



Hillsborough Kids

**Summary Overview
Stakeholder Surveys and Focus Groups**

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Neuhauser, Lee and Associates

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Background

Hillsborough Kids is currently in the process of developing a strategic plan for the upcoming three years. A primary goal of this process is to be highly inclusive of stakeholder input at each step in the process.

More specifically, stakeholder opinion was solicited during February, 2011, in the form of two surveys: one for youth and another for adult stakeholders. (A total of 934 stakeholders completed surveys.) Focus groups with stakeholders were conducted in March to understand the survey data in greater depth and to discuss strategic issues. An overview of the Strategic Plan will be reviewed with Board members in April and with stakeholders at a Town Hall meeting in May, 2011.

During February, 2011, Hillsborough Kids asked Youth ages 13-17 and Young Adults in Independent Living to complete a survey designed for them. Another survey was designed for adults and sent to 24 stakeholder groups to provide input into the development of the Strategic Plan. The following groups returned at least five completed surveys:

Adoptive Parents; Birth Parents; Board of Directors for Hillsborough Kids, Inc; Case Management Organizations; Department of Children and Families; Diversion Providers-Contracted; Employees for Hillsborough Kids, Inc; Foster Parents; Guardian ad Litem; Hillsborough County School District; Hillsborough County Sheriff's Office-CPI; Judges; Licensing Agency; Office of the Attorney General; Relative Caregivers; Residential Group Providers; and Sun Coast Region CBC.

Fewer than five completed surveys were received from several stakeholder groups, including the Children's Board; Community Advocates; Comprehensive Behavioral Health Assessment Agency; Funders; Government Officials; Non-Contractual Diversion Providers; and Other Non-Contracted Service Providers. The data from these groups has not been analyzed as stand-alone units. However, all of the responses from these groups are included in the analysis of the stakeholder data as a whole.

In the Appendices of this report, questions from both surveys are listed, along with the favorable, neutral, and negative responses from the stakeholders as a whole. Summary data for each individual stakeholder group with at least five completed surveys is also listed.

In this report, consistently favorable trends across most stakeholders are identified, along with the less favorable trends in the data as a whole. (As will be noted later, negative responses are very low in most of the data; variations from that pattern are noted.) Stakeholder groups are discussed from the perspective of uniqueness compared to the overall trends.

Both the youth survey and the adult survey used a Likert scale of 1-5 points for the response options, as can be seen in the following question:

How well do you understand the Hillsborough Kids System of Care?

Very well 1 2 3 4 5 Not well at all

The response options of either 1 or 2 are categorized as favorable, while the options of 4 or 5 are negative and 3 is neutral. In understanding survey data, there are four patterns that tend to be particularly meaningful:

- 1) When 60% or more of the respondents select 1 or 2, it is generally considered a strong favorable response. Of course, 60% or over choosing a 4 or 5 signifies a strong negative response.
- 2) On the other hand, a 20% or lower response is generally considered weak. Therefore, if the negative response is 20% or lower, that can be considered a strength for the organization. Conversely, a favorable response of 20% or lower is typically seen as a weakness.
- 3) Gaps of less than 10 percentage points between two stakeholder groups on any survey response would normally be assessed as unimportant. When the gap in the percentage points goes beyond 20 points, then a meaningful difference tends to exist.
- 4) If a diverse population responds to survey questions with very high favorable responses (over 80%) on nearly every question, the analyst tends to be skeptical. That is, consistently high favorable responses across diverse groups suggest that either the respondents were afraid to answer candidly or that the questions were written to elicit only favorable responses.

This summary is intended as one step in the data review process for the Hillsborough Kids strategic planning. In this report, an overview of the survey data is provided in Chapter 2, followed by a summary of the combined survey data and focus group responses in Chapters 3 and 4. The following focus groups were conducted in March, 2011; for each session, the goal was to have 8-12 participants.

Birth and Relative Caregivers – only one participant

Case Management Leadership – 10 participants

Case Management Staff – 9 participants

Department of Children and Families – 5 participants

Employees of Hillsborough Kids, Inc –11 participants

Foster Parents – 10 participants

Guardian ad Litem – 15 participants

HCSO General Managers – 10 participants

HCSO-CPI Staff and Supervisors – 10 participants

Judges – 7 participants

Office of the Attorney General – 14 participants

Youth (ages 13-17) – 8 participants

As noted, the survey and focus group data will be used to develop the Hillsborough Kids Strategic Plan. The next step in developing that plan is a retreat to be held on April 1 with officers and employees of Hillsborough Kids.

Overview of Data from Adult Stakeholders

The Hillsborough Kids stakeholder survey data has been analyzed from two perspectives:

- 1) **Meaningful trends** in the data which contribute to an analysis of strengths, weaknesses, opportunities, and threats (SWOT) for the Hillsborough Kids system of care, and
- 2) **Unique issues** for specific stakeholder groups, as a foundation for identifying Core Competencies and Key Activities to be included in the Strategic Plan.

Strengths and opportunities for improvement

In February, 2011, 701 adult stakeholders responded to the Hillsborough Kids Strategic Planning Survey. This high level overview of the data shows several strengths and opportunities for improvement. It is important to note that these overall trends become more meaningful when examined from the perspective of specific stakeholder groups and with in-depth focus group data. As noted previously, 24 adult stakeholder groups responded to the survey, and the range of opinion is quite diverse on some items. Average scores tend to mute those differences. However, the following trends in the data as a whole are consistent across most stakeholder groups.

Areas of Strength

There are nine questions (out of 18) on the survey that received strongly favorable responses. These questions focus on the following two areas:

1) Serving children and families

There are strong favorable responses (and very low negative ones) on questions about efforts to re-unite and to preserve families. In the process of doing this work with families and children, Hillsborough Kids is seen as implementing best practices to improve the system of care. The following three questions were given consistently high favorable responses across most stakeholder groups:

3) Children and families are re-united as soon as safety is assured through Hillsborough Kids system of care. (66% favorable)

10) To what extent is Hillsborough Kids doing everything possible to preserve family connections for children? (61% favorable)

5) Hillsborough Kids implements best practices to improve its system of care. (62% favorable)

In addition, a very strong favorable response (74%) was given to the question on children receiving the medical treatment they need.

2) Hillsborough Kids Leadership Role

As the lead agency for the system of care, the Hillsborough Kids corporate staff is seen as helpful in discussing difficult challenges and as working collaboratively with its community partners. The agency offers a sufficient number of training opportunities for most of its partners and provides information in a timely manner. These strong favorable responses (and the very low negative ones across all stakeholder groups) indicate an effective organization with well functioning systems and capable employees.

Opportunities for Improvement

Two questions on the survey received relatively low favorable responses:

13) Hillsborough Kids recognizes outstanding performance in the system of care. (46% favorable)

8) Performance data is readily shared by Hillsborough Kids. (49% favorable)

Although these are not extremely low favorable responses, compared to the generally favorable tone of the data as a whole, they suggest needs for improvement. Overall, the focus group data indicates that considerable tension exists between various stakeholder groups, which sometimes results in blame or negative assumptions. Under these circumstances, appreciation and recognition tend to be withheld. In the next chapter, these issues will be examined from the perspective of specific stakeholder groups.

Stakeholders reported in focus groups that sharing of performance data is seen as inconsistent. Sometimes data is not provided in a timely way by stakeholder groups; in some cases, data is not discussed because other issues take priority at meetings. In other instances, data is seen as limited by the challenge of dealing with FSFN. The issue of sharing data is experienced differently by specific stakeholder groups, but overall it is seen primarily as a problem of overload rather than intentional withholding of information. Specific issues on the need for more data will be discussed in Chapters 3 and 4.

Overview of diverse trends among stakeholders

In the survey data as a whole, several issues received highly diverse responses across the stakeholder groups. More specifically, this overview focuses on survey questions that either received unusually high neutral responses or covered a range of at least 15 points.

High neutral responses

Two questions on the survey were given very high neutral responses (over 40%) by stakeholders as a whole. Typically, neutral responses can mean several things, from “I don't know much about this” to “I've seen both favorable and negative examples of this.” Put differently, neutral responses can be difficult to interpret. The survey questions with high neutral responses in the data as a whole are the following:

2) When gaps in services are identified, Hillsborough Kids re-allocates resources. (41% neutral)

This question was given a strong favorable response by several larger groups of stakeholders, including the following:

- Guardian ad Litem (65% favorable)
- Relative caregiver (72% favorable)
- Adoptive parents (66% favorable)
- Birth parents (83% favorable)

These high favorable responses suggest that stakeholders in these groups have seen Hillsborough Kids re-allocate resources when gaps in services are identified. On the other hand, the following stakeholders have low favorable responses, ranging from 30% to 45% favorable, with very high neutral responses:

- Case Management Organizations (44% favorable/52% neutral)
- HCSO-CPI (35% favorable/56% neutral)
- Foster parents (45% favorable/45% neutral)
- Department of Children and Families (30% favorable/70% neutral)

This data implies a considerably different experience with the re-allocation of resources than the stakeholders noted above. The focus group data suggests that these four stakeholder groups do see clear examples of responsiveness; however, they also see situations where Hillsborough Kids is not responsive in re-allocating resources. There is confusion and frustration among these stakeholders about the lack of responsiveness on some issues.

The other question with a high neutral response in the survey data as a whole is the following:

17) Youth (ages 13-17) in the Hillsborough Kids system of care are provided the opportunity to participate in activities that are especially meaningful to them. (47% neutral)

The responses to this question are consistently in the 45-55% favorable range for most stakeholder groups, with an equal neutral response. This pattern of response suggests that most partners clearly see both occurring. That is, some children do have the opportunity to regularly participate in meaningful activities while others do so only occasionally.

Wide range on favorable responses

Two topics from the survey received a wide range of responses based on the specific stakeholder group. Of course, this inconsistency was explored in the focus groups. The purpose at this point is to provide an overview of these differences in the quantitative data.

One of these topics with a wide range of responses is **the openness of Hillsborough Kids to ideas and input**, based on the following questions:

12) Hillsborough Kids is open to trying new approaches that could help children.

Several stakeholder groups gave strongly favorable responses to this question, ranging from 60-80% favorable. They include Adoptive Parents, Birth Parents, Case Management Organizations, the Department of Children and Families, and Relative Caregivers.

Two groups gave very low favorable responses: Guardian ad Litem (18%) and HCSO-CPI (40%). In the focus groups, these stakeholders expressed strong frustration with ongoing problems, which will be summarized in the next chapter.

15) Hillsborough Kids is open to community and provider input into decisions.

Three stakeholder groups gave strong favorable responses to this question: Birth Parents, the Office of the Attorney General, and Relative Caregivers. However, several other stakeholder groups gave low favorable responses, suggesting that expectations and/or experiences on input into decisions are very different among these stakeholders. The lowest favorable responses were given by Foster Parents (39%), Guardian ad Litem (24%), Licensing Agency (33%), and Residential Group Provider (29%).

A second topic that received a diverse range of opinion, to be discussed in the next chapter, is focused on **services for children and families**:

6) The Hillsborough Kids system of care strengthens families so that children can remain safely in their homes.

Overall the favorable response to this question is moderately high at 59% favorable. However, two stakeholder groups gave low favorable responses under 40%. These were Guardian ad Litem and HCSO-CPI, with favorable responses of 35% and 39% respectively.

On the following question, most stakeholders gave relatively low favorable responses, compared to the high favorable responses on the question about children receiving medical services:

14) Children in the Hillsborough Kids system of care receive the mental health services they need.

However, a few stakeholder groups had a distinctly favorable response to this question. In particular Birth Parents, Contracted Diversion Providers, and Relative Caregivers gave favorable responses well over 60%.

Combined Survey and Focus Group Data

For most questions on the survey, the responses were similar across the 24 stakeholder groups. For example, the response to Question 1 about children in the system of care receiving the medical services they need was given a strong favorable response by nearly every group.

However, there are also differences in the response patterns among groups that suggest a unique perspective among certain stakeholders. This uniqueness can occur for any number of reasons, including specialized knowledge, hands-on experience, or simply a lack of familiarity with the issue addressed in the question. These unique perspectives can be important in identifying opportunities for insight or innovation and in meeting the specific needs of a particular stakeholder.

There are ten groups of adult stakeholders that had a substantial number of surveys returned (at least 20 completed surveys); the following is an overview of the unique aspects of their survey data. Focus groups were conducted with most of these groups, and a summary of those responses has been included here. The survey data from each stakeholder group with five or more respondents is listed in Appendix A.

Adoptive Parents

This stakeholder group has consistently strong favorable responses and very low negative ones for every survey question. In particular, they see Hillsborough Kids providing a sufficient number of training opportunities (73% favorable) and implementing best practices to improve the system of care (69% favorable). Clearly this is a stakeholder group that has experienced positive interactions with Hillsborough Kids on a wide range of issues.

Birth Parents

This stakeholder group was among one of the most favorable in the system of care. In particular they gave high favorable responses (and very low negative ones) on the following two questions:

6) Hillsborough Kids system of care strengthens families so that children can remain safely in their homes. (83% favorable)

10) To what extent is Hillsborough Kids system of care doing everything possible to preserve family connections for children? (83% favorable)

Clearly, this stakeholder group has seen very consistent evidence that the core mission of Hillsborough Kids is being fulfilled. In addition, these stakeholders confirm a collaborative approach, with flexibility in re-allocating resources as needed.

Case Management Organizations

This group of stakeholders has a wide range in its favorable survey responses, from strongly favorable on sufficient training opportunities being offered to low favorable on the following two questions:

4) Hillsborough Kids corporate office staff is helpful in discussing difficult challenges.

For this question, Case Management employees gave a 40% favorable response and a 40% neutral one, which would typically be interpreted as a “sometimes” answer. The focus group discussions were highly consistent with this survey data: these stakeholders noted that Hillsborough Kids leadership and staff can be very effective in collaborative problem-solving. However, sometimes there is limited discussion, with Hillsborough Kids being more directive. Case management leadership noted that non-collaborative discussions tend to result in much less successful outcomes.

Case management staff said that they sometimes feel blamed unfairly when discussing a difficult situation. In addition, they see an attitude of superiority among some Hillsborough Kids staff. They suggest that this negatively impacts the helpfulness of discussions and also demonstrates a limited understanding of the complexities in their work.

13) Hillsborough Kids recognizes outstanding performance in the system of care.

On this issue, the favorable response was 40% with a comparatively high negative response of 26%. This was the most unfavorable overall response among the Case Management Organizations on the survey. In the focus groups, lack of recognition was a predominant theme. Put succinctly, case managers are seen as garnering little respect or appreciation, while being asked to carry out the core functions of the system of care. As one CMO director noted, “Case managers are being asked to do more and more, without pay increases or recognition from Hillsborough Kids. Almost half of what they do is administrative, which can get in the way of serving the needs of a child, so the situation is very frustrating for them.”

The tension between completing forms on the one hand and providing qualitatively meaningful assessments and home visits is a very significant issue. The redundancy and cumbersomeness of the documentation is seen as burdensome; there is a clear concern among the Case Management Organizations that “paperwork” has become a barrier to quality care. In other words, they wonder whether increased documentation is an evidence-based approach to effectively managing cases and reducing the risk that necessarily accompanies them.

Another aspect of the challenges that the case managers describe is the judicial process. The relationships with the Office of the Attorney General and the Guardian ad Litem tend to be adversarial far too often. The time spent waiting in court is particularly frustrating for case managers. Staggering the schedule for appearances, creating a judicial liaison, or specifying certain days of the week for case management teams were suggested as a few possible ways to address this concern.

An assessment of the case management process was suggested as a way to develop new solutions to improve job satisfaction for case managers, along with reducing turnover and most importantly, better serving children and families.

Employees of Hillsborough Kids, Inc.

The responses from this stakeholder group are strongly favorable for most survey questions, suggesting that Hillsborough Kids employees take pride in the work they do for the system of care. There are only two questions with a favorable response under 60%, which are the following:

13) Hillsborough Kids recognizes outstanding performance in the system of care. (57% favorable)

17) Youth (ages 13-17) in the Hillsborough Kids system of care are provided the opportunity to participate in activities that are especially meaningful to them. (54% favorable)

As with most other stakeholder groups, employees gave a high neutral response to question 17, suggesting that improvement could be made in this area so that less variation exists among children's activities.

Employees suggest that more recognition should be given the Case Management Organizations and individual case managers who perform well. They note that Hillsborough Kids tends to primarily address performance issues or challenges in the system of care. As one employee said, "Hillsborough Kids mostly focuses on problems with the CMO's; we very seldom show up to say something good." These employees suggest that monetary incentives are one way to show appreciation, but recognition does not need to be focused only on money. Stopping by the care centers to say "thank you" or providing a pizza party or coupons from local stores are other options.

In addition, employees are worried about the frustrations encountered with the court system. Transitions are sometimes ordered too rapidly to best serve the child. The time wasted sitting in court is very hard on case managers. These employees suggested Hillsborough Kids needs to develop more ways for judges and attorneys to meet with case managers, to deepen mutual understanding and respect.

Foster Parents

Overall, the favorable survey responses from this group were somewhat lower than the averages from the stakeholders as a whole. However, in the focus group Foster Parents identified several recent improvements, particularly in terms of support services such as child care, conferences, training, and school readiness. In addition, The Family Place is very useful, as is the Foster Parent Association.

At the same time, they do see significant needs for improvement, as indicated by their response on the following survey question:

15) Hillsborough Kids is open to community and provider input into decisions.

The favorable response for this question is 39%, with a 41% neutral response. Focus group comments strongly suggest that they "feel looked down on" as Foster Parents by many parts of the community. This group does not believe that their opinions matter in the system of care; they see themselves as pushed around by the judges, schools, and some case managers. Overall, Hillsborough Kids is seen as having a "partnership of convenience with Foster Parents-necessary but not really valued." As a result, their opinions are not valued in making decisions.

One specific area of frustration is with the emphasis on placing children with their birth parents or relatives. Foster parents believe that sometimes decisions for re-unification are not in the best interest of the child, and that their opinions on this topic are rebuffed.

On the survey, Foster parents gave a relatively low favorable response on the topic of children receiving the mental health services they need. This topic was also brought up in the focus groups as an area that needs significant improvement.

In addition, the following two questions were asked of Foster Parents:

19) The Hillsborough Kids system of care shows respect for me as a Foster Parent. (59% favorable/21% negative)

20) Hillsborough Kids provides Foster Parents opportunities to participate in decisions regarding foster children.
(52% favorable/29% negative)

These questions received relatively high negative responses, compared to the data as a whole. In the focus group, Foster Parents clearly noted that they do feel respected by some parts of the system of care and by some individuals. However, considerable room for improvement exists on these topics of respect and valuing their input into decisions.

Guardian ad Litem

These stakeholders tended to have a different pattern of response in the survey data than most other groups, suggesting a significantly different perspective on the system of care. In particular, they gave a strong favorable response on the following question:

2) When gaps in services are identified, Hillsborough Kids re-allocates resources. (65%)

On the other hand, Guardian ad Litem gave much lower favorable responses on the following three questions:

7) *Hillsborough provides a sufficient number of training opportunities.*
(15% favorable and 37% negative)

18) *How well do you understand the Hillsborough Kids system of care?*
(23% favorable and 13% negative)

In the focus group, Guardian ad Litem participants suggested two types of training that are needed:

- For case managers, to deepen their understanding of the role of the Guardian ad Litem and the value they can offer the case manager
- For less experienced Guardian ad Litem, to help them understand the system of care more thoroughly.

12) *Hillsborough Kids is open to trying new approaches that could help children.* (18% favorable and 26% negative)

These responses suggest that this stakeholder group is frustrated with some of the circumstances they regularly encounter in their work for the system of care. Put differently, they seem to want to reduce barriers to their effectiveness in working with children and families. In the focus group, Guardians clarified the following areas of concern:

- transitions to a new case manager
- timeliness for being in court by case managers
- inconsistent standards among Case Management Organizations
- preparedness of case managers in court
- incomplete access to data in the HKI portal

Guardians noted that some parts of the system of care seem to need more support, in particular case managers and new caregivers. They voiced considerable concern about the quality of supervision for case managers. In addition, they are concerned that the emphasis on family reunification has become imbalanced; they suggest that this emphasis can result in decisions which are not in the best interest of the child.

Hillsborough County Sheriff's Office (HCSO), Child Protective Investigation (CPI)

The most unique aspect of the data from this stakeholder group is the high neutral response pattern. The focus groups with HCSO-CPI managers and with staff clearly explained this pattern. These stakeholders see both improvements as well as problems in the system of care. Among the primary improvements are the following:

- Hillsborough Kids resource specialists co-located at their offices
- Use of innovative best practices
- Focus on keeping siblings together
- Finding family relatives for children
- Resource library located at their offices
- Foster Parent training and support

Along with these strengths, HCSO stakeholders see considerable room for improvement, which include the following:

- Staffings are so focused on completion of forms that little attention is paid to discussing the qualitative aspects of the case.
- The emphasis on family preservation and placing children with a birth family member is emphasized to such an extent that bias has entered the system, which is not in the best interest of the child.
- Case managers need additional training in risk assessment.
- When changes occur in a case, the PI is sometimes not informed.
- Case managers appear to need more support, based on turnover, lack of availability after hours, and hot-line calls initiated by case managers that do not need to be made.
- There is a concern about the effectiveness of supervision for case managers.
- More referral sources for parent services are needed-- these are not investigative issues, but are based on limited family resources.
- Serious, non-judicial cases are not part of HCSO jurisdiction but there is a push for them to take on a service role.

Overall, the HCSO stakeholders are concerned about consistency among case managers. They see different protocols/procedures for each CMO, inexperience of many case managers, and a tendency to blame or become adversarial within the system of care. In addition, they are concerned that too many relative/biological parent placements are not working once the case oversight has been ended.

Hillsborough County School District

These stakeholders gave strongly favorable responses on the following:

4) Hillsborough Kids corporate office staff is helpful in discussing difficult challenges. (72% favorable and 0% negative)

9) Hillsborough Kids works with its community partners in collaborative ways. (75% favorable and 0% negative)

These high favorable responses indicate a very positive working relationship between the school district and Hillsborough Kids. Three questions on the survey were given high neutral ratings, which suggest inconsistent experiences among these stakeholders on the following topics:

- Re-allocation of resources when gaps in services are identified.
- Sharing of performance data by Hillsborough Kids.
- Recognition of outstanding performance in the system of care.

Office of the Attorney General (OAG)

This group gave more strongly favorable responses than stakeholders as whole on several topics. OAG indicates a high level of understanding of the Hillsborough Kids system of care. These stakeholders gave uniquely favorable responses on the issue of children in the system of care receiving the mental health services they need.

They also see the Hillsborough Kids corporate office as helpful:

4) Hillsborough Kids corporate office staff is helpful in discussing difficult challenges. (75% favorable)

11) Hillsborough Kids provides needed information. (76% favorable)

The areas of concern expressed by the OAG stakeholders are the following:

- Resources in the system of care are not being optimized. In particular, case managers are asked to spend time on trivial issues that could be done by support staff.
- Routine issues are poorly managed on a repetitive basis.
- Case managers express personal opinions which contradict decisions made by the team.
- Supervision seems to be lacking.

Relative Caregivers

Overall, the responses from this stakeholder group are strongly favorable. In particular, they gave a uniquely high favorable response on the following question:

2) When gaps in services are identified, Hillsborough Kids re-allocates resources. (73% favorable)

This favorable response is 20 percentage points higher than the average for stakeholders as a whole. It is, however, consistent with the high favorable responses from Birth Parents and Adoptive Parents.

Two additional stakeholder groups participated in focus groups:

Department of Children and Families (DCF)

Several important strengths were noted by DCF employees:

- Improved quality assurance and internal controls
- Innovative and evidence-based approaches regularly implemented
- Several new initiatives that are very positive, including Family Finders, Foster Parent Association, and The Family Place building.

Areas for improvement are the following:

- Development of diversified funding from the community
- Relationships between stakeholders in the system of care need to be improved, particularly with Case Management Organizations. These DCF stakeholders indicated that there should be more recognition for the good work accomplished by CMO's.
- Group homes should have measures that are weighted toward a focus on children to assess performance.
- A stronger emphasis on learning from mistakes and on critical thinking should be developed.

Overall, DCF stakeholders were promoting an increase in transparent accountability and in building mutually supportive relationships at all levels in the system of care. Risk assessment needs to be further developed among the case managers, particularly in terms of placements with biological parents and relatives.

Judges

The judges noted that children in the system of care have been protected more effectively during the last five years than previously. In addition, they see the adoption process as working much better. They also described the actions of truly outstanding case managers, saying that they deserve more recognition; the judges are concerned about turnover among case managers, suggesting that their jobs need to be improved in order to lengthen their tenure.

The judges have four main areas of concern:

- They perceive the system of care as “too rule-bound.” The judges suggest that there are too many forms and check-lists, which they believe get in the way of best serving children. More specifically, the judges noted that processing reports seems to limit analytical thinking, creativity in problem solving, and flexibility.
- This stakeholder group sees a strong need to better deliver mental health services. At this point, they note that the services are too slow to start, then changed too often.
- The judges see the need to develop better analytical skills among many case managers. They noted that the case managers seem to lack a rigorous method for asking questions and getting at underlying issues.
- Older children in the system of care tend not to receive the nurture they deserve. Foster parents generally need more support when they work with these children.

In addition, the amount of time case managers spend in court was discussed, with suggestions from the judges that a court liaison might help, using a model similar to the probation officers in criminal court. The judges also noted that staggering court times or establishing teams to appear on a specific day of the week might be useful. They suggested that becoming clearer about when the case manager actually needs to be in court could help, along with the case managers having the correct information with them when they do need to appear.

The judges would like to see an increase in creative problem-solving. Currently, they are concerned about a lack of information sharing and some degree of adversarial relationships in the system of care.

Additional input from employees on the company as a whole:

Along with providing input on the system of care, employees of Hillsborough Kids, Inc, provided focus group feedback on the company:

Company strengths

- Internal communication is effective, particularly in terms of the openness of leadership to staff concerns.
- Innovation is valued and encouraged.
- Appropriate tools exist to do the work well, especially in terms of technology and technological support.
- A feeling of passion about the work and a strong commitment to the mission are shared.

Areas for improvement

- A higher level of cross-functional understanding; orientation is not complete enough for all new employees
- More information sharing between operational and financial parts of the company

Additional questions for key stakeholder groups

The following stakeholder groups were asked three additional questions:

19) Hillsborough Kids is training staff and caregivers on implementing Trauma Informed Care.

Case Management Organizations	52% favorable/10% negative
Guardian ad Litem	42% favorable/19% negative
HCSO-CPI	25% favorable/10% negative
Office of the Attorney General	37% favorable/5% negative

20) Family Finding is pursued aggressively by Hillsborough Kids.

Case Management Organizations	84% favorable/5% negative
Guardian ad Litem	34% favorable/14% negative
HCSO-CPI	47% favorable/5% negative
Office of the Attorney General	86% favorable/0% negative

21) Hillsborough Kids offers a flexible spending process that provides services to families through the Administrative Services Organization.

Case Management Organizations	83% favorable/10% negative
Guardian ad Litem	74% favorable/7% negative
HCSO-CPI	58% favorable/3% negative
Office of the Attorney General	76% favorable/5% negative

Survey Data from Youth and Young Adults

Overview of Youth Responses

Youth ages 13-17 in the Hillsborough Kids system of care completed 77 stakeholder surveys during February, 2011. Eight questions were based on the Likert 5 point scale to assess strengths and areas for improvement. (Please see Appendix B for the complete listing of survey questions and the favorable, neutral, and negative responses for this stakeholder group.)

Overall, these questions have high favorable ratings, ranging from 59% favorable to 87% favorable for Youth as a whole. The highest ratings are on the following two questions:

5) Do you have the resources you need to get your homework done well?

The favorable response to this question is 86%. A high favorable rating was given consistently across age, residence, and gender.

8) Are you learning the skills you need to live independently?

The response here is 87% favorable, with a negative response of zero. Again, this high favorable response was quite consistent across age, residence, and gender.

Question 4 about receiving help when needed was also given a strong favorable response of 82%. As a whole, the responses to these three questions indicate environments where children feel supported in accomplishing important developmental and educational tasks.

In addition, there were high favorable ratings (76% for Youth as a whole) on questions about fairness and openness at their residences, which are the following:

2) Do you feel like you are treated fairly at your current residence?

3) How free are you to express your opinions at this residence?

More specifically, children ages 15 and under gave favorable responses of 80% and over on both issues. Older children (ages 16-17) were less favorable, regardless of their gender or residence. Put differently, the favorable responses for these questions among the older children was an average of 15 percentage points lower, which is a significant gap.

Two questions showed differences in response pattern based on gender:

- 5) *Do you have the opportunity to do activities in the community that you are especially interested in?*
- 6) *Do you have the opportunity to do activities at school that you are especially interested in?*

For females, the favorable responses were 78% and 70% respectively. For males, the responses were considerably lower at 68% and 52% favorable. Although the responses from males cannot be considered “low” ratings, the difference in opinion between these two groups is significant. In the focus group, youth noted that grades or other requirements sometimes prevent them from participating in school activities.

Only one question had a somewhat elevated negative response:

1) How often does your caregiver attend your school meetings and conferences such as teacher, educational, and IEP meetings?

The negative response was 24% for Youth as a whole, with a favorable response of 59%. These responses were consistent, regardless of residence in a group home or with a foster parent.

To summarize, the responses to this survey by Youth ages 13-17 are strongly favorable overall, suggesting the following strengths in the System of Care:

- These children are well supported in terms of learning independent living skills and having the resources to do their homework.
- They are treated with respect and fairness in most of their residential interactions.

There appear to be opportunities for improvement in caregiver attendance at school meetings as well as increasing children's involvement in meaningful activities. Focus group comments indicate that transportation is a significant factor that weighs against involvement in the community.

In addition to the survey questions summarized here, three other questions were asked about frequency of visits with birth parents, siblings, and other relatives. The consistent responses across all demographic categories showed that 20-30% of these children see their birth parent and other relatives on at least a weekly basis. Approximately 50-60% rarely or never visit relatives.

The survey included **one open-ended question**, which was the following:
If you could change one thing about where you live, what would it be?

Responses to this open-ended question are quite consistent with the quantitative data: by far the

largest response category for this question was “nothing” or similar words. Clearly, there is a high level of satisfaction with their current home for most of these Youth. In addition, three other types of comments were made frequently enough to suggest an incipient pattern:

- 1) The desire for more resources to enrich life, such as having more opportunities to do things and go places, more choices in food and other items. For example, one person wrote “Just a little bit more fun activities.”
- 2) Several Youth noted that they would like to see improvement in the interactions at their residence, which included greater freedom to do things on their own as well as more respectful conversations among people in the home. One child noted that he “would like to just walk around for a little while by myself without staff.”
- 3) Five children noted that they would like to have more interaction with their parents or that they would like to go “home.”

In the focus group for Youth ages 13-17, the responses were consistent with the survey data. Specifically, they noted that Teen Wrap is very helpful. They also made the following comments about needs for improvement that were not covered in the survey:

- They said that “moving people without any notice” is a big problem for them. They have no opportunity to say good-bye to friends or to pack. Being waked up after bedtime to move is very upsetting, and not having any information about where they are going is frightening. The Youth returned to these points several times during the focus group.
- Bus passes would help a great deal in terms of involvement in activities and having more freedom to go places.
- The need for privacy was mentioned a number of times during the focus group, particularly with reference to having a space of their own.

Overview of Young Adult Responses

During February, 2011, Young Adults in the Independent Living Program completed 156 stakeholder surveys. This survey had the same questions as the Youth survey, except the questions were stated in the past tense, asking these Young Adults to think about the last residence they lived in as part of the Hillsborough Kids System of Care. (Please see Appendix B for the complete listing of survey questions and the favorable, neutral, and negative responses for this stakeholder group as a whole.)

Overall, the responses to these questions are favorable, although not as strongly favorable as the ratings on the Youth survey. As on the Youth survey, the highest favorable ratings were on the topics of having the resources needed to get homework done and learning the skills to live

independently. Since these Young Adults are currently in the process of living independently, they offer a validating perspective on that skill development. In fact, this perception extends throughout all their years of participation in the Independent Living program: Young Adults who are 18-19 gave a 79% favorable response and those who are 20-22 were favorable at the level of 70%.

In addition, the following two questions were given strong favorable responses by all ages and types of residences on the Young Adult survey:

3) *How free were you to express your opinions at this residence?* (66%)

4) *Did you get the help you needed when you felt you had a problem you could not handle and asked for help from your caregiver?* (63%)

The following question on being treated fairly at their last residence has a 63% favorable rating for the Young Adults as a whole:

2) *Did you feel like you were treated fairly at this residence?*

However, the responses varied depending on demographic factors. This question was answered quite favorably by Young Adults ages 18-19: those who lived in a group home gave a 68% favorable response and those in foster homes gave a 70% favorable response.

On the other hand, Young Adults ages 20-22 are much less favorable, particularly about their experience in a group home: Young Adults who are 20-22 and lived in a foster home have a 60% favorable rating, while those who lived in a group home have a 40% favorable rating.

The responses to questions about opportunities to do special activities in the community and at school were answered with favorable ratings in the 50% range for all ages and residences. Overall the trends in this survey data are consistent with the results from the Youth survey, with minor differences in specific demographic groups.

There was **one open-ended question** on the survey, which was the following: *If you could change one thing about where you lived, what would it be?*

The responses are very similar to those from the Youth stakeholders. Half of the respondents replied that they would not change anything. Of course, this is consistent with the overall favorable tone of the data from these Young Adults.

A few respondents made comments concerning the following issues:

- Eight Young Adults said that they would have wanted better treatment, in terms of fairness or respect-- or, as one person wrote “to be treated normal.”
- Six Young Adults noted that the location was something they would have changed, either because of the neighborhood, the school, or the distance from a place they would rather have lived.

- Six Young Adults mentioned that the food or meals were something they would change.

Overall, these comments indicate a high level of satisfaction, with a few specific negative comments or suggestions for change.

Summary and Next Steps

Strengths in the System of Care

Any report that focuses on percentages in attempting to understand the quality of human life and a system of care is challenging. On the one hand, when 60-80% of a group gives a favorable response, we have a clear indicator that good things are happening. Of course, we also know that negative ratings of 10-20% typically accompany such favorable ones.

Summarizing the data from these stakeholder surveys as predominantly favorable does not mean that perfection-- or anything close to it-- exists. It does, however, mean that many positive circumstances exist, that a favorable platform has been created for building greater success. The survey data and focus group responses indicate the following strengths:

- Birth and Adoptive Parents, along with Relative Caregivers, see themselves and their children as part of a system of care that is effective. It is responsive to their needs and creates opportunities for their children to thrive. Very importantly, the Youth and Young Adults in this system of care agree.
- Stakeholders in the judicial system see families and children being more effectively served under the leadership of Hillsborough Kids since 2006.
- Stakeholders value the openness and encouragement for innovation that currently exists in the system of care.
- Foster Parents identify support from Hillsborough Kids in the form of training and discussing difficult challenges. They also note that they want greater involvement in making decisions that impact children and their families.

Strategic issues to discuss at the planning retreat

- **An assessment of the business model**, to include the contracting of services, structure of the system of care, and the model for collaborative leadership throughout the system
- **Tension in the system of care**, particularly in terms of case management requirements, the usefulness of procedures and forms, and the development of collaborative relationships as the key characteristic of the system.
- **Disconnects among relationships** in the system of care:
 - 1) Adversarial positioning among stakeholders
 - 2) Perception of imbalance in placements with biological relatives

- 3) Roles of procedural documentation and direct services
 - 4) Lack of coordination/co-operation across functions
 - 5) Learning to assess at deeper levels, both in case management and in assumptions about other stakeholder groups
- **Identifying a specific approach for increasing revenue**

In addition to these broad strategic issues, the data indicates needs for improvement in the following areas:

- Greater access to mental health services for children
- More consistent involvement of Youth in meaningful activities
- Recognition of outstanding performance
- The need for greater efficiencies in the judicial process
- More innovation in case management, to increase job satisfaction and effectiveness of case managers

As noted previously, the next step in the process of developing the strategic plan is to clarify the Vision and Core Competencies for the system of care. Specific Key Activities will be identified to make that Vision a reality. Then an overview of the plan will be discussed with Board members and stakeholders before it is finalized in June, 2011.

Appendix A

Adult Stakeholder Survey and Data

Circle the word(s) that best describes your answer to each question:

1	Children in the Hillsborough Kids system of care receive the medical services they need.	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2	When gaps in services are identified, Hillsborough Kids reallocates resources	In a very responsive way	In a responsive way	Sometimes	In an unresponsive way	In a very unresponsive way
3	Children and families are reunited as soon as safety is assured through the Hillsborough Kids system of care.	Almost always	Most of the time	Sometimes	Not most of the time	Almost never
4	Hillsborough Kids corporate office staff is helpful in discussing difficult challenges.	Almost always	Most of the time	Sometimes	Not most of the time	Almost never
5	Hillsborough Kids implements best practices to improve its system of care.	On a regular basis	Most of the time	Sometimes	Not most of the time	Almost never
6	The Hillsborough Kids system of care strengthens families so that children can remain safely in their home.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7	Hillsborough Kids provides a sufficient number of training opportunities.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
8	Performance data is readily shared by Hillsborough Kids.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9	Hillsborough Kids works with its community partners in collaborative ways.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree

10	To what extent is Hillsborough Kids doing everything possible to preserve family connections for children?	To a very great extent	To a great extent	Somewhat	To little extent	To a very little extent
11	Hillsborough Kids provides needed information....	In a timely manner	Most of the time	Sometimes	With some delays	With many delays
12	Hillsborough Kids is open to trying new approaches that could help children.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
13	Hillsborough Kids recognizes outstanding performance in the system of care...	Very consistently	Consistently	Sometimes	Inconsistently	Very inconsistently
14	Children in the Hillsborough Kids system of care receive the mental health services they need.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
15	Hillsborough Kids is open to community and provider input into decisions.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16	Technology initiatives at Hillsborough Kids enhance productivity in the system of care.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
17	Youth (ages 13-17) in the Hillsborough Kids system of care are provided the opportunity to participate in activities that are especially meaningful to them.	Very consistently	Consistently	Sometimes	Inconsistently	Very inconsistently
18	How well do you understand the Hillsborough Kids system of care?	Very well	Well	Neutral	Not well	Not well at all

Hillsborough Kids Strategic Planning

Data as a whole

Fiscal Year 2010-2011

Total number of respondents in this group: 701

	Favorable	Neutral	Negative
Question 1	74%	17%	8%
Question 2	53%	41%	6%
Question 3	66%	28%	6%
Question 4	64%	25%	12%
Question 5	62%	28%	10%
Question 6	59%	30%	11%
Question 7	61%	30%	9%
Question 8	49%	33%	18%
Question 9	67%	25%	8%
Question 10	61%	33%	6%
Question 11	61%	21%	18%
Question 12	58%	31%	11%
Question 13	46%	38%	17%
Question 14	56%	28%	16%
Question 15	54%	33%	13%
Question 16	50%	40%	10%
Question 17	42%	47%	10%
Question 18	71%	19%	10%

Hillsborough Kids Strategic Planning

Adoptive Parent Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 93

	Favorable	Neutral	Negative
Question 1	84%	6%	10%
Question 2	66%	29%	4%
Question 3	69%	21%	10%
Question 4	67%	16%	17%
Question 5	69%	17%	14%
Question 6	63%	24%	13%
Question 7	73%	16%	11%
Question 8	51%	34%	15%
Question 9	68%	22%	10%
Question 10	67%	26%	7%
Question 11	66%	20%	14%
Question 12	60%	23%	16%
Question 13	56%	27%	16%
Question 14	66%	17%	17%
Question 15	59%	22%	19%
Question 16	56%	33%	11%
Question 17	53%	38%	9%
Question 18	72%	16%	12%

Hillsborough Kids Strategic Planning

Birth Parent Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 24

	Favorable	Neutral	Negative
Question 1	83%	9%	9%
Question 2	83%	17%	0%
Question 3	79%	13%	8%
Question 4	79%	8%	13%
Question 5	83%	0%	17%
Question 6	83%	13%	4%
Question 7	83%	8%	8%
Question 8	79%	8%	13%
Question 9	83%	4%	13%
Question 10	83%	13%	4%
Question 11	79%	4%	17%
Question 12	79%	13%	8%
Question 13	75%	13%	13%
Question 14	83%	9%	9%
Question 15	75%	13%	13%
Question 16	74%	17%	9%
Question 17	80%	15%	5%
Question 18	91%	4%	4%

Hillsborough Kids Strategic Planning

Board of Directors Survey

Fiscal Year 2010-2011

Total number of respondents in this group: 13

	Favorable	Neutral	Negative
Question 1	83%	17%	0%
Question 2	100%	0%	0%
Question 3	100%	0%	0%
Question 4	100%	0%	0%
Question 5	100%	0%	0%
Question 6	100%	0%	0%
Question 7	83%	8%	8%
Question 8	100%	0%	0%
Question 9	100%	0%	0%
Question 10	100%	0%	0%
Question 11	100%	0%	0%
Question 12	100%	0%	0%
Question 13	92%	8%	0%
Question 14	58%	42%	0%
Question 15	100%	0%	0%
Question 16	100%	0%	0%
Question 17	45%	45%	9%
Question 18	92%	0%	8%

Hillsborough Kids Strategic Planning

Case Management Organization Survey

Fiscal Year 2010-2011

Total number of respondents in this group: 64

	Favorable	Neutral	Negative
Question 1	83%	8%	10%
Question 2	44%	52%	5%
Question 3	77%	22%	2%
Question 4	40%	40%	19%
Question 5	62%	30%	8%
Question 6	70%	24%	6%
Question 7	84%	8%	8%
Question 8	70%	23%	6%
Question 9	66%	23%	11%
Question 10	59%	34%	6%
Question 11	61%	26%	13%
Question 12	73%	21%	6%
Question 13	40%	34%	26%
Question 14	68%	17%	14%
Question 15	51%	37%	13%
Question 16	53%	26%	21%
Question 17	41%	46%	13%
Question 18	89%	6%	5%
Question 19	52%	38%	10%
Question 20	84%	11%	5%
Question 21	83%	8%	10%

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Hillsborough Kids Strategic Planning

Department of Children and Families Survey*

Fiscal Year 2010-2011

Total number of respondents in this group: 10

	Favorable	Neutral	Negative
Question 1	70%	30%	0%
Question 2	30%	70%	0%
Question 3	30%	70%	0%
Question 4	50%	50%	0%
Question 5	50%	50%	0%
Question 6	50%	40%	0%
Question 7	50%	50%	8%
Question 8	30%	70%	0%
Question 9	60%	40%	0%
Question 10	60%	40%	0%
Question 11	60%	40%	0%
Question 12	60%	40%	0%
Question 13	30%	70%	0%
Question 14	50%	50%	0%
Question 15	50%	50%	0%
Question 16	70%	30%	0%
Question 17	50%	50%	0%
Question 18	70%	30%	0%

Hillsborough Kids Strategic Planning

Employee Survey

Fiscal Year 2010-2011

Total number of respondents in this group: 71

	Favorable	Neutral	Negative
Question 1	66%	28%	6%
Question 2	76%	23%	1%
Question 3	71%	26%	3%
Question 4	90%	10%	0%
Question 5	89%	10%	1%
Question 6	83%	16%	1%
Question 7	84%	10%	6%
Question 8	80%	13%	7%
Question 9	96%	3%	1%
Question 10	83%	17%	0%
Question 11	90%	7%	3%
Question 12	87%	11%	1%
Question 13	57%	31%	11%
Question 14	70%	24%	6%
Question 15	74%	25%	1%
Question 16	80%	10%	10%
Question 17	54%	38%	9%
Question 18	93%	6%	1%

Hillsborough Kids Strategic Planning

Foster Parent Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 75

	Favorable	Neutral	Negative
Question 1	72%	13%	15%
Question 2	45%	45%	10%
Question 3	55%	32%	14%
Question 4	60%	24%	16%
Question 5	56%	32%	12%
Question 6	46%	36%	18%
Question 7	73%	16%	11%
Question 8	39%	37%	24%
Question 9	58%	33%	10%
Question 10	59%	33%	8%
Question 11	58%	22%	21%
Question 12	52%	22%	26%
Question 13	47%	33%	20%
Question 14	35%	37%	28%
Question 15	39%	41%	20%
Question 16	44%	43%	13%
Question 17	47%	52%	2%
Question 18	65%	21%	13%
Question 19	59%	20%	21%
Question 20	52%	19%	29%

Hillsborough Kids Strategic Planning

Guardian Ad Litem Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 111

	Favorable	Neutral	Negative
Question 1	72%	20%	8%
Question 2	65%	29%	6%
Question 3	57%	27%	16%
Question 4	41%	46%	14%
Question 5	46%	36%	17%
Question 6	35%	53%	12%
Question 7	15%	47%	37%
Question 8	52%	40%	8%
Question 9	44%	51%	5%
Question 10	38%	21%	41%
Question 11	27%	59%	15%
Question 12	18%	56%	26%
Question 13	44%	34%	22%
Question 14	37%	43%	20%
Question 15	24%	63%	13%
Question 16	20%	58%	22%
Question 17	54%	32%	14%
Question 18	23%	63%	13%
Question 19	42%	39%	19%
Question 20	34%	51%	14%
Question 21	74%	19%	7%

Hillsborough Kids Strategic Planning

Hillsborough County School District Survey

Fiscal Year 2010-2011

Total number of respondents in this group: 26

	Favorable	Neutral	Negative
Question 1	58%	35%	8%
Question 2	38%	58%	4%
Question 3	60%	40%	0%
Question 4	72%	28%	0%
Question 5	68%	28%	4%
Question 6	64%	28%	8%
Question 7	46%	46%	8%
Question 8	28%	60%	12%
Question 9	75%	25%	0%
Question 10	54%	46%	0%
Question 11	52%	44%	4%
Question 12	52%	48%	0%
Question 13	38%	63%	0%
Question 14	36%	44%	20%
Question 15	48%	40%	12%
Question 16	36%	64%	0%
Question 17	48%	52%	0%
Question 18	50%	38%	12%

Hillsborough Kids Strategic Planning

HCSO - CPI Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 66

	Favorable	Neutral	Negative
Question 1	71%	27%	2%
Question 2	35%	56%	9%
Question 3	48%	47%	5%
Question 4	45%	47%	8%
Question 5	45%	45%	9%
Question 6	39%	48%	13%
Question 7	25%	67%	7%
Question 8	27%	55%	18%
Question 9	54%	36%	10%
Question 10	42%	52%	6%
Question 11	48%	41%	11%
Question 12	40%	52%	7%
Question 13	23%	66%	11%
Question 14	42%	45%	12%
Question 15	45%	48%	8%
Question 16	31%	68%	2%
Question 17	31%	60%	9%
Question 18	55%	41%	5%
Question 19	25%	65%	10%
Question 20	47%	48%	5%
Question 21	58%	39%	3%

Hillsborough Kids Strategic Planning

Judges and Court Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 5

	Favorable	Neutral	Negative
Question 1	40%	40%	20%
Question 2	0%	100%	0%
Question 3	100%	0%	0%
Question 4	40%	60%	0%
Question 5	20%	80%	0%
Question 6	40%	60%	0%
Question 7	0%	100%	0%
Question 8	0%	80%	20%
Question 9	60%	40%	0%
Question 10	40%	60%	0%
Question 11	60%	20%	20%
Question 12	60%	20%	20%
Question 13	60%	40%	0%
Question 14	40%	20%	40%
Question 15	40%	40%	20%
Question 16	60%	40%	0%
Question 17	0%	100%	0%
Question 18	60%	40%	0%

Hillsborough Kids Strategic Planning

Licensing Agency Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 9

	Favorable	Neutral	Negative
Question 1	78%	11%	11%
Question 2	56%	44%	0%
Question 3	89%	11%	0%
Question 4	56%	33%	11%
Question 5	67%	22%	11%
Question 6	44%	44%	11%
Question 7	100%	0%	0%
Question 8	89%	11%	0%
Question 9	67%	22%	11%
Question 10	78%	22%	0%
Question 11	78%	22%	0%
Question 12	88%	13%	0%
Question 13	44%	22%	33%
Question 14	56%	11%	33%
Question 15	33%	56%	11%
Question 16	67%	33%	0%
Question 17	22%	78%	0%
Question 18	100%	0%	0%
Question 19	56%	44%	0%
Question 20	67%	33%	0%
Question 21	89%	11%	0%

Hillsborough Kids Strategic Planning

Office of Attorney General Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 21

	Favorable	Neutral	Negative
Question 1	76%	14%	10%
Question 2	43%	52%	5%
Question 3	71%	29%	0%
Question 4	75%	20%	5%
Question 5	55%	40%	5%
Question 6	67%	33%	0%
Question 7	57%	38%	5%
Question 8	43%	38%	19%
Question 9	67%	29%	5%
Question 10	67%	33%	0%
Question 11	76%	5%	19%
Question 12	80%	15%	5%
Question 13	52%	24%	24%
Question 14	71%	24%	5%
Question 15	62%	33%	5%
Question 16	48%	43%	10%
Question 17	48%	43%	10%
Question 18	86%	5%	10%
Question 19	37%	58%	5%
Question 20	86%	14%	0%
Question 21	76%	19%	5%

Hillsborough Kids Strategic Planning

Relative Care Giver Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 71

	Favorable	Neutral	Negative
Question 1	83%	7%	10%
Question 2	72%	17%	11%
Question 3	73%	21%	6%
Question 4	72%	17%	11%
Question 5	70%	18%	12%
Question 6	62%	26%	12%
Question 7	63%	25%	12%
Question 8	57%	24%	19%
Question 9	71%	21%	8%
Question 10	63%	21%	16%
Question 11	63%	19%	18%
Question 12	63%	25%	12%
Question 13	68%	22%	10%
Question 14	67%	19%	13%
Question 15	66%	22%	12%
Question 16	58%	31%	10%
Question 17	49%	35%	16%
Question 18	65%	14%	21%

Hillsborough Kids Strategic Planning

Residential Group Provider Survey

Fiscal Year 2010-2011

Total number of respondents in this group: 7

	Favorable	Neutral	Negative
Question 1	43%	29%	29%
Question 2	29%	43%	29%
Question 3	33%	50%	17%
Question 4	29%	43%	29%
Question 5	29%	57%	14%
Question 6	50%	33%	17%
Question 7	57%	29%	14%
Question 8	43%	0%	57%
Question 9	43%	14%	43%
Question 10	29%	57%	14%
Question 11	43%	14%	43%
Question 12	33%	50%	17%
Question 13	43%	14%	43%
Question 14	57%	14%	29%
Question 15	29%	29%	43%
Question 16	29%	43%	29%
Question 17	43%	43%	14%
Question 18	86%	14%	0%

Hillsborough Kids Strategic Planning

Sun Coast Region CBC Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 11

	Favorable	Neutral	Negative
Question 1	55%	45%	0%
Question 2	60%	40%	0%
Question 3	50%	50%	0%
Question 4	73%	27%	0%
Question 5	100%	0%	0%
Question 6	80%	20%	0%
Question 7	80%	20%	0%
Question 8	90%	10%	0%
Question 9	70%	30%	0%
Question 10	78%	22%	0%
Question 11	80%	20%	0%
Question 12	60%	40%	0%
Question 13	56%	44%	0%
Question 14	60%	40%	0%
Question 15	70%	30%	0%
Question 16	44%	44%	11%
Question 17	56%	44%	0%
Question 18	73%	27%	0%

Appendix B

Youth Survey and Data

Young Adult Survey and Data



Hello,

In our role as the lead agency in providing services to children, youth and families, we need **your** input. One way to tell us what you think is by completing this survey. It only takes a few minutes-- it's easy to do and it's confidential. Please use the enclosed self-addressed, stamped envelope for the return of the survey to Hillsborough Kids.

We are closing the survey administration on Monday, Feb 21. **The best time to complete the survey is now, in order not to miss the deadline.** We will publish the results of the survey on our website, www.hillsboroughkids.org.

Thank you for making a difference!

Jeff Rainey
Chief Executive Officer

Survey of Youth (ages 13 to 17) Served by Hillsborough Kids:

How old are you? _____

Who do you live with? (Check one)

Your birth parent _____

Foster parent _____

Relative other than a birth parent _____

Group home _____

A non-relative _____

Are you _____ female or _____ male

We would like to know about your experience under the supervision of Hillsborough Kids. As you answer each of the questions below think about where you live now and circle your response:

1	How often does your caregiver attend your school meetings and conferences such as teacher, educational, and IEP meetings?	Very Often	Often	Sometimes	Rarely	Not often at all
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2	Do you feel like you are treated fairly at your current residence?	Almost Always	Often	Sometimes	Not Often	Almost Never
3	How free are you to express your opinions at this residence?	Very Free	Somewhat Free	Sometimes Free	Usually not free	Not free at all
4	Do you get the help you need when you feel you have a problem you can't handle and ask for help from your caregiver?	Almost Always	Often	Sometimes	Not Often	Almost Never
5	Do you have the resources you need to get your homework done well?	Almost Always	Often	Sometimes	Not Often	Almost Never
6	Do you have the opportunity to do activities in the community that you are especially interested in?	Almost Always	Often	Sometimes	Not Often	Almost Never
7	Do you have the opportunity to do activities at school that you are especially interested in?	Almost Always	Often	Sometimes	Not Often	Almost Never
8	Are you learning the skills you need to live independently?	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
9	How often do you visit with your birth parent(s)?	Daily	Weekly	Monthly	Less than once per month	Never



- | | | | | | | |
|----|--|-------|--------|---------|--------------------------|-------|
| 10 | How often do you visit with relatives other than your birth parent(s)? | Daily | Weekly | Monthly | Less than once per month | Never |
| 11 | How often do you visit with your brother(s) and/or sister(s)? If you do not have any brothers or sisters please check the box below.
_____ I do not have any brothers or sisters. | Daily | Weekly | Monthly | Less than once per month | Never |

If you could change one thing about where you live, what would it be?

Hillsborough Kids Strategic Planning

Youth 13-17 Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 77

Total	Favorable	Neutral	Negative
Unanswered			
Question 1	59%	17%	24%
Question 2	76%	9%	15%
Question 3	76%	12%	12%
Question 4	82%	7%	12%
Question 5	86%	12%	3%
Question 6	71%	16%	13%
Question 7	62%	21%	17%
Question 8	87%	13%	0%
Question 9	22%	10%	68%
Question 10	22%	16%	62%
Question 11	35%	13%	53%



Survey on Youth Previously Active with Hillsborough Kids

How old are you? _____

In your **most recent residence** with Hillsborough Kids, who did you live with?

- a. ____ your birth parent
- b. ____ foster parent
- c. ____ relative (other than a biological parent)
- d. ____ group home
- e. ____ non-relative

Please note: As you answer the questions, think about the **most recent residence** you identified above. We would like to know about your experience while living in this residence under the supervision of Hillsborough Kids before you reached the age of 18.

Please circle the number in the range from 1 to 5 according to the frequency as described for each response.

1. How often did your caregiver attend your school meetings and conferences such as parent teacher, educational, and IEP meetings

Very often 1 2 3 4 5 Not often at all

2. Did you feel like you were treated fairly at this residence?

Very often 1 2 3 4 5 Not often at all

3. How free were you to express your opinions at this residence?

Very often 1 2 3 4 5 Not often at all

4. Did you get the help you needed when you felt you had a problem you could not handle and asked for help from your caregiver.

Hillsborough Kids Strategic Planning Young Adult Survey Analysis

Fiscal Year 2010-2011

Total number of respondents in this group: 156

Total	Favorable	Neutral	Negative
Unanswered			
Question 1	59%	17%	24%
Question 2	76%	9%	15%
Question 3	76%	12%	12%
Question 4	82%	7%	12%
Question 5	86%	12%	3%
Question 6	71%	16%	13%
Question 7	62%	21%	17%
Question 8	87%	13%	0%
Question 9	22%	10%	68%
Question 10	22%	16%	62%
Question 11	35%	13%	53%