

# Department of Human Services

# FY2012

**A SYSTEM REVIEW OF THE DIVISION OF CHILD AND FAMILY SERVICES**

Provided by the  
Office of Services Review



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# EXECUTIVE SUMMARY

Positive outcomes and improved services for children and families are priorities of child welfare professionals throughout Utah. Results of the Qualitative Case Review (QCR) and the Case Process Review (CPR) for FY2012 are found in the following report.

The Office of Services Review measures performance and practices of the Division of Child and Family Services by evaluating outcomes using the QCR. The QCR provides a qualitative assessment of DCFS services.

The CPR measures compliance to DCFS guidelines, state statute, and federal law. The CPR reviews result in quantitative data that shows how often evidence is found in documentation to verify compliance to guidelines, statutes, and law.

Within the FY2012 report, the following strengths and weaknesses were identified.

<b>FY2012 STRENGTHS</b>
<b>QUALITATIVE CASE REVIEW</b>
Six of the eight Child Status indicators scored above 80%.
Five of the seven System Performance indicators scored above standard.
Tracking and Adapting increased 10 percentage points this year and Engagement rose 12 percentage points.
<b>CASE PROCESS REVIEW</b>
CPS General overall scores have been above standard for five consecutive years.
In-Home services remained at the same score, with new visitation practices now implemented.
Children in foster care visiting their siblings also placed in foster care scored 90%, the highest in five years.

<b>FY2012 AREAS FOR IMPROVEMENT</b>
<b>QUALITATIVE CASE REVIEW</b>
Although still above standard at 86%, Overall Child Status has gradually declined from 96% in FY2007.
Overall System Performance has declined from a high of 93% in FY2009 and is now below standard at 82%.
Long Term View as well as Child and Family Plan both fell slightly below standard (68% and 67% respectively.)
<b>CASE PROCESS REVIEW</b>
Removals are trending down, but did better this year. CPS workers and Ongoing workers need to coordinate for weekly visits following a removal. The third and fourth week scores are extremely low.
In-Home Services struggle to involve legal parents of the child in creating the Child and Family Plan.
Foster Care Services continue to score low on completing an Ansell Casey Life Skills Assessment (ACLSA) on time in cases involving a child over the age of 14.

# I. Introduction

The Office of Services Review (OSR) was established in 1994 in response to legislation that required the Executive Director of Human Services to report to the Legislature how well outcomes are achieved and policies followed in the state’s child welfare system (Utah Code, Section 62A-4a-117,118). OSR conducts two major reviews of the Division of Child and Family Services (DCFS) each year, the Qualitative Case Review (QCR) and the Case Process Review (CPR). The quality of DCFS practice and compliance with State and/or Federal statutes are measured.

QCR reviewers read case records and conduct interviews with key parties of each case. Interviews include parents, stepparents, guardians, foster parents, the target child, school personnel, therapist, attorneys, service providers, placement providers, and other persons helping the family.

Following the interviews, reviewers score the case on eight Child Status indicators and seven System Performance indicators. Reviewers provide written justification of their scores along with a short synopsis of why DCFS became involved with the family and how well the family is achieving identified goals.

CPR reviewers search the DCFS electronic management system known as SAFE for documentation of tasks meeting compliance to statutory requirements and

policy. Reviewers then travel to field offices throughout the state. Field visits provide caseworkers an opportunity to present additional documentation not found within SAFE. Reviewers provide one-to-one training to caseworkers and make recommendations for improvement.

While the QCR is outcome oriented, the CPR is compliance oriented. For example, during the QCR, reviewers seek feedback from those involved with DCFS about whether the child’s health care needs are being met (outcome). The CPR reviewer seeks evidence that an initial or annual health exam occurred within a specific timeframe (compliance). The following report provides data gleaned from the QCR and CPR of FY2012.

REVIEW DIFFERENCES	Qualitative Case Review	Case Process Review
<b>Method</b>	Interviews with key parties and <i>limited</i> review of case record.	<i>Thorough</i> review of case record
<b>Sample</b>	<u>By Region</u>	<u>State-wide</u>
<b>Measurement</b>	Measures <i>outcomes</i>	Measures <i>compliance</i>

## II. Qualitative Case Review

### PURPOSE OF REVIEW

The Qualitative Case Review (QCR) is a method of evaluation used by the Office of Services Review (OSR) to assess the performance of the child welfare system and the status of children and families served by the Division of Child and Family Services (DCFS). Each region’s improvement or decline in performance (relative to standards set at 85% for Overall Child Status and Overall System Performance and 70% for each indicator) is measured using the QCR. Indicators that scored below 70% required DCFS to create an action plan outlining how they would improve practice.

### METHODOLOGY

OSR completed a Qualitative Case Review for each region of DCFS. Reviews began in September 2011 and concluded in May 2012. A total of 148 randomly selected cases were reviewed. Due to the large size of the Salt Lake Valley region, two separate reviews were conducted. OSR selected the cases for review based on a sampling matrix that ensured representative groups of children were selected. The sample included children in Out-of-Home care and families receiving In-Home Services such as voluntary counseling services (PSC), protective supervision services (PSS), and intensive family preservation services (PFP).

Information was obtained through in-depth interviews with the child (if old enough to participate), parents or other guardians, foster parents (if the target child was placed in foster care), caseworker, teacher, therapist, service providers, and others having a significant role in the child’s life. The child’s file, including prior CPS investigations and other available records, was also reviewed.

An important element of a QCR is participation of professionals outside of the DCFS system who act as reviewers. These professionals may work in related fields such as mental health, Juvenile Justice Services, education, etc. All reviews included

professionals from DCFS, OSR, local agencies, and providers within the community. A list of the organizations and individuals that participated in the FY2012 Qualitative Case Review Process includes:

- Alpine School District
- Boy Scouts of America
- Cedar City Safety Solutions Coalition
- Christmas Box House International
- Department of Health Fostering Healthy Children Program
- DHS Bureau of Internal Review and Audit
- DHS Executive Director’s Office
- DHS Division of Juvenile Justice Services
- DHS Division of Child and Family Services
- DHS Office of Licensing
- DHS Office of Services Review
- DHS Division of Substance Abuse and Mental Health
- DCFS Quality Improvement Committee
- Florida Division of Family Services
- Los Angeles County Division of Child and Family Services
- Los Angeles County Division of Mental Health
- Ogden-Weber Head Start Program
- Oklahoma Division of Human Services
- Salt Lake County Unified Police Department
- Salt Lake Valley Early Intervention Program
- Tooele Children’s Justice Center
- United Methodist Church
- University of Utah
- Utah Adoption Exchange
- Utah Foster Care Foundation
- Utah State Courts
- Utah State University
- Weber Mental Health
- Washington County School District
- Weber County Housing Authority

The QCR instrument used by reviewers (the QCR Protocol) contains two domains. The first domain appraised the child and family’s status. Indicators within this domain were:

<b>CHILD STATUS</b>
1. Safety
2. Stability
3. Prospects for Permanence
4. Health/Physical Well-being
5. Emotional/Behavioral Well-being
6. Learning /Development
7. Family Connections
8. Satisfaction

# System Review of DCFS

The second domain assessed the performance of the child welfare system. Reviewers evaluated the implementation of DCFS Practice Model principles and skills. The indicators in this domain were:

<b>SYSTEM PERFORMANCE</b>
1. Engagement
2. Teaming
3. Assessment
4. Long-term View
5. Child and Family Plan
6. Intervention Adequacy
7. Tracking and Adapting

Each indicator was scored on a scale of one to six, with one representing a completely unacceptable outcome and six representing an optimal outcome, and then Overall Child Status scores and Overall System Performance scores were calculated. A narrative report written by the reviewers provided background information of the child and family's circumstances, evaluated the child's status, and described the strengths and weaknesses of the system. The reviewers made specific suggestions for improvement, if needed.

## DATA RELIABILITY

Several controls were in place to ensure data accuracy. Two individuals reviewed each case to minimize personal bias, and DCFS reviewers did not review cases from the region where they were employed. The Office of Services Review assessed each case story for completeness and consistency with the scoring protocol.

Finally, a case story narrative for each case was submitted to the caseworker and region administration for their review. The supervisor and region administrators had the opportunity to provide clarification to reviewers during the debriefing of the case. The regions also had the option to appeal scores on individual cases.

## STAKEHOLDER INTERVIEWS

The results of the QCR should be considered within a broad context of local or regional interaction with community partners. As part of the QCR process, OSR staff interviewed stakeholders from all five DCFS regions. Interviews conducted by OSR included key community stakeholders, community agencies, and DCFS staff. For FY2012, reviews were supported by a total of 58 interviews, including 30 focus groups and 28 individual interviews. Findings and conclusions from the stakeholder interviews were included in each of the regional reports completed by OSR after each QCR review. Stakeholders interviewed included:

- DCFS Caseworkers
- DCFS Supervisors
- Region Administration Teams
- Foster Parents
- Quality Improvement Committee
- Guardians ad Litem
- Therapists
- Judges
- Utah Foster Care Foundation
- Assistant Attorneys General
- Archway Youth Services
- Christmas Box House
- Orange Duffel Bag Project
- Wasatch Mental Health
- School Personnel
- Probation Officers
- Police Officers
- Chamber of Commerce Members

## STATEWIDE OVERALL SCORES

The QCR review consists of two domains: Child and Family Status and System Performance. [Chart II-A](#) illustrates the statewide performance of DCFS, gives historical background, and charts trends in Overall Child Status and System Performance. As the chart illustrates, the child welfare system has met or exceeded the 85% standard for the past 12 years in Child Status; however, outcomes for children have gradually declined over the past five years after peaking in FY2007. System Performance, which had been essentially flat for approximately four years, fell below standard last year to 84% and then dropped again this year to 82%. This is the lowest System Performance score since FY2006.

# System Review of DCFS

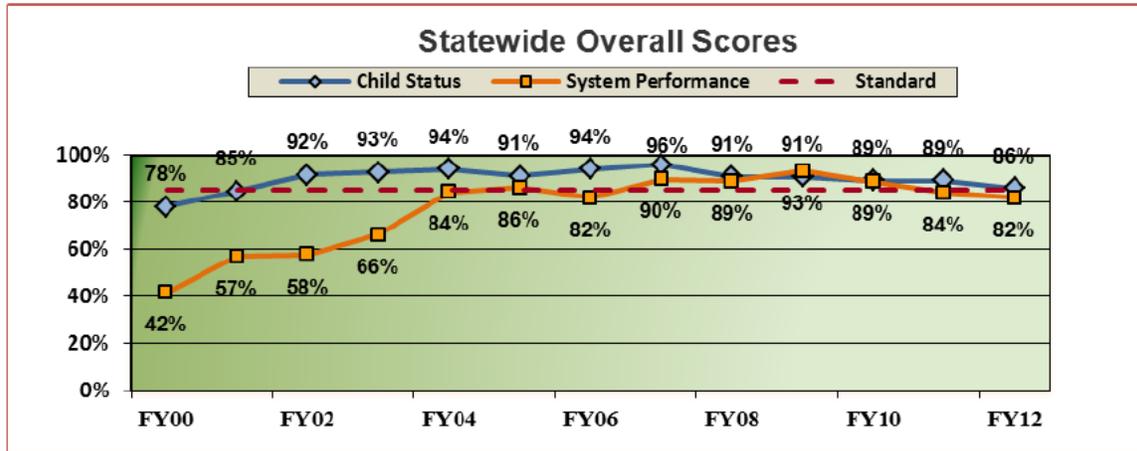


CHART II-A STATEWIDE OVERALL SCORES

### Overall Child and Family Status

Established standards require at least 85% of all cases reviewed to attain an acceptable overall score on Child Status. Scores on individual status indicators identified strengths and needs in specific areas. The overall scores for the past five years are shown in Table II-B. Overall Child Status for FY2012 showed 86% of cases were acceptable. This was a slight drop from the score in FY2011. The Division met or exceeded the 85% standard for the twelfth consecutive year. Child Status indicators with a statewide average of 85% or better included Safety (91%), Health/Physical Well-being (97%), Learning (89%), and Satisfaction (92%).

Historically, the most challenging Child Status indicators have been Stability and Prospects for Permanence.

This is the first year that the indicator of Family Connections was reviewed; therefore, FY2012 sets the baseline for future reviews. This indicator applies to children who are in foster care. It looks at whether the agency maintains family relationships and connections through appropriate visits and other connecting strategies while the family and child are living apart, unless compelling reasons exist for keeping them apart.

State Child Status	# of cases acceptable	# of cases needing improvement	Standard: 70% on all indicators (exception is Safety = 85%)					FY08	FY09	FY10	FY11	FY12 Current Scores
			Standard: Criteria 85% on overall score									
Safety	135	13	91%					93%	92%	89%	89%	91%
Child Safe from Others	146	2	99%					na	na	na	94%	99%
Child Risk to Self or Others	137	11	93%					na	na	na	94%	93%
Stability	112	36	76%					67%	75%	67%	77%	76%
Prospect for Permanence	96	52	65%					62%	75%	63%	66%	65%
Health/Physical Well-being	144	4	97%					100%	99%	99%	100%	97%
Emotional/Behavioral Well-being	123	25	83%					85%	91%	87%	88%	83%
Learning	131	17	89%					86%	85%	90%	88%	89%
Family Connections	88	18	83%					na	na	na	na	83%
Satisfaction	135	12	92%					92%	93%	91%	87%	92%
<b>Overall Score</b>	<b>127</b>	<b>21</b>	<b>86%</b>					<b>91%</b>	<b>91%</b>	<b>89%</b>	<b>89%</b>	<b>86%</b>

TABLE II-B OVERALL CHILD STATUS

# System Review of DCFS

## Safety

Safety is the “trump” indicator for child status. Since Safety is central to the overall well-being of a child, a case cannot receive an acceptable rating on Overall Child Status if it receives an unacceptable rating on Safety. To receive an acceptable rating, the child had to be safe from risks of harm in his/her living environment as well as his/her learning environment. Others within the child’s daily settings also had to be safe from behaviors or activities of the child. Of the 148 cases in the sample, 135 had acceptable scores on safety, which represented 91% of all reviewed cases. This is an increase from the previous year’s score of 89%. Of the 13 cases with unacceptable scores on Safety, two scored unacceptable due to the

child not being safe from others, resulting in a statewide score of 99%. The remaining unacceptable scores were due to the child putting themselves or others at risk due to behaviors such as self-harming, running away, assaulting others, ETC.

## Child Status by Region

Table II-C shows the Overall Child Status results by region. Four of the regions exceeded the 85% standard for Overall Child Status. Every region in the state had a decrease in their overall score of two to eight percentage points.

Child Status	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	78%	83%	96%	96%	100%	92%	100%	96%	96%	100%	88%	88%	80%
Northern Region	89%	75%	96%	100%	100%	96%	96%	100%	96%	83%	87%	88%	86%
Salt Lake Region	87%	90%	88%	89%	90%	88%	92%	96%	89%	91%	90%	88%	86%
Southwest Region	89%	83%	88%	96%	96%	100%	96%	91%	92%	96%	96%	88%	85%
Western Region	50%	83%	100%	92%	92%	88%	92%	96%	87%	83%	83%	100%	92%
<b>Overall Score</b>	<b>78%</b>	<b>85%</b>	<b>92%</b>	<b>93%</b>	<b>94%</b>	<b>91%</b>	<b>94%</b>	<b>96%</b>	<b>91%</b>	<b>91%</b>	<b>89%</b>	<b>89%</b>	<b>86%</b>

TABLE II-C OVERALL CHILD STATUS BY REGION

## Overall System Performance

The standard for Overall System Performance is 85%. The standard for indicators within System Performance is 70%. Table II-D highlights the Overall System Performance scores. After

maintaining Overall System Performance above the 85% standard since FY2007, the score fell to 84% last year and then dropped again to 82% this year. The Overall System Performance score declined from 93% to 82% over the past three years.

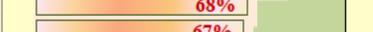
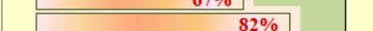
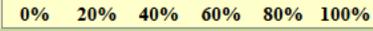
State System Performance	# of cases acceptable	# of cases needing improvement	Standard: 70% on all indicators Standard: 85% on overall score	FY08	FY09	FY10	FY11	FY12 Current Scores
Teaming	104	44		76%	78%	73%	69%	70%
Assessment	116	32		67%	77%	71%	71%	78%
Long-term View	101	47		69%	78%	66%	63%	68%
Child & Family Plan	99	49		78%	78%	72%	62%	67%
Intervention Adequacy	122	26		89%	96%	90%	85%	82%
Tracking & Adapting	133	15		87%	89%	86%	80%	90%
Engagement	132	16		89%	92%	85%	77%	89%
<b>Overall Score</b>	<b>121</b>	<b>27</b>		<b>89%</b>	<b>93%</b>	<b>89%</b>	<b>84%</b>	<b>82%</b>

TABLE II-D OVERALL SYSTEM PERFORMANCE

# System Review of DCFS

## System Performance by Region

**Table II-E** shows FY2012 Overall System Performance scores by region. There has been a decline in the scores in all regions over the last three years. Three years ago all regions exceeded the 85% standard. Last year only the Northern Region was

above standard and this year only the Salt Lake Region is above standard at 86%. The Eastern Region fell to 75%, which is the lowest score since 2003.

System Performance	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	33%	75%	67%	71%	83%	92%	88%	83%	78%	96%	83%	83%	75%
Northern Region	22%	50%	58%	58%	79%	83%	88%	96%	91%	96%	96%	88%	83%
Salt Lake Region	48%	53%	49%	59%	86%	83%	76%	93%	88%	93%	86%	83%	86%
Southwest Region	53%	71%	79%	88%	92%	100%	92%	83%	88%	96%	92%	83%	80%
Western Region	32%	43%	54%	71%	79%	77%	79%	88%	100%	88%	92%	83%	79%
<b>Overall Score</b>	<b>42%</b>	<b>57%</b>	<b>58%</b>	<b>66%</b>	<b>84%</b>	<b>86%</b>	<b>82%</b>	<b>90%</b>	<b>89%</b>	<b>93%</b>	<b>89%</b>	<b>84%</b>	<b>82%</b>

**TABLE II-E SYSTEM PERFORMANCE BY REGION**

## SYSTEM INDICATORS

Indicators in System Performance measure the application of Practice Model skills in child welfare work. The system indicators are Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adapting. As illustrated previously (refer to **Table II-D**) the scores on every system indicator dropped in FY2010, and with the exception of one indicator, dropped again in FY2011. This year there was an increase on six of the seven indicators. Two of the indicators are below standard: Long-term

View and Child and Family Plan. Although below standard, both scores improved from last year. The biggest increase was in Engagement, which rose from 77% to 89%. Tracking and Adapting also increased by 10 percentage points. More information about each core indicator follows.

### Engagement

As indicated in **Table II-F**, every region improved on engagement in FY2012. There are strong scores in every region, ranging from a low of 85% to a high of 94%. The Overall Score is 89%, which is a 12 percentage point increase from last year.

Engagement	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	56%	75%	79%	83%	83%	79%	92%	83%	74%	96%	79%	79%	85%
Northern Region	25%	42%	67%	50%	88%	96%	67%	92%	83%	96%	83%	83%	86%
Salt Lake Region	64%	50%	44%	62%	78%	80%	80%	97%	94%	91%	86%	76%	94%
Southwest Region	53%	75%	75%	83%	96%	96%	88%	91%	92%	88%	88%	75%	90%
Western Region	59%	52%	67%	67%	75%	82%	83%	96%	91%	92%	88%	75%	88%
<b>Overall Score</b>	<b>57%</b>	<b>56%</b>	<b>60%</b>	<b>67%</b>	<b>82%</b>	<b>85%</b>	<b>81%</b>	<b>93%</b>	<b>89%</b>	<b>92%</b>	<b>85%</b>	<b>77%</b>	<b>89%</b>

**TABLE II-F ENGAGEMENT BY REGION**

# System Review of DCFS

### Teaming

Shown in [Table II-G](#), the statewide score on Teaming was 70%. Two of the five regions improved their scores and exceeded the 70% standard on this indicator (Northern and Eastern). Two regions (Salt

Lake and Southwest) declined and Western region remained the same. Southwest region dropped by 10 percentage points. The Division's Overall Score on this indicator is standard at (70%).

Teaming	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	22%	50%	67%	75%	75%	79%	75%	74%	65%	79%	58%	63%	75%
Northern Region	44%	29%	42%	42%	67%	75%	71%	83%	83%	88%	74%	71%	80%
Salt Lake Region	37%	29%	35%	54%	78%	80%	75%	87%	71%	73%	79%	69%	65%
Southwest Region	53%	71%	67%	92%	96%	100%	92%	83%	79%	92%	63%	75%	65%
Western Region	36%	30%	38%	54%	83%	73%	75%	79%	91%	67%	79%	67%	67%
<b>Overall Score</b>	<b>39%</b>	<b>39%</b>	<b>45%</b>	<b>61%</b>	<b>79%</b>	<b>81%</b>	<b>77%</b>	<b>83%</b>	<b>76%</b>	<b>78%</b>	<b>73%</b>	<b>69%</b>	<b>70%</b>

**TABLE II-G** [TEAMING BY REGION](#)

### Assessment

In FY2012, all five regions achieved scores above the 70% standard. Northern and Salt Lake regions showed an increase in scores. As shown in [Table II-H](#), the Salt Lake Region experienced a 19 percentage

point increase in the Assessment indicator. The Division's Overall Score rose from 71% to 78%. The Overall Score remains above standard for the fourth year in a row.

Assessment	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	11%	67%	54%	58%	38%	63%	50%	65%	57%	75%	50%	79%	75%
Northern Region	11%	42%	54%	42%	54%	67%	54%	79%	70%	79%	78%	79%	83%
Salt Lake Region	27%	37%	33%	54%	71%	52%	69%	79%	67%	78%	72%	63%	82%
Southwest Region	37%	LV	42%	63%	83%	88%	71%	61%	75%	75%	75%	76%	75%
Western Region	27%	30%	46%	42%	63%	68%	54%	75%	70%	75%	75%	75%	71%
<b>Overall Score</b>	<b>27%</b>	<b>44%</b>	<b>42%</b>	<b>52%</b>	<b>64%</b>	<b>63%</b>	<b>62%</b>	<b>74%</b>	<b>67%</b>	<b>77%</b>	<b>71%</b>	<b>71%</b>	<b>78%</b>

**TABLE II-H** [ASSESSMENT BY REGION](#)

### Long-term View

Long-term View has been the most challenging core indicator in System Performance over the years, as illustrated in [Table II-I](#). In FY2011, only one region achieved an above standard score. This year there were three regions with improved scores and two

regions that scored above standard (Northern and Salt Lake). Salt Lake scored a 15 percentage point increase from last year's score. Eastern Region has improved their scores for the past two years. The overall score is stronger this year, but remains below standard.

## System Review of DCFS

Long-Term View	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	0%	50%	25%	50%	50%	63%	54%	65%	65%	88%	46%	58%	65%
Northern Region	0%	29%	42%	25%	58%	71%	75%	92%	83%	83%	74%	83%	74%
Salt Lake Region	33%	37%	32%	41%	70%	54%	56%	73%	64%	78%	65%	58%	73%
Southwest Region	26%	38%	38%	54%	88%	92%	83%	65%	75%	88%	75%	63%	65%
Western Region	9%	26%	26%	50%	50%	68%	54%	71%	65%	54%	71%	58%	54%
<b>Overall Score</b>	<b>21%</b>	<b>36%</b>	<b>32%</b>	<b>43%</b>	<b>65%</b>	<b>65%</b>	<b>63%</b>	<b>73%</b>	<b>69%</b>	<b>78%</b>	<b>66%</b>	<b>63%</b>	<b>68%</b>

TABLE II-I LONG-TERM VIEW BY REGION

### *Child and Family Plan*

As seen in [Table II-J](#), four of the five regions experienced an increase in scores on the Child and Family Plan. In FY2011, three of the regions dropped between eight and eleven percentage points, and one score fell 33 percentage points. This year

there was an increase in four of the five regions and the state overall score rose five percentage points. Two regions achieved scores that were above standard (Northern and Southwest); however, the statewide score remains three percentage points below standard.

Child & Family Plan	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	0%	63%	67%	58%	71%	71%	83%	83%	87%	83%	63%	71%	60%
Northern Region	11%	46%	46%	46%	63%	79%	83%	88%	87%	88%	78%	67%	71%
Salt Lake Region	48%	31%	49%	60%	75%	72%	68%	93%	71%	72%	69%	61%	65%
Southwest Region	32%	58%	54%	79%	83%	96%	92%	83%	88%	83%	83%	75%	80%
Western Region	27%	35%	54%	67%	63%	68%	67%	83%	74%	75%	71%	38%	58%
<b>Overall Score</b>	<b>33%</b>	<b>42%</b>	<b>52%</b>	<b>62%</b>	<b>72%</b>	<b>76%</b>	<b>75%</b>	<b>88%</b>	<b>78%</b>	<b>78%</b>	<b>72%</b>	<b>62%</b>	<b>67%</b>

TABLE II-J CHILD AND FAMILY PLAN BY REGION

### *Intervention Adequacy*

The indicator “Plan Implementation” was changed to “Intervention Adequacy” last year. FY2012 is the first full year this change has been part of the QCR review process. Intervention Adequacy scores not only that DCFS implements the plan, but also that the services are adequate for the needs of the family. Plan Implementation had been the highest scoring indicator in System Performance for the past 11 years. All regions have historically scored well on Plan Implementation as demonstrated in [Table II-K](#). For the tenth consecutive year, every region is above standard; however, the Overall Score has

consistently dropped since FY2009. This year only the Northern Region had an increase, while the other four regions all had a decline. The Western Region dropped nine percentage points and Southwest Region dropped eight points. Eastern Region dropped nine percentage points in FY2011 and another eight points in FY2012 for a two-year decrease of 17 percentage points. Intervention Adequacy is more comprehensive than Plan Implementation was in the past, which may account for some of the decrease seen over the past three years.

## System Review of DCFS

Intervention Adequacy	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	44%	71%	75%	79%	79%	92%	92%	100%	96%	100%	92%	83%	75%
Northern Region	56%	67%	67%	71%	71%	83%	88%	96%	87%	92%	96%	83%	89%
Salt Lake Region	70%	68%	57%	71%	87%	86%	79%	89%	88%	97%	92%	85%	84%
Southwest Region	53%	75%	83%	92%	96%	100%	88%	83%	79%	100%	83%	88%	80%
Western Region	45%	61%	71%	83%	79%	91%	92%	92%	96%	92%	88%	88%	79%
<b>Overall Score</b>	<b>53%</b>	<b>68%</b>	<b>67%</b>	<b>77%</b>	<b>84%</b>	<b>89%</b>	<b>86%</b>	<b>91%</b>	<b>89%</b>	<b>96%</b>	<b>90%</b>	<b>85%</b>	<b>82%</b>

**TABLE II-K INTERVENTION ADEQUACY BY REGION**

### *Tracking and Adapting*

As seen in [Table II-L](#), all regions scored above standard for the ninth consecutive year on Tracking and Adapting. While there was a drop in four of the five regions last year, this year every region increased their scores and they all have solid scores

between 85% and 97%. The strongest increase was in the Western Region, where scores rose from 75% to 92%, a 17 percentage point improvement. The Overall Tracking and Adapting score is at 90%, well above standard.

Tracking and Adaptation	FY00 Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12 Current Score
Eastern Region	56%	75%	79%	83%	71%	88%	88%	78%	78%	88%	79%	71%	85%
Northern Region	56%	54%	58%	67%	71%	88%	83%	96%	78%	88%	100%	83%	97%
Salt Lake Region	69%	54%	57%	57%	83%	76%	75%	87%	88%	91%	86%	83%	88%
Southwest Region	47%	75%	79%	96%	96%	100%	92%	74%	88%	88%	71%	79%	85%
Western Region	36%	43%	50%	63%	83%	77%	79%	79%	100%	88%	92%	75%	92%
<b>Overall Score</b>	<b>55%</b>	<b>59%</b>	<b>63%</b>	<b>69%</b>	<b>81%</b>	<b>84%</b>	<b>81%</b>	<b>84%</b>	<b>87%</b>	<b>89%</b>	<b>86%</b>	<b>80%</b>	<b>90%</b>

**TABLE II-L TRACKING AND ADAPTING BY REGION**

### **SUMMARY OF PROGRESS BY REGION**

After each Qualitative Case Review, individualized reports are provided to each region regarding the outcome of their review. The FY2012 Qualitative Case Review results for each region are presented

below. Charts include the region's performance on all Child Status and System Performance indicators. This was the first year that Family Connections was scored, so FY2012 set the baseline to measure future reviews.

# System Review of DCFS

## Eastern Region

The Eastern Region declined on the Overall Child Status score as shown in [Table II-M](#). Of the eight Child and Family Status indicators, the region had two indicators above 90% and Child's Safety from

Others scored 100%. Three other status indicators scored above 80%. One of the more challenging status indicators, Prospects for Permanence, had a 15 percentage point decrease from 75% to 60%.

Eastern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (exception is Safety = 85%)				FY08	FY09	FY10	FY11	FY12 Current Scores
			Standard: Criteria 85% on overall score								
Safety	19	1					100%	100%	88%	88%	95%
Child Safe from Others	20	0					na	na	na	88%	100%
Child Risk to Self or Others	19	1					na	na	na	96%	95%
Stability	16	4					83%	79%	75%	75%	80%
Prospect for Permanence	12	8					65%	88%	63%	75%	60%
Health/Physical Well-being	19	1					100%	100%	96%	100%	95%
Emot./Behavioral Well-being	14	6					87%	100%	83%	79%	70%
Learning	17	3					91%	92%	92%	83%	85%
Family Connections	11	4					na	na	na	na	73%
Satisfaction	17	3					87%	96%	96%	88%	85%
<b>Overall Score</b>	<b>16</b>	<b>4</b>					<b>96%</b>	<b>100%</b>	<b>88%</b>	<b>88%</b>	<b>80%</b>

**TABLE II-M EASTERN CHILD STATUS**

As seen in [Table II-N](#), in FY2010 and FY2011 Eastern Region scored below standard on Overall System Performance. In FY2012, four core indicators achieved improved scores; however, the region's Overall System Performance score was again below standard at 75%. This year five of the

seven Core Indicators for System Performance scored above the 70% standard. Child and Family Plan scored 60%. This was a drop of 11 percentage points. The other indicator that scored below standard was Long Term View; however, it rose from 58% to 65% this year.

Eastern System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators				FY08	FY09	FY10	FY11	FY12 Current Scores
			Standard: 85% on overall score								
Engagement	17	3					74%	96%	79%	79%	85%
Teaming	15	5					65%	79%	58%	63%	75%
Assessment	15	5					57%	75%	50%	79%	75%
Long-term View	13	7					65%	88%	46%	58%	65%
Child & Family Plan	12	8					87%	83%	63%	71%	60%
Intervention Adequacy	15	5					96%	100%	92%	83%	75%
Tracking & Adapting	17	3					78%	88%	79%	71%	85%
<b>Overall Score</b>	<b>15</b>	<b>5</b>					<b>78%</b>	<b>96%</b>	<b>83%</b>	<b>83%</b>	<b>75%</b>

**TABLE II-N EASTERN SYSTEM PERFORMANCE**

# System Review of DCFS

## Northern Region

Northern region maintained an Overall Child Status score above the 85% standard with a score of 86% as illustrated in **Table II-O**. Of the eight Child and

Family Status indicators, five indicators scored at or above 85%. Safety from Others scored 100%. While the region scored above standard overall, it is noted that five out of eight indicators dropped this year.

Northern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (exception is Safety = 85%) Standard: Criteria 85% on overall score					
			FY08	FY09	FY10	FY11	FY12	
Safety	31	4	89%	96%	83%	87%	88%	89%
Child Safe from Others	35	0	100%	na	na	na	96%	100%
Child Risk to Self	31	4	89%	na	na	na	92%	89%
Stability	26	9	74%	70%	92%	65%	83%	74%
Prospect for Permanence	26	9	74%	74%	88%	61%	88%	74%
Health/Physical Well-being	33	2	94%	100%	100%	100%	100%	94%
Emot./Behavioral Well-being	29	6	83%	91%	96%	83%	88%	83%
Learning	31	4	89%	91%	83%	96%	96%	89%
Family Connections	23	2	92%	na	na	na	na	92%
Satisfaction	33	2	94%	96%	83%	96%	83%	94%
<b>Overall Score</b>	<b>30</b>	<b>5</b>	<b>86%</b>	<b>96%</b>	<b>83%</b>	<b>87%</b>	<b>88%</b>	<b>86%</b>

**TABLE II-O NORTHERN CHILD STATUS**

As seen in **Table II-P**, Northern Region dipped just below the Overall System Performance standard, scoring 83%. All Indicators for System Performance improved this year with the exception of Long-term

View. Although the score of Long-term View dropped, it was still above standard. All System Performance indicators were above standard.

Northern System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators Standard: 85% on overall score					
			FY08	FY09	FY10	FY11	FY12	
Engagement	30	5	86%	83%	96%	83%	83%	86%
Teaming	28	7	80%	83%	88%	74%	71%	80%
Assessment	29	6	83%	70%	79%	78%	79%	83%
Long-term View	26	9	74%	83%	83%	74%	83%	74%
Child & Family Plan	25	10	71%	87%	88%	78%	67%	71%
Intervention Adequacy	31	4	89%	87%	92%	96%	83%	89%
Tracking & Adapting	34	1	97%	78%	88%	100%	83%	97%
<b>Overall Score</b>	<b>29</b>	<b>6</b>	<b>83%</b>	<b>91%</b>	<b>96%</b>	<b>96%</b>	<b>88%</b>	<b>83%</b>

**TABLE II-P NORTHERN SYSTEM PERFORMANCE**

## System Review of DCFS

### Salt Lake Region

As seen in [Table II-Q](#), Salt Lake Region maintained their Overall Child Status score above standard at 86%. Of the eight Child and Family Status

indicators, the region had six that scored above 80%. There was an 11 percentage point improvement in the Learning score (83% to 94%).

Salt Lake Region Combined Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (exception is Safety = 85%)					
			Standard: Criteria 85% on overall score					
				FY08	FY09	FY10	FY11	FY12
Safety	44	5		91%	94%	90%	88%	90%
Child Safe from Others	49	0		na	na	na	93%	100%
Child Risk to Self or Others	44	5		na	na	na	92%	90%
Stability	35	14		59%	73%	61%	88%	71%
Prospect for Permanence	29	20		54%	76%	58%	58%	59%
Health/Physical Well-being	46	1		100%	100%	99%	100%	98%
Emot./Behavioral Well-being	47	8		81%	85%	86%	88%	84%
Learning	46	3		80%	82%	88%	83%	94%
Family Connections	29	7		na	na	na	na	81%
Satisfaction	33	6		94%	99%	92%	90%	88%
<b>Overall Score</b>	<b>42</b>	<b>7</b>		<b>89%</b>	<b>91%</b>	<b>90%</b>	<b>88%</b>	<b>86%</b>

**TABLE II-Q SALT LAKE REGION CHILD STATUS**

Salt Lake Region exceeded the Overall System Performance standard with a score of 86% as illustrated in [Table II-R](#). Five of the seven indicators improved in FY2012. An 18 percentage point increase occurred in Engagement and a 19

percentage point increase was achieved in Assessment. The declines were slight; Teaming went from 69% to 65% and Intervention Adequacy dipped one percentage point. Two indicators remain below standard (Teaming and Child and Family Plan).

Salt Lake Region Combined System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (exception is Safety = 85%)					
			Standard: 85% on overall score					
				FY08	FY09	FY10	FY11	FY12
Engagement	46	3		94%	91%	86%	76%	94%
Teaming	32	17		71%	73%	79%	69%	65%
Assessment	40	9		67%	78%	72%	63%	82%
Long-term View	36	13		64%	78%	65%	58%	73%
Child & Family Plan	32	17		71%	72%	69%	61%	65%
Intervention Adequacy	41	8		88%	97%	92%	85%	84%
Tracking & Adapting	43	6		88%	91%	86%	83%	88%
<b>Overall Score</b>	<b>42</b>	<b>7</b>		<b>88%</b>	<b>93%</b>	<b>86%</b>	<b>83%</b>	<b>86%</b>

**TABLE II-R SALT LAKE REGION SYSTEM PERFORMANCE**

# System Review of DCFS

## Southwest Region

Southwest Region maintained their Overall Child Status score at the standard of 85% as demonstrated in [Table II-S](#). Four indicators increased their scores

and one remained the same. Learning dropped from 92% to 80% and Emotional Well-being went from 92% to 85%.

Southwest Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (exception is Safety = 85%) Standard: Criteria 85% on overall score						
			FY07	FY08	FY09	FY10	FY11	FY12	
Safety	19	1	95%	91%	92%	96%	96%	88%	95%
Child Safe from Others	19	1	95%	na	na	na	na	92%	95%
Child Risk to Self or Others	20	0	100%	na	na	na	na	96%	100%
Stability	15	5	75%	65%	71%	71%	75%	71%	75%
Prospect for Permanence	13	7	65%	61%	71%	67%	75%	63%	65%
Health/Physical Well-being	20	0	100%	100%	100%	100%	100%	100%	100%
Emot./Behavioral Well-being	17	3	85%	87%	83%	96%	96%	92%	85%
Learning	16	4	80%	100%	96%	92%	92%	92%	80%
Family Connections	8	4	67%	na	na	na	na	na	67%
Satisfaction	20	0	100%	100%	83%	92%	83%	79%	100%
<b>Overall Score</b>	<b>17</b>	<b>3</b>	<b>85%</b>	<b>91%</b>	<b>92%</b>	<b>96%</b>	<b>96%</b>	<b>88%</b>	<b>85%</b>

TABLE II-S [SOUTHWEST CHILD STATUS](#)

As seen in [Table II-T](#), Southwest Region experienced a slight decrease in Overall System Performance from 83% last year to 80% this year. The Overall System Performance score has declined from 96% to 80% over the past three years. Five of the seven

System Indicators scored above standard. There was significant improvement in the Engagement score, which increased from 75% to 90%. The biggest drop was in Teaming, which went from 75% to 65%.

Southwest System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators Standard: 85% on overall score						
			FY07	FY08	FY09	FY10	FY11	FY12	
Engagement	18	2	90%	91%	92%	88%	88%	75%	90%
Teaming	13	7	65%	83%	79%	92%	63%	75%	65%
Assessment	15	5	75%	61%	75%	75%	75%	79%	75%
Long-term View	13	7	65%	65%	75%	88%	75%	63%	65%
Child & Family Plan	16	4	80%	83%	88%	83%	83%	75%	80%
Intervention Adequacy	16	4	80%	83%	79%	100%	83%	88%	80%
Tracking & Adapting	17	3	85%	74%	88%	88%	71%	79%	85%
<b>Overall Score</b>	<b>16</b>	<b>4</b>	<b>80%</b>	<b>83%</b>	<b>88%</b>	<b>96%</b>	<b>92%</b>	<b>83%</b>	<b>80%</b>

TABLE II-T [SOUTHWEST SYSTEM PERFORMANCE](#)

# System Review of DCFS

## Western Region

Western Region's Overall Child Status score was well above standard at 92% as shown in [Table II-U](#). Of the eight Child and Family Status indicators, seven scored above standard. Stability scored 83%. This indicator

has shown consistent improvement in the past four years, increasing 20 percentage points since 2009. Prospects for Permanence is the only indicator below standard; however, it did increase from last year's score.

Western Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (exception is Safety = 85%) Standard: Criteria 85% on overall score					
			FY08	FY09	FY10	FY11	FY12	
Safety	22	2	92%	91%	83%	83%	100%	92%
Child Safe from Others	23	1	96%	na	na	na	na	96%
Child Risk to Self	23	1	96%	na	na	na	na	96%
Stability	20	4	83%	65%	63%	71%	75%	83%
Prospect for Permanence	16	8	67%	61%	54%	71%	63%	67%
Health/Physical Well-being	24	0	100%	100%	96%	100%	100%	100%
Emot./Behavioral Well-being	22	2	92%	87%	91%	92%	96%	92%
Learning	21	3	88%	83%	83%	92%	92%	88%
Family Connections	17	1	94%	na	na	na	na	94%
Satisfaction	22	1	96%	96%	87%	88%	88%	96%
<b>Overall Score</b>	<b>22</b>	<b>2</b>	<b>92%</b>	<b>87%</b>	<b>83%</b>	<b>83%</b>	<b>100%</b>	<b>92%</b>

**TABLE II-U WESTERN CHILD STATUS**

As seen in [Table II-V](#), Western Region experienced their poorest score in several years on Overall System Performance. The Overall System Performance score fell below standard at 79%. The Overall System Performance score has declined from 100% to 79%

over the past four years. Three of the seven System Performance indicators were below the 70% standard. Although Child and Family Plan score remains below standard, it rose 20 percentage points from last year. Engagement also rose from 78% to 88% this year.

Western System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators Standard: 85% on overall score					
			FY08	FY09	FY10	FY11	FY12	
Engagement	21	3	88%	91%	92%	88%	75%	88%
Teaming	16	8	67%	91%	67%	79%	67%	67%
Assessment	17	7	71%	70%	75%	75%	75%	71%
Long-term View	13	11	54%	65%	54%	71%	58%	54%
Child & Family Plan	14	10	58%	74%	75%	71%	38%	58%
Intervention Adequacy	19	5	79%	96%	92%	88%	88%	79%
Tracking & Adapting	22	2	92%	100%	88%	92%	75%	92%
<b>Overall Score</b>	<b>19</b>	<b>5</b>	<b>79%</b>	<b>100%</b>	<b>88%</b>	<b>92%</b>	<b>83%</b>	<b>79%</b>

**TABLE II-V WESTERN SYSTEM PERFORMANCE**

# System Review of DCFS

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## CONCLUSION

Scores for the past 13 years of QCR reviews show the Child Welfare System traveled an upward path of continual system improvement from FY2001 to FY2007. Overall Child Status peaked at 96%, but this score then began a gradual decline each year through FY2012. The FY2012 score of 86% shows a 10 percentage point drop in the past five years, but the score is still one point above the 85% standard. The Overall System Performance score peaked in FY2009 at 93%. Due to a drop in scores in three of the five regions in FY2010, the statewide Overall System Performance score fell from 93% to 89%. The following year scores fell in four of the five regions, resulting in the statewide Overall System Performance score declining to 84%, which was the first time it had fallen below standard since FY2006. System Performance scores dropped again in four of the five regions in FY2012, resulting in a statewide score of

82%. This is an 11 percentage point decline over the past three years. The Overall System Performance score was one point below standard last year, and it fell a couple of points further below standard this year.

Performance on individual System Performance indicators improved this year. Last year three of these indicators scored below the 70% standard. This year scores improved on six of the seven indicators, and only two fell below standard. Scores on these two indicators were within striking distance of standard (68% for Long-term View and 67% for Child and Family Plan). OSR is concerned about the downward trends on Overall Child Status and Overall System Performance, but is encouraged by the progress on individual indicators. Continued progress on the individual indicators should lead to improvements in the Overall System Performance score as well as the Overall Child Status score.

# III. Case Process Review

## METHODOLOGY

The Case Process Review (CPR) was accomplished by thoroughly reviewing documentation within the Child Welfare Electronic Data Management System, also known as SAFE. Documentation verifies completion of tasks required by DCFS Practice Guidelines, as well as compliance with federal law.

An established mathematical method creates a random sample for each area of focus. Performance Standards were established at 90% for most CPS cases and 85% for all other program areas. Program areas included the following:

**Child Protection Services (CPS):** In addition to General CPS investigations, this program area includes cohorts of Medical Neglect referrals, Unable-to-Locate referrals, Unaccepted referrals, and any referrals categorized as Priority One. (2012 had zero referrals that met the Priority One definition.)

**Removals:** A Removal generally occurs during the course of a CPS Investigation. However, a Removal may occur due to ending In-Home Services, a voluntary placement, or a Court Order directing DCFS to take custody of a delinquent minor. Agency requirements at the time of removal not only pertain to CPS investigators, but to the entire agency.

**In-Home Services (PSS, PSC, and PFP):** This program area includes Family Preservation Services (PFP), Voluntary Services (PSC), and court ordered Protective Supervision Services (PSS).

**Foster Care Services (SCF):** This program area includes families with children living in out-of-home care due to abuse, neglect, or dependency. This program area also includes those circumstances where DCFS is court ordered to take custody of a child/youth who has exhibited delinquent behavior without an allegation of abuse or neglect.

The Office of Services Review (OSR) examined 100% of the cases within the universes of Medical Neglect and Unable to Locate. In addition, random samples

generated from Program Area universes were examined. CPS cases that close within the review period qualify to be included in the Universe.

The review period for Family Preservation cases (PFP) is the entire period the case remains open, generally 60-90 days. In-Home and Foster Care cases have review periods of six months. Total case files reviewed in each focus area appear in [Table III-A](#).

CPR FY2012 SAMPLES	
Program Area	Case Files Reviewed
CPS General	133
Unable to Locate	57
Medical Neglect	19
Priority I	0 (Universe)
Unaccepted	133
Removals	95
PSS/PSC/PFP	126
Foster Care	132

TABLE III-A [SAMPLES](#)

## DATA RELIABILITY

In order to assure quality and consistency in the review, 11% of the sample cases received a second evaluation by an alternate reviewer. Statistics for FY2012 show reviewers responded the same on 91% of cases reviewed. After comparing any disagreements, the original reviewer was correct 97% of the time. Of those measurements where the two reviewers disagreed on the response, 65% were resolved in favor of the original reviewer while only 33% were resolved in favor of the alternate reviewer.

Following examination of data in SAFE, reviewers met on-site at individual offices within each region of the state. DCFS workers had the opportunity to supply

# System Review of DCFS

further evidence not found during reviews of SAFE. One-to-one training occurred with each worker as he/she examined case results with the assigned OSR reviewer.

## ADJUSTMENTS

In spring 2009, DCFS began to modify Practice Guidelines to reflect expectations of the federal Child and Family Services Review. Prior to 2010, the agency did not require In-Home workers to have contact with both parents/caregivers or with each of the children. Instead, they were required to make a visit to the home at least once a month, regardless of who was present.

Beginning in FY2011, workers were expected to complete the following tasks on a monthly basis: a) enter the residence, b) have a conversation with the child(ren) away from the presence of the caregiver, c) have face-to-face contact with the mother, and d) have face-to-face contact with the father.

In order to address families in which the legal parents were not living together at the time of case creation, the guidelines were adjusted. Questions IH.8 and IH.9 (having face-to-face contact with the legal mother and

father, respectively) were modified to reflect monthly face-to-face contact with the legal parent; however, if a legal parent was not on the service plan, monthly contact was not expected with that parent. The requirement for the worker to attempt to involve a legal parent in creating the child's portion of the Child and Family Plan remains.

## STATEWIDE RESULTS

**Table III-B** displays the scores for the past five years of Case Process Reviews. Statewide scores indicate 87% of all cases reviewed have appropriate documentation. The Child Protection Services score remains similar to FY2011 and reflects adequate documentation in 94% of cases reviewed. Unable-to-Locate and Unaccepted Referrals also remain consistent with each area improving or declining by one percentage point. Removals improved by 16 percentage points; from 60% in FY2011 to 76% in FY2012. In-Home services remained at 82% when scoring historical measures alone and 80% when including new measures pertaining to face-to-face contacts. When using historical measures Foster Care services scored 87% and 80% when additional measures were included. This is explained further within this report.

STATEWIDE RESULTS		CPS	Unable to Locate	Unaccepted Referrals	Removals	In Home Services	Foster Care Services	Total
FY 2012	Sample	906	195	399	397	1003	3007	5907
	Yes answers	852	177	396	301	807	2581	5114
	Partial Score	0.00	0	0	0.00	18.75	21.75	40.50
	<b>Performance Rate</b>	<b>94%</b>	<b>91%</b>	<b>99%</b>	<b>76%</b>	<b>82%</b>	<b>87%</b>	<b>87%</b>
FY 2011	Sample	651	258	402	460	1006	3035	5812
	Yes answers	617	232	400	276	813	2650	4988
	Partial Score	0.00	0	0	0	12.75	12.00	24.75
	<b>Performance Rate</b>	<b>95%</b>	<b>90%</b>	<b>100%</b>	<b>60%</b>	<b>82%</b>	<b>88%</b>	<b>86%</b>
FY 2010	Sample	743	185	438	246	655	3640	5907
	Yes answers	697	147	436	215	540	3307	5342
	Partial Score	0.00	0	0	0	14.25	22.50	36.75
	<b>Performance Rate</b>	<b>94%</b>	<b>79%</b>	<b>100%</b>	<b>87%</b>	<b>85%</b>	<b>91%</b>	<b>91%</b>
FY 2009	Sample	932	255	396	344	618	3707	6259
	Yes answers	856	211	393	275	518	3365	5622
	Partial Score	9.00	0	0	0	21.00	33.00	63.00
	<b>Performance Rate</b>	<b>93%</b>	<b>83%</b>	<b>99%</b>	<b>80%</b>	<b>87%</b>	<b>92%</b>	<b>91%</b>
FY 2008	Sample	864	224	396	388	670	3670	6212
	Yes answers	806	201	394	354	534	3354	5643
	Partial Score	8.25	0	0	0.00	33.75	12.75	54.75
	<b>Performance Rate</b>	<b>94%</b>	<b>90%</b>	<b>99%</b>	<b>91%</b>	<b>85%</b>	<b>92%</b>	<b>92%</b>

**TABLE III-B HISTORICAL STATEWIDE RESULTS**

## Child Protection Services

Of 906 measures scored in General CPS Investigations, reviewers found adequate documentation for 852 measurements.

When examining general CPS cases, reviewers closely match data culled from SAFE. The exceptions to this are question CPSG.2 (If the child remained at home, were services offered within 30 days?) and CPSG.8 (Were findings based on facts obtained/available at the time of investigation?). These questions are dependent on a reviewer's ability to derive information based only on documentation provided.

SAFE reports third party interviews as well as unannounced home visits based on the use of a policy button. Reviewers often see policy buttons used, but the documentation of the activity does not support use of the policy button. There are also opposite circumstances when the policy button is not used, yet the documentation states a third party interview occurred or an unannounced home visit was completed. **Table III-C** depicts the difficulties of scoring questions CPSG.6 (interviewing third parties when available) and CPSG.7 (making an unscheduled home visit).

Reviewers referred to DCFS policy which states, "An unscheduled home visit shall only be required when the allegation(s) specifically involve circumstances of the home and/or concerns related to activities of persons living in the home." Activities of persons living in the home are sometimes forgotten as a reason to make an unscheduled home visit.

### Unable to Locate

Unable to Locate questions improved one percentage point over FY2011, moving from 90% to 91%. All measurements met or exceeded the standard of 85%. Of note are improvements on question CPSUL.1 (visiting the home at times outside normal work hours) and CPSUL.5 (checking with the referent for new contact information.)

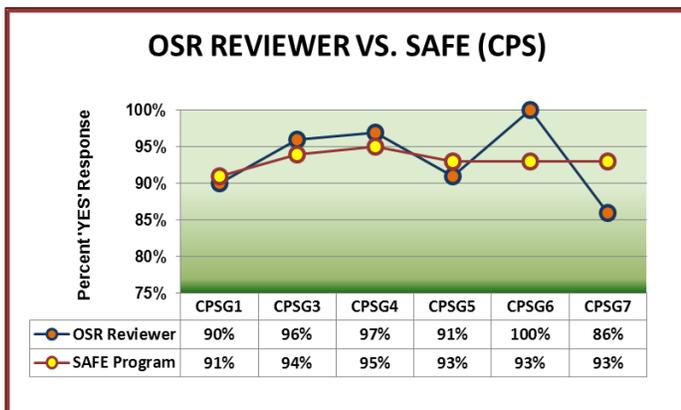
Going to the home at times outside normal work hours shows dramatic improvement over the 2010 score of 67% and may be improving due to consistent interpretation by workers that normal work hours are Monday through Friday, 8:00 AM to 5:00 PM. In FY2010, most state agencies were open Monday through Thursday 7:00 AM to 6:00 PM. In FY2012, state agencies returned to the eight-hour/five-day work schedule. Visiting the home outside of normal work hours increased from 85% in FY2011 to 93% in FY2012.

Caseworkers checked again with the referent for contact information in 93% of the cases reviewed, an improvement of 10 percentage points from FY2011 and a great improvement from the FY2010 score of 74%. This may be due to referrals that the local police departments initiate. Workers expressed difficulties receiving feedback from the local police departments.

### Unaccepted Referrals

FY2012 was the inaugural year for the Centralized Intake Office located in Magna. Unaccepted Referrals scored 99% overall, with only three measurements receiving negative responses. Question CPSUA.3 (Does documentation support the decision not to accept the referral for investigation?) requires a hands-on examination of all documentation.

OSR reviewers and Intake supervisors participated in a discussion regarding the value of accurate documentation when an allegation of abuse or neglect



**TABLE III-C REVIEWER VS. SAFE**

In the past, caseworkers reported confusion as to when an unannounced home visit was required. Some thought it was necessary only if the home environment was a part of the original allegation while others thought an unannounced visit must always take place.

is not accepted. Transparency of this decision making process is important as the agency will not pursue further actions following a report by a concerned citizen.

## **Removals**

FY2012 is the second year of reviewing Removals as a focus area. Although Removal scores remain below the standard, the scores improved from FY2011. Of 397 qualifying measurements, positive responses occurred on 301, resulting in an overall score of 76%.

DCFS practice guidelines require weekly visits during the first four weeks following a removal. The agency requested OSR reviewers seek documentation to verify all four visits were completed. Responsibility for the completion of this measurement is on the agency as a whole, rather than solely on the Child Protection Services (CPS) investigator.

The CPS investigator always completes the first visit and possibly the second week's visit before an on-going worker is assigned. There is difficulty in completing adequate documentation for weeks three and four. This is likely due to the on going worker practicing Out-of-Home policy. Out-of-Home policy requires monthly visits instead of weekly visits.

## **In-Home Services**

In-Home services retained a score of 82% from FY2011 to FY2012. Out of 1003 measures, 807 received affirmative responses, including 18.75 points received as partial credit.

## **Foster Care Cases**

Overall scores connected to Foster Care cases dropped one percentage point, from 88% in FY2011 to 87% in FY2012. This is the fourth year in a row that the scores have declined. Such small decreases generally do not cause much alarm, but the continuing trend needs to be recognized.

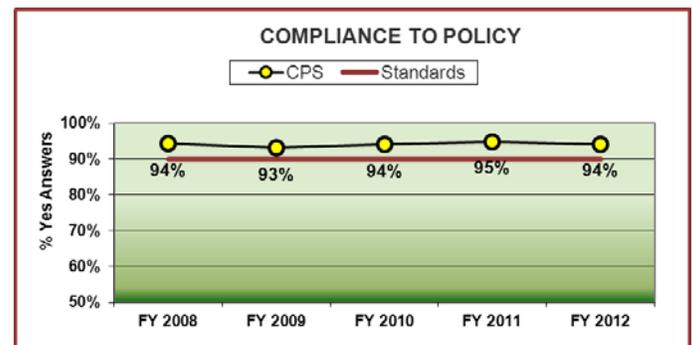
## **ANALYSIS**

### **Child Protection Services**

The General CPS score has consistently scored above the 90% standard for the past five years as displayed in [Chart III-1](#). CPS measurements scored at or above standard with the exception of question CPSG.7 (Was there an unscheduled home visit during the investigation?) which scored 86%. This score is a decrease of six percentage points from FY2011.

Question CPSG.1 (seeing the child within priority time-frames) has maintained a 90% or better score for the past three years. Question CPSG.5 (interviewing the child's parent or guardian) also met the standard of 90%, but had a loss of four percentage points from FY2011.

All Medical Neglect cases met the standard with 93% of measures receiving positive scores; however, this is a loss of 7 percentage points from last year, when the score was 100%. The 93% score compares well to previous years and the 100% score of FY2011 may be due to the small sample size.



[Chart III-1 CPS COMPLIANCE](#)

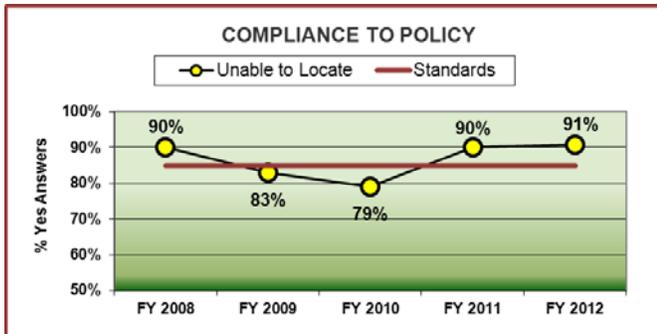
### **Unaccepted & Unable to Locate**

Unaccepted and Unable to Locate cases met or exceeded the standard of 85%. The only measurement that may merit mention is CPSUL.3 (checking with law enforcement for new information about family location). It fell from 90% down to 86%, which is brushing the compliance standard of 85%.

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Caseworkers reported that police departments sometimes refuse to share further information with the worker. In addition, caseworkers report that receiving return phone calls, emails, or a response to a fax does not take place despite multiple attempts.

As shown in [Chart III-2](#) there has been improvement after two years of declining scores. For the second consecutive year, these cases have scored above standard.



[Chart III-2 Unable to Locate Compliance](#)

## Removals

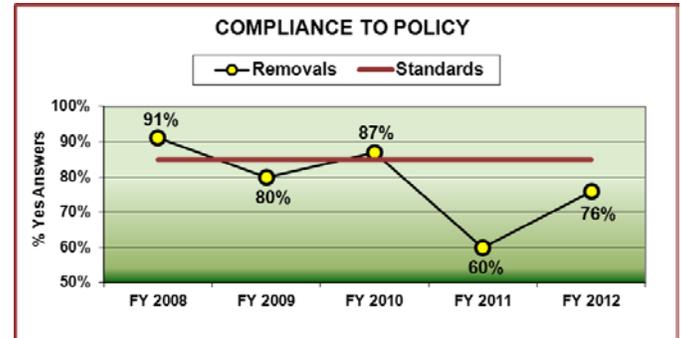
Two measurements scored well above the expected compliance score. Question R.2 (visiting the child by midnight of the second day following removal) scored five percentage points above minimal expectations, and question R.5 (making reasonable efforts to locate kinship) scored nearly 100%.

Question R.4 (gathering information and providing the information to the caregiver within 24-hours of child's placement) scored at the standard of 85%. This score has remained stable for the past three years.

Difficulties occur in documentation for questions R.3a through R.3d (visiting the child on a weekly basis for the first four weeks following removal). Prior to FY2011, the CPR protocol did not require reviewers to look for these visits after the case transferred to an on-going worker. CPS workers always made the 48-hour visit (considered the first week's visit); however, the ongoing caseworker would be responsible for any remaining visits. With the previous protocol, these visits were not examined.

As agreed by OSR and DCFS, OSR protocol now requires reviewers to seek documentation regarding all

four of the weekly visits. The reviewers now examine the CPS records, as well as records of the on-going caseworker. [Chart III-3](#) displays how the enhanced examination of weekly visits has affected compliance scores for the past two years.



[Chart III-3 Removals Compliance to Policy](#)

## In-Home Services

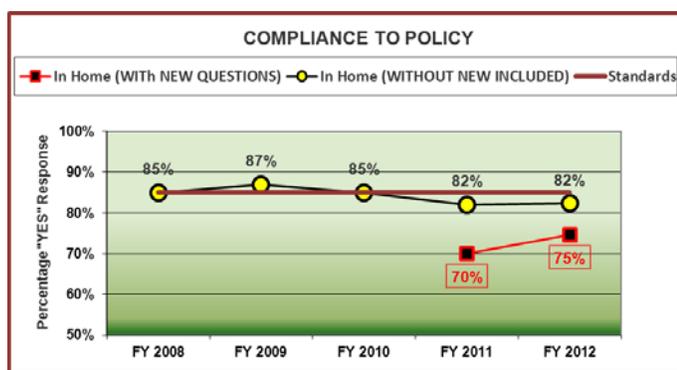
Historical measures for In-Home cases include 1) the location of a current Child and Family Plan within the case record, 2) if this plan was the initial plan created after the case started, was it completed within 45 days, and 3) did the worker enter the residence at least once each month of the review period.

These measures continue to score at or above the standard, with the overall scores for In-Home Services reaching 82% for the second year. As agreed by DCFS and OSR, visitation requirements expanded on the CPR to meet expectations of the federal Child and Family Services Review.

Prior to FY2011, reviewers sought evidence of the caseworker having entered the residence, with no concern as to who was present. Caseworkers are now required not only to enter the residence, but to have face-to-face contact with the child(ren), as well as face-to-face contact with the legal parents. If only one legal parent is on the service plan, reviewers seek evidence of contact with the specified parent. In addition, caseworkers are required to have contact with the child(ren) away from the presence of their caregiver each month. If the child(ren) has an alternative caregiver such as a stepparent, the alternative caregiver must also be seen face-to-face on a monthly basis.

These new measurements scored below standard in FY2011 as well as FY2012. Face-to-face contact with

the child achieved an overall score of 78% in FY2012, gaining five percentage points over the previous year. Having contact with the child away from their caregiver had an overall score of 54%, up from 47% in FY2011. Face-to-face contact with the substitute caregiver had an overall score of 81% compared to 83% last year. Of those fathers identified on the Child and Family Service Plan, 56% had face-to-face contact with the caseworker as opposed to only 49% in FY2011. **Chart III-4** shows how the altered measurements affected overall scores. The historical score for In-Home Services remains at 82%, but drops to 75% with the additional questions.



**Chart III-4 In-Home Compliance**

### *Foster-Care Services*

Question IA.5 (providing information to the caregiver prior to placement or within 24 hours if placement occurred due to a CPS investigation) declined for the second year in a row, losing an additional four percentage points this year. This measurement is not new, and DCFS Practice Guidelines were not altered regarding this requirement; however, each region of the state seems to follow different practices when making a foster care placement.

In some regions, the Resource Family Consultant is the person who contacts a potential caregiver and determines whether placement is appropriate. Some regions do not utilize Resource Family Consultants at all in the placement process. This causes documentation to be inconsistent between the regions. Reviewers often find gathered information about the child, but no documentation that the information was received by the potential caregiver.

Foster Care workers are accustomed to making monthly contact with the child, contact with the child inside the placement, contact with the child away from the caregiver, and contact with the child’s caregiver as these are historical measures that have been part of Foster Care practice for many years.

However, FY2012 is only the second year in which making face-to-face contact with the legal parent has been measured. A Foster Care case requires both parents to be seen face-to-face unless located outside of the county where the case is housed, even if they are not a part of the service plan. If the whereabouts of a parent is unknown, the worker is required to make at least one attempt to locate the parent each month.

Questions IB.4a and IB.5a (making efforts to locate a parent if their whereabouts is unknown) had very small sample sizes to which this measurement applied. (See page 29 Appendices). Unfortunately, although the whereabouts of the parents are frequently known, workers are not documenting contact. Question IB.4 (making face-to-face contact with mother at least once a month) scored similarly to last year with 59% compared to 56% in FY2011. If the mother’s location is unknown, as occurred on a few cases, workers documented the attempts to locate her. Fathers experienced similar contact with the worker. Question IB.5 (making monthly face-to-face contact with the father) improved from 35% in FY2011 to 47% this year. Although efforts to locate an absent father scored very low, the FY2012 score of 31% is an improvement of 9 percentage points and again the applicable sample size is extremely small.

Question IV.2 (If the most current Child and Family Plan is the initial plan since case creation, was it completed within 45 days of case start?) fell just under the standard at 78% with 14 of the 44 applicable cases not receiving full credit.

All measurements regarding visitation between a child in out-of-home care with their parents, or between a child in out-of-home care and their siblings placed in separate foster homes, improved from last year. Significant improvement occurred in scores for visitation with mother, which increased from 85% in

# System Review of DCFS

FY2011 to 93% for FY2012. Visitation with siblings also saw considerable improvement from 78% last year to 90% this year.

Completion of an Ansell-Casey Assessment has not yet reached the standard of 85% but this year's score shows a dramatic decrease. Other than being due on an annual basis, DCFS Practice Guidelines contained no direction regarding timeliness. OSR determined the assessment should be finalized based on the previous year's completion date, similar to the medical questions.

This year's review used timeframes identified in DCFS Practice Guideline 303.7.2.3, which state in part:

*...“The TAL services identified for the youth will be incorporated into the Child and Family Plan within 30 days of the youth's 14th birthday. If a youth enters care after their 14th birthday, an ACLSA may be completed at any time; however, the following minimum requirements will apply:*

- a. If the youth is less than six months from their last birthday, the caseworker will complete an ACLSA within 90 days.*
- b. If the youth is more than six months from their last birthday, the ACLSA will be completed within 30 days before or after their next birthday.”*

Using this guide resulted in a score of 36% for FY2012. As a reference, SAFE programming identified timely completions at 38%. Some anomalies remained regarding the prompting of the ACLSA in SAFE. The Director of Information Systems at DCFS is currently researching these concerns.

Children in Foster Care are required to have an annual medical exam, an annual dental exam, and an annual mental health assessment (or for children under age five an Ages and Stages Questionnaire (ASQ)) in addition to an Ages and Stages Questionnaire Social/Emotional (ASQ-SE).

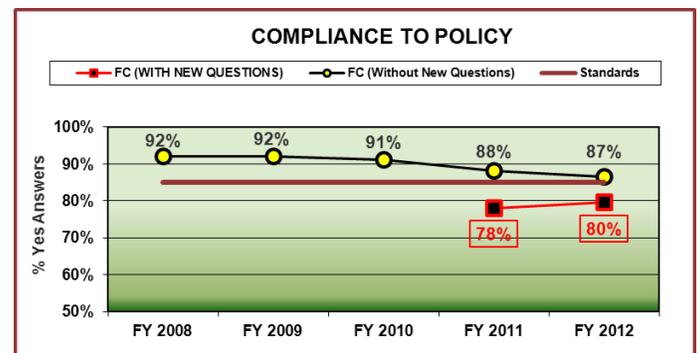
From a sample size of 128 Medical Exams, eight cases were completed beyond the due date, but within identified time frames to receive partial credit. In addition, 11 cases were completed but not in a timely

manner and received no credit. This resulted in an 85% completion rate.

Mental Health Assessments have experienced small but steady declines over the past four years moving from 95% in FY2008 to 80% in FY2012, which is now below standard. Dental Assessments are completed on time in 90% of the cases reviewers assessed.

Children in Foster Care should receive assessments for specialized educational services if there is a reason to believe the child may have an educational disability. Question FCIII.2 (having an assessment for specialized services if necessary) scored 89% in FY2012, which is a loss of 11 percentage points. However, there was a sample size of only four cases in FY2011, which allowed for the 100% score. Given this anomaly, the measurement has exceeded the standard for the third consecutive year.

Overall compliance to DCFS and federal policies scored 87% using historical measures. This score reflects a small but continuing decline in accurate documentation. **Chart III-5** shows how the addition of new contact measurements regarding mothers and fathers cause the overall score to drop to 80%. Although this score is below the standard of 85%, it reflects a 2 percentage point increase on the overall score for FY2012. This is an encouraging reflection of DCFS workers' efforts to incorporate additional expectations into their current case management practices.



**CHART III-5 FOSTER CARE COMPLIANCE**

## RECOMMENDATIONS

### ***Child Protection Services (CPS)***

Child Protection Services continue to score well on the Case Process Review. In the inaugural year of the Centralized Intake Office, documentation was provided consistently for incoming referrals of child abuse. OSR commends the workers and supervisors of the office for their combined efforts to meet the documentation requirements for the Case Process Review.

### ***Removals***

DCFS Practice Guidelines have long required four weekly visits following the removal of a child from their caregiver. In response to the request of DCFS, OSR now looks for documentation of four weekly visits rather than only those visits that take place prior to the assignment of an on-going worker. The expanded requirement places more pressure on the on-going workers to make sure the weekly visits are completed.

FY2012 is the second year the expanded review on the weekly visits has taken place. CPS workers take great care to ensure policies are met and find it disappointing to receive notification during the CPR exit interviews that a child did not receive all of the required contacts. Communication between the CPS Worker and the On-going Worker needs to be precise regarding any visits remaining and which worker will complete them.

### ***In-Home Services***

Two areas of concern exist in the management of In-Home cases. During the creation of the Child and Family Plan, fathers and children are not documented as having had input. Younger children may not be included in team meetings, but their involvement may occur during monthly visits with the caseworker. If the father is not receiving services, he should still be

involved in the child's portion of the planning. The only exceptions to this are if the father has no parental rights, he is deceased, or his whereabouts continue to be unknown.

A therapist may state that it would be in the child's best interest to exclude a parent from planning. Documentation of this should be very clear, with agreement by the GAL and the court.

Another area of concern for In-Home cases regards the expected frequency of contact. DCFS policy for In-Home cases has evolved over the past two years and the workload for a single case has increased. In-Home workers need encouragement to complete monthly contact as currently required.

### ***Foster-Care Services***

Foster Care Services have similar areas of concern as In-Home Services. Involvement of fathers in development of the service plan remains extremely low. Parents should be involved in planning and should receive face-to-face contact each month unrelated to whether they are receiving services. As in In-Home cases, a parent has the right to be involved in the planning of services for their child regardless of the amount of involvement they might have in the child's life. The only exceptions would be if termination of the parental rights has occurred, the parent has died, or the whereabouts of the parent continues to be unknown.

In addition, face-to-face contact with the parent continues to score low. Caseworkers often question reviewers about whether they have to contact an incarcerated parent, or a parent who lives out of the state or country. DCFS may want to provide specific training to address how residual parental rights affect the management of their cases.

## *IV. Appendix*

# System Review of DCFS

## APPENDIX A. - GENERAL CHILD PROTECTION CASES

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range
<b>GENERAL CHILD PROTECTION INVESTIGATIONS</b>															
CPSG.1	Did the investigating worker see the child within the priority time frame?	133	119	0	0	14	0	0	90%	90%	91%	92%	87%	93%	4.4%
CPSG.2	If the child remained at home, did the worker initiate services within 30 days of the referral?	41	39	0	0	2	0	91	90%	96%!	88%	95%	95%	97%	5.5%
CPSG.3	Was the investigation completed within 30 days of CPS receiving the report from intake or within the extension time frame granted if the Regional Director granted an extension?	133	127	0	0	6	0	0	90%	96%	95%	96%	95%	94%	3.0%
CPSG.4	Did the worker conduct the interview with the child outside the presence of the alleged perpetrator?	100	97	0	0	3	0	33	90%	97%	98%	93%	96%	97%	2.8%
CPSG.5	Did the worker interview the child's natural parents or other guardian when their whereabouts are known?	132	119	0	0	13	0	1	90%	91%	94%	90%	91%	95%	4.3%
CPSG.6	Did the worker interview third parties who have had direct contact with the child, where possible and appropriate?	119	118	0	0	1	0	14	90%	100%	95%	94%	91%	95%	1.4%
CPSG.7	Did the CPS worker make an unscheduled home visit?	98	84	0	0	10	4	35	90%	86%	92%	94%	92%	90%	5.8%
CPSG.8	Were the case findings of the report based on facts/information obtained/available during the investigation?	133	133	0	0	0	0	0	85%	100%	97%	97%	98%	94%	0.0%
CPSH.1	If this is a Priority I case involving trauma caused from severe maltreatment, severe physical injury, recent sexual abuse, fetal addiction, or any exposure to a hazardous environment was a medical examination of the child obtained no later than 24 hours after the report was received?	0	0	0	0	0	0	17	90%	N/A	N/A	N/A	N/A	N/A	N/A
CPSH.2	If this case involves an allegation of medical neglect, did the worker obtain a medical neglect assessment from a health care provider prior to case closure?	17	16	0	0	1	0	2	90%	94%	100%	90%	93%	88%	9.4%

! The Office of Services Review uses a confidence level of 90%. For example, the score for question CPS-G2 is 96%. Using the confidence interval for that question (+ or - 5.5%), OSR is 90% confident the exact percentage is somewhere between 90.5% and 100%.

# System Review of DCFS

## APPENDIX B. - UNABLE TO LOCATE/UNACCEPTED REFERRALS/REMOVALS

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range
<b>UNABLE TO LOCATE CASES</b>															
CPSUL.1	Did the worker visit the home at times other than normal work hours?	29	27		0	2	0	28	85%	93%	85%	67%	88%	89%	7.7%
CPSUL.2	If any child in the family was school age, did the worker check with local schools or the local school district for contact/location information about the family?	30	28			2	0	27	85%	93%	92%	78%	88%	90%	7.5%
CPSUL.3	Did the worker check with law enforcement agencies to obtain contact/location information about the family?	51	44			7	0	6	85%	86%	90%	78%	81%	91%	7.9%
CPSUL.4	Did the worker check public assistance records for contact/location information regarding the family?	49	44			5	0	8	85%	90%	98%	92%	83%	87%	7.1%
CPSUL.5	Did the worker check with the referent for new information regarding the location of the family?	40	37			1	2	17	85%	93%	83%	74%	80%	91%	6.9%
<b>UNACCEPTED REFERRALS</b>															
CPSUA.1	Was the nature of the referral documented?	133	133			0			85%	100%	100%	100%	100%	100%	0.0%
CPSUA.2	Did the intake worker staff the referral with the supervisor or other intake/CPS worker to determine non-acceptance of the report?	133	132			1			85%	99%	100%	100%	99%	99%	1.2%
CPSUA.3	Does the documentation adequately support the decision not to accept the referral?	133	131			2			85%	98%	99%	99%	98%	99%	1.7%
<b>REMOVALS</b>															
R.1	Did the child experience a removal as a result of a CPS investigation this review period?		72			23									
R.2	Did the worker visit the child in the placement by midnight of the second day after the date of removal from the child's home?	70	63	0	0	7	0	25	85%	90%	81%	86%	76%	87%	5.9%
R.3	After the first required visit, did the worker (CPS or ongoing worker) visit the child in the placement at least weekly for a total of four weeks?														
	Week one	64	46	0	0	18	0	31	85%	72%	58%	n/a	n/a	n/a	9.2%
	Week two	60	38	0	0	22	0	35	85%	63%	35%	n/a	n/a	n/a	10.2%
	Week three	60	23	0	0	37	0	35	85%	38%	24%	n/a	n/a	n/a	10.3%
	Week four	0	0	0	0	0	0	95	85%	N/A	30%	n/a	n/a	n/a	N/A
	Performance rate for all four weeks									58%	37%	n/a	n/a	n/a	
R.4	Within 24 hours of the child's placement in care, did the worker make reasonable efforts to gather information essential to the child's safety and well-being and was this information given to the care provider?	72	61	0	4	6	1	23	85%	85%!	85%	85%	66%	87%	7.0%
R.5	During the CPS investigation, were reasonable efforts made to locate possible kin placements?	71	70	0	0	1	0	24	85%	99%	99%	96%	97%	98%	2.3%

! The Office of Services Review uses a confidence level of 90%. For example, the score for question R.4 is 85%. Using the confidence interval for that question (+ or - 7.0%), OSR is 90% confident the exact percentage is somewhere between 78% and 92%.

# System Review of DCFS

## APPENDIX C. - IN-HOME SERVICES

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range
<b>IN-HOME SERVICES</b>															
IH.1	Is there a current child and family plan in the file?	126	100	10.5	4	8	0	0	85%	88%	84%	89%	88%	86%	4.8%
IH.2	Was an initial child and family plan completed for the family within 45 days of the case start date?	75	55	8.25	3	6	0	51	85%	84%	81%	81%	85%	78%	6.9%
IH.3	Were the following team members involved in the development of the current child and family plan?														
	the mother	103	92	0	0	11	0	23	85%	89%	91%	63%	81%	75%	5.0%
	the father	81	51	0	0	30	0	45	85%	63%	60%	63%	81%	75%	8.8%
	other caregiver (guardian, step-parent, kinship)?	35	30	0	0	5	0	91	85%	86%	87%	n/a	n/a	n/a	9.7%
	the child/youth if developmentally appropriate? (generally age 5 and over)	76	48	0	0	28	0	50	85%	63%	74%	78%	79%	88%	9.1%
	Performance rate for all four sub-questions									75%	77%				
IH.4	Did the worker have a face-to-face contact with the child at least once during each month of this review period?														
	Month one	77	62	0	0	13	2	49	85%	81%	70%	n/a	n/a	n/a	7.4%
	Month two	89	68	0	0	20	1	37	85%	76%	74%	n/a	n/a	n/a	7.4%
	Month three	91	68	0	0	23	0	35	85%	75%	77%	n/a	n/a	n/a	7.5%
	Month four	87	69	0	0	18	0	39	85%	79%	72%	n/a	n/a	n/a	7.1%
	Month five	88	69	0	0	19	0	38	85%	78%	74%	n/a	n/a	n/a	7.2%
	Month six	81	63	0	0	17	1	45	85%	78%	71%	n/a	n/a	n/a	7.6%
	Performance rate for six months									78%	73%				
IH.5	Did the worker have a face-to-face conversation with the child outside the presence of the parent or substitute caregiver at least once during each month of the review period?														
	Month one	60	33	0	0	26	1	66	85%	55%	42%	n/a	n/a	n/a	10.6%
	Month two	68	35	0	0	33	0	58	85%	51%	51%	n/a	n/a	n/a	10.0%
	Month three	72	33	0	0	39	0	54	85%	46%	50%	n/a	n/a	n/a	9.7%
	Month four	68	40	0	0	28	0	58	85%	59%	46%	n/a	n/a	n/a	9.8%
	Month five	71	42	0	0	29	0	55	85%	59%	48%	n/a	n/a	n/a	9.6%
	Month six	63	34	0	0	29	0	63	85%	54%	47%	n/a	n/a	n/a	10.3%
	Performance rate for six months									54%	47%				
IH.6	Did the worker make a face-to-face contact with the substitute caregiver at least once during each month of the review period?														
	Month one	18	14	0	0	3	1	108	85%	78%	71%	n/a	n/a	n/a	16.1%
	Month two	20	15	0	0	5	0	106	85%	75%	94%	n/a	n/a	n/a	15.9%
	Month three	20	16	0	0	4	0	106	85%	80%	93%	n/a	n/a	n/a	14.7%
	Month four	20	17	0	0	3	0	106	85%	85%	88%	n/a	n/a	n/a	13.1%
	Month five	20	17	0	0	3	0	106	85%	85%	72%	n/a	n/a	n/a	13.1%
	Month six	18	15	0	0	3	0	108	85%	83%	77%	n/a	n/a	n/a	14.4%
	Performance rate for six months									81%	83%				
IH.7	Did the caseworker enter the residence where the child is living at least once during each month of the review period?														
	Month one	77	63	0	0	12	2	49	85%	82%	82%	91%	91%	90%	7.2%
	Month two	88	76	0	0	11	1	38	85%	86%	82%	88%	88%	87%	6.0%
	Month three	89	73	0	0	16	0	37	85%	82%	87%	92%	85%	90%	6.7%
	Month four	86	76	0	0	10	0	40	85%	88%	85%	n/a	n/a	n/a	5.7%
	Month five	87	74	0	0	13	0	39	85%	85%	86%	n/a	n/a	n/a	6.3%
	Month six	80	69	0	0	11	0	46	85%	86%	86%	n/a	n/a	n/a	6.3%
	Performance rate for six months									85%	85%	90%	88%		

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# System Review of DCFS

## IN-HOME SERVICES CONTINUED...

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range
IH.8	Did the worker make a face-to-face contact with the mother of the child at least once during each month of the review period?														
	Month one	71	54	0	0	15	2	55	85%	76%	86%	n/a	n/a	n/a	8.3%
	Month two	82	66	0	0	15	1	44	85%	80%	77%	n/a	n/a	n/a	7.2%
	Month three	83	72	0	0	11	0	43	85%	87%	85%	n/a	n/a	n/a	6.1%
	Month four	79	71	0	0	8	0	47	85%	90%!	85%	n/a	n/a	n/a	5.6%
	Month five	81	70	0	0	11	0	45	85%	86%	80%	n/a	n/a	n/a	6.3%
	Month six	74	66	0	0	8	0	52	85%	89%	82%	n/a	n/a	n/a	5.9%
Performance rate for six months										85%	82%				
IH.9	Did the worker make a face-to-face contact with the father of the child at least once during each month of the review period?														
	Month one	53	28	0	0	23	2	73	85%	53%	39%	n/a	n/a	n/a	11.3%
	Month two	62	35	0	0	26	1	64	85%	56%	46%	n/a	n/a	n/a	10.4%
	Month three	61	28	0	0	33	0	65	85%	46%	57%	n/a	n/a	n/a	10.5%
	Month four	59	34	0	0	25	0	67	85%	58%	47%	n/a	n/a	n/a	10.6%
	Month five	63	40	0	0	23	0	63	85%	63%	53%	n/a	n/a	n/a	10.0%
	Month six	53	30	0	0	23	0	73	85%	57%	55%	n/a	n/a	n/a	11.2%
Performance rate for six months										56%	49%				

! The Office of Services Review uses a confidence level of 90%. For example, the score for month four on question IH.8 is 90%. Using the confidence interval for that question (+ or - 5.6%), OSR is 90% confident the exact percentage is somewhere between 84.4% and 95.6%.

# System Review of DCFS

## APPENDIX D. - FOSTER CARE PLACEMENT/HEALTH CARE/EDUCATION

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range
<b>FOSTER CARE PLACEMENT DECISIONS</b>															
IA.1	Did the child experience an initial placement or placement change during this review period?		54			78									
IA.2	Were reasonable efforts made to locate kinship placements?	39	34	0	0	5	0	93	85%	87%	89%	100%	100%	100%	8.8%
IA.3	Were the child's special needs or circumstances taken into consideration in the placement decision?	51	50	0	0	1	0	81	85%	98%	100%	100%	100%	100%	3.2%
IA.4	Was proximity to the child's home/parents taken into consideration in the placement decision?	42	42	0	0	0	0	90	85%	100%	100%	100%	100%	100%	0.0%
IA.5	Before the new placement was made, was basic available information essential to the child's safety and welfare and the safety and welfare of other children in the home given to the out-of-home care provider, OR if this is an initial placement resulting from a CPS investigation removal, did the worker provide the essential information with-in 24 hours of the removal?	54	38	0	0	16	0	78	85%	70%	74%	87%	88%	84%	10.2%
<b>FOSTER CARE HEALTH CARE/EDUCATIONAL NEEDS</b>															
II.1	Was an initial or annual Well Child CHEC conducted on time?	127	108	0	11	8	0	5	85%	85%	86%	89%	88%	89%	5.2%
II.2	Was an initial or annual mental health assessment conducted on time?	118	94	0	0	23	1	14	85%	80%	85%	92%	93%	95%	6.1%
II.3	Was an initial or annual dental assessment conducted on time?	109	98	0	0	10	1	23	85%	90%!	88%	94%	89%	92%	4.7%
III.1	Is the child school aged?		90			42									
III.2	If there was reason to suspect the child may have an educational disability, was the child referred for assessments for specialized services?	37	33	0	0	4	0	95	85%	89%	100%	86%	82%	73%	8.4%

! The Office of Services Review uses a confidence level of 90%. For example, the score for question II.3 is 90%. Using the confidence interval for that question (+ or - 4.7%), OSR is 90% confident the exact percentage is somewhere between 85.3% and 94.7%.

# System Review of DCFS

## APPENDIX E. - FOSTER CARE CONTACTS/VISITATION

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range
<b>FOSTER CARE CONTACTS/VISITATION</b>															
<b>IB.1</b>	Did the worker make a face-to-face contact with the substitute caregiver at least once during each month of the review period?														
	Month one	90	81	0	0	9	0	42	85%	90%	93%	97%	98%	96%	5.2%
	Month two	92	81	0	0	11	0	40	85%	88%	92%	94%	94%	97%	5.6%
	Month three	90	83	0	0	7	0	42	85%	92%	93%	98%	95%	96%	4.6%
	Month four	98	93	0	0	5	0	34	85%	95%	94%	99%	96%	97%	3.7%
	Month five	103	94	0	0	9	0	29	85%	91%	96%	97%	96%	97%	4.6%
	Month six	101	91	0	0	10	0	31	85%	90%	87%	93%	94%	93%	4.9%
	Performance rate for six months									91%	93%	96%	96%		
<b>IB.2</b>	Did the worker have a face-to-face contact with the child/youth inside the out-of-home placement at least once during each month of this review period?														
	Month one	88	79	0	0	9	0	44	85%	90%	85%	90%	93%	91%	5.3%
	Month two	92	79	0	0	13	0	40	85%	86%	91%	92%	88%	88%	6.0%
	Month three	90	81	0	0	9	0	42	85%	90%	90%	91%	90%	91%	5.2%
	Month four	99	88	0	0	11	0	33	85%	89%	92%	94%	92%	93%	5.2%
	Month five	106	98	0	0	8	0	26	85%	92%	91%	91%	95%	92%	4.2%
	Month six	101	88	0	0	13	0	31	85%	87%	83%	91%	86%	90%	5.5%
	Performance rate for six months									89%	89%	91%	91%		
<b>IB.3</b>	Did the worker have a face-to-face conversation with the child outside the presence of the caregiver at least once during each month of the review period?														
	Month one	82	71	0	0	11	0	50	85%	87%	91%	81%	92%	84%	6.2%
	Month two	83	74	0	0	9	0	49	85%	89%	90%	91%	90%	87%	5.6%
	Month three	79	68	0	0	11	0	53	85%	86%	85%	89%	89%	89%	6.4%
	Month four	86	72	0	0	14	0	46	85%	84%	94%	93%	95%	85%	6.5%
	Month five	91	84	0	0	7	0	41	85%	92%	91%	89%	95%	90%	4.6%
	Month six	87	72	0	0	15	0	45	85%	83%	85%	90%	89%	85%	6.7%
	Performance rate for six months									87%	89%	89%	91%		
<b>IB.4</b>	Did the worker make a face-to-face contact with the mother of the child at least once during each month of the review period?														
	Month one	67	38	0	0	29	0	65	85%	57%	57%	n/a	n/a	n/a	10.0%
	Month two	69	40	0	0	29	0	63	85%	58%	53%	n/a	n/a	n/a	9.8%
	Month three	66	40	0	0	26	0	66	85%	61%	60%	n/a	n/a	n/a	9.9%
	Month four	73	44	0	0	28	1	59	85%	60%	59%	n/a	n/a	n/a	9.4%
	Month five	81	49	0	0	31	1	51	85%	60%	53%	n/a	n/a	n/a	8.9%
	Month six	81	46	0	0	34	1	51	85%	57%	53%	n/a	n/a	n/a	9.1%
	Performance rate for six months									59%	56%				
<b>IB.4a</b>	If the whereabouts of the mother are unknown, did the worker make monthly efforts to locate the mother?														
	Month one	1	1	0	0	0	0	131	85%	100%	33%	n/a	n/a	n/a	0.0%
	Month two	2	2	0	0	0	0	130	85%	100%	0%	n/a	n/a	n/a	0.0%
	Month three	0	0	0	0	0	0	132	85%	N/A	33%	n/a	n/a	n/a	N/A
	Month four	1	1	0	0	0	0	131	85%	100%	40%	n/a	n/a	n/a	N/A
	Month five	2	2	0	0	0	0	130	85%	100%	25%	n/a	n/a	n/a	N/A
	Month six	0	0	0	0	0	0	132	85%	N/A	25%	n/a	n/a	n/a	N/A
	Performance rate for six months									100%	27%				
<b>IB.5</b>	Did the worker make a face-to-face contact with the father of the child at least once during each month of the review period?														
	Month one	56	26	0	0	30	0	76	85%	46%	40%	n/a	n/a	n/a	11.0%
	Month two	57	25	0	0	32	0	75	85%	44%	31%	n/a	n/a	n/a	10.8%
	Month three	51	25	0	0	26	0	81	85%	49%	42%	n/a	n/a	n/a	11.5%
	Month four	56	22	0	0	33	1	76	85%	39%	37%	n/a	n/a	n/a	10.7%
	Month five	65	32	0	0	32	1	67	85%	49%	34%	n/a	n/a	n/a	10.2%
	Month six	65	33	0	0	31	1	67	85%	51%	28%	n/a	n/a	n/a	10.2%
	Performance rate for six months									47%	35%				
<b>IB.5a</b>	If the whereabouts of the father are unknown, did the worker make monthly efforts to locate the father?														
	Month one	1	0	0	0	1	0	131	85%	0%	10%	n/a	n/a	n/a	0.0%
	Month two	1	0	0	0	1	0	131	85%	0%	0%	n/a	n/a	n/a	0.0%
	Month three	2	0	0	0	2	0	130	85%	0%	30%	n/a	n/a	n/a	0.0%
	Month four	4	2	0	0	2	0	128	85%	50%	42%	n/a	n/a	n/a	41.1%
	Month five	4	2	0	0	2	0	128	85%	50%	27%	n/a	n/a	n/a	41.1%
	Month six	4	1	0	0	3	0	128	85%	25%	18%	n/a	n/a	n/a	35.6%
	Performance rate for six months									31%	22%				

# System Review of DCFS

## APPENDIX F. - FOSTER CARE CHILD AND FAMILY CASE PLANNING

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	Performance Rate (%) FY 2012	2011	2010	2009	2008	Precision range	
<b>FOSTER CARE SERVICE PLANNING</b>																
IV.1	Is there a current child and family plan (including the ILP, if applicable) in the file?	132	107	15	7	3	0	0	85%	90%	90%	90%	91%	87%	3.8%	
IV.2	If the child and family plan which was current at the end of the review period was the child's initial child and family plan, or if the initial child and family plan was completed within the review period, was it completed no later than 45 days after a child's removal from home?	44	24	14	4	2	0	88	85%	78%#	86%	82%	91%	83%	8.5%	
IV.3	Were the following team members involved in the development of the current Child and Family Plan?															
	the mother	91	70	0	0	21	0	41	85%	77%!	76%	63%	81%	79%	7.3%	
	the father	70	47	0	0	23	0	62	85%	67%	45%	63%	81%	79%	9.2%	
	other caregiver, (guardian, foster parent, stepparent, kin)?	109	100	0	0	9	0	23	85%	92%	95%	57%	57%	70%	4.3%	
	the child/youth if developmentally appropriate? (generally age 5 and over)	85	66	0	0	19	0	47	85%	78%	86%	90%	89%	92%	7.4%	
	<b>Performance rate for all four sub-questions</b>									80%	78%	71%	83%	82%		
IV.4	In order to create an individualized TAL plan, was an initial or annual Ansell Casey Life Skills Assessment (ACLSA) completed?	47	17	0	0	30	0	85	85%	36%	69%	73%	69%	46%	11.5%	
IV.5.a	Was the child provided the opportunity to visit with his/her mother weekly, OR is there an alternative visitation plan?	91	85	0	0	6	0	41	85%	93%	85%	74%	89%	83%	4.3%	
IV.5.b	Was the child provided the opportunity to visit with his/her father weekly, OR is there an alternative visitation plan?	63	55	0	0	8	0	69	85%	87%	85%	74%	89%	83%	N/A	
IV.6	Was the child provided the opportunity for visitation with his/her siblings weekly OR is there an alternative visitation plan?	40	36	0	0	4	0	92	85%	90%	78%	76%	72%	79%	7.8%	

# As previously agreed, a score in which more than 25% of the total is received from partial credits is considered below standard.

! The Office of Services Review uses a confidence level of 90%. For example, the score for question IV.3 is 77%. Using the confidence interval for that question (+ or - 7.3%), OSR is 90% confident the exact percentage is somewhere between 69.7% and 84.3%.