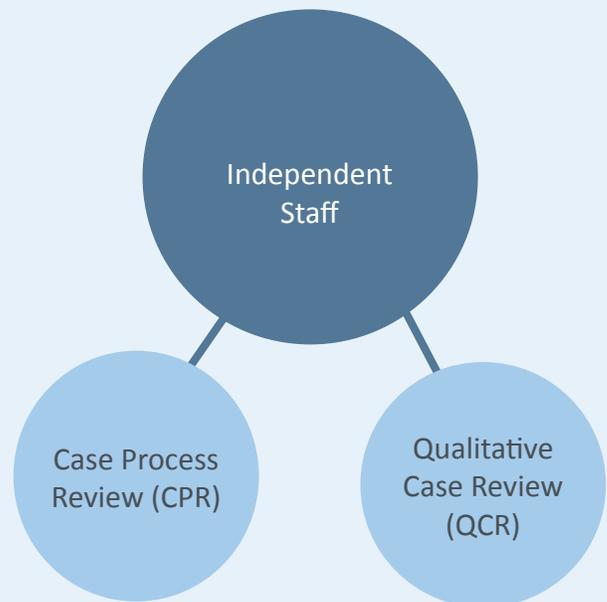


Fiscal Year 2019 QUALITATIVE CASE REVIEW and CASE PROCESS REVIEWS Annual Report

By statute (62a-4a-117(4)), the Utah Department of Human Services Office of Quality and Design conducts qualitative and quantitative annual performance reviews of the Division of Child and Family Services (DCFS) to gather information on how its practice impacts desired outcomes. The information gathered is used to inform child welfare practice improvements that promote safety, permanency and well-being.

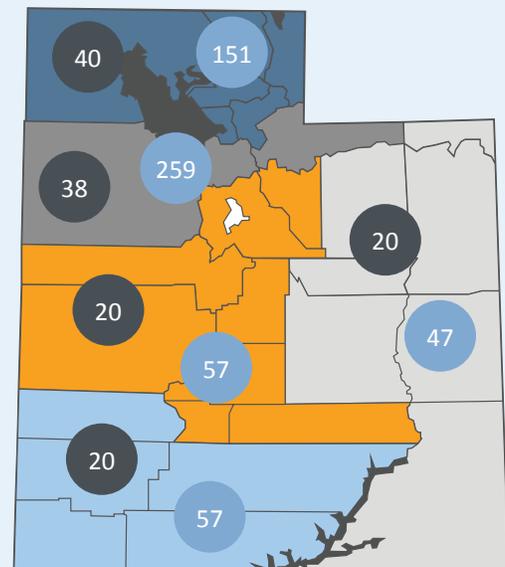


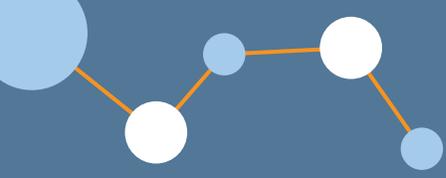
Cases are randomly and proportionately selected for review across all five DCFS geographic regions.

QCR

CPR

Northern Region	
Salt Lake Region	
Western Region	
Eastern Region	
Southwest Region	

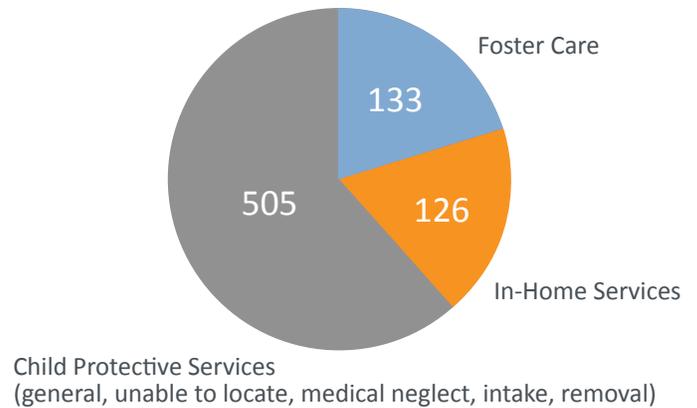




FY2019 Case Process Review (CPR): Highest and Lowest Performing Measures

The CPR is a quantitative desk review of case records to determine whether DCFS staff have appropriately completed and recorded key service activities. Depending on the case type, activities include whether a child was seen within the required response time when an allegation of abuse or neglect was reported, if a plan was developed that will allow the child(ren) to remain home or in another appropriate placement safely. See Appendix A for total scores.

764 CASES REVIEWED IN 2019

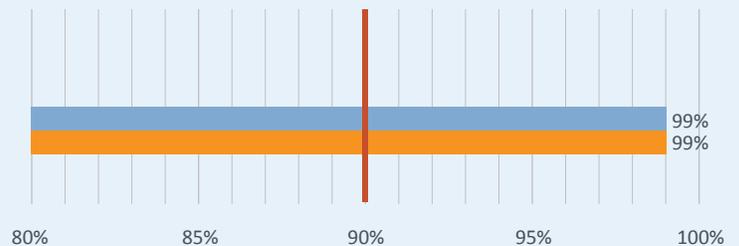


Child Protective Services (CPS)

Legend: █ FY 2018 █ FY 2019 █ Standard

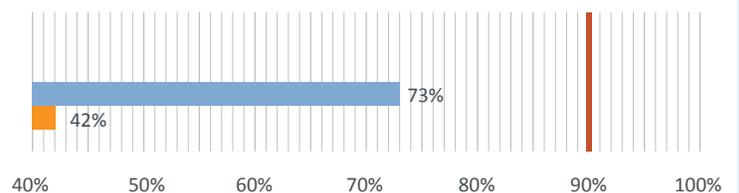
HIGHEST PERFORMING MEASURE

CPSG.2 If the most recent Structured Decision Making (SDM) Safety Assessment and SDM Risk Assessment recommended ongoing services was the recommendation followed? If the recommended action was not followed, is an explanation documented on the Risk Assessment form?



LOWEST PERFORMING MEASURE

CPSH.1 If this case involves an allegation of medical neglect, did the worker obtain a medical neglect opinion from a healthcare provider prior to case closure?



In-Home Services

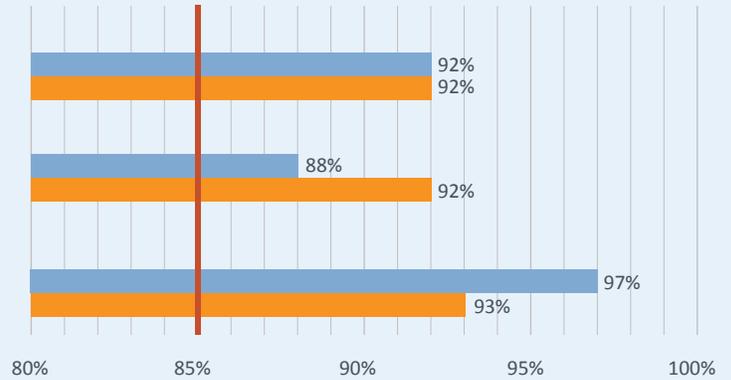
FY 2018 FY 2019 Standard

HIGHEST PERFORMING MEASURES

IH.4 Did the worker have a face-to-face contact with the child at least once during each month of this review period?

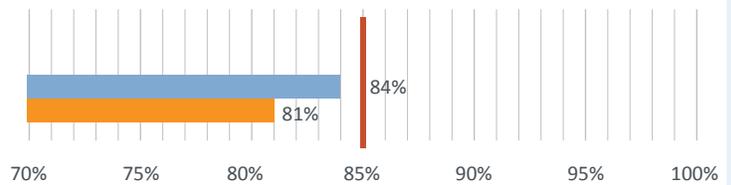
IH.7 Did the caseworker enter the residence where the child is living at least once during each month of the review period?

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?



LOWEST PERFORMING MEASURE

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?



Foster Care

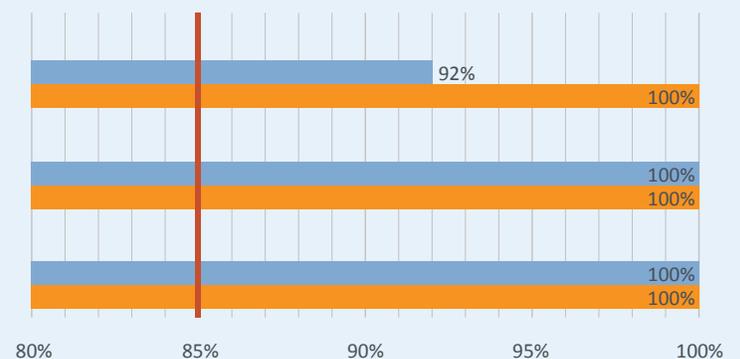
FY 2018 FY 2019 Standard

HIGHEST PERFORMING MEASURES

IA.2 Were reasonable efforts made to locate kinship placements?

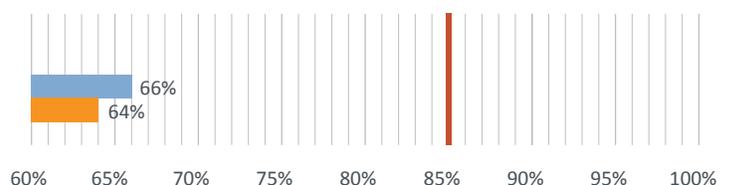
IA.3 Were the child's special needs or circumstances taken into consideration in the placement decision?

IA.4 Was proximity to the child's home/parents taken into consideration in the placement decision?



LOWEST PERFORMING MEASURE

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?



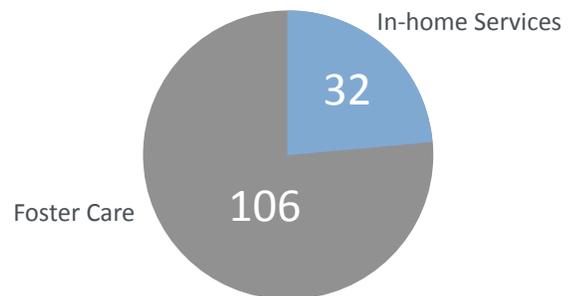
Case Process Reviews Summary

The top performing In-Home Services measures were a composite of several related areas that look at monthly home visits by the caseworker, contact by the caseworker with the child(ren) and contact with the mother. In FY2019, these contacts and visits occurred 92% to 93% of the time — well above the standard for this measure of 85%. Compared to FY2018, monthly caseworker contacts with children remained the same, but caseworker home visits improved. Monthly caseworker contacts with mothers was at 92% compared to FY2018. One of the lowest performing In-Home Services area is caseworker monthly contact with fathers, which performed at 81%. This measure is below the standard and declined from 82% last year. The top three performing measures in Foster Care were notably all 100%, which pertain to considerations made by DCFS at the time the child is placed with a substitute caregiver, specifically (1) the child’s special needs; (2) placement in proximity to the child’s home community and (3) whether efforts were made to locate kinship caregivers.

FY2019 Qualitative Case Review (QCR): Highest and Lowest Performing Measures

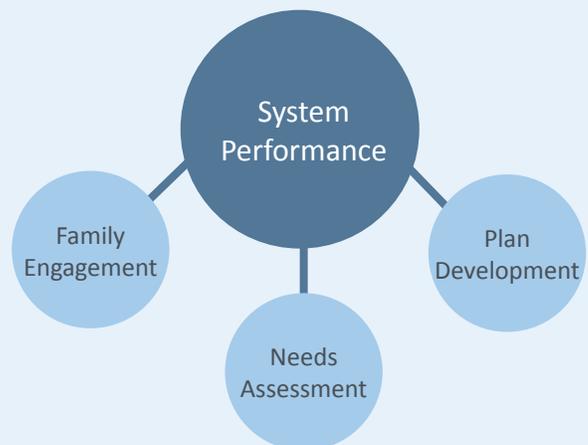
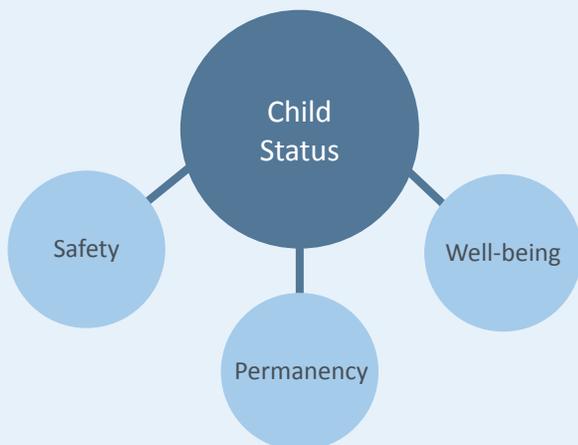
The QCR is a review of case records combined with conducting qualitative interviews with key case participants, who may include the child, siblings, parents, substitute caregivers, therapists, legal parties, healthcare professionals, teachers and other members of the child’s extended family or Child and Family Team. See Appendix B for total score.

138* RANDOMLY SELECTED CASES FOR QCR IN 2019



*Two additional selected cases were not reviewed due to an unexpected emergency with the participating families.

OCR RATES TWO KEY AREAS



Child Status Indicator

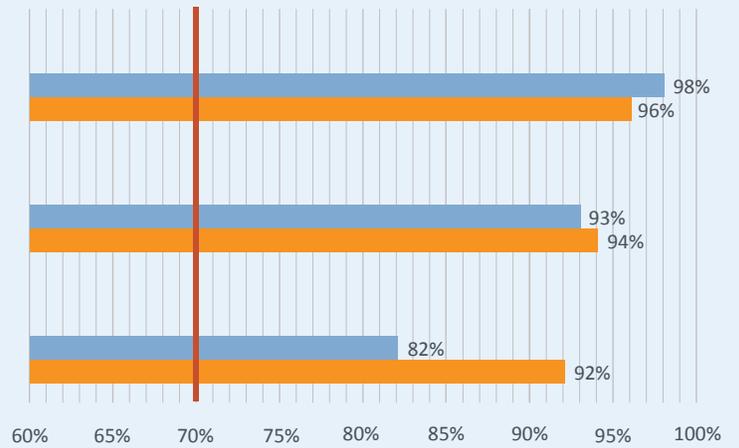
█ FY 2018
 █ FY 2019
 █ Standard

HIGHEST PERFORMING MEASURES

Health/Physical Well-being: Degree to which children are healthy or when health needs exist, the degree to which these needs are being met

Learning: How well children are performing in the areas of development and learning and the degree to which their developmental or educational needs are being met

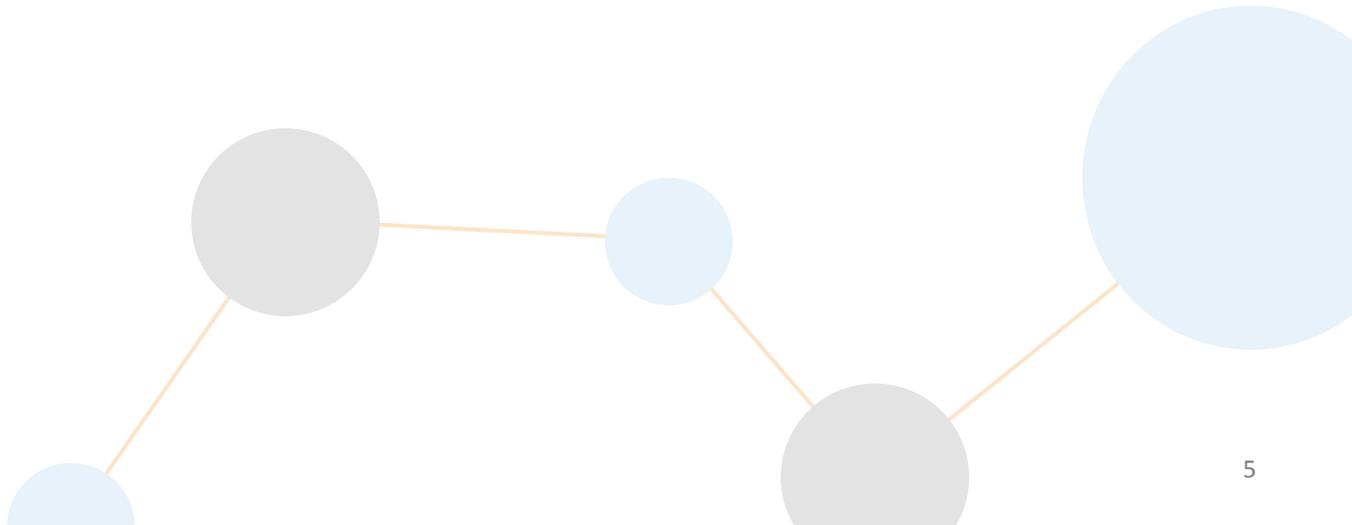
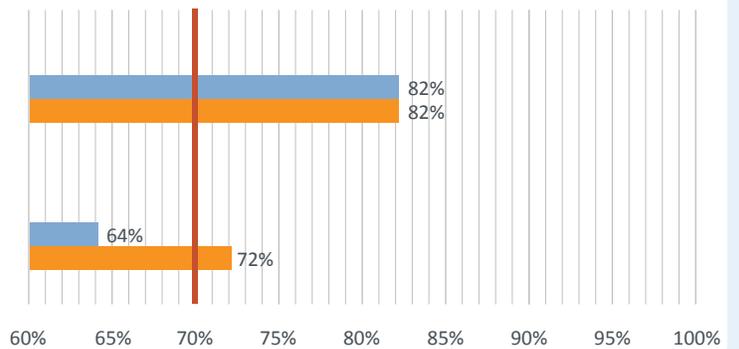
Family Connections: Degree to which efforts are made to preserve the relationship between children in foster care and their parents



LOWEST PERFORMING MEASURES

Stability: Degree to which the child's placement and daily living and learning arrangements are stable, consistent, and free from risk of disruption

Prospect for Permanence: Degree to which the child is living in an enduring placement or if not, a permanency plan is in place to ensure that the child will have enduring relationships which provide a sense of family, stability and belonging



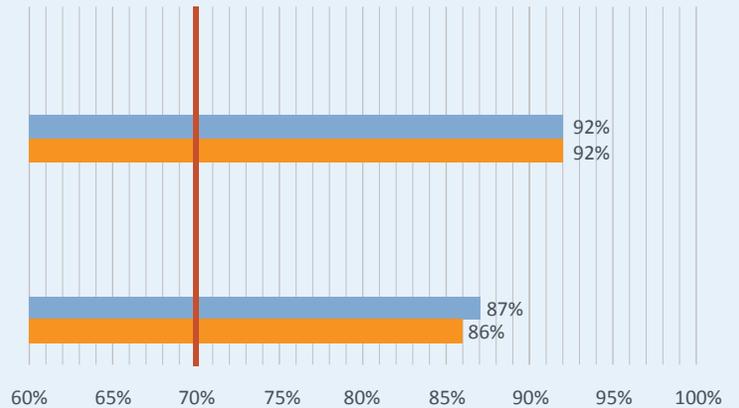
System Performance Indicator

■ FY 2018
 ■ FY 2019
 — Standard

HIGHEST PERFORMING MEASURES

Engagement: Degree to which the agency has made efforts to actively involve parents and children in the service process and decision-making; extent to which the agency has used rapport building strategies including special accommodations to engage the family

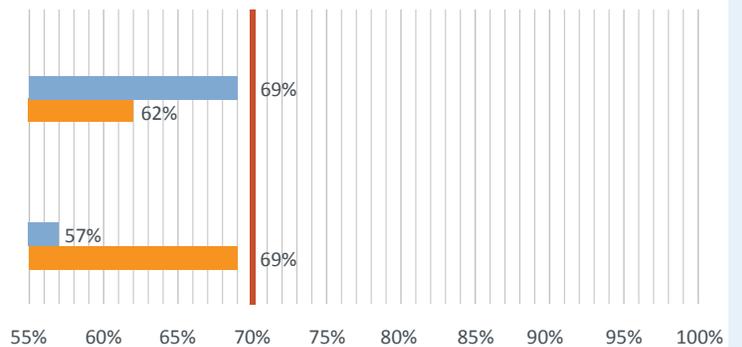
Tracking & Adaptation: Degree to which the child and family status, service process and progress monitored and evaluated; whether services are modified to respond to changing needs



LOWEST PERFORMING MEASURES

Teaming: Degree to which there is group of formal and informal supports assembled to assist the child and family achieve goals of safety and permanency

Long-term View: Degree to which the family and agency have assembled an array of services, supports and strategies which make the achievement of safety and permanency achievable and sustainable



Qualitative Case Review Summary

In FY2019, the overall Child Status scores performed at 90%, which declined from last year's score of 93%. Three of the eight indicators improved from last year: Prospects for Permanency, Learning and Family Connections. Three of the eight indicators declined: Safety, Health/Physical Well-being and Emotional/Behavioral Well-being. The Stability and Satisfaction indicators remained the same.

The overall System Performance score improved from 84% to 86%. Three of the seven system performance scores improved including: Assessment, Long-term View and Child & Family Plan. Three of the seven indicators declined including: Teaming, Intervention Adequacy and Tracking & Adaptation. Teaming (62%) and Long-term View (69%) were the only indicators below the standard of 70%. Engagement scores remained the same as the previous year.

Division of Child and Family Services Response



State of Utah

GARY R. HERBERT
Governor

SPENCER J. COX
Lieutenant Governor

DEPARTMENT OF HUMAN SERVICES

ANN SILVERBERG WILLIAMSON
Executive Director

DIVISION OF CHILD AND FAMILY SERVICES

DIANE MOORE
Director

DCFS Response to the FY2019 Annual Report

DCFS welcomes OQD's review of our services and recognizes all the work that goes into the preparation and the conducting of these labor intensive reviews. We appreciate being included in the evaluation of our system and the discussion of the results. The findings of these two reviews guide our efforts to improve our practice and outcomes for our clients.

DCFS is very pleased to see that in the QCR results, almost all of the System Performance indicators improved since last year or remained above the standard. Engagement of families scored at 92% two years in a row which is a reflection of our commitment to building relationships with the families we serve and involving them in the decision making. On the Child Status side, we are pleased to see most of the scores remain around 90%, with Prospects for Permanence - the most challenging indicator - improving from 64% to 72%.

Teaming has been identified as the main domain that requires our renewed attention. We recognize that the practice of building teams, composed of formal and informal supports for the family who come together to make decisions with the family, is a key element of successful case outcomes. Our agency continues to focus on engaging fathers and bolster efforts to ensure they are an active member on the child and family team. It is also an activity that takes skill and experience to do well. We are exploring how we can better ensure well trained staff are building robust teams and conducting these meetings to a high quality standard, despite the record high turnover of staff that the agency is currently experiencing.

DCFS is just embarking on a major system's redesign as part of our Operational Excellence efforts aimed at better identifying and resourcing critical tasks, which includes the teaming process. Focus on standardizing and enhancing the procedures, skills, and outcomes related to teaming combined with ensuring workers have the proper support and training for the task is one of our top priorities.

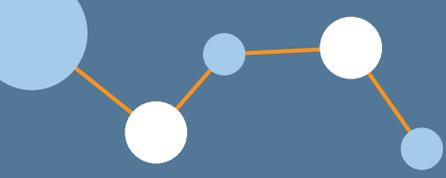
The CPR shows that the majority of staff continue to complete the required case activities and document them in the case record. The main indicator to ensure child safety in CPS for example - seeing the child within the priority time frame - remains high and even reached 91% from 87% last year. The efforts to locate and notify relatives when a child comes into foster care scoring at 95% is equally encouraging. Monthly contacts with the child in in-home and foster care cases scored 92% and 93% respectively. These are critical activities to assess the safety and well-being of the children we serve.

Our agency is committed to continuous quality improvement and we look forward to the opportunity to adjust our system in a way that will help children and families achieve success.

Appendix A: Case Process Review Performance for FY2019

General				
	Questions	Standard	FY 2018	Performance Rate (%) FY 2019
CPSG.1	Did the investigating worker see the child within the priority time frame?	90%	87%	91%
CPSG.2	If the most recent SDM Safety Assessment and SDM Risk Assessment recommended ongoing services was the recommendation followed? If the recommend action was not followed, is an explanation documented on the Risk Assessment form?	90%	99%	99%
CPSG.3	Was the investigation completed within 30 days of CPS receiving the report from intake or within the extension period granted?	90%	89%	96%
CPSG.4	Did the worker conduct the interview with the child outside the presence of the alleged perpetrator?	90%	95%	83%
CPSG.5	Did the worker interview the child's natural parents or other guardian when their whereabouts are known?	90%	89%	87%
CPSG.6	Did the worker interview third parties who have had direct contact with the child, where possible and appropriate?	90%	98%	98%
CPSG.7	Did the CPS worker make a scheduled or an unscheduled home visit during the investigation period?	90%	84%	89%
CPSG.8	Were the case findings of the report based on facts/information obtained/available during the investigation?	85%	96%	94%
CPSH.1	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?	90%	73%	42%
Unable to Locate				
CPSUL.1	Did the worker visit the home at times other than normal work hours?	85%	86%	96%
CPSUL.2	If any child in the family was school age, did the worker check with local schools for contact/location information about the family?	85%	83%	71%
CPSUL.3	Did the worker send the name and any other information regarding the family to the CLEAR (kin locator) license holder in the region for an internet search for additional address information?	85%	85%	86%
CPSUL.4	Did the worker check eRep (Utah's electronic eligibility system) for additional address or contact information?	85%	88%	91%
CPSUL.5	Did the worker check with the referent for additional address information?	85%	76%	79%
CPSUA.1	Was the nature of the referral documented?	85%	99%	100%

Intake				
	Questions	Standard	FY 2018	Performance Rate (%) FY 2019
CPSUA.2	Did the intake worker staff the referral with the supervisor or other intake/CPS worker to determine non-acceptance of the report?	85%	98%	89%
CPSUA.3	Does the documentation adequately support the decision not to accept the referral?	85%	98%	97%
Removal				
R.1	Did the child experience a removal as a result of a CPS investigation this review period?	N/A	N/A	N/A
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?	85%	84%	82%
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?	85%	71%	81%
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?	85%	68%	65%
R.5	During the CPS investigation, were reasonable efforts made to locate possible kinship placements?	85%	96%	95%
KIN.1 Test	Were the child's identified relatives notified within 30 days of the child coming into care?	85%	97%	95%
In-Home Services				
IH.1	Is there a current child and family plan in the file?	85%	88%	85%
IH.2	Was an initial child and family plan completed for the family within 45 days of the case start date?	85%	78%	81%
IH.3	Were the children, Mothers, Fathers and Others involved in the development of the current child and family plan?	85%	83%	82%
IH.4	Did the worker have a face-to-face contact with the child at least once during each month of this review period?	85%	92%	92%
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?	85%	74%	72%
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?	85%	82%	71%
IH.7	Did the caseworker enter the residence where the child is living at least once during each month of the review period?	85%	88%	92%



	Questions	Standard	FY 2018	Performance Rate (%) FY 2019
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?	85%	97%	93%
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?	85%	84%	81%
Foster Care				
IA.1	Did the child experience an initial placement or placement change during this review period?	N/A	N/A	N/A
IA.2	Were reasonable efforts made to locate kinship placements?	85%	92%	100%
IA.3	Were the child's special needs or circumstances taken into consideration in the placement decision?	85%	100%	100%
IA.4	Was proximity to the child's home/parents taken into consideration in the placement decision?	85%	100%	100%
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?	85%	78%	67%
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?	85%	94%	96%
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?	85%	90%	93%
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?	85%	88%	87%
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?	85%	75%	81%
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?	85%	66%	64%
II.1	Was an initial or annual Well Child CHEC conducted on time?	85%	86%	87%
II.2	Was an initial or annual mental health assessment conducted on time?	85%	88%	84%
II.3	Was an initial or annual dental assessment conducted on time?	85%	87%	91%
III.1	Is the child school aged?	N/A	N/A	N/A
III.2	If there was reason to suspect the child may have an educational disability, was the child referred for assessments for specialized services?	85%	96%	86%
IV.1	Is there a current child and family plan in the file?	85%	91%	91%

	Questions	Standard	FY 2018	Performance Rate (%) FY 2019
IV.2	Was an initial child and family plan completed for the family within 45 days of the case start date?	85%	83%	75%
IV.3	Were the following children, mother, father and others involved in the development of the current Child and Family Plan?	85%	90%	86%
IV.5.a	Was the child provided the opportunity to visit with his/her mother weekly, OR is there an alternative visitation plan?	85%	84%	95%
IV.5.b	Was the child provided the opportunity to visit with his/her father weekly, OR is there an alternative visitation plan?	85%	80%	83%
IV.6	Was the child provided the opportunity for visitation with his/her siblings weekly OR is there an alternative visitation plan?	85%	87%	91%

Appendix B: Qualitative Case Review Performance for FY2019

Child Status Indicator	Standard	FY2018	FY 2019
Safety	N/A	93%	90%
Child Safe from Others	N/A	97%	96%
Child Risk to Self	N/A	95%	94%
Stability	70%	82%	82%
Prospect for Permanence	70%	64%	72%
Health/Physical Well-being	70%	98%	96%
Emotional/Behavioral Well-being	70%	93%	88%
Learning	70%	93%	94%
Family Connections	70%	82%	92%
Satisfaction	70%	88%	88%
Overall Score	85%	93%	90%

System Performance Indicator	Standard	FY 2018	FY 2019
Teaming	70%	69%	62%
Assessment	70%	79%	82%
Long-term View	70%	57%	69%
Child & Family Plan	70%	64%	70%
Intervention Adequacy	70%	84%	82%
Tracking & Adaption	70%	87%	86%
Engagement	70%	92%	92%
Overall Score	85%	84%	86%

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