FY 2017 -2018 ANNUAL PEFORMANCE AND QUALITY IMPROVEMENT REPORT
AUGUST 2018

Our Mission:
To protect abused, abandoned and neglected children in the communities we serve.

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I. Introductory Section

ChildNet is Broward and Palm Beach Counties' Community Based Care lead agency selected by the State 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 CEO 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 in Broward County, one (1) Director of CQI in Palm Beach County, four (4) Quality Managers in Broward County, two (2) Quality Managers in Palm Beach, and a newly hired Regional Quality Manager who reports directly to the Chief Program Officer.

In addition to human resources, the agency made a significant technological investment in quality and performance improvement. The 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 and innovative Dashboards and 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 2017-2018 Case Management Quality Assurance Reviews
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:

ChildNet		CFSR (no interviews)	CFSR (interviews)	Rapid Safety		CFSR (no interviews)	CFSR (interviews)	Rapid Safety
Q1 FY 17 -18	Broward	6	4	10	Palm Beach	12	2	10
Q2 FY 17 -18		10	4	10		16	2	10
Q3 FY 17 -18		8	4	10		14	2	10
Q4 FY 17 -18		8	4	10		14	2	10
Total		**32**	**16**	**40**		**56**	**8**	**40**

During FY 2017-18, ChildNet, Inc. completed one hundred and ninety-two (192) case file reviews that focus on practice areas related to child safety, permanency, and child and family well-being utilizing two (2) different quality assurance review tools of the Department's Office of Child Welfare

(OCW) statewide quality assurance model. First, case file reviews were completed utilizing the Rapid Safety Feedback (RSF) tool in Qualtrics. 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 in 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 four years old and younger. During this review period, eighty (80) cases were reviewed; consultations with the case managers and case management supervisors were held on those reviewed cases.

In addition to Rapid Safety Feedback case reviews, Federal Child and Family Services Reviews were completed. 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. The reviews are structured to help identify strengths and areas needing improvement and may include a case review and interviews with children and families engaged in services. 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 CFSR includes reading case files of children served under the Title IV-B and IV-E plans and conducting case specific interviews with case participants. One hundred and twelve (112) reviews were completed using the Florida Federal Online Monitoring System (OMS); twenty-four (24) of those were in-depth reviews which included case participant interviews.

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 include a proportion of cases that reflect quantitative case file review data, noting significant trends and findings to drive change within ChildNet, Inc. to improve outcomes for children and families.

Case file review data are shared with both internal staff and leadership, including external partners, such as ChildNet Board members and the Department of Children and Families (DCF). 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.

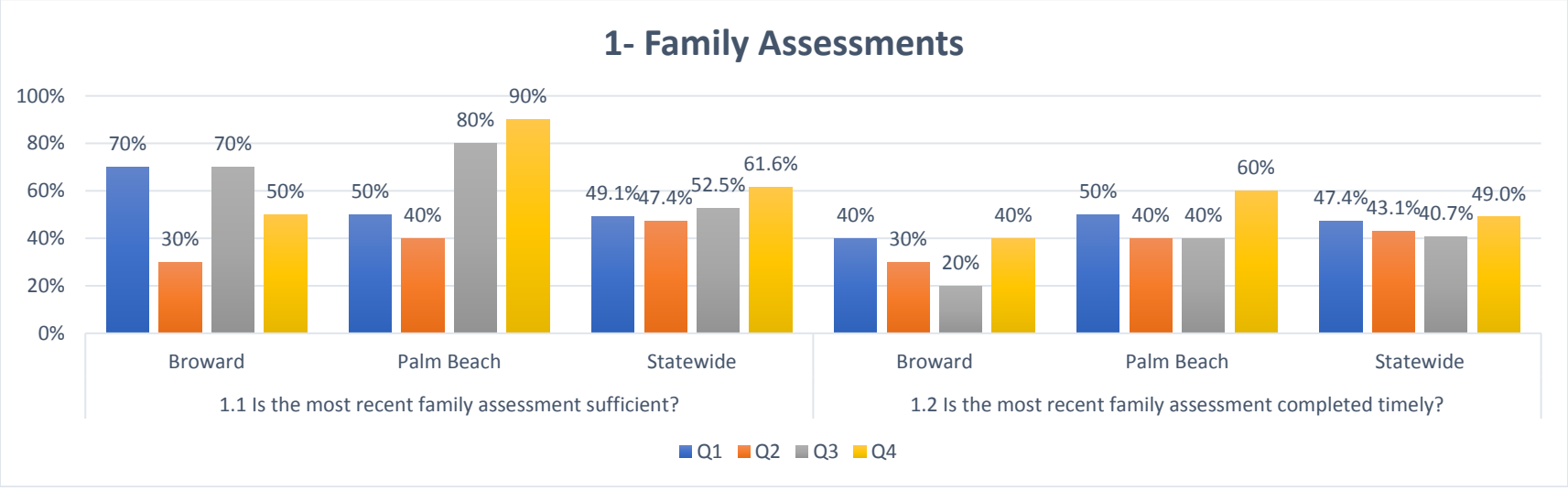
ChildNet also conducts specialized internal reviews as requested by Senior Management and/or if a need is identified. ChildNet utilizes standardized tools that are developed specific to the request and/or identified need. ChildNet- Broward conducted two specialized reviews this fiscal year. The first one was a Relative/Non-Relative Background Screenings Special Review that consisted of a total of two-hundred and ninety-five (295) relative/non-relatives for a total of four hundred and forty-seven (447) children. This reviewed focused on ensuring current home assessments and background

screenings. The second one was a Child Resource Record (CRR) Special Review for a total of two hundred and three (203) children. This review was to ensure the Child Resource Record (CRR) contained all current and necessary copies/documents as required in FAC 65C-30.011.

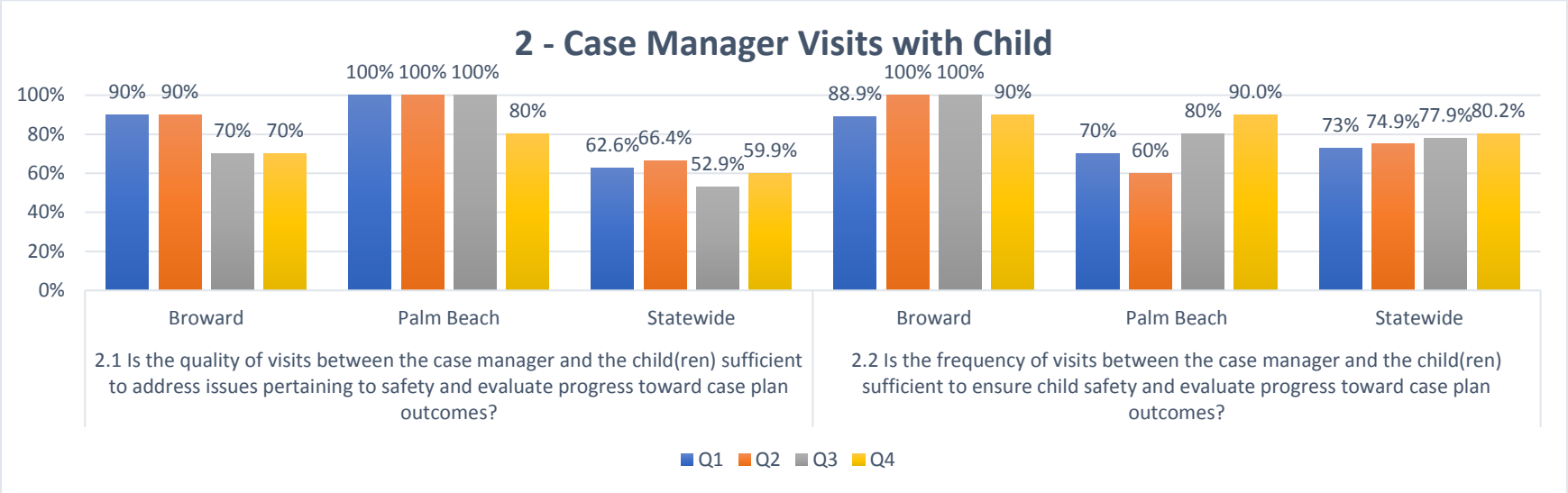
ChildNet conducts bi-weekly CBC Scorecard meetings to monitor the agency's current performance, improvement, and compliance. The scorecard evaluates the lead agencies on twelve (12) key measures to determine how well they are meeting the most critical needs of dependent children and their families. In addition, bi-weekly emails are sent to each scorecard measure's ChildNet "champion" with the attached listing report for continuous monitoring.

Rapid Safety Feedback Reviews – Broward & Palm Beach

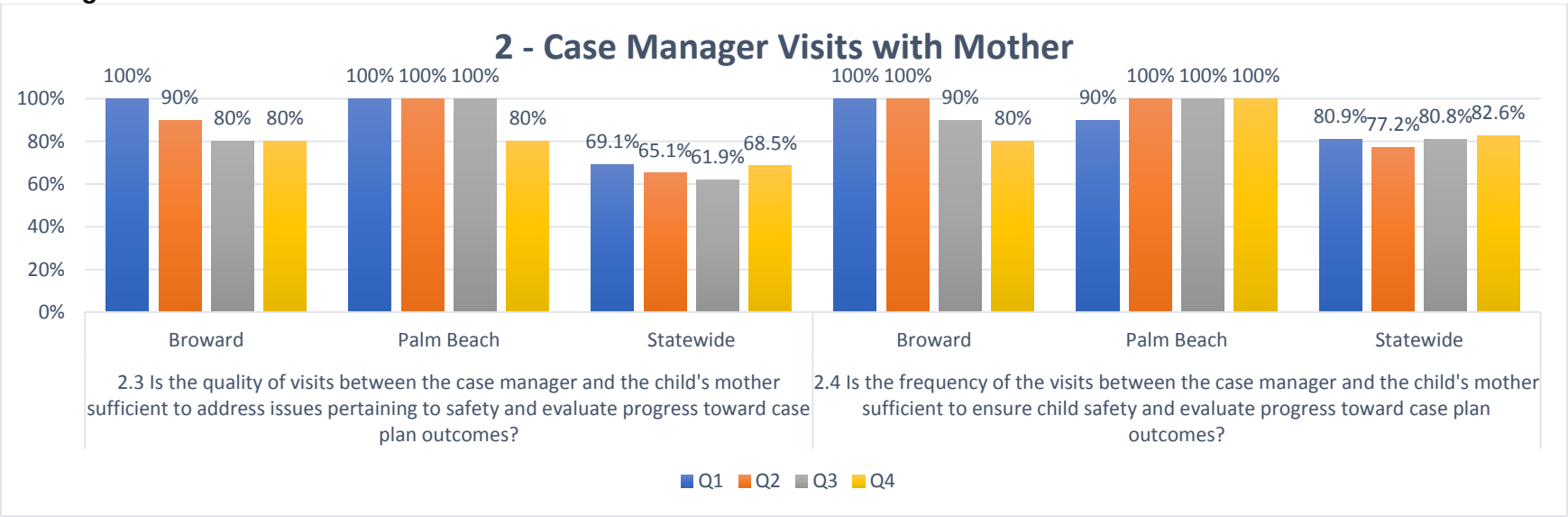
1-Family Assessments:



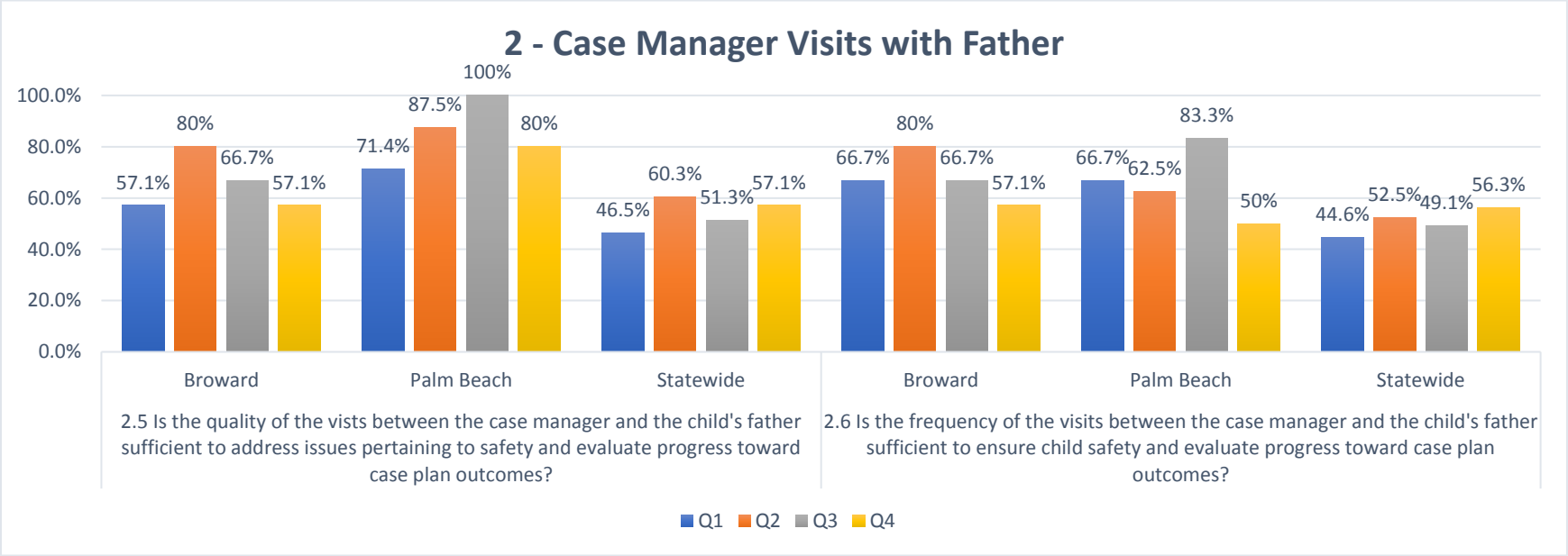
2-Case Manager Visits with Child:



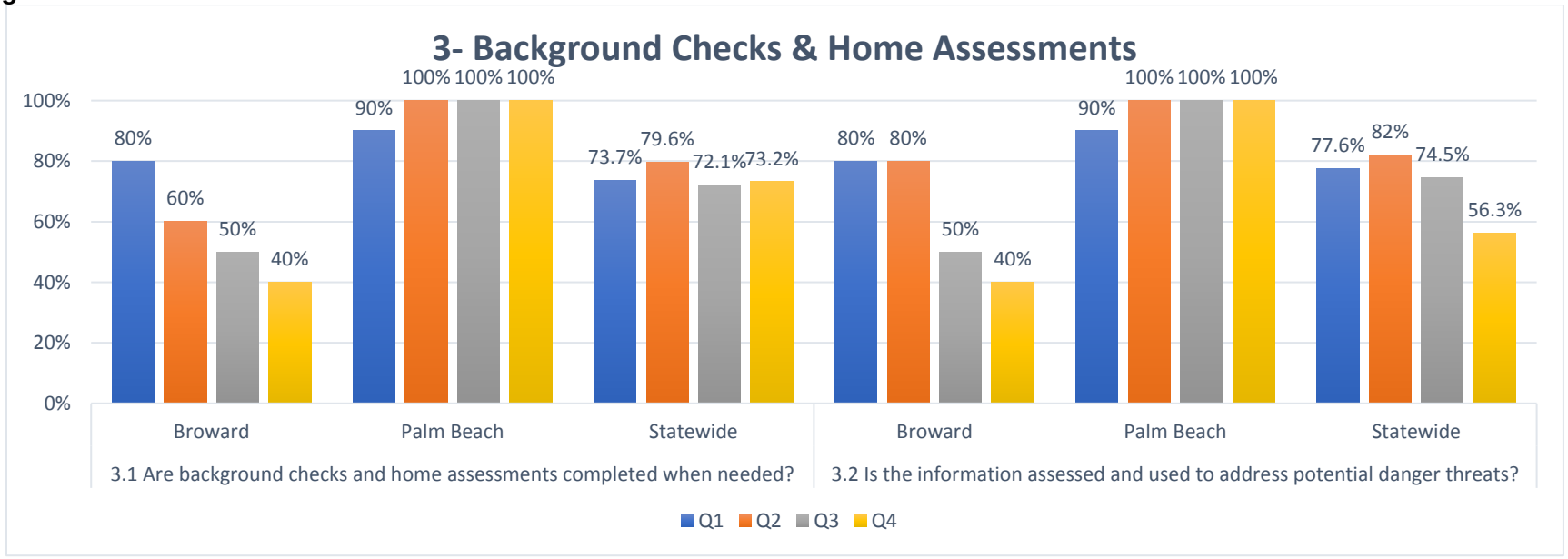
2-Case Manager Visits with Mother:



2-Case Manager Visits with Father:

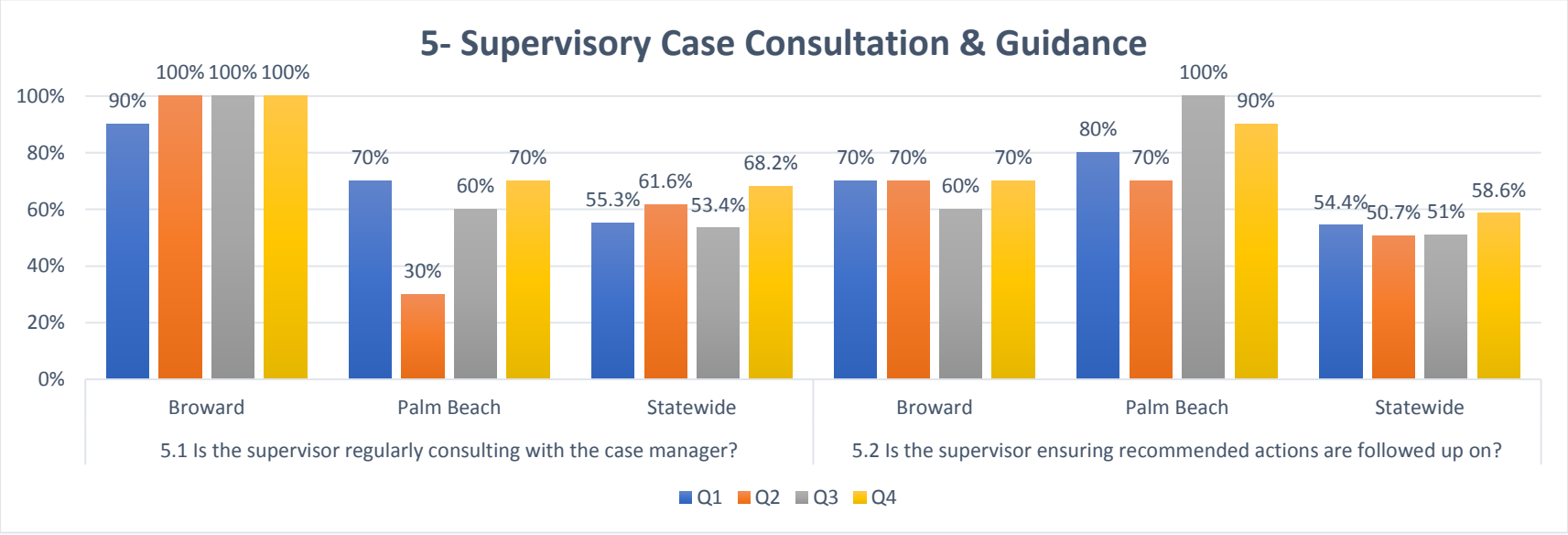


3-Background Checks & Home Assessments:



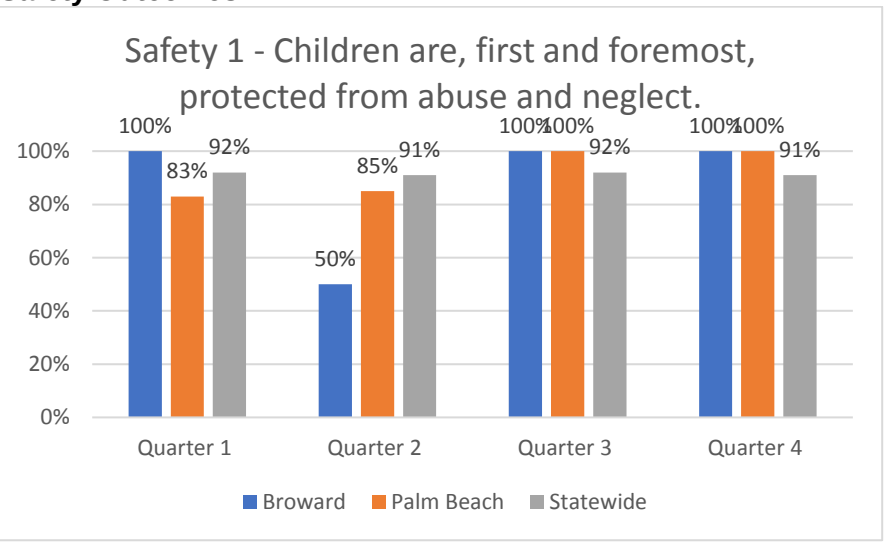
4-Safety Plans

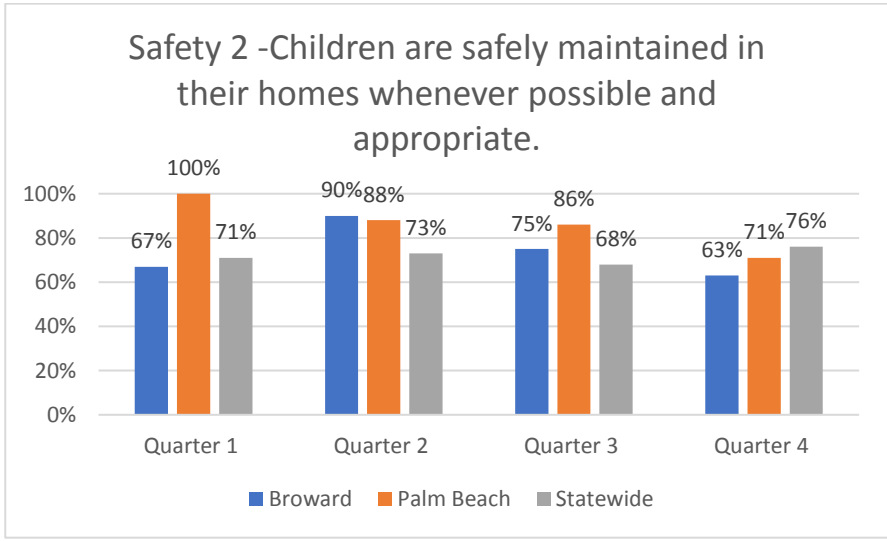
5-Supervisory Case Consultation & Guidance



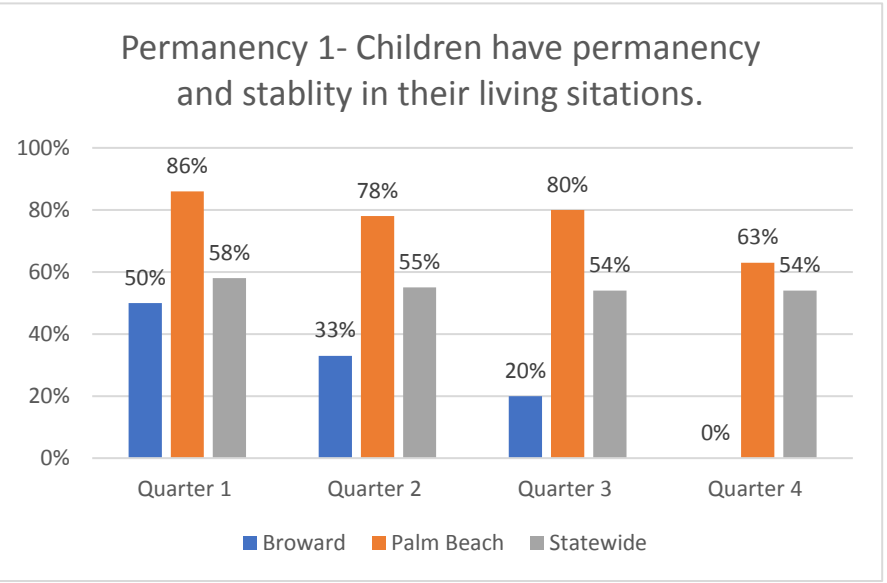
Federal Child and Family Services Reviews – Broward & Palm Beach

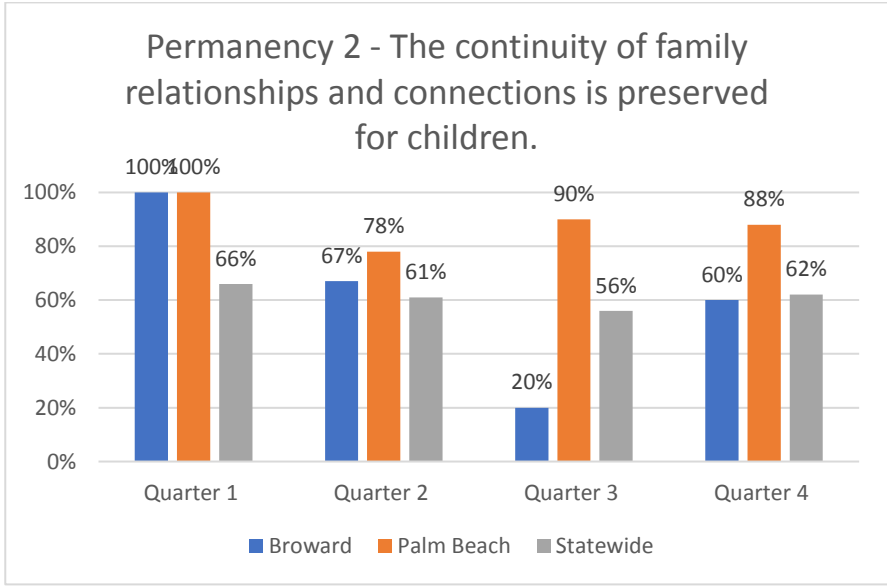
Safety Outcomes



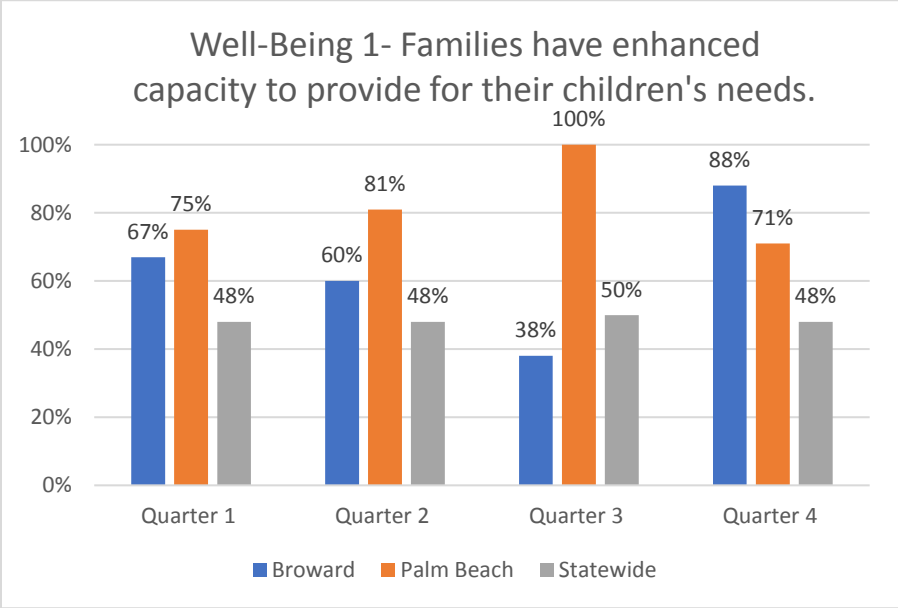


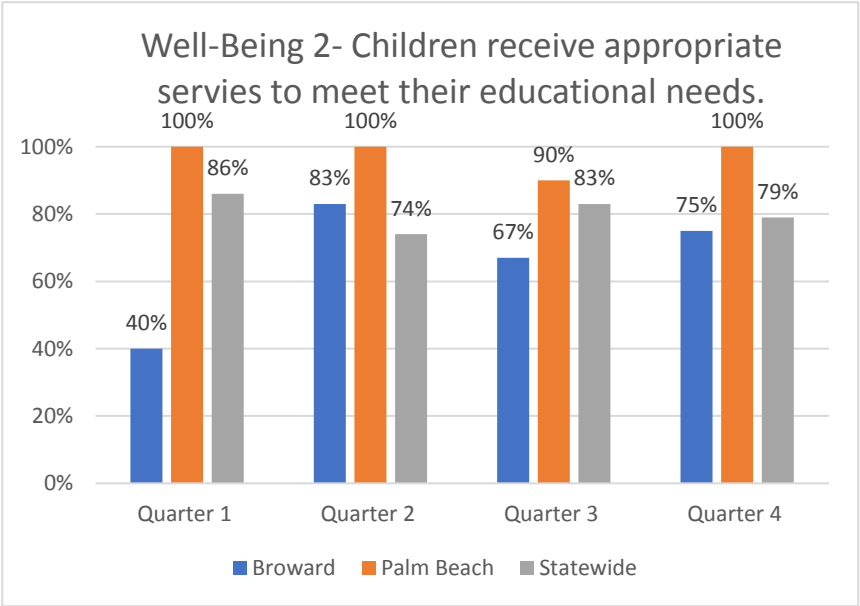
Permanency Outcomes

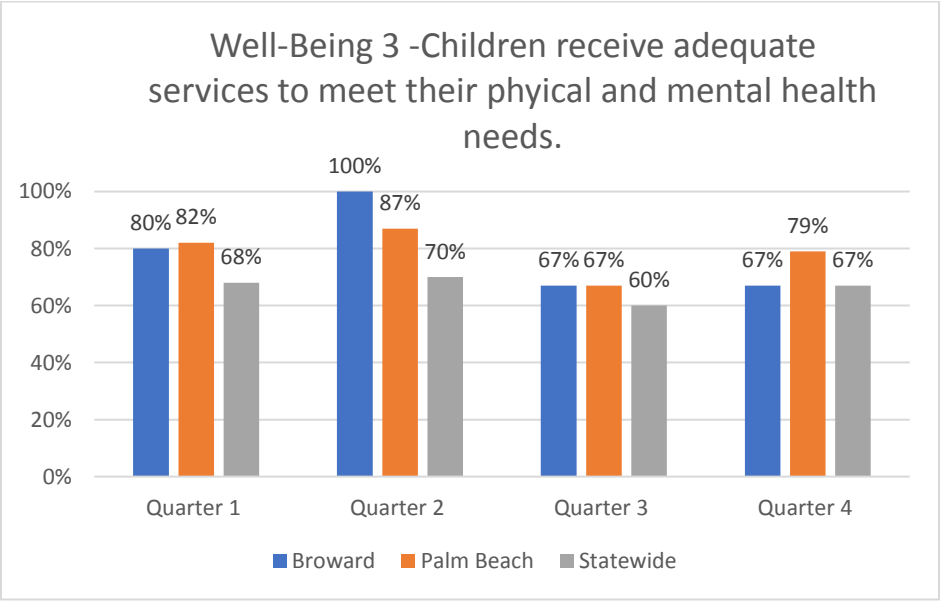




Well-Being Outcomes







FY 2017-2018 Broward CFSR Ratings by Item:

CFSR Item	Item Description	CFSR Baseline	PIP Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Average
1	Investigations: Child Victims Seen Timely	91.50%	91.60%	100.00%	50.00%	100.00%	100.00%	**92.31%**
2	Services to Prevent Entry or Re-entry into Foster Care	76.50%	85.80%	100.00%	100.00%	100.00%	100.00%	**100.00%**
3	Risk Assessments & Safety Concerns	71.30%	77.70%	66.70%	90.00%	75.00%	62.50%	**75.00%**
4	Placement Stability	81.80%	88.50%	75.00%	83.30%	60.00%	40.00%	**65.00%**
5	Permanency Goal Established Timely	74.50%	82.10%	100.00%	100.00%	80.00%	40.00%	**80.00%**
6	Permanency Goal Achieved Timely	67.30%	75.40%	50.00%	33.30%	40.00%	60.00%	**45.00%**
7	Siblings Placed Together	85.00%	None	100.00%	75.00%	50.00%	100.00%	**72.73%**
8	Child Visits with Family	69.00%	None	100.00%	60.00%	60.00%	50.00%	**66.67%**
9	Preserving the Child's Connections	82.00%	None	100.00%	66.70%	40.00%	80.00%	**70.00%**
10	Placement with Relatives	72.00%	None	100.00%	100.00%	80.00%	100.00%	**95.00%**
11	Promote/Maintain Positive Relationships with Parent	60.00%	None	100.00%	80.00%	40.00%	25.00%	**61.11%**
12	Assessment of Needs and Services	51.30%	58.40%	66.70%	60.00%	50.00%	87.50%	**65.63%**
13	Children and Parents Involved in Case Planning	63.60%	70.70%	93.30%	66.70%	50.00%	87.50%	**70.97%**
14	Frequency & Quality of Visits with Child	72.50%	78.90%	83.30%	70.00%	75.00%	87.50%	**78.13%**
15	Frequency & Quality of Visits with Parent	43.50%	51.10%	16.70%	66.70%	50.00%	71.40%	**53.33%**
16	Child's Educational Needs	92.00%	None	40.00%	83.30%	66.70%	75.00%	**66.67%**
17	Child's Physical Health and Dental Needs	85.00%	None	80.00%	100.00%	80.00%	80.00%	**85.71%**
18	Child's Mental Health Needs	72.00%	None	100.00%	100.00%	66.70%	50.00%	**81.25%**

FY 2017-2018 Palm Beach CFSR Ratings by Item:

CFSR Item	Item Description	CFSR Baseline	PIP Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Average
1	Investigations: Child Victims Seen Timely	91.50%	91.60%	83.30%	84.60%	100.00%	100.00%	**91.18%**
2	Services to Prevent Entry or Re-entry into Foster Care	76.50%	85.80%	100.00%	100.00%	100.00%	66.70%	**93.94%**
3	Risk Assessments & Safety Concerns	71.30%	77.70%	100.00%	87.50%	85.70%	78.60%	**87.50%**
4	Placement Stability	81.80%	88.50%	100.00%	88.90%	100.00%	100.00%	**97.06%**
5	Permanency Goal Established Timely	74.50%	82.10%	100.00%	100.00%	80.00%	87.50%	**91.18%**
6	Permanency Goal Achieved Timely	67.30%	75.40%	85.70%	77.80%	100.00%	62.50%	**82.35%**
7	Siblings Placed Together	85.00%	None	100.00%	100.00%	75.00%	83.30%	**88.24%**
8	Child Visits with Family	69.00%	None	85.70%	57.10%	80.00%	100.00%	**76.67%**
9	Preserving the Child's Connections	82.00%	None	100.00%	77.80%	80.00%	87.50%	**85.29%**
10	Placement with Relatives	72.00%	None	100.00%	88.90%	100.00%	100.00%	**96.97%**
11	Promote/Maintain Positive Relationships with Parent	60.00%	None	71.40%	71.40%	80.00%	60.00%	**72.41%**
12	Assessment of Needs and Services	51.30%	58.40%	75.00%	93.80%	100.00%	85.70%	**89.29%**
13	Children and Parents Involved in Case Planning	63.60%	70.70%	91.70%	93.30%	100.00%	92.30%	**94.44%**
14	Frequency & Quality of Visits with Child	72.50%	78.90%	100.00%	87.50%	100.00%	64.30%	**87.50%**
15	Frequency & Quality of Visits with Parent	43.50%	51.10%	54.50%	33.30%	71.40%	45.50%	**49.02%**
16	Child's Educational Needs	92.00%	None	100.00%	100.00%	90.00%	100.00%	**96.88%**
17	Child's Physical Health and Dental Needs	85.00%	None	100.00%	77.80%	63.60%	80.00%	**78.38%**
18	Child's Mental Health Needs	72.00%	None	71.40%	100.00%	100.00%	90.00%	**92.11%**

FY 2017-2018 Broward Federal Child Welfare Indicators:

Federal Measure	Target	Positive	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	Annual Average
M01: Rate of abuse per 100,000 days in foster care	8.5	↓	11.57	11.60	11.91	11.33	11.60
M02: % of children with no recurrence of maltreatment within 12 months	90.90%	↑	91.20%	91.60%	91.40%	91.20%	91.40%
M03: % of children exiting to a permanent home w/in 12 months of entering care	40.50%	↑	41.50%	38.00%	47.80%	40.00%	42.03%
M04: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	43.60%	↑	47.60%	50.40%	51.60%	53.40%	50.62%
M05: % of children exiting to a permanent home w/in 12 months for those in care 24+ months	30.30%	↑	40.00%	35.50%	36.40%	39.60%	38.02%
M06: % of children who do not re-enter care w/in 12 months of moving to permanent home	91.70%	↑	86.50%	96.00%	84.40%	90.40%	89.47%
M07: Placement moves per 1,000 days in foster care	4.12	↓	3.22	2.96	3.46	3.56	3.28

FY 2017-2018 Palm Beach Federal Child Welfare Indicators:

Federal Measure	Target	Positive	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	Annual Average
M01: Rate of abuse per 100,000 days in foster care	8.5	↓	10.41	7.93	6.65	6.63	7.92
M02: % of children with no recurrence of maltreatment within 12 months	90.90%	↑	92.80%	93.40%	94.40%	92.80%	93.39%
M03: % of children exiting to a permanent home w/in 12 months of entering care	40.50%	↑	46.90%	40.70%	53.50%	39.80%	45.02%
M04: % of children exiting to a permanent home w/in 12 months for those in care 12 to 23 months	43.60%	↑	45.70%	51.00%	56.60%	63.50%	55.11%
M05: % of children exiting to a permanent home w/in 12 months for those in care 24+ months	30.30%	↑	35.50%	35.50%	35.40%	38.90%	36.53%
M06: % of children who do not re-enter care w/in 12 months of moving to permanent home	91.70%	↑	94.60%	92.60%	94.90%	95.50%	94.47%
M07: Placement moves per 1,000 days in foster care	4.12	↓	4.05	4.60	4.93	4.88	4.64

FY 2017-2018 Broward Scorecard Outcomes:

Scorecard Measure	Target	Positive	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	Annual Average
M01: Rate of abuse per 100,000 days in foster care (licensed & non-licensed)	8.5	↓	11.57	11.60	11.91	11.33	11.60
M02: % of children who are not abused/neglect during in-home services	95.00%	↑	94.90%	97.00%	96.40%	95.60%	96.01%
M03: % of children who are not neglected or abused after receiving services	95.00%	↑	96.60%	97.00%	94.80%	98.10%	96.76%
M04: % of children under supervision who are seen every 30 days	99.50%	↑	99.80%	99.80%	99.80%	99.70%	99.83%
M05: % of children exiting to a permanent home within 12 months of entering care	40.50%	↑	41.50%	38.00%	47.80%	40.00%	42.03%
M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months	43.60%	↑	47.60%	50.40%	51.60%	53.40%	50.62%
M07: % of children who do not re-enter care within 12 months of moving to permanent home	91.70%	↑	86.50%	96.00%	84.40%	90.40%	89.47%
M08: Placement moves per 1,000 days in foster care	4.12	↓	3.22	2.96	3.46	3.56	3.28
M09: % of children in foster care who received a medical service in last 12 months	95.00%	↑	97.40%	98.20%	98.40%	96.80%	97.70%
M10: % of children in foster care who received a dental service in last 7 months	95.00%	↑	90.50%	91.90%	92.10%	93.40%	92.03%
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. Ed, or adult ed.	80.00%	↑	92.50%	89.80%	92.10%	92.30%	91.70%
M12: % of sibling groups where all siblings are placed together	65.00%	↑	55.90%	54.80%	55.70%	58.30%	56.20%

FY 2017-2018 Palm Beach Scorecard Outcomes:

Scorecard Measure	Target	Positive	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	Annual Average
M01: Rate of abuse per 100,000 days in foster care (licensed & non-licensed)	8.5	↓	10.41	7.93	6.65	6.63	7.92
M02: % of children who are not abused/neglect during in-home services	95.00%	↑	97.30%	99.00%	99.90%	97.50%	98.26%
M03: % of children who are not neglected or abused after receiving services	95.00%	↑	99.10%	94.60%	98.40%	96.10%	97.26%
M04: % of children under supervision who are seen every 30 days	99.50%	↑	99.90%	100.00%	100.00%	100.00%	99.97%
M05: % of children exiting to a permanent home within 12 months of entering care	40.50%	↑	46.90%	40.70%	53.50%	39.80%	45.02%
M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months	43.60%	↑	45.70%	51.00%	56.60%	63.50%	55.11%
M07: % of children who do not re-enter care within 12 months of moving to permanent home	91.70%	↑	94.60%	92.60%	94.90%	95.50%	94.47%
M08: Placement moves per 1,000 days in foster care	4.12	↓	4.05	4.60	4.93	4.88	4.64
M09: % of children in foster care who received a medical service in last 12 months	95.00%	↑	98.00%	97.80%	97.80%	97.70%	97.84%
M10: % of children in foster care who received a dental service in last 7 months	95.00%	↑	95.40%	90.80%	95.00%	96.00%	94.26%
M11: % of young adults exiting foster care at age 18 completed/are enrolled in sec. ed., voc. Ed, or adult ed.	80.00%	↑	96.60%	100.00%	100.00%	98.30%	98.73%
M12: % of sibling groups where all siblings are placed together	65.00%	↑	57.10%	61.50%	57.70%	59.30%	58.93%

Contract Monitoring Overview

Over the course of FY 2017-2018, ChildNet, Inc. completed on-site contract programmatic monitoring of fourteen (14) providers serving children and families in Broward and Palm Beach Counties in nineteen (19) different programs. ChildNet, Inc. pays for and manages through traditional and formal subcontracts a network of child welfare services for the children and families in its communities. These subcontracted services include, but not limited to: assessment, family support services, family reunification & strengthening services, residential & foster home management services, dependency case management & adoption services, and transitional independent living services. Contract monitoring is performed routinely to ensure that subcontracted providers of ChildNet, Inc. are fulfilling the terms and conditions of their contract (s) through a review of applicable policy and procedures, randomly selected child files and personnel files, and interviews.

ChildNet, Inc. completed a review of four hundred and thirty-nine (439) client and personnel files utilizing standardized tools that were developed specific to each subcontractor provider and service program. Contract monitoring incorporates a review of both qualitative and quantitative items, ensuring compliance with contractual requirements and Florida law. On-site visits are conducted jointly with ChildNet Inc. Contract Managers. A final report was written for each on-site visit and provided to the subcontractor which summarizes strengths and areas for improvement for key areas reviewed during the visit. Items determined to be unacceptable require a Performance Improvement Plan (PIP) to be submitted to the ChildNet Contract Manager within thirty (30) calendar days of the finalization of the report and/or exit meeting for approval.

Noted subcontractor strengths include, but not limited to: ensuring children are free from re-abuse or re-neglect; achieving targets for other program specific outcomes, maintaining facilities that meet licensing and quality standards; and collaboration and communication with ChildNet, Inc.

Noted subcontractor opportunities for improvement include, but not limited to: improved tracking of provider staff training requirements; regular review of Child Resource Records ensuring complete and updated files; and provider timely submission of contractual deliverables (i.e. monthly client progress reports and re-licensing packets).

II. Performance Improvement

Throughout FY 2017-2018, ChildNet Broward and ChildNet Palm Beach experienced local challenges that resulted in noted data trends in either the Rapid Safety Feedback and/or Child & Family Services Reviews. Previously, ChildNet, Inc. experienced an increase in removals which resulted in more children in out-of-home care. With more children in out-of-home care, this caused a strain on out-of-home placements, resulting in an increase usage of residential group home placement, higher caseloads for case managers and delays in children achieving permanency. ChildNet, Inc. continued stabilization efforts and financial viability plans during FY 2017-2018 to improve efficiency and effectiveness in the system of care in both counties.

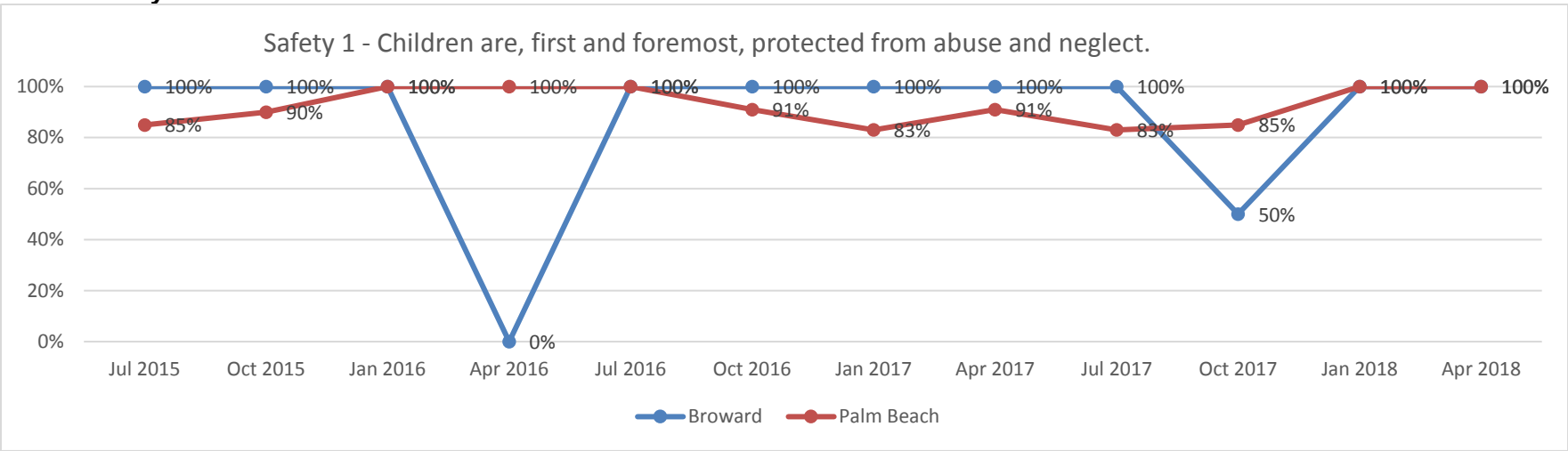
As a result, ChildNet, Inc. participated in several projects, workgroups, and/or programs to address these local trends:

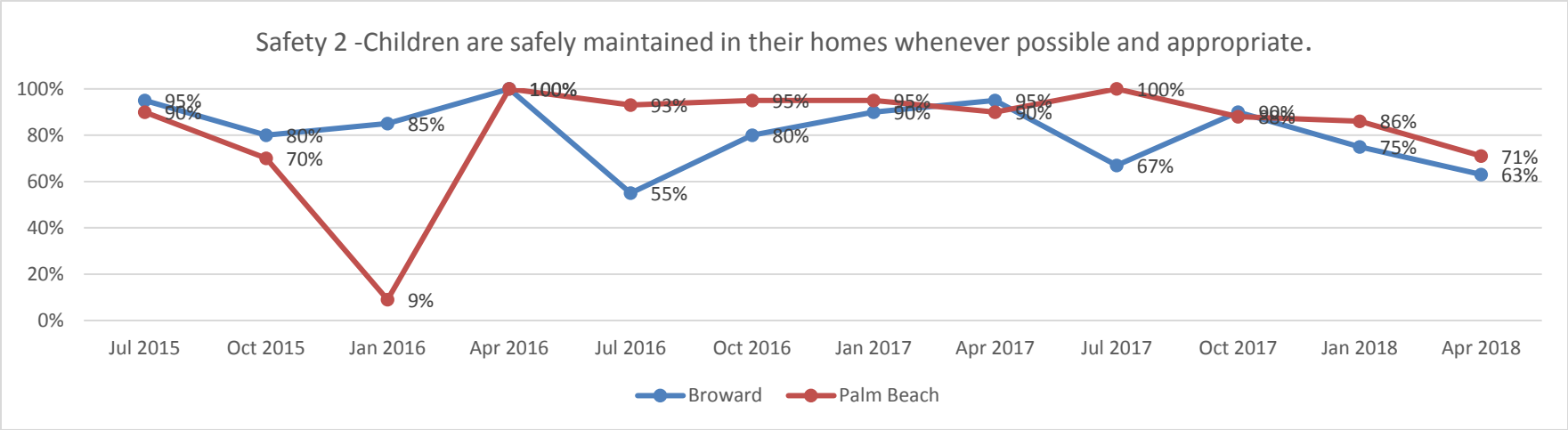
- CFSR Improvement Workgroup – A newly formed workgroup has been created that will work on solutions to drive improved performance on the CFSR. This will include strategies for case management, but also a chance to look at those case management support services and the overall system and implement changes where possible to support the work of the Child Advocate and improving the overall CFSR scores. The group is intended to think of innovative solutions and include involvement from front line staff and multiple departments to promote new strategies to improve performance. This effort includes supervisory level training provided by the CQI Department in both counties with an emphasis on outcome achievement and improvement, the role of the Supervisor, and quality engagement practices led by training curriculum available from the Capacity Building Center for States-Quality Matters.
- Caseloads Workgroup– A newly formed workgroup created to work on reduction in average caseload size. This workgroup is tasked to address barriers to reduced caseloads. The work the group does could include everything from addressing staff morale to improved use of Conditions for Return.
- Substance Abuse Workgroup- Case management created a workgroup that is currently taking a deeper dive on re-entries, specifically cases with substance abuse and domestic violence, as those are the main root causes for re-entries in Broward County. The workgroup group has identified that re-entries are occurring during post placement supervision and not after case closure. The group is reviewing the cases to assess if there was anything additional that could have been done to prevent re-entries. The workgroup is also taking a deeper dive at specific providers used throughout the duration of the case to determine if there are any trends.
- Foster Home Recruitment, Retention and Utilization Taskforce- has been created in-house to recruit and retain foster homes. The weekly taskforce is comprised of staff from throughout ChildNet. Below are some of the tasks being completed by the group:
    - Discuss potential contracting structure/incentives/bonuses for providers.
    - Explore possibilities of an Electronic Child Resource Record - Integration of technology with foster parent support.
    - Exploration of Foster Parent Liaison Position- Discussion of position being housed in Intake and Placement. Position would be a resource to licensing agencies to engage in services early if there are issues in the home. Would also run disruption staffings to try and prevent disruptions.
    - Explore recruitment line improvement options.
    - Engage in exploration of use of Keith Gold to conduct market research.
    - Develop an ongoing training path that supports positive customer service with foster parents (and all caregivers).
        - Training Department will take lead in creation of a training series focused on positive engagement with foster parents and all caregivers, providing information on their rights, role, and responsibilities
        - Will embed into all training series skills building components of customer service, compassion, conflict resolution and communication.
        - Training Series will include these components (more to be determined):
            - Introduction to Training Series
            - Partnership Plan
            - Caregivers and the Courts
            - Caregivers and the Case Plan
            - Caregivers and Permanency
            - Caregivers and Services
            - Caregivers and Safety

    - Caregivers and Well-Being
  - Goal of a year-long series that would be done monthly and then recurring yearly thereafter.
  - Use of Relias (training system) to provide mandatory trainings monthly with a different topic – each training will be between 15 and 30 minutes.
- Rapid Permanency Reviews began on May 15th. A Rapid Permanency Review (RPR) Specialist was hired specifically to oversee this project. The Specialist will oversee the review teams that include quality managers and case management staff and will do a brief targeted review of the status and needs of identified children. Action steps to move the child to the next level of permanency will be developed and then supported by an intentional structured follow-up process call the Cadence of Accountability. This follow-up process will involve internal and external stakeholders at all levels of the child welfare system including those who provide direct care, legal services, policy guidance and executive leadership. Together these individuals will develop and act on strategies to alleviate barriers to permanency.
- Child Protection Investigator (CPI) Project Advocate from Women in Distress is now co-located at ChildNet. CPI Advocates are Core Competency Certified through the state of Florida which allows for privileged communication between the DV survivor and the advocate. They are also trained in the Safe & Together Model to work in conjunction with child welfare practice model. The CPI Project Advocate provides case consultations and staffings, collaborating with investigators, child advocates, supervisors, and other community agencies to ensure family safety. The CPI Project Advocate is a resource for our case workers to offer suggestions on how to engage the abuse, help create effective safety plans, and help highlight protective factors and strengths of the non-offending caregiver. Similarly, domestic violence advocates co-locate in both the DCF offices and Case Management offices in Palm Beach county.
- Positions in case management are re-allocated to accommodate necessary changes that bring a positive impact. Family Connecting through Peer Recovery (The Family- CPR Project) – A specialized unit was created to enhance child and family well-being and reduce incidences of re-abuse, child welfare re-referrals and removals in families with substance abuse. The Family- CPR Project is an integrated continuum of care with intensive family engagement and peer support provided by Broward Behavioral Health Coalition (BBHC) and the ChildNet Engaging Parent Care Coordinator Child Advocate. Another example is case management positions being designated is specialists assigned to lead early engagement meetings for families and completion of home studies for relative and non-relative placements.
- Ongoing efforts to increase supports to relative and non-relative caregivers include the creation of the Kinship Workgroup. The workgroup with leadership from the Case Management Organization and participation from ChildNet, subcontracted providers and other stakeholders aims at engaging kinship caregivers and actively addressing any barriers to services.
- Family Team Meetings occurring within 14 days of case assignment lead to increased family engagement at the beginning of the case and information collection. DCF CSPES also participate.
- ChildNet began leading the SAFERR meeting. This is a quarterly meeting. The purpose is to discuss various issues pertaining to services including quality issues and access issues that can impact case management and investigations in service array matters.
- Discussions have taken place regarding Decision Support Teams for both counties with Palm Beach moving towards implementation of a Safety Support Team to also provide support to address the increase in removals.
- 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.
- A newly created position of Regional Quality Manager is designed to conduct research and data analysis of system across the region, manages compliance requirements and recommends strategies for systemic improvement.

III. Findings

- **Safety Outcomes**

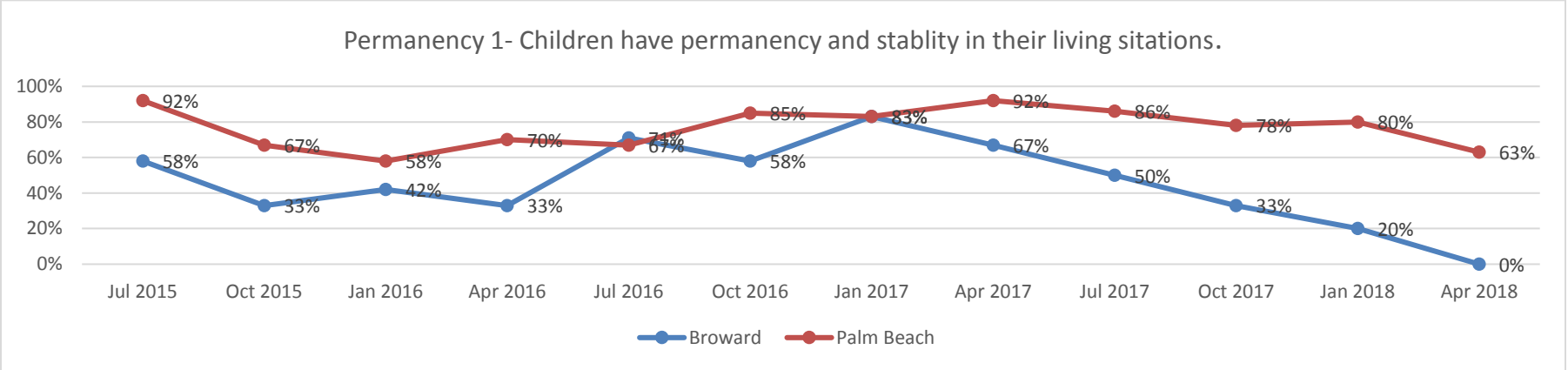


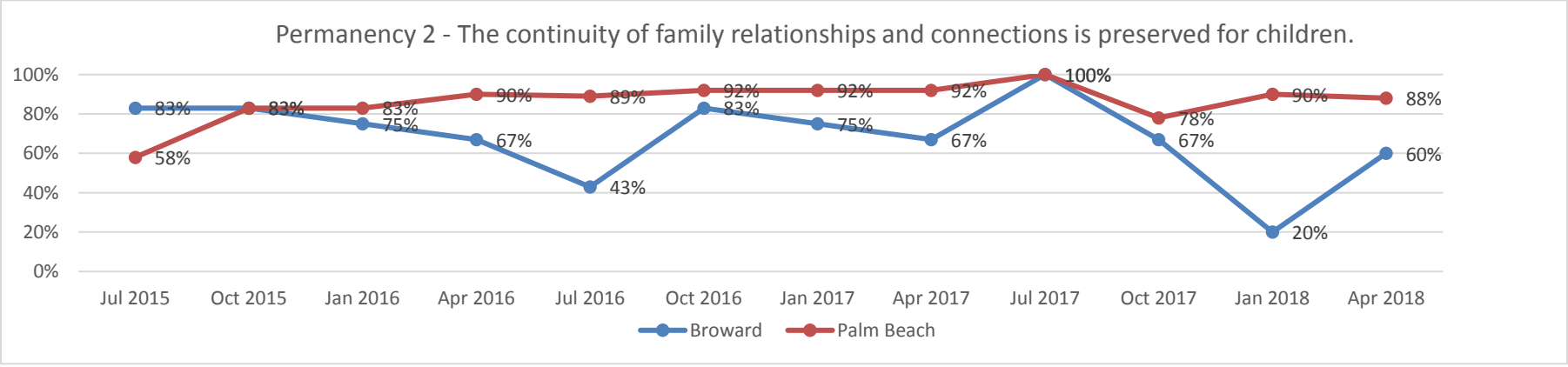


- Strengths
  - For children receiving in-home services, appropriate services were provided to the family to prevent the child(ren)'s entry into out-of-home; and
  - Safety Outcomes assessed for the Rapid Safety Feedback generally increased in overall compliance over the quarters of this fiscal year indicating improved proficiency in the Practice Model.

- Opportunities for Improvement
  - Initial and ongoing assessments to assess risk and safety concerns related to the child(ren) in the home were not sufficient and/or not completed timely;
  - Background checks were not completed on significant caregivers, and home assessments were not completed consistently for in-home children; and
  - Ensure safety plans are sufficient 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**

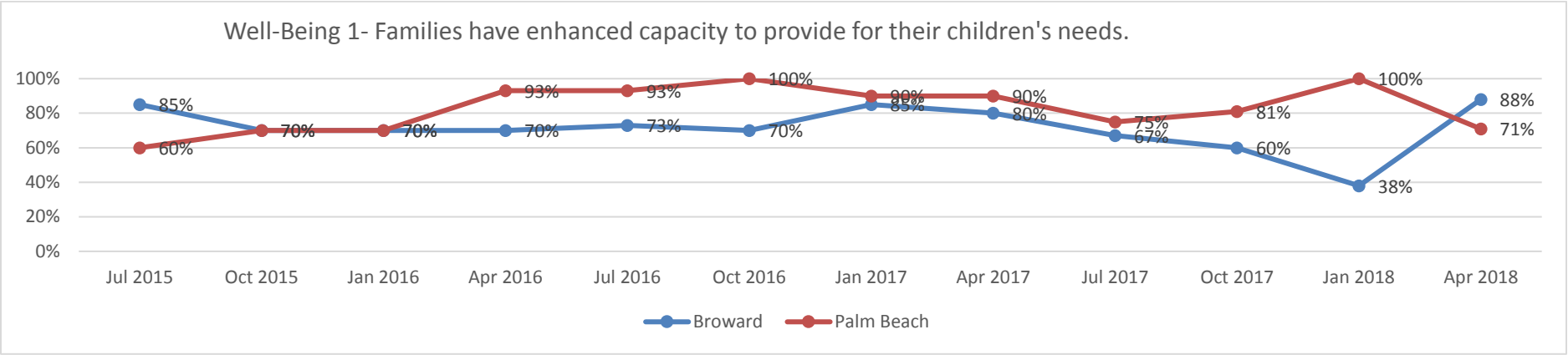


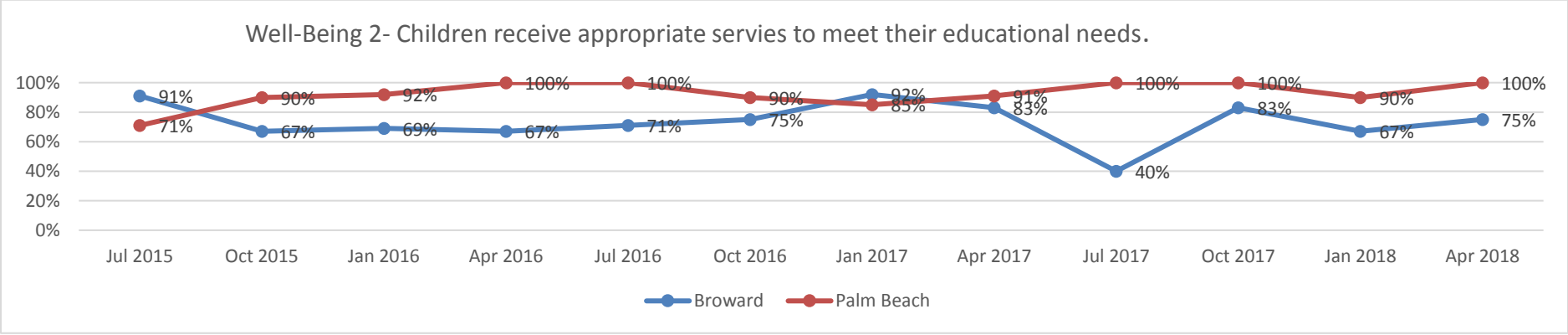


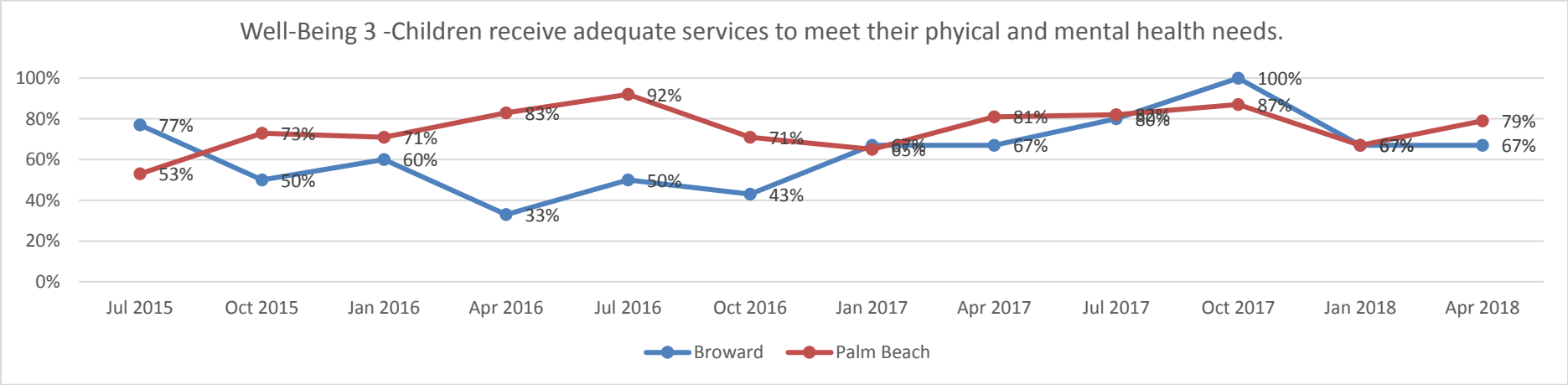
- Strengths
  - Children are in stable placements, and if placement changes occur, the move appears to be in the best interest and consistent with achieving the permanency goal;

- Children are placed with relatives when appropriate and efforts are made by case managers to identify, locate, inform, and evaluate potential relative placements; and
- Appropriate permanency goals are established in a timely manner.

- Opportunities for Improvement
  - Ensure case managers are 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
  - Make certain case managers are making 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**
  - Strengths
    - Frequency and quality of visits between the case manager and the child(ren) are sufficient to ensure safety, well-being and permanency;
    - Quality assessments are completed, and services are provided for child(ren), parents and foster parents; and
    - Educational needs are assessed both initially and ongoing and appropriate services are provided through supports in the community and the schools.
  - 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;
    - Ensure caseworkers are obtaining medical documentation of the completed physical health and dental examinations for the child's case file; and
    - Ensure case managers are obtaining necessary documentation (i.e. provider reports, medication administration logs, psychotropic medication medical reports) to address the child(ren)'s mental / behavioral health needs.

- **Supervisory Consultations**
  - Strengths
    - Case files reviewed found that case manager supervisors are assessing case work practice related to safety, permanency, and well-being.
  - 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.
    - Ensure case management supervisors are 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.

IV. Gaps Between Findings and Benchmark

Broward

Item	Item Description	Annual Average	GAP	Desired State
CFSR	Item 4- Placement Stability	65.00%	**23.50%**	88.50%
CFSR	Item 6- Permanency Goal Achieved Timely	45.00%	**30.40%**	75.40%
CFSR	Item 7- Siblings Placed Together	72.73%	**12.27%**	85.00%
CFSR	Item 8-Child Visits with Family	66.67%	**3.33%**	70.00%
CFSR	Item 9- Preserving the Child's Connections	71.68%	**10.33%**	82.00%
CFSR	Item 16- Child's Educational Needs	66.25%	**25.75%**	92.00%
RSF	Item 1.2- Family Assessment Completed Timely	32.50%	**27.50%**	60.00%
RSF	Item 3.1- Background Checks/Home Assessment Completed	57.50%	**22.50%**	80.00%
RSF	Item 4.1- Safety Plan Sufficient	57.50%	**22.50%**	80.00%
Scorecard	#7- Re-Entry within 12 Months	89.33%	**2.37%**	91.70%
Scorecard	#10- Dental Services every 7 Months	91.98%	**3.02%**	95.00%
Scorecard	#12- Siblings Placed Together	56.18%	**8.82%**	65.00%

Action Items/Initiatives:

- Bi-Weekly Performance Management Meeting utilized to address findings and drive improved performance on the CFSR and RSF items.
- Practice Model Support Sessions from the ChildNet Training Department are 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 as well as better advertising the purpose and availability of the one-on-one support sessions. An example is the Simulations web-based training created to enhance family engagement skills.
- CFSR Improvement Workgroup – A newly formed workgroup has been created that will work on solutions to drive improved performance on the CFSR and RSF items.
- Updating Remote Data Capture (RDC) Home Visitation Questions and exploring other technology and documentation formats for case management to use.
- Updating process for background clearances during case transfer.

- Substance Abuse Workgroup- Case management created a workgroup that is currently taking a deeper dive on re-entries, specifically cases with substance abuse and domestic violence, as those are the main root causes for re-entries in Broward County. In addition, the group will be reviewing sufficiency of Aftercare Plans at case closure.
- ChildNet developed a Foster Home Recruitment, Retention, and Utilization Taskforce which includes strategies for marketing research and staff training to address the need for foster homes that can accommodate the placement of sibling groups.
- Medical Unit now has access to Medicaid System to check claims that may have been submitted which can further assist case management in obtaining complete records for the file and ensure all appropriate services are in place for child(ren).
- The ChildNet Scorecard meeting is a longstanding meeting that continues to be held biweekly with stakeholder participation. All twelve (12) measure 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.
- Director of Intake & Placement is currently staffing sibling groups that are separated with the hopes of placing them together.
- Creating/developed a new on-demand FSFN Business Object Report to assistance case management in tracking progress updates.

Palm Beach

Item	Item Description	Annual Average	GAP	Desired State
CFSR	Item 1- Investigations: Child Victims Seen Timely	91.18%	**0.42%**	91.60%
CFSR	Item 8- Child Visits with Family	76.67%	**3.33%**	80.00%
CFSR	Item 11- Promote/Maintain Positive Relationships with Parent	72.41%	**7.59%**	80.00%
CFSR	Item 15- Frequency & Quality of Visits with Parent	49.02%	**2.08%**	51.10%
CFSR	Item 17- Child's Physical Health and Dental Needs	78.38%	**6.62%**	85.00%
RSF	Item 1.2- Family Assessment Completed Timely	47.50%	**27.50%**	75.00%
RSF	Item 2.2- Frequency of Case Manager Visits with Father	65.40%	**9.60%**	75.00%
RSF	Item 5.1- Regular Supervisory Consults	57.50%	**17.50%**	75.00%
Scorecard	#8-Placement Moves per 1000 Days	4.62	**0.50**	4.12
Scorecard	#12- Siblings Placed Together	58.90%	**6.10%**	65.00%

Action Items/Initiatives:

- Weekly Performance Management Meeting utilized to address findings and drive improved performance on the CFSR and RSF items. Monthly Operations Meeting is used to share information with investigations to address any decline in performance. Investigations staff who are key participants in PIP Monitored CFSR cases are included in formal debriefings after review completion.
- Practice Model Support Sessions from the ChildNet Training Department are 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 as well as better advertising the purpose and availability of the one-on-one support sessions. An example is the Simulations web-based training created to enhance family engagement skills.
- Updating Remote Data Capture (RDC) Home Visitation Questions and exploring other technology and documentation formats for case management to use.
- Family Team Meetings are in place and led by a qualified Dependency Specialist. The staffing form was developed with key outcomes for families in mind including early engagement, early identification of case plan goal, maintaining important connections, and promoting positive relationships between parents and child(ren) in care.
- ChildNet's CMO Children's Home Society will be opening a Visitation Center in Fall 2018 which will improve not only visitation compliance but the quality of visits between the children and their families. This project is a community collaboration and funding will allow for additional staffing for a specialist and transporter and BSW and MSW interns will supervise the visitation. In addition, a therapeutic visitation center was established and yet another project is planned for improved space at the main ChildNet office for family visitation.
- ChildNet developed a Foster Home Recruitment, Retention, and Utilization Taskforce which includes strategies for marketing research and staff training to address the need for foster homes that can accommodate the placement of sibling groups.
- Medical Unit now has access to Medicaid System to check claims that may have been submitted which can further assist case management in obtaining complete records for the file and ensure all appropriate services are in place for child(ren).
- The ChildNet Scorecard meeting is a longstanding meeting that continues to be held biweekly with stakeholder participation. All twelve (12) measure 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.

V. 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.

ChildNet, Inc. will utilize the analysis of findings from the FY 2017-2018 Quality Case Reviews and performance trends over time for the implementation process for the FY 2018-2019 Annual Performance and Quality Improvement Plan.