

Cherokee County DSS Review of Child Welfare Services Final Report

During the week of Sept 24-28, 2007 a team of DSS staff from state office and surrounding counties conducted an onsite review of child welfare services in Cherokee 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, Cherokee DSS supervisors, representatives from the schools, Foster Care Review Board, Mental Health and Guardian Ad Litem Program.

Period under Review: August 1, 2006 to July 31, 2007

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 agency data for that county for the period under review. The agency data 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, Foster Care, Managed Treatment Services (MTS), and Adoptions.

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.

Cherokee County DSS
Review of Child Welfare Services
Final Report

Ratings

The standard that must be met for all items reviewed onsite is 90%. Each agency data has its own standard. To be rated an area of **Strength** most items must meet both the qualitative onsite review standard **and** the quantitative agency data 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 | Area Needing Improvement |
| 2) Repeat Maltreatment | Strength |

Agency Data				
Measure S1.1: Timeliness of Initiating Investigations on Reports of Child Maltreatment				
Data Time Period: September 1, 2006 to August 31, 2007				
Objective: 100% in <= 24 hours (state law)				
	Number of Determinations	Number of Investigations Initiated Timely	Percent of Investigations Initiated Timely	Number of Investigations Above (Below) Objective
State	17,893	17,590	98.3	(303)
Cherokee	488	484	99.2	(4)

Explanation of Item 1: Timeliness of Initiating Investigations

This is an **Area Needing Improvement** for Cherokee DSS. State law requires that an investigation of all (100%) accepted reports of abuse and neglect be initiated within 24 hours. Agency data shows that Cherokee DSS failed to initiate 4 of 488 investigations within 24 hours. However, the objective is 100% compliance. Reviewers found other problems with how some investigations were initiated. In some instances, when parents were not home, several days passed before a second attempt to initiate contact was made.

Cherokee County DSS
Review of Child Welfare Services
Final Report

Agency Data

Measure S1.2: Recurrence of Maltreatment – Of all children who were victims of indicated reports of child abuse and/or neglect during the reporting period, the percent having another indicated report within a subsequent 6 month period.

Indicated Report Between September 1, 2006 to August 31, 2007

Objective: <= 6.1% (federal standard)

	Number of Child Victims in Founded Report	Number of Child Victims In Another Founded Report	Percent of Children in Another Founded Report	Number of Children Above (Below) Objective
State	11,062	89	0.80%	585.8
Cherokee	370	3	0.81%	19.6

Onsite Review Findings

Safety Item 2: Repeat Maltreatment.

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	9	90	1	10	0	0
Treatment	10	100	0	00	0	0
Total Cases	19	95	1	5	0	0

Explanation of Item 2: Repeat Maltreatment

This is an area of **Strength** for Cherokee DSS. This item measures the occurrence of maltreatment among children under agency supervision during the period under review. The federal standard is that less than 6.1% of children experience repeat maltreatment. Agency data indicates and onsite reviewers determined that the children under Cherokee DSS supervision rarely experienced repeat maltreatment.

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 | Area Needing Improvement |
| 4) Risk of Harm | Area Needing Improvement |

Cherokee County DSS
Review of Child Welfare Services
Final Report

<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	1	50	1	50	8	0
Treatment	9	90	1	10	0	0
Total Cases	10	83	2	17	8	0

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

This is an **Area Needing Improvement** for Cherokee DSS. This item assesses whether services were adequate to protect children in their home and prevent their removal and placement into foster care. In most instances (83% of the cases) families received services needed to ensure the safety of the children who remained with their parents or relatives. Reviewers found that, when children were removed from their homes, those decisions were supported by the facts of the case. The agency failed to meet the 90% compliance standard applied to this item because of cases in which appropriate services were not offered to stepfathers or live-in paramours.

<u>Onsite Review Findings</u>						
Safety Item 4: Risk of Harm						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	8	80	2	20	0	0
Treatment	9	90	1	10	0	0
Total Cases	17	85	3	15	0	0

Explanation of Item 4: Risk of Harm

This is an **Area Needing Improvement** for Cherokee DSS. This item assesses whether the agency's interventions reduced risk of harm to children. In 20% of the foster care cases, risk of harm was not adequately managed. In those cases, appropriate services were not offered to reduce identified risk factors. Reviewers also found that workers often focused on the report that initially caused the agency's involvement but failed to assess for other risk factors.

Cherokee County DSS
Review of Child Welfare Services
Final Report

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 | Area Needing Improvement |
| 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 |

Agency Data

Measure P1.1: Foster Care Re-entries – Of all children who entered care during the year under review, the percent that re-entered foster care within 12 months of a prior foster care episode.

Objective: <= 8.6% (federal standard)

	Number Children Entering Care August 1, 2006 to July 31, 2007	Number That Were returned Home Within The Past 12 Months From Previous Foster Care Episode	Percent That Were returned Home Within The Past 12 Months From Previous Foster Care Episode	Number of Children Above (Below) Objective
State	3,703	222	5.99%	96.5
Cherokee	75	0	0	6.5

Explanation of Item 5: Foster Care Re-entries

This is area of **Strength** for Cherokee 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 no more than 8.6% of children entering foster care be re-entries within a year of discharge from care. There were no children who re-entered foster care from a prior episode.

Cherokee County DSS
Review of Child Welfare Services
Final Report

Agency Data				
Measure P1.2: Stability of Foster Care Placement – Of all children who have been in foster care less than 12 months from the time of the latest removal from home, the percent that had no more than 2 placement settings.				
Objective: \geq 86.7% (federal standard)				
	Number of Children In Care Less Than 12 Months	Number of Children With No More Than Two Placements Settings	Percent of Children With No More Than Two Placements Settings	Number of Children Above (Below) Objective
State	4,284	3,441	80.32%	(273.2)
Cherokee	83	61.9	74.5%	(10.0)

Explanation of Item 6: Stability of Foster Care Placement

This is an **Area Needing Improvement** for Cherokee DSS. This item measures the frequency of placement changes for children in foster care, and assesses the reasons for those changes. The federal standard for this measure is that at least 86.7% of the children in care have no more than two placements in the past year. Agency data shows that only 74.7% of the children in Cherokee DSS had two or fewer placements.

Agency Data				
Measure P1.5: Permanency Goal for Child – Of all children who have been in foster care for 15 of the most recent 22 months, the percent for which a Termination of Parental Rights (TPR) petition has been filed.				
Objective: \geq 53% (DSS established objective)				
	Children in Care At Least 15 of Last 22 Months Aug 1, 2006 to July 31, 2007	Number of Children With TPR Complaint	Percent of Children With TPR Complaint	Number of Children Above (Below) Objective
State	3,597	1,659	46.12%	(247.4)
Cherokee	54	12	22.22%	(16.6)

Explanation of Item 7: Permanency Goal for Children

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the appropriateness of permanency goals for children in foster care and the timeliness of those permanency decisions. To meet the agency objective for this item 53% or more of the children in care 15 of the most recent 22 months must have a TPR petition filed. Only 22.2% of the appropriate cases had TPR petitions filed. Reviewers found that only 80% of the children's cases had appropriate permanency plans.

Cherokee County DSS
Review of Child Welfare Services
Final Report

Onsite Review Findings Performance Item Ratings						
Permanency Item 8: Reunification, Guardianship, or Permanent Placement with Relatives.						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	3	60	2	40	5	0

Explanation of Item 8: Reunification or Permanent Placement with Relatives

This is an **Area Needing Improvement** for Cherokee DSS. Although most cases were managed properly, reviewers found cases in which the agency's efforts to return children to their parents were not in the children's best interest.

Agency Data				
Measure P1.4: Length of Time to Achieve Adoption – Of all children who exited from foster care during the year under review to a finalized adoption, the percent that exited care in less than 24 months from the time of the latest removal from home.				
Objective: >= 32% (federal standard)				
	Number of Children Whose Adoption Was Finalized During Aug 1, 2006 to July 31, 2007	Number of Children Whose Adoption Was Finalized in < 24 Months	Percent of Children Whose Adoption Was Finalized in < 24 Months	Number of Children Above (Below) Objective
State	383	58	15.1%	(64.6)
Cherokee	9	1	11.11%	(1.9)

Onsite Review Findings Performance Item Ratings						
Permanency Item 9: Adoption.						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	0	0	3	100	7	0

Explanation of Item 9: Adoption

This is an **Area Needing Improvement** for Cherokee 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 32% of adoptions be completed within 24 months of a child entering care. Only 11% of Cherokee's adoptions were completed within 24 months. None of the cases of children with the plan of adoption reviewed onsite could be completed within 24

Cherokee County DSS
Review of Child Welfare Services
Final Report

months of the children entering care. In some instances the court gave parents 18 to 24 months to work on their treatment plan before approving the agency’s plan of adoption.

Onsite Review Findings						
Permanency Item 10: Alternate Planned Permanent Living Arrangement						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	100	0	0	8	

Explanation of Item 10: Permanency Goal of APPLA

This is area of **Strength** for Cherokee DSS. This item evaluates the appropriateness and effectiveness of services provided to children with the permanency plan of APPLA. One standard applied to this objective is that no more than 15% of the children in foster care should have this plan. Only 13.8% of the children in the care of Cherokee DSS have this plan. 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.

This outcome is based on the rating of 6 items:

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

Cherokee County DSS
Review of Child Welfare Services
Final Report

Agency Data				
Measure P2.1: Proximity to Home of Foster Care Placement – Of all children in foster care during the reporting period (excluding MTS and Adoptions children), the percent placed within their county of origin.				
Objective: >= 70% (agency established objective)				
	Number of Children In Care 8/1/06 to 7/31/07	Number of Children Placed Within County of Origin	Percent of Children Placed Within County of Origin	Number of Children Above (Below) Objective
State	6,122	3,847	62.98	(438.4)
Cherokee	122	67	54.9	(18.4)

Explanation of Item 11: Proximity of Foster Care Placement

This is an **Area Needing Improvement** for Cherokee County 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. The objective is at least 70% of the children in care be placed within the county. Agency data shows that only 55% of Cherokee DSS children were placed within the county. Most of the county's foster parents refuse to care for teens. Those children are placed out of the county in children's homes.

<u>Onsite Review Findings</u>						
Permanency Item 12: Placement with Siblings						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	100	0	0	6	0

Explanation of Item 12: Placement with Siblings in Foster Care

This is an area of **Strength** for Cherokee DSS. This item evaluates the agency's efforts to keep siblings together when it is appropriate to do so. Reviewers found in all cases that the agency placed siblings together whenever it was appropriate to do so.

Cherokee County DSS
Review of Child Welfare Services
Final Report

<u>Onsite Review Findings</u>						
Permanency Item 13: Visiting with Siblings in Foster Care and with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	5	56	4	44	1	0

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

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the agency's efforts to ensure that visits occur between children in foster care and their siblings and parents. In the majority of cases (56%) visits occurred according to agency policy. However, this failed to meet the agency standard of 90%. There were several cases where siblings were placed in different parts of the state because of their therapeutic needs and were not given the opportunity to see one another. Coordination between MTS and county caseworkers to arrange visits did not occur.

<u>Onsite Review Findings</u>						
Permanency Item 14: Preserving Connections						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	6	67	3	33	1	0

Explanation of Item 14: Preserving Connections

This is an **Area Needing Improvement** for Cherokee DSS. Whereas Item 13 addressed parents and siblings, this item evaluates the agency's efforts to preserve children's connections to the people, places and things that are important to them. In one third of the cases, the agency's efforts to preserve connections were limited to the parents and siblings of children in foster care, 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	5	56	4	44	1	0

Cherokee County DSS
Review of Child Welfare Services
Final Report

Explanation of Item 15: Relative Placement

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the agency’s efforts to identify and assess relatives as potential placement resources for children in foster care. Although relatives were assessed in most (56%) cases, there were lapses. In 44% of the cases reviewed there was no evidence that paternal relatives had been sought, identified or assessed as potential placement resources.

<u>Onsite Review Findings</u>						
Permanency Item 16: Relationship of Child in Care with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	50	4	50	2	0

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

This is an **Area Needing Improvement** for Cherokee 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. Half of the cases needed improvement in this area. Reviewers did not find increased parental involvement when the needs of children clearly called for it – for example, with preschool aged children, and with children who were to return home within a few weeks.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children’s needs.
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This outcome is based on the rating of four items:

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

Cherokee County DSS
Review of Child Welfare Services
Final Report

Site Visit Findings Performance Item Ratings						
Well Being Item 17: Needs and Services of Child, Parents, Foster Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	40	6	60	0	0
Treatment	4	40	6	60	0	0
Total Cases	8	40	12	60	0	0

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

This is an **Area Needing Improvement** for Cherokee 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 60% of the cases, this was an area needing improvement. The most common deficiencies were a) failure to address the needs of alternative caregivers, and b) failure to assess non-custodial parents and paramours who were significant persons in the child's life.

Onsite Review Findings						
Well Being Item 18: Child and Family Involvement in Case Planning						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	20	8	80	0	0
Treatment	4	40	6	60	0	0
Total Cases	6	30	14	70	0	0

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

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the agency's efforts to involve parents and children in the case planning process. Reviewers found that involving parents and age-appropriate children in case planning was not a common practice for caseworkers in any area of child welfare. The general practice is that caseworkers tell parents what they must do, and then have the parents sign the plan. Overall, only 30% of the clients had some say in the development of their case plan.

Cherokee County DSS
Review of Child Welfare Services
Final Report

Onsite Review Findings						
Well Being Item 19: Worker Visits with Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	9	90	1	10	0	0
Treatment	6	60	4	40	0	0
Total Cases	15	75	5	25	0	0

Explanation of Item 19: Worker Visits with Child

This is an **Area Needing Improvement** for Cherokee DSS. This item measures the frequency of caseworker visits with children under agency supervision, and evaluates the quality of those visits. This is a strong area for foster care cases, but an area needing improvement for in-home treatment cases. When dealing with sibling groups caseworkers often saw some, but not all of the children monthly.

Onsite Review Findings						
Well Being Item 20: Worker Visits with Parent(s)						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	29	5	71	3	0
Treatment	3	30	7	70	0	0
Total Cases	5	30	12	70	3	0

Explanation of Item 20: Worker Visits with Parents

This is an **Area Needing Improvement** for Cherokee DSS. This item measures the frequency of caseworker visits with parents, and evaluates the quality of those visits. Only 30% of the cases were rated an area of Strength for this item. Caseworkers failed to see the parents of children one or more months during the one-year period under review. In some instances, case records contained no explanation for why the agency did not attempt to involve the fathers of children in care.

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

This outcome is based on the rating of one item:

- 21) Educational needs of the children

Area Needing Improvement

Cherokee County DSS
Review of Child Welfare Services
Final Report

<u>Onsite Review Findings</u>						
Well Being Item 21: Educational Needs of Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	8	89	1	11	1	0
Treatment	3	50	3	50	4	0
Total Cases	11	73	4	27	5	0

Explanation of Item 21: Educational Needs of the Child

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the agency's ability to assess and attend to the educational needs of children under agency supervision. This was an area of strength for nearly three quarters of the cases (73%), which did not meet the agency objective of 90%. Both foster care and in-home treatment cases showed deficiencies in this area. In some in-home treatment cases, workers failed to assess the educational needs of all of the children in the home.

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

This outcome is based on the rating of two items:

- 22) Physical health of the child
- 23) Mental health of the child

**Area Needing Improvement
Strength**

<u>Onsite Review Findings</u>						
Well Being Item 22: Physical Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	8	88	2	12	0	0
Treatment	9	90	1	10	0	0
Total Cases	17	85	3	15	0	0

Explanation of Item 22: Physical health of the child

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the agency's ability to assess and attend to the physical and dental health needs of children under agency supervision. The medical needs of most (85%) children were well met. However, this fell just shy of the 90% compliance standard because of cases in which the agency did not follow up to determine if identified medical needs were addressed.

Cherokee County DSS
Review of Child Welfare Services
Final Report

<u>Onsite Review Findings</u>						
Well Being Item 23: Mental Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	8	88	1	12	1	0
Treatment	6	100	0	0	4	0
Total Cases	14	93	1	7	5	0

Explanation of Item 23: Mental Health of the Child

This is an area of **Strength** for Cherokee DSS. This item evaluates the agency's ability to assess and meet the mental health needs of children under agency supervision. In both foster care and treatment cases, the agency sufficiently addressed those needs.

Unfounded Investigations

	Yes	No
Investigation initiated timely?	5	0
Was assessment adequate?	4	1
Was decision appropriate?	4	1

Explanation of Item 24: Unfounded Investigations

This is an **Area Needing Improvement** for Cherokee DSS. The inadequate assessment in one of the five cases reviewed resulted in a decision that was not supported by the facts. In another case the agency unfounded the allegation yet failed to assess the child's home environment.

Screened Out Intakes

	Yes	No	Cannot Determine
Was Intake Appropriately Screened Out?	5	2	3
	Yes	No	Not Applicable
Were Necessary Collaterals Contacted?	0	4	6
Were Appropriate Referrals Made?	1	2	7

Cherokee County DSS
Review of Child Welfare Services
Final Report

Explanation of Item 25: Screened Out Intakes

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the effectiveness of the process by which the agency screens out reports of incidents that the agency does not have the legal authority to investigate. Two of the ten intakes screened out should have been accepted for investigation. In those reports, there were significant maltreatment issues. In three other intakes, inadequate dictation made it impossible for reviewers to determine if the report of abuse should have been screened out or accepted.

Foster Home Licenses

Explanation of Item 26: Foster Home Licenses

This is an **Area Needing Improvement** for Cherokee DSS. This item evaluates the process by which the agency ensures that all foster homes comply with licensing requirements. The deficiencies most often cited include: 1) Inconsistent documentation, sometimes it could be found in the file and not in CAPSS or vice versa; 2) Records missing current background checks including sexual offenders and SLED checks and 3) Supervisory reviews not being conducted.

Cherokee County DSS
Review of Child Welfare Services
Final Report

Cherokee DSS Combined Foster Care & Treatment					
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:	ANI*	Timeliness of initiating investigations of reports of child maltreatment	9/10=90%	1/10=10%	10
Item 2:	Str	Repeat maltreatment	19/20= 95%	1/20 = 5%	
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.					
Item 3:	ANI	Services to family to protect child(ren) in home and prevent removal	10/12 = 83%	2/12 = 17%	8
Item 4:	ANI	Risk of harm to child(ren)	17/20 = 85%	3/20 = 15%	0
Permanency Outcome 1: Children have permanency and stability in their living situations.					
Item 5:	Str*	Foster care re-entries	0	0	10
Item 6:	ANI	Stability of foster care placement	8/10 = 80%	2/10=20%	0
Item 7:	ANI	Permanency goal for child	8/10 = 80%	2/10 = 20 %	0
Item 8:	ANI	Reunification, guardianship, or permanent placement with relatives	3/5=60% %	2/5=40%%	5
Item 9:	ANI	Adoption	0	3/3 = 100%	7
Item 10:	Str	Permanency goal of Alternate Planned Permanent Living Arrangement (APPLA)	2/2 = 100%		8
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.					
Item 11:	ANI*	Proximity of foster care placement	4/4=100%	0	6
Item 12:	Str	Placement with siblings	4/4=100%	0	6
Item 13:	ANI	Visiting with parents and siblings in foster care	5/9=56%	4/9=44% %	1
Item 14:	ANI	Preserving connections	6/9=67%	3/9=33%	1
Item 15:	ANI	Relative placement	5/9=56%	4/9=44%	1
Item 16:	ANI	Relationship of child in care with parents	5/17 = 30%	12/17 = 70	3
Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs.					
Item 17:	ANI	Needs and services of child, parents, caregiver	8/20 = 40%	12/20 = 60%	0
Item 18:	ANI	Child and family involvement in case planning	6/20 = 30%	14/20 = 70%	
Item 19:	ANI	Worker visits with child	15/20 = 75%	5/20 = 25%	0
Item 20:	ANI	Worker visits with parent(s)	15/20 = 75%	5/20= 25 %	0
Item 21:	ANI	Educational needs of the child	11/15 = 73%	4/15 = 27%	3
Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.					
Item 22:	ANI	Physical health of the child	17/20 = 85%	3/20 = 15%	0
Item 23:	ANI	Mental health of the child	14/15 = 93	1/15 = 7 %	5

The objective is that 90% of cases be rated "Strength".

Str = Strength

ANI = Area Needing Improvement

* = Rating based on agency data, not onsite review