
Charlie Crist, Governor
Robert A. Butterworth, Secretary

Child Welfare Reform and Community-Based Care

Committee on Healthy Families
January 9, 2007

Community-Based Care

- A comprehensive redesign of Florida’s child welfare system.
- Combines outsourcing foster care and related services to 20 lead agencies (covering 22 areas) with increased local community ownership of service delivery and design.
- Accountability focuses on performance outcomes.
- Statewide implementation completed in December 2005
Community-Based Care
Lead Agencies
Major Activities
Related to Child Welfare Reform

• Title IV-E Waiver.
• Pilot project for fiscal, administrative and programmatic monitoring through independent, non-governmental third party entities under contract with the department.
• Three-tier Quality Assurance Process.
• Florida Center for the Advancement of Child Welfare Practice.
Idea 68 – Florida should enhance independence and flexibility in community-based care. This would require expansion of the pilot program in Miami-Dade and Broward counties, while similar three-year contracts should be offered to other CBCs. The Department of Children and Families, as the single state agency for child welfare services, retains overall responsibility. The pilot envisions the establishment of an independent evaluation process focusing on outcome measurement. The department and the CBCs should collaborate to develop resources for technical assistance and diffusion of best practices.
### Increased flexibility

<table>
<thead>
<tr>
<th>Feature</th>
<th>Pilot</th>
<th>Statewide</th>
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</thead>
<tbody>
<tr>
<td>Flexible use of Foster Care Funds through Title IV-E Waiver</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Fixed price method of payment</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Contracted fiscal monitoring</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Contracted programmatic monitoring</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Three-tier quality assurance</td>
<td>✓</td>
<td>✓</td>
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State retains responsibility for contract management
The Waiver in Brief

• The waiver allows federal IV-E foster care funds to be used for a wide variety of child welfare purposes rather than being restricted to out-of-home care, as normally the case under federal law.
• This permits funds to be used for child welfare services including prevention, diversion from out-of-home placement through intensive in-home services, reunification, when this can be accomplished safely and permanency as well as for foster care.
• The State will receive a defined amount of federal funds over a five year period based on the amount of federal foster care funds received in the federal fiscal year that ended September 30, 2005. The foster care funds under the waiver will increase by 3 percent per year.
• Savings in federal, state or local funds will be used to further provision of child welfare services.
• An independent evaluator will assess the effectiveness of the demonstration based on program outcomes.
A Continuum of Services & Funds
Pre-Waiver

From:
Money Follows the Federal Requirements

Prevention
In-Home Services
Other Out-of-Home Care
Relative Caregiver
Services toward Adoption and Other Permanency Options
IV-E Foster Care
IV-E Adoptions

Reunification
Permanency
A Continuum of Services & Funds - Waiver

To:
Money Follows the Child

Prevention
In-Home Services

Other Out-of-Home Care
Relative Caregiver

Services toward Adoption and Other Permanency Options

IV-E Foster Care
IV-E Adoptions

Reunification
Permanency
Overview of Fiscal Monitoring

• Contracting for fiscal monitoring has been implemented in all CBC Lead Agencies that are not County Government entities.

• Abel and Associates performs fiscal monitoring and administrative monitoring tasks in CBC Lead Agencies in Broward, Miami-Dade, and Monroe Counties.

• Public Consulting Group (PCG) provides fiscal monitoring in other CBC Lead Agencies with three levels of involvement based on risk assessment.
Fixed Method of Payment
Per Section 2, Ch. 2006 – 30, L.O.F. (HB 5011)

• Funded by a grant of general revenue and applicable federal funding sources.
• Lead agencies’ contracts may be increased by excess federal earnings.
• Permits specified expenditures such as cellular telephone allowances, membership dues, fundraising costs, etc.
• Facilitates statewide management of major fund sources.
Overview of Programmatic Monitoring Pilot

• Programmatic monitoring for pilot projects:
  – Miami-Dade & Monroe (Our Kids, Inc.) and Broward (ChildNet, Inc.) Counties.
  – Chapin Hall Center for Children, a research and development center of the University of Chicago, under contact through June 2009.

• Chapin Hall will:
  – Analyze and recommend new outcome measures and monitoring tools to best determine quality of performance of lead agencies;
  – Compare pilot performance to that of other lead agencies;
  – Report to state leaders and alliances.
## Programmatic Monitoring Pilot Project Time Line

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td>Prepare report on validity of contract measures</td>
<td>Submitted and under review</td>
</tr>
<tr>
<td>Provide monitoring schedule</td>
<td>January 26, 2006</td>
</tr>
<tr>
<td>Develop monitoring tools</td>
<td>February 23, 2007</td>
</tr>
<tr>
<td>Review quality assurance results</td>
<td>Reports due quarterly, beginning January 21, 2007</td>
</tr>
<tr>
<td>Conduct Child &amp; Family Services Review (CFSR)</td>
<td>Reviews and reports due annually, beginning September 2007</td>
</tr>
<tr>
<td>Assess compliance with requirements of:</td>
<td>Ongoing throughout the contract</td>
</tr>
<tr>
<td>– Quality Management Plan</td>
<td></td>
</tr>
<tr>
<td>– Independent Living Program</td>
<td></td>
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<tr>
<td>– Adoption Services</td>
<td></td>
</tr>
<tr>
<td>– Contract performance measures</td>
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## Programmatic Monitoring Pilot Project Time Line

**Continued …**

<table>
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<tr>
<th>Tasks</th>
<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td>Conduct research and analysis for new outcome measures</td>
<td>Reports due semi-annually, beginning February 15, 2006</td>
</tr>
<tr>
<td>Develop cost-effective recommendations on weaknesses</td>
<td>Ongoing throughout contract</td>
</tr>
<tr>
<td>Report irregularities</td>
<td>Immediate and ongoing throughout contract</td>
</tr>
<tr>
<td>Identify possible causes related to program or quality issues</td>
<td>Ongoing throughout contract</td>
</tr>
<tr>
<td>Report to State leaders and Community Alliances</td>
<td>Reports due quarterly beginning January 2007</td>
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Overview of Three-Tier Quality Assurance Process

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
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<tbody>
<tr>
<td>CBC</td>
<td>DCF</td>
<td>DCF</td>
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**Quality Management Plan**
- Establishes Criterion Specified by DCF
- Plan Describes Methods to Report and Meet Quality Outcomes
- Plan Requires Method for Case File Reviews

**Case File Reviews**
- Required for Sample Population (95/5)
- Process for Recording Specified Data Elements for Sample

**Data Analysis**
- Review of Tier 1 Data
- Identification of Gaps
- Performance Improvement Activities

**Data Submission**
- Quarterly Sample Collected
- Reported to DCF

**Verification of Tier 1 Data**
- Verify Content, Reliability & Effectiveness of QA Plan
- Escalation Model: Increments of 10 Case Files until 98% Accuracy Achieved
- Integrated Team Process to address:
  - Administrative Compliance
  - Licensure
  - Federal Funding
  - Child Welfare QA

**Florida CFSR**
- Qualitative Review
- Rotating CBC Schedule 6/year – 10-14 Cases Reviewed
- Follows Federal CFSR Review Process (Case File Reviews and Interviews with Stakeholders)
- Data Collected for Quality Outcomes (identical to Tier 1)

**Statewide Evaluation**
- Meets Federal Reporting Requirements
- Identifies the Performance Level for Outcomes
- Safety
- Permanency
- Well-Being
- Enables Analysis
- Gap Identification
- Opportunities for Performance Improvement

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**3 Tier Quality Assurance Process for CBCs**
Florida Center for the Advancement of Child Welfare Practice

Mission
The Mission of the Center is to support and facilitate the identification expansion and transfer of expert knowledge in case practice, direct services, management, finances, policy, and organizational development to child welfare and child protection stakeholders throughout Florida.

Objectives
• Ensure consistent information flow to Florida's child welfare professionals
• Enhance efficiencies by creating access and linkages to existing resources within Florida's child welfare environment
• Link customers to, resources, innovations, and evidence-based models throughout the country
• Enable virtual meetings to replace conference calls and statewide meetings
• Interface with other state sponsored training and leadership programs.
• Facilitate access to high-level national expert consultation for technical assistance to child welfare professionals
Florida Center for the Advancement of Child Welfare Practice

Knowledge Base

- Center Administration
  - Center Management
  - Fiscal Management
  - Purchasing
  - Marketing & Internal Quality Management

- Knowledge Management
  - Automated Knowledge Base
  - Collect
  - Organize
  - Disseminate

- Expert Consultation Services

Web Portal Features
- Searchable Knowledge Base
- Webcasts
- Net Meetings
- Best Practices
- Resource Links

Video Conferencing
- Virtual Community
  - Discussion Groups
  - User Groups
  - Blogs
  - Peer Networking Groups