

Risk Pool Peer Review Committee Report
Children's Network of Southwest Florida – Circuit 20
(Charlotte, Collier, Glades, Hendry, and Lee Counties)
Fiscal Year 2018-2019
Addendum: Round 2 – April 2019

Executive Summary:

Children's Network of Southwest Florida (CNSWFL) submitted an application for risk pool funding on August 15, 2018. The application was subsequently reviewed by the Suncoast Region and with the concurrence of the Regional Managing Director was submitted to the Office of the Deputy Secretary. Based on the analysis of the CNSWFL budget and the information provided, the Risk Pool Peer Review Committee recommended no distribution of risk pool funding during Round 1 of the risk pool peer review process in August/September 2018. At the conclusion of Round 1, guidance was given that the effectiveness of the actions in CNSWFLs financial viability plan and any additional, updated financial information could be resubmitted to the Risk Pool Peer Review Committee for review for a final determination of any future distribution.

A revised application was received on February 28, 2019. The Risk Pool Peer Review Committee conducted a secondary review on March 8, 2019 with relevant information available from multiple sources to make recommendations. The documents reviewed were as follows:

- Updated Risk Pool Funding Application FY 2018-2019
- Financial Viability Plan (FY 2017-2018 and FY 2018-2019)
- Budget Projections provided by the CBC
- CBC Financial Viability Integrated Data Report
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports](#)
- CBC Contract Monitoring Survey Data
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data
- CNSWFL FY 2017-2018 Risk Pool Report
- CNSWFL Status Update on CBC Contract Oversight Unit (COU) monitoring and prior Risk Pool Recommendations

As a part of the secondary review, the team evaluated all available information from previous on-site visits, current data, and monitoring reports to make a recommendation without an additional on-site visit by this team. To resolve any outstanding questions, additional information was requested by the team from the CBC.

The CBC COU completed a review of CNSWFL on December 21, 2018 and no corrective actions were initiated at the conclusion of the review. The monitoring team indicated two areas in need of action and several opportunities for improvement. The two areas in need of action were:

- Scorecard Measure – Percent of Sibling Groups Where All Siblings Are Placed Together
 - This measure has consistently not been met in the past two fiscal years
- Systemic – Placement Process

- Based on performance on measures related to placement and feedback from licensed care providers, an opportunity exists to streamline and enhance CNSWFL's placement process.

An update was provided by CNSWFL regarding two items listed in the CBC COU review as Areas Needing Action, and four recommendations by a prior Risk Pool Peer Review Committee subsequent to a site visit on November 6-7, 2017 (FY 2017-2018 risk pool application).

The Risk Pool Peer Review Committee for CNSWFL consisted of:

Lee Kaywork, Team Leader

Teri Saunders, CEO, Heartland for Children

Naomi Jackson, CFO, Family Support Services of North Florida

Catherine Macina, CFO, Community Based Care of Central Florida

JoShonda Guerrier, Assistant Secretary for Child Welfare

Barney Ray, Office of CBC/ME Financial Accountability

Patricia Medlock, Northeast Regional Managing Director

April May, Suncoast Region Community Development Director

Alissa Cross, CBC Contract Monitoring Team

Application Summary:

CNSWFL's application for risk pool funding received in August 2018 requested \$3,564,643. An updated application was received in February 2019 requesting \$2 million.

CNSWFL has seen an increase in the total children served, increased case management costs to reduce caseload sizes, removal rate that exceeds the statewide average, and increased human trafficking expenditures from July 2018 through January 2019.

Findings:

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

1. Does the applicant qualify for risk pool?

1.a. Does the CBC project an end-of-year deficit, inclusive of any carry forward?

1.b. Has the CBC submitted a Financial Viability Plan (FVP)?

1.c. Is the CBC implementing the FVP with a high degree of fidelity?

CNSWFL is projecting a deficit of \$2,025,906 (\$648,539 of which is Maintenance Adoption Subsidy (MAS) deficit). The budget for MAS is a pass-through of funding

to adoptive parents which is provided for in a separate line-item of the General Appropriations Act; therefore, the MAS portion has been removed leaving a projected deficit of \$1,377,367.

CNSWFL has submitted an FVP with measurable targets and cost savings projections for most items. As of the 2nd Quarter (Q2) update, only two of the seven action items are trending in the right direction – children placed in foster care due to disruption of a relative/non-relative placement and average length of stay; families served in-home, children ages 6-12 in residential group care (RGC), foster home licensing, and children in care 18+ months are trending in the wrong direction from goals stated in the FVP. There is insufficient data on the new Parent-Needs-Assistance (PNA) position to determine its effect.

2. Has the CBC provided progress reports on:

- 2.a. Financial Viability Plan**
- 2.b. Previous Risk Pool Recommendations**
- 2.c. COU Recommendations**

As noted in question 1, as of the Q2 update, only two of the seven action items are trending in the right direction; cases served in-home, children ages 6-12 in RGC, foster home licensing, and children in care 18+ months are trending in the wrong direction from goals stated in the FVP. There is insufficient data on the new PNA position to determine its effect.

The Risk Pool Peer Review Committee and CBC monitoring identified the following items; the response/update from CPC is in the column on the right-hand side:

Risk Pool Recommendation	CNSWFL Update 3/5/2019
CNSWFL and the Region should continue to work together to address the judiciary challenges.	CNSWFL has been meeting with GAL Director and monthly. CNSWFL Leadership has been meeting with the Judiciary to address issues and have been attending brown bag meetings to solve local challenges. The DCF Leadership has been helpful in problem solving challenges. Monthly barrier Breaker meetings are held between CNSWFL, DCF, and CMO. Currently there is a Green Belt Project in Charlotte County regarding high rate of removals. One of the challenges noted was the judiciary and both [DCF and CNSWFL] are working together to provide information to the judiciary in order to improve any barriers.

Risk Pool Recommendation	CNSWFL Update 3/5/2019
CNSWFL should consider a centralized Placement process.	Refer to explanation above (same as COU item #2). Attached is the CNSWFL updated Placement Protocol dated 12/2018, which speaks to a centralized placement process.
CNSWFL and the Region should closely evaluate the new initiatives and adjust as necessary to needed changes more quickly.	In response to high referrals by DCF CPI to [the Intense Family Service Team (IFST)], CNSWFL has added a second IFST Team. As of today, 468 children have been served in IFST, with a 96.6% success rate. Of the 468 children, only 16 had to be removed and entered out-of-home care (OHC). Due to an increase in the number of reunifications and In-home services, we have expanded our Family Mentor program to serve both Lee and Charlotte Counties. To date we have served 299 children in 140 families. 95% of these families have had no re-abuse within 12 months of case closure. CNSWFL has added a second staff to help with Crossover youth and Parent Needs Assistance (PNA) referrals, in order to prevent undue entries into OHC.
CNSWFL and the Region should continue to work on communication issues.	Monthly Barrier Breaker meetings, regular contact between leadership, Directors and OPA's in all counties have improved the relationship between both agencies. CNSWFL and the Region are working in collaboration to redesign Safety Management Services with input from C20 CPI and local leadership.

COU Areas Needing Action	CNSWFL Update 3/5/2019
M12 Percent of sibling groups where all siblings are placed together.	This measure has been met and maintained since September 2018. Currently the CNSWFL is performing at 65.6% of siblings placed together. Efforts will continue to increase the number of siblings placed together.
Placement resources and processes.	CNSWFL maintains a low utilization of group homes with no children under 5 in group care, and 28 children ages 6-12 in group care. Efforts will continue to reduce the number of kids in group care. The placement process is resulting in a reduction in placement moves. Even

	<p>though CNSWFL removal rate is above the statewide average, we have managed to stabilize the placement of children and reduced the number of moves. M08, placement moves per 1,000 days in foster care was at 5.58 on Q2 FY 17/18 and has been reduced to 4.43 in Q2 FY 18/19. The streamlined and centralized placement process has been effective and the data reflects the same.</p>
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3. Has the CBC provided an updated Financial Report with a revised budget forecast?

3.a. Has the Office of CBC/ME Financial Accountability verified the request?

CNSWFL provided an updated Financial Report with a revised budget forecast at the end of January 2019. Based on current expenditures, the department projects CNSWFL to have a deficit of \$1,377,367 (less MAS). This amount excludes \$91,786 in Case Management Organization (CMO) deficit for Camelot, the parent company for CNSWFL.

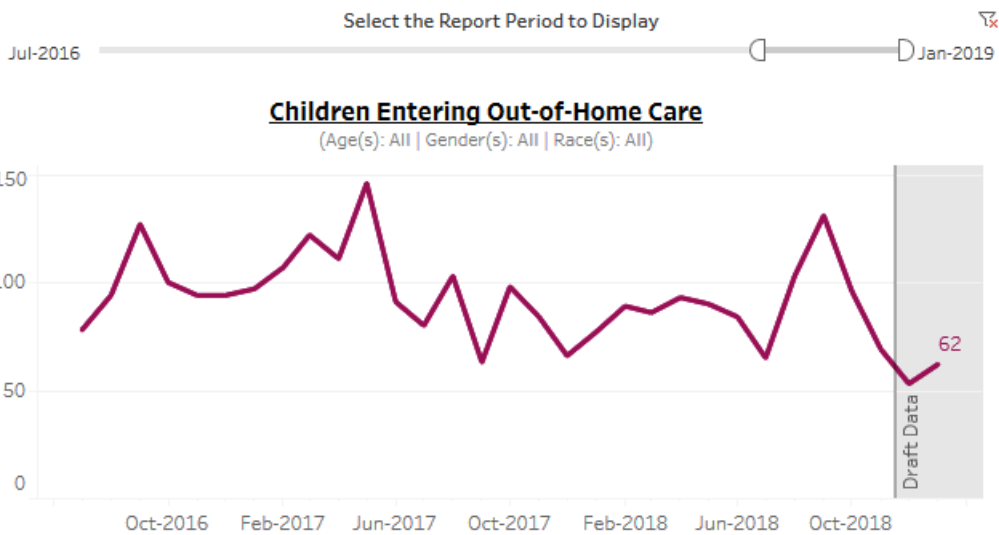
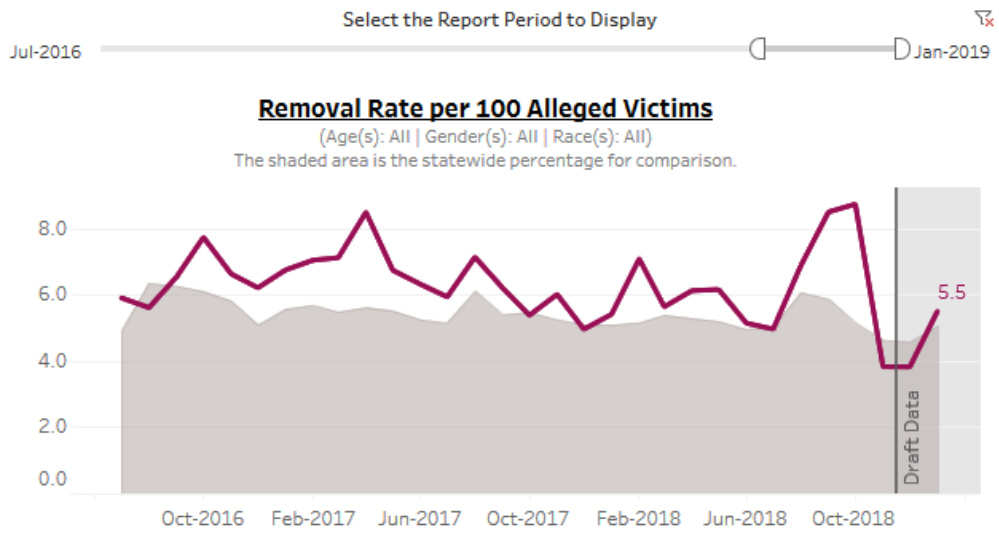
4. Does the data support the request?

4.a. Removal Rates

4.b. Out-of-Home Care Trends

4.c. Service Quality

4.d. Extraordinary Expenses

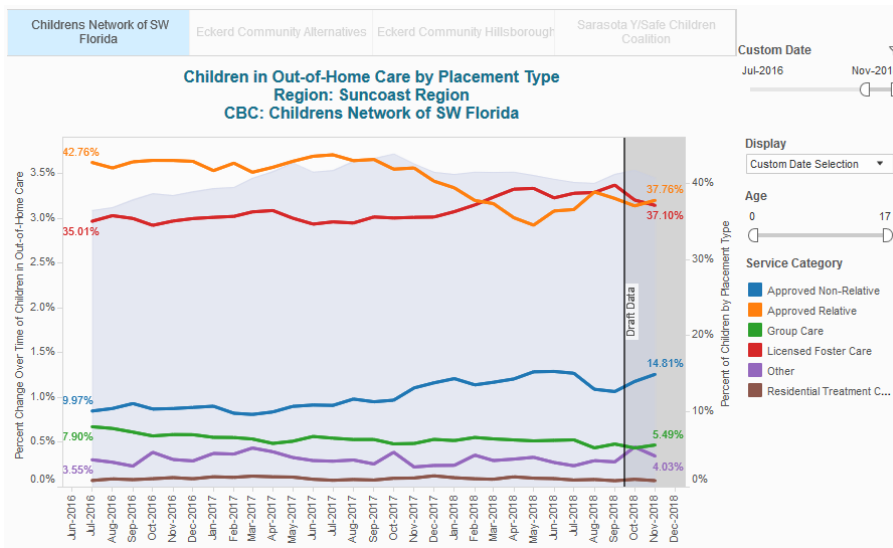
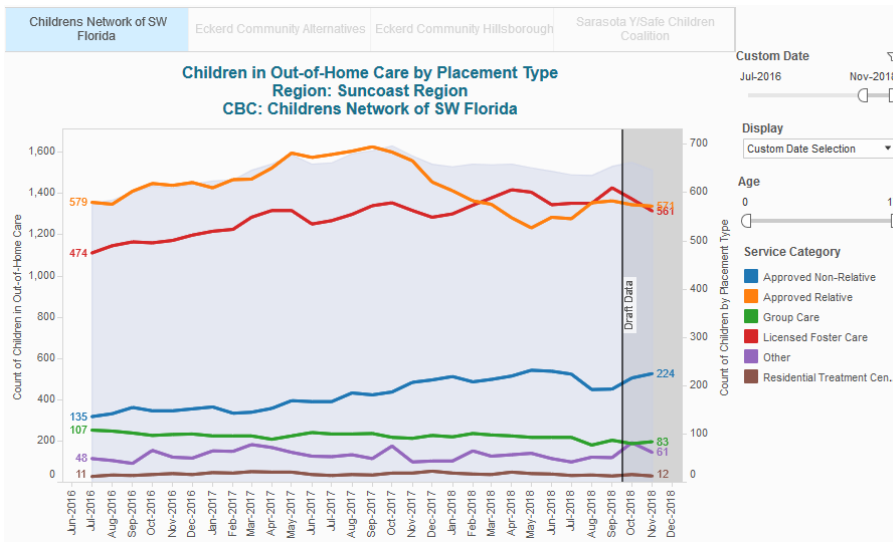
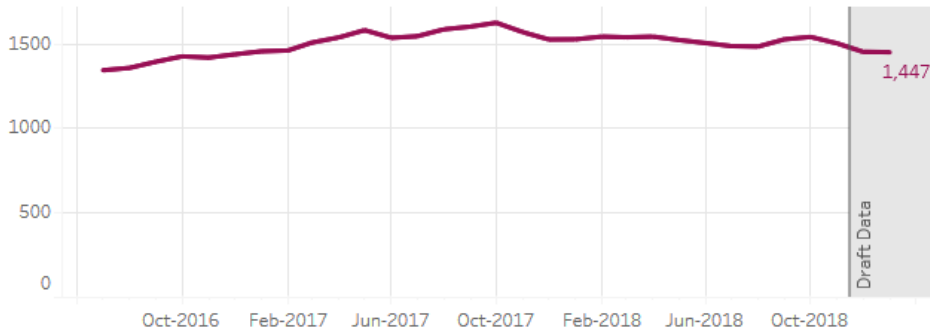


The removal rate for CNSWFL exceeded the statewide average 22 of the 27 months from October 2016 through January 2019; however, the actual number of removals has been decreasing and trending downward.

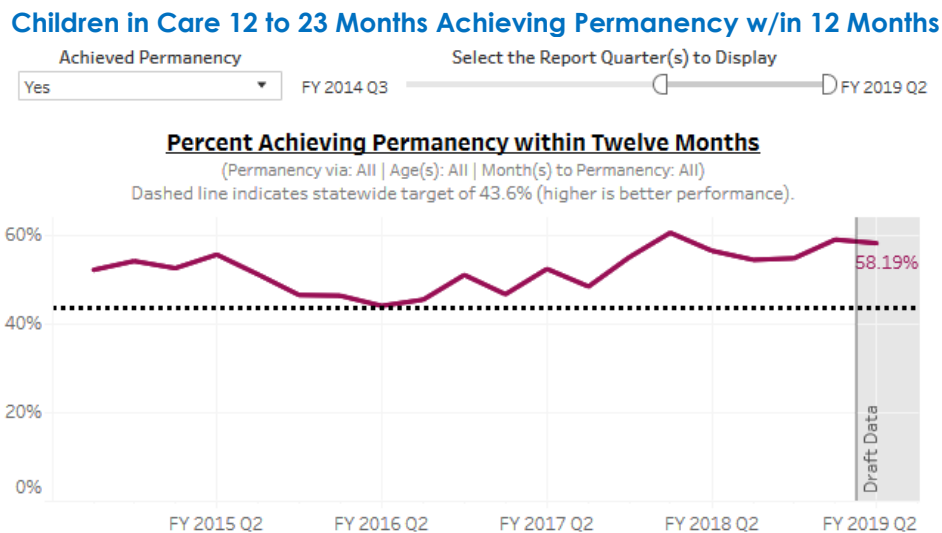
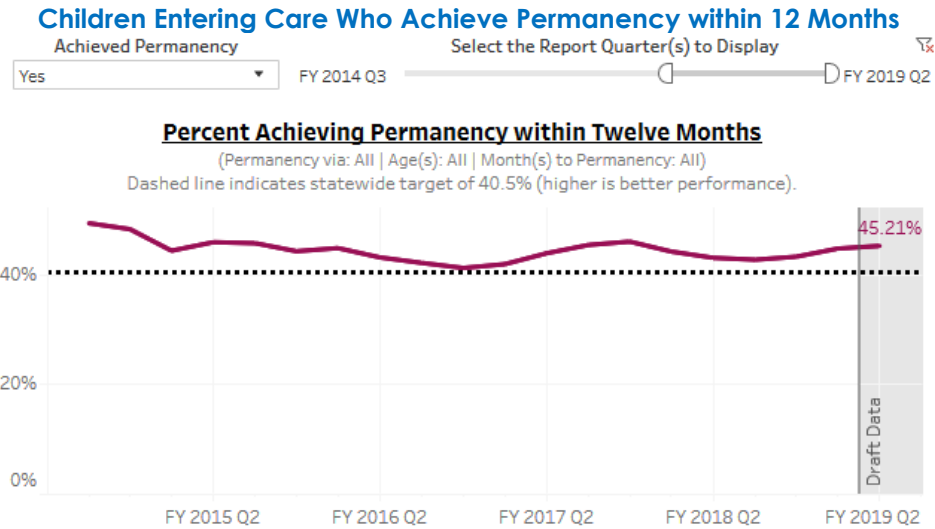
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Children In Out-of-Home Care (as of the end of each month)

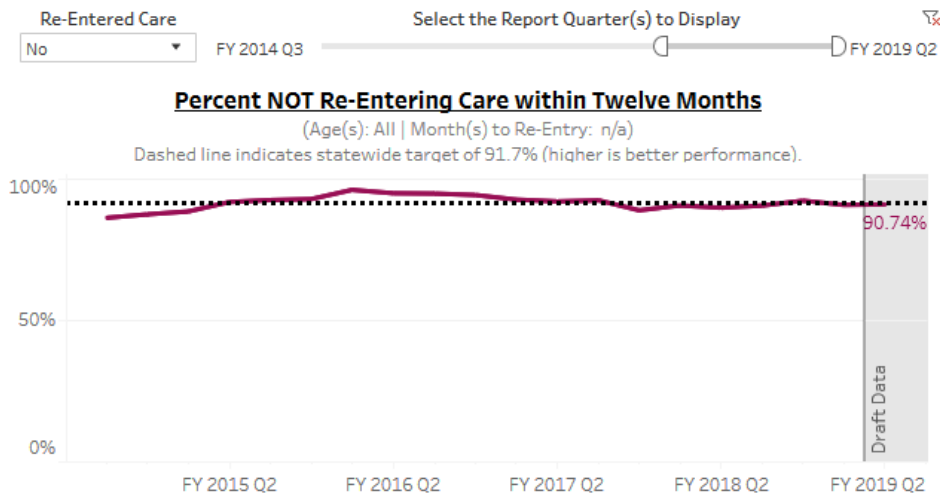
(Age(s): All | Gender(s): All | Race(s): All | Placement Type(s): All)



The number of children in out-of-home care has seen a slight decrease since last fiscal year and seems to have leveled out. CNSWFL has reduced the use of Group Care, which should reduce expense. The increased use of Approved Non-Relatives should also have a positive effect on finances. The increased use of Licensed Foster Care, albeit less expensive than Group Care, will have a negative effect on finances; as will the decreased use of Approved Relatives.



CNSWFL has exceeded or been at the targets for children who achieve permanency within 12 months and 24 months.



It appears CNSWFL has struggled for the past three quarters to meet the target for children not re-entering care within 12 months.

CNSWFL has improved on nine of the 12 scorecard measures and declined in three areas since the prior fiscal year (please see Attachment 1 – CNSWFL CBC Scorecard).

Per CNSWFL, the FSN Human Trafficking Risk Pool Daily listing as of February 26, 2019 showed 12 children identified as victims of human trafficking. CNSWFL advised that current expenditures to date reflected enhanced placement costs for five of the 12 victims. CNSWFL advised they budgeted \$145,000 for human trafficking and spent \$216,262 from July 2018 through January 2019. The Office of CBC/ME confirmed the budgeted and YTD expenditures reported from the information submitted through the CBC Financial System. In reviewing those FSN payments for the service months of July through January, five different children were identified for a total of \$215,854. Of this total paid, one client accounted for \$91,229 and another \$77,651. As of January 2019, the number of children with payments identified as relating to human trafficking had reduced to two children.

Providers of Services for Victims of Human Trafficking	Number of Clients	Daily Rates	Total of FSN Payments
Bridging Freedom	1	\$250.00	\$21,250
Wings of Shelter	1	\$300.00	\$9,600
Vision Quest Sanctuary Ranch	3	\$424.30	\$185,004
Total	5		\$215,854

Summary of Findings:

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

- CNSWFL has seen a significant increase in Core Funding over the past five years.
- CNSWFL has made significant improvement in performance in the past fiscal year. Improvements include performance measures and systemic issues that were presenting barriers to service delivery.
- Investments in case management appear to have had a positive impact.

Recommendations:

Based on the analysis of the CNSWFL budget and the information provided, the Risk Pool Peer Review Committee recommends a full distribution of \$1,285,581 (\$1,377,367.26 less \$91,786 deficit for Camelot CMO contract).

1. 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. CNSWFL 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 next fiscal year.
2. Management decisions may have been a contributing factor in the deficit. The cost of investments should be projected along with the return on investment (ROI) to ensure the amount can be covered and sustained within the existing core services funding allocation.
3. System design appears to be a cost driver. CNSWFL would benefit from evaluating the effectiveness of initiatives (e.g., placement process, rapid permanency review process, children in care 18+ months, foster home recruitment and utilization, caseload reduction, etc.) and examine how well the service array is meeting the needs of the clients and adjust accordingly within the recurring core services funding.
4. As mentioned in the December 2018 CBC COU report, the organization structure at CNSWFL is complex and somewhat difficult to follow. Several leadership positions are responsible for multiple functions, thereby potentially impacting efficiency. A review, and potential transformation, of the current structure would benefit the entire system of care by providing a clear delineation of duties and provide concise lines of communication to staff and community partners.

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Attachment 1 – CNSWFL CBC Scorecard

