



Community Based Care: Hardee, Highlands & Polk Counties

Heartland for Children's Stakeholder Satisfaction Survey Results for 2019

Area	Sample Size	Number & Percent Satisfied	Number & Percent Not Satisfied	2019 Grade	2018 Grade	2017 Grade	2016 Grade
Overall Satisfaction	N=168	152 (90%)	16 (10%)	A-	B+	A-	A-
Community Relations							
Community Partnerships School	N=55	52 (95%)	3 (5%)	A	B+	NA	NA
Prevention:							
Education	NA	NA	NA	NA	NA	B+	A-
School Liaison	N=69	60 (87%)	9 (13%)	B+	B-	NA	NA
Assistance with Educational Advocacy	N=54	44 (81%)	10 (19%)	B-	B-	NA	NA
Yellow Dress, Car Seat, Rudolph Roundup, Child Abuse Prevention Month	N=51	51 (100%)	0	A+	A-	A	A
Family Resources	N=68	58 (85%)	10 (15%)	B	B+	B+	A
Behavioral Health: Community Based Care Integrated Health (CBCIH); MDTs, STFC, SIPP, Crossover Youth	N=64	57 (89%)	7 (11%)	B+	B+	B	A-
Operations							
Recruitment	N=32	26 (81%)	6 (19%)	B-	B-	B+	B
Foster Care Training/Licensing	N=42	35 (83%)	7 (17%)	B-	C	A-	B
Re-Licensing & Support	N=35	29 (83%)	6 (17%)	B-	B-	B	B
Placements	N=64	52 (81%)	12 (19%)	B-	C	B-	B-
Adoptions	N=46	36 (78%)	10 (22%)	C+	C+	B+	A-
Quality & Performance/Administration							
Front End	NA	NA	NA	NA	NA	B+	A-
Case Transfer	N=48	39 (81%)	9 (19%)	B-	C+	NA	NA
Diligent Search	N=40	38 (95%)	2 (5%)	A	A-	NA	NA
ICPC/OCS	N=35	28 (80%)	7 (20%)	B-	A	NA	NA
Independent Living	N=31	26 (84%)	5 (16%)	B	B-	A	B
Training	N=52	44 (85%)	8 (15%)	B	A	A	A-
Safety & Trauma Consultant	N=39	36 (92%)	3 (8%)	A-	B-	NA	NA
Data Management	N=41	35 (85%)	6 (15%)	B	A	A-	A
Missing Child Liaison	N=35	34 (97%)	1 (3%)	A	A	A	A
Client Concerns	N=40	34 (85%)	6 (15%)	B	B+	A-	A
Quality Management	N=45	39 (87%)	6 (13%)	B+	A-	B+	A
Contract Management	N=41	37 (90%)	4 (10%)	A-	A	A-	A-
Finance							
Revenue Maximization	N=20	20 (100%)	0	A+	A-	A+	A+
Resource Management	N=23	22 (96%)	1 (4%)	A	A	A	A
Accounts Payable	N=21	20 (95%)	1(5%)	A	A+	A	A+



Area	2019	2018	2017	2016
Respondents felt that they were working in partnership with HFC	63%	69%	75%	84%
Respondents were satisfied or very satisfied with the partnership they have with HFC	89%	90%	88%	90%
Respondents were satisfied or very satisfied with HFC's customer service	86%	92%	88%	94%
Respondents felt that Heartland for Children's overall system of care was effective or highly effective	90%	91%	88%	96%
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	82%	88%	85%	90%

2019 Quality Parenting Initiative (QPI)	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
The team works for the good of the children and puts their needs first	43%	42%	10%	2%	2%
The resource parents and I work well with each other and we treat each other with respect	43%	41%	12%	3%	1%
Members of the entire child welfare team treat each other with respect	30%	46%	16%	6%	2%
I can allow caregivers to make normal decisions about children's participation in activities	35%	51%	11%	2%	1%
I work with caregivers to have relationships with birth parents	31%	46%	20%	2%	1%
Caregivers I work with participate in decision-making activities	29%	56%	13%	2%	1%
The last transition I was involved in was handled in a developmentally sensitive manner	29%	40%	19%	8%	4%

General Comments:

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

- Just think there should be more case workers so each could devote the required time to the individual cases.
- Seem to not follow through on plans.
- I have not worked directly with this agency, therefore, cannot say anything about them.
- They seem to want to do the right things for the children and the parents, but they lack adequate staffing for the number of cases they have (this is my opinion only from current observations in my position).
- I must say, I have personally had the pleasure of working with some of the best case managers, hands down.
- Too much turnover.
- My relationship with HFC, to date, has been tangential.
- Heartland for Children really exemplifies what a community based care agency should be. They have high quality standards but provide solutions and support to ensure it happens. They openly embrace system



issues that need to be addressed and partner to ensure that the best services are provided to our children and families.

- Feel they do not see all that case managers do and have unrealistic goals for a forty hour work week. They do not point out all the positive and success we do.
- I think that the placement issue is a real problem. Sitting in the office with children for hours on end is not fair to the CM or the child.
- Disappointed that phone calls made to Heartland consistently go to voicemail and not always returned promptly.
- Caseworker rules are not followed. My caseworker did not appear in court.
- I would like to see the Case Managers handle less cases, so they can have more time on each of their cases.
- Disappointed in the disconnect between all agencies within the child welfare system in Circuit 10. There is a definite need to build a stronger rapport and work in collaboration.
- Not satisfied at all! Who are they? What do they do? Haven't been to a change from CPS to DCF in a couple of years. Tell foster parents they will be bringing them a child, to not only NOT show up, but not call either. I really am not sure what good they are other than to provide presents at Christmas and show up at some events to tout their name.
- Always room for improvement. Agencies they support need better people management skills.
- A few weak employees need to find another field of work, otherwise, the team is doing very well.
- Differences in communication and inclusion of the GAL depending on which agency they have subcontracted with.
- We have not had a child placed from Heartland for almost 2 years.
- More communication.
- As the holder of the funding please be aware Highland County does not have community resources such as mental health counseling as easily available. Please create choices and opportunities for our children to succeed. I have tried to attain resources such as counseling with HEADS, TCHS, Peace River, Jill Scott, Angels for Kids, CHS, and the Mary Welsh Foundation and either they do not have space or will not travel to Highlands County.
- They don't always get the documents I need in a timely manner, and I have to ask for them more than once often and include supervisors in emails to insure they are received.
- Heartland for Children is very quick to point fingers and say that case managers are not doing what they are supposed to be doing. Most workers at Heartland say that they have been case managers before so they know everything that we do, and while that may be true, they do not know what we do on a daily basis. If Heartland actually knew what we were doing, they would give us 24 hours or longer to respond to emails and messages before taking things up the chain of command, and they would respond to us in a timely manner. I have received numerous emails from employees with Heartland needing documents, like a fingerprint referral for explain. If I do not respond within 24 hours, I see another email with my PD, APD, and supervisor CC'd on the email stating that they have not received a respond and they need one ASAP. That makes me feel like crap and, to me, makes it look like I am not doing my job especially when I see my PD, APD, or supervisor emailing back stating that they will ensure that it is done today followed by a phone call telling me I need to get it done ASAP. Working in Highlands County, means I drive over an hour to get to anywhere in Polk County. 95% of my caseload is in Polk County and my home office is in Highlands County. I spend about 95% of my day driving or meetings with clients 3 out of 4 days of the week. Most of my meetings with clients last about an hour-3 hours. Most of my clients live in Lakeland, it is about an hour and 15 minute drive to an hour and a half drive just to get there. There and back that is 3 hours of my day, plus the amount of time I spent with my client. Heartland expects us to be at their beck and call and it is not possible, especially when Heartland is not at ours. Heartland also demands things to be done when they say so without thinking about what we could possibly be doing. I have had to cancel meetings with clients in order to do what Heartland wants, and it is not because I have not done my job, it is because Heartland says one thing, and then changes it and expects us to fix it right away.



- In my previous comments I have stated how the desperate need for foster parents makes HFC blind to certain issues with foster parents. I have witnessed biases, racism, and maltreatment of children in foster care. Please believe and support case managers when they tell you they see red flags at the foster parents' placement and intervene to correct these caregivers or remove them from the system. Some foster parents only serve as a bed and breakfast and are not involved in taking children to the doctor or be involved in their services.
- This is my first experience with a CBC. I have nothing to compare it to. The HFC training did not at all prepare me for my job. It's also hard to say that in training when you have no idea what you are training for. I might have had a good experience with training at the time, but after being in the field I realized that it was not at all informative.

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

- Sometimes.
- Even after reaching out on many occasions with questions about cases. Often times it takes my coordinator and at times even my coordinator's supervisors to get involved to get answers.
- My supervisor carries the role in this area for me.
- I came to agreement with the best treatment and the HFC caseworker agreed. Then nothing. The parents and I are so frustrated.
- They try hard and have a lot of good staff members.
- Aside from my previous stated comments and expressed concerns, yes.
- Not enough experience with Heartland to respond appropriately.
- My supervisor would be the person in contact with them because their case is out of Hillsborough Cty they happen to live in Polk.
- Sometimes it feels like what case managers express do not matter when it comes to foster parents.
- I never get contacted by the case managers. It doesn't seem they involved the GAL in things going on with the cases.
- I am extremely grateful for the partnership that HFC has with CHS. I cover additional dependency programs in other counties and I can tell you they pale in comparison to HFC. The most recent example I can provide is I've asked for report pathways from FSFN from Patrick and Nikki to make sure I'm pulling the correct data. They have always provided right away and made sure I understand/my team members understand. At another CBC as recently as 2 weeks ago, my supervisor and I asked for the same thing a pathway in how a report was pulled in FSFN and we were told "if you're tracking it you should know - it's not our job to provide that". These little gestures are truly what knit together the foundation of a partnership. Thank you to all of HFC for what you do and for the wonderful partnership you provide with CHS.
- Don't feel it is a partnership but a demanding relationship; they don't concern us partners.
- In some ways, there are communication issues due to the fact that Heartland is invested in keeping foster parents even though not all foster parents are quality foster parents. I have tried working with foster parents who are not invested in the child's wellbeing and that is counter active to what Heartland and case managers want for the child. A foster parent is meant to help and work with case management to help the child that they have gets all his or her needs met. This doesn't happen with all foster parents, making work harder for the case manager who is overloaded with work. It would be great if Heartland was a bit more rigorous when choosing foster parents. We are not looking for a foster parent to only provide housing and love. We need cooperation in helping the child thrive, we need foster parents to be hands on and have the time to invest in these children. I do know a lot of foster parents that go above and beyond the call of duty for their foster children. But it hinders our job when foster parents do not want to help taking a child to the doctor ever, or to speech therapy. When a foster parent who NEVER does these things takes respite almost every 2 to 3 months, it is concerning. When a foster parent is not invested in making time to look for proper daycare and making time to allow service providers to come to their home to help the child, it hinders the child's development. I hope my message gets through to the stake holders and proper action is taken about



situations like this that hinder wellbeing for the child and permanency. No child should lose a placement because a foster parent isn't willing to change their work schedule to fit the needs of a foster child. When the case manager is working weekly to take a child to speech therapy twice a week and take the child to the doctor, the dentist, to their respite, to visits with mom, to try to get behavioral therapy in place and the foster parent won't move an inch to help the case manager. This person should not be licensed just to be a bed and breakfast.

- To submit required paperwork to legal in a more timely manner, i.e. jr reports, case plans, etc. so legal doesn't have to constantly remind/request said documents.
- Current case worker is much better, but too much time elapsed before they corrected the problems.
- I am not directly involved with HFC.
- Overall, HFC works well with DCF investigations to help the children and their families.
- If it wasn't for training, probably would not know who they are.
- They only care about themselves.
- Yes with CHS; not with the other one.
- Communication and information sharing can always be approved upon.
- It is frustrating that we secure funding for services and then we cannot have a therapist for 4 or more months!
- I feel like rather than this being a partnership, this is HFC being the boss of us and having us run around like chickens with our heads cut off. I feel like for this to work more than a partnership HFC needs to involve the CM more.
- As a case manager I believe we work for HFC and I do what they tell us to do even if we don't always see eye to eye. Case managers bear the brunt of the work and Polk County has a limited amount of providers, and we have big caseloads so we would appreciate if they took some of the work off our hands when it comes to on call, placements and improving the amount and quality of service providers (this would have to be with the help of the state). Sometimes case managers have such trouble with burnout because we have to work extensive hours to get all the things HFC requires from us aside from meeting with bio parents, children, caregivers and transporting our children and administrative work. There needs to be a change where the work is distributed in a way we don't end up quitting, we LOVE the job and how we can help families, but we hate the work load and deadlines because nothing can ever get done at its best with the amount of responsibilities that are put on one human being who has not received proper training from the get go.
- I feel like HFC definitely takes credit for a lot of the work that we do.
- I do not have contact with anyone from Heartland.

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

- Not really working with Heartland at the moment.
- Doesn't feel like a partnership.
- I would like to see more trust on the part of HFC and more fully qualified staff.
- Aside from my previous stated comments and expressed concerns, yes.
- It would be very good if the case managers would work in partnership, reach out to assigned GALs ask opinions, or work together for things for the kids.
- Just to continue the transparency and communication that you already do :)
- I guess it's ok but, like I said they can be very disrespectful of our time and only give us placements after 5 even though I often talk to the placement later and they say they agreed far earlier to take the children.
- Overall Heartland is very helpful for case manager and we do work as a partnership. There are some improvements that can be done to make this an equal partnership.
- I wish we had more communication.
- I am not involved with HFC.
- It depends on the case and how it is handled.



- HFC has all been willing to assist in every possible way needed.
- We do not use the word partnership. HFC is our superior. The final decision maker. A partnership implies shared work. There is not a balanced distribution of the work. Yes HFC does a lot. But we bare the responsibility of it all. If anything goes wrong who gets fired is the dcm. I appreciate HFC Staff and the help they provide and how they can make things easier on us. But that help has its limits. So we are caught having to think outside the box to figure a solution to issues HFC just doesn't provide.

How satisfied are you with HFC's customer service?

- See previous comment.
- Some caregivers require more help than others and I feel like we need to do more for these people.
- It has taken over 6 weeks to get non-offending parent's fingerprints. HFC has been contacted numerous times, with little response or explanation.
- Aside from my previous stated comments and expressed concerns, yes.
- They are very responsive, client centered and solution focused. All staff are very approachable and easy to contact.
- Never had any contact.
- I was not aware of a children's customer service.
- What customer service?
- Some are great, but a few weak links make it difficult for all of us.
- S/a
- I have found that there are times when requests are handled in a slow manner and even second requests have to be made. Many times this is caused by a CM not making the initial request as soon as necessary and the GAL has no voice to get things done more quickly. For instance, I had a situation where my clients were moved from Polk County to Pasco County. New insurance cards were necessary for the children. It took several months for the cards to be sent and then one card was in English and the other card was in Spanish! The caregiver called to request correct cards and was told that request had to come from the CM. Very frustrating.
- Again yes for CHS; no for the other one.

QPI

The team works for the good of the children and puts their needs first

- The Case Manager for our client is overworked (large case load), so she takes too long to get anything done. One Judicial Review was postponed because her report was not ready. We were not advised as to when it would be rescheduled, so we missed it!
- My GAL team works well together but coordination and communication inter-agencies is lacking.
- The parents have more rights than the children. When you are the GAL volunteer for cases that span over 2 years you see first hand how now the children face trauma due to being held in limbo. Case Managers not being held accountable for not putting the safety of the child first and instead extending case plans for parents and justifying their actions.
- Haven't seen where they work fast enough to benefit the child's interest.
- I have not worked directly with this agency, therefore, cannot say anything about them.
- Of course, we are in need of additional people to be Guardian Ad Litem.
- While I believe their intentions are good, unfortunately I've seen cases during this timeframe that causes me to question some of the decisions... As an example: A case where the child was placed back into that I did not believe was in the child's best interest (which was later confirmed) and another case where I do not believe removing the children was necessary or in their best interest. Naturally, I can only speak to my particular cases and experience but I've had similar experiences in the past which causes me some concerns. I should also state that while it does make for some sleepless nights, regardless of whether or not I agree with the



decision, I wholeheartedly support them and will continue to do so. I just wish more weight would be placed on the opinions of the volunteers who spend the majority of their attention and time on a very small number of cases compared to the required workload and demands often placed on employees. I hope that makes sense.

- I often find that the Guardian Ad Litem office and, especially, volunteers are not kept in the loop by service providers. While I believe all team members place emphasis on the welfare of the children, there is minimal effort to resolve differences since not all members are of the same opinion when it comes to what is most appropriate for the children.
- Sometimes when placements is notified of a potential placement breakdown or a child who is not happy in their placement they do not proactively look for an alternative placement until things blow up.
- I think with the case loads being this high it is impossible to put the children's needs at the forefront. It is more just trying to keep the paperwork from being late and trying to avoid "getting in trouble" for late assignments.
- For the most part yes, however; there are times when moves are made that are questionable.
- Other than the GAL folks, the work load is so great there is only time to address caregivers and separated parents. The children tend to fall through the cracks.
- This Guardian ad Litem office is committed to providing all children displaced with every opportunity to be safe, successful, and happy.
- This applies only for the Guardian ad Litem Office, and often times we are limited to what we are able to accomplish due to agencies as DCF who will not do their jobs.
- No real interaction with Agencies.
- Depends on the agency. There are some who are true team members some who do not share info that would be helpful to the child's welfare and benefit.
- Many team members seem to be very dedicated to the well-being of the children. There are some who seem to be just checking off lists or there for the paycheck.
- From what I've seen, most on team really care and are compassionate.
- It truly depends on the Case Manager.
- Sometimes the decisions are made based on money rather than best interests of the child.
- More communication and streamline.
- More communication.
- We have too many cases to do the job with all accuracy.
- The question is not very clear. Who does child welfare staff entail. If it's case managers I completely agree.
- There are so many staffings that delay permanency for children. There is not enough support for foster parents so children are constantly shuffled through the system. Foster parents are not held accountable for the damage they are doing to children by continuously shuffling children through the system. ESSA staffings do not hold the children's best interests and some of the children are failing due to constantly switching schools. Children need to stay with their teachers and cannot be allowed to be switching schools. There needs to be better transportation options set up for them.

The resource parents and I work well with each other and we treat each other with respect

- If you are speaking about DCF working with GALs the answer is a tragic no!
- I have not worked directly with this agency, therefore, cannot say anything about them.
- I'm not sure what the definition of "resource parents" is but I'm assuming it means the child's actual parents.
- I have no issues with the resource parents and find them willing and eager to share information.
- Not sure who is defined as Resource parent.
- This assigned child is in a loving supportive home. They are always open to my visits and contacts.
- Not familiar with term - resource parents.



- The resources our parents receive are not always on board or on the same page. Mental health is a huge issue regarding our families.
- One of the most important areas in Foster Care is having a working relationship and understanding with the caregivers. Caregivers will reach out to the VCA more often than anyone will expect for help as they are not getting timely (or no) responses from the Case Manager to include staff (supervisors).
- Have not had enough experience.
- When not under the influence of a substance and mental health issues addressed and treated then YES! The rest of the time no!
- They are also over burdened and stressed but provide as much documentation and information as they can but just don't have enough time to provide it timely.
- Depends on the resource (foster) parents. I have come to learn that there should be some sort of filtering system the stakeholder should implement to avoid licensing fp's who have racism, and biases against bio parents, or people who push their religion onto the children. Also some resource parents can only provide housing and food and are not participating in the child's medical and educational care. How is this helpful to DCM's? The stakeholder does not defend dcms and forces them to work things out without proper intervention. This is why there is such a huge amount of case managers who quit within the first 6 months.
- Does resource parent mean foster parent?? If so, then I work fairly well with them. Foster parents do expect a lot out of case managers. It is hard to constantly have to help with taking children to their medical and dental appointments and transport them to all of the visits. Why sign up to be a parent when you can't do the basic functions of parenting such as taking children to their medical and dental appointments?

Members of the entire child welfare team treat each other with respect

- Child's case manager never notifies me regarding Staffing Appointments so that I can stay abreast of progress in the case plan for birth parents and decisions for child.
- I have not worked directly with this agency, therefore, cannot say anything about them.
- Fortunately I have witnessed complete disrespect only on one occasion.
- I have had incidents in the past where a service provider has been rude and inappropriate toward a custodian. In general, there is mutual respect; however this is not always demonstrated, especially when it comes to sharing information.
- Case managers between agencies treat each other with respect. However, Heartland Staff tend to talk down to case managers and treat case managers poorly. Heartland staff tend to come across as condescending and want us to jump right away and don't tend to think about we are in field 80% of time.
- There is minimal support from supervisor staff.
- Not true! It is seldom you can find a case manager (or CM supervisor) that is willing to work with you and respect you as a volunteer that DOES have the best interest of the child. I recently had a CM quit her job due to the lack of respect she was getting, had a fabulous working relationship with her. A parent/sibling meeting was scheduled that no one in her office kept, parents, children, foster parents and myself showed up. We had to supervise the visit as no one in the department even attempted to do so. It was disgusting to know they expected us to do their job. Supervisor showed no concern or empathy for these parents and children.
- Almost no respect for foster parents by HFC.m
- Depends on the case and the people.
- For the most part I would agree. There are always exceptions to this rule when individuals do not understand or are not comfortable with another professional's role in the team. But, as a system as a whole, members work well together.
- Generally yes however when dealing with placements it's very difficult to provide details when in the field when placing and I personally have had an issue in the past where one person has been rude and came across as disparaging toward CPI.



- There are a few Attorney's that become stressed and snap at times.
- I have heard many GAL's complain about case managers with the foster parents. It does not unify a system when GAL's are not more supportive of a case manager's efforts and talks bad about them with a foster parent. Also there are rumors about supervisors also talking bad about their own case managers.

I can allow caregivers to make normal decisions about children's participation in activities

- Within limits of course, according to the court decisions.
- Confused by the wording... As a volunteer GAL, I personally don't have the authority to "allow" the caregiver to make such decisions but I do encourage them and can offer advice. However, the biggest obstacle I usually encounter is the caregiver's ability to pay for any extracurricular activities such as camps, sports, art, theater, etc. Is there any financial assistance for these types of activities? If so, could you please let us know? If not, is this something that could be considered? I think these children would gain a tremendous benefit from such activities, especially with all the disruption that typically accompanies these children.
- No problems.
- They are allowed to make decisions within reason and within decisions of the court.
- This depends on the caregiver's level of buy in on safety protocol.
- Can't approve out of state vacations.
- I am fortunate to have great caregivers.
- Depends on the family and the ages of the children.
- I have experienced that this is dependent on the case and what legal or cm has decided due to past concerns.
- We have to Notice the Court when a child goes on a vacation less than 14 days and request a Court Order if this vacation will be longer than 14 days.
- Yes! Under normalcy!
- It depends on the child and their circumstance. Some children cannot be on social media and some family trip require court orders.

I work with caregivers to have relationships with birth families

- Very much agree with this statement, that is the intent of this program, as much as possible according to the status of the birth parents and how much they participate.
- Definitely depends on the reason for children to be separated from birth families.
- The team is generally in agreement when it comes to encouraging an appropriate relationship between children and birth parents.
- Caregiver family has been more than open to work with natural parents.
- If a caregiver is willing to do so, then I certainly encourage the relationship. Sometimes caregivers are not interested due to the background of the parent. I have found when that relationship does occur with both parties, more often than not it works out very well. The children most definitely benefit from this relationship.
- When possible/feasible.
- It really depends on the situation.
- It is hard to support visitation when you know a parent is actively using drugs.
- I encourage this, but some of the birth parents just drop out of sight. This is especially true with those involved in drugs.
- Sometimes it appears not to be in the best interest of the child(ren), and the age of the child is a factor, as well.
- However it is about the case each one is different.
- Unless it is a danger to the home and family members.



- I do not believe that most foster parents are willing to work with biological families. I know they are trained to do so, but it is not required and most refuse. Some even attempt to interfere with reunification. Relative and non-relative caregivers are more apt to work with the biological families than most foster parents are.

Caregivers I work with participate in decision-making activities

- I have not worked directly with this agency, therefore, cannot say anything about them.
- Yes, they do fully.
- Participation and preparedness is not always as professional as should be. Additionally, the GAL office is not always made aware of meetings, etc. at which they should be present.
- Sometimes but not always.
- Depends on if they are needed or not. A lot of hearings are over an hour away and only last 15 minutes so most caregivers do not attend.
- Except where the child is placed out of the county. We have a caregiver 200 miles from where the JR's take place. The call-in process does not work, and it is too far for the caregiver to travel. The caregiver wants to participate, but finds it impossible.
- Sometimes new tasks keep being added to clients that are meeting the approved court case plan.
- Most of my caregivers do and have participated in these types of activities. It gives them the opportunity to hear what is "next", as well as to provide input that may have not been disclosed prior to one of these activities. I have been in meetings where a caregiver reported some concern and actions have been taken to help the child or caregiver. Good idea and would hope all caregivers could attend.
- Some do, some don't, usually b/c they are overwhelmed w/responsibilities.
- When possible.
- I am open and honest with choices.
- There are only a handful of foster parents that attend court hearings or are a part of the team. A lot of relative and non-relative caregivers do and are very involved with the team.

The last transition I was involved in was handled in a developmentally sensitive manner

- I have not worked directly with this agency, therefore, cannot say anything about them.
- Unfortunately the last transition case I was involved in, did not have any "transition" period or plan and the child immediately reverted to unsafe behaviors because the majority of their time was unsupervised at home, while the caregiver worked. They were too old for childcare and of the legal age where they could chose not to attend school (16+). However, it was ultimately the judge's decision, and sadly only hind-sight perspective that it was not a good one. Ironically the case I'm currently involved in is the opposite scenario, and believe the children would benefit more from having their father in the home (while the parents work their case plan) more so than from having him removed from the home. In my experience it's extremely rare to even have the father want anything to do with the children and statistically proven that children without a father in the home have more issues than children who don't. If I believed the children were at risk in any way, I would not make any such recommendation. However, in my particular case and current transition, that is not the case and it saddens me for kids. Again, I think that by placing more weight on recommendations from volunteers who spend the majority of their time, attention and focus on a relatively few number of cases (1-3), compared to the workload of employees, situations like the two cases referenced above could be avoided.
- I am currently involved in a transition that could have been handled differently for the benefit of all concerned. Prior transitions, however, have been very satisfactory.
- I was on a case that last three years. It had its up and downs in the court room.
- The last transition I was involved in was a short notice transition during on call hours. One of our children that was living at George Harris had been arrested following a physical altercation with another child. Bartow PD responded and arrested her. She was not charged with felonies so she was not taken to the JAC center in Bartow. When I picked the child up she was in handcuffs. When I asked the officer why she was in



hand cuffs he told me it was because she was being detained. Because the child that was assaulted was still at George Harris our child could not return there. Placements found a new home for her at Miracles in Hillsborough County. When we went to George Harris to pick up our child's belongings the staff had to pack a lot of them in a black trash bag. When we were leaving George Harris I asked the child if she had eaten any supper and she said, "No, Sir." Her tone indicated she has very hungry. It was 10:45 pm. I asked her what she would like, and I purchased a meal for her on our way to miracles. I understand that this was short notice, but it was a traumatic experience for our child. Also, although again it was short notice, George Harris packing her belongings in a trash bag was also short traumatic for her.

- This varies from case manager to case manager. The transition to age 18 still needs a lot of improvement.
- Court adoption was a happy day.
- My child was moved to an out of state location. This process took several months, I was not kept in the loop, was told by the caregiver what she heard. The caregivers felt their concerns were not addressed timely, they were anxious throughout the process due the lack of information that was provided to them timely. The child had no opportunity to meet the new caregiver (a relative they did not know) until he was taken to New York. Fortunately I believe he is doing well.
- The child was re-traumatized b/c there was NO gradual transition. One day she was in the foster home, the next in family members home, whom she did not know at all. No consideration was given to the foster parent's requests/feelings either. They were only concerned with 'getting it done'.
- Caretaker was being evicted. CHS waited to last moment to move child despite GAL finding and exceptional placement for child.
- We have not had a child placed from Heartland for almost 2 years.
- A good majority of the transitions are developmentally sensitive, the last one was simply court ordered in an expedited time frame.
- I'm about to have a transition. I'm hoping the lead based community agency handles this the right way so my child doesn't suffer.

Community Relations

- I can only speak to the departments I've personally had interactions with and have had nothing but positive experiences with them thus far.
- Feel I needed help with services and support and did not get help until I attached upper leadership from Heartland on emails. I should not have to list 10-15 people on email to get help.
- Some of the community relations listed are not as well known to staff and community agencies.
- One attendee from Heartland for an IEP.
- Please look into Domestic violence prevention.
- HFC School liaison is amazing at what she does Ms. Lynette Mitchell is a wealth of knowledge and support. But recently she has been only working half the time because she is involved in other HFC projects. And this limits what she can do for DCMs. Same goes for other great staff members.

Operations

- I am answering as a current Volunteer Child Advocate, in my current case only. I contacted the Case Manager from HFC on three occasions to get updated on the next scheduled time for the parents to meet with the children and caregivers and never heard back from that Case Manager until AFTER the meeting took place. My intent was to observe the interactions between the mom and the children and the father and the children (and of course the interactions between the birth parents and the Relative Caregivers).
- Team needs to be more consistent and efficient.
- Honestly it feels as though foster parents are not expected to do anything and all of the responsibilities are put on case management making our jobs unmanageable and increasing turnover. HFC does not address



these concerns because we "can't afford to lose foster parents". When concerns are brought up it feels as though licensing kinda sweeps them under the rug or avoids them as long as possible.

- CPI need to have reviews on accounts. And that good decisions are being made in part of the Children Only. Not the parents, if they are within neglect realms.
- I think dads who are out of the picture should be sought out and given the option of child support or TPR at shelter of the child. That way adoptions would be able to happen sooner for many children. Within the yr, to 18 mo. Instead of 2 or more yrs.
- Not enough placement and they are broken often. IL is not starting until the child is ready to age out! Adoption takes forever.

Placements:

- The Placement Department is always responsive to our requests and needs.
- Placements team can sometimes be a little short and on one on call night, were unhelpful when a CM was in the field with a safety issue with a foster parent. We do know that they work very hard and placements are limited.

Adoption Services:

- The adoption process takes too long! Not enough communication with the adoptive parents and with the GAL Volunteer. Once Adoption is planned then it should be expedited!
- There needs to be improvement in communication and access to post adoption services for adopted children and families.
- When cross-county adoptions happen, there is so much confusion as to which county conducts what requirement.

Quality & Performance/Administration

- ICPC person has done an amazing job. I feel like we case managers could use more help from diligent searches.
- It cannot be a blanket answer or solution every case is different

Finance

Resource Management

- Adam always gets an approval within 48 hours turn around at the worst usually it is the same day.

Overall effectiveness of the Heartland for Children system of care:

- Aside from my previous stated comments and expressed concerns, I do not have any other suggestions for improvements at this time. I must admit, I do not know how much control HFC has over the cases or transition plans so I do so with that in mind, but I genuinely appreciate the survey and your willingness to allow comments and suggestions for improvements. However, I truly appreciate everyone and all that you do! Thank you!!
- They seem to work hard at doing their job correctly and efficiently as possible, my only guess is they have such a heavy workload they can't stay on top of each and every case. Most of the staff that I have dealt with seem educated, dedicated and successful.
- SO-SO
- Children are left in placements without GAL involvement.
- I believe they try very hard to be effective and successful for the children and families impacted. I would like to see them hire more Case Managers so that each could spent more effective time on each case, esp. the more complex cases. Having Case Managers with extreme number of cases is not good for the families or the



children involved. In addition that tends to cause Case Managers to get frustrated and look elsewhere for work, thereby losing needed experience.

- Communicate!
- More resources- reduced case loads per case manager
- I believe it would be beneficial for employees of Heartland, in their multiple capacities, to do a ride along with dcf investigators. Specifically those employed in placements.
- Has its limitations. See all comments.
- Sometimes I feel like we have too many hands in the soup, and there are too many forms to fill out in order to get what we need for our clients, or so we can do our jobs effectively.

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

- It's a team effort and they have not individually singled me out to recognize me...
- I've been a GAL for almost 4 years and I have never heard any kind of appreciation from HFC. Thankfully I do not do what I do for recognition from them or any other agency. I am here for the children.
- Other than previously expressed concerns in this survey, of which admittedly I am not sure how much control HFC has over it, I have no other suggestions or complaints.
- Feel we are not valued or appreciated. Feel we are informed of all wrong more than anything.
- No face-to-face interaction with HFC.
- I would guess that HFC feels I am a pain in the neck and would rather not have me involved.
- Don't know.
- They could do more for volunteers.
- See comments related to placements in previous survey.
- We need more services here in Highlands County.

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

- I add value every day. If I thought my presence didn't make a great difference, I wouldn't continue my service because it would then be a hindrance. I wouldn't want that for the children nor the families I serve.
- We are able to get responses from Heartland when the adoptive parents are not, so I feel we do add value. A squeaky wheel gets oiled.
- Speaking out and standing firm on issues regarding adoption of a child.
- I have been doing child welfare in case management for 5 years, and I can say that I really enjoy what I do. I contribute to the system of care as a dedicated employee serving the children and families.
- I have tried and do feel I add value to the mission.
- Yes.
- Yes.
- I try and hope that what I've done will be effective for the welfare of the child.
- Yes.
- Yes.
- I would like to think so. Especially when in comparison to caseloads. Volunteer GAL's by nature of the position have the unique ability to spend the majority of their time, focus and attention on a relatively few number of cases at a time (usually 1-3) but also believe that allows for a perspective that others with significantly larger case volumes might otherwise have and because of that, would like to see more weight placed on the recommendations of the volunteers, is all. I believe this unique perspective could be better utilized, but again, I'm not sure how much control HFC per say actually has over this but anything you can do to help with this, I would be forever grateful! Thank you!!



- I believe I contribute to our Theme "I am for the Child" in every way it is intended. I have one case and I have volunteered to do home visits for those Volunteers that had to miss a month, and will continue to do so. My intent is to be the best Volunteer Child Advocate for each and every case I am assigned to.
- I have done my best to be a dependable, helpful member of the team.
- Yes.
- Frequently visit home to have feedback home front situation.
- Yes.
- My contributions are significant. Yes I add much value to our joint mission.
- Yes.
- Yes.
- I have a passion for working with the children and families we serve. I have longevity; more than 16 years with my company and 26 years within Child Welfare. I am supportive of my staff and work hard at staff retention.
- JS is doing their best to provide services and to make sure youth make positive gains in the areas of social and behavioral.
- Feel we offer a lot but is not valued.
- I contribute 100 percent to the system of care, add value. Don't always feel I get the team work needed for this profession.
- I feel that our organization is able to add some contributions to the system of care. I feel that overall our input may be valued, but is not necessarily useful for causing change. It is very difficult to change the system of care and make improvements.
- Sometimes.
- Yes, I feel that the direction that the partnership between DCF and HFC is moving towards a more united direction to better enable meeting the goals of the mission.
- Yes I do.
- I feel I work well with our partners and the families we serve. I have a passion for working with our youth and remain dedicated to helping families.
- I certainly hope I've added value to the program of the adoptee over the year.
- Yes, we love our children and only want what is best for them.
- Yes. I feel I add value to the system by my volunteer work through GAL.
- I honestly make an effort to be an active participant in guiding outcomes and processes in our system of care.
- I do my best to know the children, advocate on their behalf. That helps them do their work.
- Yes.
- I try to manage and keep our children safe and families together. I wish there were more we can do for our families at times.
- I firmly believe that a Guardian ad Litem I am helping the children I am responsible for. Helping to ensure they are SAFE, they are provided an opportunity to succeed and to keep growing while their parents go thru the necessary adjustments to be reunified with the children.
- The Guardian ad Litem program makes all the difference, we CARE, we PICK UP THE PIECES when we hear we are needed, when we see a child or caregiver is struggling with a need.
- Yes.
- Sometimes it seems insignificant, but in total with all the other volunteers I think it makes an impact. Yes, I do think I am able to add value.
- Contributions are valuable, but are not treated as such.
- Yes.
- As a GAL I am very involved with parents, foster parents and children. I think I have made a difference in my families' lives and have helped answer questions and made transitions smoother.
- Yes.



- I do believe I add value, although sometimes I am unsure if it's enough. The mission of the organization is ideal and achievable, especially when working together.
- I'm involved in the advocacy process of the child. I'm enjoying my part in this long process.
- Yes we add a lot of value.
- Yes. As a Guardian ad Litem I feel the system and the courts respect my involvement and allows me to properly add value to my cases.
- Yes.
- Absolutely.
- The Champion for Children Foundation reach over 4,000 children in Highlands County each year. Our programs are strengthening families; putting safety, health, well-being, and stability first.
- Yes.
- Yes.
- I add value in the system of care with my community networking and beginning 14 years of working in Circuit 10 in addition to having worked 5 years at HFC at the ground level efforts of prevention cases.
- Our organization is able to add value by providing a specific type of support to foster parents that increase their ability to foster well. Heartland for Children accepts, embraces and promotes the partnership which allows us to further our success.
- I know that through the years working with HFC, the work we do and the evidence we provide has been acknowledged. When difficult cases come along we are directly contacted to be able to provide services to those families in hopes to stabilize and/or assist with reunification. Through the acknowledgment, we have felt that we are contributing to the mission at hand.
- Overall my mission adds value due to the fact that as a dcf investigation team we identify and rectify child safety issues from a least intrusive to, when required, a most intrusive perspective. Our prevention methods, how they are deployed are insufficient. The resources are not plentiful and provide little to no help prior to the removal of a child.
- Somewhat just not enough time in the day.
- Assessment of potential dangers.
- I am but a finger of a long arm and feel I am helpful in assisting family be safe and re-unified whenever possible. I am the out in the field and without support that OHU and HFC I would not be able to change as many lives as I have been able to.
- Yes.
- Yes.
- Yes by completing the documents in a timely manner if they are provided to me so that I can submit them as needed.
- I work hard to help locate relative and/or non-relative placements for the children in foster care so they can be closer to and spend more time with family; so that they are placed with someone they know and feel more comfortable with.
- I file documents and answer phones. Yes, I feel I add value to the mission.
- I feel that I add value but I do not feel that HFC identifies the amount that the front line adds.

Strengths of the Heartland for Children system of care:

- They set guidelines when we are unsure. In this field nothing is ever black or white. So I those cases when we are unsure, they are there to give direction and I need that.
- Interact with children on a timely basis.
- They all work together.
- Not in a position to comment.
- Dedication to the child in concern.
- Bill Nunley.



- In my personal experience and opinion, I believe they have some of the best staff and employees!
- I believe their strengths are the people assigned to handle the cases assigned. Most of those people do the best job possible considering the number of cases assigned.
- People who care.
- Strong leadership and commitment to serve.
- Providing services to families as needed.
- Placements is very responsive. Training is also very good.
- I believe Heartland listens to the staff's ideas and bring training opportunities to help enhance their skills.
- Heartland is well-organized and go over and beyond to make sure their clients are getting their services that are needed.
- Their higher up leadership is involved a lot.
- Overall, the organization is well structured and the team cares about the kids. The introduction of TBRI will be a huge strength as it develops.
- The willingness to have round tables and workshops to be open to suggestions and put into practice new processes to enable a more streamlined and effective procedures.
- I feel that HFC does a good job of providing relevant training materials.
- Unsure exactly how HFC works, because I am newly trained volunteer. I'm sure over time, I'll understand more.
- Because of the strained relationship with your caseworker, we have not been very involved with Heartland.
- There is a strong focus on performance, permanency and child safety while maintaining a team approach. HFC takes the lead and encourages our direction. This is important, as I have noticed in other system of cares, the lead agency does not have as much respect in their circuit, as HFC has in ours.
- The strength is in great case workers.
- Available and good training.
- Team work with Investigations and Case Management.
- They have many caring and experienced personnel employed. Many love what they do and try their best to be successful in their particular job.
- Maybe foster parent classes.
- Proactive and involved.
- None.
- It exists.
- Education.
- Child welfare.
- Partnership, commitment of employees and volunteers, heart of the people, focused on family.
- For what I know is their intensive job for the safety of them.
- You have some great attorneys and MDTs are held great.
- The organization is strong and organized.
- The case managers. They truly care for their kids and making a difference. Most of them do.
- Strengths include educating, providing support, streamlining and providing problem solutions when needed, to strengthen services to children and families in our communities.
- Commitment.
- PARTICIPATION.
- Trauma consultants are the best! Accounts payable, Adam Ward, is knowledgeable and very quick and accurate in his work.
- During a presentation I once heard that HFC was satisfied with ranking in the middle of the state as far as performance measures. The explanation was that this indicates there is a good balance between quality and quantity. Quantity is absolutely important as the children continue to come into care and they all have to be served. But, HFC was okay slowing down the process for a few children who really needed some extra time in



order to receive a quality service and be better served and prepared for their future. This balance, and willingness to let a number go for the sake of the name is one of Heartland's biggest strengths.

- Speaking on behalf of our office, we have had positive experiences when discussing current cases and barrier predicting, in order to problem solve and expedite the various items that may be impacting a successful case discharge.

Communication whether via email, phone and in person has always been positive.

Showing appreciation for all of us who contribute to the cause is shown and verbally acknowledged.

- Access to funding. Helping facilitate transitioning for children.
- Constant and consistent training.
- They are always there.
- HFC is the umbrella we provide for the family in services and care for the safety of the children and the hope of change in the family. We provide resources to children that they normally would not. Best example is daycare after school care and foster to broken homes.
- Safety.
- Advocacy, resources and follow-up.
- Collaboration; I see that as the biggest strength of HFC. I feel that we are all a team and work together for the best outcome possible for each child in care.
- To me, to be effective in this business, it has to come from the heart of the employee. Heartland for children has filled their offices up with people who care, are kind, are open to change, are closed to only what is enough and always goes the extra mile. Your services save lives.
- HFC excels at forward thinking.

Areas that need focus by HFC Leadership and Management:

- It's required on all case plans that parents have housing, however that is a large barrier. Many have histories that don't allow them to obtain housing. I'd like to see some help in that area.

I'd like to see some educational components also to the task. Parents are good at completing task, but many of them don't change their behaviors and that's because they have not been taught better, they don't know how to properly be a parent.

Case Management is overworked and extremely underpaid; either a raise in pay or decrease workload.

Court, office work preparing for court, home visits, parent visits, making sure parents and children visit, making sure siblings visit, school visit, referrals and updates for referrals, doctors' visits...list goes on. A lot of work!

Otherwise, I love what I do and wouldn't be overworked and underpaid do anything else.

- I feel the case loads need to be reduced, so each manager can efficiently work each case. As it is now, cases take forever to be finalized because the case worker has too many cases.
- Making sure that employees get appreciated.
- Teamwork, communication, instilling a positive and relaxing atmosphere for all.
- Medical foster children's complex transition needs. Behavioral health provider consistency and appropriate levels if service, provision of qualified interpreters for all interactions with parents who do not speak English via a translation line if not available in person, educational support for parents to learn English, life skills such as driving.

More proactive involvement with schools.

- Continuity and better communication with caregivers, GALS and courts.
- Timeliness of getting tasks done for the welfare if the child.

Placing child in an environment or area where the child would not be tempted to tell to family nearby.

Not awarding children for failure to comply or foolishness, giving them a false sense of world reality.

- Education.



- Providing additional resources for the youth to be able to participate in extracurricular activities that caregivers and parents of children in system typically cannot afford. This would allow for the children to have a creative outlet and interaction in positive peer group settings that not would allow them to develop some of their talents, the opportunity to gain a sense of accomplishment and allow for a creative outlet. I think I this is especially important for youth who often find themselves participating in unhealthy or even dangerous and illegal activities either out of boredom or peer pressure by only having interactions with individuals or peers within the limited circle of influence of their neighborhood, which is typically not the best or ideal environment, but is all their caregiver or parents can afford.
- Hiring of new staff, and Retention of current staff that are motivated, educated and dedicated.
- Volunteer advocate training sessions. Just getting us together, we can learn from each other.
- My short experience is that there is a lot of turn over when it comes to the workers that actually visit the children. Working on trying to keep staff in place, would be helpful.
- Community Outreach.
- Communication, continued services for families, closure for families in a timely manner, continued training of case workers especially those new to the field.
- Better cooperation between DCM's and Foster Parents.
- Incentive Program to keep staff.
- To expand their services.
- Taken care of case management and offer better support so the turnaround is not as high.
- Streamlining placements, make less complicated.
- Better accuracy on judicial review reports, submission to legal in a more timely manner without multiple requests to do so.
Submission of case plans to legal without multiple requests to do so.
- 1. Including TBRI training in all levels of staff and case management. DCF should also be familiar with the methodology that we are using.
- 2. Improving the Independent Living system. Many kids fall through the cracks before they turn 18 and basic transitioning needs are not being met.
- 3. School partnerships. Education is a huge issue for foster kids and the more school partnerships and training we can have, the more likely it is that our children will succeed.
- A more streamlined process with case transfers.
- Communication.
- None.
- Too new to GAL to make a recommendation.
- Turnover- case load is too high making it impossible to give the children a fair representation. Also, the caseworker have high burnout.
- 1. Retention in the case management workforce.
- 2. Conditions for Return.
- 3. Evaluation of how we can make the case manager role, a more manageable position as I honestly believe that we can drastically improve permanency outcomes if we can drastically decrease turnover.
- 4. Continue strengthening relationships with partners and stakeholders.
- Getting good case workers and keeping them long-term.
- Improving communications.
- Finding other resources for mental Health for children and adults. Substance abuse sources as well. Domestic Violence is HUGE in our area. Not sure where to help our families there.
- Hire additional fully qualified personnel and do what's necessary to keep them!!
- 1. Communications.
- 2. Show appreciation for caregivers and other providers.



3. Listen to complaints from caregivers and other providers in regards to the inept services of some providers.

4. Survey judges and magistrates as to the performance of these providers, to include the attorneys.

5. Listen, people are not happy with the performance of your agencies. Every time the name DEVEREUX is mentioned, everyone shudders!

- Recruitment and training for foster parents.
Providing same services for at risk families as they do for caregivers before kids are removed.
- Communication.
Better attitude towards other people/agencies in the system.
- Keep the GAL office up to date and share case information.
- Less cases.
- Not sure, haven't worked with HFC very much, almost only GAL.
- Placement.
Licenses.
Recruiting.
- Keeping families together. More stable foster parents idk if they are not trained on trauma but they give up on kids too easy.
- Case managers have too many cases and therefore in my instances unable to dedicate the proper time and energy to individual cases. Understanding that after-hours work involves paying overtime, it is nonetheless too restrictive to expect a case manager to be only able to address certain issues within a 40-hr work week. Guardians ad Litem need case managers to be agile and involved, and their case loads restrict this capability.
- Reviewing performance of agencies they contract with.
- Hiring More Managers, Funding, shorten the window for either reunification or Permanent Placement. The process is too long.
- Establish trauma informed communities.
Continue the development and implementation of auntbertha.com.
Continue to support the growth and development of prevention and diversion services.
Hold accountable, and support, further development of mental health services providers in our community, with providing more accessible, faster engagement, and access to weekly (not just monthly) appointments, meeting-the-needs of severe mental health diagnosis (to be able to access specialty services such as EMDR), and after-hours services or in-home services.
Allow for the growth and development of any service that can benefit children and families (out-of-the-box-thinking). (For example, support the building of a sensory playground for children with Autism.)
- CMO improvement.
- Increasing awareness for housing, shelters and local employment resources to prevent more shelters.
- Continued efforts for individual within the system of care to view each other as colleagues is important as well as ongoing education to elevate respect of the family of origin.
- I believe the focus needs to be in determining ways to lower case management case load. I understand that this is difficult, but believe that with lower caseloads, work life balance can be attainable and less burn out will occur; which can then assist with decreasing the high turnover.
- Placements and level of understanding of what a cpi goes through during the removal process.
- Support for Case Management and additional mentoring available.
- Cannot think of any at this time.
- Getting a partnership for care extended to mental health, counseling, substance abuse etc... would help us impact families better and faster.
- safety and reunification.
- Timeliness of completion of tasks.
- Placements and foster care recruitment.



- Housing. Jobs for the clients.
- One focus should be more genuine when dealing with front line staff both in DCF and CM.

Additional Comments:

- Are the caregivers, parents and youth currently being similarly surveyed for feedback? If not, would it be possible to consider doing so in the future?
- I have enjoyed GAL program this year. Adoption in September was a highlight.
- I have been a VCA for over 4 years, I have 5 cases as we speak. I never need to go to Heartland, my Child Advocate Manager knows what to do, and gets it done if I need her. I have seen time spent on training, mentoring and assigning cases, just for the new volunteer to be unsure of their decision to become a volunteer. Go to court, often the CM does not appear, the attorney struggles with the information on the case, new volunteer has no idea as the case is new to them. Go to a JR, that is a circus lately. I have watched the magistrate want to scream with frustration. Case Manager not there, of if there, have not completed task that were assigned 3 months prior. This has held up permanent custody for children, delayed possible TPR's that have an effect on the parents and child. I would recommend HFC spend some time in the courts and magistrates hearings. You may realize some changes need to be made. Bottom line, HFC needs to get involved in what is going on in our system that has an impact on children, parents, caregivers and all other agencies that care.
- Have a lot, but don't have time right now. Have something urgent to do...
- I thought the questions were hard to answer.
- They doing a good job for the volume of cases that Polk County has.
- There needs to be consistency among agencies. I have been on one case for nearly 10 months and have yet to be included in an agency staffing meeting despite my numerous requests to the case manager.
- I overall appreciate HFC and what they do for the community. Child welfare is a difficult challenge in the best circumstances. Thanks for helping investigations with child safety.
- We need raises!
- Less case load and more time to complete tasks would be optimal for all.

