

FY2017

A Systematic Review of the Division of Child and Family Services

This page purposely left blank

Contents

Contents.....	2
EXECUTIVE SUMMARY	4
INTRODUCTION.....	5
QUALITATIVE CASE REVIEW	6
Purpose of Review	6
Methodology	6
Data Reliability	7
Stakeholder Interviews	7
Statewide Overall Scores	7
Overall Child & Family Status	8
Safety	8
Overall System Performance	8
System Indicators	9
<i>Engagement</i>	9
<i>Teaming</i>	9
<i>Assessments</i>	9
<i>Long-term View</i>	9
<i>Child & Family Plan</i>	9
<i>Intervention Adequacy</i>	10
<i>Tracking and Adaptation</i>	10
Overall Results by Region	10
Eastern Region	12
Northern Region	13
Salt Lake Region.....	14
Southwest Region.....	15
Western Region.....	16
QCR CONCLUSION.....	17
CASE PROCESS REVIEW	18
Methodology	18
Data Reliability	18
Statewide Results	19

Child Protection Services	19
<i>General CPS Investigations</i>	19
<i>Medical Neglect</i>	21
<i>Unaccepted Referrals</i>	21
<i>Unable-to-Locate Investigations</i>	21
Removals	21
In-Home Services	22
Foster Care Services	22
CPR CONCLUSION	24
DCFS RESPONSE	24
ADDENDUM I: CPR TABLES	26
Table I: General CPS, Unable-to-Locate Cases, and Unaccepted Referrals	27
Table II: Removals	28
Table III: In-Home Services	29
Table IV: Foster Care Placement Needs and Contacts	30
Table V: Foster Care Health, Education, and Planning	31

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 FY17 are found in the following report.

The Office of Services Review (OSR) measures performance and practice of the Division of Child and Family Services (DCFS) by evaluating outcomes and documentation.

The QCR provides a qualitative assessment of DCFS services. Overall scores show slight improvement for

Child Status and a slight decrease in System Performance.

The CPR measures compliance to DCFS guidelines, state statute, and federal law. The CPR results in quantitative data indicating how often documentation provides evidence of tasks completed. Slight decreases in compliance occurred in five of the seven focus areas during Fiscal Year 2017 (FY17).

Within the FY17 report, the following strengths and weaknesses were identified.

FY17 STRENGTHS

QUALITATIVE CASE REVIEW

- Safety continued to score high and improved for the second consecutive year.
- Children continue to achieve high levels of physical (97%) and emotional (87%) well-being.
- Children continue to have acceptable levels of developmental and academic progress (88%).
- The measure for Assessment achieved an all-time high (81%).
- The Salt Lake Region made improvements in the Overall System Performance going from 74% to 85%.
- Eastern Region made improvements in five of the seven system performance indicators.

CASE PROCESS REVIEW

- The Overall Foster Care score (86%) was above the standard for the fourth consecutive year,
- Workers offered resources to children and families in 100% of the cases reviewed for Child Protective Services.
- Gathering and providing information to the caregiver prior to placement in Foster Care cases rebounded from 56% last year to 78% in FY17.
- Workers obtained the medical opinion of a health care provider in Child Protective Services cases 87% of the time when there was an allegation of medical neglect. This is a continued improvement from a five-year low in Fiscal Year 2015 (FY15).

FY17 AREAS FOR IMPROVEMENT

QUALITATIVE CASE REVIEW

- Prospects for Permanence dropped from 70% in Fiscal Year 2016 (FY16) to 62% in FY17.
- Teaming improved from 58% to 65% but remained below the standard of 70%.
- Long-term View dropped from 69% to 62% and remained below the standard.
- Child & Family Plan dropped from 66% to 61% and remained below the standard.
- The Overall System Performance score dropped from 85% to 81%, which is below the standard of 85%.
- While two regions made improvements on the System side, three regions showed declines.

CASE PROCESS REVIEW

- Each of the four measures for an Unable to Locate case scored below the standard of 85%, which resulted in an overall score of 75%, a five year low.
- The Overall score on Removal questions dropped from 84% to 80% and below the standard. In particular, documentation of an initial visit with a child in the first two days following removal declined six points to 83%. Evidence of gathering information regarding the child and providing the information to the caregiver dropped 15 points, scoring 71% and below standard.
- Measures reflecting involvement of fathers in a Foster Care case (Involving the father in creating the Child and Family Plan (72%), making monthly contact with the father (63%) and arranging for visits between a father and their child (69%)) declined this year. Visitation had a significant drop after scoring 92% last year.
- After three years of improvement, reaching 85% in FY15, evidence of youth participating in the planning process for In-Home Services scored 72%.

INTRODUCTION

The Office of Services Review (OSR) was established in 1994 in response to legislation that requires the Executive Director of Human Services to annually report to the Utah State 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 quality of DCFS practice in addition to Child and Family outcomes are reflected in the Qualitative Case Review (QCR). Compliance to state and/or federal statutes is reflected in the Case Process Review (CPR).

QCR reviewers read case records and conducted interviews with key parties for each case. Reviewer interviews included parents, stepparents, guardians, foster parents, the target child, school personnel, therapists, attorneys, service providers, placement providers, and other persons involved with helping the family.

QCR reviews focus on Child Status as well as System Performance. Areas of focus for Child Status included Safety, Stability, Prospect for Permanence, Health and Behavioral Well-being, Learning or Developmental Progress, Family Connections, and Satisfaction. Areas of focus for System Performance included Engagement, Teaming, Assessment, Long-term View, Child & Family Plan, Intervention Adequacy, and Tracking & Adaptation.

Following the interviews, reviewers scored the eight Child Status indicators and the seven System Performance indicators. Reviewers provided written justification of their scores along with a short synopsis of why DCFS became involved with the family and how well the family was achieving identified standards.

The CPR review was completed by thoroughly reviewing records in the electronic data management system known as “SAFE.” Areas of focus included Unaccepted

Referrals, General Child Protection Investigations, Unable to Locate Investigations, Medical Neglect Investigations, Removals (when children are placed into protective custody of DCFS), In-Home Services (voluntary or court ordered) and Foster Care Services.

Preliminary results of the CPR were provided to each region prior to the scheduled QCR review. Caseworkers were provided a limited time to challenge preliminary CPR findings by directing the reviewer to existing evidence that may have been overlooked or located outside of the SAFE system. These cases were re-examined by the reviewer and feedback was provided directly to the region. This process exposed potential training needs in individual regions. The results of the CPR and the outcomes of the QCR were provided to each region simultaneously. This allowed each region to receive one comprehensive report containing both QCR and CPR information.

REVIEW DIFFERENCES	QUALITATIVE CASE REVIEW	CASE PROCESS REVIEW
Method	Interviews with key parties and <u>limited review</u> of case record	<u>Thorough review</u> of case record
Sample	By Region	Statewide
Measurement	Measures outcomes	Measures compliance

While the QCR is outcome-oriented, the CPR is compliance-oriented. For example, during the QCR, reviewers sought feedback from those involved with DCFS about whether the child’s health care needs were met (outcomes). The CPR reviewers sought evidence that an initial or annual health exam occurred within a specific timeframe (compliance). The following report is gleaned from information gathered during the QCR and CPR in FY17.

QUALITATIVE CASE REVIEW

Purpose of Review

The 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 score below 70% require the DCFS region to create an action plan outlining how they will improve practice.

Methodology

OSR completed a QCR for each region of DCFS. Reviews began in September 2016 and concluded in May 2017. A total of 150 randomly selected cases were to be reviewed; however, one case from Salt Lake Valley Region was dropped from the review due to emergency circumstances. Therefore, this data reflects 149 cases. Due to the size of the Salt Lake Valley Region as well as the size of the Northern Region, two separate reviews were conducted in each of these regions. 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) or Protective Supervision Services (PSS).

Information is gained 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), caseworkers, teachers, therapists, 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 the 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. Reviews included professionals from

DCFS, OSR, local agencies, and providers within the community.

The following organizations participated during FY17 as QCR reviewers:

- The Adoption Exchange/Wendy's Wonderful Kids
- Division of Juvenile Justice Services
- The United Way
- Local Quality Improvement Committees
- State of Utah Department of Human Services – Office of the Executive Director
- State of Utah Department of Human Services – Office of Licensing
- Davis County School District
- University of Utah
- Los Angeles County Department of Human Services
- Salt Lake County Youth Services
- Utah Office of the Attorney General
- Prevent Child Abuse Utah
- Utah Foster Care Foundation
- State of Utah Department of Technology Services
- Child Welfare Group

The QCR instrument used by reviewers (the QCR Protocol) contains two domains. The first domain appraises the child and family's status. Indicators within this domain are Safety, Stability, Prospect for Permanence, Health/Physical Well-being, Learning Progress/Development, Family Connections, and Satisfaction.

The second domain assesses the performance of the child welfare system. Reviewers evaluated the implementation of DCFS Practice Model principles and skills. The indicators in this domain are Engagement, Teaming, Assessment, Long-term View, Child & Family Plan, Intervention Adequacy, and Tracking & Adaptation.

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 on the child’s 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 trained individuals reviewed each case to minimize personal bias, and DCFS reviewers did not review cases located in the region where they were employed. Each case was debriefed with OSR and the reviewers to ensure scoring guidelines were applied reliably. The Office of Services Review assessed each case story for completeness and consistency with the scoring protocol.

A case story narrative for each case was submitted to the caseworker and region administrators 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

Results of the QCR are considered within a broad context of local or regional interaction with community partners. As part of the QCR process, OSR included key community stakeholders, community agencies, and DCFS staff. For FY17, reviews were supported by 57 interviews, including focus groups and individual interviews. Findings and conclusions from the stakeholder interviews were included in each of the regional reports completed by OSR after each QCR review.

DCFS interviews included:

- DCFS Regional Directors
- Administrative Focus Groups
- Supervisor Focus Groups
- Caseworker Focus Groups

Stakeholder interviews included:

- Foster Parent Focus Groups
- Assistant Attorney General
- Guardian-ad-Litem
- Parental Defense Attorney
- Judges
- Health Department – Fostering Healthy Children
- Family Support Centers
- Local Child Welfare Quality Improvement Committees
- Juvenile Justice Services
- Mental Health Providers

Statewide Overall Scores

The QCR review consists of two domains: Child and Family Status and System Performance. The statewide performance of DCFS, as shown in Figure 1 gives historical background and charts trends in Overall Child Status as well as System Performance.

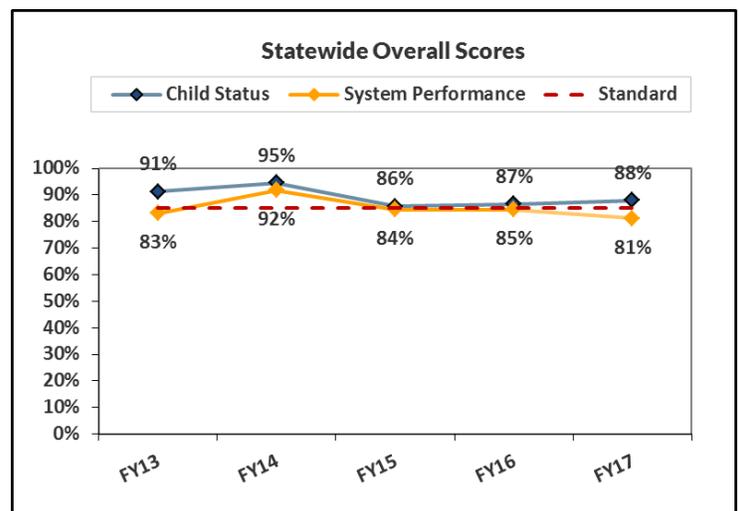


Figure 1

Overall Child & Family Status

The Child & Family Status has remained above the standard for the past three years as seen in [Figure 2](#), scoring 87% in FY16 and 88% in FY17.

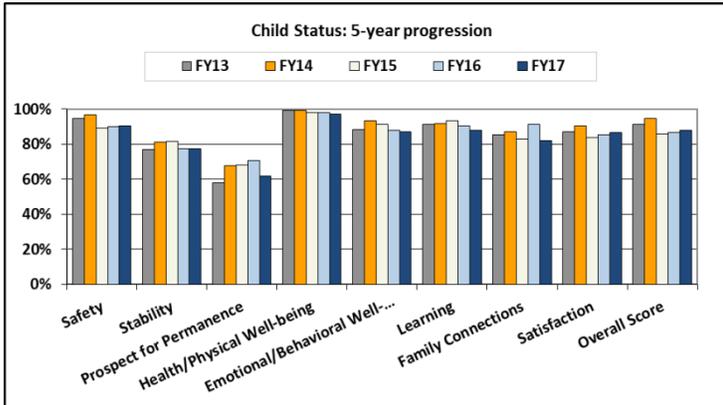


Figure 2

Overall Child Status for FY17 showed 88% of cases were acceptable. The Division met or exceeded the 85% standard for Overall Child Status for the 17th consecutive year. With the exception of Prospect for Permanence (62%), all Child Status Indicators met or exceeded the standard of 70%: Safety (91%), Stability (77%), Health/Physical Well-being (97%), Emotional/Behavioral Well-being (87%), Learning (88%), Family Connections (82%), and Satisfaction (86%). Scores for the past five years are shown in [Table 1](#).

State Child Status	# of cases acceptable	# of cases needing improvement	FY13	FY14	FY15	FY16	FY17 Current Scores
Safety	135	14	95%	97%	89%	90%	91%
Child Safe from Others	148	1	99%	99%	95%	97%	99%
Child Risk to Self	136	13	95%	97%	93%	92%	91%
Stability	115	34	77%	81%	82%	77%	77%
Prospect for Permanence	92	57	58%	68%	68%	70%	62%
Health/Physical Well-being	145	4	99%	99%	98%	98%	97%
Emotional/Behavioral Well-being	130	19	89%	93%	91%	88%	87%
Learning	131	18	91%	92%	93%	91%	88%
Family Connections	60	13	86%	87%	83%	91%	82%
Satisfaction	128	20	87%	91%	84%	85%	86%

Table 1

Safety

Safety is the “trump” indicator for Child Status. Because 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 and/or activities of the child.

Of the 149 cases in the sample, 135 had acceptable scores on Safety. One scored unacceptable due to the child not being safe from others, while 13 were due to the child putting self and/or others at risk of harm.

Overall System Performance

The standard for Overall System Performance is 85%. The standard for each indicator within System Performance is 70%. The five-year progression for each indicator for System Performance is shown in [Figure 3](#).

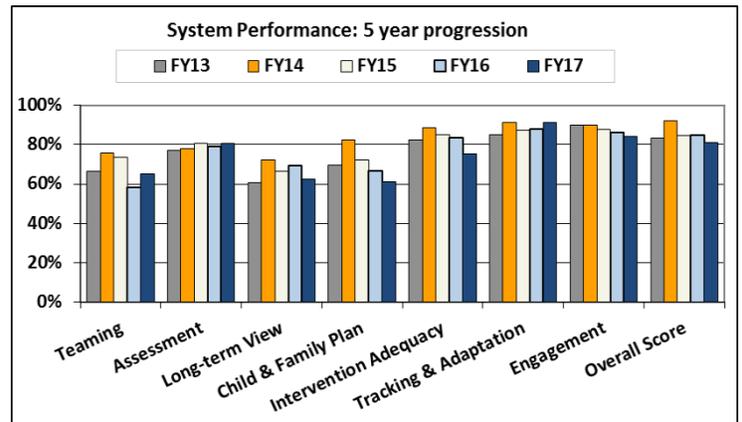


Figure 3

Scores ranged from 61% on Child & Family Plan to 91% on Tracking & Adaptation as seen in [Table 2](#). This is the second year that Teaming and Child & Family Plan have scored below the standard of 70%. Long-term View has scored below the standard for the third consecutive year. Tracking & Adaptation has scored at or above the standard consistently for the past five years.

State System Performance	# of cases acceptable	# of cases needing improvement	FY13	FY14	FY15	FY16	FY17 Current Scores
Teaming	97	52	66%	76%	74%	58%	65%
Assessment	120	29	77%	78%	80%	79%	81%
Long-term View	93	56	61%	72%	66%	69%	62%
Child & Family Plan	91	58	70%	82%	72%	66%	61%
Intervention Adequacy	112	37	82%	89%	85%	83%	75%
Tracking & Adaptation	136	13	85%	91%	87%	88%	91%
Engagement	125	24	90%	90%	88%	86%	84%
Overall Score	121	28	83%	92%	84%	85%	81%

Table 2

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 & Family Plan, Intervention Adequacy, and Tracking & Adaptation.

Engagement

As indicated in Table 3, all regions scored at or above the standard with scores ranging from 75% to 93%. This indicator has performed above the standard since FY2004, with FY17 scoring 84%.

Engagement	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	90%	84%	89%	75%	85%
Northern Region	94%	86%	90%	88%	80%
Salt Lake Region	92%	94%	93%	82%	85%
Southwest Region	90%	95%	80%	90%	75%
Western Region	79%	88%	83%	93%	93%
Overall Score	90%	90%	88%	86%	84%

Table 3

Teaming

As shown in Table 4, despite an overall increase of seven points, the overall statewide score of 65% remains below the standard. Salt Lake Region is the only region that met the standard with an increase of 21 points over last year's score (from 51% to 72%). Four regions remain below the standard of 70% with Southwest Region experiencing a decrease of 10 points, dropping from 75% in FY16 to 65% in FY17.

Teaming	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	80%	68%	74%	65%	65%
Northern Region	69%	74%	73%	65%	65%
Salt Lake Region	73%	73%	63%	51%	72%
Southwest Region	75%	85%	90%	75%	65%
Western Region	29%	80%	79%	43%	57%
Overall Score	66%	76%	74%	58%	65%

Table 4

Assessments

As shown in Table 5, all regions achieved scores above the 70% standard on Assessment. Scores ranged from 75% to 85%. The net effect was a two-point increase in the overall scores to 81%, an all-time high. This indicator has performed above the standard since FY2009.

Assessment	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	60%	68%	79%	65%	85%
Northern Region	83%	77%	80%	95%	75%
Salt Lake Region	80%	78%	85%	67%	85%
Southwest Region	85%	90%	85%	80%	75%
Western Region	71%	76%	72%	83%	83%
Overall Score	77%	78%	80%	79%	81%

Table 5

Long-term View

Long-term View has been the most challenging indicator in System Performance over the years, as illustrated in Table 6. Long-term View has met the standard only once (FY2014) in the past five years, dropping seven points in FY17 to 62%.

Long-Term View	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	65%	79%	74%	55%	70%
Northern Region	63%	80%	65%	83%	63%
Salt Lake Region	61%	73%	60%	59%	64%
Southwest Region	75%	65%	85%	75%	45%
Western Region	42%	60%	59%	70%	67%
Overall Score	61%	72%	66%	69%	62%

Table 6

Child & Family Plan

As seen in Table 7, the overall score on this indicator is 61%. This is an 11-point decline over the past two years.

Child & Family Plan	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	80%	74%	68%	65%	55%
Northern Region	77%	80%	75%	73%	75%
Salt Lake Region	65%	82%	88%	67%	64%
Southwest Region	85%	95%	65%	85%	65%
Western Region	46%	84%	55%	47%	40%
Overall Score	70%	82%	72%	66%	61%

Table 7

Northern Region scored above the standard at 75%, meeting the standard for five consecutive years. All regions generally have shown steady declines over the last three years with Western Region of significant concern scoring 40%.

Intervention Adequacy

All regions have historically scored well on Intervention Adequacy as demonstrated in Table 8. After 14 consecutive years of every region scoring above the 70% standard, Southwest Region fell from 85% to 55% in FY17. Although Western Region met the standard at 73%, this is a drop of 10 points over the past year. The overall score of 75% reflects the struggle experienced in these regions.

Intervention Adequacy	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	70%	89%	84%	80%	85%
Northern Region	89%	89%	90%	88%	80%
Salt Lake Region	88%	90%	80%	79%	77%
Southwest Region	80%	85%	90%	85%	55%
Western Region	75%	88%	83%	83%	73%
Overall Score	82%	89%	85%	83%	75%

Table 8

Tracking and Adaptation

As seen in Table 9, all regions met the standard for Tracking and Adaptation. Eastern Region and Salt Lake Region had high scores of 95% in FY17 after scores in the low 80's in FY16. Overall scores for this indicator have been at or above the standard since FY2004.

Tracking and Adaptation	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	85%	89%	79%	80%	95%
Northern Region	83%	89%	93%	93%	88%
Salt Lake Region	92%	96%	90%	82%	95%
Southwest Region	85%	90%	85%	85%	85%
Western Region	75%	88%	83%	97%	93%
Overall Score	85%	91%	87%	88%	91%

Table 9

Overall Results by Region

Overall Child Status results by region are shown in Table 10. All regions met or exceeded the 85% standard for Overall Child Status.

Child Status	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	80%	95%	79%	84%	95%
Northern Region	94%	97%	90%	90%	85%
Salt Lake Region	94%	92%	78%	85%	87%
Southwest Region	95%	95%	95%	95%	85%
Western Region	88%	96%	90%	83%	90%
Overall Score	91%	95%	86%	87%	88%

Table 10

Overall System Performance scores are displayed in **Table 11**. While Salt Lake Region showed an improvement, adding 11 points from their score in FY16 (74% to 85%), Northern Region struggled with a loss of 10 points and Southwest Region experienced a loss of 15 points over the past year; leading to an overall score of 81%. This is the lowest score in five years.

Following each Qualitative Case Review, individualized reports were provided to the region regarding the outcome of their review. The FY17 Qualitative Case Review results for individual regions are presented in the following pages. Charts include each region’s performance on all Child Status as well as System Performance indicators.

System Performance	FY13	FY14	FY15	FY16	FY17 Current Scores
Eastern Region	85%	89%	84%	85%	85%
Northern Region	86%	94%	90%	90%	80%
Salt Lake Region	88%	96%	83%	74%	85%
Southwest Region	85%	95%	85%	90%	75%
Western Region	67%	80%	79%	87%	80%
Overall Score	83%	92%	84%	85%	81%

Table 11

Eastern Region

Eastern Region's Overall Child Status improved 15 points from 80% to 95% as shown in Figure 4. Scores on the indicators ranged from 75% to 100% and all indicators scored at or above the standard of 70%.

Eastern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (Exception is Safety = 85%)	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Safety	19	1	95%	85%	95%	79%	85%	95%
<i>Child Safe from Others</i>	20	0	100%	90%	95%	84%	90%	100%
<i>Child Risk to Self or Others</i>	19	1	95%	90%	100%	89%	95%	95%
Stability	15	5	75%	70%	84%	84%	70%	75%
Prospect for Permanence	16	4	80%	60%	89%	74%	65%	80%
Health/Physical Well-being	20	0	100%	95%	100%	100%	100%	100%
Emot./Behavioral Well-being	19	1	95%	85%	100%	89%	85%	95%
Learning	20	0	100%	90%	100%	95%	90%	100%
Family Connections	10	3	77%	92%	88%	100%	91%	77%
Satisfaction	15	5	75%	80%	79%	74%	80%	75%
Overall Score	19	1	95%	80%	95%	79%	80%	95%

0% 20% 40% 60% 80% 100%

Figure 4

Eastern Region maintained the score of 85% in Overall System Performance as seen in Figure 5. Only one indicator (Child & Family Plan) experienced a decreased score, while all other indicators maintained or improved. Five of the seven System Performance indicators scored at or above the 70% standard. Scores ranged from 55% in Child & Family Plan to 95% in Tracking & Adapting.

Eastern System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Engagement	17	3	85%	90%	84%	89%	75%	85%
Teaming	13	7	65%	80%	68%	74%	65%	65%
Assessment	17	3	85%	60%	68%	79%	65%	85%
Long-term View	14	6	70%	65%	79%	74%	55%	70%
Child & Family Plan	11	9	55%	80%	74%	68%	65%	55%
Intervention Adequacy	17	3	85%	70%	89%	84%	80%	85%
Tracking & Adapting	19	1	95%	85%	89%	79%	80%	95%
Overall Score	17	3	85%	85%	89%	84%	85%	85%

0% 20% 40% 60% 80% 100%

Figure 5

Northern Region

Northern Region scored 85% on Overall Child Status as shown in Figure 6. Prospect for Permanence experienced the lowest score over the past five years, scoring 58% and below the standard. The remaining indicators received scores at or above standard.

Northern Region Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (except Safety which is 85%)	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Safety	36	4	90%	94%	100%	90%	95%	90%
<i>Child Safe from Others</i>	39	1	98%	100%	100%	95%	100%	98%
<i>Child Risk to Self or Others</i>	37	3	93%	94%	100%	95%	95%	93%
Stability	32	8	80%	89%	83%	83%	88%	80%
Prospect for Permanence	23	17	58%	60%	71%	73%	85%	58%
Health/Physical Well-being	38	2	95%	100%	97%	98%	100%	95%
Emot./Behavioral Well-being	35	5	88%	83%	91%	93%	90%	88%
Learning	36	4	90%	97%	94%	98%	88%	90%
Family Connections	14	0	100%	87%	94%	95%	90%	100%
Satisfaction	35	4	90%	80%	91%	85%	85%	90%
Overall Score	34	6	85%	94%	97%	90%	90%	85%

0% 20% 40% 60% 80% 100%

Figure 6

As seen in Figure 7, the Overall System Performance score dropped below standard for the first time in five years. Long-term View as well as Assessment experienced a significant drop of 20 points with scores of 63% and 75% respectively.

Northern Region System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Engagement	32	8	80%	94%	86%	90%	88%	80%
Teaming	26	14	65%	69%	74%	73%	65%	65%
Assessment	30	10	75%	83%	77%	80%	95%	75%
Long-term View	25	15	63%	63%	80%	65%	83%	63%
Child & Family Plan	30	10	75%	77%	80%	75%	73%	75%
Intervention Adequacy	32	8	80%	89%	89%	90%	88%	80%
Tracking & Adapting	35	5	88%	83%	89%	93%	93%	88%
Overall Score	32	8	80%	86%	94%	90%	90%	80%

0% 20% 40% 60% 80% 100%

Figure 7

Salt Lake Region

As seen in Figure 8, Salt Lake Region achieved an Overall Child Status score of 87%, an increase of two points over FY16. Five indicators improved. Stability had significant improvement, moving from 59% in FY16 to 79% in FY17, putting it back above standard. Prospect for Permanence scored below standard at 56%, the fifth consecutive year of below standard performance.

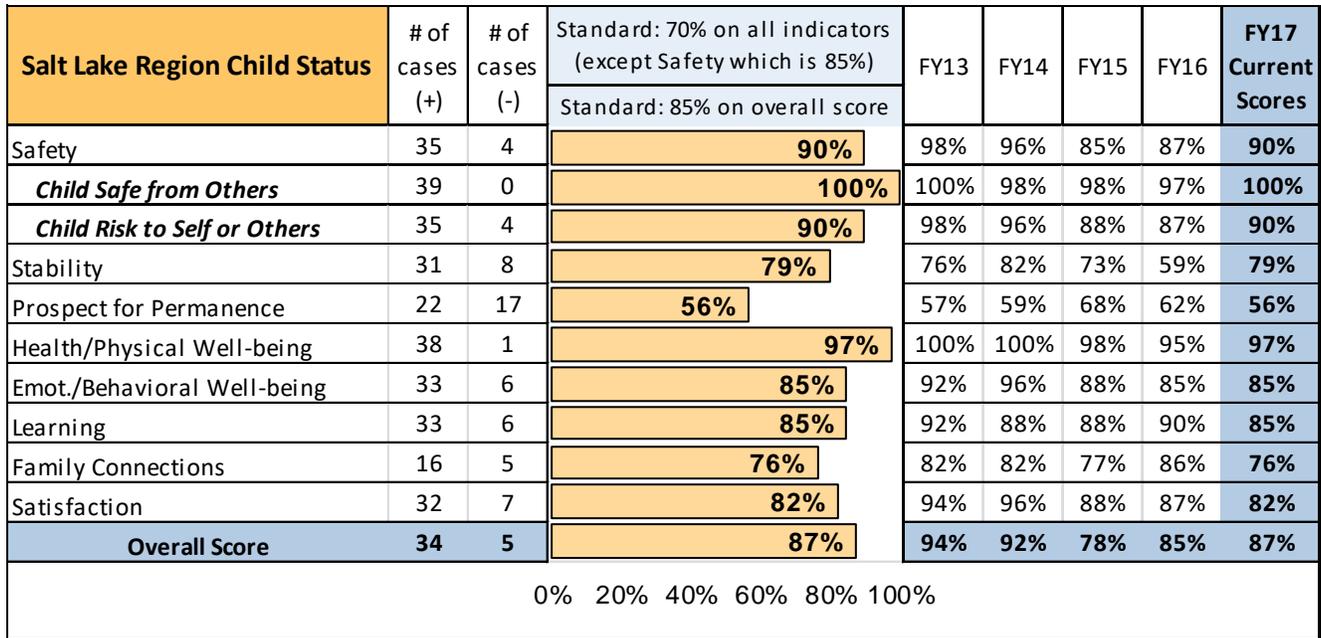


Figure 8

Salt Lake Region's Overall System Performance improved and met the standard of 85%. As shown in Figure 9, five of the seven indicators improved and only two indicators scored below standard. Long-term view and Child & Family Plan scored below standard at 64%. Teaming showed significant improvement moving from 51% in FY16 to 72% in FY17.

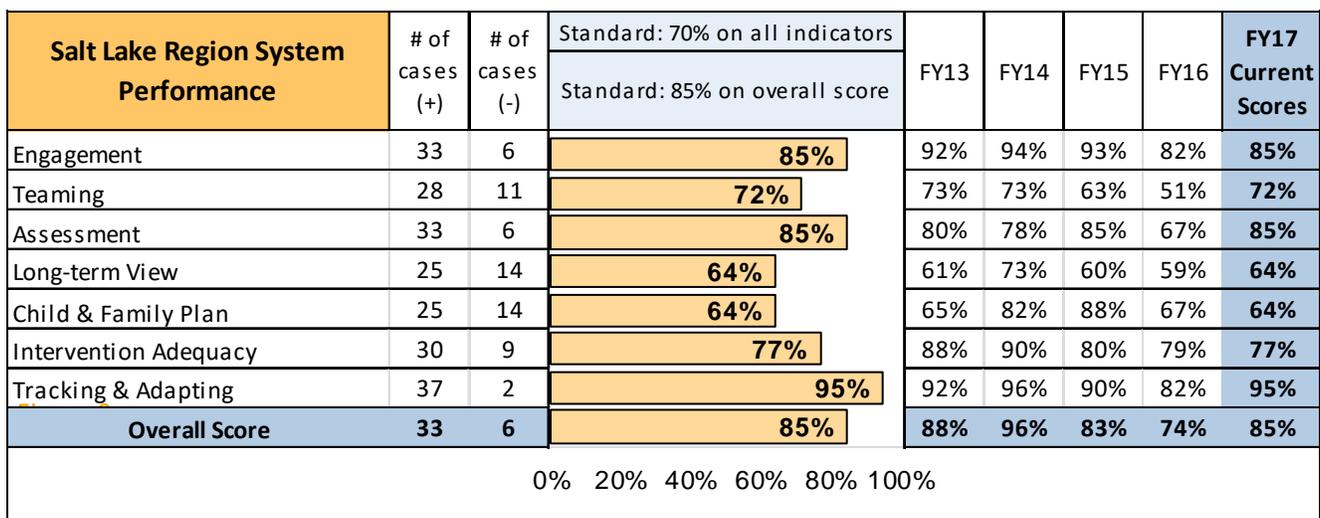


Figure 9

Southwest Region

Despite a drop of 10 points, Southwest Region has met the standard for the fifth consecutive year as illustrated in Figure 10. The Prospect for Permanence score decreased significantly from 70% in FY16 to 45% in FY17. All other indicators met or exceeded the standard.

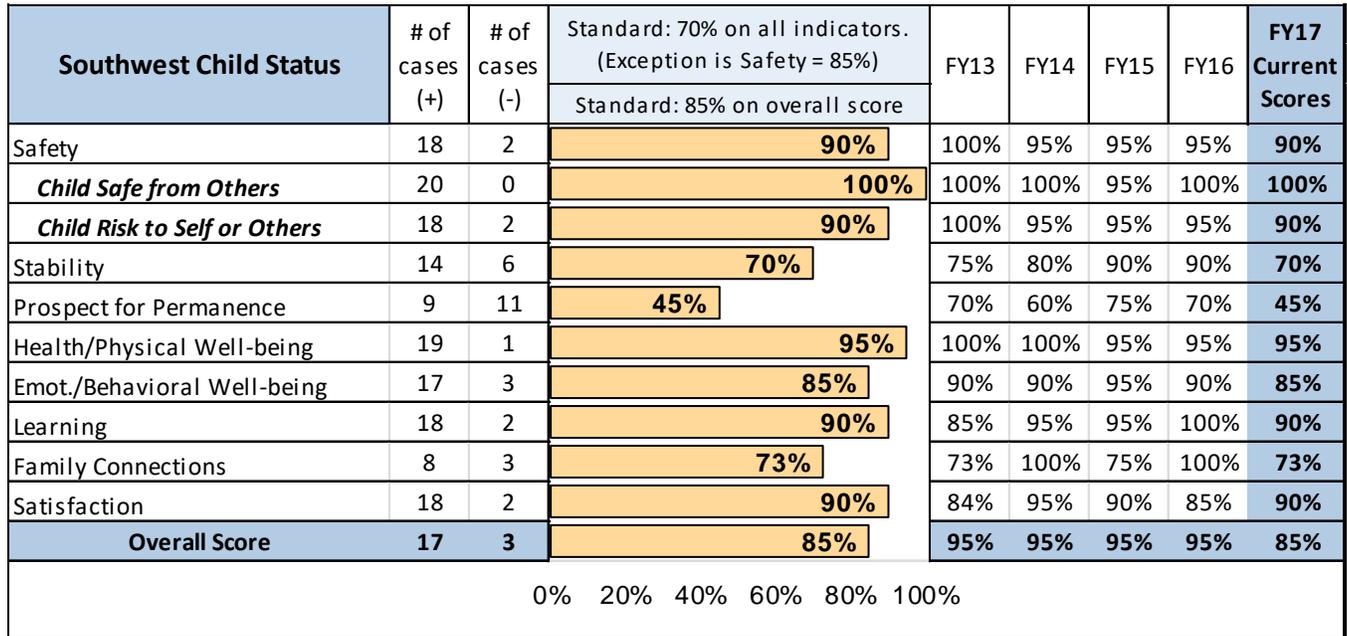


Figure 10

As seen in Figure 11, the Overall System Performance dropped below the standard of 85% for the first time in five years. This is a reflection of the decrease in scores on six of the seven indicators. The decrease in scores ranged from five points in Assessment (80% to 75%) to 30 points in Long-term View (75% to 45%) and Intervention Adequacy (85% to 55%). In addition, Teaming (65%), Long-term View (45%), Child & Family Plan (65%), and Intervention Adequacy (55%) all scored below standard.

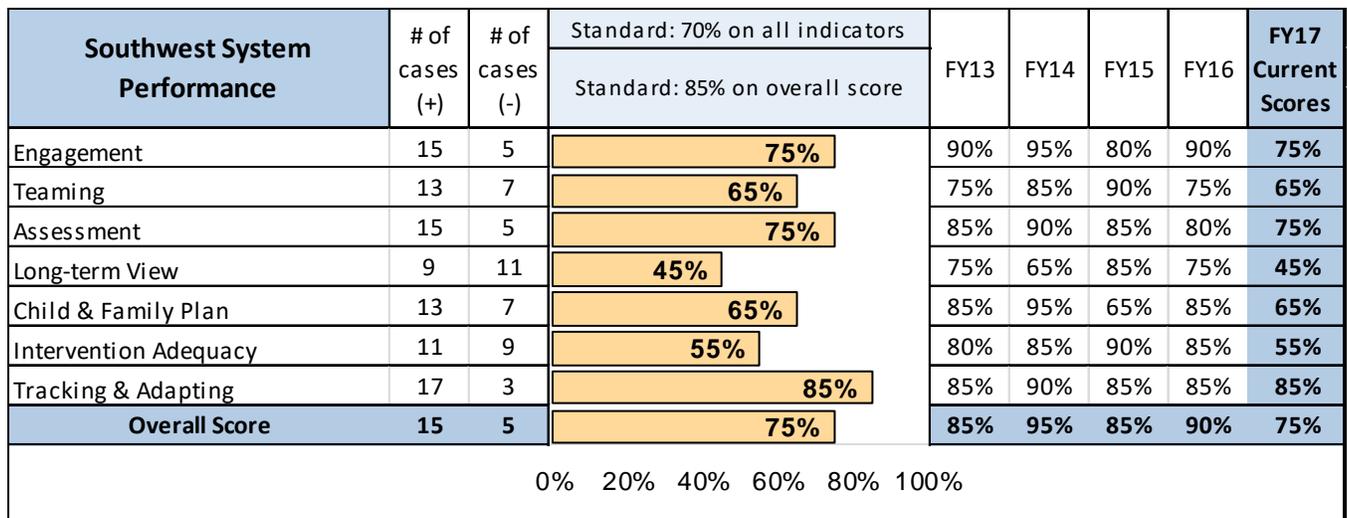


Figure 11

Western Region

The overall Child Status score for Western Region increased seven points to 90% after scoring below standard the previous year as shown in [Figure 12](#). All Child Status indicators scored above standard. Prospect for Permanence met the standard for the first time in five years, the second consecutive year of continuous improvement.

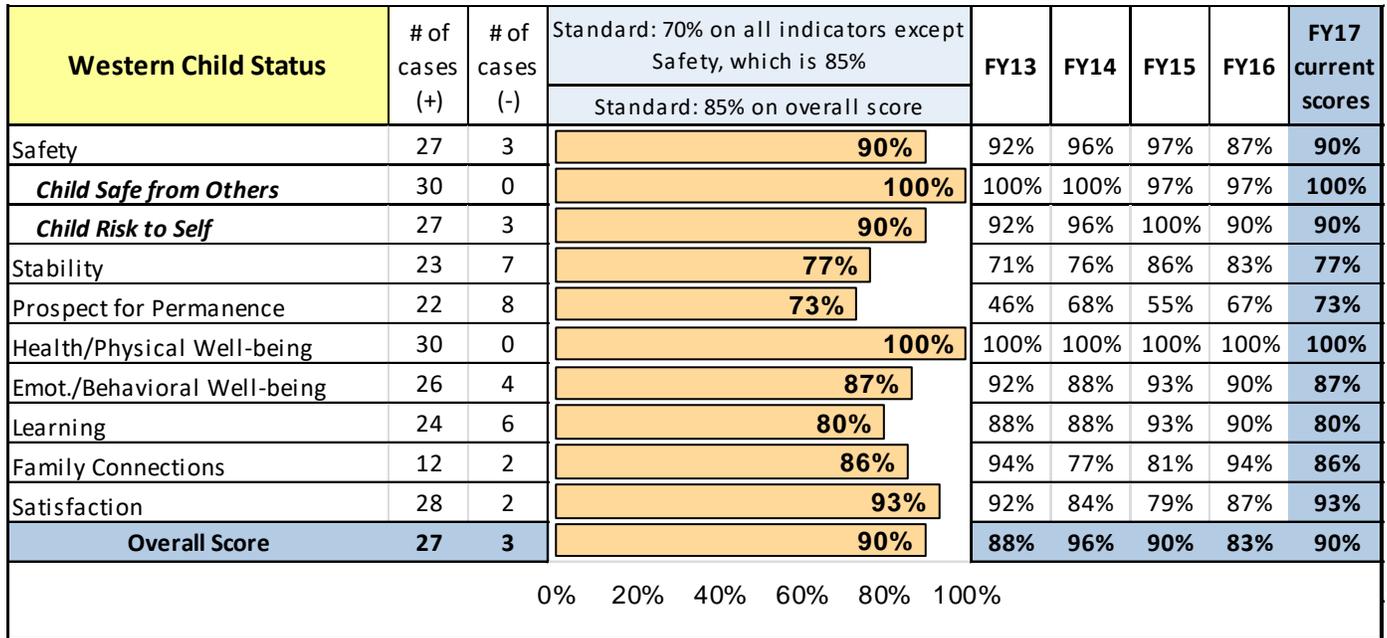


Figure 12

Overall System Performance was 80%, a decrease of seven percentage points as seen in [Figure 13](#). Despite improving by 14 points, Teaming remains below standard at 57%. Child & Family Plan scored 40%, a steady decline over three years. Long-term View dipped just below the standard to 67% while the remaining four indicators scored above standard.

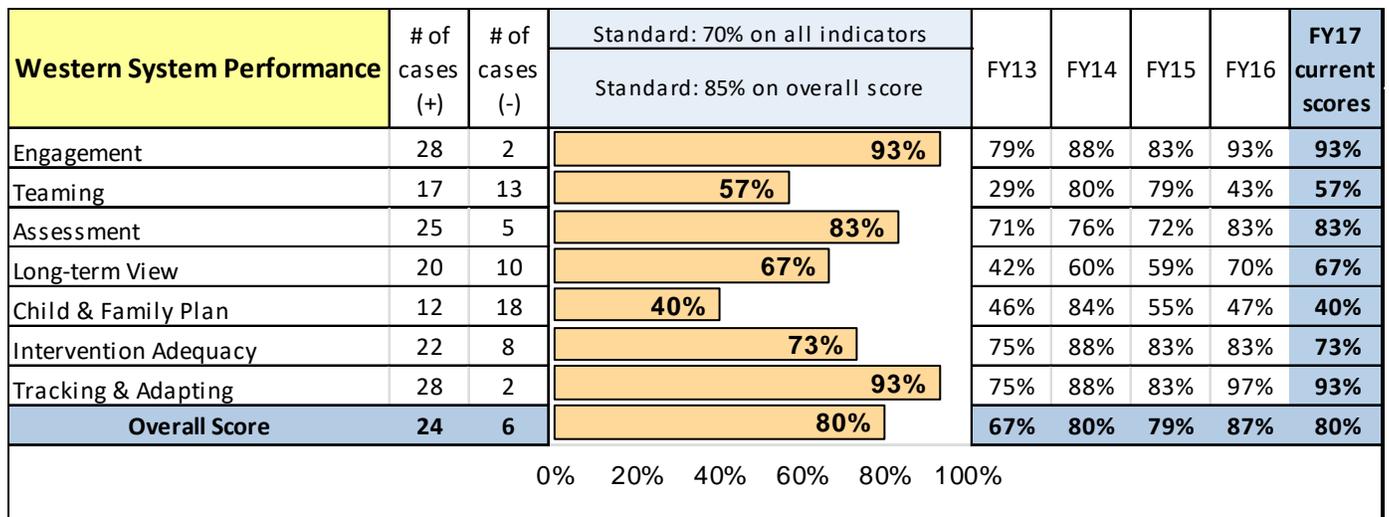


Figure 13

QCR CONCLUSION

Child Status Indicator scores are not drastically different from FY16 scores; however, nearly all Child Status Indicators declined slightly (1-3%) except for Prospect for Permanence and Family Connections, which each declined by 8%. Many of the indicators (Health & Physical, Emotional & Behavioral and Learning) that declined were already very high and therefore the decline was not alarming. Safety improved from 90% to 91%, and Safety is at the heart of the agency's mission. Client Satisfaction improved from 85% to 86%. Stability held steady at 77%. The Overall Status score improved from 87% in FY16 to 88% in FY17.

The overall System scores declined from 85% to 81%, which can be attributed to scores in Teaming, Long-term View, and Child & Family Plan.

The overall Statewide Teaming score improved from 58% in FY16 to 65% in FY17. The

improvement is encouraging, but each region's score tells its own story. Four out of the five regions were below the standard, with Salt Lake Valley being the only region to meet the standard by improving from 51% in FY16 to 72% in FY17. Southwest dropped below the standard for only the third time in 15 years. Western Region made significant improvement (43% to 57%) but is below the standard. Southwest, Eastern, and Northern regions all scored 65%, which is slightly below standard. For Eastern and Northern, this is the second consecutive year at 65%.

Long-term View and Child & Family Plan statewide scores are below the standard. Eastern was the only region to achieve the standard at 70% on Long-term View and Northern was the only region to exceed the standard at 75% on Child & Family Plan.

CASE PROCESS REVIEW

Methodology

The Case Process Review (CPR) is completed by thoroughly reviewing documentation within the child welfare electronic data management system known as “SAFE.” Documentation verifies completion of tasks required by DCFS Practice Guidelines, as well as compliance with state and federal law.

An established mathematical method creates a random sample for each area of focus. Performance Standards are established at 90% for most CPS cases and 85% for all other program areas. The CPR protocol, which is based on DCFS practice guidelines and reviewed annually, identifies minimally required documentation within each program area. Program areas include the following:

- **Child Protection Services (CPS):** In addition to General CPS Investigations, this program area includes cohorts of Medical Neglect Investigations, Unable-to-Locate Investigations, Unaccepted Referrals, and any referrals categorized as Priority One. (FY17 had zero referrals that met the Priority One definition.)
- **Removals:** CPS cases that result in the child’s placement into protective custody of DCFS are applicable for this focus area. Agency requirements at the time of removal require seeing the child face-to-face each week during the first four weeks following the removal. This area of focus may involve the CPS investigator as well as an on-going Foster Care worker during the four-week period.
- **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) reviewed a random sample of all CPS cases that closed within the review period. This sample included 100% of the cases that closed as Unable to Locate or had a Medical Neglect allegation.

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. The total number of cases reviewed in each focus area appears in [Table II-1](#).

PROGRAM AREA	CASE FILES REVIEWED
CPS General	133
Unable-to-Locate	76
Medical Neglect	26
Priority 1	0
Unaccepted Referrals	134
Removals	133
PSS/PSC/PFP	126
Foster Care Services	132

Table II-1

Data Reliability

In order to assure quality and consistency, approximately 10% of the cases received a second evaluation by an alternate reviewer. Statistics for FY17 show reader accuracy at 97%. A total of 1528 measures were double-read, with only 35 measures discovered to be inaccurately scored by the original reviewer. A final edit verified that the reviewer scored the measures in a consistent manner throughout the state.

Following an examination of data in SAFE, preliminary results were sent to the Practice Improvement Coordinator (PIC) within the region. The data was distributed further to supervisors and caseworkers associated with the case. Workers were allowed to challenge any response that appeared inaccurate. Challenged responses received additional review, and potential training issues identified during this exchange were provided to the PIC. Each region independently determined if potential training issues needed to be addressed regionally or directly with the caseworker.

Statewide Results

The combined scores for the past five years of Case Process Reviews are displayed in [Table II-2](#). The Child Protection Services (CPS) score reflects that 90% of the time, adequate documentation was found to verify the completion of a specific requirement.

Unable-to-Locate scores decreased 11 points from 86% in FY16 to 75% in FY17. Unaccepted Referrals gained one percentage point, returning to 100% while Removals dropped four percentage points scoring 80%. The In-Home Services score gained back two percentage points but remained below the standard at 84%.

Foster Care Services scores decreased one percentage point from FY16 (87%) to FY17 (86%). Combined scores show that documentation provided evidence of tasks completed in 86% of all cases reviewed. This has improved over the past five years; however, the scores for the last three years have remained relatively flat.

Child Protection Services

Child Protection Services is consists of General CPS Investigations, Medical Neglect Investigations and Unaccepted Referrals. CPS compliance over the past five years is seen in [Figure II-3](#).

General CPS Investigations

There were 923 measures scored in General CPS Investigations. Adequate documentation existed on 832 measures. Question CPSG.7 (Did the CPS worker make a scheduled or an unscheduled home visit during the investigation period?) was modified at the request of DCFS to include *any* home visit that took place during the child welfare investigation; however, DCFS Practice Guidelines are specific as to when an unscheduled home visit is required. The score for FY17 represents those cases where documentation provided evidence that an unscheduled home visit took place when required, as well as those cases that provided evidence of a home visit (scheduled or unscheduled). The score improved from 78% in FY16 to 83% in FY17.

Statewide CPR 2017 Data								
Answers	Year	CPS	Unable to Locate	Unaccepted Referrals	Removals	In Home Services	Foster Care	Overall % Yes
Yes answers		832	173	401	465	2362	3370	7603
Partial credit answers		0			0	37	26	
Partial credit (score)		0.00			0.00	27.75	19.50	47.25
Partials (no credit)		0	0		14	0	0	14
No answers		84	50	1	101	420	540	1196
EC answers		7	7		0	11	4	29
N/A answers		191	74		218	2462	2264	5209
Sample		923	230	402	580	2830	3940	8905
	2017	90%	75%	100%	80%	84%	86%	86%
	2016	93%	86%	99%	84%	82%	87%	87%
	2015	92%	82%	100%	86%	86%	88%	88%
	2014	96%	87%	100%	86%	87%	86%	88%
	2013	94%	86%	100%	77%	82%	81%	84%

Table II-2

Medical Neglect

The Universe of CPS cases with an allegation of Medical Neglect were reviewed with scores captured in question 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?). Although the universe of applicable cases is very small (23 cases), FY17 scores show an improvement of nine percentage points, scoring 87% after an all-time low of 65% in FY15. Please see measure CPSH.2 in **Addendum Table I: General CPS, Unable-to-Locate Cases, and Unaccepted Referrals.**

Unaccepted Referrals

Unaccepted Referrals scored 100% overall. This is consistent with scores over the past five years. The overall score on this measurement has scored 99%-100% and reviewers find the scores nearly identical to statistics provided through the SAFE programming.

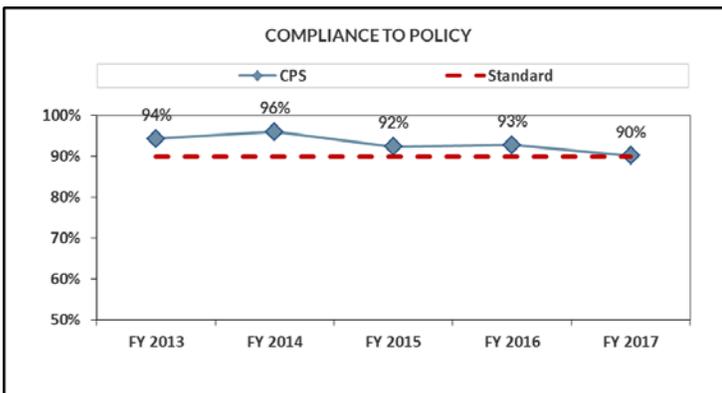


Figure II-3

Unable-to-Locate Investigations

Unable-to-Locate scores dropped by 11 percentage points and scored below the standard for the second time in five years. None of the four measures met the standard of 85%. Scores ranged from 63% to 83%. Please see Addendum Table 1.

Question 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?) dropped an additional 16 percentage points from last year, scoring 63% for FY17. This is a significant decline from the 96% scored in FY15 and falls below standard. The bulk of negative responses to this measure are due

to no documentation of the worker asking for new contact or location information.

Additionally, question CPSUL.4 (Did the worker check with the referent for new information regarding the location of the family?) dropped from 82% in FY16 to 68% in FY17. This is the lowest score in five years. Evidence of multiple attempts to contact the referent without success was found in seven cases, which received EC responses but converted to zero credit. In addition, of the 12 cases that received “No” responses, five cases were due to no documentation of contacting Law Enforcement when they were identified as the referent. Overall compliance in the Unable-to-Locate program area is shown in **Figure II-4.**

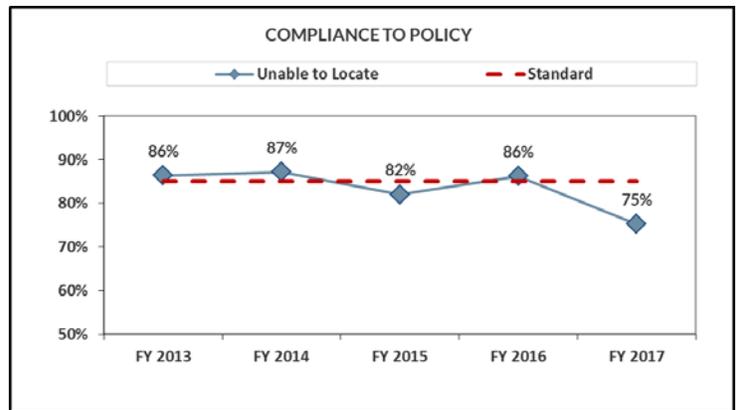


Figure II-4

Removals

Combined scores show that documentation provided evidence of tasks completed 80% of the time in cases classified as a Removal. The CPR monitors the four weekly visits when a child is placed into protective custody, in addition to whether the caseworker notified potential kinship options within 30 days.

Documentation was difficult to locate for question 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?) This is a two-part question requiring evidence of gathering as well as evidence of providing the information. Documentation can often be found of the worker gathering information, but no evidence that the information is provided to the caregiver.

DCFS utilizes a form (CPS23), which provides specific information regarding the child such as behavioral issues, medical information including immunizations, educational information, and eligibility for ICWA (Indian Child Welfare Act). Despite the existence of this tool, reference to it is not documented in the case record. When a copy of the CPS23 is requested for the purpose of the CPR, the worker often is unable to provide one.

Responsibility for the completion of these measures belongs to the agency as a whole rather than solely on Child Protection Investigators. Overall Compliance for cases resulting in a Removal is shown in [Figure II-5](#).

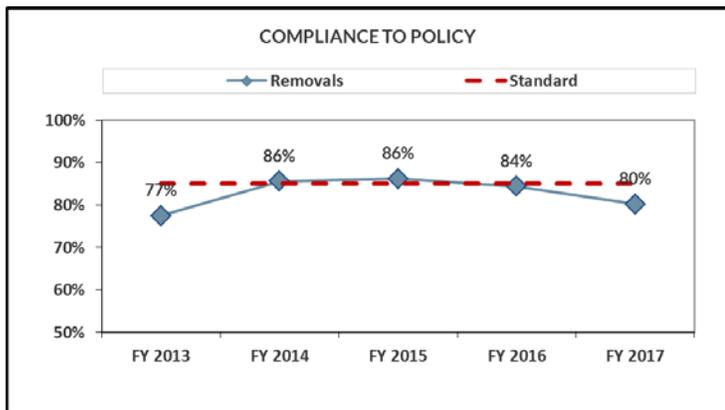


Figure II-5

In-Home Services

Overall measurement for In-Home Services gained two percentage points scoring 84%. Of 2830 measures, 2362 measures received affirmative responses with 37 measures receiving partial credit.

The overall score for Question IH.3 (Were the following team members involved in the development of the current child and family plan?) improved four percentage points to 84% in FY17. Documentation of children’s participation in the planning of the Child and Family Plan remains below the standard with a score of 72%; the second year of decline after meeting the standard in FY15. Mothers were included in planning in 95% of the cases reviewed and Fathers were involved 80% of the time in the cases reviewed.

The overall score for Question 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?) remains below standard. The monthly scores ranged from 65%

to 73% and the overall score for the review period was 68%.

Question 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?) scored above the standard for the fifth consecutive year at 91%. Question 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?) remains below the standard but at its five-year high (78%). Documentation is missing or does not provide enough information to determine that monthly contact with the father is not applicable. In addition, an In-Home Services case often has a “father” figure living in the home and the case is managed with this person in an active role, but contact or input from the legal father is not documented.

The overall Compliance for In-Home Services is shown in [Figure II-6](#).

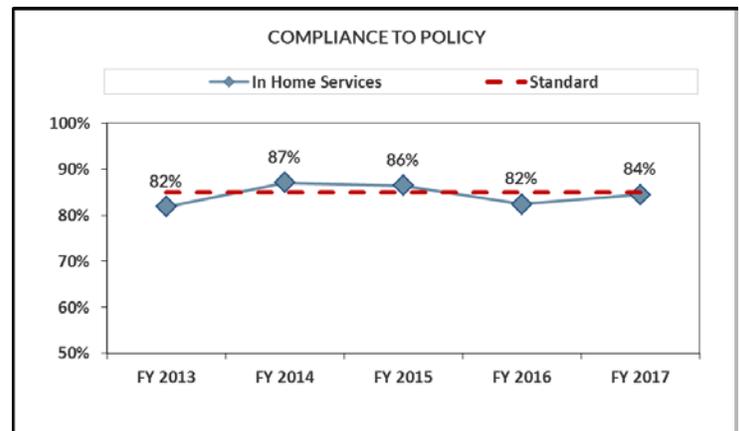


Figure II-6

Foster Care Services

The overall measurement for Foster Care Services remains stagnant, scoring 86% in FY17. This score has hovered at the standard for five years with scores ranging from 81% in FY2013 to 88% in FY15. A total of 3940 measures were completed in foster care cases. Of those measures, 3370 resulted in a positive response. In addition, 26 measures received a partial credit response.

Improvement of 22 percentage points was seen on Question 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?) improving from 56% last year to 78% in FY17.

Question IB.4 and Question IB.5 (regarding making a face-to-face contact with the mother or father at least once during each month of the review) have decreased slightly in FY17 with overall scores of 73% and 63% respectively. Maintaining the face-to-face contact with parents involved in a Foster Care case is an ongoing challenge for workers to document adequately.

The individual scores of involving Mothers, Other Caregivers, and Children in creating the Child and Family Plan exceed the standard; however, the individual score of involving Fathers remains below standard at 72%. This is a loss of 11 percentage points from last year's score of 83% and ends three consecutive years of steady improvement for involving Fathers.

Question IV.5b (Was the child provided the opportunity to visit with his/her father weekly, OR is there an alternative visitation plan?) experienced a significant decline from 92% in FY16 to 69% in FY17. Evidence of a plan, or an alternative plan, for visitation between the legal father and the child was not found in documentation. Incarcerated Fathers were often left off

the visitation plan for the case, with no alternative plan provided.

The score for Question IV.6 (Was the child provided the opportunity for visitation with his/her siblings weekly OR is there an alternative visitation plan?) increased 16 percentage points (88%) and above the standard after a low score of 72% in FY16.

The overall compliance for Foster Care Services is shown in Figure II-7.

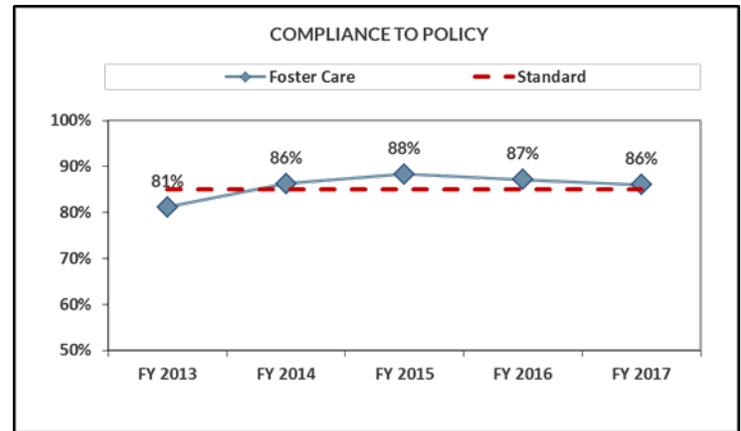


Figure II-7

CPR CONCLUSION

General CPS investigations met the standard of 90% of cases reviewed, providing evidence of tasks completed through adequate documentation.

Unable-to-Locate cases did not have adequate documentation in any of the four measurements during the review period. Of particular concern is lack of documentation showing that the worker attempted to gain a new address or contact information from local schools (63%) or the referent (68%).

Contacting the referent for new information declined from 82% in FY16 to 68% in FY17. This is the lowest score in five years. Evidence of multiple attempts to contact the referent without success was found in seven cases, which received EC responses but convert to zero credit. In addition, within the 12 cases that received “No” responses, five cases were due to no documentation of contacting Law Enforcement when they were identified as the referent. Please see **Table I: General CPS, Unable-to-Locate Cases, and Unaccepted Referrals** for specifics on individual measures.

Workers at the Centralized Intake Office continued to document adequate information to determine that the decision not to open a case was appropriate. The three measures considered when reviewing an Unaccepted Referral have all scored between 98% and 100% over a five-year period.

Removals dropped 15 points on Question 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?) scoring 71%, the lowest score in five years. This question requires both gathering the information as well as providing that information to the caregiver. Documentation was difficult to locate regarding what information was provided to the caregiver within the 24 hours despite the existence of a DCFS form (CPS23), which provides relevant information.

Weekly visits to the child while the child is in protective custody also scored below the standard at 76% overall. Documentation must identify that the worker saw the child inside the residence where the child has been placed. Reviewers explore documentation in both CPS as well as Foster Care records for evidence. Although workers document contact with the caregiver, they do not always document that they saw the child inside the residence. Please see **Table II: Removals** for specifics on individual measures.

Overall In-Home Services scored under the standard (84%). Consistent with previous years, documentation was missing that identified a private conversation with the child (68%), documentation of including the child in the development of the Child and Family Plan (72%), and documentation of face-to-face contact with the father, or evidence that making the face-to-face with the father was not applicable (78%). Please see **Table III: In-Home Services** for specifics on individual measures.

The Overall Foster Care Services score dropped one percentage point to 86%. Providing information to the caregiver prior to placement has rebounded from a low score of 56% last year to a score of 78% in FY17. It is possible that the Resource Family Consultant (RFC) assigned to the caregiver made the contact and provided the information prior to the placement and documented this in the caregiver’s record in SAFE; however, since the information pertains to the safety of the child and other children in the home, this information should be documented in the child’s record in SAFE. Please see **Table IV: Foster Care Placement Needs and Contacts** for specifics on individual measures.

DCFS RESPONSE

The Division of Child and Family Services (DCFS) appreciates the work that goes into preparing for and conducting these labor intensive reviews, and is grateful to be included in the process. It provides valuable information to help improve our practice and outcomes for the children and families the Division serves.

DCFS is pleased to see that the majority of staff continue to complete the required case activities and document them in the file, as measured in the CPR. Our agency is also pleased to see that the CPR decline measured last year in in-home services – attributed in part to the implementation of the HomeWorks model – has reversed itself. In the QCR, DCFS is encouraged to see that 99% of the children reviewed were deemed safe from others, and, when including child’s risk to self and others, the rate was still above 90%. The overall child status of 88% was also reassuring. However, the overall declining trend noted in both CPR and in QCR System Performance, is of concern to the Division.

For many years, CPS staff have maintained a high level of competence, as shown in the overall CPS score, which reached a high in 2014 at 96%. While this year’s overall score of 90% is still within the standard, it reflects a decline that was seen across every region and across most of the CPS questions. Data reports allow DCFS administrators to track CPR performance in CPS cases closely; the declines therefore were noticed early on, alarms were raised, and action was taken. Despite early identification and effort, insufficient staffing and high caseloads due to unfilled positions made reversing the trend difficult. DCFS region administrators continue to monitor these numbers closely and tackle compliance issues rigorously.

Unable to Locate cases in CPS require certain actions to help locate the family. The statewide rate of CPS cases closed as “unable to locate” remains very low at 2% - and in one region it is even below 1%. This shows that workers are doing all they can to try to locate alleged child victims

and assess their safety. When they cannot, however, the Division needs to make sure that they conduct and document a series of searches that will assure the public that appropriate efforts were made.

In the QCR, DCFS notes that two of the five regions made significant improvements this year compared to the previous year. The score on teaming, while still below what the Division would like to see, has improved over the previous year. However overall performance in the QCR shows struggles in teaming, planning, and long-term view. Regional administrators have submitted or are in the process of writing Practice Improvement Plans and working on addressing the declines measured in the QCR. Some of the measures may need several years to see improvement.

DCFS believes the main reason behind these declines is due to high frontline staff turnover over the last two years. Turnover has been a challenge in the past, but not to the extent we have experienced recently. While turnover rates hovered around 14% six years ago, it spiked to 27% last year. When staff leave to seek either better-paying or less-demanding jobs, it causes increased workload for the remaining staff. Months may go by until new-hires have been trained and are able to take on full caseloads. While teams do the best they can to continue to provide quality service, some teams have had to manage caseloads with more than half of their positions empty. Unfortunately, compliance with policy and proper documentation suffers when time is limited and child safety and family engagement must be prioritized. New hires have a lot to learn and remember, and making sure they understand all that is required while documenting their actions accurately and according to policy is a process that takes time and experience. The 2% frequency of Unable to Locate cases, for example, means that new workers will likely not encounter this kind of case until long after they have been trained, and when they do, they may not know or remember

what is required to properly document their efforts to locate the family.

In reviewing the detailed results, it is apparent that a high number of “No’s” is due to insufficient or inadequate documentation. This means that these caseworkers may have completed the required action, but didn’t write it in a way that is clearly evident (i.e. “I talked to the children” – which ones?). This can be addressed through continued training, but the first priority is to stem the frontline staff turnover. Statewide DCFS projects are underway to incentivize retention, and the Division has recently been able to provide small pay increases to caseworkers who complete three years of service. Hopefully, this will result in more caseworkers deciding to stay with our agency, but this amount may not be sufficient to compete with pay offered by other agencies in the community.

DCFS is closely watching turnover rates to assess whether this is positively impacting retention on the frontline.

The QCR is the most accurate and rigorous measure of our practice DCFS has. It continues to keep the Division focused on our Practice Model and teaches new generations what best practice looks like. Without it, continuous demands coming from all directions would pull our agency away from best practice and the DCFS mission of making sure the outcomes for the families we serve remain in our focus. DCFS will continue addressing the reported declines and are confident that our efforts will be evident, if not in the next round, the following one. Thank you for the opportunity to respond to your report and your continued partnership throughout the quality improvement process.

ADDENDUM I: CPR TABLES

Table I: General CPS, Unable-to-Locate Cases, and Unaccepted Referrals¹

Type & Tool #	Question	Sample	Yes	Partial Credit	No	EC	NA	Goal	Performance Rate (%) FY 2017	2016	2015	2014	2013	Precision range
General CPS														
CPSG.1	Did the investigating worker see the child within the priority time frame?	4497	4060	0	437	0	0	90%	90%	91%	90%	91%	92%	Universe
CPSG.2	If the child remained at home, did the worker initiate services within 30 days of the referral?	48	48	0	0	0	85	90%	100%	89%	98%	90%	94%	0.0%
CPSG.3	Was the investigation completed within 30 days of CPS receiving the report from intake or within the extension period granted ?	4497	4084	0	413	0	0	90%	91%	95%	96%	96%	93%	Universe
CPSG.4	Did the worker conduct the interview with the child outside the presence of the alleged perpetrator?	73	67	0	4	2	60	90%	92%	95%	97%	97%	98%	5.3%
CPSG.5	Did the worker interview the child's natural parents or other guardian when their whereabouts are known?	131	114	0	17	0	2	90%	87%	93%	89%	100%	96%	4.8%
CPSG.6	Did the worker interview third parties who have had direct contact with the child, where possible and appropriate?	125	118	0	7	0	8	90%	94%	100%	98%	100%	99%	3.4%
CPSG.7	Did the CPS worker make a scheduled or an unscheduled home visit during the investigation period?	126	105	0	16	5	7	90%	83%	78%	85%	92%	95%	5.5%
CPSG.8	Were the case findings of the report based on facts/information obtained/available during the investigation?	133	128	0	5	0	0	85%	96%	98%	96%	100%	98%	2.7%
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	24	90%	NA	NA	NA	NA	NA	NA
CPSH.2	If this case involves an allegation of medical neglect, did the worker obtain a medical neglect opinion from a health care provider prior to case closure?	23	20	0	3	0	3	90%	87%	78%	65%	95%	86%	Universe
Unable to Locate Cases														
CPSUL.1	Did the worker visit the home at times other than normal work hours?	71	59		12	0	5	85%	83%	96%	92%	81%	79%	Universe
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	19		11	0	46	85%	63%	79%	96%	86%	97%	Universe
CPSUL.3	Did the worker check Erep (Utah's electronic eligibility system) for contact/location information regarding the family?	69	54		15	0	7	85%	78%	90%	82%	89%	93%	Universe
CPSUL.4	Did the worker check with the referent for new information regarding the location of the family?	60	41		12	7	16	85%	68%	82%	70%	85%	84%	Universe
Unaccepted Referrals														
CPSUA.1	Was the nature of the referral documented?	134	134		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?	134	134		0			85%	100%	100%	100%	100%	99%	0.0%
CPSUA.3	Does the documentation adequately support the decision not to accept the referral?	134	133		1			85%	99%	98%	100%	100%	99%	1.2%

¹ The Office of Services Review has a confidence rate of 90%. For example, the score for question CPSG.7 is 83%. Using the Precision Range for that question (5.5%), OSR is 90% positive the exact percentage is somewhere between 75.5% and 88.5%.

Table II: Removals²

Type & Tool #	Question	Sample	Yes	Partial Credit	No	EC	NA	Goal	Performance Rate (%) FY 2017	2016	2015	2014	2013	Precision range
Removals														
R.1	Did the child experience a removal as a result of a CPS investigation this review period?		103		30									
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?	100	83	0	17	0	33	85%	83%	89%	91%	93%	89%	6.2%
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 three weeks?													
	Week one	95	73	0	22	0	38	85%	77%	81%	86%	83%	71%	7.1%
	Week two	93	73	0	20	0	40	85%	78%	82%	80%	81%	68%	7.0%
	Week three	93	67	0	26	0	40	85%	72%	70%	60%	62%	57%	7.7%
	Performance rate for all three weeks								76%	78%	76%	75%	65%	
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?	99	70	0	15	0	34	85%	71%	86%	96%	91%	79%	7.5%
R.5	During the CPS investigation, were reasonable efforts made to locate possible kinship placements?	100	99	0	1	0	33	85%	99%	96%	99%	99%	97%	1.6%

² The Office of Services Review has a confidence rate of 90%. For example, the score for question R.4 is 71%. Using the Precision Range for that question (7.5%), OSR is 90% positive that the exact percentage is somewhere between 63.5% and 78.5%.

Table III: In-Home Services³

Type & Tool #	Question	Sample	Yes	Partial Credit	No	EC	NA	Goal	Performance Rate (%) FY 2017	2016	2015	2014	2013	Precision range
In Home Services														
IH.1	Is there a current child and family plan in the file?	126	97	15	9	0	0	85%	89%	87%	95%	94%	87%	4.6%
IH.2	Was an initial child and family plan completed for the family within 45 days of the case start date?	65	41	12.75	7	0	61	85%	83%	81%	90%	89%	79%	7.7%
IH.3	Were the following team members involved in the development of the current child and family plan?													
	the mother	110	104	0	6	0	16	85%	95%	92%	97%	93%	95%	3.6%
	the father	100	80	0	20	0	26	85%	80%	73%	84%	85%	69%	6.6%
	other caregiver (guardian, step-parent, kinship)?	29	25	0	4	0	97	85%	86%	72%	98%	87%	92%	10.5%
	the child/youth if developmentally appropriate?	71	51	0	20	0	55	85%	72%	73%	85%	76%	70%	8.8%
	Performance rate for all four sub-questions								84%	80%	91%	86%	81%	
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	69	0	7	1	49	85%	90%	93%	92%	90%	88%	5.7%
	Month two	89	77	0	12	0	37	85%	87%	89%	91%	89%	79%	6.0%
	Month three	84	73	0	10	1	42	85%	87%	78%	86%	86%	83%	6.1%
	Month four	90	80	0	10	0	36	85%	89%	85%	88%	88%	86%	5.4%
	Month five	83	75	0	8	0	43	85%	90%	84%	95%	90%	86%	5.3%
	Month six	77	67	0	10	0	49	85%	87%	82%	88%	91%	85%	6.3%
	Performance rate for six months								88%	85%	90%	89%	85%	
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	57	39	0	16	2	69	85%	68%	75%	81%	73%	69%	10.1%
	Month two	64	43	0	21	0	62	85%	67%	73%	81%	76%	62%	9.7%
	Month three	60	39	0	19	2	66	85%	65%	57%	72%	74%	66%	10.1%
	Month four	60	39	0	21	0	66	85%	65%	70%	75%	75%	59%	10.1%
	Month five	55	40	0	15	0	71	85%	73%	75%	73%	77%	67%	9.9%
	Month six	48	33	0	15	0	78	85%	69%	66%	63%	79%	66%	11.0%
	Performance rate for six months								68%	69%	75%	75%	65%	
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	17	16	0	1	0	109	85%	94%	94%	81%	95%	90%	9.4%
	Month two	20	17	0	3	0	106	85%	85%	85%	92%	90%	86%	13.1%
	Month three	19	16	0	2	1	107	85%	84%	83%	89%	83%	96%	13.8%
	Month four	22	18	0	4	0	104	85%	82%	86%	78%	88%	96%	13.5%
	Month five	22	17	0	5	0	104	85%	77%	73%	87%	88%	85%	14.7%
	Month six	16	12	0	4	0	110	85%	75%	74%	78%	96%	84%	17.8%
	Performance rate for six months								83%	82%	85%	90%	90%	
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	76	0	1	0	49	85%	99%	94%	92%	95%	91%	2.1%
	Month two	89	80	0	9	0	37	85%	90%	90%	88%	96%	87%	5.3%
	Month three	84	78	0	4	2	42	85%	93%	83%	85%	91%	95%	4.6%
	Month four	89	80	0	9	0	37	85%	90%	87%	87%	97%	94%	5.3%
	Month five	83	74	0	9	0	43	85%	89%	86%	92%	96%	89%	5.6%
	Month six	77	67	0	9	1	49	85%	87%	85%	87%	96%	92%	6.3%
	Performance rate for six months								91%	87%	88%	95%	91%	
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	73	70	0	3	0	53	85%	96%	96%	89%	90%	86%	3.8%
	Month two	80	73	0	7	0	46	85%	91%	92%	93%	95%	89%	5.2%
	Month three	77	71	0	6	0	49	85%	92%	84%	92%	91%	89%	5.0%
	Month four	85	78	0	7	0	41	85%	92%	93%	91%	92%	89%	4.9%
	Month five	81	73	0	8	0	45	85%	90%	91%	93%	90%	89%	5.5%
	Month six	75	63	0	11	1	51	85%	84%	89%	93%	89%	86%	7.0%
	Performance rate for six months								91%	91%	92%	91%	88%	
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	60	46	0	14	0	66	85%	77%	73%	80%	77%	70%	9.0%
	Month two	70	54	0	16	0	56	85%	77%	82%	75%	78%	61%	8.3%
	Month three	66	57	0	9	0	60	85%	86%	74%	87%	74%	62%	6.9%
	Month four	69	52	0	17	0	57	85%	75%	77%	76%	77%	75%	8.5%
	Month five	70	55	0	15	0	56	85%	79%	69%	78%	81%	75%	8.1%
	Month six	64	47	0	17	0	62	85%	73%	80%	61%	79%	82%	9.1%
	Performance rate for six months								78%	76%	76%	78%	71%	

³ The Office of Services Review has a confidence rate of 90%. For example, the score for question IH.7 month three is 93%. Using the Precision Range for that question (4.6%), OSR is 90% positive the exact percentage is somewhere between 88.4% and 97.6%.

Table IV: Foster Care Placement Needs and Contacts⁴

Type & Tool #	Question	Sample	Yes	Partial Credit	No	EC	NA	Goal	Performance Rate (%) FY 2017	2016	2015	2014	2013	Precision range
Foster Care Cases														
IA.1	Did the child experience an initial placement or placement change during this review period?		64		68									
IA.2	Were reasonable efforts made to locate kinship placements?	57	49	0	8	0	75	85%	86%	89%	100%	92%	100%	7.6%
IA.3	Were the child's special needs or circumstances taken into consideration in the placement decision?	61	59	0	2	0	71	85%	97%	100%	100%	100%	100%	3.8%
IA.4	Was proximity to the child's home/parents taken into consideration in the placement decision?	38	38	0	0	0	94	85%	100%	100%	100%	100%	98%	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?	59	46	0	13	0	73	85%	78%	56%	90%	86%	79%	8.9%
IB.1	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	99	94	0	5	0	33	85%	95%	95%	96%	97%	88%	3.6%
	Month two	102	97	0	5	0	30	85%	95%	97%	97%	93%	97%	3.5%
	Month three	101	95	0	6	0	31	85%	94%	95%	96%	97%	91%	3.9%
	Month four	105	103	0	2	0	27	85%	98%	97%	95%	96%	95%	2.2%
	Month five	110	107	0	3	0	22	85%	97%	93%	95%	93%	91%	2.6%
	Month six	104	97	0	7	0	28	85%	93%	94%	95%	99%	93%	4.0%
	Performance rate for six months								95%	95%	96%	96%	93%	
IB.2	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	98	88	0	10	0	34	85%	90%	91%	98%	94%	89%	5.0%
	Month two	103	95	0	8	0	29	85%	92%	92%	93%	97%	94%	4.3%
	Month three	104	94	0	10	0	28	85%	90%	87%	95%	96%	92%	4.8%
	Month four	109	102	0	7	0	23	85%	94%	89%	91%	94%	88%	3.9%
	Month five	113	107	0	5	1	19	85%	95%	87%	96%	89%	91%	3.5%
	Month six	106	92	0	14	0	26	85%	87%	90%	92%	94%	90%	5.4%
	Performance rate for six months								91%	89%	94%	94%	91%	
IB.3	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	86	79	0	7	0	46	85%	92%	94%	100%	89%	85%	4.9%
	Month two	89	81	0	8	0	43	85%	91%	94%	94%	95%	86%	5.0%
	Month three	82	76	0	6	0	50	85%	93%	90%	96%	95%	86%	4.7%
	Month four	86	80	0	6	0	46	85%	93%	89%	89%	91%	87%	4.5%
	Month five	91	85	0	6	0	41	85%	93%	92%	100%	88%	86%	4.3%
	Month six	90	80	0	10	0	42	85%	89%	88%	95%	94%	87%	5.4%
	Performance rate for six months								92%	91%	95%	92%	86%	
IB.4	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	51	0	20	0	61	85%	72%	86%	71%	74%	65%	8.8%
	Month two	74	51	0	23	0	58	85%	69%	77%	80%	72%	74%	8.9%
	Month three	73	57	0	16	0	59	85%	78%	81%	75%	69%	64%	8.0%
	Month four	79	56	0	23	0	53	85%	71%	80%	72%	71%	74%	8.4%
	Month five	82	61	0	21	0	50	85%	74%	73%	74%	74%	74%	7.9%
	Month six	81	62	0	19	0	51	85%	77%	72%	75%	72%	60%	7.7%
	Performance rate for six months								73%	79%	75%	72%	69%	
IB.5	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	50	30	0	20	0	82	85%	60%	70%	72%	58%	44%	11.4%
	Month two	55	35	0	20	0	77	85%	64%	67%	73%	54%	42%	10.7%
	Month three	55	35	0	20	0	77	85%	64%	71%	63%	51%	38%	10.7%
	Month four	63	41	0	22	0	69	85%	65%	64%	71%	49%	53%	9.9%
	Month five	68	48	0	20	0	64	85%	71%	60%	63%	55%	55%	9.1%
	Month six	67	37	0	30	0	65	85%	55%	67%	72%	49%	49%	10.0%
	Performance rate for six months								63%	67%	69%	53%	47%	

⁴ The Office of Services Review has a confidence rate of 90%. For example, the score for question IA.5 is 78%. Using the Precision Range for that question (8.9%), OSR is 90% positive the exact percentage is somewhere between 69.1% and 86.9%.

Table V: Foster Care Health, Education, and Planning⁵

Type & Tool #	Question	Sample	Yes	Partial Credit	No	EC	NA	Goal	Performance Rate (%) FY 2017	2016	2015	2014	2013	Precision range	
Foster Care Cases															
II.1	Was an initial or annual Well Child CHEC conducted on time?	131	114	0	17	0	1	85%	87%	86%	90%	87%	83%	4.8%	
II.2	Was an initial or annual mental health assessment conducted on time?	131	114	0	15	2	1	85%	87%	83%	80%	91%	87%	4.8%	
II.3	Was an initial or annual dental assessment conducted on time?	108	93	0	14	1	24	85%	86%	92%	92%	89%	87%	5.5%	
III.1	Is the child school aged?		82		50										
III.2	If there was reason to suspect the child may have an educational disability, was the child referred for assessments for specialized services?	28	27	0	1	0	104	85%	96%	100%	85%	92%	83%	5.8%	
IV.1	Is there a current child and family plan in the file?	132	109	13	10	0	0	85%	90%	93%	96%	95%	88%	3.8%	
IV.2	Was an initial child and family plan completed for the family within 45 days of the case start date?	39	23	13	3	0	93	85%	84%	92%	90%	82%	77%	7.0%	
IV.3	Were the following team members involved in the development of the current Child and Family Plan?														
	the mother	85	77	0	8	0	47	85%	91%	93%	89%	86%	85%	5.2%	
	the father	67	48	0	19	0	65	85%	72%	83%	78%	69%	61%	9.1%	
	other caregiver, (guardian, foster parent, stepparent, kin)?	119	111	0	8	0	13	85%	93%	92%	98%	98%	93%	3.8%	
	the child/youth if developmentally appropriate? (generally age 5 and over)	91	81	0	10	0	41	85%	89%	92%	97%	95%	86%	5.4%	
		Performance rate for all four sub-questions								88%	91%	92%	89%	83%	
IV.5.a	Was the child provided the opportunity to visit with his/her mother weekly, OR is there an alternative visitation plan?	90	84	0	6	0	42	85%	93%	98%	94%	96%	92%	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?	75	52	0	23	0	57	85%	69%	92%	92%	85%	75%	8.8%	
IV.6	Was the child provided the opportunity for visitation with his/her siblings weekly OR is there an alternative visitation plan?	33	29	0	4	0	99	85%	88%	72%	89%	94%	89%	9.3%	

⁵ The Office of Services Review has a confidence rate of 90%. For example, the score for question IV.3 (the father) is 72%. Using the Precision Range for that question (9.1%), OSR is 90% positive the exact percentage is between 62.9% and 81.1%.

