

Risk Pool Peer Review Committee Report
**Big Bend Community Based Care – Circuits 2 and 14 (Bay, Calhoun, Franklin, Gadsden, Gulf,
Hamilton, Jackson, Jefferson, Leon, Liberty, Wakulla and Washington Counties)**

Fiscal Year 2019-2020

November 2019

Executive Summary:

Big Bend Community Based Care (BBCBC) applied for risk pool funding on September 13, 2019.

The department established a Risk Pool Peer Review Committee pursuant to section 409.990(7), Florida Statutes, for state fiscal year (FY) 2019-2020. The Risk Pool application process was informed by lessons learned from the prior year reviews as well as the availability of extensive additional information from reports developed pursuant to proviso language included in the General Appropriations Act (Specific Appropriation 326) for FY 2019-2020. In compliance with this proviso language, the department completed a comprehensive, multi-year review of the revenues, expenditures and financial position of all Community-Based Care Lead Agencies (CBCs) including a comprehensive system of care analysis. This submission also included a financial viability plan from all lead agencies.

Due to the early application process this fiscal year, the Risk Pool Peer Review Committee conducted a review with relevant information available from multiple sources to make recommendations. The documents reviewed are below:

- Risk Pool Funding Application FY 2019-2020
- Financial Viability Plan (FY 2019-2020)
- Budget Projections provided by the CBC
- CBC Financial Viability Integrated Data Report
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports*](#)
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- [BBCBC Risk Pool Report FY 2018-2019](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data

*Note: The most recent CBC Contract Monitoring Report for BBCBC is dated July 2019.

To resolve any outstanding questions, additional information was requested by the team from the CBC.

The Risk Pool Peer Review Committee for BBCBC consisted of:

Barney Ray, Team Leader, Director for Revenue Management and Partner Compliance
Larry Rein, CEO, ChildNet
Lauren Hahn CFO, Communities Connected for Kids
Catherine Macina, CFO, Embrace Families

Walter Sachs, Suncoast Regional Managing Director
Eric Emery, Staff Director of the Office of Child Welfare

While the specific areas of review and analysis varied based on the unique needs and circumstances of each Region, Circuit and CBC, the following framework provided an outline for organizing the work of the Peer Review Committee.

Application Summary:

BBCBC's application for risk pool funding requested \$1,200,000. Funding is requested to compensate for the salaries of the case management unit that BBCBC brought in-house in Circuit 14 on August 1, 2019 from Children's Home Society (CHS) and to address the increase in out-of-home care in Circuits 2 & 14.

The primary causes BBCBC attributed to their current financial challenges are outlined below:

- A steady increase in the number of children entering out-of-home care.
- An increase in the number of high cost placements over the last 24 months.
- A decrease in the percentage of children exiting out-of-home care to permanent homes within 12 months.
- Case management providers have been experiencing turnover at rates of over 40%, some of which is partially due to the after effects of Hurricane Michael.

Findings:

After review of the information provided, the Peer Review Committee was able to reach the following findings:

1. Findings related to the need for services and commitment of resources

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Reports](#))

- 1.1. *What is the relevant community context within which the child welfare system operates?***
- 1.2. *This may include incidence of calls to the hotline, child poverty in the area, local factors that influence the need for services, etc.***
- 1.3. *Factors may also include community resources available to meet the needs of children and families such as Children's Services Councils, local governmental resources or other unique factors.***

BBCBC operates in Circuits 2 and 14 (Bay, Calhoun, Franklin, Gadsden, Gulf, Hamilton, Jackson, Jefferson, Leon, Liberty, Wakulla and Washington counties). Child Protective Investigations and Children's Legal Services are performed by the department. BBCBC is also the Managing Entity in Circuits 1 (Escambia, Santa Rosa, Walton and Okaloosa Counties), Circuits 2 and 14, and a portion of Circuit 3

(Madison and Taylor Counties). The rural nature of most counties served by BBCBC presents a challenge to the provision of diverse and readily available services, placing a burden on case managers in implementing their case plans for families.

| Census Facts | | | | | | | | | | | | | |
|--|----------|----------|----------|----------|-----------|----------|----------|----------|------------|----------|----------|----------|----------|
| US Census Facts | Florida | Wakulla | Bay | Leon | Jefferson | Gulf | Franklin | Gadsden | Washington | Holmes | Calhoun | Jackson | Liberty |
| Median Household Income | \$48,900 | \$54,078 | \$48,577 | \$48,248 | \$41,696 | \$40,822 | \$40,301 | \$38,533 | \$38,330 | \$37,437 | \$37,089 | \$35,470 | \$37,917 |
| Percent of population living in poverty | 14.7% | 13.1% | 14.9% | 19.0% | 18.9% | 23.5% | 23.1% | 20.6% | 22.8% | 24.2% | 21.9% | 22.6% | 23.6% |
| Percent of population over 25 years old with a college degree | 27.9% | 16.6% | 22.5% | 45.2% | 19.0% | 16.7% | 16.7% | 17.5% | 11.0% | 12.3% | 10.5% | 13.7% | 12.5% |
| Percent of population over 25 years old with high school diploma | 87.2% | 87.7% | 88.7% | 92.6% | 79.8% | 82.5% | 79.6% | 78.8% | 79.8% | 78.3% | 76.9% | 78.4% | 79.1% |

Table 1. Data Source: census.gov/quickfacts/(2012-2016 v2018)

According to the US Census Facts, all counties served by BBCBC, with the exception of Wakulla County, have higher poverty rates and lower median household incomes than the statewide average rates. In nine of the 12 counties, a lower percentage of the population over the age of 25 has earned a high school degree and, with the exception of Leon county, a lower percentage of the population over the age of 25 has earned a college degree than the statewide average rates.

| Service Area Data | | | | | |
|---|--|--------------|--------------|--------------|------------|
| | | FY 2015/2016 | FY 2016/2017 | FY 2017/2018 | FY 2018/19 |
| Child Protective Investigations and Child Removals (Bay, Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Wakulla, Washington counties) | Reports accepted for Investigation by DCF (Initial & Additional Reports, Child Intakes) | 9,623 | 9,597 | 9,421 | 8,672 |
| | Reports accepted for Investigation by DCF (Initial & Additional Reports, Special Conditions) | 691 | 787 | 889 | 830 |
| | Children Entering Out-of-Home Care | 599 | 567 | 623 | 587 |
| Children Served by Big Bend CBC | Children Receiving Family Support Services | 922 | 1,037 | 1,033 | 745 |
| | Children Receiving In-Home Services | 844 | 769 | 784 | 837 |
| | Children Receiving Out of Home Care | 1,270 | 1,357 | 1,441 | 1,470 |
| | Young Adults Receiving Services | 145 | 143 | 134 | 122 |

Table 1. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN OCWDRU Report 1006, Data Run Date: July 24, 2019

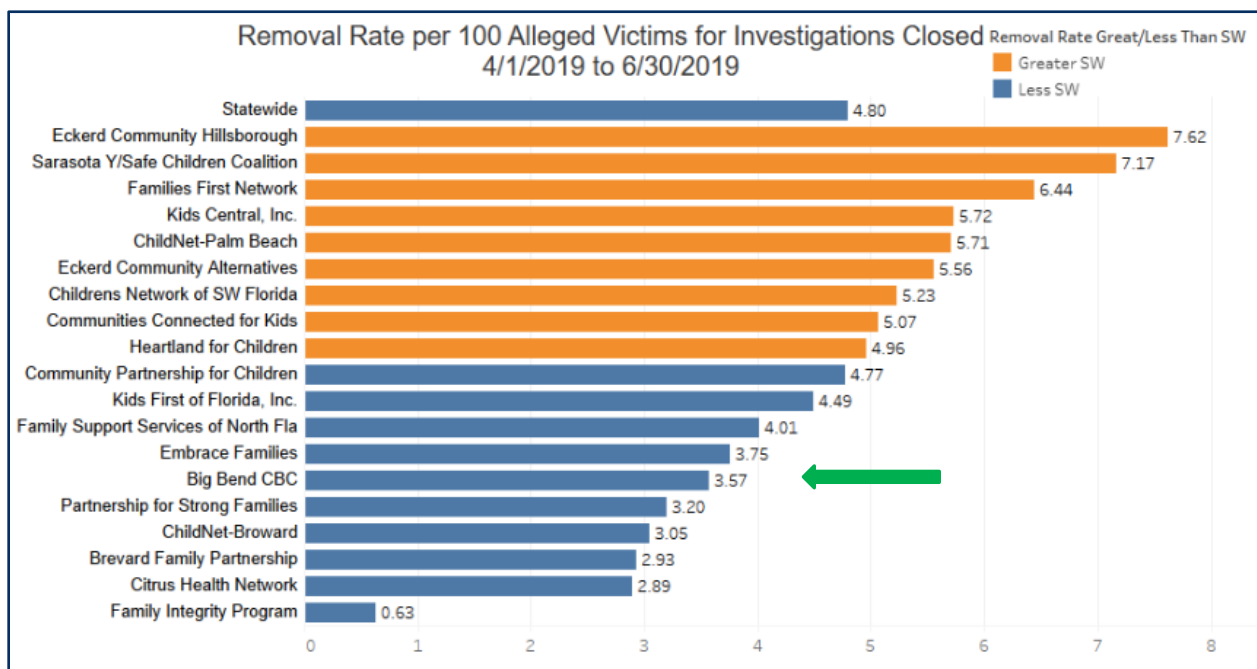
The number of reports accepted for investigation decreased in FY 2018-2019 as did the number of children entering out-of-home care. During this same time period, the number of children receiving out-of-home and in-home services increased; the number of children receiving family support services and the number of young adults receiving services decreased.

A Children's Services Council does not currently exist in Circuits 2 or 14.

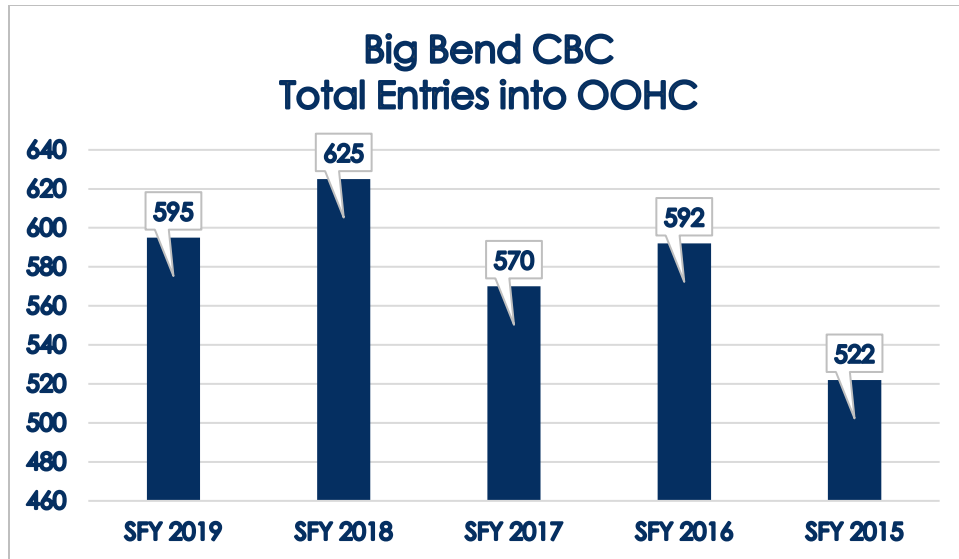
2. Findings related to protective services including removals, referrals for post-investigative services, activities to protect children without removal and use of resources focused on prevention and intervention.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#))

- 2.1. *What are the rates of removal, rates of verification, and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas of the state?*
- 2.2. *What activities are in place to provide support to protective investigators and families to permit children to remain safely in their homes? What services are provided with funds used for prevention and intervention?*
- 2.3. *What services are provided with funds used for prevention and intervention?*
- 2.4. *What evidence exists to show that investment in prevention and intervention services re, in fact, resulting in reduced flow of children into out-of-home care rather than just adding to the cost of services?*
- 2.5. *How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?*



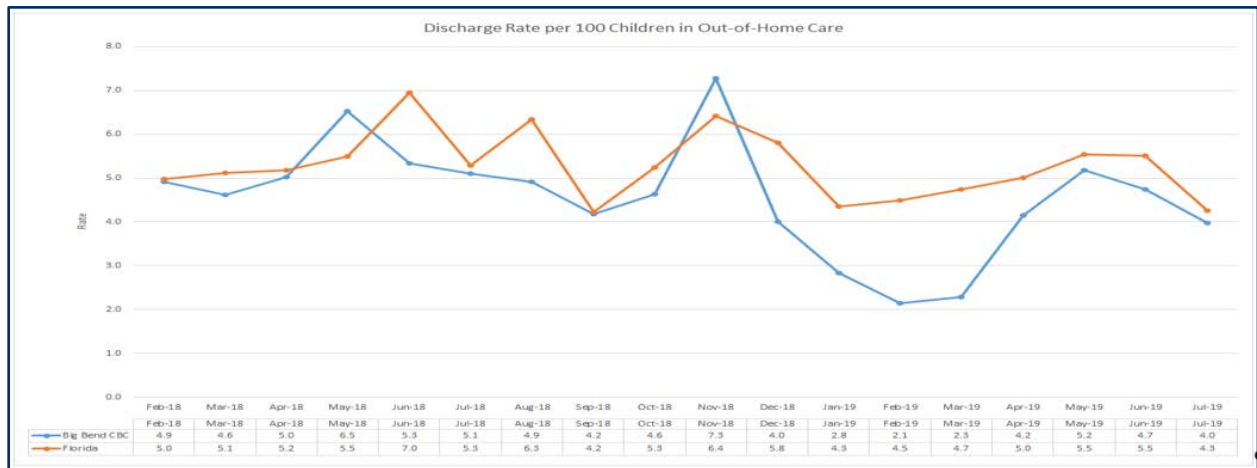
The removal rate per 100 alleged victims for investigations closed from 4/1/2019 to 6/30/2019 is less than the statewide average, as shown in the graphic above.



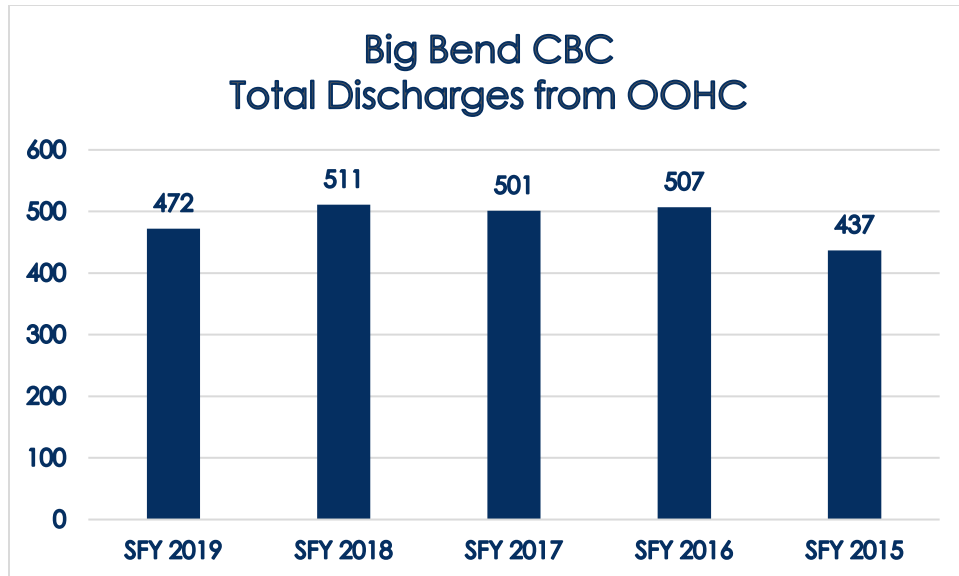
(Source: Child Welfare Dashboard – Children Entering Out-of-Home Care)

The application's statement that BBCBC's has experienced a steady increase in the number of children entering Out-of-Home Care is substantially supported by data above.

The actual total number of Entries into Out-of-Home Care (Removals) increased in SFY 2015-2016 and increased again in SFY 2017-2018. Though the number decreased in SFY 2018-2019, it is still greater than five years ago.

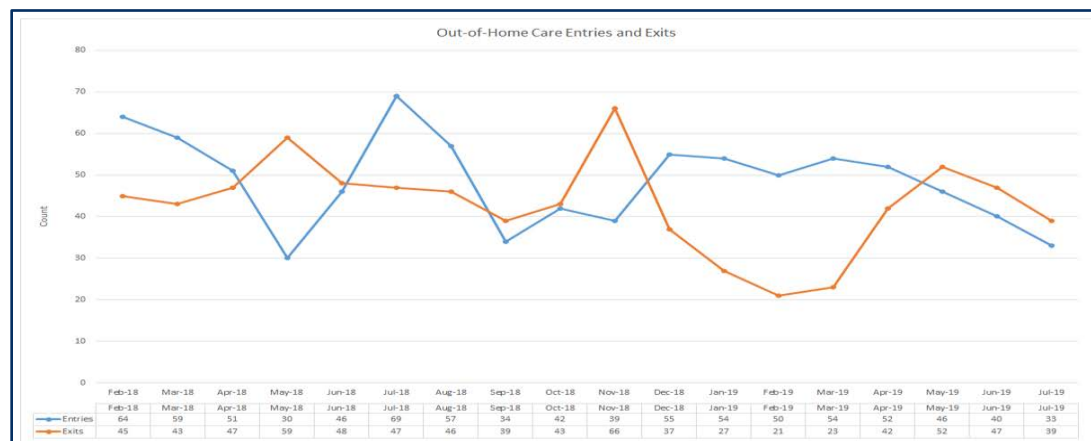


The chart above shows that the Discharge Rate per 100 children in out-of-home care for BBCBC has been lower than the statewide average 16 of the last 18 months.

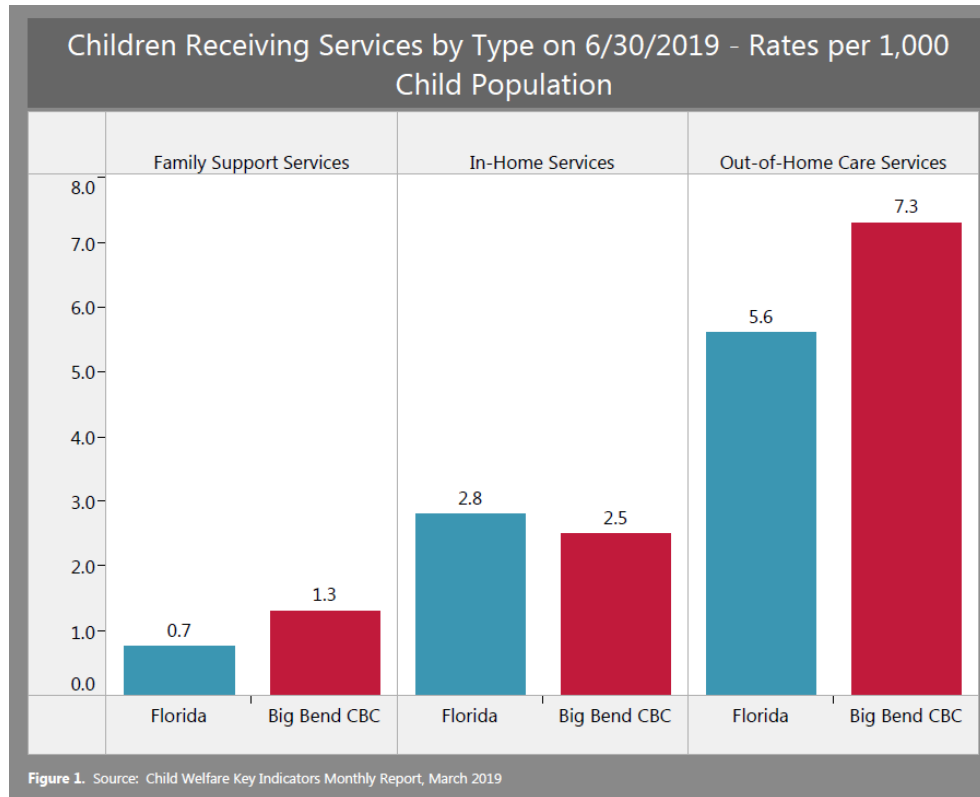


(Source: Child Welfare Dashboard – Children & Young Adults Exiting Out of Home Care)

As shown in the total number of Exits from Out-of-Home Care (Discharges) decreased last fiscal year. The gap or spread between Entries and Exits has increased over the last two years.



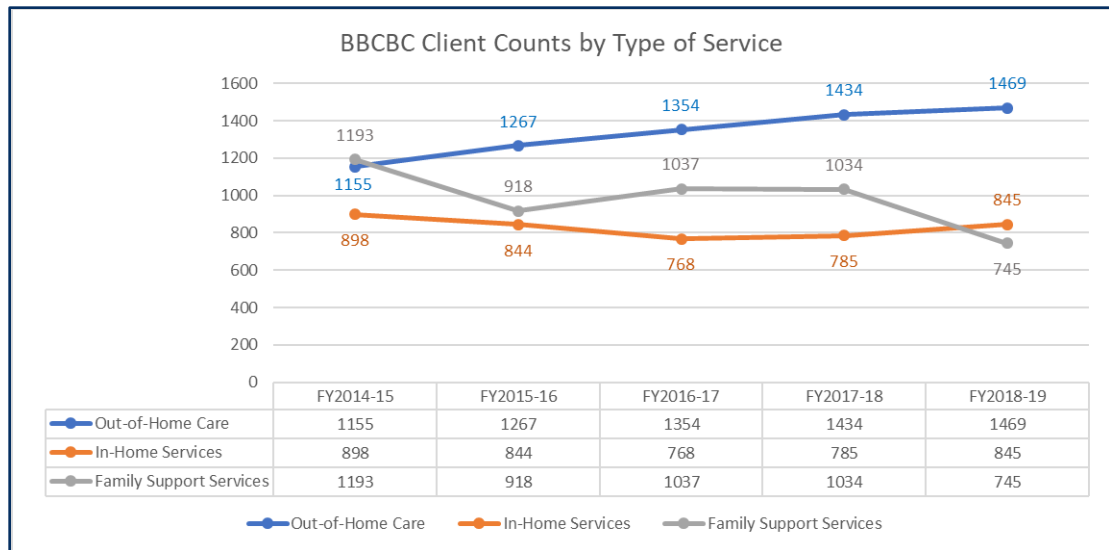
In the past year, BBCBC had a spike in removals in July 2018 and December 2018. However, exits were below removals for ten of the last 18 months and had a five-month dip from December 2018 through April 2019. Exits outpaced removals in May 2019 and have remained above entries but have also been trending downward at about the same pace as removals.



BBCBC has a higher rate of children being served in out-of-home and family support services, and a lower rate of children receiving in-home services than the statewide average.



(Source: Child Welfare Dashboard – Children & Young Adults Receiving In-Home Services & Children in Out-of-Home Care).



BBCBC has experienced a steady increase of children in **out-of-home care**, relatively flat level of children receiving **in-home services**, and the use of **family support services** has been on a downward trend and was at its lowest level in five years in FY 2018-2019.

As of 8/31/2018

| Employment Statistics for Case Managers | | | | | | | | | | August 2018 |
|---|--------|-------------------|-----------|------------------------|---------------------------------|------------|----------|-----------------------|---------------------|-------------------------|
| CMO | Month | Case Managers | | | | | Turnover | | | |
| | | Number on the 1st | New Hires | Number of Terminations | Number on last day of the month | Net Change | Monthly | Calendar Year-to-Date | Fiscal Year-to-Date | Rolling Year (12-Month) |
| CHS East | Aug-18 | 25 | 0 | 0 | 25 | 0 | 0.0% | 27.5% | 11.3% | 57.1% |
| CHSE Adoptions | Aug-18 | 7 | 0 | 0 | 7 | 0 | 0.0% | 0.0% | 0.0% | 0.0% |
| DISC | Aug-18 | 6 | 2 | 0 | 8 | 2 | 0.0% | 25.0% | 0.0% | 80.0% |
| Anchorage | Aug-18 | 16 | 0 | 0 | 16 | 0 | 0.0% | 0.0% | 0.0% | 0.0% |
| CHS West | Aug-18 | 28 | 0 | 0 | 28 | 0 | 0.0% | 50.9% | 7.7% | 78.6% |
| LMC Adoptions | Aug-18 | 9 | 0 | 0 | 9 | 0 | 0.0% | 47.1% | 0.0% | 55.6% |
| BBCBC | Aug-18 | 91 | 2 | 0 | 93 | 2 | 0.0% | 29.2% | 5.6% | 51.6% |

| Employment Statistics for Case Manager Supervisors | | | | | | | | | | August 2018 |
|--|--------|--------------------------|-----------|------------------------|---------------------------------|------------|----------|-----------------------|---------------------|-------------------------|
| CMO | Month | Case Manager Supervisors | | | | | Turnover | | | |
| | | Number on the 1st | New Hires | Number of Terminations | Number on last day of the month | Net Change | Monthly | Calendar Year-to-Date | Fiscal Year-to-Date | Rolling Year (12-Month) |
| CHS East | Aug-18 | 5 | 0 | 0 | 5 | 0 | 0.0% | 20.0% | 0.0% | 20.0% |
| CHSE Adoptions | Aug-18 | 0 | 0 | 0 | 0 | 0 | 0.0% | 200.0% | 0.0% | 200.0% |
| DISC | Aug-18 | 3 | 0 | 0 | 3 | 0 | 0.0% | 33.3% | 0.0% | 33.3% |
| Anchorage | Aug-18 | 3 | 1 | 0 | 4 | 1 | 0.0% | 25.0% | 25.0% | 25.0% |
| CHS West | Aug-18 | 4 | 0 | 0 | 4 | 0 | 0.0% | 0.0% | 0.0% | 0.0% |
| LMC Adoptions | Aug-18 | 1 | 1 | 0 | 2 | 1 | 0.0% | 0.0% | 0.0% | 0.0% |
| BBCBC | Aug-18 | 16 | 2 | 0 | 18 | 2 | 0.0% | 22.2% | 5.9% | 22.2% |

| Caseload Averages | | | | | | | | | | | | August 2018 |
|-------------------|----------------|-----------------------|-------------|------------------|--|--|----------------|---|---|---|---|-------------|
| CMO/ Agency | Case Managers | | | | Children | | | 409.988 Caseload | | Report Card Caseload | | |
| | # Taking Cases | # Hired & in Training | # Vacancies | Total # of FTE's | # of Children assigned for Primary Supervision | # of Children assigned for Out-of-County Supervision | Total Children | Primary Children per Filled ¹ position | All Children per Filled ² position | Primary Children per Active ² position | Total Children per Active ² position | |
| | | | | | | | | | | | | |
| CHS East | 24 | 1 | 1 | 26 | 386 | 143 | 529 | 14.8 | 20.3 | 16.1 | 22.0 | |
| DISC | 5 | 3 | 0 | 8 | 115 | 36 | 151 | 14.4 | 18.9 | 23.0 | 30.2 | |
| BBCBC East | 29 | 4 | 1 | 34 | 501 | 179 | 680 | 14.7 | 20.0 | 17.3 | 23.4 | |
| Anchorage | 15 | 0 | 0 | 15 | 233 | 100 | 333 | 15.5 | 22.2 | 15.5 | 22.2 | |
| CHS West | 20 | 5 | 4 | 29 | 450 | 28 | 478 | 15.5 | 16.5 | 22.5 | 23.9 | |
| BBCBC West | 35 | 5 | 4 | 44 | 683 | 128 | 811 | 15.5 | 18.4 | 19.5 | 23.2 | |
| BBCBC | 64 | 9 | 5 | 78 | 1184 | 307 | 1491 | 15.2 | 19.1 | 18.5 | 23.3 | |

As of 8/31/2019

| Employment Statistics for Case Managers | | | | | | | *August-2019: BBCBC assumed case management responsibilities for Bay County on August 1, 2019. | | | | August 2019 |
|---|--------|-------------------|-----------|------------------------|---------------------------------|------------|--|-----------------------|---------------------|-------------------------|-------------|
| CMO | Month | Case Managers | | | | | Turnover | | | | |
| | | Number on the 1st | New Hires | Number of Terminations | Number on last day of the month | Net Change | Monthly | Calendar Year-to-Date | Fiscal Year-to-Date | Rolling Year (12-Month) | |
| CHS East | Aug-19 | 21 | 2 | 2 | 21 | 0 | 9.5% | 76.2% | 19.0% | 88.9% | |
| CHSE Adoptions | Aug-19 | 6 | 1 | 1 | 6 | 0 | 16.7% | 107.7% | 30.8% | 107.7% | |
| DISC | Aug-19 | 7 | 1 | 0 | 8 | 1 | 0.0% | 62.5% | 13.3% | 87.5% | |
| Anchorage | Aug-19 | 14 | 0 | 0 | 14 | 0 | 0.0% | 27.6% | 0.0% | 46.7% | |
| BBCBC-Bay* | Aug-19 | 17 | 5 | 0 | 22 | 5 | 0.0% | 0.0% | 0.0% | 0.0% | |
| LMC Adoptions | Aug-19 | 9 | 0 | 0 | 9 | 0 | 0.0% | 11.1% | 0.0% | 11.8% | |
| BBCBC | Aug-19 | 74 | 9 | 3 | 80 | 6 | 3.9% | 61.6% | 10.1% | 79.5% | |

| Employment Statistics for Case Manager Supervisors | | | | | | | *August-2019: BBCBC assumed case management responsibilities for Bay County on August 1, 2019. | | | | August 2019 |
|--|--------|--------------------------|-----------|------------------------|---------------------------------|------------|--|-----------------------|---------------------|-------------------------|-------------|
| CMO | Month | Case Manager Supervisors | | | | | Turnover | | | | |
| | | Number on the 1st | New Hires | Number of Terminations | Number on last day of the month | Net Change | Monthly | Calendar Year-to-Date | Fiscal Year-to-Date | Rolling Year (12-Month) | |
| CHS East | Aug-19 | 4 | 1 | 0 | 5 | 1 | 0.0% | 44.4% | 0.0% | 80.0% | |
| CHSE Adoptions | Aug-19 | 0 | 1 | 0 | 1 | 1 | 0.0% | 100.0% | 100.0% | 200.0% | |
| DISC | Aug-19 | 3 | 0 | 0 | 3 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | |
| Anchorage | Aug-19 | 4 | 0 | 0 | 4 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | |
| BBCBC-Bay* | Aug-19 | 4 | 0 | 0 | 4 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | |
| LMC Adoptions | Aug-19 | 1 | 0 | 0 | 1 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | |
| BBCBC | Aug-19 | 16 | 2 | 0 | 18 | 2 | 0.0% | 34.3% | 5.7% | 45.7% | |

| Caseload Averages | | | | | | | | | | | | August 2019 | |
|--|----------------|-----------------------|-------------|----------------|--------------------------|--|--|---------------------|---|---|---|---|--|
| * August-2019: BBCBC assumed case management responsibilities from Children's Home Society for Bay County on 8/1/2019. | | | | | | | | | | | | | |
| ** BBCBC-Bay's Mighty 16 are lead agency Child Welfare Certified staff assisting in the transition. | | | | | | | | | | | | | |
| CMO/ Agency | Case Managers | | | | | Children | | | Caseloads | | | | |
| | # Taking Cases | # Hired & in Training | # Vacancies | # Funded FTE's | # Workers Assigned Cases | # of Children assigned for Primary Supervision | # of Children assigned for Out-of-County Supervision | All Children Served | Primary Children per Filled Position ¹ | All Children per Filled Position ¹ | Primary Children per Assigned Worker ² | Total Children per Assigned Worker ² | |
| CHSE | 18 | 3 | 3 | 24 | 22 | 400 | 153 | 553 | 19.0 | 26.3 | 18.2 | 25.1 | |
| DISC | 8 | 0 | 3 | 10 | 13 | 173 | 56 | 229 | 24.7 | 32.7 | 13.3 | 17.6 | |
| Anchorage | 12 | 0 | 1 | 15 | 16 | 191 | 96 | 287 | 13.6 | 20.5 | 11.9 | 17.9 | |
| BBCBC-Bay CM* | 11 | 7 | 0 | 18 | 13 | 347 | 24 | 371 | 19.3 | 20.6 | 26.7 | 28.5 | |
| BBCBC-Bay's Mighty-16** | 16 | 0 | 0 | 16 | 16 | 92 | 6 | 98 | 5.8 | 6.1 | 5.8 | 6.1 | |
| BBCBC | 65 | 10 | 7 | 83 | 80 | 1203 | 335 | 1538 | 15.8 | 20.2 | 15.0 | 19.2 | |

Turnover of front-line staff has a negative impact on service delivery. BBCBC's section 409.988, Florida Statutes, reporting as of August 2018 and August 2019 (Source: Big Bend's Community Report Cards) shows a high Rolling Year turnover rate for case managers.

The application's statement that BBCBC's case management providers have been turnover rates of over 40% is supported by data above.

In July 2016, the Office of Child Welfare initiated a **Service Array Assessment** with each CBC across the state. The assessment focuses on evaluating the availability, access, and application of services for families involved in the child welfare system. BBCBC submitted information to the Office of Child Welfare about their safety management and family support programs. Based on the most recent information provided, BBCBC has a rating of "3" for the safety management services program. BBCBC has a rating of "2" for their family support services programs.

3. Findings related to provision of services for children in care (both in-home and out-of-home)

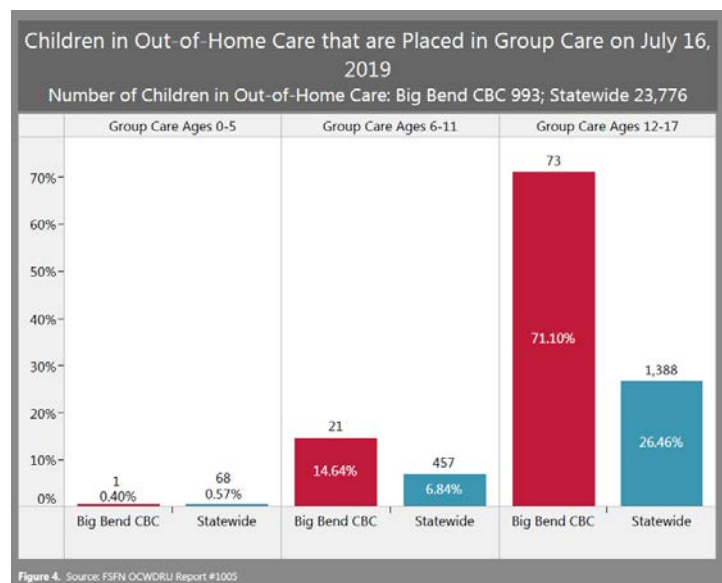
- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report, CBC Budget Projections, and Florida Safe Families Network (FSFN) Aggregate Payment Data)

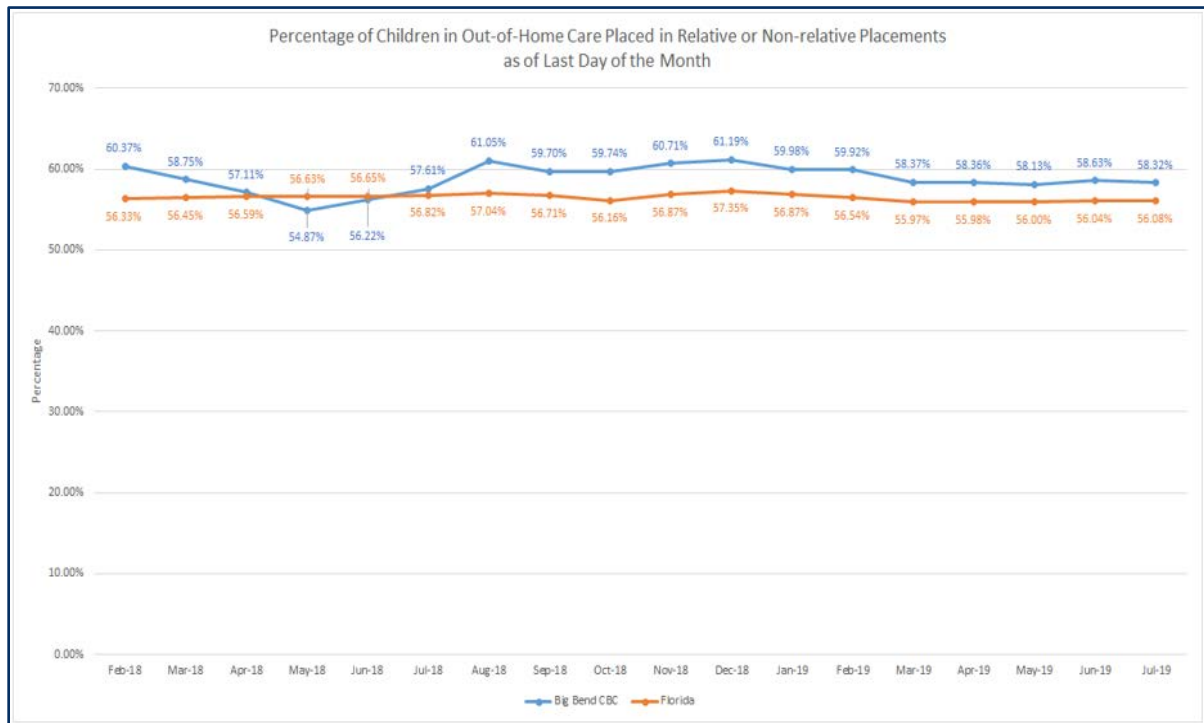
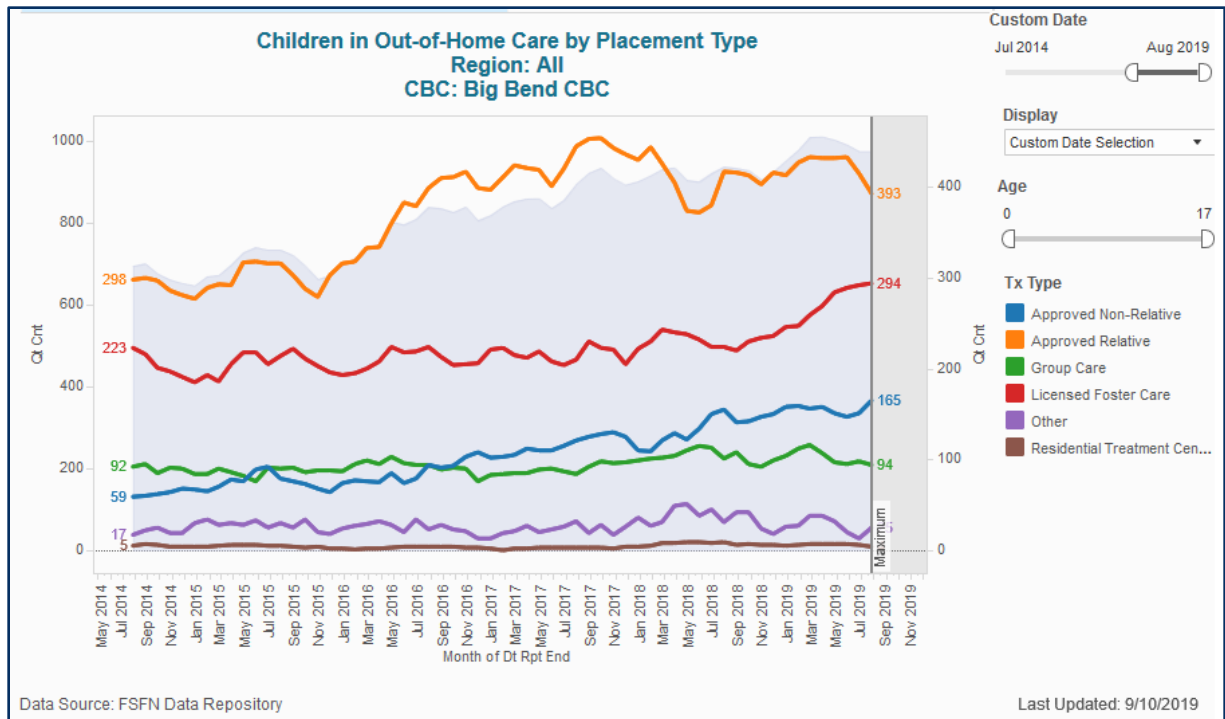
- 3.1. *What is the composition of the children in care including age cohorts, placement types, use of specialized higher cost settings, use of congregate care, etc.*
- 3.2. *What is the cost of various placement types? To what extent are the rates paid for foster care (including care with various rates of intensity), and congregate care consistent with statewide norms (considering community context)? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.3. *What is the cost for dependency case management? Is this consistent with norms for such services? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.4. *To what extent is the CBC appropriately utilizing non-child welfare funding for services (such as DCF SAMH Funds, Medicaid, and other non-DCF funding sources).*
- 3.5. *What evidence exists that case management services are well-managed by the CBC?*

As of July 16, 2019, more children ages 6-17 being served by BBCBC were placed in group care than the statewide average. BBCBC has more than double the statewide average of children ages 6-11 placed in group care and 2.7 times the statewide average of children ages 12-17.

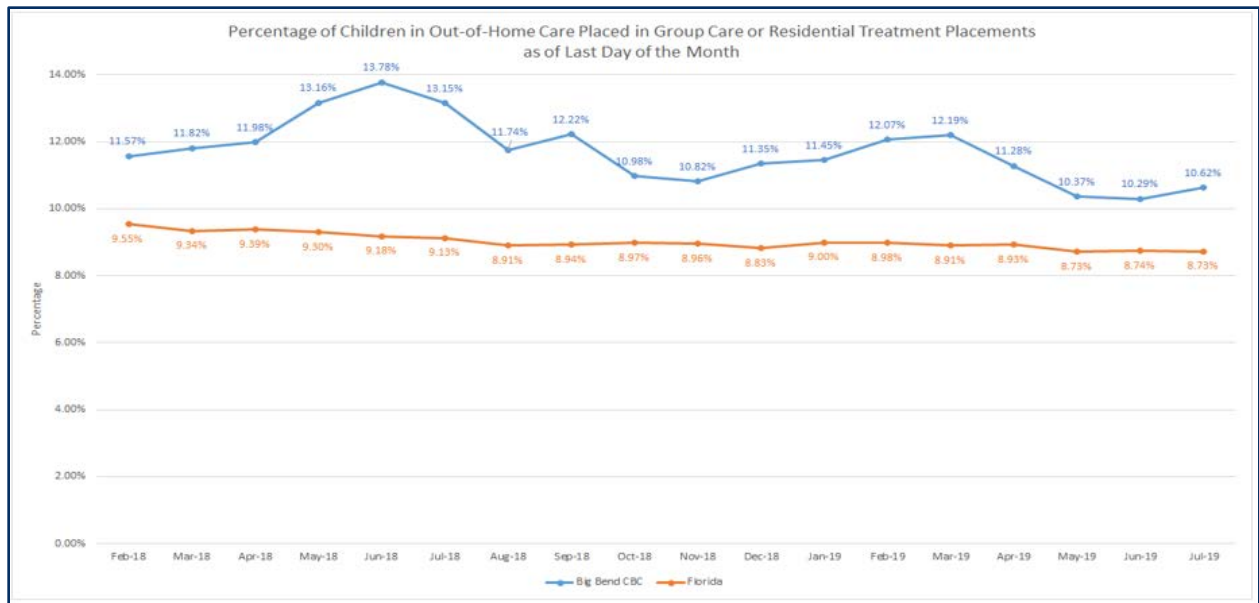
BBCBC is trending up on placements in licensed foster care and with approved non-relatives while fluctuating on placements with approved relatives.

The application's statement that there was an increase in the number of children in out-of-home care is supported by data from the Child Welfare Dashboard. The number served as of July 1, 2017 was 855 and as of June 30, 2019 the number was 991 which represents an increase of 136 children or 16%.

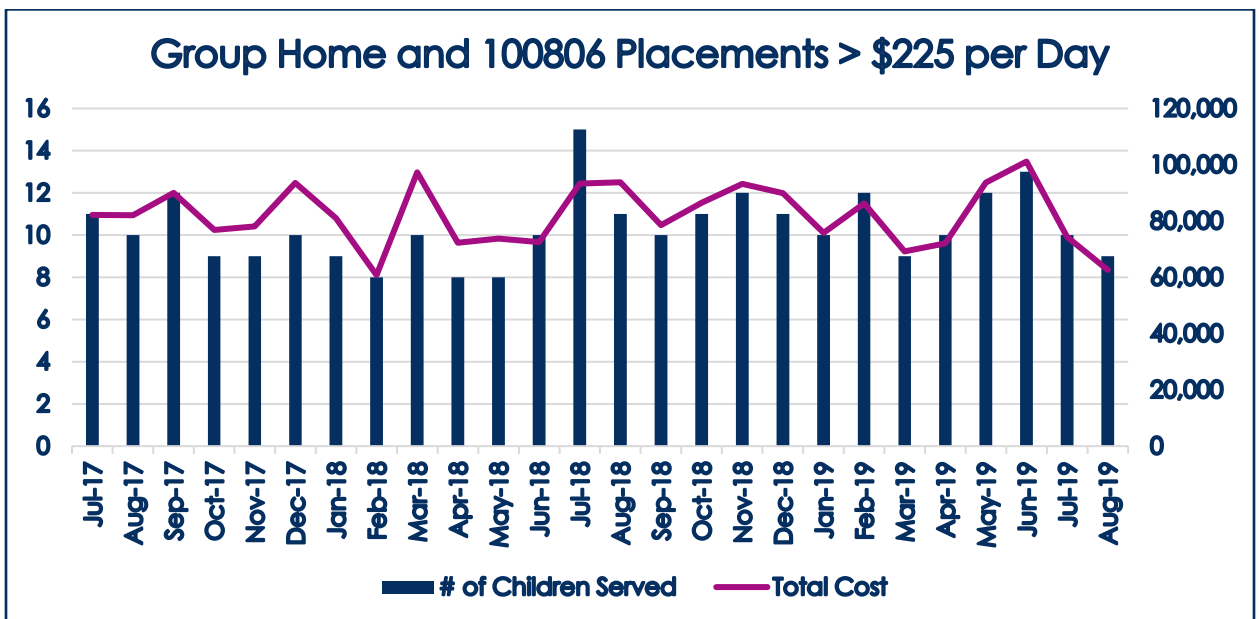




BBCBC has been trending with but below the statewide average for children in out-of-home care placed with relative or non-relative caregivers 13 of the last 18 months. (Source: Child Welfare Dashboard – Children in Out-of-Home Care)

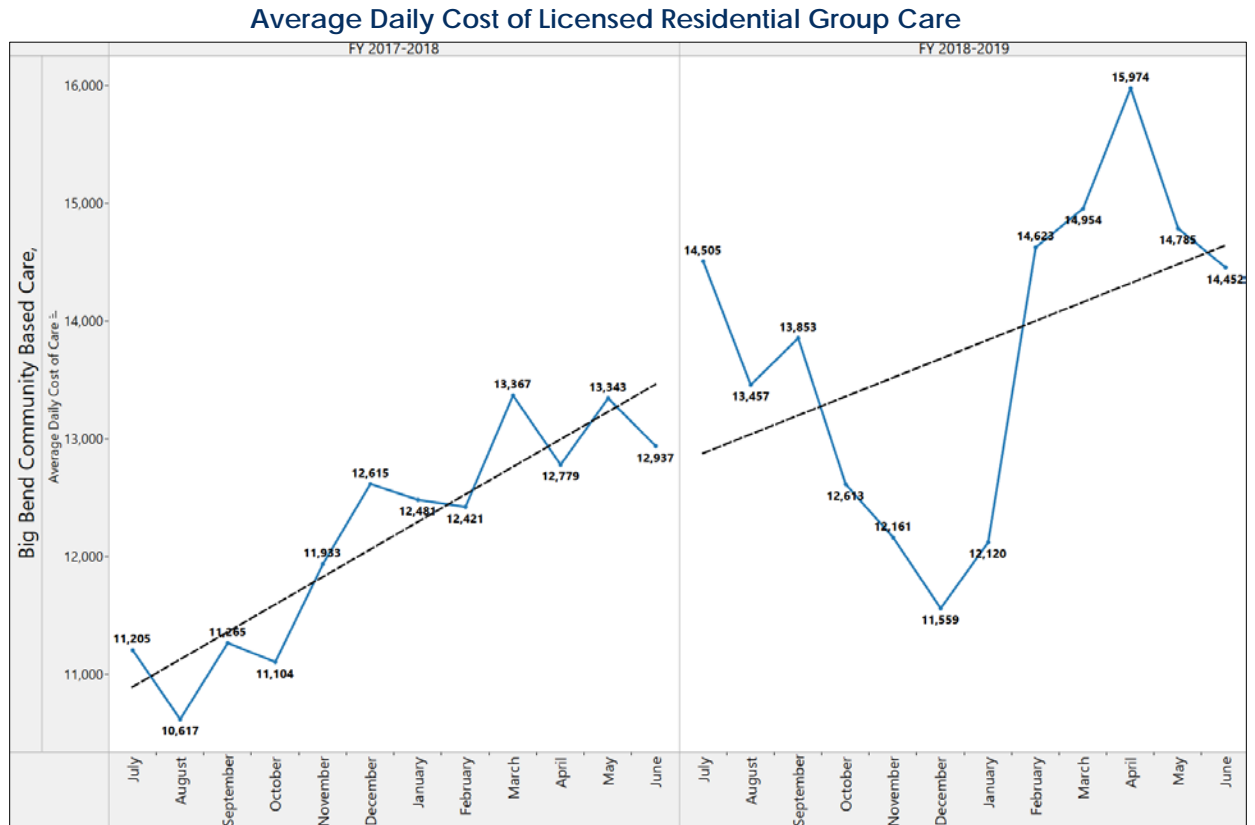


BBCBC has consistently exceeded the statewide average for children placed in group care and residential treatment facilities for at least the last 18 months. (Source: Child Welfare Dashboard – Children in Out-of-Home Care)



The chart above shows the number of clients and the total cost for clients with an average daily rate equaling or exceeding \$225 per day for residential group care. The application included a statement that there was an increase in high cost placements which included a chart of number of clients and total expenditures by month for 24 months. The chart shows 11 clients for total of \$81,000 in July 2017 and 25 clients for total of \$151,000 in August 2019. Payment information from FSN does support an increase in number of children and total expenditure for daily rates exceeding \$225 per day but not to the levels in the application chart. According to

FSFN payment data, the monthly average number of clients greater than \$225 per day was 9.5 per month in SFY 2017-2018 and 11.33 per month in SFY 2018-2019. The monthly average total expenditures for this group increased from \$80,000 per month to \$86,000 per month over the same period. (Source: FSFN Payment Data through 9/31/2019)



(Source: FSFN Payment Data through 9/31/2019)

The chart above shows the trend in average daily residential group care expenditures since July 2017 which was increasing throughout SFY 2017-2018 and then declined the first six months of SFY 2018-2019 before significantly increasing after Hurricane Michael. (Source: FSFN Payment Data through 9/31/2019)

| Big Bend Community Based Care Out-of-Home Placements by Type (Source: Child Welfare Dashboard – Children in Out-of-Home Care) | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|
| As of: | 6/30/2019 | 6/30/2018 | 6/30/2017 | 6/30/2016 | 6/30/2015 |
| Relative/Non-relative | 580 | 506 | 511 | 457 | 407 |
| Foster Home | 289 | 232 | 208 | 218 | 218 |
| Group Care/Residential Treatment Placements | 102 | 124 | 93 | 100 | 82 |

The number of children placed in relative/non-relative placements and foster homes has increased over the last two fiscal years while the number placed in group care has fluctuated though still greater than four years ago.

| Big Bend Community Based Care (Contract # BJ101) Total \$ of FSN Payments to Licensed Residential Group Care (OCA LCRGE) | | | | |
|---|-------------|-------------|------------------------|-----------------------|
| Ages | FY2017-2018 | FY2018-2019 | \$ Increase/(Decrease) | % Increase/(Decrease) |
| 0-5 | \$105,598 | \$44,662 | -\$60,936 | -58% |
| 6-12 | \$1,417,148 | \$1,132,870 | -\$284,278 | -20% |
| 13-17 | \$2,915,905 | \$3,831,614 | +\$915,709 | +31% |

Between FY 2017-2018 and FY 2018-2019, BBCBC experienced a 13% increase in residential group care expenditures for children ages 0-17.

| Big Bend Community Based Care (Contract # BJ101) Total Number of Unique Clients in Licensed Residential Group Care (OCA LCRGE) | | | | |
|---|-------------|-------------|-----------------------|-----------------------|
| Ages | FY2017-2018 | FY2018-2019 | # Increase/(Decrease) | % Increase/(Decrease) |
| 0-5 | 5 | 5 | 0 | 0% |
| 6-12 | 83 | 105 | +22 | +27% |
| 13-17 | 148 | 152 | +4 | +3% |

| Big Bend Community Based Care (Contract # BJ101) Median Daily Rate \$ in Licensed Residential Group Care (OCA LCRGE) | | | | |
|---|-------------|-------------|------------------------|-----------------------|
| Ages | FY2017-2018 | FY2018-2019 | \$ Increase/(Decrease) | % Increase/(Decrease) |
| 0-5 | \$120 | \$117.74 | -\$2.26 | -2% |
| 6-12 | \$79 | \$117.70 | +\$38.70 | +49% |
| 13-17 | \$140 | \$141.90 | +\$1.90 | +1% |

Further, during this time period there was a significant increase in the number of children ages 6-12 served in residential group care and the median daily rate for this age group increased from \$79 per day to \$117.70 per day.

| Big Bend Community Based Care (Contract # BJ101) | | | | | |
|--|--------------------------------------|-------------|-------------|-------------------------|------------------------|
| Total \$ of Payments by FSFN Service Type in Licensed Residential Group Care (OCA LCRGE) | | | | | |
| FSFN | Service Type | FY2017-2018 | FY2018-2019 | \$ Increase/ (Decrease) | % Increase/ (Decrease) |
| | Group Home | \$1,713,934 | \$1,876,953 | +\$163,019 | +10% |
| | Group Home Enhanced | \$725,566 | \$978,085 | +\$252,519 | +35% |
| | Shelter Facility Fixed Price | \$695,490 | \$544,691 | -\$150,859 | -22% |
| | Group Home Fixed Price | \$319,242 | \$258,350 | -\$60,892 | -19% |
| | Residential Treatment - Non-Medicaid | \$445,994 | \$324,584 | -\$121,410 | -27% |
| | APD Group Home Plmt | \$225,640 | \$519,906 | +294,266 | +130% |
| | Group Home and 100806 | \$178,099 | \$321,581 | +\$143,482 | +81% |

As shown in the table above, notable increases in spending were seen in enhanced group care, APD group home placement and Group Home and 100806. BBCBC's foster home Board Rates are the state minimum rates. Therapeutic foster home rates are covered by Medicaid, however BBCBC pays for dually licensed Medical and Therapeutic homes, mostly in Leon county, until permanency is achieved. APD is not paying for these services because the children do not meet APD's eligibility criteria of medical necessity. In June 2019, enhance rates were paid for 16 clients. BBCBC was able to bring that number down to 13 clients in July 2019. BBCBC tracks enhanced rate payments with separate service types in FSFN for both foster and group home placements.

According to the COU report, BBCBC has historically chosen not to compete with subcontracted agencies by soliciting funds from the community. Recently, BBCBC decided to alter this perspective and will now apply for grants and other fiscal opportunities in partnership with subcontracted agencies. For example, in partnership with a local religious organization, BBCBC endeavors to ensure children have appropriate sleeping arrangements through the No Child Sleeps on the Floor initiative. Additionally, BBCBC receives funding from the Wendy's Wonderful Kids Foundation to fund an Adoptions Recruiter position. Operations and Finance meet weekly and fiscal information is provided to the Board of Directors at every Board meeting. A subcommittee of the Board, the finance committee, conducts a more thorough review of fiscal operations annually. BBCBC applied for and received risk pool funding to overcome financial shortfalls this fiscal year.

BBCBC's turnover rate has historically been high and in need of attention and analysis. Efforts to retain staff are seen at the CMO and unit level but marginal CBC directed efforts were seen. BBCBC's training team is a strength of the agency, despite its small size. Using a variety of information, including training evaluations and CQI data, the annual training plan and monthly training calendar are developed in accordance with agency needs. Efforts to strengthen front line supervisory development are underway and are, to date, well received by staff.

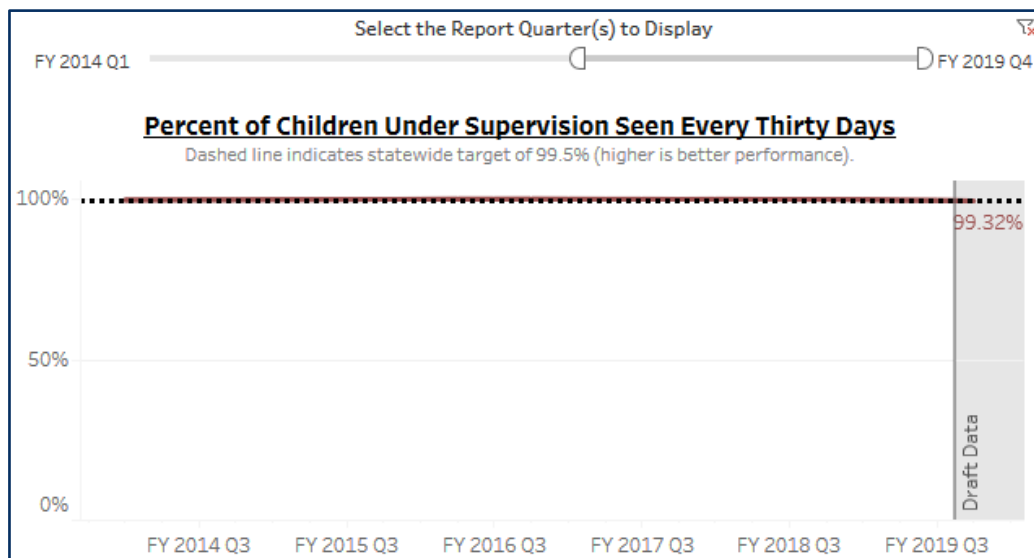
4. Findings related to exits from care including exits to permanence.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), Financial Viability Integrated Data Report)

- 4.1. *What is the performance of the CBC in the recognized measures of children achieving permanence? Do these findings indicate that children are not remaining in care for longer than necessary? Are these permanency achievement rates consistent across placement settings?*
- 4.2. *What contextual factors (such as Children's Legal Services, dependency court dynamics, etc.) influence time to permanence for children served by the CBC?*
- 4.3. *Has there been a change in the number of exits or time to exit that is materially influencing the cost of out-of-home care?*

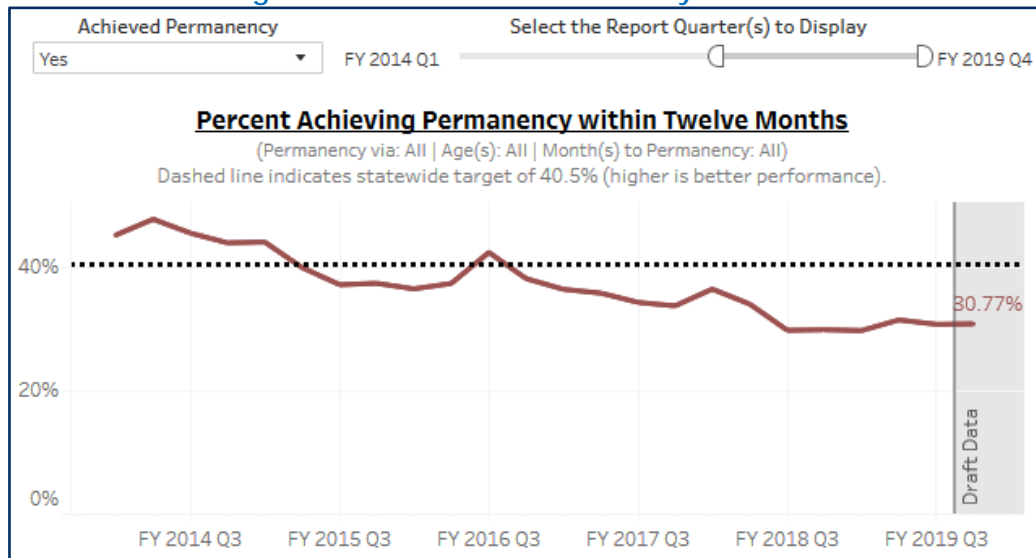
During the last quarter of FY 2018-2019, BBCBC did not meet the established targets for:

- o M04: Percent of children under supervision who are seen every 30 days
- o M05: Percent of children exiting to a permanent home within 12 months of entering care
- o M07: Percent of children who do not re-enter care within 12 months of moving to a permanent home
- o M10: Percent of children in out-of-home care who received dental services within the last seven months



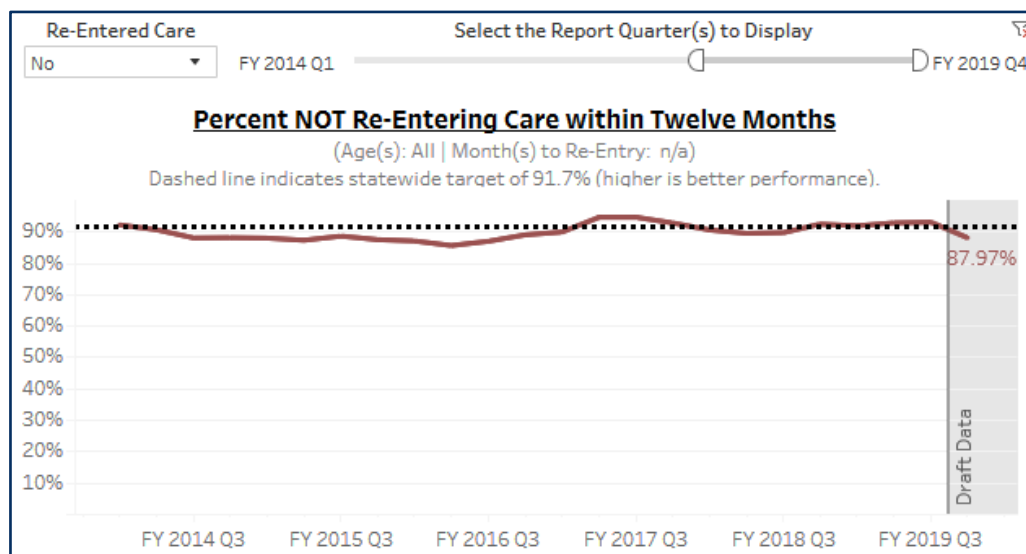
BBCBC had been meeting the target for the past five years from FY 2013-2014 Q1 through FY 2018-2019Q2. BBCBC has been below target the past two quarters and was at 99.32% in FY 2018-2019 Q4.

Children Entering Care Who Achieve Permanency within 12 Months



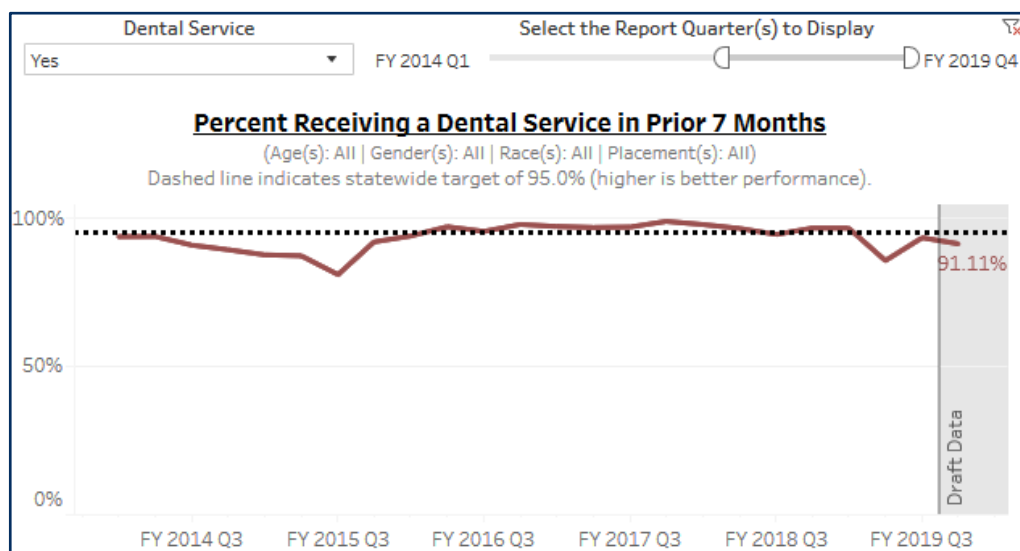
BBCBC has struggled with the target over the past five years from a high of 47.74% in FY 2013-2014 Q2 to a low of 29.72% in FY 2017-2018 Q3. BBCBC has been trending downward and below target since FY 2015-2016 Q4 before dropping to the current rate of 30.77% in FY 2018-2019 Q4. BBCBC has been on a corrective action plan for this measure since May 15, 2019.

The application's statement that there was a decrease in the number of children exiting out-of-home care to permanent homes within twelve months is supported by data from the Child Welfare Dashboard.



BBCBC has fluctuated around the target for the past five years from a low of 85.47% in FY 2015-2016 Q2 to a high of 94.44% in FY 2016-2017 Q2. BBCBC met the target

from FY 2017-2018 Q4 through FY 2018-2019 Q3 before dropping to the current rate of 87.97% in FY 2018-2019 Q4.



BBCBC has fluctuated around the target for the past five years from a low of 80.73% in FY 2014-2015 Q3 to a high of 98.67% in FY 2016-2017 Q4. BBCBC met the target from FY 2015-2016 Q2 through FY 2018-2019 Q1 (sans a dip in FY 2017-2018 Q3) but has been below target since FY 2018-2019 Q2 with the current rate of 91.11% in FY 2018-2019 Q4.

Contextual Factors

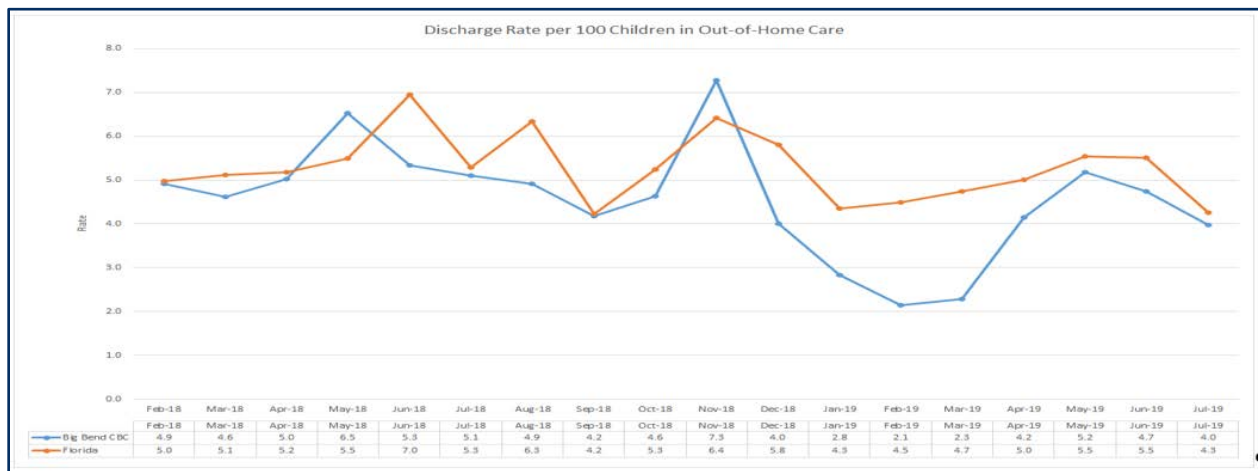
According to the COU report, Children's Legal Services (CLS) are conducted by the Department in Circuits 2 and 14. CLS reportedly acts in a supervisory capacity due to high turnover and case carrying supervisors lacking time to adequately review legal documents before being sent to CLS. Case managers are often late or miss court appearances altogether, even in circumstances where two Dependency Case Manager's (DCM's) are assigned to a case. This results in court delays due to continuances and judicial requests for complete information and court documents.

Monthly collaboration meetings between BBCBC leadership and the judiciary do not result in formal action plans or task oriented follow up strategies. According to front line focus groups, the judiciary often asks investigations to complete case management responsibilities as a result of a perceived lack of responsiveness from BBCBC and the Case Management Agencies (CMAs). Front line focus groups indicated that the judiciary views the Guardian Ad Litem as the primary decision maker in certain areas, especially Bay County. There is a perception that the judiciary often relies on other partners to complete tasks that normally would fall on the case managers.

The Guardian Ad Litem (GAL) is an involved participant in judicial proceedings in circuits 2 and 14. In some areas, especially in Bay County, the relationship between the GAL and case management is antagonistic and not collaborative. Front line interviews revealed that the GAL has to be contacted to approve placement

changes, the relationship with the northern counties in Circuit 14 and DISC are better as reported

Discharges



BBCBC has been below the statewide discharge rate per 100 children in out-of-home care for 15 of the last 18 months.

5. Findings related to funding, fiscal trends and fiscal management.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report and CBC Budget Projections)

- 5.1. *How has core services funding changed over time? How has the CBC managed these changes? What adjustments to the available array of services have been made?* (For service array response see section1)
- 5.2. *How has any changes to core services funding contributed to any projected deficits for FY 2018-2019?*
- 5.3. *In what ways are funding dynamics in the CBC unique or atypical of funding in other CBCs?*
- 5.4. *What is the amount of the anticipated deficit for the current year? How reliable and valid are these projections?*
- 5.5. *Are their options other than Risk Pool funding available to reduce the deficit?*
- 5.6. *If the Lead Agency meets the criteria for Risk Pool funding but the amount of funding available is insufficient to cover the projected deficit, what other options are available?*
- 5.7. *Are there fiscal practices that could be completed with greater efficiency in order to reduce the projected deficit?* (None were identified.)
- 5.8. *Has the most recent CPA audit indicated any issues that would affect the financial health of the organization?*

| Total Funding | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| DCF Contract Funds Available at Year End (by Fiscal Year) | FY14-15 | FY15-16 | FY16-17 | FY17-18 | FY18-19 | FY19-20 |
| Core Services Funding | \$25,115,299 | \$25,442,910 | \$25,537,423 | \$25,649,578 | \$25,781,448 | \$26,720,841 |
| Risk Pool Funding | \$0 | \$0 | \$0 | \$0 | \$577,224 | \$0 |
| CBC Operations "Back of the Bill" Funding | \$0 | \$0 | \$0 | \$828,155 | \$0 | \$0 |
| Other Amendments to Initial Allocations | \$50,661 | \$283,151 | \$140,811 | \$266,114 | \$768,939 | \$424,676 |
| Amended Core Services Funding | \$25,165,960 | \$25,726,061 | \$25,678,234 | \$26,743,847 | \$27,127,611 | \$27,145,517 |
| Funding not defined as Core Services Funding | | | | | | |
| Independent Living (IL and Extended Foster Care) | \$994,718 | \$994,718 | \$994,718 | \$1,055,921 | \$1,394,979 | \$1,394,979 |
| Children's Mental Health Services (Cat 100800/100806) | \$421,235 | \$421,235 | \$421,235 | \$421,235 | \$421,235 | \$421,235 |
| PI Training, Casey Foundation or other non-core svcs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Safety Management Services (Nonrecurring) | \$0 | \$0 | \$199,188 | \$0 | \$199,188 | \$199,188 |
| Total at Year End | \$26,581,913 | \$27,142,014 | \$27,293,375 | \$28,221,003 | \$29,143,013 | \$29,160,919 |
| Maintenance Adoption Subsidy (MAS) | \$6,666,824 | \$7,767,576 | \$8,201,856 | \$8,871,660 | \$9,517,167 | \$9,883,980 |
| Guardianship Assistance Payments (GAP) | | | | | | \$40,101 |
| MAS Prior Year Deficit | | -\$183,871 | | | | |
| Carry Forward Balance from Previous Years | \$326,207 | \$14,911 | \$549,310 | \$475,457 | \$49,199 | \$328,831 |
| Total Funds Available | \$33,574,944 | \$34,740,630 | \$36,044,541 | \$37,568,120 | \$38,709,379 | \$39,413,831 |

In FY 2017-2018, BBCBC received "back of the bill" funding for an operating deficit which is the first time BBCBC received funding for an operating deficit. FY 2018-2019 was the first time BBCBC applied and received Risk Pool funding. Of the risk pool funds received in FY 2018-2019, BBCBC ended the year with \$344,660 remaining.

The increase in total funding for FY 2019-2020 includes increases for the following:

| FY 2019-2020 Increases to Funding | | |
|---------------------------------------|---|--------------------|
| Core Services (increase) | Core Services | \$211,490 |
| Core Services (increase) | GAP Licensing Positions (annualization of 1/4 in FY18-19 \$111,193) | \$333,579 |
| Core Services (new) | Level 1 Foster Home | \$394,324 |
| MAS (increase) | Maintenance Adoption Subsidies | \$366,813 |
| GAP program (new) | Guardianship Assistance Payments | \$40,101 |
| Excess Earnings (non-recurring) | Prior Year Excess Earnings | \$424,676 |
| Carry Forward Surplus (non-recurring) | FY 2018-2019 Carry Forward Surplus | \$328,831 |
| | Total | \$2,099,814 |

However, since BBCBC received \$577,224 from risk pool, \$768,939 from prior year excess earnings last fiscal year and carry forward balance of \$49,199, the net increase is offset by these amounts.

BBCBC's projections include the following assumptions:

1. The projected expenditures for Level I Board Payments and the Guardianship Assistance Payments is slightly less than the amount allocated in the above table.
2. \$3.1M increase in BBCBC Operations. This includes shifting costs from the Children's Home Society Case Management contract to BBCBC, GAP Licensing Positions, adding two foster home management positions, one Information Technology position, one Human Resources staff position and

various salary increases.

3. \$1.1M decrease in Subcontracted Providers. This includes shifting costs from the Children's Home Society Case Management contract to BBCBC, adding a case management unit with a new provider, increases to salaries, and six additional FTEs.
4. \$400K decrease in Non-Core Contracts, Flexible Spending, IL/EFC Spending, and Board/Clothing Payments.
5. In an effort to retain case managers, an increase of \$6,000/position to case management salaries for two of their CMA agencies in Circuit 2 to bring them up to the level of a third CMA in that circuit (from \$37,000 to \$43,000).

Projected Deficit

The due date for risk pool applications for FY 2019-2020 from CBCs to the department was mid-September which was before the final FY 2018-2019 expenditure reconciliations were completed. Therefore, applicant CBCs had to make some assumptions about their FY 2018-2019 carry forward surplus or deficit and any excess federal earnings as part of their revenue projections.

BBCBC projects a total deficit of 1,220,862. The projected deficit is 3% greater than their projected revenues.

No findings were identified in the most recent CPA audit of June 30, 2018.

6. Findings related to overall management.

- Sources: ([CBC Contract Monitoring Report](#), Financial Viability Plan)

- 6.1. *To what extent is there clear and effective communication between and among the Region, the CBC, the Sheriff (if applicable), case management organizations and other key community partners?*
- 6.2. *How actively and effectively does CBC management track programmatic performance and fiscal performance?*
- 6.3. *What actions have been taken by the Region and/or the CBC to resolve the fiscal issues without accessing the Risk Pool? What further actions are planned?*
- 6.4. *If potential corrective actions or technical assistance is recommended by the Peer Review Team, what is the commitment of the Region and the Lead Agency to follow through on those recommended actions?*

BBCBC continued to work on recommendations from the FY 2018-2019 Risk Pool Report. See below for status of recommendations:

| FY 2018-2019 Risk Pool Recommendation | BBCBC Reported Actions/Updates |
|---|--------------------------------|
| 1. BBCBC should continue initiatives itemized in last year's Risk Pool Report: BBCBC has made several enhancements to the system of care intended to enhance | |

| FY 2018-2019 Risk Pool Recommendation | BBCBC Reported Actions/Updates |
|--|---|
| <p>fiscal sustainability and drive performance. Examples of enhancements BBCBC has made include:</p> <ul style="list-style-type: none"> - Enhancements to safety support services in both Circuits 2 and 14 to include a new contract with Life Management Center as of May 1, 2018 - Formal case reviews – <ul style="list-style-type: none"> o Children placed in group care to determine the feasibility of moving to a less restrictive placement setting. o Children in care six or more months (SCRUBBS initiative) o Children placed in high cost placement settings to identify trends and solutions to reduce the cost of these placements through alternative placement and services. o Integration of the CLEAR search system with the Diligent Search Unit to improve the identification of prospective relative caregivers | <ul style="list-style-type: none"> - These contracts are active and producing positive results. - See responses to 2 & 4 below. - Scrubbs only take place in C14, Washington, Holmes, Jackson and Calhoun counties. They are facilitated by the Operations Manager. All cases are reviewed (in home and out of home) as it relates to permanency and well-being of the case/children. In C2, the Operations Manager does monthly Length of Stay staffings. These staffings review out of home cases that have been open 6 months or more. The goal of the staffing is to review the case for permanency and identify barriers to moving a case to permanency. - BBCBC provided weekly data beginning June 2019 tracking number of kids placed in group care only because of a lack of capacity in foster homes. Data shows a reduction from 56 to 41 over that time period. - Our Diligent Search Specialists receive requests for relative searches and process those request through the CLEAR system. The staff then will make contact when credible information is received on the CLEAR Search results. They provide the CLEAR Search results to the assigned DCM so that contacts can be made with family members and prospective placements. While there has been some success in locating potential kin caregivers our staff have also encountered barriers within the CLEAR searches. The searches often include distant neighbors or unrelated persons that have out of date contact |

| FY 2018-2019 Risk Pool Recommendation | BBCBC Reported Actions/Updates |
|--|--|
| | <p>information. The staff have to weed through many pages of possible relatives that are not viable due to a lack of credible information or real relationship to the children or parents of the children. We are exploring other search engines, such as Accurant that is used for diligent searches, and other process to improve the quality of relative searches and associated outcomes. The Diligent Search Specialists have a new supervisor who is working with them to identify barriers in the current process/CLEAR system and develop a plan for updating processes and systems. Our placement staff has also found success in partnering with DCF's A.R.T. Team in locating relatives from the initial shelter and request for licensed placement. This has prevented some children from even entering licensed care.</p> |
| <p>2. BBCBC should reduce their reliance on group care with an emphasis on reducing the number of children over the age of 5 in residential group care.</p> | <p>Group Home Staffings are held every quarter with representation of CMO, Placement, Adoptions, Licensing, and BBCBC Operations teams. During these staffings, each child in a residential placement is presented and discussed regarding the appropriateness of their current placement and what services could be utilized to bring them in to a less restrictive placement option (foster home, relative/non relative, adoptive placement). The information gathered through this meeting, is further used to determine if a child is in a group home due to the capacity of the local foster homes. A list of all capacity placements is emailed weekly to all team members. Updates are provided regarding permanency planning and availability of newly licensed foster homes. There has been a steady reduction in capacity placements with this monitoring.</p> |
| <p>3. BBCBC should continue to enhance foster home management which should yield a net increase in the number and quality of licensed foster homes. Coupled with the combination of the diligent search and CLEAR search teams, identification and increased use of less restrictive placement options</p> | <p>This past year, Foster Home Management also known as Foster Family Support has yielded a net increase of 40+ homes. This is a direct result of an increased focus on family support with regards to behavioral health and system navigation. Foster Family Support developed and implemented Fostering 201 and Fostering 301 to provide</p> |

| FY 2018-2019 Risk Pool Recommendation | BBCBC Reported Actions/Updates |
|---|---|
| should result in a reduction in group care costs. | additional training to foster families post licensure. Fostering 201 is an online training focused on providing practical information applicable to our local families. For example, information is given on how to access WIC services with the local health department to offset the out of pocket expenses related to the purchasing of formula for those that foster infants. Fostering 301 is a 6 hour, in person, group training class focused on understanding the behavioral needs of the children involved in the dependency needs and practical skills to be used in the home. Families are offered 24 hour/7 days a week response by someone in the Foster Family Support Program. |
| 4. BBCBC should continue monthly, or more frequent, formal case reviews of all children placed in group care to identify children who could be moved to a less restrictive placement. Reviews should include placement and licensing staff to ensure newly licensed homes, with or without enhanced supports, are explored as safe placement options. | Group Home Staffings are held every quarter with representation of CMO, Placement, Adoptions, Licensing, and BBCBC Operations teams. During these staffings, each child in a residential placement is presented and discussed regarding the appropriateness of their current placement and what services could be utilized to bring them in to a less restrictive placement option (foster home, relative/non relative, adoptive placement). The information gathered through this meeting, is further used to determine if a child is in a group home due to the capacity of the local foster homes. A list of all capacity placements is emailed weekly to all team members. Updates are provided regarding permanency planning and availability of newly licensed foster homes. There has been a steady reduction in capacity placements with this monitoring. |
| 5. BBCBC should collaborate with the department to increase utilization of diversion services as a safe alternative to removals. | No update provided. |
| 6. BBCBC must continue to work on their financial viability plan. | BBCBC will continue with a Financial Viability Plan during FY 19/20 |

FY 2019-2020 Financial Viability Plan

In the design and instructions for the Financial Viability Plan (FVP) templates, the department requested that CBCs identify their actions to address three primary cost drivers:

1. Factors related to entries into care
2. Factors related to the cost of children while in care
3. Factors related to exits from care

BBCBC's FVP does contain actions to address the three primary cost drivers affecting their financial position. The actions include:

- o Maintain momentum in licensing new foster homes and support licensed foster homes to assure re-licensure.
- o Establish a specific case management unit to serve families receiving in-home services and decrease entries to out-of-home care from established services cases.
- o Identify children placed in group homes due to capacity limitations weekly and provide to Foster Family Support Services for targeted recruiting.
- o Staff children in group care quarterly to assure appropriate level of care and develop step-down activities.
- o Convene permanency staffings for all children in out-of-home care at least every 90 days
- o Examine and monitor case progress status of each child over 9 months in care; assist and expedite where possible.
- o Identify barriers/potential barriers to achieving safe, timely permanency.
- o Address barriers to safely achieving permanency for children.

Many of the targets and costs savings in the FVP are still to be determined by BBCBC.

Summary of Findings:

Based on the information reviewed the Risk Pool Review Committee was able to affirm the following:

- The team affirms that BBCBC's service area has experienced an increase in children entering out of-home-care.
- BBCBC has seen in increase in the total paid for residential group care.
- Removals (entries) into out-of-home Care continue to outpace discharges from out-of-home care and a decline in permanency within 12 months
- Do to the rural nature of most of the service area diversion services are not widely available.
- BBCBC continues to struggle with high turnover which has a negative effect on service delivery.

- Hurricane Michael (category 5) made landfall on October 10, 2018 and severely impacting the area served by BBCBC which continues to feel the effects one year later.
- BBCBC requested and DCF staff from headquarters and region office have provided technical assistance since August 2019 to provide training to supervisors and mentoring to new case managers in Circuit 14. The assistance also includes conducting case management activities and support in training and quality assurance through November 1, 2019. BBCBC has requested continued assistance.

Recommendations:

The Peer Review Committee found that BBCBC qualifies for risk pool funding with a distribution of \$776,003 which is equal to the total of the new service interventions in BBCBC's budget.

The new Service Interventions identified were:

1. Contract increase for transportation – Salaries and Benefits of five additional FTEs to assist case managers with transportation– Cost \$274,276.
2. Foster Home Licensing FTEs– Salaries and Benefits of two additional FTEs in foster home licensing to assist with the increased number of foster homes in Circuit 2- Cost \$79,200.
3. Twin Oaks Contract – Funding \$422,527 of the projected cost of \$672,527 for an additional case management unit in Circuit 14.

Any further distribution will be evaluated in January 2020, with an update of BBCBC's budget projections for re-evaluation at that time. Prior to re-evaluation, BBCBC must:

1. BBCBC should continue to request and accept the Department's assistance in the form of sending experienced employees and/or contractors to help with one or more areas of specific need which could help improve case manager stability, discharges to permanency, the effectiveness of frontend services and reduce the number of children ages 6-12 in RGC.
2. Risk Pool funding provides a stopgap (non-recurring) resource intended to mitigate unanticipated changes in the number of clients and/or services needed for clients; it is not designed to annualize expenses. BBCBC should develop a plan to meet existing and trending client needs while reducing costs more in-line with their recurring core services funding allocation in anticipation of being financially viable by the end of the fiscal year.
3. BBCBC should continue initiatives itemized in last year's Risk Pool Report.
4. BBCBC must focus on its corrective action plan for children exiting foster care to a permanent home within twelve months of entering care.
5. BBCBC should reduce their reliance on group care with an emphasis on reducing the number of children over the age of 5 in residential group care.
6. BBCBC should continue monthly, or more frequent, formal case reviews of all children placed in group care to identify children who could be moved to a less restrictive

placement. Reviews should include placement and licensing staff to ensure newly licensed homes, with or without enhanced supports, are explored as safe placement options.

7. BBCBC should collaborate with the department to increase utilization of diversion services as a safe alternative to removals.
8. BBCBC should increase efforts to stabilize the workforce and reduce case manager turnover.
9. BBCBC must continue to work on their financial viability plan.