



DEPARTMENT OF HUMAN SERVICES – FOLLOW UP ON CHILD AND FAMILY SERVICES AUDIT

SOCIAL SERVICES APPROPRIATIONS SUBCOMMITTEE
STAFF: STEPHEN JARDINE

ISSUE BRIEF

SUMMARY

The audit of the Division of Child and Family Services (Report 2011-02: *A Performance Audit of the Division of Child and Family Services (DCFS)* found at http://le.utah.gov/audit/ad_2011dl.htm) was heard by the Social Services Appropriations Subcommittee in the 2011 General Session. The subcommittee passed intent language to have DCFS report back on the progress and status of the audit's recommendations during the 2012 General Session with special emphasis on certain recommendations affecting the DCFS budget (SB 2, item 87, 2011 General Session). Following that report, the subcommittee adopted intent language requiring DCFS to report its progress to the Social Services Appropriations Subcommittee during the 2013 General Session in order to track continued progress regarding the audit's recommendations.

LEGISLATIVE ACTION

1. The Fiscal Analyst recommends the Social Services Appropriations Subcommittee request DCFS report back at a subsequent meeting on items DCFS is still in process of completing. Items in the DCFS report still in an *in process* status include: (2) progress on policies, training, and implementation of enhancements to in-home services and (10) review of staffing practices among the division's five regions to ensure accurate caseload calculations. As part of that report to the Subcommittee, the Fiscal Analyst recommends DCFS provide an update on its implementation of the recently approved Child Welfare Demonstration Project, granted through Title IV E Waiver authority under the *Child and Family Services Improvement and Innovations Act*.

BACKGROUND

The Office of Legislative Auditor General (OLAG) did a performance audit on the Division of Child and Family Services (see Report 2011-02: *A Performance Audit of the Division of Child and Family Services (DCFS)* found at http://le.utah.gov/audit/ad_2011dl.htm) and subsequently reported to the Social Services Appropriations Subcommittee. The subcommittee heard the audit and passed intent language requiring DCFS report during the 2012 General Session on its actions and progress regarding the audit's recommendations with special emphasis on certain recommendations affecting the DCFS budget (SB 2, item 87 2011 General Session).

LEGISLATIVE INTENT LANGUAGE

The Legislature passed the following intent language in its 2012 General Session:

House Bill 2, Item 100 (for FY 2013):

The Legislature intends the Department of Human Services and the Division of Child and Family Services (DCFS) report back during the 2013 General Session actions and progress regarding the following items from the Auditor General's audit of DCFS and the affect of these items on the DCFS Fiscal Year 2013 appropriated budget: 1) the mixture of in-home services compared to out-of-home services; 2) progress on policies, training, and implementation of enhancements to in-home services; 3) funding by program as shown in audit figure 1.2 with enhanced information regarding annual numbers served and the cost per individual served; 4) trends of in-home and foster care services as shown in audit figures 2.1 and 2.3; 5) cost and utilization of foster care services by region as shown in audit figures 3.1 and 3.2; 6) inter-region placements and use of courtesy worker visits by region as shown in audit figure 5.1; 7) number of full-time equivalent (FTE) positions that staff all child protective services, in-home, and foster care cases on the last day of the fiscal year as a percentage of all FTEs shown by region; 8) annualized subsidy cost per adoption by region as shown in audit figure 6.6; 9) regular review, monitoring, and reevaluation of the appropriateness of all foster care placements; 10) review of staffing practices among the

divisions five regions to ensure accurate caseload calculations; and 11) adoption subsidy policies and funding practices to bring more consistency to regional practices.

SPECIFIC REQUESTS FROM THE AUDIT CONTAINED IN INTENT LANGUAGE

The Social Services Appropriations Subcommittee passed intent language in the 2011 and 2012 General Sessions requiring DCFS to report back on specific items as follows:

Division of Child and Family Services Response:

(1) The mixture of in-home services compared to out-of-home services:

COMPLETE

The Division has continued to focus significant effort towards reducing the number of children in foster care and strengthening the In-Home Services program. These efforts include the implementation of the Structured Decision Making Model (SDM) tools/assessments to assist workers in determining safety, risk, and level of intervention. These evidence-based tools allow workers to make immediate decision regarding safety and ongoing decisions regarding risk by identifying the issues that need to be addressed and level of service that may potentially allow for more children to remain in the home. In addition, the Division of Child and Family Services (DCFS) received Federal approval for a Child Welfare Demonstration Project, through Title IV E Waiver authority under the *Child and Family Services Improvement and Innovations Act*. This project advances In-Home services enhancement efforts with a focus on reducing the number of children entering foster care. It allows DCFS to use some federal funding for In-Home services that was previously ear-marked only for foster care services. This funding will be available to the extent that Title IV E foster care expenses are reduced. The waiver has been granted for a period of five years. The project is currently in the development phase, with implementation in pilot sites planned for fall 2013, followed by a staggered implementation in all DCFS regions.

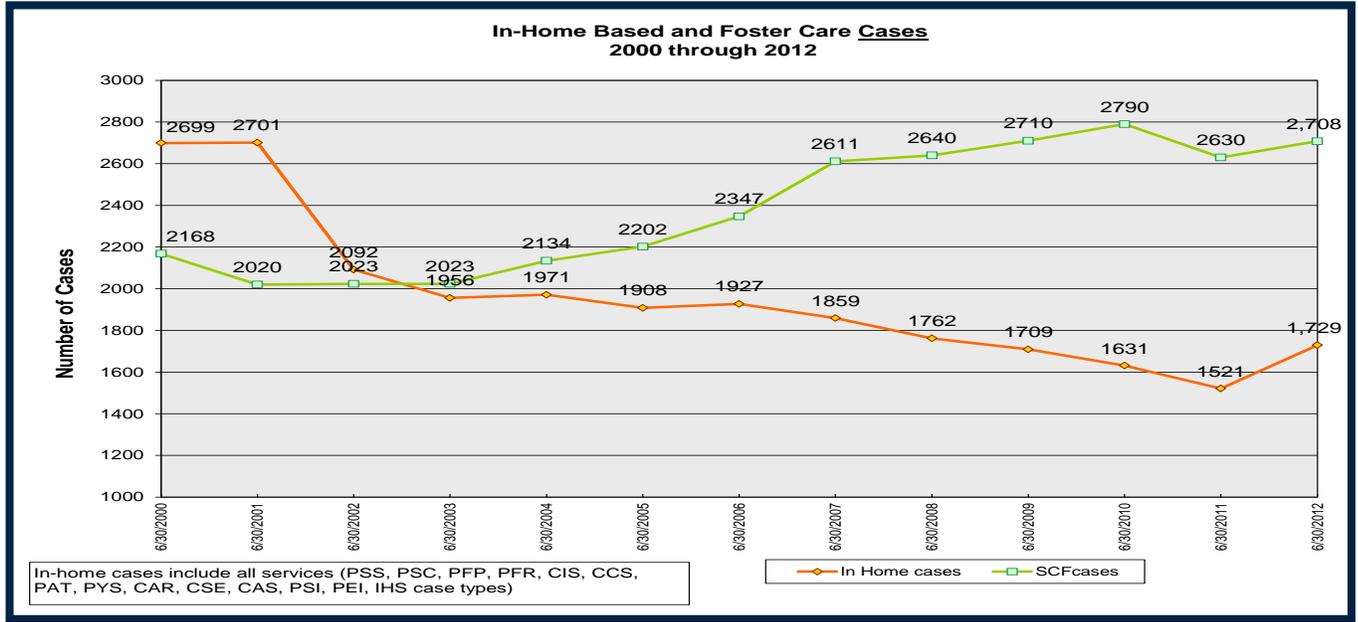
There has been reduction of the number of children in foster care.

Figure 2.1: Comparison of in-home services cases (families) to foster care cases (individual children)

The following chart and description was used in the audit report (Figure 2.1 page 8). This figure has been updated for FY 2012 and shows a decline and then increase again in the number of children in foster care. It also shows an increase in the number of in-home cases.

Figure 2.1 “The Number of In-Home Services Has Decreased While the Number of Children in Foster Care Has Increased (Point in Time 6/30). This figure shows that the number of children in foster care has steadily increased while in-home services, provided to prevent removals, has decreased.” (Original language)

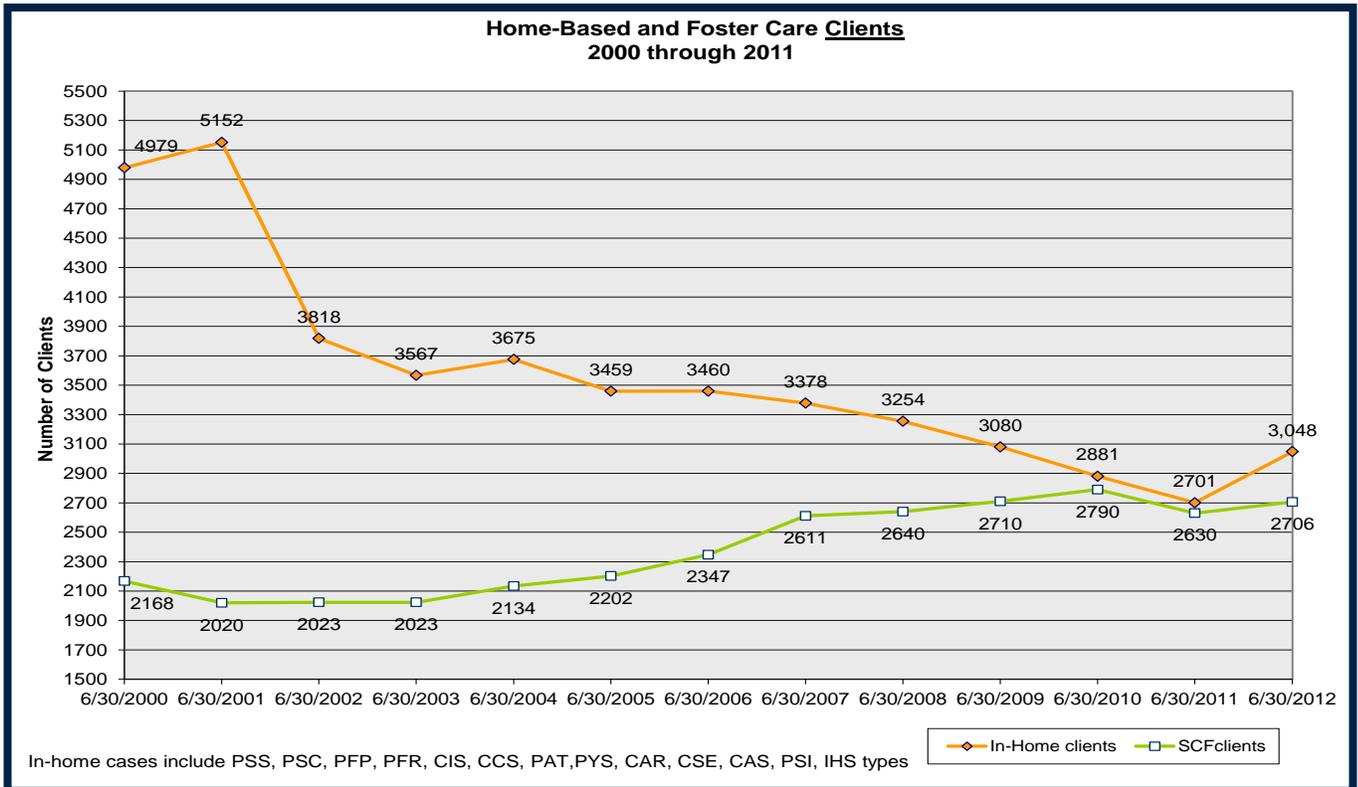
Figure 2.1



While Figure 2.1 may be helpful in looking at a balance of caseload, it may not be the best representation of children served through in-home services. The reason for this is that a foster care case is child based (one child per case), while an in-home case is family based (multiple children per case). A family with a sibling group of 4 would show a count of 4 foster care clients, but only 1 in-home case.

Figure 2.1-A (new): The following chart shows the comparison of actual child clients served through in-home and foster care services.

Figures 2.1-A (new)



One reason for the decrease in in-home services over the years is loss or transfer of funding. For example the funding for the Youth Services Program was transferred to the Division of Juvenile Justice Services. Appropriations were discontinued for The Families, Agencies, and Communities Together for Children and Youth at Risk (FACT) program and agencies involved were no longer able to continue those preventive services over time. Additionally some of the shift appears to be moving of resources to serving more children in foster care than in-home.

Figure 2.3: Historical numbers of children entering, exiting, and remaining in foster care statewide

Figure 2.3

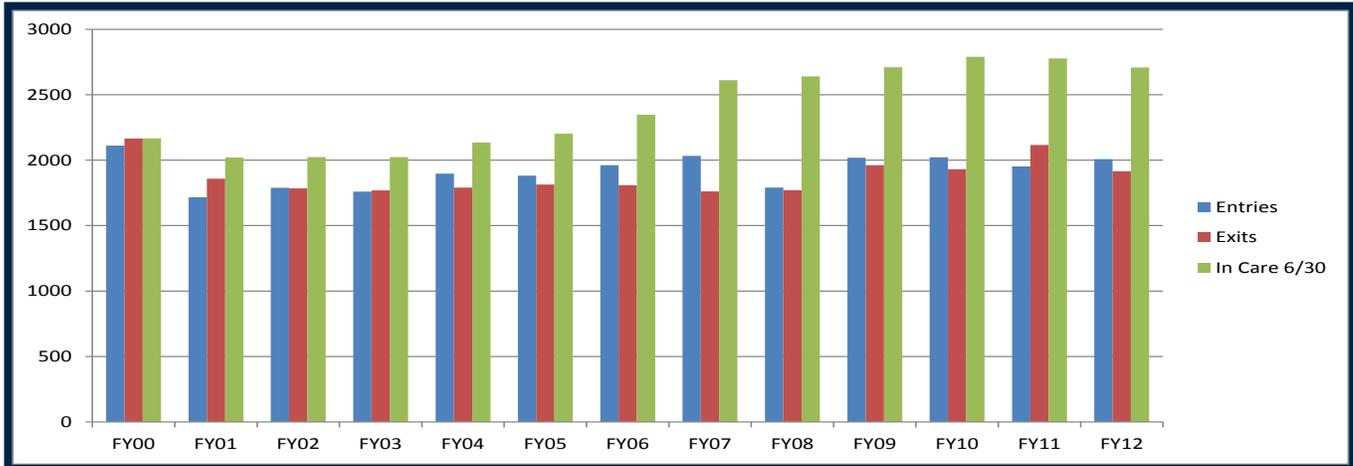
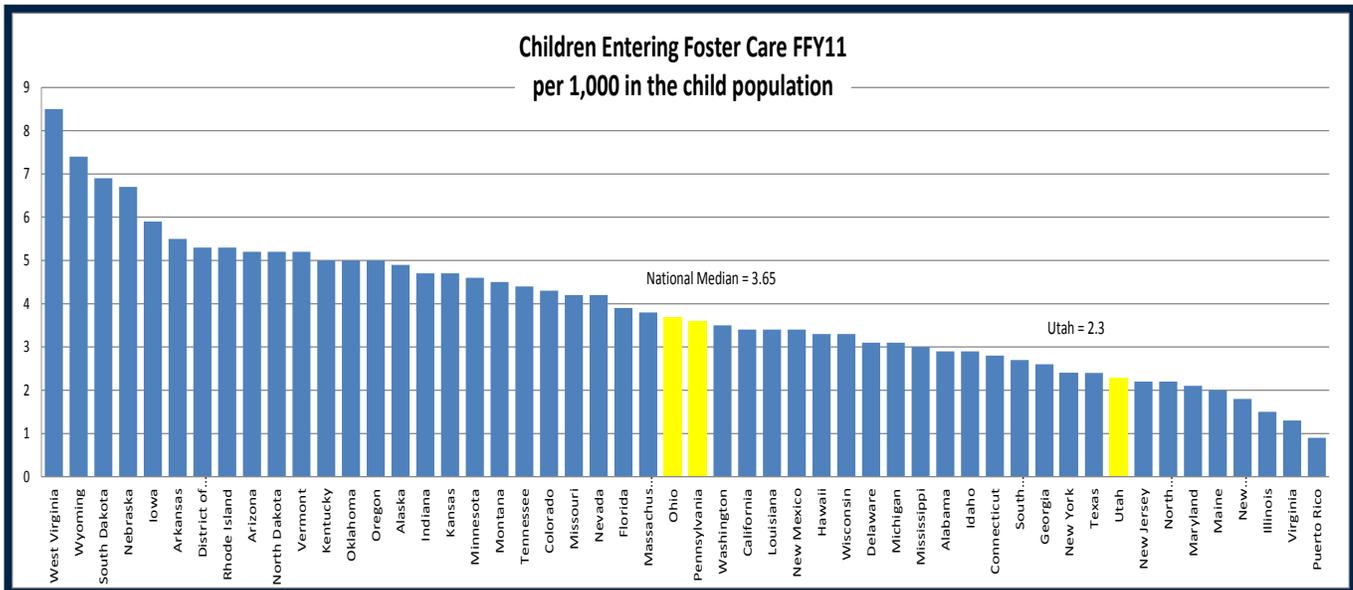


Figure 2.3-A (new): Foster Care entry rate for Federal Fiscal Year 2011, number of children in foster care per 1000 in the population, comparing Utah to other states

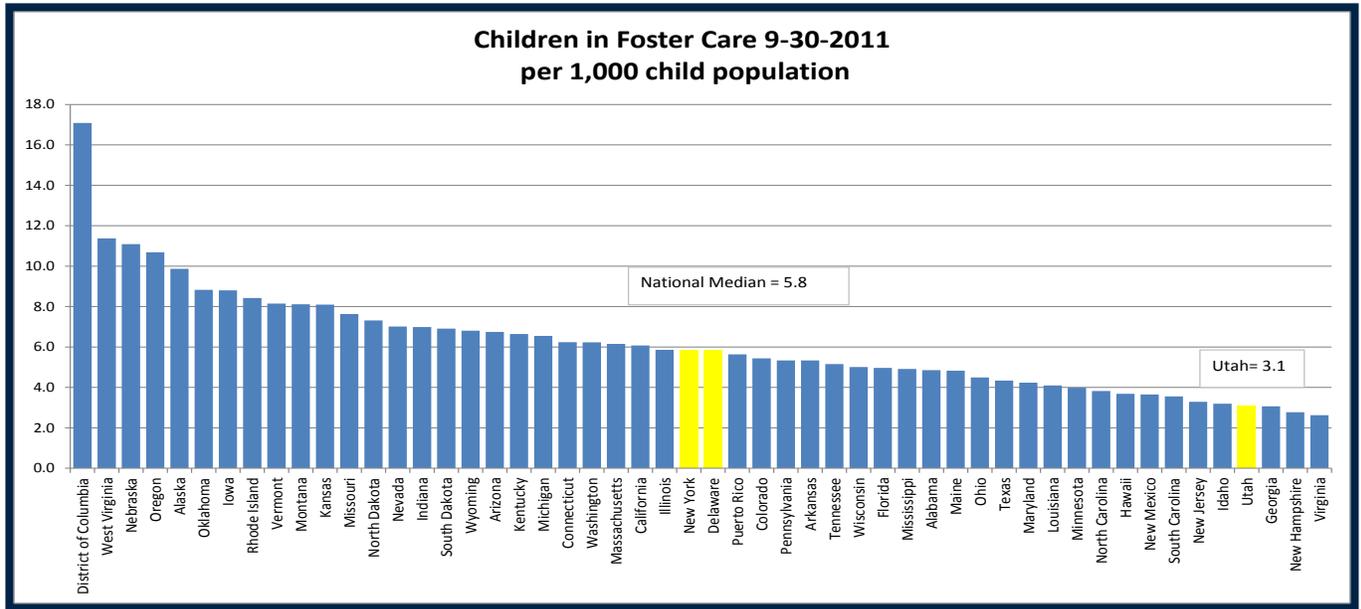
Figure 2.3-A



While the trend of increasing foster care and decreasing in-home services is concerning, and the agency is working to modify this trend, Utah is successful at keeping children in their home compared to other states. The most recent national data available is for Federal Fiscal Year 2011.¹ When looking at the rate of children entering foster care, Utah was lower than the national median.

Figure 2.3-B (new): Foster Care entry rate for point in time Fiscal Year 2011, number of children in foster care per 1000 in the population, comparing Utah to other states

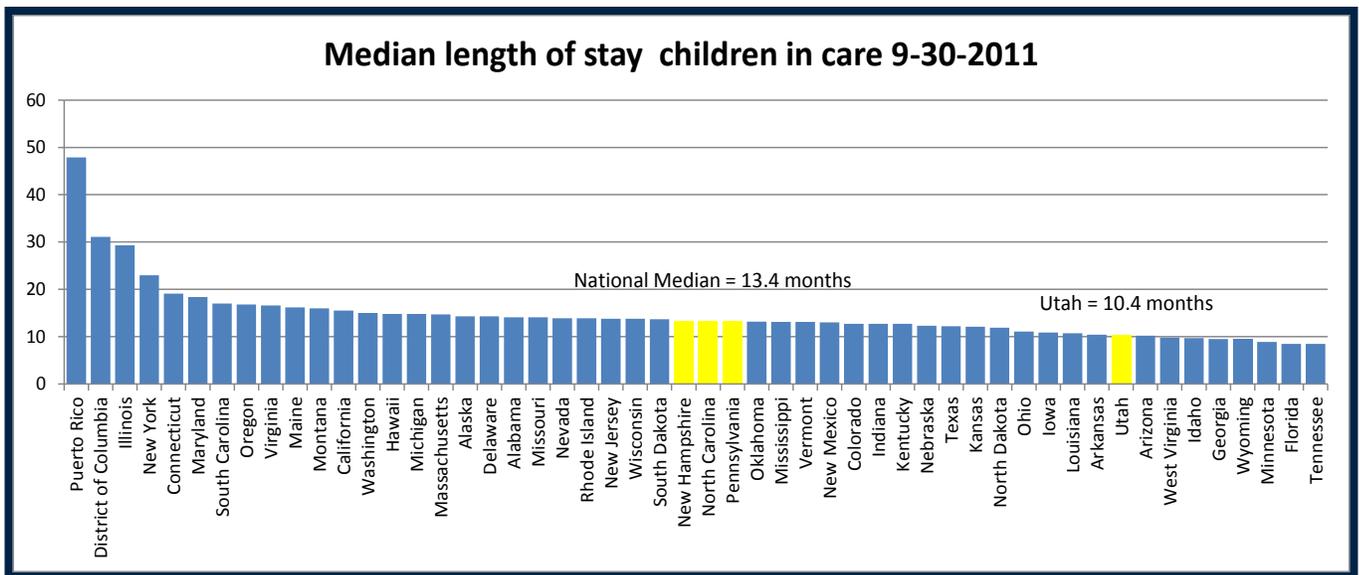
Figure 2.3-B



When looking at the rate of children in custody, Utah was nearly the lowest in the nation, much less than the national median rate. The audit accurately reported that other states have worked to reduce the number of children in care. Even after other states’ reductions, most are not matching Utah’s success at maintaining children in their home.

Figure 2.3-C (new): Median length of stay (months) for children in foster care for point in time 9/30/11, comparing Utah to other states

Figure 2.3-C



The audit report also indicated that the length of time in care in Utah has been increasing. The same federal data shows that Utah is again below the average median length of time in care for both children in custody and children exiting custody.

Figure 2.3-D (new): Median length of stay (months) for children in foster care for Federal Fiscal Year 2009, comparing Utah to other states

Figure 2.3-D

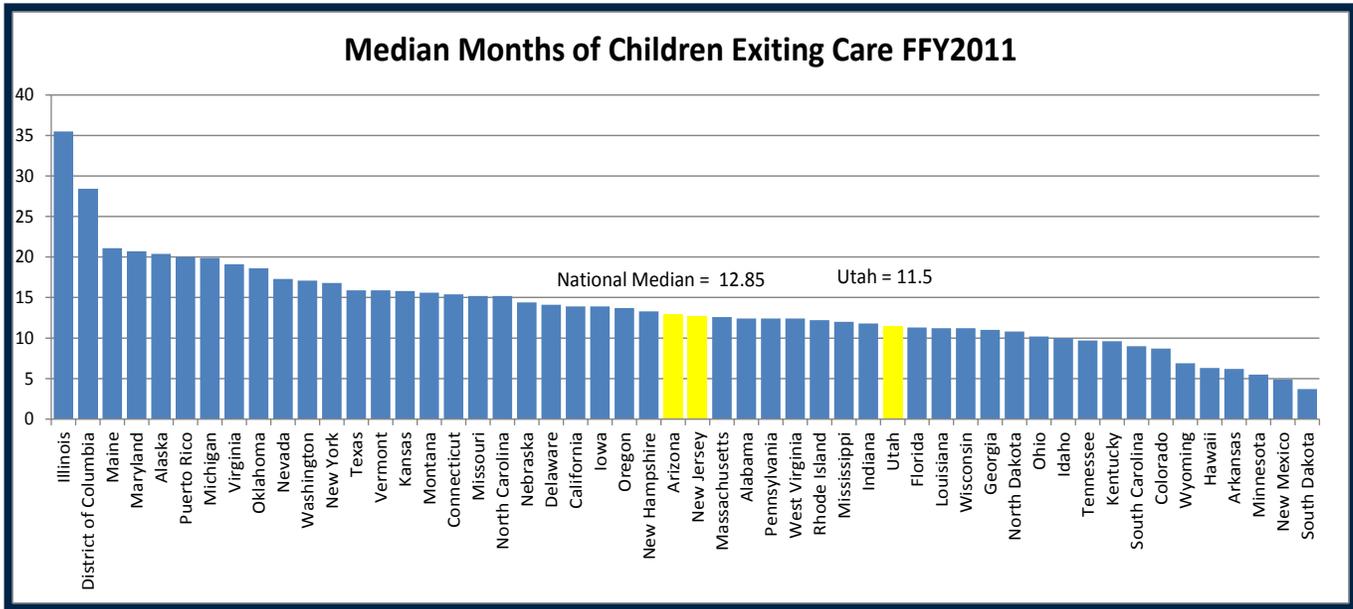


Figure 2.3-E: Percent of Children who exited an In Home Case then had a subsequent supported child protective services investigation finding within 12 months.

Figure 2.3-E

Case Type	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Family Preservation	16%	14%	11%	11%	13%	13%	11%	10%
Supervision	11%	13%	10%	10%	11%	12%	12%	11%
Other Interventions	13%	11%	12%	13%	12%	12%	12%	10%

Percentages are calculated from the total clients for each group

Family preservation: PFP, PFR Supervision: PSS, PSC, Home Study: IHS, Other interventions: CCS, CIS, PAT, PSI

Figure 2.3-F: Percent of Children who exited an In Home Case and were subsequently placed in foster care within 12 months.

Figure 2.3-F

Case Type	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Family Preservation	11%	10%	9%	9%	9%	9%	9%	7%
Supervision	4%	6%	5%	4%	4%	4%	5%	4%
Other Interventions	8%	7%	10%	8%	8%	8%	12%	9%

FY11 is the most recent year for which data can be extracted.

(2) Progress on policies, training, and implementation of enhancements to in-home services

IN PROCESS

The implementation of In-Home enhancements continues to be a multi-year effort, with implementation in phases. Key accomplishments this year include:

- Implementation and Training of all DCFS employees in the Structured Decision Making Model use of Safety Assessment, Risk Assessment and Safety Re-Assessment. (Completed December 2012)
- Award of the Title IV E Waiver under the “The Child and Family Services Improvement and Innovations Act” to allow for the reallocation of some federal funding to be used for In Home Services rather than Out of Home services.
- Continued reallocation of personnel funding between regions to balance caseworker capacity for core services, including In-Home services.
- Contract with a provider for statewide Family Preservation Services.

(3) Funding by program as shown in audit figure 1.2 with enhanced information regarding annual numbers served and the cost per individual served

COMPLETE

Figure 1.2 Direct Costs of DCFS programs for Fiscal Year 2011 and FY 2012

Figure 1.2 Direct Costs of DCFS programs for Fiscal Year 2011 and Fiscal Year 2012*

Program and State Office Administration	FY 11 Expenditures	FY 11 Percent	FY 12 Expenditures	FY 12 Percent
Foster Care (Out of Home)	84,130,000	56%	79,085,100	52%
Adoption Services	18,857,600	12%	19,468,700	13%
Child Protective Services	12,591,300	8%	14,281,300	9%
In-Home Services	11,603,600	8%	14,491,200	9%
Domestic Violence	6,918,200	5%	6,496,300	4%
Child Abuse Prevention	3,682,100	2%	4,030,800	3%
Subtotal Programs	137,782,800	91%	137,853,400	90%
Administration	13,189,900	9%	15,359,900	10%
Total Expenditures	150,972,700	100%	153,213,300	100%

In FY 12, methodology was adjusted to distribute personnel costs allocable to the RMS across applicable activities.

Figure 1.2-A Enhanced Data for DCFS Direct Service Programs FY 2012 (new)

(Note: Adoption Services Data is reported below)

Figure 1.2-A Enhanced Data for DCFS Direct Service Programs FY12

Program Area	Total Expenditures [^]	Total Cases Served*	Average Cost Per Case [^]
Foster Care (Out of Home)~	\$ 79,085,100	4,549	\$ 17,385
Child Protective Services	\$ 14,281,300	18,831	\$ 758
In-Home Services	\$ 14,491,200	6,038	\$ 2,400

* Foster care/Out of home is per child; In-home services are per family; CPS is per case that is closed.

~Ave cost per case for foster care is based on an average of 212 days per case. If annualized, cost is \$29,963.

(4) Trends of in-home and foster care services as shown in audit figures 2.1 and 2.3

COMPLETE

Refer to Item #1 above. Figures 2.1 and 2.3

(5) Cost and utilization of foster care services by region as shown in audit figures 3.1 and 3.2

COMPLETE

Figure 3.1 shows expenditures and days of service for different levels of foster care.

We were not entirely able to match the figures completed by the legislative audit team. Some of that may have been due to the time difference and corrections to data in the system. We also realized that they most likely included some wrap around services in some of the groups. Below is a table that shows our attempt to match what they did last year, which codes were included, and updated figures for FY 2011 and FY 2012.

Figure 3.1 Foster Care Daily Rates and Expenditures by Placement Structure for FY 2012

Figure 3.1

Placement Type	Total Spent FY2012	Days of Service FY2012	Wt Ave. Daily Rate
Foster Care Level 1	\$ 4,304,815	291,339	\$ 14.78
Foster Care Level 2	\$ 1,504,846	82,541	\$ 18.23
Foster Care Level 3	\$ 1,985,923	64,858	\$ 30.62
Subtotal DCFS Foster Homes	\$ 7,795,584	438,738	\$ 17.77
Proctor Home	\$ 8,894,432	180,516	\$ 49.27
Subtotal Proctor	\$ 8,894,432	180,516	\$ 49.27
Residential - Moderate	\$ 5,020,756	43,755	\$ 114.75
Residential - Intensive	\$ 6,772,315	39,601	\$ 171.01
Residential - Individual	\$ 16,544	47	\$ 352.00
IRTS and DSPD Waiver*	\$ 2,256,622	89,085	\$ 25.33
Subtotal Residential	\$ 14,066,237	172,488	\$ 81.55
TOTALS	\$ 30,756,252	791,742	\$ 38.85

**These costs only include foster care maintenance for those on the DSPD waiver.
The treatment portion is paid by Medicaid.*

Figure 3.1-A Foster Care Expenditures by Placement Structure and Region (new) for FY12

Figure 3.1 A

Placement Type	Northern	Salt Lake	Western	Eastern	Southwest	Total
Foster Care Level 1	\$ 1,479,153	\$ 1,190,519	\$ 601,665	\$ 478,807	\$ 554,671	\$ 4,304,815
Foster Care Level 2	\$ 303,130	\$ 449,184	\$ 451,949	\$ 143,041	\$ 157,542	\$ 1,504,846
Foster Care Level 3	\$ 438,938	\$ 168,248	\$ 1,063,204	\$ 211,777	\$ 103,758	\$ 1,985,923
Proctor Home	\$ 2,225,053	\$ 3,593,207	\$ 1,147,277	\$ 999,964	\$ 928,932	\$ 8,894,432
Residential - Moderate	\$ 1,440,409	\$ 1,217,361	\$ 1,440,881	\$ 513,622	\$ 408,482	\$ 5,020,756
Residential - Intensive	\$ 1,483,788	\$ 3,376,376	\$ 952,642	\$ 524,970	\$ 434,539	\$ 6,772,315
Residential - Individual				\$ 16,544		\$ 16,544
IRTS AND DSPD Waiver*	\$ 349,081	\$ 1,027,449	\$ 435,137	\$ 271,002	\$ 173,954	\$ 2,256,622
TOTALS	\$ 7,719,551	\$ 11,022,343	\$ 6,092,754	\$ 3,159,726	\$ 2,761,878	\$ 30,756,252

*These costs only include foster care maintenance for those on the DSPD waiver. The treatment portion is paid by Medicaid.

Figure 3.2 Comparison of Use of Level 3 (formerly Structured) Foster Homes and Proctor Homes Point in time Placement on 6/30/12

Figure 3.2

Comparison of Structured Foster Care and Proctor Homes - Point in time Placement on 6/30								
Region	Structured Foster Home Placements (SFS) 6/30/2010	Structured Foster Home Placements (SFS) 6/30/2011	Level 3 Placements (FC3) 6/30/2012	Placements in Structured/Level 3 as a % of total	Placements in Proctor Homes as a % of total	Proctor Home Placements (DFB,DIR,DTF,SXS) 6/30/2010	Proctor Home Placements (DIB,DPB) 6/30/2011	Proctor Home Placements (DIB,DPB) 6/30/2012
Eastern	18	21	19			48	47	49
Northern	48	31	23			95	115	127
Southwest	7	8	10			41	42	42
Salt Lake	6	16	19			219	192	189
Western	100	86	104			55	52	64
Total	179	162	175			458	448	471
% FY2010				28%	72%			
% FY2011				27%	73%			
% FY2012				27%	73%			
SFS & FC3 in Level III was used to compare to Proctor Home Level IV								

(6) Inter-region placements and use of courtesy worker visits by region as shown in audit figure 5.1

COMPLETE

Figure 5.1 shows the number of placements outside each region within Utah as well as the number of courtesy workers assigned outside each region as of 12/5/12 for Calendar Year 2012. The level of utilization among the five regions is relatively similar, with the exception of Southwest region.

Figure 5.1

Region	Inter-region Placements	Courtesy Workers	Utilization Rate
Northern	147	8	5.4%
Salt Lake Valley	174	13	7.5%
Western	98	1	1.0%
Eastern	117	2	1.7%
Southwest	48	19	39.6%
Statewide Total	555	43	7.7%

Figure 5.1-A (new) Where Region Case Placements Are for FY 2012

Figure 5.1-A

Region that has case jurisdiction	Region child placed in					Other*	Total
	Northern	Salt Lake Valley	Western	Eastern	Southwest		
Northern	534	82	38	5	22	26	707
Salt Lake Valley	48	605	99	5	22	56	835
Western	20	51	515	1	26	23	636
Eastern	10	24	63	172	19	15	303
Southwest	2	8	19	2	177	17	225

*Other includes children on the run and placed out of state and are not considered inter-region placements.

DCFS administration concluded that a child’s best interest should first be taken into account when considering use of a courtesy caseworker. The decision to use a courtesy caseworker will be made on a child by child basis and not as a standard across regions; however, there are times when use of courtesy caseworkers is appropriate. Protocol was updated for requesting a courtesy caseworker. A formal agreement for courtesy caseworkers, including expectations, was written into Administrative Guidelines.

(7) Number of full-time equivalent (FTE) positions that staff all child protective services, in-home, and foster care cases on the last day of the fiscal year as a percentage of all FTEs shown by region

COMPLETE

DCFS Region Employees* Who Are Primary Caseworkers for Foster Care, In-Home, and/or Child Protective Services Cases

Region	Total Number Region Employees Paid on 1/22/2013	Number Region Employees with Foster Care, In-Home and/or CPS Cases	Percent Region Employees with Foster Care, In-Home, and/or CPS Cases
Eastern	135	62	46%
Northern	247	126	51%
Salt Lake Valley	311	175	56%
Southwest	107	52	49%
Western	156	91	58%
Total Region Employees**	956	506	53%

*Data is based on number of employees that were assigned as primary caseworker for one or more foster care, in-home, or CPS cases as of final full pay period of FY 11 (6/24/2011).

**Total does not include employees of the State Office

NOTE: Report does not include employees that support Foster Care, In-Home, or CPS cases in secondary roles, such as clinical staff, caseworker assistants, courtesy caseworkers, eligibility workers, and resource family consultants. The report also does not include a count of employees assigned exclusively to other DCFS programs (such as adoption assistance, domestic violence, supportive services, or subsidized guardianship).

(8) Annualized subsidy cost per adoption by region as shown in audit figure 6.6

COMPLETE

Figure 6.6 Costs for New Adoptions by Region for FY 2012

Figure 6.6

New Adoptions with Agreements for FY12							
	New Adoptions with an Agreement	New Adoptions with Subsidy	Actual Amount Paid in FY12	Annualized Subsidy Cost*	Cost Per All New Adoption**	Average Subsidy Amount	Median Subsidy Amount
Northern	164	108	\$145,134.99	\$298,506.24	\$1,820.16	\$151.68	\$200.00
Salt Lake	227	171	\$185,099.07	\$346,084.20	\$1,524.60	\$127.05	\$125.00
Western	76	46	\$78,132.08	\$139,262.40	\$1,832.40	\$152.70	\$200.00
Eastern	49	37	\$69,098.31	\$123,033.12	\$2,510.88	\$209.24	\$262.50
Southwest	49	36	\$26,515.82	\$60,358.20	\$1,231.80	\$102.65	\$100.00
State	565	398	\$503,980.27	\$968,929.80	\$1,714.92	\$142.91	\$150.00

*Avg subsidy * 12 = Annualized based on if payments were paid for all 12 months.

**Cost per all new adoption is annualized amount divided by total adoptions

(9) Regular review, monitoring, and reevaluation of the appropriateness of all foster care placements

COMPLETE

DCFS has implemented and required an evidence-based assessment for all foster children that addresses placement needs. SAFE changes were made to allow for automated documentation of reviews on a case by case basis. There is a

SAFE action item that prompts every 3 months for children in proctor, group, residential or higher level of care. DCFS can now track completion of this requirement.

(10) Review of staffing practices among the division's five regions to ensure accurate caseload calculations

IN PROCESS

DCFS state office has met with region administrative teams to gather information on staffing practices for both administrative and service functions. The information was compiled for comparison across the regions. A foundation for job distribution has been developed for key positions that support each region. This foundation will be constant among all regions. DCFS is developing recommendations for staffing client programs with a modifier for geographic areas. This will balance out resources between regions.

(11) Adoption subsidy policies and funding practices to bring more consistency to regional practices

COMPLETE

Adoption subsidy policies were reviewed by state office and region adoption and fiscal staff to consider the recommendation to modify the policy to specifically designate which special needs and circumstances should receive specific monthly adoption subsidy amounts. After analysis by adoption and fiscal staff statewide, it was determined that the policy was adequate, but that the problem was the difference in application of the policy. Training was held in November 2011 and also in January 2013 to address consistency of assessing adoption subsidies. Ongoing training for all members of regional Adoption Assistance committees will continue to improve consistent application of policy.

Subsidy data shows that the regions are more consistent. The range between the regions from highest to lowest medium subsidies was only \$62 in the 6 months of July 1, 2012 - December 31, 2012. Data is followed on a quarterly basis to review for consistency.

ATTACHMENT PROVIDED BY THE DIVISION OF CHILD AND FAMILY SERVICES:

The Division of Child and Family Services provided the following: Attachment 1 - update of its report, *Progress and Status on the Audit's Overall Recommendations*, originally presented in November, 2012 to the Child Welfare Legislative Oversight Panel.

Attachment 1

DCFS Performance Audit Response Update

January 22, 2013

This document updates a progress report submitted to the Legislative Auditor General in response to their January 2011 Performance Audit of the Division of Child and Family Services.

Chapter II – Enhanced In Home Services

1. We recommend that DCFS select an in-home services model, train staff, and provide in-home services to families whose children are at risk of being removed from their home.

IN PROCESS – MULTI YEAR INITIATIVE

- Began implementation of the In Home Services enhancement model.
 - Implemented the first phase Structured Decision Making (SDM) model into Child Protective Services (CPS) and In-Home Services.
 - This model assesses safety, risk, and level of intensity of services needed.
 - Trained DCFS employees on the use of the Safety Assessment and Risk Assessment (completed at the CPS level) as well as the Risk Re-Assessment (used at the In Home Services level).
 - Pilot was completed and both tools are in full use statewide.
 - Developed the SDM Intake Assessment in conjunction with the Children’s Resource Center to be used by Intake workers. Training is scheduled for Fall 2013.
 - Developed the SDM Risk Reunification Assessment to be used in Foster Care cases, with potential for return home with follow-up support to be provided with In-Home Service. Pilot is scheduled for winter 2013.
 - Received Federal approval for a Child Welfare Demonstration Project, through Title IV E Waiver authority under the “The Child and Family Services Improvement and Innovations Act.” This project advances In-Home Services enhancement efforts with a focus on reducing the number of children entering foster care. It allows DCFS to use some Federal funding for In-Home Services that was previously ear-marked only for foster care services.
 - This funding will be available to the extent that Title IV-E foster care expenses are reduced.
 - The waiver has been granted for a period of five years.
 - The project is currently in the development phase, with implementation in pilot sites planned for fall 2013, followed by a staggered implementation in all DCFS regions.
- Developing scopes of work to address contracts needed to provide resources for In-Home cases. Peer Parent RFP is nearly complete and an RFP for one-on-one support services for youth in the home is being developed.
- Two career mobility positions were moved to the state office to strengthen capacity for and to accelerate continued development and implementation of In-Home Services.

2. We recommend that DCFS require all regions to implement the model and monitor regional use of the in-home model.

IN PROCESS – MULTI YEAR INITIATIVE

All regions are required to utilize the decision-making tools that have been implemented for In-Home Services and CPS decision-making to identify which services are most effective for each child and family based on their individual circumstances. DCFS continues to provide weekly feedback sessions in which caseworkers using the tools come together to discuss how it is working, tune their skills in the use, and provide supportive feedback and ideas to one another. Numbers of In-Home cases and Out of Home cases continue to be tracked.

Chapter III – Foster Care Recommendations

1. We recommend that the Division of Child and Family Services determine strategies to provide lower cost alternatives to residential care by developing additional structured foster care homes.

COMPLETE

- Regions reviewed current Structured Foster Homes (homes qualified to take children with Level III placement needs)
 - Regions identified one person to recruit, support and monitor Structured Foster Homes.
 - Statewide protocol was developed to address caseworker strategies, recruitment, training and qualification for Level III caregivers.
 - Developed and implemented a Skills Assessment to be completed with the foster parents to assure that they possess the skills that they were trained on.
 - Tracking indicates a statewide increase in the number of qualified Structured Foster Homes. It is projected now that there are more actual qualified homes, we will see more placements in these homes at the end of the current fiscal year.
2. We recommend that the Division of Child and Family Services review the Utah Foster Care Foundation contract to ensure the contract is meeting each region's needs for foster homes.

COMPLETE

- Completed initial review of UFCF contract and identified preliminary list of gaps in existing contract scope of work.
 - Met with UFCF Director to discuss review process and potential for contract changes.
 - Met with region staff in December 2011 for comprehensive contract review to address specific region needs and recommendations for contract changes.
 - Level III foster home workgroup provided input into the needed UFCF roles related to recruiting, training, and supporting Level III foster homes as strategies are finalized.
 - Amendments to contract scope of work were written and given to the contract team for inclusion.
 - Contract amendment is being reviewed by legal counsel representing the Bureau of Contract Management.
 - The contract amendment will be signed as soon as the Bureau of Contract Management approves it.
3. We recommend that the Division of Child and Family Services require and monitor that all regions complete the Permanency Utilization Reviews as required by policy.

COMPLETE

- Utilization Review Committee meetings are being held on an ongoing basis.
- CANS needs assessment for children in foster care is required statewide, which is a periodic review of client need levels, and identifies cases that require review by the Utilization and Review processes for each region.
- SAFE changes were made to allow for automated documentation of reviews on a case by case basis. Effective October 2011 SAFE programmed an action item called Placement Committee Review.
 - This action item prompts every 3 months for children in proctor, group, residential or higher levels of care. Workers complete the action item by creating an activity log and indicating that policy was

completed by attending a placement level of care review meeting. The agency can now track completion of this requirement.

4. We recommend that the Division of Child and Family Services strengthen controls over contracts.
COMPLETE - Strengthened controls are now in place, but actual implementation for all contracts will occur over a multi-year period.
 - Added additional staff to strengthen contract procurement team.
 - Established a contract audit team, including but not limited to financial auditor and licensed clinical social worker.
 - Clarified roles for region contract staff.
 - Continuing to assess contract language for proper controls for all contracts as they are initiated or amended. This has been completed for all new contracts. This recommendation will be fully implemented after the cycle has been completed for all existing contracts.
5. We recommend that the Division of Child and Family Services consider implementing the levers of change described in the Annie E. Casey Foundation report *Rightsizing Congregate Care* in order to reduce the use of expensive residential care.
COMPLETE
 - Reviewed levers of change document.
 - Discussed concepts of document with one of the authors.
 - Determined that DCFS has already implemented levers of change elements in practice.
 - In future, will consider incorporating additional levers of change elements into upcoming practice and funding actions.
6. We recommend that the Division of Child and Family Services reconsider its decision to not use the guardianship subsidies allowed by the Fostering Connections to Success and Increasing Adoptions Act of 2008.
IN PROCESS
 - Made decision to implement guardianship subsidies for kin of older children in foster care who are Title IV-E eligible, as allowed under the Fostering Connection to Success and Increasing Adoptions Act of 2008.
 - Practice guidelines and rules are under development.
 - Preliminary notification has been provided to Federal staff in Denver to alert them that a Title IV-E plan change will be submitted for kinship guardianship assistance in the future.
 - Notified Department of Health of the plan to add this service under Title IV-E and requested that they explore what will be needed to make required changes to the State Medicaid Plan to provide coverage for children receiving kinship guardianship assistance payments as an entitlement under Federal law for this population.
 - Analyzing current supports available for relatives through DWS (i.e., specified relative grant) to ensure that there is not duplication of resources or effort.
 - Establishing action plan to address technical requirements for implementation, such as SAFE changes, payment system and accounting, etc.

Chapter IV – Intake Recommendations

1. We recommend that the division continue efforts to centralize intake.
COMPLETE
 - Full implementation was completed by July 2011.
2. Intake data shows improved consistency and 24 hour availability.
We recommend that the division review the definitions of abuse and neglect in administrative rule to ensure they are consistent with statute.
COMPLETE

- Rule was established March 2012.

Chapter V – Caseworker Management Recommendations

1. We recommend that DCFS make courtesy worker visits the standard for clients in inter-region placements rather than the exception.

COMPLETE – with modifications

- Held in-depth discussions with State Leadership Team regarding use of courtesy caseworker visits.
- Obtained additional feedback and policy recommendations from region administrative teams.
- Considered research on outcomes for children based on caseworker consistency.
- Concluded that a child’s best interest should first be taken into account when considering use of a courtesy caseworker; the decision to use courtesy caseworker will be made on a child by child basis and not be a standard across regions. However, there are times when use of courtesy caseworkers is appropriate.
- Protocol for requesting courtesy caseworker and agreement for courtesy caseworkers was completed. Guideline 303.13 addresses courtesy casework.

2. We recommend that DCFS further implement technologies such as the transcription service and portable laptops to enhance caseworker mobility.

COMPLETE

- Portable laptop computers were provided to all caseworkers, primarily with one-time Federal grant funds, strengthening capacity to complete work while in the field.
- Blackberry or smart phones were provided to all caseworkers with enhanced capacity to text and access e-mail.
- Software applications were updated for staff statewide.
- Additional software was purchased to expand ability for web-based training and to facilitate teleconferencing.
- Transcription service was analyzed and instructions prepared to help workers identify when it is cost effective.

3. We recommend that DCFS work with the Division of Facilities Construction and Management to reevaluate space standards for future building needs.

COMPLETE / This is a multi-year project as building needs change.

- DCFS worked with DFCM to reevaluate space standards as a lease for a new building was established for the DCFS Office in Spanish Fork, which was occupied in August 2012.
- This process will be continued for all future building needs.

4. We recommend that the Legislature require the Legislative Auditor General’s Office or DCFS perform an in-depth review of staffing practices among the division’s five regions (We recognize this is a recommendation to the Legislature, but please provide any information you may have on status of the implementation.)

IN PROCESS

- Staffing analysis is complete, and some minor adjustments have been made in staffing between regions to address, in part, caseload and practice differences among the regions.
- The staffing information is continuing to be analyzed in an effort to develop a method for allocation of funding for FTE's that will be based on periodic review of caseloads and effectiveness of practice, and allow for adjustments to ensure that each region will have sufficient staff capacity to fulfill the agency mission.

5. We recommend that DCFS modify the way it calculates average caseloads and ensure new assumptions reflect actual caseworker experiences.

COMPLETE

- Analyzed criteria for calculating average caseloads, identified problematic components, and considered options for different methodologies to calculate average caseloads, while taking into account scenarios that may artificially inflate or deflate average caseload.
- Analysis and discussions occurred with regions regarding consistency in functions and services provided.
- Data from the HR system that is loaded into SAFE was refined to better capture needed data for analysis. This data is being combined with SAFE data on cases assigned to employees with different titles.
- A mathematical formula was developed and refined to attempt to account for the complexities that make calculation of average caseloads challenging.
- Currently reviewing how the changes to In Home Services (as a result of Structured Decision Making SDM implementation and higher monthly contact standards) will affect caseload.

Chapter VI – Adoption Recommendations

1. We recommend that DCFS strengthen adoption subsidy policies to more specifically designate which special needs and circumstances should receive specific monthly adoption subsidy amounts.

COMPLETE

- Training was held in November 2011 to address consistency of assessing adoption subsidies. Annual training for all members of each regional Adoption Assistance committee will be held to continue to improve consistency.
- Data from the first two quarters of this fiscal year have shown that the regions are now more consistent in how they assess adoption monthly subsidies.
 - The new subsidy data shows that the regions continue to be more consistent. The range between the regions from highest to lowest medium subsidies was only \$62 in the 6 months of July 1, 2012 - December 31, 2012
 - Data is followed on a quarterly basis to review for consistency

2. We recommend that DCFS utilize more recent average cost data when requesting additional funding for its adoption subsidy program from the Legislature.

COMPLETE

- Subsidy amounts were calculated based on new subsidy award averages rather than overall subsidy award average.

3. We recommend that DCFS report annually to the Legislature on historical trends in the percent of adoptions that are disrupted, and whether the cause of those disruptions was insufficient adoption subsidy assistance.

IN PROCESS – report annually

- Historical data on adoption disruptions through FY 12 has been compiled.

4. We recommend that DCFS equalize adoption assistance funding among its five regions according to performance metrics that support its adoption program objectives.

IN PROCESS

- Reviewed data (performance metrics) associated with adoptions and analysis of inequities in funding.

Funding adjustment processes were implemented