



Community Based Care: Hardee, Highlands & Polk Counties

## Heartland for Children’s Stakeholder Satisfaction Survey Results for 2015

Area	Sample Size	Number & Percent Satisfied	Number & Percent Not Satisfied	2015 Grade	2014 Grade	2013 Grade	2012 Grade
Overall Satisfaction	N=82	76 (93%)	6 (7%)	A-	A-	A-	A
Recruitment	N=27	23 (85%)	4 (15%)	B	N/A	N/A	N/A
Foster Care Licensing	N=30	21 (70%)	9 (30%)	C-	B-	B+	A
Re-Licensing	N=31	21 (68%)	10 (32%)	D+	D+	A-	A-
Prevention:					N/A	B+	A-
Education	N=33	29 (88%)	4 (12%)	B+	A-	N/A	N/A
Yellow Dress Car Seat, Child Abuse Prevention Month	N=32	31 (97%)	1 (3%)	A	A	N/A	N/A
Family Resources	N=38	33 (87%)	5 (13%)	B+	A-	N/A	N/A
Front End	N=43	40 (93%)	3 (7%)	A-	A-	B	B
Community Based Care Integrated Health (CBCIH)	N=39	32 (82%)	7 (18%)	B-	NA	N/A	N/A
Court Management/SPOA Team	N/A	N/A	N/A	N/A	B+	B-	B-
Independent Living	N=27	24 (89%)	3 (11%)	B+	B	C-	B
Placements	N=47	39 (83%)	8 (17%)	B-	B-	C	D-
Adoptions	N=29	28 (97%)	1 (3%)	A	A	B	C+
Contract Management	N=27	24 (89%)	3 (11%)	B+	A	A-	A
Training	N=31	30 (97%)	1 (3%)	A	A-	A-	A-
Data Management	N=26	25 (96%)	1 (4%)	A	A-	A	A+
Missing Child Liaison	N=21	21 (100%)	0	A+	A+	A+	A+
Client Concerns	N=22	21 (95%)	1 (5%)	A	A-	A-	A-
Quality Management	N=26	23 (88%)	3 (12%)	B+	A	A-	B+
Revenue Maximization	N=14	13 (93%)	1 (7%)	A-	A	A-	B+
Resource Management	N=17	17 (100%)	0	A+	A+	A	A+
Accounts Payable	N=15	14 (93%)	1 (7%)	A-	A+	A+	A



*74% of respondents felt that they were working in partnership with HFC.*

*87% of respondents were satisfied or very satisfied with the partnership they had with HFC.*

*88% of respondents felt that Heartland for Children's overall system of care was effective or highly effective.*

*78% of respondents felt satisfied or very satisfied with HFC's appreciation and understanding of the contributions they have made to the system of care in Circuit 10.*

#### General Comments:

Overall, how satisfied are you with Heartland for Children as a Lead Community Based Care Agency?

- I just started with Children's Legal Services and have not had any contact with Heartland as Lead Agency.
- I would like to see our program run how it was designed to run. I believe that it would be even more effective with the families that we serve.
- Still in training.
- Be more supportive for investigations.
- HFC is very supportive and believes in the families who are served, working in partnership to provide them with quality services.
- More communication with CM's.
- Some of the staff at HFC are very rude when asked simple questions. Not all but just a few whom I happen to have to communicate with often for my particular position. Working more as a team rather than as a subordinate would help the children we serve with more efficiency.
- No support...too much "just do it".
- They mean well. I do think they could do more in-house background work that ends up being the responsibility of the case manager such as report cards, ss cards, Medicaid cards etc.
- Uncertain at times about relationship we hold with each other. Sometimes hands off, sometimes over controlling and second guessing.

Do you feel that you are working in partnership with HFC?

- Heartland for Children never makes decisions based on child safety.
- I feel like all HFC does is pass mandates and makes us do more paperwork. They aren't giving us enough time to actually work with our families.
- Many times it seems to be more adversarial than partnering; that HFC is out to get investigations.
- See above. Also, I recently had a case in which a young child had several injuries indicative of child abuse. I involved licensing at HFC and called in a hotline report as the child is in foster care. The ER doctor insisted that the child had been physically abused and could not have caused the deep tissue bruising he had himself. Despite this, DCF decided not to remove. GCJFCS decided as an agency that we would locate a different placement anyways which we did with the help of placements at HFC. However, licensing began making excuses for the foster parents despite not having seen the injuries yet and despite not having been involved in the case the way I had. There were several red flags preceding the incident. I felt as if the licensing counselor was more interested in protecting the foster home rather than this vulnerable child. I would like to see the primary goal truly be protecting the children rather than meeting numbers and quotas. We receive the most pressure from Heartland to meet numbers, to finalize adoptions despite the families presenting with certain concerns or barriers that require more time to address. This inhibits our ability to work thoroughly with the families we serve in order to prevent future failed placements or adoptions.
- Generally feel this to be true.



How satisfied are you with the partnership you have with HFC?

- We had a sibling group removed from our care to a foster parent home, with no transitional planning or team discussion on if this was in the best interest of the youth. There was talk about it for a week, they met the "parents" on a Thursday night, and then Friday afternoon the kids were gone.
- We had a sibling group that was doing well removed from our care and placed in a Foster home. There was no transitional planning for this move or team discussion on what would be in the best interest of the youth. The decision was out of our hands and within a week, the kids were moved.
- I picked satisfied as I have not complaints, but I have not had any contact with Heartland as lead agent.
- I always get a positive response even when things are not going well.
- I cannot say I am totally unsatisfied. There are some great people at Heartland for Children with the right priorities. I have just had the misfortune to work with the few exceptions that have shown me their concerns are not with the children.
- During Pre-Service training and other trainings with HFC, the staff is so friendly and always mention to contact them if we have any questions. HFC is always quick to respond and will go above and beyond when providing a solution.

How do you feel about HFC's appreciation and understanding of the contributions you have made to the system of care in Circuit 10? How do you view your contributions to the system of Care? Do you feel that you are able to add value to the mission?

- There seems to be more criticism of the work that investigations does than appreciation and understanding of the difficulties of the work done in the field.
- Yes.
- I feel that we play a vital role in the system of care by monitoring the safety of children while attempting to strengthen families so that children can safely remain in the family home.
- HFC values our contribution and invites us to get involved where appropriate.
- I understand the need for our program and our place in the system of care. I feel we are a great place for youth and valued by Heartland.
- Yes.
- As the front line workers in the system of care, there is a lot of contributions that CM bring to the table.
- Direct services for therapy. Yes.
- By providing substance abuse treatment and training they will be healthier parents and families.
- I believe that the contributions are being put to a great cause. I strongly feel that we are able to add value to Heartland for Children mission in serving our children in Circuit 10.
- Yes, I feel I am valuable.
- I feel we add value - not always appreciated.
- I believe that the value is provided mainly by case managers and I feel the majority, including myself, do an outstanding job!
- Our agency works very closely with HFC on new initiatives for the system of care and I feel that we add a great deal of value. We are very happy to partner with HFC and provide services for the children within our community.
- I do what I must to ensure the safety and well-being of my clients.
- Yes.
- It is an important piece of the puzzle.
- I work for DCF.
- I feel as if I should be able to contribute more to the system of care. However with high caseloads, it is difficult to do so. I feel I do add value with my work ethic, personality, and abilities to speak with families in a manner that is appropriate and helping them to understand the process.



- Yes.
- I feel that I do my best and care about people in general. I do this job because I have a calling to help people.
- I feel that my contribution makes a positive impact on the system of care. I do feel that I am able to add value to the mission as an individual and on a team level.
- I believe my contributions are valuable.
- Yes.
- Yes.
- Yes.
- Satisfied.
- I feel like I am able to add value, but some days it can be difficult.
- I could add value; however, any good done, Heartland takes credit.  
If any errors are made, it's never used as a learning tool but rather someone is blamed.  
No support from Heartland at all.
- Servicing the portion of the system to which I have access. Yes, I do feel I add value to that part of the system.
- The organization portrays it has a concern for child safety; however, the organization only is concerned about the revenue that is coming in.

#### Recruitment, Foster Parent Licensing:

- I would really like to see more recruitment in the southern counties. If not more maybe better.
- I recently received feedback from a church member where HFC visited the church to speak about foster care. She never even mentioned that we are in need of families. She never mentioned that if one family from each church became foster parents, that we would have enough homes. She spent thirty minutes talking about herself, where she went to school, where she worked before coming to HFC, etc. The church member felt confused and did not understand why she was there. As far as licensing, I have cases where foster parents want to adopt, then the licensing specialist has a lot of valid concerns for finances, etc. However, on the foster home studies, none of those concerns are addressed or even mentioned. The finances are adjusted to meet the criteria. So I have to be the one who looks horrible when I do an accurate home study on the family because I am addressing concerns that have been mentioned for a long period of time but never documented.

#### Prevention:

- Staff attended car seat training that was provided by an external trainer. Staff unanimously reported dissatisfaction with the trainer's style of training.
- More services are needed in Highlands especially Hardee county.

#### Front End Operations:

- Sharee is very responsive and professional. She always works in partnership and is a joy to work with.
- My only suggestion here is that the ICPC liaison fill the role more thoroughly. Case managers are left with a lot of unanswered questions and told to do things that should be done in this role. I have been tracking down a home study from another state for three months with very little assistance from ICPC department at HFC. I have too much on my plate to be doing this detective work and looking up every number I can find to cold call these places looking for home studies.
- Teresa Moore is awesome and always a great help.



#### Independent Living:

- The IL department does very little to support the youth anymore, I have very little involvement with them which is sad since we have a handful of youth in this age range. The Life Coaches from the CMOs are very difficult to get in touch with and offer very little support. We do what we can to educate the youth and prepare the youth for the "real world", but then when they turn 18 each CMO treats them differently and does things different.

#### Placements:

- With Re: to Placements, we ask for the same information with every placement, yet we have to ask and still don't get enough information (Birth Certificates, Social Security, recent physical, school & behavior information, medical history, recent CBHA).
- Placement has been very easy to work with, they always respond promptly when we have any issues or concerns about the children that they place in our care.
- Placements needs to be more available after business hours; it is very frustrating to have to wait for a return call from placements in the middle of the night.
- I think placements is sometimes too quick to place a child just because they have a bed available. I know they work very hard and I may be off base here. It could be we just don't know what they have done. We may need better communication between placements and case management when we are waiting on a placement. I often hear comments like "What are they doing up there?" or "This is a good kid she needs a good placement in town." I know those are issues they are working on, so maybe Case Managers just need to know that.
- Todd Hardin has been very helpful whenever I have any questions regarding placements. He is quick to respond and if he doesn't know the answer he will copy the appropriate person onto the original email I sent him. He has been great to work with!

#### Adoption Services:

- The adoption process was great with lots of transition and working through any challenges/differences that came up.

#### Training Department:

- FSFN classes would go a long way if there was a curriculum. Starting with a fake FFA/case plan/JR etc. This would have helped me and other trainees not get headaches and also not be threatened with contempt of court for not getting the documents done on time.
- I would like to see more trainings that are in depth. Seems like we get a lot of training that are "old news". Stuff we already know. Maybe in-depth training of substance abuse and mental health. Trainings on DV with stuff we don't already know.
- John Vanhorn was an amazing Pre-Service trainer!!! Even though we were there for about 7 hours a day he kept the class interesting and fun. He made me excited to start being a case manager. If the class had a question that he didn't know the answer to, he would always find out either later the same day or have the answer the following day. Kadian Parchment is a great trainer and made the DV trainings very interesting. Faye Dyer is extremely helpful! If I have any questions regarding trainings, I do not hesitate in contacting her. I have had to email her and call her in the past, and she has always been quick and efficient in providing me with the answers I need.
- FSFN training should be implemented in pre-service training in a much more fulfilling way.

#### Finance:

- Always very prompt.



Revenue Maximization:

- Very critical of investigations instead of helping to solve problems.

Resource Management:

- Adam Ward is always very helpful and insightful when it comes to choosing the appropriate service for the client. I've had some situations where I really wasn't sure what to do and I always feel comfortable sending him an email asking for his advice and he is very quick to respond.

Overall effectiveness of the Heartland for Children system of care:

- Some areas are more effective than others per my previous ratings.

Strengths of the Heartland for Children system of care:

- Attention to the needs of treatment for the clients in their care.
- I feel that HFC has a great sense of operations both internally and externally. Regular meetings assist in strengthening the system of care.
- HFC strives to look at the whole picture of a family and identify how they will best be served.
- Education for professional partners.  
Adoption.  
Caring for youth & understanding their past & trauma.
- Community oriented and receptive to community needs and changes in the community.
- Efficiency.
- Diligence and professionalism. Care for children and families.
- Comprehensive care.
- Awesome Team Work!
- Their administration.
- Comprehensive, Passionate and Caring.
- The people who work for HFC and the foster parents.
- Trauma and client focused in all areas.
- Large network of service providers with detailed information about services available.
- High expectations for services provided for families.
- They take action on issues once notified.
- I don't really know.
- Streamline the case transfer process.
- Strengths of HFC are team work among departments, compassion, and ethics in the work field.
- Data collection is great.
- The want to help and the motivation it brings.
- Great with identifying an issue and collaborate with coming up with plans to address concerns.
- Team work!!!! Always willing to help when asked.
- A lot of experienced staff members.
- Innovation, desire for effective change, partnership, community connections.
- It's starting to be more family centered.
- Supportive.
- Wonderful and knowledgeable staff.
- People skills - William Nunnally.  
Genet is supportive.
- Availability and support.
- I haven't witnessed any strengths.



- It's a pleasure to work in partnership with HFC
- The financial incentives for CM's is a TREMENDOUS morale booster!
- Keep up the good job!

Areas that need focus by HFC Leadership and Management:

- More emphasis on prevention as well as post-adoption services (long-term) to increase the likelihood of success.
- More services for the Prevention program. Increased clinical programs.
- More Prevention, parenting, supportive therapy, parent education.
- Maybe a bigger bonus, or higher pay.
- Continue to offer comprehensive resources.
- Preparing the youth that are Transitioning out of Foster care, making it a smoother transition at least 1 year prior to their 18th Birthday.
- None that I can think of.
- Placement stability, placement matching.
- Case Manager retention.
- Integrating trauma focused practices throughout the entire system of care to include case management services.
- The placements system could use re-organizing in such a manner that they do not require a court order to place a child before they begin looking for a placement.
- Foster care recruitment so that children can be matched with homes (or at least have a placement and not be languishing in night to night placements).
- Increasing the overall understanding for providers of who they can reach out to if/when any hurdles with families or other providers are encountered.
- Strengthening Prevention outreach.
- An understanding for investigations is important. The leadership team needs to go out into the field, shadow investigations on a removal and see how hard it is, and how many barriers there are to get a case staffed to services and to find placement.
- Signage in the building to know where to go.
- Adoptions and failing adoptions are huge area.
- Accurately monitoring the face to face contacts with children in care (any kind of care), looking at the frequency, duration and location of visits made.
- Communication is a good start. As a former paramedic communication was the difference between the life and death of patients. If I was not able to communicate with my coworkers it could have jeopardized the life of a human being. This same concept can be applied to this job. Communication is poor throughout the system of leadership and management. With stronger communication, more work can be done more efficiently and less mistakes will be made.
- Offer more trainings that focus on stress management and retention of child welfare workers.
- Sometimes I feel that the people who do the actual work -- Case Managers and Supervisors -- are disconnected from HFC. They cannot attend meetings because they are too busy doing the frontline work.
- More foster homes/training.
- Something to help the case managers ease the load of work they have to do.

