

Spartanburg DSS County DSS
Review of Child Welfare Services
November 2007

During the week of November 5 - 9, 2007 a team of DSS staff from state office and surrounding counties conducted an onsite review of child welfare services in Spartanburg 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, Spartanburg DSS Staff, representatives from the schools, Foster Care Review Board, Mental Health and Guardian Ad Litem Program.

Period under Review: September 1, 2006 to October 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 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, 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.

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

Agency Data				
Measure S1.1: Timeliness of Initiating Investigations on Reports of Child Maltreatment				
Data Time Period: Nov 1, 2006 to Oct 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	18,082	17,816	98.5	(266)
Spartanburg DSS	621	605	97.4	(16)

Explanation of Item 1: Timeliness of Initiating Investigations

This is an **Area Needing Improvement** for Spartanburg DSS. State law requires that an investigation of all (100%) accepted reports of abuse and neglect be initiated within 24 hours. The outcome report indicates that for the 12 month period under review, Spartanburg initiated 595 of its 612 investigations of alleged abuse and neglect within 24 hours.

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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 Nov 1, 2006 to October 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	11,626	85	0.73%	624.2
Spartanburg	710	14	1.97%	29.3

Onsite Review Findings

Safety Item 2: Repeat Maltreatment

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

Explanation of Item 2: Repeat Maltreatment

This is area of **Strength** for Spartanburg 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 that only 2% of the children under Spartanburg DSS supervision experience 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**

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<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	0	0	0	0	10	0
Treatment	7	78	2	22	1	0
Total Cases	7	78	2	22	11	0

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

This is an **Area Needing Improvement** for Spartanburg DSS. This item assesses whether services were adequate to protect children in their home and prevent their removal and placement into foster care. In 78% of the treatment cases reviewed, families received services needed to ensure the safety of the children who remained with their parents or relatives. However, 22% of the families did not receive services needed to ensure the safety of the children in the home. This often happened because parents failed to access the services written on their treatment plans.

Reviewers found that when the agency and legal officers placed children into foster care, those decisions were consistently supported by the facts of the case.

<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	6	60	4	40	0	0
Total Cases	14	70	6	30	0	0

Explanation of Item 4: Risk of Harm

This is an **Area Needing Improvement** for Spartanburg DSS. This item assesses whether the agency's interventions reduced risks of harm to children. In 40% of the treatment cases, risk of harm was not adequately managed. In those cases, caseworkers clearly described serious risk factors that remained in the home, but failed to take actions needed to reduce those risk factors. Reviewers found that workers often focused on the report that initially caused the agency's involvement but failed to assess for other risk factors.

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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 Nov 1, 2006 to Oct 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	3,863	214	5.54%	118.2
Spartanburg	236	14	5.93%	6.3

Explanation of Item 5: Foster Care Re-entries

This is area of **Strength** for Spartanburg 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. The percentage of children re-entering care in Spartanburg County is 6%.

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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: >= 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	4,461	3577	80.18%	(290.7)
Spartanburg	271	230	84.87	(5.0)

Explanation of Item 6: Stability of Foster Care Placement

This is an **Area Needing Improvement** for Spartanburg 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 measure is at least 86.7% of the children in care have no more than two placements in the past year. Agency data shows that only 84.87% of the foster children in Spartanburg County 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: >= 53% (DSS established objective)				
	Children in Care At Least 15 of Last 22 Months Nov 1, 2006 to Oct 31, 2007	Number of Children With TPR Complaint	Percent of Children With TPR Complaint	Number of Children Above (Below) Objective
State	3,641	1,670	45.9%	(259.7)
Spartanburg	235	99	42.1%	(25.6)

Explanation of Item 7: Permanency Goal for Children

This is an **Area Needing Improvement** for Spartanburg 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 42% of the children in care 15 of 22 months had a TPR petition filed. Reviewers found significant delays in 30 % of the decisions to change permanency plans from return home to TPR/Adoption.

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Several stakeholder groups explained that family court judges frequently disregard agency recommendations and give non-compliant parents one or more six-month extensions.

Onsite Review Findings						
Permanency Item 8: Reunification, Guardianship, or Permanent Placement with Relatives.						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	25	3	75	6	

Explanation of Item 8: Reunification or Permanent Placement with Relatives

This is an **Area needing improvement** for Spartanburg DSS. This item evaluates the activities and processes necessary to accomplish the goal of reunification with caregivers or placement with relatives. In 75% of the cases reviewed the plan should have been changed from reunification to TPR/Adoption because of the parent's failure to pursue treatment goals.

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 Nov 1, 2006 to Oct 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	408	66	16.2	(64.6)
Spartanburg	27	4	14.8%	(4.6)

Explanation of Item 9: Adoption

This is an **Area Needing Improvement** for Spartanburg 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. In every case involving a child with the plan of Adoption, there were delays in filing petitions and continued hearings. Combined with the delays in court approval of the plan of Adoption described in Item 7 above, it was unlikely that any of the adoption cases reviewed onsite could be finalized within 24 months of the children entering care.

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

Explanation of Item 10: Permanency Goal of APPLA

This is area of **Strength** for Spartanburg 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 12.6% of the children in the care of Spartanburg 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 | Strength |
| 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

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: $\geq 70\%$ (DSS established objective)

	Number of Children In Care 9/1/06 to 8/31/07	Number of Children Placed Within County of Origin	Percent of Children Placed Within County of Origin	Number of Children Above (Below) Objective
State	6,760	4,281	63.3%	(451.0)
Spartanburg	423	302	71.6%	6.9

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Explanation of Item 11: Proximity of Foster Care Placement

This is an area of **Strength** for Spartanburg 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 72% of Spartanburg DSS children were placed within the county. Onsite reviewers found that most of the children placed out of the county were in therapeutic placements.

<u>Onsite Review Findings</u>						
Permanency Item 12: Placement with Siblings						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	80	1	20	5	0

Explanation of Item 12: Placement with Siblings in Foster Care

This is an **Area Needing Improvement** for Spartanburg DSS. This item evaluates the agency's efforts to keep siblings together when it is appropriate to do so. Although most siblings were kept together, the percentage (80%) was not high enough to meet agency standards.

<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	6	86	1	14	3	0

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

This is an **Area Needing Improvement** for Spartanburg 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 (86%) visits occurred according to agency policy. However, the agency fell just short of the 90% objective because, in some cases, siblings placed in different parts of the state because of their therapeutic needs were not given the opportunity to see one another.

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<u>Onsite Review Findings</u>						
Permanency Item 14: Preserving Connections						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	3	50	3	50	4	0

Explanation of Item 14: Preserving Connections

This is an **Area Needing Improvement** for Spartanburg 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. Half of the cases reviewed revealed that 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	2	29	5	71	3	0

Explanation of Item 15: Relative Placement

This is an **Area Needing Improvement** for Spartanburg DSS. This item evaluates the agency's efforts to identify and assess relatives as potential placement resources for children in foster care. Only 29% of the cases reviewed were rated strength for this item. Reviewers found instances of relatives who expressed interest in caring for children, but no evidence that those relatives were assessed. Reviewers also found that relatives of the custodial parent (usually the mother) were assessed, but relatives of the non-custodial parent (usually the father) were not assessed.

<u>Onsite Review Findings</u>						
Permanency Item 16: Relationship of Child in Care with Parents						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	40	3	60	5	0

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

This is an **Area Needing Improvement** for Spartanburg 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. Sixty percent 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 be returned home within a few weeks.

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

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 |

<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	9	90	1	10	0	0
Treatment	3	30	7	70	0	0
Total Cases	12	60	8	40	0	0

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

This is an **Area Needing Improvement** for Spartanburg 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 90% of foster care cases, this item was rated strength. In 70% of the treatment 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.

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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	2	25	6	75	2	0
Treatment	2	20	8	80	0	0
Total Cases	4	22	14	78	2	0

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

This is an **Area Needing Improvement** for Spartanburg 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 practice is that caseworkers tell parents what they must do, and have the parents sign their plan. Overall, only 22% of the clients had some say in the development of their case plan.

<u>Onsite Review Findings</u>						
Well Being Item 19: Face-to-Face Visits with Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	5	50	5	50	0	0
Treatment	2	20	8	80	0	0
Total Cases	7	35	13	65	0	0

Explanation of Item 19: Face-to-Face Visits with Child

This is an **Area Needing Improvement** for Spartanburg DSS. This item measures the frequency of caseworker visits with children under agency supervision, and evaluates the quality of those visits. Sixty-five percent of the cases reviewed were rated needing improvement. The weakest area was in-home treatment, 80% of the cases were rated needing improvement. Reviewers found evidence of inexperienced caseworkers who made their monthly visits, but did not appear to understand the purpose of those visits. Reviewers also found face-to-face contact with each member of sibling groups did not occur monthly as required by agency policy.

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Onsite Review Findings						
Well Being Item 20: Worker Visits with Parent(s)						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	1	20	4	80	5	0
Treatment	2	20	8	80	0	0
Total Cases	3	20	12	80	5	0

Explanation of Item 20: Worker Visits with Parents

This is an **Area Needing Improvement** for Spartanburg DSS. This item measures the frequency of caseworker visits with parents, and evaluates the quality of those visits. Eighty-seven percent of the cases reviewed were rated needing improvement. There were significant problems in both foster care and in-home treatment cases. As described in Item 19 above, reviewers found evidence of inexperienced caseworkers who made their monthly visits, but did not appear to understand the purpose of those visits. 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.

21) Educational need of the child

Area Needing Improvement

Onsite Review Findings						
Well Being Item 21: Educational Needs of Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	57	3	43	3	0
Treatment	6	75	2	25	2	0
Total Cases	10	67	5	33	5	0

Explanation of Item 21: Educational Needs of the Child

This is an **Area Needing Improvement** for Spartanburg DSS. This item evaluates the agency's ability to assess and address the educational needs of children under agency supervision. This was an area of strength for just over half of the cases (53%), which does not meet the agency objective of 90%. Both foster care and in-home treatment cases showed deficiencies in this area. Some in-home treatment cases failed to assess the educational needs of all of the children in the home.

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

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

Area Needing Improvement
Area Needing Improvement

<u>Onsite Review Findings</u>						
Well Being Item 22: Physical Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	4	10	6	60	0	0
Treatment	5	50	5	50	0	0
Total Cases	9	45	11	55	0	0

Explanation of Item 22: Physical Health of the Child

This is an **Area Needing Improvement** for Spartanburg DSS. This item evaluates the agency's ability to assess and address the physical and dental health needs of children under agency supervision. Over half of the cases reviewed (55%) were rated needing improvement for this item. Both foster care and in-home treatment cases showed deficiencies in this area. In some instances the problem was a failure to assess the need. In other cases, there was no evidence that caseworkers followed up to determine if identified medical needs of children were being addressed.

<u>Onsite Review Findings</u>						
Well Being Item 23: Mental Health of the Child						
	Strength		Area Needing Improvement		Not Applicable	
	#	%	#	%	#	%
Foster Care	2	25	6	75	2	0
Treatment	3	38	5	62	2	0
Total Cases	5	31	11	69	4	0

Explanation of Item 23: Mental Health of the Child

This is an **Area Needing Improvement** for Spartanburg DSS. This item evaluates the agency's ability to assess and meet the mental health needs of children under agency supervision. Only 31% of the cases reviewed were rated strength for this item. Both foster care and in-home treatment cases showed deficiencies in this area. In some instances there was a failure to assess the mental health needs of the children. However, some of the children had identified behavioral and mental health problems, yet were not receiving services to address those problems.

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Unfounded Investigations

	Yes	No
Was the investigation initiated timely?	4	1
Was the assessment adequate?	3	2
Was the decision appropriate?	3	2

Explanation of Item 24: Unfounded Investigations

This is an **Area Needing Improvement** for Spartanburg DSS. This item evaluates the agency's investigative process and determines if decisions were supported by the facts of the cases. The decisions in two of the five cases reviewed were not supported by the facts in those cases. The decision to unfound one investigation was inappropriate because it was made before the parent attended to the medical needs of the child that caused the agency to become involved in the case. The decision to unfound another case was inappropriate because the agency took two months to make face-to-face contact with the victim child. Upon making contact with the child, the alleged bruises were no longer apparent.

Screened Out Intakes

	Yes	No	Cannot Determine
Was the Intake Appropriately Screened Out?	10	0	0
			Not Applicable
Were Necessary Collaterals Contacted?	5	0	5
Were Appropriate Referrals Made?	5	1	4

Explanation of Item 25: Screened Out Intakes

This is an area of **Strength** for Spartanburg 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. All of the intakes were screened out because they did not allege anything that met the legal definition of abuse or neglect. The agency did an excellent job of contacting schools, law enforcement and other collaterals to gather information before making the decision to screen out intakes.

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Foster Home Licenses

Explanation of Item 26: Foster Home Licenses

This is an area of **Strength** for Spartanburg DSS. This item evaluates the process by which the agency ensures that all foster homes comply with licensing requirements. There were no unlicensed open foster homes. Documentation in the hard files and in CAPSS was consistent. However, a few areas needed attention. The two deficiencies most often cited were: 1) safety checks not completed, and 2) missed quarterly visits.

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Spartanburg 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	7/7= 100%	13
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	7/10 = 70 %	3/10 = 30 %
Item 4:	ANI	Risk of harm to child(ren)	13/20 = 65%	7/20 = 35%
Permanency Outcome 1: Children have permanency and stability in their living situations.				
Item 5:	Str*	Foster care re-entries		10
Item 6:	ANI	Stability of foster care placement	10/10 = 100%	0
Item 7:	ANI	Permanency goal for child	7/10 = 70%	3/10 = 30 %
Item 8:	ANI	Reunification, guardianship, or permanent placement with relatives	1/4 =25%	3/4= 75 %
Item 9:	ANI	Adoption		4/4 = 100%
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:	Str	Proximity of foster care placement	8/9 = 89%	1/9 = 11%
Item 12:	ANI	Placement with siblings	4/5 = 80 %	1/5 = 20 %
Item 13:	ANI	Visiting with parents and siblings in foster care	6/7 = 86 %	1/7 = 14 %
Item 14:	ANI	Preserving connections	3/6 = 50%	3/6 = 50 %
Item 15:	ANI	Relative placement	2/7 = 29 %	5/7 = 71 %
Item 16:	ANI	Relationship of child in care with parents	2/5 = 40 %	3/5 = 60 %
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	11/20 = 55%	9/20 = 45%
Item 18:	ANI	Child and family involvement in case planning	3/18 = 17%	15/18 = 83%
Item 19:	ANI	Worker visits with child	7/20 = 35 %	13/20 = 65%
Item 20:	ANI	Worker visits with parent(s)	2/15 = 13%	13/15= 87 %
Item 21:	ANI	Educational needs of the child	8/15 =53	7/15 = 47%
Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.				
Item 22:	ANI	Physical health of the child	9/20 = 45	11/20 = 55%
Item 23:	ANI	Mental health of the child	4/16 = 25	12/16 = 75 %

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

Str = Strength

ANI = Area Needing Improvement

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