BREVARD FAMILY PARTNERSHIP

Quality Assurance Annual Report

FY 2018-2019

Introductory Section

Brevard Family Partnership (BFP) is the Lead Agency for Child Welfare Services in Brevard County, Florida within 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 2018-2019, Brevard CARES provided contracted case management services for Non-Judicial In-Home Services Cases, while Family Allies provided contracted 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 & 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 allows 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. Currently, there are three QA and Training Specialists reporting to the Director of Quality Management Services/ Training and Development who reports to the Senior Executive of Strategy and Performance. The QA and Training Department has experienced recent turnover as the former QA and Training Manager left the agency in June 2019.
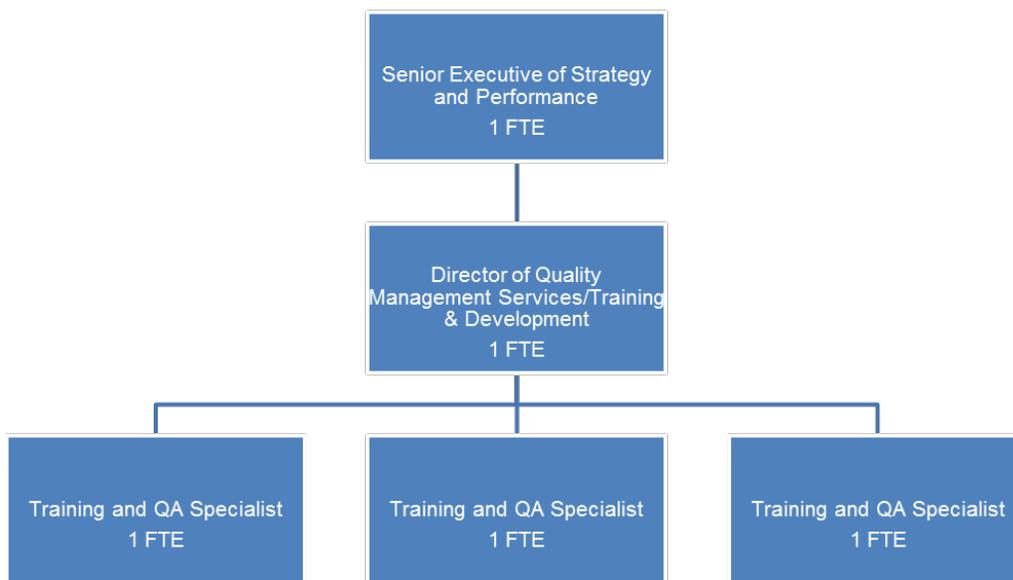
Performance Improvement

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).

As part of the Department of Children and Families (DCF) Central Region plan, during FY 2018-2019 BFP planned to work on the following initiatives related to Program improvement:

- Implementation of monthly out-of-home care reviews of the status of ALL children in out-of-home care, to drive increased permanency performance. (PERMANENCY)

- Workgroup to research and explore options for ensuring fathers are engaged and provided services as needed, including incarcerated fathers. (SAFETY, PERMANENCY, & WELL-BEING)

- Implement improved kinship search process (i.e. Family Finders) so that more children and sibling groups are placed with relatives, as appropriate. (PERMANENCY)

- Continued practice of Permanency Roundtables and. (PERMANENCY)

- Revamp the Supervisor Review/Consultations process to ensure alignment with Safety Methodology practice. (LOCAL PRACTICE TRENDS)

BFP systematically reviews data at monthly Operations meetings with Family Allies and Brevard C.A.R.E.S. to track critical performance indicators and outcomes, case management caseloads and results, missing children data, and status of progress on critical monthly targets for children and families served, supervisor reviews, timely documentation into FSFN, and physical/dental/immunization records (APPENDIX A). The DCF contract measures along with CQI data and System of Care data is provided to the BFP Board of Directors on a monthly basis. 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 Executive Leadership meetings.

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.

BFP identified that access to just in time data is critical for supervisor/manager success in managing daily tasks and caseloads. This year, BFP has worked with Mindshare Analytics to help provide user friendly reports for daily Case Management use, some examples include; easy access reports for Supervisory reviews, children seen in 30 days, Every Student Succeeds Act (ESSA), Medical, Dental, Mothers seen in 30 days, and Fathers seen in 30 days. In addition, BFP assisted in created a Mindshare Analytics based module to track required trainings. Additional support provided by BFP included that the BFP Special Projects Coordinator reviews monthly data and identifies outliers to forward to the case management agencies for further reconciliation. Metrics for safety, permanency, well-being and other key indicators are aggregated monthly, quarterly, and yearly for the review of a system-wide Risk Management Committee organized according to the standards and practices required by COA.

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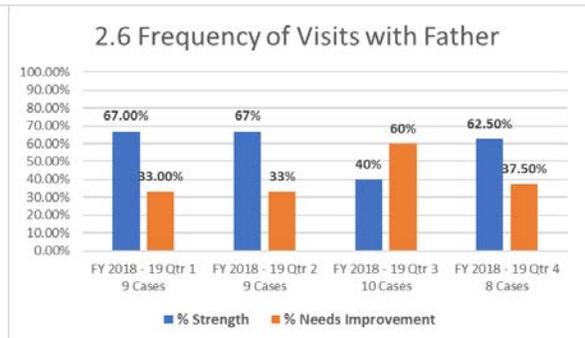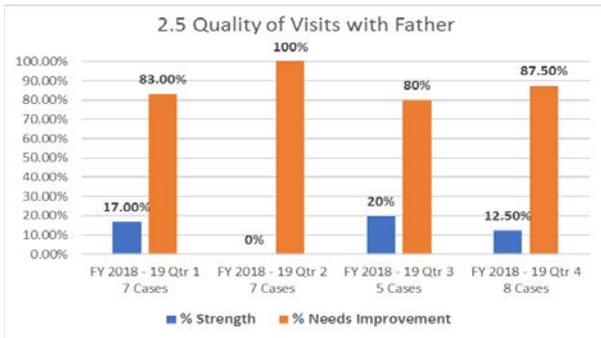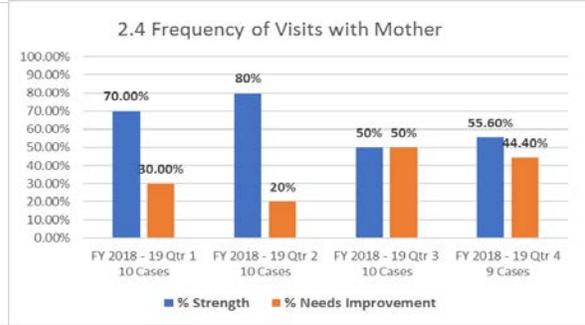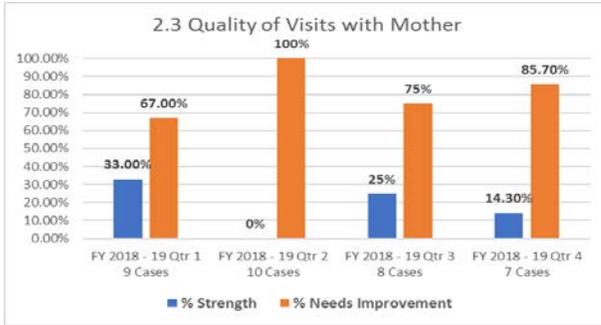
The ensuing charts break down the results per quarter for each question of the tool by Percent Strength (blue) and Percent Needs Improvement (orange).

1.1 Sufficiency of Family Assessment

1.2 Timely Completion of Family Assessment
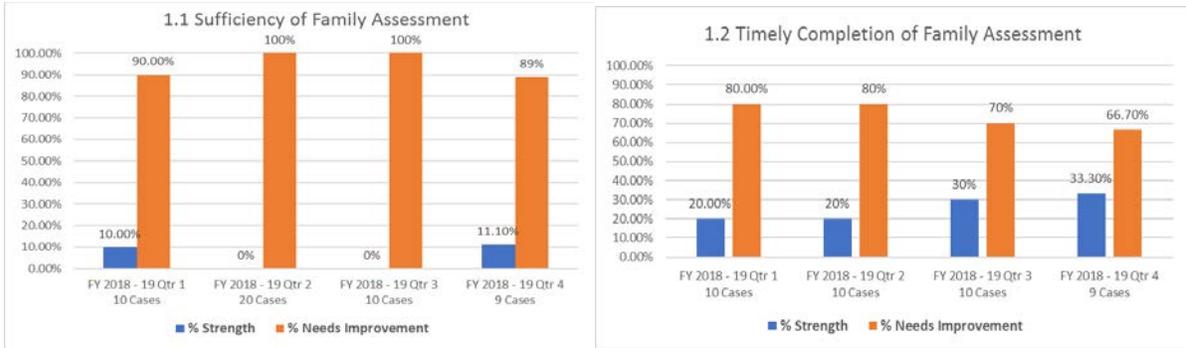
- ***Timeliness and Sufficiency of Family Assessments:*** Case management has struggled with completing and approving Family Functioning Assessments – Ongoing and Progress Updates timely. Progress Updates are also not being completed when critical junctures are occurring in cases. In addition, the family assessments are not of sufficient quality as they are not updated in their entirety and the information noted in each domain does not reflect the ratings of the Child Need Indicators or Parent Protective Capacities. Though the reviews are not sufficient in quality, there has been a noted decrease in direct copying of information from prior family assessments into new assessments.

2.1 Quality of Visits with Child(ren)

2.2 Frequency of Visits with Child(ren)

- ***Frequency & quality of visits with child(ren):*** Overall home visits are completed with children at a minimum of once every 30 days, but the decline in frequency is attributed to visits not occurring at the rate of frequency identified in the safety plans and supervisor reviews. Though the children's overall well-being is frequently noted during visits, one-on-one conversations with the children are not being consistently documented. Pertinent discussions with the children around the reasons for ongoing agency involvement

2.3 Quality of Visits with Mother

Quarter	% Strength	% Needs Improvement
FY 2018 - 19 Qtr 1 (9 Cases)	33.00%	67.00%
FY 2018 - 19 Qtr 2 (10 Cases)	0%	100%
FY 2018 - 19 Qtr 3 (8 Cases)	25%	75%
FY 2018 - 19 Qtr 4 (7 Cases)	14.30%	85.70%

2.4 Frequency of Visits with Mother

Quarter	% Strength	% Needs Improvement
FY 2018 - 19 Qtr 1 (10 Cases)	70.00%	30.00%
FY 2018 - 19 Qtr 2 (10 Cases)	80%	20%
FY 2018 - 19 Qtr 3 (10 Cases)	50%	50%
FY 2018 - 19 Qtr 4 (9 Cases)	55.60%	44.40%

2.5 Quality of Visits with Father

Quarter	% Strength	% Needs Improvement
FY 2018 - 19 Qtr 1 (7 Cases)	17.00%	83.00%
FY 2018 - 19 Qtr 2 (7 Cases)	0%	100%
FY 2018 - 19 Qtr 3 (5 Cases)	20%	80%
FY 2018 - 19 Qtr 4 (8 Cases)	12.50%	87.50%

2.6 Frequency of Visits with Father

Quarter	% Strength	% Needs Improvement
FY 2018 - 19 Qtr 1 (9 Cases)	67.00%	33.00%
FY 2018 - 19 Qtr 2 (9 Cases)	67%	33%
FY 2018 - 19 Qtr 3 (10 Cases)	40%	60%
FY 2018 - 19 Qtr 4 (8 Cases)	62.50%	37.50%

- ***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.

3.1 Timeliness of Background Checks

Quarter	% Strength	% Needs Improvement
FY 2018 - 19 Qtr 1 (10 Cases)	60.00%	40.00%
FY 2018 - 19 Qtr 2 (10 Cases)	60%	40%
FY 2018 - 19 Qtr 3 (10 Cases)	20%	80%
FY 2018 - 19 Qtr 4 (9 Cases)	44.40%	55.60%

3.2 Assessment of Information to Address Potential Danger Threats

Quarter	% Strength	% Needs Improvement
FY 2018 - 19 Qtr 1 (10 Cases)	50.00%	50.00%
FY 2018 - 19 Qtr 2 (10 Cases)	50%	50%
FY 2018 - 19 Qtr 3 (10 Cases)	0%	100%
FY 2018 - 19 Qtr 4 (9 Cases)	44.40%	55.60%

- ***Background checks and home study assessments***: There were gaps found around background checks being completed and reviewed; including parents prior to reunification, new household members, and identified safety service providers. There were also

documentation gaps around the timely completion of Progress Updates to assess the parents' readiness of reunification.

4.1 Sufficiency of Safety Plan

FY 2018 - 19 Qtr 1 10 Cases	FY 2018 - 19 Qtr 2 10 Cases	FY 2018 - 19 Qtr 3 10 Cases	FY 2018 - 19 Qtr 4 9 Cases
% Strength 10.00%	0%	0%	11.10%
% Needs Improvement 90.00%	100%	100%	88.90%

4.2 Monitoring of Safety Plan

FY 2018 - 19 Qtr 1 10 Cases	FY 2018 - 19 Qtr 2 10 Cases	FY 2018 - 19 Qtr 3 10 Cases	FY 2018 - 19 Qtr 4 9 Cases
% Strength 10.00%	0%	0%	0.00%
% Needs Improvement 90.00%	100%	100%	100.00%

- ***Developing Safety Plans and monitoring them***: Safety planning continues to be one of BFP's weakest performance areas. Staff continue to struggle with both creating the plans and actively monitoring those plans throughout the life of the case. 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.

5.1 Frequency of Supervisory Consults

FY 2018 - 19 Qtr 1 10 Cases	FY 2018 - 19 Qtr 2 10 Cases	FY 2018 - 19 Qtr 3 10 Cases	FY 2018 - 19 Qtr 4 9 Cases
% Strength 10.00%	20%	20%	11.10%
% Needs Improvement 90.00%	80%	80%	88.90%

5.2 Recommendations Followed Up by Supervisor

FY 2018 - 19 Qtr 1 10 Cases	FY 2018 - 19 Qtr 2 10 Cases	FY 2018 - 19 Qtr 3 10 Cases	FY 2018 - 19 Qtr 4 9 Cases
% Strength 30.00%	0%	0%	11.10%
% Needs Improvement 70.00%	100%	100%	88.90%

- ***Supervisory Consultations and follow up:*** Within the current practice model, supervisory consultations are required at certain junctures which is different than supervisor reviews. This measure has been a struggle for case management. Although timely formal supervisor reviews were conducted, supervisors are not being diligent in completing supervisor consultations in conjunction with family assessments, safety plans, or at critical junctures. Supervisors have been provided guidance regarding the requirements of consultations.

Findings Contd.

CQI Reviews

Florida's Continuous Quality Improvement (CQI) Review is a version of the Federal Child & 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 FL. CQI Review and only FSFN documentation is considered as a resource for the ratings. The two reviews that have an interview component each quarter are assessed and rated using a combination of case file documentation and interviews of all case participants.

The following charts break down the results of each Item of the tool per quarter for FY 2017-2019 and compare it to the CFSR baseline and the state's PIP target. The overall % above Baseline/PIP target is trending up but overall was a slight decline from 2017-2018.

Trend	Q1 2017-2018 (N=9)	Q2 2018-2018 (N=9)	Q3 2017-2018 (N=9)	Q4 2017-2018 (N=12)	Q1 2018-2019 (N=9)	Q2 2018-2019 (N=9)	Q3 2018-2019 (N=9)	Q4 2018-2019 (N=11)
Above Baseline CFSR	6	5	0	1	3	3	1	2
Above PIP Target	5	3	1	2	2	4	1	3
Below Baseline	10	13	20	18	16	14	19	16
% Above Baseline/ PIP Target	52%	38%	5%	14%	24%	33%	10%	24%

Each Item per quarter is color-coded to reflect if it meets the PIP target, is above the CFSR baseline or below the baseline. The counts per quarter for each of those categories are reflected above.

CFSR Item	Item Description	CFSR Baseline	PIP Target	Trend	Q1 2018-2019 (N=9)	Q2 2018-2019 (N=9)	Q3 2018-2019 (N=9)	Q4 2018-2019 (N=11)
1	Investigations: child victims seen timely	91.50%	91.60%		50.00%	100.00%	85.71%	60.00%
2	Services to prevent entry or re-entry into foster care	76.50%	85.80%		100.00%	0.00%	100.00%	100.00%
3	Risk assessment and safety concerns	71.30%	77.70%		33.33%	77.78%	55.56%	54.50%

Safety Outcome 1 - Children are, first and foremost, protected from abuse and neglect: Specifically, it 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 Q2 was at 100%, while all others were below Target. Last year two quarters were above Target.
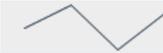
Safety Outcome 2 - Children are safely maintained in their homes whenever possible and appropriate: This measure focuses on preventing the removal or re-entry of children into care by providing safety services, Assessing Risk and Safety, and Managing Safety Plans (not to be confused with the Practice Model's Safety Plan requirement for all cases). BFP continues to provide Safety Management Services through a contract for intensive services with Brevard CARES. Safety Management Services were utilized on several cases to help stabilize the family so treatment services could later be referred for and be effective. The measure of providing services to prevent entry or re-entry to out-of-home care or was at 100% for three out of the four quarters; mirroring last year's results. The measure of assessing safety and monitoring safety plans has been inconsistent throughout the year as a number of cases have had safety concerns which were not sufficiently addressed during the period under review or did not have safety plans which were sufficiently monitored.

CFSR Item	Item Description	CFSR Baseline	PIP Target	Trend	Q1 2018-2019 (N=9)	Q2 2018-2019 (N=9)	Q3 2018-2019 (N=9)	Q4 2018-2019 (N=11)
4	Placement Stability	81.80%	88.50%		66.67%	100.00%	83.33%	100.00%
5	Permanency Goal Established Timely	74.50%	82.10%		83.33%	83.33%	66.67%	83.30%
6	Permanency Goal Achieved Timely	67.30%	75.40%		50.00%	0.00%	16.67%	33.30%
7	Siblings Placed Together	85%	NA		66.67%	100.00%	20.00%	100.00%
8	Child visits with Family	69%	NA		20.00%	0.00%	0.00%	0.00%
9	Preserving the Child's Connections	82%	NA		50.00%	33.33%	16.67%	50.00%
10	Placement with Relatives	72%	NA		80.00%	66.67%	50.00%	66.70%
11	Promote and/or maintain positive relationships with parent	60%	NA		0.00%	0.00%	20.00%	33.30%

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. Items 4 and 5 were above CFSR Baseline/PIP Target three of 4 quarters, which is an improvement from last year. Item 5 addresses the timeliness and appropriateness of the permanency goals. Case management leadership is now completing out-of-home care reviews in which ALL children placed in out-of-home care are reviewed every month, to ensure cases are moving forward and is able to identify and resolve some of the issues around untimely permanency. Permanency

Roundtables have also been reinstated to focus on children who continue to remain in out-of-home care for over 18 months.

Permanency Outcome 2 - The continuity of family relationships and connections is preserved for children: Overall, Permanency Outcome 2 continues to be a struggle for BFP, Items 8, 9, 10, and 11, with one exception, were below baseline percentage for every quarter. Item 7 mirrored last year with two quarters reflecting 100% of siblings placed together, though the other two quarters were below baseline percentage.

CFSR Item	Item Description	CFSR Baseline	PIP Target	Trend	Q1 2018-2019 (N=9)	Q2 2018-2019 (N=9)	Q3 2018-2019 (N=9)	Q4 2018-2019 (N=11)
12	Assessment of needs and services provided for children, parents, and foster parents	51.30%	58.40%		33.30%	33.33%	0.00%	27.30%
12A	Assessments and Services for Children	88%	NA		100.00%	100.00%	66.7%	63.60%
12B	Assessment and Services for Parents	55%	NA		37.50%	0.00%	12.50%	12.50%
12C	Assessment and Services for Foster Parents	80%	NA		80.00%	100.00%	50.00%	100.00%
13	Children and Parents involved in Case Planning	63.60%	70.70%		12.50%	25.00%	0.00%	20.00%
14	Caseworker Visits with Child	72.50%	78.90%		0.00%	0.00%	11.11%	36.40%
15	Caseworker Visits with Parents	43.50%	51.10%		25.00%	0.00%	0.00%	25.00%
16	Child's Educational Needs	92%	NA		33.30%	50.00%	33.33%	25.00%
17	Child's Physical Health and Dental Needs	85%	NA		33.33%	42.86%	66.67%	33.30%
18	Child's Mental Health Needs	72%	NA		50.00%	0.00%	25.00%	18.00%

Well-Being Outcome 1 - Families have enhanced capacity to provide for their children's needs: Assessments and Services for Children and Foster Parents are the strongest component of this section, however, Assessments and services for Parents brings this measure down. As part of the agency's Program Improvement Plan (PIP), BFP created a workgroup that's focus is on engaging fathers and incarcerated parents. To date, the workgroup has created three forms that will be used by case management. The forms include an initial introduction letter introducing case management to the parent, a letter and form that will be used to contact parents that are incarcerated out of the area to obtain pertinent information about the parent and explain case management as well as the next steps, and lastly, a parent contact form. These forms are currently being tested by a few case managers whom are part of the workgroup. The workgroup plans to finalize the forms and require them by case management this fiscal year. Case Management's struggle with visits with children is around having and documenting private one-on-one conversation with them away from their caregivers; not completing this automatically

causes a negative rating, even if the rest of the quality or frequency is met. Contact with mothers and father has remained similar in frequency to last year and the quality of the contacts remains insufficient, which has led to no improvement within this item. Discussion has occurred between BFP and the CMOs regarding developing parental contact sheets to try to remind staff what topics to discuss with parents and a training regarding quality contacts is also being developed.

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. This item continues to be a struggle for BFP with all quarters in the red.

Well-Being Outcome 3 - Children receive adequate services to meet their physical and mental health needs: Item 18 was also an area of concern for this outcome. The child's mental health needs were assessed and addressed, but the cases which caused the Area of Need rating was due to the appropriate oversight of Psychotropic Medications. This standard is based upon State Protocol which is extremely strict in the requirement of oversight and documentation of the medications. Psychotropic medications will continue to be tracked during monthly Operations Meeting held with the CMO.

Findings Contd.

Scorecard

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 12 scorecard measures is trended on the following graphs along with the agency's key efforts in improving the scores.
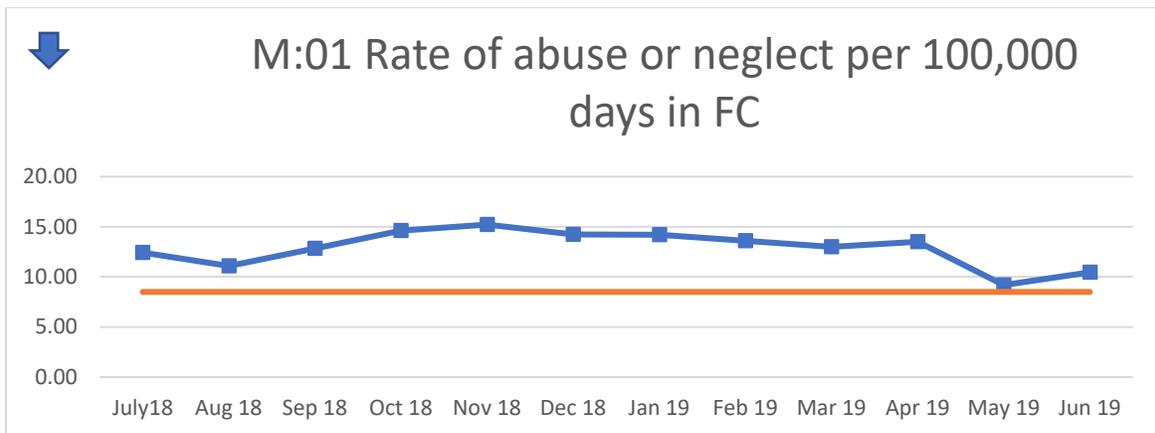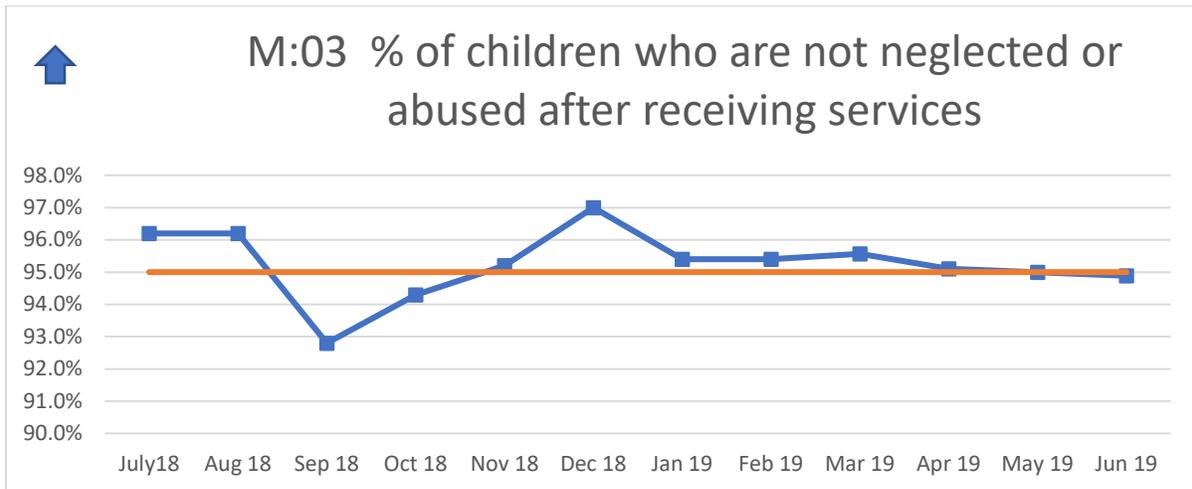

- ***Measure One:*** This measure is the rate at which children are the victims of abuse or neglect while in foster care during the report period. This measure is similar to the proposed federal

indicator, Proposed Safety Performance Area 1 Maltreatment in Foster Care. 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.

M:02 % of children who are not abused or neglected during in-home services
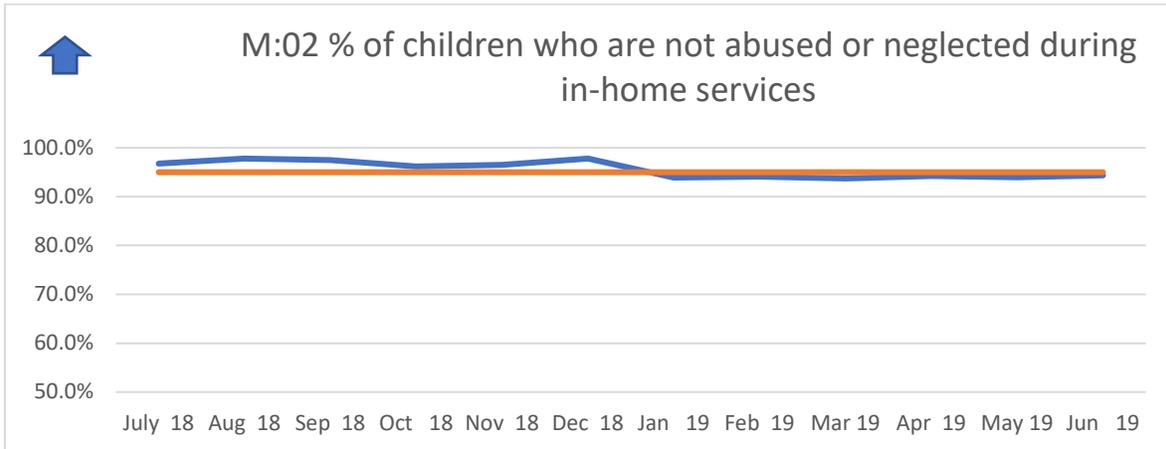
- *Measure Two:* This measure is the percentage of in-home service episodes during the report period where the child did not have a verified maltreatment while receiving the services. BFP has historically done well on this measure, however, has dropped just below target in the past 6 months. This measure is reported monthly at our Operations Meeting, System of Care Meeting, and included in the BFP data report to the Board of Directors.

M:03 % of children who are not neglected or abused after receiving services

- *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 and the case management agencies have met this measure eight of twelve months in the year.

M:04 % of children under supervision who are seen every 30 days
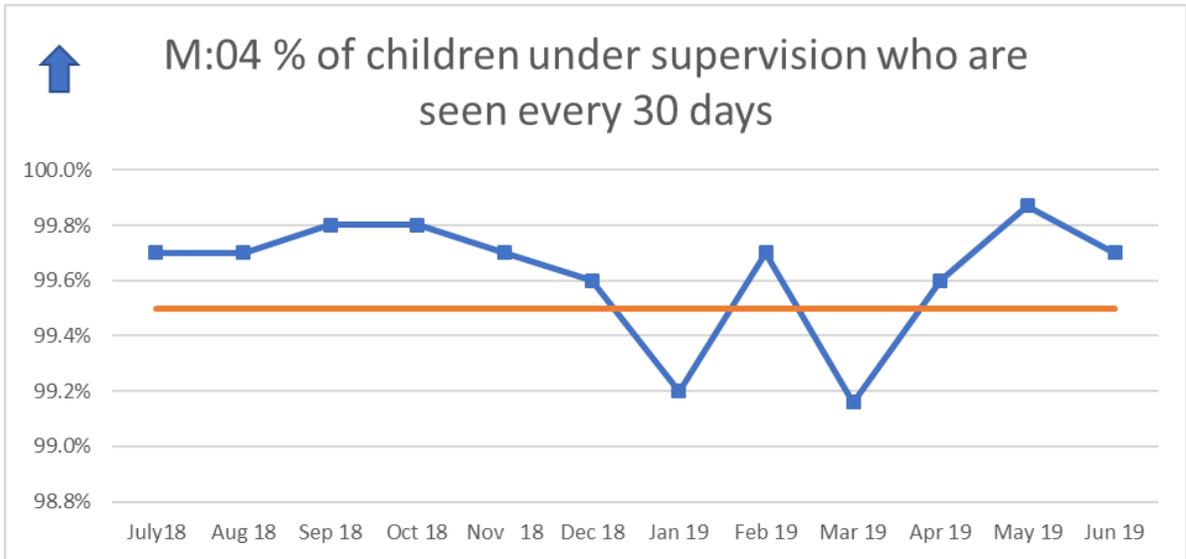
- *Measure Four:* This measure is the rate at which children are seen every thirty (30) days while in foster care or receiving in-home services during the report period. This information is now easily available for Case Manager Supervisors to pull via Mindshare Analytics.

M:05 % of children exiting to a permanent home w/in 12 months of entering care
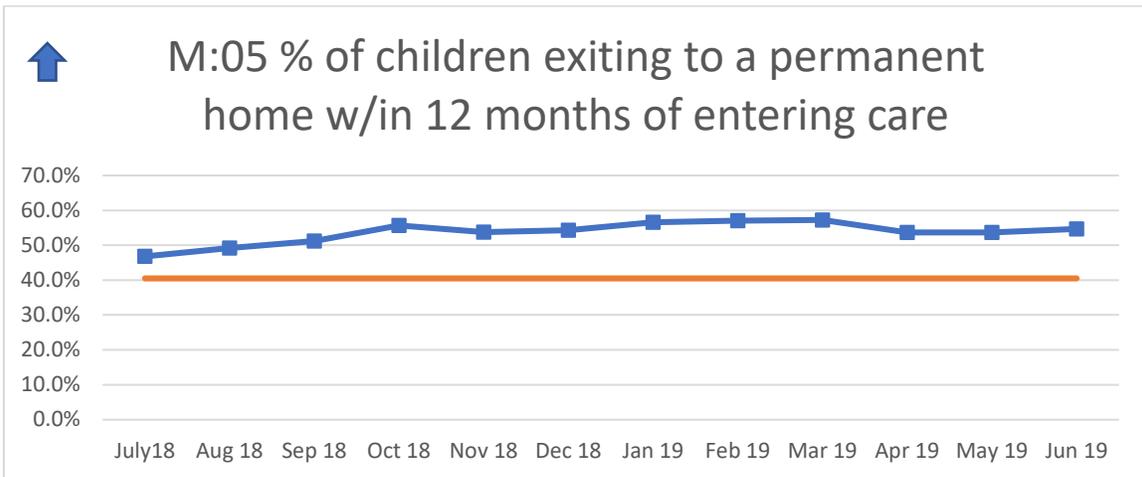
- *Measure Five:* This measure is the percentage of children who entered foster care during the report period where the child achieved permanency within twelve (12) months of entering foster care. This measure is similar to the proposed federal indicator, Proposed Permanency Area 1: Permanency in 12 months for Children Entering Foster Care. CMA conducts out-of-home care reviews for every child in out-of-home care. Over the past year, case management and the judiciary have done exceptionally well at reunifying children within 12 months. In fact, Brevard Family Partnership has been ranked number one overall in the state regarding this measure.

M:06 % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 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 initiated Permanency Roundtables and continues to monitor six children on a monthly basis for permanency, three have reached permanency through this process and were subsequently replaced for review.


M:07 % of children who do not re-enter care w/in 12 months of moving to a permanent home
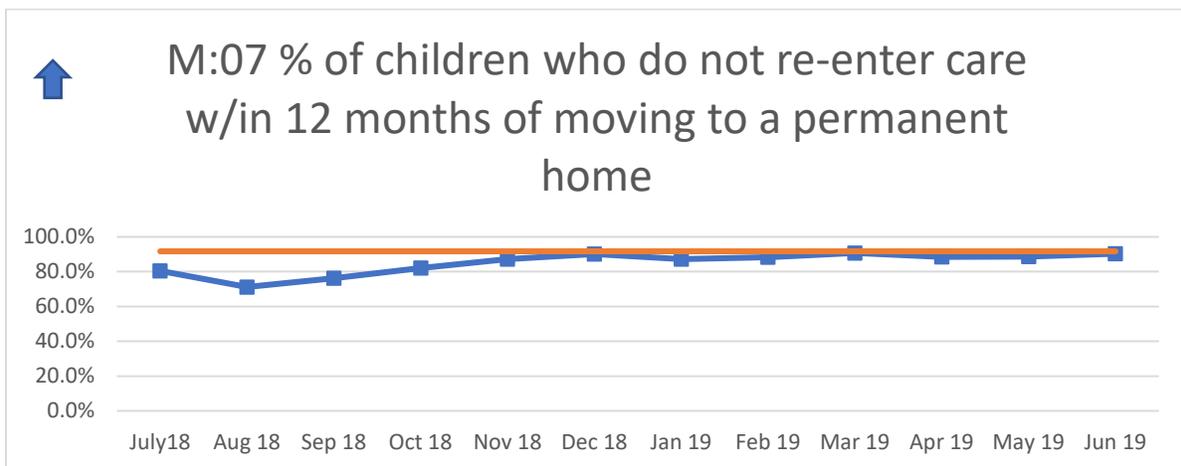
- *Measure Seven:* This measure is the percentage of exits from foster care to permanency for a cohort of children who entered foster care during the report period and exited within twelve (12) months of entering and subsequently do not re-enter foster care within twelve (12) months of their permanency 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. A review of the exceptions that are not part of the co-hort are discussed and

performance/process improvement ideas are communicated across the meeting participants. Additionally, the workgroup addresses these issues with CM and CPI to track and trend rate of abuse and re-entries. The CPI's, CMA's, and licensing have an intake call discussing in detail every child that is coming into care.
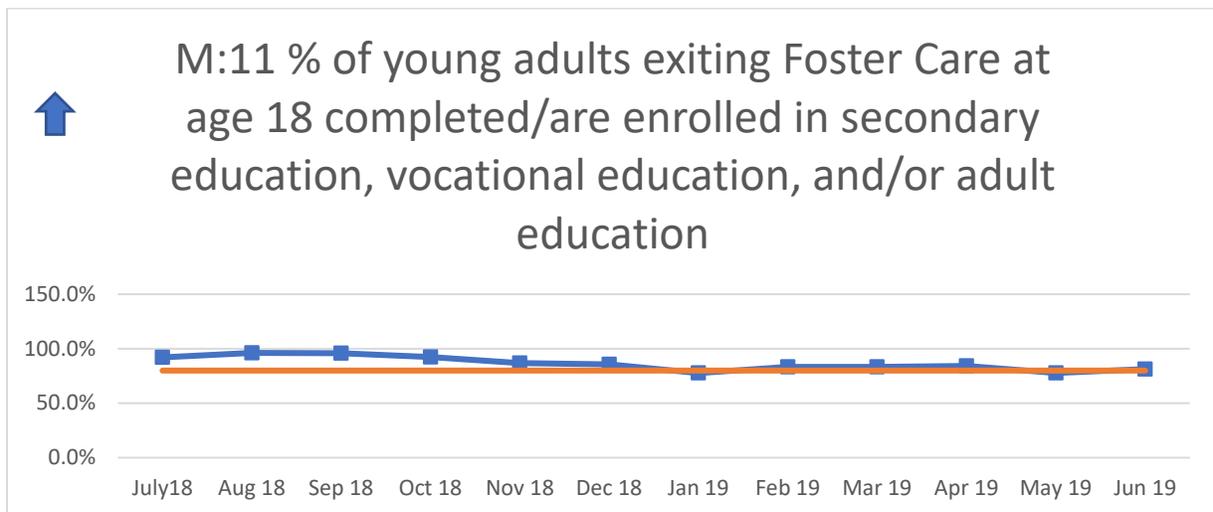
M:08 Placement moves per 1,000 days in Foster Care
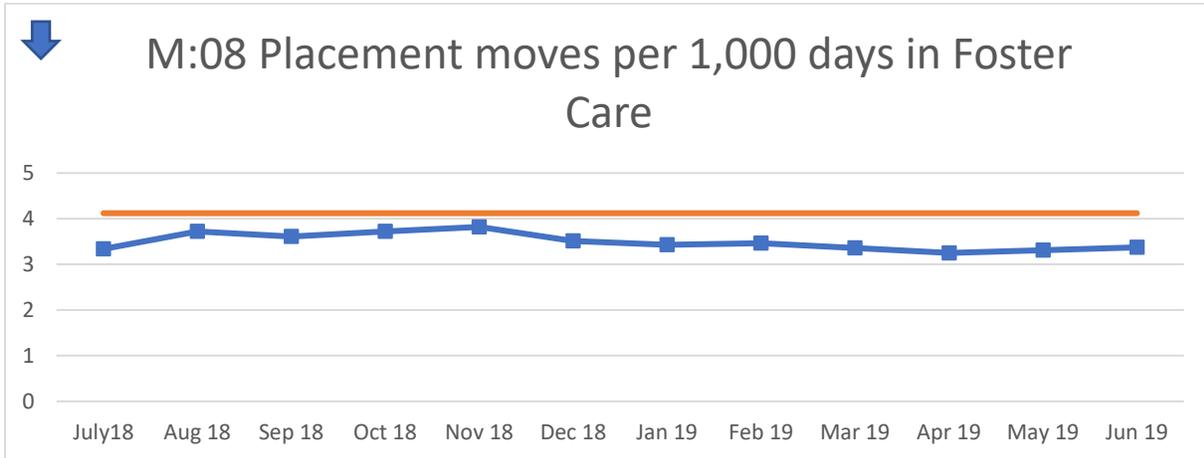
- *Measure Eight:* This measure is the rate at which children change placements while in foster care during the report period. This measure is similar to the proposed federal indicator, Proposed Permanency Performance Area 4: Placement Stability. BFP does a really good job at recruiting quality foster homes and a couple of quarters, BFP continues to be very strong in foster home retention. This has allowed children placed in foster care better stability.

M:09% of children in Foster Care who received a medical service in last 12 months
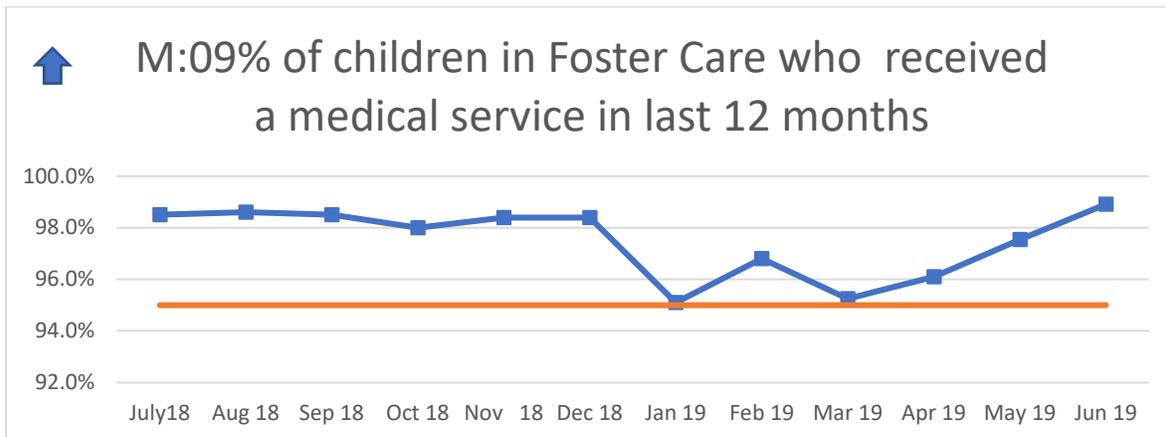
- *Measure Nine:* This measure is the percentage of children in foster care as of the end of the report period who have received a medical service in the last twelve (12) months. The Strategy Department sends out weekly reporting of medical performance including % of children in the numerator, the child's last visits date next visit is due and the placement type of the children not meeting the measure. This reporting has helped case management focus on those children showing up in the exceptions to receive services.

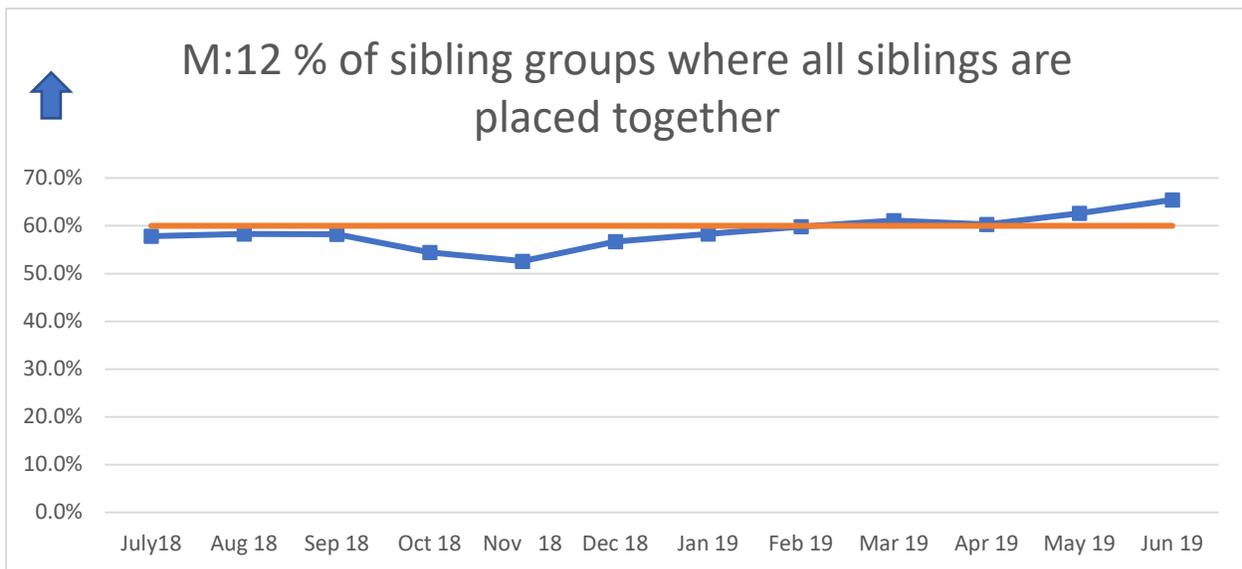**M:10 % of children in Foster Care who received a dental service in last 7 months**
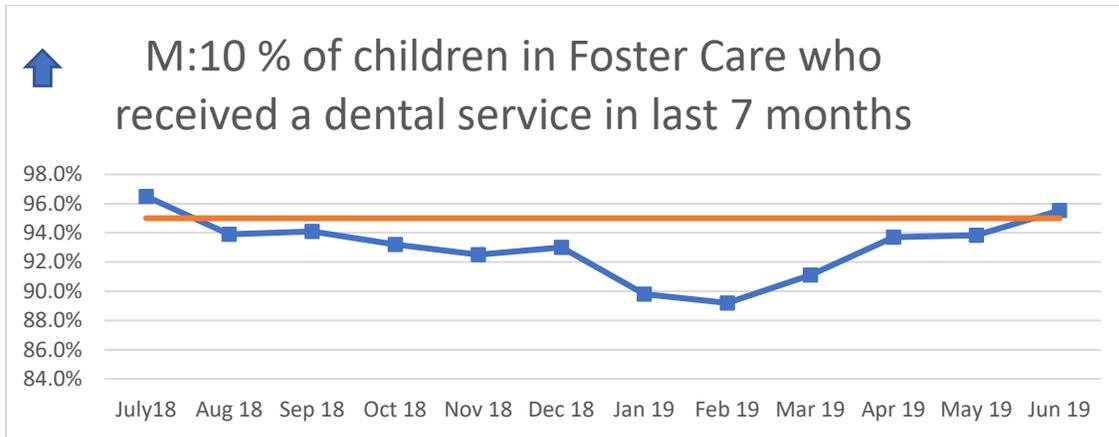
- *Measure Ten:* This measure is the percentage of children in foster care as of the end of the report period who have received a dental service in the last seven (7) months. The Strategy Department sends out weekly reporting of medical performance including % of children in the numerator, the child's last visits date next visit is due and the placement type of the children not meeting the measure. The exceptions show that children in out-of-home care are receiving the appropriate service; however, the children with relative and non-relative make up most of the exceptions. Case Management will be focusing efforts on communicating with those caregivers of children in care.

M:11 % of young adults exiting Foster Care at age 18 completed/are enrolled in secondary education, vocational education, and/or adult education

- *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. The Strategy Department provided the case management with the algorithm for which this gets measured along with Educating the CMA on the education tab which drove up performance as data was not being entered timely and correctly.

M:12 % of sibling groups where all siblings are placed together

- *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. This measure is discussed each week at the Brevard Family Partnership Leadership meeting by the Sr. Executive of Programs. There are a group of children that have to be separated due to medical/and or therapeutic care requirements. Additionally, there may be a capacity issue with licensed care providers taking large sibling groups. The Judiciary is impacting this measure by placing children in relative care that may result in many children being separated with different relatives, there a children being placed in relative care that caregiver's refuse to take all siblings which is impacting our performance but the court is ordering it which is out of our control.

The Strategy Department at BFP holds monthly Operations and contract meetings with upper management to retrospectively review the performance of the CMA's. The agencies discuss in detail what's going well 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 been working 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

Overall, the Rapid Safety Feedback reviews demonstrate that the Child Welfare Practice Model is still in implementation stages and not fully evolved into daily practice in Brevard County. Generally, very few items are rated as a strength (blue) as compared to those needing improvements (orange). Root causes for not creating sufficient family functioning assessments, safety plans, or supervisory consults can include inexperienced frontline staff and turnover. Unit level basic lack of knowledge of Safety Decision Making Methodology results in insufficient assessments and plan. When the Child Welfare Practice Model first rolled out, there was limited tools to track basic completion rate of items such as FFA-O, Progress Updates, Safety plan completion and Supervisory consults. Supervisors and managers will need tools to track these items. The QA and Leadership Team of the Case Management Agency have begun to analyze ways to build efficiencies into the process, including a recently updated Supervisor Review Tool.

Overall, the CQI reviews demonstrate the tendency to get one portion of an outcome measure, but not keep consistency throughout. For instance, providing services to the Child and Foster Parent; but not the biological parents. Casey Family has been consulted regarding Permanency Round Tables and this measure is doing fairly well, showing that implementation of best practices definitely impacts performance. Root causes for poor assessment of family needs, lack of involvement of families in case planning, and lack of completion of services can include inexperienced frontline staff and turnover. Staff experiencing burnout or are feeling overwhelmed tend to focus on task completion rather than family engagement and motivation which affects all the measures. Substance abuse service providers that are overwhelmed with the volume of referrals result in decreased case plan completion and appropriate service provision. This FY', BFP has included in its data distribution to upper management at the CMA's the CFSR information and how it correlates with the Permanency, Safety, and Well-Being Measures associated with the DCF Contract Measures. The message has been communicated that by focusing on the CFSR measures the contract measures will then fall into line.

Overall, the Agency is more on target with relation to the Scorecard measures, with many being exceeded or just below expectations. Information shared at the Operations Meetings has focused on Scorecard and contract measures rather than CQI or RSF results. An increased focus on CQI and RSF results at monthly meetings in the upcoming year should assist in improvements on these measures.

Intervention Findings

BFP has struggled with items that require family engagement such as assessment and services for parents and parental involvement in case planning. Unit Supervisors and Lead workers responsible for mentoring new staff need more support in the practice model and documentation skills in order 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. Unit supervisors need to see the BFP QA and Training team as a resource for support and education.

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

Appendix A

Example Operations Meeting Packet

DCF Contract Measures for the Month Apr 2019

#	Data Element	Target		Mar 18	April 18	May 18	June 18	July18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Preferred Direction	6 Month Trend
M:01	Rate of abuse or neglect per 100,000 days in FC	≤8.5	9.76	10.54	12.52	14.12	12.44	11.08	12.84	14.62	15.22	14.22	14.21	13.59	12.99	↓	
M:02	% of children who are not abused or neglected during in-home services	≥95%	97.1%	97.4%	97.1%	96.7%	96.8%	97.8%	97.5%	96.2%	96.5%	97.8%	93.9%	94.1%	93.7%	↑	
M:03	% of children who are not neglected or abused after receiving services	≥95%	96.0%	94.5%	93.5%	94.8%	96.2%	96.2%	92.8%	94.3%	95.2%	97.0%	95.4%	95.4%	95.6%	↑	
M:04	% of children under supervision who are seen every 30 days	≥99.5%	99.8%	99.6%	99.8%	99.6%	99.7%	99.7%	99.8%	99.8%	99.7%	99.6%	99.2%	99.7%	99.2%	↑	
M:05	% of children exiting to a permanent home w/in 12 months of entering care	≥40.5%	57.3%	62.9%	61.6%	52.6%	46.8%	49.2%	51.2%	55.7%	53.8%	54.3%	56.6%	57.0%	57.3%	↑	
M:06	% of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	≥43.6%	56.2%	59.4%	58.0%	56.6%	60.2%	63.0%	62.9%	61.2%	62.4%	62.5%	61.6%	57.7%	59.2%	↑	
M:07	% of children who do not re-enter care w/in 12 months of moving to a permanent home	≥91.7%	86.5%	92.4%	93.6%	94.0%	80.5%	71.2%	76.2%	82.1%	87.3%	90.1%	87.3%	88.3%	90.8%	↑	

System of Care Data for Mar 2019

#	Data Element	Feb 18	Mar 18	April 18	May 18	June 18	July 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 2019	6 Month Trend
1	Number of Primary children	1251	1266	1263	1377	1225	1519	1378	1284	1327	1085	1059	1596	1519	1385	
2	Number of Independent Living Young adults (EFC)	94	94	94	86	82	79	72	67	69	68	67	69	61	64	
3	Number of Children served through Family Support	640	589	403	386	375	337	269	255	251	274	261	266	268	313	
4	Number of Children served In Home	523	539	500	513	512	494	507	438	456	455	434	442	404	393	
5	Number of Children in Out of Home Care (OHC)	728	727	697	675	659	636	638	597	632	630	625	686	689	699	
6	Number of Children in OHC placed with a Relative	360	337	323	289	297	282	271	265	312	226	273	329	335	340	
7	Number of Children in OHC placed with a Non-relative	100	98	107	104	100	107	109	113	136	95	112	135	112	119	
8	Number of Children in OHC in Foster Homes	188	192	183	174	171	168	177	178	189	184	197	206	213	239	
9	Number of Children in OHC in Facility / Group Care	38	35	34	31	32	37	33	32	30	41	48	39	44	57	

Detail listings for M1-12

Child ID	Last Name	First Name	Date of Birth	Gender	Race	Case Name	Case ID	Service Type	Begin Date	End Date	Bed Days Between 1/1/18 and 12/31/
11202661			3/9/2003	Female	Black/African-American		2709505	Family Support Services	7/31/2018	1/1/2019	154
100535282			6/2/2008	Male	White		101857297	Family Support Services	7/20/2018	8/13/2018	24
101760178			9/2/2010	Male	White		100512130	Family Support Services	1/1/2018	3/8/2018	66
102175026			8/7/2011	Male	White		101857297	Family Support Services	7/20/2018	8/13/2018	24
104646360			4/6/2015	Female	White		101857297	Family Support Services	7/20/2018	12/26/2018	159
106527654			#######	Female	White		101857297	Family Support Services	7/20/2018	12/26/2018	159
11124866			#######	Female	Other/Multi-Racial		101699512	Family Support Services	1/1/2018	1/25/2018	24
11184349			#######	Female	Other/Multi-Racial		101699512	Family Support Services	1/1/2018	1/25/2018	24
104962635			#######	Male	White		101710947	Family Support Services	1/1/2018	2/13/2018	43
104962636			#######	Female	White		101710947	Family Support Services	1/1/2018	2/13/2018	43
106263809			#######	Female	White		101699512	Family Support Services	1/1/2018	1/25/2018	24
106263810			#######	Female	White		101699512	Family Support Services	1/1/2018	2/20/2018	50
10567304			#######	Female	White		100069752	Family Support Services	1/1/2018	6/20/2018	170
106326330			#######	Male	Black/African-American		101717847	Family Support Services	1/1/2018	6/20/2018	170
11753353			8/3/2004	Female	White		100945095	Family Support Services	2/23/2018	4/4/2018	40