

Newberry County DSS
Child Welfare Services Review
February 2009

During the week of February 23 to February 27, 2009 a team of DSS staff from state office and surrounding counties conducted an onsite review of child welfare services in Newberry 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, Newberry DSS supervisors, representatives from the schools, Foster Care Review Board, Mental Health and Guardian Ad Litem Program.

Period under Review: February 1, 2008 to January 31, 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. 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, Intensive Foster Care and Clinical Services (IFCCS), 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.

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Ratings

The standard that must be met for all items reviewed onsite is 90%. 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 | Area Needing Improvement |

Agency Data				
Performance Measure 1: Initiating CPS Investigations				
Objective: 100% in <= 24 hours (state law)				
	Number of Investigations	Number of Investigations Initiated Timely	Percent of Investigations Initiated Timely	Number of Investigations Above (Below) Objective
State	17,581	17,102	97.28%	(479)
Newberry	158	156	98.73%	(2)

Explanation of Item 1: Timeliness of Initiating Investigations

This is an area of **Strength** for Newberry DSS. State law requires that an investigation of all (100%) accepted reports of abuse and neglect be initiated within 24 hours. Agency data indicates that for the 12 month period under review, Newberry County DSS initiated 156 of their 158 investigations (98.73) of alleged abuse and neglect within 24 hours. It appeared that the agency failed to initiate two investigations within the 24-hour time limit. However, the county was able to demonstrate that the two investigations were initiated within 24 hours, but appeared to be late because of data entry errors. The county corrected the errors.

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Agency Data				
Performance Measure 3: Treatment Cases With No New Indicated Reports – Of all treatment cases that were closed during the year reporting period, what percentage did NOT have a new founded intake within 12 months of the treatment case being closed?				
Objective: \geq 87.55% 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	5,672	5,007	88.28%	665
Newberry	45	38	84.44%	(7)

Explanation of Item 2: Repeat Maltreatment

This is an **Area Needing Improvement** for Newberry 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 7 of the 45 children in in-home treatment cases were subjects of a subsequent founded report of maltreatment. That level of performance fell below the agency average.

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 Child(ren) in Home and Prevent Removal						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	100%	0	0	0	9
Treatment	6	67%	3	33%	0	1
Total Cases	7	70%	3	30%	0	10

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

This is an **Area Needing Improvement** for Newberry DSS. This item assesses whether services were adequate to protect children in their home and prevent their removal and placement into foster care. Reviewers determined that 30% of the cases needed improvement. All of the cases needing improvement were in-home treatment cases. In those cases the agency failed to complete background checks on alternative caregivers, or prepared safety plans that did not include other people residing in the home or who had regular access to the children.

Stakeholder Comment: Stakeholders stated that the county has lots of services available that DSS can refer clients to, but clients without medical insurance cannot afford those services. One stakeholder said that her agency was not able to offer services to Hispanic clients who could not speak English.

Onsite Review Findings

Safety Item 4: Risk of Harm

	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	9	90%	1	10%	0	0
Treatment	4	40%	6	60%	0	0
Total Cases	13	65%	7	35%	0	0

Explanation of Item 4: Risk of Harm

This is an **Area Needing Improvement** for Newberry DSS. This item assesses whether the agency's interventions reduced risk of harm to children. Although risk of harm was appropriately managed in 65% of the cases, this fell short of the 95% compliance standard. The agency fell short of the standard because of cases involving serious risk factors in which the agency did not intervene when parents failed to complete any of the services on the treatment plan.

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 |

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Agency Data				
Performance Measure 7: Foster Care Re-entries – Of all children discharged from foster care to reunification in the 12 month period prior to the reporting period, the percent that did not re-enter foster care within 12 months of the date of their discharge.				
Objective: $\geq 90.1\%$ (National 25 th percentile)				
	Number Children Reunified During Reporting Period	Number of Children Discharged Who Did Not Re-enter Foster Care	Percent of Children Discharged Who Did Not Re-enter Foster Care	Number of Children Above (Below) Objective
State	2,790	2,575	92.29%	61.242
Newberry	24	23	95.83%	1.4

Explanation of Item 5: Foster Care Re-entries

This is an area of **Strength** for Newberry 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 90.1% of children entering foster care not re-enter within a year of discharge from care. Newberry County DSS exceeded this goal because 95.83% of its children returned home without re-entering foster care.

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.				
Objective: $\geq 86.0\%$ (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	3,919	2,956	75.43%	(206.6)
Newberry	42	34	80.95%	(2.1)

Explanation of Item 6: Stability of Foster Care Placement

This is an **Area Needing Improvement** for Newberry 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 during the period under review. Agency data indicated that 80.95% of children managed by Newberry County had two or fewer placements. Specifically, 8 of the 42 children in foster care during the period under review experienced more than two placements. This means that those children were not initially placed in settings capable of managing their behaviors.

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<u>Onsite Review Findings</u>						
Permanency Item 7: Permanency Goal for Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	70%	3	30%	0	0

Explanation of Item 7: Permanency Goal for Children

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the appropriateness of permanency goals for children in foster care and the timeliness of those permanency decisions. This was an area needing improvement in 30% of the cases because the agency failed to employ concurrent planning when it became evident that the prognosis for returning children home became poor.

<u>Onsite Review Findings</u>						
Permanency Item 8: Time to Achieve Reunification						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	67%	1	33%	7	0

Explanation of Item 8: Reunification or Permanent Placement with Relatives

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the activities and processes necessary to accomplish the goal of reunification with caregivers or placement with relatives. Although the agency's efforts to return children home were effective in 67% of the cases reviewed, this area needed improvement because of the management of cases involving non-compliant drug-addicted parents.

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Agency Data				
Performance Measure 9: Time to Finalized Adoption – Of all children who left foster care due to finalized adoption during the reporting year, what percentage left foster care within 24 months from the date of their latest removal from home?				
Objective: >= 36.6% (National 75 th percentile)				
Report Period: January 1, 2008 – December 31, 2008				
	Number of Adoptions Finalized	Number of Adoptions Finalized in < 24 months	Percent of Adoptions Finalized in < 24 Months	Number of Adoptions Above (Below) Objective
State	515	112	21.75%	(403)
Newberry	3	0	0.00%	(3)

Explanation of Item 9: Adoption

This is an **Area Needing Improvement** for Newberry 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 Newberry County finalized three adoptions but none were completed within 24 months. The delays in achieving permanency for those children were the result of a failure to change case plans from “Return Home” to “TPR/Adoption” when circumstances called for it, and the inadequate management of legal processes.

<u>Onsite Review Findings</u>						
Permanency Item 10: Permanency Goal of Alternate Planned Permanent Living Arrangement (APPLA)						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	100%	0	0%	0	0

Explanation of Item 10: Permanency Goal of APPLA

This is an area of **Strength** for Newberry 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.

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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 | Area Needing Improvement |
| 12) Placement with siblings in foster care | Area Needing Improvement |
| 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 Within County of Origin – Of all children in foster care during the reporting period (excluding MTS and Adoptions children), what percentage are placed within their county of origin.

Objective: $\geq 70\%$ (Agency Standard)

	Number of Children in Care 08/03/07 – 08/02/08	Number of Children Placed Within County of Origin	Percent of Children Placed Within County of Origin	Number of Children Above (Below) Objective
State	6,210	4,191	67.49%	(156.0)
Newberry	71	25	35.21%	(24.7)

Explanation of Item 11: Proximity of Foster Care Placement

This is an **Area Needing Improvement** for Newberry 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 35.21% of the children were placed within the county. During the period under review the county increased its foster homes to 10. That number was not enough to care for the 36 children in care.

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<u>Onsite Review Findings</u>						
Permanency Item 12: Placement with Siblings in Foster Care						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	7	78%	2	22%	0	1

Explanation of Item 12: Placement with Siblings in Foster Care

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's efforts to keep siblings together when it is appropriate to do so. In 22% of the cases reviewed siblings were in separate placements because of agency resource limitations.

<u>Onsite Review Findings</u>						
Permanency Item 13: Visiting with Parents and Siblings in Foster Care						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	3	38%	5	62%	2	0

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

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's efforts to ensure that visits occur between children in foster care and their siblings and parents. In 62% of the cases reviewed visitation plans did not address visits with children's custodial and non-custodial parents and their siblings in other placements.

<u>Onsite Review Findings</u>						
Permanency Item 14: Preserving Connections						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	50%	4	50%	0	0

Explanation of Item 14: Preserving Connections

This is an **Area Needing Improvement** for Newberry 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 50% of the cases reviewed, the agency did not support the efforts to maintain contact with relatives and non-relatives who were identified as important to the children.

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<u>Onsite Review Findings</u>						
Permanency Item 15: Relative Placement						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	40%	6	60%	0	0

Explanation of Item 15: Relative Placement

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's efforts to identify and assess relatives as potential placement resources for children in foster care. In 60% of the foster care cases, the agency did not diligently search for and assess both maternal and paternal relatives as potential placement options for children in foster care.

<u>Onsite Review Findings</u>						
Permanency Item 16: Relationship of Child in Care with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	33%	2	67%	0	7

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

This is an **Area Needing Improvement** for Newberry 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 67% of the cases reviewed, reviewers found there was no evidence that the agency promoted and supported relationships beyond the required twice a month visitation.

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

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<u>Onsite Review Findings</u>						
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	1	10%	9	90%	0	0
Total Cases	5	25%	15	75%	0	0

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

This is an **Area Needing Improvement** for Newberry 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? Reviewers found that in 75% of the cases workers either did not assess, or failed to provide services for the fathers and alternative caregivers.

Stakeholder Comments: There is a lack of services for the large Hispanic population that is present. The stakeholder stated that it is hard to get services for the Hispanic population if they don't have proper legal documentation. They stated that parenting classes, criminal domestic violence services, psychological evaluations and specialists to work with younger children are not available locally. Caseworkers spend much of their time transporting clients to and from services that are often located in other counties.

<u>Onsite Review Findings</u>						
Well Being Item 18: Child and Family Involvement in Case Planning						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	0	0%	7	100%	0	3
Treatment	2	20%	8	80%	0	0
Total Cases	2	12%	15	88%	0	3

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

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's efforts to involve parents and children in the case planning process. Onsite reviewers found that 80% of the treatment cases and 100% of the foster care cases needed improvement because parents and caretakers were not involved in the case planning process. In both areas, fathers were routinely ignored, even when the fathers lived in the home.

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Agency Data				
Performance Measure 14: Face-to-Face Visits With Children				
Objective: >= 100% (Agency Policy)				
	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 or (Below) Standard
Foster Care	49	42	85.71%	(7)
Treatment	129	87	67.44%	(42)

Explanation of Item 19: Worker Visits with Child

This is an **Area Needing Improvement** for Newberry DSS. This item measures the frequency of caseworker visits with children under agency supervision, and evaluates the quality of those visits. Agency data indicates that 42 of the required 49 visits with children in foster care were made, and 87 of the required 129 visits with children in treatment cases were made. Reviewers rated some cases as needing improvement because the visits did not consistently address relevant issues, like permanency, education, mental or physical health.

<u>Onsite Review Findings</u>						
Well Being Item 20: Worker Visits with Parent(s)						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	0	0%	7	100%	0	3
Treatment	1	10%	9	90%	0	0
Total Cases	1	6%	16	94%	0	3

Explanation of Item 20: Worker Visits with Parents

This is an **Area Needing Improvement** for Newberry DSS. This item measures the frequency of caseworker visits with parents, and evaluates the quality of those visits. This was an area of strength for only one of seventeen cases reviewed because the agency did not document why it consistently failed to communicate with or visit the fathers of children under agency supervision.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.
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The county's performance on this outcome is based on the rating of one item:

21) Educational need of the child

Area Needing Improvement

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Onsite Review Findings						
Well Being Item 21: Educational Needs of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	57%	3	43%	0	3
Treatment	4	57%	3	43%	0	3
Total Cases	8	57%	6	43%	0	6

Explanation of Item 21: Educational Needs of the Child

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's ability to assess and address the educational needs of children under agency supervision. In every treatment and foster care case the agency assessed the needs of the children by talking to the children or their caregiver. In the cases needing improvement, caseworkers did not make direct contact with schools via telephone calls or visits to verify the educational information provided by clients. Copies of evaluations and academic records were not in the case files.

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
- 23) Mental health of the child

Area Needing Improvement
Area Needing Improvement

Onsite Review Findings						
Well Being Item 22: Physical Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	20%	8	80%	0	0
Treatment	5	50%	5	50%	0	0
Total Cases	7	35%	13	65%	0	0

Explanation of Item 22: Physical Health of the Child

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's ability to assess and attend to the physical and dental health needs of children under agency supervision. Fifty percent of the treatment cases and 80% of the foster care cases reviewed needed improvement because the agency failed to assess and follow-up with the medical and dental needs of children.

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Onsite Review Findings						
Well Being Item 23: Mental Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	3	43%	4	57%	0	3
Treatment	4	57%	3	43%	0	3
Total Cases	7	50%	7	50%	0	6

Explanation of Item 23: Mental Health of the Child

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's ability to assess and meet the mental health needs of children under agency supervision. Forty-three percent of the treatment cases and 57% of the foster care cases reviewed needed improvement because the agency identified a mental health need and made referrals for treatment 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?	2	3
Was the decision appropriate?	3	2

Explanation of Item 24: Unfounded Investigations

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the agency's investigative process and determines if decisions were supported by the facts of the cases. Reviewers found assessments not to be thorough and all relevant parties were not interviewed. The decisions in two of the five cases reviewed were not supported by the evidence collected during the assessment.

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Screened Out Intakes

	Yes	No	Cannot Determine
Was the Intake Appropriately Screened Out?	9	1	0
			Not Applicable
Were Necessary Collaterals Contacted?	6	4	0
Were Appropriate Referrals Made?	2	4	4

Explanation of Item 25: Screened Out Intakes:

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the process by which the agency screens out reports of incidents of abuse and/or neglect to determine if the intakes were appropriately screened out. In one case, the reason for not accepting the report of abuse or neglect was vague, and did not support the agency’s decision. In four cases reviewed the agency failed to contact collaterals and make referrals when appropriate.

Foster Home Licenses

Explanation of Item 26: Foster Home Licenses

This is an **Area Needing Improvement** for Newberry DSS. This item evaluates the process by which the agency ensures that all foster homes comply with licensing requirements. There were no unlicensed foster homes. However, there were areas needing attention. In most of the licensing files, the safety checks were not completed or updated yearly on required household members. In four of the cases reviewed, there were discrepancies in the household composition. Most of the quarterly visits were not conducted and the Quarterly Review Guide was not completed as required. The records were not set up according to policy.

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Newberry 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:	Str Timeliness of initiating investigations of reports of child maltreatment	3/3 = 100%	0	17
Item 2:	*ANI Repeat maltreatment	20/20 = 100%	0	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	7/10 = 70%	3/10 = 30%	10
Item 4:	ANI Risk of harm to child(ren)	13//20 = 65%	7/ 20 = 35%	0
Permanency Outcome 1: Children have permanency and stability in their living situations.				
Item 5:	Str Foster care re-entries	1/1 = 100%	0	9
Item 6:	*ANI Stability of foster care placement	9/10 = 90%	1/10 = 10%	0
Item 7:	ANI Permanency goal for child	7/10 = 70%	3/10 = 30%	
Item 8:	ANI Reunification, guardianship, or permanent placement with relatives	2/3 = 67%	1/3 = 33%	7
Item 9:	ANI Adoption	0	6/6 = 100%	4
Item 10:	Str Permanency goal of Alternate Planned Permanent Living Arrangement (APPLA)	1/1 = 100%	0	9
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.				
Item 11:	*ANI Proximity of foster care placement	8/10 = 80%	2/10 = 20%	0
Item 12:	ANI Placement with siblings	7/9 = 78%	2/ 9 = 22%	1
Item 13:	ANI Visiting with parents and siblings in foster care	3/ 8 = 38%	5/8 = 62%	2
Item 14:	ANI Preserving connections	4/4 = 50%	4/4 = 50%	2
Item 15:	ANI Relative placement	4/10 = 40%	6/10 = 60%	0
Item 16:	ANI Relationship of child in care with parents	1/ 3 = 33%	2/ 3 = 67%	7
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	5/20 = 25%	15/ 20 =75%	0
Item 18:	ANI Child and family involvement in case planning	2/17 = 12%	15 /17 = 88%	3
Item 19:	*ANI Worker visits with child	12/ 20 = 60%	8/20 = 40%	0
Item 20:	ANI Worker visits with parent(s)	1/17 = 6%	16/17 = 94%	3
Well Being Outcome 2: Children receive appropriate services to meet their educational needs				
Item 21:	ANI Educational needs of the child	8/14 = 57%	6/14 = 43%	6
Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.				
Item 22:	ANI Physical health of the child	7/20 = 35%	13/20 =65%	0
Item 23:	ANI Mental health of the child	7/14 =50%	7/14= 50%	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