Community-Based Care Lead Agency Monthly Scorecard

Introduction

The Community-Based Care (CBC) Lead Agency Monthly Scorecard focuses on some of the most meaningful and important indicators related to Florida's community-based approach to child welfare. The Scorecard is intended to drive performance in the right direction by making performance visible and by promoting competition among lead agencies. It is produced monthly for review, discussion, and action by CBC Chief Executive Officers and Department of Children and Families (DCF) management in a manner that seeks to understand differences in measured performance, barriers to improving performance and strategies for improvement.

The Scorecard's indicators were selected, among the many indicators available, to provide balance among the goals of safety, permanency, well-being, and cost. Some indicators are familiar CBC contract and federal permanency measures, but other indicators were created for this Scorecard from existing data sources, primarily the Florida Safe Families Network (FSFN). Most are outcome indicators, but some process indicators are also included. All are dependent on good data quality.

Florida's community-based approach to child welfare is a collaborative effort. Most CBC Scorecard indicators are under the direct control of the CBC lead agency, but a few are influenced by other components of the child welfare system, including Child Protective Investigations and Children's Legal Services. CBCs have indirect control over some indicators, but we must use them because they call attention to important aspects of child welfare.

The Scorecard is designed in a manner that identifies high performers, low performers and outliers that deviate from the norm. Some indicators use standards based on federal percentile rankings, while others use standards derived based on DCF Leadership's performance expectations. All use red-yellow-green formatting to identify and compare performance. Lead agencies are ranked on each indicator, with some indicators given more weight than others. A weighted average of individual ranks is used to provide an overall rank.

The Scorecard focuses on recent performance, but some safety and permanency indicators require a significant follow-up period. Safety indicators also require additional time for completion of investigations. For some indicators, the long follow-up period may result in a scorecard month as long as one year after the measurement period. Reporting periods were selected to achieve a good balance between reporting recent performance and a reporting period that is long enough to have enough cases to provide stability from month to month.

The Scorecard includes 11 indicators, including three Safety indicators, four Permanency indicators, three Well-Being indicators, and one Cost indicator. The Scorecard is intended to track a set of indicators over time, but will also be modified as issues emerge and priorities change.

Scorecard Indicators

Safety Indicators

1: Percent of Children with No Verified Maltreatment within Six Months of Termination of Family Support Services

2. Percent of Children with No Verified Maltreatment While Receiving In-Home Services

3. Percent of Children with No Verified Maltreatment within 6 Months of Termination of Supervision

Permanency Indicators

4. Percent of Children in Care Eight Days to 12 Months with No More than Two Placements

5. Percent of Children Entering Out-of-Home Care Who Achieve Permanency within 12 Months of Entry

6. Percent of Children in Out-of-Home Care 12 Months or More Who Achieve Permanency within 12 Months

7. Percent of Children Achieving Permanency Who Did not Re-enter Out-of-Home Care within 12 Months

Well-Being Indicators

8. Percent of Children in Licensed Out-of-Home Care Who Are in DCF-licensed Family Foster Homes

9. Overall Score on K-12 Report Card as Percent of Maximum Possible Score

10. Percent of Former Foster Youth Ages 19-22 with Diploma or GED

Cost Indicator

11. Percent of Year-to-Date Contract Payments Representing Administrative Expenditures

Definitions

Several key terms related to multiple indicators are defined here. Others are defined within the description of each indicator.

"Scorecard Month" is the calendar month for reporting the most recent available data. Monthly scorecards are published on or around the 18th of the month following the scorecard month.

"Cohort" is a group of children who share a common characteristic in a period of time or a point in time.

"Cohort Selection Period" is the month, quarter or day used for selecting a cohort. Some cohorts are defined by the child's status on a given date; others are defined by an event (e.g., removal date or permanency date); still others are defined by the child's receiving a type of service within a date range.

"Follow-Up Period" is the period of six months or 12 months used to measure safety, timely permanency, or re-entry for a cohort of children.

"Investigation Completion Period" is the two-month period following the end of the "cohort selection period" and/or the "follow-up period" for child safety indicators. This is necessary to allow up to 60 days for completion of a child protective investigation that may have commenced near the end of the "cohort selection period" and/or the "follow-up period" and entry of findings into FSFN.

"Verified Maltreatment" means that a child had at least one maltreatment with a verified finding during the measurement period (during services or within six months of termination of services).

"In-Home Services" include family preservation services and post-placement supervision, but do not include family support services. This status is defined by the existence of a Living Arrangement in FSFN.

"Out-of-Home Care" is residential care provided to a child, regardless of placement type or custodian, including those in licensed board-paid foster care (foster homes and group care) and kinship (relative or non-relative) care. This status is defined by the existence of a Removal Episode in FSFN.

"Removal Episode" is a period a child is placed in out-of-home care, beginning with a removal date and ending with a discharge date. A removal episode may include multiple placements, so the end of a placement may not be the end of a removal episode.

"Removal Date" is the date a child is removed from the home.

"Permanency Date" is the discharge date when a child is discharged from out-of-home care to permanency, indicating reunification, adoption, or permanent guardianship. Specific permanency discharge reasons include: Adoption, Guardianship, Guardianship to Non-Relative, Guardianship to Relative, Living with Other Relatives, Reunification with Parent(s)/Primary Caretaker.

Description of Indicators

1. Percent of Children with No Verified Maltreatment within Six Months of Termination of Family Support Services

Basis for Indicator

According to federal and state law establishing child welfare services, "the safety of the children to be served shall be of paramount concern." Family Support Services are appropriate for children found safe after an investigation, so maltreatment after termination of these services should be rare. Safety is determined by the presence or absence of verified maltreatment after termination of services.

Calculation

Denominator: The number of children referred as a result of an investigation to Family Support Services who were terminated from services within a rolling three-month cohort selection period. In order to allow time for completion of any investigations, there is a two-month investigation completion period after the end of the six-month follow-up period. So the cohort selection period ends eight months prior to the end of the scorecard month.

Numerator: The subset of the children in the denominator who were not verified victims of maltreatment within six months of termination of Family Support Services.

Algorithm

Please see the Description tab of the *No Maltreatment within 6 Months of Family Support Services Summary* Report.

Children are assigned to a Lead Agency based on the geographical location of the primary case worker who is active as of the termination of the family support services regardless of the worker's agency type.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*No Maltreatment within 6 Months of Family Support Services Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*No Maltreatment within 6 Months of Family Support Services Listing*

Indicator Weight: 1.0 (Baseline)

2. Percent of Children with No Verified Maltreatment While Receiving In-Home Services

Basis for Indicator

According to federal and state law establishing child welfare services, "the safety of the children to be served shall be of paramount concern." This indicator focuses on the safety of children under supervision in their own homes, the setting where they are most vulnerable. Safety is measured by checking for the presence or absence of verified maltreatment during in-home services in a rolling three-month cohort selection period.

Calculation

Denominator: The number of children receiving in-home services at least one day within the rolling three-month cohort selection period. In order to allow time for completion of any investigations, there is a two-month investigation completion period from the end of the cohort selection period to the end of the scorecard month

Numerator: The subset of the children in the denominator who had no verified maltreatment while receiving in-home services during the cohort selection period.

Algorithm

Please see the Description tab of the *No Maltreatment During In Home Services Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker as of the earlier of the termination of the child's in-home service or the end of the cohort selection period. Only children with a worker whose agency type is "CBC Lead Agency" are included in the scorecard calculation.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*No Maltreatment During In Home Services Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*No Maltreatment During In Home Services Listing*

Indicator Weight: 1.0

3. Percent of Children with No Verified Maltreatment within Six Months of Termination of Supervision

Basis for Indicator

According to federal and state law establishing child welfare services, "the safety of the children to be served shall be of paramount concern." Supervision should not be terminated until a child is safe. Safety is measured by checking for the presence or absence of verified maltreatment after termination of supervision (both with no placement and post-placement supervision) in a rolling three-month cohort selection period.

Definitions

"Termination of Supervision" means there is a gap of at least one calendar day between closure of one service and the opening of another service. Services include both out-of-home care and in-home services, but do not include family support services. The follow-up period after discharge from a removal episode does not begin until after any period of post-placement supervision.

Calculation

Denominator: The number of children with termination of supervision during a rolling three-month cohort selection period. In order to allow time for completion of any investigations, there is a two-month investigation completion period after the end of the six-month follow-up period, so the cohort selection period ends eight months prior to the end of the scorecard month.

Numerator: The subset of the children in the denominator who had no verified maltreatment in an investigation that is received within six months of supervision termination.

Algorithm

Please see the Description tab of the *No Maltreatment within 6 Months of Termination of Supervision Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker as of the end of supervision. Only children with a worker whose agency type is "CBC Lead Agency" are included in the scorecard calculation.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*No Maltreatment within 6 Months of Termination of Supervision Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*No Maltreatment within 6 Months of Termination of Supervision Summary*

Indicator Weight: 1.0

4. Percent of Children in Out-of-Home Care Eight Days to 12 Months with No More Than Two Placements.

Basis for Indicator

Children are traumatized when they are removed from their families. They should not receive additional trauma caused by placement changes while in out-of-home care. This indicator measures the placement stability of children in out-of-home care. It is based on federal CFSR Data Indicator C4.1.

Calculation

Denominator: The number of children in out-of-home care during the scorecard month who have been in care at least eight days but less than 12 months.

Numerator: The subset of the denominator where the child had no more than two placements within that removal episode.

Algorithm

Please see the Description tab of the *Placement Stability Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker as of the earliest of the removal episode's discharge date or the end of the cohort selection period. Only children with a worker whose agency type is "CBC Lead Agency" are included in the scorecard calculation.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Placement Stability Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Placement Stability Listing*

Indicator Weight: 1.5

5. Percent of Children Entering Out-of-Home Care Who Achieve Permanency within 12 Months of Entry

Basis for Indicator

When children are removed from their families, they are entitled to timely permanency, generally within 12 months. This indicator is similar to federal CFSR Data Indicator C1.3, but has been expanded to include all discharges to permanency and is calculated on a rolling three-month cohort selection period.

Calculation

Denominator: The number of children with a removal date in the most recent three-month cohort selection period that allows for a full 12-month follow-up period.

Numerator: The subset of the denominator where the child had a permanency date within 12 months of the removal date.

Algorithm

Please see the Description tab of the *Permanency within 12 Months of Entry Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker active as of the earlier of the discharge date or the first anniversary of the removal date. Only children whose worker has an agency type of "CBC Lead Agency" are included.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Permanency within 12 Months of Entry Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Permanency within 12 Months of Entry Listing*

Indicator Weight: 1.5

6. Percent of Children in Out-of-Home Care 12 Months or More Who Achieve Permanency within 12 Months.

Basis for Indicator

When children are removed from their families, they are entitled to timely permanency, generally within 12 months. This indicator is similar to Indicator #5, but selects all children who had been in care over 12 months without achieving permanency one year ago, and then follows them for an additional 12 months to determine whether they achieved permanency.

Definitions

 "Cohort Selection Date" is the first day of the month 11 months prior to the scorecard month.

Calculation

Denominator: The number of children with an active removal episode with a duration of at least 12 months on the cohort selection date. For example, the April 2013 Scorecard selects all children in care over 12 months on May 1, 2012 for follow up through April 30, 2013.

Numerator: The subset of children in the denominator who have a permanency date as of the last day of the Scorecard month.

Algorithm

Please see the Description tab of the *Permanency within 12 Months After 12 Months or Longer Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker active as of the earlier of the discharge date or the end of the twelve month follow-up period. Only children whose worker has an agency type of "CBC Lead Agency" are included.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Permanency within 12 Months After 12 Months or Longer Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Permanency within 12 Months After 12 Months or Longer Listing*

Indicator Weight: 1.5

7. Percent of Children Achieving Permanency Who Did Not Re-enter Care within 12 Months

Basis for Indicator

Children should not be discharged to permanency until safety can be reasonably assured and re-entry into out-of-home care is unlikely. This outcome indicator measures re-entry into care and is modeled after federal CFSR Data Indicator C1.4, but has been expanded to include all discharges to permanency and is calculated on a rolling three-month cohort selection period.

Definitions

"Re-entry" is a removal episode after achieving permanency.

Calculation

Denominator: The number of children who achieved permanency in the most recent three-month cohort selection period that allows for a full 12-month follow-up period.

Numerator: The subset of the denominator where the child did not re-enter out-of-home care within 12 months of the permanency date.

Algorithm

Please see the Description tab of the *Permanency and No Re-entry within 12 Months Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker active on the permanency date. Only children whose worker has an agency type of "CBC Lead Agency" are included.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Permanency and No Re-entry within 12 Months Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Permanency and No Re entry within 12 Months Listing*

Indicator Weight: 1.5

8. Percent of Children in Licensed Out-of-Home Care Who Are in DCF-licensed Family Foster Homes

Definitions

 "Licensed Out-of-Home Care" includes foster homes and group care licensed by DCF for dependent children, identified by the FSFN placement service category of "foster home" or "residential."

 "Group Care Placement" is a staffed 24 hour residential placement that is identified as a "residential" placement service category in FSFN that is licensed by the department as a "Child Caring Agency."

Calculation

Denominator: The number of children under the age of 13 who were in licensed out-of-home care at the end of the scorecard month.

Numerator: The number of children in the denominator who are not in a group care placement at the end of the scorecard month.

Algorithm

Please see the Description tab of the *Licensed Care and Not in Group Care Summary* Report.

Children are assigned to the Lead Agency based on the primary case worker active at the end of the Scorecard month. Only children whose worker has an agency type of "CBC Lead Agency" are included.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Licensed Care and Not in Group Care Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/ *Licensed Care and Not in Group Care Listing*

Indicator Weight: 1.0

9. Overall Score on K-12 Report Card as Percent of Maximum Possible Score

Basis for Indicator

The federal Fostering Connections Act of 2008 aimed to improve outcomes for children in foster care in several key areas, including improved educational stability and opportunities. The Act is supported by a substantial amount of research which shows that children in foster care need significantly more support than their non-foster care peers in order to stay in school and graduate. Florida's K-12 Report Card uses 11 questions completed by case managers each month to measure a child's educational status.

Calculation

Denominator: Five, which is the maximum possible average overall K-12 Report Card score.

Numerator: The actual average overall K-12 Report Card score.

Algorithm

Please see the Description tab of the *K 12 Report Card Score Summary* Report.

The summer months of June, July and August will not have data calculated for this measure.

Children are assigned to the Lead Agency based on the primary case worker active at the end of the Scorecard month. Only children whose worker has an agency type of "CBC Lead Agency" are included.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*K 12 Report Card Score Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/ *K 12 Report Card Score Listing*

Indicator Weight: 1.0

During the summer months of June, July and August, the weight for this measure will be set to 0.0.

10. Percent of Former Foster Youth Ages 19-22 with a Diploma or GED

Basis for Indicator

This indicator is intended to ensure that children in out-of-home care are prepared for adulthood through education and by continuing to work with former foster youth to ensure that they have at least a high school diploma or GED.

Calculation

Denominator: The denominator is the number of former foster youth ages 19-22 active in FSFN as of the end of the Scorecard month excluding children with a special diploma documented in FSFN.

Numerator: The numerator is the subset of the denominator where the young adult is recorded in FSFN as having a high school diploma or GED in both the Education Information tab and the Education History tab.

Algorithm

Please see the Description tab of the *Diploma or GED Summary* Report.

Young adults are assigned to the Lead Agency based on the primary case worker active at the end of the Scorecard month. Only young adults whose worker has an agency type of "CBC Lead Agency" are included.

Access to Reports and Listings

Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/*Diploma or GED Summary*

Listing Report Name and Folder: Public Folders/ScoreCard/CBC ScoreCard/ *Diploma or GED Listing*

Indicator Weight: 1.0

11. Ratio of Year to Date Administrative Expenditures to Year to Date Contract Payments

Basis for Indicator

Section 409.1671, F.S. that 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."

Calculation

Denominator: The denominator is the total year-to-date contract payments.

Numerator: The numerator is the total year-to-date administrative expenditures.

Indicator Weight: 1.0

Data reported for the first two months of the state fiscal year will be the full fiscal year's administrative cost for the prior fiscal year.