



BOARD OF DIRECTORS
Annual Strategic Planning Session
April 26, 2018
Minutes

Attendees: Mr. Eric Smith, Board Chair, Dr. Greg Howes, Board Vice Chair, Ms. Barb Loftus, Treasurer, Mr. Mark Peterson, Ms. Andrea Betting, Ms. Ruth Long and Ms. Catherine

Attendees by Phone:

Members Absent: Mr. Stockton Whitten and Ms. Kathleen Rich-New

Others in Attendance: James Carlson, Interim CEO, Valerie Holmes, BFP Executive Director, Ms. Laurie Anna Blackburn, Board Liaison, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. Kevin Maloney, Sr. Executive of Strategy and Performance, Ms. Phebe Powell, C.A.R.E.S Executive Director. Mr. Bill Bucher, Family Allies Executive Director, Ms. Katie Guemple, Family Allies Chief Operations Officer, Ms. Ashley Carraro, BFP Sr. Director of Programs, Amy Hammett, DCF, Mr. Earnest Jones, IMPOWER

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the April 26, 2018 Annual Strategic Planning Session and asked all to state their names for the record.

Mr. Smith then asked Ms. Dixie Sansom to provide a legislative update.

Ms. Sansom reported Senator Hukill supported The NCFIE's \$150,000 appropriation request to fund for the Volusia/Flagler expansion through the final budget meeting where it was dropped along with other special appropriation requests in part due to funding for heightened school security and maintaining hurricane restoration funds.

Discussions then ensued with regard to requesting funds in support of mental health needs and upfront prevention programs to stabilize the family in their own homes to avoid children coming into care. Ms. Sansom reported the focus for the next legislative session will be to develop an approach to continue to promote funding for the CARES prevention programs.

She then spoke about the current initiatives:

- Appointments with delegates are scheduled for June where they will be briefed on the status of our legislative submissions. Ms. Sansom commended Mr. Carlson and Ms. Powell for attending sessions and speaking with legislators in support of our funding needs.
- A candidate's forum following the primary elections in August is in the planning stages to introduce the family of agencies and the work we that we do in the community to the new delegates.



Mr. Smith shared that Dr. Nellius is running behind and he then asked Ms. Holmes to begin the Brevard Family Partnership Strategic Work Plan PowerPoint Presentation. The BFP presentation was posted to the Board Portal and is attached.

Ms. Holmes reminded board members about the Strategic Planning Process that they participated in last year to identify goals and objectives and the presentation will provide a status update through the 3rd Quarter ending March 31, 2018.

Ms. Powell then addressed Goal 1: Prevention

1a. Aligned NJIHS under Community Services Program Manager to provide additional support and guidance and modeling. In process of hiring an additional DCC as an overlap to provide case load relief and a contract Family Partner to provide clerical relief both should be in place by May.

1b. The Brevard C.A.R.E.S. Board set a Strategic Target goal of participation in 6 community awareness events for the FY. YTD C.A.R.E.S. has participated in 6 community awareness events.

1c. Brevard C.A.R.E.S. has implemented the Parenting with Love and Limits program to provide additional support to youth at risk of entering the foster care system due to behavioral challenges and to provide support for families with youth, with behavioral challenges, in foster care seeking reunification. Brevard C.A.R.E.S. participates in quarterly Grandparents Raising Grandchildren Targeted Training and Resource meetings.

Ms. Holmes addressed Goal 2: Family Preservation

Permanency:

- Re-initiated the Casey Family Permanency Roundtables and Family Allies-Out of Home Care Reviews

Trauma Sensitive:

- Implemented Trauma Training for Foster Parents through the Family Learning Center
- Partnered with Dr. Mari Bennett to implement a new model for Trauma Treatment

Family Stability:

- Established a QPI Co-Parent Forum and Mentor Initiative/Steering Committee
- Relative/Non Relative Placement Stabilization
- Added 1 family Partner/2 Coordinators to facilitate Wraparound/Family Team Conferencing
- New Resources for Opioid Treatment/Task force
- Partner with Aspire/COC for community treatment services
- Specialist/Coaches for relapse prevention.

Ms. Carraro addressed Goal 3: Independent Living

- Partnered with a local thrift store that delivers for our clients to obtain basic household furniture/beds.
- Identified a POC with Florida Access for assistance with troubleshooting food stamps and Medicaid issues for clients.
- Increased capacity with local apartments to provide housing for clients
- Established POC's at both Central and South Area Adult Ed to assist clients with various educational needs/issues

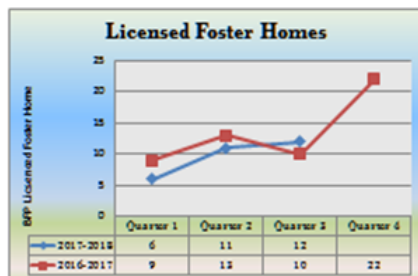
- Established relationship with offices at Eastern Florida State College campus to assist clients with various educational needs/issues
- Established the Brevard Youth Leadership Academy
- Established the Youth Advisory Council
- The next Annual Youth Summit is scheduled for June 22
- Partnered with Center For the Study of Social Policy
- Implemented Keys To Independence
- Brevard Family Partnership continues to perform well ensuring children exiting care at age 18 completed/are enrolled in secondary education, vocation education, or adult education. Current performance is: 92.8%

Ms. Carraro addressed Goal 4: Out of Home Care using the following chart

OOHC Update

Current Status	
Homes for Teens: <u>20</u>	8
Homes for children 0-10: <u>20</u>	22
Homes for Sibling Groups (3 or more): <u>10</u>	0
Therapeutic Homes: <u>10</u>	2
Medical Homes: <u>5</u>	0
HT Certified Home: <u>1</u>	0
TTD	32

April	May	June	Total
6	10	12	60=93%



Ms. Carraro addressed Goal 5: Adoptions

BFP has found 106 forever homes for children in Foster Care. Of the 106 children, there were 10 children who were adopted within 12 months of entering care.

Mr. Bucher addressed Goal 6a 6b: Case Management

Successes

- Successfully transitioned 100% of staff from prior provider
- Focus on staff engagement – Developed Culture Committee (monthly celebrations); Quarterly All-Staff Meetings; Employee Appreciation Week; Black History Month celebration
- Initiated Stay Interviews

- Redesign of Case Manager hiring, onboarding, training, and certification
- Achieved historical performance with permanency
- Initiated Monthly OHC Reviews – Expanded to include Client Relations, Placement, Adoptions
- Strengthened Community Relationships – GAL, Grandparents Raising Grandchildren, Youth Leadership, TIP
- Improved Communication with DCF CPI – Round Tables, Focus Groups

Challenges

- Caseloads / Workload – Increase in OHC; ESSA transportation
- Turnover of Case Managers
- Implementation of Florida Practice Model

Mr. Maloney addressed Goal 6C: Improve DCF Score Card

M01: decreased performance from green to **red**

M02: sustained performance (green)

M03: increased performance yellow to green

M04: sustained performance (green)

M05: sustained performance (green)

M06: sustained performance (green)

M07: decreased performance from yellow to **red**

M08: sustained performance (green)

M09: sustained performance (green)

M10: decreased from yellow to **red**

M11: increased from yellow to green

M12: sustained performance (yellow)

Ranked 2nd for Permanency M05

Ms. Davidson-Cook addressed Goal 7: Provider Network

- Surveys sent out during March 2018 to stakeholder groups: CMA, Lead Agency, DCF, Community Providers and Foster Parents

61 Responses Received

- Surveys were distributed to approximately 933 recipients comprising of; DCF/CLS, Brevard Family Partnership, Family Allies, GAL, Brevard C.A.R.E.S., Foster Parents, and Relative / Non-Relative Caregivers.
- The Department of Children and Families represented the majority of the responses (37 %).

Ms. Cook then reviewed the questions asked on the survey and provided the top three responses.

Mr. Carlson then Addressed Goal 8: Partnerships/Resources

- Implemented a new program called Help Us Give (HUG) designed to connect volunteers to foster families to provide natural supports from the community. The program is run directly through the foster care department after the volunteers are deemed eligible through a background and drug screening. We currently have seven volunteers set up with the program, including four special needs volunteers who are supervised by one of our foster parents whose son is part of the program
- 3 AARP volunteers currently serve the Family of Agencies
- Receipt of \$3,000 Margaret Heinz Foundation Grant to fund summer programs for foster children
- Currently 3 grant applications pending

Mr. Carlson then Addressed Goal 9: Quality Assurance

Implementation of Alert System

- In an effort to keep staff notified of important announcements and changes, an Alert System was implemented.
- Rather than relying solely on email for important announcements, this service allows broadcast text messages to be sent across an entire organization.

Social Media

- BFP continues to utilize Facebook and Twitter in an effort to communicate important agency information, events, programs, and services.
- Audience, reach, and engagement continue to grow, primarily on Facebook, where we have focused our efforts in order to best reach our target audience.

Instagram Account

- BFP has initiated steps to start an Instagram account in an effort to reach a broader audience
- Visual content has become increasingly more important and Instagram is an effective platform to communicate our message via these methods
- Account will be active in May 2018

Needs Request Form

- A needs request form was created for team members at Family Allies to communicate donation needs for families via a streamlined process.
- The donation needs are posted to social media
- Staff members are able to save the form link on their smartphone home screen for easy access.
- A similar form will soon be implemented for C.A.R.E.S.

Ms. Davidson-Cook then addressed the following:

Rapid Safety Feedback (R.S.F.)

- Assesses real time case practice. Fidelity to current Practice Model.
- Target Population: Children 0-4 years of age receiving in-home services
- Allegations: Domestic/Family Violence and/or Substance Misuse
- Period Under Review: At least 30 days prior to review date, maximum 60 days (Cases must be open at time of review)
- Sample: Random and Any in-home case primary to services in which a new abuse report is received

R.S.F. Overview

5 Case Review Items each with subsections

- Item 1: Family Assessments – Sufficient and Timely
- Item 2: Visits with Child, Mother, and Father - Quality and Frequency
- Item 3: Background Screens and home Assessments – Completed and Assessed/Utilized
- Item 4: Safety Planning – Created/Sufficient and Actively Monitored
- Item 5: Supervisor Consultations – Being completed and Recommended actions being followed up on

Florida Continuous Quality Improvement

- Version of the Federal Child & Family Service Review (CFSR) process. Does not take into account fidelity to current Practice Model. Addresses Safety, Permanency, and Wellbeing.
- Target Population: All In Home (cannot spend more than 24 hours in OHC during PUR) and Out of Home Care (spent more than 24 hours in OHC during PUR). Target child identified.
- Allegations: Any and all
- Period Under Review (PUR): First day of first month of each quarter from previous year (ex. 07/01/2016, 10/01/2016)
- Sample: Random

FL CQI Overview

- There are 18 review Items each with subsections that are categorized into 3 Outcomes.
- Individual items reviewed are scored as Strength (S), an Area Needing Improvement (ANI) or as Not Applicable (NA). Each Safety, Permanency and Well-Being Outcome is scored as Significantly Achieved (SA), Partially Achieved (PA), Not Achieved (NACH) or Not Applicable (NA).
- Two reviews per quarter have an interview component which are assessed and rated using a combination of case file documentation and interviews of all case participants. Interviews are completed with all case participants including: Case Manager, Case Manager Supervisor, Parents, Caregivers, GAL, CLS, Child, Service Providers, as well as any other identified participant.

Reviews completed per Quarter

- Rapid Safety = 10 (total through March 31st = 30)
- FL CQI = 9 (total through March 31st = 27)
- FL CQI PIP (Federal with Interviews) = 2 (total through March 31st = 6)

Identified Needs each Quarter: Fidelity to the Practice Model (Safety Plans, Family Assessments) and Family Engagement.

Mr. Smith recessed the meeting for 5 minutes.

Mr. Smith then asked Dr. Nellius to provide an update on the BFP Family of Agencies Survey Results. The presentation was posted to the board portal and is attached.

Dr. Nellius began her presentation sharing she will be reporting on the preliminary responses to the surveys distributed to BFP, C.A.R.E.S., Family Allies, Board Members, Community Partners and Foster Parents. She indicated the final results along with other documents and recommendations will drive the development of the change management plan. Using the attached PowerPoint Presentation she shared the following:

- A total of 158 responses were received
 - 90 out of 175 employees,
 - 24 out of 119 Community Partners,
 - 36 responses out of 145 Foster Parents
 - 9 responses out of 18 Board Members across the family of agencies.
- Agency Demographics
 - 19.75% of employees have been on staff since Privatization
 - 35% were previously employed by DCF
 - Average number of years employed: 5 years.
 - 73 affirmative responses contributing toward Tenure

Dr. Nellius then reviewed responses to questions regarding Strengths, Weaknesses, and Opportunities, within their respective agencies along with prioritized gaps and organizational needs.

Dr. Nellius shared the following percentage rates reflecting board member participation as follows:

- 100% response FA's
- 40% response BFP
- 50% response CARES
- Length of Service: Average 4 years

Dr. Nellius then reviewed board member responses to survey questions.

Dr. Nellius shared Community Demographics as follows:

- 24 responses of 119
- 21% response rate
- 95% of respondents were Sr. Management/ Executives
- 87.5 % have served in the SOC for more than 5 years.

Dr. Nellius reviewed community responses to survey questions, reviewed Preliminary Considerations and Summary, and shared the Executive Team recommendations to the Board for consideration at a later date.

Discussions ensued with regard to subsidiary board's having decision making authority within their respective agencies, creating linkages, defining roles and relationships with the Parent BFP Board, along with establishing joint board subcommittees, i.e. Risk Management Subcommittee where board members across the family of agencies would serve.

Mr. Smith then clarified that the information provided today is informational and that he envisions over the course of the year, joint meetings with the subordinate boards will convene to discuss and address topics of concerns along with the steps and course of action to take, which will then be presented at the Annual BFP Board Business Meeting.

Mr. Smith asked Mr. Bucher for an update on the Alliance Cohort. The presentation was posted to the Board Portal and is attached.

Mr. Bucher began his presentation sharing the Timeline for the Pathways to Permanency Transformation Change Cohort with the Alliance as follows:

- Two in-person convening's - June, November
- Bi-Monthly Group Teleconference calls
- Monthly leadership consultation calls
- Assigned Consultants Tom Woll and Bill Martone
- Cohort Graduation Call – July 2018

Mr. Bucher then reported on the Transformational Blueprint (3 year plan) focusing on 3 areas:

- Strategy One: Engaging, Training, Supporting, and Retaining our staff
- Strategy Two: Developing Methods to help everyone to feel safe, secure, calm and well
- Strategy Three: Weaving a Clear Family and Community Focus into our Organizational Culture

Mr. Smith expressed that the BFP Board of Directors is looking to help each subsidiary agency to achieve their needs and he encouraged each Executive Director to think about the must haves for their agencies, discuss them with their boards and present them through the chain to the BFP Board of Directors so that sound decisions can be made. Board members agreed.

Mr. Smith extended a 10 minute recess

11:00 Mr. Smith opened the Special Meeting.

Respectfully Submitted,

Laurie Anna Blackburn
Board Liaison

Approved at the May 24, 2018 Brevard Family Partnership Board of Directors Meeting.