



## Our Mission

*To ensure the safety of children through a holistic approach designed to support the health and well-being of families in order to build a healthier community one family at a time.*

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# Annual Performance & Quality Improvement Report FY 2018-2019

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## **I. Introductory Section**

Kids First of Florida (KFF) is the lead agency for foster care and adoption related services in Clay County Florida. KFF was awarded the contract from the Department to be the lead child welfare agency for Clay County located within the Fourth Judicial Circuit. KFF provides prevention, case management, placement and adoption services, as well as post adoption supportive and independent living services. Kids First of Florida, Inc. is accredited through the Council on Accreditation (COA) for the areas of Adoption Services, Case Management Services, Family Foster Care and, Kinship Care, and Youth Independent Living Services through October 31, 2022.

### **Capacity for Quality Assurance and Continuous Quality Improvement**

#### **A. Quality Assurance Department:**

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KFF's capacity for performing QA and CQI activities include a Quality Assurance Department that consists of two Quality Assurance Coordinators and one Quality Assurance Manager. The Quality Assurance Department utilizes standardized and non-standardized tools to complete a variety of reviews through-out the fiscal year (outlined below) that assess the qualitative and quantitative data to measure the Child and Family Services Review (CFSR) outcome goals of safety, permanency and well-being. The standardized tools are both available on the Center for Child Welfare website and referenced throughout this document. The website provides details on how ratings are determined in each tool. In addition, the internal non-standardized review tools and tracking systems used by the Quality Assurance Department allows for on-going root cause analysis of all the qualitative and quantitative review data via targeted reviews. These tools are utilized as a learning/coaching opportunity and/or training tool to be used with a group or in an individual setting for KFF case managers and/or supervisors in efforts to improve practice. The Quality Assurance Manager collects, analyzes and disseminates qualitative and quantitative data throughout the agency on an on-going basis.

#### **B. KFF Data, Policy and Project Analyst:**

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The Quality Assurance Department also collaborates with the Data, Policy and Project Analyst within the agency for various QA and CQI activities when needed.

#### **C. Critical Safety Practice Supervisor:**

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The Quality Assurance Department collaborates with KFF's Critical Safety Practice Supervisor (CSPS) in efforts to ensure proficiency of the safety practice model within the agency. The CSPS utilizes a fidelity monitoring tool (which is aligned with RSF, CFSR and Florida CQI reviews) and data analysis from the Quality Assurance Department to determine training/coaching needs on an on-going basis.

#### **C. Quality Improvement Team:**

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KFF has a Quality Improvement Team that was developed to recognize and react to emerging trends at various levels within the organization and within the system of care. This approach allows for an ongoing analysis of established trends and quality improvement activities and/or provides the opportunity to update existing action plans.

#### **D. Leadership:**

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KFF's strategic objectives are reviewed at monthly board meetings and performance improvement actions are implemented, if a deficiency is identified. The organization's strategic objectives are directly related to performance measures included in the organizations contract with the State of Florida. Strategic objectives are also related to the outcome measures identified in the CFSR. Both the contract performance measures and the CFSR outcome measures can have a direct impact on funding. As such, the organization monitors (monthly & quarterly) strategic objectives and implements action plans, when necessary to correct deficits. The CEO and Senior Managers have an open-door policy in which clients, staff and stakeholders can meet with them upon request. The CEO and Senior Management are also dedicated to providing quality services and actively participate in the quality improvement process. When a problem is identified, the CEO, senior management, staff and stakeholders, when applicable, work together to develop an action plan to resolve the problem. It should also be noted that all organizational staff participate in the quality improvement process. Staff are oriented to the organization's performance and quality improvement process at new employee orientation and on-going; including joining the KFF Quality Improvement Team and are encouraged to participate throughout the year.

## **II. Performance Improvement**

KFF has an internal benchmark of 80% strength performance across the child outcome goals of safety, permanency and well-being. Typically; KFF will focus on training/coaching in the areas that drop below that standard as well as any areas with fluctuating data during the quarter and/or FY. The tables and graphs contained in this report provide an analysis and evaluation of performance trends over time across multiple service delivery and management factors specific to the outcome goals of safety, permanency and well-being.

### **A. Contract Compliance**

A DCF Contract Oversight Unit site visit of KFF was conducted on October 15<sup>th</sup> through the 19<sup>th</sup>, 2018. The visit resulted in KFF developing a corrective action plan for the following performance measures and CQI items: M01-Rate of abuse or neglect per day while in foster care, M05-Percent of children exiting foster care to a permanent home within twelve months of moving to a permanent home, M10-Percentage of children in out-of-home care who received dental services within the last seven months, CQI Item 3-Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care, CQI Item 12B-Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family and CQI Item 13-Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?

### **B. Scorecard**

The Community-Based Care Lead Agency Scorecard was developed in conjunction with the community-based care lead agencies across the state. The scorecard evaluates the lead agencies on 12 key measures to determine how well they are meeting the most critical needs of at-risk children and families.

Performance remained above the standard throughout the fiscal year for the following four scorecard measures: the percentage of children under supervision who are seen every thirty (30) days, the percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education, the percentage of children exiting to a permanent home within 12 months for those in care 12 to 23 months, and the percentage of sibling groups where all siblings are placed together.

During the fiscal year, the percentage of children in out-of-home care who received dental services within the last seven months and the percent of children exiting foster care to a permanent home within 12 months of entering care measures were not met in any of the quarters and a corrective action plan was developed. As a result of corrective action, positive progress towards meeting the standard was seen in the percent of children exiting foster care to a permanent home within 12 months of entering care. Root causes of fluctuating/declining performance in other measures were/will be explored to determine what corrective action, if any, is needed.

<b>Contract and Scorecard Measures Performance FY 18-19</b>							
<b>Contract Measure #</b>	<b>Scorecard Measure #</b>	<b>Contract and Scorecard Measures</b>	<b>Standard</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4**</b>
1	M01	Rate of abuse or neglect per day while in foster care	8.50 or lower	8.11	7.99	8.78	5.63
2	N/A	Number of children with finalized adoptions between July 1, 2018 and June 30, 2019	55	10	22	16	19
3	M04	Percentage of children under supervision who are seen every thirty (30) days	99.5% and above	99.74%	99.80%	99.78%	99.76%
4	M05	Children exiting foster care to a permanent home within twelve (12) months of entering care	40.5% and above	19.14%	21.29%	28.47%	31.6%
5	M07	Children who do not re-enter foster care within twelve (12) months of moving to a permanent home	91.7% and above	95.00%	93.55%	85.71%	88.5%
6	M08	Children's placement moves per 1,000 days in foster care	4.12 or fewer	4.32	4.25	3.34	3.22
7	M09	Percentage of children in out-of-home care who received medical	95.0% and above	95.76%	96.54%	95.86%	92.6%

		service in the last twelve (12) months					
8	M10	Percentage of children in out-of-home care who received dental services within the last seven (7) months	95.0% and above	85.64%	87.71%	84.53%	81.08%
9	M11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	80.0% and above	91.67%	91.67%	88.89%	100.00%
N/A	M02	Percentage of children who are not neglected or abused during in-home services	95.0% and above	93.71%	94.29%	94.44%	95.94%
N/A	M03	Percentage of children who are not neglected or abused after receiving services	95.0% and above	94.47%	94.84%	95.71%	95.60%
N/A	M06	Percentage of children exiting to a permanent home within 12 months for those in care 12 to 23 months	43.6% and above	60.00%	50.00%	49.52%	47.47%
N/A	M12	Percentage of sibling groups where all siblings are placed together	65.0% and above	75.68%	68.86%	67.06%	69.89%

\*\* Considered draft until Q4 data is published.

### C. Rapid Safety Feedback Reviews

The Rapid Safety Feedback (RSF) review process is a case file review that is completed for randomly selected judicial and non-judicial in-home services cases. The review process assesses case work practice related to child safety for in-home services cases involving children ages 0-4 utilizing the “Windows into Practice”-which includes the practice guidelines for conducting quality assurance reviews. The process affords an opportunity to target case reviews on the highest risk population of children in the child welfare system. At a minimum, KFF conducts 8 RSF reviews each quarter with discretion for additional reviews if warranted based upon the “Windows into Practice” Tier 1 criteria. The RSF data is compared to the

statewide benchmark. In FY 2018-2019, 32 cases were reviewed utilizing the RSF standardized review tool as seen in chart below and the results are entered in the Qualtrics Quality Assurance Online Portal.

#### **D. Florida Continuous Quality Improvement (CQI) Reviews**

The Florida Continuous Quality Improvement (FL CQI) review process adopts the federal Child and Family Services (CFSR) qualitative case review items. The FL CQI includes eighteen items related to child safety, permanency, and well-being. The CQI data is compared to the statewide benchmark. In FY 2018-2019, 21 cases were reviewed utilizing the CFSR review tool and entered in the federal online CFSR portal. The Florida CQI case review selection criteria incorporates a proportionate 60/40 split between foster care and in-home cases. Of the 21 cases reviewed in FY 2018-2019, 13 were designated as foster care cases and eight were in-home judicial/non-judicial cases.

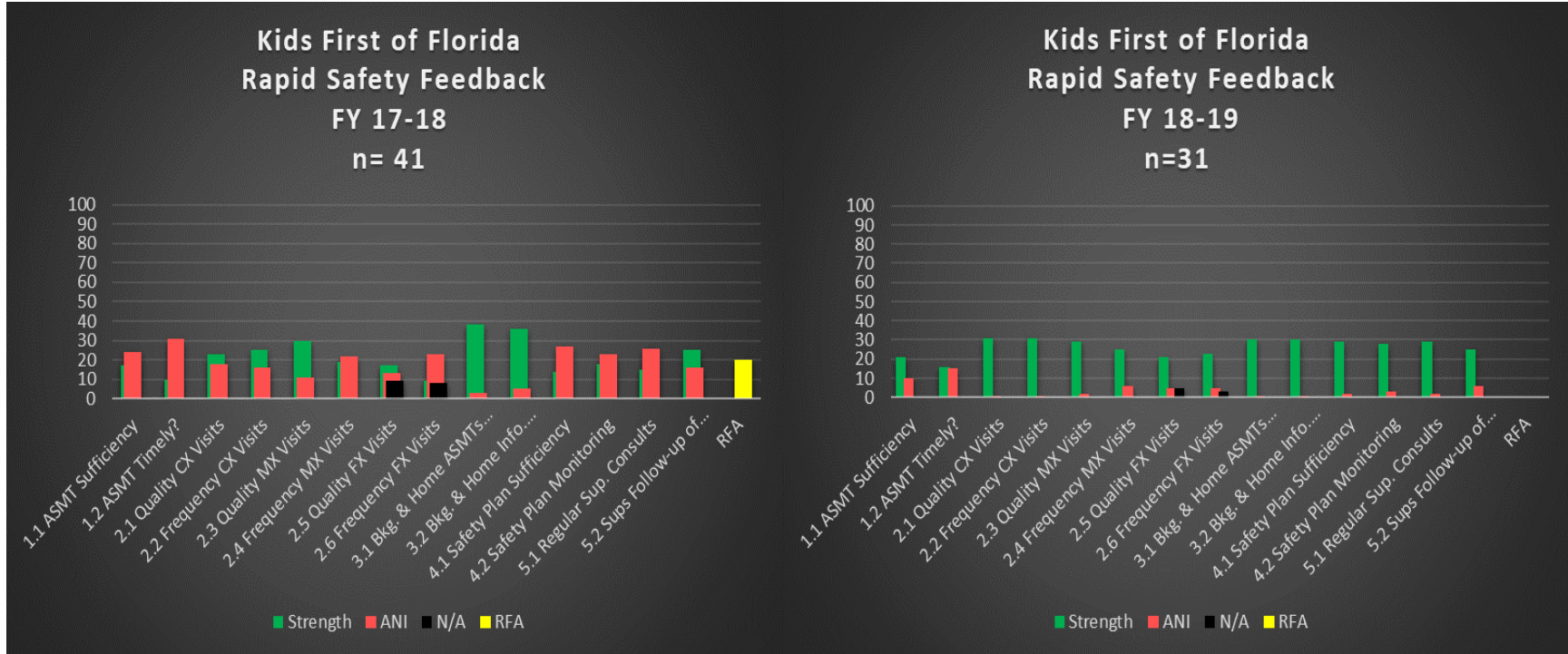
#### **E. CFSR- Performance Improvement Plan (PIP) Reviews**

In addition; on July 1, 2017, Florida began the CFSR Performance Improvement Plan (PIP) monitored case reviews. KFF currently reviews one PIP monitored case each qtr. The Office of Child Welfare has discretion to assign KFF additional reviews to reach the required number of applicable cases for each item if necessary. The PIP monitored case reviews include case participant in-depth interviews and alternate between foster care and in-cases each quarter. The review is a side-by-side process consisting of one KFF Quality Assurance Coordinator and one DCF reviewer. In FY 2018-2019, KFF completed four PIP monitored case reviews and entered the findings in the federal online CFSR portal. The four PIP monitored cases consisted of two foster care cases and two in-home judicial/non-judicial cases. The PIP data is rolled up into state data and is compared to the PIP Target and CFSR Benchmarks. It should be noted that due to the small number of Performance Improvement Plan (PIP) Reviews conducted annually by KFF, the data in this report combines the PIP reviews with the Continuous Quality Improvement Reviews (CQI) conducted by Kids First of Florida for FY 17-18 and FY 18-19. Performance trends and outcomes will be further explained in the sections below.

### **Rapid Safety Feedback Analysis:**

As illustrated below, in comparison to FY 17-18; KFF has had an increase in % strength in all 14 RSF Items during FY 18-19. In comparison to FY 17-18, KFF did not have to issue any RFA's (Request for Action) in FY 18-19. KFF's % strength was higher than the state average for all 14 RSF Items during FY 18-19. KFF's overall improvement can be contributed to

the increased focus on strengthening ongoing risk and safety assessments; safety planning and monitoring and overall engagement with families within the agency.





<b>Kids First of Florida Rapid Safety Feedback Average % Strength FY 17-18 &amp; 18-19 Comparison</b>		<b>KFF FY 17-18 Average % Strength</b>	<b>KFF FY 18-19 Average % Strength</b>	<b>State FY 18-19 Average % Strength</b>
1.1	Is the most recent family assessment sufficient?	↓ 33%	↑ 69%	55%
1.2	Is the most recent family assessment completed timely?	↓ 29%	↑ 53%	44%
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?	↓ 44%	↑ 97%	54%
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?	↓ 66%	↑ 100%	75%
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?	↓ 80%	↑ 94%	63%
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?	↓ 58%	↑ 84%	78%
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?	↓ 42%	↑ 83%	50%
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?	↓ 25%	↑ 89%	51%
3.1	Are background checks and home assessments completed when needed?	↓ 89%	↑ 97%	70%
3.2	Is the information assessed and used to address potential danger threats?	↓ 86%	↑ 97%	75%
4.1	Is the safety plan sufficient?	↓ 32%	↑ 94%	58%
4.2	Is the safety plan actively monitored to ensure that it is working effectively to protect the child(ren) from identified danger threats?	↓ 36%	↑ 94%	47%
5.1	Is the supervisor regularly consulting with the case manager?	↓ 64%	↑ 84%	58%
5.2	Is the supervisor ensuring recommended actions are followed up on?	↓ 66%	↑ 75%	50%

## CFSR/PIP Continuous Quality Improvement Analysis:

### Safety Outcome 2

●**CFSR/CQI/PIP Item 2-** During FY18-19; KFF’s average was 100% compared to 63% in FY17-18. KFF has seen a 37% increase in average strength for CSFR/CQI/PIP Item 2 (*Concerted efforts to provide services to prevent removal or re-entry after reunification*) for cases that were applicable for this item. KFF’s average for FY 18-19 is above the CSFR Baseline of 77% as well as the PIP Target of 86%.

●**CFSR/CQI/PIP Item 3-** During FY18-19; KFF’s average was 52% compared to 21% in FY17-18. KFF has seen a 31% increase in average strength for CSFR/CQI/PIP Item 3 (*Concerted efforts to assess and address the risk and safety concerns of the child(ren) in their homes or while in foster care*) for cases that were applicable for this item. Even though there has been an increase, the average % of strength fell below the CSFR baseline of 71% and PIP Target of 78% during FY18-19.

Kids First of Florida FY 17-18 & 18-19 Comparison CQI & PIP Item Average % Strength	Description	CFSR Baseline	PIP Target	KFF FY 17-18 Average % Strength n=24 (19 CQI & 5 PIP)	KFF FY 18-19 Average % Strength n=25 (21 CQI & 4 PIP)
<b>Safety Outcome 2</b>					
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	77%	86%	↓ 63%	↑ 100%
Item 3	Risk and Safety Assessment and Management	71%	78%	↓ 21%	↑ 52%

## Permanency Outcome 1

●**CFSR/CQI/PIP Item 4-** During FY18-19; KFF’s average was 87% compared to 93% in FY17-18. KFF has seen a 6% decrease in the average strength for Item 4 (*Child’s placement in foster care is stable and any changes in placement was in the child’s best interest and consistent with achieving the child’s permanency goal(s)*). This item remains above the CFSR Baseline of 82% but continues to fall slightly below the PIP Target of 89%.

●**CFSR/CQI/PIP Item 5-** During FY18-19; KFF’s average was 73% compared to 79% in FY17-18. KFF has seen a slight decrease (6%) in the average strength for Item 5(*Timely establishment of permanency goals*) falling below the CFSR Baseline of 75% and the PIP Target of 82%.

●**CFSR/CQI/PIP Item 6-** During FY18-19; KFF’s average was 33% compared to 43% in FY17-18. KFF has seen a (10%) decrease in average strength for Item 6 (*Concerted efforts to achieve the child’s permanency goal*) falling well below the CFSR Baseline of 67% and PIP Target of 75%.

Kids First of Florida FY 17-18 & 18-19 Comparison CQI & PIP Item Average % Strength	Description	CFSR Baseline	PIP Target	KFF FY 17-18 Average % Strength n=24 (19 CQI & 5 PIP)	KFF FY 18-19 Average % Strength n=25 (21 CQI & 4 PIP)
<b>Permanency Outcome 1</b>					
Item 4	Stability of Foster Care Placement	82%	89%	↑ 93%	↓ 87%
Item 5	Permanency Goal for Child	75%	82%	↑ 79%	↓ 73%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67%	75%	↑ 43%	↓ 33%

## Permanency Outcome 2

- **CFSR/CQI/PIP Item 7-** During FY18-19; KFF's average was 89% compared to 73% in FY17-18. KFF has seen a 16% increase in average strength for Item 7 (*Concerted efforts made to place siblings together unless separation was necessary to meet the needs of one of the siblings*) rising above the CFSR Baseline of 85%
- **CFSR/CQI/PIP Item 8-** During FY18-19; KFF's average was 50% compared to 14% in FY17-18. KFF has seen a 36% increase in average strength for Item 8 (*Concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity*). Even though KFF has seen a substantial increase in performance for this item, it continues to fall below the CFSR Baseline of 69%.
- **CFSR/CQI/PIP Item 9-** During FY18-19; KFF's average was 80% compared to 93% in FY17-18. KFF has seen a 13% decrease in average strength for Item 9 (*Concerted efforts to maintain the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school and friends*) which fell below the CFSR Baseline of 82% for FY18-19.
- **CFSR/CQI/PIP Item 10-** During FY18-19; KFF's average was 86% compared to 71% in FY17-18. KFF has seen a 15% increase in average strength for Item 10 (*Relative Placement*) rising above the CFSR Baseline of 72%.
- **CFSR/CQI/PIP Item 11-** During FY18-19; KFF's average was 42% compared to 38% in FY17-18. KFF has seen a slight increase of 4% for Item 11 (*Concerted efforts to promote, support, and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed*). Even though KFF has increased in average strength for this item, it still falls below the CFSR Baseline of 60%.

Kids First of Florida FY 17-18 & 18-19 Comparison CQI & PIP Item Average % Strength	Description	CFSR Baseline	PIP Target	KFF FY 17-18 Average % Strength n=24 (19 CQI & 5 PIP)	KFF FY 18-19 Average % Strength n=25 (21 CQI & 4 PIP)
<b>Permanency Outcome 2</b>					
Item 7	Placement With Siblings	85%	NA	↓ 73%	↑ 89%
Item 8	Visiting With Parents and Siblings in Foster Care	69%	NA	↓ 14%	↑ 50%
Item 9	Preserving Connections	82%	NA	↑ 93%	↓ 80%
Item 10	Relative Placement	72%	NA	↓ 71%	↑ 86%
Item 11	Relationship of Child in Care With Parents	60%	NA	↓ 38%	↑ 42%

**Well-Being Outcome 1**

● **CFSR/CQI/PIP Item 12-** During FY18-19; KFF's average was 40% compared to 13% in FY17-18. KFF has seen an increase of 27% for Item 12 (*Concerted efforts to assess the needs of and provide services to children, parents, and foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family*) however remains below the CFSR Baseline of 51% and PIP Target of 58%.

● **CFSR/CQI/PIP Sub-Item 12 A-** During FY18-19; KFF's average was 96% compared to 67% in FY17-18. KFF has seen an increase of 29% for Sub-Item 12 A (*Needs assessment and services to children*). KFF's average is above the CFSR Baseline of 88% and PIP Target of 58%.

● **CFSR/CQI/PIP Sub-Item 12 B-** During FY18-19; KFF's average was 35% compared to 17% in FY17-18. KFF has seen an increase of 18% for Item 12 B (*Needs assessment and services to parents*) however KFF has performed below the CFSR Baseline of 55% and PIP Target of 58% for two consecutive years. In addition, a DCF Contract Oversight Unit Review (Onsite) of KFF was conducted in October 2018 and found that KFF was not meeting the performance measure regarding this item. KFF developed a corrective action plan (CAP) which was implemented in July FY19-20 in efforts to strengthen

performance in this area. Details of the CAP related to this item will be addressed in the annual update of the Quality Management Plan for FY 19-20.

●**CFSR/CQI/PIP Sub-Item 12 C-** During FY18-19; KFF's average was 60% compared to 79% in FY17-18. KFF has seen a decrease of 19% for Item 12 C (*Needs assessment and services to foster parents*). Even though KFF has seen a slight decrease for this item; performance has continued to be above the PIP Target of 58% for two consecutive years.

●**CFSR/CQI/PIP Item 13-** During FY18-19; KFF's average was 56% compared to 29% in FY17-18. KFF has seen an increase 27% for Item 13 (*Concerted efforts made to involve the parents and children (if developmentally appropriate) in the case planning process on an on-going basis*). Even though KFF has seen an increase for this item; performance has continued to fall below the CF SR Baseline of 64% and the PIP Target of 71% for two consecutive years. In addition, a DCF Contract Oversight Unit Onsite Review of KFF was conducted in October 2018 and found that KFF was not meeting the performance measure regarding this item. KFF developed a corrective action plan (CAP) which was implemented in July FY 19-20 in efforts to strengthen performance in this area. Details of the CAP related to this item will be addressed in the annual update of the Quality Management Plan for FY 19-20.

●**CFSR/CQI/PIP Item 14-** During FY18-19; KFF's average was 96% compared to 38% in FY17-18. KFF has seen a substantial increase of 58% for Item 14 (*Sufficient frequency and quality of the visits between the caseworkers and child(ren) to ensure safety, permanency, and well-being of the child(ren) to promote achievement of case goals*). For FY18-19; KFF is well above the CF SR Baseline of 73% and the PIP Target of 79% for this item.

●**CFSR/CQI/PIP Item 15-** During FY18-19; KFF's average was 35% compared to 17% in FY17-18. KFF has seen an increase of 18% for Item 15 (*Sufficient frequency and quality of the visits between the caseworkers and the mothers and fathers of the child(ren) to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals*). Even though KFF has seen an increase for this item; performance has continued fall below the CF SR Baseline of 44% and the PIP Target of 51% for two consecutive years.

Kids First of Florida FY 17-18 & 18-19 Comparison CQI & PIP Item Average % Strength	Description	CFSR Baseline	PIP Target	KFF FY 17-18 Average % Strength n=24 (19 CQI & 5 PIP)	KFF FY 18-19 Average % Strength n=25 (21 CQI & 4 PIP)
<b>Well-Being Outcome 1</b>					
Item 12	Needs and Services of Child, Parents, and Foster Parents	51%	58%	13%	40%
Item 12A	Needs Assessment and Services to Children	88%	NA	67%	96%
Item 12B	Needs Assessment and Services to Parents	55%	NA	17%	35%
Item 12C	Needs Assessment and Services to Foster Parents	80%	NA	79%	60%
Item 13	Child and Family Involvement in Case Planning	64%	71%	29%	56%
Item 14	Caseworker Visits With Child	73%	79%	38%	96%
Item 15	Caseworker Visits With Parents	44%	51%	17%	35%

**Well-Being Outcome 2**

●**CFSR/CQI/PIP Item 16-** During FY18-19; KFF's average was 88% compared to 92% in FY17-18. KFF seen a slight decrease of 4% Item 16 (*Concerted efforts to assess children's educational needs and appropriately address identified needs in the case planning and case management activities*). The average for FY18-19 is below the CFSR Baseline of 92%.

Kids First of Florida FY 17-18 & 18-19 Comparison CQI & PIP Item Average % Strength	Description	CFSR Baseline	PIP Target	KFF FY 17-18 Average % Strength n=24 (19 CQI & 5 PIP)	KFF FY 18-19 Average % Strength n=25 (21 CQI & 4 PIP)
<b>Well-Being Outcome 2</b>					
Item 16	Educational Needs of the Child	92%	NA	92%	88%

## Well-Being Outcome 3

●**CFSR/CQI/PIP Item 17-** During FY18-19; KFF's average was 89% compared to 56% in FY17-18. KFF has seen a significant increase of 33% for Item 17 (*Physical health needs of children, including dental health needs*). For FY18-19; KFF's average is above the CFSSR Baseline of 85% for this item.

●**CFSR/CQI/PIP Item 18-** During FY18-19; KFF's average was 60% which has remained the same for Item 18 (*Mental/Behavioral Health Needs of children*). KFF has performed below the CFSSR Baseline of 72% for this item for two consecutive years.

Kids First of Florida FY 17-18 & 18-19 Comparison CQI & PIP Item Average % Strength	Description	CFSSR Baseline	PIP Target	KFF FY 17-18 Average % Strength n=24 (19 CQI & 5 PIP)	KFF FY 18-19 Average % Strength n=25 (21 CQI & 4 PIP)
<b>Well-Being Outcome 3</b>					
Item 17	Physical Health of the Child	85%	NA	↓ 56%	↑ 89%
Item 18	Mental/Behavioral Health of the Child	72%	NA	↑ 60%	↑ 60%

### 1. Local Practice Trends in response to RSF and Florida CQI data

KFF's quality improvement process appears to work well. Through the process, improvement activities were implemented (referenced below) in FY18-19 and overall performance measures have improved.

●**Systemic:**

- KFF is assigned as secondary to the case immediately (at shelter). KFF has enhanced the case transfer packet process to include a joint agreement (DCF/KFF) on the checklist and process, through review of the packets, as well as trained backup staff for packet review.



-Staff were provided with Unified Home Study Training.

- The Quality Assurance Manager meets with staff by unit to discuss specific trends related to areas of low performance in efforts to identify a root cause and implement additional training/mentoring if needed.

- The Quality Assurance Manager developed a “trending” review tool to identify specific areas of strengths and areas needing improvement for individual FSC and agency wide which is utilized as a coaching/mentoring tool.

-The Quality Assurance Manager developed a one-page review brochure for staff that explains each type of review that is completed which will be discussed during the pre-consultation which is completed prior to case review.

- The Quality Assurance Manager sends out weekly “CFSR/RSF Tips” via email to all program staff. The topics are often focused on areas needing improvement within the agency.

- KFF is focused on improving the partner relationship with CLS including: communication; court preparation; Conditions for Return; revised forms; implementing CFOPs and legislative changes.

- MindShare training was provided to staff. In addition, Judicial Program Director has worked with Mindshare to expand functionality to include tracking due dates for home studies. Program Directors and supervisors use Mindshare regularly as supervisory tools for multiple purposes (caseloads, visits, med/dental, human trafficking, etc.). FSCs are regularly using it to enter notes from the field to employ most efficient use of time.

●**Safety:**

-The Critical Child Safety Practice Supervisor continues to provide on-going training around the Safety Practice Model including safety management engagement for all KFF staff. Some of the training that was provided to staff in FY 18-19 included the following:

- “Assessing Caregiver Protective Capacities and Child’s Needs” which focused on how to assess and document child needs and caregiver protective capacities to determine progress or lack of progress towards behavioral change; Training/Coaching on how to Terminate and Create New Safety Plans
- Quality Home Visit and Documentation training
- “How to Write and What to Write” training that focused on home visit notes, telephone contacts and information domains

- Safety Planning & Safety Services Training focusing on how to write safety actions using the safety management categories outlined in CFOP 170-9 Chapter 8 and how to engage safety monitors and assess for a least intrusive plan using the 5 Safety Analysis Questions
- “Bridges Out of Poverty” Training that was focused on how to assess and motivate change.
- “Emphasis on Pediatric Behaviors-Substance Abuse” training

- Senior Management and supervisors are monitoring and ensuring that visits take place every 30 days in the child’s residence via the “Children Seen-Not Seen” FSFN report that the KFF Data, Policy and Project Analyst sends out to staff three times per week.

- KFF filled the Safety Service Coordinator position in November 2018. The KFF Safety Management Coordinator works in partnership with the assigned Child Protective Investigator to establish the least intrusive plan for safety of the child(ren) and to manage and monitor the plan while ensuring the continued appropriateness of the safety services. The SSC is housed at DCF three days a week. This will improve the timeliness of the safety conference with safety monitors. The SSC is having a safety conference with safety monitors and CPI within 24hours of the referral receipt, not to exceed 2 business days.

-The Critical Child Safety Practice Supervisor developed a safety management “Quality Review Tool” to provide consistent measurements/tracking on key areas that also correspond with the CFSR/CQI/RSF tools and requirements.

- FAST (Family Assessment Support Team) Implementation-Non-Judicial Program for when a family has consented to accept intensive supervision and services aimed at stabilizing the family. The purpose is to ensure the protection of unsafe children that are at risk of abuse or neglect. The program aids to provide services for 4-6 months, depending on the service needs of the family. FAST (FSCs) are bachelor-level certified child welfare staff trained in specialized services and program assessment tools. A Peer Support Specialist was hired which will be housed with a Family Intervention Specialist (FIS) staff member, a therapist and the FAST unit. Supervisor reviews occur every 30 days on all FAST cases.

- KFF has initiated IPT (Integrated Practice Team) meetings weekly. IPT is a team of individuals who meet to discuss a case. The goal of the IPT meetings are to brainstorm ideas and create immediate and/or innovative solutions to assist the family to prevent a removal.

●**Permanency:**

-The KFF Judicial Program Director has implemented the following tracking systems in efforts to improve performance related to permanency:

- M5 tracker- The purpose is to start discussing cases at Permanency Supervision with the supervisor once a case has been open 60-90 days to ensure we are monitoring for Conditions of Return being met and if an in-home safety plan can be implemented as soon as possible. The Program Director will meet with each supervisor a minimum of twice per month to review all children that are eligible under the scorecard measure to project cases that will achieve timely permanency and identify any barriers to achieving permanency. In addition, this tracker is used to ensure cases are added to the Permanency Staffing schedule accordingly and not overlooked.
- 301 Tracker- Reviewed at a minimum of once a month at Permanency Supervision to look at any child who is set to reunify or close PG, regardless of when the case opened. This helps to project a case for permanency, monitor the components such as options through court, home study completion, backgrounds, behavioral change, etc.
- TPS (Termination of Protective Supervision Tracker- purpose is to track cases that have an identified closure date as well as tracking and looking forward to when cases can close (i.e. 6 months PPS for a reunification) to make sure LAM's are filed timely or discretion to close is requested at the court hearing closest to the closure date. This also helps in projecting caseload #'s for FSC's. This is reviewed with supervisors monthly.
- New Case Arraignment/Case Plan Conference Tracker- purpose is to ensure cases are staffed with CLS for CP tasks at least 2 weeks prior to arraignment so FSC can develop the CP and file with CLS timely so all parties receive copies at least 3 business days ahead of the Arraignment/Case Plan Conference. Goal is to see consents come in more quickly thus driving permanency from the front end too.
- Case Transfer Staffing (CTS) Log/tracker- The Program Director creates the CTS schedule each week. A designee facilitates the staffing. Upon completion of the staffing the facilitator documents the CTS in FSFN Meeting tab and uploads a PDF version of the staffing. The facilitator then provides the Word version to the Judicial Admin Asst who adds the outstanding CPI and FSC tasks to the log. The outstanding tasks will then be sent to DCF identified contact within 1 business day for their follow up and to ensure the tasks are completed with the deadlines issued at the CTS.
- New Child Tracker- purpose is to identify all pregnant parents timely, follow new child protocol, determine legal sufficiency (if warranted). This also assists in projecting caseload #'s for FSC's.

- KFF created an internal workgroup consisting of placement, financial, FSC, FSCS, and Senior Leadership Staff. This group will address Quality Foster Parent Pre-Service Training, Effective Communication with Foster Parents (expectations,

events, support etc.); Consistent Enhanced Placement Rates; Increased Quality Ongoing Training, and Enhancing the current Foster Parent Support Group.

- KFF held a planning meeting with the State Foster Parent Association president and current KFF foster parent who will take the lead in organizing the local association.

- Foster Parent Association Face Book Page was developed in November 2018.

- Foster & Adoptive Parent Association is up and running and being led by a Foster Parent.

- LFC (Licensed Foster Care) Exit tracker- purpose is to identify which foster homes will have an open bed(s) and approximate dates. This captures any child exiting to a relative, non-relative or parent. This is reviewed with supervisors monthly.

- New Recruitment materials are being developed.

- KFF implemented a Case Planning (CP) Conference that occurs on the same day as the arraignment. FSCs are discussing what case plans are and tasks with the parents and CLS (separately) ahead of the CP conference. At the CP conference, the parents are included in the discussion. The parent's counsel, parent, GAL program, GAL attorney, KFF and CLS attorney are all included in the Case Plan Conference.

- Incarcerated Parents is discussed during all judicial cases to ensure engagement of fathers.

- KFF has developed a Resource Guide for caregivers. KFF is in the process of developing and implementing a Level 1 Licensing Program that will provide holistic support services for those relatives & non-relatives that choose to participate. A licensing counselor will be assigned to each relative/non-relative participating in the program. KFF has increased the social media communication with foster parents as well as developing a group email.

- KFF hired an additional placement specialist position to prioritize children in foster care and separated siblings and will assist with looking for relatives when a FAST case is failing or if more safety monitors are needed.

-FAPA (The Clay Chapter of the Foster and Adoptive Parent Association) is active including a Facebook page maintained by the association. KFF is holding placement stabilization staffing/s to help stabilize placements and provide an opportunity for foster parents to feel heard and supported. Licensing and Placement Staff have increased their communication with each other and with Family Services Counselors to help address foster parent concerns quicker and more efficiently. KFF has increased its social media and email communication with foster parents. Foster parent appreciation events are being held including a dinner and trip to the zoo.

-KFF plans to hire additional transporters that can be cross trained to assist with supervising visits between the children and the parents.

-FSC's are sending status letters to the court regarding visitation schedules for the parents which will show the efforts made by the agency to ensure that visits between the children and the parents are taking place (specifically regarding relative placement).

- KFF is conducting separated sibling staffing's where the agency discusses the barriers to place siblings together. In addition, KFF has increased the recruitment and licensing efforts to focus on foster families that can foster sibling groups and the importance of keeping siblings together.

- Judicial Program Director implemented regular meetings with the GAL program (currently occurring every month) to build relationships and acknowledge their important role in achieving permanency for children.

●**Well-Being:**

- KFF is revising the monitoring/tracking process regarding children's medical and dental service needs in efforts to improve performance in these areas in FY 19-20.

### **III. Findings**

The following tables and graphs provide the number of case reviews completed by KFF in FY 18-19 and an analysis and evaluation of performance trends across multiple service delivery and management factors specific to the CFSR outcome goals of safety, permanency and well-being. The narrative and graphics describe the annual findings of the outcome measures and performance measured to the benchmark targets.

Kids First of Florida FY 18-19 Quality Assurance Case Reviews	Rapid Safety Feedback	CQI CFSR (with in-depth interviews)	CQI CFSR (no interviews)	Performance Improvement Plan (PIP) (includes in-depth interviews)
Q1	8	1	4	1
Q2	8	1	4	1
Q3	8	1	4	1
Q4	8	1	4	1

**Figure 1.** (KFF FY % Strength Average in comparison to State FY % Strength Average FY 16-17 through FY 18-19)

<b>Rapid Safety Feedback</b>	<b>KFF 16-17 % Average</b>	<b>State 16-17 % Average</b>	<b>KFF 17-18 % Average</b>	<b>State 17-18 % Average</b>	<b>KFF 18-19 % Average</b>	<b>State 18-19 % Average</b>
1.1 Family Assessment Sufficiency	26%	50%	33%	53%	69%	55%
1.2 Family Assessment Timely Completion	34%	45%	29%	46%	53%	44%
2.1 Quality Visits with Children	49%	63%	44%	60%	97%	54%
2.2 Frequency of Visits with Children	84%	77%	66%	77%	100%	75%
2.3 Quality of Visits with Mothers	58%	68%	80%	66%	94%	63%
2.4 Frequency of Visits with Mothers	66%	82%	58%	80%	84%	78%
2.5 Quality of Visits with Fathers	48%	55%	42%	54%	83%	50%
2.6 Frequency of Visits with Fathers	43%	54%	25%	51%	89%	51%
3.1 Completion of Background Checks and Home Assessments	58%	70%	89%	75%	97%	70%
3.2 Background Checks and Home Assessments are Being Assessed	62%	76%	86%	78%	97%	75%
4.1 Safety Plan Sufficiency	33%	61%	32%	56%	94%	58%
4.2 Safety Plan Monitoring	37%	54%	36%	48%	94%	47%
5.1 Supervisor Consultations	31%	56%	64%	60%	84%	58%
5.2 Supervisor Follow-up and Recommendations	26%	49%	66%	54%	75%	50%

**Figure 2.** (KFF Quarterly % Strength Average)

<b>Rapid Safety Feedback KFF % Strength</b>	<b>KFF 16-17 Q1 (n=8)</b>	<b>KFF 16-17 Q2 (n=10)</b>	<b>KFF 16-17 Q3 (n=10)</b>	<b>KFF 16-17 Q4 (n=8)</b>	<b>KFF 17-18 Q1 (n=9)</b>	<b>KFF 17-18 Q2 (n=8)</b>	<b>KFF 17-18 Q3 (n=10)</b>	<b>KFF 17-18 Q4 (n=8)</b>	<b>KFF 18-19 Q1 (N=8)</b>	<b>KFF 18-19 Q2 (n=8)</b>	<b>KFF 18-19 Q3 (n=8)</b>	<b>KFF 18-19 Q4 (n=8)</b>
1.1 Family Assessment Sufficiency	13%	50%	40%	0%	0%	25%	20%	88%	63%	50%	63%	100%
1.2 Family Assessment Timely Completion	50%	40%	20%	25%	22%	0%	30%	63%	88%	13%	38%	75%
2.1 Quality Visits with Children	63%	80%	30%	25%	11%	38%	40%	88%	100%	88%	100%	100%
2.2 Frequency of Visits with Children	100%	90%	70%	75%	78%	50%	60%	75%	100%	100%	100%	100%
2.3 Quality of Visits with Mothers	75%	67%	40%	50%	67%	75%	80%	100%	100%	75%	100%	100%
2.4 Frequency of Visits with Mothers	88%	89%	50%	38%	67%	25%	90%	50%	75%	75%	100%	88%
2.5 Quality of Visits with Fathers	100%	43%	50%	0%	14%	60%	43%	50%	100%	57%	75%	100%
2.6 Frequency of Visits with Fathers	80%	57%	22%	14%	0%	25%	25%	50%	100%	67%	88%	100%
3.1 Background Checks and Home Assessments	25%	70%	60%	75%	56%	100%	100%	100%	100%	88%	100%	100%
3.2 Background Checks and Home Assessments are Being Assessed	75%	50%	60%	63%	56%	88%	100%	100%	100%	88%	100%	100%
4.1 Safety Plan Sufficiency	38%	33%	60%	0%	22%	38%	20%	50%	100%	75%	100%	100%
4.2 Safety Plan Monitoring	63%	33%	10%	43%	0%	38%	20%	88%	100%	88%	100%	88%
5.1 Supervisor Consultations	50%	30%	20%	25%	67%	63%	40%	88%	88%	75%	88%	88%
5.2 Supervisor Follow-up and Recommendations	63%	30%	10%	0%	56%	50%	70%	88%	75%	63%	75%	88%

**Figure 3.** (KFF % Strength Quarterly Data and FY Average for FY 18-19)



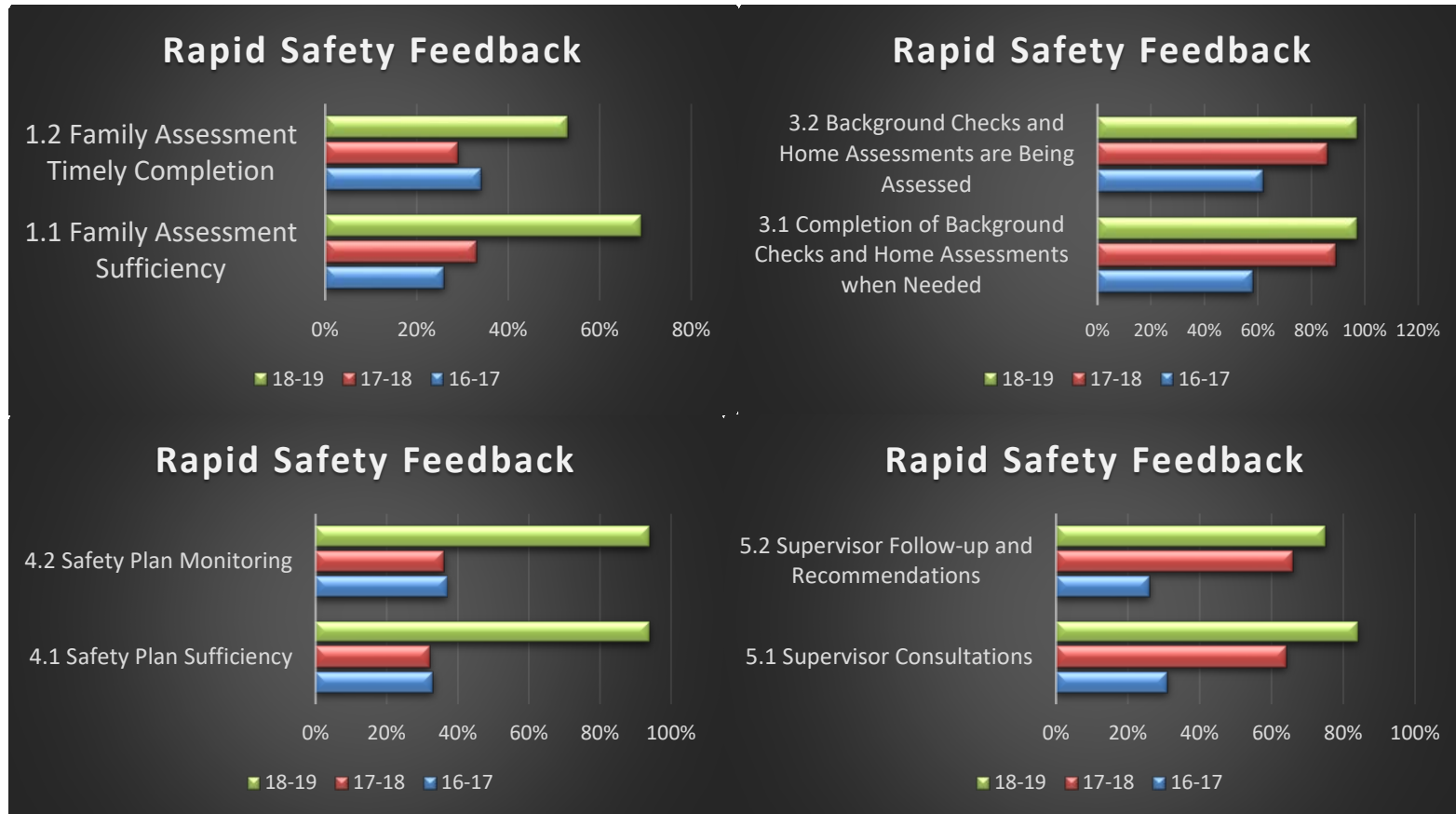
Rapid Safety Feedback % Strength FY 18-19		KFF 18-19 Q1 n=8	State 18-19 Q1 n=193	KFF 18-19 Q2 n=8	State 18-19 Q2 n=202	KFF 18-19 Q3 n=8	State 18-19 Q3 n=115	KFF 18-19 Q4 n=8	State 18-19 Q4 n=199	KFF FY 18-19 Average	State FY 18-19 Average
1.1	Is the most recent family assessment sufficient?	62.5%	51.3%	50.0%	59.4%	62.5%	53.2%	100.0%	55.8%	↑69%	55%
1.2	Is the most recent family assessment completed timely?	87.5%	43.0%	12.5%	41.8%	37.5%	42.8%	75.0%	47.7%	↑53%	44%
2.1	Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety	100.0%	48.7%	87.5%	57.2%	100.0%	55.8%	100.0%	54.8%	↑97%	54%
2.2	Is the frequency of visits between the case manager and the child(ren) sufficient to ensure child safety and	100.0%	74.6%	100.0%	78.1%	100.0%	74.6%	100.0%	72.9%	↑100%	75%
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?	100.0%	67.0%	75.0%	63.1%	100.0%	68.0%	100.0%	54.4%	↑94%	63%
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?	75.0%	80.2%	75.0%	76.8%	100.0%	78.6%	87.5%	77.2%	↑84%	78%
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?	100.0%	45.4%	57.1%	54.7%	75.0%	52.3%	100.0%	46.6%	↑83%	50%
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?	100.0%	43.2%	66.7%	55.4%	87.5%	52.1%	100.0%	53.5%	↑89%	51%
3.1	Are background checks and home assessments completed when needed?	100.0%	72.5%	87.5%	71.6%	100.0%	71.6%	100.0%	65.3%	↑97%	70%
3.2	Is the information assessed and used to address potential danger threats?	100.0%	77.2%	87.5%	78.6%	100.0%	74.6%	100.0%	70.9%	↑97%	75%
4.1	Is the safety plan sufficient?	100.0%	55.0%	75.0%	55.6%	100.0%	62.6%	100.0%	59.4%	↑94%	58%
4.2	Is the safety plan actively monitored to ensure that it is working effectively to protect the child(ren) from	100.0%	43.1%	87.5%	48.2%	100.0%	52.0%	87.5%	44.1%	↑94%	47%
5.1	Is the supervisor regularly consulting with the case manager?	87.5%	59.1%	75.0%	57.7%	87.5%	60.7%	87.5%	54.8%	↑84%	58%
5.2	Is the supervisor ensuring recommended actions are followed up on?	75.0%	49.2%	62.5%	48.8%	75.0%	52.7%	87.5%	49.2%	↑75%	50%

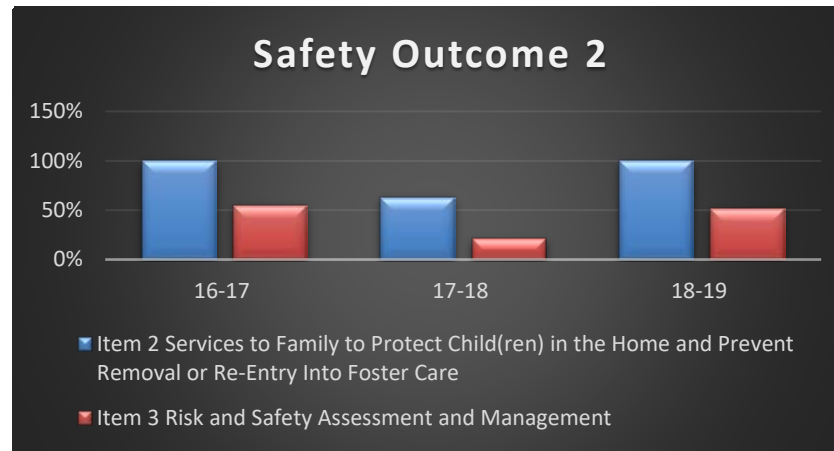
## IV. Gaps Between Findings and Benchmarks

### Safety:

During FY 18-19 KFF experienced an increase in performance for RSF Items 1.1 *Family Assessment Sufficiency*, 1.2 *Timely completion of Family Assessments*; 3.1 & 3.2 *Completion and Assessment of Background Checks and Home Assessments*; 4.1 & 4.2 *Safety Plan Sufficiency and Monitoring*; 5.1 & 5.2 *Supervisor Consultations and Follow-up* and scored higher than the state average as seen in Figure 3 above. For the related CFSR/CQI Item 3 *Risk and Safety Assessments and Management*, KFF has seen similar performance however scoring below the CFSR Baseline and PIP Target for three consecutive years as indicated in Figure 4 below. The gaps between the findings and the benchmarks include lack of sufficient information in the Family Functioning On-Going Assessment domains and/or Progress Updates; completion of the FFAO/Progress Updates at 90 day intervals and critical junctures; risk and safety assessments being conducted initially and on-going, appropriate safety plans being developed with the family; monitoring of those safety plans and limited documentation in the case file and FSFN. A root cause analysis showed that KFF was accepting cases prior to the investigative duties being complete i.e. FFA which resulted in the FFAO not being completed timely. Cases are now complete when transferred to KFF which has resulted in a positive trend in FY 18-19 regarding adequate and timely assessments. A DCF Contract Oversight Unit Review (On-site) of KFF was conducted in October 2018 and found that KFF was not meeting the performance measure regarding CFSR/CQI Item 3. KFF developed a corrective action plan (CAP) which was implemented in July FY19-20 in efforts to strengthen performance in this area. Details of the CAP related to this item will be addressed in the annual update of the Quality Management Plan for FY19-20.

**Figure 4.** RSF Family Assessments; Background Screening; Safety Plan Sufficiency and Monitoring; Supervisor Consultations & Safety Outcome  
 2 Item 2 Services to Prevent Removal or Re-entry; Item 3 Risk and Safety Assessment Management





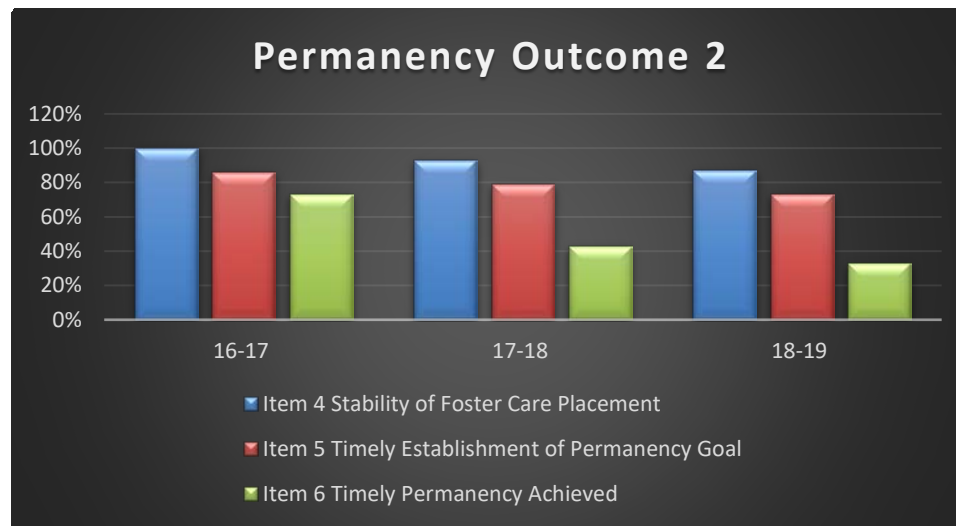
Kids First of Florida CQI & PIP Item % Strength	Description	CFSR Baseline	PIP Target	16-17	17-18	18-19
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	100%	63%	100%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	55%	21%	52%

## Permanency:

As referenced in Figure 5 below; KFF seen a slight decrease of 6% in performance for CFSR/CQI Item 4 *Stability in Foster Care Placement* during FY 18-19 as seen in Figure 5 below. The gap between the findings and the benchmarks can be attributed to a small percent of children having more than one placement change during the period under review that was not in the children's best interest and consistent with achieving the children's permanency goals. KFF has seen a steady decrease in performance for CFSR/CQI Item 5 *Permanency Goal for Child* since FY 16-17. Up until FY 18-19; KFF has remained above the CFSR Baseline of 74.50% for this item however; KFF has fallen below that in FY 18-19. The gap between the findings and the benchmarks for this decline in performance can be attributed to goals not being established

timely (no later than 60 days from the date of the child’s entry into foster care, consistent with the federal requirement) and/or the goal not being appropriate to the child’s needs for permanency and to the circumstances of the case. KFF’s performance for CFSR/CQI Item 6 *Timely Permanency Achieved* has declined 10% in FY 18-19 compared to FY 17-18 and a 40% decline in performance when compared to FY 16-17. This item has remained below the PIP target of 75.40% for three consecutive years. The gap between the findings and the benchmarks can be attributed to the lack of agency efforts to achieve permanency timely, specifically when the goal was adoption.

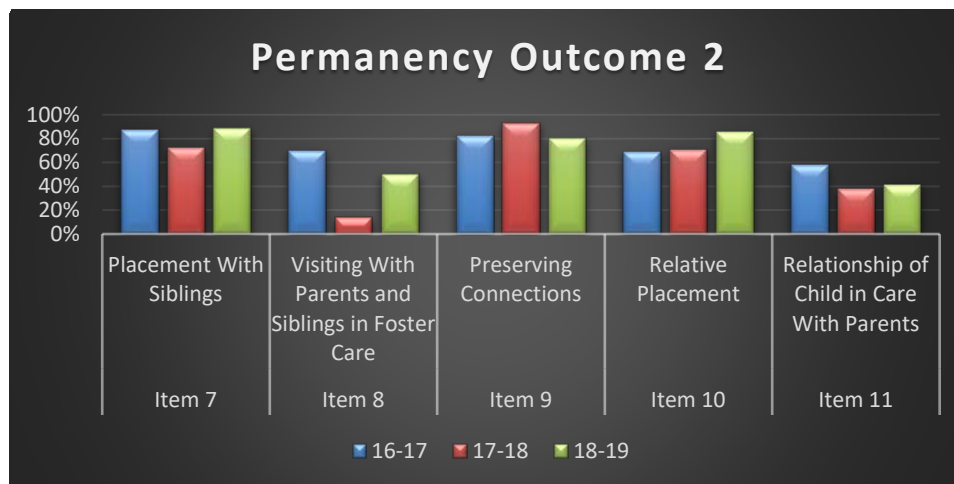
**Figure 5:** Permanency Outcome 2 Stability in Placement; Timely Establishment and Achievement of Goal



Kids First of Florida CQI & PIP Item % Strength	Description	CFSR Baseline	PIP Target	16-17	17-18	18-19
Item 4	Stability of Foster Care Placement	81.80%	88.50%	<b>100%</b>	<b>93%</b>	<b>87%</b>
Item 5	Permanency Goal for Child	74.50%	82.10%	<b>86%</b>	<b>79%</b>	<b>73%</b>
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living	67.30%	75.40%	<b>73%</b>	<b>43%</b>	<b>33%</b>

During FY 18-19; KFF was above the CFSR Baseline and PIP Target for CFSR/CQI Item 7 *Placement with Siblings*. There was a 16% increase in performance for this item as indicated in Figure 6 below. KFF conducts Separated Sibling Staffing/s which has contributed to the increase. In FY 18-19; KFF increased performance in Item 8 *Visiting with Parents and Siblings in Foster Care* however; performance continues to be below the CFSR Baseline. The gap between the findings and the benchmark can be attributed to the lack of agency efforts to ensure the child has frequent and quality visitation with the parents. Item 9 *Preserving Connections* dropped below the CFSR Baseline of 82% for the first time in three years. This decline can be attributed to the lack of agency efforts to ensure that the child's connections that were in place prior to removal were preserved. Specifically, in FY 18-19; performance declined due to the lack of contact the child had with extended family after being removed. KFF has seen a 17% increase in performance for Item 10 *Relative Placement* since FY 16-17. This increase can be attributed to the fact that the agency has become more diligent in attempting to place and keep children in relative placements. Item 11 *Relationship of Child in Care with Parents* has remained below the CFSR Baseline of 60% for three consecutive years. The gap between the findings and the benchmark can be attributed to the lack of agency efforts to ensure that concerted efforts were made to promote, support, and otherwise maintain a positive and nurturing relationship between the child in foster care and his or her parents. This item specifically looks at the agency's efforts to support or strengthen those relationships through encouraging the parent's participation in things such as the child's school functions, medical appointments, activities etc. and/or agency efforts to provide transportation for a parent to attend those functions/appointments or provide a therapeutic situation to strengthen the relationship. In addition, this item looks at foster parents encouraging those relationships as well.

**Figure 6:** Permanency Outcome 2 Placement with Siblings; Visiting with Parents and Siblings; Preserving Connections; Relationship of Child in Care with Parents



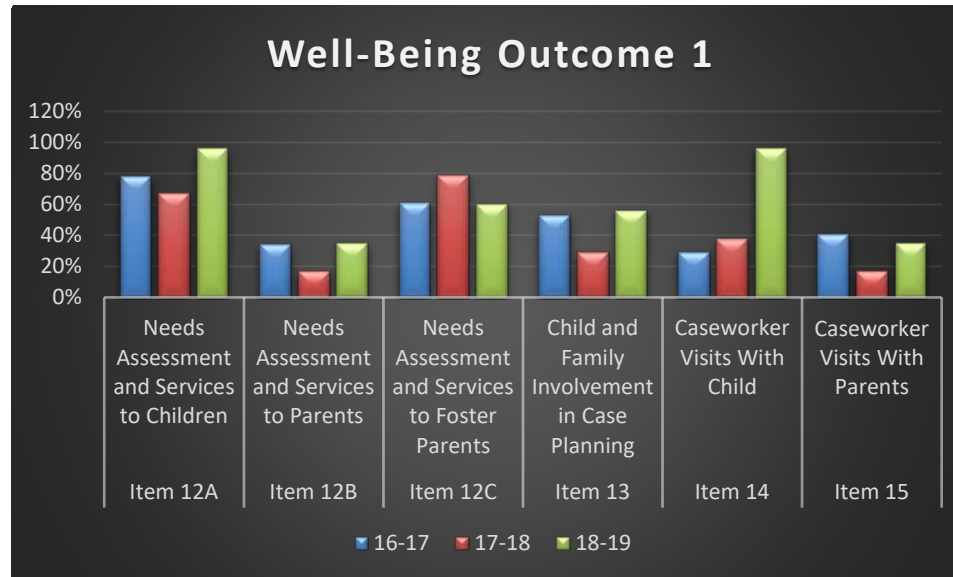
Kids First of Florida CQI & PIP Item % Strength	Description	CFSR Baseline	PIP Target	16-17	17-18	18-19
Item 7	Placement With Siblings	85%	NA	88%	73%	89%
Item 8	Visiting With Parents and Siblings in Foster Care	69%	NA	70%	14%	50%
Item 9	Preserving Connections	82%	NA	83%	93%	80%
Item 10	Relative Placement	72%	NA	69%	71%	86%
Item 11	Relationship of Child in Care With Parents	60%	NA	58%	38%	42%

## Well-Being:

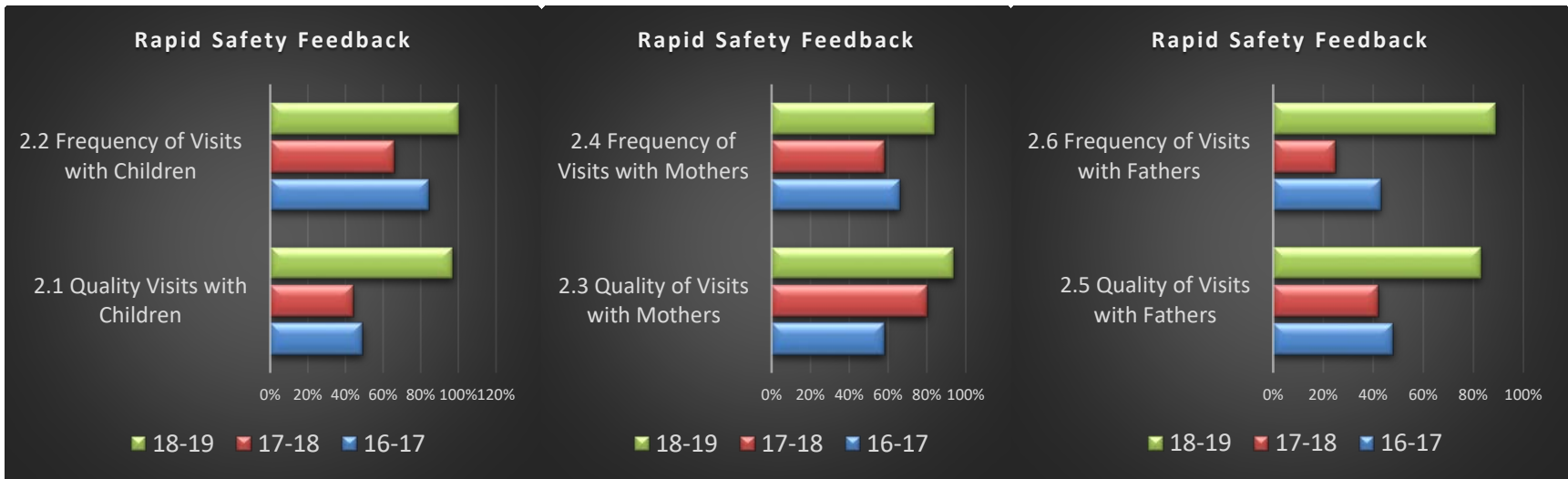
During FY 18-19; KFF has had a 27% increase in performance for Item 12 *Needs and Services to Child and Parents* in comparison to FY 17-18 as seen in Figure 7 below. This is largely contributed to the fact that sub-item A *Needs and Services to Child* has seen a substantial increase going from 67% in FY 17-18 to 96% in FY 18-19. Sub-item B has also increased in performance but continues to fall below the CFSR Baseline of 55% and PIP Target of 58.40% for three consecutive years. A DCF Contract Oversight Unit Review (On-site) of KFF was conducted in October 2018 and found that KFF was not meeting the performance measure regarding CFSR/CQI Item 12B. KFF developed a corrective action plan (CAP) which was implemented in July FY19-20 in efforts to strengthen performance in this area. Details of the CAP related to this item will be addressed in the annual update of the Quality Management Plan for FY19-20. Sub-item 12C has seen a slight decline in performance when compared to FY 17-18. The gap between the findings and the benchmark for Item 12 B & C can be attributed to the lack of adequate formal and informal assessments being conducted on parents to accurately assess their needs and provide the appropriate service to address those identified needs (specifically with regard to re-engaging parents in services; lack of engagement or contact with incarcerated fathers) and the lack of agency efforts to ensure foster parents were adequately assessed on an ongoing basis with respect to services they need in order to provide appropriate care and supervision and to ensure the safety and well-being of the children in their care. Specifically, for Item 12C; the decline in performance was due to the lack of agency inquiry and/or follow-up on the services such as caregiver funds that had been requested. During FY 18-19; KFF has seen a 27% increase in performance for Item 13 *Child and Family Involvement in Case Planning* however this item has been below the CFSR Baseline of 63.60% and PIP Target of 70.70% for three consecutive years as outline in Figure 7 below. A DCF Contract Oversight Unit Review (On-site) of KFF was conducted in October 2018 and found that KFF was not meeting the performance measure regarding CFSR/CQI Item 13. KFF developed a corrective action plan (CAP) which was implemented in July FY19-20 in efforts to strengthen performance in this area. Details of the CAP related to this item will be addressed in the annual update of the Quality Management Plan for FY19-20. KFF performance for CFSR/CQI Item 14 *Caseworker Visits with Child* has substantially increased from FY 17-18; up 58%. KFF's performance average of 96% is well above the CFSR Baseline of 72.50% and PIP Target of 78.90%. The increase can also be seen in the corresponding RSF data as seen in Figure 7 below. KFF Senior Leadership began monitoring caseworker visits with children in the home which could be contributed to the increase. KFF's performance in CFSR/CQI Item 15 *Caseworker Visits with Parents* increased 18% when compared to FY 17-18 and the corresponding RSF data has also seen an increase for frequency and quality of visits with both mothers and fathers.



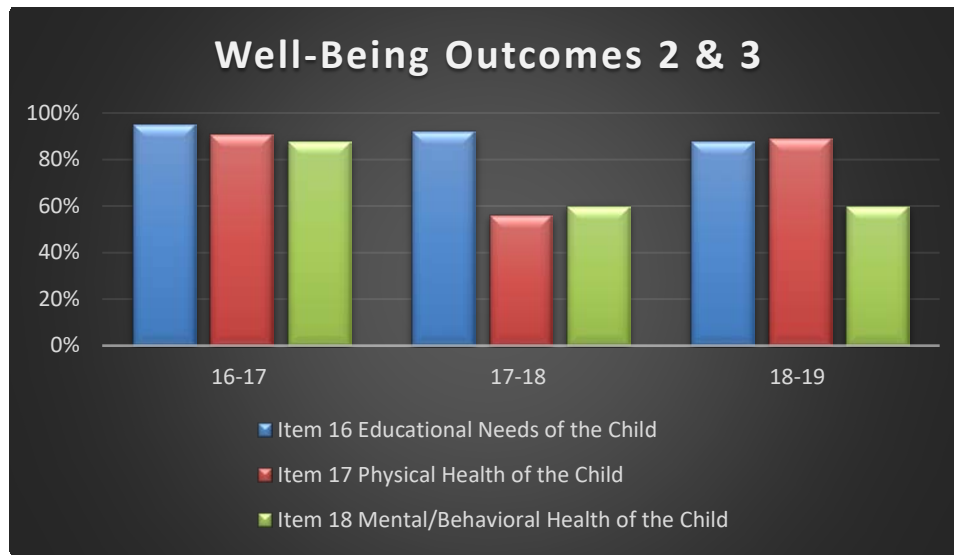
**Figure 7:** Well-Being Outcome 1 Needs and Services to Child, Parents and Foster Parents; Child and Family Involvement in Case Planning; Visits with Child and Parents; RSF Frequency and Quality of visits with children and parents



Kids First of Florida CQI & PIP Item % Strength	Description	CFSR Baseline	PIP Target	16-17	17-18	18-19
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	36%	13%	40%
Item 12A	Needs Assessment and Services to Children	88%	NA	78%	67%	96%
Item 12B	Needs Assessment and Services to Parents	55%	NA	34%	17%	35%
Item 12C	Needs Assessment and Services to Foster Parents	80%	NA	61%	79%	60%
Item 13	Child and Family Involvement in Case Planning	63.60%	70.70%	53%	29%	56%
Item 14	Caseworker Visits With Child	72.50%	78.90%	29%	38%	96%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	41%	17%	35%



**Figure 8:** Well-Being Outcome 2 & 3; Educational; Physical Health and Mental/Behavioral Health needs of the child



<b>Kids First of Florida CQI &amp; PIP Item % Strength</b>	<b>Description</b>	<b>CFSR Baseline</b>	<b>PIP Target</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>
<b>Item 16</b>	<b>Educational Needs of the Child</b>	92%	NA	<b>95%</b>	<b>92%</b>	<b>88%</b>
<b>Item 17</b>	<b>Physical Health of the Child</b>	85%	NA	<b>91%</b>	<b>56%</b>	<b>89%</b>
<b>Item 18</b>	<b>Mental/Behavioral Health of the Child</b>	72%	NA	<b>88%</b>	<b>60%</b>	<b>60%</b>

During FY 18-19 KFF fell below the CFSR Baseline of 92% for CFSR/CQI Item 16 *Educational Needs of the Child*. The gap between the findings and the benchmark can be attributed to the case manager not following up on the child's educational service needs such as speech therapy. CFSR/CQI Item 17 *Physical Health of the Child* also declined in performance but remains above the CFSR Baseline of 89%. The gap between the findings and the benchmark for this item can be attributed to the case manager not following up on physical and dental needs (cardiologist and dental check-ups). CFSR/CQI Item 18 *Mental/Behavioral Health of the Child* dropped remained unchanged at 60% for FY 18-19 when compared to FY 17-18 and continues to fall below the CFSR Baseline of 72%. The gap between the findings and the benchmark can be attributed to the agency not ensuring the child received the recommended mental/behavioral health services specifically therapy.

## **V. Intervention Findings**

After an analysis of review findings; QI activities specific to opportunities for improvement will continue to be addressed as described in the annual update of the KFF Annual Performance & Quality Improvement Plan.