

20201326er

1
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

20201326er

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

20201326er

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

20201326er

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.

20201326er

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

20201326er

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

20201326er

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'

20201326er

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

20201326er

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

20201326er

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

20201326er

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

20201326er

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

20201326er

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.

20201326er

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.†

20201326er

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

20201326er

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

20201326er

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

20201326er

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

20201326er

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

20201326er

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

20201326er

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.
609

20201326er

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

20201326er

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.

657 2. Corrective action plans. ~~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.~~

20201326er

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

20201326er

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

20201326er

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.

20201326er

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

20201326er

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.

20201326er

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

20201326er

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

20201326er

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

20201326er

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

20201326er

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:

20201326er

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

20201326er

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~~

20201326er

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~~

20201326er

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,

20201326er

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

20201326er

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

20201326er

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

20201326er

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,

20201326er

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.