

Lancaster County DSS
Child Welfare Services Review
November 2009

During the week of November 1- 6, 2009, a team of DSS staff from state office and surrounding counties conducted an onsite review of child welfare services in Lancaster County. A sample of open and closed foster care and treatment cases were reviewed. Also reviewed were screened-out intakes, foster home licensing records, and unfounded investigations. Stakeholders interviewed for this review included foster parents, foster child, Lancaster DSS supervisors and workers, representative from the schools, Foster Care Review Board, Mental Health and Guardian Ad Litem Program.

Period under Review: November 1, 2008 to October 30, 2009

Purpose

The Department of Social Services engages in a review of child welfare services in each county to:

- a) Determine to what degree services are delivered in compliance with federal and state laws and agency policy; and
- b) Assess the outcomes for children and families engaged in the child welfare system.

State law (§43-1-115) states, in part:

The state department shall conduct, at least once every five years, a substantive quality review of the child protective services and foster care programs in each county and each adoption office in the State. The county's performance must be assessed with reference to specific outcome measures published in advance by the department.

The information obtained by the child welfare services review process will:

- a) Give county staff feedback on the effectiveness of their interventions.
- b) Direct state office technical assistance staff to assist county staff with their areas needing improvement.
- c) Inform agency administrators of which systemic factors impair county staff's ability to achieve specific outcomes.
- d) Direct training staff to provide training for county staff specific to their needs.

Quantitative and Qualitative Data Sources

The county-specific review of child welfare services is both quantitative and qualitative.

The review is **quantitative** because it begins with an analysis of every child welfare outcome report for that county for the period under review. The outcome reports reflect the performance of the county in all areas of the child welfare program: Child Protective Services (CPS) Intake, CPS Investigations, CPS In-Home Treatment and Foster Care.

The review is **qualitative** because it assesses the quality of the services rendered and the effectiveness of those services. The review seeks to explain why a county's performance data looks the way it does.

Lancaster County DSS
 Child Welfare Services Review
 November 2009

Ratings

The standard that must be met for all items reviewed onsite is 95%. Each outcome report has its own standard. To be rated an area of **Strength** most items must meet both the qualitative onsite review standard **and** the quantitative outcome report standard.

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

The county's performance on this outcome is based on the rating of two items:

- | | |
|--|-----------------|
| 1) Timeliness of initiating investigations | Strength |
| 2) Repeat Maltreatment | Strength |

Agency Data				
Performance Measure 1: Timeliness of initiating investigations on reports of child maltreatment- Of all reports of child maltreatment that were accepted for investigation during the reporting period, what percentage had a dictation type contact of initial contact where the action date is within 24 hours of accepting the report? Report Period: September 1, 2008 – August 31, 2009				
Objective: 100% in <= 24 hours (state law)				
	Number of Determinations	Number of Investigations Initiated Timely	Percent of Investigations Initiated Timely	Numbers of Investigations Above (Below) Objective
State	17,908	17,547	98.11%	(361)
Lancaster	480	477	99.38	(3)

Explanation of Item 1: Timeliness of Initiating Investigations

This is an area of **Strength** for Lancaster DSS. State law requires that an investigation of all accepted reports of abuse and neglect be initiated within 24 hours. Agency data indicates that Lancaster initiated 477 of its 480 investigations (99.38%) of alleged abuse and neglect within 24 hours. Reviewers were able to determine that all of the investigations were initiated within the 24-hour time limit. Data entry errors made three of the investigations appear untimely. Reviewers found that risk ratings were assigned appropriately in all cases.

Lancaster County DSS
Child Welfare Services Review
November 2009

Agency Data				
Performance Measure 3: Treatment Cases With No New Indicated Reports – Of all treatment cases that were closed during the 12 month reporting period, what percentage did NOT have a new founded intake within 12 months of the treatment case being closed? Report Period: September 1, 2008 – August 31, 2009				
Objective: \geq Agency Average				
	Number of Treatment Cases Closed	Number of Treatment Cases with no founded intake within 12 months	Percent of Treatment Cases that did not have a new founded intake within 12 months	Number of Cases Above (Below) State Average
State	6,021	5,337	88.64%	
Lancaster	111	99	89.19%	0.6

Explanation of Item 2: Repeat Maltreatment

This is an area of **Strength** for Lancaster DSS. This item measures the occurrence of maltreatment among children under agency supervision, or within a year of having their case being closed by the agency. Agency data shows that 89.19% of the treatment cases closed were not involved in a subsequent indicated incident of maltreatment. Reviewers found no instances of repeat maltreatment of children in foster care cases.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The county’s performance on this outcome is based on the rating of two items:

- 3) Services to family to protect children and prevent removal **Strength**
- 4) Risk of Harm **Area Needing Improvement**

<u>Onsite Review Findings</u>						
Safety Item 3: Services to Family to Protect Child(ren) in Home and Prevent Removal						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	6	100%	0	0	4	0
Treatment	10	100%	0	0	0	0
Total Cases	16	100%	0	0	4	0

Lancaster County DSS
Child Welfare Services Review
November 2009

Explanation of Item 3: Services to Family to Protect Children and Prevent Removal

This is an area of **Strength** for Lancaster DSS. This item assesses whether services were adequate to protect children in their home and prevent their removal and placement into foster care. In 100% of the foster care cases and the treatment cases reviewed, appropriate services were being offered to safely maintain the children in their home when it was appropriate to do so. In many instances, children were placed with relatives to prevent children from coming into foster care.

<u>Onsite Review Findings</u>						
Safety Item 4: Risk of Harm						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	9	90%	1	10%	0	0
Treatment	9	90%	1	10%	0	0
Total Cases	18	90%	2	10%	0	0

Explanation of Item 4: Risk of Harm

This is an **Area Needing Improvement** for Lancaster DSS. This item assesses whether the agency's interventions reduced risk of harm to children. In 90% of the cases reviewed, appropriate services were being offered to safely maintain the children in their home and risk was reduced. However, this level of performance did not meet the 95% performance objective. The improvements needed include 1) completing sex offender checks on all the adults in the home, and 2) managing the risk to the children resulting from exposure to domestic violence.

Permanency Outcome 1: Children have permanency and stability in their living situations.

The county's performance on this outcome is based on the rating of six items:

- | | |
|--|---------------------------------|
| 5) Foster care re-entries | Strength |
| 6) Stability of foster care placement | Strength |
| 7) Permanency goal for child | Area Needing Improvement |
| 8) Reunification or permanent placement with relatives | Area Needing Improvement |
| 9) Adoption | Area Needing Improvement |
| 10) Permanency goal of Alternate Planned
Permanent Living Arrangement (APPLA) | Strength |

Lancaster County DSS
Child Welfare Services Review
November 2009

Onsite Review Findings						
Permanency Item 5: Foster Care Re-entries						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	100%	0	0	3	0

Explanation of Item 5: Foster Care Re-entries

This is an area of **Strength** for Lancaster DSS. This item measures the frequency of children re-entering foster care within a year of discharge. The federal standard for this measure is that at least 91.30% of children entering foster care not be re-entries within a year of discharge from care. Agency data shows that no children re-entered foster care during the period under review. The agency's data was consistent with the onsite finding.

Agency Data				
Performance Measure 6: Stability of Foster Care Placements – Of all children who had been in foster care at least 8 days but less than 12 months from the time of latest removal from home, the percentage that had no more than two placement settings. September 1, 2008 – August 31, 2009				
Objective: >= 86.0% (federal standard)				
	FC Services Open >7 days and < 12 months	Number with No More than 2 placements	Percent with No More than 2 placements	Number Above (Below) Objective
State	3,878	2,907	74.96%	(222.5)
Lancaster	48	40	83.33%	(1.3)

Explanation of Item 6: Stability of Foster Care Placement

This is an area of **Strength** for Lancaster DSS. This item measures the frequency of placement changes for children in foster care and assesses the reasons for those changes. The standard applied to this item is that at least 86% of children in care experience two or fewer placements. Agency data shows that 83.83% of the children in foster care experience two or fewer placements. Reviewers determined that the moves children experienced were planned and helped children achieve permanency. For example, some children who entered care in another county were moved to foster homes within Lancaster County when their parents moved to Lancaster County.

Lancaster County DSS
Child Welfare Services Review
November 2009

<u>Onsite Review Findings</u>						
Permanency Item 7: Permanency Goal for Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	6	60%	4	40	0	0

Explanation of Item 7: Permanency Goal for Children

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the appropriateness of permanency goals for children in foster care and the timeliness of those permanency decisions. This area needed improvement in 40% of the cases because there were delays in changing the child’s plan from Reunification to TPR/Adoption. Those delays resulted from three practice and systemic issues: 1) the failure to act decisively when parents were non-compliant with treatment services, 2) the failure of the court to support the agency established goal of TPR/ Adoption, and 3) the use of “Reunification” as a default permanency plan even when the agency’s history with the family provided grounds for a recommendation of TPR/Adoption at the merit hearing.

<u>Onsite Review Findings</u>						
Permanency Item 8: Reunification or Permanent Placement with Relatives						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	80%	1	20%	5	0

Explanation of Item 8: Reunification or Permanent Placement with Relatives

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the activities and processes necessary to accomplish the goal of reunification with caregivers or placement with relatives. The agency fell short of the 95% compliance objective because it failed to change the plan when the circumstances of the case made it evident that the child would not return to the parents.

Lancaster County DSS
Child Welfare Services Review
November 2009

Agency Data				
Performance Measure 9: Time to Finalize Adoption – Of all children who left foster care due to finalized adoption during the reporting year, what percentage, what percentage left foster care in less than 24 months from the date of their latest removal from home? Report Period: September 1, 2008 – August 31, 2009				
Objective: >= 36.6% (National 75 th Percentile)				
	Total Number of Finalized Adoptions	Number of Adoptions finalized < 24 months	Percent of Adoptions Finalized < 24 months	Number of Children Above (Below) Objective
State	524	104	19.85%	(87.8)
Lancaster	7	2	28.57%	(0.6)

Onsite Review Findings						
Permanency Item 9: Adoption						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	3	75%	1	25%	6	0

Explanation of Item 9: Adoption

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the process within the child welfare system to achieve timely adoptions for children in foster care. The federal standard is that at least 36.6% of adoptions be completed within 24 months of a child entering care. Agency data indicates that Lancaster County finalized 28.57% of the adoptions within 24 months. The onsite review revealed that 25% of the children with the plan of adoption had already been in care for more than 24 months. Reviewers noted a delay in pursuing adoption because the agency took too long to establish the plan of adoption and concurrent planning was not occurring.

Onsite Review Findings						
Permanency Item 10: Permanency Goal of Alternate Planned Permanent Living Arrangement						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	100%	0	0	6	0

Lancaster County DSS
Child Welfare Services Review
November 2009

Explanation of Item 10: Permanency Goal of APPLA

This is an area of **Strength** for Lancaster DSS. This item evaluates the appropriateness and effectiveness of services provided to children with the permanency plan of APPLA. Reviewers found that children with this plan were receiving appropriate independent living services.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The county's performance on this outcome is based on the rating of six items:

- | | |
|---|---------------------------------|
| 11) Proximity of foster care placement | Strength |
| 12) Placement with siblings in foster care | Strength |
| 13) Visiting with parents and siblings in foster care | Strength |
| 14) Preserving connections | Area Needing Improvement |
| 15) Relative placement | Strength |
| 16) Relationship of child in care with parents | Strength |

Onsite Review Findings

Permanency Item 11: Foster Children Placed in County of Origin

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	8	100%	0	0	2	0

Agency Data

Performance Measure 13: Foster Children Placed in county of Origin – Of all children in foster care during the reporting period (excluding MTS and Adoptions children), what percentage are placed within the county of origin?

Report Period: October 4, 2008 – October 3, 2009

Objective: >= 70% (Agency established objective)

	Total Number of Children < 18 and in care during report period	Number of Children Placed in County of Origin	Percent of Children Placed in County of Origin	Number of Children Above (Below) Objective
State	5,987	4,063	67.86%	(127.9)
Lancaster	71	42	59.15%	(7.7)

Lancaster County DSS
Child Welfare Services Review
November 2009

Explanation of Item 11: Proximity of Foster Care Placement

This is an area of **Strength** for Lancaster DSS. This item evaluates the agency's efforts to keep children close enough to their families so that essential relationships can be maintained. One measure used to evaluate this item is the percentage of children who are placed within the county. Agency data shows that 42 of the 71 children (59.15%) managed in foster care during the period under review were placed within the county. Even though this did not meet the 70% performance objective established by the agency, reviewers found that most of the out-of-county placements were in the children's best interest. For example, several of the children were placed out-of-state or in other counties because they were with relatives or in pre-adoptive placements.

<u>Onsite Review Findings</u>						
Permanency Item 12: Placement with Siblings						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100%	0	0	0	0

Explanation of Item 12: Placement with Siblings in Foster Care

This is an area of **Strength** for Lancaster DSS. This item evaluates the agency's efforts to keep siblings together when it is appropriate to do so. In 100% of the cases reviewed, all sibling groups were kept together when it was appropriate to do so.

<u>Onsite Review Findings</u>						
Permanency Item 13: Visiting with Parents and Siblings in foster care						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	9	90	0	0	1	0

Explanation of Item 13: Visiting with Siblings in Foster Care and with Parents

This is an area of **Strength** for Lancaster DSS. This item evaluates the agency's efforts to ensure that visits occur between children in foster care and their siblings and parents. In 100% of the cases reviewed, siblings group were kept together when appropriate.

Lancaster County DSS
Child Welfare Services Review
November 2009

<u>Onsite Review Findings</u>						
Permanency Item 14: Preserving Connections						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	78	2	22	1	

Explanation of Item 14: Preserving Connections

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the agency's efforts to preserve children's connections to the people, places and things that are important to them. In 78% of the cases reviewed, the agency supported the efforts to maintain contact with relatives who were identified as important to the children. In six of the cases reviewed children were placed with relatives to keep the continuity and relationship with their families. However, in 22% of the cases the agency's focus was on visitation between children and their mothers, to the exclusion of other important relationships.

<u>Onsite Review Findings</u>						
Permanency Item 15: Relative Placement						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100%	0		0	0

Explanation of Item 15: Relative Placement

This is an area of **Strength** for Lancaster DSS. This item evaluates the agency's efforts to identify and assess relatives as potential placement resources for children in foster care. In 100% of the foster care cases, the agency did identify and assess both maternal and paternal relatives as a potential placement resource. In the majority of those cases the children were physically placed with relatives and the agency was attempting to make those placements with relatives permanent.

<u>Onsite Review Findings</u>						
Permanency Item 16: Relationship of Child in Care with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100%	0	0	0	0

Lancaster County DSS
 Child Welfare Services Review
 November 2009

Explanation of Item 16: Relationship of Child in Care with Parents

This is an area of **Strength** for Lancaster DSS. This item evaluates the agency's efforts to promote a supportive relationship between children in care and their parents, beyond the twice-minimum visitation requirement. In 100% of the cases reviewed there was evidence that the agency promoted and supported relationships beyond the required twice-a-month visitation. Agency policy encourages this; especially, when infants and preschool aged children are involved and when the children are transitioning back into their home.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

The county's performance on this outcome is based on the rating of four items:

- | | |
|---|---------------------------------|
| 17) Needs and services of child, parents and caregivers | Strength |
| 18) Child and family involvement in case planning | Area Needing Improvement |
| 19) Worker visits with child | Strength |
| 20) Worker visits with parents | Strength |

Onsite Review Findings

Well Being Item 17: Needs and Services of Child, Parents, Foster Parents

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100%	0	0	0	0
Treatment	10	100%	0	0	0	0
Total Cases	20	100%	0	0	0	0

Explanation of Item 17: Needs and Services of Child, Parents and Caregivers

This is an area of **Strength** for Lancaster DSS. This item asks two questions: 1) Were the needs of the child, parents, and caregivers assessed, and 2) Did the agency take steps to meet the identified needs? In every case reviewed there was evidence of parents, children and caregivers needs being assessed and there was diligent search for absent parents.

Lancaster County DSS
Child Welfare Services Review
November 2009

Onsite Review Findings

Well Being Item 18: Child and Family Involvement in Case Planning

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	40%	6	60%	0	0
Treatment	6	60%	4	40%	0	0
Total Cases	10	50%	10	50%	0	0

Explanation of Item 18: Child and Family Involvement in Case Planning

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the agency's efforts to involve parents and children in the case planning process. Reviewers found that 50% of the cases needed improvement because the parents and the age- appropriate children were not involved in the case planning process. Parents, especially the fathers were not actively engaged even if the agency had knowledge of their whereabouts.

Agency Data

Performance Measure 14: Face-to-Face Visits with Children (<18 years of age) Of all children in foster care and treatment for at least one full calendar month during the reporting period, what percentage of children had a documented face-to-face visit every full calendar month during the reporting period?

Report Period: September 1, 2008 – August 31, 2009

Objective: >= 100% (Agency established objective)

	Number of Children Under Agency Supervision at least One complete Calendar Month	Number of Children visited Every Month	Percent of Children Visited Every Month	Number of Children Above (Below) Objective
Foster Care	52	52	100%	0
Treatment	564	453	80.32%	74.5

Lancaster County DSS
Child Welfare Services Review
November 2009

Onsite Review Findings						
Well Being Item 19: Worker Visits with Child(ren)						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100%	0	0	0	0
Treatment	9	90%	1	10%	0	0
Total Cases	19	95%	1	5%	0	0

Explanation of Item 19: Worker Visits with Child

This is an area of **Strength** for Lancaster DSS. This item measures the frequency of caseworker visits with children under agency supervision, and evaluates the quality of those visits. Agency data shows that 80.32% of the children in treatment cases and 100% of the children in foster care cases were visited monthly. Reviewers determined that monthly visits were occurring as required in 100% of the foster care and 90% of the treatment cases, and the content of those visits consistently addressed safety, permanency and child well-being issues. Data entry errors accounted for the appearance of missed visits with children in in-home treatment cases.

Onsite Review Findings						
Well Being Item 20: Worker Visits with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	88%	1	22%	2	0
Treatment	10	100%	0	0	0	0
Total Cases	17	94%	1	6%	2	0

Explanation of Item 20: Worker Visits with Parents

This is an area of **Strength** for Lancaster DSS. This item measures the frequency of caseworker visits with parents, and evaluates the quality of those visits. Although the county fell one percentage point below the 95% compliance objective, it was evident to reviewers that the county had a well-established method of ensuring that workers properly determined which parents to engage in the process of ensuring the safety and permanency of the children.

Lancaster County DSS
Child Welfare Services Review
November 2009

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The county's performance on this outcome is based on the rating of one item:

21) Educational needs of the child **Strength**

Onsite Review Findings

Well Being Item 21: Educational Needs of Child

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	5	100%	0	0	5	0
Treatment	7	100%	0	0	3	0
Total Cases	12	100%	0	0	8	0

Explanation of Item 21: Educational Needs of the Child

This is area of **Strength** for Lancaster DSS. This item evaluates the agency's ability to assess and address the educational needs of children under agency supervision. Reviewers found that caseworkers consistently assessed the educational needs of children in every case. Workers made direct contact with schools via telephone calls or school visits to verify information provided by children and caregivers.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The county's performance on this outcome is based on the rating of two items:

22) Physical health of the child **Strength**
23) Mental health of the child **Area Needing Improvement**

Onsite Review Findings

Well Being Item 22: Physical health of the child

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100%	0	0	0	0
Treatment	9	90%	1	10%	0	0
Total Cases	19	95%	1	5%	0	0

Lancaster County DSS
Child Welfare Services Review
November 2009

Explanation of Item 22: Physical Health of the Child

This is area of **Strength** for Lancaster DSS. This item evaluates the agency's ability to assess and address the physical and dental health needs of children under agency supervision. In 100% of the foster care cases and 90% of the treatment cases reviewed there was evidence of the children's medical needs being assessed. When medical issues were identified, caseworkers followed up to ensure that children received needed medical or dental services.

<u>Onsite Review Findings</u>						
Well Being Item 23: Mental Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	100%	0	0	3	0
Treatment	6	88%	1	14%	3	0
Total Cases	13	93%	1	7%	6	0

Explanation of Item 23: Mental Health of the Child

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the agency's ability to assess and meet the mental health needs of children under agency supervision. In 93% of the foster care cases and the treatment cases the agency managed the mental health needs of clients appropriately. This item fell short of the 95% compliance objective because in 7% of the cases the agency identified a mental health need but failed to follow up to determine if the children ever received the needed assessments and counseling.

Unfounded Investigations

	Yes	No
Was the investigation initiated timely?	5	0
Was the assessment adequate?	5	0
Was the decision appropriate?	5	0

Explanation of Item 24: Unfounded Investigations

This is an area of **Strength** for Lancaster DSS. This item evaluates the agency's investigative process and determines if decisions were supported by the facts of the cases. All investigations were initiated timely. Assessments were thorough and supported the case decision to unfound.

Lancaster County DSS
 Child Welfare Services Review
 November 2009

Screened Out Intakes

	Yes	No	Cannot Determine
Was the Intake Appropriately Screened Out?	10	0	0
			Not Applicable
Were Necessary Collaterals Contacted?	4	0	6
Were Appropriate Referrals Made?	1	0	9

Explanation of Item 25: Screened Out Intakes:

This is an area of **Strength** for Lancaster DSS. This item evaluates the process by which the agency screens out reports of abuse and/or neglect to determine if the intakes were appropriately screened out. Reviewers determined that all ten of the intakes were appropriately screened out. In all intakes the necessary collaterals were contacted and referrals to other service providers were made when appropriate.

Foster Home Licenses

Explanation of Item 26: Foster Home Licenses

This is an **Area Needing Improvement** for Lancaster DSS. This item evaluates the process by which the agency insures that all foster homes comply with the licensing requirements. The licenses of six foster homes were not valid because the requirements for the license renewal were not met.

Lancaster County DSS
Child Welfare Services Review
November 2009

Rating Summary Sheet				
Performance Item or Outcome		Performance Item Ratings		
		Strength	Area Needing Improvement	N/A*
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.				
Item 1:	Str Timeliness of initiating investigations of reports of child maltreatment	13/11 = 100%	0	7
Item 2:	Str Repeat maltreatment	20/20 = 100%	0	0
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.				
Item 3:	Str Services to family to protect child(ren) in home and prevent removal	15/16 = 100%	0	5
Item 4:	ANI Risk of harm to child(ren)	17/20 = 90%	2/20 = 10%	
Permanency Outcome 1: Children have permanency and stability in their living situations.				
Item 5:	Str Foster care re-entries	7/7 = 100%	0	3
Item 6:	Str Stability of foster care placement	10/10 = 100%	0	0
Item 7:	ANI Permanency goal for child	6/10 = 60%	4/10 = 40%	0
Item 8:	ANI Reunification, guardianship, or permanent placement with relatives	4/5 = 80	1/5 = 20%	5
Item 9:	ANI Adoption	3/4 = 75%	1/4 = 25%	6
Item 10:	Str Permanency goal of Alternate Planned Permanent Living Arrangement (APPLA)	3/3 = 100%	0	7
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.				
Item 11:	Str Proximity of foster care placement	8/8 = 100%	0	2
Item 12:	Str Placement with siblings	7/7 = 100%	0	3
Item 13:	Str Visiting with parents and siblings in foster care	9/9 = 100%	0	1
Item 14:	ANI Preserving connections	7/9 = 78%	2/9 = 22%	1
Item 15:	Str Relative placement	9/9 = 100%	0	1
Item 16:	Str Relationship of child in care with parents	8/8 = 100%	0	2
Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs.				
Item 17:	Str Needs and services of child, parents, caregiver	20/20 = 100%	0	0
Item 18:	ANI Child and family involvement in case planning	10/20 = 50	10/20 = 50%	0
Item 19:	Str Worker visits with child	19/20 = 95%	1/20 = 5%	0
Item 20:	Str Worker visits with parent(s)	17/18 = 94 %	1/18 = 6%	2
Well Being Outcome 2: Children receive appropriate services to meet their educational needs				
Item 21:	Str Educational needs of the child	12/12 = 100%	0	8
Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.				
Item 22:	Str Physical health of the child	19/20 = 95%	1/20 = 5%	0
Item 23:	ANI Mental health of the child	13/14 = 93	1/14 = 7	6

The objective is that 95% of cases be rated "Strength".

Str = Strength

ANI = Area Needing Improvement

* = Rating based on agency data, not onsite review findings