

**SITE VISIT
SCHEDULE & SUMMARIES**

PROGRAMS & FINANCE DEPARTMENT

**Juvenile Welfare Board
6698 68th Avenue North
Pinellas Park, Florida 33781-5060
Telephone: 727-547-5600**

SITE VISIT SCHEDULE APRIL - JUNE, 2003

Youth Development Initiatives – Precious Pearls	April 1, 2003
Brookwood Florida-Central, Inc. – Residential Care-Abused/ Neglected Young Women	April 7, 2003
Gulf Coast Community Care – Asian Neighborhood Family Center	April 14 & 15, 2003
AdvanceAbility Solutions – Child Care Outreach	April 15, 2003
Foundation Village – Neighborhood Family Center	April 22 & 23, 2003
Family Service Centers – Juvenile Offender Services	June 4, 2003
Family Service Centers – Family Counseling	June 9, 2003
Family Service Centers – Sexual Assault Services	June 11, 2003
Family Service Centers – Family Life Education	June 13, 2003
Family Service Centers – Families and Schools Together (FAST)	June 17, 2003
Family Service Centers – Childnet	June 20, 2003

Board Members are invited to participate in site visits. For information, please contact Lisa Sahulka, 547-5643.

SITE VISIT SUMMARIES

Directions for Mental Health – Children’s Outpatient Program

Directions for Mental Health – Early Childhood Consultation Services

Directions for Mental Health – Outreach Services to the Homeless

Family Service Centers – Fathers Services Program

Suncoast Center for Community Mental Health – Children’s Outpatient

Suncoast Center for Community Mental Health – Homeless Outreach Support

The Children’s Home, Inc. – Pinellas School Support Team

Upper Pinellas Association for Retarded Citizens – Homebound/Preschool

SITE VISIT SUMMARY

Agency:	Directions for Mental Health	Fiscal Year:	2002-03
		Program Budget:	\$ 1,152,544
		JWB Allocation:	\$ 439,903
Program:	Children's Outpatient Program (COP)	Cost Per Client:	\$ 255.35

Date of Visit: September 9, 2002

The Children's Outpatient Program (COP) provides individual, family, and group therapy for children and their families as well as psychiatric services (evaluation, medication, and consultation) and psychological services. Consultation, education and outreach services are also provided by COP staff at various community locations during traditional and non-traditional hours (based on consumer preference).

Site Visit Findings

The program staff are well-qualified, diverse and highly committed to providing therapeutic and consistent support to needy families. Treatment plans are client driven and include the use of family strengths and assets. Each consumer file contained in depth psycho-social histories as well as regular progress notes and updated treatment goals. The program served the targeted population and greatly exceeded the projected number of participants. Staff caseloads were very heavy, translating into a considerable waiting time (four weeks) for new participants. Staff felt they needed additional staff (especially support staff) as well as more free time to properly complete their work.

- **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02.** The program only met one of five objectives, but exceeded all three minimum service levels. The objectives were primarily baseline and also contained ineffective measurement tools. All the objectives have been re-written and include new measurement tools for FY 2002-03.

- **Programmatic Suggestions.** All pre/post assessments should be clearly marked as pre/post and dated. Computerized case notes should be considered for the purposes of legibility and time efficiency.

- **Fiscal Suggestions.** Time sheets should be reviewed for appropriate signatures. There should be more opportunities for staff to participate in diversity training, and personnel reviews need to be done on a timely basis. The agency has reimbursed JWB for \$9,260.17 in disallowed billings.

Sr. Contract Manager: Gary Cernan

SITE VISIT SUMMARY

Agency:	Directions for Mental Health	Fiscal Year:	2001-02
		Program Budget:	\$ 303,577
		JWB Allocation:	\$ 85,987
Program:	Early Childhood Consultation Services	Cost Per Client:	\$ 284.52
Date of Visit:	September 9, 2002		

Early Childhood Consultation Services program is countywide and provides professional consultation, hands-on training, and numerous workshops to parents, caretakers and the general public. All of these services are designed to ameliorate the behavioral or emotional problems that a preschool child may be presenting. The consultant provides in-home training and works with the parents to mutually design and implement a behavioral intervention plan. Key program goals are to improve the child's behavior and to improve the quality of services provided by preschool professionals throughout Pinellas County. Staffing consist of several consultants with clinical and administrative support.

- **Site Visit Findings.** The visit included interviews with a parent, a preschool director, and key program staff. Also, there was a review of program data, program files, performance on measurable objectives, and contract/ASSET compliance. Staff were experienced, qualified, and child friendly. There were no vacancies. Files were in good order, and the program was working on ASSET recommendations. The program was slated to lose significant dollars and staff due to the expiration of the Safe Start/Health Students grant. However, the JWB Board approved an increase in funding which maintained three of the five specialists. Recently, the program was awarded \$45,000 from the FDLE to add another specialist to the program in early 2003.
- **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02.** The program met or exceeded three of four objectives, but due to an unforeseen problem with the data entry formula in SAMIS, data was not able to be analyzed for the fourth objective. This has been resolved for FY 2002-03. The program has exceeded all of its minimum service levels.
- **Programmatic Suggestions.** The program should continue its focus on utilizing consumer input, increasing minority participation, and increasing the community's awareness of the program and purpose. All measurable objectives should be monitored via SAMIS on a quarterly basis to insure that the SAMIS reflects the actual program data. results
- **Fiscal Suggestions.** The fiscal site visit was completed September 9, 2002 and the suggestions were reviewed in the previous site visit report.

Sr. Contract Manager: Gary Cernan

SITE VISIT SUMMARY

Agency:	Directions for Mental Health	Fiscal Year:	2001-02
		Program Budget:	\$ 154,816
		JWB Allocation:	\$ 62,314
Program:	Outreach Services to The Homeless	Cost Per Client:	\$ 330.09

Date of Visit: September 9, 2002

The Outreach Services to the Homeless program provides crisis intervention, supportive counseling, screening and referral, skill building groups, parent life education and consultation to referred children and families who reside in emergency shelters and transitional housing, primarily in mid and North Pinellas County. The program also provides consultation services to shelter staff and uses the shelter sites for training and skill building sessions. Children and their parents who have been identified as being at risk of homelessness and those who have recently been homeless are also eligible for services. The program works collaboratively with many other agencies, and is a member of the Pinellas County Housing Coalition.

• **Site Visit Findings.** The program staff are qualified, dedicated, and diverse. They offer flexible hours to accommodate participants and are skilled at linking participants to needed services and natural supports. Despite significant turnover, the program was fully staffed. The agency also has a substance abuse component which enables it to assist referred homeless persons who have both mental health and substance. Program files were in good order, but needed more consistency in completing post assessments.

• **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02.** The program met or exceeded three of four objectives, but was unable to achieve the fourth objective due to multiple problems. The "halo" effect with the assessment tool and problems with participants not completing the post test were the main reasons the program did not achieve this goal. The program exceeded its minimum service levels.

• **Programmatic Suggestions.** All pre/post assessments should be clearly marked as pre/post, dated and kept in the participant's file. Measurable objectives should be refined to reflect the transitory nature of this target group.

• **Fiscal Suggestions.** The fiscal site visit was completed September 9, 2002 and the suggestions were reviewed in the previous site visit report.

The program was in compliance with its JWB FY 2001-02 Agreement.

Sr. Contract Manager: Gary Cernan

SITE VISIT SUMMARY

AGENCY: Family Service Centers

FISCAL YEAR: 2002-03

PROGRAM: Fathers Services Program

PROGRAM BUDGET: \$227,143

JWB ALLOCATION: \$91,140

DATE OF VISITS: December 17, 2002

COST PER PARTICIPANT: \$901.97
(FY 2001-2002)

Program Description. The Fathers Services Program strives to help fathers take emotional and financial responsibility for their children and to increase their involvement with their children. Program participants are fathers or male support persons of an unborn child or children up to five years of age, regardless of biological connection or custody status. Program activities include home visitation, a Father Involvement Goal Plan, a Child First Session with the baby's mother, a Rites of Passage ceremony, bi-weekly support and parent education, career development and community involvement activities, and referral services. A graduation ceremony follows the 18-month program period.

The site visit included an overview by the program director, a review for contract compliance, a review of participant records and the data collection system, staff and participant interviews, a facility tour, and an exit interview.

Site Visit Findings. The program was funded in July 2001. The Fathers Services program was providing services as outlined in the methodology. However, documentation of services is minimal in the case records. There were 50 active fathers, 10 will graduate in the spring, and 6 will be volunteer mentors. Staff and funding changes impacted program services.

Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02.

(a) Measurable Objectives. According to SAMIS reports, the program exceeded two of three objectives as of January 24, 2003. 18 and 20 participants are measured. No participants are measured in the third objective. (b) Minimum Service Levels. The goal is 50 fathers. There are 65 primary participants, 21 tied to a service component. Eight of 176 secondary participants are tied to a service component. FSC's CQI report for Fathers Services shows the three objectives exceeded and 53 fathers participating for the FY.

Accomplishment on Measurable Objectives and Minimum Service Levels for FY 02-03. As of February 5, there has been no EDI transfer of FY 02-03 client data. (a) Measurable Objectives. No participants are measured. (b) Minimum Service Levels. The goal is 50 primary adults. SAMIS shows 46 primary participants, 21 tied to a service component. Eight of 118 secondary participants are tied to a service component. FSC has been asked to send the program's FY 02-03 1st Quarterly Report to JWB.

Requirement.

Maintain funding for at least one Family Development Specialist position with other funding sources.

Recommendations.

1. Develop and Implement a Fathers Services Program Funding Plan to secure other funding sources.
2. Strengthen services for Healthy Families Pinellas referrals.
3. Notify JWB within two weeks of any funding, staff, or programmatic changes.
4. Develop written procedures and staff training for program supervision, case file documentation, administering assessments and gathering results, and to ensure SAMIS data integrity of client and measurable objective data.
5. Correct admission and closing dates in SAMIS to reflect case record dates.
6. Develop written strategies to: (1) increase the average frequency and number of participant home visits. (2) Increase the caseload of each Family Development Specialist to 25 active cases. (3) Increase the average length of stay. (4) Increase the annual number of program graduates.

Contract Manager: Dorothy Jennings

SITE VISIT SUMMARY

AGENCY: Suncoast Center for Community Mental Health	FISCAL YEAR: 2002-03
	PROGRAM BUDGET: \$730,782
PROGRAM: Children's Outpatient	JWB ALLOCATION: \$472,513
	COST PER CLIENT: \$155.22
	(FY 2002-03)
DATE OF VISIT: December 12-19 2002	

Program Description

The Children's Outpatient program is an outpatient counseling program for children, youth and their families geared toward behavioral and/or emotional problems offering comprehensive, respectful, strength based, solution focused services. The clinician empowers the system of concern (parents, teachers, family, therapist and child caregivers) to promote healthy emotional, cognitive, social and physical development with clients that request their services. This counseling program seeks to stabilize and support children/youth and their caregivers, provide didactic/support interventions geared toward identification and normalization of childhood development milestones, nurturance for the parents and the child/youth through therapeutic intervention, medication management and improving their ability to care for themselves and their children.

Site Visit Findings

The Children's Outpatient program systematically involves the child/youth and their parent(s) in development and growth toward treatment goals and objectives as evidenced by their signatures. Linkage is provided to psychiatric and ARNP intervention (number of visits driven by psychiatric recommendation), referral to systems of care for wraparound services such as housing, medical/dental care and other jointly identified needs. The files clearly demonstrate consistent communication and service provision and their interventions are reviewed regularly by their supervisor and internal Quality Assurance Committee (staff rotate serving on the Quality Assurance Committee randomly pulling files from each program). The treatment goals clearly represent the individual treatment needs of their clients. The biopsychosocial assessment is thorough and provides a clear foundation for clients to identify their goals and acceptance of a masters' level Suncoast mental health professional to provide service. Release of Information forms are fully completed and interagency collaboration is reflected in case notes and Transfer/Discharge Summary process, i.e., Family Continuity Program (FCP), Hospice of the Florida Suncoast, Children's Medical Services (CMS).

Crisis intervention and support is part of the program support, referrals to community support groups/parenting classes held to decrease social isolation so readily apparent in this population. The files clearly demonstrate children/youth and their families increasing their ability to make positive choices for their lives and the lives of their children while simultaneously adapting into the mainstream environment.

• **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 00-01.**
Three of the program's four objectives were baseline and the program met the non-baseline objective. The program exceeded both minimum service levels for youth and adults.

• **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02.**
The program met the minimum service level for youth ($1621/1800 = 90\%$, i.e., within 10%), and exceeded the number of adults served. The program met three of four objectives in SAMIS. JWB and program staff will be working on strengthening the measurable outcomes in FY 02-03.

• **Programmatic Suggestion.**

To insure timely supervisory signature on treatment forms and discharge summaries.

• **Fiscal Suggestions.**

Keep current with annual evaluations.

Contract Managers: Originally written by Leslie Kille; LCSW; EdD
Amended by Gary Cernan 03/03/03
Sr. Contract Manager

SITE VISIT SUMMARY

AGENCY: Suncoast Center for Community Mental Health	FISCAL YEAR:	2002-03
	PROGRAM BUDGET:	\$199,509
PROGRAM: Homeless Outreach Support (HOST)	JWB ALLOCATION:	\$ 29,191
	COST PER CLIENT:	\$132.08
	(FY 2002-03)	
DATE OF VISIT: December 12-19 2002		

Program Description

The Homeless Outreach Support (HOST) is a community based homeless outreach support center. A JWB clinician offers comprehensive, respectful, strength based, solution focused services coupled with concrete referral services to empower homeless clients to have their safety and well being needs met in a timely manner. This intervention program seeks to stabilize clients, provide didactic/support interventions geared toward medical, mental health intervention, medication management and improving their ability to care for themselves. Staff also assist clients in interfacing with intra and interagency partnerships on such issues as regaining custody of children, gaining assist through domestic violence shelters and substance abuse counseling. The chronically mentally ill struggle to gain access to therapeutic interventions and Homeless Outreach Support (HOST) provides support and empowers client's choices in seeking/accepting support and establishing permanency for themselves.

Site Visit Findings

The HOST systematically involves the clients in development and growth toward treatment goals and objectives as evidenced by client participatory signatures. Linkage is provided to psychiatric and ARNP intervention (number of visits driven by psychiatric recommendation), referral to systems of care for housing, medical/dental care and other jointly identified needs. The files clearly demonstrate consistent communication and service provision and their interventions are reviewed by supervisor and internal Quality Assurance Committee (staff rotate serving on the Quality Assurance Committee randomly pulling files from each program). The treatment goals clearly represent the individual treatment needs of their clients. The biopsychosocial assessment is thorough and provides a clear foundation for clients to identify their goals and acceptance of a masters' level Suncoast mental health professional to provide service. Release of Information forms are fully completed and interagency collaboration is reflected in case notes and Transfer/Discharge Summary process, i.e., Family Continuity Program (FCP), Hospice of the Florida Suncoast, Children's Medical Services (CMS).

Therapy is most often offered in the shelter or community environment identifying natural community support systems. Crisis intervention and support is part of the program support, referrals to community support groups/parenting classes held to decrease social isolation so readily apparent in this population. The files clearly demonstrate clients increasing their ability to make positive choices for their lives.

- **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 00-01.**

The program did not meet minimum service levels for youth or adults primarily because the levels were set based on last year's performance, which included all group participants. The program was told that group participants could not be counted in SAMIS/CDG, unless they were enrolled. The levels were lowered for FY 2001-02, but realistic figures were not yet available. The program did achieve all of its measurable objectives.

- **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02.**

The program again did not meet the minimum service levels by, because the levels were still not accurately set. Given a four year history, JWB and program staff have agreed to discard the year that included the group participants and use the three year average of the other years to set and accurate Contracted Service Level (CSL) for FY 2002-03. . The program met all three measurable objectives in SAMIS.

- **Programmatic Suggestion.**

Timely supervisory signature on treatment plan and discharge summary.

- **Fiscal Suggestions.**

None

Contract Managers: Written by Dr. Leslie Kille; LCSW; EdD

Amended by Gary Cernan, Sr. Contract Mgr. 03/03/03

SITE VISIT SUMMARY

AGENCY: The Children's Home, Inc.

FISCAL YEAR: 01-02

BUDGET: \$149,730

PROGRAM: Pinellas School Support Team

JWB ALLOCATION: \$152,725

COST PER CLIENT: \$711.21

DATE OF VISIT: January 7, 2003

Program Description:

Site Visit Findings: The site visit included the following: an entrance interview; a review for contract compliance; a review of participant records; review of data collection and reporting processes; interviews with staff, phone interviews with parents, a review of fiscal and personnel management aspects; a facility tour; and an exit interview with the Program Manager. The agency received ASSET certification in January of 2001. The agency's Quality Improvement process includes the use of a peer review system to monitor and assess data collection and file integrity.

Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02: When measuring those participants who met the service objective (i.e. responded to follow up questionnaires or retrieved report cards) the measurable objectives have been met with the exception of one objective that measures whether participants' family functioning improved.

Accomplishment on Measurable Objectives and Minimum Service Levels for FY 02-03: The program collects raw data and enters it into SAMIS on a monthly basis. The program is up to date in entering participant demographic and measurable objective data into SAMIS.

- **Data Collection:** The program collects raw data and enters it into SAMIS on a monthly basis. The program is up to date in entering participant demographic and measurable objective data into SAMIS.
- **Participants:** The program targets students in the assigned schools who are having behavioral and/or academic difficulties. A total of fourteen (14) participant files were reviewed. Two (2) closed cases, two (2) cases in aftercare and ten (10) open cases were reviewed. Cases have been closed in a timely manner. Intake information, individual training and service plan, frequency of contact, detailed case notes, confidentiality/rights & responsibilities/release of information forms, and measurable objective assessments are maintained for each participant. Participant files show evidence of ongoing administrative changes and, as a result, were not uniform making it difficult to locate documents in a systematic manner. All parents interviewed consistently reported that they were treated professionally by the PSST staff, that the services provided were targeted for their needs, and that the family was perceived to be "healthier" than they were prior to the provision of services.
- **Methodology:** At the time of this review, the program was providing services as outlined in the methodology.
- **Cost Per Client FY 01-02:** Program budget \$149,730, served 85 youth and 113 adults at an average cost of \$756.21 per client.

• **Staff:** The program provides three Family Support Coordinators and a Program Manager to serve six elementary schools in north Pinellas County. They also employ three part-time tutors, although they are currently down in one of those positions. The Children's Home, Inc. has a relatively strong volunteer coordination program, yet these resources have not been provided to the PSST on a regular basis. The agency has kept JWB informed of all staff changes.

Lapse Funding for FY 00-01: \$2,516 (2%)

Program and/or Fiscal Recommendations:

1. Agency needs to be current with Diversity Training
2. Agency needs to keep current with employee evaluations
3. I-9 forms need to be processed in accordance with federal guidelines
4. A system of quality control for program documentation needs to be in place to insure consistency

Contract Manager: Jerry Parker

SITE VISIT SUMMARY

AGENCY: Upper Pinellas Association for Retarded Citizens

FISCAL YEAR: 2001-02

BUDGET: \$774,909

PROGRAM: Homebound/Preschool

JWB ALLOCATION: \$184,675

COST PER CLIENT: \$1852.70

DATE OF VISIT: August 29, 2002

(FY 2000-01)

Program Description:

The Preschool Early Intervention Program serves vulnerable children, ages 2 months to 3 years, who have established medical conditions, are developmentally delayed, and/or physically handicapped, or are at risk for delay due to a variety of medical, social and/or educational causes. The preschool facility provides early intervention in a safe, nurturing environment that promotes the physical, social, emotional and cognitive development of young children with special needs. The Homebound Program is designed to provide early intervention services to children that are home due to age, medical risk and/or other conditions that would prevent the child from attending a full day program. Frequency of the Homebound teacher's visit depends on the nature of the child's disability/delay, medical stability and parental availability.

Site Visit Findings: Services were provided as outlined in the methodology and within the contracted service area. Activities appeared to be culturally relevant and developmentally appropriate. There is a formal strength-based and referral process. Hours of operation are based on participants needs. The program completed the Commission Accreditation of Rehabilitation Facilities (CARF) audit on August 5, 2000 where they received a rating of exemplary. There has also been a reduction in referrals from the Department of Early Intervention (DEI) for the Part C recipients that significantly effect the age at time of referral and number of children referred to the program. Efforts are being made to ensure referrals from other sources are coming in to cover the loss in referrals from DEI.

- **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 00-01:** During FY 00-01 the program had nine (9) measurable objectives of which six (6) were baseline. Baseline data will be used to determine performance goals for subsequent fiscal years. The program exceeded the objective that measured classroom placement and the remaining objectives could not be evaluated, as not enough program participants were eligible. The program met or exceeded the minimum service level.
- **Accomplishment on Measurable Objectives and Minimum Service Levels for FY 01-02:** The program has nine (9) measurable objectives of which six (6) are baseline. Baseline data will be used to determine performance goals for subsequent fiscal years. As of August 29, 2002 the program was on target to meet the minimal service levels.

Program Recommendations:

No recommendations or requirements were made as a result of this site visit.

Fiscal Site Visit Recommendations:

A fiscal site visit was conducted on August 27, 2002. No recommendations or requirements were made as a result of this site visit.

Contract Manager: Paul Runyon