropriate services to meet their educational needs:

This Item and Outcome focuses on children's educational needs being assessed and addressed.

- Item 16 Educational Needs of the Child Brevard County's year average for CQI was below baseline at 61% and 67% for PIP. Trends identified on ANI cases included children known to be struggling in school or eligible for IEP's did not receive sufficient follow up.

				Q1	Q2	Q3	Q4
	Well Being Outcomes 2 & 3	CFSR Baseline	PIP Target	n=10	n=10	n=11	n=10
Item 16	Educational Needs of the Child	92.0%	na	25%	67%	88%	67%
Item 17	Physical Health of the Child	85.0%	na	75%	71%	56%	83%
Item 18	Mental/Behavioral Health of the Child	72.0%	na	33%	80%	0%	0%

Brevard Year CQI Avg	Brevard Year PIP FY Avg
61%	67%
71%	63%
28%	50%

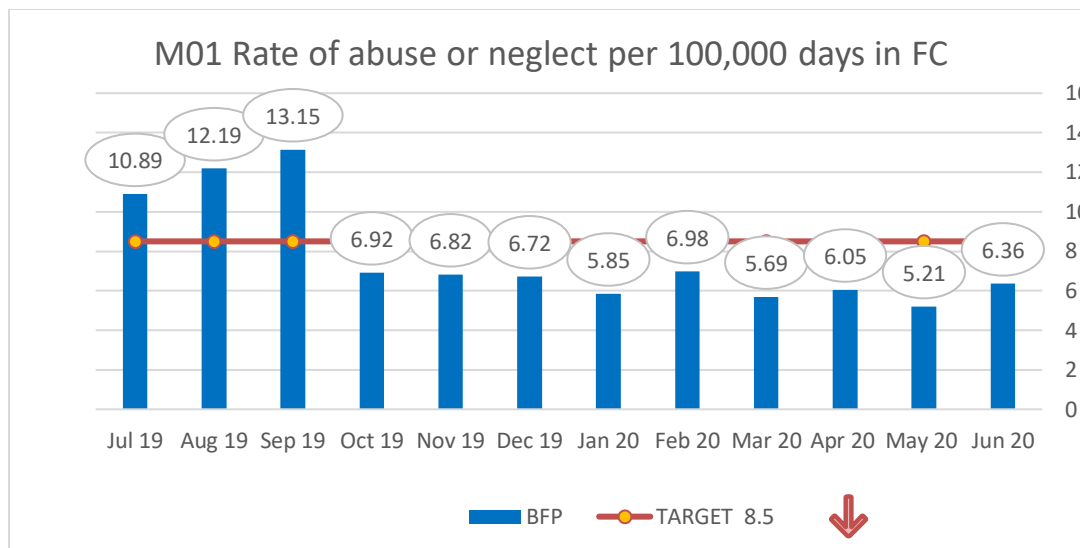
Well-Being Outcome 3 - Children receive adequate services to meet their physical and mental health needs:

- Item 17 Physical Health of the Child Brevard County's year average for CQI was below baseline at 71% and 63% for PIP cases. Noted trends in cases identified as ANI included consistently the Agency did not obtain medical records, the Agency was often unaware of medical issues that the caregiver was taking care of, and the Agency did not ensure attendance at a recommended specialist follow up appointment.
- Item 18 Mental/ Behavioral Health of the Child Brevard County's year average for CQI was below baseline at 28% and at 50% for PIP cases. Trends noted on cases rated an ANI included concerns with Psychotropic medication oversight, lack of assessment/response regarding Baker Acts and ADHD concerns, delayed service provision for counseling, referrals made but services not provided or followed up on.

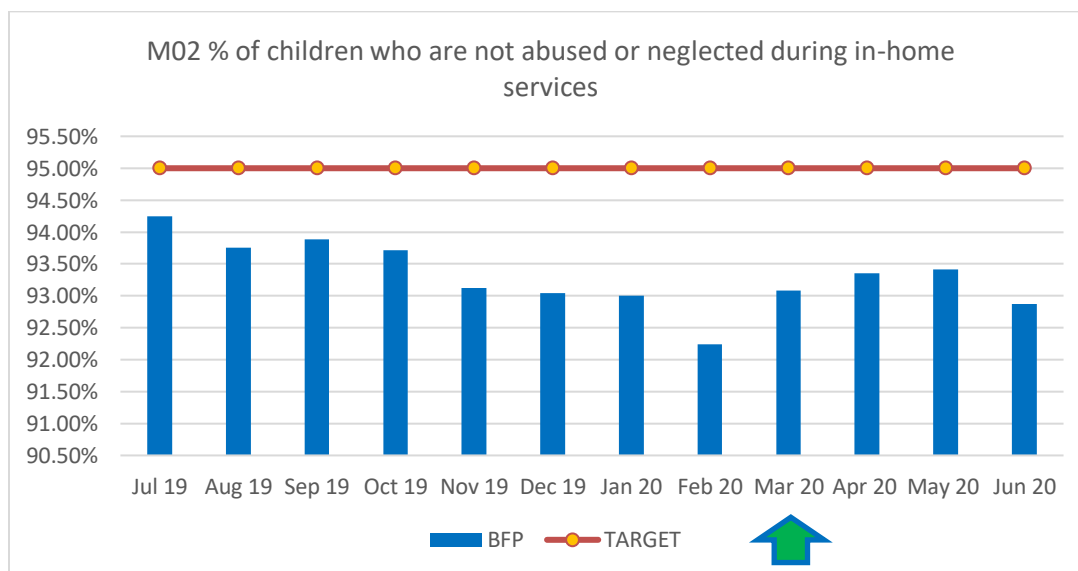
Findings Continued

Scorecard

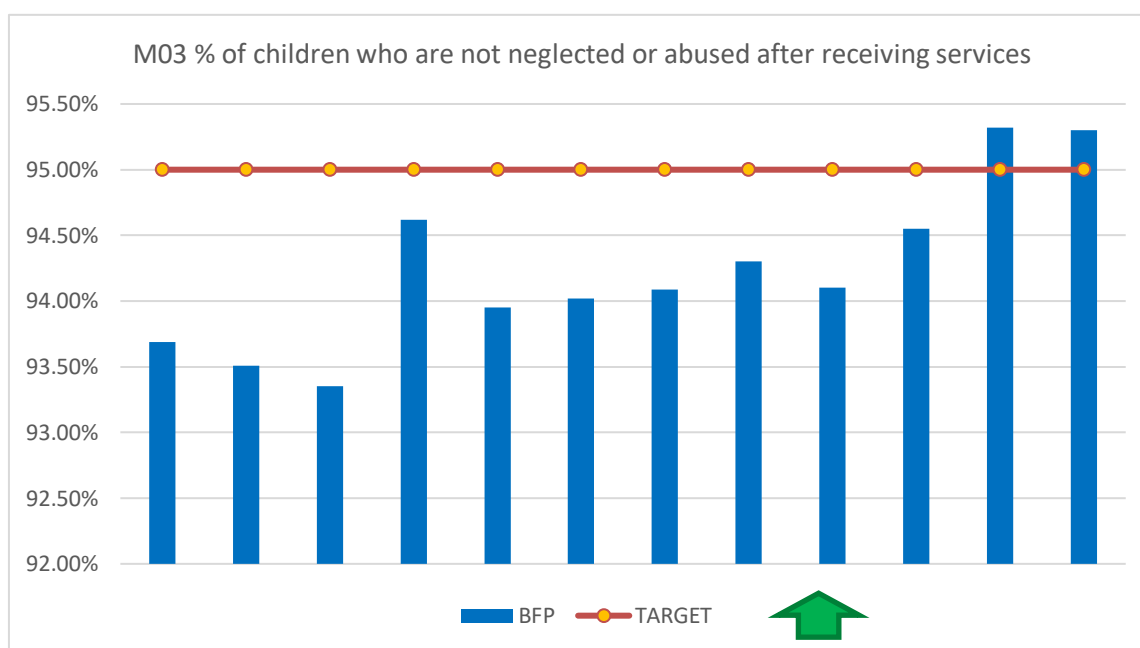
BFP's performance is of utmost importance and BFP strives to be a high performing organization focusing on quality case management practice that is results driven. Where performance gaps are identified, the organization reviews its processes for process improvement to drive performance. On a quarterly basis, BFP does an analysis and evaluation of its performance in comparison to other Community Based Agencies and ranks itself based on performance. BFP continues to perform in the top eight of the statewide CBC's. The organization's oversight and communication with stakeholders is as such: The scorecard measures are discussed with our Family of Agencies at the monthly Operations and System of Care meetings. The information is also reported to the BFP Board of Directors during the monthly Board Meeting. BFP's performance on each of the twelve scorecard measures is trended on the following graphs along with the agency's key efforts in improving the scores



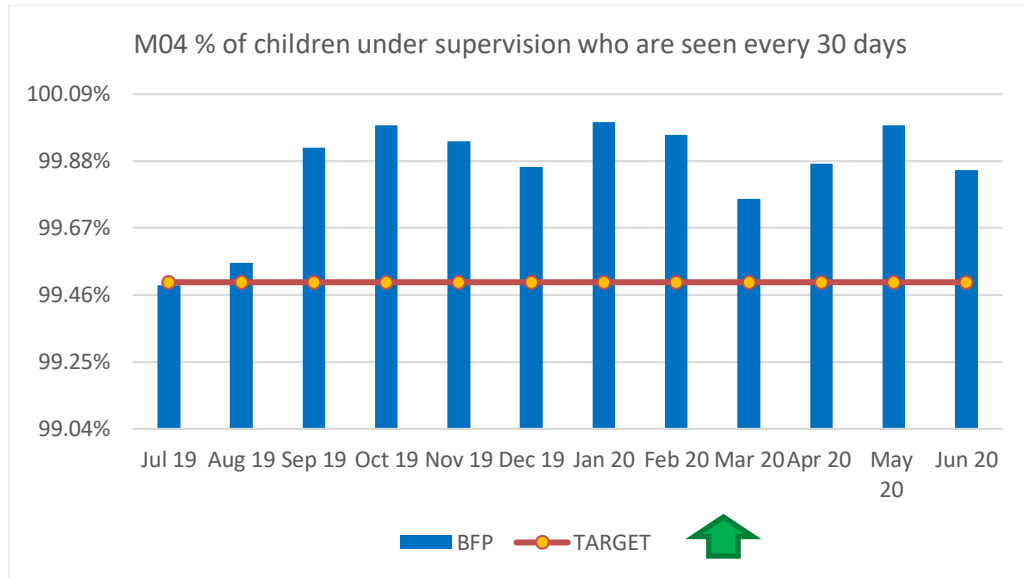
- Measure One:** This measure is the rate at which children are the victims of abuse or neglect while in foster care during the report period. This measure is similar to the proposed federal indicator, Proposed Safety Performance Area 1 Maltreatment in Foster Care. Last year, BFP established a data workgroup with case management and DCF CPI to track and trend rate of abuse and to analyze cases for the data entry accuracy. The work group identified that often, safety plan violations during visitations were being recorded as verified abuse reports. This information was shared with DCF management to address. BFP has been meeting this measure since October 2019.



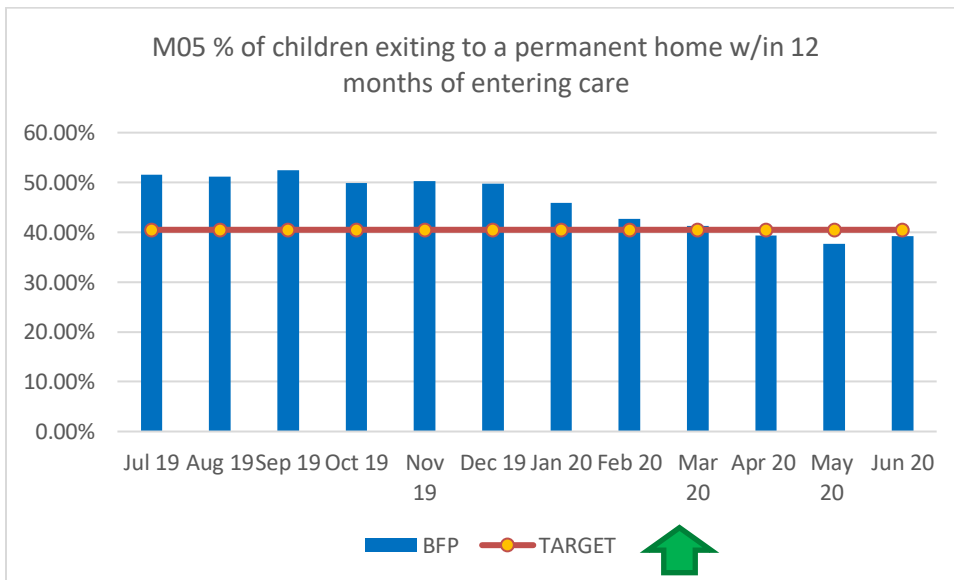
- Measure Two:** This measure is the percentage of in-home service episodes during the report period where the child did not have a verified maltreatment while receiving the services. BFP is convening a work group on this measure as the measure has not been met during FY 19-20. For Non judicial cases, in August 2019, the Staffing specialist began reviewing packets to ensure sufficiency prior to accepting. For Judicial cases the team started Reunification Support Calls in October 2019, during these calls an assessment is made and if needed a referral to the Wraparound team is made, follow up calls are then held as needed. In January 2020, staff began notifying the Care Center Director immediately following the court reunifying against Department recommendations so that a safety planning conference could be scheduled within 72 hours. For cases involving substance misuse, Care manager ensures relapse plans are created and discussed with families prior to reunification.



- Measure Three:** This measure is the percent of children who are not the victims of abuse or neglect in six months after termination of supervision. BFP also convened a work group on this measure as the target 10 months out of 12 this year. The work group has been reviewing cases since October 2019 and identified that many of the cases involved substance abuse and that there was a lack of case managers reconciling parent provided information with providers and other collaterals prior to closure. Countermeasures include increasing provider contact to verify compliance and progress by obtaining release of information forms from parents up front and also include discussion during Supervisory consults regarding how information has been verified. Additional support by DCF Investigations has occurred as a result of the work group, now if a CPI/CPIS plans on making a verified finding, discussion with their Program Administrator is required first to confirm it meets criteria in the Maltreatment Index for it to be verified.

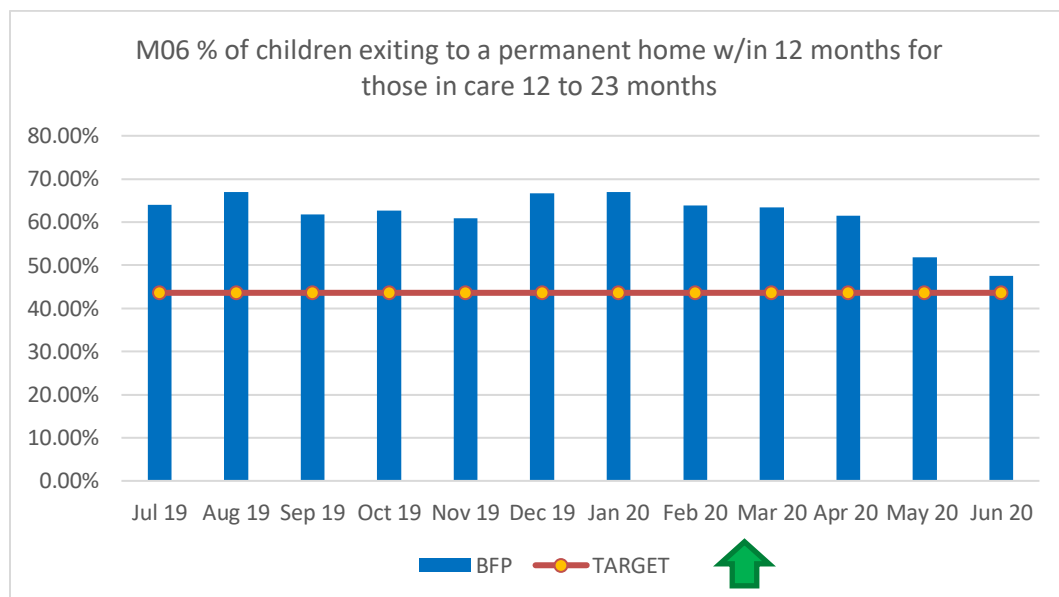


- Measure Four:** This measure is the rate at which children are seen every thirty (30) days while in foster care or receiving in-home services during the report period. This information is now easily available for Case Manager Supervisors to pull via Mindshare Analytics. BFP has met or exceeded this target this year.

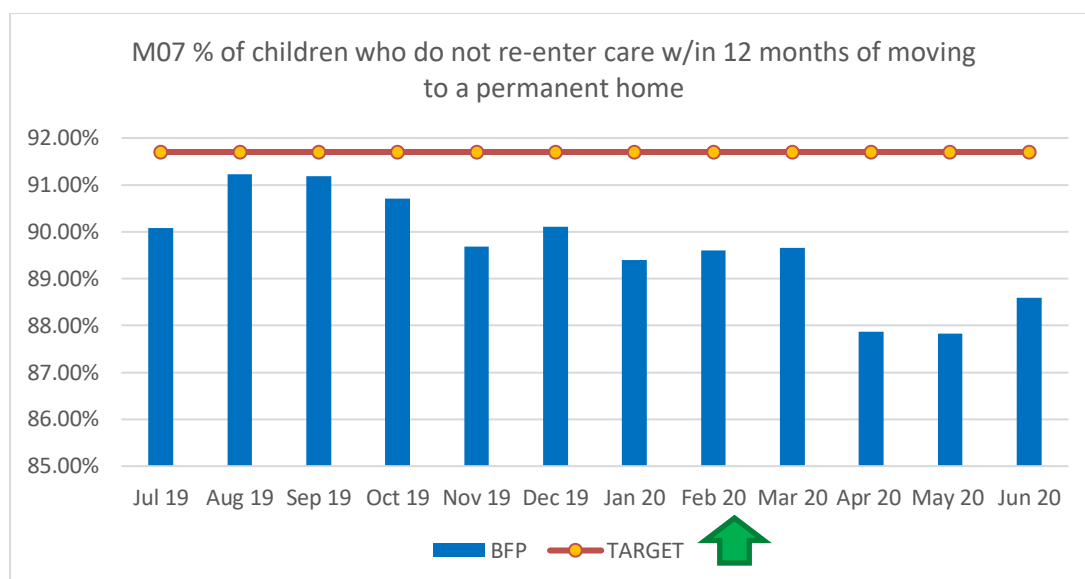


- Measure Five:** This measure is the percentage of children who entered foster care during the report period where the child achieved permanency within twelve (12) months of entering foster care. This measure is similar to the proposed federal indicator, Proposed Permanency Area 1: Permanency in 12 months for Children Entering Foster Care. CMA conducts out-of-

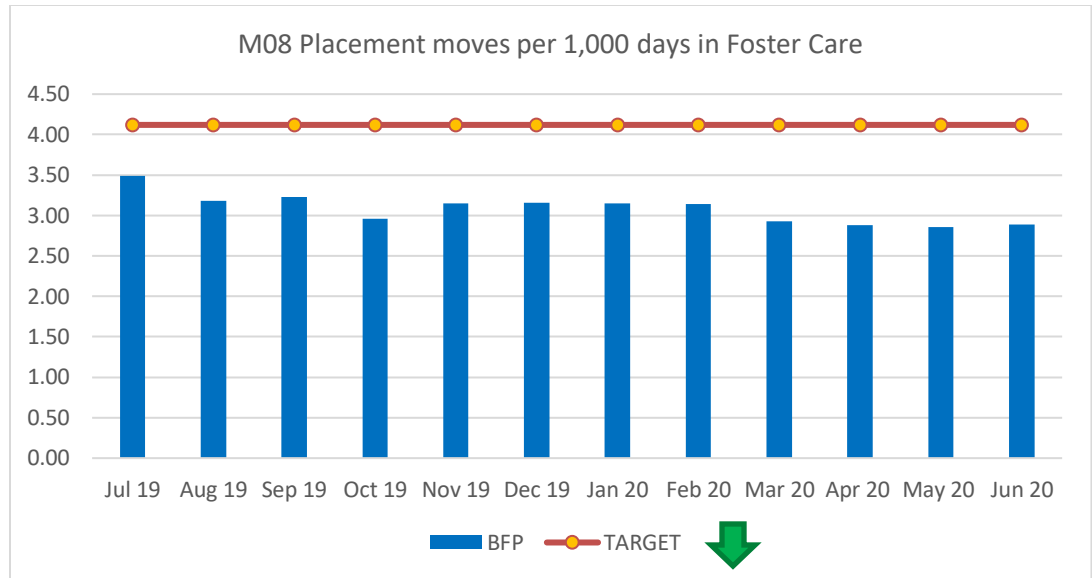
home care reviews for every child in out-of-home care. BFP met or exceeded this target for the first half of FY 2019-20, however, has been just below the target for the last three months of the year. BFP has begun convening a work group on this measure as of June 2020. A large portion (approx. 60% identified during OHC reviews) of Brevard's out of home cases are on track for Adoption or Permanent Guardianship which take longer than 12 months. Environmental challenges may affect this measure due to court closures/ delays. Necessity of leaving cases open to facilitate meeting timeline requirement for the Guardianship Assistance Program may also affect this measure, further assessment is needed as this only occurred in the July case review. Review of the cases also showed that placement disruptions/changes delayed permanency and that there was a need to assess for concurrent plan earlier in the case. Countermeasures added during June 2020, include Program Directors attending adoption staffing's to identify barriers, and the addition of Placement Stability Support Calls to provide support when there is a potential for a placement disruption. Changes were made to the Permanency staffing schedule to allow for earlier identification of the need for concurrent goal or goal changes, now held at 5 months and 9 months.



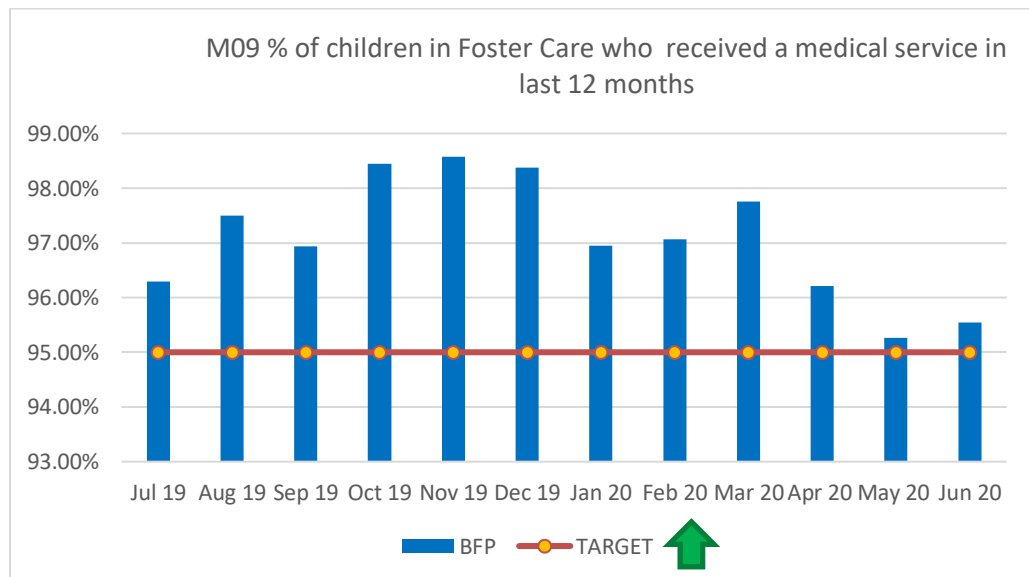
- Measure Six:** This measure is the percentage of children in foster care as of the beginning of the report period whose length of stay is between twelve (12) and twenty-three (23) months as of the beginning of the report period who achieved permanency within (12) months of the beginning of the report period. This measure is similar to the proposed federal indicator, Permanency Performance Area 2: Permanency in 12 Months for Children in Foster Care 12-23 Months. Family Allies conducts Out-of-home care reviews to drive this performance. BFP continues with Permanency Roundtables. BFP has met this measure this fiscal year.



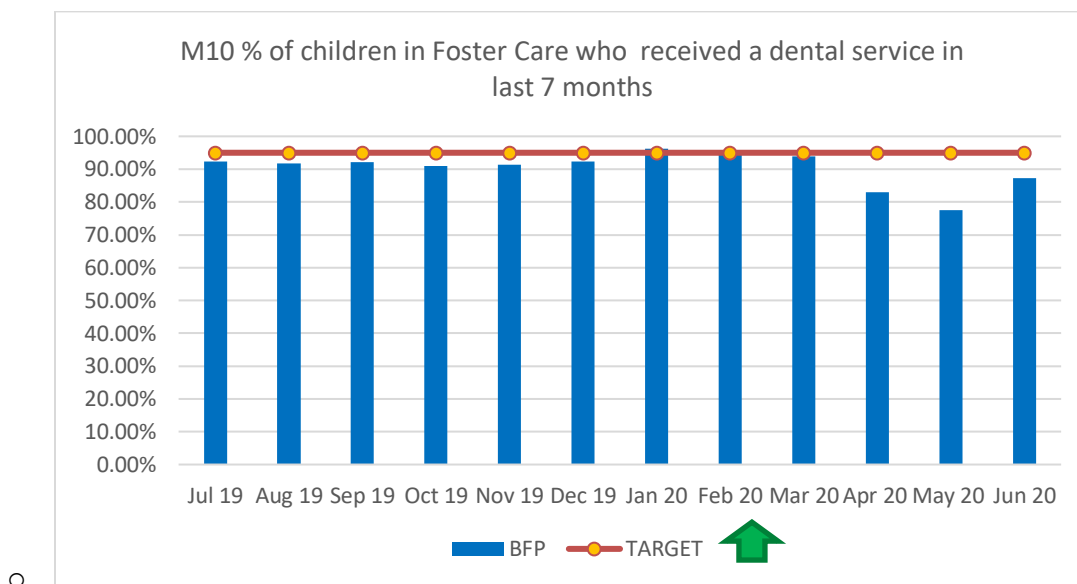
- Measure Seven:** This measure is the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within twelve (12) months of entering and subsequently do not re-enter foster care within twelve (12) months of their permanency date. This measure is similar to the proposed federal indicator, Proposed Permanency Performance Area 3: Re-Entry to Foster Care. BFP again addresses all RED Measures or measures trending down at the monthly Operations Meeting. BFP has not met this measure this year. BFP began convening a work group regarding this measure in September 2019. Case reviews identified trends of the court placing children in homes prior to a homestudy being completed, Court placement in homes over objections including negative home study, court reunifying with parents prior to home study and/or progress update being completed, parental relapse after reunification, and insufficient safety planning. Countermeasures included, beginning in October 2019, upon reunification increased home visits will occur. As of October 2019, a Family Team Conference with caregiver was completed to identify client/ case needs. As of November 2019, prior to case closure recommendation a Progress update will be completed to determine if the safety plan can be ended as well as a Home visit to provide information on applicable community resources.



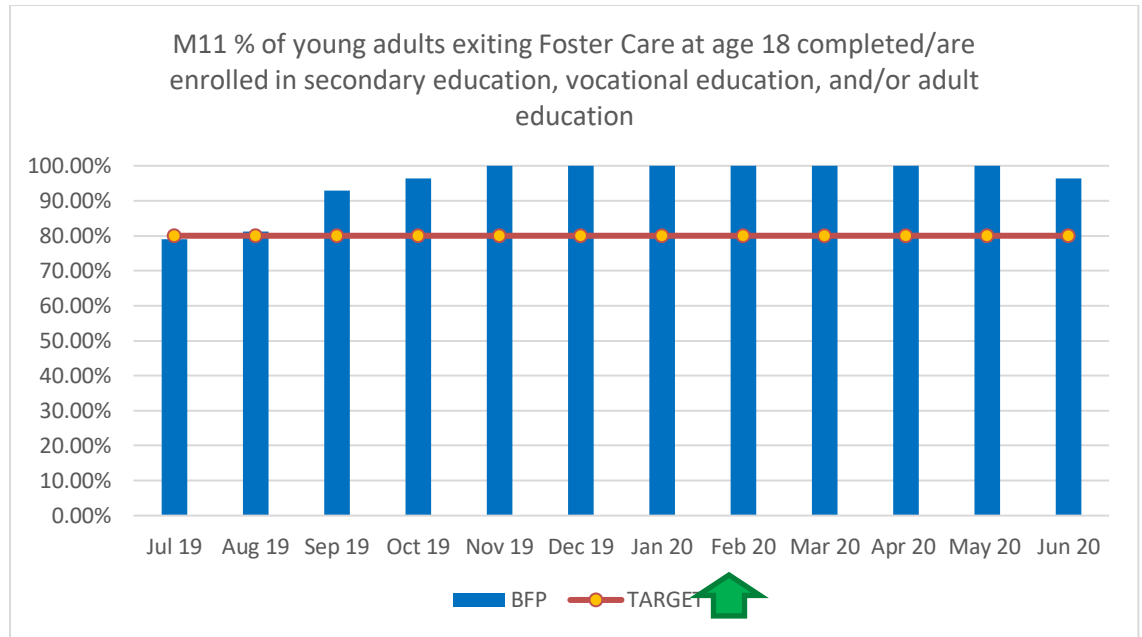
- Measure Eight:** This measure is the rate at which children change placements while in foster care during the report period. This measure is similar to the proposed federal indicator, Proposed Permanency Performance Area 4: Placement Stability. BFP does a really good job at recruiting quality foster homes, and BFP met or exceeded the placement stability targets this year. BFP continues to be very strong in foster home retention and ended the FY at a 77% retention rate. This has allowed children placed in foster care better stability.



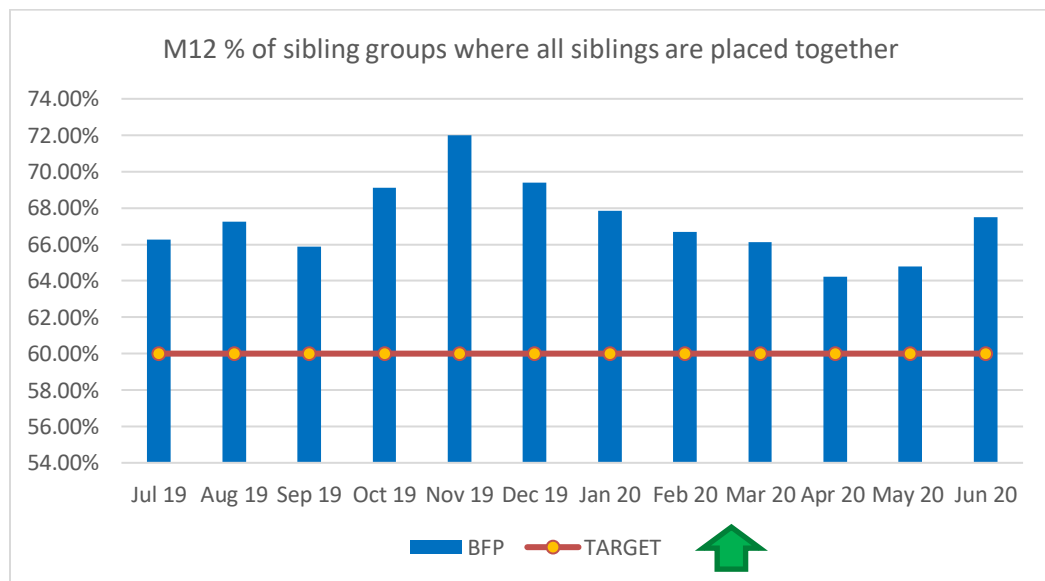
- **Measure Nine:** This measure is the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve (12) months. BFP has met or exceeded this measure for the fiscal year.



- **Measure Ten:** This measure is the percentage of children in foster care as of the end of the report period who have received a dental service in the last seven (7) months. BFP was on a steady upward trend and met this measure in January and February 2020, however, when the COVID 19 pandemic hit, dental offices closed, and visits were unable to be scheduled. This measure is on the rise again but will be affected by the dental appointment backlog of appointments.



- Measure Eleven:** This measure is the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth (18) birthday. BFP has met or exceeded this target for fiscal year 2019-20.



- **Measure Twelve:** This measure is the percentage of sibling groups with two or more children in foster care as of the end of the report period where all siblings are placed together. BFP met or exceeded this measure for Fiscal year 2019-20.

The Quality Assurance, Performance and Training Department at BFP held monthly Operations and contract meetings with upper management to retrospectively review the performance of the CMA's. The agencies discuss in detail strengths and effective best practices in addition to the red measures and the cohort of children impacting performance. Analyzing this data allows for the discussion of trends and barriers within the System of Care and discusses process improvement ideas. Additionally, Brevard Family Partnership has partnered with Mindshare Technologies on enhancing the performance reporting and dashboards for the Family of Agencies Leadership and Management Teams to use as performance indicators with confidence.

Gaps in Findings to Benchmarks

Gaps in performance on metrics and analysis of the exploration of root causes for the underperformance of the metrics have been addressed at the individual Item level throughout this report, in addition to countermeasures and interventions. Several evidence-based practices and intervention strategies have positively impacted multiple items and measures.

Brevard C.A.R.E.S. has been recognized as an evidence based promising practice by the California Evidence-Based Clearinghouse for Child Welfare. Brevard C.A.R.E.S provides Non judicial In-Home Services, Family Support Services, and Safety Management Team Services by applying the core principles of wraparound with Family Team Conferencing. These evidenced-based practices have demonstrated positive outcomes and increased Family Engagement which impacts multiple Permanency and Well-being measures. Brevard Family Partnership also utilizes a Kinship Care model to support relative and on relative placements; that includes a Clinical Services Specialist and Caregiver Support Specialist which directly impacts placement stability and several Permanency measures. Casey Family has been consulted regarding Permanency Round Tables and this practice continues in Brevard County. Brevard County has focused on staff retention in the past few years as it is well known that inexperienced frontline staff and turnover affects casework and family engagement. Family Allies implemented a leveling system for case managers that allows opportunities for growth and development, a practice that has significantly decreased turnover rates. Several wellness initiatives were introduced during Quarter 2 that included training from a licensed psychologist on burn-out, compassion fatigue, and work-life balance starting with management and leadership and then cascading to all staff. Each employee has developed a Self-Care Plan and one mental health day per quarter is provided to each staff member. A Recruitment and Retention Committee was formed, comprised of front-line staff members, to provide feedback, suggestions, and recommendations for improvement.

The merging of the Quality Assurance and Training Department led to increased ability to create and tailor trainings to meet the individualized needs of this system of care; another example of a local best practice. Trainings that have been developed this year to increase quality service delivery include a monthly “Breakfast with the Feds” training series on CFSR overview, Safety Outcomes, Wellbeing Outcomes, and Permanency Outcomes. Additional trainings that improve quality services to families include supervisor training titled Strengths Based Supervision, Informed Service Referrals, Life skills, and Independent Living.

Intervention Findings

Interventions and countermeasures have been shared at the Item and individual measure level throughout this report. Some system of care gaps has been identified through this process that are targeted for improvement. This includes the lack of routine case plan conferences on judicial cases in Brevard County. The additional of Case Planning Meetings will be initiated during Quarter 1 of the new FY. A good case plan conference is critical as it allows for parental engagement and understanding of necessary behavioral change and impacts time to permanency. Unit Supervisors and Lead workers responsible for mentoring new staff need more support in the practice model and documentation skills to effectively coach new employees. Unit supervisors need more easy-to-use tools to manage daily work. Unit supervisors need more information about how their specific staff members are performing. A Family Finders position was added to assist with locating and linking children to relatives, non-relatives, kinship care, and other connections. The Wraparound Team will be expanded during Quarter 2 to include a Youth Specialist to increase youth engagement.

Further recommendations and information will be addressed in BFP's Annual Quality Assurance Plan.

Appendix A

Example Operations Meeting Packet

DCF Contract Measures for the Month Jun 2020															Preferred Direction	6 Month Trend TARGET
#	Data Element	Target	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20		
M:01	Rate of abuse or neglect per 100,000 days in FC	≤8.5	10.89	12.19	13.15	6.92	6.82	6.72	5.85	6.98	5.69	6.05	5.21	6.36	↓	
M:02	% of children who are not abused or neglected during in-home services	≥95%	94.25%	93.76%	93.89%	93.72%	93.12%	93.04%	93.00%	92.24%	93.08%	93.35%	93.41%	92.87%	↑	
M:03	% of children who are not neglected or abused after receiving services	≥95%	93.69%	93.51%	93.35%	94.62%	93.95%	94.02%	94.09%	94.30%	94.10%	94.55%	95.32%	95.30%	↑	
M:04	% of children under supervision who are seen every 30 days	≥99.5%	99.49%	99.56%	99.92%	99.99%	99.94%	99.86%	100.00%	99.96%	99.76%	99.87%	99.99%	99.85%	↑	
M:05	% of children exiting to a permanent home w/in 12 months of entering care	≥40.5%	51.54%	51.17%	52.39%	49.90%	50.32%	49.79%	45.88%	42.68%	41.31%	39.31%	37.73%	39.25%	↑	
M:06	% of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	≥43.6%	63.97%	66.90%	61.81%	62.68%	60.93%	66.67%	66.90%	63.83%	63.38%	61.54%	51.77%	47.48%	↑	
M:07	% of children who do not re-enter care w/in 12 months of moving to a permanent home	≥91.7%	90.08%	91.22%	91.18%	90.71%	89.68%	90.10%	89.40%	89.60%	89.66%	87.87%	87.82%	88.59%	↑	
M:08	Placement moves per 1,000 days in Foster Care	≤4.12	3.49	3.18	3.23	2.96	3.15	3.16	3.15	3.14	2.93	2.88	2.86	2.89	↓	
M:09	% of children in Foster Care who received a medical service in last 12 months	≥95%	96.29%	97.50%	96.94%	98.44%	98.57%	98.37%	96.95%	97.06%	97.76%	96.21%	95.26%	95.54%	↑	
M:10	% of children in Foster Care who received a dental service in last 7 months	≥95%	92.37%	91.69%	92.09%	90.88%	91.26%	92.31%	96.23%	95.41%	93.91%	82.91%	77.42%	87.24%	↑	
M:11	% of young adults exiting Foster Care at age 18 completed/are enrolled in secondary education, vocational education, and/or adult education	≥80%	78.95%	81.25%	92.86%	96.43%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.30%	↑	
M:12	% of sibling groups where all siblings are placed together	≥60%	66.28%	67.25%	65.88%	69.10%	71.98%	69.41%	67.84%	66.67%	66.14%	64.21%	64.80%	67.50%	↑	

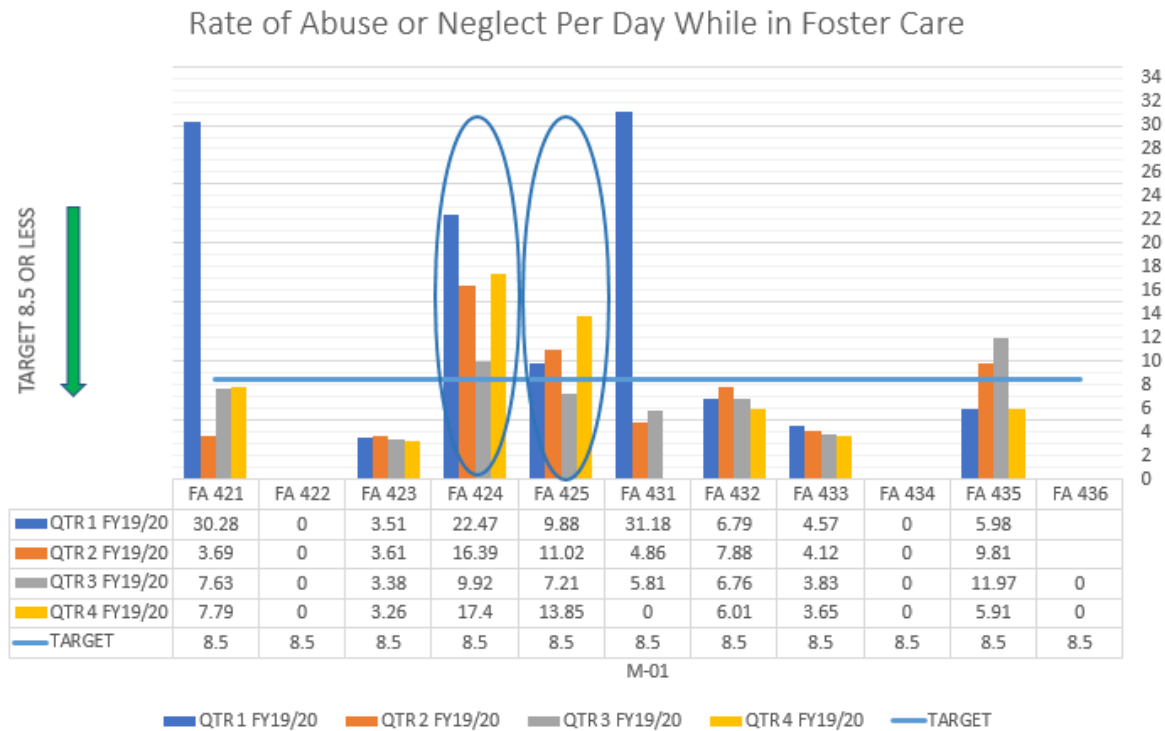
System of Care Data for Jun 2020								6 Month Trend
#	Data Element	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	
1	Number of Primary children	1087	1107	1118	1131	1153	1173	
2	Number of Independent Living Young adults (FFC)	76	68	68	68	68	71	
3	Number of Children served through Family Support	332	293	283	241	231	238	
4	Number of Children served in Home	379	382	368	374	373	374	
5	Number of Children in Out of Home Care (OHC)	708	725	750	757	780	799	
6	Number of Children in OHC placed with a Relative	304	296	290	291	291	312	
7	Number of Children in OHC placed with a Non-relative	106	121	116	110	119	114	
8	Number of Children in OHC in Foster Homes	216	242	271	280	287	306	
9	Number of Children in OHC in Facility / Group Care	17	17	27	29	31	32	
10	Percent of Children in Licensed Out of Home Care placed in Brevard County	89.52%	91.48%	91.69%	90.76%	91.59%	91.59%	
11	Number of Children Entering Out of Home Care	36	55	50	26	47	69	

Example Detail listings

Office of Child Welfare
 Sibling Groups Where
 All Siblings Are Placed
 Source: FSFN Data Report

Region	Circuit	Agency	County	Unit	Worker Name	Case Name	Case ID	Sibling Group Size	for Groups Placed Together	Numerator	Statewide Only Record
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100540106	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100738501	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101103354	4	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101916759	4	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101537858	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101916835	5	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101340804	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100315744	4	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101283723	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101665099	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101541647	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100021513	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101885751	4	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100996930	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101653534	5	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100894796	5	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			102246980	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101384966	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101416053	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			102295837	4	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			101677354	3	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			2496776	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			100882642	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			2304125	4	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			102225058	2	Placed Toget	No	No
Central Region	Circuit 18	Family Part	Brevard	-CBC-B-Fam			102230287	2	Placed Toget	No	No

Example Unit Level Reporting at Ops meeting



[illegible]

	Brevard Year CQI Avg	Brevard Year PIP FY Avg
	100%	100%
	89%	100%
	78%	63%
	Brevard Year CQI Avg	Brevard Year PIP FY Avg
	85%	100%
	71%	75%
	44%	50%
	Brevard Year CQI Avg	Brevard Year PIP FY Avg
	50%	100%
	15%	50%
	35%	75%
	52%	100%
	4%	25%
	Brevard Year CQI Avg	Brevard Year PIP FY Avg
	27%	38%
	85%	88%
	21%	17%
	93%	100%
	18%	38%
	39%	88%
	18%	0%
	Brevard Year CQI Avg	Brevard Year PIP FY Avg
	61%	67%
	71%	63%
	28%	50%