

Chesterfield County DSS
Child Welfare Services Review
April 2010

During the week of April 12 - 16, 2010, a team of DSS staff from state office and surrounding counties conducted an onsite review of child welfare services in Chesterfield 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, Chesterfield DSS supervisors and workers, representative from the schools, Foster Care Review Board, Mental Health, Family Court Judge, Law Enforcement and Guardian Ad Litem Program.

Period under Review: April 1, 2009 to May 31, 2010

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.

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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 | Area Needing Improvement |
| 2) Repeat Maltreatment | Area Needing Improvement |

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: 03/ 1/ 2009 to 02/28/ 2010				
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	18,541	18,028	97.2.%	-513
Chesterfield	256	252	98.4%	-4

Explanation of Item 1: Timeliness of Initiating Investigations

This is an **Area Needing Improvement** for Chesterfield DSS. State law requires that an investigation of all accepted reports of abuse and neglect be initiated within 24 hours. Agency data indicates that for the 12-month period under review Chesterfield DSS initiated 252 of its 256 investigations (98.4%) of alleged abuse and neglect within 24 hours. Reviewers found that risk ratings were assigned appropriately.

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<u>Onsite Review Findings</u>						
Safety Item 2: Repeat Maltreatment						
	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 2: Repeat Maltreatment

This is an **Area Needing Improvement** for Chesterfield DSS. This item measures the occurrence of maltreatment among children under agency supervision, or within a year of having their case closed by the agency. In 80% of the foster care and 90% of the treatment cases reviewed, there was no additional maltreatment. The children in 15% of the cases experienced additional maltreatment because the agency failed to act decisively when risk factors were identified.

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**

<u>Onsite Review Findings</u>						
Safety Item 3: Services to Family to Protect Children in Home and Prevent Removal						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	3	75	1	25	6	0
Treatment	10	100	0	0	0	0
Total Cases	13	93	1	7	6	0

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

This is an **Area Needing Improvement** for Chesterfield DSS. This item assesses whether services were adequate to protect children in their home and prevent their removal and placement into foster care. In 93% of the cases, appropriate services were being offered to safely maintain the children in their home when it was appropriate to do so. However, one case needed improvement because the children entered foster care from an in-home treatment case. The services provided by the agency were not sufficient to address the safety issues in the home.

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<u>Onsite Review Findings</u>						
Safety Item 4: Risk of Harm						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	10	100	0	0	0	0
Treatment	6	60	4	40	0	0
Total Cases	16	80	4	20	0	0

Explanation of Item 4: Risk of Harm

This is an **Area Needing Improvement** for Chesterfield DSS. This item assesses whether the agency's interventions reduced risk of harm to children. Although none of the children in foster care were at risk of harm, risk was not well managed for 40% of the children in in-home treatment cases. In those cases the agency failed to complete background checks and assessments on all adults in the home who had an active role in the children's lives. Workers did not act decisively when risk factors were identified.

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 | Strength |
| 9) Adoption | Area Needing Improvement |
| 10) Permanency goal of Alternate Planned
Permanent Living Arrangement (APPLA) | Area Needing Improvement |

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Agency Data				
Performance Measure 7: Foster Children Who do Not Re-Enter Care - Of all children discharged from foster care to reunification in the 12 month period prior to reporting period, what percentage did not re-enter foster care within 12 months of the date of their discharge from the prior foster care episode.				
Report Period: 03/01/09 to 02/28/10				
Objective: 90.1% (Federal Standard)				
	Number of Foster Children Reunified during Reporting Period	Number of Children Who Did Not Re-enter Foster Care Within 12 Months	Percent of Children Who Did Not Re-Enter Foster Care Within 12 Months	Number of Children Above (Below) Objective
State	2997	2778	92.7%	-77.7
Chesterfield	59	59	100%	5.8

Explanation of Item 5: Foster Care Re-entries

This is an area of **Strength** for Chesterfield DSS. This item measures the frequency of children re-entering foster care within a year of discharge. To meet the objective for this item, 90.1% of children must not re-enter foster care within a year of discharge. Agency data shows that none of the children who entered foster care during the period under review had been in foster care in the previous 12 months.

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.				
Report Period: 03/01/09 to 02/28/10				
Objective: >= 86% (Federal Standard)				
	Foster Care 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	3664	2761	75.4%	-390.0
Chesterfield	73	54	74.0%	-8.8

Explanation of Item 6: Stability of Foster Care Placement

This is an **Area Needing Improvement** for Chesterfield DSS. This item measures the frequency of placement changes for children in foster care, and assesses the reasons for those changes. The objective is that at least 86% of the children in care have two or fewer placements within 12 months. Agency data shows that 54% of Chesterfield DSS children had two or fewer placements, this is below the established objective. The foster parents complained that they

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did not receive the support that they needed from the agency to care for the children in their homes. Some foster parents were not able to access daycare services. Others were not provided information about the services the foster children in their home were receiving.

<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 Chesterfield DSS. This item evaluates the appropriateness of permanency goals for children in foster care and the timeliness of those permanency decisions. Reviewers determined that 40% of the children in foster care had the wrong permanency goal. In one case, the agency was attempting to return a child to his non-compliant mother and stepfather, when the child is stable and well cared for by his biological father. In other cases needing improvement, the plan of TPR/Adoption was not established until three years after the initial foster care entrance. In each of the cases needing improvement the agency placed a higher priority on preserving the original family unit than on the safety and permanency of the children.

Agency Data				
Performance Measure 8: Time to Achieve Reunification - Of all children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage were reunified in less than 12 months from the date of the latest removal from home?				
Report Period: 03/01/09 to 02/28/09				
Objective: >= 75.2% (Federal Standard)				
	Number of Children Returned to Parents/Caretakers	Number of Children Returned to Parents/Caretakers after in Care <12 months	Percent of Children Returned to Parents/Caretakers after in Care < 12 months	Number of Children Above (Below) Objective
State	2441	1857	76.1%	21.4
Chesterfield	49	45	91.8%	8.2

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Explanation of Item 8: Reunification or Permanent Placement with Relatives

This is an area of **Strength** for Chesterfield DSS. This item evaluates the activities and processes necessary to accomplish the goal of reunification with caregivers or placement with relatives. Agency data shows that 91.8% of Chesterfield DSS children were reunified with their parents, which surpasses the 75.2% federal standard.

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 left foster care in less than 24 months from the date of their latest removal from home?				
Report Period: 03//01/09 to 02/28/09				
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	532	95	17.9%	-99.7
Chesterfield	3	0	0.0%	-1.1

<u>Onsite Review Findings</u>						
Permanency Item 9: Adoption						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	40	3	60	5	0

Explanation of Item 9: Adoption

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the process within the child welfare system to achieve timely adoptions for children in foster care. Agency data shows that Chesterfield DSS completed three adoptions in SFY2009. However, none of the three adoptions were finalized within 24 months of the child entering care. Reviewers determined that three of the five children with the plan of adoption had already been in care for more than 24 months. The agency's determination to preserve the original family unit meant that it took the agency more than two years to change a child's plan from Return Home to Adoption.

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<u>Onsite Review Findings</u>						
Permanency Item 10: Permanency Goal of Alternate Planned Permanent Living Arrangement						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	50	1	50	8	0

Explanation of Item 10: Permanency Goal of APPLA

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the appropriateness and effectiveness of services provided to children with the permanency plan of APPLA. Reviewers also rate whether the agency attempted to locate and reassess relatives or non-relatives that were willing to commit to the youth's long-term care every six months. Reviewers found that in half of the cases the agency was not attempting to find an adult who was committed to supporting the child as he grew into adulthood.

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 | 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 |

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: 03/01/09 to 02/28/10				
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	5870	4011	68.3%	-98.0
Chesterfield	110	91	82.7%	14.0

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Explanation of Item 11: Proximity of Foster Care Placement

This is an area of **Strength** for Chesterfield 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 that at least 70% of the children in care be placed within the county. Agency data shows that 82.7% of Chesterfield DSS children were placed within the county which surpasses the established objective.

<u>Onsite Review Findings</u>						
Permanency Item 12: Placement with Siblings						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	100	0	0	3	0

Explanation of Item 12: Placement with Siblings in Foster Care

This is an area of **Strength** for Chesterfield DSS. This item evaluates the agency's efforts to keep siblings together when it is appropriate to do so. In every case sibling groups were kept together when appropriate.

<u>Onsite Review Findings</u>						
Permanency Item 13: Visiting with Parents and Siblings in Foster Care						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	25	6	75	2	0

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

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's efforts to ensure that visits occur between children in foster care and their siblings and parents. Improvement was needed in 75% of the cases because the agency either failed to arrange visits between children and their non-custodial fathers or failed to assess the appropriateness of such visits. There was also a lack of diligent search for the fathers and failure by the agency to arrange visitation with siblings.

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<u>Onsite Review Findings</u>						
Permanency Item 14: Preserving Connections						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	57	3	43	3	0

Explanation of Item 14: Preserving Connections

This is an **Area Needing Improvement** for Chesterfield 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 43% of the cases the agency did not give attention to the relationships that were important to the child. The case records showed that the children were not visiting or communicating with grandparents or paternal relatives, even when the child had previously lived with those relatives.

<u>Onsite Review Findings</u>						
Permanency Item 15: Relative Placement						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	13	7	87	2	0

Explanation of Item 15: Relative Placement

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's efforts to identify and assess relatives as potential placement resources for children in foster care. In 87% of the cases reviewed, reviewers found that the agency did not look for or assess maternal and paternal relatives as placement options. This item was also impacted by the agency's lack of diligent search for the fathers.

<u>Onsite Review Findings</u>						
Permanency Item 16: Relationship of Child in Care with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	14	6	86	3	0

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

This is an **Area Needing Improvement** for Chesterfield 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 86% of the cases the visitation plans were exactly the same, without regard for the age of the child, the permanency plan or any other factor that should have been considered.

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 | 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 |

Onsite Review Findings

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

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	6	60	4	40	0	0
Treatment	3	30	7	70	0	0
Total Cases	9	45	11	55	0	0

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

This is an **Area Needing Improvement** for Chesterfield 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? This is a weak area for both foster care and treatment cases. In 60% of the foster care cases and 30% of the treatment cases reviewed, needs and services of the child and parents were adequately assessed. In most of the cases that needed improvement the agency failed to assess the parents, paramours, age-appropriate children and non-custodial parents' needs. The agency failed to communicate with non-custodial fathers even when the agency was aware of their whereabouts. In treatment cases, the agency failed to assess the alternative caregiver.

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<u>Onsite Review Findings</u>						
Well Being Item 18: Child and Family Involvement in Case Planning						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	44	5	56	1	0
Treatment	8	80	2	20	0	0
Total Cases	12	63	7	37	1	0

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

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's efforts to involve parents and children in the case planning process. Reviewers found that 56% of the foster care cases and 20% of the treatment cases needed improvement because the parents and the age-appropriate children were not involved in the case planning process. This rating was affected by the agency's failure to diligently look for and engage the fathers of children in care. This rating was also affected by the lack of diligent search and consistent follow-up by the agency with the parents even when they 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: 03/01/09 to 02/28/10

Objective: $\geq 100\%$ (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	93	91	97.8%	255.0
Treatment	150	129	86.0%	32.4

Explanation of Item 19: Worker Visits with Child

This is an **Area Needing Improvement** for Chesterfield DSS. This item measures the frequency of caseworker visits with children under agency supervision, and evaluates the quality of those visits. State law and agency policy require that children under agency supervision be seen each month. Agency data shows that 97.8% of the foster children in foster care and 86% of the children in in-home treatment cases were visited monthly.

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<u>Onsite Review Findings</u>						
Well Being Item 20: Worker Visits with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	25	6	75	2	0
Treatment	9	90	1	10	0	0
Total Cases	11	61	7	39	2	0

Explanation of Item 20: Worker Visits with Parents

This is an **Area Needing Improvement** for Chesterfield DSS. This item measures the frequency of caseworker visits with parents, and evaluates the quality of those visits. Improvement was needed in 75% of the foster care cases and 10% of the treatment cases due to the agency's failure to visit both parents during the period under review, especially when the plan was to return the child home to their parents. Reviewers noted that caseworkers did not consistently use their visits with the parents to discuss treatment or permanency related topics, or follow up on relevant findings, or to pursue diligent search for missing fathers.

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 **Area Needing Improvement**

<u>Onsite Review Findings</u>						
Well Being Item 21: Educational Needs of Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	78	2	22	1	0
Treatment	4	100	0	0	6	0
Total Cases	11	85	2	15	7	0

Explanation of Item 21: Educational Needs of the Child

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's ability to assess and address the educational needs of children under agency supervision. In 78% of the foster care cases and in 100% of the treatment cases reviewers found that workers made direct contact with the school and there were also copies of grade reports and attendance records in the files. This item failed to achieve the 95% objective because of cases in which the agency failed to follow-up on information that indicated that the child needed assistance with some education-related issue.

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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 | Area Needing Improvement |
| 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	9	90	1	10	0	0
Treatment	6	60	4	40	0	0
Total Cases	15	75	5	15	0	0

Explanation of Item 22: Physical Health of the Child

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's ability to assess and meet the medical needs of children under agency supervision. In 90% of the foster care cases and in 60% of the treatment cases, the physical health and dental needs of the children were assessed and the identified medical needs were addressed. Copies of medical, dental and immunizations records were in most of the cases. In the cases that needed improvement the agency failed to follow-up on identified medical or dental needs.

Onsite Review Findings

Well Being Item 23: Mental Health of the Child

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	88	1	12	2	0
Treatment	4	100	0	0	6	0
Total Cases	11	92	1	8	8	0

Explanation of Item 23: Mental Health of the Child

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's ability to assess and meet the mental health needs of children under agency supervision. In 92% of the foster care cases and treatment cases, the children's mental health needs were assessed and met. However, this fell short of the 95% objective because of a case in which the agency failed to ensure that a child received the mental health services called for in his assessment.

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Unfounded Investigations

<u>Onsite Review Findings</u>	Yes	No
Was the investigation initiated timely?	5	0
Was the assessment adequate?	1	4
Was the decision adequate?	1	4

Explanation of Item 24: Unfounded Investigation

This is an **Area Needing Improvement** for Chesterfield DSS. This item evaluates the agency's investigative process and determines if decisions were supported by the facts of the cases. All five investigations were initiated timely. In 80% of the cases reviewed, the assessment was inadequate and the decision to unfound was inappropriate. Those cases should have been indicated for abuse or neglect and the agency should have intervened to ensure the safety of the children in those homes.

Screened Out Intakes

<u>Onsite Review Findings</u>	Yes	No	Cannot Determine
Was Intake Appropriately Screened Out?	4	5	1
Were necessary Collaterals Contacted?	1	9	0
Were Appropriate Referrals made?	0	2	8

Explanation of Item 25: Screened Out Intakes

This is an **Area Needing Improvement** for Chesterfield 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. Fifty percent of the intakes that were screened out should have been accepted for investigation because the allegations listed in the report met the legal definition of Child Abuse and Neglect and warranted an investigation. Also, reviewers could not determine whether or not one intake was screened appropriately due to the lack of information that should have been obtained from collaterals.

Foster Home Licenses

Explanation of Item 26: Foster Home Licenses

This is an area of **Strength** for Chesterfield DSS. This item evaluates the process by which the agency ensures that all foster homes comply with licensing requirements. All foster home licenses were valid. The quarterly visits were conducted and being completed consistently as required. The records were set up according to policy. Documentation in the hard files and in CAPSS was consistent.

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Chesterfield County DSS 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: *ANI	Timeliness of initiating investigations of reports of child maltreatment	11/11=100%	0	9
Item 2: ANI	Repeat maltreatment	17/20=85%	3/20=15%	0
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	13/14=93%	1/14=7%	6
Item 4: ANI	Risk of harm to child(ren)	16//20=80%	4/20=20%	0
Permanency Outcome 1: Children have permanency and stability in their living situations.				
Item 5: STR	Foster care re-entries	4/4=100%	0	6
Item 6: *ANI	Stability of foster care placement	8/10=80%	2/10=20%	0
Item 7: ANI	Permanency goal for child	6/10=60%	4/10=40%	0
Item 8: *STR	Reunification, guardianship, or permanent placement with relatives	1/3 = 33%	2/3=67%	7
Item 9: *ANI	Adoption	2/5=40%	3/5=60%	5
Item 10: ANI	Permanency goal of Alternate Planned Permanent Living Arrangement (APPLA)	1/2=50%	1/2=50%	8
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: ANI	Visiting with parents and siblings in foster care	2/8=25%	6/8=75%	2
Item 14: ANI	Preserving connections	4/7=57%	3/7=43%	3
Item 15: ANI	Relative placement	1/8= 13%	7/9=87%	2
Item 16: ANI	Relationship of child in care with parents	1/7=14%	6/7=86%	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	9/20=45%	11/20=55%	0
Item 18: ANI	Child and family involvement in case planning	12/19=63%	7/19=37%	1
Item 19: ANI	Worker visits with child	17/20=85%	3/20=15%	0
Item 20: ANI	Worker visits with parent(s)	11/16=61%	7/18=39%	2
Well Being Outcome 2: Children receive appropriate services to meet their educational needs.				
Item 21: ANI	Educational needs of the child	11/13=85%	2/13=15%	7
Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.				
Item 22: ANI	Physical health of the child	15/20=75%	5/20=25%	0
Item 23: ANI	Mental health of the child	11/12=92%	1/12=8%	8

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