



Health & Human Services Access Subcommittee

**Wednesday, January 26, 2011
9:00 AM - 12:00 PM
116 Knott Building**

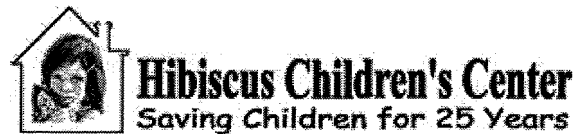
**Dean Cannon
Speaker**

**Gayle Harrell
Chair**



Rick Scott, Governor
David Wilkins, Secretary

House Health & Human Services Access Subcommittee January 26, 2011



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

Shawn Salamida
Chief Executive Officer
Partnership for Strong Families



What is Community Based Care?

In 1996 Florida began a comprehensive redesign of its child welfare system called Community Based Care. Originally begun as a small group of pilot projects, this redesign was implemented statewide between 1998 and 2005 under the leadership of Governor Jeb Bush. It combines the outsourcing of foster care and related services to community agencies with increased local community ownership of service delivery and design.

What is the Difference Between Florida's Community Based Care System and Other State's Child Welfare Systems?

In every state except Florida and Kansas child welfare services are both organized and provided by a governmental entity, typically state or county government. In Florida, the Department of Children and Families is a partner in a system where each judicial circuit has a lead agency that organizes the system of care and then contracts with other community agencies for services like foster care, adoption, and case management. Unlike other states or even Kansas, Florida's Community Based Care model is a full financial risk, managed care system where lead and contract provider agencies are accountable for outcomes.

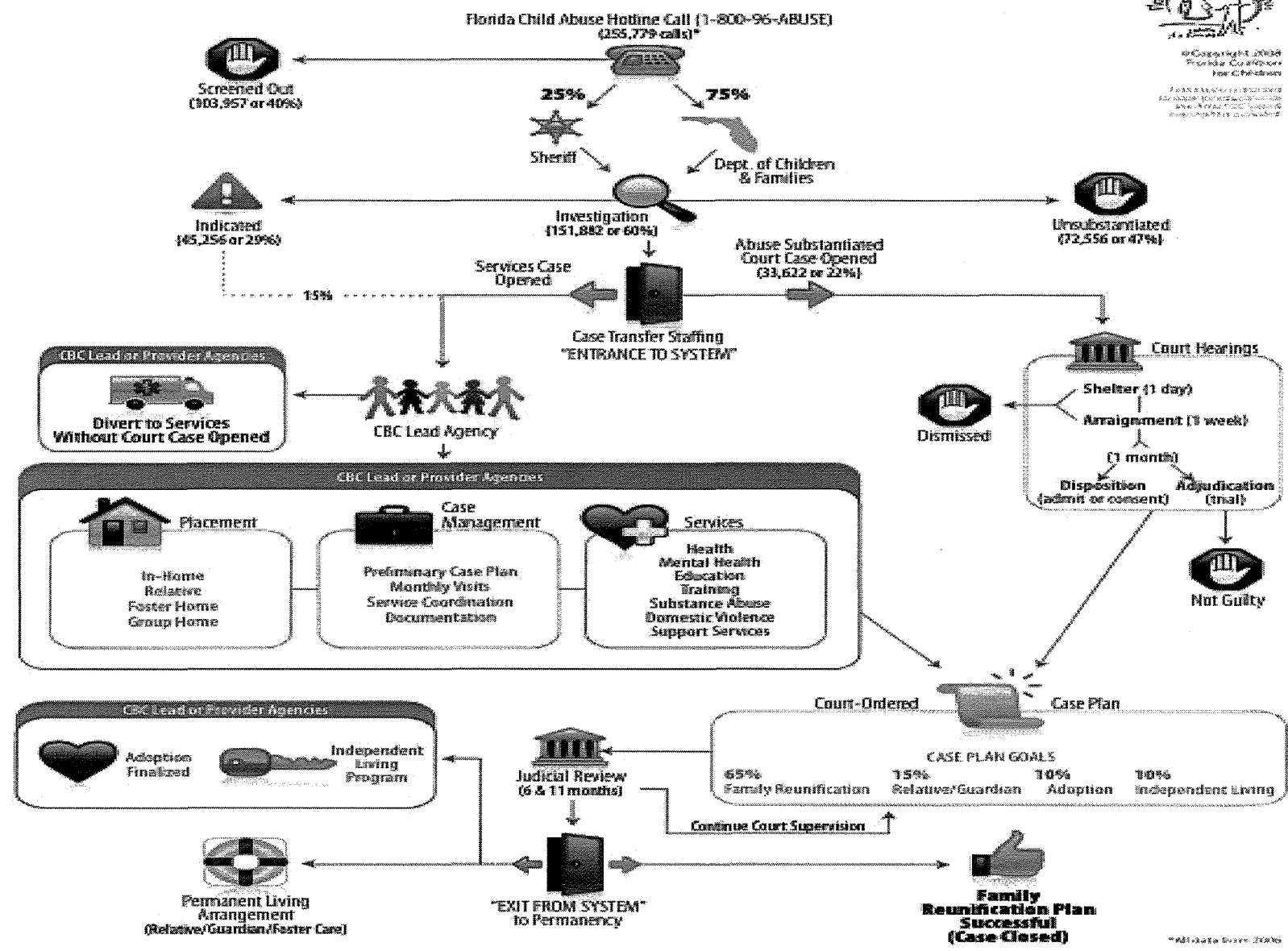
What is the Role of the Department of Children and Families (DCF) in Florida's Community Based Care System?

DCF continues to provide some direct services such as the Abuse Hotline, Protective Investigations, and Child Legal Services. DCF also negotiates and manages contracts with local non-profit lead agencies in each circuit. DCF manages Florida's relationships with various federal agencies involved in the child welfare system and in partnership with lead and provider agencies develops and oversees performance measurement systems.

Florida's Child Welfare System

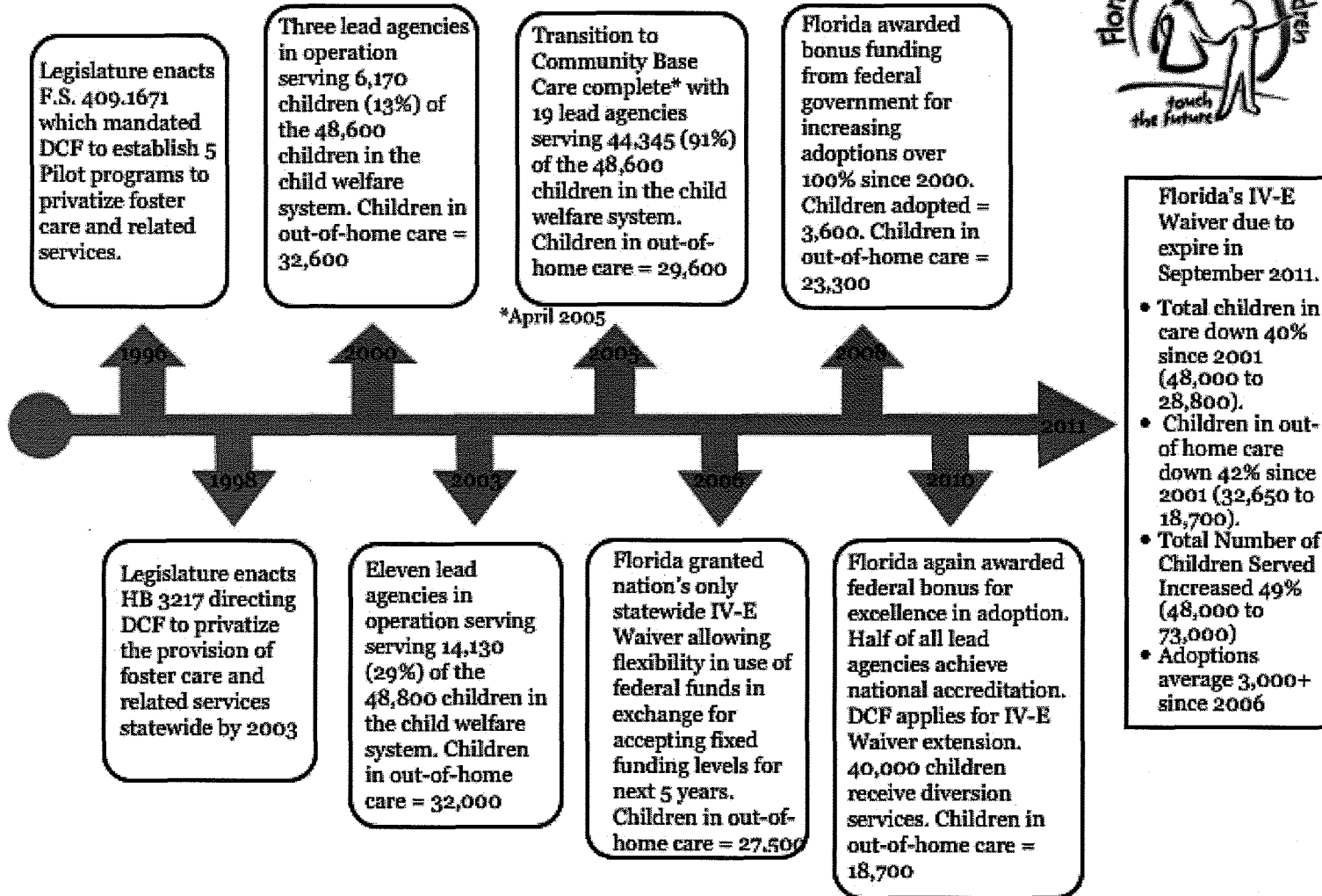
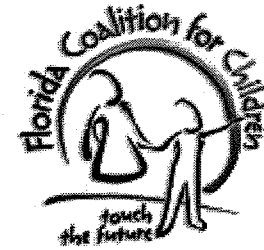


© Copyright 2004
Florida Department
for Children
and Families
www.dcf.state.fl.us
All Rights Reserved



*Adopted from 2004

Community Based Care in Florida Timeline: 1996-2011



- Total children in care down 40% since 2001 (48,000 to 28,800).
- Children in out-of-home care down 42% since 2001 (32,650 to 18,700).
- Total Number of Children Served Increased 49% (48,000 to 73,000)
- Adoptions average 3,000+ since 2006



More Children Served - BUT - Fewer Children with Open Court Cases & Fewer Children in Out of Home Care

Children Served Annually	Children With Open Court Cases
Before CBC: 48,000	48,000
After CBC: 73,000	29,000

Children are safer, Services are more professional, There is more Innovation based on Science

- 98%+ of all children in care are seen monthly in a face-to-face visits
- Half of all lead agencies are now nationally accredited with the rest in process
- Lead agencies have adopted national best practices & are conducting their own research to improve outcomes

Average Number of Adoptions Annually Has Doubled - Florida is now recognized as a national leader in adoptions from foster care!

Average Number of Annual Adoptions
Before CBC: 1,500
After CBC: 3,000 +

Florida's Taxpayers Are Better Served

- Lead Agencies have financial incentive to keep children safe in their own homes instead of removing them
- Funding follows the needs of the child *Not* the service provider
- Performance Measures are transparent
- Lead & Provider Agencies Accountable for Outcomes



PSF: Good for Circuit 3 Families & Their Children

	<u>2006</u>	<u>Today</u>	<u>Diff.</u>
Dependent Children	2,200	1,027	54% ↓
Children in Foster Care	1,144	603	48% ↓
Diversion Clients	100	1,820	1,720 ↑
Fee-for-Service Budget	\$1.75 mil	\$3.9 mil	\$2.15m ↑
Case Workers	100	75	25% ↓
Ave. Caseload (budgeted)	22:1	17:1	23% ↓
Providers Utilized	<15	256	+241 ↑
Adoptions Finalized	135	172	+22% ↑



Florida's Child Welfare System 2005 - 2011:
A remarkable success story for Community Based Care
&
Florida's IV-E Waiver

What is Florida's IV-E Waiver?

- Five year demonstration - began October 2006 expires July 31, 2012*
- Statewide flexible spending demonstration
- Amount of Federal funds defined over the life of the Waiver
- Federal funds not categorically restricted to licensed out-of-home care
- State agrees to invest any savings back into the system
- State agrees to "maintenance of effort" commitment

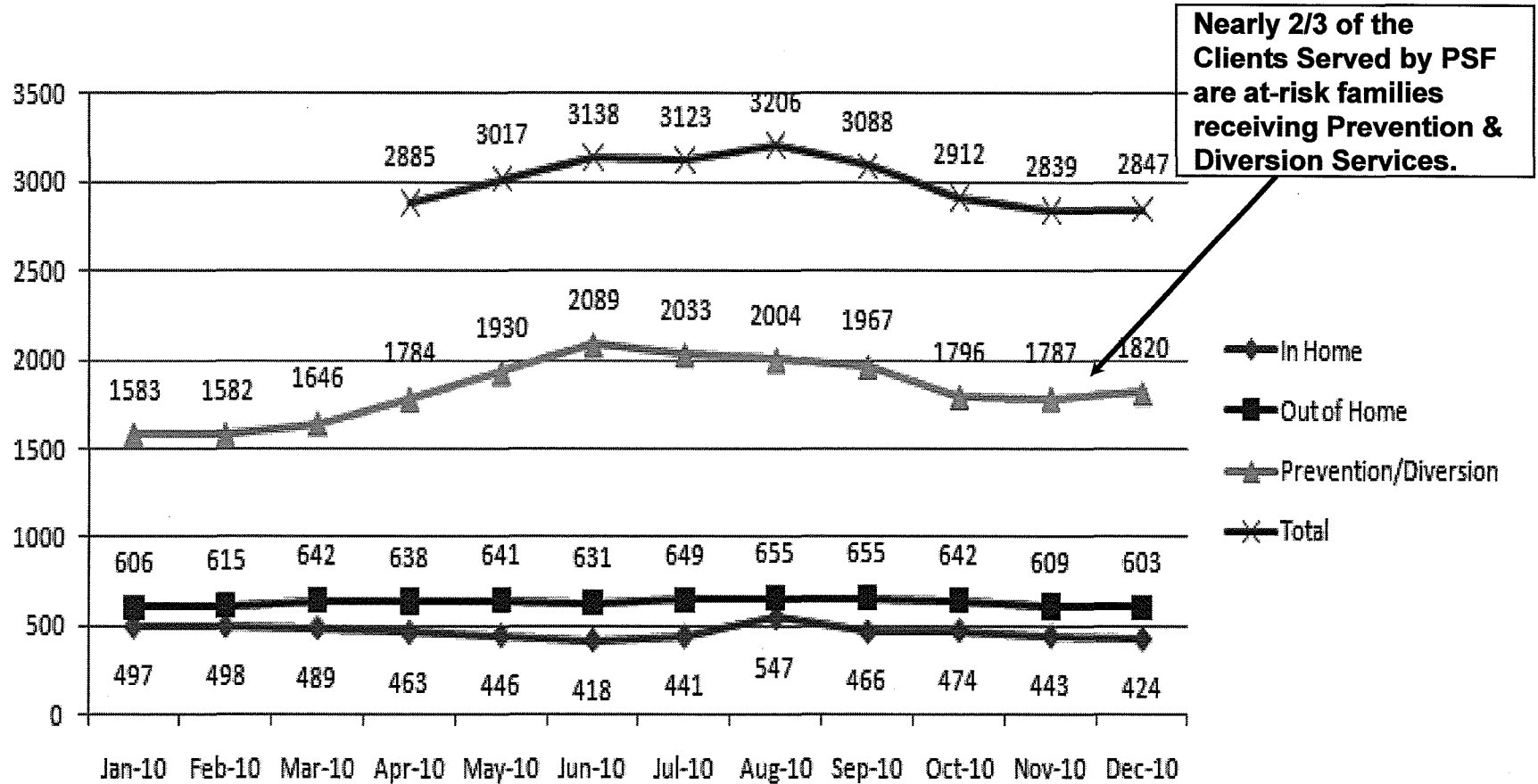
* With 10 month extension recently granted by DHHS/Children's Bureau

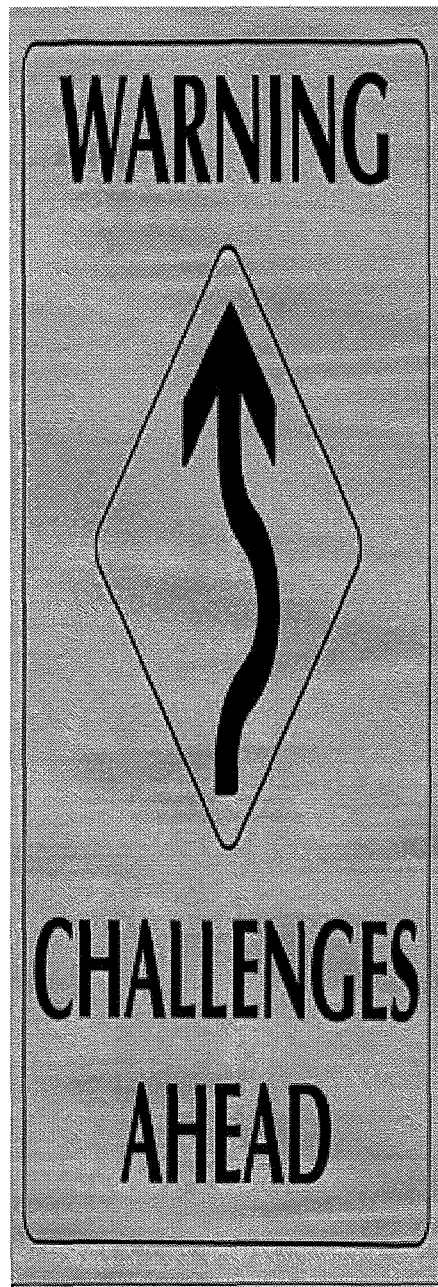
Why extending the IV-E Waiver is important for Florida's Children

- Aligns financial and practice incentives to serve children's interests
- Expands services, increases innovation, focus on quality & outcomes



Ex: PSF Caseload Trends, 2010





Renewing Florida's IV-E Waiver. Over the past five years, Florida's child welfare system has been seen as a success story. The combination of Community Based Care and the IV-E Waiver has made this turnaround possible.

Liability Insurance. In recent years the entire Community Based Care system of lead agencies and their contracted providers have seen a rising tide of litigation that is diverting funding from children into lawsuits. Just as importantly, insurers have started to leave the Florida market leading to concerns about the cost and availability of liability insurance.

Risk. Florida is the only state where service providers are at full financial risk in a managed care model. One expert has called Florida's lead agency contracts "the worst managed care contracts in America because you have a fixed dollar amount no matter how many clients come in the front door and you don't control the front door". Managing these risks requires flexibility and efficiency.

Diversion Services. Much of the success of Florida's child welfare system in recent years is due to the reduction in court ordered cases caused by the increased availability of diversion services that allow children to remain safely in their own homes without court oversight. If these services cannot be maintained due to budget pressures, regulatory inefficiencies or lawsuits the concern is that caseloads and therefore system costs will rise and undo the progress that we have seen since 2005.

Continued Innovation. Researchers from across the country have been impressed with quantity and quality of practice innovations in Florida. The unique ability of Community Based Care to tailor local solutions to fit local conditions is key in making this happen. If local systems of care have to institute "one size fits all" solutions this ability to innovate could be threatened.



Ex: The Library Partnership

- **Recognized as a “Bright Idea” program by Harvard University’s School of Government**
- **Opened in July 2009 in high risk area of Gainesville**
- **Operated jointly by Partnership for Strong Families & Alachua County Library District**
- **Funding provided by Casey Family Programs national foundation**
- **DCF and 30+ local agencies also partner here**
- **Goal: Serve at-risk families to prevent foster care entry**



David L. Fairbanks
Assistant Secretary for Programs
Department of Children and Families



DCF Priorities

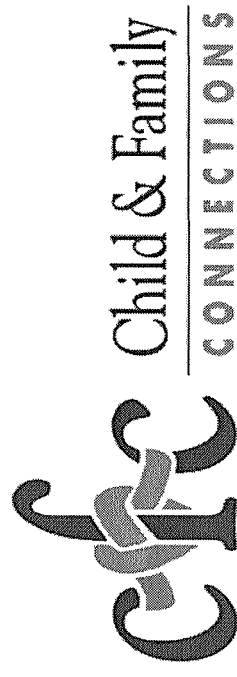
- Extend IV-E Waiver Demonstration Project
- Focus on Performance
- Streamline Monitoring & Oversight
- Redesign Independent Living
- Youth Employment
- Improve Medical, Dental & Behavioral Health Care
- Child and Family Services Review (CFSR)

CBC Performance FY 09-10

	Contract Measure	Target	Results
1	% foster children not maltreated	≥99.68%	99.74%
2	% children seen monthly	100%	99.4%
3	% reunified within 12 months of removal	≥75.2%	65.5%
4	% re-entry within 12 months of reunification	≤9.9%	10.47%
5	% adoptions finalized within 24 months	≥36.6%	42.5%
6	adoption target achieved	2,795	3,368
7	% with ≤ 2 placements in first 12 months	86%	85.3%
8	% in out of home care ≥ 24 months who achieved permanency by 6/30 & age 18	29.1%	35.9%

Judith Karim

Child and Family Connections



Foster Care Independence Act of 1999: Chafee Foster Care Independence Program

Federal Legislation passed in 1999, adopted by Florida in 2002

Purpose: Provide funding for programs that will help children who are likely to remain in Foster Care until 18 and to ensure that they make the transition to self-sufficiency by ensuring they:

- Receive education and training necessary to obtain employment;
- Prepare for post secondary training and education;
- Obtain personal and emotional support through interactions with mentors and dedicated adults;

Chafee Foster Care Independence Program

And for former foster youth ages 18-21:

- Provide supports and services to complement their own efforts at self-sufficiency;
- Recognize and accept their personal responsibility for preparing and making the transition to adulthood;
- Provide services to children who, after reaching age 16 have left foster care for kinship guardianship or adoption;
- Receive vouchers for education and training

Chafee Foster Care Independence Program

Program requirements

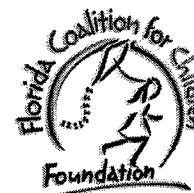
- Involve public and private sectors in helping foster youth achieve independence
- Use objective criteria for eligibility determinations
- Cooperate in national evaluations of the effects of the program
- Youth involvement in designing their own program activities
- Develop outcome measures and a plan to collect the data
- Interstate portability – if a youth turned 18 in foster care, the state in which that occurred is not relevant, services must be delivered consistent with the State plan in the state where the youth currently resides.

Current Service Delivery System

- Pre-independent Living
- Subsidized Independent Living
- Aftercare Services
- Transitional Services
- Road to Independence Program

Pre-Independent Living Services

- Youth in licensed foster care ages 13-17
- Life Skills
- Educational and vocational guidance
- Preparation for Independent Living



Subsidized Independent Living

- Youth in licensed foster care ages 16-17
- Allows current foster youth who have demonstrated independence to live outside of licensed care
- Supervision and supportive services
- Life skills education and preparation for Independent Living
- School attendance and part time employment
- Stipend to cover living expenses



Aftercare Services

- Services to former foster youth to support and develop skills needed for Independent Living
- Youth 18-23 who aged out of licensed out of home care
- Life Skills
- Mental health services
- Parent education
- Educational and vocational guidance
- Temporary financial assistance



Transitional Services

- Services to former foster youth to assist in their efforts towards self-sufficiency
- Youth 18-23 who aged out of licensed out of home care and spent 6 months in licensed out of home care
- Transitional plan to include:
 - Life Skills
 - Housing
 - Mental health services
 - Educational and vocational guidance
 - Financial assistance

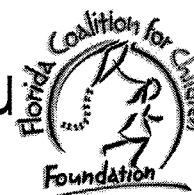


Road to Independence Program

- Assist former foster youth to receive educational and vocational training needed to achieve independence
- Eligible youth:
 - Youth 18-23
 - who aged out of licensed out of home care and spent 6 months in licensed out of home care
 - or those youth who left out of home care to guardianship or adoption after age 16 and spent 6 months in licensed out of home care
 - And enrolled and attending an educational or vocational program
- Receive a stipend based on needs. Minimum of \$25, maximum of the equivalent of a 40 hour work week at minimum wage, currently \$1256

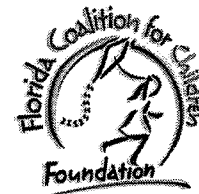
Challenges and the need for change

- Poor outcomes for youth
 - Critical Checklist
 - OPPAGA Reports (2004, 2005, 2007 and 2010)
 - Independent Living Services Advisory Council
- Increasing population
- Growing expenditures
- Program viewed as entitlement
- Program intent versus service delivery
- Legislative Session 2010 – Emergency Ru



Independent Living Redesign Workgroup

- Began at request from ILSAC in December 2009
- Cross section of disciplines
- Included former foster youth
- Completed proposed model July 2010



Guiding Principles

- Limit scope to 18-23 year old services
- Appealing to youth
- Ability to move through service levels and program with accountability
- Aligned with acceptable parenting principles
- Fully informed of services and available upon request
- Change program – no longer viewed as a check or as an entitlement



Workgroup Recommendations

- Current eligibility groups and service categories be REPLACED
- Florida adopt Fostering Connections allowing the extension of foster care until age 21
- Extension of Guardian and Adoption subsidies until age 21 (adopted or achieved legal guardianship at age 16-17)

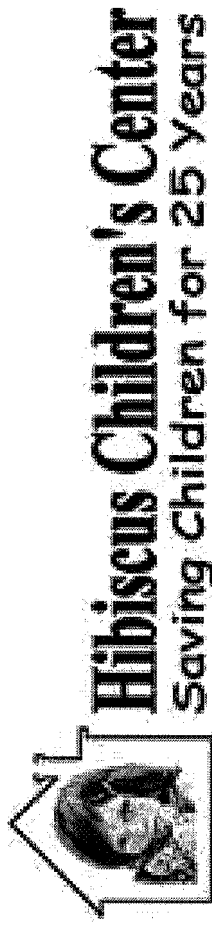


Fostering Connections Act

- Federal Legislation passed in 2008
- Allows extension of foster care and Title IV-E funding for youth 18-21
- Kinship guardianship assistance payments
- Extending Adoption subsidies
- Helps older youth successfully transition from foster care to independence



Thomas B. Maher
President/CEO
Hibiscus Children's Center



The Need for IL Programs

Why Hibiscus Children's Center Does This Important Work

- Nationally twenty five thousand youth age out of foster care or residential placement at age 18 per year.
- Statistics consistently show that these youth struggle to maintain housing, continue schooling, obtain employment and create healthy relationships.
- One study found that 45% of youth coming out of foster care were unemployed.
- One out of four foster care youth experience homelessness and birth rates for girls within this category are double the rate of their peers.
- One third of alumni have incomes below the poverty level and the rate of incarceration is alarmingly high.
- Yet there are few programs that are successful in helping these youths make a successful transition to adulthood and independence. One reason is most programs begin at age 18 and that is too late.
- Hibiscus Children's Center has designed programs to turn the lives of these at-risk young people around.

Hibiscus Children's Center

- HIBISCUS CHILDREN'S CENTER AND ***25 YEARS OF SAVING CHILDREN***
- OUR WORK WITH CHILDREN AND ADVOCACY
- 200,000 SAFE NIGHTS FOR CHILDREN
- FOUR BOARDS AND FUNDRAISING NEEDS EXCEEDING \$2.5 MILLION ANNUALLY
- BRIEF OVERVIEW OF PROGRAMS AND SERVICES (1100 CHILDREN AND FAMILIES EACH MONTH)

ARRIVAL AND PREPARATION FOR ADULT LIVING

- CHILDREN & YOUTH HAVE A HISTORY OF PLACEMENTS
- GAINING A CHILD'S TRUST IN ADULT PROVIDERS
- CASE STUDY – 2007 ARRIVALS
- COMMITMENT FOR THEIR SUCCESS
- PREPARATION FOR LIFE

IMMEDIATE ACTIONS STEPS

- **REVIEW OF GREEN BOOK – HISTORY AND NEEDS**
- **ENROLLMENT IN SCHOOL**
- **LITERACY ASSESSMENT**
- **MEDICAL NEEDS**
- **PSYCHOLOGICAL NEEDS**
- **ADMINISTRATION OF THE ANSEL CASEY LIFE SKILLS ASSESSMENT**
- **CHILD AND CAREGIVER PLANNING**

INDEPENDENT LIVING PROGRAM

- **BANKING AND BUDGETING**
- **PARENTING**
- **TIME MANAGEMENT AND ORGANIZATION**
- **CAREER PLANNING**
- **SELF CARE/HEALTH**
- **SOCIAL RELATIONSHIPS**
- **HOUSING**
- **FOOD MANAGEMENT**

INDEPENDENT LIVING CONTINUED

- HOUSEKEEPING
- EDUCATIONAL PLANNING AND STUDY SKILLS
- KNOWLEDGE OF COMMUNITY RESOURCES
- LEGAL SKILLS
- TRANSPORTATION
- **SOME EXAMPLES TO SHARE AT HCC**

GROUPS AND THERAPY

- **CONFLICT RESOLUTION**
- **COMMUNICATION WITH OTHERS**
- **ANGER AND STRESS MANAGEMENT**
- **REBUILDING TRUST**
- **ASSERTIVE VS. AGGRESSIVE BEHAVIOR**
- **SELF ESTEEM**
- **ART OF PRIORITIZING, NETWORKING, POSITIVE SELF PRESENTATION, AND CAREER PLANNING**

IMPACT 100 GRANT

- EXECUTIVE SUMMARY
- PROBLEM AND NEED
- ***Tier One – Testing: Gaining Self Knowledge and Matching Youth to a Mentor***
- ***Tier Two – Financial Management and Self Sufficiency Seminars plus Mentoring***

IMPACT 100 CONTINUED

- ***Tier Three – Work Internships, Pre-Employment Training and Focus Groups***
- ***Tier Four – Reflection, Critical Thinking and Continuing Education***
- ***Goals and Evaluation***
- ***Targeted Population and Three Year Plan/Sustainability:***

IMPACT 100 PARTNERS

- **INDIAN RIVER STATE COLLEGE**
- **WORKFORCE SOLUTIONS**
- **INDIAN RIVER CHAMBER OF COMMERCE**
- **INDIAN RIVER SHERIFF'S DEPARTMENT**
- **PNC BANK**
- **TREASURE COAST BUILDERS ASSOCIATION**
- **KIWANIS CLUB OF TREASURE COAST-
VERO BEACH**

ROLE of HIBISCUS CHILDREN'S CENTER

- Serve as the main communicator for funding sources and partner communication
- Supervise, locate and apply for sustainability funding Identify possible work internships and job shadowing opportunities in own facilities
- Hire and supervise career counselor/coordinator
- Supervise all paperwork and budget
- Coordinate job transportation
- Coordinate and distribute stipends for participants
- Provide fifteen to seventeen year old youth to participate in program in residential or foster care supervised by Hibiscus
- Supervise the collaborative evaluation procedure
- Coordinate publications, press releases, and on site visitations
- Work jointly to write three interview procedures

GOALS AND EVALUATION

- **Demonstrates Readiness for Job Opportunities**
- Will state at least 6 qualities, talents and/or characteristics that make me a good worker and employee
- Participation in at least three mock interviews and can prepare in advance at least two items that are essential for a particular interview
- Participation in at least three work internships or job shadowing where employer evaluates work readiness skills
- Will demonstrate three work behaviors – on time, ability to complete work tasks and ability to follow directions given by authority –for every internship or job shadowing
- Can state at least two work fields of interest

GOALS AND EVALUATION

- **Demonstrates Readiness for Self Sufficiency**
- Will list realistic weekly expenses with a corresponding dollar value
- Will state one short term working goal and one long term working goal
- Will bank personal funds and keep an accurate balance
- Will state at least two ways to locate an affordable place to live
- Will state at least five pieces of information that a landlord or roommate will need to know
- Given a specific salary, will create a weekly budget of living expenses with help (naming and asking the person for help) or independently

GOALS AND EVALUATION

- **Recognition that self sufficiency is best achieved through education**
- Will obtain and then complete a financial aid, work study or other continuing education application form with help (naming and asking the person for help) or independently
- Will name at least two continuing education options in field of work interest
- Will name at least two adults to contact for career pathway advice and support
- Has visited at least three vocational, continuing education options and/or work sites in field of interest
- Will list the information needed in order to apply for work study, work training or continuing education

WHERE DO WE GO NOW?

CHALLENGES AND SUCCESS STORIES

- **BEGIN AT AGE 13 FOR CAREER PREPARATION**
- **MULTIPLE PLACEMENTS AND CONTINUITY**
- **REALITIES OF INDEPENDENCE AT 18**
- **HIBISCUS ALUMNI AND DEPENDENCY TO AGENCY**
- **FUNDING DIFFERENCES AMONG CIRCUITS**
- **YOUTH TRANSITION CENTERS – CHS**
- **INCREASE FUNDING FOR A CAREER PREPARATION**
- **MAINTAIN FOCUS ON THIS AT-RISK POPULATION**
- **ENCOURAGE SERVICE INNOVATION LIKE HCC**

Adoption Services Overview

January 26, 2011

Presented to:

**House Health & Human
Services Access Subcommittee**

Presented by:

**Tracy McDade, Statewide Adoptions Director
Children's Home Society of Florida**



**Embracing Children.
Inspiring Lives.**

Children's Home Society of Florida

1485 S. Semoran Blvd., Suite 1448

Winter Park, Florida 32792

(321) 397-3000

www.chsfl.org

CHS History

- Organization founded in Jacksonville in 1902
- 14 Divisions across the state of Florida
- Florida's largest non-profit child welfare provider
- Accredited since 1982 by Council on Accreditation (COA)
- 2010, Received the Adoption Excellence Award



Children's Home Society of Florida

CHS Stats 2009-2010

- 3,511 Children and adults received adoption related services
- 788 Adoptions finalized
- Private Domestic: 38
- Dependency: 736
- International: 14



Florida Stats 2009-2010

- 3,368 Dependency Adoptions Finalized
- 23% through CHS
- Since 2007, the state of Florida has finalized 12,000 adoptions of children from foster care

Types of Adoption

Domestic

- Private
- Dependency

International

Children's Home Society of Florida

Private Domestic Adoption Process

- Birth Parent Services
- Home Study
- Matching Process
- Voluntary Termination of Parental Rights
- Placement and Post Placement
- Finalization
- Florida Statute Chapter 63
- Safe Haven- Florida Statute Chapter 383



Children's Home Society of Florida

Dependency Adoption Process

- Child removed from family
- Case plan created
- Involuntary Termination of Parental Rights
- Recruitment and matching process
- Home Study
- Placement and Post Placement
- Subsidy
- Finalization
- Florida Statute Chapter 39



Children's Home Society of Florida

International Adoption Process

- Adoptive Parent(s) select country
- Home Study
- Dossier
- Matching Process
- Travel to country
- Placement and Post Placement
- Finalization
- Florida Statute Chapter 63



Adoption Challenges

Private Domestic

- Inconsistent Program Fees
- Inconsistent Birth Parent assistance

Dependency

- Children with more complex needs
- Cross jurisdictional adoptions
- Delays with TPR appeals
- Inconsistent system of care model

International

- Hague Treaty
- Paperwork
- Country Regulations
- Finalization/Naturalized Citizenship

Contact Information

**Tracy McDade, Statewide
Adoptions Director**

(904) 493-8305

tracy.mcdade@chsfl.org

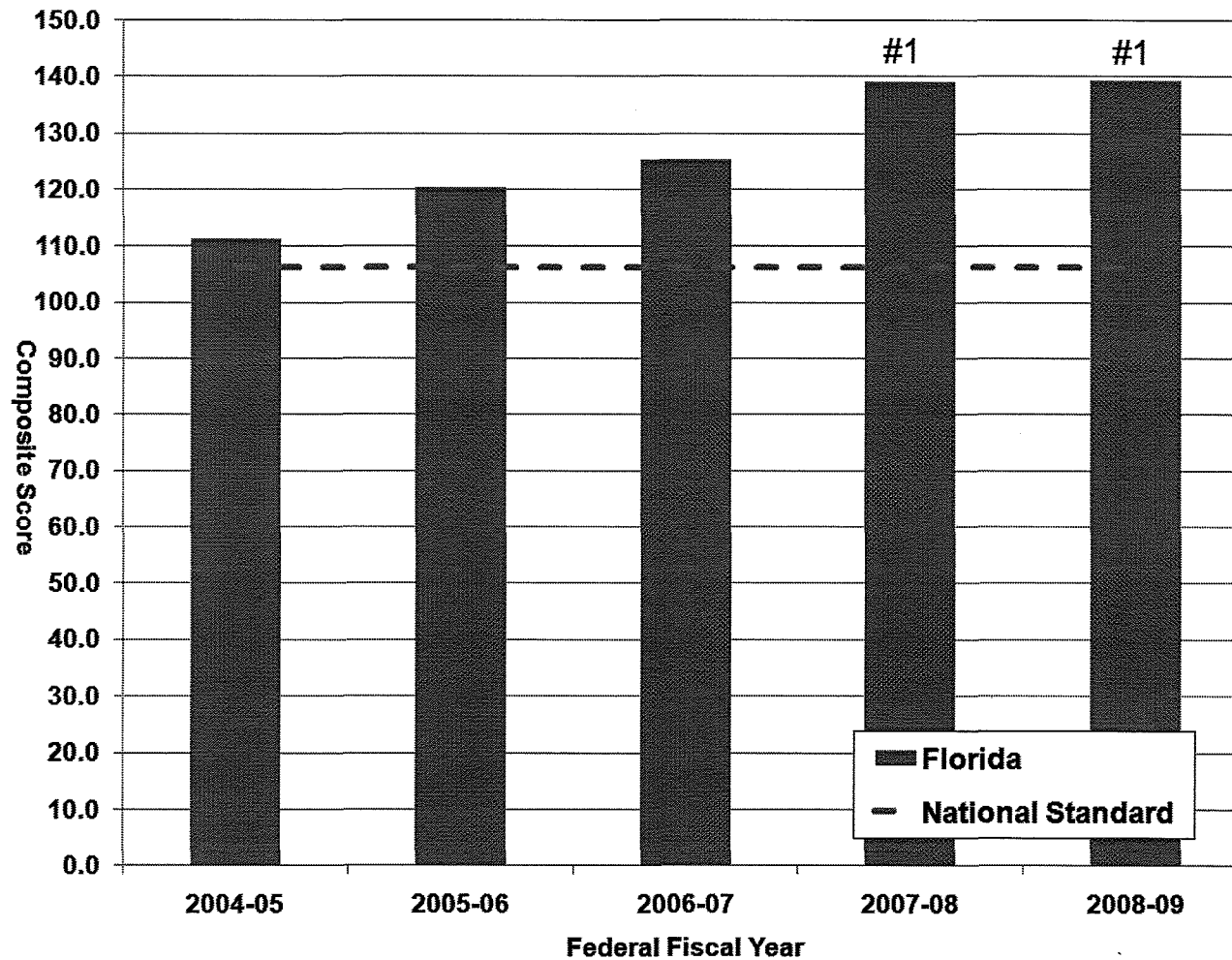
David L. Fairbanks
Assistant Secretary for Programs
Department of Children and Families



Federal Adoption Performance Measures

- Federal Timely Adoption Composite Measure Used to Measure and Rank State Performance
- Composite Includes Five Timeliness Measures:
 - % Adopted within 24 Months of Removal
 - Of Children Adopted, Median Length of Stay in Care
 - % of Children in Care 17+ Months and Adopted
 - % of Children in Care 17+ Months Who Became Legally Free for Adoption in Six Months
 - % of Children Legally Free Last Year Adopted in 12 Months
- Florida Ranked #1 of 47 States Last Two FFYs

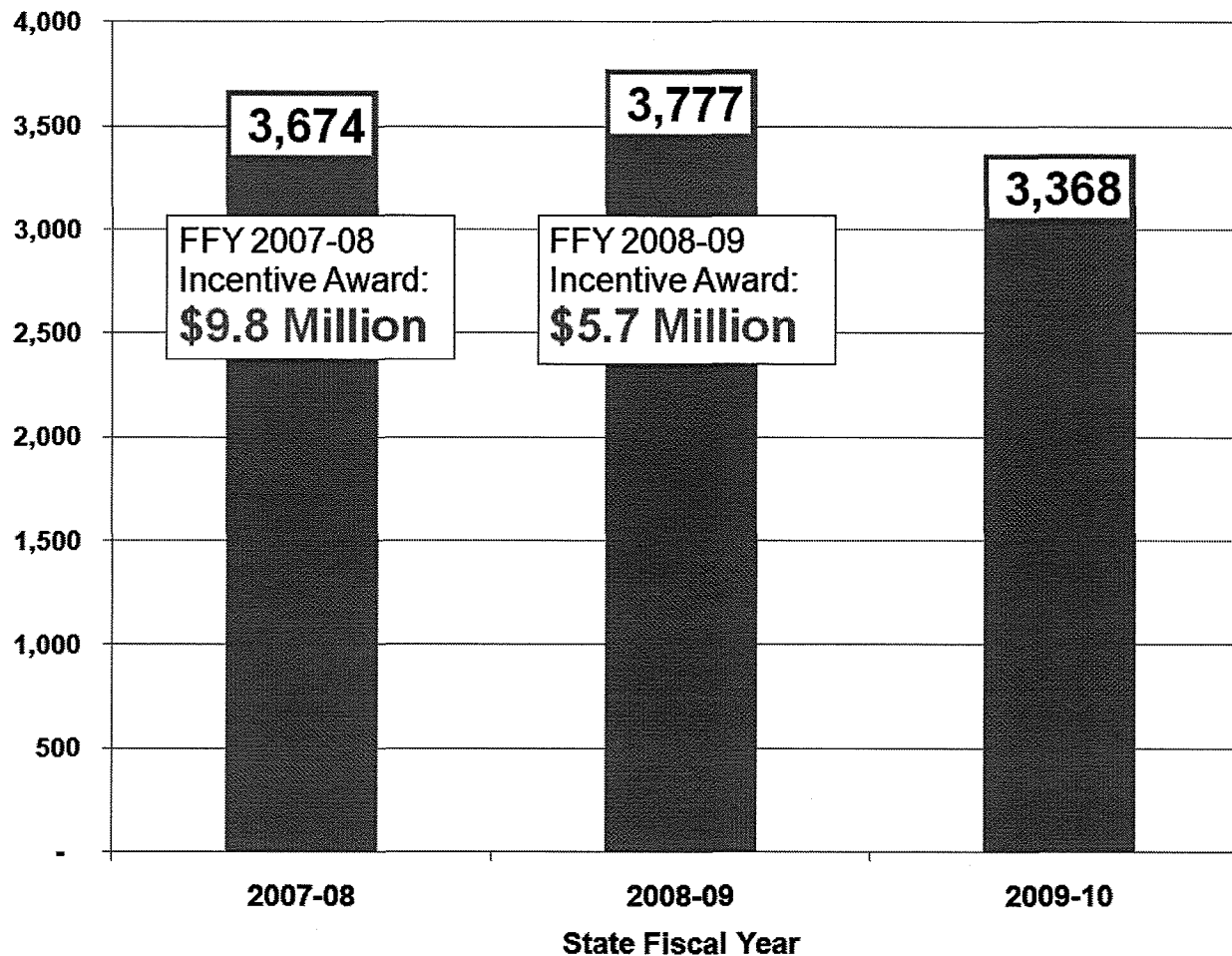
Florida Performance on Federal Adoption Composite -- FFY 2005-09



Federal Adoption Incentive Awards

- Federal Government Gives Awards to States as Incentives for High Performance
- Award Is the Sum of:
 - \$4,000 per Adoption Above Best Year (FFY 2006-07)
 - \$8,000 per Child Age 9 or Older Above Best Year
 - \$4,000 per Special Needs Child Age 8 or Younger Above Best Year
- Florida Received Large Awards the Last Two Federal Fiscal Years:
 - FFY 2007-08: \$9,754,990 (highest of all states)
 - FFY 2008-09: \$5,718,271 (second highest)

Average of 3,600 Adoptions per State Fiscal Year



Children Available for Adoption with No Identified Families

- In Spite of Our Success, We Cannot Rest.
- 850 Children Are Available for Adoption, with No Identified Adoptive Families.
- Some Current Strategies to Recruit Families:
 - Casey Family Services – Permanency Roundtables
 - 100 Longest Waiting Teens Project
 - Permanent Connections Project
 - Explore Adoption Campaign
<http://adoptflorida.org/>
 - Heart Gallery
<http://www.heartgalleryflorida.org/>