



### 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 2020-2021

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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 and to the Department of Children and Families 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. Leadership:**

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KFF's strategic objectives are reviewed at 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 and the visit resulted in KFF developing a corrective action plan for the following scorecard performance measures and CQI items: *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?*

A DCF Contract Oversight Unit Desk Review was also completed.

The final report identified the following areas as needing action:

- a. Percent of Children not maltreated within six months of termination of Family Support
- b. 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
- c. Percent of Children exiting to a permanent home within 12 months of entering care
- d. CQI Item 6, Did the agency make concerted efforts to achieve permanency
- e. Children receiving dental care
- f. Adoption delays that are negatively impacting concerted efforts to achieve timely permanency

The final report also identified the following opportunities for improvement:

- a. Percent of Children who don't re-enter care within 12 months of moving to a permanent home
- b. CQI Item 5, Did the agency establish appropriate permanency goals for the child in a timely manner
- c. 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 families
- d. Relative/Non-Relative Caregiver Support

- e. Re-evaluation of previously identified opportunities for improvement to ensure performance has increased as projected. If intended results are lacking, new measures to improve should be researched and implemented.

**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 five scorecard measures: rate of abuse or neglect per day while in foster care, the percentage of children under supervision who are seen every thirty (30) days, children's placement moves per 1,000 days in foster care, the percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education, and the percentage of children exiting to a permanent home within 12 months for those in care 12 to 23 months.

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 saw a significant decline in performance. KFF has struggled with the dental measure for some time mostly due to lack of sufficient dental providers in the area and the long wait for appointments. Positive progress towards meeting the standard was seen for children who do not re-enter foster care within twelve (12) months of moving to a permanent home. Root causes of fluctuating/declining performance in other measures were/will be explored to determine what corrective action, if any, is needed. ***\*\*Discrepancies may occur when comparing the Scorecard data and the CFSR/CQI data due to differing review periods (i.e., rolling period for the scorecard vs. specific year period under review for CFSR/CQI)\*\****

<b>Contract and Scorecard Measures Performance FY 20-21</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	1.79	1.68	3.99	5.37
3	M04	Percentage of children under supervision who are seen every thirty (30) days	99.5% and above	100%	99.9%	99.8%	99.7%
4	M05	Children exiting foster care to a permanent home within twelve (12) months of entering care	40.5% and above	28.3%	24.6%	24.4%	25.5%
5	M07	Children who do not re-enter foster care within twelve (12) months of moving to a permanent home	91.7% and above	88.5%	89.7%	100%	97.83%
6	M08	Children's placement moves per 1,000 days in foster care	4.12 or fewer	3.80	3.94	3.48	3.15
7	M09	Percentage of children in out-of-home care who received medical service in the last twelve (12) months	95.0% and above	96.5%	94.2%	89%	88.4%
8	M10	Percentage of children in out-of-home care who received dental services within the last seven (7) months	95.0% and above	72.8%	68.1%	69.5%	58.1%
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	85.7%	100%	100%	100%
N/A	M02	Percentage of children who are not neglected or abused during in-home services	95.0% and above	95.1%	93.3%	91.9%	93.5%
N/A	M03	Percentage of children who are not neglected or abused after receiving services	95.0% and above	97.8%	97.6%	96%	94.7%
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	60.6%	65.5%	68.6%	66.7%

N/A	M12	Percentage of sibling groups where all siblings are placed together	65.0% and above	61.4%	61.7%	63.3%	67.1%
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### 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 2020-2021, 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. During the fourth quarter of FY 2020-2021, the DCF Quality Office replaced the Rapid Safety Feedback Reviews that were being completed by the Community Based Care Agencies with the Life of the Case (LOC) Reviews which are completed by trained DCF Quality Office Reviewers. The LOC Review data is entered into the public facing dashboard on the Department of Children and Families website.

### 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 consists of twenty-one items (including subsections) related to child safety, permanency, and well-being. The CQI data is compared to the statewide benchmark. In FY 2020-2021, 26 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 26 cases reviewed in FY 2020-2021, 16 were designated as foster care cases and 10 were designated as 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. 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 Quality Office reviewer. In FY 2020-2021, KFF completed two PIP monitored case reviews and entered the findings in the federal online CFSR portal. The two PIP monitored cases consisted of one foster care case and one in-home judicial/non-judicial case and is rolled up into state data comparing PIP Targets and CFSR Benchmarks. The State of Florida successfully completed the PIP in the second quarter of 2020-2021. The state of Florida is on track to begin CFSR Round 4 at some point during FY 2023-2024.

## I. Findings & Analysis

The following tables and graphs provide the number of case reviews completed by KFF in FY 20-21 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 20-21 Quality Assurance Case Reviews	Rapid Safety Feedback	CQI CFSR (With in-depth interviews)	CQI CFSR Without in-depth interviews)	Performance Improvement Plan (PIP) (includes in-depth interviews)
Q1	8	1	4	1
Q2	8	1	5	1
Q3	8	1	7	0
Q4	8	1	7	0

### Rapid Safety Feedback Analysis:

As illustrated the tables below, in comparison to FY 19-20; KFF had an increase in average % strength in four of the 14 RSF items (Frequency of Visits with Mothers; Safety Plan Sufficiency; Safety Plan Monitoring; and Supervisor Consultations) during FY 20-21. In comparison to FY 19-20; KFF seen a decrease in performance in 10 of the 14 RSF items in FY 19-20 however, KFF's average % strength was higher than the state for FY 20-21 for 5 of the 14 RSF items (Quality of Visits with Mothers; Completion of Background Checks and Home Assessments when needed; Safety Plan Sufficiency and Monitoring). In addition, KFF's Quality Assurance Department did not issue any RFA's (Requests for Action) in FY 20-21.

Kids First of Florida Rapid Safety Feedback % Strength YTD by Qtr.	KFF	KFF	KFF	KFF	16-17 Average n=36	KFF	KFF	KFF	KFF	17-18 Average n=35	KFF	KFF	KFF	KFF	18-19 Average n=32	KFF	KFF	KFF	KFF	19-20 Average n=32	KFF	KFF	KFF	KFF	20-21 Average n=32	KFF
	16-17 Q1 (n=8)	16-17 Q2 (n=10)	16-17 Q3 (n=10)	16-17 Q4 (n=8)		17-18 Q1 (n=9)	17-18 Q2 (n=8)	17-18 Q3 (n=10)	17-18 Q4 (n=8)		18-19 Q1 (n=8)	18-19 Q2 (n=8)	18-19 Q3 (n=8)	18-19 Q4 (n=8)		19-20 Q1 (n=8)	19-20 Q2 (n=8)	19-20 Q3 (n=8)	19-20 Q4 (n=8)		20-21 Q1 (n=8)	20-21 Q2 (n=8)	20-21 Q3 (n=8)	20-21 Q4 (n=8)		FY 19-20 & 20-21 Comparison
1.1 Family Assessment Sufficiency	13%	50%	40%	0%	26%	0%	25%	20%	88%	33%	63%	50%	63%	100%	69%	38%	44%	63%	100%	61%	88%	38%	75.0%	25.0%	56%	↓
1.2 Family Assessment Timely Completion	50%	40%	20%	25%	34%	22%	0%	30%	63%	29%	88%	13%	38%	75%	53%	13%	56%	38%	50%	39%	30%	50%	12.5%	12.5%	26%	↓
2.1 Quality Visits with Children	63%	80%	30%	25%	49%	11%	38%	40%	88%	4%	100%	88%	100%	100%	97%	100%	78%	88%	88%	88%	80%	75%	50.0%	50.0%	64%	↓
2.2 Frequency of Visits with Children	100%	90%	70%	75%	84%	78%	50%	60%	75%	66%	100%	100%	100%	100%	100%	100%	67%	75%	88%	82%	89%	100%	75.0%	37.5%	75%	↓
2.3 Quality of Visits with Mothers	75%	67%	40%	50%	58%	67%	75%	80%	100%	80%	100%	75%	100%	100%	94%	100%	78%	86%	88%	88%	88%	88%	100.0%	37.5%	78%	↓
2.4 Frequency of Visits with Mothers	88%	89%	50%	38%	66%	67%	25%	90%	50%	58%	75%	75%	100%	88%	84%	75%	67%	57%	75%	68%	100%	100%	75.0%	12.5%	72%	↑
2.5 Quality of Visits with Fathers	100%	43%	50%	0%	48%	14%	60%	43%	50%	42%	100%	57%	75%	100%	83%	83%	63%	83%	67%	74%	100%	50%	75.0%	0.0%	56%	↓
2.6 Frequency of Visits with Fathers	80%	57%	22%	14%	43%	0%	25%	25%	50%	25%	100%	67%	88%	100%	89%	75%	63%	33%	67%	59%	100%	50%	28.6%	0.0%	45%	↓
3.1 Completion of Background Checks and Home Assessments when Needed	25%	70%	60%	75%	58%	56%	100%	100%	100%	89%	100%	88%	100%	100%	97%	100%	100%	100%	100%	100%	89%	88%	87.5%	100.0%	91%	↓
3.2 Background Checks and Home Assessments are Being Assessed	75%	50%	60%	63%	62%	56%	88%	100%	100%	86%	100%	88%	100%	100%	97%	100%	100%	100%	100%	100%	100%	88%	87.5%	100.0%	94%	↓
4.1 Safety Plan Sufficiency	38%	33%	60%	0%	33%	22%	38%	20%	50%	32%	100%	75%	100%	100%	94%	50%	67%	38%	75%	57%	70%	63%	62.5%	75.0%	68%	↑
4.2 Safety Plan Monitoring	63%	33%	10%	43%	37%	0%	38%	20%	88%	36%	100%	88%	100%	88%	94%	38%	44%	38%	50%	42%	100%	75%	75.0%	50.0%	75%	↑
5.1 Supervisor Consultations	50%	30%	20%	25%	31%	67%	63%	40%	88%	64%	88%	75%	88%	88%	84%	63%	56%	50%	75%	61%	75%	50%	62.5%	75.0%	66%	↑
5.2 Supervisor Follow-up and Recommendations	63%	30%	10%	0%	26%	56%	50%	70%	88%	66%	75%	63%	75%	88%	75%	50%	78%	38%	75%	60%	67%	50%	62.5%	37.5%	54%	↓

Rapid Safety Feedback Kids First of Florida with State Comparison % Strength	FY 20-21 State Average n= 791	FY 20-21 Kids First of Florida Average n=32	
1.1 Family Assessment Sufficiency	62%	56%	↓
1.2 Family Assessment Timely Completion	54%	26%	↓
2.1 Quality Visits with Children	69%	64%	↓
2.2 Frequency of Visits with Children	76%	75%	↓
2.3 Quality of Visits with Mothers	73%	78%	↑
2.4 Frequency of Visits with Mothers	80%	72%	↓
2.5 Quality of Visits with Fathers	61%	56%	↓
2.6 Frequency of Visits with Fathers	57%	45%	↓
3.1 Completion of Background Checks and Home Assessments when Needed	80%	91%	↑
3.2 Background Checks and Home Assessments are Being Assessed	83%	94%	↑
4.1 Safety Plan Sufficiency	67%	68%	↑
4.2 Safety Plan Monitoring	53%	75%	↑
5.1 Supervisor Consultations	66%	66%	↔
5.2 Supervisor Follow-up and Recommendations	58%	54%	↓

### CFSR/PIP Continuous Quality Improvement Analysis:

Kids First of Florida CQI & PIP Item % Strength Average- Trending	Description	CFSR Baseline	PIP Target	KFF 16-17 Average	KFF 17-18 Average	KFF 18-19 Average	KFF 19-20 Average	KFF 20-21 Average	Trend	20-21 State Average
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	83%	59%	89%	95%	98%		96%
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%	100%	100%		95%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	55%	21%	52%	46%	51%		76%
Item 4	Stability of Foster Care Placement	81.80%	88.50%	100%	93%	87%	60%	83%		83%
Item 5	Permanency Goal for Child	74.50%	82.10%	86%	79%	73%	73%	80%		82%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	73%	43%	33%	29%	58%		64%
Item 7	Placement With Siblings	85%	NA	88%	73%	89%	67%	58%		86%
Item 8	Visiting With Parents and Siblings in Foster Care	69%	NA	70%	14%	50%	60%	57%		64%
Item 9	Preserving Connections	82%	NA	83%	93%	80%	85%	92%		73%
Item 10	Relative Placement	72%	NA	69%	71%	86%	83%	87%		82%
Item 11	Relationship of Child in Care With Parents	60%	NA	58%	38%	42%	44%	48%		48%
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	36%	13%	40%	54%	37%		56%
Item 12A	Needs Assessment and Services to Children	88%	NA	78%	67%	96%	87%	86%		89%
Item 12B	Needs Assessment and Services to Parents	55%	NA	34%	17%	35%	54%	44%		57%
Item 12C	Needs Assessment and Services to Foster Parents	80%	NA	61%	79%	60%	67%	82%		85%
Item 13	Child and Family Involvement in Case Planning	63.60%	70.70%	53%	29%	56%	50%	52%		60%
Item 14	Caseworker Visits With Child	72.50%	78.90%	29%	38%	96%	83%	88%		72%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	41%	17%	35%	50%	39%		42%
Item 16	Educational Needs of the Child	92%	NA	95%	92%	88%	77%	84%		84%
Item 17	Physical Health of the Child	85%	NA	91%	56%	89%	48%	56%		76%
Item 18	Mental/Behavioral Health of the Child	72%	NA	88%	60%	60%	52%	62%		73%



## Safety Outcome 2

●**CFSR/CQI/PIP Item 2-** As demonstrated in the table below, during FY 20-21; KFF has maintained 100% for three consecutive years for CFSR/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. This average is well above the CFSR Baseline of 77.50% as well as the PIP Target of 85.80% and state average.

●**CFSR/CQI/PIP Item 3-** As demonstrated in the table below, during FY 20-21; KFF has increased in performance from 46% average strength in FY 19-20 to 51% in FY 20-21 for CFSR/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. The average strength for this item is below the CFSR Baseline of 71.30%, PIP target of 77.70% and state average.

Kids First of Florida CQI & PIP Item % Strength Average- Trending	Description	CFSR Baseline	PIP Target	KFF 16- 17 Average	KFF 17- 18 Average	KFF 18- 19 Average	KFF 19- 20 Average	KFF 20- 21 Average	Trend	20-21 State Average
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%	100%	100%		95%
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	55%	21%	52%	46%	51%		76%

### Permanency Outcome 1

- CFSR/CQI/PIP Item 4-** As demonstrated in the table below, during FY 20-21; KFF’s average strength has increased from 60% in FY 19-20 to 83% in FY 20-21 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)*). The data reflects that this item has improved significantly when compared to the previous FY and is above the CSFR Baseline of 81.80% but slightly below the PIP Target of 88.50%. KFF’s average strength is the same as the state for Item 4.
- CFSR/CQI/PIP Item 5-** During FY 20-21; KFF’s average was 80% which has increased from 73% in FY 19-20 Item 5 (*Timely establishment of permanency goals*). The average falls slightly below the CSFR Baseline of 74.50%, PIP Target of 82.10% and state average of 82%.
- CFSR/CQI/PIP Item 6-** During FY 20-21; KFF’s average was 58% compared to 29% in FY19-20. KFF has seen an increase in average strength for Item 6 (*Concerted efforts to achieve the child’s permanency goal*) but remains below the CSFR Baseline of 67.30% and PIP Target of 75.40%.

Kids First of Florida CQI & PIP Item % Strength Average-	Description	CFSR Baseline	PIP Target	KFF 16- 17 Average	KFF 17- 18 Average	KFF 18- 19 Average	KFF 19- 20 Average	KFF 20- 21 Average	Trend	20-21 State Average
Item 4	Stability of Foster Care Placement	81.80%	88.50%	100%	93%	87%	60%	83%		83%
Item 5	Permanency Goal for Child	74.50%	82.10%	86%	79%	73%	73%	80%		82%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	73%	43%	33%	29%	58%		64%

## Permanency Outcome 2

- **CFSR/CQI/PIP Item 7-** During FY 20-21; KFF's average was 58% compared to 67% in FY19-20. KFF has seen a slight decrease 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*) falling below the CFRS Baseline of 85% and the state average of 86%.
- **CFSR/CQI/PIP Item 8-** During FY 20-21; KFF's average was 57% compared to 60% in FY 19-20. KFF has seen a slight decrease 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*) and falls below the CFRS Baseline of 69% and the state average of 64%.
- **CFSR/CQI/PIP Item 9-** During FY 20-21; KFF's average was 92% compared to 85% in FY 19-20. KFF has seen an increase 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 is above the CFRS Baseline of 82% and above the state average of 73%.
- **CFSR/CQI/PIP Item 10-** During FY 20-21; KFF's average was 87% compared to 83% in FY 19-20. KFF has seen an increase in average strength for Item 10 (*Relative Placement*) and rising well above the CFRS Baseline of 72% and the state average of 82%.
- **CFSR/CQI/PIP Item 11-** During FY 20-21; KFF's average was 48% compared to 44% in FY 19-20. KFF has seen a slight increase 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 CFRS Baseline of 60%. KFF's average is the same as the state for FY 20-21.

Kids First of Florida CQI & PIP Item % Strength Average- Trending	Description	CFSR Baseline	PIP Target	KFF 16- 17 Average	KFF 17- 18 Average	KFF 18- 19 Average	KFF 19- 20 Average	KFF 20- 21 Average	Trend	20-21 State Average
Item 7	Placement With Siblings	85%	NA	88%	73%	89%	67%	58%		86%
Item 8	Visiting With Parents and Siblings in Foster Care	69%	NA	70%	14%	50%	60%	57%		64%
Item 9	Preserving Connections	82%	NA	83%	93%	80%	85%	92%		73%
Item 10	Relative Placement	72%	NA	69%	71%	86%	83%	87%		82%
Item 11	Relationship of Child in Care With Parents	60%	NA	58%	38%	42%	44%	48%		48%

## Well-Being Outcome 1

- **CFSR/CQI/PIP Item 12-** During FY 20-21; KFF's average was 37% compared to 54% in FY 19-20. KFF has seen an increase of 35% 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*) and remains below the CFSR Baseline of 51.30%, PIP Target of 58.40% of the state average of 56%.
- **CFSR/CQI/PIP Sub-Item 12 A-** During FY 20-21; KFF's average was 86% compared to 87% in FY 19-20. Overall, KFF's average strength has remained for Sub-Item 12 A (*Needs assessment and services to children*). KFF is only slightly below the CFSR Baseline of 88% and the state average of 89%.
- **CFSR/CQI/PIP Sub-Item 12 B-** During FY 20-21; KFF's average was 44% compared to 54% in FY 19-20. KFF has seen a slight decrease for Item 12 B (*Needs assessment and services to parents*) which also falls slightly below the CFSR Baseline of 55% and the state average of 57%. 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. KFF was able to successfully meet the performance measure for this item and the CAP item was removed.

●**CFSR/CQI/PIP Sub-Item 12 C-** During FY 20-21; KFF's average was 67% compared to 82% in FY 19-20. KFF has seen a decrease of 12% for Item 12 C (*Needs assessment and services to foster parents*) and falls below the CF SR Baseline of 63.60% and the state average of 85%.

●**CFSR/CQI/PIP Item 13-** During FY 20-21; KFF's average was 52% compared to 50% in FY 19-20. KFF has seen a slight increase 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*) but the average falls below the CF SR Baseline of 63.60%, PIP Target of 70.70% and the state average of 60%. 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. KFF will continue to monitor performance for this item and provide quarterly updates to the Department of Children and Families as well as addressed in the annual update of the Quality Management Plan for FY 21-22.

●**CFSR/CQI/PIP Item 14-** During FY 20-21; KFF's average was 88% compared to 83% in FY 19-20. KFF has seen an increase 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*). It should be noted that KFF remains above the CF SR Baseline of 72.50% and the PIP Target of 78.90% as well as the state average of 72%.

●**CFSR/CQI/PIP Item 15-** During FY 21-22; KFF's average was 39% compared to 50% in FY 19-20. KFF has seen a decrease 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*) which is below the CF SR Baseline of 43.50% and PIP target of 51.10% however KFF's average is only slightly below the state average of 42%.

Kids First of Florida CQI & PIP Item % Strength Average- Trending	Description	CFSR Baseline	PIP Target	KFF 16- 17 Average	KFF 17- 18 Average	KFF 18- 19 Average	KFF 19- 20 Average	KFF 20- 21 Average	Trend	20-21 State Average
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	36%	13%	40%	54%	37%		56%
Item 12A	Needs Assessment and Services to Children	88%	NA	78%	67%	96%	87%	86%		89%
Item 12B	Needs Assessment and Services to Parents	55%	NA	34%	17%	35%	54%	44%		57%
Item 12C	Needs Assessment and Services to Foster Parents	80%	NA	61%	79%	60%	67%	82%		85%
Item 13	Child and Family Involvement in Case Planning	63.60%	70.70%	53%	29%	56%	50%	52%		60%
Item 14	Caseworker Visits With Child	72.50%	78.90%	29%	38%	96%	83%	88%		72%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	41%	17%	35%	50%	39%		42%

**Well-Being Outcome 2**

●**CFSR/CQI/PIP Item 16-** During FY 20-21; KFF’s average was 84% compared to 77% in FY 19-20. KFF seen an increase for Item 16 (*Concerted efforts to assess children’s educational needs and appropriately address identified needs in the case planning and case management activities*). KFF’s average is below the CFSR Baseline of 92% however it is the same as the state average of 84%.

Kids First of Florida CQI & PIP Item % Strength Average- Trending	Description	CFSR Baseline	PIP Target	KFF 16- 17 Average	KFF 17- 18 Average	KFF 18- 19 Average	KFF 19- 20 Average	KFF 20- 21 Average	Trend	20-21 State Average
Item 16	Educational Needs of the Child	92%	NA	95%	92%	88%	77%	84%		84%

### Well-Being Outcome 3

●**CFSR/CQI/PIP Item 17-** During FY 20-21; KFF’s average was 56% compared to 48% in FY 20-21. KFF has seen an increase for Item 17 (*Physical health needs of children, including dental health needs*) however the average falls below the CFSR Baseline of 85% and the state average of 76%.

●**CFSR/CQI/PIP Item 18-** During FY 20-21; KFF’s average was 62% compared to 52% in FY 19-20. KFF has seen an increase for Item 18 (*Mental/Behavioral Health Needs of Children*) but falls shortly below the CFSR Baseline of 72% and the state average of 73%.

Kids First of Florida CQI & PIP Item % Strength Average- Trending	Description	CFSR Baseline	PIP Target	KFF 16- 17 Average	KFF 17- 18 Average	KFF 18- 19 Average	KFF 19- 20 Average	KFF 20- 21 Average	Trend	20-21 State Average
Item 17	Physical Health of the Child	85%	NA	91%	56%	89%	48%	56%		76%
Item 18	Mental/Behavioral Health of the Child	72%	NA	88%	60%	60%	52%	62%		73%

## II. Gaps Between Findings and Benchmarks

### Safety Outcome 2:

During FY 20-21 KFF experienced a decrease in performance for Rapid Safety Feedback (RSF) Item 1.1 *Family Assessment Sufficiency* (56% for FY 20-21 when compared to 61% in FY 19-20) and RSF 1.2 *Timely completion of Family Assessments* (26% in FY 20-21 when compared to 39% for FY 19-20). For the related CFSR/CQI items; (Item 2; *Services to Family to Protect Child/ren in the Home and Prevent Removal or Re-Entry into Foster Care* and Item 3; *Risk and Safety Assessments and Management*; KFF has maintained 100% strength average for Item 2 and increased slightly in performance for Item 3. It should be noted that KFF has had an average of 100% for three consecutive years for Item 2 which remains well above the CFSR Baseline of 76.50% and the PIP Target of 85.80%. For other correlated safety items such as RSF Item 3.1 *Completion of Background Checks and Home Assessments when Needed* and RSF Item 3.2 *Background Checks and Home Assessments are Being Assessed* there was a slight decrease noted for FY 20-21 when compared to FY however, KFF maintains above the average for the state for FY 20-21 RSF Item 4.1 *Safety Plan Sufficiency* (68% for FY 20-21 when compared to 57% in FY 19-20) and RSF Item 4.2 *Safety Plan Monitoring* (75% FY 20-21 when compared to 42% in FY 19-20) KFF seen an increase in performance in both areas which is also above average for the state. In FY 20-21; there was also an increase performance seen in RSF Item 4.1 *Supervisor Consultations* (68% in FY 20-21 when compared to 57% FY 19-20) & RSF Item 4.2 *Supervisor Follow-up/Recommendations* (75% in FY 20-21 when compared to 42% in FY 19-20). KFF's average for Item 4.1 is equal to the state average and just slightly below the state average for Item 4.2. 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/or 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 FSN. 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 and will continue to be monitored until satisfactory performance can be measured.

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 21-22.

## Permanency Outcome 1:

KFF seen a notable increase in performance for CFSR/CQI Item 4 *Stability in Foster Care Placement* during FY 20-21 (88.24% when compared to FY 19-20 at 64.29%). KFF has made efforts to stabilize initial placements (ensuring they are the “best fit” by completing adequate assessments of the child/ren’s needs) and ensuring appropriate services are provided when the child/ren have behavioral issues in efforts to prevent placement disruptions. KFF’s average for this item is equal to the state average and above the CFSR Baseline Target of 81-80%.

KFF has also increased performance for CFSR/CQI Item 5 *Permanency Goal for Child* (76.47% in FY 20-21 when compared to 71.73% in FY 19-20. This average falls slightly below the CFSR Baseline of 74.50% and the PIP Target of 82.10%.

KFF’s performance for CFSR/CQI Item 6 *Timely Permanency Achieved* has also increased in performance in FY 20-21 (58.82% in FY 20-21 when compared to 28.57% in FY 19-20.) Agency efforts as it relates to this item include but not limited the use of Permanency Staffing’s, concurrent planning, and the early assignment of an adoption worker. Even though this item has increased in performance, the agency will continue to make efforts to improve because the average percent is below the CFSR Baseline of 67.30% and the PIP Target of 75.40%. KFF is currently involved in a workgroup with individuals with the Office of Child Welfare to analyze the data in efforts to further increase performance in this area. The findings for this item are also reflected in the corresponding score card measures. It should be noted, this item is an opportunity for improvement for the state as a whole.

## Permanency Outcome 2:

During FY 20-21; KFF increased performance for CFSR/CQI Item 7 *Placement with Siblings* at 81.82%% when compared to 63.64% in FY 19-20. KFF is slightly below the CFSR Baseline of 85% and the state average of 86%.

In FY 20-21; KFF seen a slight decrease in performance in Item 8 *Visiting with Parents and Siblings in Foster Care* (60% compared to 61.54% in FY 19-20). There were 15 applicable OOH cases reviewed and six of the 15 were rated as an area needing improvement. The gap between the findings and the benchmark can be attributed to the lack of agency efforts to ensure the parent was provided other means of contact with the child/ren (i.e., Letters, telephone calls) when visitation was not possible (i.e. incarcerated parents); the lack of conversations between the agency and the parent/s regarding the visitation quality and frequency or ensuring the visitation was taking place and the lack of providing services that would have assisted with ensuring visitation was taking place between the parent/s and child/ren (i.e. transportation).

During FY 20-21; KFF increased performance in Item 9 *Preserving Connections* to 94.12% when compared to 85.71% in FY 19-20. KFF's average for this item is well above the CFSR/CQI Baseline of 82% and the state average of 73%.

KFF has seen an increase in performance (88.24% in FY 20-21 when compared to 85.71% in FY 19-20) for Item 10 *Relative Placement*. Efforts are being made to locate, identify, inform, and evaluate potential relatives in the beginning of the case. This will continue to be an ongoing focus for the agency.

Item 11 *Relationship of Child in Care with Parents* increased slightly (53.33% in FY 20-21 when compared to 45.5% in FY 19-20) however still remains below the CFSR/CQI Baseline of 60%. It should be noted that this is also an area of improvement for the state. KFF's average for this item is equal to that of the state. The agency will continue efforts to ensure that concerted efforts are made to promote, support, and otherwise maintain a positive and nurturing relationship between the child in foster care and his or her parents (*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 and other non-conventional ways to foster those relationships when necessary and foster parents encouraging those relationships.*)

## Well-Being Outcome 1:

During FY 20-21; KFF seen a decrease in performance overall for Item 12 (39.29% in FY 20-21 when compared to 54.17% in FY 19-20). This item has sub-sections and includes Items 12A *Needs and Services to Child* 82.14 % in FY 20-21 when compared to 87.5% in FY 19-20), 12B *Needs and Services to Parents* (42.31% in FY 20-21 when compared to 54.55% in FY 19-20). It should be noted that KFF had an increase for performance in Item 12C *Needs and Services to Foster Parents* (82.35% in FY 20-21 when compared to 69.23% in FY 19-20).

Of the 28 applicable cases for Item 12 A, five were rated as an area needing improvement which contributed to the slight decrease in performance in FY 20-21. The gap between the findings and the benchmark can be attributed to the lack of agency efforts in completing quality ongoing assessments (formal and informal) and providing the appropriate services as it relates to the child/ren's social and emotional needs.

Of the 26 applicable cases for 12 B, fifteen were rated as an area needing improvement. The gap between the findings and the benchmark can be attributed to the lack of agency efforts in completing quality ongoing assessments (formal and informal) and providing the appropriate services as it relates to the parent/s needs and services to adequately address the issues relevant to the agency's involvement with the family. 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. KFF is no longer on a CAP for this item due to successfully meeting the performance measure during FY 19-20.

During FY 20-21; KFF has seen an increase in performance for Item 13 *Child and Family Involvement in Case Planning* (53.57% in FY 20-21 when compared to 50% in FY 19-20) however remains below the CFSR/CQI Baseline of 63.60% and PIP Target of 70.70%.

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 FY 21-22 and will continue to be monitored until satisfactory performance can be measured.

KFF's performance for CFSR/CQI Item 14 *Caseworker Visits with Child* has increased slightly in FY 20-21 from 85.71% when compared to 83.33% in FY 19-20. when compared to 96% in FY 18-19). It should be noted that KFF is above the CFSR Baseline of 72.50% and the PIP target of 78.90% and above the state average of 72%.

KFF's performance in CFSR/CQI Item 15 *Caseworker Visits with Parents* declined in performance in FY 20-21 (38.46% in FY 20-21 when compared to 50% in FY 19-20) which is also noted in the corresponding RSF Items (2.3, 2.4, 2.5 & 2.6) *Quality and Frequency Visits with Mothers and Fathers*; specifically, fathers. More often than not, the RSF data along with the CQI data revealed that the decline was due to the lack of contact and/or attempts to contact the parent/s in those cases, specifically the fathers.

## Well-Being Outcome 2 & 3:

During FY 20-21; KFF's performance increased slightly for CFSR/CQI Item 16 *Educational Needs of the Child* (76.47% when compared to 72.73% for FY 19-20) however remains below the CFSR Baseline of 92% and state average of 84%.

During FY 20-21; KFF's performance increased as well for CFSR/CQI Item 17 *Physical and Dental Health of the Child* (57.89% when compared to 50% in FY 19-20) but also remains below the CFSR Baseline of 92% and the state average of 76%.

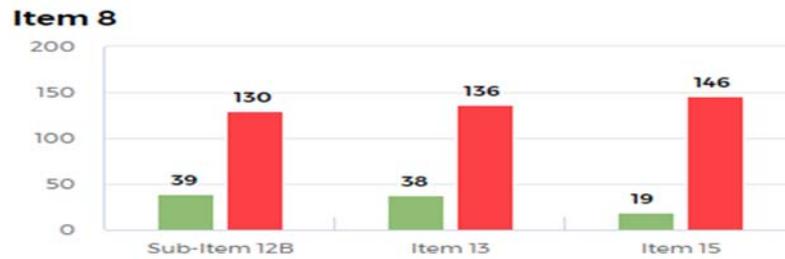
During FY 20-21; KFF remained the same at 60% in performance for CFSR/CQI Item 18 *Mental/Behavioral Health of the Child* and remains slightly below the CFSR Baseline of 72% and state average of 73%.

### III. Summary

KFF has increased performance in fifteen of the twenty-one items on the CFSR/CQI reviews for FY 20-21 and seen a slight decline in five of the twenty-one items (*Item 8 Visiting with Parents and Siblings in Foster Care; Item 12 Needs and Services to Child, Parents and Foster Parents (specifically the child and parent/s); Item 15 Caseworker Visits with Parents* . As seen in the chart below, those five items can positively or negatively affect one another particularly when contact with the parent/s did not occur or was very limited and/or the lack of ongoing concerted efforts were not made to contact the parent/s (particularly the father/s) during the period under review. The corresponding RSF items reflect the same findings.

## AREA NEEDING IMPROVEMENT

Comparison of item ratings with one item rating held constant



### III. 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 for FY 21-22.