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## Healthy Families Subcommittee

Tuesday, October 8, 2013  
1:00 PM – 3:00 PM  
Webster Hall (212 Knott)

**Committee Meeting Notice**  
**HOUSE OF REPRESENTATIVES**

**Healthy Families Subcommittee**

**Start Date and Time:** Tuesday, October 08, 2013 01:00 pm  
**End Date and Time:** Tuesday, October 08, 2013 03:00 pm  
**Location:** Webster Hall (212 Knott)  
**Duration:** 2.00 hrs

Child Welfare: Panel discussion by community-based care agencies (CBCs)

**NOTICE FINALIZED on 10/01/2013 13:31 by Iseminger.Bobbye**





**Rick Scott, Governor**  
**Esther Jacobo, Interim Secretary**



# Community Based Care Lead Agency Scorecard Overview and Performance Summary

Jason Gaitanis  
Office of Child Welfare

Mission: Protect the Vulnerable, Promote Strong and Economically Self-Sufficient Families,  
and Advance Personal and Family Recovery and Resiliency.

# Background

- November 2011, DCF issued the first CBC Scorecard.
- 12 Measures
  - 3 Safety
  - 5 Permanency
  - 3 Well-Being
  - 1 Administrative Cost

# Original CBC Scorecard

Community-Based Care Lead Agency Scorecard Performance through November 2011

Released 1/10/2012

Rank	Lead Agency	Performance										Health & Education		Cost
		1. 15-30 Day Children Swapped (in-Home & Out-of-Home)	2. 30-60 Day Children Swapped (in-Home & Out-of-Home)	3. Referred Children Who Entered Out-of-Home Care within 12 Months	4. Children Referred within 12 Months of Entry	5. Referred Children Who Entered Out-of-Home Care within 12 Months	6. Referred Children Who Entered Out-of-Home Care within 12 Months	7. Ratio of Adoptions to Children in Care More than 12 Months	8. Children in Care 10-12 Months with Placement	9. Median Time to Re-Entry to School	10. % of Children with Diplomas or GEDs	11. Administrative Costs as % of Total Expenditures	Total Budget	
	Standard Weighting	1.0	1.5	1.5	1.5	1.5	1.0	1.0	1.5	1.0	1.0	1.0	1.0	1.0
1	Lead Agency: <b>Northwest Region, Circuit 2 &amp; 4</b> CEO: <b>Terrell</b> Board Chair: <b>Terrell</b>	99.5%	99.2%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
2	Lead Agency: <b>Family Integrity Program</b> CEO: <b>St. Johns</b> Board Chair: <b>Jerry Cameron</b>	98.90%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
3	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.99%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%	95.3%
4	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.23%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%
5	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.80%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%	95.1%
6	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.85%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%	94.7%
7	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.52%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%
8	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.10%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%	95.8%
9	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.11%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%
10	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.53%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%	93.4%
11	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.87%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%	96.4%
12	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.41%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%	96.5%
13	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.21%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%	95.5%
14	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.74%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%	97.1%
15	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.70%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%	95.2%
16	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	98.71%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%	95.6%
17	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.71%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%
18	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.09%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%
19	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.92%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%	94.1%
20	Lead Agency: <b>St. Johns</b> CEO: <b>St. Johns</b> Board Chair: <b>St. Johns</b>	99.04%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%	95.7%
	Statewide	99.45%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%
	Real Zone:	99.45%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%

# Safety Measures

- Children Seen Every 30 Days.
- No verified maltreatment (in-home and within 6 months).
- Ratio of Children Receiving Family Preservation Services to Children with Verified Maltreatment

# Permanency Measures

- Mother & Father Contacts (Children in Out-of-Home Care with a Goal of Reunification).
- Reunification within 12 Months.
- Re-entry within 12 months (Reunifications only)
- Ratio of Adoptions in Last 12 Months to Children in Care More than 12 Months.
- Placement Stability

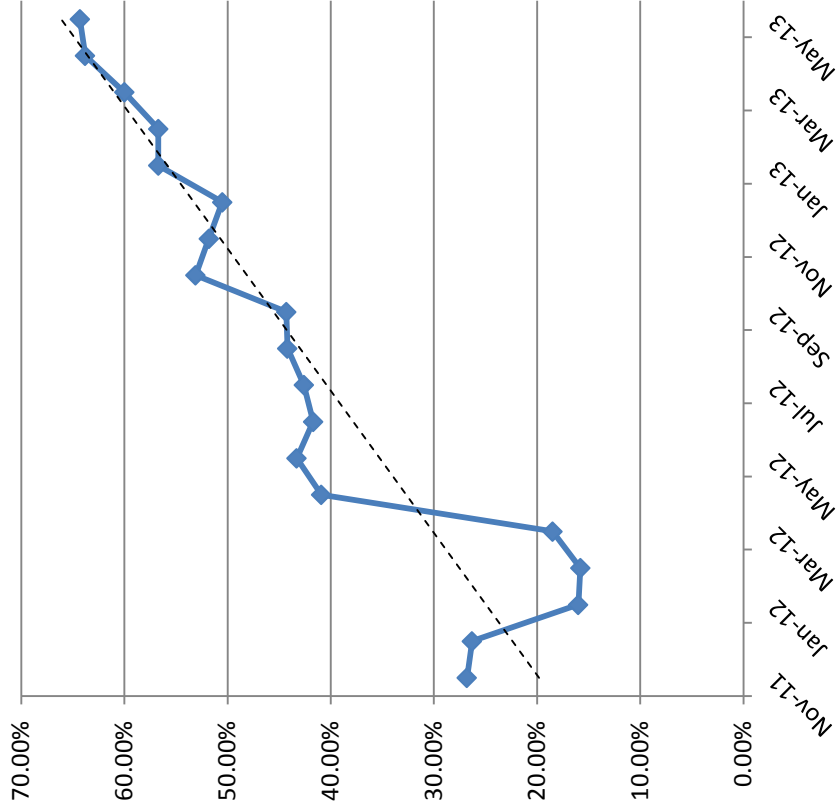


# Well-Being Measures

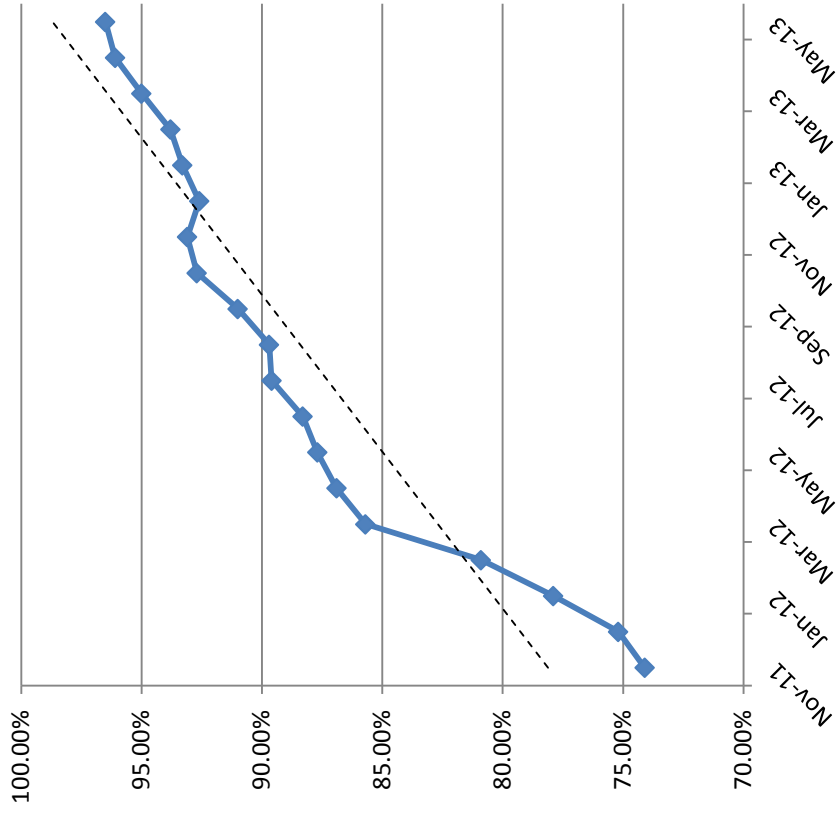
- Medical, Immunization, and Dental Services.
- School Enrollment
- Former Foster Youth Ages 19-22 with Diploma or GED

# Performance

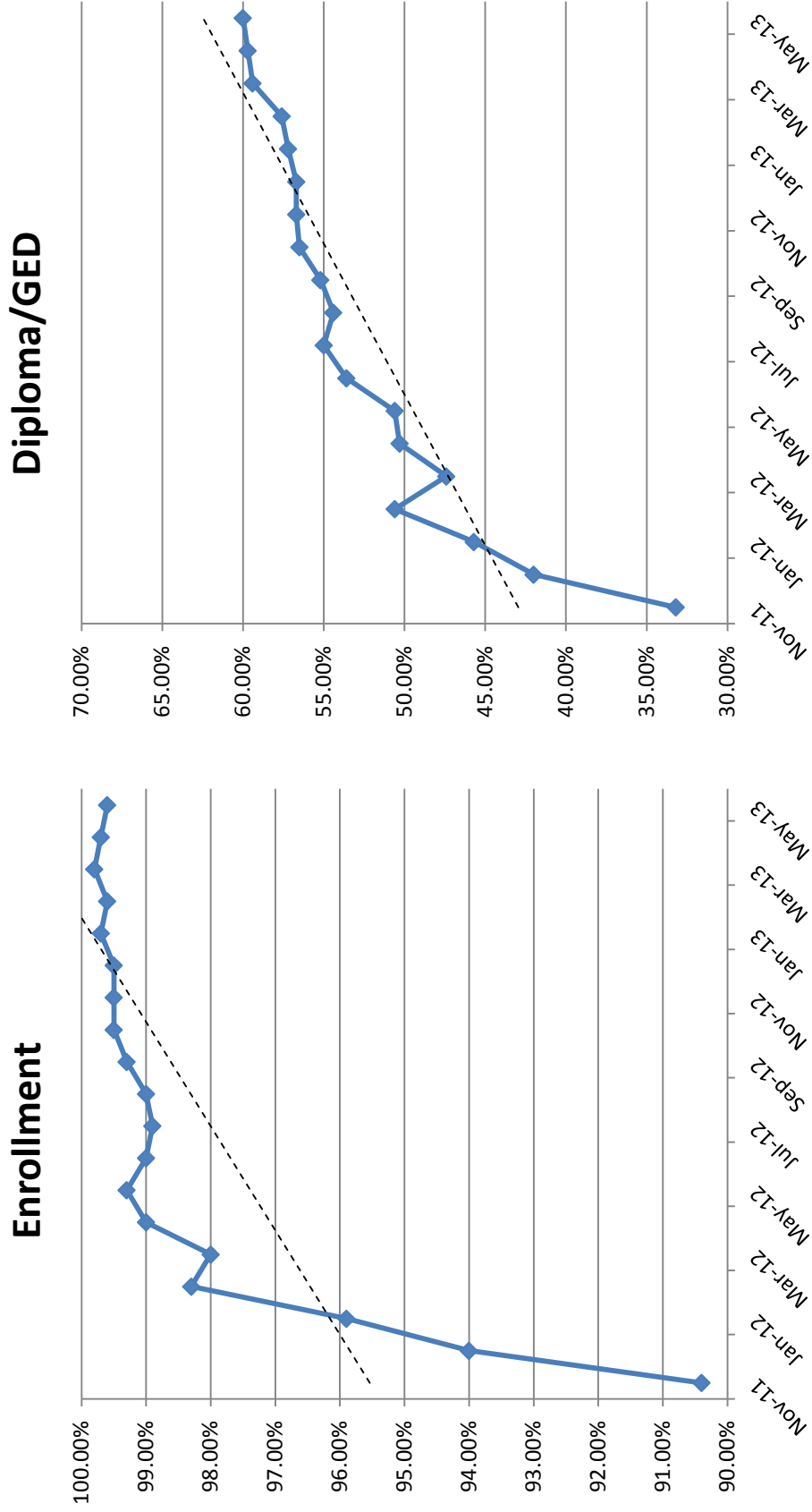
## Mother/Father Contacts



## Medical, Immunization, Dental

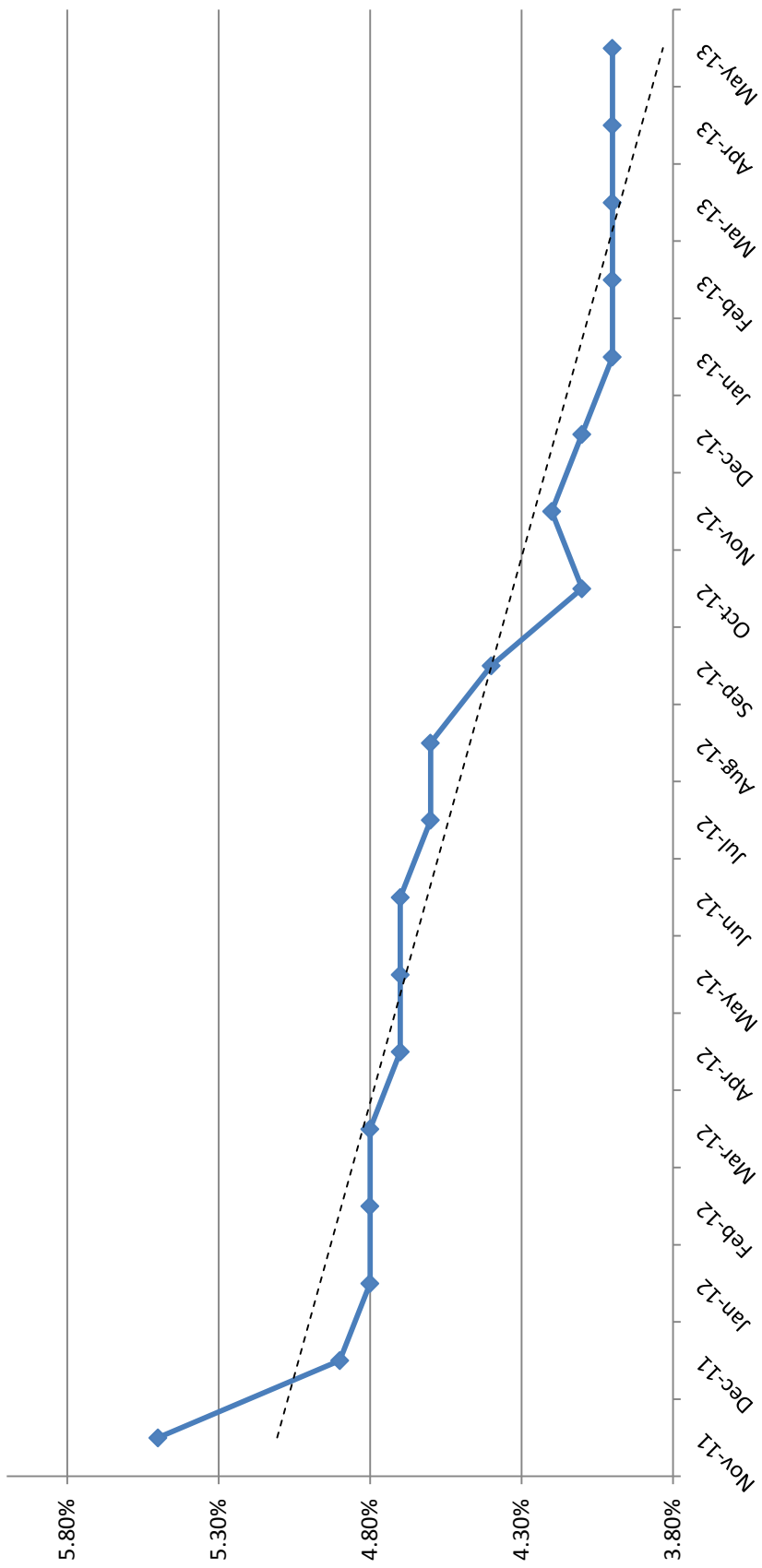


# Performance (continued)



# Performance (continued)

Administrative Cost



# Revised CBC Scorecard

- In June 2013, the CBC Scorecard was revised.
  - Strong performance on several process indicators reduced the need for continued emphasis.
  - Shift in focus from process to outcome measurement.
- DCF solicited input from the Performance Measures Workgroup, which included DCF and CBC leadership and staff.

# Revised CBC Scorecard

- 11 Measures
  - 3 Safety
  - 4 Permanency
  - 3 Well-Being
  - 1 Administrative Cost
- 3 Measures in Common With Original CBC Scorecard
  - Placement Stability
  - Diploma/GED
  - Administrative Cost

# Revised Safety Measures

- Percent of Children with No Verified Maltreatment within Six Months of Termination of Family Support Services.
- Percent of Children with No Verified Maltreatment While Receiving In-Home Services.
- Percent of Children with No Verified Maltreatment within Six Months of Termination of Supervision.

# Revised Permanency Measures

- Percent of Children in Out-of-Home Care 8 Days to 12 Months with No More Than Two Placements.
  - Mirrors federal CFSR Data Indicator C4.1.
- Percent of Children Entering Out-of-Home Care Who Achieve Permanency within 12 Months of Entry.
  - Related to federal CFSR Data Indicator C1.3, but has been expanded to incentivize all discharges to permanency, rather than just reunification.
- Percent of Children in Out-of-Home Care 12 Months or More Who Achieve Permanency within 12 Months.
- Percent of Children Achieving Permanency Who Did Not Re-enter Care within 12 Months
  - Related to federal CFSR Data Indicator C1.4, but has been expanded to include all discharges to permanency instead of just reunification.



# Revised Well-Being Measures

- Percent of Children in Licensed Out-of-Home Care Who Are in DCF-licensed Family Foster Homes.
- Overall Score on K-12 Report Card as Percent of Maximum Possible Score.
- Former Foster Youth Ages 19-22 with Diploma or GED.

# Administrative Cost

Section 409.1671, F.S. requires:

- (3)(d) "Each contract with an eligible lead community-based provider shall provide for the payment by the department to the provider of a reasonable administrative cost in addition to funding for the provision of services."
- (4)(a) "The department shall submit an annual report regarding quality performance, outcome measure attainment, and cost efficiency to the President of the Senate, the Speaker of the House of Representatives, the minority leader of each house of the Legislature, and the Governor no later than January 31 of each year for each project in operation during the preceding fiscal year."
- (14) "Each district and subdistrict that participates in the model program effort or any future outsourcing effort as described in this section must thoroughly analyze and report the complete direct and indirect costs of delivering these services through the department and the full cost of outsourcing, including the cost of monitoring and evaluating the contracted services."

# Revised Scorecard Performance

- Because the Revised CBC Scorecard has only been produced for three months, trend analysis at this time would be premature.
- DCF will provide analysis of the measures included on the Revised CBC Scorecard as part of the report required under Chapter 409.1671 (4)(a), F.S. on January 31, 2014.

# Current Scorecard-Related Activities

- Based on feedback from CBC Staff, DCF recently moved all CBC Scorecard Measure reports (except Administrative Cost, which is reported by the CBCs) into FSFN to increase visibility into how each measure is calculated.
- DCF has enlisted Casey Family Programs to facilitate a dialogue with stakeholders to develop recommendations for additional refinement of CBC Scorecard Measures.
  - First meeting was held in Orlando last week.
  - 4 more are scheduled between now and December, when the workgroup will submit its final recommendations.

# Additional Monitoring Tools

- Federal CFSR Performance Measures
- Contracted Performance Measures
- Long Range Program Plan (LRPP) Measures
- Contract Monitoring Unit
- Quality Assurance Reviews
- Operations Weekly Key Indicators

# More Information

- The CBC Scorecard is posted monthly on or around the 18<sup>th</sup> for the month prior at the following internet location:

<http://www.myfamilies.com/about-us/planning-performance-measures/cbc-scorecard>

- Questions about the CBC Scorecard measures and algorithms may be directed to:

Jason Gaitanis  
Chief of Technology Innovation  
Office of Child Welfare  
(850) 717 – 4654  
Jason\_Gaitanis@dcf.state.fl.us



# Community-Based Care Lead Agency Scorecard

Performance through August 2013



		Performance											FY Contract Total
		Safety			Permanency				Well-Being			Costs	
		1. No Verified Maltreatment within 6 Months of Termination of Family Support Services	2. No Verified Maltreatment During In-Home Services	3. No Verified Maltreatment within 6 Months Termination of In-Home & Out-of-Home Services	4. Children in Care 8 Days-12 Months with No More than Two Placements	5. Children Achieving Permanency within 12 Months of Entering Care	6. Children Achieving Permanency after 12 or More Months in Care	7. Children Not Re-entering Out-of-Home Care within 12 Months of Achieving Permanency	8. Children in Lic. Out-of-Home Care Age 12 and under in DCF-licensed Family Foster Homes	9. Overall Score on Education Report Card	10. Former Foster Youth Ages 19-22 with Diploma or GED	11. Administrative Expenditures as Percent of YTD Expenditures †	
Standard:		99.5%	97.0%	95.0%	86.0%	75.0%	55.0%	92%	95.0%	65.0%	65.0%	3.5%	
Weighting:		1.0	1.0	1.0	1.0	1.5	1.0	1.5	1.0	0.0	1.0	1.0	
Rank	Lead Agency Area Served CEO & Tenure Board Chair	Children Exiting Family Support: Dec. 2012-Feb. 2013	Children in In-Home Care: Apr. 2013 - Jun. 2013	Children Exiting Care: Oct. - Dec. 2012	Children in Care 8 Days-12 Months in: Aug. 2013	Children Entering Care in: Jun. 2012 - Aug. 2012	Children in Care 12+ Months: Sep. 1, 2012	Children Achieving Permanency in: Jun. 2012 - Aug. 2012	Children Ages 12 and Under in Licensed Care: Aug. 31, 2013	Children age 5-17 in Care: Aug. 2013	Youth Receiving Services: Aug. 31, 2013	July 2012 - June 2013	FY 2012-13
1	Eckard Community Hillsborough Sun-Coast Region, Circuit 13 Lorika Shirley, Executive Director 7/2012	95.8%	97.4%	99.1%	86.5%	53.9%	52.7%	88.5%	95.9%	39.1%	75.8%	3.5%	\$65,442,079
2	ChildNet Inc Southeast Region, Circuit 17 Emilio Benitez, CEO 11/2007 Joseph Rogers, Chair	97.1%	97.5%	91.6%	92.9%	49.0%	44.1%	90.5%	91.6%	74.1%	79.5%	3.2%	\$63,065,922
3	Community Based Care Central Fla Central Region, Circuit 18, Seminole Glen Casel, CEO/President 2/2004 John Gill, Chair	97.3%	97.7%	96.3%	92.0%	38.8%	46.3%	94.2%	91.6%	0.8%	60.5%	3.5%	\$11,897,697
4	Family Support Services North Fla NE Region, Circuit 4, Duval, Nassau E. Lee Rawdon, CEO 2/2012 Michael S. Mullins, Exec. Chair	96.5%	96.3%	95.5%	89.2%	60.2%	61.4%	88.6%	98.8%	71.2%	43.1%	3.6%	\$48,705,209
5	Family Integrity Program Northeast Region, St. Johns Chris Compton, Program Manager Joy Andrews, Director	80.0%	87.0%	92.0%	91.6%	40.6%	62.7%	100.0%	100.0%	65.6%	88.9%	4.8%	\$4,968,410
6	Community Partnership for Children NE Region, Flagler, Volusia, Putnam Mark Jones, CEO 8/2010 Bill Griffin, Chair	85.0%	97.0%	96.3%	90.4%	42.2%	62.6%	90.3%	96.5%	44.2%	54.9%	3.3%	\$29,452,433
6	Sarasota Volusia Children Coalition Sun-Coast Region, Circuit 12 Maurice Coble, Interim Executive 1/2013 Ed Landis, Chair	89.8%	98.3%	96.4%	84.9%	48.7%	54.4%	92.9%	95.1%	15.0%	71.1%	4.9%	\$24,879,699
8	Partnership for Strong Families Northeast Region, Circuits 3 & 6 Sharon Salamida, CEO/Pres. 2008 Dr. Michael Bowie, Chair	97.4%	97.3%	94.5%	86.4%	51.7%	59.8%	89.3%	96.9%	42.8%	61.1%	4.9%	\$29,838,478
9	Families First Network Northeast Region, Circuit 1 Ann Harter, Director 12/2000 JT Young, Chair	96.3%	93.6%	95.6%	83.8%	54.7%	60.4%	93.0%	95.7%	52.6%	69.1%	5.0%	\$39,538,368
10	Kids Central, Inc. Central Region, Circuit 5 John Cooper, CEO 8/2012 Stephen Spivey, Chair	95.1%	96.4%	90.3%	88.0%	61.0%	64.6%	91.3%	91.3%	41.7%	62.9%	4.8%	\$45,533,310
11	Community Based Care Central Fla Central Region, Circuit 9 Glen Casel, CEO/President 2/2004 John Gill, Chair	96.4%	96.7%	95.3%	89.2%	43.1%	50.4%	93.8%	95.3%	21.8%	44.7%	4.2%	\$52,373,772
12	ChildNet Palm Beach Southeast Region, Circuit 15 Emilio Benitez, CEO 10/2012 Joseph Rogers, Chair	100.0%	96.6%	89.7%	91.0%	43.6%	51.0%	89.8%	84.1%	17.9%	73.3%	3.3%	\$38,791,541
13	Brevard Family Partnership Central Region, Circuit 16, Brevard Patricia Nelson-Guthrie, CEO 2004 Sherrin Whitten, Chair	95.3%	97.2%	94.3%	89.5%	63.2%	43.0%	86.6%	98.4%	55.4%	73.1%	5.7%	\$21,298,547
14	Kids First of Florida, Inc. Northeast Region, Circuit 4, Clay Irene Tate, CEO 7/2005 Robert V. Graham, Chair	100.0%	92.0%	94.7%	90.2%	20.8%	50.7%	97.1%	89.7%	74.0%	77.3%	5.6%	\$7,151,038
14	Children's Network of SW Florida SC Region, Circuit 20 Naderah Saffin, CEO 1/2007 Mark Geisler, Chair	94.2%	95.6%	96.3%	81.9%	66.0%	52.6%	84.8%	98.2%	30.7%	58.5%	3.6%	\$29,344,364
14	Our Kids of Miami-Dade/Monroe, Inc. Southern Region, Circuits 11 & 16 Frances Allmon, CEO 7/2005 Sandy Bolner, Chair	96.0%	97.3%	95.9%	82.9%	42.3%	43.9%	93.7%	84.4%	21.9%	70.8%	3.6%	\$97,473,768
17	Eckard Community Alternatives Sun-Coast Region, Circuit 6 Lorika Shirley, Executive Director Trey Starkey, Chair	90.7%	92.8%	94.7%	82.7%	58.5%	54.1%	92.5%	90.3%	52.3%	73.6%	4.0%	\$57,782,471
18	Heartland For Children Central Region, Circuit 10 Tari Saunders, CEO 4/2008 Terry Borshund, Chair	92.9%	98.2%	98.5%	85.8%	48.6%	49.1%	86.0%	89.6%	15.3%	57.1%	4.5%	\$41,589,759
19	Big Bend Community Based Care Northwest Region, Circuits 2 & 14 Mike Watkins, CEO 12/2005 Beagle Johns, Chair	94.4%	95.8%	93.5%	87.5%	39.4%	55.9%	93.3%	91.6%	3.9%	46.2%	4.3%	\$32,447,435
20	United For Families Inc. Southeast Region, Circuit 19 Christine Demetriades, CEO 11/2005 Patricia McCoy, Chair	100.0%	96.4%	94.9%	83.5%	45.2%	41.8%	83.2%	76.6%	6.3%	80.0%	5.0%	\$24,919,890
<b>Statewide</b>		<b>95.2%</b>	<b>96.2%</b>	<b>94.7%</b>	<b>86.8%</b>	<b>51.3%</b>	<b>52.4%</b>	<b>90.5%</b>	<b>92.1%</b>	<b>36.8%</b>	<b>64.6%</b>	<b>4.1%</b>	<b>\$766,494,190</b>
<b>Red Zone:</b>		<b>99.0%</b>	<b>95.0%</b>	<b>93.0%</b>	<b>83.3%</b>	<b>45.0%</b>	<b>48.0%</b>	<b>87.0%</b>	<b>80.0%</b>	<b>60.0%</b>	<b>50.0%</b>	<b>5.0%</b>	



# Community-Based Care Lead Agency Scorecard

Performance through August 2013

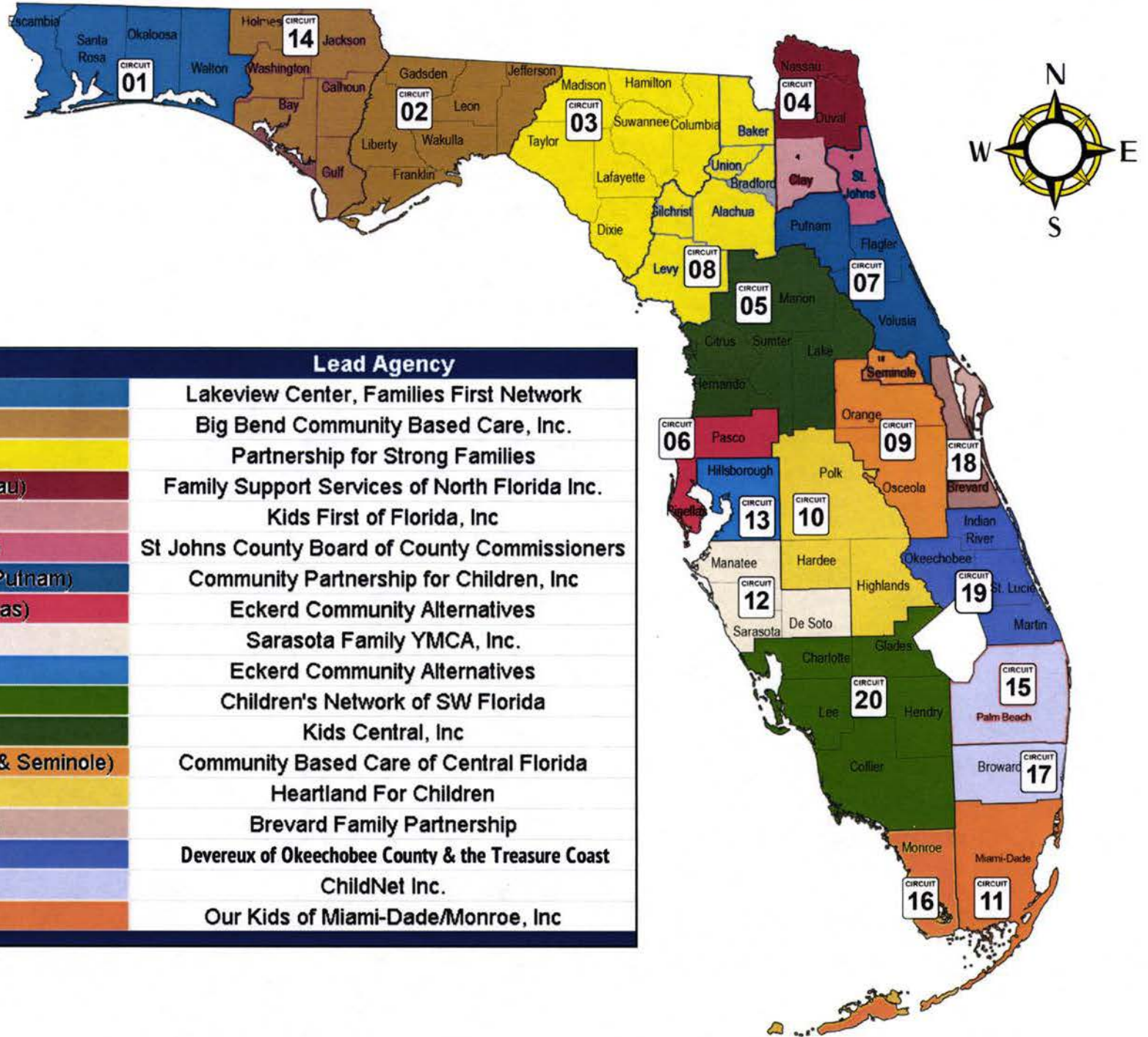


Rank		Performance											Overall Rank		
		Safety			Permanency				Well-Being			Costs			
		1. No Verified Maltreatment within 6 Months of Termination of Family Support Services	2. No Verified Maltreatment During In-Home Services	3. No Verified Maltreatment within 6 Months Termination of In-Home & Out-of-Home Services	4. Children in Care 8 Days-12 Months with No More than Two Placements	5. Children Achieving Permanency within 12 Months of Entering Care	6. Children Achieving Permanency after 12 or More Months in Care	7. Children Not Re-entering Out-of-Home Care within 12 Months of Achieving Permanency	8. Children in Lic. Out-of-Home Care Age 12 and under in DCF-licensed Family Foster Homes	9. Overall Score on Education Report Card	10. Former Foster Youth Ages 19-22 with Diploma or GED	11. Administrative Expenditures as Percent of YTD Expenditures			
Standard: 99.5%	97.0%	95.0%	86.0%	75.0%	55.0%	92.0%	90.0%	65.0%	65.0%	3.5%	Weighting: 1.0	1.0	1.0	1.0	1.0
Lead Agency Area Served	Children Exiting Family Support: Dec. 2012-Feb. 2013	Children in In-Home Care: Apr. 2013 - Jun. 2013	Children Exiting Care: Oct. - Dec. 2012	Children in Care 8 Days-12 Months In: Aug. 2013	Children Entering Care In: Jun. 2012 - Aug. 2012	Children in Care 12+ Months: Sep. 1, 2012	Children Achieving Permanency In: Jun. 2012 - Aug. 2012	Children Ages 12 and Under in Licensed Care: Aug. 31, 2013	Children age 5-17 in Care: Aug. 2013	Youth Receiving Services: Aug. 31, 2013	July 2012 - June 2013	Average of Weighted Ranks	Ordinal Rank		
1	Eckard Community Hillsborough SunCoast Region, Circuit 13 Lorita Shirley, Executive Director 7/2012	11	5	1	12	7	10	16	7	11	5	5	8.23	1	
2	ChildNet Inc Southeast Region, Circuit 17 Emilio Benitez, CEO 11/2007 Joseph Rogers, Chair	6	4	18	1	9	17	11	11	1	3	1	8.27	2	
3	Community Based Care Central Fla Central Region, Circuit 18, Seminole Glen Casel, CEO/President 2/2004 John Gill, Chair	5	3	4	2	19	16	3	11	20	14	4	8.36	3	
4	Family Support Services North Fla NE Region, Circuit 4, Duval, Nassau E. Lee Keywork CEO 2/2012 Michael S. Mullins, Esq., Chair	7	14	9	8	4	4	15	2	3	20	7	9.05	4	
5	Family Integrity Program Northwest Region, St. Johns Clive Compton, Program Manager Joy Andrews, Director	20	20	17	3	17	2	1	1	4	1	13	9.45	5	
6	Community Partnership for Children NE Region, Flagler, Volusia, Putnam Mark Jones, CEO 8/2010 Bill Griffin, Chair	19	9	4	5	16	3	12	6	8	17	2	9.73	6	
6	Sarasota YSafe Children Coalition SunCoast Region, Circuit 12 Brena Slater, V. P.; Ed Lantis, Chair	18	1	3	15	10	8	8	10	17	9	16	9.73	6	
8	Partnership for Strong Families Northwest Region, Circuits 3 & 6 Shirley Salsman, CEO/Pres. 2008 Dr. Michael Bowie, Chair	4	6	14	13	8	6	14	5	9	13	15	9.91	8	
9	Families First Network Northwest Region, Circuit 1 Ann Hester, Director 12/2000 JT Youck, Chair	9	17	8	16	6	5	7	8	6	11	17	10.05	9	
10	Kids Central, Inc. Central Region, Circuit 5 John Cooper, CEO 8/2012 Stephen Szalay, Chair	13	12	19	10	3	1	10	14	10	12	14	10.41	10	
11	Community Based Care Central Fla Central Region, Circuit 9 Glen Casel, CEO/President 2/2004 John Gill, Chair	8	10	10	8	14	14	4	9	14	19	10	10.45	11	
12	ChildNet Palm Beach Southeast Region, Circuit 15 Emilio Benitez, CEO 10/2012 Joseph Rogers, Chair	1	11	20	4	13	12	13	19	15	7	3	10.55	12	
13	Brevard Family Partnership Central Region, Circuit 18, Brevard Patricia Radabaugh-Gutierrez, CEO 2004 Stuckton Whittem, Chair	12	8	15	7	2	19	17	3	5	8	20	10.95	13	
14	Kids First of Florida, Inc. Northwest Region, Circuit 4, Clay Jenne Tote, CEO 7/2005 Robert V. Graham, Chair	1	19	12	6	20	13	2	16	2	4	19	11.18	14	
14	Children's Network of SW Florida SC Region, Circuit 20 Naderah Salem, CEO 1/2007 Mark Gashler, Chair	15	16	4	20	1	11	19	4	12	15	8	11.18	14	
14	Our Kids of Miami-Dade/Monroe, Inc Southern Region, Circuits 11 & 16 Frances Alegria, CEO 7/2005 Sandra Brown, Chair	10	6	7	18	15	18	5	18	13	10	6	11.18	14	
17	Eckard Community Alternatives SunCoast Region, Circuit 6 Lorita Shirley, Executive Director Troy Starkey, Chair	17	18	12	19	5	9	9	15	7	6	9	11.45	17	
18	Heartland For Children Central Region, Circuit 10 Teri Saunders, CEO 4/2008 Tina Borakos, Chair	16	2	2	14	11	15	18	17	16	16	12	12.50	18	
19	Big Bend Community Based Care Northwest Region, Circuits 2 & 14 Mike Washburn, CEO 12/2005 Raggett Jones, Chair	14	15	16	11	18	7	6	11	19	18	11	12.64	19	
20	United For Families Inc. Southeast Region, Circuit 19 Christina Demebades, CEO 11/2005 Patricia McGov, Chair	1	12	11	17	12	20	20	20	18	2	18	13.55	20	



**Community-Based Care  
Lead Agency Map**

# Community Based Care Lead Agency Map







**Community Partnership for Children**  
**SYSTEM OF CARE DATA**  
**Flagler, Putnam and Volusia Counties**

October 1, 2013

10/7/2013

**Children and Young Adults Active as Case Dependents By Primary Worker**

Date	Voluntary Services (NTF and IFI)	In Home			Out of Home										Total Children Served	Young Adult Services >18 yrs old	Total Population Served
		Not Placed	Post Placement	Total In Home	Relative/ Non-relative	Shelter	Foster Home	RGC	Total Licensed Care	Adoption Placement	Runaway	Subsidized Independent Living	Others	Total Out of Home Care			
6/30/2008		269	190	459	496	9	300	95	404	18	9	3	49	979	1,438	51	1,489
	Volusia / Flagler / Putnam			32%	51%				41%					68%			
6/30/2009		179	186	365	396	12	264	84	360	4	4	2	24	790	1,155	103	1,258
				32%	50%				46%					68%			
6/30/2010		224	155	379	479	XXX	275	87	362	9	6	4	27	887	1,266	152	1,418
				30%	54%				41%					70%			
6/30/2011	35	136	178	349	532	XXX	261	79	340	10	7	2	35	926	1,275	112	1,387
				27%	57%				37%					73%			
7/31/2011	35	142	183	360	535	XXX	260	80	340	13	5	3	33	929	1,289	117	1,406
				28%	58%				37%					72%			
8/31/2011	37	142	189	368	541	XXX	269	74	343	21	4	3	37	949	1,317	110	1,427
				28%	57%				36%					72%			
9/30/2011	43	127	184	354	556	XXX	275	82	357	15	2	2	38	970	1,324	112	1,436
				27%	57%				37%					73%			
10/31/2011	77	129	185	391	548	XXX	274	75	349	29	3	2	38	969	1,360	126	1,486
				29%	57%				36%					71%			
11/30/2011	45	133	197	375	539	XXX	266	67	333	20	4	1	45	942	1,317	126	1,443
				28%	57%				35%					72%			
12/31/2011	30	136	178	344	540	XXX	266	62	328	19	4	1	50	942	1,286	130	1,416
				27%	57%				35%					73%			
1/31/2012	65	154	171	390	547	XXX	274	63	337	16	5	1	40	946	1,336	117	1,453
				29%	58%				36%					71%			
2/29/2012	100	138	174	412	546	XXX	281	58	339	14	6	2	39	946	1,358	110	1,468
				30%	58%				36%					70%			
3/31/2012	98	144	182	424	556	XXX	287	64	351	19	7	1	37	971	1,395	101	1,496
				30%	57%				36%					70%			
4/30/2012	89	147	187	423	582	XXX	282	68	350	25	8	1	46	1012	1,435	98	1,533
				29%	58%				35%					71%			
5/31/2012	120	161	181	462	596	XXX	292	76	368	20	2	0	49	1035	1,497	105	1,602
				31%	58%				36%					69%			

Protective Investigations													
	FY 2011			FY 2012			FY 2013			FY 2014			
	Reports	Children Sheltered	New Children Receiving Diversion Services	Reports	Children Sheltered	New Children Receiving Diversion Services	Reports	Children Sheltered	New Children Receiving Diversion Services	Reports	Children Sheltered	New Children Receiving Diversion Services	
July	735	50	16	681	49	11	668	44	19	626	38	19	
August	699	41	31	811	76	27	724	58	10	647	31	22	
September	723	46	15	825	68	21	727	39	7		32	15	
October	807	42	24	703	49	14	709	40	16				
November	703	56	6	771	38	28	609	34	26				
December	649	46	19	690	42	14	593	20	19				
January	719	48	18	698	37	13	726	47	20				
February	689	46	15	732	69	12	722	38	20				
March	835	68	14	791	69	17	687	46	23				
April	843	60	15	820	58	24	818	37	14				
May	895	47	21	781	52	11	817	53	14				
June	717	50	12	668	56	15	658	19	15				
TOTAL	9,014	600	206	8,971	663	207	8,458	475	203	1,273	101	56	
Monthly Averages	751	50	17	748	55	17	705	40	17	637	34	19	
Shelter Index		8.9			9.7			8.0			12.3		
New Children Receiving Diversion Services is the number of children in our community who would have been removed from their homes but instead the families were referred to our Intensive In-Home Diversion Unit operated by Neighbor to Family													

ADOPTION FINALIZATIONS									
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
July	10	9	12	6	8	10	6	18	13
August	8	14	15	9	11	12	8	14	16
September	13	17	4	17	10	13	21	9	21
October	9	13	13	10	13	5	8	23	
November	17	9	22	11	23	21	33	21	
December	8	15	19	13	9	12	26	23	
January	10	3	12	6	4	17	16	4	
February	7	21	17	9	8	7	10	15	
March	11	15	14	24	13	8	9	14	
April	11	19	14	19	9	18	10	16	
May	6	13	4	10	7	13	12	20	
June	17	8	24	16	26	13	9	14	
<b>TOTAL</b>	<b>127</b>	<b>156</b>	<b>170</b>	<b>150</b>	<b>141</b>	<b>149</b>	<b>168</b>	<b>191</b>	<b>50</b>
FY 2009 data includes Putnam County									

**Florida's Goal: Reduce the number of children in Out of Home Care by 50% by 2012**

	Starting Number	2012 Goal	Current as of 09/30/13	% Reduction
CPFC	1,071	536	752	30%
Florida Total	29,255	14,628	18,007	38%
Notes:				
1. The starting number is the number of children in Out of Home Care on 31 December 2006.				
2. The data comes from Florida Safe Families Network.				





The first name in second chances.<sup>SM</sup>

# Eckerd

Presented by:

**Lorita Shirley**

*Chief of Community-Based Care*

# WHO IS ECKERD?

*Eckerd is a national nonprofit organization that has given second chances to more than 150,000 children and families since 1968.*

The first name in second chances.™

# Eckerd

## Long History Serving Children

Eckerd was **founded over 45 years ago by philanthropists Jack and Ruth Eckerd** who believed every child deserved the opportunity to succeed.



Jack and Ruth Eckerd, Founders



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**Eckerd**

## The Eckerd's Vision

Eckerd's Long History of Success has been  
Predicated on Jack Eckerd's Vision:

*To Provide and Share Solutions  
that Promote the Well-Being of  
Children and Families in Need of  
a **Second Chance**.*



## How is the Community-Based Care Model Different?

### In Florida, the Department does not stand alone Protecting our Children

The Community-Based Care Model is designed to ensure “**shared**” responsibility for the protection of Florida’s youth through increased community ownership by :

- Stakeholders
- Providers
- Business Leaders
- Civic Organizations
- Faith-based Leaders
- Community Citizens, Constituents of Service, and Others



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# Eckerd

## Approach to Accomplishing Our Mission

- **Safety**- mitigating risk through emphasizing case ownership, ongoing file reviews, and CLOSING THE LOOP
  - Launched Rapid Safety Feedback Process
- **Quality**- weekly Data Calls to analyze provider and system of care performance. Performance data and calls are open to system of care stakeholders and community partners
- **Accountability**- focus on utilization management to ensure efficient use of state funds and better outcomes for children and families.
- **Transparency**-building and strengthening relationships, sharing information and ensuring open and transparent communication

## Greatest Opportunities and Challenges

### Opportunities

- Significant **Support & Partnership with DCF**, Community Stakeholders, Business Leaders, Faith-Based Partners, Providers, Community Citizens, and Constituents.
- **Community Ownership and Involvement** in Designing System of Care Model
- Ability to **Friend and Fund Raise** (dispelling the myth that this is a government issue to fund and solve)

### Challenges

- Funding **Inequities**
- **Too many Children** Served in Out of Home Care
- Lack of **Risk Pool funding** to support Lead Agencies when needed.



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## How has Eckerd Succeeded in Our Mission?

- Greater Community Ownership Over Child Welfare Issues
- Improved Safety and Well-being of Children
- Increased Funding through Private Donations and Fund Raising
- Increased Volunteerism and Mentoring for Youth
- Improved Cost Efficiency & Flexible Management of Resources
- Eckerd is ranked **9<sup>th</sup> in the Nation** for Federal Child & Family Services Review Permanency Outcomes

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# How has Community Based Care Succeeded in Our Mission?

FLORIDA OUTCOMES	SUPPORTING DATA
Children Served in Formal Child Welfare System	<b>39% Decrease</b> (2001: 48,595 vs. 2013: 29,785)
Children Adopted	<b>41% Increase</b> (2001: 2,381 vs. 2013: 3,356)
Children Placed in Out of Home Care	<b>45% Decrease</b> (2001: 32,227 vs. 2013: 17,718)
Children Removed from Their Families	<b>32% Decrease</b> (2001: 19,504 vs. 2013: 13,204)
Number of Youth 18 to 23 Served	<b>2,000% Increase</b> (2001: 11 vs. 2013: 2,828)
Funding: 2001 Followed Service Provider	<b>2013 Follows the Child's Needs</b>

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## Interaction and Relationship with DCF

- **Funder/Contractor Relationship**
- **Shared Mission and Vision**
- **Joint Decision Making  
Regarding System Improvements  
(*FCC Workgroups*)**





**Eckerd** is the  
**FIRST NAME**  
**IN SECOND**  
**CHANCES.**

The first name in second chances.<sup>SM</sup>

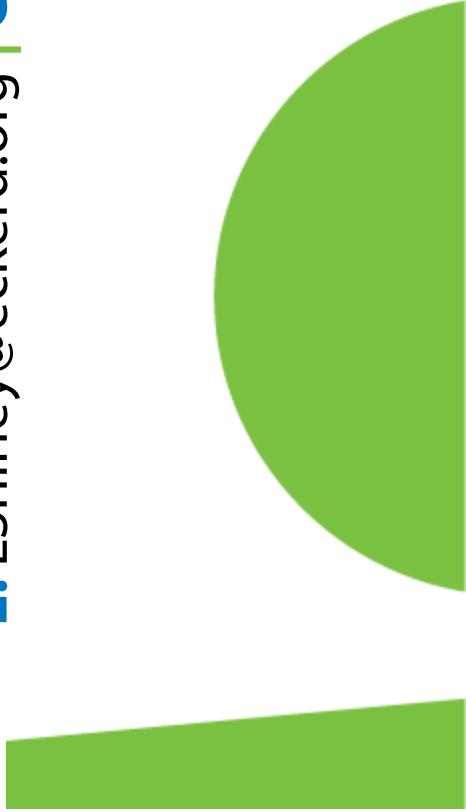
# Eckerd

**Lorita Shirley**

*Chief of Community-Based Care*

**Eckerd** | 100 Starcrest Drive | Clearwater, FL 33765

**E:** [LShirley@eckerd.org](mailto:LShirley@eckerd.org) | **C:** (727) 631-6241 | **URL:** [EckerdCBC.org](http://EckerdCBC.org)







# Partnership for Strong Families

Florida House of Representatives  
Healthy Families Subcommittee

October 8, 2013

# Approach

## Vision Statement

PSF's vision is to be a recognized leader in protecting children and strengthening families through innovative, evidence-based practices and highly effective, engaged employees and community partners.

## Key Elements of PSF's Approach:

- Quality partnerships with traditional and non-traditional stakeholders
- Prevention of abuse and neglect through interventions for at-risk families
  - Innovative, evidence-based approaches to child welfare practice
  - Emphasis on data analysis and use of technology
  - Efficient, effective utilization of available resources





# Opportunities and Challenges

## Opportunities:

- Building history of collaborative relationships in the local community
- Shift to helping at-risk families has right-sized the system, increasing quality
- Data systems improving

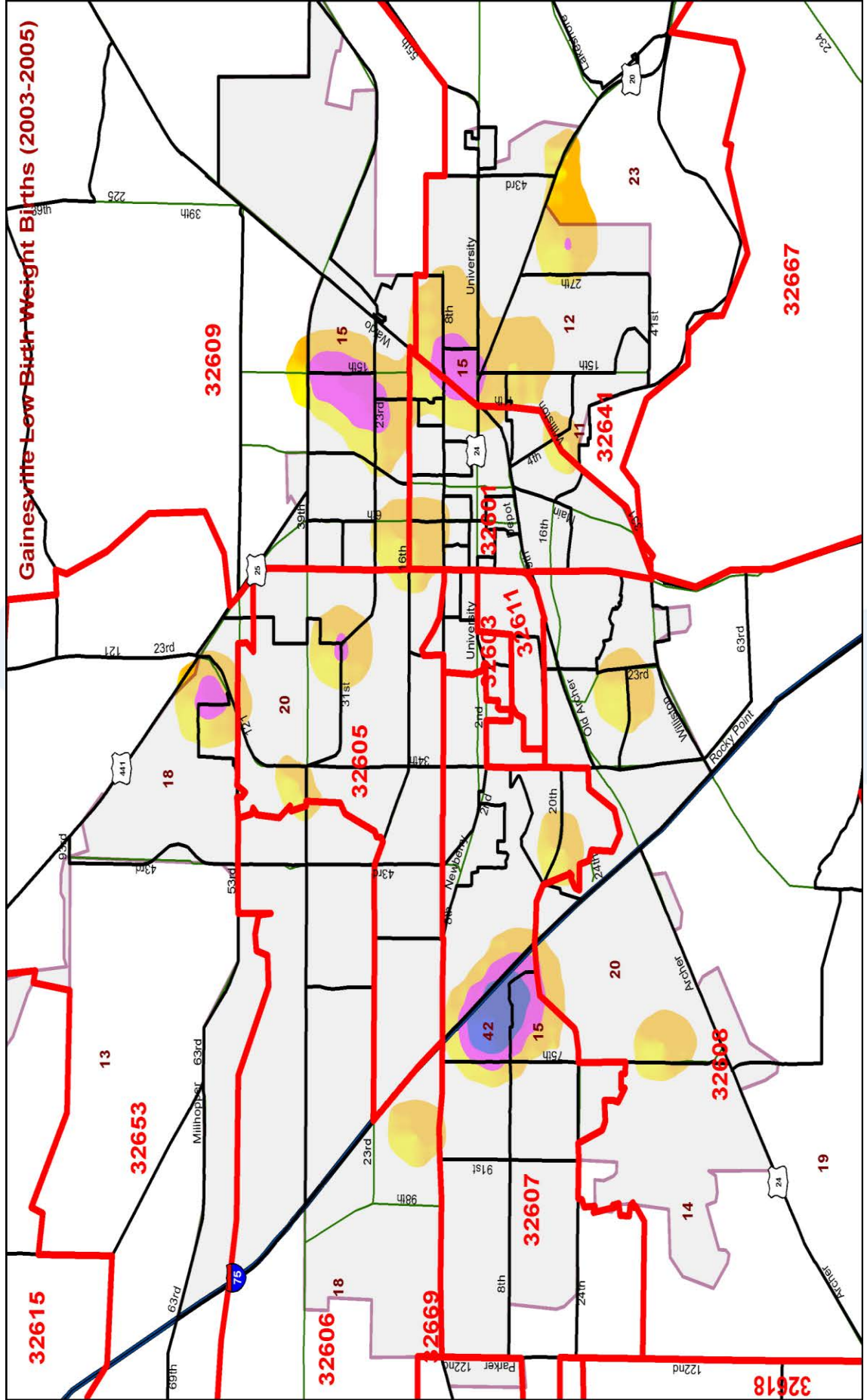
## Challenges:

- Cost of getting high-quality services to rural areas
- Improving outcomes for children with complex behavioral health needs
- Increasing demands on case management personnel
- Limited by available resources

# Progress

	June 30, 2006	June 30, 2013
Children in Dependency System	2,200	1,067
Children in Out-of-Home Care	1,144	626
Family Support Service (Diversion) Clients	100	694
Purchased Services Budget	\$1.75 Mil	\$2.6 Mil
No. of Case Workers	100	72
Budgeted Average Caseload	22:1	15:1
Service Providers in Network	<15	100
Adoptions	135	152

# Gainesville Data Map



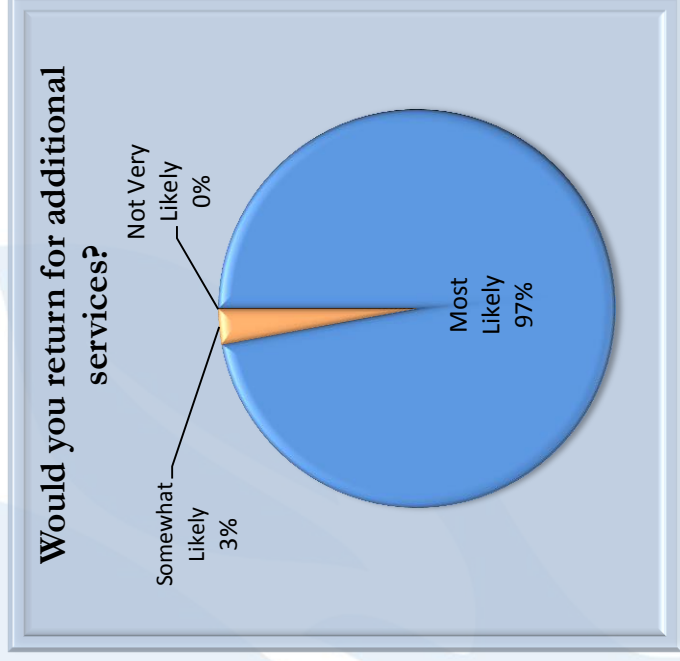
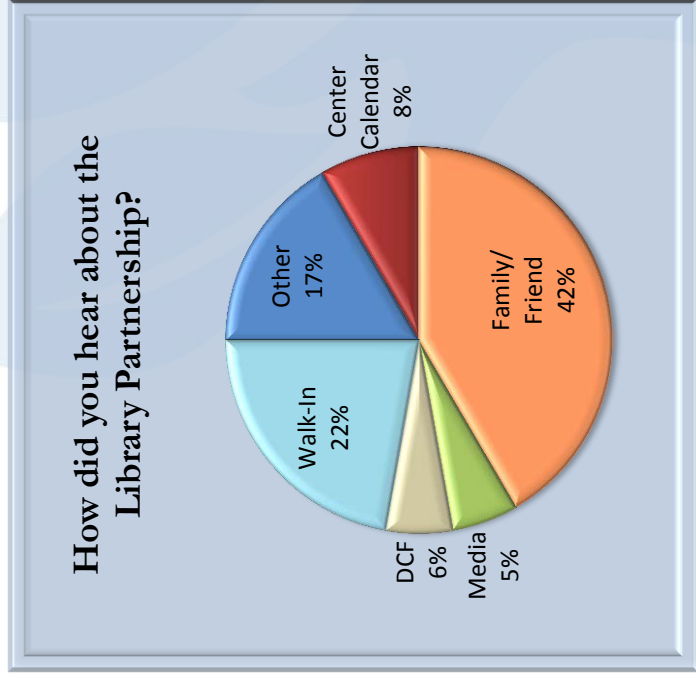


LIBRARY  
PARTNERSHIP



# Impact

**76% Reduction in Removals from the zip codes served over 5 years.**







# SWAG

## FAMILY RESOURCE CENTER



# Interaction with DCF

## Region level

- Annual Contract Oversight Unit monitoring
- Quarterly and Annual Licensing Audits
- Fiscal Monitoring every 2 years or more based on risk level
- Bi-monthly Performance Review Meeting with DCF Regional Director
- Monthly “System of Care Meeting” with DCF and other partners
- Daily interaction across all operational levels
- Overall culture of teamwork and continuous improvement

## State level

- Periodic meetings with DCF Secretary through the Florida Coalition for Children
- Multiple joint initiatives and workgroups involving DCF Central Office staff

