

STATE OF FLORIDA  
DEPARTMENT OF JUVENILE JUSTICE

**BUREAU OF MONITORING AND  
QUALITY IMPROVEMENT  
PROGRAM REPORT FOR**

**The Florida Network of Youth and Families, Inc.**

(Contract Provider)  
2850 Pablo Avenue  
Tallahassee, Florida 32308

*Review Date(s): FY 2019 - 2020*



PROMOTING CONTINUOUS IMPROVEMENT AND ACCOUNTABILITY  
IN JUVENILE JUSTICE PROGRAMS AND SERVICES



## Methodology Used for Monitoring Statewide Contracts

The Department has two contracts with the Florida Network of Youth and Family Services, Inc. (the Florida Network). One contract is for the Florida Network to provide services involving administration and coordination of locally delivered residential and non-residential services provided throughout the state for truant, run away, and ungovernable youth and their families, or youth/families considered to be Children in Need of Services/Families in Need of Services (CINS/FINS). Through this contract, the Florida Network subcontracts with community agencies for the delivery of these services and provides contract management and monitoring oversight of the local community agencies. The remaining contract is for the Florida Network to provide a statewide respite services program for youth who have been charged with an offense of domestic violence, with this program being specifically designed to provide a safe alternative to secure detention. The subcontracted community agencies providing the CINS/FINS residential shelter services also provide the respite services.

The Florida Network, a not-for-profit statewide association, subcontracts with and represents twenty-five agencies who provide CINS/FINS and respite services throughout Florida. The twenty-five agencies operate a total of thirty-nine CINS/FINS programs, which include twenty-eight residential shelters and eleven non-residential programs. The residential shelters have staff who also provide non-residential services. Every judicial circuit has at least one CINS/FINS provider and services are available in every county, to include centralized intake and residential shelter services, twenty-four hours a day, 365 days a year. The intent of CINS/FINS programming is to divert youth who commit status offenses from entering the child welfare or juvenile justice systems.

The Florida Network contracts with Forefront, LLC, an independent compliance monitoring firm, to conduct quality improvement reviews and contract compliance monitoring of each CINS/FINS program annually. During the 2019-2020 fiscal year, eleven programs did not have an annual quality improvement review and contract compliance monitoring prior the end of the fiscal year due to the COVID-19 restrictions. Programs not reviewed during the 2019-2020 fiscal year were the first programs reviewed during the 2020-2021 fiscal year. The reviews were completed “virtually” with programs providing the required documentation to Forefront electronically and the review teams completing the review of the information off-site. In addition, the reviews for the eleven programs will count for both 2019-2020 and 2020-2021 fiscal year. The eleven programs and their review dates are:

Anchorage Children’s Home – August 12-13, 2020  
Bethel Community Foundation – August 5, 2020  
Capital City Youth Services (CCYS) – October 21-22, 2020  
CDS Family & Behavioral Health Services – Interface Northwest – September 9-10, 2020  
Children’s Home Society (CHS) Osceola – August 26, 2020  
Family Resources Manatee – August 12-13, 2020  
Hillsborough County – July 29-30, 2020  
Orange County Youth Shelter – September 2-3, 2020  
Thaise Education and Exposure Tours (TEET) – Jacksonville – July 29, 2020  
Thaise Educational and Exposure Tours (TEET) – St. Petersburg – September 23, 2020  
Youth Crisis Center (YCC) – August 26-27, 2020

Quality improvement reviews are conducted by a team of professionals, which includes a lead reviewer consultant from Forefront and other professionals trained in the quality improvement review process from CINS/FINS programs, the Florida Network, and/or the Department's Office of Accountability and Program Support. During each quality improvement review, program policies, procedures, and documentation of services are reviewed by members of the review team. The quality improvement reviews assess compliance with various Department and Florida Network policies, procedures, and requirements in the following four sections:

*Section 1: Management Accountability*

*Section 2: Intervention and Case Management*

*Section 3: Shelter Care and Special Populations*

*Section 4: Mental Health/Health Services*

*(Note: Sections 3 and 4 are not applicable for non-residential programs.)*

Each section includes multiple indicators, and ratings are assigned to each indicator by review teams using the following definitions:

***Satisfactory Compliance:*** *No exceptions to the requirements of the indicator; limited, unintentional, and/or non-systemic exceptions that do not result in reduced or substandard service delivery; or exceptions with corrective action already applied and demonstrated.*

***Limited Compliance:*** *Exceptions to the requirements of the indicator that result in the interruption of service delivery, and typically require oversight by management to address the issues systemically.*

***Failed Compliance:*** *The absence of a component(s) essential to the requirements of the indicator that typically requires immediate follow-up and response to remediate the issue and ensure service delivery.*

***Not Applicable:*** *Does not apply.*

Contract compliance monitoring is completed by the lead reviewer consultants from Forefront, LLC, with the monitoring occurring at the same time of the quality improvement review. The compliance monitoring focuses on administrative and fiscal services required by contract, with ratings of Exceeded, Fully Met, Conditionally Acceptable, Unacceptable, or Not Applicable assigned to thirteen different "major programmatic requirements."

A quality improvement program report and separate compliance monitoring report are completed following each review. The quality improvement reports identify program policies, procedures, practices, exceptions to requirements, and ratings for each indicator. The compliance monitoring reports identify the program's general administrative performance, identifying ratings and findings for each major programmatic requirement. The quality improvement program reports and compliance monitoring reports are submitted to the Department's contract manager and Florida Network. Programs must develop a corrective action plan for each quality improvement indicator receiving a rating of Failed Compliance and for each contract monitoring major programmatic requirement receiving a rating of Unacceptable. The Florida Network provides management oversight to ensure each corrective action plan is adequate, implemented, and completed. Progress on each program's corrective action plan(s) for deficiencies, as applicable, is updated by the individual program and/or the

Florida Network headquarters and reported to the Department's contract manager on a quarterly basis. Exceptions to an indicator found during an annual quality improvement review, which are not significant enough to indicate systemic concerns regarding the practice in question and do not result in a less than Satisfactory Compliance rating, are corrected during the review, if possible. All exceptions found during a review are discussed with the program during daily debriefing meetings and again at the exit conference, and then documented in the quality improvement program report. This practice allows management oversight to ensure exceptions are addressed and do not become an issue or systemic concern resulting in an indicator rating other than Satisfactory Compliance during the next review cycle.

For this report, the quality improvement program reports completed by Forefront, LLC, were reviewed. This report includes the ratings for each indicator for programs reviewed, which are reflected in the rating profiles below. This report also includes strengths and innovative approaches for each program, standard practices for each indicator, and exceptions for each indicator resulting in less than Satisfactory Compliance ratings and deficiencies. Corrective action for less than Satisfactory ratings has either been accomplished or is progress at the programs receiving these ratings. Of the thirty-nine programs reviewed, seventeen programs received all Satisfactory Compliance ratings, which are:

- Arnette House
- CDS Family & Behavioral Health Services – Interface Central
- CDS Family & Behavioral Health Services – Interface East
- Family Resources-Clearwater
- Family Resources Manatee
- Florida Keys Children's Shelter (FKCS)
- Lutheran Services of Florida (LSF) – Hope House
- Lutheran Services of Florida (LSF) – Oasis
- Mount Bethel Human Services Corporation (MBHSC)
- Nehemiah Educational and Economic Development (N.E.E.D.)
- Stewart-Marchman-Act (SMA) Beach House
- Tampa Housing Authority (THA)
- Thaise Education and Exposure Tours (TEET) – Jacksonville
- Thaise Education and Exposure Tours (TEET) – Orlando
- Thaise Educational and Exposure Tours (TEET) – St. Petersburg
- Youth and Family Alternatives (YFA) – New Beginnings
- Youth Crisis Center (YCC)

For quality improvement program reports completed by Forefront, LLC, for individual programs, please visit the Florida Network's website at <https://floridanetwork.org/qi-reports/>.

## Rating Profile – Standard 1: Management Accountability

	1.01 Background Screening	1.02 Provision of an Abuse Free Environment	1.03 Incident Reporting	1.04 Training Requirements	1.05 Analyzing & Reporting Information	1.06 Client Transportation	1.07 Outreach Services
Anchorage Children's Home	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Arnette House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Bethel Community Foundation	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
Boys Town	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
Capital City Youth Services	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Limited	Satisfactory
CDS Interface Central	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CDS Interface East	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CDS Interface Northwest	Limited	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
CHS Osceola	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
CHS WaveCREST	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CHS West Palm Beach	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
Crosswinds	Satisfactory	Satisfactory	Limited	Satisfactory	Limited	Limited	Satisfactory
Center for Family/Child Enrichment	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	NA	Satisfactory
Family Resources Clearwater	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources Manatee	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources St. Petersburg	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Limited	Satisfactory
Florida Keys Child Shelter	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Hillsborough County	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Currie House	Satisfactory	Satisfactory	Satisfactory	Limited	Failed	Satisfactory	Satisfactory
LSF Hope House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Oasis	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Southeast Lippman	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Miami Bridge Central	Limited	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
Miami Bridge Homestead	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Mount Bethel	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
N.E.E.D.	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
Orange County	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
SAFE Children's Coalition	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
SMA Beach House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Tampa Housing Authority	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
Thaise Jacksonville	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
Thaise Orlando	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Thaise St. Petersburg	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
Urban League of Palm Beach	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
Youth Advocate Program (YAP)	Satisfactory	Satisfactory	Satisfactory	Failed	Limited	NA	Satisfactory
YFA George W. Harris	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA New Beginnings	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA RAP House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
Youth Crisis Center (YCC)	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

Percent of indicators rated Satisfactory: 89.77%

Percent of indicators rated Limited: 9.47%

Percent of indicators rated Failed: 0.76%

## Rating Profile – Standard 2: Intervention and Case Management

	2.01	2.02	2.03	2.04	2.05	2.06	2.07	2.08	2.09	2.10
	Screening and Intake	Needs Assessment	Case/Service Plan	Case Mgmt and Service Delivery	Counseling Services	Adjudication/ Petition Process	Youth Records	Sexual Orientation, Gender ID	Special Populations	Stop Now and Plan (SNAP)
Anchorage Children's Home	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Arnette House	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Bethel Community Foundation	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	NA	Sat.
Boys Town	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Capital City Youth Services	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
CDS Interface Central	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
CDS Interface East	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
CDS Interface Northwest	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
CHS Osceola	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
CHS WaveCREST	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
CHS West Palm Beach	Sat.	Sat.	Sat.	Sat.	Limited	Sat.	Sat.	Sat.	Sat.	Sat.
Crosswinds	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Limited
Center for Family/Child Enrichment	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Family Resources Clearwater	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Family Resources Manatee	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Family Resources St. Petersburg	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Florida Keys Child Shelter	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Hillsborough County	Sat.	Sat.	Sat.	Sat.	Limited	Sat.	Sat.	Sat.	Limited	Sat.
LSF Currie House	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Limited	Sat.	Sat.
LSF Hope House	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
LSF Oasis	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
LSF Southeast Lippman	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Miami Bridge Central	Sat.	Sat.	Limited	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Miami Bridge Homestead	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Mount Bethel	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
N.E.E.D.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Orange County	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
SAFE Children's Coalition	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
SMA Beach House	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Tampa Housing Authority	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Thaise Jacksonville	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	NA	Sat.
Thaise Orlando	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Thaise St. Petersburg	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Urban League of Palm Beach	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	NA	Sat.
Youth Advocate Program (YAP)	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Limited
YFA George W. Harris	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
YFA New Beginnings	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
YFA RAP House	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.
Youth Crisis Center (YCC)	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.	Sat.

Percent of indicators rated Satisfactory: 98.11%

Percent of indicators rated Limited: 1.89%

Percent of indicators rated Failed: 0.00%

## Rating Profile – Standard 3: Shelter Care

	3.01 Shelter Environment	3.02 Program Orientation	3.03 Youth Room Assignment	3.04 Log Books	3.05 Behavior Management Strategies	3.06 Staffing and Youth Supervision	3.07 Video Surveillance System
Anchorage Children's Home	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Arnette House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Boys Town	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
Capital City Youth Services	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
CDS Interface Central	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CDS Interface East	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CDS Interface Northwest	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CHS WaveCREST	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Failed	Satisfactory
CHS West Palm Beach	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Crosswinds	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Limited	Satisfactory
Family Resources Clearwater	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources Manatee	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources St. Pete	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Florida Keys Child Shelter	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Hillsborough County	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
LSF Currie House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
LSF Hope House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Oasis	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Southeast Lippman	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Miami Bridge Central	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
Miami Bridge Homestead	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited
Orange County	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory
SAFE Children's Coalition	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
SMA Beach House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA George W. Harris	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA New Beginnings	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA RAP House	Satisfactory	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
Youth Crisis Center (YCC)	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

Percent of indicators rated Satisfactory: 95.97%

Percent of indicators rated Limited: 3.66%

Percent of indicators rated Failed: 0.37%

The following programs provide only non-residential services were not applicable for this section:

Bethel Community Foundation, CHS Osceola, Center for Family and Child Enrichment, Mount Bethel, N.E.E.D., Tampa Housing Authority, Thaise Jacksonville, Thaise Orlando, Thaise St. Petersburg, Urban League of Palm Beach, and Youth Advocate Program (YAP).

## Rating Profile – Standard 4: Mental Health/Health Services

	4.01	4.02	4.03	4.04	4.05
	Healthcare Admission Screening	Suicide Prevention	Medications	Medical/Mental Health Alert Process	Episodic/ Emergency Care
Anchorage Children's Home	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Arnette House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Boys Town	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory
Capital City Youth Services	Satisfactory	Satisfactory	Limited	Satisfactory	Satisfactory
CDS Interface Central	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CDS Interface East	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CDS Interface Northwest	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CHS WaveCREST	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
CHS West Palm Beach	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Limited
Crosswinds	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources Clearwater	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources Manatee	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Family Resources St. Petersburg	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Florida Keys Child Shelter	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Hillsborough County	Limited	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Currie House	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
LSF Hope House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Oasis	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
LSF Southeast Lippman	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Miami Bridge Central	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Miami Bridge Homestead	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Orange County	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
SAFE Children's Coalition	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
SMA Beach House	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA George W. Harris	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA New Beginnings	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
YFA RAP House	Satisfactory	Limited	Satisfactory	Satisfactory	Satisfactory
Youth Crisis Center (YCC)	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

Percent of indicators rated Satisfactory: 96.92%    Percent of indicators rated Limited: 3.08%    Percent of indicators rated Failed: 0.00%

The following programs provide only non-residential services were not applicable for this section:

Bethel Community Foundation, CHS Osceola, Center for Family and Child Enrichment, Mount Bethel, N.E.E.D., Tampa Housing Authority, Thaise Jacksonville, Thaise Orlando, Thaise St. Petersburg, Urban League of Palm Beach, and Youth Advocate Program (YAP).



## **Review Team Members**

The Bureau of Monitoring and Quality Improvement wishes to thank the following review team members for their participation in these reviews, and for promoting continuous improvement and accountability in juvenile justice programs and services in Florida:

Teresa Andersen, Office of Accountability and Program Support, Deputy Regional Supervisor  
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Shanna Baker, Thaise Educational and Exposure Tours, Program Manager  
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Felecia Goldstein, Office of Accountability and Program Support, Regional Monitor  
David Gray, Hillsborough County Children's Services, Training Coordinator  
LeAnn Gruentzel, Office of Accountability and Program Support, Regional Monitor  
Melissa Grzyb, Arnette House, Data Intake Coordinator  
Rebecca Hankins, Anchorage Children's Home  
Kristine Harshaw, Office of Accountability and Program Support, Regional Monitor  
Jennessa Hart, Anchorage Children's Home  
Lea Herring, Office of Accountability and Program Support, Regional Monitor  
Paulette Hinton, Orange County Youth and Family Services

Tammy Holcombe, Youth and Family Alternatives, Program Supervisor  
Cindy Hoskins, Anchorage Children's Home, Clinical Supervisor  
Cayse Houston, Youth and Family Alternatives, Inc. (RAP House), Program Manager  
Jason Ishley, Capital City Youth Services, Clinical Director of Non-Residential Services  
Theresa Jackson, Arnette House, Clinical Supervisor  
Aimee Johnson, Youth and Family Alternatives, Inc.  
Melissa Johnson, Office of Accountability and Program Support, Regional Supervisor  
Paivi Johnson, Florida Keys Children's Shelter  
Joan Jordan, Children's Home Society West Palm Beach, Clinical Program Manager  
Sheryl Kincy, Youth Advocate Program, Program Coordinator  
Erik Kline, Family Resources Bradenton, Residential Supervisor  
Nitara LaTouche, Forefront LLC, Lead Reviewer Consultant  
Diane Lindsay, Tampa Housing Authority, Program Manager  
Marie Lockwood, Office of Accountability and Program Support, Regional Monitor  
Nyesha Logan, Nehemiah Educational & Economic Development, Case Manager  
James Mabry, Family Resources St. Petersburg, Residential Supervisor  
Tamara Mahl-Adkins, Office of Accountability and Program Support, Regional Monitor  
Mike Marino, Office of Accountability and Program Support, Regional Monitor  
Tiffany Martin, FNYFS, Quality Improvement & Compliance Manager  
Aleandro McCray, Boys Town of Central Florida, Inc.  
Gabriel Medina, Office of Accountability and Program Support, Regional Monitor  
Terrance Middleton, Nehemiah Educational and Economic Development  
Shakela Minns, Office of Accountability and Program Support, Regional Monitor  
Shirley Moon, TEET – Jacksonville, Program Manager  
Christine Morgan, Orange County Youth and Family Services, Senior Youth Care Supervisor  
Amanda Nelson, Office of Accountability and Program Support, Regional Monitor  
Gwen Nelson, Office of Accountability and Program Support, Regional Monitor  
Pam Palmer, Director of Residential Services, SMA Beach House  
Kamille Payne, Office of Accountability and Program Support, Regional Monitor  
Ken Phillips, Office of Accountability and Program Support, Regional Monitor  
Corlissa Pope, Youth Advocate Program, Counselor  
Melissa Quinn, Boys Town-Central Florida, Clinical Support Manager  
Richard Rabathaly, Miami Bridge Youth and Family Services, Inc.  
LaTerrance Reed, Urban League of Palm Beach, CINS/FINS Supervisor  
Chaniqua Rembert, Hillsborough County Children Services, Intake Specialist  
Shad Renick, Safe Children's Coalition, Program Director  
Hilda Reyes, Children's Home Society Osceola, Clinical Supervisor,  
Dialma Rivera, Children's Home Society  
Fatima Rogers, TEET – Orlando, Program Director  
Jennifer Schad, Office of Accountability and Program Support, Regional Monitor  
Kelley Scott, Youth and Family Alternatives, Non-Residential Supervisor  
Linda Sessions, Hillsborough County Children Services  
Constance Shaw, Bethel Community Foundation, CINS/FINS Truancy Navigator  
Christi Shortes, Florida Keys Children Shelter  
Sarah Showers, Shelter Program Manager, Capital City Youth Services  
Mary Simmons, CDS Family & Behavioral Health Services, Counselor/Case Manager  
Cynthia L. Starling, CDS Family and Behavioral Health Services Inc., Regional Coordinator  
Sherri Swann, Lutheran Services Florida (Currie House), Clinical Supervisor  
Yvrose Sylvain, Office of Accountability and Program Support, Regional Monitor  
Jessica Szymczyk, Stewart-Marchman Act Behavioral Healthcare, Clinical Director

Marcia Tavares, Forefront LLC/FNYFS, Lead Reviewer Consultant  
Cyntoria Thomas, TEET, Program Manager  
William Thomas, Bethel Community Foundation, Assistant Director  
Jonathan Thompson, Office of Accountability and Program Support, Regional Monitor  
Erica Trendell, Counselor, Youth and Family Alternatives  
Kristi Walsh, Children's Home Society of Florida  
Pamela Washington, Arnette House, Supervisor  
Terence Washington, Prevention Program Director, Mount Bethel  
Bonita Williams, Office of Accountability and Program Support, Regional Monitor  
Mary Williams, Center for Family and Child Enrichment, Program Director  
Sabriena Williams, CDS – NW  
Juan Youman, Office of Accountability and Program Support, Regional Monitor

## Strengths and Innovative Approaches

During the annual quality reviews, each program provided the Forefront, LLC lead reviewer consultant information pertaining to strengths and innovative approaches the program felt they offered the community.

**Anchorage Children's Home** – The program has continued to admit CINS/FINS youth into the shelter during the COVID-19 pandemic. Early on, the program had the local health department tour the facility, review established protocols for quarantining youth in the shelter, and provide feedback to staff who had questions. Shortly after the start of the pandemic, the Anchorage Family Counseling team shifted to a remote platform and started utilizing tele-health counseling. The team made this shift quickly and was able to continue services to families they were currently serving. If a counselor felt a child/family should be served with face-to-face services, the agency established protocols to allow face-to-face sessions if approved by the supervisor with appropriate personal protective equipment (PPE) and social distancing. The agency has a co-located federally funded Transitional Living and Maternity Transitional Living programs, which enables the shelter to make referrals to the programs for services. The program has a Street Outreach and Recovery worker/program funded by a grant through a local foundation. Through this program, the agency coordinated a drive thru food distribution and distributed over 1,400 boxes of food to families in the community. The event facilitated a collaboration of many agencies in the community including the Salvation Army, Panama City Marine Institute, Tyndall Air Force Base, the Census Bureau, Anchorage board members, the Gulf Coast Children's Advocacy Center, the Panama City Police Department and the Bay County Sheriff's Office.

**Arnette House** – A private foundation has funded a vocational program at the shelter, through which youth receive instruction in electrical, home maintenance, and plumbing. Through the program; youth have built a small camper, sheds, and a tiki bar. All items built by the youth are auctioned off or donated. A game room was added in the school and all games were donated. The shelter has taken actions necessary to get the pool maintained and running and has implemented pool time into the behavior management system as an incentive for youth to do well in the program. The shelter had a Threat Assessment completed by a retired Sheriff since the last review with one suggestion made and implemented to put a protective film on the windows and door. The film holds the glass together if broken to prevent from shattering. The former Independent Living Program is now the Stop Now and Plan (SNAP) House, which is used for SNAP sessions and dinners.

**Bethel Community Foundation** – The Truancy Intervention Program Services (TIPS) program, funded in 2011 through Pinellas County's Juvenile Welfare Board Children's Services Council, is now completing the ninth year of services to truant youth who are detained and transported by police officers to Bethel, which is the site of the Pinellas County Truancy Center. On arrival to Bethel, youth undergo a comprehensive screening and assessment, including substance abuse and suicide risk screenings. For the fourth year, Bethel is maintaining supervision and case management responsibility for Truancy Court cases resulting in case staffing and CINS/FINS petitions. The program continues a written memorandum of agreement with Pinellas County School Board allowing case managers on-line access to student records, permitting real time school history data for completion of needs assessments, service plans, and daily monitoring of youth academic, attendance, and discipline progress. The Foundation in May 2019 signed a \$75,000 contract with the Juvenile

Welfare Board (JWB) to provide for the expansion of the TIPS program to include two case managers/navigators. An important feature of the new contract provided office space for New Vision Behavioral Health to provide mental health services in the immediate neighborhood. Offering mental health services in the school further reduces the transportation barrier and improves access to mental health services. The onset of the COVID-19 pandemic in March 2020 required the Foundation to quickly pivot to digital virtual services. The Foundation has developed Emergency Pandemic Operations procedures as a result of the COVID-19 outbreak, allowing the agency to continue provision of services to families in the community

**Boys Town of Central Florida** – Boys Town Press® produces books, audio products, digital video discs (DVDs), display materials, and other resources to assist children, parent/guardians, caregivers, educators, and other professionals. YourLifeYourVoice.org is a special website enabling and encouraging teens to share their problems and concerns in positive ways and provides access to immediate help in a crisis. Embrace Families, a Community Based Care granted a rate increase to the program in July 2019.

**Capital City Youth Services (CCYS)** – The shelter hosted evacuees from a Jacksonville shelter last fall due to an anticipated hurricane landfall. The youth advisory council was awarded the 2019 Family and Youth Services Bureau Runaway and Homeless Youth Artistic Expression Contest Winner for a mural project. The agency assumed operations of Tree House, which is an emergency shelter/group living facility for children ages six through eleven. This was a collaboration between CCYS, Tree House of Tallahassee, and Children's Home Society. As the positive cases of COVID-19 began to rise in the area, the program made adjustments including providing some services virtually, but managed to remain operational in all areas.

**CDS Family & Behavioral Health Services – Interface Central** – The program had a successful summer enrichment program where two (2) five-week sessions occurred, throughout the entire summer. The sessions were designed to ensure participants are exposed to community, cultural, and leisure/recreational activities and encouraged self-esteem development, cooperation, and exploration through presentations and tours. These activities focused on enhanced social skill development, employment readiness skills, leadership preparedness skills, exploring the world where they live, and service for and in their community. Youth participated in awareness field trips and were exposed to community resources, events, and activities. Motivational and educational speakers provided the youth with self-esteem, health, and educational planning information. Program-led activities included recreational activities, trivia challenges, knowledge is power, cooking, and craft sessions. Each session ended with a graduation ceremony including a dinner celebration with the participants' family and friends, which participants shared the many experiences and accomplishments made over the summer.

**CDS Family & Behavioral Health Services – Interface East** – The program continues to strive to have a trauma informed environment and has recently created a new "comfort room." While planning the contents of the room, the program chose numerous calming pictures and surveyed both youth and staff on their choice of the most calming picture as well as calming colors. Each summer the program puts forth an enhanced summer shelter program. The 2019 program was themed "MY WHOLE SELF." The program incorporated the concept of being whole and health, focusing on not just mind or body, but all components making people whole. Through field trips, guest speakers, and various activities; this concept was taught through fostering an appreciation of the arts, music, theater, and visual arts as methods to grow and expand their "self."

**CDS Family & Behavioral Health Services – Interface Northwest** – The Stop Now and Plan (SNAP) supervisor and staff participated in the Annual Back to School Bash, distributing over 200 bags of school supplies and program materials to families. The agency continues to attend both on-site and virtual United Way agency meetings and other related trainings online. A youth care worker was trained on the “Why Try” curriculum and has since implemented the material during the agency’s 2020 Youth Enrichment Camp. The Columbia Students with Emotional Disabilities (SED-Net) Program with the Columbia County School Board continues to provide educational support including tutoring and life skills instruction to youth at two to four times a week. The agency addressed the challenges brought on by the COVID-19 pandemic, including having youth attend virtual school while at the shelter, which required planning to fortify the computer equipment used for virtual school and increased collaboration with the local school principals, guidance counselors, and teachers.

**Center for Family and Child Enrichment (CFCE)** – The agency has partnered with the Children’s Defense Fund (CDF) Freedom Schools as one of 1100 sites to offer a summer program. The CDF Freedom Schools program enhances children’s motivation to read and feel good about learning. At the same time, the program connects families to the right resources in their communities. Freedom School students engage in a research-based, multicultural Integrated Reading Curriculum supporting the students and their families through five essential components such as high quality academic enrichment, parent and family development, civic engagement and social action, intergenerational servant leadership development, nutrition, health, and mental health. Students also receive two nutritious meals and a snack daily. The program facilitated parenting classes for parent/guardians and hosted CINS/FINS Facebook live sessions. The agency sponsored a Thanksgiving meal with 100 Black Men. During Christmas, all youth received a gift through a toy drive sponsored by Calder Casino and Batchelor Foundation. The agency received 400 backpacks and school supplies donated by Calder, a local law firm and Morgan Stanley. The Miami Herald donated gift cards to two families to purchase items needed.

**Children’s Home Society (CHS) Osceola** – The program serves youth referred through the Juvenile Justice Court System for domestic violence through the Family/Youth Respite Aftercare Services (FYRAC) funding. CHS is fully accredited by the Council of Accreditation (COA) effective through June 30, 2021 which applies to all CHS programs).

**Children’s Home Society (CHS) Treasure Coast (WaveCREST)** – The agency is implementing a step-pay increase for youth care specialists, with employees receiving increases at set increments of continued employment. Non-residential staff will receive a \$2,000 starting increase. St. Lucie County has agreed to pay \$75,000 as a capital improvement for the shelter in order to connect the shelter to the city septic system.

**Children’s Home Society (CHS) West Palm Beach Safe Harbor** – During the past year, the program made prominent facility improvements by painting the bedrooms and common areas, resurfacing the basketball courts, and creating a new outdoor theater space equipped with a huge pop-up projector screen. In addition, CHS just implemented a step-pay increase for youth care workers and increased the starting salary of the counselor II position as well as equitably bumping the salaries of the current employees.

**Crosswinds** – The agency is capturing all activities, events, and shelter operations information in the digital logbook platform. The program is adding new positions, which include one lead and program manager, as well as instituting a pay increase for all direct care

workers. The agency is receiving Dale Carnegie Training.

**Family Resources-Clearwater** – The program was the recipient of the 2019 Florida Network Best Care Provider Award. The agency received a four-star rating for demonstrating strong financial health and commitment to accountability and transparency from Charity Navigator. This is the highest possible rating and indicates the organization adheres to sector best practices and executes their missions in a financially efficient way. This is the third year in a row the agency received this rating and only twenty-three percent of the charities evaluated receive at least three consecutive four-star evaluations indicating family resources outperforms most other charities in America. The agency entered their fiftieth year of service in 2020.

**Family Resources Manatee** – The facility was renovated with an interior paint job and renovations of all nine bathrooms. While the COVID-19 pandemic impacted the program in different ways, the agency focused on the safety and well-being of their staff, youth and families served, as well as the local community. While staff were unable to take youth to the usual outings during the summer, the team was creative and found new ways each week to engage youth and keep them active.

**Family Resources St. Petersburg** – The agency is accredited by the Council on Accreditation (COA). The agency is the recipient of a Juvenile Welfare Board grant for \$50,000 used to purchase and install a new generator with the ability to operate for seven days, allowing the facility to become a new hurricane shelter for staff, youth, and families. The agency was also awarded between \$50-\$75,000 through Leadership St. Petersburg to complete a renovation project which will add an outdoor area for youth recreation, shelter renovations, and new landscaping. Continued relationships with community partners resulted in opportunities for additional youth activities including an art camp facilitated by local artists. The program modified their leadership program to encourage participation and behavioral outcomes of the program's behavior modification system.

**Florida Keys Children's Shelter (FKCS)** – The agency has been continuously re-accredited by the Council on Accreditation (COA) since their initial accreditation in May 2004. In accordance with the program's strategic plan, the agency fully launched a residential coaching program with the addition of three coaches: A Life Skills Coach, an Education Coach, and a Recreation Coach. All coaches have college degrees, specific expertise, and empower the organization to better support the youth served. One of the agency's largest funders, the Ocean Reef Community Foundation, granted \$50,000 to support the second year of the coaching program. Over the 2019 summer break, the agency held several free week-long "High Point" camps for at-risk youth ages eleven through seventeen with activities, field trips, group counseling, and motivating guest speakers. The referrals for the camp were so high the program had to hold several camps to accommodate the families in need. The coaches and counselors experienced noticeable progress in youth behaviors during each of the summer camps. Due to the camp's success, the program will continue to offer sessions of camp when youth are on scheduled breaks from school. For the third academic year, the organization has provided free classroom space to the Monroe County School District for their Upper Keys Alternative Classroom. Each weekday, six to nine students attend school in the building. The program provides complimentary use of their recreational facilities, meal preparation, coaches, and counselors. The program received funds donated from the company "Iptor" to paint the outside of the building. The program worked with the Boy Scouts of Monroe County to create environmentally friendly and sustainable planters. The maintenance personnel ensure the planters are watered daily and interested youth are taught to maintain and grow

fresh herbs, fruits, and vegetables.

**Hillsborough County Children's Services** – The agency is currently accredited by the Council of Accreditation (COA) effective through June 30, 2021. As a result of the COVID-19 pandemic, the agency implemented telehealth services particularly in the non-residential program, allowing staff to continue providing counseling services for families.

**Lutheran Services of Florida (LSF) – Currie House** – Lutheran Services Florida was accredited by the Council on Accreditation (COA) in 2005 and consistently maintains re-accreditation effective through February 28, 2022 which applies to all LSF programs. The Central Credit Union comes to the program and teaches youth banking skills. The Central Credit Union also comes once a month to have game night with the youth. The program takes youth to Teen Court to watch to have a better understanding of the court system and how the system works.

**Lutheran Services of Florida (LSF) – Hope House** – The shelter's community food program continues to grow, providing food and other daily needs for about 500 households each month. The program enrolled in the "Good 360 Program" with Wal-Mart, which is a donation program for the community. The shelter had their 11th annual hurricane drill; addressing preparation, evacuation, and recovery. The shelter youth participated in the weeklong chain of events to learn the importance of being prepared for a disaster. The shelter hosted youth from other CINS/FINS shelters during disasters. The youth have learned to do comparison shopping, baking, cooking, gardening, organization, and many other skills. Comparison shopping covers a range of goods from groceries to clothing to preparing for a new apartment. Youth have taken cards and gifts to two nursing homes and visited with the patients. The youth made and distributed homeless care packages. The youth also sent appreciation cards to members of the military and Golden Star families.

**Lutheran Services of Florida (LSF) – Oasis** – The program was awarded a Community Development Block Grant (CDBG), which included \$43,250 for youth shelter improvements including an outdoor screened-in building and a renovated basketball court, and \$36,750.00 for the non-residential counseling program building improvements. The total award was initially \$80,000; although, the award was increased due to an increased amount of supplies and labor for the screened-in building. A shelter supervisor attended and successfully completed the Residential Child and Youth Care Professional training through the National Resource Center for Youth Services, University of Oklahoma outreach. The supervisor is currently scheduling a test to certify others. Keller Williams Real Estate chose the shelter for their day of caring. There were more than 100 Keller Williams employees at the shelter installing new floors in all the bedrooms, painting all the walls, placing artwork on the walls, and doing landscaping. Keller Williams also purchased brand new bedding for all rooms. The Intensive Case Management Services was awarded "Program of the Year" by the Florida Network of Youth and Family Services.

**Lutheran Services of Florida (LSF) – Southeast Lippman** – The program continues a very vibrant and rewarding internship program. At the time of the review, the program had four interns and one former intern is currently employed as a counselor at the shelter. Chase Bank chose Lippman Youth shelter for their day of caring, sending more than thirty Chase employees to the shelter to paint the youth bedrooms. The entire shelter has since been painted. In January 2020, the program partnered with Boys Town to provide parenting classes for youth utilizing Boys Town's "common sense parenting" curriculum. Documentation of Active/Electronic logbook continues to be utilized as the program's system of record for daily



activity to achieve higher levels of documentation in the digital logbook platform.

**Miami Bridge-Central** – The agency, Miami Bridge is accredited by the Council of Accreditation (COA) and recently received re-accreditation. Miami Bridge successfully completed the first year of their Nurturing Parenting Program which is funded by the Children's Trust. The grant serves sixty families through twelve-week cohorts who participate three hours a week. Last year a total of seventy-two families were served. The agency received a \$50,000 grant to hire full time specialist to work with the lesbian, gay, bisexual, transgendered, and queer or questioning (LGBTQ) youth and families who will provide groups in home and off-site to educate families and prevent out of home placements. Youth and families had their second annual overnight trip during the summer to Orlando, FL, by way of Batchelor Foundation Grant and donations in kind. Batchelor Foundation and Miami Foundation provided funds for youth to have a summer program. New science, technology, engineering, and math (STEM) equipment consisting of two virtual reality machines to support the education of youth. The STEM equipment applies to both Miami Bridge programs. Sixty-three volunteers from all over the country donated time and \$125,000 during the Corporate Day of Service event to renovate the shelter dining room with new furnishings, décor, lighting, planting trees and adding a privacy fence around the perimeter of the grounds, renovating the conference room, and installing LED lighting to the kitchen, laundry room and hallways. Additional Community Development Block Grant (CBDG) funds contributed to the renovations of the exterior deck, addition of picnic tables and commercial fans on the back deck of the building, and seating around the volleyball court. The agency continues to reach out to the community by hosting multiple events throughout the year

**Miami Bridge-Homestead** – The ML20 Leadership organization donated over \$30,000 to replace all the mattresses and spent a day of service at the shelter and paint “strength and joy theme” murals in each dormitory. Other improvements include renovation of the volleyball area, a new roof, planting of fruit trees, and LED lighting installed to the exterior for added safety.

**Mount Bethel Human Services Corporation (MBHSC)** – The agency has case managers who speak Spanish and Creole in order to better serve youth and families in Broward County. The program attended several outreach events and meetings as well as hosts quarterly meetings for school social workers in order to share services the agency provides to the community, which has resulted in an increase the number of referrals for the program.

**Nehemiah Educational and Economic Development (N.E.E.D.)** – A case manager continues to conduct life skills groups at Adult Community Education (ACE) School. This partnership allows the program to expand services to students at ACE School, increasing the number of potential referrals to the program. The program partners with Macedonia's Angel Tree program to submit youth names to receive donated gifts for Christmas. The program achieved ninety-nine percent positive feedback on youth satisfaction reports.

**Orange County Youth and Family Services** – The agency received the 2019 “Best Care Provider” award winner for CINS/FINS program as a result of their outstanding Quality Improvement (QI) Audit and one of the direct-care staff received the 2019 “Youth Care Worker of the Year” award. The “Way to Go” point store for youth was remodeled with all new items for the store and a new menu so youth can see the cost of each item. The Trauma Informed Care (TIC) sensory cart was enhanced with more age appropriate items for individual artwork and a variety of stress balls. An upgraded intercom system at the front entrance allows the staff to see and talk to visitors from the control room. The agency installed a campus-wide

alert system, alerting staff and youth to take shelter immediately for a multitude of potential reasons. Due to the off-campus restrictions, youth participated in a virtual field trip to the Amazon Rain Forest, exploring the ecosystems and its vegetation. Personal Protection Equipment (PPE) has been distributed and continues to be available to all staff and tele-counseling options were implemented to youth through WebEx. Family counseling staff assisted with the Emergency Operation Center (EOC) and COVID-19 Rental Assistance Project to help with the distribution of PPE to the public.

**Safe Children's Coalition** – The shelter implemented a new positive approach behavior management system to encourage youth to achieve points through following program rules and demonstrating core behavior values, allowing youth to receive additional privileges based on the level attained.

**Stewart-Marchman-Act (SMA) Beach House** – The program is going through major construction and renovations, which will result in all house counselors and the entire clinical team being in one building and the school being moved closer to the shelter, in order to make all services more centrally located. The program has multiple clinical staff covering weekends instead of just one staff, making access to counseling and clinical services on weekends easier. The Basic Center Grant afforded the program the ability to hire an outreach specialist.

**Tampa Housing Authority (THA)** – Staff and interns were able to have two successful summer psychoeducational groups at the C. Blythe Andrews and Robles Park Village sites, through which youth were able to gain skills about anger management, communication, and conflict resolution. The program established a Memorandum of Understanding with a tuition-free charter school for students from kindergarten to second grade, East Tampa Academy, through which referrals would be made to the program if a youth is in need of services.

**Thaise Education and Exposure Tours (TEET) – Jacksonville** – The program has made a number of staff changes during the past year, including the hiring of a new program manager and two contracted case managers. All newly hired staff have several years of experience in criminal justice and social services. Program staff have taken necessary actions to continue providing services to youth and families despite the impact of the COVID-19 pandemic in Jacksonville, FL. Staff worked from home and provided services through telephone and virtual sessions.

**Thaise Education and Exposure Tours (TEET) – Orlando** – The program recently relocated to a larger space within the same office location. The program received a new grant from Orange County for a Winter/Spring/Summer Break program to offer academic tutoring and life skill classes. The program hired two Florida certified teachers to provide eight hours of tutoring per day in math and reading. The program continues to conduct outreach efforts with several outside agencies as well as obtain partnership agreements from three additional outside organizations in order to better serve youth and families in the community.

**Thaise Educational and Exposure Tours (TEET) – St. Petersburg** – With the COVID-19 pandemic, staff have ensured youth and families continue to receive services by conducting sessions virtually, often having to make multiple attempts to contact families to ensure services. Staff speak with youth weekly over the telephone, informs the families of any changes, and provide support with appropriate resources.

**Urban League (UL) of Palm Beach County** – The program implemented school-based team meetings, which are facilitated in designated schools one to two times a week. In addition, the

program initiated a community service project and will allow middle and high school students to earn ten hours of community service hours twice a month. Each year the agency conducts two main events to benefit the community which are a Thanksgiving turkey give away and Christmas gift donations. Over 250 turkeys were distributed during the turkey give away and a donation of \$2000 by the Miami Dolphins and Wayne Huizinga was used to purchase and donate Christmas gifts for youth.

**Youth and Family Alternatives (YFA)-George W. Harris** – The leadership committee hosted their annual Low Country Broil, which brought in almost \$2000 dollars in donation to the shelter. The program received Department of Juvenile Justice Appropriations for 2019-2020 to be used for an emergency back-up generator, commercial epoxy flooring in common areas, exterior updates to building and outdoor security, six Motorola two-way radios for staff communication, and new furniture for high traffic areas.

**Youth and Family Alternatives (YFA) – New Beginnings** – The shelter received an \$8,700 grant from Suncoast Credit Union Foundation. The shelter was able to update the kitchen and dining room with new floors, new dining room furniture, new paint, and new wall décor. The Hernando County Sheriff's Office continues to be a huge partner to the shelter, providing the manpower for painting the kitchen and dining room in order to save money to have the floors completed. The sheriff's office continues to support the shelter through the "Cook for Kids" quarterly events with the youth, Leadership Council, and providing the shelter with Thanksgiving and Christmas dinner as well as Christmas gifts.

**Youth and Family Alternatives (YFA) – RAP House** – The program is accredited by the Council of Accreditation (COA). The program has recently partnered with Eckerd Community-Based Care (CBC) to begin a new emergency overnight bed project to accommodate two youth overnight in order to provide better accommodations for youth when trying to secure foster care placements. The program maintained funding with Basic Centers Grant for two positions, the intensive case manager position which will work in-home with youth deemed to be habitual runaways, and the outreach coordinator position which will focus work on homeless youth and their families. The program has created a new cook position to manage all of the daily cooking as well as provides independent living skills by teaching and cooking with youth.

The program has recently painted and upgraded the facility to make it more welcoming and inviting.

**Youth Advocate Program (YAP)** – The agency utilizes an electronic records system to manage all youth files. This system organizes all sessions and information associated with documenting individual, family and group service provision. The platform also tracks hours the YAP Advocates records in mentoring and counseling with youth and their families.

**Youth Crisis Center (YCC)** – At the beginning of the COVID-19 pandemic, the program pivoted within one week to change their service provision from in-person to tele-health remote services. After having to suspend services in the residential shelter due to a shortage of staff and lack of appropriate personal protective equipment (PPE), the program immediately began receiving appropriate PPE for the pandemic and re-opened the shelter in five weeks with limited capacity of six youth. The program continues to increase capacity and precautions have been established. The program continues to provide tele-health services; although, all staff returned to the office on May 27, 2020 and provides face-to-face sessions when requested. The program continued with the visual arts agreement with Cathedral Arts Project (CAP), which is funded by the Jim Moran Foundation, for youth to receive weekly one-hour

visual art classes for the school year. Staff continue to provide the Human Trafficking assessment and Adolescent Domestic Battery Typology Tool (ADBTT) for youth involved with domestic violence which is a pilot for the FL Network.. Thanks to the continued support of the Jacksonville Jaguars, the program distributed food baskets to families in need and the residents in the Touchstone Village program. The agency continues to partner with Feeding Northeast Florida to receive food for the programs, especially in residential. The program opened an on-site food pantry including produce, bakery, and dairy items at no cost. The food pantry has assisted in lowering the cost for the food budget as well as providing more nutritious meals with fresh foods as opposed to canned.

## **Standard 1 – Management Oversight**

### **Overview**

The Florida Network contacts with community agencies in each judicial circuit to provide Children in Need of Services/Families in Need of Services (CINS/FINS) and respite care services. The services are available to all youth and families in each circuit and include prevention and outreach, centralized intake, screening and assessment, counseling services, residential shelter services, and CINS/FINS adjudication services. The local community agencies are to provide services to Department targeted zip codes and youth with identified critical risk factors to prevent delinquent behavior and preserve the integrity of the family.

Management at each local community agency or program is responsible for ensuring Department and Florida Network requirements are met. The management must ensure staff are statutorily eligible to work with children and properly trained. Management is responsible for ensuring programs and staff work to provide a safe environment for youth and families. Management must have processes for reporting significant incidents and statistical information related to utilization, program operations, and outcomes to the Department and Florida Network.

### **Findings**

**1.01 Background Screening** – Each provider agency has a policy and procedures in place to comply with the Department's background screening policy, which included initial background screening for newly hired staff and volunteers, pre-employment suitability assessments for direct-care staff, background rescreenings every five years, and submission of an Annual Affidavit of Compliance with Level 2 Screening Standards.

Thirty-two of the thirty-nine programs received a rating of Satisfactory Compliance and seven programs received a rating of Limited Compliance for Background Screening. At the Children's Home Society – Osceola, had a newly hired staff and an intern had background screenings from the Department of Children and Families (DCF) and did not have a Department of Juvenile Justice background screening prior to their date of hire.

At Anchorage Children's Home, had a review of fifteen newly hired staff since the last on-site Quality Improvement (QI) review, found three staff did not have a background screening completed prior to their date of hire. The background screenings for the three staff were returned with eligible ratings two days, three days, and nine days after the date of hire.

At the Urban League of Palm Beach County, had three newly hired staff which had not taken a pre-employment suitability assessment. A determination of eligibility was not received by the Department's Background Screening Unit prior to hire and contact with youth for one newly hired staff.

Youth and Family Alternatives, Inc. – George W. Harris did not complete a pre-employment assessment for one staff who was re-hired. In addition, the program did not complete a five-year background rescreening in accordance with Department requirements for one applicable staff, submitting the request for rescreening more than a year prior to the staff's anniversary hire date. The program was cited for this same exception during their previous QI review.

At CDS Family & Behavioral Health Services, Inc. – Northwest, background screening eligibility was documented after the date of hire for one staff and pre-employment suitability assessments were not completed prior to the date of hire for two staff. In addition, background rescreenings were completed over a year prior to the anniversary of hire date for three staff.

At Miami Bridge – Central and Miami Bridge – South, a Berke Assessment was completed for seven applicable newly hired staff, but the overall rating on the assessment was “low” for four staff which did not meet the provider’s pass rate criteria for employment; however the four staff were hired. In addition, the assessment was completed after the date of hire for two of the staff for Central. Miami Bridge Central had a contracted consultant whose background screening eligibility was completed and/or received almost three months after their start date. Lastly, both Central and South had one background rescreening completed late.

**1.02 Provision of an Abuse Free Environment** – Policies and procedures at each program outline requirements for an abuse-free environment. The policies detail an environment in which youth, staff, and others feel safe, secure, and not threatened by any form of abuse or harassment. Youth are not to be deprived of basic needs, such as food, clothing, shelter, medical care, and security. Each program has a child abuse reporting policy and procedures, which require all staff and volunteers to report any form of suspected child abuse and/or neglect to the Florida Abuse Hotline. Each program or agency has a staff code of conduct prohibits the use of physical abuse, profanity, threats, or intimidation. Staff and volunteers acknowledge the code of conduct during new hire orientation or pre-service training. All programs also have a grievance process for youth to provide feedback and address complaints.

All thirty-nine programs received a rating of Satisfactory Compliance for Provision of an Abuse Free Environment.

**1.03 Incident Reporting** – Each program has a policy and procedures addressing incident reporting. The procedures require programs notify the Department’s Central Communications Center (CCC) within two hours of an incident, or within two hours of becoming aware of an incident. Programs also complete follow-up required by the CCC in order to close cases and ensure incidents have been fully addressed as needed.

Thirty-seven of the thirty-nine programs received a rating of Satisfactory Compliance and two programs received a rating of Limited Compliance Incident Reporting. Crosswinds Youth Services had two reportable incidents which were not reported to the Department’s Central Communications Center (CCC) and another incident reported late. In addition, incidents were not consistently documented in the program’s electronic logbook.

At Lutheran Services of Florida (LSF) – Southeast Lippman, six of nine incident reports accepted were not reported within the required time frame of two hours.

**1.04 Training Requirements** – All programs have training policy and procedures consistent with Florida Network and Department requirements. Programs are to ensure all direct-care staff have a minimum of eighty hours of training in their first year of employment and twenty-four hours of training in subsequent years of employment. For shelter programs licensed by the Department of Children and Families (DCF), staff in subsequent years of employment must complete forty hours of training annually. First year employees must receive training on certain topics within 120-days of hire, which include but are not limited to CINS/FINS Core Training, certification in cardiopulmonary resuscitation (CPR) and first aid, signs and symptoms of mental health and substance abuse, suicide prevention, the Prison Rape Elimination Act (PREA),

trauma informed care, human trafficking, confidentiality, and child abuse reporting. Newly hired direct-care residential staff must also receive behavior management training and an accredited crisis intervention training approved by the Florida Network for managing aggressive behavior. Following the first year of employment, training for direct-care residential staff should include refresher training on the use of available fire safety equipment, crisis intervention, suicide prevention, and training necessary to maintain current CPR and first aid certification. Non-licensed clinical staff must have training in completion of Assessments of Suicide Risk, which is to be completed under the supervision of a licensed mental health professional. All programs maintain individual training records for each staff, which includes a training hours tracking form and related documentation, such as certificates, sign-in sheets, and agendas for each training attended.

Thirty programs received a rating of Satisfactory Compliance for Training Requirements. Eight programs received a rating of Limited Compliance and one program received a rating of Failed Compliance.

At Boys Town of Central Florida, had three new hires which did not meet the requirement for two hours of training on suicide prevention. One staff completed one training outside the required time frame and one staff did not have evidence of completing the two required trainings during their first year of employment. Two staff did not complete one to two trainings. In addition, a review of the three training records for in-service training found two staff had not completed the five required trainings in the Department's Learning Management System (SkillPro).

At the Center for Family and Child Enrichment (CFCE), two in-service training records reviewed and found neither of the two staff met the annual training requirements for suicide prevention. One staff did not complete the semi-annual training of Prison Rape Elimination Act (PREA) and sexual harassment.

Family Resources – St. Petersburg had one staff who did not have a current first aid certification, one non-licensed mental health clinical staff did not meet the requirement for Assessment of Suicide Risk training by a licensed mental health professional, and four new hires did not complete all mandatory training within the first 120-days of hire.

At Lutheran Services Florida/Northwest – Currie House, three of the four reviewed training records for new hires found three staff did not complete one required training, one did not complete two required trainings, and one did not complete eighty hours of training within 120-days. A review of the three staff training records for annual training requirements found one documented 36.5 hours and one had an expired Crisis Prevention Intervention (CPI) certification. The remaining staff was missing two required SkillPro trainings and had an expired CPR and first aid certification.

At Miami Bridge – Central, three first year staff not compliant in completing all mandatory trainings required during their first 120-days of hire. A review of four training records for in-service training found one staff completed only three hours of training and the remaining staff were missing mandatory annual/bi-annual training.

At Safe Children's Coalition, four training records for new hires reviewed found two did not receive all required training within 120-days of hire. Three of the four reviewed training records for in-service training, did not complete all required training annually, including one being short twenty hours of annual training.

At Bethel Community Foundation, four of the five training records reviewed did not have evidence of all required trainings at the time of the annual compliance review.

At CDS Family & Behavioral Health Services, Inc. - Northwest, a review of training records for two of three new hires did not document all required training within 120-days of hire. Two of the three training records reviewed for in-service training, did not document completion of all required training topics.

The Youth Advocate Program (YAP) received a rating of Failed Compliance for Training Requirements. Training records reviewed at YAP revealed two new hires did not complete many required training topics within 120-days or at all. One new hire completed forty-nine of the required eighty hours of training during their first year of employment. Seven training records for in-service training found four staff did not complete all required training for suicide prevention, which included two staff who did not have any training in suicide prevention since 2017. Five staff did not complete annual training in use of fire safety equipment and three completed PREA training, annually. Other required trainings were not accomplished by all staff, including human trafficking and sexual harassment. The three staff did not complete the required number of training hours. Subsequent monitoring demonstrated the program corrected the deficiency on July 29, 2020.

**1.05 Analyzing and Reporting Information** – Each program has a policy and procedures addressing the collection of data from multiple sources and the review of the data to identify patterns, trends, and opportunities for improvement. The data to be collected and reviewed include information from record reviews, NetMIS data reports, grievances, incidents, accidents, customer satisfaction surveys, and outcome data. Review and analysis of information occurs monthly, quarterly, and/or annually based on the information being reviewed.

Thirty-five programs received a rating of Satisfactory Compliance, three programs received a rating of Limited Compliance, and one program received a rating of Failed Compliance for Analyzing and Reporting Information.

Lutheran Services of Florida – Currie House received a rating of Failed Compliance, as the program had no documentation of a quarterly case record review report, minimal documentation of incidents, accidents, grievances are reviewed at least quarterly, and no documentation of an annual review of customer satisfaction data or outcome data. In addition, there was no documentation of strengths and weaknesses being identified, improvements being implemented, or staff being informed and involved throughout the process. Subsequent monitoring demonstrated the program corrected the deficiency on September 24, 2020.

At Capital City Youth Services, there was no evidence of quarterly reviews of incidents or accidents, no evidence of findings being communicated to stakeholders, and no evidence of a clear internal process implementing improvements for weaknesses identified.

At Youth Advocate Program, the policy does not include information regarding the quality improvement process in place to review and improve accuracy of data entry and collection. Supervision notes indicated a number of file reviews; however, there were no quarterly reports of case record reviews to identify and analyze trends or patterns. An annual review of customer satisfaction and data being shared with staff and stakeholders could not be verified and there was no evidence of a quarterly review and analysis.



At Crosswinds Youth Services, the agency experienced a series of reportable incidents with staff and youth, which included staff not abiding by moral, character, and work performance standards. The program did not have significant information or evidence for how these issues are addressed or how such issues would be identified for corrective action or improvements could be made.

**1.06 Youth Transportation** – This indicator is applicable to the twenty-eight residential shelters and two non-residential programs. Each shelter/program has a policy and procedures addressing youth transportation, with the basis of the policy to avoid situations putting youth or staff in danger of real or perceived harm, or allegations of inappropriate conduct by either staff or youth. Policy indicates the best practice is to have a third-party present in the vehicle while transporting youth. The third-party may be another direct-care staff, volunteer, intern, clinical or administrative staff, or another youth. If a driver is transporting a single youth in a vehicle, there is evidence the program supervisor is aware, prior to the transportation, and consent is documented accordingly. Administrative personnel approve staff drivers, ensuring drivers have a valid Florida driver's license and are covered under the provider's insurance policy. Motor vehicle driving checks with the Florida Division of Motor Vehicles are conducted annually. The programs maintain vehicle logs with trip-specific information including staff names, dates and times, mileage, number of passengers, purpose of travel, and destinations.

The indicator was not applicable for nine of the eleven programs, providing only non-residential services. Twenty-five programs received a rating of Satisfactory Compliance and five programs received a rating of Limited Compliance for Youth Transportation.

At Children's Home Society West Palm Beach, sixty-two single youth trips were made and supervisory approval was not recorded for forty of the trips on the vehicle log. Approval of trips was not consistently documented in the shelter log and vehicle log.

At Crosswinds Youth Services, the transportation form was not consistently completed, as the purpose and destination of travel, youth names, and comments were not consistently documented. The director of counseling services provided permission for several of the single transports; however, staff were not consistently documenting the information in the program log to verify supervisor approval is provided prior to transport.

At Family Resources – St. Petersburg, the program director indicated approval signatures for single transports are completed after transports and a blanket approval is provided for any single transport to be completed during the day, which is contrary to program policy. Twelve of the twenty-six individual transports reviewed, did not document prior approval. Entries on the transport log were not consistently recorded, with the date and time of transports and changes to the number of youth during transports not being recorded.

At Youth and Family Alternatives, Inc. – RAP House, transports are not recorded in the logbook and are maintained in a separate file. The form for single transport did not include the times the staff member spoke with the supervisor to obtain approval which was not clearly documented in real time to demonstrate supervisor approval is obtained prior to the transport. The mileage form did not include the time of the transport and there were multiple instances of incomplete or unclear entries on the mileage form.

At Capital City Youth Services, it could not be determined if supervisor approval for single youth transports occurred prior to the transport taking place, which was observed during previous visits.

**1.07 Outreach Services** – All programs have staff designated to conduct outreach services. The program staff participate in local juvenile justice board and council meetings and other outreach activities, such as presentations to law enforcement agencies, community agencies, community events and fairs, and schools. Programs do outreach to increase public awareness of Children in Need of Services/Families in Need of Services (CINS/FINS) and how their programs provide effective prevention, intervention, and treatment services. All programs maintain written agreements with other community partners, which include services provided and a comprehensive referral process. All thirty-nine programs received a rating of Satisfactory Compliance for Outreach Services.

## **Standard 2 – Intervention and Case Management**

### **Overview**

Programs conduct a screening process on youth and families to determine eligibility for services, and if necessary, provide or make referrals for immediate crisis intervention. Each program has an intake and orientation process to explain services available. Needs assessments are completed on youth and families to determine services needed, and service plans are developed to address the identified needs. Counseling and other services are either provided directly by programs or through referrals to other agencies. Case staffing committees are in place to address problematic cases and, if necessary, facilitate the filing of Children In Need of Services (CINS) petitions and possible adjudication through the court system. Programs have policies and procedures in place to address youth sexual orientation and gender identity. Requirements for special populations, such as youth requiring staff secure, respite, and/or intensive case management services, are in place for all applicable programs. Stop Now and Plan (SNAP®), an evidence-based, cognitive behavioral, family-focused program is provided by twenty-three of the programs.

### **Findings**

**2.01 Screening and Intake** – All programs have policy and procedures addressing screening and intake. Centralized intake services are available twenty-four hours a day, seven days a week through residential shelter programs. Non-residential programs provide centralized intake services during regular hours of operation. Centralized intake services include screening for eligibility, crisis counseling and information, and referral. Initial screening for eligibility occurs within seven calendar days of referral and is completed using the NetMIS screening form. Intake processes at each program are in place to explain available service options, possible actions occurring through involvement with CINS/FINS services, and the rights and responsibilities of youth and parent/guardians, and grievance procedures. All thirty-nine programs received a Satisfactory Compliance rating for Screening and Intake.

**2.02 Needs Assessment** – Each program has a policy and procedures addressing needs assessments. For youth in residential shelters, needs assessments are to be initiated or attempted within seventy-two hours of admission. For youth receiving non-residential services, needs assessments are to be completed within two to three face-to-face contacts following the initial intake. Needs assessments are completed by bachelor's-level or master's-level staff and signed by a supervisor. If the suicide risk component of the assessment is required and based on the result of the suicide risk screening, it must be completed or reviewed by a licensed professional. All programs received a rating of Satisfactory Compliance for Needs Assessments.

**2.03 Case/Service Plan** – The programs have policy and procedures addressing case/service plans. Case/service plans are to be developed within seven working days after the completion of the needs assessment. The plans reflect the type, frequency, and location of services. Goals and action steps in the plans identify persons responsible, target dates for completion, and actual completion dates. The case/service plans are to be signed by the youth, parent/guardian, counselor, and supervisor. Plans are to be reviewed by the counselor and parent/guardian (if available) every thirty days for the first three months, and every six months thereafter, to assess progress in achieving goals and, if necessary, the need for revisions.

Thirty-eight programs received a rating of Satisfactory Compliance for Case/Service Plans. Miami Bridge – Central received a rating of Limited Compliance. Service plans were not developed within seven working days of the needs assessment in five of ten records reviewed. Key components of the service plan were missing (frequency, target date, and signatures) such as: one non-residential record did not have evidence of a service plan being developed and thirty-day follow-ups were not documented for four of the plans.

**2.04 Case Management and Service Delivery** – Each program has a policy and procedures addressing case management and service delivery. A counselor or case manager is assigned to each youth to ensure service delivery for youth and their families from the point of intake to termination. Case management/counseling staff are to coordinate services, which may be provided by the program or through referral to another provider. Progress or lack of progress by youth and their family is to be monitored and documented by case management/counseling staff. All programs received a rating of Satisfactory Compliance for Case Management and Service Delivery.

**2.05 Counseling Services** – The programs have a policy and procedures addressing counseling services. Youth and families receive counseling services in accordance with needs identified during the needs assessment process. Shelter programs provide individual and family counseling. The shelters also provide group counseling sessions, which are to be held a minimum of five days a week. Non-residential programs provide therapeutic community-based services designed to provide the intervention necessary to stabilize the family in the event of crisis, keep families intact, minimize out-of-home placement, provide aftercare services for youth returning home from shelter services, and prevent the involvement of youth and families in the delinquency and dependency systems. Services are provided in the youth's home, a community location, or the local provider's counseling office.

Thirty-seven of thirty-nine programs received a rating of Satisfactory Compliance and two programs received a rating of Limited Compliance for Counseling Services. Hillsborough County Children's Services, had a review of four youth records which none of the youth attended group counseling five times a week during their stay. A review of 122 group notes also demonstrated groups were not conducted five days a week. In addition, only twenty-three of the group notes documented the groups lasting thirty minutes or more, with the remaining notes either not documenting the length of the group or the duration listed was less than thirty minutes.

At Children's Home Society West Palm Beach, the review of group logs for the review period revealed groups were not consistently offered at least five times per week and the groups were not always at least thirty minutes in duration.

**2.06 Adjudication/Petition Process** – Each program has a policy and procedures for case staffing committees and the adjudication/petition process. Case staffing committees are to be scheduled for any youth/family the program determines to not be in agreement with services or treatment, for youth/families who will not participate in services, or when the program receives a written request from the parent/guardian or any other member of the case staffing committee. Following a case staffing committee meeting, the youth and family are to be provided a new or revised plan for services. In addition, a written report is to be provided to the parent/guardian within seven working days of the meeting outlining the committee recommendations and the reasons behind the recommendations. Programs work with the circuit court for judicial intervention for the youth or family, as recommended by the case staffing committee, in accordance with the procedures outlined in Florida Statute and the Florida Network's Policy and Procedure Manual for CINS/FINS. The case manager or designee completes a review summary

prior to the reviewing hearing, informing the court of the youth's behavior and compliance with court orders and providing recommendations for further dispositions. All programs received a rating of Satisfactory Compliance for the Adjudication/Petition Process.

**2.07 Youth Records** – All programs have a policy and procedures addressing the maintenance of youth records. Youth records are required to be maintained in an orderly manner and marked “confidential.” The records must be maintained in a secure room or locked in a file cabinet marked confidential, which is accessible only by program staff. All records are required to be in a locked opaque container marked “Confidential” when transported. All programs received a rating of Satisfactory Compliance for Youth Records.

**2.08 Sexual Orientation, Gender Identity** – All programs have a written policy and procedures addressing Sexual Orientation, Gender Identity, and Gender Expression to ensure a safe and therapeutic environment for youth regardless of sexual orientation, gender identity, and gender expression. Youth are to be addressed according to their preferred name and gender pronouns, which is also to be reflected in the logbook and on all outward-facing documents and census boards. All staff, service providers, and volunteers have knowledge of Florida Network policy #5.08 and the terms defined therein. Youth preference is considered and documented for room assignment and youth are not isolated due to sexual orientation, gender identity, or gender expression. Programs have signage placed in common areas indicating all youth are welcome regardless of sexual orientation, gender identity, and gender expression.

Thirty-eight of the thirty-nine programs received a rating of Satisfactory Compliance for Sexual Orientation, Gender Identity. Lutheran Services Florida/Northwest – Currie House, received a rating of Limited Compliance due to no evidence of newly hired staff or volunteers being provided information on Florida Network policy #5.08 and no documentation of lesbian, gay, bisexual, transgendered, and queer or questioning (LGBTQ) training being completed.

**2.09 Special Populations** – The programs have policy and procedures addressing special populations of youth, which include provisions and services for youth meeting criteria for staff secure services, domestic minor sex trafficking (DMST), domestic violence respite, probation respite, intensive case management, and Family/Youth Respite Aftercare Services for non-residential services only. Shelters funded for staff secure provide enhanced supervision, security, and intervention for youth court ordered to the shelter. Services provided to youth designated within these special categories should be consistent with all other CINS/FINS program requirements as well as address the specific needs associated with the special population category.

Special populations was not applicable for three non-residential programs. Thirty-five programs received a rating of Satisfactory Compliance and one program received a rating of Limited Compliance for Special Populations. Hillsborough County Children's Services, a review of three youth records found one youth's intake was entered into NetMIS and the Department's Juvenile Justice Information System (JJIS) a day late and discharge entries were entered three and eight days late, respectively. Intensive case management time frames required were not consistently met for the Child Behavior Checklist (CBCL) and Self-Report Assessments.

**2.10 Stop Now and Plan (SNAP®)** – SNAP® is an evidence-based, cognitive behavioral, family-focused model providing a framework for teaching children ages six to eleven and their families. SNAP® Boys and SNAP® Girls Groups consist of thirteen weeks of group curriculum, with each session being ninety minutes in length and videotaped for fidelity adherence

monitoring. Programs providing SNAP® must comply with requirements and procedures outlined in the Florida Network's Policy and Procedure Manual.

Sixteen programs do not provide SNAP® and were not applicable for SNAP®. Twenty-one programs received a rating of Satisfactory Compliance and two programs received a rating of Limited Compliance. At Crosswinds Youth Services, the policy does not capture all of the indicator requirements regarding the forms to be completed. One open and two closed records were reviewed. Two of the three MetMIS screening forms and one CINS/FINS Intake form were not signed by supervisors. The two closed records were missing the NEEDS Assessment at intake. One record did not have consent signed by the parent/guardian. Youth in SNAP® in Schools completed did not have pre-evaluations for youth and teachers. The requests were made at the beginning of the school year for teachers to complete the pre-evaluations. Closed records did not contain the following required documents such as SNAP® discharge summaries, Tool to Measure Parenting Self-Efficacy (TOPSE) Pre or Post assessments, Post-Child Behavior Checklist (CBCL), and Post Teacher Reporting Form (TRF).

At Youth Advocate Program (YAP), a review of four records found three were missing the pre-CBCL at intake, three did not contain a completed pre-TRF form completed by the teacher, and none had a TOPSE assessment completed at intake. Three records were applicable for discharge and were missing the post-child behavior checklists, post-TRF forms, or the post TOPSE assessments and there were no documentation in the notes to indicate the reason for missing forms or documentation. Two applicable records did not contain evidence of the Prevention Assessment Tool (PAT) assessment. Two cycles of SNAP® in Schools were reviewed, finding one cycle and one was missing post evaluations for the youth and teachers.

## **Standard 3 – Shelter Care**

### **Overview**

There are twenty-eight Children in Need of Services/Families in Need of Services (CINS/FINS) shelters statewide. Shelter services are available twenty-four hours a day, seven days a week. Each shelter is licensed by the Department of Children and Families (DCF) as a child caring facility and has beds designated for DCF youth. Youth continue their education when in shelters, either being transported to their school or attending school at the shelter. Each shelter has space for individual counseling services, large and small group activities, visitation, meals, sleeping, and indoor and outdoor recreation. Programs provide an orientation to each youth upon admission, explaining program rules, behavioral expectations, and services available. Programs also complete an initial classification on each youth upon admission, which is used to identify any safety or security concerns and/or special needs as well as determine room or bed assignment. Each program has security cameras with recording capabilities and maintains a logbook to document shelter activities. Programs must maintain require staff-to-youth ratios, ensuring there is at least one staff for every six youth during awake hours and one staff for every twelve youth during sleeping hours. Each program develops behavior management strategies, identifying consequences for violation of program rules and incentives for good behavior. This standard is not applicable for the eleven programs providing only non-residential services.

### **Findings**

**3.01 Shelter Environment** – Programs must ensure the shelter environment is safe, clean, and well maintained. Each agency has a current Department of Children and Families (DCF) Child Care License, which is displayed in the facility. Policies and procedures related to shelter environment include but are not limited to shelter cleanliness, maintenance, security, control of chemicals, insect control, fire safety, health, and youth engagement. All interior areas of the shelter are to be clean and furnishings are to be in good repair. Shelter grounds are to be landscaped, well maintained, and free of debris and hazards. Doors are to be secured, with access limited to staff and key control procedures in place. Shelters must post egress plans as well as general program rules, grievance forms, Florida Abuse Hotline information, and the Department's incident reporting number. Shelter vehicles are to be equipped with major safety equipment, such as a first aid kit, fire extinguisher, flashlight, glass breaker, seat belt cutter, and air bag deflator. Shelters must have an annual fire safety inspection conducted by the local fire marshal and complete fire drills monthly. Each agency must have current satisfactory Residential Group Care and Food Service inspection reports from the Department of Health. Each youth must have an individual bed with clean covered mattress, pillow, sufficient linens, and blanket as well as a safe, lockable place to keep personal belongings. Shelters must ensure youth are engaged in meaningful, structured activities (i.e., education, recreation, counseling services, faith-based activities, and life and social skill training) seven days a week. All residential shelter programs received a rating of Satisfactory Compliance rating for Shelter Environment.

**3.02 Program Orientation** – Each shelter has a policy and procedures addressing program orientation. Youth orientation to the shelter and program services is provided within twenty-four hours of admission. The orientation includes a review of shelter rules, behavior management strategies, access to medical and mental health services, the youth grievance process,

introductions to key staff, and other pertinent information. Documentation of each component of orientation, including orientation topics and dates of presentation, as well as signatures of the youth and staff involved is to be maintained in the individual youth record. All residential shelter programs received a rating of Satisfactory Compliance rating for Program Environment.

**3.03 Youth Room Assignment** – All shelters have a policy and procedures to protect youth through a classification system ensures the most appropriate sleeping room assignment. An initial classification is completed for each youth for purposes of room or living area assignment with consideration given to potential safety and security concerns. The classification process includes a review of the youth's history and observations of the youth. In addition, the classification process identifies if youth are susceptible to victimization, at risk for suicide, and/or have medical, mental or physical disabilities. Classification also identifies if a youth displays or has a history of predatory or sexually aggressive behavior, as well as identifies if youth must be separated due to age. Alerts are entered into the program's alerts system when a youth is admitted with any special needs or security risks factors. All residential shelter programs received a rating of Satisfactory Compliance rating for Youth Room Assignment.

**3.04 Logbooks** – Each residential shelter has a policy and procedures addressing logbooks. Logbooks are to document routine daily activities, events, and incidents in the shelter. Direct-care and supervisory staff are to review the logbook (at least the previous two shifts) at the beginning of their shift in order to be aware of any incidents or issues. Program directors review the logbook at least once a week to identify the need for any corrections, recommendations, and/or follow-up. Logbooks may be maintained electronically or a bound paper logbook.

Twenty-five of the twenty-eight shelters received a rating of Satisfactory Compliance and three shelters received a rating of Limited Compliance for logbooks. At Boys Town of Central Florida, staff did not consistently record the date and time of each entry and were not consistent in recording youth names associated with entries. In addition, real time entries were questionable, as some entries appeared to be pre-populated., There were multiple instances of errors not being corrected with a single line drawn through the error along with the staff's initials.

At Crosswinds Youth Services, on-site visitation was not being recorded in the logbook and fourteen of the seventeen calls to the Department's Central Communications Center were not documented in the logbook.

At Youth and Family Alternatives, Inc. – RAP House, safety Issues are not highlighted consistently throughout the logbook. Recording errors did not reflect the staff's initials and date and were at times, scribble over. Direct-care staff review of the logbook was typically documented two to four hours into the shift rather than the beginning of the shift or with staff signing the top of logbook pages without a time listed. There were many late entries in the logbook, which did not designate the time the event occurred. Weekly supervisory reviews were documented, but dates were not noted in the entries.

**3.05 Behavior Management Strategies** – All programs have developed a detailed written description of behavioral management strategies. The behavior management strategies are explained to youth during the intake process and are typically posted or available to youth in writing. The behavior management strategies include a wide variety of positive incentives used by the program and appropriate interventions are used by the program in order to teach youth new behaviors and help youth understand the natural consequences for their actions. Behavioral interventions are applied immediately, with certainty, and reflect the severity of the behavior, with consequences applied logically and consistently by staff. Consequences do not



deny youth any basic rights, such as loss of regular meals or snacks, clothing, sleep, healthcare, mental health, education, exercise, or correspondence. Shelter staff are trained on the behavior management strategies, to include crisis intervention, and supervisors monitor the use of behavior interventions by staff to ensure consistent and effective application of rewards and consequences for youth. When staff are required to physically engage youth, only nationally recognized techniques approved by the Florida Network and the DJJ are used. All twenty-eight shelters received a rating of Satisfactory Compliance for Behavior Management Strategies.

**3.06 Staffing and Youth Supervision** – Each shelter has a policy and procedures addressing staffing and youth supervision. Shelters must maintain a ratio of at least one staff for every six youth during awake hours and community activities and one staff for every twelve youth during the sleep period. Overnight shifts must always have a minimum of two staff present. Each shelter must have a holdover or overtime rotation roster ensure coverage for each shift. Staff must observe youth at least every fifteen minutes while they are in their sleeping room, whether during the sleep period or at other times, such as during illness or room restriction.

Twenty-one shelters received a Satisfactory Compliance rating, six received a Limited Compliance rating, and one received a Failed Compliance rating for Staffing and Youth Supervision.

Children's Home Society WaveCREST received a rating of Failed Compliance due to not having at least two staff on duty at all times during the overnight shift. The program had two to four nights a week with only one staff on duty for a period of four hours. Subsequent monitoring demonstrated the program corrected this deficiency on September 3, 2020.

Capital City Youth Services was rated Limited Compliance due to the program having a severe shortage of staff resulting in schedules being posted with vacant shifts to be covered and staff having to work extra days and hours to cover the vacant shifts.

At Orange County Youth and Family Services, video review found inconsistencies in the completion of fifteen-minute checks of youth in their sleeping rooms. In addition, the Resident Accountability Checklist had prepopulated bed check times listed instead of staff documenting observations in real time.

At Miami Bridge – Central, documentation revealed bed checks were not completed every fifteen minutes during the sleep period and video review did not always align with checks recorded.

At Hillsborough County Children's Services and Crosswinds Youth Services, video review revealed bed checks were not conducted every fifteen minutes during the sleep period and there was apparent falsification of bed checks, as video did not confirm multiple checks were documented.

At Lutheran Services Florida/Northwest – Currie House, a review of video for three nights found one night which one of the two staff on duty left, leaving the other staff alone, and another night had only one staff. Further, video for one of the nights did not support three of the five bed checks documented by staff.

Reports for falsification were made to and accepted by the Department's Central Communications Center (CCC) for Hillsborough County Children's Services, Crosswinds Youth Services, and Lutheran Services Florida/Northwest – Currie House.

**3.07 Video Surveillance System** – Each shelter has a video surveillance system, which operates and records twenty-four hours a day, seven days a week. The systems can record the date, time, and location of recording and maintain resolution enabling facial recognition. Back-up capabilities is required to ensure cameras are able to operate during a power outage. The purpose of the video surveillance is to capture shelter happenings to ensure staff accountability and the safety of all youth, staff, and visitors. Cameras are located internally and externally throughout each shelter to include hallways for sleeping rooms, where youth and staff congregate, and where visitors enter and exit the shelter. Cameras are never placed in bathrooms or sleeping quarters. Shelters must maintain video surveillance recordings for a minimum of thirty days. Supervisory reviews of video are to be conducted every fourteen days and include a random sample of all shifts, including the overnight shift.

Twenty-seven of the twenty-eight shelters received a rating of Satisfactory Compliance for Video Surveillance System. At Miami Bridge South, the program was rated Limited Compliance. Twelve of the thirty-six surveillance cameras were not working due to a reported power supply failure in one of the two digital video recorders, which powers half of the systems cameras. The program was in the process of having both power supply packs to the program's surveillance system replaced.

## **Standard 4 – Mental Health/Health Services**

### **Overview**

Residential shelter programs conduct initial screenings on each youth upon admission to determine if there are any health and/or mental health concerns, including suicide risk, possibly impacting the youth's safety in the shelter. Any concerns needing immediate attention are addressed by on-site professionals or through off-site referral. Youth identified with suicide risk factors during the initial screening process or subsequent to admission are placed on constant sight-and-sound supervision until the completion of an assessment of suicide risk. Shelters have processes in place to ensure staff are notified of youth with medical issues, mental health needs, suicide risks, special needs, and/or security risk factors. Each shelter has a Pyxis Med-Station 4000 Medication Cabinet for medication storage and to assist staff in medication administration. Specific staff members are trained and authorized to distribute medication to the youth. Process are in place at each shelter to ensure emergency care, which include requirements for direct-care staff to have current certification in cardiopulmonary resuscitation (CPR) and first aid. Shelter programs also conduct mock emergency medical and mental health drills as training for staff response to emergency situations. Medical oversight at each shelter is provided by licensed nursing staff. This standard is not applicable for the eleven programs providing only non-residential services.

### **Findings**

**4.01 Healthcare Admission Screening** – Each shelter program performs a preliminary physical health screening on each youth at the time of admission. The screening is to be conducted by the program nurse, if available. If the nurse is not available, non-healthcare staff may conduct the screening and the nurse must review the screening within five business days. In most instances, programs utilize the Children In Need of Services/Families In Need of Services (CINS/FINS) Intake Assessment for the preliminary health screening. Policy and procedures at each shelter must ensure medical care for youth admitted with chronic medical conditions (e.g. diabetes, pregnancy, seizure disorder, cardiac disorders, asthma, tuberculosis, hemophilia, head injuries) and include a referral process and mechanism for necessary follow-up medical care as required and/or needed.

Twenty-seven of the twenty-eight shelters received a rating of Satisfactory Compliance rating and one program received a Limited Compliance rating for Healthcare Admission Screening. At Hillsborough County Children's Services, the nursing assessment indicated recommendations for follow-up in three of the five youth records reviewed. There was no documentation to support a referral was made or the parent/guardians were made aware of the nursing recommendations. This same exception was noted during the program's previous review.

**4.02 Suicide Prevention** – Each program maintains a written plan detailing suicide prevention and response procedures, to include staff response, supervisory roles, involvement of licensed professionals, documentation protocols, notification procedures, and referral. Youth are screened for suicide risk upon admission. Youth determined to be at risk for suicide must be placed on constant sight-and-sound supervision and referred for an Assessment of Suicide Risk (ASR). The ASR must be completed by a licensed mental health professional or by a qualified mental health professional working under the supervision of a or licensed mental health professional. If completed by a non-licensed qualified mental health professional, the

assessment must be reviewed by a licensed professional. For youth on constant sight-and-sound supervision, staff must document observations every thirty minutes and the level of supervision cannot be lowered until an ASR shows the youth is no longer at risk. Youth making serious suicidal or homicidal gestures or threats must be placed on one-to-one supervision and Baker Act procedures are to be followed, which would be accomplished by referral law enforcement or a licensed mental health professional.

Twenty-six shelters received a rating of Satisfactory Compliance and two shelters received a rating of Limited Compliance for Suicide Prevention. At Lutheran Services Florida/Northwest – Currie House, the counselors responsible for completing the Suicide Risk Assessments were not licensed and had not completed the required training. The practice at the time of the review consisted of a non-licensed counselor completing the Suicide Risk Assessment and then contacting a licensed professional to confer with. Further, youth on sight-and-sound supervision slept in their bedroom and video review revealed staff were not positioned in order to be able to maintain constant sight-and-sound supervision.

At Youth and Family Alternatives, Inc. – RAP House, there were inconsistencies with the completion of five-minute check forms for youth on elevated supervision, with instances of more than five minutes between checks, instances of late entries used to account for missed checks, checks not being initialed by staff, and checks not documented in real time.

**4.03 Medications** – Each program has a policy and procedures addressing the safe and secure storage, access, administration, and inventory of medication. All programs have a Pyxis Med-Station 4000 Medication Cabinet for medication storage, which also has a mechanism for inventory of medication. Programs must also have a secured refrigerator for the storage of medications requiring refrigeration. Programs must have at least two staff trained as “Super Users” for the med-station. Only licensed medical staff or program staff trained by a licensed medical staff can access and administer medication. A Medication Distribution Log is used to document administration of medication. For controlled medications, programs must maintain perpetual inventories with running balances as well as document shift-to-shift counts, which must be verified by the staff completing the count and a witness. A daily perpetual inventory is to be maintained for over-the-counter medications, which are accessed regularly. Syringes and sharps are to be secured and inventoried weekly.

Twenty-six programs received a rating of Satisfactory Compliance rating and two programs received a rating of Limited Compliance for Medications. At Capital City Youth Services, the program did not have a registered nurse (RN) to oversee the medication process and did not have a RN for eighteen months.

At Boys Town, program staff indicated not everyone signs the bottom of the medication log even when administering medications. When there is not a second person who is allowed to provide medications, staff are unable to complete the shift-to-shift counts since the Pyxis requires two staff fingerprints. Consequently, there were instances of youth initials but not staff initials when youth received medication as well as instances of shift-to-shift inventories not being documented for controlled medications. The program was unable to verify if monthly reviews of medication management report were conducted. There were two staff who initialed the medication logs, but the program was unable to verify both staff were trained in medication distribution. Lastly, the program did not have all medications stored in the Pyxis Medication Station, as extra prescribed medications for youth as well as some antacids, anti-itch cream, and a pair of scissors in a double-locked cabinet in the front office, with no inventory maintained for these items.

**4.04 Medical/Mental Health Alert Process** – All shelters have an alert process to ensure information concerning a youth’s medical conditions, physical activity restrictions, allergies, common side effects of prescribed medications, food and medication contraindication, mental health and suicide risks, and other pertinent treatment information is effectively communicated to staff. Staff are provided with training, information, and instructions allowing them to recognize and respond to the need for emergency care and treatment as a result of identified medical or mental health problems. All twenty-eight residential shelter programs received a rating of Satisfactory Compliance rating for the Medical/Mental Health Alert Process.

**4.05 Episodic/Emergency Care** – Each shelter has a policy and procedures for emergency medical and dental care. The procedures include obtaining off-site emergency services, parental notification requirements, incident reporting to the Department’s Central Communications Center (CCC) and Florida Network, development and implementation of a daily log, and verification of receipt of medical clearance and discharge instructions for youth returning to the shelter after receiving emergency medical care. All staff are required to maintain current certification in cardiopulmonary resuscitation (CPR) and first aid and participate in mock emergency medical drills.

Twenty-seven of the twenty-eight shelters received a rating of Satisfactory Compliance for Episodic/Emergency Care. Children’s Home Society West Palm Beach received a rating of Limited Compliance, as there was no documentation for six months of staff verifying medical clearance, discharge instructions, and follow-up care when the youth returned to the program from seeking outside medical attention.