ChildNet

Leading abused children to safety and stability

FY 2019 -2020 ANNUAL PEFORMANCE AND QUALITY IMPROVEMENT REPORT
AUGUST 2020

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I. Introductory Section

ChildNet Inc. is Broward and Palm Beach Counties' Community Based Care (CBC) lead agency contracted with the State of Florida to manage the local system of services and supports for abused, abandoned and neglected children and their caregivers. Since the transition to Community Based Care began in Broward in April 2003 and Palm Beach County in October 2012, ChildNet and its network of local providers and partners have significantly improved the quality of care for the most vulnerable children and their caregivers.

ChildNet has devoted fiscal and staff resources to Quality and Performance Improvement. The Chief Executive Officer & President and Senior Management work exceedingly hard to create a culture of quality dedicating significant human and fiscal resources to the process, including providing ongoing training throughout the agency and creating interdepartmental projects to focus on quality within and throughout the agency.   ChildNet has a full Continuous Quality Improvement (CQI) division led by one (1) Chief Program Officer, one (1) Director of CQI regionalized for Broward County and Palm Beach County, two (2) Quality Managers in Broward County, two (2) Quality Managers in Palm Beach, and a Regional Quality Manager who reports directly to the Chief Program Officer. The responsibility of conducting file reviews, incident reporting, communicating results and strategies for improvement and data analysis of performance and census trends primarily resides with the aforementioned CQI team.

Also led by the Chief Program Officer, is one (1) Director of CQI who oversees the quality improvement activities of the agency, data entry and analysis, special projects and coordinates all functions related to the external monitoring of the agency throughout the year. This team includes one (1) Quality Manager, one (1) Project Manager MIS Decision Support Services, one (1) temporary IT developer, and one (1) Data Supervisor who oversees ChildNet's Data Specialists. The Service Quality department, led by the Chief Clinical Quality Officer, oversees contract monitoring of ChildNet's contracted providers. With the goal of addressing the quality of services received by our children and families, the Director of Service Quality and the team of two (2) Quality Managers conduct site visits and periodic contract monitoring. ChildNet's Licensing department team includes Quality Specialists responsible for quality and compliance reviews of home studies for licensing foster homes and partnering with the subcontracted agencies involved in recruitment, licensing and retention of foster homes.

In addition to human resources, the agency made a significant technological investment in quality and performance improvement.   There continues to be an enthusiastic embrace of technology to improve local child welfare services. Not only does ChildNet fully recognize and completely utilize the Florida Safe Families Network (FSFN) as its official child welfare information system but ChildNet Management Information Systems (MIS) staff continues to develop new programs and innovative reports that readily and easily provide management, staff, and stakeholders with the most current possible information from FSFN allowing them to continuously assess and direct individual and system performance and improvement. MIS staff is also continuously improving ChildNet's unique Android based Remote Data Capture (RDC) device software to facilitate dependency case managers' timely and efficient entry of key client data into the system.

FY 2019-2020 Case Management Quality Assurance Reviews and CBC Performance
The table below is a breakdown of the quarterly case file reviews that determined the quality of child welfare practice related to child safety, permanency and child and family well-being.   During FY 2019-2020, ChildNet completed 192 case file reviews that focus on these practice areas utilizing two (2) different quality assurance review tools of the Department's Office of Child Welfare (OCW) statewide quality assurance model.

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ChildNet		FL CQI CFSR (no interviews)	FL PIP CFSR (interviews)	Rapid Safety Feedback		FL CQI CFSR (no interviews)	FL PIP CFSR (interviews)	Rapid Safety Feedback
Q1 FY 19 -20	Broward	6	4	10	Palm Beach	12	2	10
Q2 FY 19 -20		10	4	10		16	2	10
Q3 FY 19 -20		8	4	10		14	2	10
Q4 FY 19 -20		8	4	10		14	2	10
Total		**32**	**16**	**40**		**56**	**8**	**40**

All case file review samples were randomly selected using the business objects report entitled 'Children Receiving In-Home Services Listing – OCWDRU in Florida Safe Families Network (FSFN) and the Adoption and Foster Care Analysis and Reporting (AFCAR) extract provided by DCF. The sample size was based on the number of children served in out-of-home care or receiving in-home services, and the samples were large enough to make statistical inferences about the population served by the State. Additionally, samples were stratified to achieve representation in key program areas in order to identify significant trends and findings that drive change within ChildNet, Inc. and the system of care. Data entry for the file reviews conducted each quarter is within the established timeframes, generally no later than the 5th of the month following the end of the quarter.

Case file review data are shared with internal staff and leadership, ChildNet Board members and the Department of Children and Families (DCF). In addition to the case file review performance data included in this report, ChildNet disseminates data in a variety of formats. Performance by unit level, percentage of strengths overall by case, and performance of CFSR CQI and PIP reviews combined is presented each quarter. In addition, ChildNet will use other source data to include the following: ACTION Fidelity Reviews, Regional PIP performance, and Florida CFSR PIP Data Support and Data Profiles. ChildNet, Inc. follows and complies with DCF's statewide quality assurance guidelines – "Windows into Practice" - which includes the practice framework for conducting quality assurance reviews. These guidelines are posted on the Department's website and in the University of South Florida's Center for Child Welfare.   Performance data from the completed reviews is now published quarterly on the DCF Dashboard at https://www.myflfamilies.com/programs/childwelfare/dashboard/overview.shtml. Statewide, Regional, and CBC performances for QA Measures is accessible on this public facing site.

FY 2019-2020 Community Based Care Scorecard and Federal Indicators – Broward & Palm Beach

In addition to qualitative case file reviews, ChildNet conducts bi-weekly CBC Scorecard Workgroup meetings to monitor the agency's current quantitative performance, improvement, and compliance. In addition, bi-weekly emails are sent to each scorecard measure's ChildNet "champion" with the attached listing report for continuous monitoring. The scorecard evaluates the lead agencies on twelve (12) key measures to determine how well they are meeting the most critical needs of dependent children and their families. Rate of abuse per day while in foster care, Children achieving permanency within 12 months of entering care, Children achieving permanency for children in foster care 12 to 23 months, Children who do not re-enter foster care within 12 months of moving to a permanent home, and Children's placement moves per 1000 days in foster care are the Federal Indicators included in the Scorecard measures.
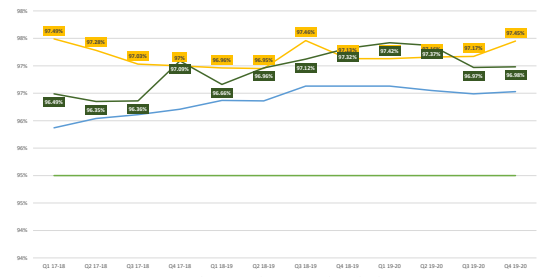

MEASURE ONE – RATE OF ABUSE DURING OUT-OF-HOME CARE PER EVERY 100,000 DAYS (GOAL 8.5 OR UNDER)
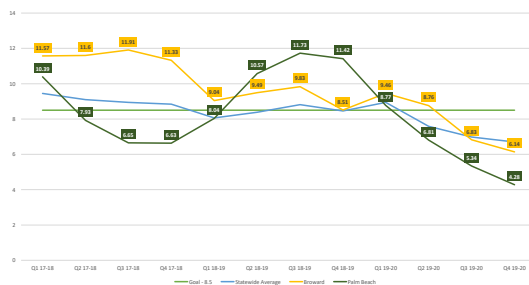
MEASURE TWO – ABUSE DURING IN-HOME SERVICES (GOAL 95% OR HIGHER)
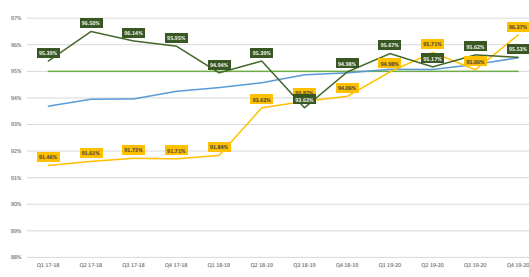
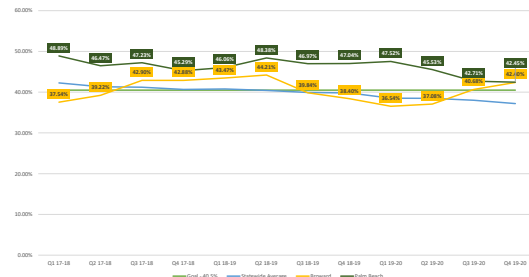MEASURE THREE – ABUSE WITHIN 6 MONTHS OF TERMINATION OF IN-HOME OR OUT-OF-HOME SUPERVISION (GOAL 95% OR HIGHER)
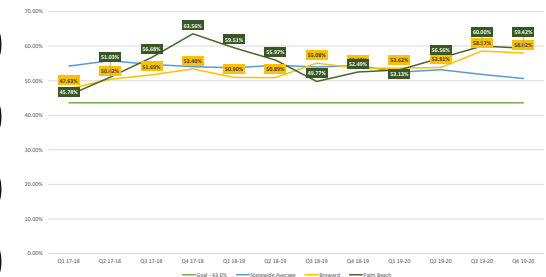

MEASURE FOUR – CHILDREN SEEN EVERY 30 DAYS (GOAL IS 99.5% OR HIGHER)
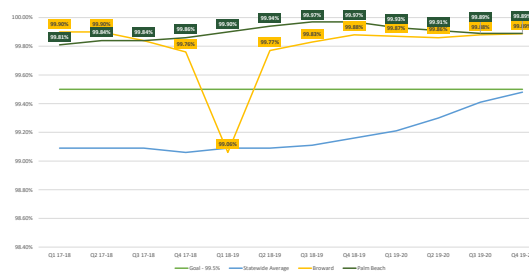
MEASURE FIVE – CHILDREN ACHIEVING PERMANENCY WITHIN 12 MONTHS OF ENTERING OUT OF HOME CARE (GOAL IS 40.5% OR HIGHER)

MEASURE SIX – CHILDREN ACHIEVING PERMANENCY BETWEEN 13 AND 24 MONTHS (GOAL IS 43.6% OR HIGHER)

MEASURE SEVEN – CHILDREN NOT RE-ENTERING OUT-OF-HOME CARE WITHIN 12 MONTHS OF EXIT (GOAL OF 91.7% OR HIGHER)
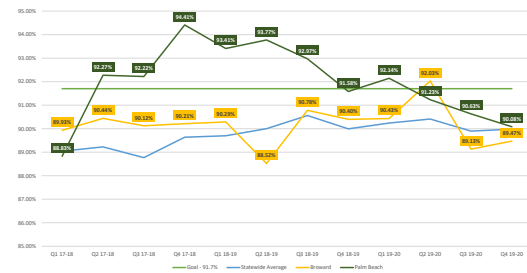
MEASURE EIGHT – PLACEMENT MOVES PER 1,000 DAYS OF FOSTER CARE (GOAL IS 4.12 OR LOWER)
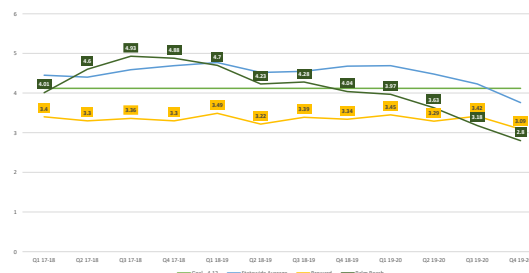
MEASURE NINE – CHILDREN IN OUT-OF-HOME CARE RECEIVING MEDICAL CARE ANNUALLY (GOAL OF 95% OR HIGHER)
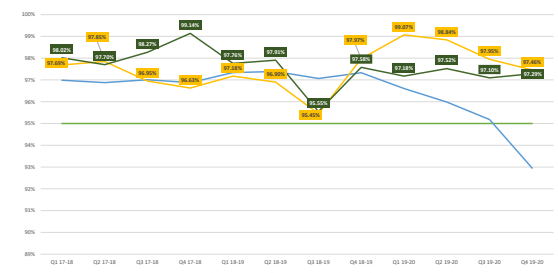
MEASURE TEN – CHILDREN IN OUT-OF-HOME CARE RECEIVING DENTAL CARE EVERY 7 MONTHS (GOAL IS 95% OR HIGHER)
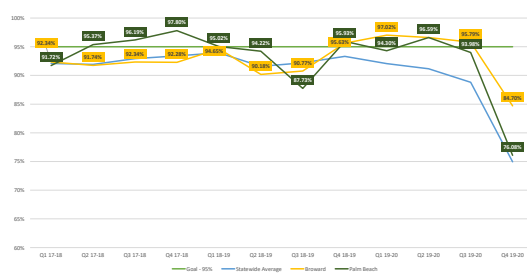
MEASURE ELEVEN – CHILDREN HAVING GRADUATED OR BEING ENROLLED IN SCHOOL AT THEIR 18TH BIRTHDAY (GOAL IS 80% OR HIGHER)
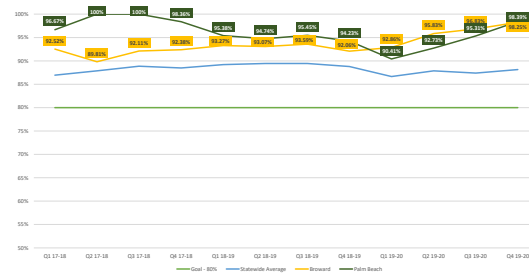
MEASURE TWELVE – CHILDREN PLACED TOGETHER WITH ALL OF THEIR SIBLINGS (GOAL IS 65% OR HIGHER)
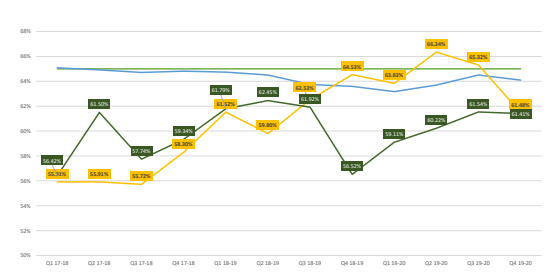
*Data Source: DCF Dashboard Scorecard Summary as of 8/11/20

FY 2019-2020 Child and Family Services Reviews PIP Monitored – Broward & Palm Beach

Case reviews were completed utilizing the Federal Child and Family Services Reviews (CFSR) tool. The Federal Child and Family Services Review is a process designed to enable the federal Children's Bureau and DCF to: (1) ensure conformity with federal child welfare requirements; (2) determine what is actually happening to children and families as they are engaged in child welfare services and; (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Case reviews provide an understanding of what is "behind" the safety, permanency and well-being numbers in terms of day to-day practice in the field and how that practice is affecting child and family functioning and outcomes. The CFSR is an assessment of a state's performance related to child welfare and looks at outcomes data and other sources to assess each State's ability to achieve safety, permanency, and well-being for children and families. The reviews are structured to help identify strengths and areas needing improvement based on rating the eighteen (18) item tool using the Florida Federal Online Monitoring System (OMS). The CFSR includes a review of case documentation for children served under the Title IV-B and IV-E plans and for a number of cases, conducting case specific interviews with all key case participants. Quality Managers completed 112 Florida CQI and 24 Performance Improvement Plan (PIP) monitored side by side reviews which included case participant interviews. The aforementioned PIP monitored reviews are conducted by a ChildNet Quality Manager and a DCF Quality Review Specialist.

Circuit 15 (Palm Beach) CFSR Rating Summary
by Reporting Period (June 2020)

		CFSR Base	PIP Goal	RP 1 n=4	RP 2 n=4	RP 3 n=4	RP 4 n=4	RP 5 n=4	RP 6 n=4	RP 7 n=4	RP 8 n=4	RP 9 n=4	RP 10 n=4	RP 11 n=4
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.													
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.6% (95%)	100%	100%	100%	100%	100%	100%	66.67%	66.67%	100%	100%	100%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.													
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.8% (85%)	100%	100%	100%	100%	100%	0%	0%	50%	66.67%	66.67%	100%
Item 3	Risk and Safety Assessment and Management	71.30%	77.7% (77%)	100%	75%	50%	50%	50%	25%	25%	50%	50%	50%	50%
Permanency Outcome 1	Children have permanency and stability in their living situations.													
Item 4	Stability of Foster Care Placement	81.80%	88.5% (88%)	66.67%	100%	100%	66.67%	66.67%	100%	100%	66.67%	66.67%	100%	100%
Item 5	Permanency Goal for Child	74.50%	82.1% (82%)	66.67%	66.67%	100%	100%	100%	66.67%	33.33%	33.33%	33.33%	33.33%	33.33%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.4% (75%)	100%	100%	66.67%	66.67%	66.67%	66.67%	100%	100%	66.67%	33.33%	66.67%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.													
Item 7	Placement With Siblings	85.00%	NA	100%	100%	100%	100%	50%	50%	66.67%	50%	100%	100%	100%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	100%	100%	66.67%	66.67%	50%	50%	33.33%	0%	50%	100%	100%
Item 9	Preserving Connections	85.00%	NA	100%	100%	100%	100%	66.67%	66.67%	66.67%	66.67%	100%	100%	33.33%
Item 10	Relative Placement	72.00%	NA	100%	100%	100%	100%	33.33%	33.33%	33.33%	33.33%	100%	100%	100%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	100%	100%	100%	100%	100%	100%	33.33%	0%	50%	100%	100%
Well-Being Outcome 1	Families have enhanced capacity to provide for their children's needs.													
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.4% (58%)	75%	75%	50%	75%	75%	50%	25%	25%	75%	75%	50%
Item 12A	Needs Assessment and Services to Children	88.00%	NA	100%	75%	75%	100%	100%	75%	75%	100%	100%	100%	100%
Item 12B	Needs Assessment and Services to Parents	55.00%	NA	66.67%	50%	33.33%	75%	75%	50%	25%	25%	66.67%	66.67%	50%
Item 12C	Needs Assessment and Services to Foster Parents	80.00%	NA	100%	100%	100%	100%	100%	50%	66.67%	66.67%	66.67%	100%	66.67%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.7% (70%)	75%	75%	25%	50%	75%	50%	25%	50%	100%	75%	75%
Item 14	Caseworker Visits With Child	72.50%	78.9% (78%)	100%	75%	50%	75%	75%	50%	75%	100%	100%	50%	50%
Item 15	Caseworker Visits With Parents	43.50%	51.1% (51%)	66.67%	50%	0%	25%	50%	50%	25%	25%	66.67%	33.33%	25%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.													
Item 16	Educational Needs of the Child	92.00%	NA	100%	100%	100%	50%	66.67%	66.67%	33.33%	33.33%	66.67%	100%	100%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.													
Item 17	Physical Health of the Child	85.00%		100%	75%	75%	100%	100%	100%	66.67%	33.33%	66.67%	75%	25%
Item 18	Mental/Behavioral Health of the Child	72.00%		100%	100%	100%	100%	100%	75%	50%	33.33%	66.67%	100%	0%
** Figures may not total to 100% due to rounding.														
Above Baseline CFSR				0	3	0	2	3	2	1	0	0	1	0
Above PIP target				19	14	11	12	10	4	2	3	10	13	9
Below Baseline				2	4	10	7	8	15	18	18	11	7	11

RP 1=Q1 + Q2; RP 2=Q2 + Q3; RP 3=Q3 + Q4; RP 4= Q4 + Q5;
RP 5= Q5 + Q6; RP 6= Q6 + Q7; RP7=Q7 + Q8; RP 8 = Q8 + Q9; RP 9=Q9 + Q10, RP 10=Q10 + Q11, RP11=Q11 +Q12, RP 12=Q12 +Q13, RP13=Q13 +Q14

Items without a neogiated PIP goal must be met at 95%

The Children's Bureau truncated the goals as of Feb. 2020

Circuit 17 (Broward) CFSR Rating Summary
by Reporting Period (June 2020)

		CFSR Base	PIP Goal	RP 1 n=8	RP 2 n=8	RP 3 n=8	RP 4 n=8	RP 5 n=8	RP 6 n=8	RP 7 n=8	RP 8 n=8	RP 9 n=8	RP 10 n=8	RP 11 n=8
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.													
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.6% (95%)	100%	100%	100%	100%	66.67%	57.14%	80%	100%	100%	100%	83.33%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.													
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.8% (85%)	33.33%	75%	100%	80%	80%	100%	75%	60%	66.67%	100%	100%
Item 3	Risk and Safety Assessment and Management	71.30%	77.7% (77%)	62.50%	50%	62.50%	62.50%	50%	62.50%	75%	75%	87.50%	87.50%	87.50%
Permanency Outcome 1	Children have permanency and stability in their living situations.													
Item 4	Stability of Foster Care Placement	81.80%	88.5% (88%)	80%	80%	100%	80%	60%	80%	100%	100%	100%	100%	100%
Item 5	Permanency Goal for Child	74.50%	82.1% (82%)	80%	80%	80%	80%	60%	80%	100%	80%	80%	100%	100%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.4% (75%)	40%	20%	40%	80%	80%	60%	40%	40%	80%	100%	80%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.													
Item 7	Placement With Siblings	85.00%	NA	100%	100%	80%	75%	66.67%	66.67%	66.67%	66.67%	100%	100%	100%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	50%	40%	40%	60%	100%	100%	50%	50%	66.67%	66.67%	100%
Item 9	Preserving Connections	85.00%	NA	60%	60%	60%	60%	100%	100%	100%	100%	100%	100%	100%
Item 10	Relative Placement	72.00%	NA	80%	80%	100%	100%	100%	100%	60%	40%	80%	100%	80%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	0%	25%	50%	50%	40%	50%	66.67%	33.33%	0%	50%	50%
Well-Being Outcome 1	Families have enhanced capacity to provide for their children's needs.													
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.4% (58%)	50%	25%	37.50%	50%	62.50%	87.50%	75%	50%	62.50%	75%	62.50%
Item 12A	Needs Assessment and Services to Children	88.00%	NA	87.50%	87.50%	87.50%	75%	87.50%	100%	87.50%	87.50%	100%	87.50%	87.50%
Item 12B	Needs Assessment and Services to Parents	55.00%	NA	66.67%	57.14%	42.86%	42.86%	62.50%	85.71%	66.67%	33.33%	40%	83.33%	75%
Item 12C	Needs Assessment and Services to Foster Parents	80.00%	NA	80%	60%	80%	100%	100%	100%	100%	100%	100%	100%	100%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.7% (70%)	75%	50%	28.57%	57.14%	75%	87.50%	87.50%	75%	66.67%	83.33%	87.50%
Item 14	Caseworker Visits With Child	72.50%	78.9% (78%)	75%	75%	87.50%	87.50%	62.50%	75%	87.50%	75%	87.50%	100%	100%
Item 15	Caseworker Visits With Parents	43.50%	51.1% (51%)	33.33%	42.86%	42.86%	42.86%	62.50%	57.14%	33.33%	50%	60%	83.33%	87.50%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.													
Item 16	Educational Needs of the Child	92.00%	NA	57.14%	60%	50%	50%	100%	100%	83.33%	71.43%	66.67%	100%	80%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.													
Item 17	Physical Health of the Child	85.00%	NA	71.43%	80%	100%	100%	83.33%	83.33%	100%	100%	80%	80%	60%
Item 18	Mental/Behavioral Health of the Child	72.00%	NA	40%	50%	25%	25%	50%	50%	71.43%	50%	0%	66.67%	50%
** Figures may not total to 100% due to rounding.														
Above Baseline CFSR				6	2	3	2	2	2	3	4	3	2	2
Above PIP target				3	5	6	6	9	11	8	6	11	15	13
Below Baseline				12	14	12	13	10	8	10	11	7	4	6

RP 1=Q1 + Q2; RP 2=Q2 + Q3; RP 3=Q3 + Q4; RP 4= Q4 + Q5;
RP 5= Q5 + Q6; RP 6= Q6 + Q7; RP7=Q7 + Q8; RP 8 = Q8 + Q9; RP 9=Q9 + Q10, RP 10=Q10 + Q11, RP11=Q11 +Q12, RP 12=Q12 +Q13, RP13=Q13 +Q14
Items without a neogiated PIP goal must be met at 95%
The Children's Bureau truncated the goals as of Feb. 2020

FY 2019-2020 Florida CQI Child and Family Services Reviews Ratings by Item – Broward & Palm Beach

ChildNet Broward CFSR CQI CASES FY 19-20 (32 total cases in sample)		CFSR Base	PIP Goal	Q1 Broward	Q2 Broward	Q3 Broward	Q4 Broward
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.						
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	100.00%	80.00%	100.00%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.						
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	100.00%	100.00%	100.00%	100.00%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	100.00%	87.50%	100.00%	100.00%
Permanency Outcome 1	Children have permanency and stability in their living situations.						
Item 4	Stability of Foster Care Placement	81.80%	88.50%	100.00%	100.00%	83.33%	100.00%
Item 5	Permanency Goal for Child	74.50%	82.10%	100.00%	100.00%	100.00%	80.00%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	100.00%	60.00%	100.00%	100.00%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.						
Item 7	Placement With Siblings	85.00%	NA	100.00%	100.00%	100.00%	100.00%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	80.00%	40.00%	100.00%	80.00%
Item 9	Preserving Connections	85.00%	NA	60.00%	60.00%	83.33%	100.00%

Item 10	Relative Placement	72.00%	NA	80.00%	60.00%	83.33%	100.00%
Item 11	Relationship of Child in Care With Parents	60.00%	NA	66.67%	60.00%	66.67%	60.00%
Well-Being Outcome 1	Families have enhanced capacity to provide for their children's needs.						
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	75.00%	62.50%	75.00%	87.50%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	50.00%	50.00%	33.33%	75.00%
Item 14	Caseworker Visits With Child	72.50%	78.90%	50.00%	37.50%	87.50%	87.50%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	16.67%	12.50%	0%	62.50%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.						
Item 16	Educational Needs of the Child	92.00%	NA	100.00%	100.00%	100.00%	100.00%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.						
Item 17	Physical Health of the Child	85.00%	NA	100.00%	60.0%	100.00%	83.33%
Item 18	Mental/Behavioral Health of the Child	72.00%	NA	33.33%	60.00%	100.00%	66.67%

ChildNet Palm Beach CFSR CQI CASES FY 19-20 (56 total cases in sample)		CFSR Base	PIP Goal	Q1 Palm Beach	Q2 Palm Beach	Q3 Palm Beach	Q4 Palm Beach
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.						
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	87.50%	81.82%	100.00%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.						
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	100.00%	100.00%	88.89%	100.00%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	71.43%	85.71%	64.29%	71.43%
Permanency Outcome 1	Children have permanency and stability in their living situations.						
Item 4	Stability of Foster Care Placement	81.80%	88.50%	90.00%	90.00%	90.00%	90.00%
Item 5	Permanency Goal for Child	74.50%	82.10%	100.00%	60.00%	60.00%	70.00%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	100.00%	90.00%	80.00%	80.00%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.						
Item 7	Placement With Siblings	85.00%	NA	66.67%	100.00%	100.00%	80.00%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%	NA	100.00%	77.78%	80.00%	66.67%
Item 9	Preserving Connections	85.00%	NA	80.00%	100.00%	60.00%	70.00%
Item 10	Relative Placement	72.00%	NA	77.78%	80.00%	70.00%	80.00%

Item 11	Relationship of Child in Care With Parents	60.00%	NA	71.43%	44.44%	40.00%	100.00%
Well-Being Outcome 1	**Families have enhanced capacity to provide for their children's needs.**						
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	78.57%	57.14%	50.00%	78.57%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	81.82%	76.92%	85.71%	76.92%
Item 14	Caseworker Visits With Child	72.50%	78.90%	71.43%	71.43%	85.71%	78.57%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	36.36%	30.77%	21.43%	0%
Well-Being Outcome 2	**Children receive appropriate services to meet their educational needs.**						
Item 16	Educational Needs of the Child	92.00%	NA	80.00%	66.67%	55.56%	90.00%
Well-Being Outcome 3	**Children receive adequate services to meet their physical and mental health needs.**						
Item 17	Physical Health of the Child	85.00%	NA	40.00%	54.55%	72.73%	80.00%
Item 18	Mental/Behavioral Health of the Child	72.00%	NA	33.33%	70.00%	11.11%	50.00%

ChildNet
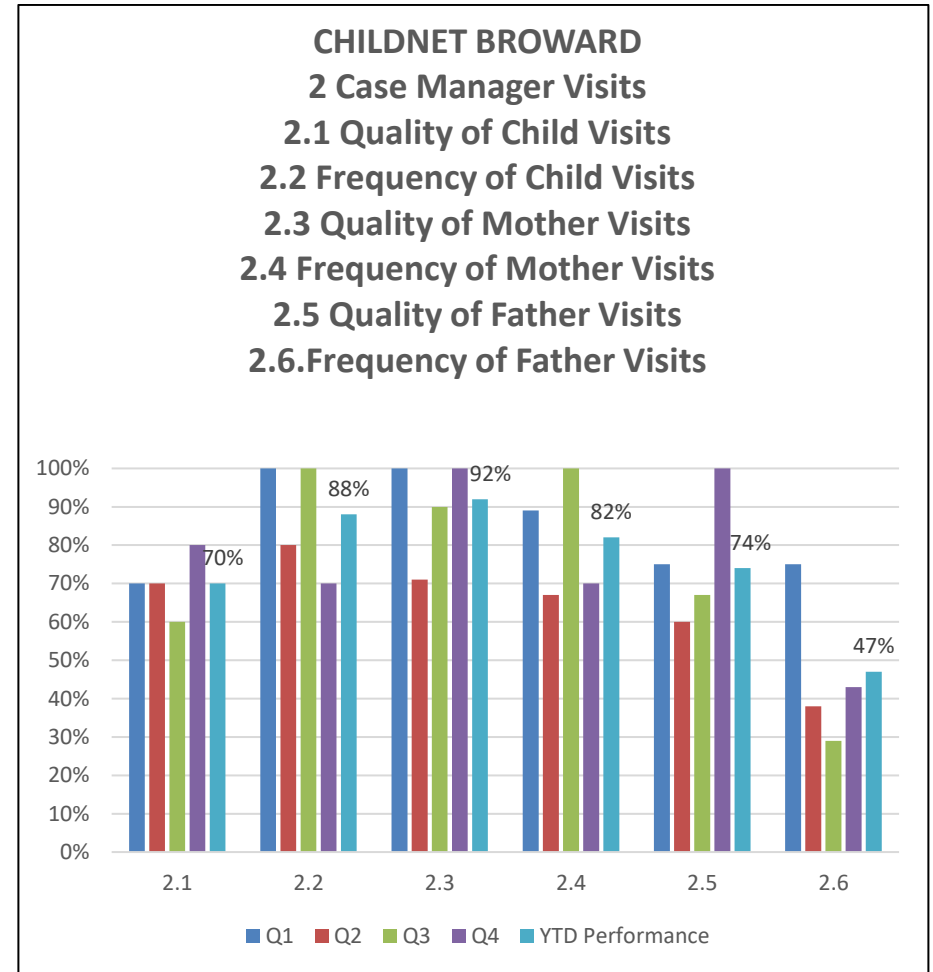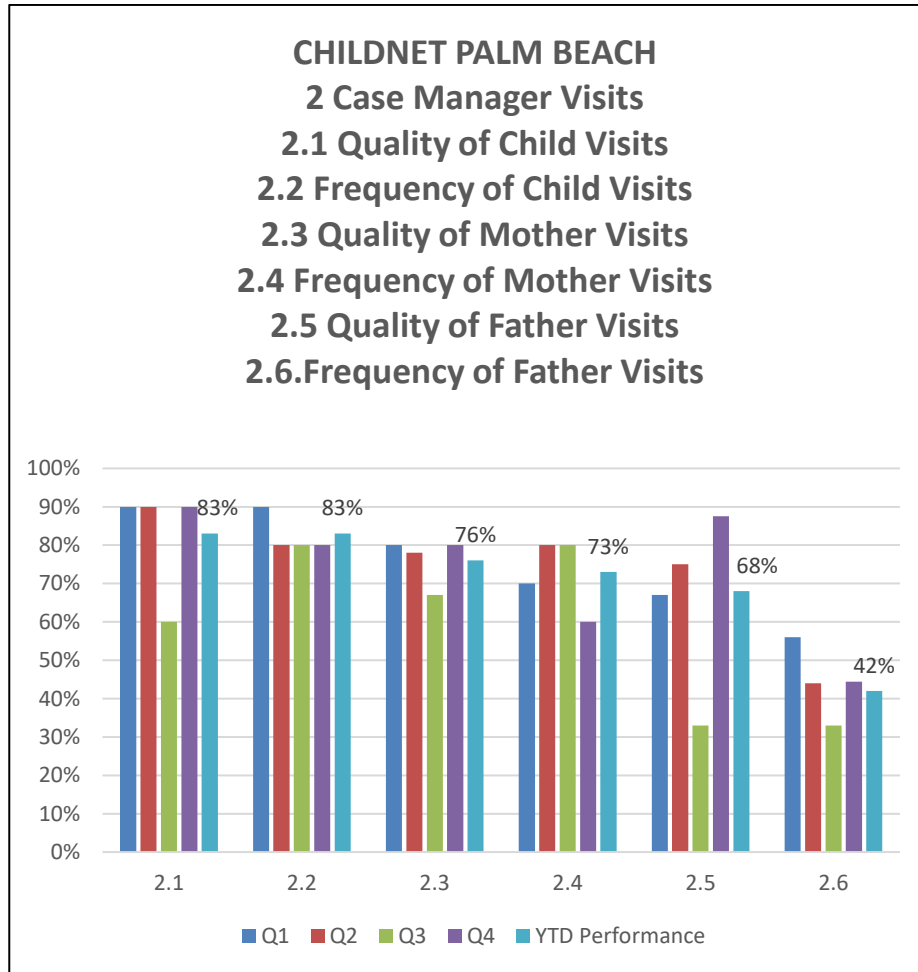Leading abused children to safety and stability

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FY 2019-2020 Rapid Safety Feedback Reviews – Broward & Palm Beach

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In addition to the CFSR CQI and PIP reviews, Rapid Safety Feedback (RSF) reviews are completed with the final tool entered by Quality Managers in the Qualtrics system. Rapid Safety Feedback reviews target the highest-risk population of children in the child welfare system. The Rapid Safety Feedback is a process designed to flag key risk factors of in-home services cases that could gravely affect a child's safety. These factors have been determined based on reviews of other cases where child injuries or tragedies have occurred. Factors include but are not limited to the parents' ages, the presence of a paramour in the home, evidence of substance abuse or previous criminal records and prior abuse history. This review allows us to target age specific populations to identify key risk factors impacting the safety of children receiving in-home services. The critical component of the process is the case consultation in which the reviewer engages the dependency case manager and the supervisor in a discussion about the case. Coaching through case consultation is a key component of this process, which is intended to improve case managers' and supervisors' critical thinking skills related to risk assessments. All reviews focus on children under four (4) years of age. During this review period, 80 cases were reviewed; consultations with the case managers and case management supervisors were held on those reviewed cases.
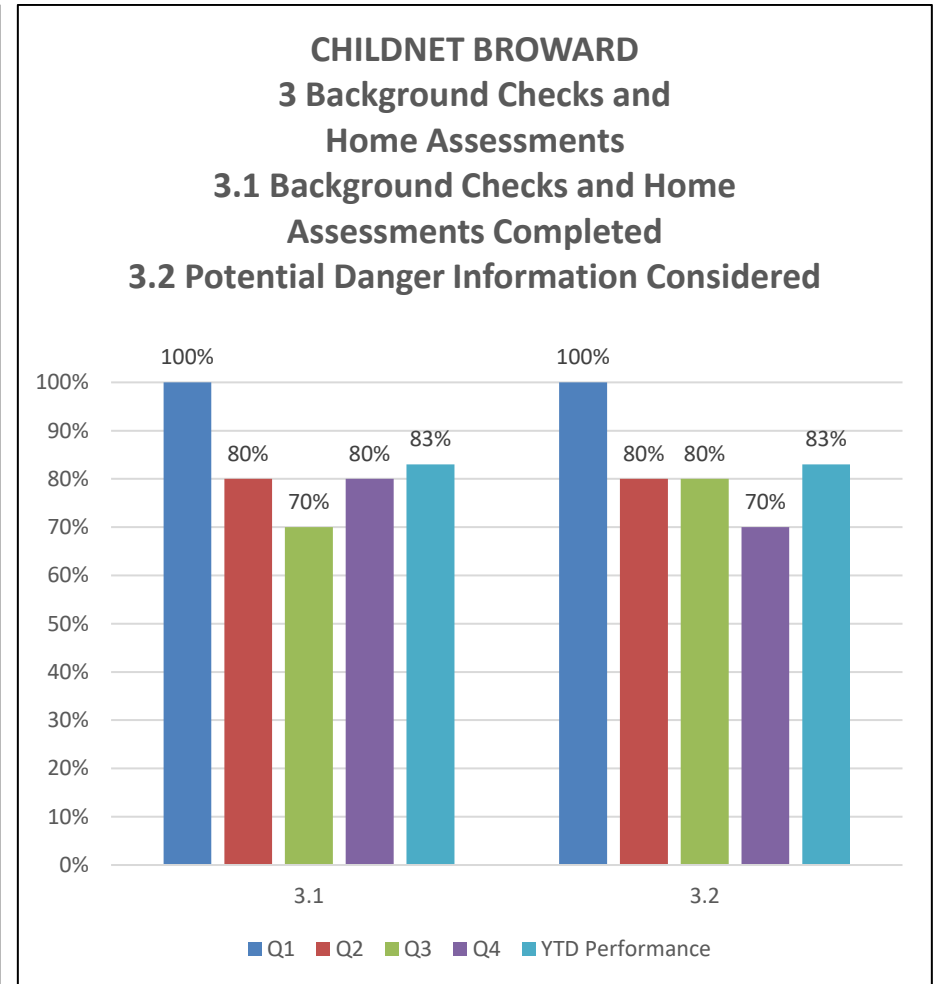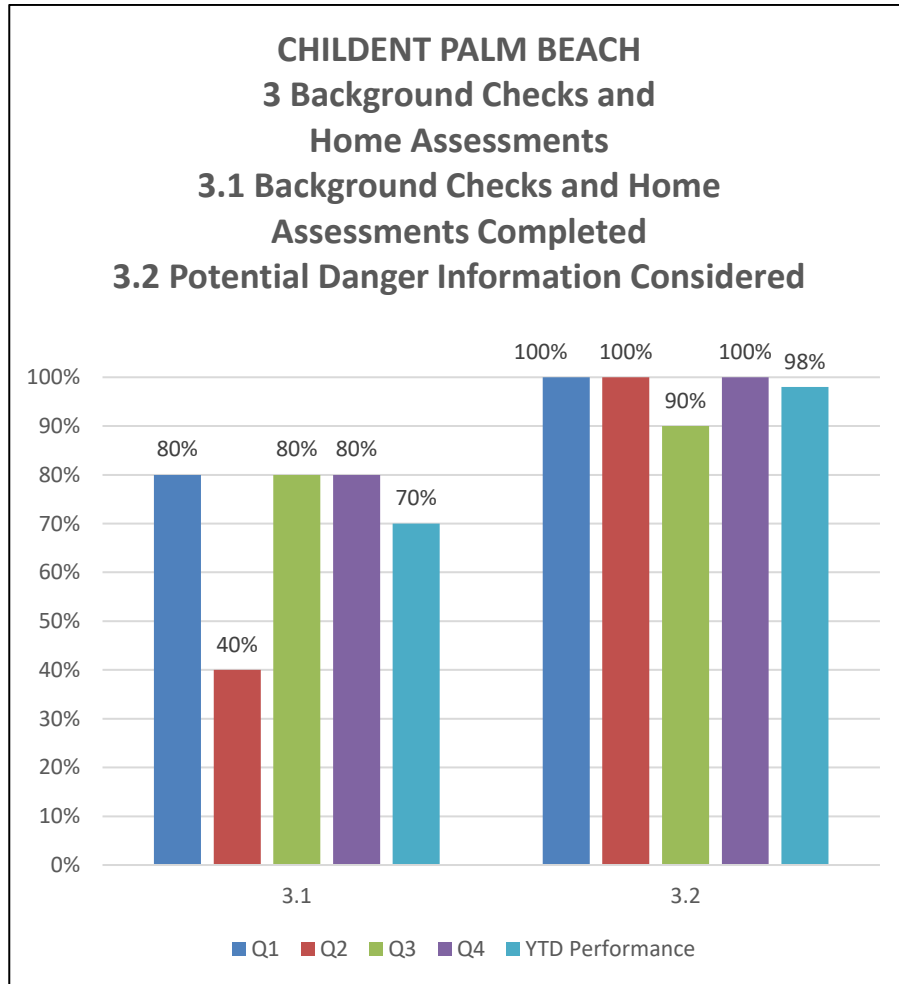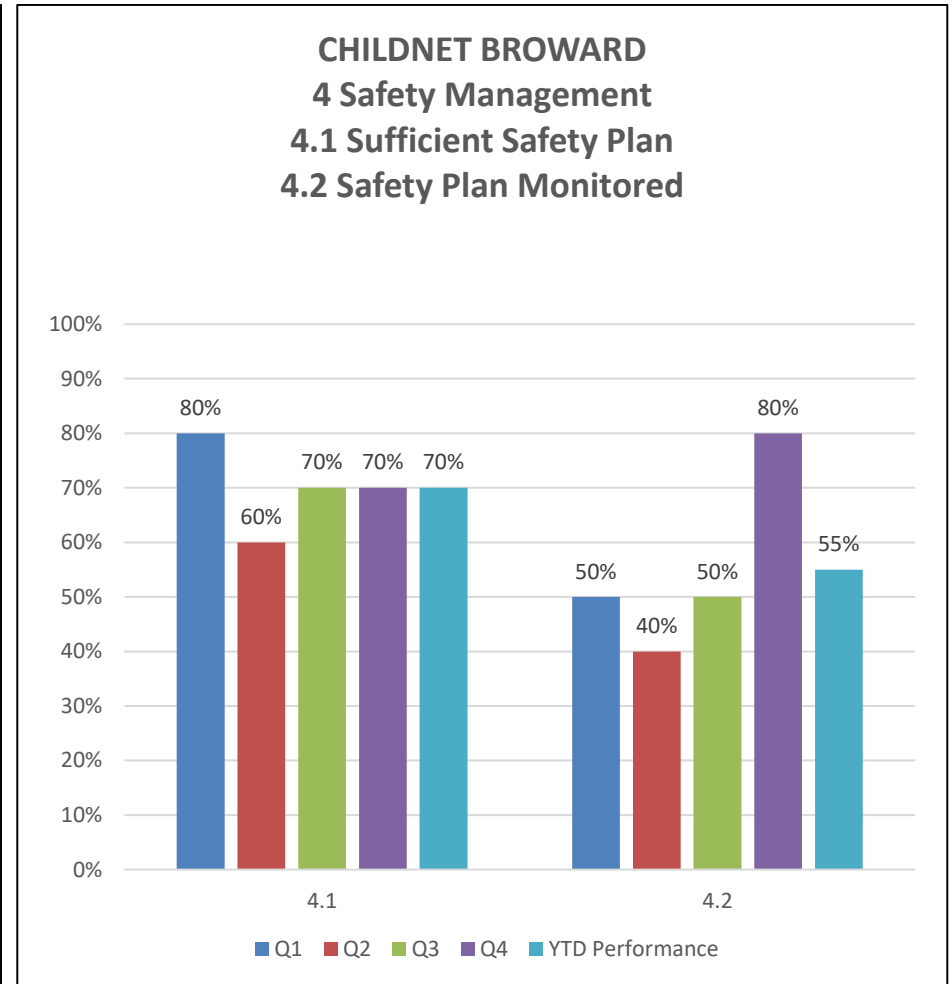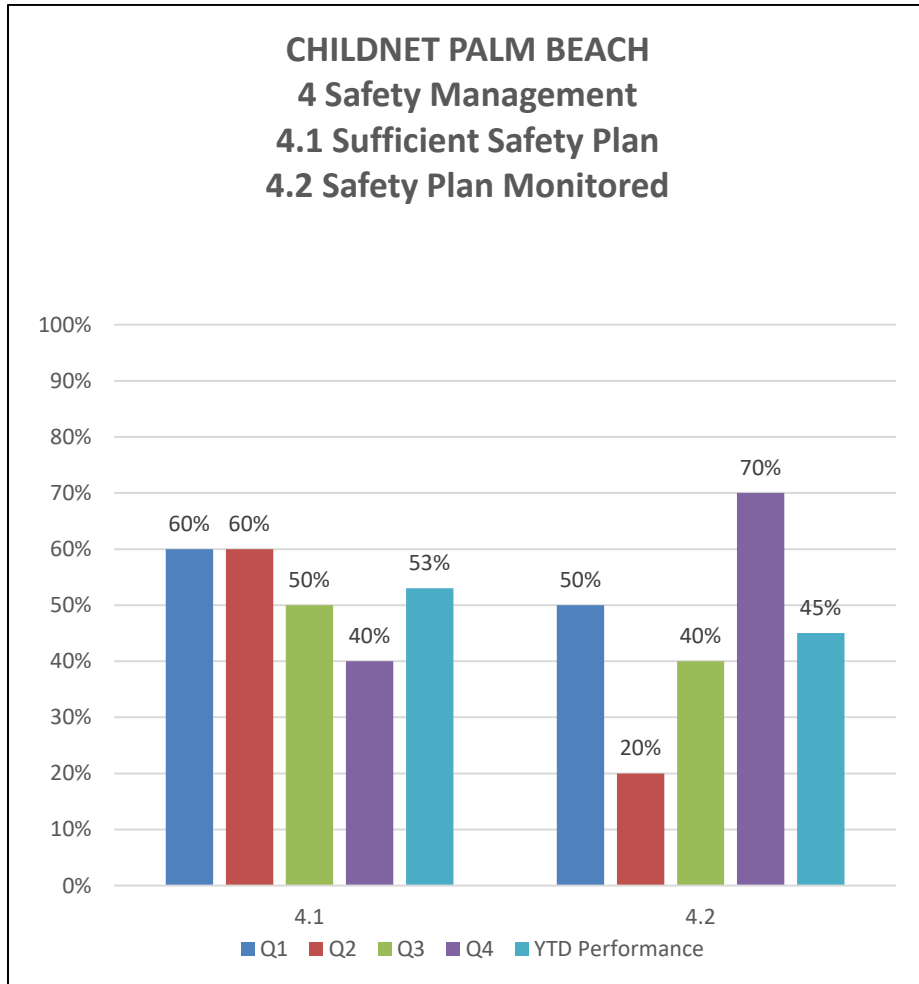
1-Family Assessments:

CHILDNET PALM BEACH
1 Family Assessments
1.1 Sufficient Family Assessments
1.2 Timely Family Assessments

1.1: Q1 70%, Q2 70%, Q3 70%, Q4 80%, YTD Performance 73%
1.2: Q1 60%, Q2 40%, Q3 50%, Q4 60%, YTD Performance 53%
(Q1, Q2, Q3, Q4, YTD Performance)

CHILDNET BROWARD
1 Family Assessments
1.1 Sufficient Family Assessments
1.2 Timely Family Assessments

1.1: Q1 90%, Q2 60%, Q3 90%, Q4 80%, YTD Performance 80%
1.2: Q1 20%, Q2 20%, Q3 50%, Q4 40%, YTD Performance 33%
(Q1, Q2, Q3, Q4, YTD Performance)

2-Case Manager Visits with Child, Mother, and Father:

CHILDNET PALM BEACH
2 Case Manager Visits
2.1 Quality of Child Visits
2.2 Frequency of Child Visits
2.3 Quality of Mother Visits
2.4 Frequency of Mother Visits
2.5 Quality of Father Visits
2.6.Frequency of Father Visits

CHILDNET BROWARD
2 Case Manager Visits
2.1 Quality of Child Visits
2.2 Frequency of Child Visits
2.3 Quality of Mother Visits
2.4 Frequency of Mother Visits
2.5 Quality of Father Visits
2.6.Frequency of Father Visits

3-Background Checks & Home Assessments:

CHILDENT PALM BEACH
3 Background Checks and
Home Assessments
3.1 Background Checks and Home
Assessments Completed
3.2 Potential Danger Information Considered

CHILDNET BROWARD
3 Background Checks and
Home Assessments
3.1 Background Checks and Home
Assessments Completed
3.2 Potential Danger Information Considered

4-Safety Plans

CHILDNET PALM BEACH
4 Safety Management
4.1 Sufficient Safety Plan
4.2 Safety Plan Monitored

CHILDNET BROWARD
4 Safety Management
4.1 Sufficient Safety Plan
4.2 Safety Plan Monitored

5-Supervisory Case Consultation & Guidance

CHILDNET PALM BEACH
5 Supervisory Case Consultation and Guidance
5.1 Supervisory Consults Completed
5.2 Supervisor Ensuring Actions Completed

CHILDNET BROWARD
5 Supervisory Case Consultation and Guidance
5.1 Supervisory Consults Completed
5.2 Supervisor Ensuring Actions Completed
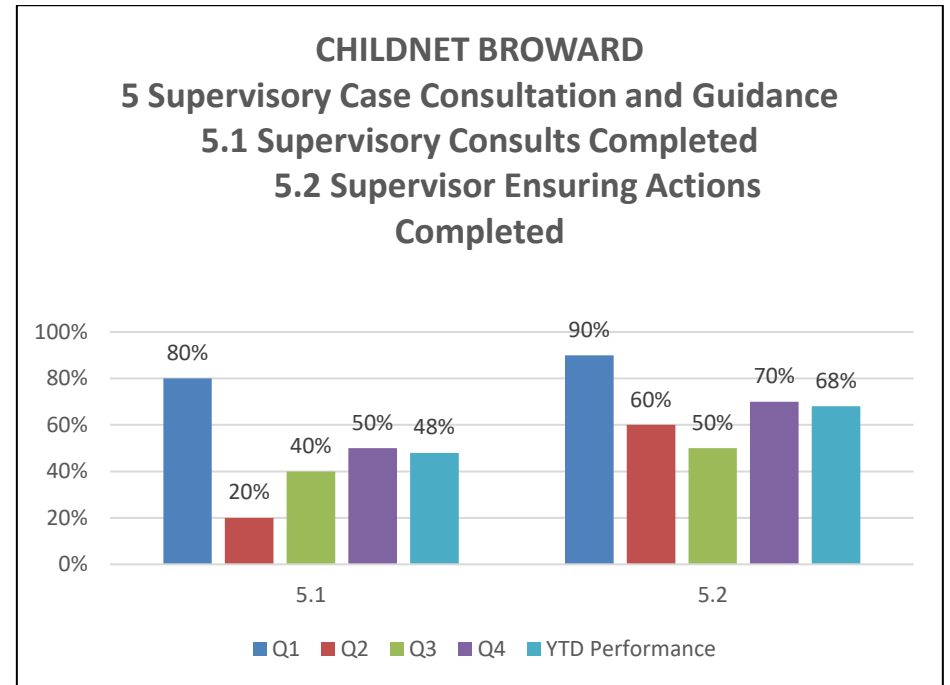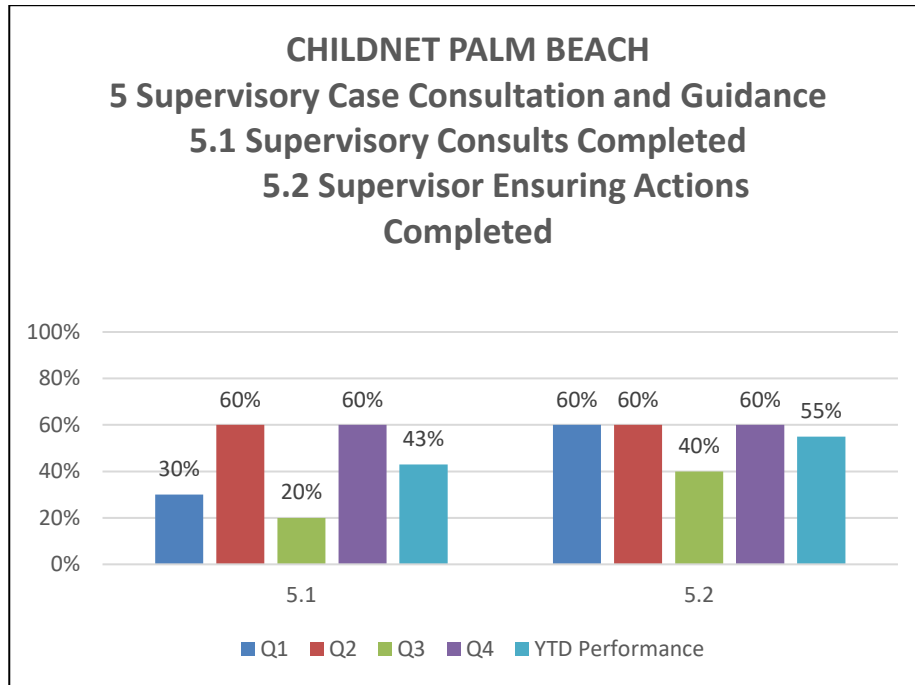
FY 19-20 Performance for RSF Reviews ChildNet and the Statewide Average
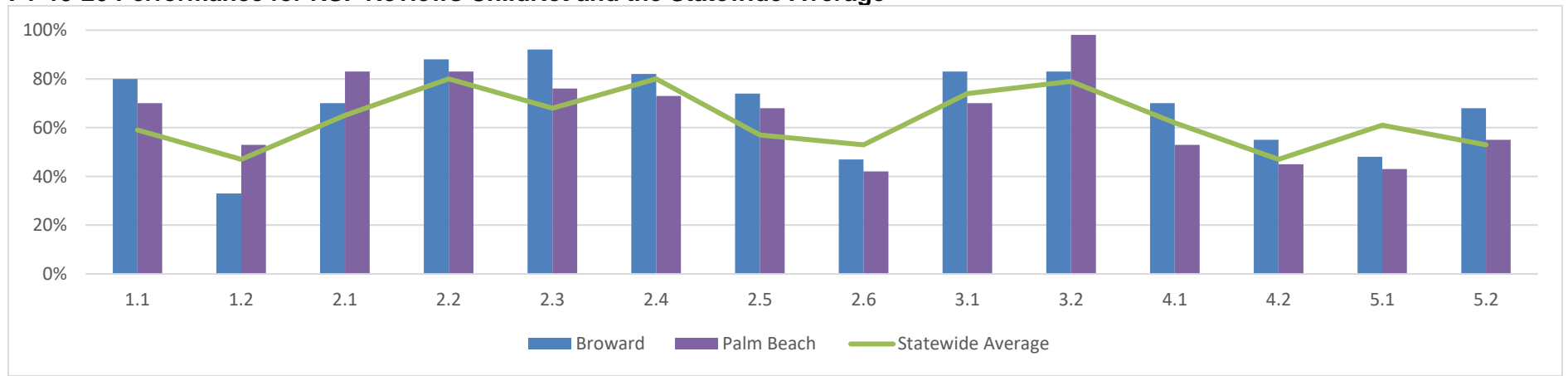
II. **Findings and Performance Improvement**

Throughout FY 2019-2020, ChildNet Broward and ChildNet Palm Beach continued to employ a systematic approach to address local challenges utilizing review practice trends and performance to engage in system wide performance improvement. Mechanisms are in place to ensure that strategies are routinely reviewed for effectiveness. ChildNet continued stabilization efforts and financial viability plans during FY 2019-2020 to improve efficiency and effectiveness in the system of care in both counties. Performance and improvement strategies and actions are discussed at the Operations Meetings held in Palm Beach and Broward each week. The *Performance and Census Trends report* is produced for each county monthly. This report is key to identifying concerns early that may impact the system of care and is utilized by the CEO & President. The Case Management Organization in Palm Beach County, Children's Home Society (CHS), continued to experience significant case manager and supervisory staff turnover during this fiscal year and an impact on performance was determined. *Caseload Statistics* are tracked at least monthly in each county and ChildNet requested a Performance Improvement Plan (PIP) from CHS to address deficiencies in performance; the plan was implemented.

In addition to the current and historical performance on CFSR PIP monitored cases provided above by reporting period, Florida CQI CFSR findings over time are depicted below and are used by the agency to identify strengths and areas of concern in order to improve the quality of services for the children and families served. Please note, the charts capture the percentage of cases achieving substantial compliance with an outcome but do not include the outcomes that were either partially achieved or not achieved. Outcome achievement is generated within the tool and is determined by a formula for the number of items met as a Strength within each outcome area. Overall performance for CFSR CQI reviews and for CFSR PIP monitored side by side reviews is often similar. However, in depth interviews with key case participants provide an opportunity to gain enhanced understanding of the intricacies of cases and detailed information about case practice that is not always available in documentation alone.

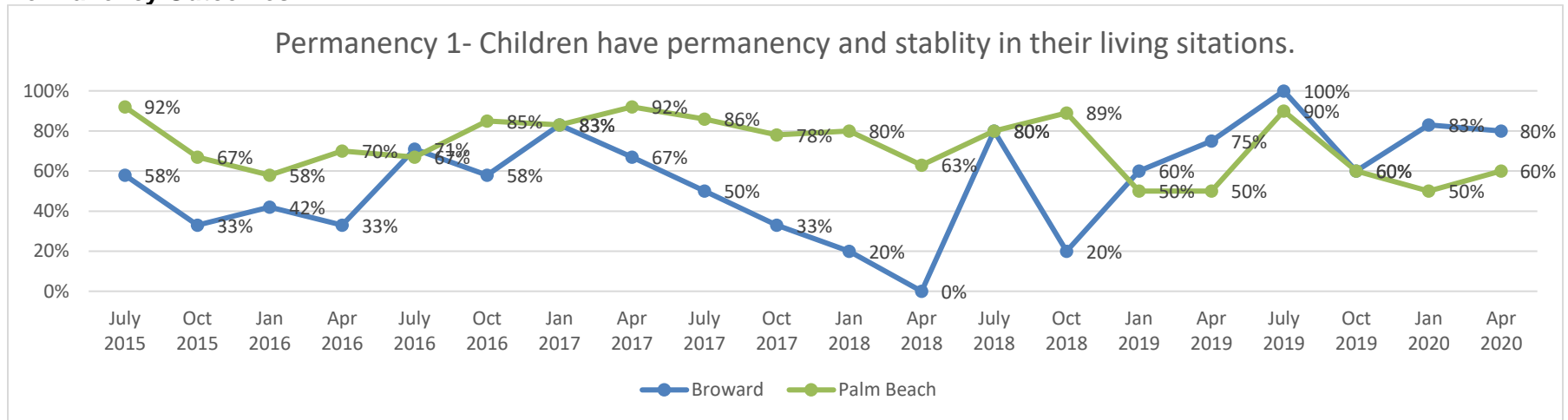Florida CQI Child and Family Services Reviews Outcome Data Trends – Broward & Palm Beach
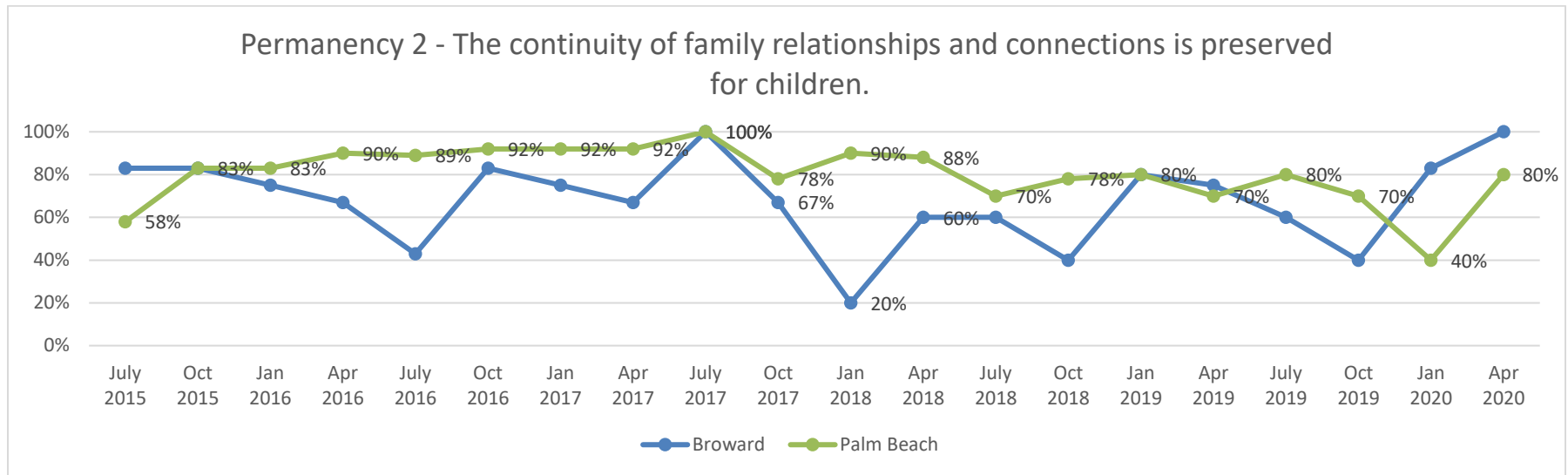
- **Safety Outcomes**

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

Safety 2 -Children are safely maintained in their homes whenever possible and appropriate.
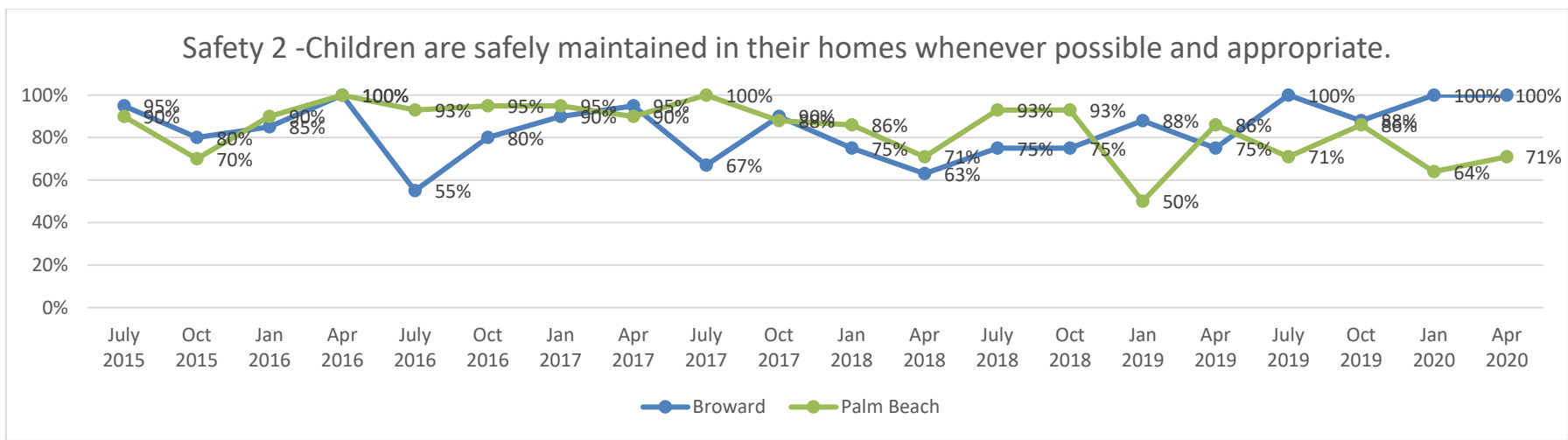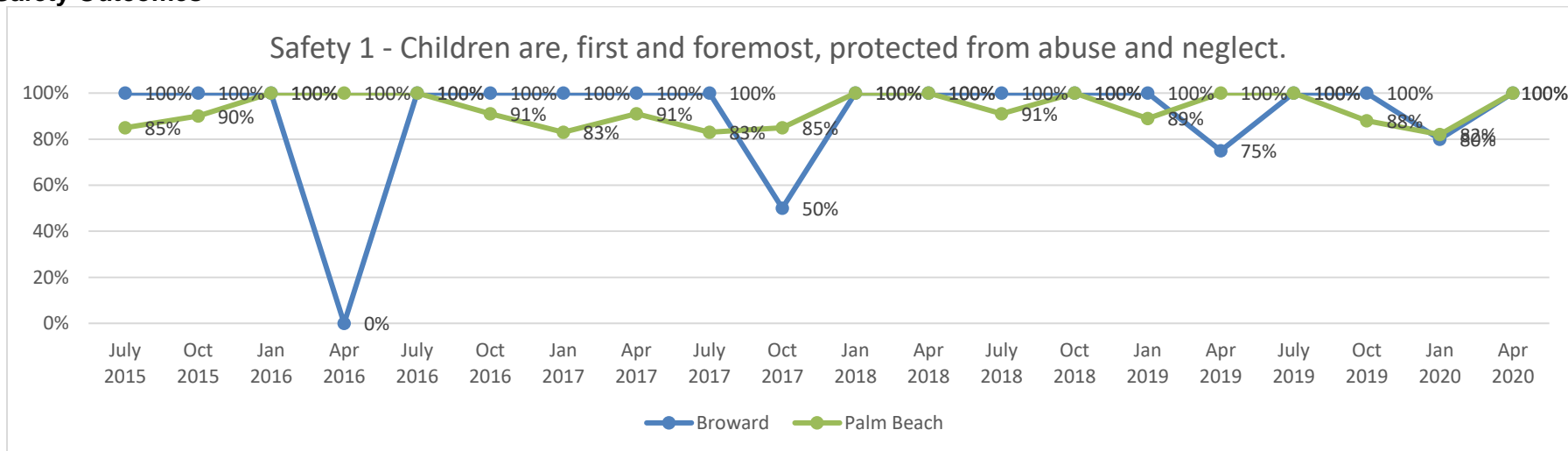
o Strengths
  ▪ For children receiving in-home services, appropriate services were provided to the family to prevent the child(ren)'s entry into out-of-home. Targets were met for applicable CFSR CQI cases for FY 2019-2020.

o Opportunities for Improvement
  ▪ Safety assessments are lacking in sufficiency and are not always completed as required and when critical junctures occur; and
  ▪ Sufficiency of safety plan to control and manage danger threats, and that safety plans are being monitored regularly by case managers to ensure the child(ren) are protected from those identified danger threats.
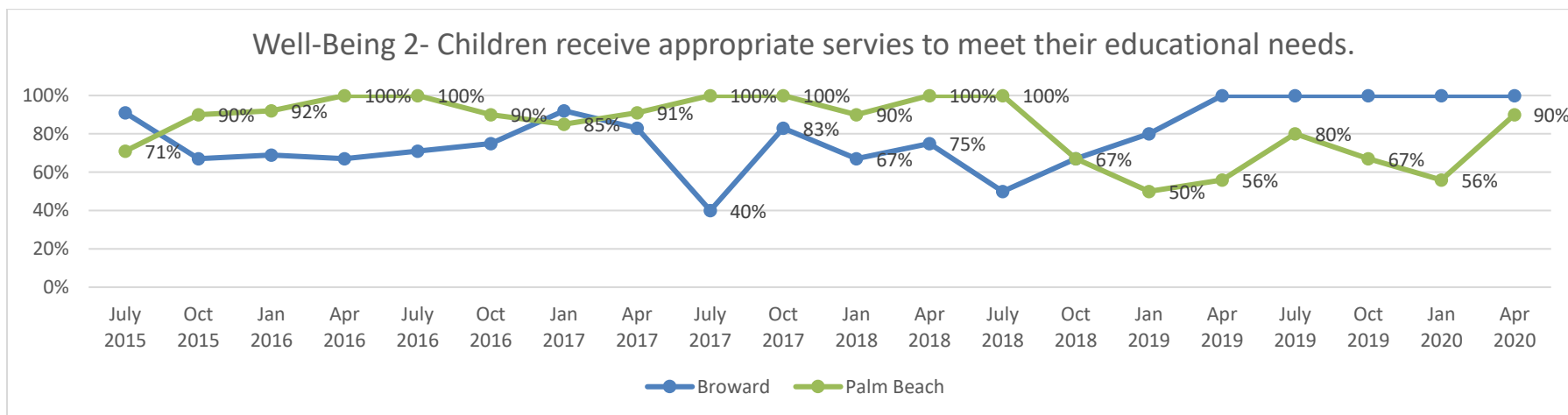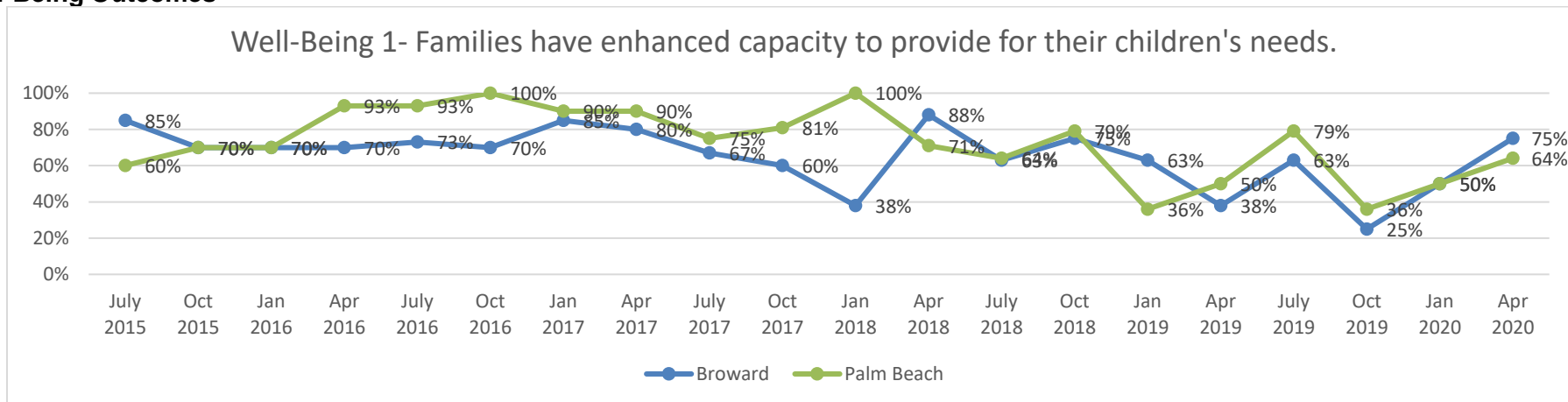
- **Permanency Outcomes**

Permanency 1- Children have permanency and stablity in their living sitations.

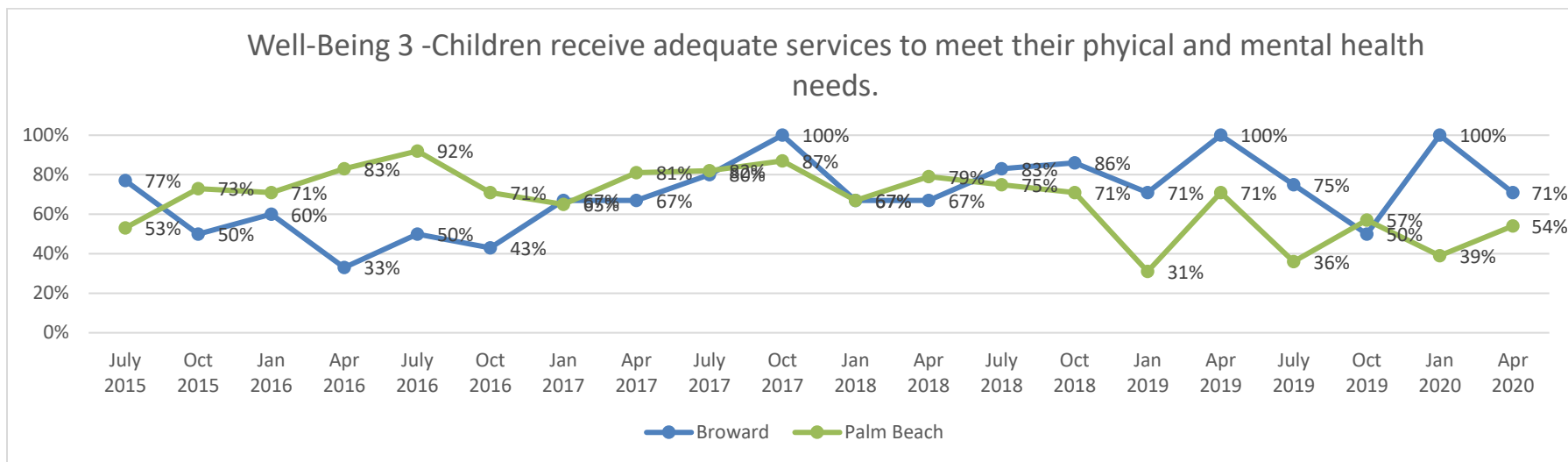Permanency 2 - The continuity of family relationships and connections is preserved for children.

o Strengths
  ▪ Children are in stable placements, and if placement changes occur, the move appears to be in the best interest and consistent with achieving the permanency goal;
  ▪ Appropriate permanency goals are established in a timely manner; and
  ▪ Broward showed improvement during the course of the year in Permanency 2 items related to placement of siblings, relative placement and connections. All FY 19-20 CFSR CQI and PIP cases were a strength for sibling placement.

o Opportunities for Improvement
  ▪ In Palm Beach, the long-standing practice of concurrent planning began to negatively impact permanency outcomes;
  ▪ Case managers promoting, supporting, and documenting positive relationships between the child in out-of-home care and his/her mother and father through activities, such as attending medical and dental appointments, and attending school meetings; and
  ▪ Making certain case managers are documenting their concerted efforts for visitation between a child(ren) in foster care and his or her mother, father and siblings is of sufficient frequency and of quality to promote permanency.

- **Well-Being Outcomes**

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

Well-Being 2- Children receive appropriate servies to meet their educational needs.

Well-Being 3 -Children receive adequate services to meet their phyical and mental health needs.

- o Strengths
  - ▪ Quality assessments are completed, and services are provided for child(ren), parents and foster parents;
  - ▪ Improvement from the prior year and ongoing was noted for visits with child(ren). Improved documentation of quality time spent alone with child(ren) during visits; and
  - ▪ In Broward, assessment and services for child(ren)'s well-being in terms of education remained steady. All CFSR CQI reviews met the item.

- o Opportunities for Improvement
  - ▪ Ongoing improvement in consistency in efforts to involve the child(ren) and their parents in ongoing case planning;
  - ▪ Case managers must demonstrate ongoing concerted efforts to maintain a minimum of monthly face to face contact with parents and engage in quality interaction to promote achievements of case goals; and
  - ▪ Significant declines in performance noted for child well-being items. Items related to education, physical health and mental/behavioral health are impacted by delays in referrals made and services beginning.

- **CBC Scorecard Outcomes**

  - o Strengths
    - ▪ No verified maltreatment during in-home services - Palm Beach (SM02)
    - ▪ No verified maltreatment within 6 months of termination of in-home & out-of-home services (SM03)
    - ▪ In-state children seen within 30 days (in-home & out-of-home) (SM04)

- Children achieving permanency within 12 months of entering care - Palm Beach (SM05)
- Children achieving permanency for children in foster care 12-23 months (SM06)
- Children's placement moves per 1000 days in foster care (SM08)
- Children in out-of-home care who received medical services within the last 12 months (SM09)
- Children in out-of-home care who received dental services in the last 7 months – Broward (SM10)
- Young adults in out-of-home care at age 18 that have completed or are enrolled in secondary education, vocational training, and/or adult education (SM11)
-

o Opportunities for Improvement
  - Rate of abuse per 100,000 days in foster care (SM01)
    - DCF Corrective Action Plan in place during the year and requirements were met (Broward and Palm Beach)
  - No verified maltreatment during in-home services – Broward (SM02)
    - DCF Corrective Action Plan in place during the year and requirements were met
  - Children achieving permanency within 12 months of entering care - Broward (SM05)
    - Steady improvement made. Met target in Q3 and Q4 of FY 19-20
  - Percentage of children who do not re-enter foster care within 12 months of moving to a permanent home (SM07)
    - DCF Corrective Action Plan in place during the year and requirements were met (Broward)
  - Children in out-of-home care who received dental services in the last 7 months – Palm Beach (SM10)
    - DCF Corrective Action Plan in place during the year and requirements were met
  - Children placed with all of their siblings who are also under court jurisdiction (SM12)
    - DCF Corrective Action Plan in place during the year and requirements were met in Broward and remains ongoing in Palm Beach

- **Rapid Safety Feedback Safety Outcomes**

  o Strengths
    - Timeliness in the Family Functioning Assessments and Progress Updates in Palm Beach improved from the prior year, while Broward cases demonstrated overall sufficiency in the assessments;
    - Broward continues to perform well with ensuring that face to face visits with child(ren) and mothers are conducted with appropriate frequency based on case circumstances;
    - Palm Beach conducted appropriate visits in both quality and frequency with child(ren) with quality documentation increasing for child(ren) being seen alone for both Broward and Palm Beach; and
    - Cases have consistently performed well in the area of background checks and home assessments for in home cases.

  o Opportunities for Improvement
    - Case managers must demonstrate ongoing concerted efforts to maintain face to face contact with parents and engage in quality interaction to promote achievements of case goals;

- Sufficiency of safety plans to control and manage danger threats, and that safety plans are being monitored regularly by case managers to ensure the child(ren) are protected from those identified danger threats; and
- Case management supervisors, at specific points in the case management process, having guided discussions so that the child welfare practice model is being applied for promotion of effective practice and decision making. Supervisory Consultations should be appropriately documented in FSFN.

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

- Prioritized efforts in achieving the identified targets as per the State of Florida Performance Improvement Plan (PIP) for the CFSR outcomes not yet achieved. These CFSR items are: Risk Assessment and Safety Concerns (Item 3), Placement Stability (Item 4), Permanency Goal Achieved Timely (Item 6), and Assessment of Needs and Services (Item 12). Each aforementioned item rated as an area needing improvement is evaluated using the detailed response narrative and may receive follow up by departments within ChildNet to look at possible provider or system level opportunities for improvement.
- The ChildNet CQI team continues to recognize high performance on the CFSR and RSF reviews by providing *All Strengths* certificates and formal recognition at staff meetings or the Scorecard Workgroup Meeting.
- Forms used for supervision and staffing were updated to encompass the Child and Family Services Review (CFSR) guidelines for safety, permanency and well-being. Additionally, the CFSR Checklist was implemented to be used for each case and at 90-day intervals with Supervisory Review. Planning is also in place for organization wide training for the CFSR.
- The CQI department implemented Quality Roundtables (QRT) as part of the file review preparation process for the Child and Family Services Reviews. Training was provided for Quality Roundtable members. Expansion of the formal debriefing process also occurred.
- Learning opportunity provided for Supervisory/Specialist level staff to shadow CFSR reviews. They are provided training hours and observe each step of the review process alongside the trained reviewers. The expectation is for them to bring this firsthand knowledge back to their teams and peers.
- Completed programming for five (5) major electronic systems to provide aid to case managers and increase quality of service provision: Referral Connect (September 2019), Placement Portal (April 2020), FaceSheet (May 2020), Incident Reporting (July 2020), and Exit Interviews (deployment August 2020).
- ChildNet's Service Quality department monitored a total of 28 contracts for FY 19-20. Performance Improvement Plans were issued to address quality and compliance concerns. Service Quality is creating Child Service Review Outcomes and will conduct reviews to measure service quality in alignment with the CFSR.
- ChildNet's Service Coordination department will onboard two Psychotropic Medication Specialists to ensure children in out of home care receive appropriate oversight for prescribed psychotropic medication.
- Several ChildNet departments worked together for the startup and utilization of SharePoint as a central and confidential access point for monthly/quarterly service provider reports.
- ChildNet embarked on a new initiative for obtaining foster parent feedback regarding their experiences across the child welfare system. They survey elicits feedback regarding satisfaction with case management, child placing agencies, school system, legal system, Guardian ad Litem and medical services. Surveys are provided to foster parents quarterly and they are completed through surveymonkey.com. All responses are reviewed, and any areas of improvement are passed on to the appropriate agency.

- Family Team Meetings occurring within fourteen (14) days of case assignment lead to increased family engagement at the beginning of the case and information collection. Permanency goal justification is also a part of these meetings. Ongoing meetings held for process improvement. In Broward, ChildNet teams with The Child Welfare Policy & Practice Group to provide technical assistance and coaching for Family Team Conferencing and Engagement Skills to our case management workforce.
- ChildNet's Performance Review presentation is updated monthly with census trends and performance data. This serves as a useful and comprehensive tool in early identification of potential challenges and is utilized by the President and CEO at various meetings with internal and external stakeholders.
- At the beginning of FY 2020-2021 and with a transition date of August 24, 2020, ChildNet assumed all case management responsibilities in Palm Beach County with the previous Case Management Organization, Children's Home Society, ending their contract with ChildNet.

III. Gaps Between Findings and Benchmarks

ChildNet works to identify gaps in performance, looking at not only the areas that may be underperforming but also exploring the root causes and necessary interventions needed to continuously improve performance. This process is agency wide, at multiple levels and includes subcontracted providers whenever applicable.

The primary focus throughout the year involved implementing action plans to improve performance on the Child and Family Services Review (CFSR). Gaps were identified in which items did not meet either the CFSR baseline from the 2016 federal reviews and/or the established targets. Safety items were prioritized in addition to placement stability, concerted efforts for achieving the goal, assessment of needs and services and case planning. Careful work was completed to identify new actions that were necessary to address the gaps in performance.

Practice Model Support Sessions from the ChildNet Training Department remain available and focus on Safety Planning, Child Placement Agreements, Caregiver Protective Capacities, Conditions for Return, Reunification and Supervisor Consults. ChildNet CQI encourages the use of the Support Sessions during case consultations and debriefings. ChildNet CQI will continue to work closely with the ChildNet Training Department in identifying training needs and solutions so that the CFSR is better integrated into all aspects of training support. Training staff actively participate in the new CFSR shadowing and Quality Roundtable opportunities as well as the debriefings on all CFSR PIP monitored reviews. Use through the previously expanded safety management services (SMART) to in- home placement and post-placement cases was identified as a continued action along with the protocol in place for multidisciplinary staffings on cases when there is an abuse report on an open services case. While improvement was noted for CFSR Item 3 in Broward, risk and safety assessment remains an area for improvement in Palm Beach. RSF review finding also demonstrate a need for improved safety assessment and planning. In addition, ChildNet has identified the need to develop safety planning experts within case management at the Director and Supervisor levels and provided updated background screening requirements job aids and Q & A sessions to case management. Maintaining performance for CFSR Item 4 (placement stability) occurred during the year for both Broward and Palm Beach and is expected to be further enhanced by the work being done with Level 1 child specific foster home licensing for kinship providers. With an emphasis on assessment, family engagement and quality contacts, actions to address deficiencies noted in Well-Being Outcomes have been ongoing. CFSR Item 12 remains important for the agency, as improved assessments lead to better outcomes for safety, permanency and well-being. Lessons learned from the Quality Roundtables included the identification of the need to put processes in place that ensure checkpoints such as Judicial Reviews,

permanency staffings, new baby staffings, supervision and other are effective in checking on the CFSR requirements. Although, new forms were implemented for supervision and permanency staffings, there has not yet been an impact on the reviews. Sufficient assessments begin with quality contacts. Performance on CFSR Items 14 and 15 and RSF Item 2 reveal that actions in place to address the frequency and quality of visits with families still require ongoing efforts for improvement. ChildNet continues to use the new and improved version of the Remote Data Capture Device (RDC) in both counties. A new action is planned to address quality contacts and will involve implementation of a workgroup with various members throughout the ChildNet in the next fiscal year. Referral Connect, ChildNet's online referral system is in place for both Broward and Palm Beach counties. This allows the Service Coordination department to reroute referrals to providers with no waitlists or more appropriate providers based on assessed needs. This system will help to address delays noted in reviews completed in FY 19-20 specific to the Well-Being Outcomes (Items 12, 16, and 18). Finally, another lesson learned from improvement efforts centered around the CFSR from the Quality Roundtables, was the awareness of the impact of turnover on case documentation and progression. This is of great importance given the case management and supervisor turnover in Palm Beach specifically. Recommendations are in place to improve case transfer practice for consistency and quality as well as how the case transfer between workers is documented in fsfn.

The ChildNet Scorecard meeting is a longstanding meeting that continues to be held biweekly with stakeholder participation. All twelve (12) measures are led by a champion who has ownership of the measure and is responsible for reporting on the status and trends as well as setting a goal for each quarter, identifying barriers and challenges and putting actions in place that will result in improvement. Leading the measure as a champion involves completing an analysis and deeper dive of the cases impacting the measure to determine the contributing factors. Discussions to address the gaps in safety, permanency, and well-being outcomes have resulted in updating protocols, simple reminders to the audience, forming workgroups, conducting staffings and discussions about quality and availability of services in the area for children and families. Additionally, on related metrics, discussions focus on the Child and Family Services Reviews. Although this workgroup meeting is well established, it is formatted in such a way that it can evolve based on need. As the DCF Quality Office works to finalize new accountability metrics for the State of Florida child welfare, the Scorecard Workgroup meeting will be able to adjust agenda and priorities accordingly while still having an avenue to discuss ongoing performance and improvement efforts.

IV.   Intervention Findings

A Child and Family Services Review Program Improvement Plan is in place for Florida. ChildNet, Inc. will continue interventions for continuous improvement in service delivery in accordance with the Strategies and Key Activities defined in the Southeast Region Program Improvement Plan.

Outcome measures, performance on the Child and Family Services Review, Rapid Safety Feedback, progress towards Child and Family Services Review Performance Improvement Plan targets, caseloads, census trends and data available to ChildNet will continue to be presented and reviewed at the Operations meeting that is held weekly in each county.

ChildNet, Inc. will utilize the analysis of findings from the FY 2019-2020 Quality Case Reviews and performance trends over time as well as the DCF Contract Oversight Desk Reviews (2020) findings for the implementation process for the FY 2020-2021 Annual Performance and Quality Improvement Plan.