



# Communities Connected *for Kids*

## Annual Summary of Quality Assurance Review Findings Fiscal Year 2019-20



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## **I. Introduction**

Communities Connected for Kids (CCKids) has been the Lead Child Welfare Agency in Circuit 19 serving Martin, Indian River, Okeechobee and St Lucie counties since November 1, 2013.

CCKids' Strategic Plan guides the organization's success, which includes guiding the Financial Viability Plan that allows for budgeting associated with cost projection and drivers that impact the organization. The three main areas of impact continue to be the number of children entering out-of-home care, cost of children in care and children exiting care. The following action items were put in place to assist leadership in the continual development of future staffing, budgeting and attainment of performance improvement goals for fiscal years 2017-2020.

- ❖ Evaluate current removal trends in partnership with the Southeast Region Child Protective Investigators
- ❖ Complete competitive procurement and new contract award for safety management services
- ❖ Reduce the number of new shelters that occur as a result of abandonment of children receiving services from the Agency for Persons with Disabilities (APD), Department of Juvenile Justice (DJJ) or mental health services
- ❖ Incentive plan for contracted recruitment agencies/foster homes for placement of children stepping down from higher levels of care or for sibling groups of three or more
- ❖ Increase number of new and retained foster families
- ❖ Forever Families marketing initiative for children permanently committed without an identified adoptive family
- ❖ Review relative placement disruption trends for root causes and design supports to address

All Viability Plan action steps are tied to evidence-based or best practice, planned activities, performance targets and timeframes. Organizational capacity is constantly being assessed to ensure adequate resources are allotted to meet strategic goals.



The Quality and Data Management Department structure consists of three components: Quality Management, Performance Improvement and Data Management. The Department is managed and staff guided by the Director of Quality Management. The Quality Management team consists of four (4) Quality Management Specialists, one (1) Performance Improvement Manager and one (1) Quality Management Projects Supervisor. The Quality Management team is responsible for scheduling, completing and evaluating all quality assurance and improvement activities. These activities include case file reviews, incident reporting, tracking and follow-up, complaint and grievance tracking, customer satisfaction surveys, missing children, human trafficking, interstate compact on the placement of children, out-of-county services, exit interview compliance, foster care referrals for group care and sub-contract monitoring. There are three fulltime and one part-time (3.5) Data Management Specialists that are overseen by the Quality Management Projects Supervisor. The Data Management Specialists' role is to help support the system of care by obtaining and scanning case documentation into FSFN, assisting with file audits, performing multi-system searches to locate information requested by staff, creating non-licensed placements in FSFN, processing Out-of-County Services requests, and assisting with Interstate Compact on the Placement of Children, record requests and fingerprinting.

CCKids utilizes several resources to support Quality Assurance and Continuous Quality Improvement. These resources assist the department in gathering information to inform and change practice both qualitatively and quantitatively. The Quality Assurance and Quality Improvement process involves additional monitoring of activities to measure local performance, including those listed below:

#### Daily/Weekly

- ❖ Incident Reports
- ❖ Exit Interviews
- ❖ Missing Child Reports
- ❖ Management Reports

- ❖ Management Meetings

Monthly

- ❖ Contract Performance Measures
- ❖ Scorecard Performance
- ❖ Performance Measures Meetings
- ❖ Quality Assurance Subcommittee/Board Meetings
- ❖ Continuous Quality Improvement (CQI) Meetings
- ❖ Permanency Round Table

Quarterly

- ❖ Florida Continuous Quality Improvement Reviews (FLCQI)
- ❖ Child and Family Service Reviews (CFSR)
- ❖ Rapid Safety Feedback Quality Assurance Reviews (RSF)
- ❖ Circuit 19 System of Care Meetings
- ❖ Performance Improvement Plan

Annually

- ❖ Annual Provider Monitoring
- ❖ Other Case File Reviews (e.g. TANF/ILP)

Contract Performance Measures Metric(s) and Statewide Benchmark Targets:

Scorecard/Contract Performance Measures		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
SAFETY	Rate of Abuse per Day	10.72	7.22	6.10	3.86	8.50
	No Abuse during In-Home Services	96.38%	95.74%	95.79%	95.17%	95.00%
	No Verified Maltreatment within 6 Months of Case Closure	97.07%	97.47%	97.95%	97.10%	95.00%
	Kids Seen Every 30 Days	99.75%	99.99%	99.54%	99.52%	99.50%
WELL-BEING	Educational Status at Age 18	80.00%	81.48%	88.00%	82.61%	80.00%
	Kids Receiving Medical Care within Last 12 Months	96.07%	95.32%	95.92%	91.72%	95.00%
	Kids (3+) Receiving Dental Care within Last 7 Months	95.13%	92.14%	94.03%	80.19%	95.00%
PERMANENCY	Placement Moves per 1000 Days in OOHC	3.81	3.21	3.27	3.37	4.12
	Kids Exiting OOHC to a Permanent Home w/in 12 Months of Removal	34.60%	32.52%	36.62%	34.67%	40.50%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	53.40%	65.20%	60.26%	56.65%	43.60%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit	90.09%	90.83%	92.17%	90.91%	91.70%
	Sibling Groups Placed Together in OOHC	71.51%	68.63%	65.00%	63.35%	65.00%

FL CQI Child and Family Services Reviews Metric(s) and National Benchmark Targets:

		CFSR Base	PIP Goal	Q1 n=11	Q2 n=10	Rating Change between Q1 and Q2		Q2 n=10	Q3 n=10	Rating Change between Q2 and Q3		Q3 n=10	Q4 n=11	Rating Change between Q3 and Q4	
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.			100.00%	100.00%	→	-	100.00%	100.00%	→	-	100.00%	87.50%	↓	-12.50%
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	100.00%	→	-	100.00%	100.00%	→	-	100.00%	87.50%	↓	-12.50%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.			45.45%	90.00%	↑	44.55%	90.00%	60.00%	↓	-30.00%	60.00%	63.64%	↑	3.64%
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%	80.00%	100.00%	↑	20.00%	100.00%	100.00%	→	-	100.00%	100.00%	→	-
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	45.45%	90.00%	↑	44.55%	90.00%	60.00%	↓	-30.00%	60.00%	63.64%	↑	3.64%
Permanency Outcome 1	Children have permanency and stability in their living situations.			33.33%	16.67%	↓	-16.66%	16.67%	50.00%	↑	33.33%	50.00%	37.50%	↓	-12.50%
Item 4	Stability of Foster Care Placement	81.80%	88.50%	66.67%	66.67%	→	-	66.67%	66.67%	→	-	66.67%	75.00%	↑	8.33%
Item 5	Permanency Goal for Child	74.50%	81.10%	66.67%	83.33%	↑	16.66%	83.33%	66.67%	↓	-16.66%	66.67%	87.50%	↑	20.83%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	66.67%	33.33%	↓	-33.34%	33.33%	66.67%	↑	33.34%	66.67%	50.00%	↓	-16.67%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.	85.00%		50.00%	33.33%	↓	-16.67%	33.33%	33.33%	→	-	33.33%	75.00%	↑	41.67%
Item 7	Placement With Siblings	85.00%		100.00%	50.00%	↓	-50.00%	50.00%	50.00%	→	-	50.00%	100.00%	↑	50.00%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%		0.00%	60.00%	↑	60.00%	60.00%	40.00%	↓	-20.00%	40.00%	60.00%	↑	20.00%
Item 9	Preserving Connections	85.00%		100.00%	66.67%	↓	-33.33%	66.67%	66.67%	→	-	66.67%	75.00%	↑	8.33%
Item 10	Relative Placement	72.00%		100.00%	83.33%	↓	-16.67%	83.33%	66.67%	↑	-16.66%	66.67%	87.50%	↑	20.83%
Item 11	Relationship of Child in Care With Parents	60.00%		40.00%	25.00%	↓	-15.00%	25.00%	0.00%	↓	-25.00%	0.00%	40.00%	↑	40.00%
Well-Being Outcome 1	Families have enhanced capacity to provide for their children's needs.			36.36%	40.00%	↑	3.64%	40.00%	30.00%	↓	-10.00%	30.00%	63.64%	↑	33.64%
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	36.36%	50.00%	↑	13.64%	50.00%	30.00%	↓	-20.00%	30.00%	90.91%	↑	60.91%
Item 12A	Needs Assessment and Services to Children	88.00%		90.91%	90.00%	↓	-0.91%	90.00%	80.00%	↓	-10.00%	80.00%	100.00%	↑	20.00%
Item 12B	Needs Assessment and Services to Parents	80.00%		30.00%	42.86%	↑	12.86%	42.86%	40.00%	↓	-2.86%	40.00%	87.50%	↑	47.50%
Item 12C	Needs Assessment and Services to Foster Parents	80.00%		100.00%	83.33%	↓	-16.67%	83.33%	100.00%	↑	16.67%	100.00%	100.00%	→	-
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	45.45%	22.22%	↓	-23.23%	22.22%	30.00%	↑	7.78%	30.00%	70.00%	↑	40.00%
Item 14	Caseworker Visits With Child	72.50%	78.90%	54.55%	60.00%	↑	5.45%	60.00%	50.00%	↓	-10.00%	50.00%	45.45%	↓	-4.55%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	20.00%	42.86%	↑	22.86%	42.86%	20.00%	↓	-22.86%	20.00%	25.00%	↑	5.00%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.			60.00%	66.67%	↑	6.67%	66.67%	50.00%	↓	-16.67%	50.00%	71.43%	↑	21.43%
Item 16	Educational Needs of the Child	92.00%		60.00%	66.67%	↑	6.67%	66.67%	50.00%	↓	-16.67%	50.00%	71.43%	↑	21.43%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.			60.00%	87.50%	↑	27.50%	87.50%	50.00%	↓	-37.50%	50.00%	40.00%	↓	-10.00%
Item 17	Physical Health of the Child	85.00%		75.00%	83.33%	↑	8.33%	83.33%	50.00%	↓	-33.33%	50.00%	55.55%	↑	5.55%
Item 18	Mental/Behavioral Health of the Child	72.00%		62.50%	87.50%	↑	25.00%	87.50%	50.00%	↓	-37.50%	50.00%	42.86%	↓	-7.14%

Child and Family Services Review PIP Metric(s) and National Benchmark Targets:

		CFSR Base	PIP Goal	FY 17-18 n=7	FY 18-19 n=6	Rating Change between FY 17-18 and FY 18-19		FY 18-19 n=6	FY 19-20 n=6	Rating Change between FY 18-19 and FY 19-20	
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.			100.00%	100.00%	→	-	100.00%	100.00%	→	-
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	100.00%	→	-	100.00%	100.00%	→	-
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.			43.00%	67.00%	↑	24.00%	67.00%	100.00%	↑	33.00%
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%	25.00%	67.00%	↑	42.00%	67.00%	100.00%	↑	33.00%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	43.00%	67.00%	↑	24.00%	67.00%	83.33%	↑	16.33%
Permanency Outcome 1	Children have permanency and stability in their living situations.			50.00%	100.00%	↑	50.00%	100.00%	50.00%	↓	-50.00%
Item 4	Stability of Foster Care Placement	81.80%	88.50%	100.00%	100.00%	→	-	100.00%	75.00%	↓	-25.00%
Item 5	Permanency Goal for Child	74.50%	81.10%	75.00%	100.00%	↑	25.00%	100.00%	100.00%	→	-
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	50.00%	100.00%	↑	50.00%	100.00%	50.00%	↓	-50.00%
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.	85.00%		50.00%	25.00%	↓	-25.00%	25.00%	75.00%	↑	50.00%
Item 7	Placement With Siblings	85.00%		67.00%	100.00%	↑	33.00%	100.00%	100.00%	→	-
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%		50.00%	50.00%	→	-	50.00%	66.67%	↑	16.67%
Item 9	Preserving Connections	85.00%		25.00%	50.00%	↑	25.00%	50.00%	100.00%	↑	50.00%
Item 10	Relative Placement	72.00%		100.00%	50.00%	↓	-50.00%	50.00%	100.00%	↑	50.00%
Item 11	Relationship of Child in Care With Parents	60.00%		50.00%	50.00%	→	-	50.00%	66.67%	↑	16.67%
Well-Being Outcome 1	Families have enhanced capacity to provide for their children's needs.			29.00%	67.00%	↑	38.00%	67.00%	16.67%	↓	-50.33%
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	29.00%	83.00%	↑	54.00%	83.00%	16.67%	↓	-66.33%
Item 12A	Needs Assessment and Services to Children	88.00%		86.00%	100.00%	↑	14.00%	100.00%	100.00%	→	-
Item 12B	Needs Assessment and Services to Parents	80.00%		43.00%	83.00%	↑	40.00%	83.00%	33.33%	↓	-49.67%
Item 12C	Needs Assessment and Services to Foster Parents	80.00%		75.00%	75.00%	→	-	75.00%	25.00%	↓	-50.00%
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	43.00%	67.00%	↑	24.00%	67.00%	50.00%	↓	-17.00%
Item 14	Caseworker Visits With Child	72.50%	78.90%	43.00%	83.00%	↑	40.00%	83.00%	83.33%	↑	0.33%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	43.00%	67.00%	↑	24.00%	67.00%	40.00%	↓	-27.00%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.			60.00%	75.00%	↑	15.00%	75.00%	66.67%	↓	-8.33%
Item 16	Educational Needs of the Child	92.00%		60.00%	75.00%	↑	15.00%	75.00%	33.33%	↓	-41.67%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.			57.00%	80.00%	↑	23.00%	80.00%	25.00%	↓	-55.00%
Item 17	Physical Health of the Child	85.00%		80.00%	100.00%	↑	20.00%	100.00%	50.00%	↓	-50.00%
Item 18	Mental/Behavioral Health of the Child	72.00%		50.00%	67.00%	↑	17.00%	67.00%	0.00%	↓	-67.00%

## **II. Performance Improvement**

Communities Connected for Kids utilizes several systemic processes to review practice trends and performance and employs performance improvement strategies for outcomes and measures that are routinely reviewed.

### **Quality Assurance Case Reviews**

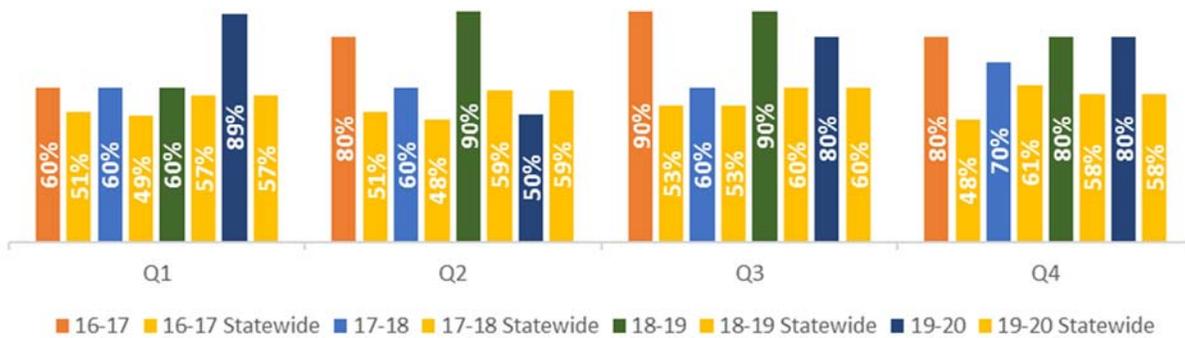
During FY 2019-20, the three (3) types of Quality Assurance reviews completed were Rapid Safety Feedback (RSF), Florida CQI (FL CQI) and Children and Families Services Review (CFSR). All three (3) forms of case reviews provide an understanding of what is behind the safety, permanency and well-being numbers in terms of day-to-day practice in the field and how that practice is affecting child and family functioning and outcomes. RSF reviews target the highest-risk population of children in the child welfare system. This review allows us to target age-specific populations to identify key risk factors impacting the safety of children receiving in-home services. During this review period, forty (40) cases were reviewed using the RSF tool. In addition to RSF case reviews, forty-two (42) FL CQI reviews were completed using the Children's Bureau Child and Family Services Reviews Onsite Review Instrument; two (2) of those reviews were in-depth reviews which included case participant interviews. Six (6) additional cases were reviewed side-by-side with a co-reviewer from the Department of Children and Families (DCF) as part of the CFSR Performance Improvement Plan. Consultations with the case managers and case management supervisors were held on 100% of the cases reviewed. Coaching through case consultation is a key component of this process, and is intended to improve case managers' and supervisors' critical thinking skills related to risk assessment.

#### **a. Rapid Safety Feedback**

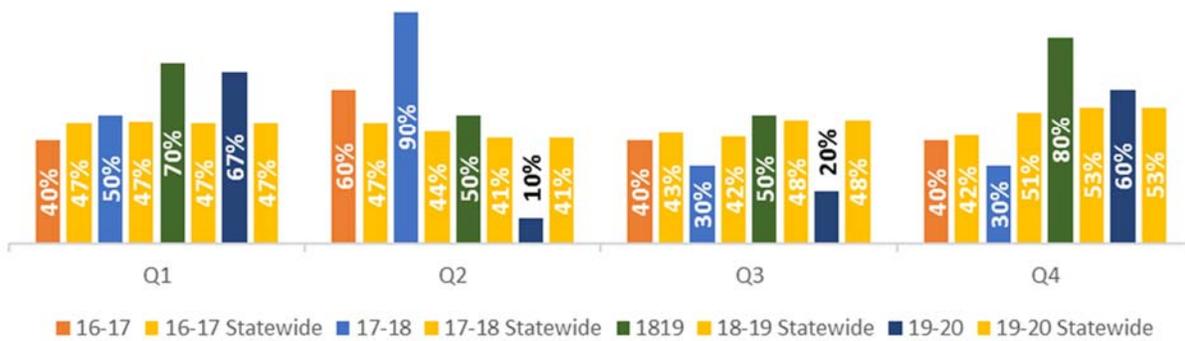
The charts below illustrate the overall percentage ratings for the forty (40) RSF case file reviews completed during each of the past four fiscal years (2016-17, 2017-18, 2018-19 and 2019-20). The statewide comparison is also included.

*The target population was children 0-4 years of age receiving in-home services with maltreatments of Household Violence Threatens Child, Intimate Partner Violence Threatens Child, Substance Misuse (Alcohol, Illicit Drugs & Prescription Drugs).*

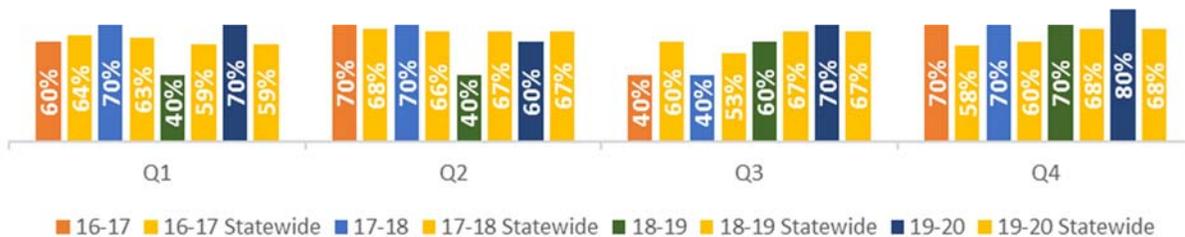
### 1.1 Is the most recent family assessment sufficient?



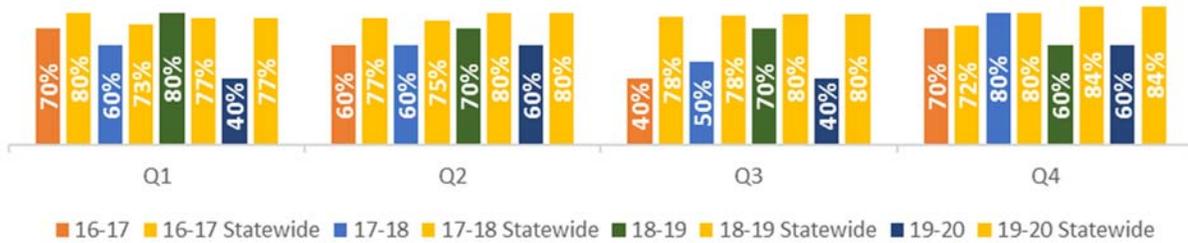
### 1.2 Is the most recent family assessment completed timely?



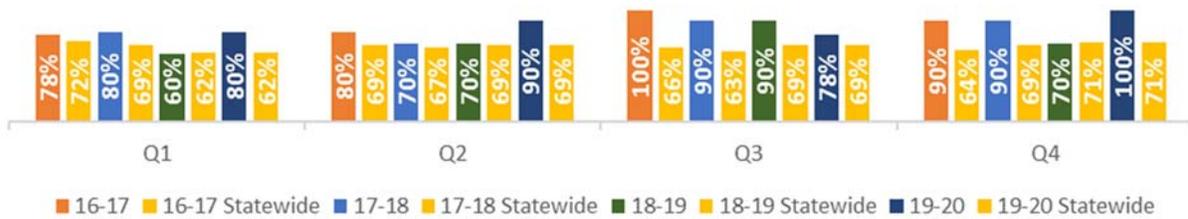
### 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?



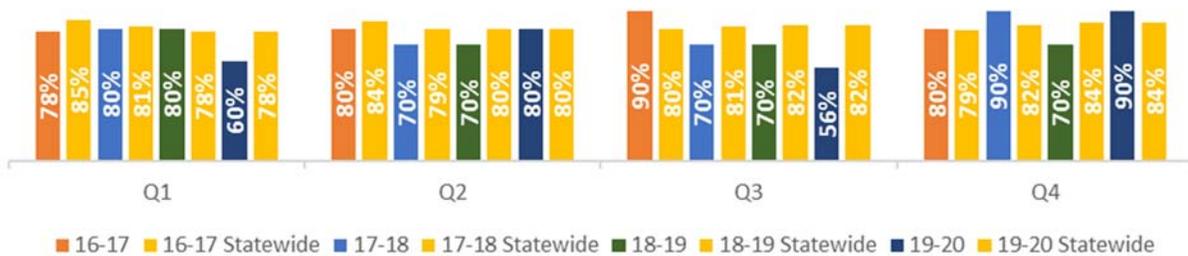
2.2 Is the frequency of visits between the case manager and the child(ren) sufficient to ensure child safety and evaluate progress toward case plan outcomes?



2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?



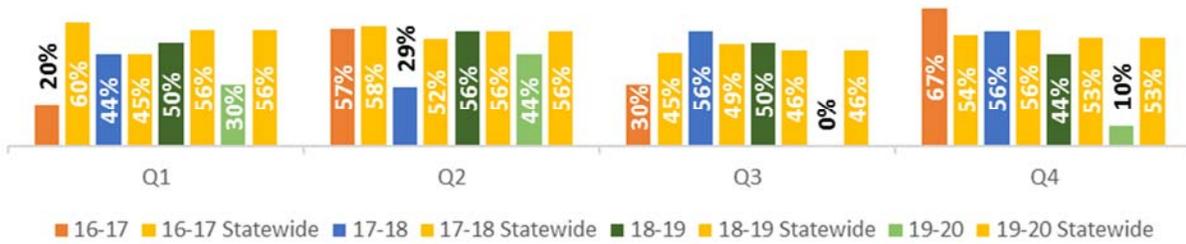
2.4 Is the frequency of the visits between the case manager and the child's mother sufficient to ensure child safety and evaluate progress toward case plan outcomes?



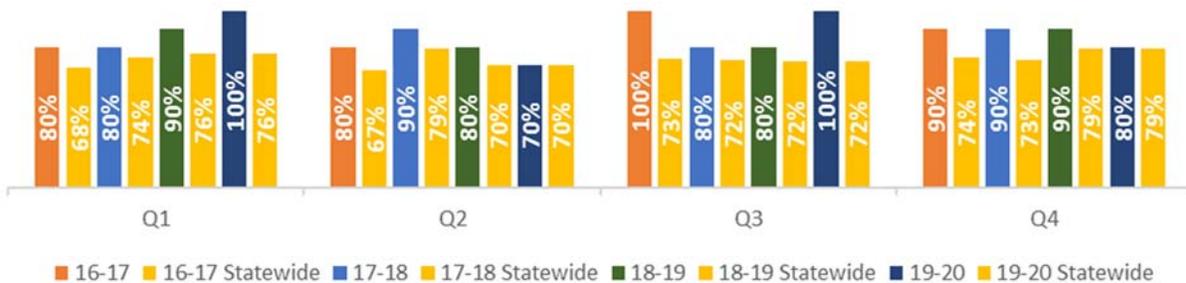
2.5 Is the quality of the visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?



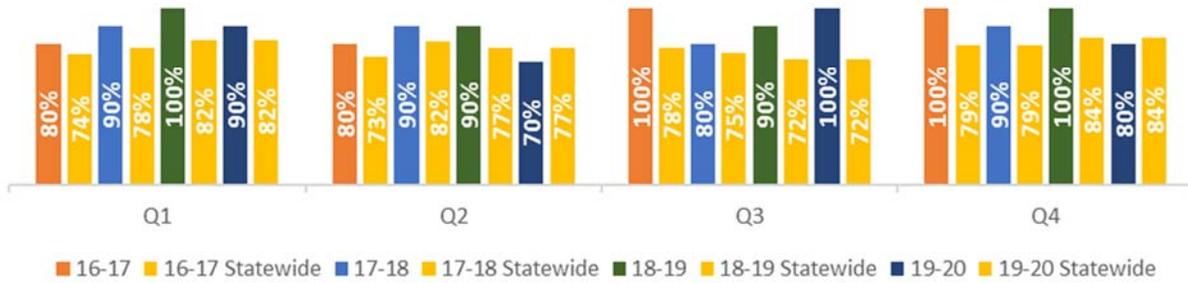
2.6 Is the frequency of the visits between the case manager and the child's father sufficient to ensure child safety and evaluate progress toward case plan outcomes?



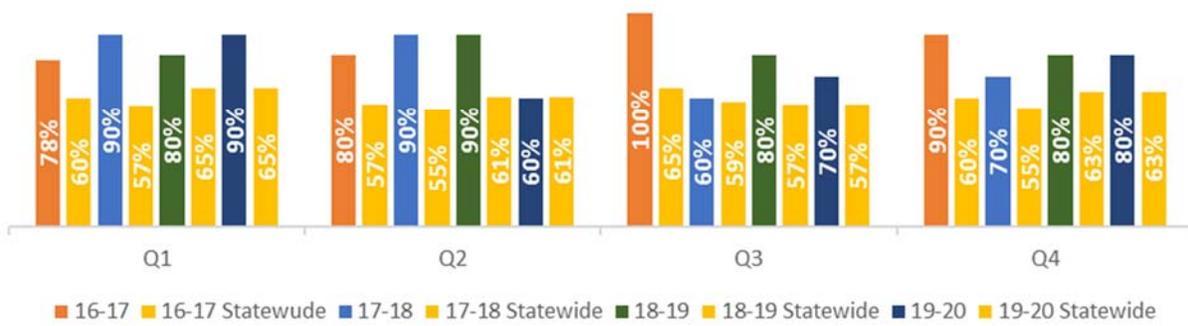
3.1 Are background checks and home assessments completed when needed?



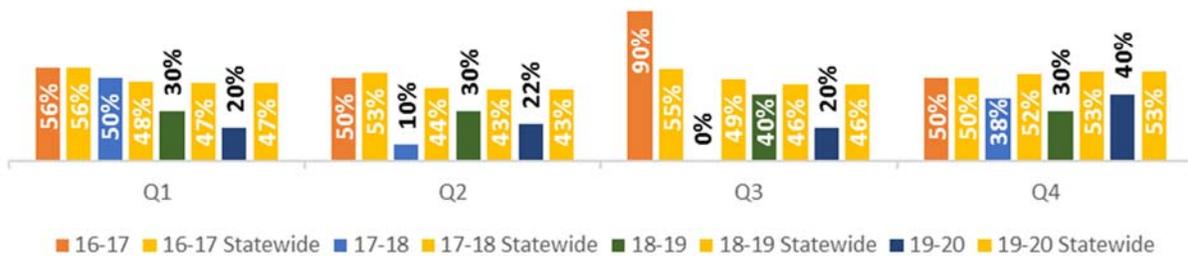
### 3.2 Is the information assessed and used to address potential danger threats?



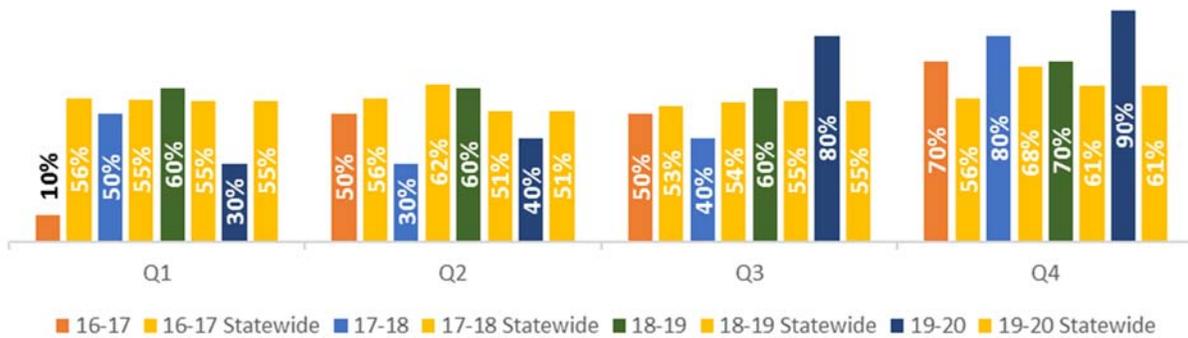
### 4.1 Is the safety plan sufficient?



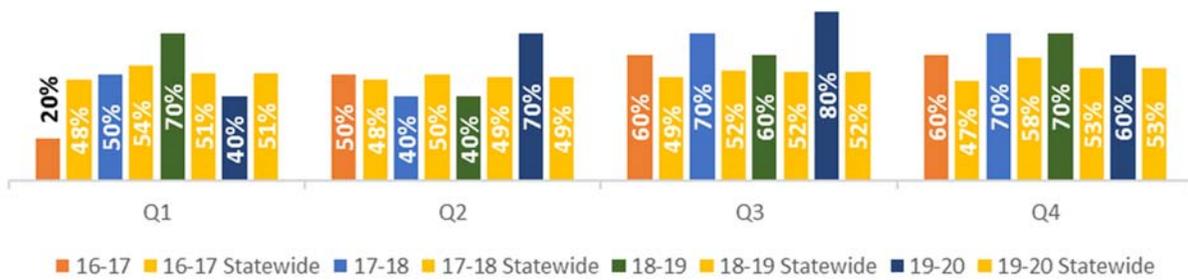
### 4.2 Is the safety plan actively monitored to ensure that it is working effectively to protect the child(ren) from identified danger threats?



### 5.1 Is the supervisor regularly consulting with the case manager?



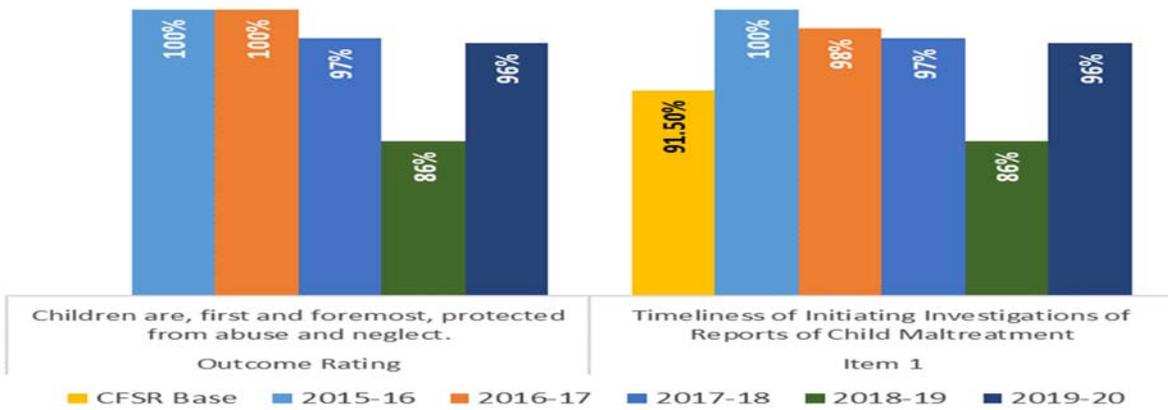
### 5.2 Is the supervisor ensuring recommended actions are followed up on?



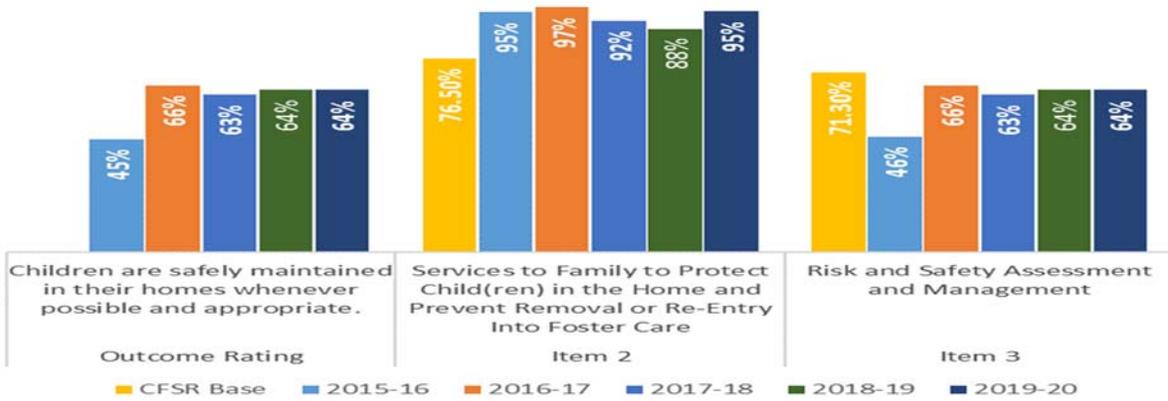
## b. Florida CQI Reviews

During FY 2019-20, CCKids' Quality Management department staff were required to complete FL CQI reviews using the Children's Bureau Child and Family Services Review tool on forty-two (42) cases. The charts below include all forty-two (42) cases for FY 2019-20 plus a comparison of the prior four fiscal years. The charts reflect the rating outcomes for both in-home and out-of-home (foster care) cases. The performance ratings include areas of strength, areas needing improvement and areas not applicable. The outcome ratings include substantially achieved, partially achieved, not achieved and not applicable.

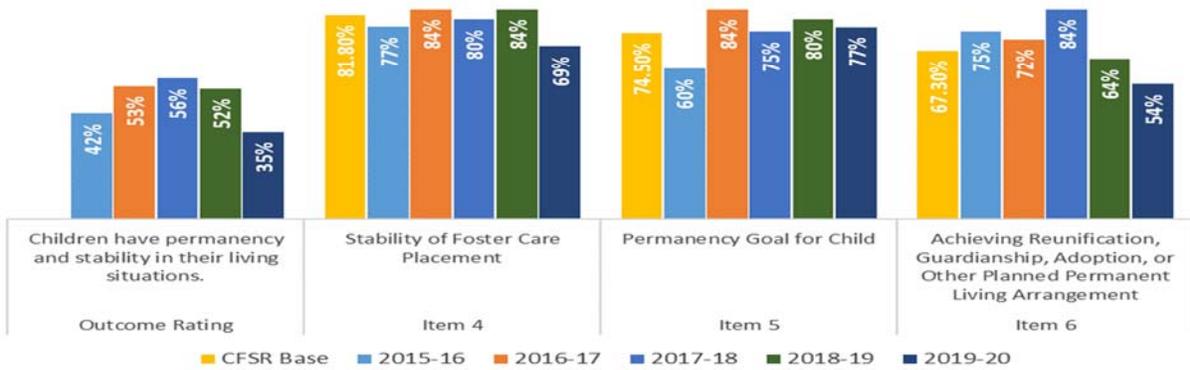
### Safety Outcome 1



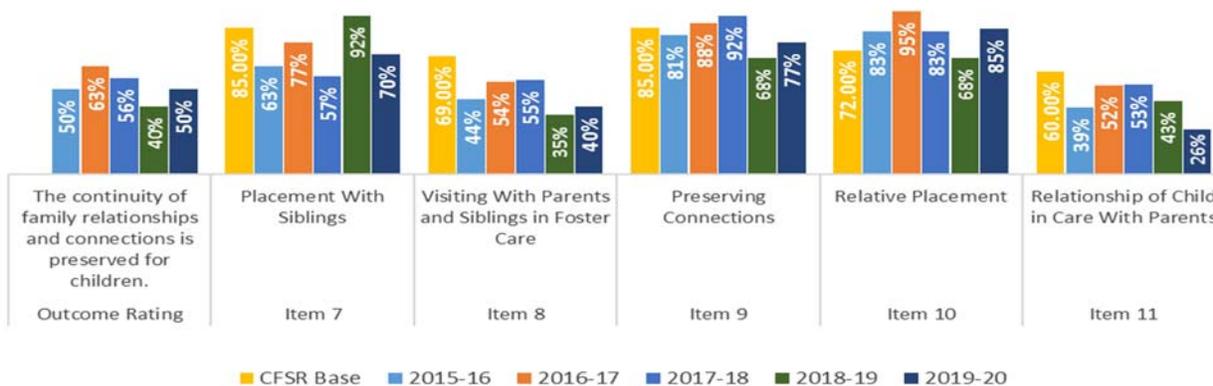
### Safety Outcome 2



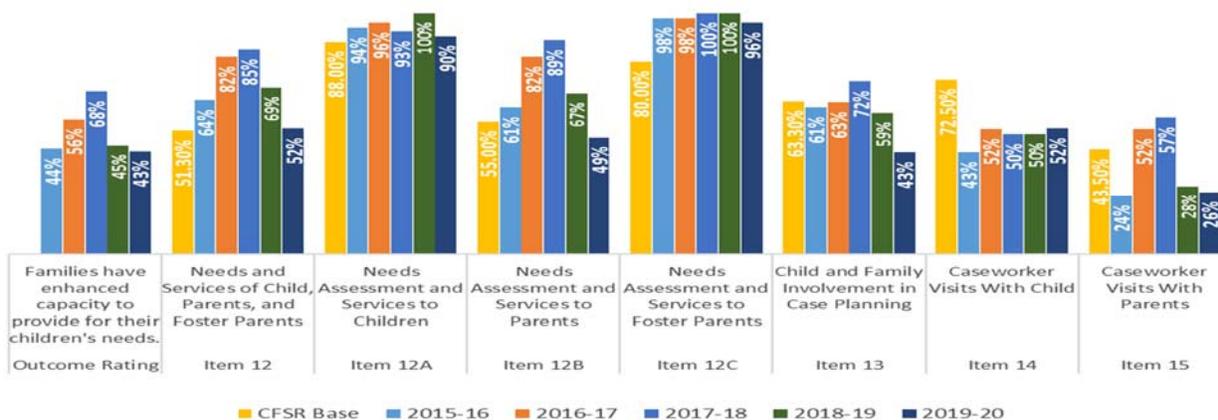
### Permanency Outcome 1



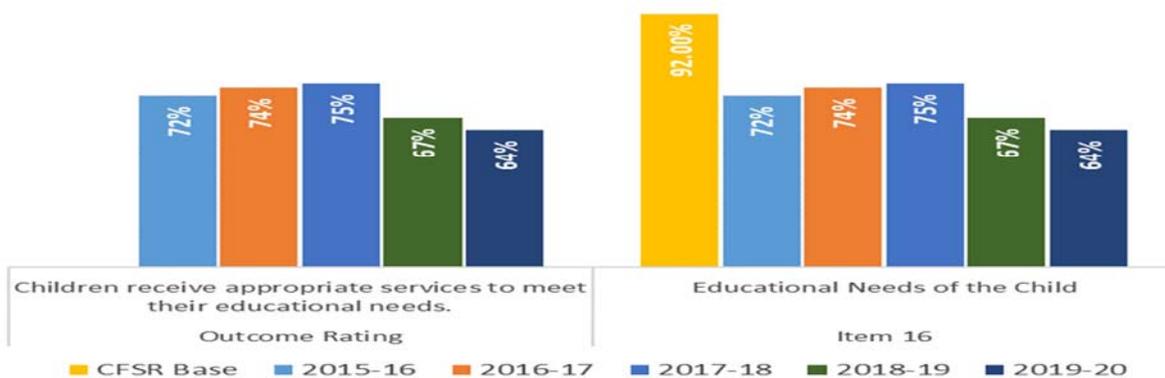
### Permanency Outcome 2



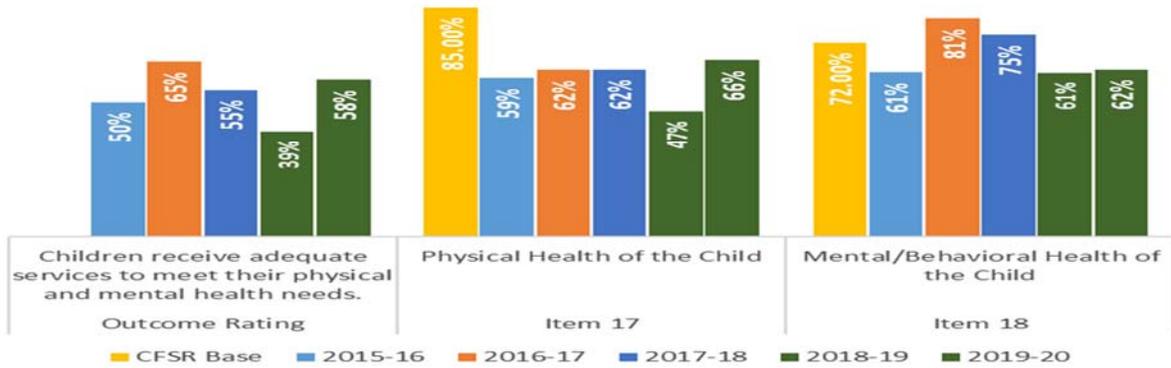
### Well-Being Outcome 1



### Well-Being Outcome 2



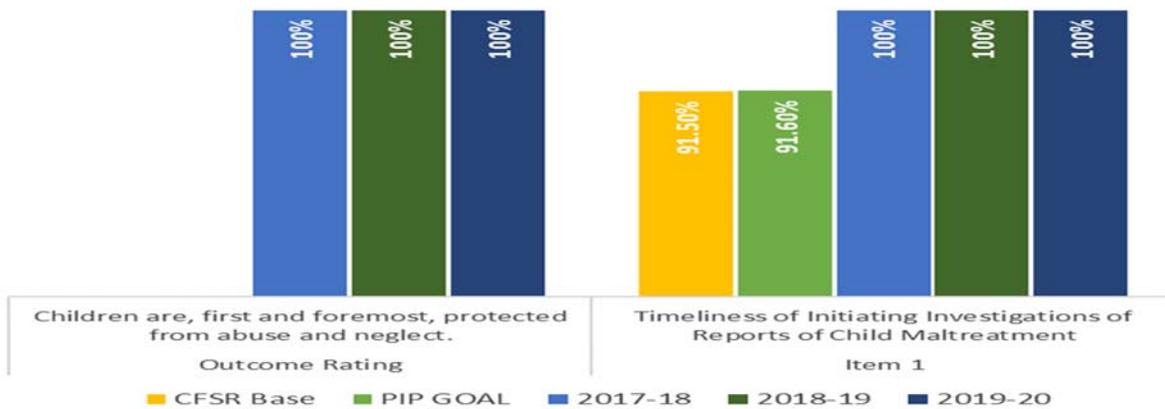
### Well-Being Outcome 3



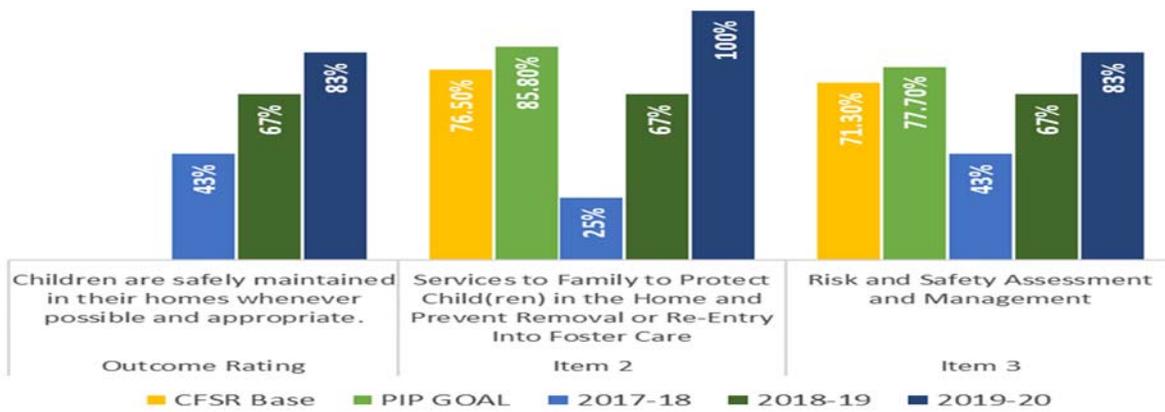
### c. CFSR PIP Reviews

During FY 2019-20, CCKids’ Quality Management department staff were required to complete CFSR Reviews using the Children’s Bureau Child and Family Services Review tool on six (6) cases. The six (6) cases were reviewed side-by-side with a co-reviewer from the Department of Children and Families (DCF) as part of the CFSR Performance Improvement Plan. The charts below include all six (6) cases for FY 2019-20. The Charts reflect the rating outcomes for both in-home and out-of-home (foster care) cases. The performance ratings include areas of strength, areas needing improvement and areas not applicable. The outcome ratings include substantially achieved, partially achieved, not achieved and not applicable.

### Safety Outcome 1



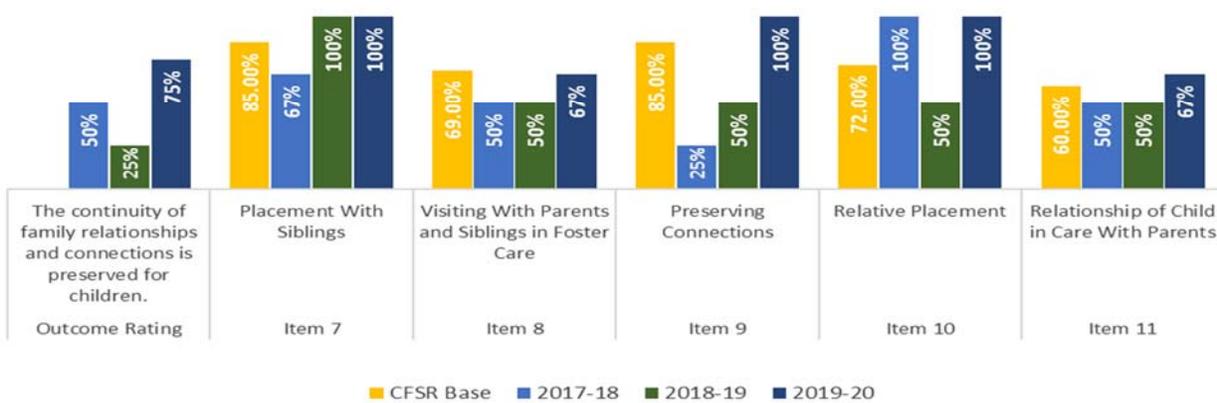
### Safety Outcome 2



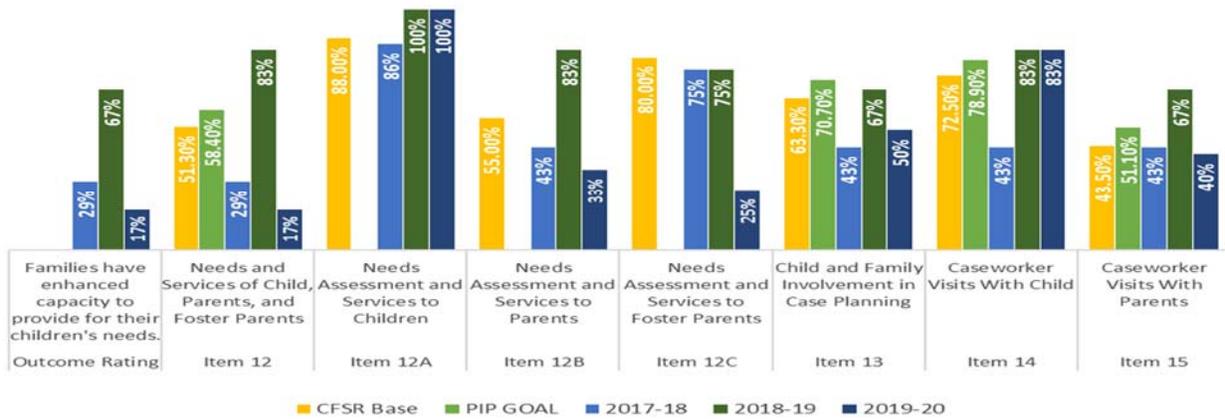
### Permanency Outcome 1



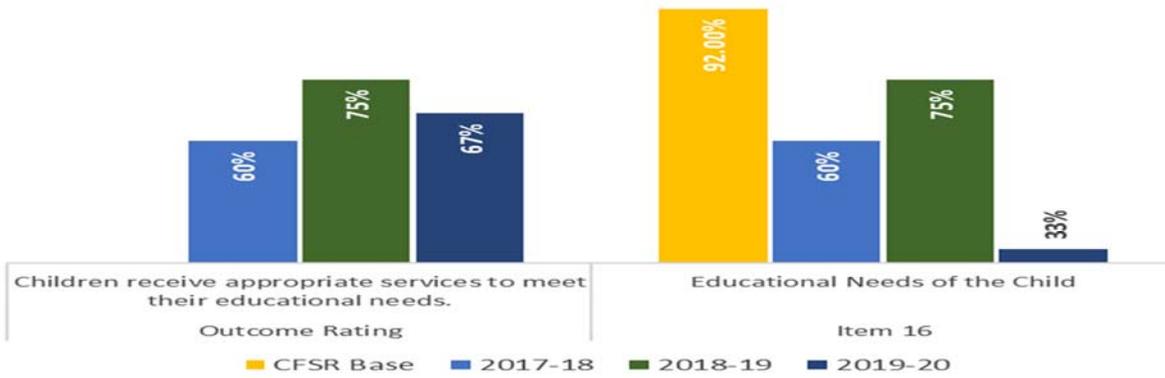
### Permanency Outcome 2



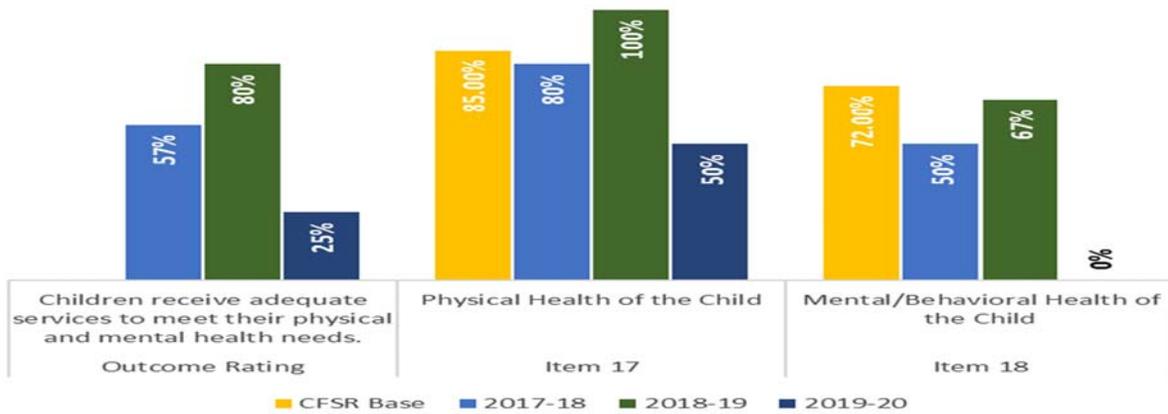
### Well-Being Outcome 1



### Well-Being Outcome 2



### Well-Being Outcome 3



**d. Local Practice Trends in Response to RSF and Florida CQI Data:**

**a) Safety Analysis and Trending**

CFSR Safety Outcome 1 evaluates children being, first and foremost, protected from abuse and neglect. The items reviewed measure timeliness of investigations or reports of maltreatment.

Item 1: FL CQI data shows 96% compliance in timeliness of investigations for the cases applicable to this item during the 2019-20 fiscal year. This item has been above the CFSR base in four of the five years measured.

Item 1: PIP data shows 100% compliance in the cases applicable to this item. This item has been above the PIP goal in all three years measured.

CFSR Safety Outcome 2 evaluates whether children are being safely maintained in their homes whenever possible and appropriate. The items reviewed measure services to the family to protect the child(ren) in the home and prevent removal or re-entry into foster care as well as risk and safety assessment and management.

Item 2: FL CQI data shows 95% compliance regarding the agency's concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification for the cases applicable to this item during the 2019-20 fiscal year. This item has been above the CFSR base in all five years measured.

Item 2: PIP data shows 100% compliance in the cases applicable to this item. A 75% increase in this item has occurred over the past two fiscal years. This item has been above the PIP goal in one of the three years measured.

Item 3: FL CQI data shows 64% compliance regarding the agency's concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own home or while in foster care for the cases applicable to this item during the 2019-20 fiscal year. This item continues to remain below the CFSR base over the past five fiscal years measured, not showing much fluctuation.

Item 3: PIP data shows 83% compliance in the cases applicable to this item. This is an increase of 16% from the prior fiscal year. This item has been above the PIP goal in one of the three years measured.

Rapid Safety Feedback Item 1 evaluates family assessments. The items reviewed measure the sufficiency and timeliness of the family assessments.

Item 1.1: Data regarding family assessment sufficiency shows ongoing improvement over the past five years. This item has been above the statewide average in fifteen of the sixteen quarters measured.

Item 1.2: Data regarding family assessment timeliness shows a fluctuation in improvement over the past four years. This item has been above the statewide average in nine of sixteen quarters measured.

Rapid Safety Feedback Item 3 evaluates background checks and home assessments. The items reviewed measure whether or not the background checks and home assessments are completed when needed as well as whether the information obtained is used to assess potential danger threats.

Item 3.1: Data regarding background checks and home assessments has stayed fairly consistent over the past four years. This item has been above the statewide average in fifteen of the sixteen quarters measured.

Item 3.2: Data regarding information from the background checks and home assessments being used to assess potential danger threats has also stayed fairly consistent through the past four years. This item has been above the statewide average in fourteen of the sixteen quarters measured.

Rapid Safety Feedback Item 4 evaluates safety management. The items reviewed measure whether the safety plan is sufficient as well as whether the safety plan is actively monitored to ensure that it is working effectively to protect the child(ren) from identified danger threats.

Item 4.1: Data regarding safety plan sufficiency has stayed fairly consistent through the past four years. This item has been above the statewide average in fifteen of the sixteen quarters measured.

Item 4.2: Data regarding the safety plan being actively monitored to ensure that it is working effectively and protecting the children from potential danger threats continues to show significant need for improvement. This item has only been above the statewide average in two of the sixteen quarters that have been measured.

## **b) Permanency Analysis and Trending**

CFSR Permanency Outcome 1 evaluates children having permanency and stability in their living situation. The items reviewed measure stability in foster care placement, permanency goal for child and achieving reunification, guardianship, adoption or other planned permanent living arrangement.

Item 4: FL CQI data shows 69% compliance in stability of foster care placement for the cases applicable to this item during the 2019-20 fiscal year. This item has remained fairly consistent over the past five years, though there was a decline of 15% during the 2019-20 fiscal year. This item has been above the CFSR base in two of the five years measured.

Item 4: PIP data shows 75% compliance in the cases applicable to this item. This item has been above the PIP goal in two of the three years measured.

Item 5: FL CQI data shows 77% compliance in establishing the appropriate permanency goal for the child in a timely manner for the cases applicable to this item during the 2019-20 fiscal year.

This item has remained fairly consistent over the past five years and has been above the CFSR base in four of the five years measured.

Item 5: PIP data shows 100% compliance in the cases applicable to this item. This item has been above the PIP goal in two of the three years measured.

Item 6: FL CQI data shows 54% compliance in concerted efforts being made to achieve the permanency goal for the cases applicable to this item during the 2019-20 fiscal year. This item has shown a steady decline over the past three fiscal years. This item has been above the CFSR base in two of the five years measured.

Item 6: PIP data shows 50% compliance in the cases applicable to this item. This item has been above the PIP goal in one of the three years measured.

The organization's adoption goal was one-hundred thirty-one (131); the organization exceeded that goal by fifty-nine (59) children for a total of one-hundred ninety (190) adoptions, which is a reflection of concerted efforts made to achieve permanency goals.

CFSR Permanency Outcome 2 evaluates whether continuity of family relationships and connections is preserved for children. The items reviewed measure placement with siblings, visiting with parents and siblings in foster care, preserving connections, relative placement and relationship of child in care with parents.

Item 7: FL CQI data shows 70% compliance in concerted efforts being made to place siblings together for the cases applicable to this item during the 2019-20 fiscal year. This is a 22% decrease from the prior fiscal year. This item has been above the CFSR base in one of the five years measured.

Item 7: PIP data shows 100% compliance in the cases applicable to this item. This item has been above the CFSR base in two of the three years measured.

Item 8: FL CQI data shows 40% compliance in concerted efforts being made to ensure visitation between children, parents and siblings is sufficient to promote continuity in the child's relationships with these close family members for the cases applicable to this item during the 2019-20 fiscal year. This item has remained below the CFSR base throughout the five years measured.

Item 8: PIP data shows 67% compliance in the cases applicable to this item. This item has not met the CFSR base in any of the three years measured.

Item 9: FL CQI data shows 77% compliance in concerted efforts being made to maintain the child's important connections for the cases applicable to this item during the 2019-20 fiscal year. This item has been above the CFSR base in two of the five years measured.

Item 9: PIP data shows 100% compliance in the cases applicable to this item. This is a 50% increase from the prior fiscal year and also the first time this item has been above the CFSR base in any of the three years measured.

Item 10: FL CQI data shows 85% compliance in concerted efforts being made to place the child with relatives for the cases applicable to this item during the 2019-20 fiscal year. This is a 17% increase from the prior fiscal year. This item has been above the CFSR base in four of the five years measured.

Item 10: PIP data shows a 100% compliance in the cases applicable to this item. This is a 50% increase from the prior fiscal year. This item has been above the CFSR base in two of the three years measured.

Item 11: FL CQI data shows 26% compliance in concerted efforts being made to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or primary caregiver for the cases applicable to this item during the 2019-20 fiscal year. This is a 17% decrease from the prior fiscal year. This item has shown a steady decline over the past three fiscal years and has remained below the CFSR base throughout the five years measured.

Item 11: PIP data shows 67% compliance in the cases applicable to this item. This is a 17% increase from the prior fiscal year. This item has been above the CFSR base in one of the three years measured.

### **c) Well-Being Analysis and Trending**

CFSR Well-Being Outcome 1 evaluates whether families have enhanced capacity to provide for their children's needs. The items reviewed measure needs and services of the child, parents, and foster parents, needs assessment and services to children, parents and foster parents, child and family involvement in case planning, and case worker visits with children and parents.

Item 12: FL CQI data shows 52% compliance in assessing needs and services for child, parents and foster parents for the cases applicable to this item during the 2019-20 fiscal year. This is a 17% decrease from the prior fiscal year, however, this item continues to be above the CFSR base during the five years measured.

Item 12: PIP data shows 17% compliance in the cases applicable to this item. This is a 66% decrease from the prior fiscal year. This item has been above the PIP goal in one of three years measured.

Item 12a-c: FL CQI data shows 90% compliance in assessing needs of the child, 49% compliance in assessing needs of the parents, and 96% compliance in assessing needs of the foster parents for the cases applicable to this item during the 2019-20 fiscal year. Despite an overall decrease in these areas during this fiscal year, all three items continue to exceed the CFSR base, as they have throughout the five years measured.

Item 12a-c: PIP data shows 100% compliance in assessing needs of the child, 33% compliance in assessing needs of the parents, and 25% compliance in assessing needs of the foster parents for the three years measured. Item 12a has been above the CFSR base in two of the three years measured.

Item 12b has been above the CFSR base in one of the three years measured, while item 12c has not met the CFSR base during the three years measured.

Item 13: FL CQI data shows 43% compliance in concerted efforts being made to involve parents and children in the case planning process for the cases applicable to this item during the 2019-20 fiscal year. This is a 16% decrease from the prior fiscal year. This item has been above the CFSR base in only one of the five years measured.

Item 13: PIP data shows 50% compliance in the cases applicable to this item. This item has not met the PIP goal in any of the three years measured.

Item 14: FL CQI data shows 52% compliance in the frequency and quality of visits with the child for the cases applicable to this item during the 2019-20 fiscal year. This item has remained below the CFSR base throughout the past five fiscal years, showing little fluctuation.

Item 14: PIP data shows 83% compliance in the cases applicable to this item. This item has been above the PIP goal in two of three years measured.

Item 15: FL CQI data shows 26% compliance in the frequency and quality of visits with the parents for cases applicable to this item during the 2019-20 fiscal year. This item has met the CFSR base in two of the five years measured.

Item 15: PIP data shows 40% compliance in the cases applicable to this item. This is a 27% decrease since last fiscal year. This item has been above the PIP goal in one of three years measured.

#### Rapid Safety Feedback: Item 2.1-2.6

Data regarding quality of visits with the child has stayed fairly consistent over the past four years. This item has been above the statewide average in nine of sixteen quarters measured. Data regarding quality of visits with the mother showed an overall increase in compliance during the 2019-20 fiscal year. Additionally, this item has been above the statewide average in fourteen of sixteen quarters measured. Data regarding quality of visits with the father continues to be an area in need of significant improvement. This item has been above the statewide average in nine of sixteen quarters measured.

Data regarding frequency of visits with the child continues to be an area needing improvement. This item has only been above the statewide average in one of the sixteen quarters measured. Data regarding frequency of visits with the mother remains an area needing improvement. This item has been above the statewide average in only five of the sixteen quarters measured. Data regarding frequency of visits with the father continues to be an area needing significant improvement. This item has been above the statewide average in only three of the sixteen quarters measured.

CFSR Well-Being Outcome 2 evaluates whether children are receiving appropriate services to meet their educational needs. The items reviewed measure the educational needs of the child(ren).

Item 16: FL CQI data shows 64% compliance with concerted efforts to assess children's educational needs on an ongoing basis and whether identified needs were appropriately addressed in case planning and case management activities for cases applicable to this item during the 2019-20 fiscal year. This item has remained below the CFSR base throughout the five years measured.

Item 16: PIP data shows 33% compliance in the cases applicable to this item. This is a 42% decrease since last fiscal year. This item has not met the CFSR base in any of the three years measured.

CFSR Well-Being Outcome 3 evaluates whether children are receiving adequate services to meet their physical and mental health needs. The items reviewed measure physical health and mental/behavioral health of the child (ren).

Item 17: FL CQI data shows 66% compliance in the concerted efforts to assess children's physical and dental needs for cases applicable to this item during the 2019-20 fiscal year. This is a 19% increase from the prior fiscal year; however, this item remains below the CFSR base, as it has throughout the five years measured.

Item 17: PIP data shows 50% compliance in cases applicable to this item. This item has been above the CFSR base in one of the three years measured.

Item 18: FL CQI data shows 62% compliance as to concerted efforts to assess children's mental/behavioral health needs for cases applicable to this item during the 2019-20 fiscal year. This item has been below the CFSR base in all five years measured.

Item 18: PIP data shows 0% compliance in cases applicable to this item. This item has not met the CFSR base in any of the three years measured.

#### **d) Case Consultations**

Supervisory Consultation is an area Communities Connected for Kids has spent considerable time working to improve.

##### Rapid Safety Feedback: Item 5

Data as to supervisory consultation has shown an increase in overall compliance over the past four years, though higher overall compliance is noted during the 2019-20 fiscal year. This item has been above the statewide average in eight of sixteen quarters.

Data as to whether the supervisor ensures recommended actions are followed up on has stayed fairly consistent over the four years measured. This item has been above the statewide average in eleven of sixteen quarters measured.

The Quality Management department continues to explore additional options to ensure that case consultations are beneficial for supervisors and case managers. It has been determined that continuing face-to-face consultations away from staffs' desks is a beneficial practice and ensures

the reviewer has the full attention of the supervisor and case manager. Additionally, senior leadership is invited and encouraged to attend, to not only support case management but also gain better understanding of the CFSR tool and the rating process. Quality Management staff continues to work to identify gaps that may result in areas needing improvement. During Continuous Quality Improvement meetings, strategies are discussed to address any areas needing improvement.

**e) Safe Case Closure**

Safe case closure remains an area of strength for the agency. CCKids exceeded the target for No Verified Maltreatment within Six (6) Months of Case Closure in all four quarters of the 2019-20 fiscal year.

**f) Requests for Action**

Of the eighty-eight (88) total reviews completed, there were nine (9) Requests for Action (RFA) sent to the case management agencies. Any immediate safety concern identified by the reviewer resulted in an RFA.



**g) Systemic Processes Utilized for Reviewing Practice Trends and Performance**

Daily/Weekly Data Reports: CCKids has developed data packets and metric mail reports compiled from a variety of sources. These reports are designed to drive production, ensure accountability and provide constant, ongoing information to all case management agencies within Circuit 19’s system of care. Data reports and metric mail are shared with the agency management, staff and/or providers and are disseminated on a daily, weekly, monthly and quarterly basis. The Florida Safe Families Network (FSFN) is the primary data source used to develop these reports. Other data (obtained from hard copy file reviews) is incorporated into the data packet on an as-needed basis. CCKids’ goal is to make performance improvement a priority in our day-to-day operations and use the resulting strategies and outcomes to gauge the success of our activities in meeting our contract measures and the service needs of our families.

Monthly Quality Assurance Subcommittee Meetings: CCKids continues to maintain a Quality Assurance subcommittee comprised of members of the Board of Directors and CCKids Quality Management staff. This subcommittee meets on a monthly basis to review data, performance, incidents reports, current and future improvement initiatives and any other areas of risk or concern. In addition to the summary of information discussed during QA Subcommittee meetings, the full Board of Directors also receives an extensive monthly data report containing information on performance indicators, caseload, turnover, service population and operations.

Monthly At-a-Glance Views of Performance: CCKids continues to provide comprehensive data reports to stakeholders throughout the community. One of the more popular forms of delivery is the monthly At-a-Glance report, which is a snapshot of the agency's performance on significant indicators from one month to the next, color-coded to indicate improvement or decline, and including a calculation of the degree of movement in either direction.

Monthly Performance Measure/CQI Meetings: CCKids continues to hold monthly Performance Measures meetings to review progress on scorecard and contract indicators. Following the review of performance measures, the Quality Management department presents data and trends from the RSF, FL CQI and CFSR reviews as well as any other area within the system of care that needs to be addressed. The meetings are attended by CBC leadership, case management supervisors, and directors from all four (4) counties, and provides a forum for discussion, identification of challenges, and problem-solving. They also ensure frequent contact between the case management agencies and foster a supportive environment and a feeling of helping each other succeed.

Quarterly Circuit 19 System of Care Meetings: Circuit 19 holds a System of Care /Joint Performance Review meeting which is led by the CBC Quality Management department and includes participants from DCF, CCKids, Children's Legal Services (CLS) and community providers. This group meets on a quarterly basis to review performance data and circuit trends.

Performance Improvement Plan: The focus of the Performance Improvement Plan (PIP) is to improve Safety, Permanency and Well-being outcomes as related to annual performance measures and the Child and Family Services Reviews. The improvement activities are reported to the region quarterly or as needed.

All of these components work collectively to drive service delivery, ensure compliance, communicate with management, the Board and interested stakeholders, and serve as teaching aids.

### **III. Findings**

FL CQI, PIP and RSF data continues to be gathered with root cause analysis in place for making improvements. Several areas of strengths have been identified through these reviews.

#### *Florida CQI, CFSR PIP and Rapid Safety Feedback Review Strengths*

Despite an ongoing decline in FL CQI data over the prior five fiscal years, CCKids' provision of services to the family to prevent children's entry into foster care or re-entry after a reunification continues to be above the CFSR base. During the 2019-20 fiscal year, CCKids achieved 95% compliance. PIP data shows a steady increase in compliance over the past three fiscal years, achieving 100% compliance during the 2019-20 fiscal year. This strength is further illustrated by CCKids having exceeded the established target for the contract performance measure regarding Abuse or Neglect during In-Home Services for all but one quarter (quarter 1, FY 2018-19) over the past four fiscal years (2016-2020).

FL CQI data over the past five fiscal years shows minimal fluctuation in compliance for establishing the appropriate permanency goal for children in a timely manner. During the 2019-20

fiscal year, CCKids achieved 77% compliance, continuing to exceed the CFSR base. PIP data shows a steady increase in compliance over the past three fiscal years, achieving 100% compliance during the 2019-20 fiscal year. However, it should be noted that while this area had historically been a strength in the area of the contract performance measure as well, there was a decline in this measure during the 2019-20 fiscal year, resulting in all four quarters being below the established target.

FL CQI data over the past five fiscal years shows minimal fluctuation in compliance for CCKids' provision of relative placement. During the 2019-20 fiscal year, CCKids achieved 85% compliance, which was a 17% increase from fiscal year 2018-19 and the fourth of five years that CCKids exceeded the CFSR base. PIP data shows a large fluctuation over the last three fiscal years; however, CCKids exceeded the PIP goal in two of the three years with 100% compliance. Reviewers were able to determine that both initial and ongoing contacts were made with relatives to determine if placement was an option.

FL CQI data for the past five fiscal years and PIP data for the past three years shows a significant strength in assessing needs and services for children and foster parents by continually exceeding the CFSR base in all five fiscal years measured. During the 2019-20 fiscal year, CCKids achieved 90% compliance as to children and 96% compliance as to foster parents in the FL CQI reviews. PIP data shows 100% compliance in this area as to children but as an area needing improvement at 25% compliance as to foster parents. Reviewers were able to determine that both formal and informal assessments were sufficient and consistently completed for both children and caregivers. When needs were identified, services were provided to assist the child or caregiver.

Strong outcomes continue to be seen in the area of background screening and home assessments being completed as appropriate in the Rapid Safety Feedback reviews. Additionally, data shows that the information obtained from background checks and home assessments is used to address any potential danger threats. Significant improvements were seen during two of four quarters in the 2019-20 fiscal year.

#### *Florida CQI, CFSR PIP and Rapid Safety Feedback Review Areas Needing Improvement*

CCKids continues to see risk and safety management as a significant area needing improvement. FL CQI data shows that this item has remained below the CFSR base over the past five fiscal years. Reviewers determined that a significant area of concern is that not all household members are assessed during the review period. Additionally, though there has been improvement in safety plan sufficiency, this remains an area in need of improvement. It should be noted that data from the RSF reviews shows that while this is still an area of concern, CCKids data is above the statewide average in fifteen of the most recent sixteen quarters. Ongoing monitoring of the safety plan continues to be an area requiring significant improvement. This area has been below the statewide average in twelve of the most recent sixteen quarters.

Achieving Reunification, Guardianship, Adoption, or Other Planned Permanency Living Arrangement has shown a steady decline over the past two fiscal years and while meeting the CFSR base between fiscal years 2015-18, CCKids fell below the CFSR base during the past two fiscal years. Reviewers determined that court delays, multiple judges, and untimely filing of court

documents contribute heavily to the decline in this item. It should be noted, though, that while CCKids is seeing a decline in this item, this item considers the work/actions of both case management and the court system. CCKids will continue to collaborate with Children's Legal Services to address these issues.

FL CQI data over the past five fiscal years and PIP data over the past three years shows a significant area needing improvement in the assessment of needs and services for parents. This item has been above the CFSR base in four of the past five years, but fell below the base during the 2019-20 fiscal year at 49% compliance. PIP data shows that CCKids only exceeded the CFSR base during the 2018-19 fiscal year but fell to 33% compliance during the 2019-20 fiscal year. Reviews reflected a lack of concerted efforts to engage parents, specifically fathers. Additionally, there is an ongoing need to ensure parents are engaging with the providers – not just ensuring a referral is submitted. It should be noted there is a correlation between items 13 and 15 when the parent's needs are not properly assessed; CCKids saw a decline in items 13 and 15 during fiscal year 2019-20 showing that neither item met the CFSR base or PIP goal.

CCKids continues to see the quality and frequency of home visits as an area needing improvement based on FL CQI, PIP and RSF reviews. FL CQI reviews have not met the CFSR base over the past five fiscal years. Despite not meeting the PIP goal in 2017-18, CCKids did meet the CFSR base during the past two fiscal years. RSF review data shows that the issue appears to lie more with the frequency of visits with the child, mother and father. While quality of visits with the child, mother and father has shown much improvement, this continues to be an area needing significant improvement as well, particularly with regard to the quality of visits with the mother and father.

The educational needs of the child is an area that has continued to decline over the past two fiscal years. It should be noted that this area has not met the established CFSR baseline in either the FL CQI or PIP reviews over the past five fiscal years. Reviewers attribute this area needing improvement to case managers not following up with the school when a child has additional services, such as those listed in an IEP.

Despite CCKids exceeding the established CBC Scorecard target for fifteen of the most recent sixteen quarters for the performance measure regarding children receiving medical care within the last 12 months, FL CQI data shows that this continues to be an area in need of improvement. Data from the FL CQI reviews shows that CCKids continues to decline in performance in this area over the past five fiscal years and has not met the established CFSR base. Additionally, PIP data shows that CCKids only exceeded the CFSR base in the 2018-19 fiscal year. Reviewers attribute this area needing improvement to case management not following up with the child's medical needs, not following recommendations as well as not obtaining medical and dental records. It should be noted that medical care has been significantly impacted by the COVID-19 pandemic, as evidenced in both case reviews and the fourth quarter scorecard performance.

FL CQI data shows that the mental health needs of the child is an area that has exceeded the CFSR base in only two of the five fiscal years monitored. PIP data shows that CCKids has not exceeded the CFSR base in the three years monitored. Reviewers attribute this area needing improvement to case management not properly following psychotropic medication procedures, a lack of documentation or follow up regarding the child's mental health needs.

CCKids implemented a new home visit form in November 2019 to address several areas of concern from the FL CQI, PIP and RSF reviews. While there is ongoing training occurring to ensure that the home visit form is completed in its entirety, quarterly reviews show that there has been a significant increase in the use of the form. The home visit form does address all areas needing improvement addressed above with the exception of Item 6 – achieving reunification, guardianship, adoption, or other planned permanent living arrangement. If used in its entirety, the areas of concern noted by the reviewers will be addressed.

A financial incentive was included in the CPA contracts during the 2019-20 fiscal year to remove any financial barrier to accepting sibling groups of three or more. Thirty-four children were served in foster homes through this incentive. These financial incentives are granted to both the CPA and the foster parent to fund activities and support services.

CCKids continues to struggle with high numbers of children placed outside Circuit 19 or in group care. Currently, 19% of CCKids children in out-of-home care are placed outside Circuit 19 and about 11% in group homes, often due to a scarcity of available foster homes in the local area.

CCKids will continue to address the analysis of findings in the FY 2020-21 Annual Quality Management/Performance and Quality Improvement Plan.

#### **IV. Gaps Between Findings and Benchmarks**

Communities Connected for Kids created action steps and continues to document quarterly progress on the following findings and benchmarks based on the 2017-18 and 2018-19 Contract Oversight Unit monitoring.

- Quality of contacts with children to address safety and evaluate progress toward case goals (RSF 2.1)
- Making concerted efforts to address risk and safety concerns for children (CQI Item 3)
- Quality of contacts with fathers to address safety and evaluate progress toward case goals (RSF Item 2.5)
- Ensuring the quality and frequency of visitation between children in out-of-home care and their parents is sufficient to maintain positive relationships (FL CQI Item 8)
- Establishing timely permanency goals and ensuring concerted efforts are made by the case managers to assist the family in achieving the goals (FL CQI Item 5 and 6)
- Mental/behavioral health of the child (FL CQI Item 18)
- Risk and safety assessment and management (FL CQI Item 3)
- Child and family involvement in case planning (FL CQI Item 13)
- Caseworker visits with child (FL CQI Item 14)
- Preserving connections (FL CQI Item 9)
- Stability and foster care placement (FL CQI Item 4)
- Permanency goal of the child (FL CQI Item 5)
- Educational needs of the child (FL CQI Item 16)

During FY 2019-20 the reviewers continue to determine that ongoing deficiencies remain in the area of monitoring the safety plan, which impacts safety outcomes. It has been determined that in many cases, case management is not following the specifics of the safety plan, such as contacting safety management providers according to the timelines set forth in the plan or more frequently, depending on the circumstances of the case. It was also noted through the review process and case consultations that many case managers are in fact discussing the safety plan but not consistently documenting their discussions in the case record. Additionally, reviewers continue to see that safety plans may not be updated to reflect changes in case activity when warranted. In order to address the area of concerted efforts to address risk and safety concerns for children, CCKids created a workgroup to update the existing home visit form. The new home visit (assessment) form includes a section specific to ensuring that case managers are making concerted efforts to consistently monitor the safety plan. As part of CCKids' ongoing Performance Improvement Plan for the CFSR, the effects of the new home visit form and attachments will be reviewed monthly to see if these updates have made positive impacts to the provision of risk and safety management. This home visit form was implemented in November 2019 and is being monitored by CCKids Quality Management and case management quality assurance. The case management agencies are performing random reviews of the home visit form, utilization and completion in its entirety. (RSF Item 4.0 and FL CQI Item 3)

Through the case review process, the reviewers continue to note that case planning with the child and family is an area needing improvement. The case management agencies are discussing case planning at all case transfer staffings as well as rapid family engagement staffings. Quality Management is reviewing cases quarterly for documentation of ongoing case planning conversations held during the appropriate staffing or informally with the child and family. In April 2020, Quality Management completed several CFSR trainings via Zoom for all case management staff. The trainings incorporated the checklist/guidance form along with the home visit form. This training is ongoing for all new case management staff. (FL CQI Item 13)

It should be noted that throughout FY 2019-20 we have seen improvement in establishing the appropriate permanency goal for a child timely; however, we continue to see gaps in other permanency items which the agency is working to improve. A permanency efficiencies project began in May 2020 to review the permanency process at CCKids in order to address gaps and improve efficiencies and outcomes of the families being served. (FL CQI Item 5, 6, 8 and 9)

CCKids has seen a decline in documented assessment and completion of ongoing concerted efforts to ensure that children's educational and mental health needs are met. Ongoing discussion has occurred during monthly continuous quality improvement meetings regarding how relationships can be strengthened between case management and school boards throughout the circuit to ensure educational records can be obtained as well as ensuring that children's identified educational needs are met. This improvement effort will continue throughout the 2020-21 fiscal year. CCKids has requested assistance from the Department to assist in overcoming any barriers or challenges in working with local schools. Case management will continue utilization of the revised home visit form to specify any educational or mental health needs that a child has, as well as document continuous follow-through that must occur to ensure that these needs are met. Quality Management will continue to evaluate the process to ensure that staff know they have access to school board systems and what can be obtained from those systems. (FL CQI Item 16 and 18)

Another gap identified continues to be lack of documentation to support quality ongoing contacts between case management, children, and parents. To address this, ongoing consultation occurs between Quality Management, the Training department, and case management to discuss proper assessment and documentation of quality contact with parents and children to address safety and evaluate progress toward case goals. Reviewers continue to identify that visits with children were typically appropriate, but that children were not always seen alone. Quality Management has met with the case management agencies on the importance of speaking with the child alone. This is discussed in monthly Continuous Quality Improvement meetings and sent out to all case management staff in the form of monthly Tips. Additionally, during the case consultation process, Quality Management continues to offer guidance and examples of both frequent and quality contacts with parents to improve these item outcomes. (RSF 2.1 and 2.5 and FL CQI item 14 and 15)

Through case consultations, reviewers continue to discuss options for documenting appropriate interactions with children that may not be appropriate to speak with alone or who are unwilling to do so. Additionally, workers did not always see the children in the home according to the appropriate frequency required to ensure child safety. Despite CCKids exceeding the target of children been seen at least every 30 days, the issue lies more with the cases in which the Supervisor or Court has requested more frequent visits which are not occurring. Case managers are continually reminded through case consultations with reviewers as well as during supervisory consultations that they need to see all children alone during the home visit and clearly document their conversations on safety and case planning. Interview training continues to be part of the Pre-Service training curriculum; a specialized Quality Home Assessment Training is also offered to all staff. Reviewers have noted that face-to-face contact with parents continues to be inconsistent, as does documentation showing efforts to maintain at least monthly communication with parents when face-to-face contact was not possible. When contact was documented in case notes, reviewers continue to see that contacts were lacking in in-depth discussions of the child's and/or parent's needs, case planning and behavioral changes. In order to address these areas, CCKids created a home visit work group to see if changes could help promote better overall engagement and documentation. The form is based on the CFSR review as well as the Progress Update. The hope is that using the same language required in the assessments, which is an area of strength, case managers will be able to better engage children and families and properly document their findings in the case file. The home visit form is reviewed monthly by Quality Management with outcomes reported at monthly Continuous Quality Improvement meetings. (RSF 2.0 and FL CQI 14 and 15)

CCKids continues to struggle with addressing physical health needs of the child. Reviewers determined through case consultations that children are seeing their physicians but due to difficulties obtaining records from certain provider offices, records are not always located in the case files. When records are retrieved there is a lack of follow-up or documentation of the follow-up found in the case file. Despite this being a low percentage, the CBC Scorecard performance measure Children Receiving Medical Care within the Last 12 months has met the target in three of the four (4) quarters of the last fiscal year. Dental care has also been identified as an area needing improvement through both FL CQI data and the CBC Scorecard performance measure Children (3+) Receiving Dental Care within the Last Seven (7) months, which only met the benchmark target in one quarter this fiscal year. The home visit form was developed with a section to prompt case management to review and upload medical and dental record documents. (FL CQI Item 17)

CCKids continues to struggle with ensuring the stability of a child's placement while in foster care with a noted decline in FY 2019-20. Ongoing improvement efforts can be seen in the increasing attempts to place children in relative care, with has been seen as a strength over the last fiscal year. Additionally, case management participates in monthly out-of-home care staffings with upper management to discuss the status of all children currently residing in out-of-home care. Positive outcomes noted from these staffings include supporting beneficial changes for a child while in foster care, such as being placed with siblings or moving to a placement more appropriate to support their permanency goal. (Item 4)

*The following are evidence-based, best/promising, and/or emerging practices used by Communities Connected for Kids.*

- ❖ Permanency Roundtables, as described below
- ❖ Quality Parenting Initiative (QPI)
- ❖ Wraparound mental health services through the partnership with the managing entity.
- ❖ Collaboration between the Independent Living Program, Road to Success, and the clinical team to co-facilitate Regis Little staffings in order to ensure a multidisciplinary approach to young people with developmental disabilities so that they have the appropriate support and services in place as well as guardians appointed, if needed
- ❖ Communities Connected for Kids continues to explore evidence-based strategies surrounding visitation between parents and their children in out-of-home placements that address bonding and attachment for implementation in the near future
- ❖ Through our participation in the statewide evidence-based parenting initiative, we have mapped our local evidence-based parenting resources, and developed a uniform reporting template to provide a greater level of detail on parental progress in the services
- ❖ Rapid Response In-Home Family Services program uses the evidence-based family support model with substance abuse assessments designed and provided by Neighbors to Families, Inc.
- ❖ Contracting with Safety Management Providers offering evidence-based services such as parenting
- ❖ Rapid Family Engagement - meeting within 5-7 business days of shelter to immediately engage the parents to discuss conditions for return and begin case planning process
- ❖ Quality Roundtables process on PIP cases
- ❖ Leadership Shadowing of PIP cases
- ❖ Utilization of the CFSR Checklist/Guidance
- ❖ Safety Support Teams – staffings between the CPI's, case management and service providers to prevent removals
- ❖ Keeping Families Connected staffing (KFC) – staffings between case management and various community partners to prevent entry into care due to behavioral disruptions

## V. Intervention Findings

In response to the practice trends found in the FL CQI, PIP and RSF data, the following improvement initiatives have been put into place:

In April 2020, through competitive procurement, CCKids selected a new Safety Management provider, Neighbor to Families, Inc. The team approach with a substance abuse assessment component is expected to better target the maltreatment resulting in the highest number of removals

A home visit (assessment) form workgroup was developed to address several areas in the FL CQI, PIP and RSF reviews. Since data shows significant areas needing improvement across all three reviews, the workgroup was charged with finding the best option to assist case management in properly assessing case participants and documenting all efforts in FSFN. The home visit form was condensed from 9 pages to 2 with the option to duplicate child- and parent-specific sections to ensure each participant would have the proper areas addressed with them during home visits. Testing was completed with a small group of case managers and supervisors and overall, the feedback was quite positive. The form was finalized and implemented in November 2019. CCKids' Quality Management team conducts a random sample of reviews of the home visit form to verify compliance with implementation. Results of the sample are compiled by unit and reviewed with CCKids' case management supervisors, program directors and senior management teams at our monthly performance measures meeting. Lapses in utilization and comprehensive completion are discussed and correction is requested from case management leadership.

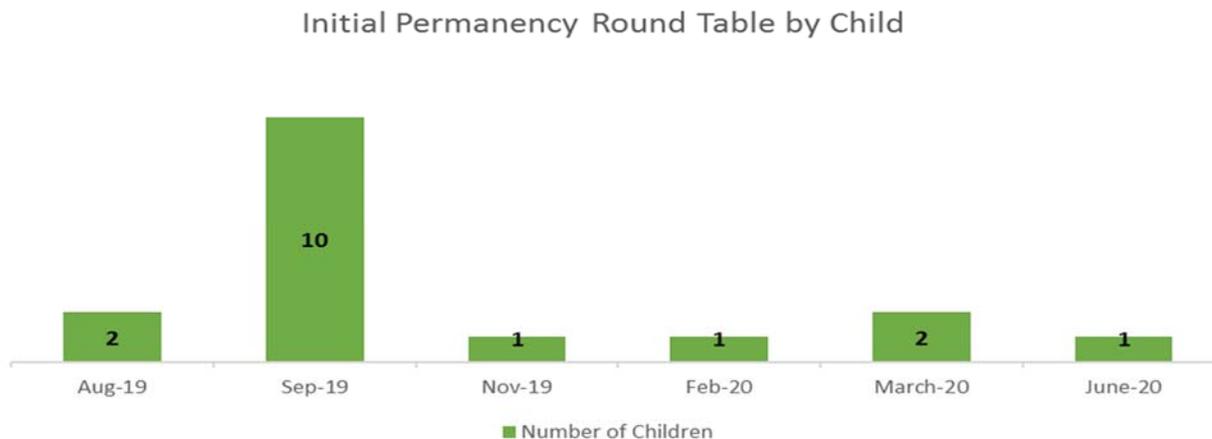
Quality Round Tables (QRT): this process allows the Quality Management reviewer to complete a review of the notes and critical documents of the case to be reviewed. Once the case is reviewed there is a roundtable held with case management and other participants to review the findings. The hope is that case management will learn from the experience, understand the CFSR tool and have a better understanding of safety, permanency and well-being for future cases.

Permanency Roundtable (PRT): this initiative facilitates an intensive planning process to address the complex needs of children who have been in care for significant lengths of time and is expected to support reductions in our Average Length of Stay outcome measures. During FY 2019-20, Communities Connected for Kids completed eight (8) initial PRTs. This initiative involved a total of seventeen (17) children. Children chosen for PRT are those presenting with longer-than-average lengths of stay, DJJ or mental health involvement, and challenging barriers to permanency such as large sibling groups. There were a total of twenty-one (21) follow-up staffings this fiscal year, which included follow-ups on initial PRTs completed prior to this year. Forty-nine (49) children have reached permanency as a result of the PRT initiative to date. Nine (9) children reached permanency during FY 2019-2020. Communities Connected for Kids continues to conduct Youth-Centered Round Tables with one (1) youth.

Key achievements for FY 2019-20:

- ❖ Adoption of a large sibling group (6 siblings who didn't want to be separated)
- ❖ Placement of a sibling group with biological father out of state

PRTs have been a great resource for getting all parties involved with a common goal and working as a team for the child/youth. It is expected, based upon outcomes to date, that the PRT initiative will continue to influence outcomes of other cases that have not yet been through a PRT process. Case managers, clinical staff, CLS and Guardians ad Litem (GALs) all have the option to refer cases for this project.



CCKids Quality Management and Contracts departments continue to monitor the contracted service providers through a number of mechanisms. Contract managers collect and analyze provider data from FSFN and internal systems on a monthly basis. Any performance issues are discussed with the Director of Contracts and then the contract managers discuss with the provider the actions needed to improve performance. The contract manager provides any and all technical assistance necessary and documents these actions in the contract file. As CCKids evaluates and monitors programs and new information becomes available, the Quality Management department will work in conjunction with the providers and Contracts department to ensure improved outcomes.

Keeping Families Connected (KFC) - These staffings are held as needed and in collaboration with multiple community partners for the purpose of reducing the number of children who enter the foster care system due to their parents refusing to allow them to return home, most often following a delinquent act or mental health crisis. During FY 2019-20 the total diversions were 15 out of 20 staffings or 75% diverted from coming into care.

The Quality Management department continues to participate in monthly meetings with our local child-placing agencies to address the issue of children in group care without active adoption recruitment plans, permanency options or relative/non-relative placement options.

A permanency efficiencies project began in May 2020. The project reviewed the overall permanency processes for both CCKids and CHS. The intent of the project is to determine what is working and what may need to be re-evaluated to ensure that the permanency staffing process is addressing items within the system of care, specifically the CFSR. A call was held with the Permanency Specialists to discuss the project. Staffings were attended for each county to observe

their process, including observation of new baby staffings, observation of sibling separation staffings and lastly, a review of the permanency forms.

Safety Support Teams (SST) - as needed, staffings are held between the CPI's, case management and service providers for safety planning to prevent a removal. During FY 2019-20, 76 SSTs were held and a removal was prevented in 33 cases (43%).

CCKids understands the importance of obtaining and maintaining national accreditation as an additional quality assurance measure. Communities Connected for Kids achieved COA re-accreditation in October 2019.

**Russell Kline, MS**  
**Director Quality/Data Management**

**Date: 8/26/2020**