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1                   A bill to be entitled  
2     An act relating to child welfare; amending s. 20.19,  
3     F.S.; requiring the Department of Children and  
4     Families to establish performance metrics; specifying  
5     goals that must be established; revising and providing  
6     duties of community alliances; revising membership of  
7     community alliances; amending s. 39.3065, F.S.;  
8     requiring sheriffs providing certain services to adopt  
9     the child welfare practice model; requiring sheriffs  
10    providing certain services to monitor program  
11    performance and meet, at least quarterly, to  
12    collaborate on specified quality assurance and  
13    initiatives; requiring the department to conduct an  
14    annual evaluation of the sheriffs' program performance  
15    based on certain criteria; requiring the department to  
16    submit an annual report on certain information by a  
17    specified date; providing report requirements;  
18    amending s. 402.402, F.S.; requiring the department to  
19    implement certain policies and programs; requiring the  
20    annual report to include information on professional  
21    advancement of child protective investigators and  
22    supervisors; requiring attorneys contracting with the  
23    department to receive certain training within a  
24    specified time; creating s. 402.715, F.S.; requiring  
25    the department to establish an Office of Quality;  
26    providing duties of the office; amending s. 402.7305,  
27    F.S.; removing limitations on monitoring of child-  
28    caring or child-placing services providers; amending  
29    s. 409.988, F.S.; revising the duties of a lead

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30 agency; amending s. 409.996, F.S.; adding  
31 responsibilities to the department of contracts  
32 regarding care for children in the child welfare  
33 system; specifying additional requirements for  
34 contracts; authorizing the department to provide  
35 technical assistance to lead agencies; authorizing the  
36 department to contract for the provision of children's  
37 legal services; requiring the contracted attorneys to  
38 adopt the child welfare practice model and operating  
39 in the same manner as attorneys employed by the  
40 department; requiring the department and the  
41 contracted attorneys to monitor program performance;  
42 requiring the department to conduct an annual  
43 evaluation based on certain criteria; requiring the  
44 department to submit an annual report to the Governor  
45 and Legislature by a specified date; revising  
46 requirements regarding the quality assurance program  
47 for contracted services to dependent children;  
48 deleting obsolete language; requiring the department  
49 to develop a statewide accountability system;  
50 requiring that such system be implemented by a  
51 specified date; providing requirements for such  
52 accountability system; requiring the department and  
53 lead agencies to promote enhanced quality service  
54 delivery; requiring the department to submit a report  
55 to the Governor and the Legislature annually by a  
56 specified date; authorizing the department to adopt  
57 rules; requiring the department to implement pilot  
58 projects to improve child welfare outcomes in

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59 specified judicial circuits; requiring the department  
60 to establish performance metrics and standards to  
61 implement the pilot projects; requiring lead agencies  
62 in specified judicial circuits to provide certain data  
63 to the department each quarter; requiring the  
64 department to review such data; authorizing the  
65 department to advance incentive funding to certain  
66 lead agencies that meet specified requirements;  
67 requiring the department to include certain results in  
68 a specified report; providing for future expiration;  
69 deleting a provision requiring the department to  
70 convene a certain workgroup; amending s. 409.997,  
71 F.S.; specifying types of data that may be used by the  
72 department in an accountability program; adding  
73 contract compliance as a use of the data; allowing the  
74 requirements of monitoring program to be incorporated  
75 into contract management program of the department;  
76 amending s. 1004.615, F.S.; requiring the Florida  
77 Institute for Child Welfare and the Florida State  
78 University College of Social Work to design and  
79 implement a specified curriculum; providing  
80 requirements of the institute regarding the  
81 curriculum; requiring the institute to contract for  
82 certain evaluations; requiring certain entities to  
83 design and implement a career-long professional  
84 development curriculum for child welfare  
85 professionals; requiring the institute to establish a  
86 consulting program for child welfare organizations;  
87 requiring the department to develop a career ladder

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88 for child protective investigations professionals and  
89 submit a proposal to the Legislature by a specified  
90 date; providing a short title; providing an effective  
91 date.

92  
93 Be It Enacted by the Legislature of the State of Florida:

94  
95 Section 1. Paragraph (b) of subsection (1) and paragraphs  
96 (b), (d), and (e) of subsection (5) of section 20.19, Florida  
97 Statutes, are amended to read:

98 20.19 Department of Children and Families.—There is created  
99 a Department of Children and Families.

100 (1) MISSION AND PURPOSE.—

101 (b) The department shall develop a strategic plan for  
102 fulfilling its mission and establish a set of measurable goals,  
103 objectives, performance standards and metrics, and quality  
104 assurance requirements to ensure that the department is  
105 accountable to the people of Florida. Such goals shall, at a  
106 minimum, include those specified in s. 409.986(2).

107 (5) COMMUNITY ALLIANCES.—

108 (b) The duties of the community alliance include, but are  
109 not limited to:

110 1. Joint planning for resource utilization in the  
111 community, including resources appropriated to the department  
112 and any funds that local funding sources choose to provide.

113 2. Needs assessment and establishment of community  
114 priorities for service delivery.

115 3. Determining community outcome goals to supplement state-  
116 required outcomes.

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117 4. Serving as a catalyst for community resource  
118 development, including, but not limited to, identifying existing  
119 programs and services delivered by and assistance available from  
120 community-based and faith-based organizations, and encouraging  
121 the development and availability of such programs, services, and  
122 assistance by such organizations. The community alliance shall  
123 ensure that the community-based care lead agency is aware of  
124 such programs, services, and assistance and work to facilitate  
125 the lead agency's appropriate use of these resources.

126 5. Providing for community education and advocacy on issues  
127 related to delivery of services.

128 6. Promoting prevention and early intervention services.

129 (d) The ~~initial~~ membership of the community alliance in a  
130 county shall at a minimum be composed of the following:

131 1. A representative from the department.

132 2. A representative from county government.

133 3. A representative from the school district.

134 4. A representative from the county United Way.

135 5. A representative from the county sheriff's office.

136 6. A representative from the circuit court corresponding to  
137 the county.

138 7. A representative from the county children's board, if  
139 one exists.

140 8. A representative of a faith-based organization involved  
141 in efforts to prevent child maltreatment, strengthen families,  
142 or promote adoption.

143 ~~(e) At any time after the initial meeting of the community~~  
144 ~~alliance,~~ The community alliance shall adopt bylaws and may  
145 increase the membership of the alliance to include the state

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146 attorney for the judicial circuit in which the community  
147 alliance is located, or his or her designee, the public defender  
148 for the judicial circuit in which the community alliance is  
149 located, or his or her designee, and Other individuals and  
150 organizations who represent funding organizations, are community  
151 leaders, have knowledge of community-based service issues, or  
152 otherwise represent perspectives that will enable them to  
153 accomplish the duties listed in paragraph (b), if, in the  
154 judgment of the alliance, such change is necessary to adequately  
155 represent the diversity of the population within the community  
156 alliance service circuits.

157 Section 2. Section 39.3065, Florida Statutes, is amended to  
158 read:

159 39.3065 Sheriffs of certain counties to provide child  
160 protective investigative services; procedures; funding.-

161 (1) As described in this section, the department ~~of~~  
162 ~~Children and Families~~ shall, by the end of fiscal year 1999-  
163 2000, transfer all responsibility for child protective  
164 investigations for Pinellas County, Manatee County, Broward  
165 County, and Pasco County to the sheriff of that county in which  
166 the child abuse, neglect, or abandonment is alleged to have  
167 occurred. Each sheriff is responsible for the provision of all  
168 child protective investigations in his or her county. Each  
169 individual who provides these services must complete the  
170 training provided to and required of protective investigators  
171 employed by the department ~~of Children and Families~~.

172 (2) During fiscal year 1998-1999, the department ~~of~~  
173 ~~Children and Families~~ and each sheriff's office shall enter into  
174 a contract for the provision of these services. Funding for the

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175 services will be appropriated to the department ~~of Children and~~  
176 ~~Families~~, and the department shall transfer to the respective  
177 sheriffs for the duration of fiscal year 1998-1999, funding for  
178 the investigative responsibilities assumed by the sheriffs,  
179 including federal funds that the provider is eligible for and  
180 agrees to earn and that portion of general revenue funds which  
181 is currently associated with the services that are being  
182 furnished under contract, and including, but not limited to,  
183 funding for all investigative, supervisory, and clerical  
184 positions; training; all associated equipment; furnishings; and  
185 other fixed capital items. The contract must specify whether the  
186 department will continue to perform part or none of the child  
187 protective investigations during the initial year. The sheriffs  
188 may either conduct the investigations themselves or may, in  
189 turn, subcontract with law enforcement officials or with  
190 properly trained employees of private agencies to conduct  
191 investigations related to neglect cases only. If such a  
192 subcontract is awarded, the sheriff must take full  
193 responsibility for any safety decision made by the subcontractor  
194 and must immediately respond with law enforcement staff to any  
195 situation that requires removal of a child due to a condition  
196 that poses an immediate threat to the child's life. The contract  
197 must specify whether the services are to be performed by  
198 departmental employees or by persons determined by the sheriff.  
199 During this initial year, the department is responsible for  
200 quality assurance, and the department retains the responsibility  
201 for the performance of all child protective investigations. The  
202 department must identify any barriers to transferring the entire  
203 responsibility for child protective services to the sheriffs'

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204 offices and must pursue avenues for removing any such barriers  
205 by means including, but not limited to, applying for federal  
206 waivers. By January 15, 1999, the department shall submit to the  
207 President of the Senate, the Speaker of the House of  
208 Representatives, and the chairs of the Senate and House  
209 committees that oversee departmental activities a report that  
210 describes any remaining barriers, including any that pertain to  
211 funding and related administrative issues. Unless the  
212 Legislature, on the basis of that report or other pertinent  
213 information, acts to block a transfer of the entire  
214 responsibility for child protective investigations to the  
215 sheriffs' offices, the sheriffs of Pasco County, Manatee County,  
216 Broward County, and Pinellas County, beginning in fiscal year  
217 1999-2000, shall assume the entire responsibility for such  
218 services, as provided in subsection (3).

219 (3) (a) Beginning in fiscal year 1999-2000, the sheriffs of  
220 Pasco County, Manatee County, Broward County, and Pinellas  
221 County have the responsibility to provide all child protective  
222 investigations in their respective counties. Beginning in fiscal  
223 year 2000-2001, the department ~~of Children and Families~~ is  
224 authorized to enter into grant agreements with sheriffs of other  
225 counties to perform child protective investigations in their  
226 respective counties. The sheriffs of other counties with which  
227 the department enters into grant agreements shall adopt the  
228 child welfare practice model, as periodically modified by the  
229 department, that is used by child protective investigators  
230 employed by the department.

231 (b) The sheriffs shall operate, at a minimum, in accordance  
232 with the performance standards and outcome measures established



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233 by the Legislature for protective investigations conducted by  
234 the department ~~of Children and Families~~.

235 1. All sheriffs shall operate in accord with the same  
236 federal performance standards and metrics that are imposed by  
237 federal law, regulation, or funding requirements on child  
238 protective investigators employed by the department.

239 2. Sheriffs of other counties with which the department  
240 enters into grant agreements under paragraph (a) shall operate  
241 in accordance with the same child welfare practice model  
242 principles used by, and same state performance standards and  
243 metrics that are imposed on, child protective investigators  
244 employed by the department.

245  
246 Each individual who provides these services must complete, at a  
247 minimum, the training provided to and required of protective  
248 investigators employed by the department ~~of Children and~~  
249 ~~Families~~.

250 (c) Funds for providing child protective investigations  
251 must be identified in the annual appropriation made to the  
252 department ~~of Children and Families~~, which shall award grants  
253 for the full amount identified to the respective sheriffs'  
254 offices. Notwithstanding ~~the provisions of~~ ss. 216.181(16) (b)  
255 and 216.351, the department ~~of Children and Families~~ may advance  
256 payments to the sheriffs for child protective investigations.  
257 Funds for the child protective investigations may not be  
258 integrated into the sheriffs' regular budgets. Budgetary data  
259 and other data relating to the performance of child protective  
260 investigations must be maintained separately from all other  
261 records of the sheriffs' offices and reported to the department

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262 ~~of Children and Families~~ as specified in the grant agreement.

263 (d) The department and all sheriffs providing child  
264 protective investigative services shall collaborate to monitor  
265 program performance on an ongoing basis. The department and each  
266 sheriff, or his or her designee, shall meet at least quarterly  
267 to collaborate on federal and state quality assurance and  
268 quality improvement initiatives.

269 (e) ~~(d)~~ The department shall conduct an annual evaluation of  
270 the program performance of all sheriffs providing child  
271 protective investigative services.

272 1. For the sheriffs of Pasco County, Manatee County,  
273 Broward County, and Pinellas County, the evaluation shall only  
274 be based on the same federal performance standards and metrics,  
275 and those state performance standards and metrics that are not  
276 specific to or based on the child welfare practice model, that  
277 are imposed on child protective investigators employed by the  
278 department.

279 2. For sheriffs of other counties with which the department  
280 enters into grant agreements under paragraph (a), this  
281 evaluation shall be based on the same child welfare practice  
282 model principles used by, and federal and state performance  
283 standards and metrics that are imposed on, child protective  
284 investigators employed by ~~criteria mutually agreed upon by the~~  
285 ~~respective sheriffs and the department of Children and Families.~~

286  
287 The program performance evaluation must be standardized  
288 statewide excepting state performance standards and metrics that  
289 are not specific to or based on the child welfare practice model  
290 not being applicable to certain sheriffs as provided in

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291 subparagraph (e)1. The department shall select random cases for  
292 evaluation. The program performance evaluation shall be  
293 conducted by a team of peer reviewers from the respective  
294 sheriffs' offices that perform child protective investigations  
295 and representatives from the department.

296 (f) The department of Children and Families shall produce  
297 submit an annual report regarding, at a minimum, quality  
298 performance quality, outcome-measure attainment, and cost  
299 efficiency of the services provided by all sheriffs providing  
300 child protective investigative services. The annual report shall  
301 include data and information on both the sheriffs' and the  
302 department's performance of protective investigations. The  
303 department shall submit the annual report to the President of  
304 the Senate, the Speaker of the House of Representatives, and to  
305 the Governor no later than November 1 ~~January 31~~ of each year  
306 the sheriffs are receiving general appropriations to provide  
307 child protective investigations.

308 Section 3. Section 402.402, Florida Statutes, is amended to  
309 read:

310 402.402 Child protection and child welfare personnel;  
311 attorneys employed by the department.-

312 (1) CHILD PROTECTIVE INVESTIGATION PROFESSIONAL STAFF  
313 REQUIREMENTS.-The department is responsible for recruitment of  
314 qualified professional staff to serve as child protective  
315 investigators and child protective investigation supervisors.  
316 The department shall make every effort to recruit and hire  
317 persons qualified by their education and experience to perform  
318 social work functions. The department's efforts shall be guided  
319 by the goal that ~~by July 1, 2019,~~ at least half of all child

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320 protective investigators and supervisors will have a bachelor's  
321 degree or a master's degree in social work from a college or  
322 university social work program accredited by the Council on  
323 Social Work Education. The department, in collaboration with the  
324 lead agencies, subcontracted provider organizations, the Florida  
325 Institute for Child Welfare created pursuant to s. 1004.615, and  
326 other partners in the child welfare system, shall develop a  
327 protocol for screening candidates for child protective positions  
328 which reflects the preferences specified in paragraphs (a)-(f).  
329 The following persons shall be given preference in the  
330 recruitment of qualified professional staff, but the preferences  
331 serve only as guidance and do not limit the department's  
332 discretion to select the best available candidates:

333 (a) Individuals with baccalaureate degrees in social work  
334 and child protective investigation supervisors with master's  
335 degrees in social work from a college or university social work  
336 program accredited by the Council on Social Work Education.

337 (b) Individuals with baccalaureate or master's degrees in  
338 psychology, sociology, counseling, special education, education,  
339 human development, child development, family development,  
340 marriage and family therapy, and nursing.

341 (c) Individuals with baccalaureate degrees who have a  
342 combination of directly relevant work and volunteer experience,  
343 preferably in a public service field related to children's  
344 services, demonstrating critical thinking skills, formal  
345 assessment processes, communication skills, problem solving, and  
346 empathy; a commitment to helping children and families; a  
347 capacity to work as part of a team; an interest in continuous  
348 development of skills and knowledge; and personal strength and

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349 resilience to manage competing demands and handle workplace  
350 stresses.

351 (2) SPECIALIZED TRAINING.—All child protective  
352 investigators and child protective investigation supervisors  
353 employed by the department or a sheriff's office must complete  
354 specialized training either focused on serving a specific  
355 population, including, but not limited to, medically fragile  
356 children, sexually exploited children, children under 3 years of  
357 age, or families with a history of domestic violence, mental  
358 illness, or substance abuse, or focused on performing certain  
359 aspects of child protection practice, including, but not limited  
360 to, investigation techniques and analysis of family dynamics.  
361 The specialized training may be used to fulfill continuing  
362 education requirements under s. 402.40(3)(e). Individuals ~~hired~~  
363 ~~before July 1, 2014, shall complete the specialized training by~~  
364 ~~June 30, 2016, and individuals~~ hired on or after July 1, 2014,  
365 shall complete the specialized training within 2 years after  
366 hire. An individual may receive specialized training in multiple  
367 areas.

368 (3) STAFF SUPPORT.—The department shall implement policies  
369 and programs that mitigate and prevent the impact of secondary  
370 traumatic stress and burnout among child protective  
371 investigations staff, including, but not limited to:

372 (a) Initiatives to encourage and inspire child protective  
373 investigations staff, including recognizing their achievements  
374 on a recognition wall within their unit.

375 (b) Formal procedures for providing support to child  
376 protective investigations staff after a critical incident such  
377 as a child fatality.

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378 (c) Initial training upon appointment to a supervisory  
379 position and annual continuing education for all supervisors on  
380 how to prevent secondary traumatic stress and burnout among the  
381 employees they supervise.

382 (d) Monitoring levels of secondary traumatic stress and  
383 burnout among individual employees and intervening as needed.  
384 The department shall closely monitor and respond to levels of  
385 secondary traumatic stress and burnout among employees during  
386 the first 2 years after hire.

387 (e) Ongoing training in self-care for all child protective  
388 investigations staff.

389  
390 Such programs may also include, but are not limited, to formal  
391 peer counseling and support programs.

392 (4)(3) REPORT.—By each October 1, the department shall  
393 submit a report on the educational qualifications, turnover,  
394 professional advancement, and working conditions of the child  
395 protective investigators and supervisors to the Governor, the  
396 President of the Senate, and the Speaker of the House of  
397 Representatives.

398 (5)(4) ATTORNEYS EMPLOYED BY OR CONTRACTING WITH THE  
399 DEPARTMENT TO HANDLE CHILD WELFARE CASES.—Attorneys hired or  
400 contracted with on or after July 1, 2014, whose primary  
401 responsibility is representing the department in child welfare  
402 cases shall, within the first 6 months of employment, receive  
403 training in:

404 (a) The dependency court process, including the attorney's  
405 role in preparing and reviewing documents prepared for  
406 dependency court for accuracy and completeness.†

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407 (b) Preparing and presenting child welfare cases, including  
408 at least 1 week shadowing an experienced children's legal  
409 services attorney preparing and presenting cases.~~†~~

410 (c) Safety assessment, safety decisionmaking tools, and  
411 safety plans.~~†~~

412 (d) Developing information presented by investigators and  
413 case managers to support decisionmaking in the best interest of  
414 children.~~†~~and

415 (e) The experiences and techniques of case managers and  
416 investigators, including shadowing an experienced child  
417 protective investigator and an experienced case manager for at  
418 least 8 hours.

419 Section 4. Section 402.715, Florida Statutes, is created to  
420 read:

421 402.715 Office of Quality.-Subject to an appropriation, the  
422 department shall establish a department-wide Office of Quality  
423 to ensure that the department and its contracted service  
424 providers achieve high levels of performance. Duties of the  
425 office include, but are not limited to:

426 (1) Identifying performance standards and metrics for the  
427 department and all contracted service providers, including, but  
428 not limited to, law enforcement agencies, managing entities,  
429 community-based care lead agencies, and attorney services. Such  
430 performance standards and metrics shall be reflected in the  
431 strategic plan required under s. 20.19(1). Performance standards  
432 and metrics for the child welfare system shall, at a minimum,  
433 incorporate measures used in the results-oriented accountability  
434 system under s. 409.997.

435 (2) Strengthening the department's data and analytic

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436 capabilities to identify systemic strengths and deficiencies.

437 (3) Recommending, in consultation with the relevant program  
438 office, initiatives to correct programmatic and systemic  
439 deficiencies.

440 (4) Engaging and collaborating with contractors,  
441 stakeholders, and other relevant entities to improve quality,  
442 efficiency, and effectiveness of department programs and  
443 services.

444 (5) Reporting systemic or persistent failures to meet  
445 performance standards and recommending corrective action to the  
446 secretary.

447 Section 5. Section 402.7305, Florida Statutes, is amended  
448 to read:

449 402.7305 Department of Children and Families; procurement  
450 of contractual services; contract management.—

451 (1) DEFINITIONS.—As used in this section, the term:

452 (a) "Contract manager" means the department employee who is  
453 responsible for enforcing the compliance with administrative and  
454 programmatic terms and conditions of a contract. The contract  
455 manager is the primary point of contact through which all  
456 contracting information flows between the department and the  
457 contractor. The contract manager is responsible for day-to-day  
458 contract oversight, including approval of contract deliverables  
459 and invoices. All actions related to the contract shall be  
460 initiated by or coordinated with the contract manager. The  
461 contract manager maintains the official contract files.

462 (b) "Contract monitor" means the department employee who is  
463 responsible for observing, recording, and reporting to the  
464 contract manager and other designated entities the information



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465 necessary to assist the contract manager and program management  
466 in determining whether the contractor is in compliance with the  
467 administrative and programmatic terms and conditions of the  
468 contract.

469 (c) "Department" means the Department of Children and  
470 Families.

471 (d) "Outsourcing" means the process of contracting with an  
472 external service provider to provide a service, in whole or in  
473 part, while the department retains the responsibility and  
474 accountability for the service.

475 (2) PROCUREMENT OF COMMODITIES AND CONTRACTUAL SERVICES.—

476 (a) Notwithstanding s. 287.057(3)(e)12., if the department  
477 intends to contract with a public postsecondary institution to  
478 provide a service, the department must allow all public  
479 postsecondary institutions in this state that are accredited by  
480 the Southern Association of Colleges and Schools to bid on the  
481 contract. Thereafter, notwithstanding any other provision of  
482 law, if a public postsecondary institution intends to  
483 subcontract for any service awarded in the contract, the  
484 subcontracted service must be procured by competitive  
485 procedures.

486 (b) When it is in the best interest of a defined segment of  
487 its consumer population, the department may competitively  
488 procure and contract for systems of treatment or service that  
489 involve multiple providers, rather than procuring and  
490 contracting for treatment or services separately from each  
491 participating provider. The department must ensure that all  
492 providers that participate in the treatment or service system  
493 meet all applicable statutory, regulatory, service quality, and

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494 cost control requirements. If other governmental entities or  
495 units of special purpose government contribute matching funds to  
496 the support of a given system of treatment or service, the  
497 department shall formally request information from those funding  
498 entities in the procurement process and may take the information  
499 received into account in the selection process. If a local  
500 government contributes matching funds to support the system of  
501 treatment or contracted service and if the match constitutes at  
502 least 25 percent of the value of the contract, the department  
503 shall afford the governmental match contributor an opportunity  
504 to name an employee as one of the persons required by s.  
505 287.057(16) to evaluate or negotiate certain contracts, unless  
506 the department sets forth in writing the reason why the  
507 inclusion would be contrary to the best interest of the state.  
508 Any employee so named by the governmental match contributor  
509 shall qualify as one of the persons required by s. 287.057(16).  
510 A governmental entity or unit of special purpose government may  
511 not name an employee as one of the persons required by s.  
512 287.057(16) if it, or any of its political subdivisions,  
513 executive agencies, or special districts, intends to compete for  
514 the contract to be awarded. The governmental funding entity or  
515 contributor of matching funds must comply with all procurement  
516 procedures set forth in s. 287.057 when appropriate and  
517 required.

518 (c) The department may procure and contract for or provide  
519 assessment and case management services independently from  
520 treatment services.

521 (3) CONTRACT MANAGEMENT REQUIREMENTS AND PROCESS.—The  
522 Department of Children and Families shall review the time period

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523 for which the department executes contracts and shall execute  
524 multiyear contracts to make the most efficient use of the  
525 resources devoted to contract processing and execution. Whenever  
526 the department chooses not to use a multiyear contract, a  
527 justification for that decision must be contained in the  
528 contract. Notwithstanding s. 287.057(14), the department is  
529 responsible for establishing a contract management process that  
530 requires a member of the department's Senior Management or  
531 Selected Exempt Service to assign in writing the responsibility  
532 of a contract to a contract manager. The department shall  
533 maintain a set of procedures describing its contract management  
534 process which must minimally include the following requirements:

535 (a) The contract manager shall maintain the official  
536 contract file throughout the duration of the contract and for a  
537 period not less than 6 years after the termination of the  
538 contract.

539 (b) The contract manager shall review all invoices for  
540 compliance with the criteria and payment schedule provided for  
541 in the contract and shall approve payment of all invoices before  
542 their transmission to the Department of Financial Services for  
543 payment.

544 (c) The contract manager shall maintain a schedule of  
545 payments and total amounts disbursed and shall periodically  
546 reconcile the records with the state's official accounting  
547 records.

548 (d) For contracts involving the provision of direct client  
549 services, the contract manager shall periodically visit the  
550 physical location where the services are delivered and speak  
551 directly to clients receiving the services and the staff

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552 responsible for delivering the services.

553 (e) The contract manager shall meet at least once a month  
554 directly with the contractor's representative and maintain  
555 records of such meetings.

556 (f) The contract manager shall periodically document any  
557 differences between the required performance measures and the  
558 actual performance measures. If a contractor fails to meet and  
559 comply with the performance measures established in the  
560 contract, the department may allow a reasonable period for the  
561 contractor to correct performance deficiencies. If performance  
562 deficiencies are not resolved to the satisfaction of the  
563 department within the prescribed time, and if no extenuating  
564 circumstances can be documented by the contractor to the  
565 department's satisfaction, the department must terminate the  
566 contract. The department may not enter into a new contract with  
567 that same contractor for the services for which the contract was  
568 previously terminated for a period of at least 24 months after  
569 the date of termination. The contract manager shall obtain and  
570 enforce corrective action plans, if appropriate, and maintain  
571 records regarding the completion or failure to complete  
572 corrective action items.

573 (g) The contract manager shall document any contract  
574 modifications, which shall include recording any contract  
575 amendments as provided for in this section.

576 (h) The contract manager shall be properly trained before  
577 being assigned responsibility for any contract.

578 (4) CONTRACT MONITORING REQUIREMENTS AND PROCESS.—The  
579 department shall establish contract monitoring units staffed by  
580 career service employees who report to a member of the Selected

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581 Exempt Service or Senior Management Service and who have been  
582 properly trained to perform contract monitoring. At least one  
583 member of the contract monitoring unit must possess specific  
584 knowledge and experience in the contract's program area. The  
585 department shall establish a contract monitoring process that  
586 includes, but is not limited to, the following requirements:

587 (a) Performing a risk assessment at the start of each  
588 fiscal year and preparing an annual contract monitoring schedule  
589 that considers the level of risk assigned. The department may  
590 monitor any contract at any time regardless of whether such  
591 monitoring was originally included in the annual contract  
592 monitoring schedule.

593 (b) Preparing a contract monitoring plan, including  
594 sampling procedures, before performing onsite monitoring at  
595 external locations of a service provider. The plan must include  
596 a description of the programmatic, fiscal, and administrative  
597 components that will be monitored on site. If appropriate,  
598 clinical and therapeutic components may be included.

599 (c) Conducting analyses of the performance and compliance  
600 of an external service provider by means of desk reviews if the  
601 external service provider will not be monitored on site during a  
602 fiscal year.

603 (d) Unless the department sets forth in writing the need  
604 for an extension, providing a written report presenting the  
605 results of the monitoring within 30 days after the completion of  
606 the onsite monitoring or desk review.

607 (e) Developing and maintaining a set of procedures  
608 describing the contract monitoring process.

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610 ~~Notwithstanding any other provision of this section, the~~  
611 ~~department shall limit monitoring of a child-caring or child-~~  
612 ~~placing services provider under this subsection to only once per~~  
613 ~~year. Such monitoring may not duplicate administrative~~  
614 ~~monitoring that is included in the survey of a child welfare~~  
615 ~~provider conducted by a national accreditation organization~~  
616 ~~specified under s. 402.7306(1).~~

617 Section 6. Paragraph (1) is added to subsection (1) of  
618 section 409.988, Florida Statutes, to read:

619 409.988 Lead agency duties; general provisions.—

620 (1) DUTIES.—A lead agency:

621 (1) Shall identify an employee to serve as a liaison with  
622 the community alliance and community-based and faith-based  
623 organizations interested in collaborating with the lead agency  
624 or offering services or other assistance on a volunteer basis to  
625 the children and families served by the lead agency. The lead  
626 agency shall ensure that appropriate lead agency staff and  
627 subcontractors, including, but not limited to, case managers,  
628 are informed of the specific services or assistance available  
629 from community-based and faith-based organizations.

630 Section 7. Section 409.996, Florida Statutes, is amended to  
631 read:

632 409.996 Duties of the Department of Children and Families.—  
633 The department shall contract for the delivery, administration,  
634 or management of care for children in the child protection and  
635 child welfare system. In doing so, the department retains  
636 responsibility for the quality of contracted services and  
637 programs and shall ensure that, at a minimum, services are  
638 delivered in accordance with applicable federal and state

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639 statutes and regulations and the performance standards and  
640 metrics specified in the strategic plan created under s.  
641 20.19(1).

642 (1) The department shall enter into contracts with lead  
643 agencies for the performance of the duties by the lead agencies  
644 established in ~~pursuant to~~ s. 409.988. At a minimum, the  
645 contracts must:

646 (a) Provide for the services needed to accomplish the  
647 duties established in s. 409.988 and provide information to the  
648 department which is necessary to meet the requirements for a  
649 quality assurance program under ~~pursuant to~~ subsection (19) ~~(18)~~  
650 and the child welfare results-oriented accountability system  
651 under ~~pursuant to~~ s. 409.997.

652 (b) Provide for tiered interventions and graduated  
653 penalties for failure to comply with contract terms or in the  
654 event of performance deficiencies. Such interventions and  
655 penalties shall may include, but are not limited to:

656 1. financial penalties, Enhanced monitoring and reporting.~~7~~

657 2. Corrective action plans.~~7~~ and

658 3. Requirements to accept technical assistance and  
659 consultation from the department under subsection (4).

660 4. Financial penalties, which shall require a lead agency  
661 to reallocate funds from administrative costs to direct care for  
662 children.

663 5. Early termination of contracts, as provided in s.  
664 402.1705(3)(f) ~~or other appropriate action to ensure contract~~  
665 ~~compliance. The financial penalties shall require a lead agency~~  
666 ~~to reallocate funds from administrative costs to direct care for~~  
667 ~~children.~~

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668 (c) Ensure that the lead agency shall furnish current and  
669 accurate information on its activities in all cases in client  
670 case records in the state's statewide automated child welfare  
671 information system.

672 (d) Specify the procedures to be used by the parties to  
673 resolve differences in interpreting the contract or to resolve  
674 disputes as to the adequacy of the parties' compliance with  
675 their respective obligations under the contract.

676 (2) The department must adopt written policies and  
677 procedures for monitoring the contract for delivery of services  
678 by lead agencies which must be posted on the department's  
679 website. These policies and procedures must, at a minimum,  
680 address the evaluation of fiscal accountability and program  
681 operations, including provider achievement of performance  
682 standards, provider monitoring of subcontractors, and timely  
683 followup of corrective actions for significant monitoring  
684 findings related to providers and subcontractors. These policies  
685 and procedures must also include provisions for reducing the  
686 duplication of the department's program monitoring activities  
687 both internally and with other agencies, to the extent possible.  
688 The department's written procedures must ensure that the written  
689 findings, conclusions, and recommendations from monitoring the  
690 contract for services of lead agencies are communicated to the  
691 director of the provider agency and the community alliance as  
692 expeditiously as possible.

693 (3) The department shall receive federal and state funds as  
694 appropriated for the operation of the child welfare system,  
695 transmit these funds to the lead agencies as agreed to in the  
696 contract, and provide information on its website of the



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697 distribution of the federal funds. The department retains  
698 responsibility for the appropriate spending of these funds. The  
699 department shall monitor lead agencies to assess compliance with  
700 the financial guidelines established under ~~pursuant to~~ s.  
701 409.992 and other applicable state and federal laws.

702 (4) The department may ~~shall~~ provide technical assistance  
703 and consultation to lead agencies as necessary for the  
704 achievement of performance standards, including, but not limited  
705 to, providing additional resources to assist the lead agencies  
706 to implement best practices or institute operational  
707 efficiencies in the provision of care to children in the child  
708 protection and child welfare system.

709 (5) The department retains the responsibility for the  
710 review, approval or denial, and issuances of all foster home  
711 licenses.

712 (6) The department shall process all applications submitted  
713 by lead agencies for the Interstate Compact on the Placement of  
714 Children and the Interstate Compact on Adoption and Medical  
715 Assistance.

716 (7) The department shall assist lead agencies with access  
717 to and coordination with other service programs within the  
718 department.

719 (8) The department shall determine Medicaid eligibility for  
720 all referred children and shall coordinate services with the  
721 Agency for Health Care Administration.

722 (9) The department shall develop, in cooperation with the  
723 lead agencies, a third-party credentialing entity approved under  
724 ~~pursuant to~~ s. 402.40(3), and the Florida Institute for Child  
725 Welfare established under ~~pursuant to~~ s. 1004.615, a

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726 standardized competency-based curriculum for certification  
727 training for child protection staff.

728 (10) The department shall maintain the statewide adoptions  
729 website and provide information and training to the lead  
730 agencies relating to the website.

731 (11) The department shall provide training and assistance  
732 to lead agencies regarding the responsibility of lead agencies  
733 relating to children receiving supplemental security income,  
734 social security, railroad retirement, or veterans' benefits.

735 (12) With the assistance of a lead agency, the department  
736 shall develop and implement statewide and local interagency  
737 agreements needed to coordinate services for children and  
738 parents involved in the child welfare system who are also  
739 involved with the Agency for Persons with Disabilities, the  
740 Department of Juvenile Justice, the Department of Education, the  
741 Department of Health, and other governmental organizations that  
742 share responsibilities for children or parents in the child  
743 welfare system.

744 (13) With the assistance of a lead agency, the department  
745 shall develop and implement a working agreement between the lead  
746 agency and the substance abuse and mental health managing entity  
747 to integrate services and supports for children and parents  
748 serviced in the child welfare system.

749 (14) The department shall work with the Agency for Health  
750 Care Administration to provide each Medicaid-eligible child with  
751 early and periodic screening, diagnosis, and treatment,  
752 including 72-hour screening, periodic child health checkups, and  
753 prescribed followup for ordered services, including, but not  
754 limited to, medical, dental, and vision care.

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755 (15) The department shall assist lead agencies in  
756 developing an array of services in compliance with the Title IV-  
757 E waiver and shall monitor the provision of such services.

758 (16) The department shall provide a mechanism to allow lead  
759 agencies to request a waiver of department policies and  
760 procedures that create inefficiencies or inhibit the performance  
761 of the lead agency's duties.

762 (17) The department may ~~shall~~ directly ~~or through contract~~  
763 provide attorneys to prepare and present cases in dependency  
764 court and shall ensure that the court is provided with adequate  
765 information for informed decisionmaking in dependency cases,  
766 including, at a minimum, a face sheet for each case which lists  
767 the names and contact information for any child protective  
768 investigator, child protective investigation supervisor, case  
769 manager, and case manager supervisor, and the regional  
770 department official responsible for the lead agency contract.  
771 The department shall provide to the court the case information  
772 and recommendations provided by the lead agency or  
773 subcontractor. ~~For the Sixth Judicial Circuit, the department~~  
774 ~~shall contract with the state attorney for the provision of~~  
775 ~~these services.~~

776 (18) (a) The department may contract for the provision of  
777 children's legal services to prepare and present cases in  
778 dependency court. The contracted attorneys shall ensure that the  
779 court is provided with adequate information for informed  
780 decisionmaking in dependency cases, including, at a minimum, a  
781 face sheet for each case which lists the names and contact  
782 information for any child protective investigator, child  
783 protective investigator supervisor, and the regional department

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784 official responsible for the lead agency contract. The  
785 contracted attorneys shall provide to the court the case  
786 information and recommendations provided by the lead agency or  
787 subcontractor. For the Sixth Judicial Circuit, the department  
788 shall contract with the state attorney for the provision of  
789 these services.

790 (b) The contracted attorneys shall adopt the child welfare  
791 practice model, as periodically updated by the department, that  
792 is used by attorneys employed by the department. The contracted  
793 attorneys shall operate in accordance with the same federal and  
794 state performance standards and metrics imposed on children's  
795 legal services attorneys employed by the department.

796 (c) The department and contracted attorneys providing  
797 children's legal services shall collaborate to monitor program  
798 performance on an ongoing basis. The department and contracted  
799 attorneys, or a representative from such contracted attorneys'  
800 offices, shall meet at least quarterly to collaborate on federal  
801 and state quality assurance and quality improvement initiatives.

802 (d) The department shall conduct an annual program  
803 performance evaluation which shall be based on the same child  
804 welfare practice model principles and federal and state  
805 performance standards that are imposed on children's legal  
806 services attorneys employed by the department. The program  
807 performance evaluation must be standardized statewide and the  
808 department shall select random cases for evaluation. The program  
809 performance evaluation shall be conducted by a team of peer  
810 reviewers from the respective contracted attorneys' offices that  
811 perform children's legal services and representatives from the  
812 department.

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813 (e) The department shall publish an annual report  
814 regarding, at a minimum, performance quality, outcome-measure  
815 attainment, and cost efficiency of the services provided by the  
816 contracted attorneys. The annual report must include data and  
817 information on the performance of both the contracted attorneys  
818 and the department's attorneys. The department shall submit the  
819 annual report to the Governor, the President of the Senate, and  
820 the Speaker of the House of Representatives no later than  
821 November 1 of each year that the contracted attorneys are  
822 receiving appropriations to provide children's legal services  
823 for the department.

824 (19)~~(18)~~ The department, in consultation with lead  
825 agencies, shall establish a quality assurance program for  
826 contracted services to dependent children. The quality assurance  
827 program shall, at a minimum, be based on standards established  
828 by federal and state law, ~~and~~ national accrediting  
829 organizations, and the Office of Quality established under s.  
830 402.715, and must be consistent with the child welfare results-  
831 oriented accountability system required by s. 409.997.

832 (a) The department must evaluate each lead agency under  
833 contract at least annually. These evaluations shall cover the  
834 programmatic, operational, and fiscal operations of the lead  
835 agency ~~and must be consistent with the child welfare results-~~  
836 ~~oriented accountability system required by s. 409.997.~~ The  
837 department must consult with dependency judges in the circuit or  
838 circuits served by the lead agency on the performance of the  
839 lead agency.

840 (b) The department and each lead agency shall monitor out-  
841 of-home placements, including the extent to which sibling groups

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842 are placed together or provisions to provide visitation and  
843 other contacts if siblings are separated. The data shall  
844 identify reasons for sibling separation. Information related to  
845 sibling placement shall be incorporated into the results-  
846 oriented accountability system required under ~~pursuant to~~ s.  
847 409.997 and into the evaluation of the outcome specified in s.  
848 409.986(2) (e). The information related to sibling placement  
849 shall also be made available to the institute established under  
850 ~~pursuant~~ s. 1004.615 for use in assessing the performance of  
851 child welfare services in relation to the outcome specified in  
852 s. 409.986(2) (e).

853 (c) The department shall, to the extent possible, use  
854 independent financial audits provided by the lead agency to  
855 eliminate or reduce the ongoing contract and administrative  
856 reviews conducted by the department. If the department  
857 determines that such independent financial audits are  
858 inadequate, other audits, as necessary, may be conducted by the  
859 department. This paragraph does not abrogate the requirements of  
860 s. 215.97.

861 (d) The department may suggest additional items to be  
862 included in such independent financial audits to meet the  
863 department's needs.

864 (e) The department may outsource programmatic,  
865 administrative, or fiscal monitoring oversight of lead agencies.

866 (f) A lead agency must assure that all subcontractors are  
867 subject to the same quality assurance activities as the lead  
868 agency.

869 (20) ~~(19)~~ The department and its attorneys, including  
870 contracted attorneys, have the responsibility to ensure that the

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871 court is fully informed about issues before it, to make  
872 recommendations to the court, and to present competent evidence,  
873 including testimony by the department's employees, contractors,  
874 and subcontractors, as well as other individuals, to support all  
875 recommendations made to the court. The department's attorneys  
876 shall coordinate lead agency or subcontractor staff to ensure  
877 that dependency cases are presented appropriately to the court,  
878 giving consideration to the information developed by the case  
879 manager and direction to the case manager if more information is  
880 needed.

881 (21)~~(20)~~ The department, in consultation with lead  
882 agencies, shall develop a dispute resolution process so that  
883 disagreements between legal staff, investigators, and case  
884 management staff can be resolved in the best interest of the  
885 child in question before court appearances regarding that child.

886 (22)~~(21)~~ The department shall periodically, and before  
887 procuring a lead agency, solicit comments and recommendations  
888 from the community alliance established in s. 20.19(5), any  
889 other community groups, or public hearings. The recommendations  
890 must include, but are not limited to:

891 (a) The current and past performance of a lead agency.

892 (b) The relationship between a lead agency and its  
893 community partners.

894 (c) Any local conditions or service needs in child  
895 protection and child welfare.

896 (23)~~(22)~~ The department shall develop, in collaboration  
897 with the Florida Institute for Child Welfare, lead agencies,  
898 service providers, current and former foster children placed in  
899 residential group care, and other community stakeholders, a

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900 statewide accountability system for residential group care  
901 providers based on measureable quality standards.

902 (a) The accountability system must:

903 1. Promote high quality in services and accommodations,  
904 differentiating between shift and family-style models and  
905 programs and services for children with specialized or  
906 extraordinary needs, such as pregnant teens and children with  
907 Department of Juvenile Justice involvement.

908 2. Include a quality measurement system with domains and  
909 clearly defined levels of quality. The system must measure the  
910 level of quality for each domain, using criteria that  
911 residential group care providers must meet in order to achieve  
912 each level of quality. Domains may include, but are not limited  
913 to, admissions, service planning, treatment planning, living  
914 environment, and program and service requirements. The system  
915 may also consider outcomes 6 months and 12 months after a child  
916 leaves the provider's care. However, the system may not assign a  
917 single summary rating to residential group care providers.

918 3. Consider the level of availability of trauma-informed  
919 care and mental health and physical health services, providers'  
920 engagement with the schools children in their care attend, and  
921 opportunities for children's involvement in extracurricular  
922 activities.

923 (b) After development and implementation of the  
924 accountability system in accordance with paragraph (a), the  
925 department and each lead agency shall use the information from  
926 the accountability system to promote enhanced quality in  
927 residential group care within their respective areas of  
928 responsibility. Such promotion may include, but is not limited



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929 to, the use of incentives and ongoing contract monitoring  
930 efforts.

931 (c) The department shall submit a report to the Governor,  
932 the President of the Senate, and the Speaker of the House of  
933 Representatives by October 1 of each year, ~~with the first report~~  
934 ~~due October 1, 2017~~. The report must, at a minimum, include an  
935 update on the development of a statewide accountability system  
936 for residential group care providers and a plan for department  
937 oversight and implementation of the statewide accountability  
938 system. After implementation of the statewide accountability  
939 system, the report must also include a description of the  
940 system, including measures and any tools developed, a  
941 description of how the information is being used by the  
942 department and lead agencies, an assessment of placement of  
943 children in residential group care using data from the  
944 accountability system measures, and recommendations to further  
945 improve quality in residential group care.

946 (d) The accountability system must be implemented by July  
947 1, 2022.

948 (e) Nothing in this subsection impairs the department's  
949 licensure authority under s. 409.175.

950 (f) The department may adopt rules to administer this  
951 subsection.

952 (24) In collaboration with lead agencies, service  
953 providers, and other community stakeholders, the department  
954 shall develop a statewide accountability system based on  
955 measurable quality standards. The accountability system must be  
956 implemented by July 1, 2021.

957 (a) The accountability system must:

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958 1. Assess the overall health of the child welfare system,  
959 by circuit, using grading criteria established by the  
960 department.

961 2. Include a quality measurement system with domains and  
962 clearly defined levels of quality. The system must measure the  
963 performance standards for child protective investigators, lead  
964 agencies, and children's legal services throughout the system of  
965 care, using criteria established by the department, and, at a  
966 minimum, address applicable federal- and state-mandated metrics.

967 3. Align with the principles of the results-oriented  
968 accountability program established under s. 409.997.

969 (b) After the development and implementation of the  
970 accountability system under this subsection, the department and  
971 each lead agency shall use the information from the  
972 accountability system to promote enhanced quality service  
973 delivery within their respective areas of responsibility.

974 (c) By December 1 of each year, the department shall submit  
975 a report on the overall health of the child welfare system to  
976 the Governor, the President of the Senate, and the Speaker of  
977 the House of Representatives.

978 (d) The department may adopt rules to implement this  
979 subsection.

980 (25) Subject to an appropriation, for the 2020-2021 and  
981 2021-2022 fiscal years, the department shall implement a pilot  
982 project in the Sixth and Thirteenth Judicial Circuits,  
983 respectively, aimed at improving child welfare outcomes.

984 (a) In implementing the pilot projects, the department  
985 shall establish performance metrics and performance standards to  
986 assess improvements in safety, permanency, and the well-being of

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987 children in the local system of care for the lead agencies in  
988 those judicial circuits. Such metrics and standards must be  
989 aligned with indicators used in the most recent federal Child  
990 and Family Services Reviews.

991 (b) The lead agencies in the Sixth and Thirteenth Judicial  
992 Circuits shall provide performance data to the department each  
993 quarter. The department shall review the data for accuracy and  
994 completeness and then shall compare the actual performance of  
995 the lead agencies to the established performance metrics and  
996 standards. Each lead agency that exceeds performance metrics and  
997 standards is eligible for incentive funding.

998 (c) For the first quarter of each fiscal year, the  
999 department may advance incentive funding to the lead agencies in  
1000 an amount equal to one quarter of the total allocated to the  
1001 pilot project. After each quarter, the department shall assess  
1002 the performance of the lead agencies for that quarter and adjust  
1003 the subsequent quarter's incentive funding based on its actual  
1004 prior quarter performance.

1005 (d) The department shall include the results of the pilot  
1006 projects in the report required in subsection (24) of this  
1007 section. The report must include the department's findings and  
1008 recommendations relating to the pilot projects.

1009 (e) This subsection expires July 1, 2022.

1010 ~~(23) (a) The department, in collaboration with the Florida~~  
1011 ~~Institute for Child Welfare, shall convene a workgroup on foster~~  
1012 ~~home quality. The workgroup, at a minimum, shall identify~~  
1013 ~~measures of foster home quality, review current efforts by lead~~  
1014 ~~agencies and subcontractors to enhance foster home quality,~~  
1015 ~~identify barriers to the greater availability of high quality~~

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1016 ~~foster homes, and recommend additional strategies for assessing~~  
1017 ~~the quality of foster homes and increasing the availability of~~  
1018 ~~high-quality foster homes.~~

1019 ~~(b) The workgroup shall include representatives from the~~  
1020 ~~department, the Florida Institute for Child Welfare, foster~~  
1021 ~~parents, current and former foster children, foster parent~~  
1022 ~~organizations, lead agencies, child-placing agencies, other~~  
1023 ~~service providers, and others as determined by the department.~~

1024 ~~(c) The Florida Institute for Child Welfare shall provide~~  
1025 ~~the workgroup with relevant research on, at a minimum, measures~~  
1026 ~~of quality of foster homes; evidence-supported strategies to~~  
1027 ~~increase the availability of high-quality foster homes, such as~~  
1028 ~~those regarding recruitment, screening, training, retention, and~~  
1029 ~~child placement; descriptions and results of quality improvement~~  
1030 ~~efforts in other jurisdictions; and the root causes of placement~~  
1031 ~~disruption.~~

1032 ~~(d) The department shall submit a report to the Governor,~~  
1033 ~~the President of the Senate, and the Speaker of the House of~~  
1034 ~~Representatives by November 15, 2017. The report shall, at a~~  
1035 ~~minimum:~~

1036 ~~1. Describe the important dimensions of quality for foster~~  
1037 ~~homes;~~

1038 ~~2. Describe the foster home quality enhancement efforts in~~  
1039 ~~the state, including, but not limited to, recruitment,~~  
1040 ~~retention, placement procedures, systems change, and quality~~  
1041 ~~measurement programs, and any positive or negative results;~~

1042 ~~3. Identify barriers to the greater availability of high-~~  
1043 ~~quality foster homes;~~

1044 ~~4. Discuss available research regarding high-quality foster~~

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1045 homes; and

1046 ~~5. Present a plan for developing and implementing~~  
1047 ~~strategies to increase the availability of high-quality foster~~  
1048 ~~homes. The strategies shall address important elements of~~  
1049 ~~quality, be based on available research, include both~~  
1050 ~~qualitative and quantitative measures of quality, integrate with~~  
1051 ~~the community-based care model, and be respectful of the privacy~~  
1052 ~~and needs of foster parents. The plan shall recommend possible~~  
1053 ~~instruments and measures and identify any changes to general law~~  
1054 ~~or rule necessary for implementation.~~

1055 Section 8. Subsections (2) and (3) of section 409.997,  
1056 Florida Statutes, are amended to read:

1057 409.997 Child welfare results-oriented accountability  
1058 program.—

1059 (2) The purpose of the results-oriented accountability  
1060 program is to monitor and measure the use of resources, the  
1061 quality and amount of services provided, and child and family  
1062 outcomes. The program includes data analysis, research review,  
1063 and evaluation. The program shall produce an assessment of  
1064 individual entities' performance, as well as the performance of  
1065 groups of entities working together on a local, judicial  
1066 circuit, regional, and statewide basis to provide an integrated  
1067 system of care. Data analyzed and communicated through the  
1068 accountability program shall inform the department's development  
1069 and maintenance of an inclusive, interactive, and evidence-  
1070 supported program of quality improvement which promotes  
1071 individual skill building as well as organizational learning.  
1072 The department may use ~~Additionally, outcome~~ data generated by  
1073 the program regarding performance drivers, process improvements,

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1074 short-term and long-term outcomes, and quality improvement  
1075 efforts to determine contract compliance and ~~may be used~~ as the  
1076 basis for payment of performance incentives if funds for such  
1077 payments are made available through the General Appropriations  
1078 Act. The information compiled and utilized in the accountability  
1079 program must incorporate, at a minimum:

1080 (a) Valid and reliable outcome measures for each of the  
1081 goals specified in this subsection. The outcome data set must  
1082 consist of a limited number of understandable measures using  
1083 available data to quantify outcomes as children move through the  
1084 system of care. Such measures may aggregate multiple variables  
1085 that affect the overall achievement of the outcome goals. Valid  
1086 and reliable measures must be based on adequate sample sizes, be  
1087 gathered over suitable time periods, and reflect authentic  
1088 rather than spurious results, and may not be susceptible to  
1089 manipulation.

1090 (b) Regular and periodic monitoring activities that track  
1091 the identified outcome measures on a statewide, regional, and  
1092 provider-specific basis. Monitoring reports must identify trends  
1093 and chart progress toward achievement of the goals specified in  
1094 this subsection. The accountability program may not rank or  
1095 compare performance among community-based care regions unless  
1096 adequate and specific adjustments are adopted which account for  
1097 the diversity in regions' demographics, resources, and other  
1098 relevant characteristics. The requirements of the monitoring  
1099 program may be incorporated into the department's quality  
1100 assurance and contract management programs ~~program~~.

1101 (c) An analytical framework that builds on the results of  
1102 the outcomes monitoring procedures and assesses the statistical

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1103 validity of observed associations between child welfare  
1104 interventions and the measured outcomes. The analysis must use  
1105 quantitative methods to adjust for variations in demographic or  
1106 other conditions. The analysis must include longitudinal studies  
1107 to evaluate longer term outcomes, such as continued safety,  
1108 family permanence, and transition to self-sufficiency. The  
1109 analysis may also include qualitative research methods to  
1110 provide insight into statistical patterns.

1111 (d) A program of research review to identify interventions  
1112 that are supported by evidence as causally linked to improved  
1113 outcomes.

1114 (e) An ongoing process of evaluation to determine the  
1115 efficacy and effectiveness of various interventions. Efficacy  
1116 evaluation is intended to determine the validity of a causal  
1117 relationship between an intervention and an outcome.  
1118 Effectiveness evaluation is intended to determine the extent to  
1119 which the results can be generalized.

1120 (f) Procedures for making the results of the accountability  
1121 program transparent for all parties involved in the child  
1122 welfare system as well as policymakers and the public, which  
1123 shall be updated at least quarterly and published on the  
1124 department's website in a manner that allows custom searches of  
1125 the performance data. The presentation of the data shall provide  
1126 a comprehensible, visual report card for the state and each  
1127 community-based care region, indicating the current status of  
1128 the outcomes relative to each goal and trends in that status  
1129 over time. The presentation shall identify and report outcome  
1130 measures that assess the performance of the department, the  
1131 community-based care lead agencies, and their subcontractors

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1132 working together to provide an integrated system of care.

1133 (g) An annual performance report that is provided to  
1134 interested parties including the dependency judge or judges in  
1135 the community-based care service area. The report shall be  
1136 submitted to the Governor, the President of the Senate, and the  
1137 Speaker of the House of Representatives by October 1 of each  
1138 year.

1139 ~~(3) The department shall establish a technical advisory~~  
1140 ~~panel consisting of representatives from the Florida Institute~~  
1141 ~~for Child Welfare established pursuant to s. 1004.615, lead~~  
1142 ~~agencies, community-based care providers, other contract~~  
1143 ~~providers, community alliances, and family representatives. The~~  
1144 ~~President of the Senate and the Speaker of the House of~~  
1145 ~~Representatives shall each appoint a member to serve as a~~  
1146 ~~legislative liaison to the panel. The technical advisory panel~~  
1147 ~~shall advise the department on the implementation of the~~  
1148 ~~results-oriented accountability program.~~

1149 Section 9. Present subsections (6) and (7) of section  
1150 1004.615, Florida Statutes, are renumbered as subsections (9)  
1151 and (10), respectively, and new subsections (6) and (7) and  
1152 subsection (8) are added to that section, to read:

1153 1004.615 Florida Institute for Child Welfare.—

1154 (6) The institute and the Florida State University College  
1155 of Social Work shall design and implement a curriculum that  
1156 enhances knowledge and skills for the child welfare practice.  
1157 The institute and the college shall create the curriculum using  
1158 interactive and interdisciplinary approaches and include  
1159 opportunities for students to gain an understanding of real-  
1160 world child welfare cases. The institute shall disseminate the



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1161 curriculum to other interested state universities and colleges  
1162 and provide implementation support. The institute shall contract  
1163 with a person or entity of its choosing, by November 1, 2020, to  
1164 evaluate the curriculum and make recommendations for  
1165 improvement. The college shall implement the curriculum during  
1166 the 2021-2022 school year. This subsection is subject to an  
1167 appropriation.

1168 (7) The institute, in collaboration with the department,  
1169 community-based care lead agencies, providers of case management  
1170 services, and other child welfare stakeholders, shall design and  
1171 implement a career-long professional development curriculum for  
1172 child welfare professionals at all levels and from all  
1173 disciplines. The professional development curriculum must  
1174 enhance the performance of the current child welfare workforce,  
1175 address issues related to retention, complement the social work  
1176 curriculum, and be developed using social work principles. The  
1177 professional development curriculum shall provide career-long  
1178 coaching, training, certification, and mentorship. The institute  
1179 must provide the professional support on a continuous basis  
1180 through online and in-person services. The professional  
1181 development curriculum must be available by July 1, 2021. This  
1182 subsection is subject to an appropriation.

1183 (8) The institute shall establish a consulting program for  
1184 child welfare organizations to enhance workforce culture,  
1185 supervision, and related management processes to improve  
1186 retention, effectiveness, and overall well-being of staff to  
1187 support improved child welfare outcomes. The institute shall  
1188 select child welfare organizations through a competitive  
1189 application process and provide ongoing analysis,

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1190 recommendations, and support from a team of experts on a long-  
1191 term basis to address systemic and operational workforce  
1192 challenges. This subsection is subject to an appropriation.

1193 Section 10. The Department of Children and Families, in  
1194 collaboration with the Florida Institute of Child Welfare, shall  
1195 develop an expanded career ladder for child protective  
1196 investigations staff. The career ladder shall include multiple  
1197 levels of child protective investigator classifications,  
1198 corresponding milestones and professional development  
1199 opportunities necessary for advancement, and compensation  
1200 ranges. The department must submit a proposal for the expanded  
1201 career ladder to the Governor, the President of the Senate, and  
1202 the Speaker of the House of Representatives no later than  
1203 November 1, 2020.

1204 Section 11. Sections 1, 3, and 6 of this act may be cited  
1205 as the "State of Hope Act."

1206 Section 12. This act shall take effect July 1, 2020.