



Community Based Care: Hardee, Highlands & Polk Counties

## Heartland for Children’s Stakeholder Satisfaction Survey Results for 2017

Area	Sample Size	Number & Percent Satisfied	Number & Percent Not Satisfied	2017 Grade	2016 Grade	2015 Grade	2014 Grade
Overall Satisfaction	N=197	178 (90%)	19 (10%)	A-	A-	A-	A-
Recruitment	N=55	49 (89%)	6 (11%)	B+	B	B	N/A
Foster Care Training/Licensing	N=59	55 (93%)	4 (7%)	A-	B	C-	B-
Re-Licensing & Support	N=61	52 (85%)	9 (15%)	B	B	D+	D+
Prevention:							N/A
Education	N=71	62 (87%)	9 (13%)	B+	A-	B+	A-
Yellow Dress Car Seat, Child Abuse Prevention Month	N=61	59 (97%)	2 (3%)	A	A	A	A
Family Resources	N=75	66 (88%)	9 (12%)	B+	A	B+	A-
Front End	N=94	82 (87%)	12 (13%)	B+	A-	A-	A-
Community Based Care Integrated Health (CBCIH)	N=88	76 (86%)	12 (14%)	B	A-	B-	NA
Independent Living	N=62	58 (94%)	4 (6%)	A	B	B+	B
Placements	N=106	87 (82%)	19 (18%)	B-	B-	B-	B-
Adoptions	N=68	60 (88%)	8 (12%)	B+	A-	A	A
Contract Management	N=69	63 (91%)	6 (9%)	A-	A-	B+	A
Training	N=71	67 (94%)	4 (6%)	A	A-	A	A-
Data Management	N=58	53 (91%)	5 (9%)	A-	A	A	A-
Missing Child Liaison	N=52	51 (98%)	1 (2%)	A	A	A+	A+
Client Concerns	N=55	50 (91%)	5 (9%)	A-	A	A	A-
Quality Management	N=60	53 (88%)	7 (12%)	B+	A	B+	A
Revenue Maximization	N=26	26 (100%)	0	A+	A+	A-	A
Resource Management	N=33	32 (97%)	1 (3%)	A	A	A+	A+
Accounts Payable	N=30	29 (97%)	1 (3%)	A	A+	A-	A+



*75% of respondents felt that they were working in partnership with HFC.*

*88% of respondents were satisfied or very satisfied with the partnership they had with HFC.*

*88% of respondents were satisfied or very satisfied with HFC's customer service.*

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

*85% 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?

- Education component is weak. Statistics offer lack sophistication and may be evidence of just not having taken a stats. course in college.
- I think the goals of the department for HFC to achieve are unrealistic when the actual needs with placements are limited. Should HFC have the ability and empowerment from the department to increase placement options between traditional foster group homes and traditional foster parent roles, perhaps stability within the county would flourish. The move from congregate care to traditional foster parent care should be augmented by the increase of smaller group homes throughout the community designed to care for specific populations at a time i.e. runaways, substance abuse, human trafficking victims/sexual safety plans, etc.
- I do appreciate the work that heartland does for the child welfare community, however I see [sentence not completed].
- HFC is great at training and keeping us up to date with methodology. HFC could do better in helping case managers retrieve standard documents like report cards etc.
- Nightly placements are not real placements and should not be allowed as placements. It is not healthy for the children or the staff.
- I think with all programs there is still areas there is still topics that need to be discussed and information to be learned. I have had an experience with the adoptions side of Heartland that really made me question them.
- HFC provides great training and great communication.
- Raises would be helpful.
- I can't really say as I don't really interact with Heartland.
- Communication of placement changes and the health needs of my "kiddo" are not very well attended to. My "kiddo" has a lesion in his mouth needing attention and CHS has delayed treatment with paperwork and little concern for treatment.
- HFC does a good job at organizing community provider meetings and keeping all of us abreast of what services are out there for our children and families.
- They seem to be very involved w/ the welfare of the children and their ultimate outcome.
- We have not had much contact with this agency, but respect their work.
- Pay attention to your agencies such as Devereux and how awful they are to their foster parents, they treat Guardian ad Litem like they are dirt under their feet. I have 2 families that are active at this time with Devereux and they will call me as a Guardian ad Litem to complain about how they are treated.
- Have not dealt with HFC.
- I have not been in this position to have an opinion about what Heartland does.
- I don't mark this rating lightly. Heartland leads with a vision but is always receptive to the perspective of others. You provide the right balance of support and oversight. Your value and use of data is very sophisticated and meaningful. Your commitment to ensuring CMO's have access to this data is very much appreciated.



- One of the very best in my opinion.
- Case Management Organizations need to be a bit more prompt with dealing with issues of youth attending school. JPO and courts have delays or non-action on youth in violation of the terms of probation. It would be best if the Lead CBC's would initiate the process to merge these deficiencies.
- Since we are not located in an area where Heartland is lead CBC, we cannot answer this.
- Excellent training as well as trainers.
- Sometimes it feels like we are scrutinized when HFC cannot meet its quota.
- Great interaction with DCF.
- I have not had direct interaction only observed meetings, or correspondence with other co workers.

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

- Most of the time.
- Sometimes it feels like we are working in partnership with Heartland for children.
- With most of the staff and departments but not all.
- Sometimes I feel as if my concerns/ideas/information is dismissed by the staff at HFC. Sometimes I feel as though the things I have to say are of no importance and easily dismissed. Case Managers are in the field working with the families and their opinions should have more weight over someone who is simply reading case notes, JRSSRs, etc.
- I am; however, there are times in which I wonder if HFC is working with us.
- Yes, HFC is always willing to work with The Porch Light to give the best care possible for the client.
- At times; however, additional staffings would be helpful, especially to discuss the ongoing issue/concern of separated siblings in care.
- Inconsistent with including us in staffing meetings. Not enough communication. Hard to reach, not returning phone calls.
- As a Guardian ad Litem Volunteer I do not ever have contact with the case manager at HFC regarding the case I am assigned.
- I have met licensing agents briefly when I'm visiting a foster home. I assume they work for Heartland. The foster parents I have met seem to have basic training but there are blanks. They come to me with questions.
- Communication sometimes is lacking. CHS could do a better job of letting the GAL know the details of their cases. Sometimes I do not get notified of staffing. Court dates are communicated by the 10th Circuit Court, but other meeting, placement changes, etc. are not communicated very well.
- Yes, I feel very much listened to during meeting and feel that what I say is taken seriously and the information will be used towards an improved change.
- They do not communicate with the GAL program on a regular and professional basis.
- Never hear from anyone at Heartland, my foster families have little to no interactions with them as well, except for the re-licensing folks that pay them visits.
- Need to know more of what HFC is all about.
- Yes, again, your balance of support and oversight is very appreciated. You problem solve issues with us if needed/requested. You are flexible with how we use the resources you give us when reasonable requests are made.
- I believe Heartland truly listens to their providers and works hard to maintain a collaborative relationship where the interest of children come first.
- We provide residential care for the cross over youth (DCF and DJJ).
- Most of the time.
- At times, it seems decisions are made based on dollars and not child safety.



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

- Allow contracted partners to also provide least restrictive placement options for foster children in large sibling groups and teens awaiting permanency.
- Still don't understand why kids without placement are held in CMO offices, it seems they should be held at placements until placement is found.
- Have not been familiar enough with all related services as yet but services used thus far are excellent.
- I would like to see more team effort in the partnership, more accountability that reasonable efforts are being made, and more accountability that the service providers being offered to the families are actually benefiting the families in that the parents are having a significant change in behavior. Some service providers have indicated that parents have successfully completed substance abuse treatment because the parents have attended the requisite number of classes even though the parents haven't been completing random drug screens and then the parents turn up positive as soon as they finish the treatment. There's barely any discussion of plans for relapse and that needs to be part of substance abuse treatment.
- When I report problems/possible abuse the case mgr does nothing it goes nowhere especially when the foster or bio parents are African American I feel at Heartland being PC is more important than the well-being of the kids.
- Feels silo not collaborative or partnership.
- I think we should all be working as a team. I have regular meetings with DCF/Devereux and stay in contact with the Case Managers on a weekly basis. Not sure why this is not happening with Heartland.
- Communicate with the GAL. A short email or text whenever there are changes would be helpful. Expedite the really important things like health concerns.
- Communications are slow.
- See above. They do not value GALs.
- There is little to none partnership with HFC.
- As I said earlier, I am not yet familiar with the role of HFC.
- Your system design depends on strong partnerships as it assumes that partner agencies know how to run their case management programs. I like and prefer this model to others that embed Lead Agency staff within the CMO programs. Again, a balanced approach on support and oversight.
- The HFC team has been friendly and easy to work with. Particularly Chris Dyer, Kristy Taylor and the Placement team particularly Todd Ramchin.
- Acknowledge, affirm, and provide support when partner presents their point of view.

How satisfied are you with HFC's customer service?

- HFC is responsive to the CMO's.
- At times, it is very hard to get in touch with certain people in departments. I have called one department and three people were on vacation. It was extremely hard to get in touch with their supervisor, who was their point on contact while these three individuals were on vacation, and I had a time sensitive matter that needed to be dealt with.
- HFC is always prompt in returning calls when a question is raised regarding a client.
- Calls/emails are not always returned in 24 business hours.
- Hard to choose between satisfied and dissatisfied. If available, I would say somewhat satisfied. Inconsistency.
- You need an N/A....I've never had any interaction with Customer Service. I have my coordinators contact Heartland when there is an issue.
- Whenever I call the case manager for CHS I do get information and they are responsive. I should not have to initiate all communication.



- Sometimes I feel that no one shares information. There are times when I have informed one staff and folks on the same team will ask for the same information days after.
- There are some situations within the four Community Based Care agencies that need immediate attention. There are some employees that need retraining in consumer service. There is a need for further training in trauma informed care that leads to proficiency in dealing with the community and not merely "awareness" that leads to operating out of fear.
- Can't rate, no interactions with them.
- From the front desk to the executive team, Heartland staff are highly motivated to be helpful, not controlling, and to help solve problems- always with a smile. Thank you!!!!
- I've had difficulty in the past having phone calls answered when you call the direct number.
- Staff have always been very helpful.

#### Prevention:

- Education area is perhaps the worst department in the agency. Everything else is pretty good. Mike was great and the new person taking his place is very good. Higher up is a concern.
- I've had the pleasure of working with Lynette Mitchell, school liaison, on multiple occasions and have been very impressed with her follow up and the fact that she takes control of the situation and makes things happen!
- Chase (?) with Rudolph and car seat training - great trainer and presenter! Andrea and Kathie with educational advocacy.

#### Front End Operations:

- The other two categories are applicable to any group foster home:
  - Community Relations: School Liasion, Prevention Department (Yellow Dress, Rudolph Roundup, Educational Advocacy, Family Support, etc.), Recruitment, Foster Parent Training/Licensing, and Foster Parent Re-licensing
  - Quality & Performance/Administration: Contract Management, Training, Data Management, Missing Child Liaison, Client Concerns, and Quality Management
- Ken G, runs a pretty tight ship regarding case transfers, Kim is always thorough and complete in researching the cases prior to ensure they are transfer ready, it's always appreciated.
- Diligent searches are still a challenge and take too long due to not being done correctly the first time around.
- I don't know all of your insider acronyms. Helpful for those outside your area to spell out and not all the alphabets.
- Slow communications.
- I have not been in the system of GAL long enough to be either satisfied or dissatisfied.
- Have not had opportunity to engage these services.

#### Placements:

- Just because the child has placement does not mean that a child has placement. A night to night placement is not placement. Sometimes it feels like placement forgets to find permanent placement for children simply because they already have (night to night) placement. Case managers cannot be expected to pick up and drop off children every day. We have enough on our plate as it is. Foster parents do not have a realistic sense of what a case manager's role is. We should not be responsible for transportation to and from school. If they cannot commit to meeting the child's educational and medical needs they should not be considered a placement. There is a lot of pressure on the case manager but not enough on foster parents or group homes. If group homes cannot keep a child past 8am, the child should not be placed there at all. I do not appreciate being volunteered to stay in a



home until a child falls asleep. It's unfair to expect this of case managers. It's not fair to only allow a child to be dropped off at 9pm every night.

- More communication with all parties when placing children whose placements are disrupted.
- Placements should let case management know as soon as a placement is identified and the nightly placements just make all situations far worse.
- As to Placements: there have been a few situations where we have had to stay with a child "overnight" in the office; this seems to be an "option" as a last resort. However, it would be appreciated if this was never an option that is allowed. Also more frequent communication in difficult placement situations would be appreciated, such as updates every 30 minutes from placement.
- Placement by far has been the most pleasant to work with.
- A SIPP placement that was involved with one of my cases proved to be inadequate and uninformed as to how to provide the best practices for my client. Placements reached out to provide more services for their clients that were very trauma sensitive to adults and will likely prove to be an asset for foster parents in the future.
- It appears that placements doesn't work on finding places new places for youth until deadline. There are few updates given along the way, typically they have to be contacted about the status.
- Angela Still does an amazing job with her staff.

#### Adoption Services:

- Adoption is still being addressed and not yet completed.
- The adoption department continues to improve and seek out best practices. However, the consumer complaints this year have been greater this year than any other in my experience. The case management organizations have been under great pressure, and although many have risen to the occasion, a couple have a more reactive and unprofessional posture when dealing with delicate situations.
- Lot of moving parts, have a potential adoption pending waiting on a commitment fr Heartland on the financial side before foster mother will move forward. Not necessarily Heartland's fault in this delay as there is only so much money to go around, but further delay could possibly bring us back to square one.

#### Quality & Performance/Administration:

- I would like to see quarterly comparison charts with proportionate measurements to similar providers i.e. as in apples with apples in numbers served, capacity of children served, etc.
- Overall do a good job, I do think they could use their data collection to ease the burden of case managers in collection of documents.

#### Contracts:

- One contract manager seemed to be looking for any problems (nit picking) when reviewing files, instead of being happy to find good files.

#### Quality Management

- Very little involvement from the Quality Department; unsure of their role.

#### Training

- Suggestion for Training Department - more frequent communication as to trainees in pre-service - perhaps weekly or bi-weekly updates as to how new hires are progressing.



Finance/Resource Management

- Adam Ward plays an intricate part in case management's ability to assist clients. He is always timely and provides results within 24 hours or less.

Overall effectiveness of the Heartland for Children system of care:

- I think system of care is an inflated term giving HFC more credit than they or anyone other than a case manager deserves. The system of care IS the case manager. The system of care should revolve around the case manager and not the lead agency.
- Could be better.
- Somewhat.
- I know of HFC's involvement with the individual case I am assigned and assistance over the past year the children have been provided. The families all speak highly of the case manager however I have not had much interaction with her except for judicial reviews.
- HFC does not pay attention to their agencies and what they are doing. I have had foster parents call HFC for assistance and they just get the run around and are referred back to the Case Managers. HFC needs to show the foster parents they are appreciated and definitely support them. Listen to those parents, they are taking care of our children, they are the ones that live with them daily and know what their needs are. Think outside of the box! Take a survey in regards to the agencies you have. The GAL's are appointed by the courts to help support the child and family, NOT to be treated like we are nothing. As a GAL, I have wanted several times to just quit because of the treatment received by your agencies, in particular Devereux. They have no respect for the GAL. It does not matter what we say in court or a JR, we are overlooked. Why does a judge appoint us.....because he wants a set of eyes on these children, ones that are not getting paid to do the job.....ones that care about the BEST INTEREST OF THE CHILD.....not trying to get them out of the system, no matter where they are placed, just get them out. Is this truly what Heartland for Children wants????  
Oh, I will not stop, I will keep doing what I swore to do, I will be there for the BEST INTEREST OF THE CHILD.
- In addition to previous comments, I will add that I appreciate your long view and how that translates into the community and into our case management program. There is a reasonable patience and approach to everything. A solid foundation has been built.
- Sometimes they seem like the enemy; at times it doesn't feel like a partnership.
- For those staff who have not had the opportunity to see the operations side of DCF, it might be helpful to have them go out on investigations to see the struggles that DCF has to go through.

HFC's appreciation and understanding of the contributions Stakeholder has made to the system of care in Circuit 10:

- As said above the system of care needs to be focused on the case manager not the lead agency. The system of care is always ready to throw the case manager under the bus first. I also think often HFC get over-involved in a case micro-managing things to the point they might as well just carry the case themselves.
- There is no connection here with any appreciation or understanding. Sorry to be blunt.
- They do not treat GALs or foster parents with respect.
- I have never seen appreciation out of anyone at HFC.
- You all are regularly communicating to me when our staff do well or even to just to say keep up the good work.
- Few compliments are given.





How Stakeholders view their contributions to the system of care and if they feel that that are able to add value to the mission:

- Mental Health care is gaining awareness and as long as the governing covenants keep up with the growth of need and urgency the mission will be able to continue to provide valued services.
- I certainly do. I view my contribution as necessary and needed.
- I feel that I can add more value by providing additional placement options within their county of residence verses sending them out of county. Utilizing congregate care for a specific population with a limited capacity (5-6 bed capacity) per location, will add value to placement stability i.e. homes for habitual absconders, SA homes in the middle of nowhere verses a home close to an active road and business area.
- I am very dedicated to my work duties and strive to produce quality work. One Hope United (OHU) adoption team has surpassed the adoption target goal each year.
- Yes.
- I feel that our services are valuable to the community by helping to provide stability to teenagers. Yes.
- Yes.
- Yes.
- We are grateful to be contracted to help provide care for foster children as they wait for permanency. We desire to work with HFC to open foster home beds within the circuit that will accommodate large groups of siblings and teens. We believe this will help reduce the number of group home beds needed for the same population and also allow children to be in the least restrictive environment as possible. We desire to be a valuable member of HFC's contracted provider team. We are always' open for dialog and resulting actions that would continue to build trust and help keep HFC as the state's leading CBC.
- Yes I believe I do.
- Input is not an option.
- Yes.
- To some level yes.
- Yes.
- The work done each and every day contributes to the mission of both organizations.
- I believe that what I do is a valuable service to the families. I believe that I empower families to get their lives back on track and move forward without agency involvement.
- Identifying the risk of pregnancy in Circuit 10 through our partnership which HFC has lead to reduced pregnancies in foster care since the implementation of the Teen Outreach Program (TOP) in 2015/2016. We add value to the mission of HFC by empowering youth and the community with education on pregnancy and STI prevention, as well as supporting parents and youth through our Teen Pregnancy Prevention Alliance (TPPA) to maximize their potential without limitations imposed by pregnancy, childbearing, and parenting.
- I add value to the system every day I wake up and come to work. Doing a thankless job for very little pay, compared to the responsibilities placed on the case manager.
- Yes.
- Yes.
- My experience with this system of care is limited as I am new to it. Communication is critical.
- Provide important piece to array of services.
- Yes and will continue to do so as long as I'm with the company.
- I feel that I add A LOT of value to the mission.
- I feel like recognition of the work that is put into this job could be better. I do believe that our time, efforts and knowledge are at times taken for granted. I do believe I know my job very well and I do attribute part of that to my initial trainer as I do reflect a lot on what was taught in class.





- We provide case management services and work directly with Heartland to give families opportunities to be reunified. It's a team effort.
- Yes.
- At times, yes, I do feel that I am able to add value to the mission; however, due to the unfortunate constraints of the child welfare system and funding it makes it difficult.
- I feel that providing art enrichment to the children and teens in Foster and group home care is a valuable contribution. The children who participate enjoy the art process, and I see the therapeutic value in it for them.
- Yes.
- I view my contribution to the system of care as a vital part of the overall care. I feel that as clinician my work adds to the value of the mission of HFC.
- I feel that Youth Villages and HFC work well together to ensure that children and families live together successfully and contribute to the betterment of the system of care.
- Yes.
- Yes.
- I feel that I see the child and the family in another dimension than does the caseworker/case manager. At times, I have to push to get needed services for the child and it feels like I do have to push. I wish we did this more in connection with each other. It doesn't always feel that way. The way that I add value to the mission is that I am a consistent evaluator of the child's needs. While the child may have had 3 or 5 various caseworkers, I have been with them from the start. As a volunteer (who works full-time) with only one or two cases, I don't have the pressure of 30 or 50 cases. I respect that there is a lot on people's plates. I can be helpful and a part of the team, not an outside agitator that has to push.
- I view my contributions as one of the most important contributions because it helps relieve the stress of the organization. I DEFINITELY believe I am able to add value to the mission because I am in the forefront dealing with all the youth that come into care.
- Yes, I feel I add value.
- Yes.
- I would like to think so, as a GAL volunteer I'm not afraid to speak up on behalf of my kids and because of this and my involvement w/ previous cases, I believe it allows my cases to get the attention they deserve.
- Absolutely add value in our day to day operations, since everything we do is centered around safety, well-being and permanency.
- Yes.
- My contributions have been ongoing and expanded greatly over the past few years. I am extremely satisfied with our partnership and the encouragement provided by the administration. Our current relationship provides an above average ability for my services to add value to the mission of HFC.
- Yes.
- I feel that as a GAL working with Heartland, I am able to speak for the child and advocate for the child's best interests.
- The GAL is an integral part of the system. Without our input, lies, innuendo, inaccuracies, and mistakes might control a case. I had a case for over 4 years, I was the only one who had been "there" the whole time. With the help of the agency, the foster parents, etc., the case came out well at the end. Two little girls have excellent new families.
- I do whatever is possible for the welfare of the innocent victims, the children. Yes, I add value, even if HFC does not recognize our contributions.
- Don't really know.
- Yes.



- Yes.
- What is the mission
- I work closely with the case manager on my case, but I don't feel she gets the support she needs from higher up. Granted, my case is a VERY difficult one, but it doesn't appear that she receives the support she needs.
- My concern is for the child and I become somewhat frustrated in the length of time it takes with the system.
- I am a Volunteer Guardian Ad Litem and I feel that I add value.
- Yes, by ensuring foster homes provide a safe environment for children.
- I have just begun as a GAL to a two year old boy. I am trying to add value, but so far I would say only slightly.
- Yes as the faith based partner in this circuit.
- My contributions are through work in the community of Highlands County and support of both our Sebring and Wauchula office. Yes, I definitely feel like Heartland encourages and supports the work we do in our community.
- Yes.
- I AM NOT SURE NEEDS MORE TIME WORKING TO EFFECTIVELY EVALUATE.
- I view our contributions to the SOC as significant. Whole-heartedly feel that our agency provides added value to the mission of ensuring children are maintained in a least-restrictive environment that is free from abuse/neglect while providing families with the resources needed to enhance their protective capacities.
- A Kid's Place is a residential program dedicated to keeping siblings together as they enter the child welfare system.
- My contribution help keeps the children safe.
- I believe that the Youth Ranches brings great value to the mission especially with keeping brothers and sisters together in the same home. I believe we also do a good job in helping older youth get established and often learn to trust others after being moved many times from one foster home to another before arriving to the Villa.
- Yes.
- Due to the population that we serve, crossover teens, we feel that we have provided an exceptional service for youth for HFC.
- Yes, I feel my job is important, and it is.
- Yes, I am the best.
- Significant.
- We do our part.
- Yes. DCF is part of the mission of child safety.
- No, they cut my hours from 38 to 20 per week.
- Yes.
- Absolutely.

Strengths of the Heartland for Children system of care:

- Caring, compassionate and properly educated staff servicing other community partnerships and the children/families within their reach.
- Providing caring loving foster parents.  
Providing needed resources for parents.  
Extra training.  
The ability to employ quality caring qualified Case Managers.

- HFC seeks to problem solve and does reach out for partnership which is why I believe HFC can benefit from providers willing to add value to the system of care.
  - Bill N. is awesome. Kristy and Kim Corpus do a wonderful job. They are kind, understanding and care. Chris Dyer does a nice job too.
  - Heartland for Children (HFC) provides excellent customer service and value the customers/organizations that HFC serves.
  - Community collaborations and agency partnerships.
  - Willingness to work together as a team to do what is in the best interest of the child.
  - Great leadership, a willingness to think out of the box in terms of what will reach kids.
  - They are always on the cutting edge of programs and processes which deliver the best system of care amongst CBC's statewide.
- HFC holds provider meetings which are informative and insightful and they encourage the attendance and the even the participation of many of their contracted providers.
- They make an effort to utilize their in county contracted providers to keep their foster children within the communities they are familiar with.
- Their training department is phenomenal.
- Their placement team has a strong forward thinking management team whose dedication is seen 24/7 365. They are very hands on and resolves placement issues any time of the day or night.
- Integrity.  
Leadership.  
Cares about its families and its employees (those they work with).
  - In Polk County.
  - Family first, and all we are doing for the best interest for the children.
  - Advocates for children and families.
  - Experience and innovative approaches.
  - I believe in the Safety Methodology Model and believe that HFC is committed to its implementation and enforcement.
  - We appreciate the resources that are available through Heartland for Children for the youth in our community. The SOC meetings are informative and help us stay up-to-date on what is happening with the community and youth in care.
  - They do have people that clearly care about cps kids and their plight. However the constant poaching of high performing employees from the CMO's to the lead agency is not a good thing. Who wouldn't leave for an easier position, better pay and better benefits. Many times CMO feel like just a training ground for promotion to HFC.
  - They seem to have the best interests of the children in mind.
  - The SOC drills down and looks at the families in all areas.
  - The system of referral appear to be more than adequate.
  - Long term employees: continuity and commitment.
  - They help make a better way for a lot of children.
  - I like that HFC is purpose driven.
  - Heartland does support the parents, children, caregivers and foster care parents appropriately. Most of the time concerns or problems are heard and that makes a big difference.
  - Heartland provides services and takes care of areas of concern that would significantly slow down the process if we were left to provide the information and services on our own. Heartland is overall very efficient and timely in providing answers and getting results.
  - They know how to pull data to show us where we are improving and areas that still need to be addressed. This has been helpful to case management.
  - HFC is always willing to go above and beyond to help families in need.



- Caring, forward thinking and wanting the best for clients.
- Open communication, genuine desire to provide the best care possible for clients.
- Great leadership, effective communication, great levels of accountability and follow through, great customer service.
- Not sure.
- Awesome employees who care about the children and care about the people on the ground.
- The mission and vision statement for Heartland is great. I think there are the best of intentions to do that kind of work. Just like our teachers, underpaid professionals who do really hard work.
- Budget management and the resources they are able to provide for the children in care.
- Immediate sheltering and protection of the child. Also the confidentiality and privacy of information. Placement services are handled very well.
- 1) Willing to include a variety of providers to support children and families  
2) Genuinely care about keeping children safe  
3) The people/staff  
4) Its Leaders and Management staff
- From the people I have dealt with, they seem to really care; it seems much more than just a job and it shows.
- HFC is very "approachable" in that any member of the leadership team can be contacted for assistance and willing to work directly with any level of staff.  
HFC is very respectful of partner's chain of command.  
HFC is always willing to step in to support and help partners to meet their goals.  
HFC really approaches community relationships and subcontractors as true partners.
- Outside of the box thinking. Great investment in the community. Caring hearts and mindfulness.
- Availability.
- Staff.
- They talk the talk. (But they don't walk the walk.) It's all talk.
- Not sure!
- Compassionate and understanding.
- Unknown
- Contract Management has been efficient, proactive and responsive.
- I don't know.
- Collaborative  
Authentic  
Thoughtful  
Reasonable  
Intelligent  
Strategic  
Strong attention span  
Diverse  
Friendly and cordial  
Innovative  
Lots of common sense
- At least a CBC exists.
- NOT SURE.
- The partnerships. While there is always a tendency to "pass the buck" or "point the finger" - partners are held accountable and asked to contribute as a team for what is best for the child/family.
- Dedicated employees and a good sense of partnership.
- The help and training they provide.



- The people beginning with the CEO! They look at all the issues and do their best to help meet the needs of the children and families they serve. They are a great team to work with!
- Good staff.
- Communication and prompt payment.
- Great partnership with CMOS. Even when things are not going right, Heartland is supportive with improvement efforts.
- Not familiar enough to have an opinion.
- Adam is pretty good at helping get funds or alternate resources.
- Providing feedback on new services and programs.  
Assurance of services for children/youth.
- Questions are always answered in a timely manner and they support our mission very well.
- Being very involved.
- All-The employees are very fair and meet the needs of our CMO.

Areas that need focus by HFC Leadership and Management:

- Adoption and foster care, the system as a whole - are we creating more problems with quick/"influential" placements?  
Expanding the project ACES program exponentially.  
How much bigger does the trauma-informed lens need to get?  
And continued in-services and training to support holistic care with community partners.
- 1. Alternative placement options - HFC should seek to partner and develop placement options other than traditional foster parent and regular group care. The reality of an RGC group home utilizing an open bed for general needs is and has been a catalyst for placement disruption.
- 2. Dual Case Management Reform- The mandates of the DJJ with youth in foster care are for the most part unenforceable until a commitment staffing occurs. HFC can benefit from having the CMO & DJJ ensure services are mandated and not left up to the youth to attend. Youth on probation are doing as they please resulting in placement disruption.
- 3. TeleHealth - The department would benefit by contracting with a regional provider for one or two CBC agencies to prevent interruption of treatment. The ongoing medication issues are alarming for youth in care, particularly when changing placements and needing a new provider.
- Education, Education, Education.
- Foster Home Placement Capacity for Large Siblings and Teens.  
Training and recruitment for care givers of foster children with difficult behaviors.  
Continued support of school liaison's to resolve issues with foster children.  
Increase funds and or resources to assist with clothing and school supplies for children coming into care with only the clothing they are wearing.  
Recognize the racial, ethnic and cultural tensions that exist throughout the circuit and consider ways to reduce it while encouraging racial, ethnic and cultural diversity that is evident and not subtle. Continue this until HFC is known as a community leader that champions diversity within and without.  
Assist whenever possible to help CMO's promote case management stability which ultimately improves the overall system of care.
- Realistic expectations for foster parents and group homes.  
Preservice training that focuses on what case management is in this circuit. Trainers that can answer specific questions as it relates to case management.  
Less redundant trainings.
- Maybe helping families to avoid the system.
- Faster placements after PI shelters.



- They should be focusing on having more local partners/providers to avoid children being sent outside the county for treatment program.
- Increasing diversity with the organization as well as within the foster homes utilized.
- Case Manger retention.
- The Leadership and Management Team could focus on providing more training for foster parents and group home staff so they can properly handle situations with youth that often result in calling the police when it is not always necessary or could be handled differently.
- 1) Increasing cm \$\$\$ pay. The economy is getting stronger by the minute, jobs are becoming plentiful even in Polk County and this is going to make finding talent willing to put up with the low pay, extreme stress and erratic hours. If this isn't addressed in 2 years tops, the CMO's are going to be scraping the bottom of the barrel trying to find someone willing to do this thankless job. And turnover continues.
- 2) Placements- no way CMO's should be stuck babysitting kids without placement. This is a case manager killer, all it takes is 1 or 2 times being stuck with a child or children for hours or days and nights, and it's off to the jobs section of the paper.
- 3) It should be mandated the CMO's pay for recertification fees.
- 4) A hard cap on case load limits.
- 5) Find a way to keep experienced cm's. Pay them what they are worth to stay. Experienced cm's are expected to just take case after case after case. Doing the work of 2 or 3 in an ideal world, yet they doing get paid double or triple.
- 6) All the above, way too much focus on newbies, or turnover, and not enough focus and resources spent on those that have stayed, and have proven they can do the job. Those are the people to focus on keeping, not newbies or trainees. Turnover will go away when that is done. There is no reason every agency should have 4, 5, 6 people in every training class.... that's all money that could be spent on keeping productive employees, instead we keep playing musical chairs. In comes 4 and 3 others leave.
- Placement options need to broaden and include a crisis center where children can remain until a placement can be found. Having to pick up a child at 8 am and drop them off at 10 pm is not feasible for the staff and the children are exhausted after 2-3 days making the situation even worse.
- Streamline of services.
- Investigations and case referrals system can be improved.
- Case Management loads and work needs to be reduced.
- In my opinion, when it comes to the adoption team I do believe they need a huge lesson in being sympathetic toward our foster families. I shared a concern and problem that my foster mother (who is one of the best foster families out there) was having with a potential adoptive mother, they did not say "Hey I will address the issue with the adoptive mother" no, basically they said we need to suck it up and get over it. To me that is not the way we treat our foster families! At the end of the day, the end of year our foster family may still be in the picture and that adoptive family goes on after the adoption is finalized. I think some of the adoption staff has no care for the other realm of caring for children.
- Continue to provide support to case management.
- Funding their own Mental Health Program to prevent delays in services for the children and families as well as promote consistent and constant high quality mental health care to them.
- Continuing foster care home recruitment. There is a dire need for additional foster homes especially ones that can work with children and youth with special needs/behavioral issues.
- Wrap around services for children in care; For community children-services to the families, like a family that does not have Medicaid -resources/personnel to assist the family to get the child covered for medical services.
- Getting the contracted case management on board with child safety and partnership.



Providing foster and pre/post adoption families with better resources and service.

- Increased number of foster homes and better quality foster homes.
- I wish that "we" had:
  - The ability to pay good salaries that allow people to live a good, sustainable life with the opportunity to promote. This would allow for consistent caseworkers who know the case and are involved and responsive.
  - The ability to hire people who see the vision and want to stay even though it is tough and doesn't pay what it should.
  - Stronger management and leadership who holds people accountable to conduct themselves professionally with the mission is continuously the focus of the work.
- Mutual appreciation for the hard work together.
- Accountability and support to stakeholders that have children in care.
- Communication. Communication. Communication.  
Expedited health issue support.  
Expedited counseling services.
- Unsure.
- Pregnancy; mothers who shouldn't be having babies because of abusive relationships or financial hardships. My current case has 8 kids, they should have never had more than one. It puts such a drain on the limited resources available.  
Education; once these kids arrive make sure there is attention on getting them into Early Learning Coalition Day Care and eventually into VPK so they will at least have a chance when they get into school.  
Parenting skills; a lot of time we have kids who are having babies and are already products of the 'system.' Make sure these new mothers know what infant care is all about and the resources available, regardless of their lot in life.
- Streamlining the administrative tiers to communicate well and not be "tripping over each other."  
More communication with the CMOs to stay on the same path and mission as HFC.  
As much input into the educational system as possible.  
More parenting training to the community.
- Placement Options.
- Prompt communications.
- Pretty simple. The Golden Rule - Treating other people as they would like to be treated in the same situation.
- Keys to Success program.
- Surveys for your agencies, see how they truly are doing.  
Talk to your foster parents, etc., ask them for their honesty and feedback, w/o fear of losing their licenses. The ones that I know tiptoe around as they are afraid to say anything that may be negative.
- Supporting your case managers and their requests. Listen to them! We have the most interaction with the children and when we explain certain behaviors, don't discount them.
- More staff, better trained with lighter case load needed.
- Not sure.
- Capacity building in behavioral health.
- Training techniques need to change, too many trainees enter and are not prepared for the job when it comes to the safety of children.
- NOT SURE.
- Quality assurance in terms of Case Management Organizations (i..e. how did the family come to the attention of DCF/HFC and were all possible actions put in place by CMO to address those factors; if not - why).





Continued efforts to collaborate with all partners to identify administrative/legislative changes that impact the dependency system and work as a team to address those changes so that all involved parties are working toward common goals of doing what is best for children/families.

- Workload and work life balance.
- My focus would be on keeping siblings together, promoting the value of residential communities and to look for new alternatives and approaches when it comes to helping young adults achieve success as they leave the system of foster care. Too many are becoming homeless and the few successfully complete college or other higher educational programs.
- Working with the Case Management Organizations and JPO's Court system.
- Foster care.
- It would be great for the frontline staff to get to know some Heartland people. For those of us who gob up for meeting we see your faces. Others do not.
- Getting foster parents to co-parent.
- Provider satisfaction.
- Full time Family Support Workers, they are very much needed!!
- More services in rural areas.

#### Additional Comments:

- Heartland is awesome!
- We love doing business with HFC!
- The youth that are coming in to care are getting much worse to manage. HFC needs to focus on providing behavioral management support or invest in research that can aid caregivers with these youth.
- Overall I believe CHS does a very good job, but feel that it could be improved.
- Overall, a wonderful group of people to with and allowing outside providers to feel part of a team of community providers all geared to accomplish a clear set of goals.
- HFC is stellar in its commitment to the families of our district. It is a privilege to work with you!
- Thank you to One Hope United, specifically Michelle, Kim and Blair. Very receptive, supportive and caring. They worked even weekends and after hours towards getting my granddaughter forever here with me in GA.
- Please train the workers in inter agency sharing and cooperation. Turnover and knowledge of acceptable behavior seem to be a problem. My interaction is not vast but my background is and I recognize a problem.
- I am sorry that my responses are not helpful. I have not been a GAL long enough to really understand what the role of Heartland is.
- I work well with them, they are responsive to our needs we support them!
- Having the experience of working in other Circuits, I can say that it a pleasure to be a community partner in C10 and feel that our agency and our efforts are valued and recognized by other community partners.
- At the Youth Ranches we appreciate Heartland's continued support and recognition that we bring value to the community. It is a partnership which has benefited hundreds of children since we first began.
- Great attention to detail and focus on the clients we all serve.
- I was hired in for part time transporter, when I took the job it was 30 hours and then it went to 38 hours per week which was great then they cut it overnight to 20 hours. 20 hours was never spoken about when I took the job. Who can live on 20 hours at 10.00 an hr?? I'm not too happy.

