PINNACLE PLAN MEASURES

SEMI-ANNUAL SUMMARY REPORT

CHILD WELFARE SERVICES

February 22, 2022

TABLE OF CONTENTS

Executive Summary Regarding COVID-19
Child Welfare Services Director Deborah Shropshire

This reporting period was an incredibly challenging one. We're sick and tired of talking about COVID-19, and yet it continues to disrupt us in some ways. Illness from the Delta and Omicron variants interrupted our lives, impacting more than 600 staff, foster parents, children and youth, and birth families during July through December 2021, and doubling that in January 2022. Add the continued challenges with recruiting both staff and foster parents, and it has been a long few months. That said, we have faced it head-on and continued to develop strategies for progress in many areas.

We are celebrating six years of not placing infants in shelters. That one's personal to me, given that I previously provided medical care to literally thousands of infants and young children passing through the former Oklahoma Human Services (OKDHS) Pauline E. Mayer Shelter. Now, most of my frontline staff don't even identify shelters as an option for infants and young children, and recently we celebrated a period of time with no child under 9 years old in a shelter setting.

The overall number of children and youth in OKDHS custody continues to gradually decline, as fewer children and youth enter out-of-home care, and exits to adoption and guardianship continue to move steadily forward. With the decrease comes an increased "density" of children, youth, and families with complex trauma and needs, affirming our need to continue building a full continuum of care. A disturbing trend is an increase in the number of youth being "abandoned" to our care by their parents. Many of these youth have significant behavioral health needs, and their parents are struggling to find the appropriate resources to serve them. We are presently analyzing this population so that we can develop more targeted strategies for offering support to their families earlier and for serving them well when entry into foster care can't be avoided.

Steady and slow is the name of the game right now – many efforts are moving forward, but just more slowly than in the past. Those interested in becoming foster parents are taking longer to complete the initial steps despite efforts to remove any barriers we may pose. The applicant pool for hiring remains low and some applicants don't show up for scheduled interviews. But despite these and other challenges, we continue to maximize what we have in our hands by managing caseloads tightly; listening to our teams and launching hiring and employee support strategies; and leveraging community partnerships with groups like the Foster Care Association of Oklahoma (FCAO) to help identify placements when needed and the CarePortal to support the concrete needs of families, foster care and adoptive families, and youth exiting care at 18 years old. FCAO recently launched a pilot foster parent mentor program in Region 1, with the support of OKDHS. And we, along with private funders, support the CarePortal platform and expansion in Oklahoma, where the CarePortal has grown to serve more than 16,000 children and youth and $6.4 million in economic impact to the system over the past six years. We also continue to collaborate heavily with the Oklahoma Health Care Authority, Oklahoma Department of Mental Health and Substance Abuse Services, and courts in tangible ways to advance our goals.

We have been knocked around during this reporting period, but like the Elton John song says, "I'm (we're) still standing, better than I (we) ever did." And I can point to children, youth, and families from the last few months whose lives are different because Oklahoma Child Welfare Services is, indeed, still standing. Take that, COVID-19.

Respectfully,
Deborah Shropshire, M.D.
Director, Child Welfare Services
Oklahoma Human Services

OVERVIEW

Oklahoma Human Services (OKDHS) is committed to improving the safety, permanency, and well-being of children served by the child welfare (CW) system. The Pinnacle Plan is the roadmap and public reporting is critical to ensuring transparency and accountability. OKDHS Metrics, Baselines, and Targets Agreement - 3/7/2013 outlines how the outcomes and other indicators are measured and reported. Monthly and semi-annual reports are made available to the public.

Oklahoma is committed to good faith efforts and positive trending toward the goals outlined in the Plan. Twice per year OKDHS provides an analysis in which the agency outlines: (1) the strategies employed to improve performance in the areas identified in the Compromise and Settlement Agreement; and (2) the progress toward improving performance. The report includes an update regarding performance improvement strategies implemented to date and, when possible, an assessment of the effectiveness of those strategies. Each semi-annual report addresses seven performance areas comprised of 27 specific metric elements. The seven areas are: Foster Care Safety, Counts for New Foster Homes, Worker Contacts, Placement Stability, Shelter Usage, Permanency Timeliness, and Workloads.

The Compromise and Settlement Agreement requires the Co-Neutrals to determine the extent to which OKDHS makes good faith efforts to achieve substantial and sustained progress toward each Target Outcome. This report summarizes the most significant strategies implemented for each Target Outcome and, where possible, draws connections between those efforts and progress toward the Target Outcomes established in the Metrics, Baselines, and Targets Agreement.

Measurement Notes

OKDHS was the first state agency in the nation to have a federally-approved statewide automated child welfare information system (KIDS) and continues to strive for high quality data. **The findings in this report are subject to change due to ongoing data entry, changes in policy, changes in practice, and changes in definitions, or data quality issues that may be discovered through the process.**

Organization of the Report

To align the metrics in this report with the elements of a continuous quality improvement (CQI) process, OKDHS believes it is important to clarify how the various metrics relate to the levers that OKDHS can potentially influence to improve outcomes for children in out-of-home (OOH) care.

The CQI process is based on the premise that improving outcomes for children requires some degree of system reform which involves changing one or more elements of the traditional way of doing business: (1) the process of care, (2) the quality of care, and (3) the capacity to deliver care. Process changes relate to how the work is done; quality changes pertain to how well it is done; and capacity changes pertain to the tangible resources the agency devotes to delivering care. CQI presumes that a combination of these three types of reforms will lead to improved outcomes (i.e., safety, permanency, and well-being) for children.

To clarify how the various Settlement Agreement metrics relate to these particular aspects of OKDHS' ongoing reform efforts, the report begins with some contextual information and is then organized by metric type:

SECTION 1: Contextual information. This section provides a general description of entry and exit trends since the enactment of the Settlement Agreement and trends in the child demographic profile captured during the history of reporting periods.

SECTION 2: Child outcomes. This section reports on metrics related to safety and permanency outcomes for children in OOH care. These include indicators pertaining to **maltreatment in care, frequency of worker contacts**, **placement stability, shelter placement,** and **permanency**.

SECTION 3: Capacity indicators. This section reports on metrics designed to measure the capacity of OKDHS to deliver foster care services. These include metrics pertaining to **foster home development** and **caseload/workload.**

SECTION 1. Contextual Information

Entry and Exit Trends

Oklahoma Human Services (OKDHS) began Pinnacle Plan implementation in July 2012, six months after the Settlement Agreement was reached. In July 2012, just over 9,000 children were in out-of-home (OOH) care, and this number continued to rise before peaking at 11,303 in October 2014. In November 2014, the number started to decline for the first time since Pinnacle Plan implementation began. As of December 2021, the number of children in OOH care was 6,892, a 39.0 percent decrease since October 2014, which is a continued reduction in the number of children in OOH care. Section 1, Graph 1 shows the number of children removed and the children who exited OOH care during each month from October 2020 through December 2021. In federal fiscal year (FFY) 2021, the overall number of children exiting OOH care outnumbered the number of children removed during the 12-month period.
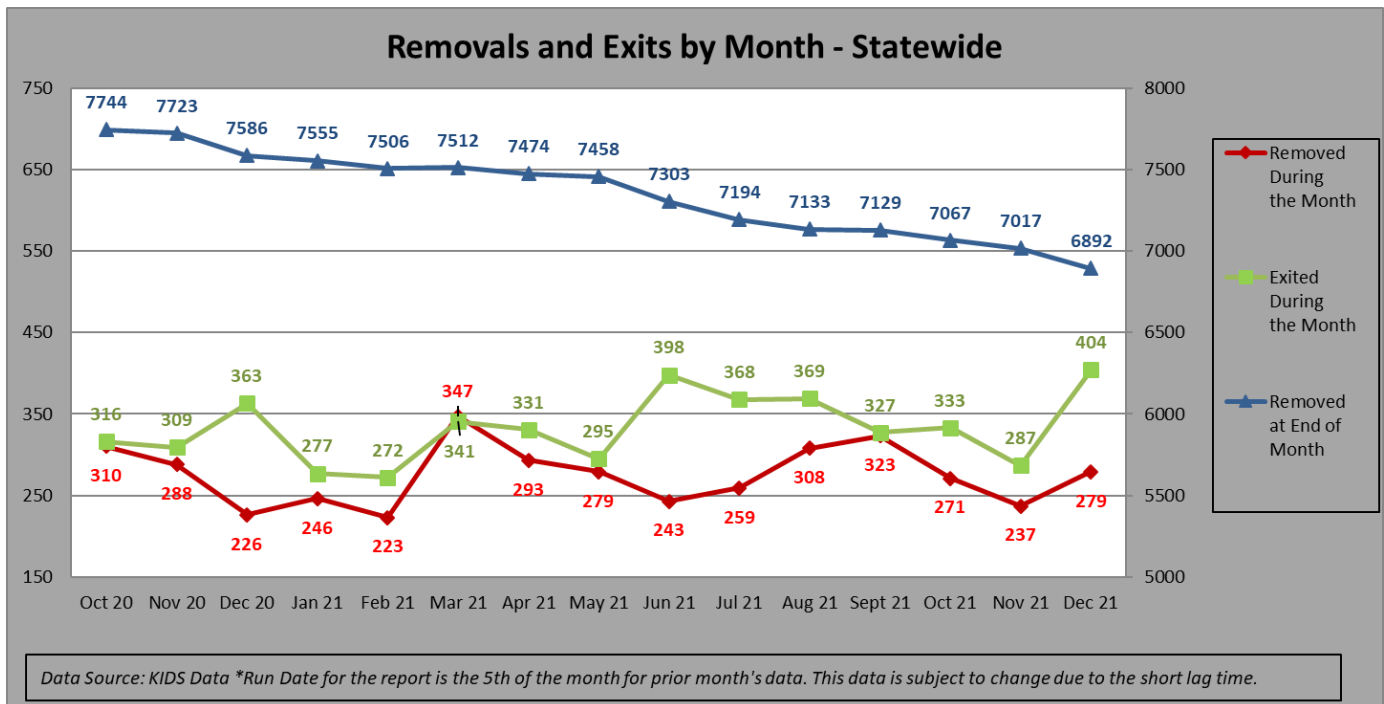
Section 1, Graph 1

Demographic Information by Reporting Period

During the reporting period of 10/1/2020 through 9/30/2021, according to Adoption and Foster Care Analysis Reporting System (AFCARS), OKDHS served 11,472 children. The "served" population includes all children who were in OOH care for at least 24 hours. This number also includes children in tribal custody. For the purposes of Pinnacle Plan reporting, children in tribal custody are not included in the measures, except for the Absence of Maltreatment in Care measure that includes all children served. This leaves a served population of 11,095 excluding children in tribal custody.

Section 1, Charts 1, 2, and 3 show the children's demographics by age, race, and placement type. For race, when a child claims more than one race, the child is counted in the Multi-Race category. Hispanic or Latino origin is no longer counted as a primary race.

Total Children Served in Out-of-Home Care
By Age Groups - Oct. 1, 2020 - Sept. 30, 2021

- 17.56%
- 19.04%
- 32.38%
- 31.02%

Legend:
- 0-1 Years
- 2-5 Years
- 6-12 Years
- Over 13 Years

Data Source: KIDS Data
Pinnacle Context Data

Section 1, Chart 1

Total Children Served in Out-of-Home Care
By Race - Oct. 1, 2020 - Sept. 30, 2021

- 8.36%
- 47.20%
- 34.53%
- 9.70%

Legend:
- White
- African American
- Multi-Race
- Native American

Asian and Pacific Islander were omitted as they total <0.2% of the
population. Hispanic is not included in primary races as it is an ethnicity.
17.94% of the children identified an ethnicity of Hispanic.

Data Source: KIDS Data
Pinnacle Context Data

Section 1, Chart 2

Placement Days of Children in Out-of-Home Care by Placement Type - Oct. 1, 2020 - Sept. 30, 2021

- CW Foster Family Care — 19.2%
- CW Supported Homes — 17.9%
- Kinship Relative Care — 36.2%
- Kinship Non-Relative Care — 12.6%
- Therapeutic Foster Care — 1.7%
- Other Foster Family Care — 6.7%
- Congregate Care — 4.8%
- Other Placements — 0.9%

Data Source: KIDS Data
Placement Days by Resource Type

Section 1, Chart 3

SECTION 2. Child Outcomes

1.1: Absence of Maltreatment in Care by Resource Caregivers

Operational Question
Of all children served in foster care during the 12-month reporting period, what percent were **not** victims of substantiated or indicated maltreatment (abuse or neglect) by a foster parent or facility staff member?

Data Source and Definitions
For the semi-annual report, Oklahoma Human Services (OKDHS) uses the logic from the official federal metric. This measure is a 12-month period based on the federal fiscal year (FFY) of October 1 through September 30. OKDHS uses the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) 21A & 21B files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file, covering AFCARS 21A & 21B periods, to compute the measure. The NCANDS file used for this report is calculated the same as the file submitted to the federal government, which includes running the data through the official validation tool. However, the official submission to NCANDS occurs only once annually and is due yearly by January 31, so NCANDS data is subject to change until that date.

- Counts of children not maltreated in foster care, out-of-home (OOH) care, are derived by subtracting the NCANDS count of child maltreatment by foster care providers from the AFCARS count of children placed in OOH care during the reporting period.
- This metric measures performance over 12 months and differs from the monthly data collected from KIDS.
- The federal metric only counts a victim once during the FFY, even if a child is victimized more than once in the course of a year. In the monthly report, a victim is counted for every substantiated finding of abuse or neglect.
- NCANDS does not include any referral when the report date and completion date do not both fall during the same FFY reporting period.
- The total population in this measure includes tribal custody children, as these children are included in the federal

submission to NCANDS.

This measure includes all children placed in traditional foster care homes, kinship homes (relative or non-relative), therapeutic foster care (TFC) homes, group homes, shelters, and residential facilities. In March 2013, OKDHS began including children substantiated for maltreatment in institutional settings by the Office of Client Advocacy (OCA).

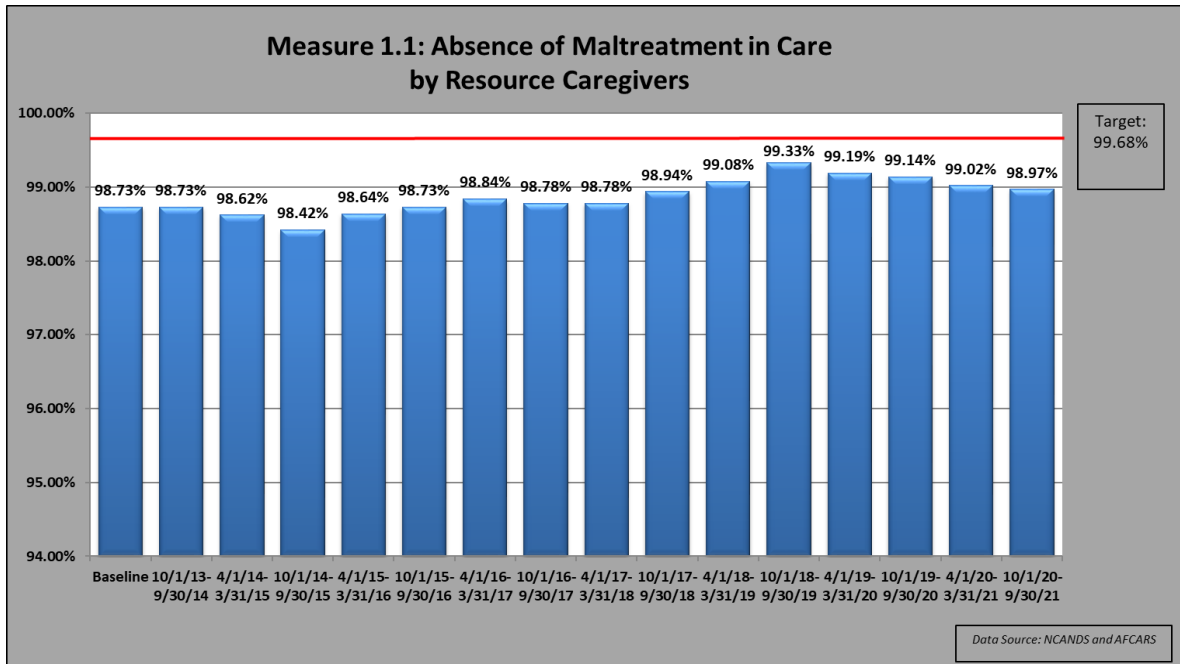## Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 10/1/2020 through 9/30/2021.

Numerator: The number of children served in foster care from 10/1/2020 through 9/30/2021 who did not have any substantiated or indicated allegations of maltreatment by a foster parent or facility staff member during that period.
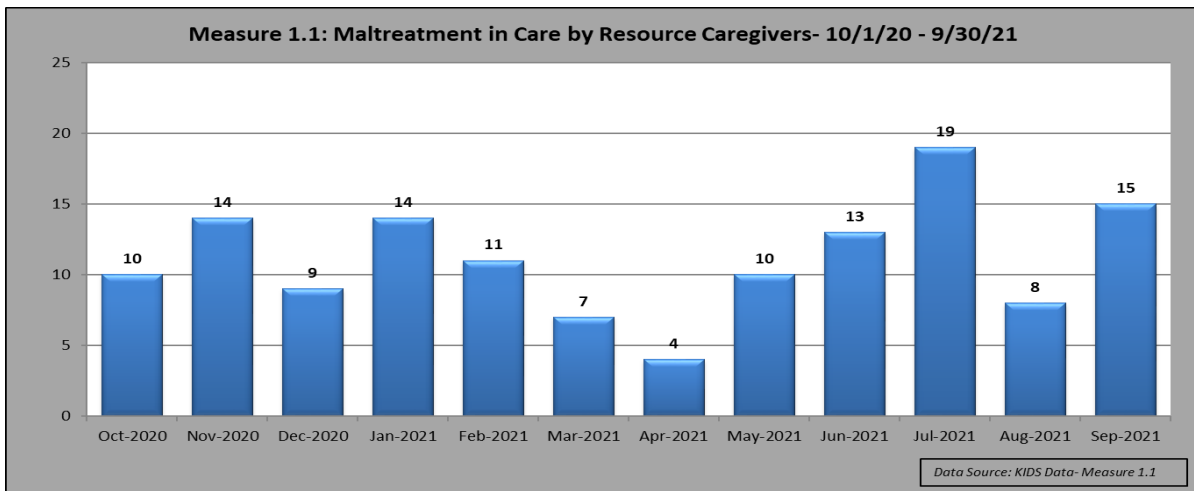
Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014	15,605	15,806	98.73%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014	16,066	16,272	98.73%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015	16,410	16,640	98.62%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015	16,543	16,808	98.42%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016	16,323	16,548	98.64%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016	16,037	16,244	98.73%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017	15,571	15,753	98.84%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017	14,929	15,113	98.78%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018	14,229	14,405	98.78%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018	13,754	13,901	98.94%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019	13,317	13,441	99.08%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019	12,995	13,082	99.33%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020	12,556	12,659	99.19%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020	12,162	12,268	99.14%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021	11,571	11,685	99.02%
10/1/2020 – 9/30/2021	All children served from 10/1/2020 - 9/30/2021	11,354	11,472	98.97%
Target				99.68%

Section 2, Table 1.1-1

Measure 1.1: Absence of Maltreatment in Care by Resource Caregivers

Target: 99.68%

Period	Value
Baseline	98.73%
10/1/13-9/30/14	98.73%
4/1/14-3/31/15	98.62%
10/1/14-9/30/15	98.42%
4/1/15-3/31/16	98.64%
10/1/15-9/30/16	98.73%
4/1/16-3/31/17	98.84%
10/1/16-9/30/17	98.78%
4/1/17-3/31/18	98.78%
10/1/17-9/30/18	98.94%
4/1/18-3/31/19	99.08%
10/1/18-9/30/19	99.33%
4/1/19-3/31/20	99.19%
10/1/19-9/30/20	99.14%
4/1/20-3/31/21	99.02%
10/1/20-9/30/21	98.97%

Data Source: NCANDS and AFCARS

Section 2, Graph 1.1-1

Measure 1.1: Maltreatment in Care by Resource Caregivers- 10/1/20 - 9/30/21

Month	Value
Oct-2020	10
Nov-2020	14
Dec-2020	9
Jan-2021	14
Feb-2021	11
Mar-2021	7
Apr-2021	4
May-2021	10
Jun-2021	13
Jul-2021	19
Aug-2021	8
Sep-2021	15

Data Source: KIDS Data- Measure 1.1

Section 2, Graph 1.1-2

Children in Out-of-Home Care October 1, 2020 - September 30, 2021						Ending 9/30/21
Placement Type	**Placement Days**	**Percent**	**Placement Type**	**MIC**	**Percent**	**MIC Rate per 100,000 days**
CW Foster Family Homes	497,027	19.2%	CW Foster Family Homes	32	23.9%	6.4
CW Foster - Supported Homes	464,687	17.9%	CW Foster - Supported Homes	11	8.2%	2.4
Kinship Foster Care - Relative	936,511	36.2%	Kinship Foster Care - Relative	53	39.6%	5.7
Kinship Foster Care Non-Relative	325,720	12.6%	Kinship Foster Care Non-Relative	13	9.7%	4.0
Therapeutic Foster Care Homes	43,183	1.7%	Therapeutic Foster Care Homes	3	2.2%	6.9
Congregate Care	173,659	6.7%	Congregate Care	16	11.9%	9.2
Other Foster Family Care	125,352	4.8%	Other Foster Family Care	6	4.5%	4.8
Other Placements	23,649	0.9%	Other Placements	0	0.0%	0.0
Total	**2,589,788**	**100.0%**	**Total**	**134**	**100.0%**	**5.2**
Data Source: Pinnacle MIC Data for 12 months ending 9/30/21; Run Date: 1/3/22 and Placement Days by Resource Type; Run Date: 10/5/21						

Section 2, Table 1.1-2

Data Commentary

This indicator is based on the federal measure for child maltreatment by foster home or congregate care providers and produces representative information about the incidence of maltreatment in care (MIC). For NCANDS reporting, 118 victims were reported.

For the reporting period 10/1/2020 through 9/30/2021, 134 substantiations of maltreatment while in out-of-home (OOH) care were reported in the monthly MIC Pinnacle Plan Measure. These 134 victims were included in 84 separate referrals: 68 referrals for children in foster care and 16 referrals to OCA. Of the 134 victims, 118 were placed in foster care settings and 16 were placed in congregate care settings:

Of the 118 Victims in Foster Family Care:
- 53 children were in a Kinship Foster Care – Relative Home (44.9%);
- 32 children were in a Child Welfare (CW) Foster Family Home (27.1%);
- 13 children were in a Kinship Foster Care Non-Relative Home (11.0%);
- 11 children were in a CW Foster – Supported Home (9.3%);
- 6 children were in Other Foster Care Homes (5.1%); and
- 3 children were in a TFC Home (2.5%).

Of the 16 Victims in Congregate Care Placement:
- 10 children were in a Level Resource Facility (B, D, D+, or E) (62.5%);
- 2 children were in a Non-OKDHS Operated Facility (12.5%);
- 2 children were in a Detention Center (12.5%);
- 1 child was in a Psychiatric Residential Treatment Center (6.3%); and
- 1 child was in a Youth Shelter (6.3%).

The difference between the two measures is explained in Data Source and Definitions.

Reporting Period Progress
FOSTER CARE

Statewide Automated Child Welfare Information System (SACWIS)/KIDS
Foster Care and Adoptions (FC&A) Programs staff continue to work with KIDS staff to make improvements on resource reports utilized by Child Welfare Services (CWS) programs, management, and regional staff. A pending KIDS enhancement that provides details on the reason for initiating a written plan of compliance (WPC) was originally scheduled for August 2021; however, due to required AFCARS updates, the release is in pending status at this time. Another pending KIDS enhancement to complete the Resource Information Sheet (RIS) update is currently scheduled for February 2022 release. The updated RIS will show the resolution type for any resolved resource alerts, as well as any policy violations attached to the resource home.

Screen-Out Consultations
Screen-out consultations had a completion rate of 99.7 percent this reporting period. From April through September 2021, there were 365 total screen-out consultations of which 364 consultations were completed as shown in Section 2, Table 1.1-5. Since FC&A Programs staff began sending the YI790B Out-of-Home Screen-Out Detail report twice each month in early 2020 to CW staff, improved completion rates for timely screen-out consultations and documentation occurred.

Screen-Out Consultations on Out-of-Home Referrals			
Screen-Out Referral Month	Total Screen-Out Referrals	Screen-Out Referrals with Screen-Out Consultation	% in Compliance
Baseline (Sept-Nov 2016)	312	122	39.1%
Apr-21	73	72	98.6%
May-21	69	69	100.0%
Jun-21	53	53	100.0%
Jul-21	45	45	100.0%
Aug-21	51	51	100.0%
Sep-21	74	74	100.0%
TOTAL	365	364	99.7%
Data Source: YI790B - Out-of-Home Screen-Out Detail; Run Date: 12/13/21			

Section 2, Table 1.1-5

Child Protective Services (CPS) Programs staff continue to review every OOH screen-out referral to ensure policy guidelines are adhered to in the disposition process. KIDS also continues to capture the review process when CPS Programs staff document if they concur with the screen-out disposition. When CPS Programs staff does not concur with the referral's disposition, Programs staff overrides the original disposition and assigns it in KIDS for investigation.

Supported and TFC/Intensive Treatment Family Care (ITFC) agencies continue the previously implemented MIC efforts. These efforts include safety calls, MIC case analysis, and MIC case reviews. All processes are fully embedded with the Resource Family Partner (RFP) and TFC/ITFC agencies. Additionally, when a concern involving a contracted placement agency is noted through a screen-out consultation, a 10-day staffing, or any other process or staffing, RFP and/or TFC Programs staff provides the agency with a deadline for the concern to be addressed with the family and the outcome reported back to CWS. The deadline given to the agencies is within 10-business days of notice of the concern. In instances where there is an immediate safety concern, the issue is required to be addressed by the next business day. The agency's follow-up on noted concerns is tracked by both RFP and TFC Programs staff and documented in the KIDS resource.

Placement Process Enhancements
The Child Place Interview (CPI) process is fully implemented statewide. As of the end of December 2021, 4,902 CPIs were conducted since the process rollout began on 2/1/2021.

The Placement Document and Screening workgroup met and discussed putting a survey together for foster parents about the CPI. In an effort to be mindful of the number of surveys sent to foster parents, questions about the CPI will be embedded in the overall strategy survey that will be sent out in early 2022.
Minor CPI online document enhancements were identified, discussed, and shared so that updates can be made in early 2022. Updates include primarily expanding areas for text, use of typographical symbols, tracking of a CPI taken offline for emergency placements, and an area for information updates.

Foster Home Assessments
In previous reporting periods, overdue annual updates and reassessments of foster homes were determined to be a barrier to reaching permanency goals, assessing child safety timely, and identifying family needs. As a result, FC&A leadership developed a backlog plan to address this issue. This review process began in January 2019 with 273 overdue annual updates or reassessments. As of December 2021, the backlog was reduced to 76 overdue annual updates or reassessments. This process continues to decrease the number of overdue annual updates or reassessments each month, while ensuring that FC&A staff timely assesses child safety, addressing any needs for the child and family, and providing exceptional customer service to resource families. These activities are to increase placement stability, improve permanency for children, and decrease MIC.

During this reporting period, the National Resource Center for Youth Services (NRCYS) completed the stand-alone child problematic sexual behavior (PSB) session that is available for foster parents and will be added into the online pre-service training. In September 2021, the stand-alone PSB course was added to the Bridge Learning Management System (LMS) that foster parents utilize for in-service training. Additionally in September 2021, the NRCYS-recorded webinar that featured a nationally known PSB expert was posted to the NRCYS website. It is now available for foster parents to access online. FC&A Programs met with both Permanency Planning (PP) Programs and the OKDHS Clinical Team in October 2021 to explore PSB training options for CW staff.

Resource Alert
As detailed in prior Semi-Annual reports, the YI042 Resource Homes with an Open Resource Alert report, is used to monitor resources with an open or unresolved resource alert and it is emailed to CW staff monthly. CW field managers, supervisors, and RFP agency staff use the report as a management tool to track open and unresolved resource alerts. The report is also emailed monthly to district directors for their staff to identify any children placed in homes with an active resource alert.

As part of the ongoing evaluation of new processes and practice implementation, the following KIDS enhancements are in progress or completed.
- The enhancement to generate an automated alert to newly assigned CW specialists upon case transfer or placing a new child in the resource home, was changed to an alternative email notice after multiple functionality issues were found. Upon initial testing, the alternative email notice also encountered functionality issues. At a January 2022 meeting to discuss other possible options to address this issue, it was decided that KIDS programmers will revisit the functionality issues to determine if they can be identified and resolved. If a solution is found, the earliest release date is November 2022. In the meantime, the WebFOCUS YI042 Resource Homes with an Open Resource Alert report has a Placements tab that displays the child's assigned CW specialist and supervisor. This report can be viewed on a regular basis by CW specialists to identify children on his or her caseload that are placed in a resource home with an open resource alert. FC&A Programs staff began providing, in June 2020, the YI042 report monthly to district directors with a request to review and provide to CW specialists with children placed in the home. Additionally, when a child is placed in a resource home, the RIS in KIDS populates and includes open or resolved resource alert information.
- Reviewing resource alerts will be added to the OOH investigation staffing guide, as well as having resource alert as an option for OOH investigation 10-day staffing recommendations. This enhancement was scheduled for September 2021; however it is on hold while KIDS staff completes the required AFCARS updates.

During this reporting period, 101 resource alerts were opened. Of those, 46 were resolved in the first half of state fiscal year (SFY) 2022. As of 12/31/2021, 79 resource alerts remained open for this reporting period. The usage of alerts represents improved, proactive, practice in addressing potential safety concerns and/or risk factors identified in a resource home. Common risk factors requiring ongoing monitoring include, but are not limited to, a history of substance abuse, increased family stress, individuals identified as unsafe with potential access to the child in OKDHS custody, unclean or hazardous home environment, and criminal action taken against a resource parent that does not result in automatic closure. In addition to increasing and improving communications between Resource staff and each child's assigned CW specialist, resource alerts also improve support for resource families. Increased communication and addressing the needs of a resource family provide a positive customer service experience and furthers efforts to retain resource families.

Training
To assist staff in evaluating and remediating concerns in a resource home, *Assessing Concerns in Resource Homes* training is required for all new Resource specialists and RFP staff and is available to any staff as a refresher when needed. This training develops and enhances skills in determining the appropriate level of intervention required when concerns are present in a foster home, including addressing policy violations, and preparing and monitoring a WPC. Four training

sessions occurred during this reporting period and four additional training sessions are scheduled for January through June 2022.

Records Check Training is a training for new and/or current CW specialists to assist in developing skills related to searching and documenting records in a quality manner. This training will become a required Level 1 training for all Resource specialists. During July through December 2021, two in-person trainings were held for Resource staff in a computer lab and two trainings are scheduled for January through July 2022. Two virtual sessions were held for RFP staff in January 2022.

Records Check Review and Approval Training is required for all CW specialist III's, supervisors, and field managers. This training, offered to Resource staff, RFP staff, and TFC staff, assists with crafting skills related to reviewing and coaching staff for quality records checks, and approval at the appropriate level. FC&A Programs staff will provide this training on a bi-annual basis or as a need is identified. One training was held in July 2021 and another in January 2022.

FC&A Programs staff provided a new training course for Resource specialists that combined two separate trainings, *Resource Family Assessment* and *Annual Update/Reassessment*, into one new training focused on overall assessment. The new two-day training highlights how forms are used as part of the assessment process, both for the initial resource family assessment (RFA), as well as annual updates or reassessments; using critical thinking skills when reviewing RFAs; and being aware of MIC factors and how to look for those during each interaction with a family. Three trainings were held from September through December 2021 with another four sessions scheduled for the first two quarters of SFY 2022.

FC&A Quality Assurance (QA)
The reviews completed during this review period reflect samples pulled for April, May, and June 2021 in the fourth quarter of SFY 2021 and July, August, and September 2021 in the first quarter of SFY 2022. SFY 2022 quarter two encompassing newly certified homes October through December 2021 are actively under review January through March 2022. As previously reported, the QA process lags a quarter behind.

The Continuous Quality Improvement (CQI) Programs Contract Performance Review (CPR) team, comprised of a programs supervisor and five program field representatives (PFRs), completed 130 QA reviews from 4/1/2021 through 9/30/2021 of newly-approved resource homes from March through September 2021. The reviews were comprised of 90 newly-approved OKDHS homes across all five regions and 40 RFP homes. Of the OKDHS homes pulled for the review, 20 were traditional resources, 40 were relative kinship resources, and 30 were non-relative kinship resources.

The overall process as originally designed and described in the previous Semi-Annual reports remains intact. Each CPR PFR is responsible for completing the QA reviews of their assigned resource homes, participate in the weekly internal debriefings for consistency and fidelity of the tool, and holding debriefings with the regional field managers. The review tool has gone through no major revisions other than updating a form number or adding a reviewer name. The tool will be updated when significant changes to policy or staff guidance occurs. Attached is the ***FC&A Quality Assurance Review Quarterly Trend Report SFY22 Q1***.

MIC Expanded Strategies
During this reporting period, children reported to be safe while in OOH care slightly declined by 0.05 percent. The MIC team and CWS statewide leadership diligently explored possible reasons for this slight, yet trending, decline. MIC expanded strategies remained an ongoing priority concentrated on addressing the top contributing factors to MIC identified through case reviews and data analysis. MIC reviews by CW district directors, field managers, and the MIC Programs staff were conducted regularly. Case analyses were also consistently conducted during the reporting period. Enhancements were made to the previous regional action plans to include a consistent and streamlined supervisory review process for MIC reviews. The enhancements are detailed below. The MIC leadership team met in July, September, and November 2021 to monitor MIC strategies and identify ways to support regional CW staff. Meetings focused on support

for the enhanced CW supervisor MIC reviews, district director and field manager MIC reviews, troubleshooting the observed unfavorable trends, and complications with the COVID-19 pandemic.

During the last reporting period, a new MIC lead was assigned to Region 2. During this reporting period, new MIC leads were assigned in Regions 4 and 5. Much effort was placed on getting the three new regional MIC leads abreast of the expectations for the expanded MIC strategies and their new roles as part of the MIC leadership team. A program field representative (PFR) vacancy in MIC Programs occurred in the prior reporting period, but it was filled in September 2021 and the MIC Programs team remains fully staffed since that time.

With a fully staffed MIC team, the immediate focus is to ensure rapid, high-quality review of MIC incidents so that feedback and transfer of learning (TOL) can happen in the field more quickly. It is critical that CW staff, district directors, and field managers are aware of opportunities for improvement as soon as possible so that these can be applied immediately to other cases and family situations, reducing the risk of future MIC incidents. The projected date for completing delinquent substantiated PFR MIC reviews is by the end of January 2022.

MIC Case Review Updates
During this reporting period, the MIC Programs staff continued reviews for all substantiated MIC incidents in a family-based setting, as well as eight randomly selected unsubstantiated MIC cases assigned by the Co-Neutrals. These case reviews were sent to the CW district directors and field managers for review and TOL with CW staff. MIC Programs staff continued to identify TOL opportunities in the review's practice notes for the district directors and field managers to utilize when reviewing with CW staff. To reduce lengthy review times and turnaround times for the TOLs to occur, the MIC Program team met with the CPS Programs and CQI QA teams to explore enhancement strategies and barrier reduction. An enhanced process is in finalization stages as of this report. A rollout date for the more timely MIC Programs PFR review and enhanced TOL is expected to occur within the first quarter of 2022. The MIC Programs team worked diligently with regional directors, district directors, field managers, and CPS Programs staff to examine and troubleshoot some of the barriers to timely MIC review completions by the MIC Programs team. By the next reporting period, these reviews are expected to have a faster turnaround time than seen previously. The MIC lead met with the CPS Programs team on 8/6/2021 and 11/2/2021 to develop a plan to complete all delinquent OOH program reviews. This plan will increase the timeliness of MIC Programs PFR reviews and TOLs for CW staff.

CW district directors and field managers continued independent monthly reviews of at least one substantiated MIC case from their assigned district(s). In months where there were no substantiated MIC incidents, they reviewed one unsubstantiated MIC incident from their assigned district(s).

Targeted TOL collaboration will begin in the first quarter of 2022. In preparation for those changes, during this reporting period the MIC Programs PFRs included more detail in each review in hopes to reduce the need for case mining specific historical details by subsequent reviewers. Rather than district directors and field managers conducting a redundant full case review, they can focus on the quality of the TOLs based on the contributing factors identified in each review. Specific districts will be selected for MIC Programs PFR participation in their TOL process. Including the perspective of the PFR reviewers ensures a robust conversation about specific case-related contributing factors as well as contributing factors that are common to a district, a region, or statewide.

During the period of 10/1/2020 through 9/30/2021, a total of 167 CW district director reviews were completed. According to Qualtrics, 78 percent were unsubstantiated while 22 percent were substantiated reviews. Below is a breakdown of district director reviews completed by region:
- Region 1 completed 38;
- Region 2 completed 26;
- Region 3 completed 16;
- Region 4 completed 28; and

- Region 5 completed 59.

According to Qualtrics, the top three contributing factors identified by district directors in their reviews were:
- quality of contacts/visits in 46 percent of reviews;
- lack of communication/information sharing in 31 percent of reviews; and
- special need children/children with challenging behaviors in 16 percent of reviews.

No contributing factors were found in 30 percent of the reviews.

For the same period of 10/1/2020 through 9/30/2021, a total of 151 FC&A field manager reviews were completed. According to Qualtrics, 68 percent were unsubstantiated, while 32 percent were substantiated reviews. Below is a breakdown of field manager reviews completed by region:
- Region 1 completed 28;
- Region 2 completed 27;
- Region 3 completed 28;
- Region 4 completed 44; and
- Region 5 completed 24.

According to Qualtrics, the top three contributing factors identified by field managers were:
- quality of quarterly visits/monthly contacts in 21 percent of reviews;
- special need children/children with challenging behaviors in 13 percent of reviews; and
- lack of communication/information sharing in 10 percent of reviews.

No contributing factors were found in 56 percent of the reviews.

Despite the compliance to the number completed and attention given to MIC qualitative reviews by the MIC PFRs, district directors, and the field managers, MIC rates slightly increased during this reporting period. Heightened efforts are underway with an intent to target specific districts with increased MIC incidents for collaborative TOL processes. The intent is that enhanced practice and learning will result in fewer MIC occurrences moving forward.

MIC Case Analysis Updates
The MIC case analysis presentation and group learning continued in each region by the RFP PFR during this reporting period. Each of the five regions performed a case analysis with no negative feedback.
- Region 1 completed case analysis preparations for presentation and confirmed it was presented although the specific date was not provided at the time of this report.
- Region 2 completed case analysis on 9/29/2021, with the assistance of QA PFRs who are ensuring the fidelity of the process and engagement during the process.
- Region 3 completed case analysis on 12/17/2021.
- Region 4 completed case analysis on 11/29/2021.
- Region 5 completed case analysis on 9/21/2021.

The case analyses were completed by RFP/TFC agencies as scheduled, although one agency was delayed over a month before completion. An exception was given to the newest RFP contractor to not complete a case analysis as they did not have any homes at the time. The feedback from the contracted agencies is that some find the case analyses more useful than the MIC case reviews. The next RFP case analysis is scheduled for March 2022.

MIC Action Plan Updates
Since implementation of the streamlined action plan for monthly MIC supervisory reviews during the last reporting period, assessing the progress and quality of each supervisor review is currently under development. A virtual training is available

and accessible in the LMS under *Quality Visit Review Training*. The training is for CW supervisors as they conduct the required reviews. Case-by-case in-person training and guidance remains available for CW supervisors as long as it is needed. During the MIC statewide leadership meetings, the Quality Visit Review Training is reiterated and each lead is notified that supervisor participation is encouraged. Newly promoted PP supervisors receive this specific training in the Supervisor Academy, the most recent occurring 11/19/2021.

An extensive analysis will be performed in 2022; however, an initial examination of participation compliance was completed during this reporting period. CW supervisors performed 747 regional responses between the launch date of 8/1/2021 and 9/30/2021: Region 1 - 168 responses, Region 2 - 140 responses, Region 3 - 58 responses, Region 4 - 165 responses, and Region 5 - 216 responses. CW Foster Family Care home had 171 responses; Kinship placement type had 273 responses; and all other placement types were reviewed in varying capacities during the short time frame. Analysis involved 736 reviews of a contact conducted face-to-face, 11 reviews were virtual contacts, and one review was a phone contact. The top contributing factors to MIC identified in the last analysis were quality visits, totality of information, and unapproved person in the home. Some of the answers supervisors selected in their reviews were related to such factors. The answers were collected in the two-month period directly following the implementation of the supervisory reviews.

- Discipline discussions with children include frequency, method, reason, purpose & effectiveness? (Out of 633 responses)
    - Yes: 460
    - No: 173
- Discipline discussions with caregivers include frequency, method, reason, purpose & effectiveness? (Out of 745 responses)
    - Yes: 571
    - No: 174
- Discussions with children regarding other individual's living/visiting/providing care in the home? (Out of 572 responses)
    - Yes: 245
    - No: 327
- Discussions with caregivers regarding other individual's living/visiting/providing care in the home? (Out of 744 responses)
    - Yes: 329
    - No: 415
- Conducted unannounced visits at least once per quarter? (Out of 743 responses)
    - Yes: 374
    - No: 268
    - N/A: 101
- Transfer of Learning completed or scheduled? (Out of 694 responses)
    - Yes: 490
    - No: 204

Conclusion

Given the slight increase of MIC, efforts to understand the cause(s) are under way. Internal regional analyses were conducted during this reporting period and shared by the MIC lead with regional leadership staff during five separate regional meetings:

- Region 1 on 10/21/2021;
- Region 2 on 10/22/2021;
- Region 3 on 11/19/2021;
- Region 4 on 11/16/2021; and
- Region 5 on 11/3/2021.

Each region received information and a presentation of the details related to the MIC increase, including a depiction of significant findings from both PP and Resource staff from their region. The information presented contained regional and district specific data from the internal Measure 1.1 report and the MIC PFR review data. Possible causes for the recent negative trending were discussed and analyzed internally throughout this reporting period and will continue into the next reporting period.

CONGREGATE CARE
Ongoing efforts are occurring in all core strategy activities to address MIC in higher levels of care. The three primary efforts designed to decrease MIC in congregate care settings are supports for facilities with the highest number of MIC incidents; policy, practice, and technical enhancements; and contract enhancements. These efforts will continue with a commitment to seek the best ways to support safe care for youth determined to need a treatment placement above foster care.

Current data indicates an increase of four MIC victims in congregate care when compared to data in the August 2021 Semi-Annual Report. Despite the increase this period, data shows a decrease of eight MIC victims when compared to the February 2021 Semi-Annual report. This decrease indicates the efforts by CWS and providers continue to be successful in ensuring safe congregate care settings for youth in OKDHS custody.

Five of the 16 MIC substantiations occurred in programs OKDHS does not hold the funding contract for: psychiatric hospitals, Office of Juvenile Affairs (OJA) placements, and shelter care. CWS continues to offer support to residential treatment care (RTC) providers, as well as shelter providers when they are identified as a program that could benefit from support and development (SD). Support is also given outside of the SD process by implementing Facility Service Plans (FSPs) and Safety Plans that are monitored by the Specialized Placements and Partnerships Unit (SPPU) liaisons. OKDHS does not provide SD or liaison support to OJA detention providers; however, OJA congregate care providers, including shelters, can participate in the statewide trainings offered by NRCYS to support trauma-informed care. SPPU has a dedicated PFR to work with OJA to ensure quality engagement happens in treatment planning for youth in dual custody, as well as to address any safety concerns in OJA-contracted facilities. SPPU also continues to work with the OKDHS tribal liaison to ensure the NRCYS trainings are offered to tribal group care providers.

One of the substantiations occurred in an Intermediate Care Facility for Individuals with Intellectual Disabilities (ICF-IID). This program successfully completed SD in May 2021 and no further substantiations of MIC has occurred as of this report.

Support and Development
The specific activities and detailed processes on the selection of facilities needing SD were based on the 22nd and 23rd data sets that were summarized in previous Semi-Annual Reports. This reporting period includes SD activities based on the 24th and 25th data sets, as seen in Section 2, Table 1.1-6. However, SPPU continued to diligently work with providers who were participating in SD from the 23rd data set. The 25th data set had two providers from the 23rd data set with MIC substantiations. SPPU continues its work with these providers and implemented some new and additional supports.

Children with Substantiations of Abuse or Neglect while in Out-of-Home Care
OCA - Support and Development Facilities

Monitoring Period	Closure Month	Group Home/Shelter 1	Group Home/Shelter 2	Group Home/Shelter 3	Group Home/Shelter 4	Group Home/Shelter 5	Total
22nd Data Period	Oct-2020						0
	Nov-2020						0
	Dec-2020						0
23rd Data Period	Jan-2021						0
	Feb-2021	1					1
	Mar-2021		2	2	3		7
24th Data Period	Apr-2021						0
	May-2021						0
	Jun-2021						0
25th Data Period	Jul-2021				1		1
	Aug-2021			1			1
	Sep-2021				1		1
TOTAL		1	2	3	5	0	11

Data Source: KIDS Data Measure 1.1 MIC; Run Date: 11/30/21 - Numbers indicate children with substantiations while in OKDHS custody and placed at Facility. Substantiations for children in OKDHS custody only.

21st Period Data ID'd Support & Development Facility	22nd Period Data ID'd Support & Development Facility	23rd Period Data ID'd Support & Development Facility	24th Period Data ID'd Support & Development Facility

Section 2, Table 1.1-6
Note: The color blocking denotes the data period when a facility was identified as requiring support and development.
Data reporting periods are for three months.

24th MIC Data Set: April through June 2021:
A quarterly Support and Development Team (SDT) meeting was held 7/10/2021 to identify facilities in need of SD based on data from April through June 2021. Monthly SDT calls were held 7/7/2021, 8/2/2021 and 9/3/2021. During these calls, existing facility support plans were reviewed and updates were suggested based on information from onsite monitoring, monthly report data, and feedback from OCA, Child Care Licensing (CCL), and the CWS CQI CPR team.

The 24th data set was received July 2021. This data identified no new resources in need of SD at the group home or RTC level of care. Two resources at the shelter level of care had substantiations during this period; however, they were not identified as needing SD. One of the shelter resources closed during the investigation and no longer provides services. The substantiation in the second shelter resource appeared to be an isolated incident and the resource took appropriate measures to address the incident. The decision not to recommend SD for the shelter provider was made jointly with OJA, as the provider's contractor.

25th Data Set: July through September 2021:
A quarterly SDT meeting was held 10/13/2021 to identify facilities needing enhanced SD based on data from July through September 2021. Monthly SDT conference calls were held 10/4/2021, 11/3/2021, and 12/1/2021. During these calls, existing facility support plans were reviewed and updates were suggested based on information from onsite monitoring, monthly report data, and feedback from OCA, CCL, and the CWS CQI CPR team.

The 25th data set was received October 2021 and identified three resources needing SD at the group home and shelter level of care. One of these identified programs was already participating from previous MIC incidents from the 23rd data set. The SDT continues to diligently work with this program to address MIC concerns. As part of this support, the SPPU program supervisor for MIC is now reviewing all incident reports, physical intervention forms, and video of all physical interventions in the program. Incident reports are also forwarded to the CWS Director and Assistant Director who at times initiate questions to the SPPU team or the provider. Feedback based on these reviews is provided directly to the program director and to the quality assurance coordinator. The program also starting reviewing of all of their own incident reports, physical intervention forms, and video to improve practice. SPPU is completing the provider's milieu observation forms after onsite observations and providing the feedback on those forms to the program director to support work the program is actively engaged in.

One of the group home resources identified during this period started a program assessment in August 2021 with NRCYS. Due to staffing issues, the final program assessment is not complete; however, the program took immediate action at the time of the incident to address concerns and implemented some new processes, such as staff debriefings after physical interventions. SPPU worked to develop a support plan for this program and the program began work in many of the recommended areas.

The third program identified for SD had previously gone through an assessment process. The team determined the best support for this program would be to complete youth and staff surveys and utilize those results in consultation with Lloyd Bullard to develop a support plan. This program's consultation with Mr. Bullard began 1/6/2022.

A fourth group home resource did have a substantiation during this time period, and while the program remained on SD, for MIC in a previous data set, they were not re-selected. At the time of selection, this program had a director in place and the program was making progress on their SD plan. During the time SPPU was working with providers from the 25th data set, this provider had a major staff turnover which led SPPU to enhance support to this program and temporarily limit placements to 10 youth instead of the contracted 12. The enhanced support and limited placements are expected to help the new team at the program develop and implement the skills needed to serve youth in their care. The SPPU program supervisor for MIC started reviewing all incident reports, physical intervention forms, and video of all physical interventions in the program. Feedback based on these reviews is provided directly to the program director and to the quality assurance coordinator. The program also began reviewing of all of their own incident reports, physical intervention forms, and video to improve practice. SPPU is completing the contractor's milieu observation forms after onsite observations and providing the feedback on those forms to the program director. At the time of this report, no new substantiations occurred at this program.

One RTC program had an MIC incident during this period; however, they were not selected for SD. This was the program's first substantiation in over a year and the program took appropriate steps to address the concern. The SDT did not feel a pattern or cultural concern existed which needed to be addressed.

<u>Enhanced Support</u>
SPPU continues to offer Enhanced Support (ES) to programs that may need extra support but do not have a current MIC incident. One program participated in and successfully completed this process. The SPPU team continues to utilize the quarterly facility referral and services review tool and the quarterly facility report card to consider programs that may need ES. SPPU still offers this support to all contracted programs.

Policy, Practice, and Technical Enhancements.
SPPU support liaisons continue to focus on supporting their assigned provider program, as well as driving transition work for each youth in the program. The safety liaisons continue using a Corrective Action Plan (CAP) and Facility Action Step (FAS) when areas for concern are identified. The safety liaisons also complete the quarterly FSP with their assigned programs. These new roles offer increased open communication between providers and SPPU.

SPPU continues the improved ability to access resources in locating youth who go Missing from Care (MFC) when placed in a congregate care setting. If the youth who is MFC does not qualify for an Amber Alert, CW staff may contact law enforcement and request assistance in locating the youth.

The new PFR positions under the SPPU program supervisor for MIC have new responsibilities. These PFRs successfully completed *Transition Planning – A Continuing Path* training for all SPPU staff, as well as all group home providers, and continue to support transition work, when needed. All group homes continue to have a PFR assigned to their program as a support. The PFRs are now responsible for making onsite visits to each of their assigned programs at least once a quarter. During these visits, the PFRs focus on a specific component of the new contracts, discussed below, which could directly impact MIC. The PRFs designed a ***Quarterly Review Tool*** and they all focus on the same selected contract component

during their visits each quarter. They offer related guidance and support to programs, as well as look for programs that are thriving in certain areas and utilize those successes to help support other providers. The first focus area in 2022 will be the voice of youth. The PFRs also took on responsibilities related to SD and ES in their assigned programs.

In July 2021, two SPPU program staff and a provider traveled to Virginia to learn about Grafton, a behavioral health care program that serves children and youth with complex behavioral health challenges. Some of the strategies learned at the Grafton program were implemented at a new group home for males ages 13-18 years old with intellectual disability and co-occurring trauma.

SPPU received feedback from several providers, in E and E+ levels of care, expressing concerns for staff safety in utilizing Managing Aggressive Behavior as their crisis management system. SPPU strongly believes that, in order for youth to be safe, the staff working with youth must also feel safe. In response to this feedback, SPPU developed the *OK CWS Behavior Management Model Assessment Tool*. This tool utilizes elements from the Child Welfare League of America Best Practice Guidelines for Behavior Support & Intervention Training tool. SPPU partnered with three provider agencies, OCA, CCL, and the CWS CQI CPR team to apply this tool to five Crisis Intervention/Behavior Support Models. SPPU plans to submit this tool's analysis to OKDHS leadership to consider for adding an additional Crisis Intervention/Behavior Support Model for providers to utilize.

Contract Enhancements
SPPU implemented a new contract for levels C through E+ care this reporting period. The new contract requires Hope-Centered, Trauma-Informed Care in all aspects of programming and treatment. The requirements include, but are not limited to: family engagement for youth while in care and support for youth and families once they have exited care, a youth council/youth advisory board in every program, and once a month documented milieu observations by the director.

Supports Provided through NRCYS Contract
- Technical Assistance; Safe Haven
  - 6/2/2021
  - 7/28/2021
- Group Home Administrator Meeting;
  - 6/11/2021; University of Oklahoma (OU)/OKDHS Training Center
  - 8/20/2021; OU/OKDHS Training Center
  - 9/1/2021; Online
  - 9/28/2021; Online
- From Self Care to Secondary-Traumatic Stress: You Matter; Online
  - Part A – 6/14/2021
  - Part A – 6/18/2021
  - Part B – 6/21/2021
  - Part A – 6/23/2021
  - Part B – 6/25/2021
  - Part B – 6/30/2021
- Systematic Training to Assist in the Recovery of Trauma: Training of Trainers; Online
  - 6/23/2021 – 6/25/2021
- Systematic Training to Assist in the Recovery of Trauma (START) Direct; Online
  - Day 1 – 8/3/2021
  - Day 2 – 8/5/2021
  - Day 3 – 8/10/2021
  - Day 4 – 8/12/2021
  - Day 5 – 8/17/2021
  - Day 6 – 8/19/2021

- Support and Development Initial Meeting; Elk Run
  - 8/17/2021
- Support and Development Program Assessment Observation; Elk Run
  - 8/25/2021 — 8/26/2021
- Support and Development Focus Group; Elk Run
  - 9/17/2021
- Systematic Training to Assist in the Recovery of Trauma (START) Direct; Online
  - Days 1-3 – 9/20/2021 — 9/22/2021
  - Days 4-6 – 9/27/2021 — 9/28/2021
- Managing Aggressive Behavior; Trainer Certification Course; Tulsa
  - 9/20/2021— 9/24/2021
- Amplify's Sexual Health Education Essentials; Tulsa
  - Day 1 – 9/21/2021
  - Day 2 – 9/23/2021
  - Day 3 – 9/28/2021
  - Day 4 – 9/30/2021
- It's Harder Than It Used To Be; Caring for Tweens/Teens in Difficult Times; Tulsa
  - 10/8/2021
- Skills for Self-care to Secondary Traumatic Stress; Online
  - Part A – 11/1/2021
  - Part B – 11/3/2021
- Systematic Training to Assist in the Recovery of Trauma (START) Direct; Online
  - Day 1 – 11/4/2021
  - Day 2 – 11/5/2021
  - Day 3 – 11/9/2021
  - Day 4 – 11/10/2021
  - Day 5 – 11/15/2021
  - Day 6 – 11/16/2021

Conclusion

Efforts targeted at MIC reduction in congregate care settings began in August 2015 and encompassed significant changes in multiple work areas. Specific initiative activities included: policy and protocol modifications; standardized tool development and implementation; KIDS technical enhancements; improved community partner collaboration; creation of an intensive intervention and remediation process for problematic providers; and contract modifications related to reduction of restraint, trauma-informed service provision, and overall provider accountability. The COVID-19 pandemic impacted and continues to affect some of these processes, and while there was an increase in MIC during this reporting period, a downward trend in MIC continued when compared to data from this time last year. SPPU continues to work with providers to develop new supports and practices which will create a sustainable reduction in MIC in congregate care. SPPU will continue to consult with experts in the field and consult with other states and providers to ensure CWS continues to provide the best treatment for youth in OKDHS custody. SPPU is committed to continuing this collaboration with providers and community supports to consistently reduce MIC in congregate care.

1.2: Absence of Maltreatment in Care by Parents

Operational Question

Of all children served in foster care during the 12-month reporting period, what percent were **not** victims of substantiated or indicated maltreatment (abuse or neglect) by a parent while in Oklahoma Human Services (OKDHS) custody?

Data Source and Definitions

For the semi-annual report, Oklahoma uses the same logic as Data Element XI. Children Maltreated by Parents while in Foster Care on Oklahoma's Federal Data Profile. This element uses a 12-month period based on the time frame of October 1 through September 30. Oklahoma used the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) 21A & 21B files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file, covering AFCARS 21A & 21B periods, to compute the measure. The NCANDS file used for this report is calculated the same as the file submitted to the federal government, which includes running the data through the official validation tool. The official submission to NCANDS occurs only once annually and is due yearly by January 31, so the NCANDS data is still subject to change until that date.

- This metric measures performance over 12 months and differs from the monthly data collected from KIDS.
- The federal data element requires matching NCANDS and AFCARS records by AFCARS IDs.
- The NCANDS report date and completion date must fall within the removal period found in the matching AFCARS record.
- The federal metric only counts a victim once during the federal fiscal year (FFY), even when a child is victimized more than once in the course of a year. Whereas in the monthly report, a victim is counted for every substantiated finding of abuse or neglect.

The federal data element includes all victims of substantiated abuse or neglect by a parent while in care, even when the reported abuse occurred prior to the child coming into care.

Description of Denominator and Numerator for this reporting period

**Denominator:** All children served in foster care from 10/1/2020 through 9/30/2021.

Numerator: The number of children served in foster care from 10/1/2020 through 9/30/2021 that did not have any substantiated or indicated allegations of maltreatment by a parent during that period.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2010 – 9/30/2011	All children served from 10/1/2010 - 9/30/2011	12,352	12,533	98.56%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013	14,800	15,045	98.37%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014	15,580	15,806	98.57%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014	16,018	16,272	98.44%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015	16,390	16,640	98.50%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015	16,571	16,808	98.58%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016	16,348	16,548	98.79%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016	16,057	16,244	98.85%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017	15,570	15,753	98.84%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017	14,911	15,113	98.66%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018	14,226	14,405	98.76%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018	13,772	13,901	99.07%

4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019	13,296	13,441	98.92%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019	12,942	13,082	98.93%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020	12,510	12,659	98.82%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020	12,155	12,268	99.08%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021	11,573	11,685	99.04%
10/1/2020 – 9/30/2021	All children served from 10/1/2020 - 9/30/2021	11,358	11,472	99.01%
Target				99.00%

Section 2, Table 1.2-1
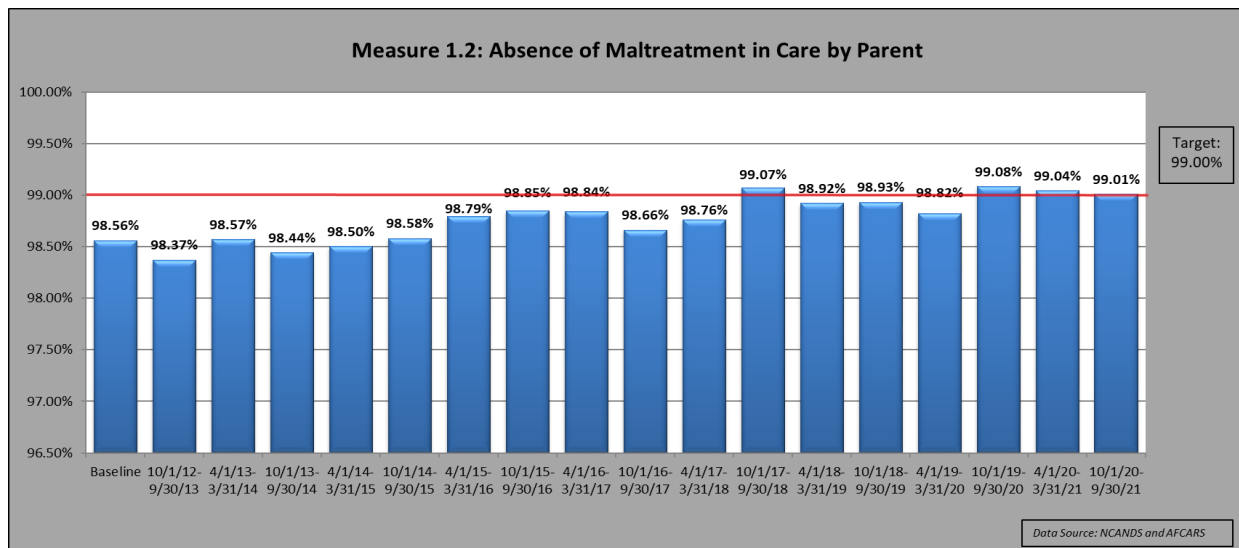
Section 2, Graph 1.2-1
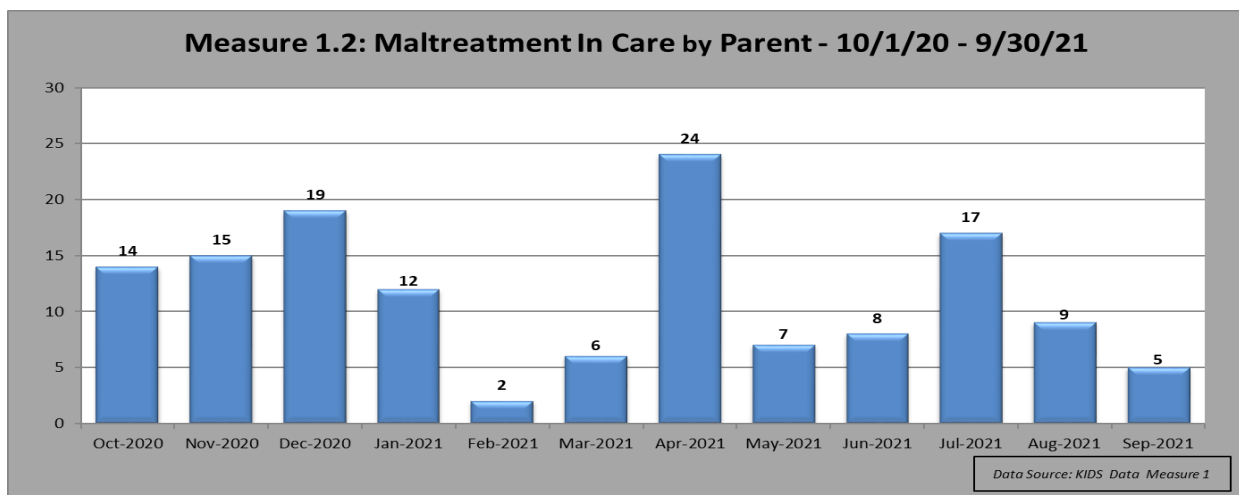
Section 2, Graph 1.2-2

Data Commentary

Section 2, Graph 1.2-1 is based on the federal indicator for maltreatment in care (MIC) and produces representative

information about the incidence of MIC by parents. This reporting period decreased by 0.03 percent with the overall outcome of 99.01 percent. Child Welfare Services (CWS) exceeded the target by .01 percent. This is the third consecutive reporting period above the Pinnacle Plan target.

In the most recent reporting period, 99.01 percent of children in out-of-home (OOH) care were not abused or neglected by a parent. Of the 11,472 served in care during the reporting period, 114 had a substantiation of abuse by a parent.

For the reporting period 10/1/2020 through 9/30/2021, a total of 138 MIC substantiations, while in OOH care by a parent, were reported in the monthly MIC Pinnacle Plan Measure. The 138 victims were included in 69 separate referrals. In the monthly reporting for the same time period, 68 of these victims were excluded based on the alleged abuse and/or neglect occurring prior to the child coming into OOH care; however, these victims are still reported to NCANDS.

Of the 138 victims in OOH care maltreated by a parent:
- 59 children were in Trial Reunification (42.8%);
- 18 children were in a CW Foster – Supported Home (13.0%);
- 18 children were in a Child Welfare (CW) Foster Family Home (13.0%);
- 17 children were in a Kinship Foster Care – Relative Home (12.3%);
- 11 children were in a Kinship Foster Care Non-Relative Home (8.0%);
- 6 children were in a Contracted Foster Care home (4.3%);
- 5 children were AWOL/Missing from Care (3.6%); and
- 4 children were in a Congregate/Above Foster Care Setting (2.9%).

Children Maltreated in OOH Care by Parent, Excluding Prior Abuse
Section 2, Tables 1.2-2 and 1.2-3 provide an additional view of performance on this measure. Understanding not only the type of setting in which the abuse occurred, but also when it occurred is important. Victims with a substantiation of abuse and/or neglect that happened prior to the child coming into care are normally excluded in the monthly reports, but are included in the Pinnacle Plan's Semi-Annual Reports. This means the Semi-Annual Report counts substantiations on abuse and/or neglect by a parent regardless of when the child in OKDHS custody reports the abuse. For this measure, if a child in OKDHS custody reported abuse that occurred in his or her parents' home prior to custody, and that abuse was substantiated, then the child is currently counted in the MIC 1.2 numbers, even though the abuse and/or neglect did not occur while the child was in OKDHS custody.

Measure 1.2a - Children Maltreated by Parent While in Out-Of-Home (OOH) Care - Excluding Prior Abuse														
Report Month	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	TOTAL	% SAFE
# in OOH	8364	8341	8267	8153	8111	8185	8139	8095	8052	7918	7860	7789	11472	
# Safe in OOH	8363	8340	8257	8141	8109	8179	8132	8092	8051	7910	7854	7785	11412	99.48%
# Maltreated in OOH	1	1	10	12	2	6	7	3	1	8	6	4	60	

 # in OOH care is from the Annual File built from the MAR 2021 and SEP 2021 AFCARS files
 # Maltreated in OOH is from the FFY 2021 NCANDS File
Report Run on: December 8, 2021 at 10:16 am

Section 2, Table 1.2-2

MIC 1.2 Excluding Prior Abuse by Placement Type		
Placement Type	# Children	% Children
TRIAL REUNIFICATION	52	86.7%
AWOL	5	8.3%
CW FOSTER FAMILY CARE	1	1.7%
KINSHIP/RELATIVE/CW FOST. FAM. CARE	1	1.7%
DETENTION	1	1.7%
TOTAL	60	100.0%

Data Source: # in OOH care is from the Annual File built from the MAR 2021 and SEPT 2021 AFCARS files. # Maltreated is from the FFY 2021 NCANDS File; Run Date: 12/8/2021

Section 2, Table 1.2-3

Based on the monthly reporting that ended 9/30/2021, 68 of these victims would be excluded because the alleged abuse and/or neglect occurred prior to the child coming into OOH care. Fourteen of the 68 victims are already excluded in the NCANDS report as they are not included in the AFCARS population, leaving 54 additional victims that could be excluded due to reported abuse that was prior to the child's removal. If those substantiations were to be excluded in the Semi-Annual Report, the overall number of victims would be reduced to 60 victims, from the originally reported 138 victims, out of a served population of 11,472. This calculates to a rate of 99.48 percent safe. Of the 60 victims abused in OOH care by a parent, 52 victims or 86.7 percent were placed in trial reunification at the time of the MIC. This calculates to a rate of 99.48 percent safe, which is above the federal standard, and above the 99.00 percent target for this measure.

3.1: Frequency of Worker Contacts

Operational Question
What percentage of the total minimum number of required monthly face-to-face contacts occurred with children who were in foster care for at least one calendar month during the reporting period?

Data Source and Definitions
This measure is calculated using the criteria for the federal visitation measure. However, the measure differs from the federal measure since this measure does not include children in tribal custody.
- The data reflects the total number of required monthly contacts due to children in out-of-home (OOH) care over the course of 12 months and the number of total required monthly contacts made for those visits.
- Only one monthly contact per month is counted even though multiple visits may have occurred.

Description of Denominator and Numerator for this reporting period
Denominator: The number of required monthly contacts due from 1/1/2021 through 12/31/2021.
**Numerator:**   The number of qualifying required monthly contacts made.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in OOH care at least a full calendar month from 7/1/2011 – 6/30/2012	90,355	94,639	95.5%
10/1/2012 – 9/30/2013	All children due a visit who were in OOH care at least a full calendar month from 10/1/2012 – 9/30/2013	105,868	110,673	95.7%
7/1/2013 – 6/30/2014	All children due a visit who were in OOH care at least a full calendar month from 7/1/2013 – 6/30/2014	118,824	123,343	96.3%
1/1/2014 – 12/31/2014	All children due a visit who were in OOH care at least a full calendar month from 1/1/2014 – 12/31/2014	124,355	128,745	96.6%
7/1/2014 – 6/30/2015	All children due a visit who were in OOH care at least a full calendar month from 7/1/2014 – 6/30/2015	123,596	128,173	96.4%
1/1/2015 – 12/31/2015	All children due a visit who were in OOH care at least a full calendar month from 1/1/2015 – 12/31/2015	121,799	125,417	97.1%
7/1/2015 – 6/30/2016	All children due a visit who were in OOH care at least a full calendar month from 7/1/2015 – 6/30/2016	117,879	120,998	97.4%

1/1/2016 – 12/31/2016	All children due a visit who were in OOH care at least a full calendar month from 1/1/2016 – 12/31/2016	111,659	114,567	97.5%
7/1/2016 – 6/30/2017	All children due a visit who were in OOH care at least a full calendar month from 7/1/2016 – 6/30/2017	106,218	108,704	97.7%
1/1/2017 – 12/31/2017	All children due a visit who were in OOH care at least a full calendar month from 1/1/2017 – 12/31/2017	102,032	104,427	97.7%
7/1/2017 – 6/30/2018	All children due a visit who were in OOH care at least a full calendar month from 7/1/2017 – 6/30/2018	98,321	100,853	97.5%
1/1/2018 – 12/31/2018	All children due a visit who were in OOH care at least a full calendar month from 1/1/2018 – 12/31/2018	94,582	96,870	97.6%
7/1/2018 – 6/30/2019	All children due a visit who were in OOH care at least a full calendar month from 7/1/2018 – 6/30/2019	90,751	92,882	97.7%
1/1/2019 – 12/31/2019	All children due a visit who were in OOH care at least a full calendar month from 1/1/2019 – 12/31/2019	88,628	90,979	97.4%
7/1/2019 – 6/30/2020	All children due a visit who were in OOH care at least a full calendar month from 7/1/2019 – 6/30/2020	87,210	90,082	96.8%
1/1/2020 – 12/31/2020	All children due a visit who were in OOH care at least a full calendar month from 1/1/2020 – 12/31/2020	86,759	89,164	97.3%
7/1/2020 – 6/30/2021	All children due a visit who were in OOH care at least a full calendar month from 7/1/2020 – 6/30/2021	86,521	87,707	98.6%
1/1/2021 – 12/31/2021	All children due a visit who were in OOH care at least a full calendar month from 1/1/2021 – 12/31/2021	82,965	84,045	98.7%
Target				95.0%

Section 2, Table 3.1-1
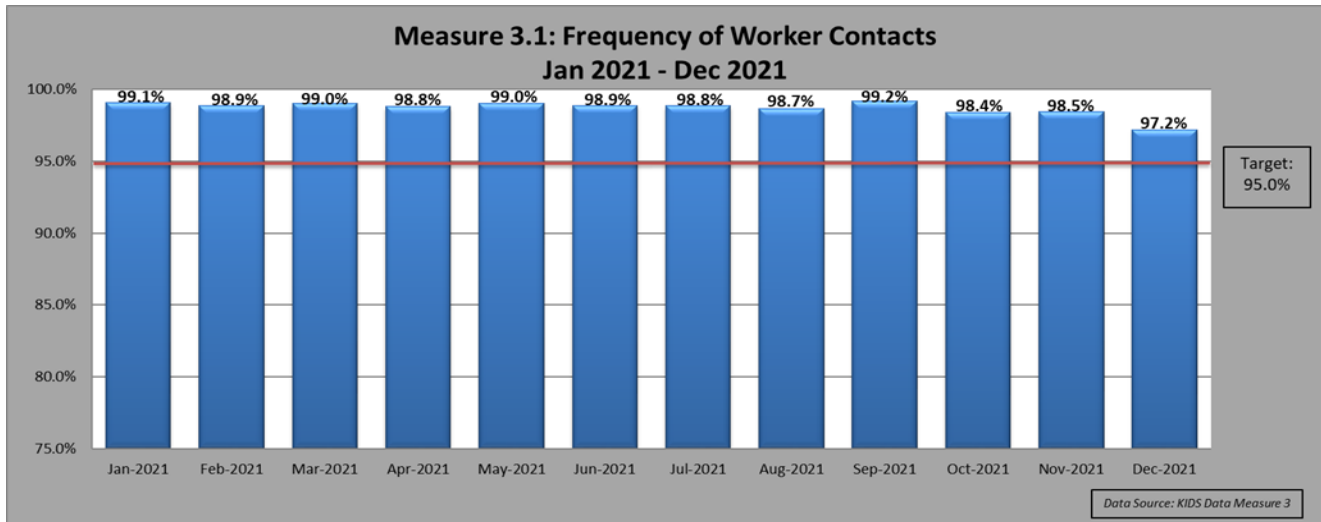
Section 2, Graph 3.1-1
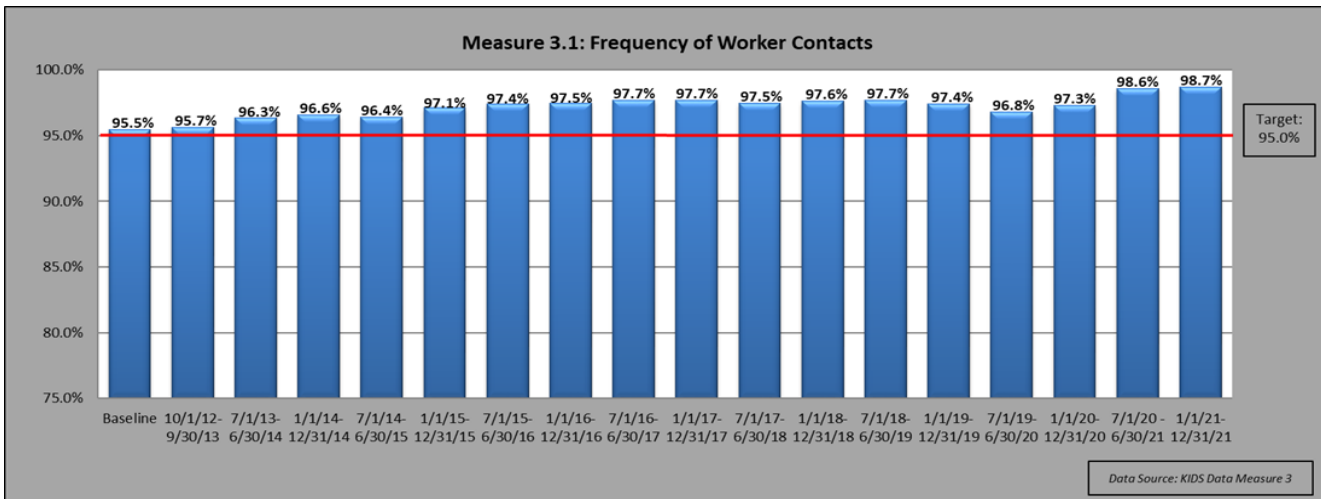
Section 2, Graph 3.1-2

Data Commentary

The baseline for this measure is 95.5 percent and the target is to sustain 95.0 percent. Over the 12-month period of 1/1/2021 through 12/31/2021, 84,045 monthly contacts were required and 82,965 monthly contacts were completed resulting in a compliance rate of 98.7 percent. Overall performance in this area continues to be above the baseline and exceeds the target.

3.2: Frequency of Primary Worker Contacts

Operational Question

What percentage of the total minimum number of required monthly face-to-face contacts was completed by the primary caseworker with children who were in foster care for at least one calendar month during the reporting period?

Data Source and Definitions

This measure is calculated similarly to the federal visitation measure. However, the measure only counts visits made by the primary caseworker. In October 2016, for children in trial adoption cases, the monthly contact will be completed by the primary Permanency Planning caseworker if the child is being adopted in an identified placement. However if the child is in a non-identified placement, the monthly contact is completed by the Adoption caseworker with a primary assignment. Beginning with the semi-annual reporting period ending 12/31/2015, children who were placed in out-of-

state placements will be excluded from the primary caseworker visitation measure, as these children have an assigned out-of-state primary caseworker responsible for monthly visitation.

- The data reflects the total number of required monthly contacts due to children in OOH care over the course of 12 months and the number of total required monthly contacts made by the primary assigned caseworker.
- Only one contact per month is counted even though multiple visits may have been made during the month.
- To be counted as a valid monthly contact completed by a primary caseworker, the caseworker who completed the visit must have had a primary assignment at the time of the visit.

Description of Denominator and Numerator for this reporting period

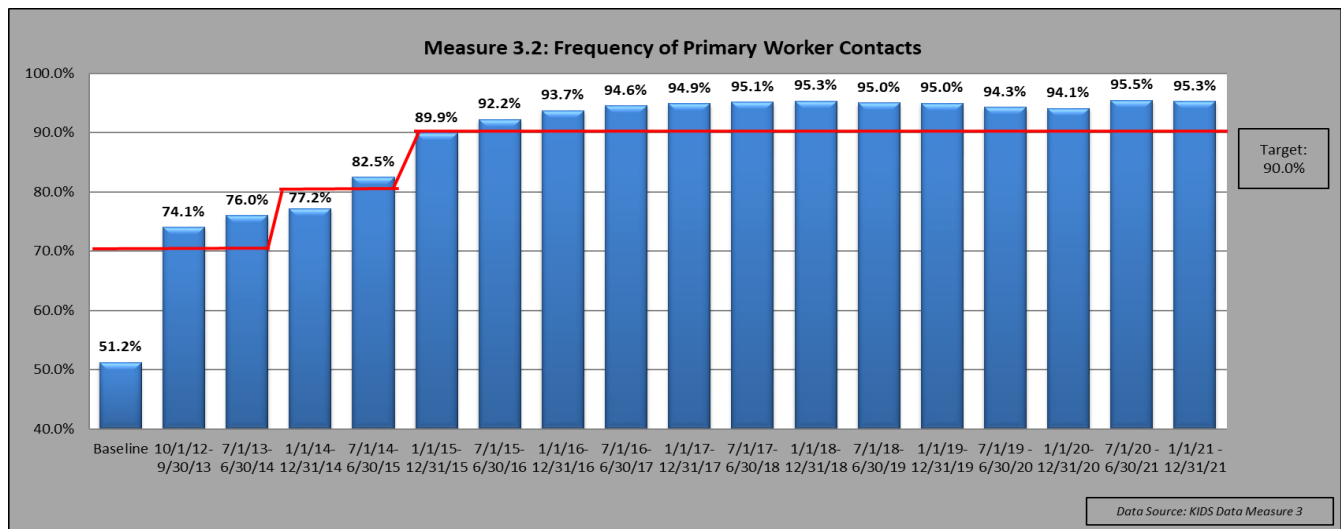**Denominator:** The number of required monthly contacts due from 1/1/2021 through 12/31/2021.

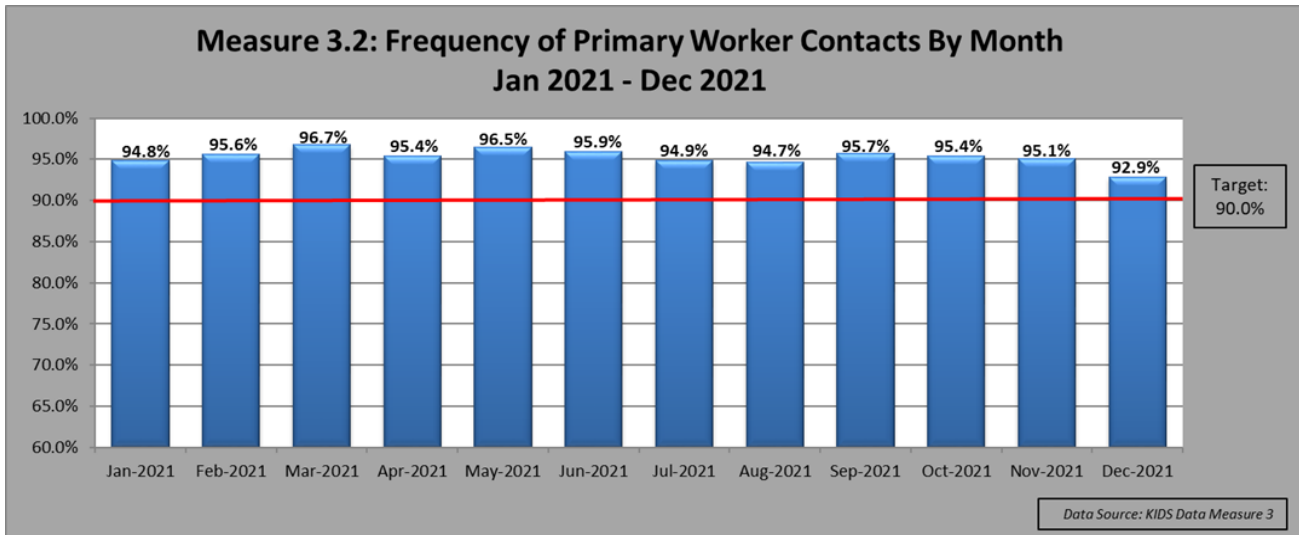**Numerator:** The number of qualifying monthly visits made by a primary caseworker.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in OOH care at least a full calendar month from 7/1/2011 – 6/30/2012	48,497	94,639	51.2%
10/1/2012 – 9/30/2013	All children due a visit who were in OOH care at least a full calendar month from 10/1/2012 – 9/30/2013	81,971	110,673	74.1%
7/1/2013 – 6/30/2014	All children due a visit who were in OOH care at least a full calendar month from 7/1/2013 – 6/30/2014	93,760	123,343	76.0%
1/1/2014 – 12/31/2014	All children due a visit who were in OOH care at least a full calendar month from 1/1/2014 – 12/31/2014	99,358	128,745	77.2%
7/1/2014 – 6/30/2015	All children due a visit who were in OOH care at least a full calendar month from 7/1/2014 – 6/30/2015	105,749	128,173	82.5%
1/1/2015 – 12/31/2015	All children due a visit who were in OOH care at least a full calendar month from 1/1/2015 – 12/31/2015	108,859	121,024	89.9%
7/1/2015 – 6/30/2016	All children due a visit who were in OOH care at least a full calendar month from 7/1/2015 – 6/30/2016	107,763	116,834	92.2%
1/1/2016 – 12/31/2016	All children due a visit who were in OOH care at least a full calendar month from 1/1/2016 – 12/31/2016	103,881	110,830	93.7%
7/1/2016 – 6/30/2017	All children due a visit who were in OOH care at least a full calendar month from 7/1/2016 – 6/30/2017	99,699	105,424	94.6%
1/1/2017 – 12/31/2017	All children due a visit who were in OOH care at least a full calendar month from 1/1/2017 – 12/31/2017	96,217	101,378	94.9%
7/1/2017 – 6/30/2018	All children due a visit who were in OOH care at least a full calendar month from 7/1/2017 – 6/30/2018	93,124	97,873	95.1%
1/1/2018 – 12/31/2018	All children due a visit who were in OOH care at least a full calendar month from 1/1/2018 – 12/31/2018	89,532	93,917	95.3%

7/1/2018 – 6/30/2019	All children due a visit who were in OOH care at least a full calendar month from 7/1/2018 – 6/30/2019	85,422	89,924	95.0%
1/1/2019 – 12/31/2019	All children due a visit who were in OOH care at least a full calendar month from 1/1/2019 – 12/31/2019	83,617	87,998	95.0%
7/1/2019 – 6/30/2020	All children due a visit who were in OOH care at least a full calendar month from 7/1/2019 – 6/30/2020	82,348	87,352	94.3%
1/1/2020 – 12/31/2020	All children due a visit who were in OOH care at least a full calendar month from 1/1/2020 – 12/31/2020	81,497	86,628	94.1%
7/1/2020 – 6/30/2021	All children due a visit who were in OOH care at least a full calendar month from 7/1/2020 – 6/30/2021	81,339	85,214	95.5%
1/1/2021 – 12/31/2021	All children due a visit who were in OOH care at least a full calendar month from 1/1/2021 – 12/31/2021	77,632	81,444	95.3%
Target				90.0%

Section 2, Table 3.2-1

Section 2, Graph 3.2-1

Measure 3.2: Frequency of Primary Worker Contacts By Month
Jan 2021 - Dec 2021

Month	Value
Jan-2021	94.8%
Feb-2021	95.6%
Mar-2021	96.7%
Apr-2021	95.4%
May-2021	96.5%
Jun-2021	95.9%
Jul-2021	94.9%
Aug-2021	94.7%
Sep-2021	95.7%
Oct-2021	95.4%
Nov-2021	95.1%
Dec-2021	92.9%

Target: 90.0%

Data Source: KIDS Data Measure 3

Section 2, Graph 3.2-2

Data Commentary

The baseline for this measure is 51.2 percent and the target is 90.0 percent. Over the 12-month period of 1/1/2021 through 12/31/2021, 81,444 primary monthly contacts were required and 77,632 of those monthly contacts were made by the primary caseworker for a compliance rate of 95.3 percent. Performance in this area continues to be above the baseline and exceeding the target.

3.3: Continuity of Worker Contacts by Primary Workers

Operational Question

What percentage of children in OOH care for at least six consecutive months during the reporting period were visited by the same primary caseworker in each of the most recent six months, or for those children discharged from Oklahoma Human Services (OKDHS) legal custody during the reporting period, the six months prior to discharge?

Data Source and Definitions

This measure looks at the percentage of children in OOH care for at least six consecutive months during the reporting period who were visited by the same primary caseworker in each of the most recent six months, or for those children discharged from OKDHS legal custody during the reporting period, the six months prior to discharge. This measure does not include children in tribal custody or children placed out-of-state.

- Only one contact per month is counted even though multiple visits may have been made during the month by different caseworkers.
- To be counted as a valid monthly contact completed by a primary caseworker, the caseworker who completed the visit must have had a primary assignment at the time of the visit.

For children in trial adoption (TA) cases, the monthly contact must have been completed by the Adoption caseworker with a primary assignment. When the child went into TA status in the last six months of the reporting period or when a child in TA's adoption finalized in less than six months, then they are excluded from this measure.

### Description of Denominator and Numerator for this reporting period

Denominator: Number of children in custody for at least six consecutive months from 7/1/2021 through 12/31/2021.

Numerator: Number of children who were seen for six consecutive months by the same primary caseworker for the last six months of the reporting period or for those children discharged from OKDHS legal custody during the reporting period, the last six months prior to discharge.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 1/1/2014 – 6/30/2014				40.7%
1/1/2015 – 6/30/2015	All children in OOH care at least 6 full calendar months from 1/1/2015 – 6/30/2015	5,135	10,349	49.6%
7/1/2015 – 12/31/2015	All children in OOH care at least 6 full calendar months from 7/1/2015 – 12/31/2015	5,259	9,997	52.6%
1/1/2016 – 6/30/2016	All children in OOH care at least 6 full calendar months from 1/1/2016 – 6/30/2016	5,717	9,650	59.2%
7/1/2016 – 12/31/2016	All children in OOH care at least 6 full calendar months from 7/1/2016 – 12/31/2016	5,717	9,094	62.9%
1/1/2017 – 6/30/2017	All children in OOH care at least 6 full calendar months from 1/1/2017 – 6/30/2017	5,519	8,718	63.3%
7/1/2017 – 12/31/2017	All children in OOH care at least 6 full calendar months from 7/1/2017 – 12/31/2017	5,238	8,370	62.6%
1/1/2018 – 6/30/2018	All children in OOH care at least 6 full calendar months from 1/1/2018 – 6/30/2018	4,951	8,140	60.8%
7/1/2018 – 12/31/2018	All children in OOH care at least 6 full calendar months from 7/1/2018 – 12/31/2018	4,599	7,726	59.5%
1/1/2019 – 6/30/2019	All children in OOH care at least 6 full calendar months from 1/1/2019 – 6/30/2019	4,393	7,405	59.3%
7/1/2019 – 12/31/2019	All children in OOH care at least 6 full calendar months from 7/1/2019 – 12/31/2019	4,216	7,297	57.8%
1/1/2020 – 6/30/2020	All children in OOH care at least 6 full calendar months from 1/1/2020 – 6/30/2020	4,491	7,214	62.3%
7/1/2020 – 12/31/2020	All children in OOH care at least 6 full calendar months from 7/1/2020 – 12/31/2020	4,510	7,242	62.3%
1/1/2021 – 6/30/2021	All children in OOH care at least 6 full calendar months from 1/1/2021 – 6/30/2021	4,483	7,147	62.7%
7/1/2021 – 12/31/2021	All children in OOH care at least 6 full calendar months from 7/1/2021 – 12/31/2021	3,759	6,761	55.6%
Target				65.0%

Section 2, Table 3.3-1
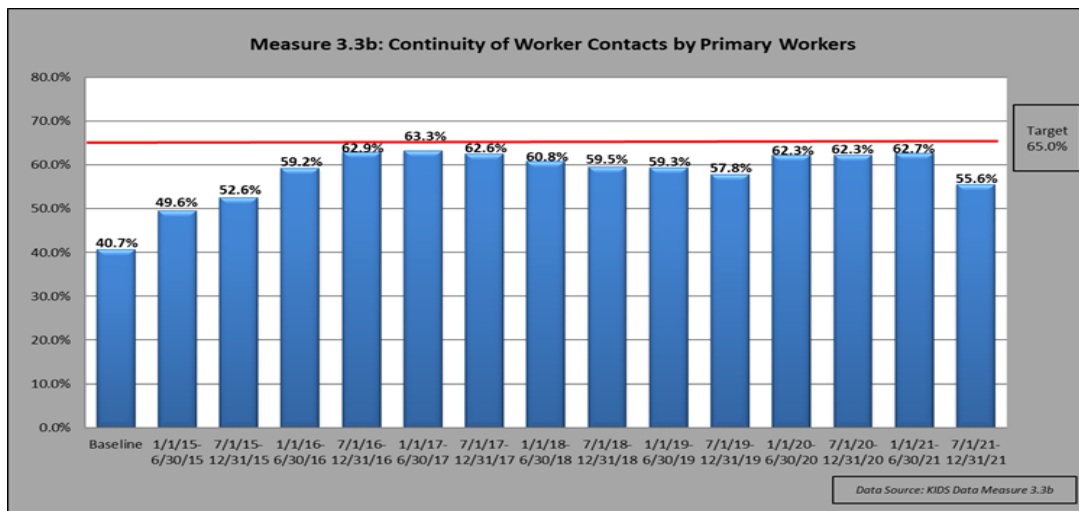
Section 2, Graph 3.3-1

Data Commentary

From 7/1/2021 through 12/31/2021, 55.6 percent of the children in OOH care were seen by the same primary caseworker for six consecutive months. Child Welfare Services saw a decrease in the overall outcome of this measure but performance in this area continues to remain above the baseline of 40.7 percent.

Reporting Period Progress

Reducing caseloads, improvement in staff hiring, and retaining staff directly supports increased performance in Measures 3.1, 3.2, and 3.3. Staff retention and development, as seen in this Semi-Annual Report under **Section 3, 7.1, Worker Caseloads**, remains a focus in increasing workforce stability and decreasing turnover. The Supervisory Framework continues to be evaluated for effectiveness as it was designed to enhance a child welfare (CW) supervisor's ability to support and coach staff, thus also improving worker retention and directly impacting Measures 3.1, 3.2, and 3.3. Since March 2020, all OKDHS employees telework rather than work full-time in offices, including CW staff. Additionally, many CW offices no long exist due to closure of OKDHS buildings. Thus, the Supervisory Framework remains especially important as these measures rely on staff retention through supportive coaching to keep staff engaged. Turnover data indicates an increase in turnover rates for CW specialist II – IV positions from state fiscal year (SFY) 2020 through the first six months of SFY 2022. This data will continue to be analyzed as SFY 2022 progresses and used to focus efforts on staff retention.

4.1a: Placement Stability—Children in Care for Less than 12 Months

Operational Question

Of all children served in foster care during the 12-month reporting period that were in care for at least eight days but less than 12 months, what percent had two or fewer placement settings to date?

Data Source and Definitions

Timeliness and Permanency of Reunification – Adoption and Foster Care Analysis Reporting System (AFCARS) 21A and 21B
- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

### Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 10/1/2020 through 9/30/2021 whose length of stay (LOS) as of 9/30/2021 was between eight days and 12 months.

Numerator: All children served in foster care from 10/1/2020 through 9/30/2021 whose LOS as of 9/30/2021 was between eight days and 12 months **and** who had two or fewer placement settings as of 9/30/2021.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with LOS between 8 days and 12 months			70.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS between 8 days and 12 months	4,396	6,031	72.9%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS between 8 days and 12 months	4,564	6,136	74.4%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS between 8 days and 12 months	4,513	5,933	76.1%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS between 8 days and 12 months	4,297	5,564	77.2%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS between 8 days and 12 months	3,981	5,585	71.3%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS between 8 days and 12 months	4,048	5,537	73.1%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS between 8 days and 12 months	4,106	5,462	75.2%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS between 8 days and 12 months	4,271	5,617	76.0%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS between 8 days and 12 months	4,219	5,506	76.6%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS between 8 days and 12 months	4,039	5,196	77.7%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS between 8 days and 12 months	4,048	5,017	80.7%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS between 8 days and 12 months	3,971	4,975	79.8%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS between 8 days and 12 months	3,873	4,869	79.5%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS between 8 days and 12 months	3,812	4,817	79.1%

10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS between 8 days and 12 months	3,432	4,332	79.2%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS between 8 days and 12 months	3,111	3,896	79.9%
10/1/2020 – 9/30/2021	All children served from 10/1/2020 - 9/30/2021 with LOS between 8 days and 12 months	2,944	3,794	77.7%
Target				88.0%

Section 2, Table 4.1a-1
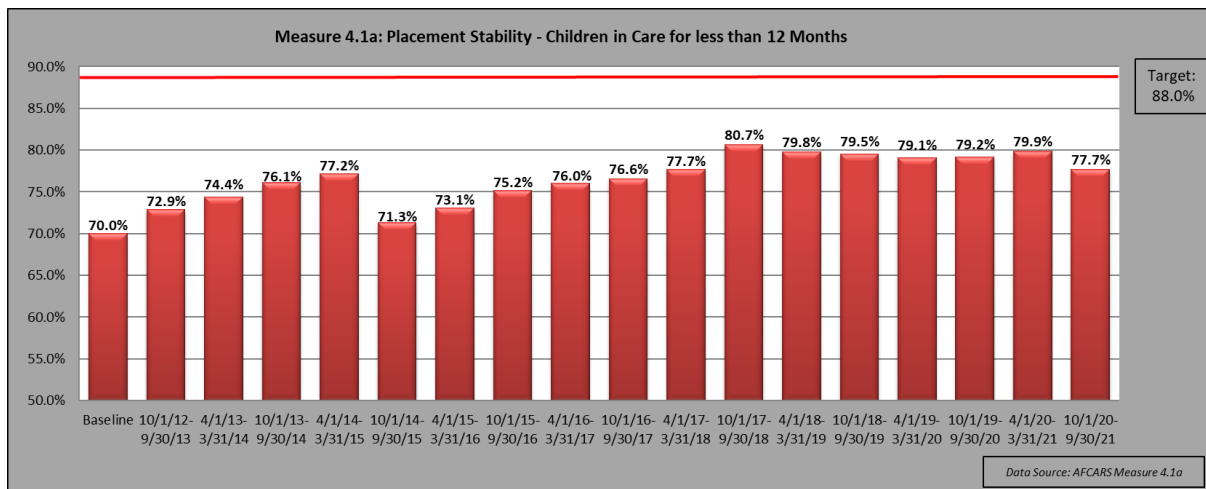
Section 2, Graph 4.1a-1

4.1b: Placement Stability—Children in Care for 12 to 24 Months

Operational Question
Of all children served in foster care during the 12-month reporting period that were in care for at least 12 months but less than 24 months, what percent had two or fewer placement settings to date?

Data Source and Definitions
Timeliness and Permanency of Reunification – Adoption and Foster Care Analysis Reporting System (AFCARS) 21A and 21B
- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period
Denominator: All children served in foster care from 10/1/2020 through 9/30/2021 whose length of stay (LOS) as of 9/30/2021 was between 12 months and 24 months.

Numerator: All children served in foster care from 10/1/2020 through 9/30/2021 whose LOS as of 9/30/2021 was between 12 months and 24 months **and** who had two or fewer placement settings as 9/30/2021.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with LOS between 12 and 24 months			50.0%

10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS between 12 and 24 months	2,292	4,514	50.8%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS between 12 and 24 months	2,569	4,909	52.3%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS between 12 and 24 months	2,795	5,174	54.0%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS between 12 and 24 months	3,034	5,430	55.9%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS between 12 and 24 months	2,844	5,271	54.0%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS between 12 and 24 months	2,710	4,977	54.5%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS between 12 and 24 months	2,636	4,935	53.4%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS between 12 and 24 months	2,620	4,717	55.5%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS between 12 and 24 months	2,719	4,684	58.0%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS between 12 and 24 months	2,766	4,750	58.2%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS between 12 and 24 months	2,767	4,686	59.0%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS between 12 and 24 months	2,698	4,426	61.0%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS between 12 and 24 months	2,719	4,309	63.1%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS between 12 and 24 months	2,584	4,169	62.0%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS between 12 and 24 months	2,683	4,229	63.4%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS between 12 and 24 months	2,641	4,037	65.4%

10/1/2020 – 9/30/2021	All children served from 10/1/2020 - 9/30/2021 with LOS between 12 and 24 months	2,480	3,753	66.1%
Target				68.0%

Section 2, Table 4.1b-1
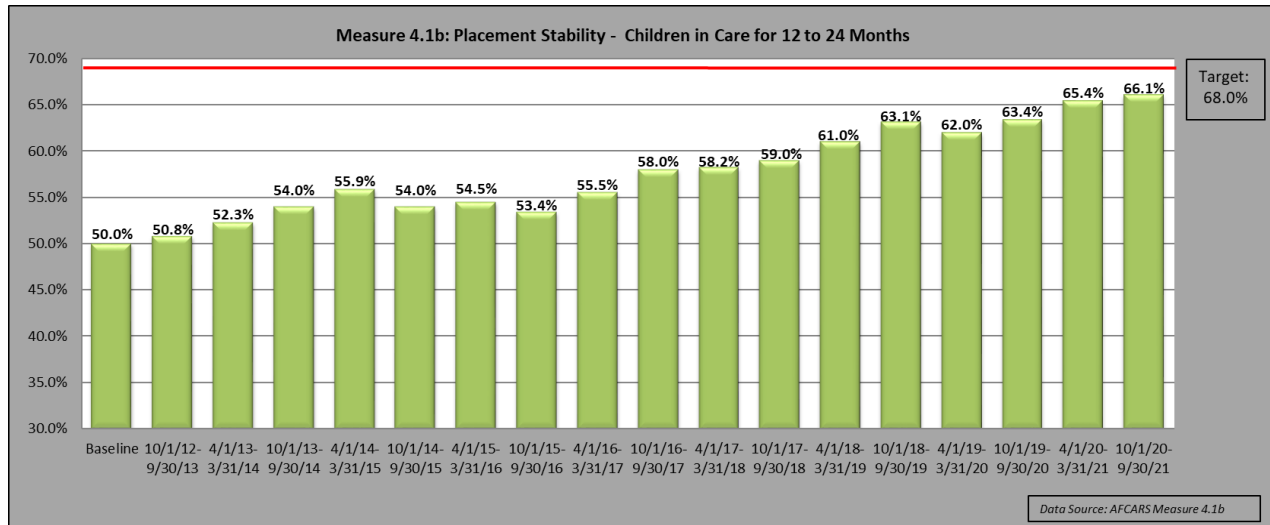
Section 2, Graph 4.1b-1

4.1c: Placement Stability—Children in Care for 24 Months or More

Operational Question
Of all children served in foster care during the 12-month reporting period that were in care for at least 24 months, what percent had two or fewer placement settings to date?

Data Source and Definitions
Timeliness and Permanency of Reunification – Adoption and Foster Care Analysis Reporting System (AFCARS) 21A and 21B
- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period
Denominator: All children served in foster care from 10/1/2020 through 9/30/2021 whose length of stay (LOS) as of 9/30/2021 was 24 months or longer.
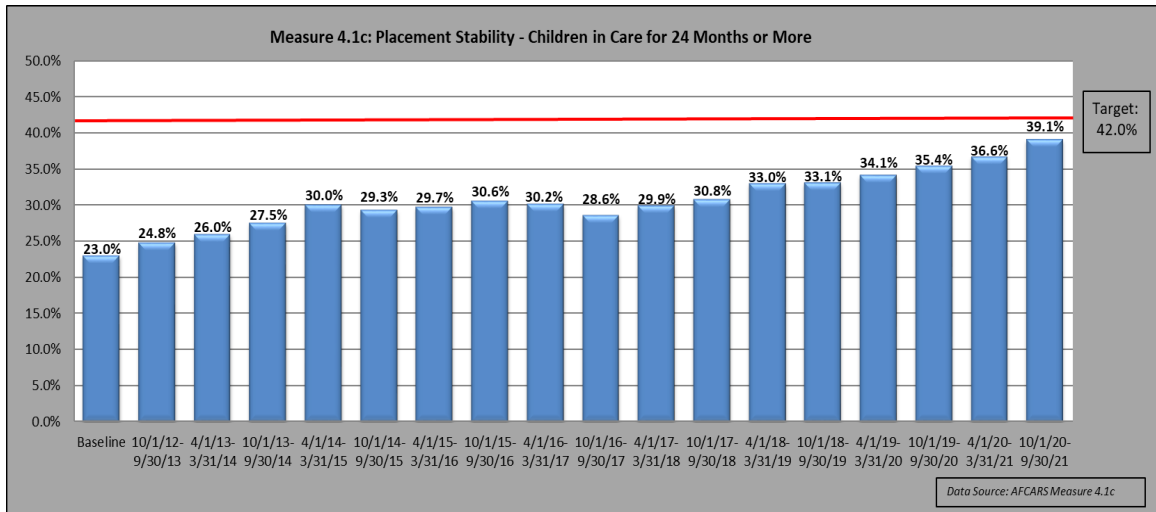
Numerator: All children served in foster care from 10/1/2020 through 9/30/2021 whose LOS as of 9/30/2021 was 24 months or longer **and** who had two or fewer placement settings as of 9/30/2021.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with LOS 24 months or longer			23.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS 24 months or longer	1,002	4,035	24.8%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS 24 months or longer	1,112	4,277	26.0%

10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS 24 months or longer	1,303	4,731	27.5%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS 24 months or longer	1,576	5,260	30.0%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS 24 months or longer	1,632	5,572	29.3%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS 24 months or longer	1,688	5,677	29.7%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS 24 months or longer	1,676	5,486	30.6%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS 24 months or longer	1,524	5,051	30.2%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS 24 months or longer	1,324	4,630	28.6%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS 24 months or longer	1,236	4,129	29.9%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS 24 months or longer	1,207	3,913	30.8%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS 24 months or longer	1,244	3,772	33.0%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS 24 months or longer	1,213	3,669	33.1%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS 24 months or longer	1,186	3,475	34.1%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS 24 months or longer	1,237	3,495	35.4%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS 24 months or longer	1,308	3,570	36.6%
10/1/2020 – 9/30/2021	All children served from 10/1/2020 - 9/30/2021 with LOS 24 months or longer	1,468	3,752	39.1%
Target				42.0%

Section 2, Table 4.1c-1

Section 2, Graph 4.1c-1

4.2: Placement Stability—Placement Moves After 12 Months in Care

Operational Question
Of all children served in foster care for more than 12 months, what percent of children experienced two or fewer placement settings after their first 12 months in care?

Data Source and Definitions
Measure 4.2 looks at placement stability that occurs after the child's first 12 months in care. The placement that the child is placed in 12 months after their removal date counts as the first placement, and then the metric shows how many children had two or fewer placement settings after that time.

Description of Denominator and Numerator for this reporting period
Denominator: All children served in foster care from 10/1/2020 through 9/30/2021 whose current removal was prior to 9/30/2021 and remained in care at least 12 months.

Numerator: All children served in foster care from 10/1/2020 through 9/30/2021 whose current removal was prior to 9/30/2021 and remained in care at least 12 months **and** had two or fewer placement settings.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with length of stay (LOS) at least 12 months			74.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS at least 12 months	6,404	8,374	76.5%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS at least 12 months	7,026	9,002	78.0%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS at least 12 months	7,590	9,763	77.7%

4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS at least 12 months	8,263	10,522	78.5%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS at least 12 months	8,334	10,691	78.0%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS at least 12 months	8,122	10,445	77.8%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS at least 12 months	7,871	10,172	77.4%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS at least 12 months	7,479	9,583	78.0%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS at least 12 months	7,112	9,071	78.4%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS at least 12 months	6,888	8,711	79.1%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS at least 12 months	6,659	8,349	79.8%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS at least 12 months	6,360	7,996	79.5%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS at least 12 months	6,172	7,737	79.8%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS at least 12 months	5,883	7,390	79.6%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS at least 12 months	5,992	7,430	80.6%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS at least 12 months	5,950	7,321	81.3%
10/1/2020 – 9/30/2021	All children served from 10/1/2020 - 9/30/2021 with LOS at least 12 months	5,857	7,242	80.9%
Target				88.0%

Section 2, Table 4.2-1
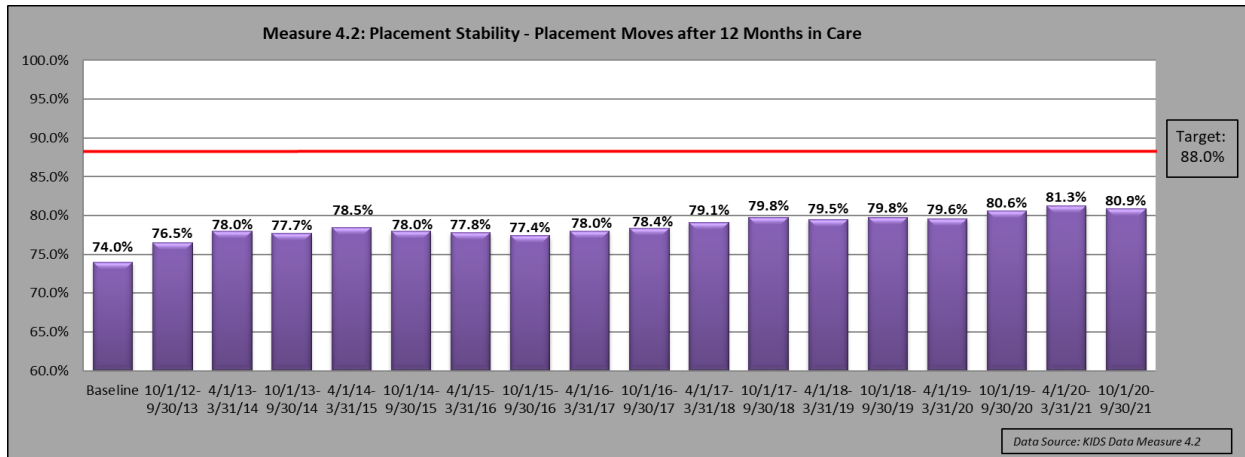
Section 2, Graph 4.2-1

First Placement Kinship			
Removal Month	**Children Placed in Kinship as 1st Placement**	**Children Removed during Month and Entered in Countable Placement**	**% of Kinship as 1st Placement**
Baseline: Jul – Dec 2016	878	2540	**34.6%**
Jan – Jun 2017	1001	2598	**38.5%**
Jul – Dec 2017	1009	2264	**44.6%**
Jan – Jun 2018	1049	2138	**49.1%**
Jul – Dec 2018	959	2113	**45.4%**
Jan – Jun 2019	974	2045	**47.6%**
Jul – Dec 2019	936	2107	**44.4%**
Jan-20	169	359	47.1%
Feb-20	169	332	50.9%
Mar-20	139	297	46.8%
Apr-20	104	225	46.2%
May-20	147	306	48.0%
Jun-20	162	336	48.2%
Jan – Jun 2020	890	1855	**48.0%**
Jul-20	149	324	46.0%
Aug-20	167	341	49.0%
Sep-20	184	325	56.6%
Oct-20	159	288	55.2%
Nov-20	148	274	54.0%
Dec-20	119	218	54.6%
Jul – Dec 2020	926	1770	**52.3%**
Jan-21	113	237	47.7%
Feb-21	107	212	50.5%
Mar-21	169	332	50.9%
Apr-21	125	279	44.8%
May-21	134	274	48.9%
Jun-21	112	227	49.3%
Jan – Jun 2021	760	1561	**48.7%**
Jul-21	122	245	49.8%
Aug-21	143	300	47.7%
Sep-21	150	310	48.4%
Oct-21	144	265	54.3%
Nov-21	124	234	53.0%
Dec-21	154	272	56.6%
Jul – Dec 2021	837	1626	**51.5%**

Data Source: Baseline-YI844; Run Date: 7/19/2017. YI867: Jan-Sept 2017; Run Date: 10/19/17, Oct 17-Dec 20th; Run Date: 10th of each month (report on 45 day lag).

Section 2, Table 4.2-2

Placement Stability						
Placement Stability Efforts	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Resource Check-In Call	92.4%	88.5%	80.6%	81.7%	73.6%	76.6%
Initial Meeting	74.0%	84.2%	70.9%	78.1%	68.8%	78.3%
First Placement Kinship	49.8%	47.7%	48.4%	54.3%	53.0%	56.6%
Quarterly Visit	96.2%	95.1%	95.4%	95.4%	93.7%	94.6%
Check-In Call for Subsequent Move	67.0%	62.8%	65.6%	59.4%	54.4%	60.4%
Subsequent Initial Meetings	56.9%	61.6%	58.4%	50.5%	53.0%	50.9%

Data Source: YI867 & YI827; Run Date: 10th of each month. Data on 45 day lag. YI840 monthly after 5th for Quarterly Visits.

Section 2, Table 4.2-3

Data Commentary

During this reporting period, Child Welfare Services (CWS) continued to improve in two of the four measures for placement stability. CWS experienced a decrease of 2.2 percent in Measure 4.1a. Performance is still 7.7 percent above the baseline. Measure 4.1b saw an increase of 0.7 percent from 65.4 percent to 66.1 percent, which is the highest overall percentage during this measure's reporting. Measure 4.1c increased by 2.5 percent, for an overall total of 39.1 percent, which is the eighth period of consecutive, positive trending. Measure 4.2 saw a slight decrease of 0.4 percent making the overall performance 80.9 percent, which is 6.9 percent above the original baseline. This reporting is the highest overall percentage seen in two of the four placement stability measures, 4.1b and 4.1c since Pinnacle Plan reporting began.

Reporting Period Progress

CWS regional and Foster Care and Adoptions (FC&A) deputy directors are actively engaged as the regional placement stability leads and meet monthly to focus on data trends and strategies. At each meeting, the leads review the most recent placement stability data related to initial meetings (IMs), resource parent check-in calls, kinship as first placement, top exit types, and subsequent efforts. During the review, the leads discuss regional self-correcting strategies to positively impact the strategy outcomes. These reviews highlight the importance of data utilization and are an opportunity for examining qualitative information to target any needed trainings or process enhancements that positively impact placement stability and promote positive data trending and outcomes for children and families.

To better understand why children are experiencing placement moves, the regional directors were asked to complete and share their qualitative review findings at the August 2021 placement stability leads meeting. Feedback indicated despite evidence of good practice ensuring children had their needs met in their foster homes, the regions identified practices they would like to see improve, such as more timely follow-up with foster parents about service referrals. The regional directors were also asked to complete a "How Might We" activity to capture any thoughts or ideas on enhancing placement stability strategies. This activity prompted creative thinking about how to ensure child welfare (CW) staff understand the importance of subsequent move efforts, how to make communication more effective for staff regarding the strategies, and how to use both qualitative and quantitative data to identify practice trends and areas for improvement. As a result, a decision was made to elevate the voice of those with experience a priority when informing strategy and working towards outcome improvements.

The WebFOCUS YI867B Placement Stability Missing Efforts Report is sent to regional leadership on a weekly basis as a proactive approach in identifying Resource Parent Check-In Calls and IMs that need to be documented in KIDS for completion on the compliance report. The report continues to include a spreadsheet that identifies the specific CW specialist with missing documentation in KIDS related to IMs, resource parent check-in calls, or subsequent efforts. This change was made to assist CW supervisors in tracking and identifying practice trends within their unit.

The WebFOCUS YI827 Placement Stability Move Report is used to identify children who move from their first placement with the exit reason "placement cannot meet child behavioral treatment needs" or "provider requested change of placement" that could benefit from enhanced foster care (EFC) services and supports. The EFC Programs team sends

emails to assigned CW specialists, CW supervisors, and district directors with a child identified in the previous month's report, notifying them about EFC, and how to make a referral for services. Additionally, a monthly report is compiled that lists the children who have four or more elevated Child Behavioral Health Screener (CBHS) screeners and sent to the assigned CW specialist. These efforts are to promote consideration of EFC to provide the family with additional supports to prevent a child's change in placement. During the last quarter, EFC Programs paused sending out both of these emails due to a lack of capacity. The EFC Programs support staff recently expanded and each region now has one EFC program field representative and two EFC field coordinators. Now that EFC Programs will be at full capacity, both emails are scheduled to resume in February 2022. With the increase in support, further data assessment and communication will expeditiously refer children for EFC services and supports.

Additionally, the WebFOCUS YI827 Core Strategy #7 Placement Stability Report is used to identify the top five reasons for moves statewide and regionally. The data is collected, analyzed monthly, and provided to the leads; thus, highlighting an awareness of why most children are experiencing multiple placement episodes. The data also helps determine the guidance needed to equip staff in selecting the most appropriate reason in KIDS as to why children are moved from one placement into another. To ensure accurate identification of circumstances resulting in a placement move, a secondary exit reason in KIDS will be released in February 2022. This addition will allow specialists to select more than one reason for a placement move to decrease selection of the "other" exit reason. Trends identified after the KIDS release will be used to inform placement stability strategies. Statewide communication will also occur to ensure CW staff understands how to effectively document the secondary exit reason that resulted in the disrupted placement.

The review process for any previously denied or failed kinship placements continue to occur for all youth ages 16 and 17 years old who are not currently residing in a kinship placement; and, as of August 2021, youth ages 15 years old are also included in the review process. When a kinship placement denial occurs and after completing additional assessments to determine if additional supports can result in a successful kinship placement, the request is elevated to the Assistant CWS Director for Field Operations to review and track on the Elevated Kinship Disposition spreadsheet. Since July 2020, 36 elevated reviews involving 41 children were conducted resulting in 24 approvals, of which 28 youth were placed with kin. Currently, 15 of the 28 youth remain in the kinship placement.

The Permanency Planning (PP) Programs team reviews the approved elevated kinship requests weekly. The frequent reviews' purpose is to capture any missing efforts related to service delivery to stabilize the youth and support the resource parent(s) when the youth remains in the kinship placement. Each week, the reviews are sent to the placement stability leads for follow-up if action is needed, such as ensuring an EFC referral is completed if one was not made, or if a youth's individualized service plan needs updating to include the services necessary to stabilize the youth. An *Elevated Kinship Approval Guide - Draft* is currently in the development stage to better assist CW specialists in implementing best practices when elevated kinship approvals are made. The guide will help ensure CW specialists know how to immediately refer for EFC services and supports and to provide quality support to the kinship placement.

In February 2021, Continuum of Care (COC), PP, and FC&A Programs were included in discussions with the Oklahoma Human Services (OKDHS) Clinical team about the use of Mobile Crisis Response for children in need of mental health intervention services for stabilization. In April 2021, the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) began sending weekly lists of children who received the Mobile Crisis Response service. EFC Programs staff identify the child's primary CW specialist and supervisor and email a notification that provides information regarding follow-up and EFC referrals. When the child accesses Mobile Crisis Response while in therapeutic foster care or a congregate care setting, Placement Programs staff are also included in the notification. The intent is to ensure that the CW specialist is aware of the need for crisis intervention and understands follow-up requirements to assure the child's ongoing mental health needs are met.

From 7/1/2021 through 12/31/2021, Mobile Crisis Response was used for 166 children in OKDHS custody. 26 of the 166 children could not be identified in the information sent by ODMHSAS, resulting in the inability to identify or contact the CW specialist. As previously reported, ODMHSAS was unable to provide the Mobile Crisis Response information from

9/9/2021 through 10/12/2021 due to technology access issues and subsequently could not retroactively retrieve the individualized data. OKDHS and ODMHSAS continue to jointly work on disseminating Mobile Crisis Response data to improve Mobile Crisis Response utilization to support placement stability. Beginning in January 2022, ODMHSAS will send aggregated data to OKDHS that reflects the monthly utilization of the Mobile Crisis Response service for children and youth in OKDHS custody. The data exchange will be used to inform ongoing communication efforts with CW specialists and resource parents.

Training
The online Placement Stability training, located in the OKDHS Learning Management System, was made available to all CW staff in January 2021. The CW 5403 Placement Stability training is one component of a four-part training series. The other three trainings are: (1) CW 5073 Introduction to Actively Seeking KINnections (ASK); (2) CW 5122 Child Behavioral Health Screener (CBHS); and (3) CW 5200 Treatment Placement Best Practices. On 11/8/2021, a statewide reminder email was sent to all CW staff regarding the completion of the Placement Stability training series by the extended deadline of 12/31/2021. CW leadership received weekly reports during December 2021 to effectively track training completion.

The CW staff required to take the training were initially identified on 1/1/2021 from the WebFOCUS YI001 KIDS Staff Report. Additional CW staff who began CWS employment after the original completion date of 5/1/2021 were also selected for training. The completion summary for the original required CW staff for each training was:
- 5403 Placement Stability: 88%
- 5073 Introduction to Actively Seeking KINnections: 76%
- 5122 Child Behavioral Health Screener: 87%
- 5200 Treatment Placement Best Practices: 80%

The completion summary for the additional CW staff identified after 5/1/2021 for each training was:
- 5403 Placement Stability: 88%
- 5073 Introduction to Actively Seeking KINnections: 49%
- 5122 Child Behavioral Health Screener: 89%
- 5200 Treatment Placement Best Practices: 61%

Required virtual transfer of learning (TOL) sessions began in June 2021 for CW supervisors, district directors, and field managers. The sessions focused on the application of placement stability strategies through quality supervision and a thorough discussion of how the training series connects to best practice and placement stability outcomes. Of all required CW staff, 85 percent completed the TOL sessions. Information gathered from the sessions guided enhancements to ongoing placement stability efforts. Based on feedback from CW supervisors, one enhancement is the creation of an alert notifying the CW specialist and CW supervisor when a resource parent check-in call needs to be completed. The alert is an email sent to the CW specialist and CW supervisor when a child or youth on their caseload is entered into a new placement episode in KIDS or exited from a placement; thus, prompting the CW specialist that a resource parent check-in call is needed. The email alert is currently in the testing phase and is scheduled for the February 2022 KIDS release.

In August 2021, a Family Meeting Continuum (FMC) Back-to-Basics training was created. The training serves as a refresher and follow-up to the initial November 2020 FMC implementation trainings. The Back-to-Basics training helps ensure new CW staff have the most up-to-date FMC information including best practices, overall goal, and identified trends related to child safety meetings (CSMs) and IMs as part of the FMC. The trainings will be completed in each region at a later date, as the regional facilitator supervisors and leadership are currently identifying region-specific FMC practice trends to include as part of the training.

Kinship, Resource Parent Check-In Call, IM, and Resource Quarterly Visits
Initially placing children with kinship remains a significant focus for placement stability efforts. When children are in stable placements, CW staff are better able to engage parents in services and visitations, which contributes to permanency.

Regions 1, 3, 4, 5, and designated districts in Region 2 that implemented the FMC are trained with the expectation of conducting a CSM within the two-business days. A completed Important People in a Child's Life form is still mandatory on all cases where an intervention is under consideration or implemented. The form is required to be completed prior to the CSM or during the CSM.

CWS continues learning and self-correcting placement stability practices as more qualitative and quantitative trends are collected and analyzed. CWS stays focused on coaching CW specialists on the importance of early family engagement and identification of services, resources, and supports. This focus aligns with efforts included in the timely permanency strategies, such as the FMC, with the overall goal to increase family engagement through frequent and purposeful family meetings. Both the IM and subsequent IM meetings are critical for the family to come together and support the child's placement as stability can impact permanency. A KIDS-generated report, launched in April 2021, tracks when each meeting included in the FMC is due or overdue. Beginning September 2021, the monthly WebFOCUS YI142 Family Continuum Report is sent to leadership detailing which cases, or children, are due for a family meeting (FM) that month or are overdue. Sending the report each month to the facilitator, Child Protective Services, and PP leadership, heightens awareness of meeting completions to better support families and children in their out-of-home placements. Additionally, the WebFOCUS YI142 Family Continuum Report captures the mother and father's participation at each meeting in the FMC, including the IM. Parent engagement is a core effort for timely permanency. Parent participation at each FM is evaluated for trends and used to train CW specialists.

Surveys were finalized in October 2021 to solicit feedback from FM participants on their experience. Information gathered from families, service providers, and court partners who attend FMs will be compiled and analyzed to determine what enhancements are needed for CSMs and IMs as part of the FMC. The surveys also serve as an avenue to collect information from families regarding FM quality and frequency. Additionally, a prompter guide for youth and parents, is currently in development to enhance the youth and parent voice and engagement during FMs. The prompter guide will list topic areas of potential FM discussion, allowing youth and parents to better understand what information will be discussed prior to entering the meeting with CWS and other providers.

From the IM reviews previously completed, a continued need for enhancement surrounding engagement and conversations with parents, children, and resource parents was evident. Most of the documentation in support plans contained blank sections, information was surface level, and not all the children for whom the IM was held are addressed. As part of the FMC efforts, a fidelity review tool was created and tested this reporting period. The *Child Safety Meetings Fidelity Review* and the *Family Meeting Fidelity Review* were both finalized in July 2021 and integrated into Qualtrics to show overall trends related to all meetings in the FMC, including quality of CSMs and IMs. The FMC coordinator completes the fidelity review tool for both CSMs and IMs in every region each month and enters the review results in Qualtrics. Information gathered from the reviews, including practice notes, will be shared with the PP and Placement Stability leads to ensure ongoing communication about observed practice and also used to determine the need for additional trainings and supports based on the FMC coordinator's observations. Collaboration with the Continuous Quality Improvement program began during this reporting period to develop a quality practice feedback loop that ties multiple strategies and efforts together for more effective communication to the regions. Practice gathered from the FMC fidelity reviews will be part of this larger multi-program feedback loop.

Strategy Development
CWS remains committed to streamlining placement stability efforts with PP and COC development while continuously examining opportunities for enhancements to the quality of work conducted to achieve the targeted goals. Additional efforts include identifying those with lived experience and including them in assessment processes, strategy enhancements, and decision-making, prioritizing a human-centered design approach to enhance placement stability strategies.

In July 2021, the placement stability co-leads met with a foster parent, who also serves on the Foster Care Association of Oklahoma board, with the intent of gathering feedback on the effectiveness of the placement stability strategies through

the foster parent lens. It was apparent CWS must create a platform for parents, foster parents, and youth to consistently share their experience and be directly involved in planning and enhancement efforts. Following this meeting, the co-leads met with a Foster America Fellow and OKDHS Innovation Services to begin the development of a survey that would capture the diverse experience of foster parents on a broader scale. Inspiration for this effort comes from another state's campaign titled "You Shared Your Home, Now Share Your Voice."

Plans for this project include surveying foster parents during two separate events to capture information to inform ongoing efforts. The first survey will be deployed when a placement episode is end-dated for reasons of "provider requested change of placement" and "provider unable to meet behavioral health needs." The Placement Stability leads will utilize the real-time data to understand contributing factors that led to the child's removal and to support the next placement's stability. A Placement Disruption Survey workgroup created specifically for this effort includes other Core Strategy leads so they may be able to view this survey through the lens of their strategy or programs, and encourage use of the survey responses to impact practice. A planning meeting was held with Innovation Services in December 2021 to review the draft of questions compiled, as well as discuss the proposed process for survey deployment. This survey's implementation goal is set for May 2022.

The second survey will be administered as part of the annual review process for foster families. This survey will focus on obtaining feedback from foster families regarding their past and current experience with placement stability strategies, including IMs, resource parent check-in calls, resource parent support plans, subsequent meetings, and the Child Placement Interview and updated placement process. The survey results will be shared broadly with PP and FC&A Programs to ensure that the results are used to inform recruitment, retention, ongoing support, and placement stability strategies. Questions for this survey were drafted during this reporting period and provided to FC&A Programs staff for feedback. This survey is in draft mode with an implementation goal set for April 2022.

In December 2021, a meeting was held with FC&A Programs staff to discuss both survey's deployment, as well as plans for communicating to foster parents the surveys' intent and purpose prior to launch.

Impact of COVID-19 Pandemic
Over the previous reporting periods, CWS used COVID-19 relief payments and Kith Care for foster parents as supports for placement stability. Kith Care is extended to May 2022 to continue to support foster parents.

Conclusion
Positive trending in measurement performance for two of the four measures can be attributed to the focused placement stability efforts related to enhanced strategies with an emphasis on kinship placement, data-driven planning, and leadership involvement. Follow-up regarding the outcome of the quality review process of initial and subsequent efforts will be assessed through the Placement Stability leads team for process evaluation and strategy modification.

5.1: Shelter Use—Children ages 0 to 1 year old

Operational Question
Of all children ages 0-1 year old with an overnight shelter stay from 7/1/2021 through 12/31/2021, how many nights were spent in the shelter?
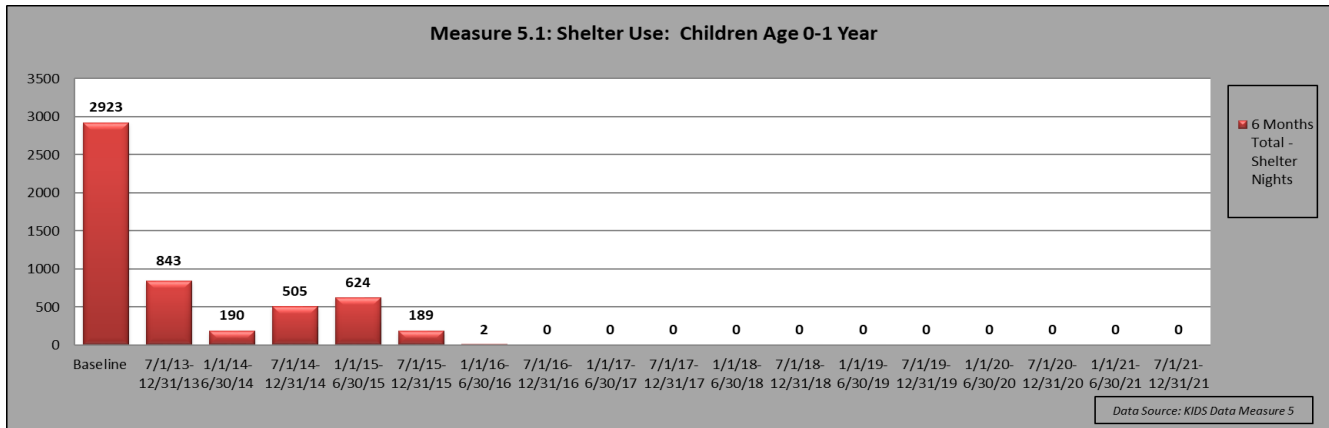
Data Source and Definitions
Data shown is the total number of nights children ages 0-1 year old spent in a shelter during the time period from 7/1/2021 through 12/31/2021. The baseline for this measure was 2,923 nights with a target of 0 nights by 12/31/2012. Automatic exceptions are made when the child is part of a sibling set of four or more or when a child is placed with a minor parent who is also in the Oklahoma Human Services (OKDHS) custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in a shelter.

Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 0-1 year with an overnight shelter stay from 1/1/2012 – 6/30/2012	2,923 Nights
7/1/2013 – 12/31/2013	All children age 0-1 year with an overnight shelter stay from 7/1/2013 – 12/31/2013	843 Nights
1/1/2014 – 6/30/2014	All children age 0-1 year with an overnight shelter stay from 1/1/2014 – 6/30/2014	190 Nights
7/1/2014 – 12/31/2014	All children age 0-1 year with an overnight shelter stay from 7/1/2014 – 12/31/2014	505 Nights
1/1/2015 – 6/30/2015	All children age 0-1 year with an overnight shelter stay from 1/1/2015 – 6/30/2015	624 Nights
7/1/2015 – 12/31/2015	All children age 0-1 year with an overnight shelter stay from 7/1/2015 – 12/31/2015	189 Nights
1/1/2016 – 6/30/2016	All children age 0-1 year with an overnight shelter stay from 1/1/2016 – 6/30/2016	2 Nights
7/1/2016 – 12/31/2016	All children age 0-1 year with an overnight shelter stay from 7/1/2016 – 12/31/2016	0 Nights
1/1/2017 – 6/30/2017	All children age 0-1 year with an overnight shelter stay from 1/1/2017 – 6/30/2017	0 Nights
7/1/2017 – 12/31/2017	All children age 0-1 year with an overnight shelter stay from 7/1/2017 – 12/31/2017	0 Nights
1/1/2018 – 6/30/2018	All children age 0-1 year with an overnight shelter stay from 1/1/2018 – 6/30/2018	0 Nights
7/1/2018 – 12/31/2018	All children age 0-1 year with an overnight shelter stay from 7/1/2018 – 12/31/2018	0 Nights
1/1/2019 – 6/30/2019	All children age 0-1 year with an overnight shelter stay from 1/1/2019 – 6/30/2019	0 Nights
7/1/2019 – 12/31/2019	All children age 0-1 year with an overnight shelter stay from 7/1/2019 – 12/31/2019	0 Nights
1/1/2020 – 6/30/2020	All children age 0-1 year with an overnight shelter stay from 1/1/2020 – 6/30/2020	0 Nights
7/1/2020 – 12/31/2020	All children age 0-1 year with an overnight shelter stay from 7/1/2020 – 12/31/2020	0 Nights
1/1/2021 – 6/30/2021	All children age 0-1 year with an overnight shelter stay from 1/1/2021 – 6/30/2021	0 Nights
7/1/2021 – 12/31/2021	All children age 0-1 year with an overnight shelter stay from 7/1/2021 – 12/31/2021	0 Nights
Target		0 Nights

Section 2, Table 5.1-1

Section 2, Graph 5.1-1

Data Commentary

There were zero children, ages 0-1 year, who spent zero nights in shelter care from 7/1/2021 through 12/31/2021. During this time period, 1,768 children, ages 0-1 year, were in out-of-home care and 100 percent of those children did not have a shelter stay. A child under the age of 2 years old has not been placed overnight in a shelter since January 2016.

5.2: Shelter Use—Children ages 2 to 5 years old

Operational Question

Of all children ages 2-5 years old with an overnight shelter stay from 7/1/2021 through 12/31/2021, how many nights were spent in the shelter?
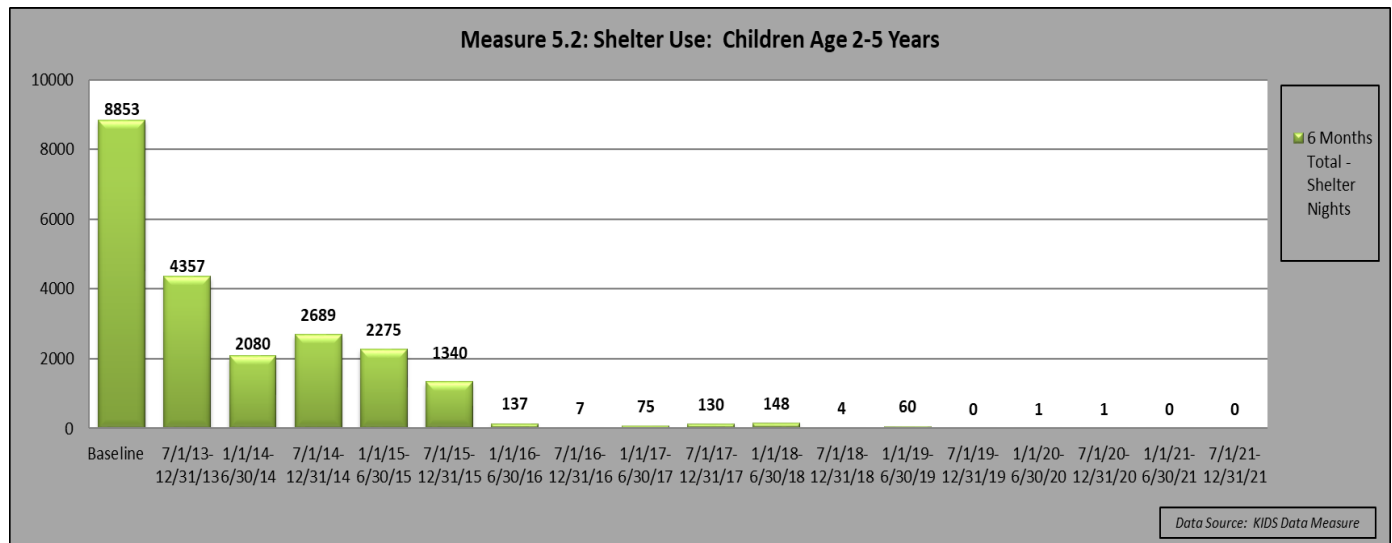
Data Source and Definitions

Data shown is the total number of nights children ages 2-5 years old spent in a shelter during the time period from 7/1/2021 through 12/31/2021. The baseline for this measure was 8,853 nights with a target of 0 nights by 6/30/2013. Automatic exceptions are made when the child is part of a sibling set of four or more or a child is placed with a minor parent who is also in OKDHS custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in a shelter.
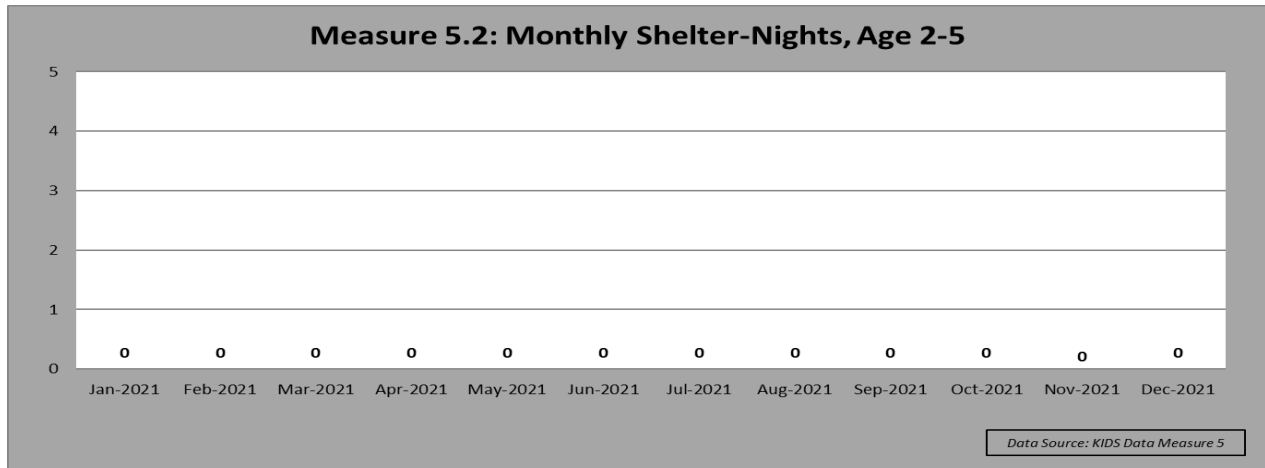
Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 2-5 years with an overnight shelter stay from 1/1/2012 – 6/30/2012	8,853 Nights
7/1/2013 – 12/31/2013	All children age 2-5 years with an overnight shelter stay from 7/1/2013 – 12/31/2013	4,357 Nights
1/1/2014 – 6/30/2014	All children age 2-5 years with an overnight shelter stay from 1/1/2014 – 6/30/2014	2,080 Nights
7/1/2014 – 12/31/2014	All children age 2-5 years with an overnight shelter stay from 7/1/2014 – 12/31/2014	2,689 Nights
1/1/2015 – 6/30/2015	All children age 2-5 years with an overnight shelter stay from 1/1/2015 – 6/30/2015	2,275 Nights
7/1/2015 – 12/31/2015	All children age 2-5 years with an overnight shelter stay from 7/1/2015 – 12/31/2015	1,340 Nights
1/1/2016 – 6/30/2016	All children age 2-5 years with an overnight shelter stay from 1/1/2016 – 6/30/2016	137 Nights
7/1/2016 – 12/31/2016	All children age 2-5 years with an overnight shelter stay from 7/1/2016 – 12/31/2016	7 Nights

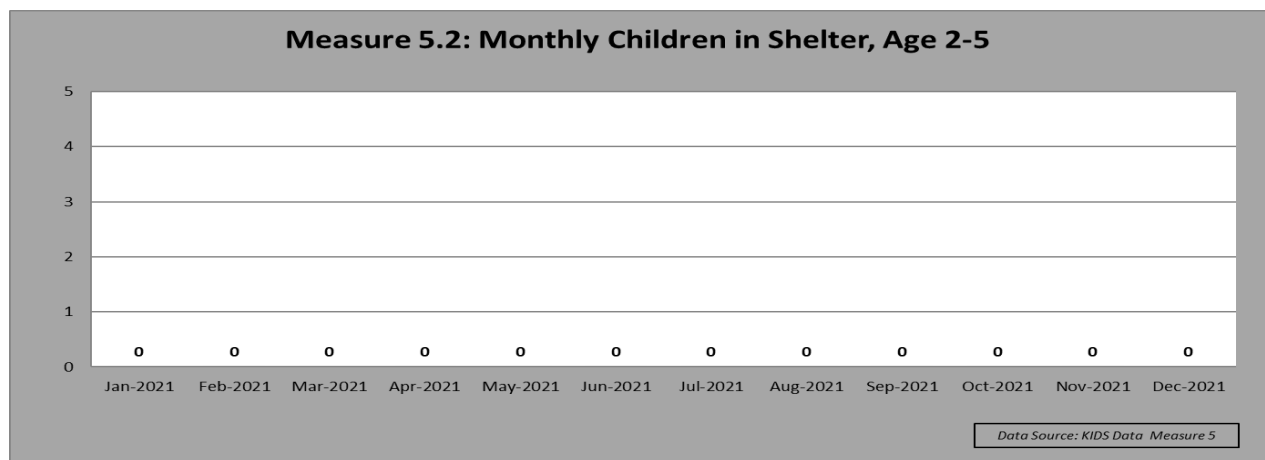| 1/1/2017 – 6/30/2017	All children age 2-5 years with an overnight shelter stay from 1/1/2017 – 6/30/2017	75 Nights
7/1/2017 – 12/31/2017	All children age 2-5 years with an overnight shelter stay from 7/1/2017 – 12/31/2017	130 Nights
1/1/2018 – 6/30/2018	All children age 2-5 years with an overnight shelter stay from 1/1/2018 – 6/30/2018	148 Nights
7/1/2018 – 12/31/2018	All children age 2-5 years with an overnight shelter stay from 7/1/2018 – 12/31/2018	4 Nights
1/1/2019 – 6/30/2019	All children age 2-5 years with an overnight shelter stay from 1/1/2019 – 6/30/2019	60 Nights
7/1/2019 – 12/31/2019	All children age 2-5 years with an overnight shelter stay from 7/1/2019 – 12/31/2019	0 Nights
1/1/2020 – 6/30/2020	All children age 2-5 years with an overnight shelter stay from 1/1/2020 – 6/30/2020	1 Night
7/1/2020 – 12/31/2020	All children age 2-5 years with an overnight shelter stay from 7/1/2020 – 12/31/2020	1 Night
1/1/2021 – 6/30/2021	All children age 2-5 years with an overnight shelter stay from 1/1/2021 – 6/30/2021	0 Nights
7/1/2021 – 12/31/2021	All children age 2-5 years with an overnight shelter stay from 7/1/2021 – 12/31/2021	0 Nights
Target		0 Nights

Section 2, Table 5.2-1

Section 2, Graph 5.2-1

Measure 5.2: Monthly Shelter-Nights, Age 2-5

	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021
	0	0	0	0	0	0	0	0	0	0	0	0

Data Source: KIDS Data Measure 5

Section 2, Graph 5.2-2

Measure 5.2: Monthly Children in Shelter, Age 2-5

	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021
	0	0	0	0	0	0	0	0	0	0	0	0

Data Source: KIDS Data Measure 5

Section 2, Graph 5.2-3

Data Commentary

There were zero children, ages 2-5 years old, who spent zero nights in shelter care from 7/1/2021 through 12/31/2021. During this time, 2,861 children, ages 2-5 years old, were in out-of-home care and 100 percent of those children did not have a shelter stay.

Reporting Period Progress

This is the second consecutive reporting period that no children, ages 2-5 years old, experienced placement in a shelter and the third in the last five reporting periods. Only two children, ages 2-5 years old, experienced placement in a shelter since 7/1/2019.

5.3: Shelter Use—Children ages 6 to 12 years old

Operational Question

Of all children ages 6-12 years old with an overnight shelter stay from 7/1/2021 through 12/31/2021, how many nights were spent in the shelter?
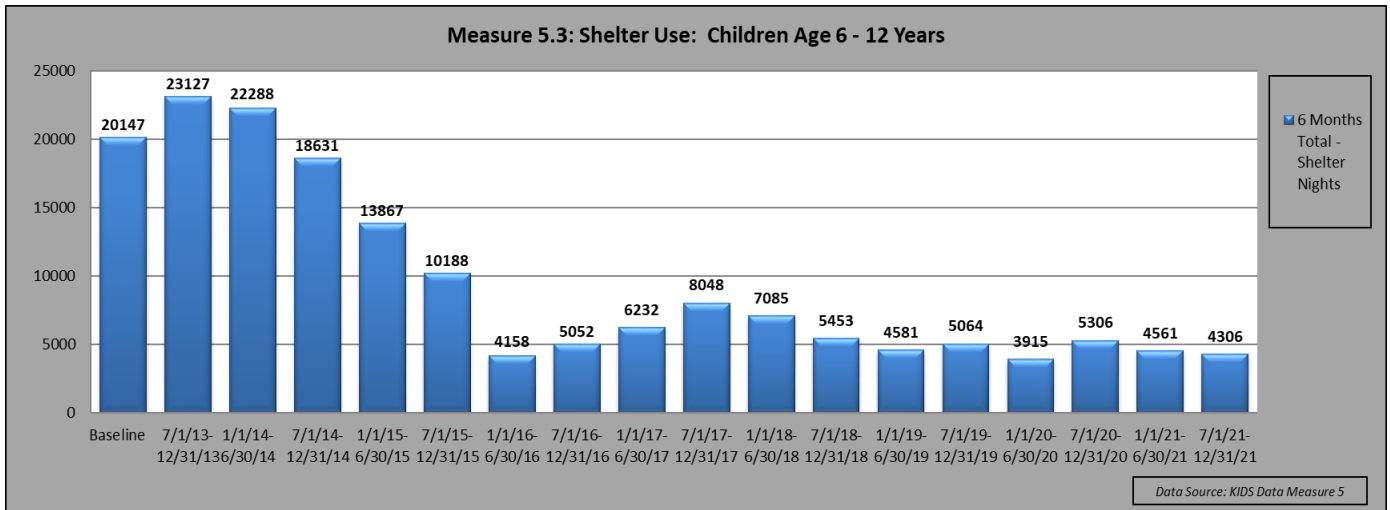
Data Source and Definitions

Data shown is the total number of nights children ages 6-12 years old spent in a shelter during the time period from 7/1/2021 through 12/31/2021. The baseline for this measure was 20,147 nights with an interim target of 10,000 nights by 12/31/2013. An automatic exception is made when the child is part of a sibling set of four or more. Note: Children who meet an automatic exception are still included in the count of total nights spent in a shelter.
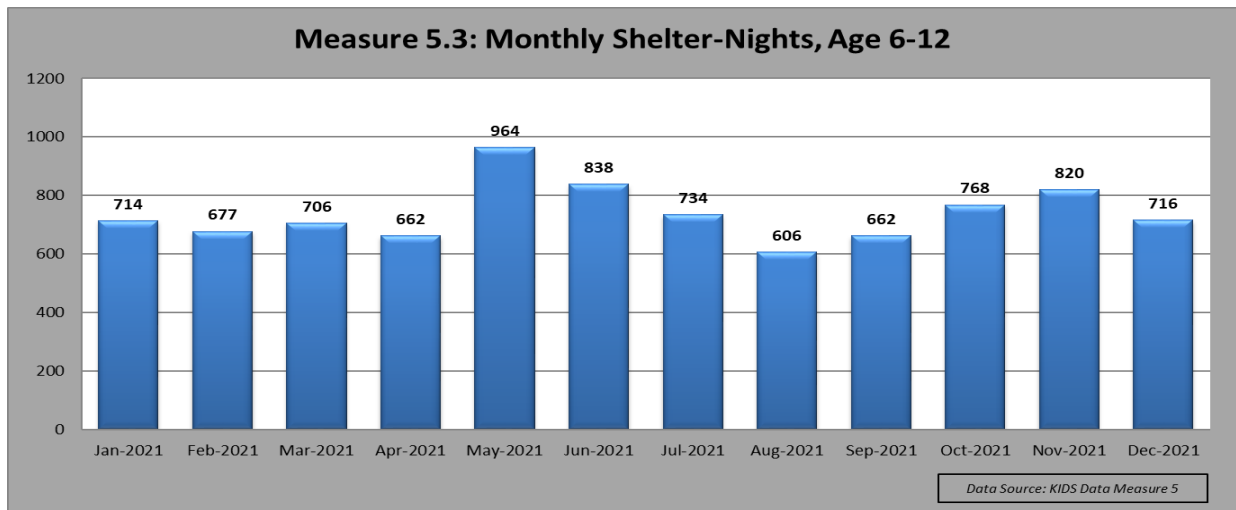
Trends

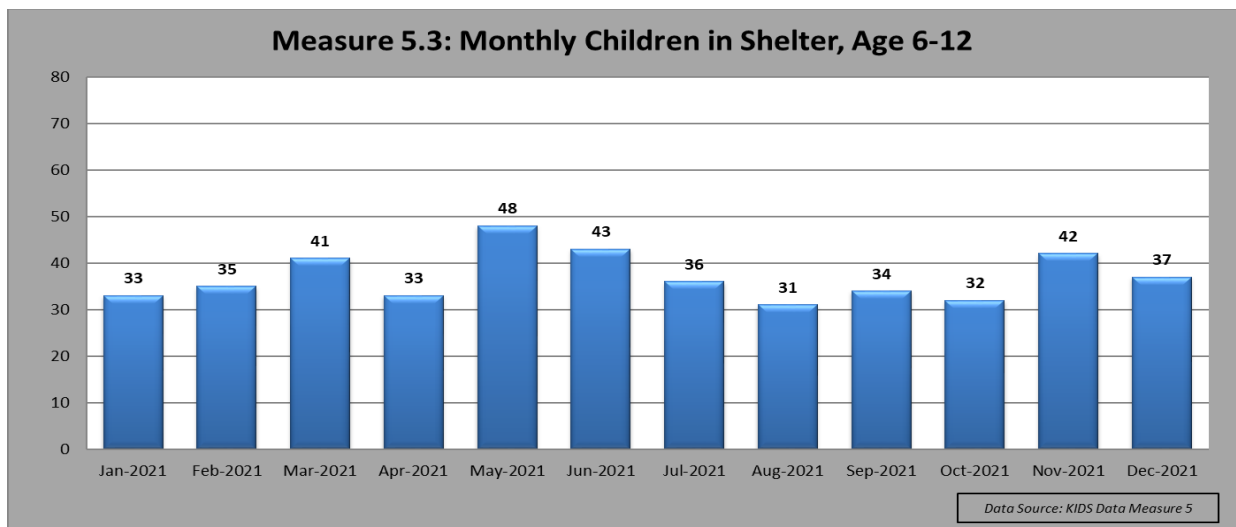| Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 6-12 years with an overnight shelter stay from 1/1/2012 – 6/30/2012	20,147 Nights
7/1/2013 – 12/31/2013	All children age 6-12 years with an overnight shelter stay from 7/1/2013 – 12/31/2013	23,127 Nights
1/1/2014 – 6/30/2014	All children age 6-12 years with an overnight shelter stay from 1/1/2014 – 6/30/2014	22,288 Nights
7/1/2014 – 12/31/2014	All children age 6-12 years with an overnight shelter stay from 7/1/2014 – 12/31/2014	18,631 Nights
1/1/2015 – 6/30/2015	All children age 6-12 years with an overnight shelter stay from 1/1/2015 – 6/30/2015	13,867 Nights
7/1/2015 – 12/31/2015	All children age 6-12 years with an overnight shelter stay from 7/1/2015 – 12/31/2015	10,188 Nights
1/1/2016 – 6/30/2016	All children age 6-12 years with an overnight shelter stay from 1/1/2016 – 6/30/2016	4,158 Nights
7/1/2016 – 12/31/2016	All children age 6-12 years with an overnight shelter stay from 7/1/2016 – 12/31/2016	5,052 Nights
1/1/2017 – 6/30/2017	All children age 6-12 years with an overnight shelter stay from 1/1/2017 – 6/30/2017	6,232 Nights
7/1/2017 – 12/31/2017	All children age 6-12 years with an overnight shelter stay from 7/1/2017 – 12/31/2017	8,048 Nights
1/1/2018 – 6/30/2018	All children age 6-12 years with an overnight shelter stay from 1/1/2018 – 6/30/2018	7,085 Nights
7/1/2018 – 12/31/2018	All children age 6-12 years with an overnight shelter stay from 7/1/2018 – 12/31/2018	5,453 Nights
1/1/2019 – 6/30/2019	All children age 6-12 years with an overnight shelter stay from 1/1/2019 – 6/30/2019	4,581 Nights
7/1/2019 – 12/31/2019	All children age 6-12 years with an overnight shelter stay from 7/1/2019 – 12/31/2019	5,064 Nights
1/1/2020 – 6/30/2020	All children age 6-12 years with an overnight shelter stay from 1/1/2020 – 6/30/2020	3,915 Nights
7/1/2020 – 12/31/2020	All children age 6-12 years with an overnight shelter stay from 7/1/2020 – 12/31/2020	5,306 Nights
1/1/2021 – 6/30/2021	All children age 6-12 years with an overnight shelter stay from 1/1/2021 – 6/30/2021	4,561 Nights
7/1/2021 – 12/31/2021	All children age 6-12 years with an overnight shelter stay from 7/1/2021 – 12/31/2021	4,306 Nights
Target		0 Nights

Section 2, Table 5.3-1

Measure 5.3: Shelter Use: Children Age 6 - 12 Years

Section 2, Graph 5.3-1

Measure 5.3: Monthly Shelter-Nights, Age 6-12

Section 2, Graph 5.3-2

Measure 5.3: Monthly Children in Shelter, Age 6-12

Section 2, Graph 5.3-3

Data Commentary

A total of 95 distinct children, ages 6-12 years old, spent a total of 4,306 nights in shelter care from 7/1/2021 through 12/31/2021. Section 2, Graph 5.3-3 identifies 212 children spending time in shelters from July through December 2021. In some cases, the child's shelter stay extended across multiple months, thus the child is included in the count for each month. During this time period, 2,773 children ages 6-12 years old were in out-of-home care, and 96.6 percent of those children did not have a shelter stay.

Reporting Period Progress

For children ages 6-12 years old, the number of total shelter nights for this reporting period decreased by 255 nights from the previous reporting period. Child Welfare Services (CWS) has established its ability to self-correct for this cohort using standing practice and ongoing evaluation of the efficacy of shelter reduction strategies with a goal of keeping the number of shelter nights trending downward. CWS continues to strive towards eliminating the use of shelter care for children ages 6-12 years old. This goal has not yet been met; however, current practice now involves regional and shelter program leadership engaged in thoughtful and purposeful discussion, planning, and evaluating all potential options before placing a child younger than age 10 years old in shelter care. When a child of this age does enter a shelter placement, the goal quickly moves toward identifying and placing him or her in the most fitting level of care that meets the child's distinctive needs and prevents a return to shelter care.

Based on the YI613D Daily Shelter Report run on 1/26/2022, a total of 13 children younger than age 10 years old were in shelter care. Four of these children were placed in the COVID-19 shelter due to testing positive. Five children have an identified intellectual or developmental disability and are placed in the shelters who primarily serve this population. The other four children have a higher level of behavioral or emotional need and have not yet found an appropriate therapeutic foster care (TFC) placement, or a family-based placement supported by enhanced foster care (EFC), to meet their needs.

Several Youth Service Agency (YSA) shelters continue work on increasing capacity for children in OKDHS custody with developmental disabilities and autism. CWS Developmental Disabilities Services (DDS) Programs staff remain a support to both shelters and CWS teams to guide through the DDS eligibility process and help ensure children in shelter care access appropriate services. The majority of children served by this type of shelter have unique or higher levels of need that are often a barrier to traditional family-based placements or higher levels of care, but can temporarily be successfully served in shelter care with appropriate supports.

The work between the CWS Specialized Placements and Partnerships Unit (SPPU) and the TFC/Intensive Treatment Family Care (ITFC) Programs staff continues. When children and youth entering shelter care receive a "sounds like" for TFC but no TFC homes are available, further conversations are held between SPPU and TFC Programs staff. This approach continues to be child-specific and recognizes that it is not always possible to achieve a TFC/ITFC placement due to the lack of availability. Conversations are ongoing on how to best include EFC into this work as EFC remains the primary vehicle to fill the service gap when no TFC/ITFC homes are available. This intentional child-specific approach results in more thoughtful and planned discharges from shelter placement into an appropriate family-based setting, but the timeframe to achieve such results is difficult to project. The TFC/ITFC Programs and traditional foster homes are evolving and receiving EFC services impacts the families' ability to meet the often elevated needs of children and youth placed in shelters who require a therapeutic level of care or have need of therapeutic interventions to maintain in a family-based setting.

5.4: Shelter Use—Children ages 13 and older

Operational Question

Of all youth ages 13 years or older with an overnight shelter stay from 7/1/2021 through 12/31/2021, how many nights were spent in the shelter?
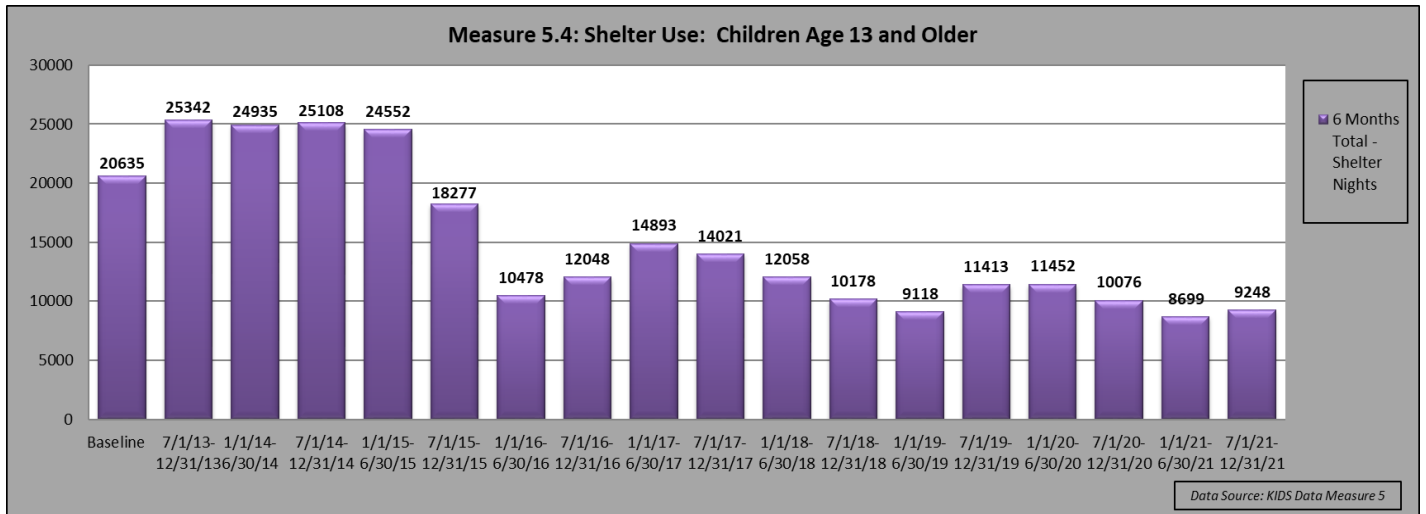
Data Source and Definitions

Data shown is the total number of nights youth ages 13 years or older spent in a shelter during the time period from 7/1/2021 through 12/31/2021. The baseline for this measure is 20,635 nights with a target of less than 8,850 nights. Of the youth 13 years and older placed in a shelter during this period, the target is 80 percent of the youth will meet the criteria of Pinnacle Plan Point 1.17. An automatic exception is made for children when the youth is part of a sibling set of four or more. Note: Youth who meet an automatic exception are still included in the count of total nights spent in a shelter.
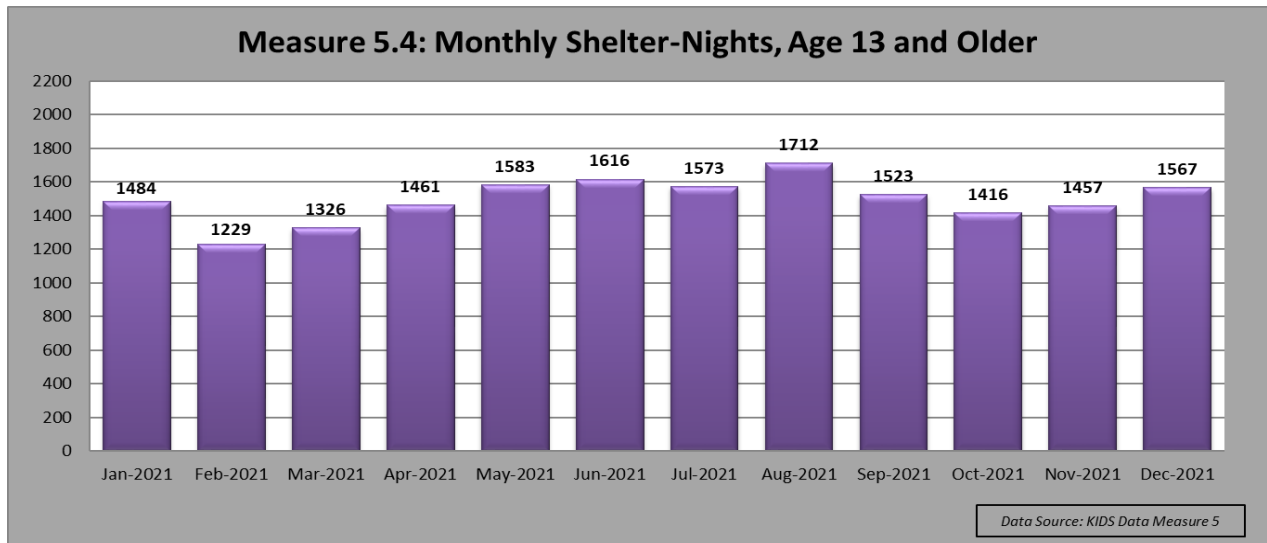
Trends

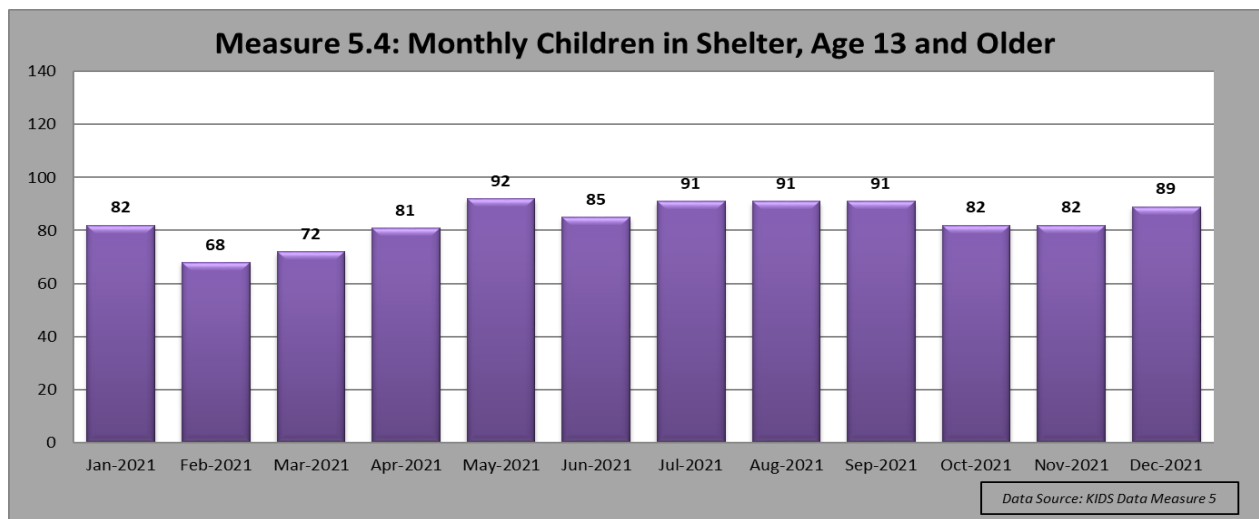| Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 13 or older with an overnight shelter stay from 1/1/2012 – 6/30/2012	20,635 Nights
7/1/2013 – 12/31/2013	All children age 13 or older with an overnight shelter stay from 7/1/2013 – 12/31/2013	25,342 Nights
1/1/2014 – 6/30/2014	All children age 13 or older with an overnight shelter stay from 1/1/2014 – 6/30/2014	24,935 Nights
7/1/2014 – 12/31/2014	All children age 13 or older with an overnight shelter stay from 7/1/2014 – 12/31/2014	25,108 Nights
1/1/2015 – 6/30/2015	All children age 13 or older with an overnight shelter stay from 1/1/2015 – 6/30/2015	24,552 Nights
7/1/2015 – 12/31/2015	All children age 13 or older with an overnight shelter stay from 7/1/2015 – 12/31/2015	18,277 Nights
1/1/2016 – 6/30/2016	All children age 13 or older with an overnight shelter stay from 1/1/2016 – 6/30/2016	10,478 Nights
7/1/2016 – 12/31/2016	All children age 13 or older with an overnight shelter stay from 7/1/2016 – 12/31/2016	12,048 Nights
1/1/2017 – 6/30/2017	All children age 13 or older with an overnight shelter stay from 1/1/2017 – 6/30/2017	14,893 Nights
7/1/2017 – 12/31/2017	All children age 13 or older with an overnight shelter stay from 7/1/2017 – 12/31/2017	14,021 Nights
1/1/2018 – 6/30/2018	All children age 13 or older with an overnight shelter stay from 1/1/2018 – 6/30/2018	12,058 Nights
7/1/2018 – 12/31/2018	All children age 13 or older with an overnight shelter stay from 7/1/2018 – 12/31/2018	10,178 Nights
1/1/2019 – 6/30/2019	All children age 13 or older with an overnight shelter stay from 1/1/2019 – 6/30/2019	9,118 Nights
7/1/2019 – 12/31/2019	All children age 13 or older with an overnight shelter stay from 7/1/2019 – 12/31/2019	11,413 Nights
1/1/2020 – 6/30/2020	All children age 13 or older with an overnight shelter stay from 1/1/2020 – 6/30/2020	11,452 Nights
7/1/2020 – 12/31/2020	All children age 13 or older with an overnight shelter stay from 7/1/2020 – 12/31/2020	10,076 Nights
1/1/2021 – 6/30/2021	All children age 13 or older with an overnight shelter stay from 1/1/2021 – 6/30/2021	8,699 Nights
7/1/2021 – 12/31/2021	All children age 13 or older with an overnight shelter stay from 7/1/2021 – 12/31/2021	9,248 Nights
Target		8,850 Nights

Section 2, Table 5.4-1

Measure 5.4: Shelter Use: Children Age 13 and Older

Legend: 6 Months Total - Shelter Nights

Data values by period:
- Baseline: 20635
- 7/1/13-12/31/13: 25342
- 1/1/14-6/30/14: 24935
- 7/1/14-12/31/14: 25108
- 1/1/15-6/30/15: 24552
- 7/1/15-12/31/15: 18277
- 1/1/16-6/30/16: 10478
- 7/1/16-12/31/16: 12048
- 1/1/17-6/30/17: 14893
- 7/1/17-12/31/17: 14021
- 1/1/18-6/30/18: 12058
- 7/1/18-12/31/18: 10178
- 1/1/19-6/30/19: 9118
- 7/1/19-12/31/19: 11413
- 1/1/20-6/30/20: 11452
- 7/1/20-12/31/20: 10076
- 1/1/21-6/30/21: 8699
- 7/1/21-12/31/21: 9248

Data Source: KIDS Data Measure 5

Section 2, Graph 5.4-1

Measure 5.4: Monthly Shelter-Nights, Age 13 and Older

Data values by month:
- Jan-2021: 1484
- Feb-2021: 1229
- Mar-2021: 1326
- Apr-2021: 1461
- May-2021: 1583
- Jun-2021: 1616
- Jul-2021: 1573
- Aug-2021: 1712
- Sep-2021: 1523
- Oct-2021: 1416
- Nov-2021: 1457
- Dec-2021: 1567

Data Source: KIDS Data Measure 5

Section 2, Graph 5.4-2

Measure 5.4: Monthly Children in Shelter, Age 13 and Older

Data values by month:
- Jan-2021: 82
- Feb-2021: 68
- Mar-2021: 72
- Apr-2021: 81
- May-2021: 92
- Jun-2021: 85
- Jul-2021: 91
- Aug-2021: 91
- Sep-2021: 91
- Oct-2021: 82
- Nov-2021: 82
- Dec-2021: 89

Data Source: KIDS Data Measure 5

Section 2, Graph 5.4-3

Data Commentary

A total of 253 distinct youth, ages 13 years or older, spent a total of 9,248 nights in shelter care from 7/1/2021 through 12/31/2021. Section 2, Graph 5.4-3 identifies 526 youth spending time in shelters from July through December 2021. In some cases, the youth's shelter stay extended across multiple months; thus, the youth is included in the count each month. During this time period, 1,578 youth, ages 13 years or older, were in out-of-home care and 84.0 percent of those youth did not have a shelter stay.

For youth ages 13-17 years old, the number of shelter nights increased by 549 total shelter nights from the previous reporting period. The highest month for shelter nights in this reporting period was in August 2021 with 1,712 nights.

Reporting Period Progress

A review of previously denied kinship placements for youth ages 15-17 years old is now established practice. When a youth 15-17 years old has a potential kinship placement denied due to a concern that may be alleviated with the appropriate supports or oversight, the placement denial is always elevated to the next level for review by the child welfare (CW) district director and field manager.

As of the YI613D Daily Shelter Report run on 1/26/2022, nine youth age 17 years old are in shelter care. The Level C group homes continue to provide appropriate services to youth who are able to work towards a successful transition to adulthood.

CWS continues to creatively problem-solve ways to provide support and develop appropriate programing to meet the needs of older youth. The COVID-19 pandemic impacted avenues of service delivery across all CWS programs, which affected CWS' ability to move older youth to family-based settings or to other appropriate levels of care.

SPPU Programs staff is a support to the regional multidisciplinary teams (MDTs) to engage in thoughtful and intentional case planning for youth ages 16 and 17 years old in shelter care. The decision on when to elevate potential placement options for this specific cohort of youth is made by the regional MDTs, although SPPU Programs staff do give guidance where appropriate to do so.

Initiative 1.17: Youth 13 years and older not to be placed in a shelter more than one time within a 12-month period and for no more than 30 days in any 12-month period.
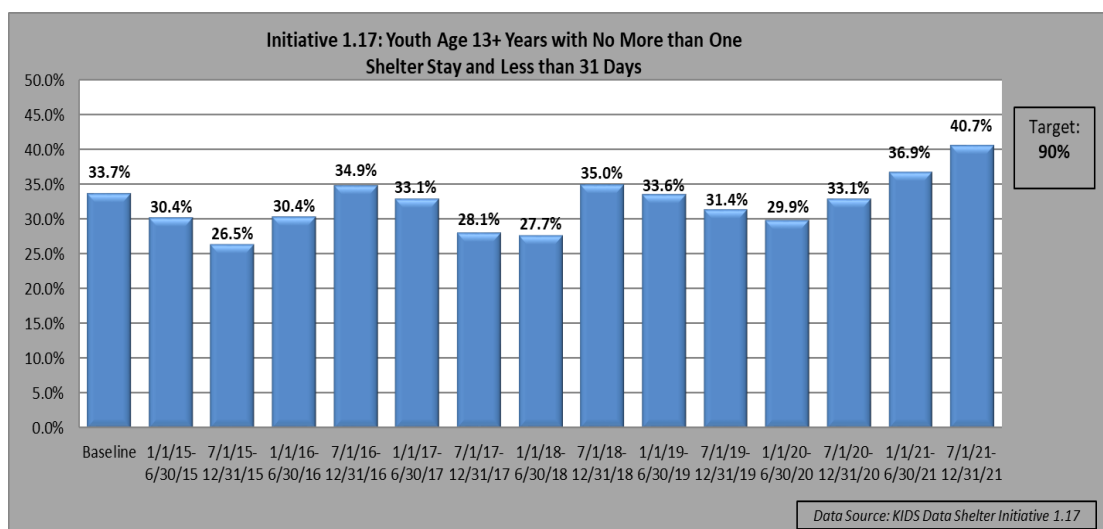
Section 2, Graph 5.4-4

Data Commentary

For the six-month period ending 12/31/2021, 40.7 percent of youth, age 13 years and older, experienced no more than one shelter stay lasting less than 31 days. Of the 253 youth, age 13 years and older, who had a shelter stay during the reporting period, 103 youth had one shelter stay lasting less than 31 days. Of the remaining 150 youth, age 13 years and older, who had a shelter stay: 72 youth, or 28.46 percent, had one stay that lasted longer than 31 days; 26 youth, or 10.28 percent, had two or more stays that lasted less than 31 days; and 52 youth, or 20.55 percent, had two or more stays that lasted more than 31 days in a shelter. CWS improved 3.8 percent from the last reporting period.

Reporting Period Progress

The regional MDT leads are now responsible for the shelter authorization review, with SPPU Programs staff functioning in a supportive or consulting role when called upon. The regional MDT leads continue to enter data from the authorization form into the WebFOCUS YI891 Shelter Survey from Qualtrics Report that assists in identifying trends and needs for youth entering shelter care. This report is available to CWS leadership, field staff, and others who can use it to enhance the efficacy of their work.

Shelter strategies to reduce and manage shelter entries continue as they have in previous reporting periods. The training of and messaging to CW field staff about appropriate use and prevention of shelter care continues. This training is included in the CWS Supervisor Academy in addition to regional leadership and supervisory teams, so the messaging can be reinforced and presented to new CW supervisors to guide their teams and continue to support good practice. The shelter discharge planning tool is used by shelters when appropriate to provide information to the next placement provider when there is a planned discharge of a youth from shelter care.

CWS continues to engage Oklahoma Association of Youth Services (OAYS) partners in finding ways to suitably support youth in shelter care. Shelters provide same-day admission for children and youth; however, CWS continues to experience unique challenges in obtaining shelter placements for some children and youth who had multiple previous shelter stays, have primarily delinquent and/or disruptive behaviors, and frequently go missing from care. OAYS shelter directors are frequently engaged by SPPU Programs staff when one of these youth is in need of shelter placement to develop short-term solutions. Work continues with both the Oklahoma Office of Juvenile Affairs (OJA) and hospitals to identify youth and children with upcoming discharges and engage CW staff in work to prevent them from entering shelter care.

Direct Care Authorization and Other Supports

The contract with four YSA shelter providers continues to be used as needed. During this reporting period, only one YSA accessed funding for one-on-one staffing. The additional supports of working with the OKDHS DDS division, the CWS Nurses, and providing additional one-on-one unique training opportunities for shelter staff are unchanged from previous reporting periods.

OJA

OJA contracts with 21 YSA shelters to care for children and youth. The contracts now include a tier system for rates based on a child or youth's needs. The SPPU shelter program field representatives and shelter liaisons are available to gather additional information for any YSA shelter and/or OJA when determining the most appropriate tier level for a youth in OKDHS custody. Continued collaboration occurs between CWS and OJA. Currently, three SPPU liaisons are assigned to the YSA shelters to provide support to the children and youth in shelter care, the child or youth's assigned CW specialist, and the shelter providers.

Impact of COVID-19 Pandemic

A second shelter continues to operate as an option for COVID-19 exposed youth to safely quarantine. CWS and OJA partners continue meeting as needed to address any ongoing concerns, new protocols, and/or needs related to the COVID-19 pandemic, which during this reporting period, included addressing issues with a new virus variant. CWS provides support to shelters, such as supporting alternatives to face-to-face contact with their CW team and family members, and providing personal protective equipment and cleaning supplies as needed. CWS assists in obtaining COVID-19 testing for

youth prior to placement in a shelter. CWS continues to support, through education and ongoing training, the benefits of the COVID-19 vaccinations. CWS policy shifted to make the vaccine a part of routine medical care, rather than extraordinary care, which removed many of the barriers to getting youth and children vaccinated who wished to do so.

CWS continues to experience children and youth in an inpatient program or detention facility coming in to OKDHS custody due to abandonment by their parents or guardians. It is reasonable to believe the COVID-19 pandemic contributes in some way to this, as these are families that normally would not need CWS involvement due to being successfully served by other systems. The pandemic significantly impacts both the natural and professional support systems that families previously used to care for their children. When those supports shift or collapse entirely due to the COVID-19 pandemic onset and subsequent virus variants, the time, energy, and difficulty of meeting these children's needs become unmanageable over time, effectively driving families to the breaking point where the family feels there was no other safe option. Many of these youth appear to experience their first out-of-home (OOH) placement episode in either shelter care through voluntary parent placement, acute or residential psychiatric care, or a juvenile detention center.

Based on this new trend, the KIDS team provided the following 2/2/2022 data compilation which covers SFY 2020 through the first half of SFY 2021. This data captures youth removed from their home and entering OKDHS custody for the reason of abandonment. In SFY 2020 of the total number of children and youth removed, 3.9 percent was due to abandonment as one reason. In SFY 2021, it was 6.9 percent. Through the first half of SFY 2022, it increased to 10.2 percent.   Removals due to abandonment as one reason appears most often for 13-17 year old youth. Of all children and youth removed for abandonment as one reason, in SFY 2020, 15.2 percent were ages 13–17 years old. In SFY 2021, it was 26.7 percent. Through the first half of SFY 2022, this population grew to 40.2 percent. This increase seemed to significantly impact shelter nights in this reporting period for youth ages 13-17 years old, as 23.7 percent had abandonment as one of the reasons for removal, which translated into 1,841 shelter nights for youth ages 13-17 years old. The data also shows an impact for shelter nights for children ages 6-12 years old, although not as significant as for older youth. For this reporting period, 7.4 percent of youth ages 6-12 years old in shelter who had abandonment as one of the reasons for removal translated into 323 additional shelter nights.   CWS will continue to analyze this data in order to plan how best to support CW field staff moving forward.

Conclusion
The CWS shelter program team continues to focus on reducing the use of shelter placements through building a robust continuum of care with family-based placements to best meet the needs of each specific child and youth in OOH care. The CWS Executive Team continues to receive weekly updates on the number of children and youth in shelter care with the ability to follow-up with their regional teams for case and child-specific information, when needed. The cohort of children ages 6-12 years old decreased slightly in both numbers and nights over the reporting period, and youth 13-17 years old increased slightly in both nights and number over the same timeframe. CWS continues to demonstrate the ability to adapt existing practice to reduce shelter use and heighten practice. Data indicates children and youth continue to enter shelter care for various reasons, including disruption of kinship or foster care placement, upon initial removal, discharge from higher levels of care, and discharge from OJA custody/placement, and so forth, which is consistent with previous reporting periods.

SPPU has moved into a primary role as consultant and support to the regional MDTs and CW field staff to continue to reduce barriers to children and youth exiting shelter care, while continuing efforts with the regional placement teams to find the appropriate level of placement for each individual child and youth who enters a shelter. The SPPU shelter staff also engages with the child or youth's assigned CW specialist to meet any specific needs, increase opportunities for visitation with people important to the child or youth, and support shelters in times of crisis. The shelter team will continue to assess the interventions and supports available to CW staff and shelters so that the best outcomes can be achieved for children and youth.

6.2a: Permanency Within 12 Months of Removal

Operational Question
Of all children who entered foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within 12 months of removal?

Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

Description of Denominator and Numerator for this reporting period
Denominator: All children who entered foster care from 4/1/2020 through 9/30/2020.
**Numerator:** The number of children who entered foster care from 4/1/2020 through 9/30/2020 and exited to a permanent setting within 12 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2011 – 9/30/2011			35.0%
10/1/2012 – 9/30/2013	All admissions from 4/1/2012 – 9/30/2012	856	2,692	31.8%
4/1/2013 – 3/31/2014	All admissions from 10/1/2012 – 3/31/2013	782	2,707	28.9%
10/1/2013 – 9/30/2014	All admissions from 4/1/2013 – 9/30/2013	818	2,901	28.2%
4/1/2014 – 3/31/2015	All admissions from 10/1/2013 – 3/31/2014	748	2,749	27.2%
10/1/2014 – 9/30/2015	All admissions from 4/1/2014 – 9/30/2014	764	2,705	28.2%
4/1/2015 – 3/31/2016	All admissions from 10/1/2014 – 3/31/2015	714	2,359	30.3%
10/1/2015 – 9/30/2016	All admissions from 4/1/2015 – 9/30/2015	840	2,741	30.6%
4/1/2016 – 3/31/2017	All admissions from 10/1/2015 – 3/31/2016	774	2,340	33.1%
10/1/2016 – 9/30/2017	All admissions from 4/1/2016 – 9/30/2016	788	2,512	31.4%
4/1/2017 – 3/31/2018	All admissions from 10/1/2016 – 3/31/2017	832	2,375	35.0%
10/1/2017 – 9/30/2018	All admissions from 4/1/2017 – 9/30/2017	847	2,372	35.7%
4/1/2018 – 3/31/2019	All admissions from 10/1/2017 – 3/31/2018	792	2,105	37.6%
10/1/2018 – 9/30/2019	All admissions from 4/1/2018 – 9/30/2018	795	2,247	35.4%
4/1/2019 – 3/31/2020	All admissions from 10/1/2018 – 3/31/2019	701	2,017	34.8%
10/1/2019 – 9/30/2020	All admissions from 4/1/2019 – 9/30/2019	669	2,165	30.9%

4/1/2020 – 3/31/2021	All admissions from 10/1/2019 – 3/31/2020	626	1,982	31.6%
10/1/2020 – 9/30/2021	All admissions from 4/1/2020 – 9/30/2020	647	1,849	35.0%
Target				55.0%

Section 2, Table 6.2a-1
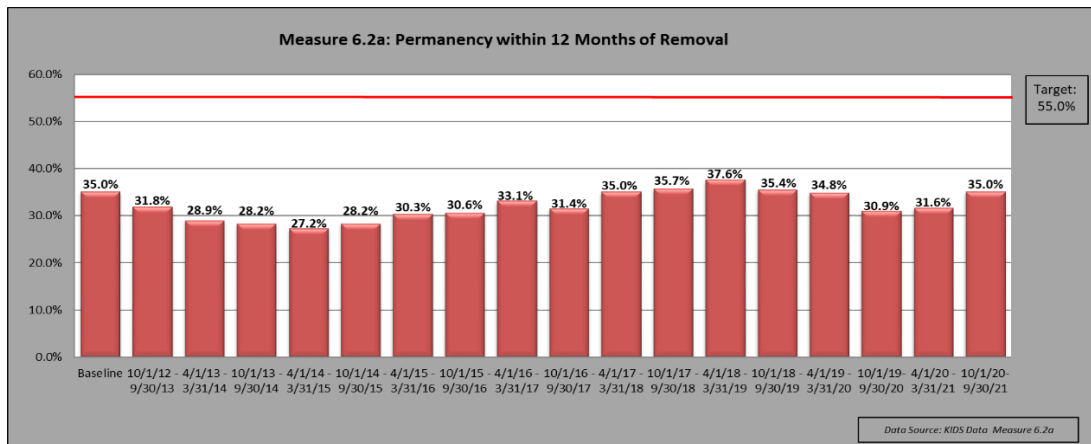
Section 2, Graph 6.2a-1

6.2b: Permanency Within 2 Years of Removal

Operational Question
Of all children who entered their 12th month in foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within two years of removal?

Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

Description of Denominator and Numerator for this reporting period
Denominator: All children who entered foster care from 4/1/2019 through 9/30/2019.
Numerator: The number of children, who entered foster care from 4/1/2019 through 9/30/2019, were removed at least 12 months, and exited to a permanent setting within 24 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2010 – 9/30/2010			43.9%
10/1/2012 – 9/30/2013	All admissions from 4/1/2011 – 9/30/2011	667	1,626	41.0%
4/1/2013 – 3/31/2014	All admissions from 10/1/2011 – 3/31/2012	577	1,487	38.8%
10/1/2013 – 9/30/2014	All admissions from 4/1/2012 – 9/30/2012	669	1,787	37.4%
4/1/2014 – 3/31/2015	All admissions from 10/1/2012 – 3/31/2013	713	1,846	38.6%
10/1/2014 – 9/30/2015	All admissions from 4/1/2013 – 9/30/2013	780	2,008	38.8%

4/1/2015 – 3/31/2016	All admissions from 10/1/2013 – 3/31/2014	886	1,944	45.6%
10/1/2015 – 9/30/2016	All admissions from 4/1/2014 – 9/30/2014	821	1,865	44.0%
4/1/2016 – 3/31/2017	All admissions from 10/1/2014 – 3/31/2015	769	1,570	49.0%
10/1/2016 – 9/30/2017	All admissions from 4/1/2015 – 9/30/2015	961	1,793	53.6%
4/1/2017 – 3/31/2018	All admissions from 10/1/2015 – 3/31/2016	831	1,493	55.7%
10/1/2017 – 9/30/2018	All admissions from 4/1/2016 – 9/30/2016	891	1,640	54.3%
4/1/2018 – 3/31/2019	All admissions from 10/1/2016 – 3/31/2017	776	1,504	51.6%
10/1/2018 – 9/30/2019	All admissions from 4/1/2017 – 9/30/2017	781	1,472	53.1%
4/1/2019 – 3/31/2020	All admissions from 10/1/2017 – 3/31/2018	680	1,281	53.1%
10/1/2019 – 9/30/2020	All admissions from 4/1/2018 – 9/30/2018	715	1,435	49.8%
4/1/2020 – 3/31/2021	All admissions from 10/1/2018 – 3/31/2019	538	1,297	41.5%
10/1/2020 – 9/30/2021	All admissions from 4/1/2019 – 9/30/2019	649	1,467	44.2%
Target				75.0%

Section 2, Table 6.2b-1
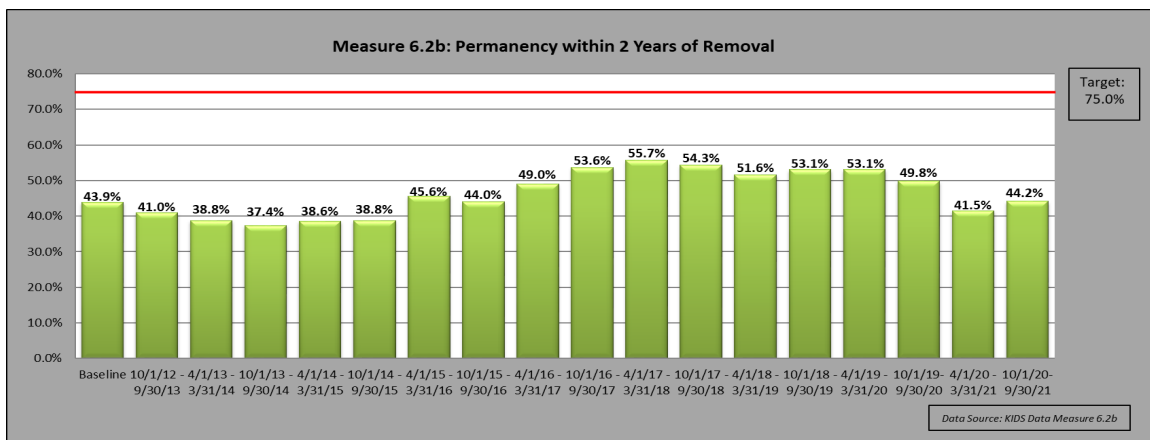
Section 2, Graph 6.2b-1

6.2c: Permanency Within 3 Years of Removal

Operational Question
Of all children who entered their 24th month in foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within three years of removal?

Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled

from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

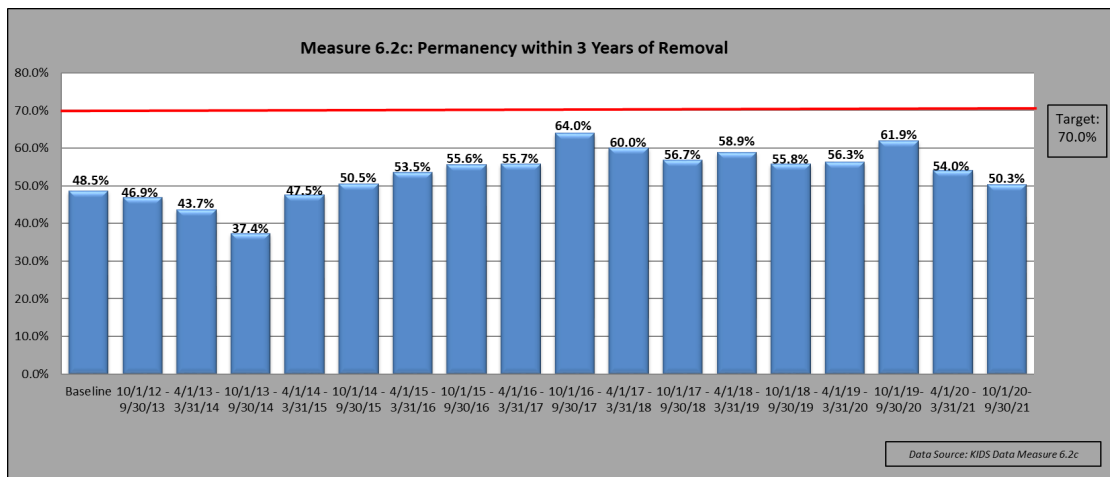## Description of Denominator and Numerator for this reporting period

Denominator: All children who entered foster care from 4/1/2018 through 9/30/2018.

Numerator: The number of children, who entered foster care from 4/1/2018 through 9/30/2018, were removed at least 24 months, and exited to a permanent setting within 36 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2009 – 9/30/2009			48.5%
10/1/2012 – 9/30/2013	All admissions from 4/1/2010 – 9/30/2010	350	746	46.9%
4/1/2013 – 3/31/2014	All admissions from 10/1/2010 – 3/31/2011	286	654	43.7%
10/1/2013 – 9/30/2014	All admissions from 4/1/2011 – 9/30/2011	346	924	37.4%
4/1/2014 – 3/31/2015	All admissions from 10/1/2011 – 3/31/2012	414	872	47.5%
10/1/2014 – 9/30/2015	All admissions from 4/1/2012 – 9/30/2012	552	1,094	50.5%
4/1/2015 – 3/31/2016	All admissions from 10/1/2012 – 3/31/2013	586	1,095	53.5%
10/1/2015 – 9/30/2016	All admissions from 4/1/2013 – 9/30/2013	653	1,174	55.6%
4/1/2016 – 3/31/2017	All admissions from 10/1/2013 – 3/31/2014	558	1,002	55.7%
10/1/2016 – 9/30/2017	All admissions from 4/1/2014 – 9/30/2014	633	989	64.0%
4/1/2017 – 3/31/2018	All admissions from 10/1/2014 – 3/31/2015	445	742	60.0%
10/1/2017 – 9/30/2018	All admissions from 4/1/2015 – 9/30/2015	443	781	56.7%
4/1/2018 – 3/31/2019	All admissions from 10/1/2015 – 3/31/2016	378	642	58.9%
10/1/2018 – 9/30/2019	All admissions from 4/1/2016 – 9/30/2016	405	726	55.8%
4/1/2019 – 3/31/2020	All admissions from 10/1/2016 – 3/31/2017	405	720	56.3%
10/1/2019 – 9/30/2020	All admissions from 4/1/2017 – 9/30/2017	406	656	61.9%
4/1/2020 – 3/31/2021	All admissions from 10/1/2017 – 3/31/2018	315	583	54.0%
10/1/2020 – 9/30/2021	All admissions from 4/1/2018 – 9/30/2018	357	710	50.3%
Target				70.0%

Section 2, Table 6.2c-1

Section 2, Graph 6.2c-1

6.2d: Permanency Within 4 Years of Removal

Operational Question

Of all children who entered their 36th month in foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within 48 months of removal?

Data Source and Definitions

Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

Description of Denominator and Numerator for this reporting period

Denominator: All children who entered foster care from 4/1/2017 through 9/30/2017.

Numerator: The number of children, who entered foster care through 4/1/2017 through 9/30/2017, were removed at least 36 months, and exited to a permanent setting within 48 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2008 – 9/30/2008			46.6%
10/1/2012 – 9/30/2013	All admissions from 4/1/2009 – 9/30/2009	128	264	48.5%
4/1/2013 – 3/31/2014	All admissions from 10/1/2009 – 3/31/2010	91	278	32.7%
10/1/2013 – 9/30/2014	All admissions from 4/1/2010 – 9/30/2010	141	359	39.3%
4/1/2014 – 3/31/2015	All admissions from 10/1/2010 – 3/31/2011	146	343	42.6%
10/1/2014 – 9/30/2015	All admissions from 4/1/2011 – 9/30/2011	285	556	51.3%
4/1/2015 – 3/31/2016	All admissions from 10/1/2011 – 3/31/2012	206	415	49.6%
10/1/2015 – 9/30/2016	All admissions from 4/1/2012 – 9/30/2012	278	503	55.3%
4/1/2016 – 3/31/2017	All admissions from 10/1/2012 – 3/31/2013	252	458	55.0%

10/1/2016 – 9/30/2017	All admissions from 4/1/2013 – 9/30/2013	264	482	54.8%
4/1/2017 – 3/31/2018	All admissions from 10/1/2013 – 3/31/2014	228	412	55.3%
10/1/2017 – 9/30/2018	All admissions from 4/1/2014 – 9/30/2014	190	330	57.6%
4/1/2018 – 3/31/2019	All admissions from 10/1/2014 – 3/31/2015	168	279	60.2%
10/1/2018 – 9/30/2019	All admissions from 4/1/2015 – 9/30/2015	192	321	59.8%
4/1/2019 – 3/31/2020	All admissions from 10/1/2015 – 3/31/2016	126	247	51.0%
10/1/2019 – 9/30/2020	All admissions from 4/1/2016 – 9/30/2016	156	299	52.2%
4/1/2020 – 3/31/2021	All admissions from 10/1/2016 – 3/31/2017	167	300	55.7%
10/1/2020 – 9/30/2021	All admissions from 4/1/2017 – 9/30/2017	110	241	45.6%
Target				55.0%

Section 2, Table 6.2d-1
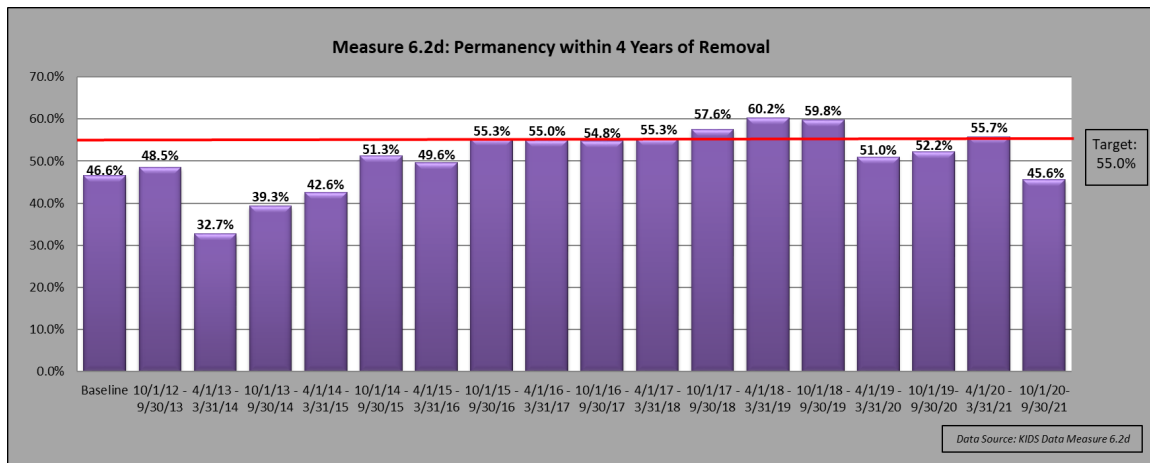
Section 2, Graph 6.2d-1
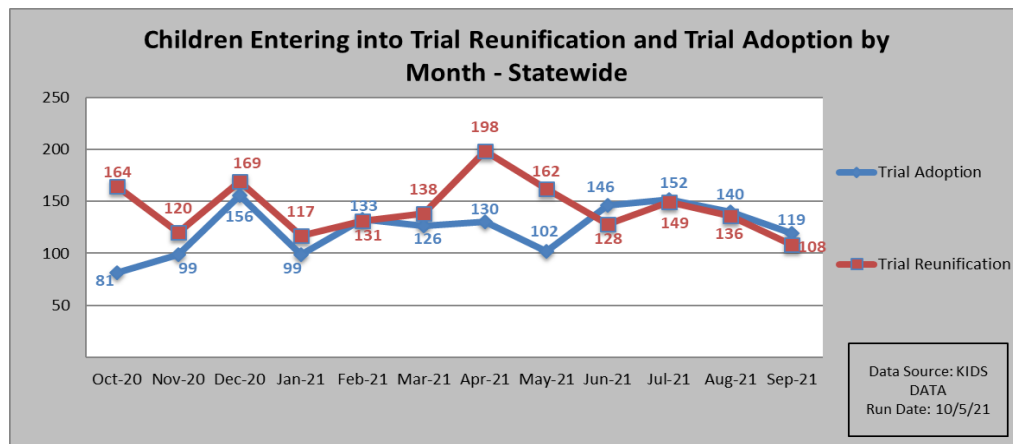
Section 2, Graph 6.2d-2

Section 2, Graph 6.2d-2 is an unduplicated count of children who entered trial adoption (TA) or trial reunification (TR) for each month during the last 12 months ending September 2021. This is not a summary count of all children placed in TA or TR during the month. Although not a Pinnacle Plan measure, Child Welfare Services (CWS) tracks performance in these two areas, as it is reflective of real-time progress on moving children to permanency.

Permanency Safety Consultations of Children in Care on 9/30/21 with Goal of Return to Own Home	
Children in Care 90+ Days with Goal of Return to Own Home	2,538
Children with Permanency Safety Consultation	2,428
% with Permanency Safety Consultation	95.7%

Data Source: KIDS Data YI104; Run Date: 10/1/21
*Data only includes children that have been in care at least 90 days

Section 2, Table 6.2d-3

Permanency Safety Consultations for Children with a Case Plan Goal of Return to Own Home Apr 2021 - Sep 2021				
Month of PSC	# of PSC	# of Children with PSC	PSC Recommendation Safe	PSC Recommendation Unsafe
Apr-21	375	649	170	479
May-21	385	666	198	468
Jun-21	391	693	197	496
Jul-21	336	594	155	439
Aug-21	374	622	169	453
Sep-21	389	653	179	474
Quarterly Total	**2250**	**3877**	**1068**	**2809**

Data Source: YI838 - Permanency Safety Consultations; Run Date: 5/5/21, 6/7/21, 7/7/21, 8/5/21, 9/7/21, 10/5/21
**Children in Trial Reunification are excluded from the population.

Section 2, Table 6.2d-4

	Number of Family Meetings (FM) Held	Unique Count of Children Included in FM's	Total Children Served in Care	% of Children with FM
10/1/20 - 9/30/21	8,281	8,215	11,472	71.61%

Data Source: KIDS Data- FTM Types Included, FTM FTM- Alt. Perm Plan, FTM- Concurrent Planning, FTM- ISP Development, FTM- Safety Planning, FTM- 6 Month, FTM- Reasonable Efforts NR Court Finding, FTM- Placement Stability, and FTM- Progress to Permanency.

Section 2, Table 6.2d-5

As reflected in Section 2, Table 6.2d-3, as of 9/30/2021, 2,428 children had a Permanency Safety Consultation (PSC) completed out of 2,538 children who were eligible with the case plan goal (CPG) of return to own home. Twenty-two children were excluded from the population without a PSC as they were currently placed in trial reunification. Per Section 2, Table 6.2d-4, during the review period of April 2021 through September 2021, a total of 2,250 PSCs were completed and those PSCs included 3,877 children. This number only includes children with a CPG of return to own home.

As seen in Section 2, Table 6.2d-5, 71.61 percent of children had a completed family meeting (FM) compared to the previous reporting period in which 70.95 percent of children had a completed FM.

Data Commentary

During this review period, CWS improved in two of the four permanency measures. Measure 6.2a increased by 3.4 percent, and is the second increase in this measure in four reporting periods. A total of 647 children or 35.0 percent achieved permanency within the first 12 months in out-of-home (OOH) care. Performance Measure 6.2b also increased by 2.7 percent for an overall result of 44.2 percent. A total of 649 children achieved permanency within 24 months.

Performance in Measure 6.2c decreased by 3.7 percent, with 357 children achieving permanency within 36 months. Measure 6.2d decreased by 10.1 percent, leaving the overall percentage at 45.6 percent for this reporting period.

Of the 4,267 children included in all of the 6.2 permanency measures, 1,763 children achieved timely permanency. An additional 438 children achieved permanency after the timeliness target dates. One hundred and six children left to non-permanent exits, leaving 1,960 children remaining in OOH care that did not achieve permanency as of 9/30/2021, from the original population of 4,267 children. Of those 1,960 children, 172 children were placed in TR and 131 children were in TA for a total of 303 children close to achieving permanency.

Reporting Period Progress
Family Meeting Continuum (FMC)
Prior to this reporting period, the FMC was implemented in all districts in Regions 3, 4, and 5. During this reporting period, the FMC expanded to all remaining districts in Region 1 as well as the following district in Region 2:
- District 5A (Comanche County) Court-Involved Cases

The remaining districts in Region 2 listed below are in the planning phase and the FMC will be implemented once capacity and resources allow quality implementation. A target date is also provided.
- District 6 Caddo, Grady, Cotton, Jefferson, and Stephens Counties Target Date: January 2022
- District 20A Carter and Love Counties Target Date: February 2022
- District 21B/C Cleveland County Target Date: March 2022
- District 23B Pottawatomie County Target Date: January 2022

In April 2021, access to WebFOCUS YI142 Family Continuum Report became available statewide. The report is intended for use in planning as well as oversight by providing meeting due dates, overdue meetings, and parent participation. KIDS program staff attended an FMC supervisor meeting during this reporting period to provide technical assistance on using the report. As of September 2021, the report is compiled by KIDS staff and sent monthly to regional leadership to review missed FMs, documentation errors, timeliness, and participation. Any overdue meetings that appear to be in error are sent to the FMC lead for follow up with the FMC supervisor. The WebFOCUS YI142 Family Continuum Report will be updated in the next reporting period to include legally-free children so the report will no longer show a due date once they are legally-free.

To ensure ongoing communication and feedback, in January 2021, a group of participants were identified to attend quarterly meetings focused on FMC implementation and sustainability. This group consists of facilitators, facilitator supervisors, district directors, permanency leads, and other program leadership. These meetings are to ensure that information flows in all directions, discuss what is or isn't going well, generate solutions to problems, and maintain change effort momentum. The last quarterly meeting was held in November 2021. The FMC lead continues meeting with facilitator supervisors on a monthly basis to address any barriers that arise as more districts implement FMC. The supervisory small group also shares successes observed within the districts, as well as development of ongoing FMC efforts.

From the ongoing work and meetings of the FMC lead and supervisors, the *Parent Survey* was developed, approved on 10/1/2021, and is now provided to parents at an FM's conclusion. Facilitators have an email link, as well as a QR code, to send to the parents, community partners, and youth at the meeting's close. The facilitators also provide the survey participants with the pseudo ID, FM type, and region where the case is assigned. The pseudo ID given to each case allows CWS to evaluate survey responses as the FMC progresses. The pseudo ID assists in identification of positive or negative trends as a family moves through the FMC. The surveys also serve as an avenue to collect information from families regarding FM quality and frequency. At this report's writing, approximately 102 responses from parents were captured through Qualtrics. In summary, the survey's responses reflect a higher percentage of strongly agree and agree than strongly disagree or disagree. The surveys indicate that parents appreciate having meetings, have a better understanding

of the child welfare (CW) process, and are hopeful for the future of their family.

On 11/1/2021, distribution began of the *FMC Community Survey* and *Youth Survey* to foster parents, service providers, tribal partners, and youth at the close of each meeting. As of this report's writing, approximately 54 survey responses from community partners were received with foster parents being the largest number of respondents. For the community survey, strongly agree and agree had the highest number of responses to questions on participant input being heard during the meeting and if the group developed clear actions steps. These survey participants also expressed that they feel the team meets just enough and they have a better understanding of CW practice. The community survey was completed by five parent partners who attended FMs and their responses were positive as well. At this time, no youth has completed the survey. For each survey type, participants also have the opportunity to give feedback on how CWS can improve the FM process. This additional feedback, as well as the survey trends, will be beneficial to CW specialists, supervisors, and leadership so enhancements to FMs and practice can continue.

The FMC lead observes a minimum of five different FMs per week in each region to provide feedback on FM practice. During this reporting period, the lead observed FMs per the following weekly schedule:
- Region 1 – Monday
- Region 2 – Tuesday
- Region 3 – Wednesday
- Region 4 – Thursday
- Region 5 – Friday

In July 2021, the FMC fidelity review tools, *Child Safety Meetings Fidelity Review* and *Family Meeting Fidelity Review*, were finalized and added to the online Qualtrics system to capture practice trends and areas for improvement surrounding family engagement and FM quality. The FMC lead uses the FMC fidelity review tools when observing child safety meetings (CSMs) and ongoing FMs and then enters the reviews into Qualtrics which are pulled quarterly and sent to regional leadership as part of an ongoing feedback loop. The summary report of reviews indicate that in the majority of the CSMs, CW specialists are bringing pertinent information to the meeting for family discussion. The CW specialists are able to articulate the safety concerns and also discuss family strengths during the meeting. The fidelity review trends show that participation by CW supervisors during the FMs is inconsistent. In October 2021, the FMC lead trained all Continuous Quality Improvement (CQI) Quality Assurance (QA) staff and a Permanency Planning (PP) program field representative on the FMC fidelity review process in an effort to expand the fidelity review team to assist in gathering more qualitative information. The QA team will begin using the fidelity review tools during FMs in the next reporting period.

In July 2021, four new facilitators were trained and in October 2021, an additional eight facilitators were trained. In November 2021, CWS Programs staff provided a presentation, which included the FMC to court partners at the Annual Court Improvement Project Children's Court Conference. In January 2022, another in-person facilitator training was held for new facilitators to ensure new hires are trained regularly. In January 2022, PP Programs along with the FMC lead began contacting each regional leadership team about attending quarterly supervisor meetings to give FMC progress updates including parent, community, and youth survey results. The FMC lead and FM supervisors provide ongoing training as requested to district and regional staff about the FM's overall purpose the FM's overall purpose as well as the specific role of each CW specialist and their supervisor during the FM.

PP Programs, along with the FMC lead, collaborated with Dr. Angela Pharris from the University of Oklahoma regarding the use of Hope language in FMs. Dr. Pharris' team created a guide, ***A HOPE Centered Family Meeting Continuum***, OKDHS Pub. No 21-26, which can be used by all participants during an FM. An informational pamphlet was also created, ***A HOPE Centered Approach***, OKDHS Pub. No 21-25 Hope Guide Pamphlet, to send to participants prior to the FM. The drafts of both publications were sent to OKDHS Design Services for editing and were finalized during this reporting period.

The PP programs administrator, along with a CQI/QA staff member, continue to meet with the FMC lead twice a month

to review data, discuss any concerns, and communicate needs. The FMC remains a standing agenda item on the monthly permanency leads meeting to ensure this strategy's implementation and expansion is successful.

Worker/Parent Contacts

To make certain worker/parent contacts occur and are as equally valued as worker/child contacts, a target of 95 percent completed, attempted, or approved exceptions was established in January 2021. Regional and statewide accountability plans regarding worker/parent contacts were implemented in March 2021 as part of the 6.2a Monitoring Plan. The accountability plan requiring explanations for missed worker/parent contacts was modified after several months of maintaining high percentages of completed contacts, averaging 94.2 percent, in April – November 2021. Beginning in August 2021, only the districts falling below the 95 percent target are required to report their explanations for missed contacts. District leadership continues to follow up with the assigned CW supervisors and staff to address the parents with no attempted contact. Resources, such as virtual KIDS training and PP Programs assistance, are utilized to reduce documentation errors.

The "Parent Contact Summary" that contains parent input collected during worker/parent visits was a critical piece of parent engagement efforts in the now completed Child and Family Services Review Program Improvement Plan. Improved parent engagement continues as a current goal in the Oklahoma Human Services (OKDHS) 2020-2024 Child and Family Services Plan. The October 2021 KIDS release added a mandatory node for documenting the "Parent Contact Summary" content. Communication regarding the documentation change was delivered through the general KIDS *October 2021 Version Notes Changes and Enhancements* sent by agency email on 9/27/2021 to all CW staff. PP Programs staff also presented the changes along with policy and guidelines for utilizing the Parent Contact Summary.

The WebFOCUS Permanency Planning Dashboard display for Percent of Parents Receiving a Worker Visit was modified in October 2021 to provide a visual representation of all parent engagement efforts: completed, attempted, exception, and not yet completed. The former version only displayed cases with both parents receiving completed worker visits. The updated interactive display is now more useful to CW field staff in monitoring individual or team progress toward the established target percentage. PP Programs staff communicated the change on 10/11/2021 via a *Parent Worker Visit Contacts Email* that included *October 2021 Version Notes Changes and Enhancements* and *Quality Contacts with a Parent* as attachments to all CW supervisors, district directors, and regional leadership, along with a *How-To Parent Worker Visit Display* for accessing and using the dashboard display.

Parent engagement efforts proceeded at a high level this review period. Efforts supporting the quality of worker/parent contacts have begun with expected implementation to occur during the next review period. A review tool is in development by the CQI QA team to evaluate the quality of worker/parent contacts. The tool will be administered by CW supervisors and will guide the supervisors' feedback to CW specialists.

Parent Engagement

To utilize feedback from those with lived experience to impact practice, the parent exit survey was successfully deployed in April 2021 and is still sent every 30-calendar days. The survey goes to parents with documented email addresses who exited the CW system within 30-calendar days from the population pull. The survey captures feedback not only from parents who were successfully reunified with their children, but those who did not reunify or had their parental rights terminated. As of this report, 20 respondents completed the exit survey for calendar year 2021. Although the sample size is small, quality Individual Service Plan (ISP) development with a parent is a practice area which requires more exploration of the parent responses. However, with FMC implementation, improvement in this practice area through focused and guided conversations with parents at the ISP development stage is anticipated.

PP program staff continues to monitor a specialized email inbox for parents to use for any questions they may have about their case or child. The email address is included in each monthly parent newsletter. The parent newsletter features revolving content based on the calendar year. Parent email addresses are pulled from KIDS and compiled in the parent contact information report. As of 1/18/2022, 888 parents have a valid email address entered in the parent demographic

information and 133 do not. "No valid email" is still entered in the demographic screen to indicate the CW specialist asked the parents and they were not able to or did not wish to provide an email address. Messaging continues through via monthly emails sent to CW supervisors, district directors, and regional directors emphasizing the importance of entering a parent's email address into the case demographic information and how completion of the "Parent Contact Summary" is an opportunity to ask a parent for their email address. Monthly newsletter topics during this reporting period included:

- August 2021 – Back to School
- September 2021 – Your Voice Matters – Children & Family Services Review
- October 2021 – Domestic Violence Awareness Month
- November 2021 – What is a Family? Why Connections are Important
- December 2021 – Holiday Hope Message
- January 2022 – Setting Goals in the New Year

In May 2021, feedback from regional deputy directors about completion of a monthly worker contact with incarcerated parents included communication barriers with the Oklahoma Department of Corrections (DOC) case managers. PP Programs staff subsequently met with a DOC representative to discuss options to assist CW specialists contact and speak with incarcerated parents on their caseloads. As a result of this discussion, a revised data sharing agreement between OKDHS and DOC was proposed which would allow OKDHS to pull a monthly list of all incarcerated parents and email a DOC point of contact who then disseminates the list to the appropriate DOC facilities. The data sharing agreement is currently being reviewed by DOC for approval.

Court Improvement Program (CIP)
The PP and CIP leads meet quarterly with the CIP multidisciplinary team to build relationships and work with external partners on ways to improve systemic permanency barriers, including the COVID-19 pandemic's effect on timely court hearings that directly impacted timely permanency.

CIP and CWS began collaboration in late June 2021 for a second five-year joint project that targets increasing permanency within 12 months. District data was compiled to show timely permanency within twelve months for periods ending in March 2020, September 2020, and March 2021. The data indicated which districts performed below or above the statewide average for each measurement period. The results were presented to a small workgroup of CIP partners and CWS program representatives to make a recommendation for the three districts to start with for the joint project. The agreed upon districts are Cleveland County, Lincoln County, and Bryan County. CIP received commitments from the county judges to participate in the joint project. A planning meeting between PP Programs and CIP occurred in January 2022 and a kickoff meeting with CWS and court partners is set for March 2022.

Family Time
Parent engagement through frequent and intentional parent and child family time remains an identified key component to timely permanency. All regions completed Family Time trainings by October 2021. The regional trainings included Foster Care and Adoptions (FC&A) staff so that Resource specialists are equipped to support foster parents with any questions they may have about their own role related to Family Time. Regional QA staff were also in attendance and participated in the region specific Family Time trainings as an additional support for regional CW staff.

PP Programs recorded a Family Time training video in January 2022. The previously selected recording date was delayed to allow time for collaboration with staff who were part of Region 5's original Family Time training team. A Region 5 district director, as well as an FC&A specialist were part of the recorded training to speak to a foster parent's role in supporting positive Family Time. This recorded training will be uploaded in the OKDHS Learning Management System (LMS) and be available to foster parents.

The *Family Time Plan* tool encourages safety conversations between CW staff and the family with a section for identifying the current safety threat and how it meets the threshold. This tool can be reviewed and updated at FMs, in addition to

worker visits, as FMs are held more frequently as part of the FMC. Safety review with the family assists in accurate safety versus risk identification, action planning to address any safety threats listed, and better outcomes for children and families. In September 2021, OKDHS Design Services created an appendix for staff to utilize in Family Time planning that depicts the levels of supervision, frequency, and considerations for progressing towards less restrictive Family Time setting to promote timely permanency. Family Time was presented by PP Programs to court partners at the Annual Court Improvement Project Children's Court Conference in November 2021.

Permanency Safety Consultations (PSCs)
PSCs remain a strategy designed to impact outcomes in Pinnacle Plan Measures 6.2a, b, c, and d. While this strategy has been implemented for quite some time, ongoing analysis of the strategy's effectiveness resulted in enhancements to further support achieving timely permanency outcomes.

A report identifying upcoming and overdue PSCs in the Measure 6.2a cohort is updated and emailed weekly to CW district directors and regional directors. In July 2021, this weekly report began combining all cohorts to ensure the focus on PSC efforts within other cohorts is not diminished. PSC timeliness is a factor in the Measure 6.2a Monitoring Report. An overdue PSC causes a case to be flagged in the report, indicating the case is at risk of untimely permanency. Incorporating PSCs into the monitoring report reinforces the connection between PSCs and safe, timely permanency. Accountability efforts appear to be successfully improving PSC timeliness within the 6.2a cohort. Prior to beginning accountability efforts on 12/7/2020, 622 children and youth within the 6.2a cohort were overdue for a PSC. As of 12/27/2021, 116 children and youth within the 6.2a cohort were overdue for a PSC.

Fidelity reviews are completed for each case that receives a PSC in which the reviewer is able to participate. The individual fidelity reviews and daily summaries of practice are entered into the Qualtrics data collection system. Monthly distribution of the Qualtrics practice summaries to regional and district directors was temporarily paused in October 2021 while revisions were made to the Fidelity Review Tool and the associated Qualtrics data collection survey and display. Distribution is expected to resume during the next reporting period. A critical review of the fidelity review process determined the Fidelity Review Tool and the accompanying data display needed updating to stay relevant and useful. Initial updates to the Qualtrics data display were made in May 2021, improving the presentation of collected fidelity review data to make it more useful for state, regional, and district leadership. The updates now require reviewers to input the CW specialist and supervisor information for each PSC reviewed, thus allowing leadership to filter down to supervisor and staff levels in order to identify practice trends.

Results from the ongoing fidelity review process, feedback from field leadership, and collaboration with CQI were used to inform updates to the Fidelity Review Tool. Revisions include expanding several existing questions to gather more specific data surrounding elements of PSC practice, such as safety articulation and action item development, and adding several questions related to discussion of Family Time and quality parent engagement. Family Time and parent engagement questions were added to the review tool with the intent of further demonstrating how different strategy areas are connected and impact outcomes. The revised tool, ***Permanency Safety Consultation Fidelity Review Tool 2021***, and corresponding updates to the Qualtrics data display were submitted in October 2021 to OKDHS Innovation Services with expected implementation to occur during the next reporting period.

The ***Permanency Safety Consultation 2021*** form was updated and delivered to field staff in August 2021. Updates to the form include emphases on family engagement efforts to support safe, timely permanency, such as Family Time, and enhancements to the action item development process. The updated PSC Guidebook was submitted to OKDHS Design Services in October 2021, containing all updated forms, as well as clarified guidance on proceeding after a "Safe" recommendation, tips for maintaining quality PSCs when held virtually, action item development guidance, and guidance specific to addressing legal barriers to permanency. Implementation of the revised review tool and guidebook are expected to occur during the next reporting period.

Monthly virtual meetings with the regional permanency leads continue. Identified trends in PSC practice are provided, that are shared by the leads with their leadership teams. The permanency leads also provide feedback on the strategies, which is taken into consideration when making any program changes or improvements to permanency efforts.

District level data on timely permanency for the 6.2a cohort was used to inform decision-making as to which districts might benefit from additional support in the most recent round of transfer of learning (TOL) sessions that took place June – September 2021. The PSC Coordinator focused on multiple districts from the two regions with lower than average 6.2a permanency rates and facilitated TOLs with CW supervisors as an extension of the PSC Fidelity Review process. PSC practice themes for improvements with each district highlighted the use of the safety threshold in safety discussions and intentional creation of action items to impact identified barriers to permanency. Utilizing the Supervisory Framework was discussed as a tool to support specialist development and the implementation of new strategies, such as Family Time, FMC, and maintenance of quality worker visits with children and parents. Staff within all TOL districts were open to implementing changes to their individual and group approach to PSCs to improve these and other areas of PSC practice. At the time of this report, TOL sessions were paused from September through December 2021 to re-evaluate and revise the PSC tools, forms, guidebook, and virtual dashboard. PSC TOL sessions in the next reporting period will be evaluated by PP Program staff, along with input from regional and district leadership, by examining practice needs and staff capacity to continue participation.

Guardianship Expansion
During this reporting period, ongoing messaging and training continued to clarify the overall message and understanding of when a guardianship might be an appropriate permanency option for a child and family, as well as when it is in their best interest. PP Program staff are in the process of collaborating with FC&A and FM program staff to discuss the development of role specific training around guardianships for their regional staff. The decision to conduct additional trainings was based on feedback received from regional CW staff. These role specific trainings are currently in draft form and a projected release date for implementation has not yet been determined. The trainings will be conducted virtually or will be a recorded webinar that staff can access. The goals of the training are to provide FC&A and FM staff with a clearer understanding of what guardianships look like in practice, and how to support the families they work with who are considering or in the process of choosing guardianship. The Guardianship Frequently Asked Questions (FAQ) training video remains available to all regional CW staff through the OKDHS LMS to reference as needed.

PP Programs staff, in collaboration with FC&A Programs staff, continued to facilitate live "Town Hall" sessions monthly. Starting in August 2021, the monthly sessions changed from a statewide audience to a region-specific audience. Each region's Town Hall session was scheduled for a specific month and occurred on the second Friday of that month. The motivation to change the Town Hall format from statewide to region-specific came from CW staff feedback and district supervisor requests for date-specific sessions. Programs staff also recognized the need to provide regional staff an opportunity to discuss region-specific barriers or questions in addition to questions about children eligible for guardianship as a permanency option. FC&A Programs staff's presence on the Town Halls reinforces CWS' commitment to exploring all permanency options for children, including guardianship. During the live sessions, if a case plan goal (CPG) of adoption is found to be more appropriate, then FC&A staff are present and able to answer questions in real time. Reminder emails were sent to regional leadership the week prior to the Town Hall with an attachment containing the Y104 Child Information Report filtered to show children and youth designated as Quad 3, which are children not legally-free but residing in an identified adoptive placement, and who were removed for nine months or longer and currently reside in a kinship home. Additionally, for Regions 2, 3, 4, and 5, the Y104 Child Information Report was filtered for that specific region to include children with Return to Own Home CPG and who have been out of their home 12+ months. The two Guardianship process charts developed by PP Programs staff are still distributed when emails are sent for the Town Hall meetings.

Following the success of the region-specific Town Halls, in February 2022, Guardianship Office Hours began twice a month to all CW staff. The office hours offer the same opportunity for CW staff to call in virtually and speak with PP Programs about the various guardianship funding types and to ask case specific questions. The office hours on the same days each

month in order to provide a consistent schedule. PP Programs staff will continue to assess the need for monthly regional Town Halls.

A new electronic supported guardianship request process is under development. Due to the number of requests made for changes to the KIDS system, the projected release date was extended to May or August 2022. The new request process will be completed electronically by CW specialists in KIDS and sent directly to the guardianship liaison for review. This process change will eliminate the use of an additional form and automatically populate information from KIDS into the request. This new process, when implemented, will help CW specialists make timely requests and streamline data tracking.

Conversations with the permanency and guardianship leads are ongoing to identify and discuss any barriers to children achieving permanency through guardianship when it is an appropriate permanency option. A monthly call is conducted with the combined PP Program leads, as guardianship expansion remains a primary strategy for improving permanency outcomes. Beginning November 2021, the guardianship leads also have a separate meeting focused on region specifics, barriers, and other related questions.

The log to track supported guardianship requests is continually updated as efforts to offer guardianships increase; this process also better monitors children who exit care due to a supported guardianship. The guardianship liaison continues to answer emails and questions from foster parents and CW regional staff as to when guardianship might be a good permanency option, or what steps are needed to achieve permanency through guardianship. The guardianship liaison also attends FMs, when available, or conducts a staffing with the coordinators when they have questions prior to or after their meetings. Additionally, at the Annual Court Improvement Project Children's Court Conference in November 2021, PP Programs gave a presentation on considerations for guardianship as a permanency option for children.

Analysis of Permanency Outcomes
Continued examination of children and youth who are not exiting to permanency in a timely manner, as well as those who exited timely for each reporting period, remains critical in order to gain a better understanding of what practices are impacting outcomes. Learning and understanding comes from conversations not just with CWS leadership, but also with Oklahoma community partners who play a role in achieving timely permanency for children.

The permanency measures 6.2c and 6.2d saw a decrease in children achieving permanency. Because of this decrease, the data tables previously submitted in the August 2021 Semi-Annual Report were updated to include this reporting period. As noted below in Section 2, Table 6.2-1, permanency exits increased in the past two years for reunification and guardianship/custody to relative. Reunification saw an almost 4 percent increase in the number of children returning home and guardianship/custody to relative had almost a 2 percent increase from state fiscal year (SFY) 2019 to SFY 2021. Exits to adoption decreased 7.1 percent from SFY 2019 to SFY 2021. Although some of this decline in adoptions is accounted for with increases in reunifications and guardianships, children aging out in SFY 2021 increased, which could also impact the decrease in adoption exits.

| Children Exiting Care by SFY						
	SFY19		SFY20		SFY21 (YTD)	
Permanency	**4676**	**95.6%**	**4132**	**95.3%**	**3633**	**94.1%**
Reunification	2219	45.4%	1946	44.9%	1896	49.1%
Adoption	2063	42.2%	1855	42.8%	1353	35.1%
Guardianship/ Custody to Relative	394	8.1%	331	7.6%	384	9.9%
Non Permanent Exit	**213**	**4.4%**	**204**	**4.7%**	**227**	**5.9%**
Child Aged Out/Emancipation	169	3.5%	154	3.6%	192	5.0%
All Other Exit Reasons	44	0.9%	50	1.2%	35	0.9%
Total Exits	**4889**		**4336**		**3860**	
			Data Source: YI706; Run Date: 1/3/22			

Section 2, Table 6.2-1

To understand the decline in the permanency outcomes, specifically adoption, the areas of legally-free children, children entering trial adoption, and children exiting to adoption were again reviewed, as these all impact the percentage of children being adopted. In Section 2, Graph 6.2-1, CWS had a significant decline in the number of children becoming legally-free in the year following the start of the COVID-19 pandemic (red line). Fewer children becoming legally-free each month, means fewer children are able to begin the adoption process. The number of children becoming legally-free each month began to return back to where the numbers were prior to the start of the COVID-19 pandemic during the months of March – June 2021 (green line). In July 2021, the Oklahoma's COVID-19 surge is apparent number of children who became legally-free severely declined. From August to December 2021, the number of children becoming legally-free each month runs almost parallel to the number of children per month at the pandemic's start.
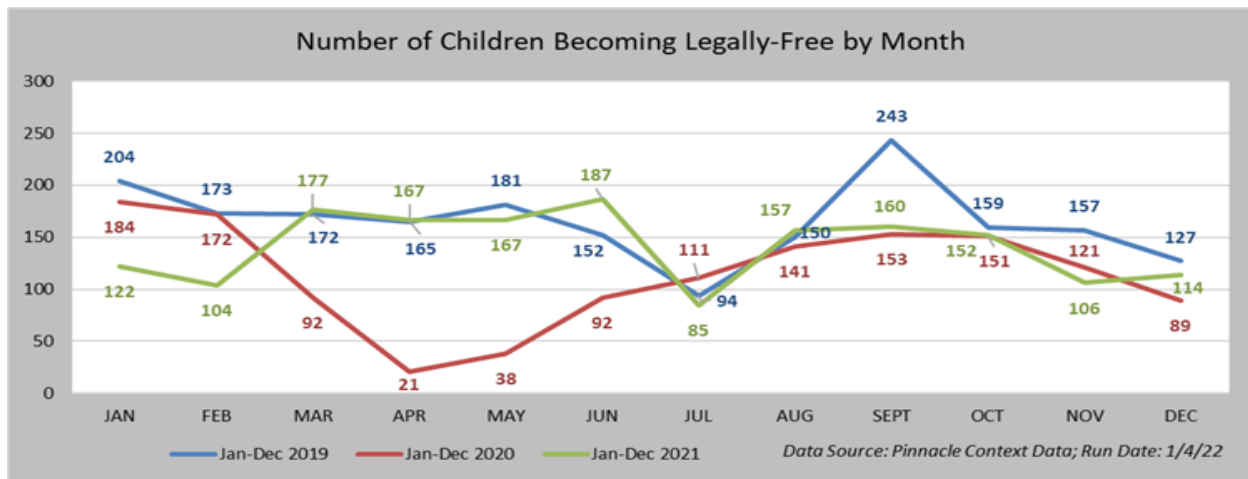
Section 2, Graph 6.2-1

Similar to the data for children becoming legally-free, CWS saw a significant decrease in the number of children entering TA for calendar year (CY) 2020 (orange line) as shown in Section 2, Graph 6.2-2 and Section 2, Table 6.2-2. In the 12 months prior to the COVID-19 pandemic (blue line), 18 percent of the population served entered into TA; however, in the 12 months following this percentage dropped to 13 percent of the population. This is a change of almost 28 percent of children entering TA in CY 2020 and a monthly average of 50 fewer children. Furthermore, for CY 2021 (green line) the number of children entering TA by month remained lower than CY 2019 for each month with the exception of June 2021. While the number of children entering trial adoption each month is somewhat higher in CY 2021 than CY 2020, the numbers still remain relatively lower than CY 2019.   This comparison indicates that a significant number of children are still not exiting to adoption as previously, thus continuing to impact 6.2 measures.
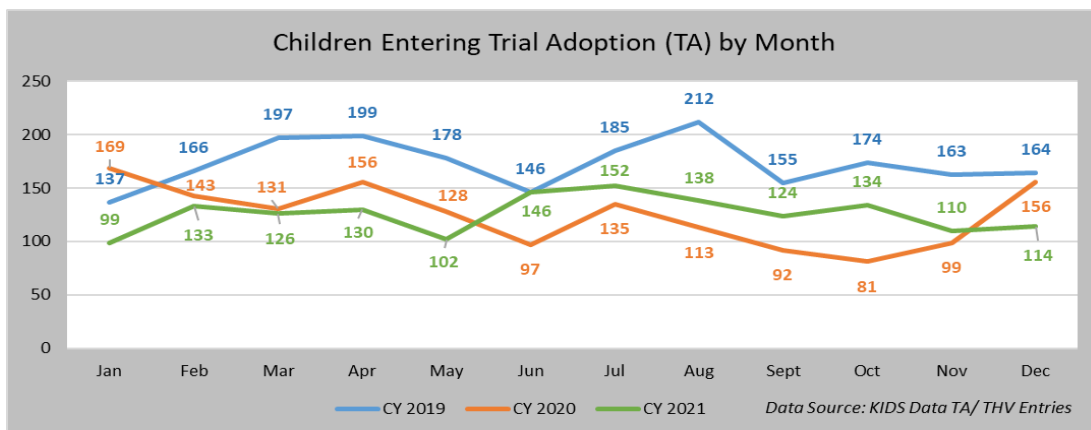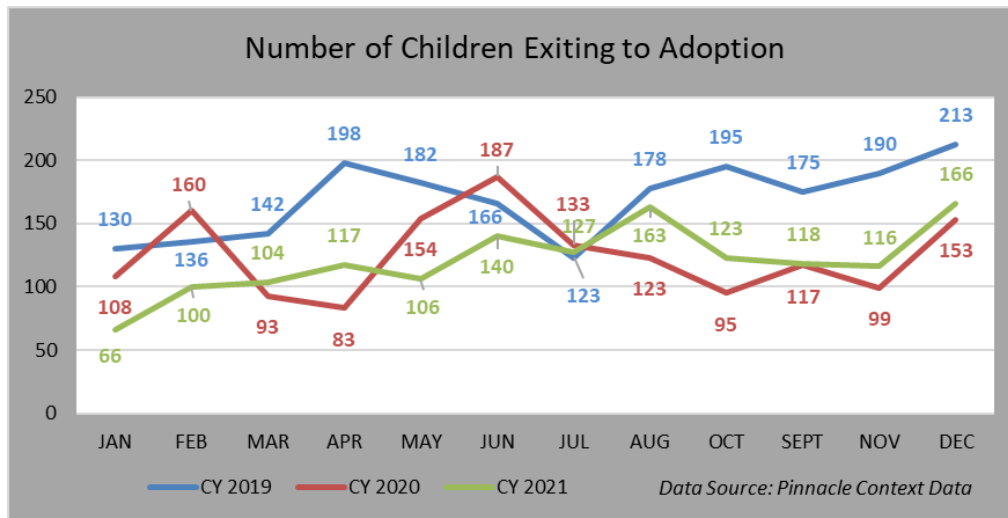

Section 2, Graph 6.2-2

Children Entering Trial Adoption (TA)			
Month	CY 2019	CY 2020	CY 2021
Jan	137	169	99
Feb	166	143	133
Mar	197	131	126
Apr	199	156	130
May	178	128	102
Jun	146	97	146
Jul	185	135	152
Aug	212	113	138
Sept	155	92	124
Oct	174	81	134
Nov	163	99	110
Dec	164	156	114
TOTAL Entering TA	2076	1500	1508
Served Children	11304	11522	8399
% Entering TA	18.4%	13.0%	18.0%
Monthly Average	173	125	126
Data Source: KIDS Data TA/ THV Entries			

Section 2, Table 6.2-2

For CY 2020, a significant decline occurred in the number of children finalizing to adoption per Section 2, Graph 6.2-3. Prior to the start of the COVID-19 pandemic, an average of 169 children exited to adoption each month. For CY 2020, the average dropped to 125 children per month and for CY 2021 the average is 121 per children. Despite court hearings resuming late in 2020, the delay caused by courts shutting down earlier in 2020 continued to impact the number of children exiting to adoption in CY 2021 due to the many court-related steps for an adoption. The graph illustrates CY 2020 (red line) had more children exiting to adoption in February and June 2021 than the same months in CY 2021 (green line). As previously noted in the November 2021 Core Strategy Report, while the COVID-19 pandemic stabilized somewhat in early to mid-2021, the aftermath of 2020 and the latter part of 2021 will be felt for months to come as seen by the low number of children exiting to adoption each month for CY 2021.

Section 2, Graph 6.2-3

6.3: Re-entry Within 12 Months of Exit

Operational Question

Of all children discharged from foster care in the 12-month period prior to the reporting period, what percentage re-entered care within 12 months of discharge?

Data Source and Definitions

Re-entry within 12 months measures all children discharged to permanency, not including adoption, from foster care in the 12-month period prior to the reporting period and the percentage of children who re-enter foster care during the 12 months following discharge. This is the same as the Federal Metric and this data is pulled from Adoption and Foster Care Analysis Reporting System (AFCARS) data.

Description of Denominator and Numerator for this reporting period

**Denominator:** All children who exited foster care from 10/1/2019 through 9/30/2020.
Numerator: All children who exited foster care from 10/1/2019 through 9/30/2020 and re-entered care within one year of exit.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All exits from 10/1/2010 - 9/30/2011			10.3%
10/1/2012 – 9/30/2013	All exits from 10/1/2011 - 9/30/2012	234	2,334	10.0%
4/1/2013 – 3/31/2014	All exits from 4/1/2012 - 3/31/2013	223	2,375	9.4%
10/1/2013 – 9/30/2014	All exits from 10/1/2012 - 9/30/2013	225	2,638	8.5%
4/1/2014 – 3/31/2015	All exits from 4/1/2013 - 3/31/2014	230	2,682	8.6%
10/1/2014 – 9/30/2015	All exits from 10/1/2013 - 9/30/2014	223	2,756	8.1%
4/1/2015 – 3/31/2016	All exits from 4/1/2014 - 3/31/2015	218	2,869	7.6%
10/1/2015 – 9/30/2016	All exits from 10/1/2014 - 9/30/2015	238	2,822	8.4%
4/1/2016 – 3/31/2017	All exits from 4/1/2015 - 3/31/2016	207	2,828	7.3%
10/1/2016 – 9/30/2017	All exits from 10/1/2015 - 9/30/2016	187	3,004	6.2%
4/1/2017 – 3/31/2018	All exits from 4/1/2016 - 3/31/2017	185	2,879	6.4%
10/1/2017 – 9/30/2018	All exits from 10/1/2016 - 9/30/2017	165	2,622	6.3%
4/1/2018 – 3/31/2019	All exits from 4/1/2017 - 3/31/2018	155	2,482	6.2%
10/1/2018 – 9/30/2019	All exits from 10/1/2017 - 9/30/2018	181	2,486	7.3%
4/1/2019 – 3/31/2020	All exits from 4/1/2018 - 3/31/2019	201	2,576	7.8%

10/1/2019 – 9/30/2020	All exits from 10/1/2018 - 9/30/2019	169	2,307	7.3%
4/1/2020 – 3/31/2021	All exits from 4/1/2019 - 3/31/2020	161	2,114	7.6%
10/1/2020 – 9/30/2021	All exits from 10/1/2019 - 9/30/2020	146	2,043	7.1%
Target				8.2%

Section 2, Table 6.3-1
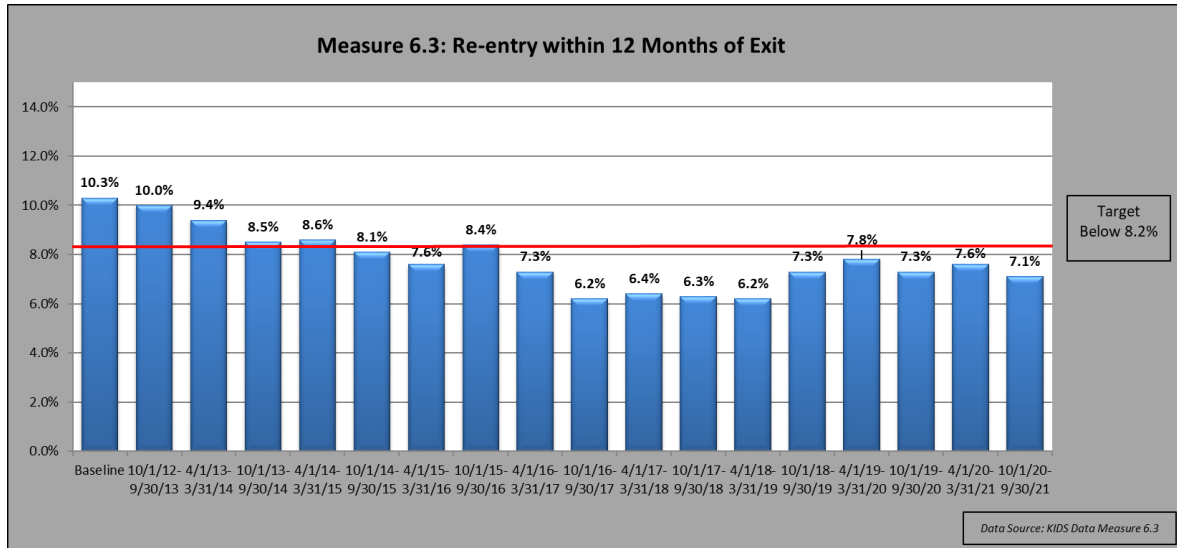
Section 2, Graph 6.3-1

Data Commentary

The number of children re-entering out-of-home care within a 12-month period is currently at 7.1 percent, which remains below the set target of 8.2 percent. The measure is 3.2 percent lower than the original baseline and exceeds the target by 1.1 percent. This is the tenth consecutive reporting period where performance on this measure successfully remained below the Pinnacle target.

Reporting Period Progress

Permanency Safety Consultations (PSCs) continue to be utilized to maintain reduced re-entry rates. PSCs with a safe recommendation still include the completion and documentation of an Assessment of Child Safety prior to reunification as an action step. Additional follow-up activities are developed and identified with the district director and PSC team to support safe family reunification, as needed. Quality action steps further support the child welfare specialist in adequately assessing safety to determine if any safety threats are still present. PSCs remain a group safety discussion with the district director present to support increased quality decision-making. Services, such as Comprehensive Home-Based Services, Intercept®, and Systems of Care, continue as supports to families during trial reunification.

Prior to this reporting period, the Family Meeting Continuum (FMC) was implemented in all districts of Regions 3, 4, and 5 and specific districts in Regions 1 and 2. This reporting period all districts within Region 1 implemented the FMC and Region 2 expanded to a few more districts. The FMC has two main purposes: more frequent and intentional family meetings and using the same facilitator at each meeting for the duration of the case. The FMC will support reduction of re-entry rates through successful identification of needed services for families with frequent meetings and facilitator consistency for quality parent engagement.

6.4: Permanency for Legally-Free Teens

Operational Question

Of all legally-free foster youth who turned age 16 in the period 24 to 36 months prior to the report date, what percent exited to permanency by age 18?

Data Source and Definitions

Among legally-free foster youth who turned 16 in the period 24 to 36 months prior to the report date, Measure 6.4 reports the percent that exited to permanency by age 18. An "Exit to Permanency" includes all youth with an exit reason of adoption, guardianship, custody to relative, or reunification. "Legally-free" means a parental rights termination date is reported to Adoption and Foster Care Analysis Reporting System (AFCARS) for both mother and father.

Description of Denominator and Numerator for this reporting period

Denominator: All children in care who turned 16 from 10/1/2018 through 9/30/2019 and were legally-free at the time they turned 16.

Numerator: The number of children, who turned 16 from 10/1/2018 through 9/30/2019, were legally-free at the time they turned 16, **and** reached permanency prior to their 18th birthday.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children in care who turned 16 from 10/1/2009 - 9/30/2010 and were legally-free at the time they turned 16.			30.4%
10/1/2012 – 9/30/2013	All children in care who turned 16 from 10/1/2010 - 9/30/2011 and were legally-free at the time they turned 16.	44	170	25.9%
4/1/2013 – 3/31/2014	All children in care who turned 16 from 4/1/2011 - 3/31/2012 and were legally-free at the time they turned 16.	36	134	26.9%
10/1/2013 – 9/30/2014	All children in care who turned 16 from 10/1/2011 - 9/30/2012 and were legally-free at the time they turned 16.	37	148	25.0%
4/1/2014 – 3/31/2015	All children in care who turned 16 from 4/1/2012 - 3/31/2013 and were legally-free at the time they turned 16.	37	146	25.3%
10/1/2014 – 9/30/2015	All children in care who turned 16 from 10/1/2012 - 9/30/2013 and were legally-free at the time they turned 16.	33	126	26.2%
4/1/2015 – 3/31/2016	All children in care who turned 16 from 4/1/2013 - 3/31/2014 and were legally-free at the time they turned 16.	29	105	27.6%
10/1/2015 – 9/30/2016	All children in care who turned 16 from 10/1/2013 - 9/30/2014 and were legally-free at the time they turned 16.	35	123	28.5%
4/1/2016 – 3/31/2017	All children in care who turned 16 from 4/1/2014 - 3/31/2015 and were legally-free at the time they turned 16.	41	132	31.1%
10/1/2016 – 9/30/2017	All children in care who turned 16 from 10/1/2014 - 9/30/2015 and were legally-free at the time they turned 16.	59	136	43.4%

4/1/2017 – 3/31/2018	All children in care who turned 16 from 4/1/2015 - 3/31/2016 and were legally-free at the time they turned 16.	84	162	51.9%
10/1/2017 – 9/30/2018	All children in care who turned 16 from 10/1/2015 - 9/30/2016 and were legally-free at the time they turned 16.	73	139	52.5%
4/1/2018 – 3/31/2019	All children in care who turned 16 from 4/1/2016 - 3/31/2017 and were legally-free at the time they turned 16.	64	122	52.5%
10/1/2018 – 9/30/2019	All children in care who turned 16 from 10/1/2016 - 9/30/2017 and were legally-free at the time they turned 16.	66	125	52.8%
4/1/2019 – 3/31/2020	All children in care who turned 16 from 4/1/2017 - 3/31/2018 and were legally-free at the time they turned 16.	65	118	55.1%
10/1/2019 – 9/30/2020	All children in care who turned 16 from 10/1/2017 - 9/30/2018 and were legally-free at the time they turned 16.	60	108	55.6%
4/1/2020 – 3/31/2021	All children in care who turned 16 from 4/1/2018 - 3/31/2019 and were legally-free at the time they turned 16.	54	123	43.9%
10/1/2020 – 9/30/2021	All children in care who turned 16 from 10/1/2018 – 9/30/2019 and were legally-free at the time they turned 16.	49	114	43.0%
Target				80.0%

Section 2, Table 6.4-1
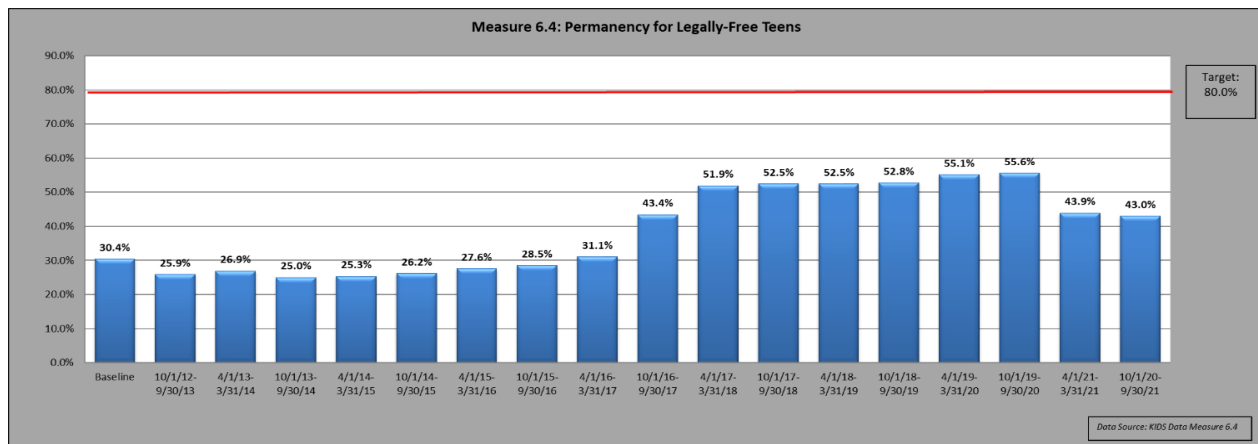
Section 2, Graph 6.4-1

Data Commentary

From 10/1/2018 through 9/30/2019, a total of 114 legally-free youth turned 16 years old. Of these youth, 49 or 43.0 percent achieved permanency and 65 or 57.0 percent exited care prior to reaching permanency.

Achieved Permanency:
- 39 youth were adopted (34.2%);
- 9 youth were placed in guardianship (7.9%); and
- 1 youth was placed in custody to a relative (0.9%).

Exited Care Prior to Reaching Permanency:

- 64 youth exited care through emancipation/aging out (56.1%); and
- 1 youth exited through Other non-permanency means (0.9%).

This reporting period ended with 43.0 percent of legally-free 16-17 year old youth achieving legal permanency, Section 2, Graph 6.4-1. This percentage is a slight decrease for this reporting period, but still 12.6 percent above the baseline.

Pinnacle Plan Measure 6.4 - Number and Percent of Children who Turned 16 while in Foster Care and Legally-Free												
Exit Reason	REGION 1		REGION 2		REGION 3		REGION 4		REGION 5		TOTAL	
ADOPTION	9		16		10		8		19		62	
REUNIFICATION	1	25.0%	0	30.4%	0	28.3%	0	23.7%	1	34.3%	2	29.1%
GUARDIANSHIP	2		1		3		1		4		11	
CHILD AGED OUT / OTHER	3	8.3%	3	7.1%	7	17.4%	2	5.3%	10	14.3%	25	10.9%
OTHER EXITS	1		1		1		0		0		3	
Still in Care	32	66.7%	35	62.5%	25	54.3%	27	71.1%	36	51.4%	155	60.1%
TOTAL	48		56		46		38		70		258	
Data Source: Totals include Measure 6.4 for reporting periods ending 3/31/22, 9/30/22, 3/31/23 and 9/30/23. Run Date: 10/5/2021												

Section 2, Table 6.4-2

Section 2, Table 6.4-2 captures the next four cohorts for Measure 6.4. The data includes children in the periods ending March and September 2022, March 2023, and September 2023. This data will help in monitoring youth remaining in out-of-home (OOH) care as youth are more likely to achieve permanency in the first year of this measure at age 16, than during the second year at age 17.

Reporting Period Progress

Higher level leadership reviews are required since August 2020 for denied kinship placements or previously failed kinship placements for youth ages 16 and 17 years old. Effective August 2021, the elevated reviews expanded to include youth 15 years of age. When a kinship placement for a youth 15 years of age or older is denied, the placement denial is always elevated to the next level for review by the child welfare (CW) district director and field manager. When the decision is made at that level to deny the kinship placement, the regional deputy director and Foster Care and Adoptions (FC&A) deputy director review the denial. When denial is still recommended, the Assistant Child Welfare Services (CWS) Director for Field Operations reviews the denial. The multi-level review's purpose is to consider the youth's placement preferences and to ensure all efforts to support the kin are identified and provided. This review happens quickly when the youth is in immediate need of placement. The youth's specific case and circumstances are always considered in the kinship assessment process, especially regarding the youth's functioning and vulnerability, while ensuring that efforts and supports to mitigate risks are evaluated to work toward kinship placement and permanency for older youth. This strategy applies to all youth ages 15 years old and older, not only those identified as the 6.4 cohort. Therefore, this effort is aimed at increasing the relational and legal permanency rates for all older youth and decreasing the rate of all children aging out of foster care. This approach demonstrates CWS' commitment to self-correction.

CWS revised the *Permanency Planning Intentional Case Staffing Guide*, which is a form currently included in the Safety through Supervision Framework, to include a full section specifically for Permanency for Legally-Free Teens. On 10/1/2021, the form was released and all CW staff were notified via email. CWS eliminated the forms *MDT Staffing* and *Teen Permanency Planning Guide*. The multidisciplinary team (MDT) lead utilizes the *Permanency Planning Intentional Case Staffing Guide* when facilitating the multi-level staffing; thus allowing the MDT lead to model to CW specialists the forms and the Safety through Supervision Framework's importance. Three forms were also combined into one, which reduces confusion and additional documentation for the CW specialists.

Beginning January 2021, the case plan goal (CPG) of planned alternative planned placement (PAPP) for any youth ages 16 and 17 years old is approved by the CW supervisor and district director. For youth age 16 years old, the regional director and Assistant CWS Director for Field Operations must also give approval. This new practice and expectation further heightens the importance of exhausting reasonable efforts to achieve permanency for every teen and continue to shift

agency culture and practice. As of 12/31/2021, five youth age 16, and 31 youth age 17, have a PAPP CPG. All youth with a PAPP CPG are assigned to a Youth Transition Services (YTS) specialist.

In March 2021, CWS began discussions on how to develop and implement a quality assurance process to review a sample of cases involving youth in the Measure 6.4 cohort. The review's focus was on legal and relational permanency efforts and was completed 7/1/2021 through 9/30/2021. CWS' Continuous Quality Improvement Quality Assurance team completed the sample case reviews of the multi-level staffings. ***Multi-Level Staffing Documentation Review July-September 2021*** was completed in December 2021 and presented to the MDT leads and regional program analysts. The review's results indicate there is a foundation and/or significant examples of good practice revealed through documentation to make efforts towards permanency pathways for children via multi-level staffing's. Areas for enhancement identified included making sure previous multi-level staffing action steps are followed up on and ensuring action steps are connected to legal permanency. The *Permanency Planning Intentional Case Staffing Guide* was available for the MDT leads to utilize effective 10/1/2021, after the qualitative reviews were completed. The MDT leads and CW staff can utilize the *Permanency Planning Intentional Case Staffing Guide* to more thoroughly document and track action steps, which also captures a consideration of parental reinstatement. Striving toward continued improvement efforts in the qualitative review process contributes to achieving permanency for youth.

The statewide Permanency for Teens face-to-face training converted to an online training in the OKDHS Learning Management System and finalized in October 2021. On 12/3/2021, CWS leadership notified all permanency planning (PP) specialists, YTS specialists, district directors, and regional deputy directors to complete the training by 1/31/2022. The course remains available after completion as a reference, when needed. In this course, CW staff learn the importance of permanency for teens, as well as different types of CPGs and permanency types. CW staff also learn:
- why Actively Seeking KINnections (ASK) is so important for teens;
- resources that CW staff can use to identify, locate, and engage a teen's family members and connections;
- benefits that teens may be eligible for as they transition to adulthood and who to contact to determine the youth's benefits; and
- reasons why teens may opt against permanency and ways staff can engage them in permanency discussions.

The Oklahoma Successful Adulthoods (OKSA) program will continue to provide technical assistance to CW staff about the benefits a youth can receive upon achieving legal permanency. The overall messaging of the importance of legal and relational permanency for legally-free teens will continue to be infused into the program.

The OKSA program, during this reporting period, completed the restructuring of how it provides field supports to ensure transition planning for teens takes place, starting at age 14 years old, and includes the participation of supportive adults in the young person's life and permanent connections. CW staff is able to include youth engagement to help young people achieve their permanency plan goals. Ensuring relational permanency is addressed early, and often, positively affects legal permanency rates.

Due to the federal passage of the Consolidated Appropriations Act, Division X, in December 2020, CWS did not require a youth in OKDHS custody who is in foster care to leave foster care solely by reason of his or her age before 10/1/2021. Additionally, any youth who left foster care due to age during the COVID-19 pandemic was allowed to voluntarily re-enter foster care. As of 12/31/2021, 18 youth were in voluntary custody. Since January 2021, OKSA worked to identify, reach out to, and assist youth transitioning out of care or have transitioned to provide them with additional COVID-19 pandemic funding. These additional funds are used to assist eligible youth with rent and utility payments, unexpected medical expenses, food, clothing, and purchasing vehicles. With these funds, youth are provided access to technology through the purchase of items, such as cell phones, data cards, laptops, or tablets. Efforts are also underway to use this funding to strengthen partnerships within the community and provide long term solutions to the housing shortage for young adults transitioning out of care. For example, OKDHS is in the processing of entering a long term partnership with Pivot Inc., a tiny home community in Oklahoma City. As the deadline neared for using the additional funding, OKDHS worked to eliminate housing insecurities for youth by paying the remainder of leases for approximately 200 youth, ensuring six to 12

months of housing. Transportation was also a focus and assistance with car purchases/payments for nearly 400 youth occurred in calendar year 2021. In December 2021, CWS provided all youth age 14-17 in OOH care a $300 Visa gift card. OKDHS has until 9/30/2022 to liquidate the remainder of the pandemic funding.

OKSA initiated a pilot project to test and validate youth assessment and planning tools based on the Science of Hope. OKSA staff trained CW specialists in District 9 on the Science of Hope, as well as its application to working with youth in OKDHS custody and OOH placement. As part of this process, CW staff received specific training and ongoing technical assistance on the Hope assessment and planning tools created in partnership with the Hope Research Center of the University of Oklahoma. During a six-month pilot process, CW specialists incorporated these tools in their work with youth with a specific emphasis on increasing Hope and positive youth outcomes. The OKSA program lead structured feedback opportunities that will help inform revision and eventual finalization of the assessment and planning tools. The evaluators determined that more data was needed before rolling the Hope assessment out statewide; therefore, an additional six-month pilot with a larger demographic will take place beginning in the spring of 2022.

Conclusion
Based on information gathered through the MDT staffings for youth in the 6.4 cohort, delayed court hearings due to the COVID-19 pandemic did not appear, at this time, to have a direct impact on legal permanency for youth or cause the decrease this reporting period. However, the ongoing COVID-19 pandemic does appear to impact a youth's relationships and preferred method of service delivery. Some youth indicate they prefer in-person therapy and are perhaps less engaged with virtual therapy. Youth in congregate care settings are less likely to experience consistent in-person visits with their PP and YTS specialists. Moreover, youth in congregate care settings experience decreased community activities and restrictions on other visitors, such as kin, court-appointed special advocate volunteers, and meeting potential adoptive families. Decreased social contact, virtual therapy when in-person is preferred, and decreased contact with important people in a youth's life can impact placement stability and a youth's overall well-being, which impacts relational and legal permanency. With the COVID-19 vaccine readily available for youth and adults, OKDHS anticipates the previous in-person restrictions, especially in congregate settings, will be minimum moving forward; however, the COVID-19 virus has proven to be unpredictable.

CWS has significantly decreased the number of youth with a PAPP CPG, which signals a cultural and practice shift with a heightened focus on relational and legal permanency for teens. The number of youth entering the 6.4 cohort, remains below the 2013 initial denominator of 170. Since the period ending March 2018, when 162 youth were in the denominator, significantly fewer youth were in each period thereafter. CWS demonstrates a commitment to dedicate resources to improve permanency outcomes that includes building a robust YTS team, implementation of the evidence-based Wendy's Wonderful Kids model and MDTs, and higher-level CWS leadership involvement in a youth's removal and permanency efforts. The data analysis indicates CWS is on the best course of action to continue building a Continuum of Care that: stabilizes youth in family-based settings to promote permanency; decreases the number of placement moves; provides quality mental health treatment to address the youth's trauma history; decreases delinquent involvement; and decreases inpatient stays. CWS will continue to embed the Science of Hope in its work with youth while exploring and exhausting kinship options for youth. CWS will continue to evaluate the current strategies, resources, and efforts to increase legal permanency for teens.

6.5: Rate of Adoption for Legally-Free Children

Operational Question
Of all children who became legally-free for adoption in the 12-month period prior to the year of the reporting period, what percentage were discharged from foster care to a finalized adoption within 12 months of becoming legally-free?

Data Source and Definitions
All children who became legally-free for adoption in the 12-month period prior to the year of the reporting period with the percentage who were discharged from foster care to a finalized adoption in less than 12 months from the date of

becoming legally-free are reported in Measure 6.5. "Legally-Free" means there is a parental rights termination date reported to Adoption and Foster Care Analysis Reporting System (AFCARS) for both mother and father. This measure is federal metric C 2.5.

## Description of Denominator and Numerator for this reporting period

Denominator: All children who became legally-free for adoption from 10/1/2019 through 9/30/2020.

Numerator: The number of children who became legally-free for adoption from 10/1/2019 through 9/30/2020 **and** were discharged from care to a finalized adoption in less than 12 months from the date they became legally-free.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children who became legally-free from 10/1/2010 - 9/30/2011			54.3%
10/1/2012 – 9/30/2013	All children who became legally-free from 10/1/2011 - 9/30/2012	898	1,474	60.9%
4/1/2013 – 3/31/2014	All children who became legally-free from 4/1/2012 - 3/31/2013	857	1,540	55.6%
10/1/2013 – 9/30/2014	All children who became legally-free from 10/1/2012 - 9/30/2013	839	1,618	51.9%
4/1/2014 – 3/31/2015	All children who became legally-free from 4/1/2013 - 3/31/2014	935	1,797	52.0%
10/1/2014 – 9/30/2015	All children who became legally-free from 10/1/2013 - 9/30/2014	1,200	2,099	57.2%
4/1/2015 – 3/31/2016	All children who became legally-free from 4/1/2014 - 3/31/2015	1,459	2,304	63.3%
10/1/2015 – 9/30/2016	All children who became legally-free from 10/1/2014 - 9/30/2015	1,567	2,355	66.5%
4/1/2016 – 3/31/2017	All children who became legally-free from 4/1/2015 - 3/31/2016	1,754	2,558	68.6%
10/1/2016 – 9/30/2017	All children who became legally-free from 10/1/2015 - 9/30/2016	1,886	2,734	69.0%
4/1/2017 – 3/31/2018	All children who became legally-free from 4/1/2016 - 3/31/2017	1,770	2,577	68.7%
10/1/2017 – 9/30/2018	All children who became legally-free from 10/1/2016 - 9/30/2017	1,674	2,395	69.9%
4/1/2018 – 3/31/2019	All children who became legally-free from 4/1/2017 - 3/31/2018	1,669	2,319	72.0%
10/1/2018 – 9/30/2019	All children who became legally-free from 10/1/2017 - 9/30/2018	1,634	2,208	74.0%
4/1/2019 – 3/31/2020	All children who became legally-free from 4/1/2018 - 3/31/2019	1,596	2,129	75.0%
10/1/2019 – 9/30/2020	All children who became legally-free from 10/1/2018 - 9/30/2019	1,525	2,084	73.2%
4/1/2020 – 3/31/2021	All children who became legally-free from 4/1/2019 - 3/31/2020	1,352	1,915	70.6%
10/1/2020 – 9/30/2021	All children who became legally-free from 10/1/2019 - 9/30/2020	1,040	1,470	70.7%
Target				75.0%

Section 2, Table 6.5-1
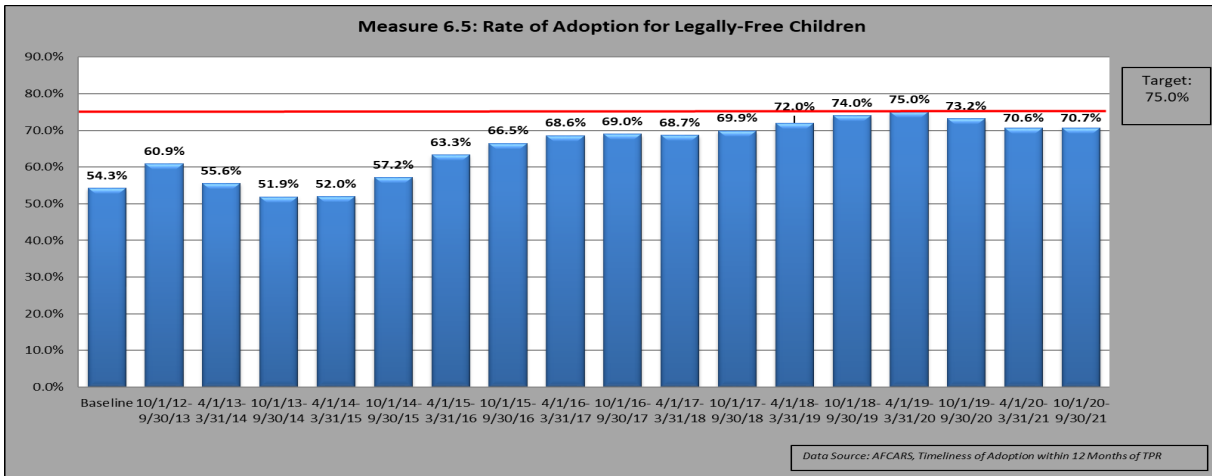
Section 2, Graph 6.5-1

Data Commentary

During this review period, performance on this measure increased by 0.1 percent. Of the 1,470 children that became legally-free, 1,040 children had a finalized adoption within 12 months of becoming legally-free resulting in an overall outcome of 70.7 percent. Overall, performance is 16.4 percent above the baseline.

Reporting Period Progress

All regional Adoption Timeliness Accountability Teams (ATATs) meet monthly via Microsoft Teams to staff and review legally-free children and youth in the following categories:

- All Quad 1 children and youth not authorized;
- Children and youth authorized 14-calendar days or more and not in Trial Adoption (TA); and
- Children and youth in TA 30-calendar days or more not yet finalized.

The meetings are attended by the regional ATAT leads and the Foster Care and Adoption (FC&A) adoption specialists, supervisors, field managers, and Oklahoma Human Services (OKDHS) adoption attorneys. The ATAT strategy lead and the Interstate Compact on the Placement of Children (ICPC) program supervisor attend when available. District directors are invited to attend and participate in the monthly ATAT meetings.

Common barriers to timely adoptions across the state include: delays involving foster home annual updates, obtaining birth certificates, foster parent medical examinations, pending divorces, termination of parental rights (TPR) of unknown father, child profile update, and ICPC adoption home studies. Delays involving response or coordination from tribal partners has increased the past several months for some regions. Action steps related to barriers are developed as needed at each ATAT meeting. Regional leads follow up with district directors on Permanency Planning (PP) barriers and then when the ATAT is completed. The regional leads check on pending Child Protective Services investigations as needed. OKDHS adoption attorneys pursue any legal barriers. FC&A field managers review issues related to timeliness and accountability of their teams.

Region 1

Currently, 10 children in Region 1 have an ICPC barrier. The OKDHS adoption attorneys attend every ATAT meeting in Region 1. They provide information related to legal issues and questions. They are extremely helpful regarding legal procedures for adoption purposes and are very efficient in working adoption cases. District 4, under close monitoring by Region 1 reports court hearings for finalizations are occurring more timely. Region 1 Adoption specialists are prepared for the meetings and the ATAT is diligent in meeting and addressing identified barriers. Children are added to the regional ATAT efforts and barrier report which is emailed to the regional ATAT following each ATAT monthly meeting. The regional ATAT lead reviews the efforts and barrier report each month for updates. Region 1 FC&A field managers also staff the

efforts and barrier report with the FC&A resource supervisors. While the courts are still catching up from the impacts of the COVID-19 pandemic, things are improving.

Region 2

Districts 20 and 21 were identified with increased barriers to finalization. To address this, the Region 2 ATAT lead meets every other week to staff all Quad 1 children in both Districts. The staffing is held via Microsoft Teams and includes the district director and PP staff. During this review period, approximately five ICPC-related barriers occur per month. The barriers include waiting on ICPC Adoption Addendums, adoption home study completion, and finalization dates in other states. The OKDHS adoption attorneys continue to attend the monthly ATAT meetings and the bi-weekly staffings with Districts 20 and 21. They are very responsive and helpful in addressing legal barriers. The court-related barriers frequently identified included: delays in TPR of unknown father, sibling separation orders, missing TPR orders, and pending TPR appeals.

Region 2 saw several positive trends this reporting period:
- Increased involvement of the OKDHS adoption attorneys in assisting with legal barriers that prevent moving forward with finalizations. They move quickly to resolve barriers and set finalization court dates as quickly as possible.
- Increased participation of district directors and PP supervisors in the monthly ATAT meetings.
- Increased staffing of all Quad 1 children positively impacted finalizations in Districts 20 and 21. Barriers are resolved more timely in both districts.

The Region 2 ATAT lead will continue to focus on Districts 20 and 21 moving forward and adjust when needed to address other districts when barriers are identified. District directors and PP supervisors are invited to attend the monthly ATAT meeting. Districts 20 and 21 PP supervisors participate in the bi-weekly ATAT meetings.

Region 3

Region 3 currently has seven children with ICPC-related barriers. The OKDHS adoption attorneys attend the monthly ATAT meetings, schedules permitting. They continue to be extremely beneficial to the ATAT process regarding tribal issues, immigration matters, and court barriers. Region 3 continues to do well in meeting projected adoption finalization dates. Region 3 has slightly improved on average days to finalization, from 161 to 157 days. The Region 3 ATAT lead is manually tracking and monitoring a report that can be filtered and used to identify common barriers. The main barriers are ICPC-related issues, competing adoption petitions between interested parties, behavior of children, citizenship, and siblings not legally-free. The ATAT team assigns tasks to members most able to address the barrier. The Region 3 ATAT lead follows up by email, as needed.

Region 4

Currently, Region 4 has 10 children with an ICPC-related barrier. FC&A adoption specialists consistently attend the ATAT meetings and are prepared to present action steps completed, identified barriers, and their efforts to overcome those barriers. FC&A specialists, supervisors, field managers, and the entire ATAT consistently identify barriers and develop solid action steps to overcome those barriers. FC&A and PP specialists also work well together to overcome barriers and complete action steps. ATAT members always have several finalizations to report each month.

The ATAT members have quality conversations and brainstorm solutions to barriers. For example, if an FC&A adoption specialist is struggling to obtain a legal document, the ATAT will identify the specialist with the best relationship to the court or county clerk to obtain the required legal documents. District directors will also talk with judges and court clerks about processes to consistently obtain legal documents when needed. Another example is the Adoption and PP specialists coordinate together to do joint caseworker visits with adoptive families on issues or barriers to adoption finalizations.

The primary barrier in Region 4 is the need for a court order with a finding of Good Cause for Adoption. The second

hardest challenge is obtaining birth certificates of children in OKDHS and death certificates of deceased biological parents.

Region 5
Region 5 reports the OKDHS adoption attorney's attend the monthly ATAT meetings and are helpful. The Region 5 district directors also attend monthly and the PP supervisors participate on an as needed basis. When specific questions come up or barriers directly related to PP, the Region 5 program analyst follows up. The FC&A field managers look into all barriers related directly to their teams.

Common barriers for Region 5 include:
- ICPC delay for out-of-state placements, approximately three children per month in the Quad 1 not yet authorized cohort;
- delay in adoption subsidy agreements and approvals;
- delay in court hearings for finalization, specifically to Tulsa County where the majority of children reside;
- delay in TPR orders from the court; and
- children with high-level needs, causing hesitation by foster parent(s) to proceed with adoption finalization.

Court barriers and delays are the most significant issue in Region 5. Tulsa County Child Welfare Services (CWS) court liaisons are continuing regular communication with the District Attorney's office and court clerk to expedite the delayed TPR orders. The Region 5 program analyst receives a monthly spread sheet of any pending TPR orders for monitoring. The program analyst discussed concerns with the delay in TPR orders with the District Attorney for Tulsa County and provided a list of orders that are still needed. The Region 5 deputy director and Assistant CWS Director of Field Operations also met with Tulsa County judges to address these barriers.

OKDHS Adoption Attorneys
The OKDHS adoption attorneys continue to attend the monthly regional ATAT meetings. Since joining the monthly ATAT meetings, their use in adoption cases increased. The OKDHS adoption attorneys finalized adoptions for 138 children during this reporting period. The OKDHS adoption attorney information continues to be provided to resource families to raise awareness about their availability. Regional ATAT leads report the OKDHS adoption attorneys give general legal advice for CW specialists to pass to adoptive families, and they assist in follow-up with courts when specialists have struggled to receive needed documents. They are experts in adoptions as well as CWS policy and requirements. Open communication with the OKDHS adoption attorneys improves barrier resolution.

Barrier Tracking
The enhancements to adoption screens in KIDS was released 10/2/2021. Training and assistance in learning the new screens was provided by the ATAT strategy lead and KIDS staff via Microsoft Teams:
- 10/11/2021;
- 10/13/2021;
- 10/14/2021;
- 10/19/2021;
- 10/25/2021;
- 12/9/2021; and
- 12/19/2021.

All Adoption and Youth Transition Services specialists, supervisors, and field managers were required to attend the training. Multiple emails from KIDS and the FC&A programs were sent out to all FC&A staff about the training and FC&A field managers followed up with supervisors to ensure the required specialists attended. Each training session was three hours.

The KIDS enhancement provides the opportunity for CW specialists to document adoption barriers. Preliminary

improvements were made to the WebFOCUS YI818, Ongoing Quad 1 Report, including adding the nine most common barriers:

- Authorization Paperwork Pending
- Court Docket
- Court Order
- ICPC Timeliness
- Legal Issues
- Resource Family Circumstances
- Resource Family Requests Delay
- Resource Referral/Investigation/Written Plan of Compliance
- Tribal/ICWA Issues

The report will display the date when the barrier was identified and when it was resolved.

The ATAT strategy lead and KIDS staff are still working on how to best collect this data for a review over time. The YI818, Ongoing Quad 1 Report is a real-time report, meaning once a child's adoption is finalized, the information is no longer available to easily pull and review over an extended period of time.

The enhancement release and training has only been available in KIDS for four months, so it is still new to CWS specialists in remembering to document. The regional ATAT leads and the ATAT strategy lead will meet in February 2022 to discuss marketing the new adoption KIDS screens during the monthly regional ATAT meetings to remind CW specialists about the new documentation. The ATAT strategy lead will also discuss the new KIDS screens with FC&A field managers and supervisors early in 2022 to increase screen usage and data collection. Even with the new enhancements, each region will continue to have accountability and follow-up built into their action steps and ATAT process.

Guardianships and Adoptions
The strategy lead for ATAT joins the PP strategy lead and the guardianship program field representative (PFR) on a monthly Microsoft Teams meeting where PP specialists are provided the opportunity to ask questions about guardianships and adoptions. These meetings began in May 2021 and are held the second Friday of each month. A week prior to the meeting, identified Quad 3 children in relative placements who meet the requirements for a guardianship found on the YI101 Judicial Report and YI104 Child Information Report are sent to the assigned PP specialists. The PP specialists review the report and join the meeting to discuss any questions.

Guardianship questions are now embedded into the adoption criteria staffing node within KIDS. This enhancement was released in September 2021. The embedded queries in the KIDS screens are:

- Has the permanency option of guardianship been explored with identified relatives or kinship?
- Provide additional information about discussions and/or meetings where guardianship was considered.

The PP, Adoption, and Resource specialists review the questions during the adoption criteria staffing and determine the child's best permanency goal. Guardianship discussions continue to increase with improved education and communication.

Resource Home Annual Updates
Despite all of the COVID-19 pandemic delays, FC&A specialists continued to stay below 100 overdue annual updates for foster homes. Overdue annual updates can delay the adoption process in some regions although they are not considered a significant barrier. Throughout this reporting period, specialists worked diligently to maintain the annual updates. As of 12/29/2021, FC&A specialists were responsible for 2,409 approved open fosters homes. On the same date, 76 of those approved homes, 3.15 percent, were overdue for an annual update. The following is the monthly overdue annual update totals for this reporting period:

- July – 74
- August – 87
- September – 81
- October – 83
- November – 61
- December – 76

Conclusion

During calendar year 2020, despite the COVID-19 pandemic causing delays in achieving timely permanency through adoption, ATAT continued to move children and youth through the process. As of 12/31/2020:
- adoption authorizations occurred for 653 children;
- 672 children were in TA; and
- adoption finalizations took place for 724 children.

With ATAT's ongoing persistence to address and resolve barriers, the number of children and youth authorized and currently in TA has remained steady, resulting in an increased number of adoption finalizations in 2021. As of 1/11/2022:
- adoption authorizations occurred for 817 children;
- 803 children were in TA; and
- adoption finalizations took place for 836 children.

6.1: Rate of Permanency for Legally-Free Children with No Adoptive Placement

Operational Question
Of children who were legally-free but not living in an adoptive placement as of 1/10/2014, what number of children exited care to a permanent placement?

Data Source and Definitions
All children who were legally-free for adoption as of 1/10/2014 and did not have an identified adoptive family with the percentage who have since achieved permanency, either through adoption, guardianship, or reunification, are reported in Measure 6.1. The target for this measure is that 90.0 percent of the children age 0-12 years, and 80.0 percent of the children age 13+ years will achieve permanency. "Legally-free" means there is a parental rights termination date reported to Adoption and Foster Care Analysis Reporting System (AFCARS) for both mother and father or for one parent when the child was previously adopted by a single parent. In the KIDS system, these children are classified as "Quad 2" children, indicating that these children are legally-free and have no identified adoptive placement.

Description of Denominator and Numerator for this reporting period
**Denominator:** All Quad 2 children with a case plan goal of adoption as of 1/10/2014.
**Numerator:** The number of Quad 2 children with a case plan goal of adoption who achieved permanency.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Cohort Baseline 1/10/2014				292 Children
1/10/2014 – 6/30/2014	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	8	207	3.9%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	1	85	1.2%
7/01/2014 – 12/31/2014	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	47	207	22.7%

	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	8	85	9.4%
1/01/2015 – 6/30/2015	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	78	207	37.7%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	17	85	20.0%
7/01/2015 – 12/31/2015	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	119	207	57.5%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	23	85	27.1%
1/01/2016 – 6/30/2016	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	137	207	66.2%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	32	85	37.6%
7/01/2016 – 12/31/2016	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	156	207	75.4%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	34	85	40.0%
1/01/2017 – 6/30/2017	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	162	207	78.3%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	37	85	43.5%
7/01/2017 – 12/31/2017	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	167	207	80.7%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	39	85	45.9%
1/01/2018 – 6/30/2018	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	171	207	82.6%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	39	85	45.9%
7/01/2018 – 12/31/2018	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	174	207	84.1%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	42	85	49.4%
1/01/2019 – 6/30/2019	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	176	207	85.0%
7/01/2019 – 12/31/2019	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	178	207	86.0%
1/01/2020 – 6/30/2020	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	181	207	87.4%
7/01/2020 – 12/31/2020	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	182	207	87.9%
1/01/2021 – 6/30/2021	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	182	207	87.9%
7/01/2021 – 12/31/2021	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	183	207	88.4%
Target		90.0% (Age 0-12)		80.0% (Age 13+)

Section 2, Table 6.1-1
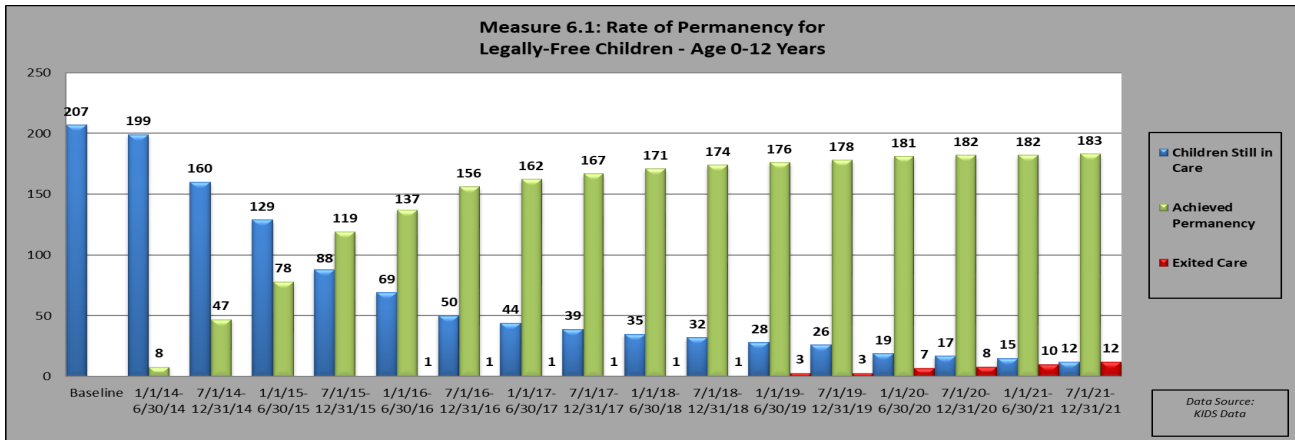
Section 2, Graph 6.1-1
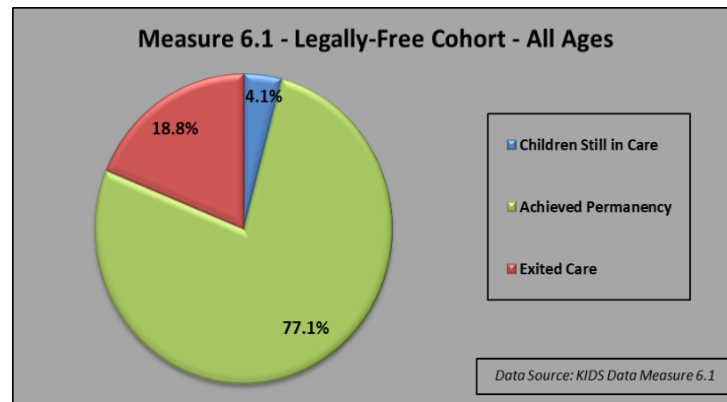
Section 2, Chart 6.1-1

Data Commentary

Of the 292 children in the original cohort from 1/10/2014, a total of 225 children or 77.1 percent achieved permanency, 55 children or 18.8 percent left out-of-home (OOH) care to non-permanent exits, and 12 children or 4.1 percent remain in OOH care, as seen in Section 2, Chart 6.1-1.

As of 12/31/2021, for the cohort of 207 children age 0-12, who were legally-free without an identified placement, 183 or 88.4 percent reached permanency, as seen in Section 2, Graph 6.1-1. Of those remaining in OOH care, all 12 youth have a case plan goal (CPG) of adoption.

During this reporting period, one youth from the cohort achieved permanency through reunification. Two youth from the baseline cohort left OOH care via emancipation at age 18:

- One youth transitioned into an adult Daily Living Services (DLS) home through a partnership with Oklahoma Human Services (OKDHS) Developmental Disabilities Services (DDS).
- One youth entered into a Transitional Living Program through a partnership with Oklahoma Successful Adulthood (OKSA).

Reporting Period Progress

Youth Remaining In Baseline Cohort

The 12 youth remaining in the 6.1 baseline cohort face a number of complex barriers to permanency including developmental disabilities, longer and more frequent inpatient stays, and complex mental health diagnoses. All legal permanency options are considered and discussed as Child Welfare Services (CWS) Youth Transition Services (YTS) staff customize each youth's permanency plan. These include:

- One youth is in trial adoption status, with anticipated adoption finalization in March 2022.

- One youth had extended, unsupervised visits with a biological parent for one year. Reinstatement of parental rights is pending court action.
- One youth is placed in an Agency Companion Home. A third-party guardianship is pending.
- One youth is placed in shelter care.
- One youth is in a long-term placement. Although both adoption and guardianship options were explored multiple times with the youth and family, they decided the current arrangment is best for them and will not be pursuing legal permanency.
- One youth will be transitioning into a DLS home through partnership with OKDHS DDS, and has relatives and community connections who are permanent supports.
- Two youth are each placed in foster homes who are considering providing legal permanency.
- Two youth are each working toward reunification with their respective biological mother. YTS is working to overcome barriers regarding the special needs of each youth and each mother.
- Two youth each have permanent connections and are in specialized placements to meet their high-level needs.

Ongoing Permanency Efforts

This reporting period marks YTS's second year anniversary utilizing the evidence-based Wendy's Wonderful Kids (WWK) model. YTS staff across the state engage children or youth in a variety of customized child-focused permanency efforts. Working with children and youth to build connections as a conduit to permanency can be a lengthy process. YTS staff strives to overcome barriers created by a combination of factors, including those caused by the COVID-19 pandemic and the resulting general disruptions for both child welfare (CW) staff and youth in OOH care.

The primary strategy of WWK is child-focused recruitment of families for permanent connections and all forms of legal permanency for Quad 2 children and youth, and older youth with a CPG of planned alternative permanent placement (PAPP). Elements within the WWK model include diligent search and case record review, network building, child-specific recruitment planning, building a strong relationship with children and youth, and assessment of adoption readiness for both the child or youth and any identified families.

Given the above identified barriers, YTS focuses on helping youth understand the importance and long-term impact of legal permanency, and how to live within a family unit using the YTS booklet and WWK tools. YTS specialists continue discussions with kin and positive adult connections about barriers to providing permanency, and ultimately want youth to have both the long-term connective relationship, as well as actual legal permanency. YTS specialists have conversations surrounding a customized permanency path for each youth in an attempt to barrier-bust hesitancy articulated by families and explore other relatives, kinship, and community connections who may provide legal permanency. Other ongoing efforts discussed in previous reports and implemented during this reporting period include:

- re-engagement with staff at in-person meetings and trainings;
- a lookback at Dr. Paul Shawler's training *The Promise of Adolescence* with YTS staff;
- ongoing skill development and knowledge for working with older youth; and
- ongoing use of the *Let's Talk* booklet with older youth regardless of CPG.

Thus far in state fiscal year (SFY) 2022, per the WebFOCUS YI770H Authorization Source Data Summary pulled 1/24/2022, 1.3 percent of all finalized adoptive children and youth were adopted by a family who was matched through a Statewide Family Staffing (SWFS). In SFY 2021, 2.8 percent of all finalized adoptive children and youth were adopted by a family via a SWFS. Additionally, during this reporting period, an average of 33.8 non-unique "adoption only" families were presented at SWFSs, which is an average decrease of 15 families. This decrease is consistent with the increasing focus on finding families through a child or youth's natural network, and decreased reliance on general recruitment strategies and non-identified families.

During this reporting period, website and news media recruitment efforts were limited to:
- AdoptUSKids.org (AUSK) – YTS staff registered 20 additional children and youth;

- Raise the Future (RTF) – YTS staff listed 11 new children; and
- KFOR, Oklahoma City news station, filmed and featured eight new youth and re-aired eight previously featured youth.

YTS worked during this reporting period to improve fidelity to the WWK model, thus de-emphasizing general recruitment efforts. As such,
- OKDHS discontinued the long-term partnership with Oklahoma Heart Gallery.
- As of 1/1/2022, OKDHS maintains AUSK and RTF partnerships with modification as to how children and youth are presented on the sites. Specifically, Oklahoma children and youth featured on the sites no longer include their photos, so as to limit their digital footprint and increase their safety.
- Partner stations KTUL in Tulsa and KSWO in Lawton discontinued their features of children available for adoption.
- Effective 1/1/2022, KFOR in Oklahoma City and OKDHS also ended their partnership regarding the *A Place to Call Home* feature.

From July – December 2021, the Foster Care and Adoption Support Center reported receiving 3,170 inquiries. The Referral Source was specified on 412 or 12.99 percent of inquiries. The numbers for Inquiry Channel, Specified Interest, and Referral Source are represented in Section 2, Table 6.1-2.

Inquiry Channel			Referral Source		
Internet	2706	85.36%	Facebook	97	23.54%
Hotline	285	8.99%	Other	75	18.20%
AdoptUSKids	101	3.19%	Internet	42	10.19%
OKBenefits App	39	1.23%	TV	33	8.01%
Email	16	0.50%	Adopt US Kids	32	7.77%
Direct Phone	15	0.47%	Foster Parent	25	6.07%
Be a Neighbor Website	7	0.22%	Friend	24	5.83%
Adoption.com	1	0.03%	Adoptive Parent	17	4.13%
TFC/ITFC Recruitment Event	0	0.00%	Faith Based	14	3.40%
Total	3170		OK Benefits	14	3.40%
Specified Interest			OKDHS Employee/Website	12	2.91%
Resource Parent	1024	32.30%	Relative	11	2.67%
Adoption	1284	40.50%	One Church	5	1.21%
Fostering	856	27.00%	Be a Neighbor	4	0.97%
Other	4	0.13%	Informational Meeting	2	0.49%
TFC	1	0.03%	Life Church	1	0.24%
OK Fosters	1	0.03%	Billboard	1	0.24%
Kinship	0	0.00%	DHS Recruiter	1	0.24%
Respite	0	0.00%	Radio	1	0.24%
DDSD	0	0.00%	Private Recruiter	1	0.24%
ITFC	0	0.00%	OK Fosters Website	0	0.00%
			Total	**412**	**100.00%**

Table 6.1-2

The YTS Quad 2 Adoption Timeliness Accountability Team (ATAT) process continues to be a primary strategy in assisting CW staff achieve permanency for children and youth, with participants including both YTS and assigned Permanency Planning specialists, their supervisors, regional managers or district directors, and any resource or other partners involved, specific to the child or youth. During this reporting period, efforts were made to streamline upper level staffings, and thus regional multidisciplinary team (MDT) leads are included to ensure the Quad 2 ATAT meets multi-level staffing criteria. Quad 2 ATAT calls take place every other month for each child or youth, with some flexibility; older youth may be reviewed more frequently and children or youth with an impending permanency plan are staffed monthly to ensure action steps are completed.

The Quad 2 ATAT process assists all assigned staff in overcoming barriers to permanency, and highlights awareness of situational concerns with each case. To ensure efforts remain under strict scrutiny, a monthly update from each YTS supervisor and the Quad 2 ATAT information are synthesized into one report for full review by YTS leadership. Another function of the Quad 2 ATAT calls is to help track the WWK work and progress on these children and youth. The YTS program field representative (PFR) ensures that WWK efforts on these children and youth are a priority by following up on established target dates and due dates. Progress is made through ongoing follow-up on action steps and assigned tasks for other children and youth to eliminate barriers, as well as through support from other programs. During this reporting period, three youth exited from OOH care: one was placed with his biological mother via reinstatement of parental rights, and two exited from OOH care with supports at age 18 years old.

YTS continues to staff children and youth who are either Quad 2 or have a PAPP CPG and placed at an Intermediate Care Facility for Individuals with Intellectual Disabilities (ICF-IID) facility as they are ready to discharge, and provides a monthly report of permanency efforts to Specialized Placements and Partnerships Unit Programs. YTS discontinued its Quad 2 ATAT staffings of children and youth experiencing adoption disruption, as those children and youth are typically staffed in a different format, such as MDTs. The YTS PFR attends these staffings to provide support and assistance. During this reporting period, YTS staffed 21 youth via the Quad 2 ATAT process: 15 from the 6.1 baseline cohort, four from the ICF-IID facility cohort, and two children added as a special request.

YTS carried assignment of all youth with a PAPP CPG since 7/1/2020, as a normative practice. YTS twice received specialized OKSA training, as well as the ongoing CWS trainings to support permanency efforts for youth with this CPG. For these youth, YTS specialists adhere to the WWK model of identifying and locating connections, participate in the regional MDT staffings as an additional effort to identify permanency pathways, pinpoint and maneuver around barriers, and navigate the chaos the COVID-19 pandemic brought into their lives. Within the WWK model, direct practice work with youth includes helping them understand the importance of permanency, the long-term impact permanency will have on their life, and how to live within a family unit through use of the new YTS booklet and WWK tools, as well as permanent connections group meetings.

KIDS data and reports are used by YTS leadership on a daily basis to identify and track youth who meet criteria for various staffing processes including, but not limited to Quad 2 ATAT, 6.4 cohort, and youth with a PAPP CPG. The YTS field administrator ensures the daily reports accurately reflect the youth in each designated staffing process, and workload assignments are distributed to YTS staff in a manner to best meet the needs of the assigned youth. YTS leadership communicates regularly with KIDS staff to ensure data and reports meet YTS needs.

This reporting period included a statewide, virtual permanent connections meeting held by YTS staff in collaboration with the National Resource Center for Youth Services. The 10/15/2021 meeting was held via Zoom with youth, CW specialists, and group home staff, and included games, competition for prizes, an encouraging keynote speaker, an informational segment, and an educational element. Discussion topics included the importance of building long-term positive connections with compassionate adults, developing goals with those connections, and the ability to maintain connections that provide supports for the youth while learning independent living skills.

Personnel
During this reporting period, five YTS specialists left for other employment. Three transferred to another position within CWS; two separated from OKDHS. YTS ended this reporting period with zero vacancies. However, as of January 2022, two staff have separated from OKDHS. During this reporting period, YTS experienced an uptick in staff impacted by COVID-19 related issues that affect their ability to carry full caseloads.

The YTS total staff capacity consists of one field administrator, one PFR, eight CW specialist IVs, seven CW specialist IIIs, and 35 full-time CW specialist I and IIs. YTS also has administrative staff consisting of one administrative assistant II, one part-time staff who serves as a statewide internet liaison, and one part-time employee who is the SWFS coordinator. Two of the eight YTS CW specialist IVs support a team of six specialists; the remaining six YTS CW specialists IVs have five

specialists each. YTS continues to have one team without a CW specialist III; therefore, this CW specialist IV assigns additional duties to select CW specialist IIs that want to build leadership capacity. YTS currently has no staff on graduated caseloads, and most staff met workload standards during the majority of this reporting period.

As YTS needed to onboard more staff during this reporting period than in several past reporting periods, the YTS supervisory teams were asked to discuss the *Onboarding Checklist for Youth Transition Services* with new staff in an effort to ensure they are learning the YTS role early on. YTS specialists will continue to complete the National Training Institute Adoption Competency and Mental Health training through the Center of Adoption Services and Education, virtual WWK training, as well as shadow visits at a variety of placement types, and complete online training webinars created by AUSK.

Support

CWS worked over several reporting periods to refine the protocol for involving mental health consultants (MHCs) in adoption disclosures, as well as creating a process to involve CWS Education Services and Developmental Disabilities Program staff in the disclosure process for children and youth with higher-level needs. During this evaluation period, CW specialists requested MHC attendance at 16 disclosures for children and youth meeting the parameters discussed in the 6.6 Trial Adoption Disruptions section of this Semi-Annual Report. Seven children did not meet criteria for an MHC to attend the adoption disclosure, and MHCs attended nine adoption disclosures.

Additionally, the Dave Thomas Foundation for Adoption (DTFA) staff is a constant, daily support to YTS staff in maintaining fidelity to the WWK model. The DFTA grant manager assigned to Oklahoma has direct, regular contact with YTS Programs staff, supervisors, and specialists. The YTS field administrator and the Foster Care and Adoptions (FC&A) Deputy Director of Field Operations meet quarterly with DTFA management to discuss progress and program needs, patterns of barriers seen in cases, budgeting, and other administrative items.

YTS staff participated in two full-day staff development meetings on 9/29/2021 and 12/15/2021. The meetings trained staff on creativity in finding family connections, policy regarding reinstatement of parental rights, changes in general recruitment protocols, best practices with regard to monthly visits, virtual work days, and supporting youth transitioning to adulthood. YTS and Resource specialists working with non-identified adoption-only families attend and participate, as required, in adoption trainings held approximately every other month. These adoption trainings' purpose is to ensure staff are apprised of new processes and protocol to support and preserve Quad 2 adoptive placements. Topics covered included a presentation by RTF on new child registration and inquiry response protocols, a review of adoption disruption data, a refresher of the adoption disclosure and MHC request process, a discussion of quality documentation of worker visits, and a question and answer session with YTS Programs staff.

Conclusion

YTS views data as a reflection of programmatic health, and the data from the past two reporting periods is evidence of the permanency barriers staff encountered. As YTS applies heightened focus on assisting children and youth along their permanency path, staff also continues to grow and evolve to meet all of the needs of children and youth in OOH care. As COVID-19 pandemic restrictions and variants wax and wane, YTS staff work with their youth to adjust to changes and a new normal, while also making those adjustments for themselves. The shift to a child-focused approach to advocacy will continue to grow in impact across the 6.1 cohort, and with children and youth assigned to YTS staff, regardless of CPG or quad designation.

Primary next steps to assist and support YTS in achieving permanency for children and youth include:
- development of systems to enhance best practice work around monthly worker visits;
- explore trainings and other information available for staff working with youth involved with the Oklahoma Office of Juvenile Affairs and those dually adjudicated; trainings and information related to the *McGirt v. Oklahoma* United States Supreme Court ruling; and trainings for staff working with children and youth with major mental health diagnoses;

- continue to explore trainings available for staff working with ongoing CW staff development for supervisors and staff working with youth with a PAPP CPG, staff carrying primary assignments, and staff working with adoption hesitant youth; and
- ongoing work with FC&A Programs staff in the process of streamlining the child profile update and WWK assessments.

6.6: Trial Adoption Disruptions

Operational Question

Of all children who entered trial adoptive placements during the previous 12-month period, what percent of adoptions did not disrupt over a 12-month period?

Data Source and Definitions

A trial adoption (TA) placement is defined as the time between when a child is placed into an adoptive placement until the adoption is legally finalized. A trial adoption disruption is defined as the interruption of an adoption after the child's placement and before the adoption finalization.

Description of Denominator and Numerator for this reporting period

Denominator: Number of children that entered trial adoption from 10/1/2019 through 9/30/2020.

Numerator: Number of children that entered trial adoption from 10/1/2019 through 9/30/2020 **and** the trial adoption did not disrupt within 12 months.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children who entered TA from 10/1/2010 – 9/30/2011			97.1%
10/1/2012 – 9/30/2013	All children who entered TA from 10/1/2011 – 9/30/2012	1,433	1,489	96.2%
4/1/2013 – 3/31/2014	All children who entered TA from 4/1/2012 – 3/31/2013	1,366	1,417	96.4%
10/1/2013 – 9/30/2014	All children who entered TA from 10/1/2012 – 9/30/2013	1,195	1,239	96.4%
4/1/2014 – 3/31/2015	All children who entered TA from 4/1/2013 – 3/31/2014	1,252	1,297	96.5%
10/1/2014 – 9/30/2015	All children who entered TA from 10/1/2013 – 9/30/2014	1,477	1,549	95.4%
4/1/2015 – 3/31/2016	All children who entered TA from 4/1/2014 – 3/31/2015	1,938	2,020	95.9%
10/1/2015 – 9/30/2016	All children who entered TA from 10/1/2014 – 9/30/2015	2,138	2,189	97.7%
4/1/2016 – 3/31/2017	All children who entered TA from 4/1/2015 – 3/31/2016	2,337	2,403	97.3%
10/1/2016 – 9/30/2017	All children who entered TA from 10/1/2015 – 9/30/2016	2,413	2,513	96.0%
4/1/2017 – 3/31/2018	All children who entered TA from 4/1/2016 – 3/31/2017	2,511	2,615	96.0%
10/1/2017 – 9/30/2018	All children who entered TA from 10/1/2016 – 9/30/2017	2,437	2,516	96.9%
4/1/2018 – 3/31/2019	All children who entered TA from 4/1/2017 – 3/31/2018	2,206	2,276	96.9%

10/1/2018 – 9/30/2019	All children who entered TA from 10/1/2017 – 9/30/2018	2,162	2,235	96.7%
4/1/2019 – 3/31/2020	All children who entered TA from 4/1/2018 – 3/31/2019	2,127	2,196	96.9%
10/1/2019 – 9/30/2020	All children who entered TA from 10/1/2018 – 9/30/2019	2,044	2,118	96.5%
4/1/2020 – 3/31/2021	All children who entered TA from 4/1/2019 – 3/31/2020	1,940	2,017	96.2%
10/1/2020 – 9/30/2021	All children who entered TA from 10/1/2019 – 9/30/2020	1,609	1,667	96.5%
Target				97.3%

Section 2, Table 6.6-1
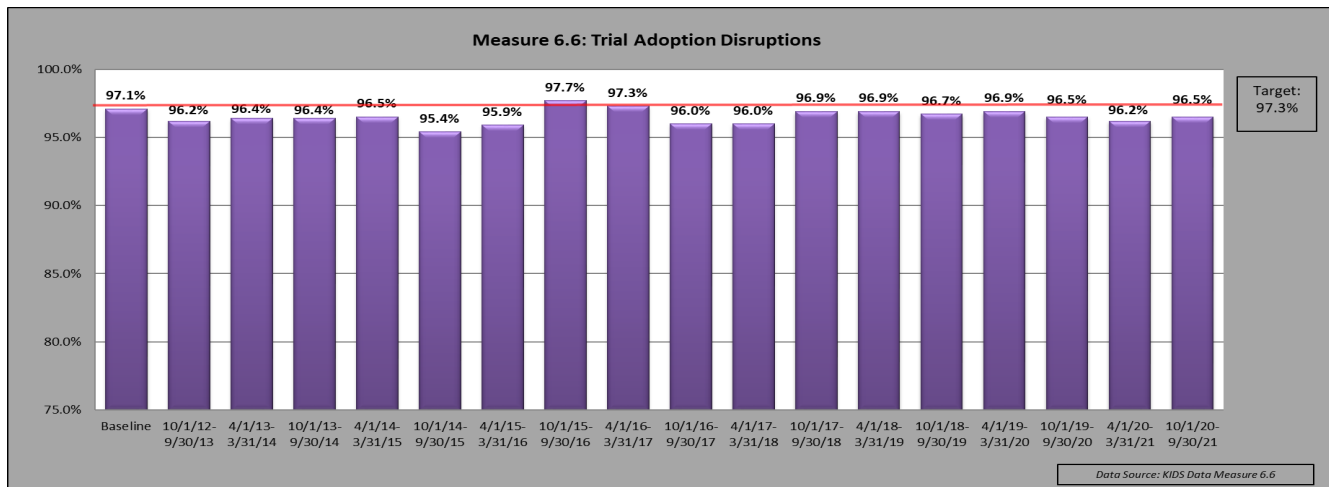
Section 2, Graph 6.6-1

Data Commentary

Child Welfare Services (CWS) performance on this measure increased by 0.3 percent for this reporting period with 1,667 children entering into TA and 1,609 or 96.5 percent not experiencing a disruption while in TA placement.

Section 2, Table 6.6-2 shows the breakdown of identified placement and non-identified placement children with a disruption during this reporting period.

Trial Adoption Disruptions						
Relationship of Adopting Placement	# of Disrupted Cases	Total Cases	% Disrupted	# of Kids Disrupted	Total Kids	% Disrupted
ID Placement	30	1045	2.9%	36	1574	2.3%
Non-ID Placement	19	59	32.2%	22	93	23.7%
Total	**49**	**1104**	**4.4%**	**58**	**1667**	**3.5%**
Data Source: Measure 6.6; Run Date: 12/10/21						
*ID Placement includes relationships of Non-Relative Foster Parent, Relative Foster Parent, and Relative Not Receiving Foster Care Payment. Non ID Placement is Other Non- Relative (highlighted pink on report detail) *Two families are counted in both relationships for case types as they had children from ID and Non-ID adoptions.*						

Section 2, Table 6.6-2

Of children placed with an identified adoptive placement, 36 of 1,574 children experienced a TA disruption and 22 of 93 children placed with a non-identified adoptive placement experienced a disruption. Additional factors contribute to the

higher disruption rate in the non-identified resource homes, such as these children are older, possibly have increased special needs, and are placed with families with no previously established relationship with the children. CWS continues to seek ways to better support these families.

Reporting Period Progress

The CWS adoption disruptions strategy lead and the Youth Transition Services (YTS) program field representative (PFR), YTS specialists, and Non-ID Resource specialists continue to work as a team to minimize the number of adoption disruptions children experience before achieving permanency. The adoption disruption expanded strategies and activities were implemented March through July 2020 during the COVID-19 pandemic. Although the strategies are still relatively new, in this reporting period there was a slight increase in performance of 0.3 percent. While the strategy lead and YTS PFR work closely with the YTS and Non-ID Resources specialists, some continue to struggle implementing the new strategies. Recently the strategy lead conducted an informal survey of the YTS and Non-ID Resource specialists to determine their needs. As expected, many specialists stated that due to lengthy time gaps between families becoming authorized for adoption and children entering TA, it is hard to remember the new processes. As a result, the strategy lead and the YTS PFR will continue to provide support through monthly Quad 2 virtual office hours, as well as increase the number of reminders about the availability of the office hours for support.

The reasons for adoption disruptions during this reporting period were:
- Caregiver Cannot Meet Child's Behavioral/Emotional Needs
- Caregiver Request
- Child's Request
- A/N Allegations Against Caregiver
- Court Action

As in previous reporting periods, the two top reasons for adoption disruptions during this reporting period for all children were "Caregiver Cannot Meet the Child's Behavioral/Emotional needs" or "Caregiver Request."

The correct supports and services are the most important tools Adoption specialists can provide to adoptive families and children during and after the TA process. The strategy lead, YTS PFR, Mental Health Consultants (MHCs), and the Statewide Coordinator for Adoption Preservation are working together to improve the MHC's role in adoption disclosures and the 45-calendar day family preservation check-in calls. In November 2021, this team met and discussed the two processes. It was determined families do not always know what to ask and how to utilize an MHC's knowledge during adoption disclosure. An enormous amount of information is provided to adoptive families at an adoption disclosure. Because of this, the MHC does not play a larger role in the discussion at disclosure. However, their role is vital. The team decided to have the MHCs and the Statewide Coordinator for Adoption Preservation meet separately to create a general script the MHCs will discuss at disclosure. The information will clarify what to expect through the TA process, give an overview of child behaviors, and describe timeframes of the "honeymoon" period. The team plans to meet again in early 2022 to discuss the information and solidify the MHC's role in the 45-calendar day family preservation check-in calls. The MHCs and the Statewide Coordinator for Adoption Preservation believe the 45-calendar day family preservation check-in calls is where the YTS and Non-ID Resource specialists and the MHC can come together to support the family while in the middle of the attachment process. At this point, the adoptive family has had placement of the child in their home for a little over a month and thus may have additional questions for the MHC. The YTS and Non-ID Resource specialists and the MHC will jointly discuss all of the relationships in the home and the services provided.

Once the new information for each of these processes is finalized, the strategy lead, MHCs, and the Statewide Coordinator for Adoption Preservation will present the information and train YTS and Non-ID Resource specialists. The YTS specialist will remain involved in the case and visit the child in his or her TA placement through the three-month mark. After the family and child are in TA for three months, the team discusses if the YTS specialist can end-date his or her assignment to the case and discontinue monthly visits with the child and family. Even if the YTS specialist no longer conducts monthly

visits to the home, he or she remains a team member by participating in staffings, brainstorming ways to support the family and child, and going to the home to conduct a visit with the child and family when needed.

Mental Health Consultants (MHCs)
The MHCs continue to attend adoption disclosures based on the following parameters:
- children and youth with multiple removals of three or more;
- children and youth who have experienced a previous disruption or dissolution;
- children and youth with 10 or more placements;
- all Quad 2 baseline children and youth; and
- children and youth with two or more diagnoses.

From July through December 2021, there were 16 requests for an MHC to attend an adoption disclosure. Nine of those requests met the requirements for an MHC to attend the disclosure. The Post-Adoption field service workers were able to attend all of the disclosures. Not all children fall into the above parameters and an MHC is not requested to attend those adoption disclosures. On these cases, the strategy lead encourages the Non-ID Resource specialist to contact the regional MHC if the family has any questions or concerns after adoption disclosure. While it is not feasible for an MHC to attend every adoption disclosure because of time constraints, the MHCs are always willing to consult on any specific case or issue.

Training and Support
The strategy lead and YTS PFR continue to educate and support CW specialists through trainings and virtual office hours. Below is the monthly training conducted thus far in state fiscal year 2022.

DATE	TOPIC	Presenters
7/13/2021	• Question/Answer Session	Ashley Hairod, PFR Tracy Chaufty, PFR
8/10/2021	• Disruption Data Review	Tracy Chaufty, PFR Ashley Hairod, PFR
9/8/2021	• Adoptive Family Service Plan • Question/Answer Scenarios	Tracy Chaufty, PFR Ashley Hairod, PFR
10/13/2021	• Adoption Disclosure Roles and Responsibilities • Mental Health Consultant Requests	Tracy Chaufty, PFR Ashley Hairod, PFR
12/14/2021	• Discussion for 2022 • Question/Answer Session	Tracy Chaufty, PFR Ashley Hairod, PFR

CW specialists guided the training topics throughout this reporting period by requesting additional training in areas of need. The trainings help CW specialists build skills required to be successful in working with children, youth, and families. The strategy lead, field managers, and CW supervisors have observed specialists acquiring additional skills from the expanded strategies. CW specialists are able to articulate the needs of the child and family during case staffings. During the TA planning call, specialists discuss adoption competent service providers instead of providers always assigned in the past. In 2022, the Statewide Coordinator for Adoption Preservation will rejoin training efforts which will include a refresher on adoption competency as well as the work being done with Post-Adoption Services for adoptive families.

Adoptive Parent Handbook
A focus group developed an interactive Adoptive Parent Handbook, which was the remaining expanded strategy activity to be completed. The focus group began in April of 2021. The new Adoptive Parent Handbook has Post-Adoptions Services contact information, information on attachment through the adoption process, trauma triggers with timelines a family can record and refer back to, how to find support groups, how to create support groups, and more. The handbook is

interactive and the family will be able to write down questions, feelings, thoughts, and track experiences to reflect on in difficult times to remember why the adoptive child or youth is expressing behaviors in a certain way or time. The Adoptive Parent Handbook is designed for adoptive families to utilize from adoption disclosure through finalization. The focus group hoped to send the draft to OKDHS publications by the end of calendar year (CY) 2021. However, one piece of the handbook is currently undergoing edits. Once completed, the entire handbook will be sent OKDHS publications for graphics and book design. The target date is by the end of the first quarter of CY 2022. The handbook will be available for adoptive families in both electronic and printed format.

Adoption Disclosure Brochure
The strategy lead partnered with the Statewide Coordinator for Adoption Preservation to create a brochure that will be sent to adoptive families when they are authorized for a child. The brochure's purpose is to explain to the family what an adoption disclosure is, the disclosure's importance, what to expect, and how to prepare. The brochure, *Adoption Disclosure: What Should I Expect?* is currently with OKDHS Design Services for design and publication.

COVID-19 Pandemic
During the beginning of this reporting period, the COVID-19 virus increased in strength again in Oklahoma. Services and supports were hindered throughout a portion of this reporting period. Longer waiting periods for service providers continue to be experienced. Virtual platforms remain available to assist in providing mental health services to families and children and while this is convenient for many families, it is not always the best course of action for Quad 2 children and families navigating new relationships and developing attachments. The ongoing COVID-19 pandemic is an enormous stressor to families and things are constantly changing. Furthermore, trying to build connections and attachment as a new family during this time is difficult. All of the constant changes impact jobs, families, and everyone differently. Even two years into the COVID-19 pandemic, the barriers that families and children are navigating on a daily basis while trying to develop healthy attachments with each other are still present. CWS is working closely with families, children, and mental health providers to navigate these continued stressful times and to assist in any way possible.

Conclusion
The number of children in out-of-home care continues to decrease. Due to an increase in children reaching permanency through reunification and guardianship or aging out of care, fewer children reached permanency through adoption. However, the number of children that experienced a disruption remained relatively steady.

The expanded strategies are fully implemented and CWS is now in the monitoring stage. The strategy lead will continue to observe and monitor to determine effectiveness and areas of self-correction.

Finalization of the Child and Adolescent Needs and Strengths (CANS) assessment utilization is moving along and is discussed in more detail in this report under Measure 2.3 New Therapeutic Foster Care Homes. The strategy lead expects that as the CANS assessment process is implemented, it will help in guiding YTS and Non-ID Resource specialists in determining the best family supports. CWS is currently working on prioritizing the populations of children and youth for whom the CANS assessments will initially apply. The plan is for a sample of children and youth in treatment placement types, such as Enhanced Foster Care (EFC) will undergo the CANS assessment to ensure the algorithm's fidelity before it is used on a broader basis. Many of the Quad 2 children and youth meet criteria for EFC upon placement in a family-based setting.

Over time, CWS expects to witness a decrease in adoption disruptions as the new strategies are fully embedded in practice and adoption competency continues to be on the forefront of conversations held with services providers by CWS specialists and adoptive families.

6.7: Adoption Dissolutions

Operational Question

Of all children whose adoptions were finalized over a 24-month period, what percentage of those children did not experience dissolution within 24 months of finalization?

Data Source and Definitions

A finalized adoption is defined as the legal consummation of an adoption. Adoption dissolution is defined as the act of ending an adoption by a court order terminating the legal relationship between the child and the adoptive parent.   This term applies only after finalization of the adoption.

Description of Denominator and Numerator for this reporting period

Denominator: All children who had a legalized adoption during the 24 months ending 9/30/2019.
**Numerator:**   All children who had a legalized adoption during the 24 months ending 9/30/2019 that did not dissolve in less than 24 months.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children with a legalized adoption from 10/1/2008 - 9/30/2010			99.0%
10/1/2012 – 9/30/2013	All children with a legalized adoption from 10/1/2009 - 9/30/2011	2,969	2,979	99.7%
4/1/2013 – 3/31/2014	All children with a legalized adoption from 4/1/2010 - 3/31/2012	3,055	3,063	99.7%
10/1/2013 – 9/30/2014	All children with a legalized adoption from 10/1/2010 - 9/30/2012	2,856	2,865	99.7%
4/1/2014 – 3/31/2015	All children with a legalized adoption from 4/1/2011 - 3/31/2013	2,945	2,950	99.8%
10/1/2014 – 9/30/2015	All children with a legalized adoption from 10/1/2011 - 9/30/2013	2,846	2,849	99.9%
4/1/2015 – 3/31/2016	All children with a legalized adoption from 4/1/2012 - 3/31/2014	2,697	2,702	99.8%
10/1/2015 – 9/30/2016	All children with a legalized adoption from 10/1/2012 - 9/30/2014	2,737	2,741	99.9%
4/1/2016 – 3/31/2017	All children with a legalized adoption from 4/1/2013 - 3/31/2015	3,086	3,093	99.8%
10/1/2016 – 9/30/2017	All children with a legalized adoption from 10/1/2013 - 9/30/2015	3,647	3,655	99.8%
4/1/2017 – 3/31/2018	All children with a legalized adoption from 4/1/2014 - 3/31/2016	4,312	4,317	99.9%
10/1/2017 – 9/30/2018	All children with a legalized adoption from 10/1/2014 - 9/30/2016	4,721	4,727	99.9%
4/1/2018 – 3/31/2019	All children with a legalized adoption from 4/1/2015 - 3/31/2017	5,035	5,041	99.9%
10/1/2018 – 9/30/2019	All children with a legalized adoption from 10/1/2015 - 9/30/2017	5,109	5,119	99.8%
4/1/2019 – 3/31/2020	All children with a legalized adoption from 4/1/2016 - 3/31/2018	5,025	5,036	99.8%
10/1/2019 – 9/30/2020	All children with a legalized adoption from 10/1/2016 - 9/30/2018	4,836	4,849	99.7%

4/1/2020 – 3/31/2021	All children with a legalized adoption from 4/1/2017 - 3/31/2019	4,637	4,647	99.8%
10/1/2020 – 9/30/2021	All children with a legalized adoption from 10/1/2017 - 9/30/2019	4,323	4,331	99.8%
Target				99.0%

Section 2, Table 6.7-1
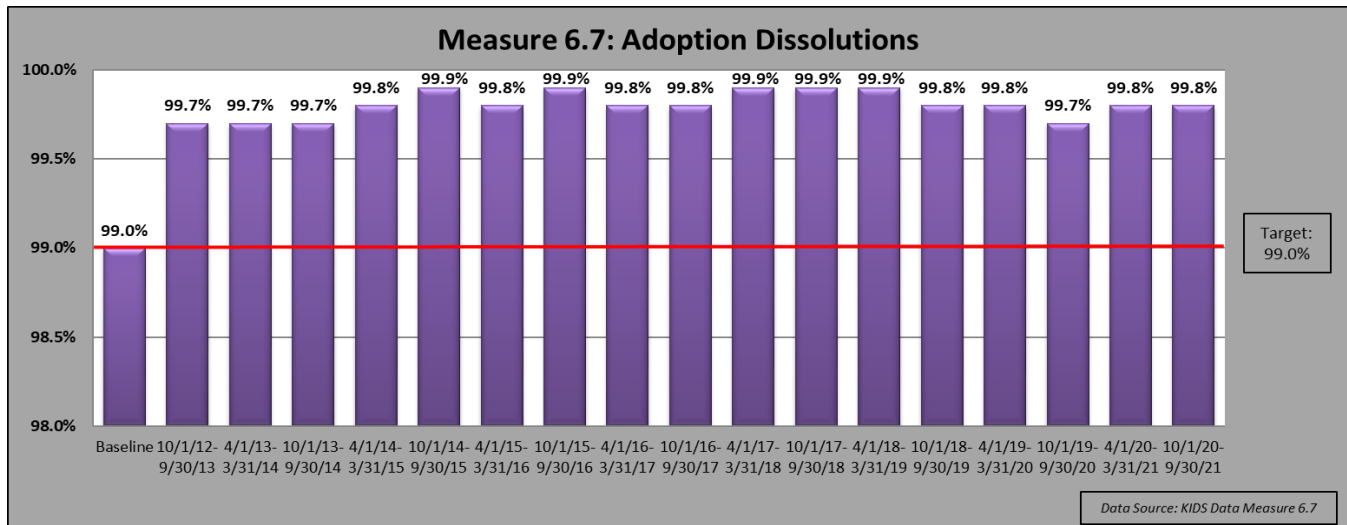
Section 2, Graph 6.7-1

Data Commentary

Child Welfare Services (CWS) continues to exceed the goal of a 99.0 percent success rate for adoption stability with 0.2 percent in dissolutions. During the 24 months ending 9/30/2019, 4,331 children had a legalized adoption and 4,323 or 99.8 percent of those adoptions did not dissolve within 24 months. CWS has consistently exceeded the Pinnacle target since reporting began.

Reporting Period Progress

During this reporting period, training for Post-Adoption Services specialists focused on "Social Worker Trauma and Self-Care" as part of monthly Adoption Competency Series training provided by the Statewide Coordinator for Adoption Preservation. Embracing the need for Post-Adoption Services specialists to receive and participate in this virtual trauma training has been successful for Post-Adoption Services. The training not only offers the Post-Adoption Services specialists the opportunity to further develop and build their skill sets and competencies focused around family crisis, but it is also a forum to collaborate with peers, and staff situations with the Statewide Coordinator for Adoption Preservation.

The Post-Adoption Services field service worker (FSW) role enhances stability with the goal of family preservation through collaborative efforts with the family's child welfare (CW) specialist by assessing situations in which the family has turned to Oklahoma Human Services (OKDHS) CWS for support. Post-Adoption Services continues to participate in adoption disclosures for Quad 2 children and youth. The FSW actively participates in Family Team Meetings, Child Safety Meetings, and multidisciplinary team meetings, as well any other cross-collaborative efforts requested. In these meetings, the FSW answers any questions or apprehensions a prospective adoptive family may have about adopting a child or youth.

Internal collaboration within OKDHS CWS is on the forefront of Post-Adoption Services' action steps. Post-Adoption Services continues to collaborate with Child Protective Services when a safety threat is identified. Post-Adoption Services remains focused on building relationship and collaboration with Youth Villages – Intercept®, which is a prevention program aimed at keeping children and youth from entering out-of-home care. Youth Villages – Intercept® is very supportive of the older teen population who seek additional support in transitioning to young adulthood.

The assessment of Post-Adoption Services through the national Quality Improvement Center for Adoption and Guardianship Support and Preservation (QIC-AG) ended in January 2022. Post-Adoption Services will now begin to review and implement QIC-AG's recommended changes to seek improvement in supporting and serving families. Updated information is one improvement to the Oklahoma Fosters webpage. Through the work with QIC-AG, Post-Adoption Services is embarking on a collaborative effort to build a functional interactive webpage. The objective is to provide the family an opportunity to navigate through the challenging behaviors children and youth present, by linking a family to helpful insights that empower the family to support their children and youth.

SECTION 3. Capacity Indicators

2.1: New Family Foster Care Homes

Operational Question
How many new foster homes, including foster family homes and supported foster homes were opened during state fiscal year (SFY) 2021?

Data Source and Definitions
Total count of new foster homes includes all foster family homes and supported foster homes by the month that the family assessment was approved using the agreed upon criteria. As of 7/1/2014, this measure does not include kinship, contracted foster care (CFC) homes, emergency foster care (EFC), shelter host homes (SHH), adoptive, or tribal foster homes.

Trends

Reporting Period	Population	Result	
SFY 2022 Baseline		2,030 Foster Homes open as of 7/1/2021	
7/1/2013 – 12/31/2013	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the first half of SFY 2014	346 Homes	763 Total Homes opened in SFY 2014
1/1/2014 – 6/30/2014	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the second half of SFY 2014	417 Homes	
7/1/2014 – 12/31/2014	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2015	409 Homes	780 Total Homes opened in SFY 2015
1/1/2015 – 6/30/2015	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2015	371 Homes	
7/1/2015 – 12/31/2015	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2016	387 Homes	1,080 Total Homes opened in SFY 2016
1/1/2016 – 6/30/2016	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2016	693 Homes	
7/1/2016 – 12/31/2016	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2017	431 Homes	884 Total Homes opened in SFY 2017
1/1/2017 – 6/30/2017	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2017	453 Homes	

7/1/2017 – 12/31/2017	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2018	365 Homes	728 Total Homes opened in SFY 2018
1/1/2018 – 6/30/2018	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2018	363 Homes	
7/1/2018 – 12/31/2018	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2019	366 Homes	810 Total Homes opened in SFY 2019
1/1/2019 – 6/30/2019	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2019	444 Homes	
7/1/2019 – 12/31/2019	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2020	410 Homes	832 Total Homes opened in SFY 2020
1/1/2020 – 6/30/2020	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2020	422 Homes	
7/1/2020 – 12/31/2020	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2021	339 Homes	720 Total Homes opened in SFY 2021
1/1/2021 – 6/30/2021	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2021	381 Homes	
7/1/2021 – 12/31/2021	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2022	259 Homes	259 Total Homes opened in SFY 2022 (Year-to-Date)
Target			805 New Foster Homes opened by 6/30/2022

Section 3, Table 2.1-1
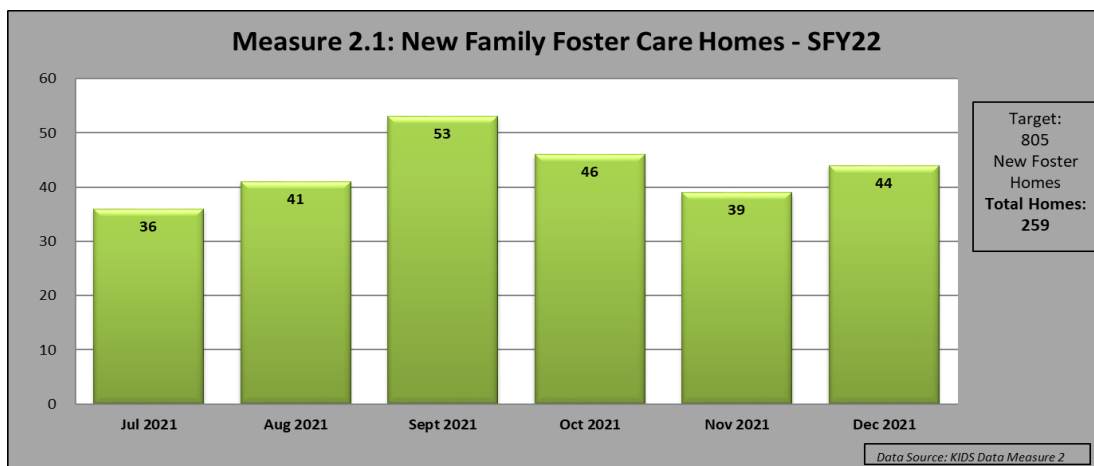
Section 3, Graph 2.1-1

Data Commentary

As of 12/31/2021, 259 foster family homes and supported/resource family partner (RFP) homes were counted as new according to Pinnacle Plan criteria. The target for new homes by the end of SFY 2022 is 805 homes. Child Welfare

Services (CWS) achieved 32.2 percent of the SFY 2022 target for new homes in the first half of the SFY.

As of 7/1/2021, 2,030 homes were open. During the first half of SFY 2022, 288 homes were opened and 481 homes were closed, leaving 1,837 homes open as of 12/31/2021 for a net loss of 193 homes. Net gain or loss only counts unique homes even though a resource family may provide more than one type of foster care. This measure also excludes any out-of-state foster homes or homes open to provide respite-only care. Homes that move out-of-state are included through the end of the current SFY, but will be excluded for the starting baseline for the next SFY.

Reporting Period Progress
Recruitment and Retention
The organizational structure remains the same with one Foster Care and Adoptions (FC&A) Recruitment field administrator providing leadership for 10 Recruitment units throughout the state. Each CWS Recruitment unit prepared a SFY 2022 recruitment plan that is updated quarterly with the final update provided in July 2022. These plans focus on ways to increase the number of resource homes available to accept, but not limited to, children with special behavior or medical considerations, sibling groups, and teens. In the updates, Recruitment supervisors and staff provide information on each completed activity and associated outcomes. Each unit carries out both recruitment and retention activities in their respective regions.

Current foster families assist CWS Recruitment staff with recruitment efforts in multiple ways, including radio speaking engagements, presentations for groups and churches, and sharing fostering journeys at large-scale events. During the first half of SFY 2022, foster families continued to be a part of news articles, media interviews, and social media highlights. FC&A recognizes that current foster parents are excellent recruitment partners because they can speak from their own fostering experience. CWS Recruitment staff continue developing additional virtual recruitment options for current and former foster parents and staff to collaborate. Virtual informational events take place for new and prospective families where a portion of the event is dedicated to allowing current families to share their experiences. Additionally, in-person opportunities continue and Recruitment staff attended more than 450 events statewide since 7/1/2021.

In response to the COVID-19 pandemic onset, CWS Recruitment and RFPs focused on creating alternative ways to recruit families that included digital paths, such as social media and virtual meetings. When faced with the ongoing pandemic and its impact, CWS Recruitment and RFPs continue to blend virtual and digital options with in-person opportunities, reaching out to previous foster families about considering reopening their homes, and contacting families who previously showed interest but did not complete the resource application process at that time. CWS continues to utilize other social media, including the Oklahoma Fosters Facebook and Instagram accounts, to keep a strong online presence. Interactions with the Oklahoma Fosters social media pages increased when CWS Recruitment staff began creating site content. The new content allows CWS Recruitment to share the need for additional foster families, quickly disseminate information about upcoming events, remind current families about benefit partners, and important safety and health information. Public service announcements for local radio stations are used across the state. Families in the assessment pipeline are asked about friends or relatives who might be interested in fostering. CWS Recruitment will continue to provide a combination of in-person and virtual options to all those requesting informational meetings about the ongoing need for resource families in Oklahoma. Flexibility in opening foster homes during the pandemic, including providing virtual options and allowing electronic submission of necessary paperwork, is noted as essential by the Anne E. Casey Foundation in recruiting more foster families. CWS continues to provide these options successfully to families.

FC&A leadership continuously monitors the progress of opening new homes along with statewide recruitment and retention activities. The SFY 2022 CWS recruitment goal of 402 new foster family homes is separated into smaller, manageable regional goals. July through December 2021 preliminary data indicates CWS Recruitment units opened a total of 128 new foster homes, accounting for 31.8 percent of their SFY 2022 target. Region 2 saw a decrease in their average number of approvals; however, they experienced multiple staff vacancies during the first half of SFY 2022 and numbers are anticipated to increase when fully staffed. CWS Recruitment units recruit for all CWS and RFP agencies through their use of the Oklahoma Fosters website, associated materials, and the site's social media platforms. The website directs

prospective families to the Oklahoma Fosters Foster Care & Adoption Support Center to choose their preferred agency.

Oklahoma Human Services (OKDHS) statewide, performance-based contracts are in place with 16 agencies interested in recruitment, approval, and support of foster families. This count includes a new RFP agency that was awarded a contract with an effective date of 7/15/2021.

The combined SFY 2022 recruitment goal for RFP homes was set at 403. RFP Program staff met internally to discuss potential recruitment goals for agency partners and then presented the proposed goals to the agencies and allowed an opportunity for feedback. All RFP agencies agreed to their proposed goals for the new fiscal year.

An RFP program field representative (PFR) reviewed the proposed SFY 2022 recruitment plans for all RFP agencies and provided feedback as necessary. All plans were finalized and approved by 9/30/2021. First quarter recruitment plan updates were received in October 2021 and second quarter updates were received in January 2022.

July through December 2021 preliminary data indicates RFP agencies recruited 131 new homes which is 32.5 percent of the goal of 403. Four agencies reached at least 45 percent of their goals. Five agencies reached between 30.6 percent and 39.7 percent of their goals. Four agencies reached between 16.7 percent and 26.3 percent of their goals. The remaining three agencies reached between 0 percent and 8.3 percent of their goals.

Recruitment Progress Collaboration (RPC) meetings with RFP agencies behind on their recruitment progress were not conducted in the first quarter of SFY 2022 as they were finalizing and implementing their recruitment plans. The RPC meetings resumed in October 2021. The meetings are attended by RFP Program staff and applicable RFP agency staff. Each identified agency has an individual virtual meeting where discussions focus on recruitment goal progress, ongoing recruitment efforts, and any barriers to recruitment. RFP Program staff provide feedback and offer suggestions and ideas, when appropriate. Examples of specific suggestions discussed include hosting informational nights or social media Facebook live events, and connecting with businesses that are outside the normal scope of those targeted.

The RPC meetings and other conversations with RFP agencies confirm the majority of agencies are activity engaged in their recruitment efforts. Most agencies are participating in a variety of community events when possible. When large-scale community events are not widely available, agencies focus on smaller events. They are encouraging foster families to help recruit new homes. Many agencies offer referral bonuses for current and former foster families that get new families to apply. Most agencies report that word-of-mouth from current and former foster families is the most effective inquiry source for new families. Some examples of ways current and former foster parents assisted in recruitment efforts include community events, social media events, and testimonials.

Follow-up contact continues with RFP agency foster parent applicants who have been in the approval process for over 90-calendar days. These survey results continue to indicate no ongoing systemic issues exist, which is consistent with surveys completed over the past several years. The surveys are a permanent part of the RFP process, and the responses are used to address concerns reported by applicants on a case-by-case basis. When a trend or systemic issue is identified, RFP Program staff and individual agency partners work together to immediately address it.

On 9/17/2021, RFP agency recruitment staff, Therapeutic Foster Care (TFC)/Intensive Treatment Family Care (ITFC) agency staff, CWS RFP Programs staff, CWS TFC/ITFC Programs staff, and CWS Recruitment staff collaborated in a joint debriefing of the SFY 2021 recruitment efforts. This meeting's goal was to increase collaboration between RFP agencies, TFC/ITFC agencies, and CWS Recruitment while working to understand the successful recruitment efforts that were implemented in SFY 2021. An additional focus was to find ways for RFP agencies, TFC/ITFC agencies, and CWS Recruitment to work together on future recruitment efforts. The topics covered were:
- SFY 2021 recruitment successes;
- SFY 2021 final new home recruitment numbers;

- OK Fosters website highlights and updates;
- exclusive benefits program;
- Be a Neighbor website overview; and
- ways to increase foster care recruitment presence in the community.

CWS Recruitment units continue event partnerships with RFP agencies, TFC/ITFC agencies, and CWS Developmental Disabilities Services recruitment staff. Regional CWS Recruitment units have ongoing collaborative relationships with agencies in their areas and Regions 1 and 4 have formalized regular meetings in place. A CWS recruitment liaison group exists to streamline information regarding TFC/ITFC resources with prospective families and agencies. These teams meet at least once monthly to discuss ways to recruit additional TFC/ITFC homes, and ways to better partner with TFC/ITFC agencies. These partnerships continued to grow in SFY 2022 with the sharing of event space and collaboration on recruitment efforts.

CWS Recruitment staff still work with local businesses to increase the number of communities aiding resource families through discounted goods and services. Recruitment staff developed a team of individuals responsible for the maintenance of Oklahoma Fosters social media information. Through this social media team, Recruitment staff shares TFC/ITFC campaign information, articles with recruitment staff interviews, county specific statistics highlighting the need for additional resource homes, and lists of benefit partners.

Communication and Supports
The OK Benefits foster parent portal continues to be successful with a high number of resource family applications submissions. This number is expected to increase if the OK Benefits project resumes as there is functionality that would allow for necessary improvements to the user interface. In the meantime, progress continues on implementation of a new Comprehensive Child Welfare Information Systems (CCWIS). Time frames and updates will be provided in future reports.

The OKDHS Community Partnerships team continues its work in 27 counties with the faith-based community through the CarePortal in partnership with the non-profit 111Project. Pontotoc, Lincoln, McIntosh, and Grady Counties were added during this reporting period. Through the Community Partnerships team, training and technical assistance is available to all OKDHS staff to help strengthen and expand the program statewide.

In this reporting period, 2,177 children and youth in OKDHS custody benefited from needs that were met by churches and their members; 1,432 requests were entered and 1,111 were met, a 77.6 percent rate. Twenty outstanding requests are still open from this period, so this rate may slightly change when the requests from December 2021 are completed and closed. The estimated economic impact of these met requests was $983,562. Over 444 CW specialists made requests in this reporting period.

OKDHS' partnership with the CarePortal also allows 25 other agencies statewide to ask for partners on the platform. This aspect of the partnership ensures that helping families is proactive, which allows families to be assisted before they reach the point of necessary CWS intervention. Over this same period, other agencies made an additional 103 requests with over 247 children served.

To date, the CarePortal partnership allowed 387 churches to serve a total of 15,543 children and youth since 2015 with a total economic impact value of $6,145,047. In this reporting period, requests increased, with the overall highest month September 2021 with 297 requests. Several months of more than 450 children and youth were served with December 2021 having the highest recorded month of children and youth positively affected by the CarePortal.

During this reporting period, some in-person Network Support Group Meetings, supported and coordinated by National Resource Center for Youth Services (NRCYS), resumed with the relaxation of COVID-19 protocols. However, safety

precautions remain in effect as NRCYS and CWS continue to evaluate the influx of COVID-19 virus variants.

July 2021 was designated as a planning month for the virtual Support Group Meetings. Both July and August 2021 were spent in planning for in-person Network Support Group Meetings as requested by Comanche, Stephens, and Jefferson Counties. In September 2021, the Comanche County Network Support Group, a collaborative effort including OKDHS, NRCYS, and One Church, One Child, resumed in-person meetings in Lawton, Oklahoma. In November 2021, Stephens and Jefferson Counties also resumed their combined in-person Network Support Group Meetings. Additionally, the Garvin County FC&A specialist made a request to begin offering the in-person Network Support Group meetings in their area, and it resumed in January 2022.

Training topics offered during the reporting period included:
- Virtual Support Group meetings
    - October 2021 – Trauma Informed Parenting
    - November 2021 – SURVIVE: Being Prepared for Financial Emergencies
    - December 2021 – No Meeting
- Comanche County Network Support Group in-person meetings
    - September 2021 – Focus Group Meeting
    - October 2021 – Foster Care and Adoption policy
    - November 2021 – Understanding Family Meetings for Resource Families
    - December 2021 – Holiday Celebration and Family Recruitment
- Stephens/Jefferson County Network Support Group in-person meetings
    - November 2021 – Focus Group Meeting
    - December 2021 – How to Handle Stress During this Merry Season

During this reporting period, 126 resource parents and 10 CW staff attended the two virtual Support Group Meetings. Ninety resource parents and 12 CW staff attended the Comanche County Network Support Group meetings. In the Stephens/Jefferson County Network Support Group meetings, 24 resource parents and 10 CW staff attended. NRCYS anticipates more in-person Network Support Groups will resume later in the year.

In-person trainings of *Guiding Principles* curriculum is offered as an option for resource parents to complete their pre-service training requirement and operates under the same guidelines implemented in July 2021, which includes small classes, social distancing, and masks. This option is vitally important for individuals who are unable to complete their pre-service training online for a variety of reasons, including those with literacy, technology, or language barriers. From July through December 2021 a total of 36 in-person trainings were held. A total of 465 individuals completed training this reporting period.

The Guiding Principles online training remains the primary format used by potential resource parents to meet their pre-service training requirement. From July through December 2021, 921 prospective resource parents enrolled in online training:
- 552 individuals completed their training,
- 201 individuals withdrew from the training, and
- 169 individuals continued their participation in online trainings.

The number of completions, withdraws, and pending completions exceeds the number of enrollees due to carryover from earlier reporting periods. According to NRCYS, feedback continues to be positive, and families report the training is interactive and useful.

The following captures the reasons given by the 201 individuals who withdrew from the online training July through December 2021, regardless of enrollment date:

- 51 individuals ceased contact or never established contact;
- 59 individuals no longer had placement of a child or children in the home;
- 10 individuals closed their home or withdrew their application to become a foster or adoptive home;
- 2 individuals experienced either language or technology barriers;
- 41 individuals transferred to in-person training; and
- 38 individuals withdrew due to other reasons including health, moving out-of-state, or they were an adult no longer living in the home.

Quality in-service training is recognized as an important component of resource parents' ability to meet the needs of children in out-of-home care. To meet this need, the NRCYS Resource Family Training and Support (RFT) program offers CWS and RFP agency resource families a variety of trainings to help them meet their annual in-service training requirements. During this reporting period, four webinars were provided. The topics included were *Building a Relationship with your Child Welfare Specialist*, *Teaching Calm Through Play*, *Dad Cave: Parenting from a Dad's Perspective*, and *Understanding All Things Sensory*. All webinars are recorded and posted on the NRCYS website to provide ongoing access. Resource parents are informed of the website during pre-service training and announcements are distributed for each webinar. Additionally, for CWS resource parents, OKDHS pays the registration fee for online in-service training provided by the Foster Parent College and the Foster Care & Adoptive Community.

NRCYS provides expanded training options through a collaboration with OKDH-funded programs called *Build Capacity to Support Children, Youth, and Families*. The trainings provided under this initiative are all currently virtual and available to all resource parents and professionals serving children and youth in the child welfare (CW) system. Topics during the reporting period were: *Understanding Adolescent Development*, *So What About Siblings*, *Crisis Prevention Basics*, *LGBTQIA+*, and *What You Should Know About ICWA*.

As previously reported, through collaboration with the University of Oklahoma Center for Public Management (OU CPM), FC&A Program staff developed an annual survey to center around burnout, congruency between CWS values and the family's values, satisfaction, support, training, and communication. Each quarter approximately one-fourth of the current, approved foster parent population receives the survey electronically through OU CPM. The types of foster care included are CWS and RFP foster families, all types of kinship, and TFC/ITFC. The goal is to use predictive analytics to identify patterns, make predications, and establish causation and correlation about why foster families no longer provide services.

For the period covering July through December 2021, the annual survey was sent to 1,691 foster parents with 330 responding, a 19.5 percent participation rate. Of those responding, 66 percent were with CWS and 33 percent were with an RFP agency. The length of time as a foster parent for this sample group indicated the following:
- 8.5 percent were resource parents for less than two years;
- 70.7 percent for longer than two years up through seven years; and
- 20.8 percent reaching greater than eight years as a foster parent.

The survey includes questions that focus on retention, support, and communication. The data is monitored quarterly, semi-annually, and annually to guide strategies used by CWS in ongoing efforts to better serve and support resource families. Below is a summary of the key survey questions:

To what degree do you feel that you receive the recognition you deserve:
- 22.5 percent responded with "a lot"
- 42.2 percent responded with "some"
- 20 percent responded with "only a little"
- 15.3 percent responded with "not at all"

In the past year did you receive adequate support for your role as a foster parent:

- 28.6 percent responded "extremely adequate"
- 44.1 percent responded "somewhat adequate"
- 8.3 percent were neutral at "neither adequate nor inadequate"
- 11.4 percent responded "somewhat inadequate"
- 7.6 percent responded "extremely inadequate"

When I need to communicate information or ask a question, I am able to reach the person that can help me:
- 35.5 percent noted "strongly agree"
- 37.4 percent noted "somewhat agree"
- 11.6 percent noted "neither agree not disagree"
- 10 percent noted "somewhat disagree"
- 5.5 percent noted "strongly disagree"

The information that I receive from OKDHS, or my agency, about children or potential placements, such as medical, behavioral, developmental, and educational needs is accurate:
- 15.5 percent marked "strongly agree"
- 36.2 percent marked "somewhat agree"
- 14.6 percent were neutral with "neither agree nor disagree"
- 24 percent marked "somewhat disagree"
- 9.7 percent marked "strongly disagree"

Would you recommend fostering with OKDHS (or agency) to a friend:
- 80 percent responded with "Yes"
- 20 percent responded with "No"

OU CPM analyzes data to identify trends in the satisfaction of current foster families on a year-to-year basis while providing annual reports and quarterly updates to FC&A Programs staff who monitor for more immediate trends and concerns. The data obtained helps measure the impact of changes in practice, policy, and training. FC&A Programs will continue to share updates and data analysis in future reporting.

The first annual report, July 2020 through June 2021, was originally expected to be completed by OU CPM by mid-October 2021. Due to unforeseen delays, as well as the amount of data to compile, OU CPM and OKDHS are scheduled to meet in February 2022 to review the report and discuss any changes or requests by OKDHS. Upon receipt of the final report, FC&A Programs will share the information with the Co-Neutral's as an attachment to either the next Semi-Annual Report or Core Strategy Report.

A review of the efficacy of the current retention call process began during this reporting period and a final determination is expected by the end of the third quarter of SFY 2022. The review's assessment portion included surveying FC&A staff to determine whether most retention contact efforts were occurring during monthly contacts, quarterly visits, and ongoing active conversations leading up to the resource home's closure versus waiting until the resource determined they were closing. Two virtual listening sessions were held in September 2021 by FC&A Programs staff allowing FC&A district staff to voice their views on the retention contact process. The majority stated their conversations with the family through the life of the resource home was their most effective tool. The next step will be discussing the outcomes with CWS leadership.

Impact of COVID-19 Pandemic
During this reporting period, CWS made additional efforts to help families with the ongoing impact of the COVID-19 pandemic and its virus variants. In September 2021, CW staff, RFP agencies, and resource families were informed of an upcoming additional COVID-19 support payment of $250 per child. Eligibility required the family or agency to have

placement of a child in OKDHS custody on 9/15/2021. In November 2021, another COVID-19 relief payment in the amount of $250 per child was issued to the family or agency with placement of a child in OKDHS custody on 11/15/2021.

The in-home childcare option for children in OKDHS custody placed in a relative home, known as Kith Care, was updated in September 2021. Relatives that were already enrolled as a provider through Kith Care were able to continue to serve as paid caregivers. However, as of 10/01/2021 no new relatives could be added to Kith Care as a provider due to reinstatement of a federal childcare rule that was previously relaxed due to the COVID-19 pandemic.

CWS Recruitment continues to develop ways to adapt to the impact of COVID-19 pandemic fatigue, as well as the arrival of new variants. The CWS Recruitment field administrator reviewed the recruitment efforts of other states to find new ideas and to assess their progress. Other states were found to be recruiting less due to the pandemic and most new ideas center around moving to virtual platforms. In Oklahoma, through OK Benefits resulting in most applications being online, new data tracking options are available to help CWS assess the effectiveness of recruitment events. As in-person events are opening again, CWS Recruitment staff are making a push to hold meetings at local community partner's offices and businesses to help encourage meeting goals and sharing ideas.

The COVID-19 pandemic continues to have some impact on agency partners with new challenges continually arising. Discussion and efforts to assist agency partners with navigating pandemic challenges are ongoing. A regularly scheduled virtual meeting with agency partners is held monthly. During these calls, any COVID-19 updates, if applicable, are provided to RFP agencies. The COVID-19 updates and questions have decreased dramatically since the onset of the pandemic.

An exception was put into place in August 2020 that allowed RFP agencies to complete quarterly face-to-face in-home visits instead of monthly face-to-face in-home visits. The exception allowed visits that were not completed in-home to be completed via a live virtual platform. Effective 8/15/2021, this exception was lifted. RFP agencies were informed that if situations arise where in-home meetings pose a risk, those could be staffed with RFP Program staff on a case-by-case basis. During this reporting period, two RFP agencies were given approval to conduct worker visits virtually due to either the foster parent or RFP agency staff testing positive for COVID-19. Resource Family Assessment training, which is required before RFP staff can write home studies or annual updates, and RFT-Training of Trainers are once again available for agency partners.

RFP agencies reported an increase in families moving slowly through the certification process which is attributed to the lingering effects of the pandemic. Families appear to be weary and often lack urgency to complete the necessary requirements to achieving their certification. Agency partners are mindful of this and work to keep these families engaged, even if they are doing so at a slower pace than is ideal.

RFP agency partners are navigating both short-term and long-term staffing shortages due to staff and their family members testing positive for COVID-19, plus lingering aftereffects. Agencies have primarily been able to handle these issues internally, but assistance and/or guidance from RFP Programs is available when it is needed.

Conclusion
Through the dedication and work of CW staff, in conjunction with the implemented core strategies, the number of newly recruited homes opened strengthens how CWS meets the needs of children in OKDHS custody. The impact of the COVID-19 pandemic has continued to evolve in ways that affect recruitment and retention efforts. During this reporting period, a new COVID-19 variant spread rapidly in Oklahoma, leading to a high rate of CW staff on sick leave. The complication of CW and RFP staff shortages, as well as ongoing pandemic fatigue, is causing families to stop, or slow, their assessment and approval process to becoming resource families. As CWS works to meet the recruitment goals, finding new ways to meet the challenges of incoming variants and pandemic fatigue is a primary goal, such as creating new incentives to bring experienced CW specialists back, reviewing current uses of technology and adapting new uses to meet the public in the most convenient and least invasive way, and being patient with families during the approval process.

2.3: New Therapeutic Foster Care Homes

Operational Question
How many new Therapeutic Foster Care (TFC) homes were opened in state fiscal year (SFY) 2021?
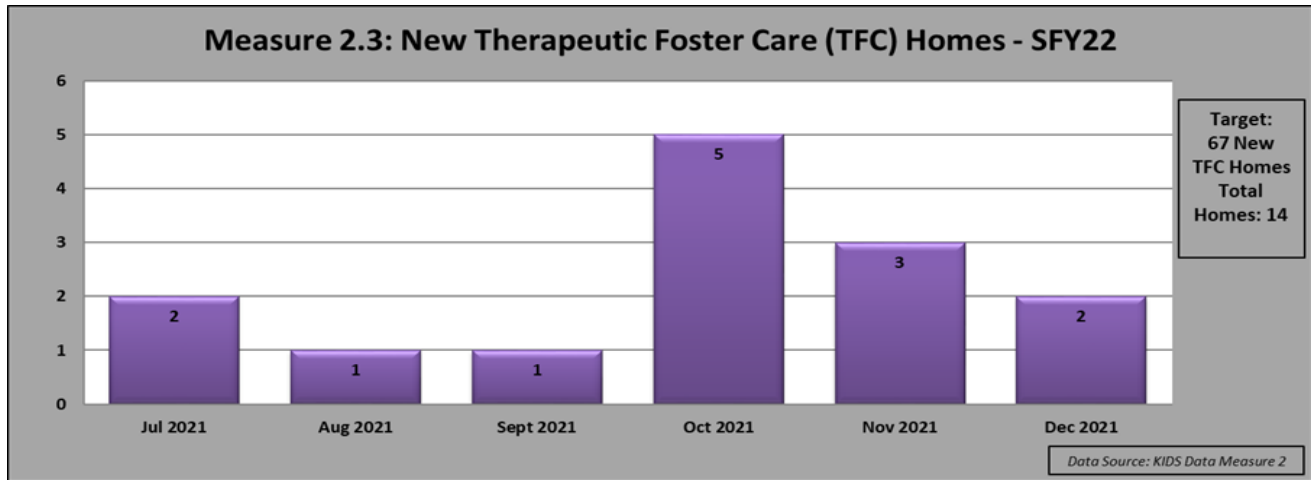
Data Source and Definitions
Total count of new TFC homes includes all new TFC homes by month that were opened using the agreed upon criteria.

Trends

Reporting Period	Population	Result	
SFY 2022 Baseline		96 TFC homes open as of 7/1/2021	
7/1/2013 – 12/31/2013	All new TFC homes opened in the first half of SFY 2014	55 TFC Homes	107 Total TFC Homes opened in SFY 2014
1/1/2014 – 6/30/2014	All new TFC homes opened in the second half of SFY 2014	52 TFC Homes	
7/1/2014 – 12/31/2014	All new TFC homes opened in the first half of SFY 2015	66 TFC Homes	137 Total TFC Homes opened in SFY 2015
1/1/2015 – 6/30/2015	All new TFC homes opened in the second half of SFY 2015	71 TFC Homes	
7/1/2015 – 12/31/2015	All new TFC homes opened in the first half of SFY 2016	43 TFC Homes	105 Total TFC Homes opened in SFY 2016
1/1/2016 – 6/30/2016	All new TFC homes opened in the second half of SFY 2016	62 TFC Homes	
7/1/2016 – 12/31/2016	All new TFC homes opened in the first half of SFY 2017	36 TFC Homes	59 Total TFC Homes opened in SFY 2017
1/1/2017 – 6/30/2017	All new TFC homes opened in the second half of SFY 2017	23 TFC Homes	
7/1/2017 – 12/31/2017	All new TFC homes opened in the first half of SFY 2018	17 TFC Homes	36 Total TFC Homes opened in SFY 2018
1/1/2018 – 6/30/2018	All new TFC homes opened in the second half of SFY 2018	19 TFC Homes	
7/1/2018 – 12/31/2018	All new TFC homes opened in the first half of SFY 2019	7 TFC Homes	16 Total TFC Homes opened in SFY 2019
1/1/2019 – 6/30/2019	All new TFC homes opened in the second half of SFY 2019	9 TFC Homes	
7/1/2019 – 12/31/2019	All new TFC homes opened in the first half of SFY 2020	34 TFC Homes	63 Total TFC Homes opened in SFY 2020
1/1/2020 – 6/30/2020	All new TFC homes opened in the second half of SFY 2020	31 TFC Homes	
7/1/2020 – 12/31/2020	All new TFC homes opened in the first half of SFY 2021	15 TFC Homes	25 Total TFC Homes opened in SFY 2021
1/1/2021 – 6/30/2021	All new TFC homes opened in the second half of SFY 2021	10 TFC Homes	
7/1/2021 – 12/31/2021	All new TFC homes opened in the first half of SFY 2022	14 TFC Homes	14 Total TFC Homes opened in SFY 2022 (Year-to-Date)
Target		67 New TFC homes opened by 6/30/2022	

Section 3, Table 2.3-1

Measure 2.3: New Therapeutic Foster Care (TFC) Homes - SFY22

Target: 67 New TFC Homes Total Homes: 14

Jul 2021: 2, Aug 2021: 1, Sept 2021: 1, Oct 2021: 5, Nov 2021: 3, Dec 2021: 2

Data Source: KIDS Data Measure 2

Section 3, Graph 2.3-1

Data Commentary

As of 12/31/2021, Child Welfare Services (CWS) opened 14 TFC homes that were counted as new according to Pinnacle Plan criteria. Of these 14 therapeutic homes, 13 were opened as TFC and one home opened as Intensive Treatment Family Care (ITFC). The target for new TFC homes by the end of SFY 2022 is 67. As of 7/1/2021, 96 TFC homes were open statewide. During the first half of SFY 2022, 17 TFC homes opened and 18 TFC homes closed, leaving 95 TFC homes open as of 12/31/2021, for a net loss of one home.

Reporting Period Progress

Statewide, performance-based contracts for any agency interested in recruitment, approval, and support of treatment foster families are in place with six agencies. This includes one new agency that joined the TFC/ITFC team of providers during this reporting period. The newest agency was awarded a TFC/ITFC contract effective 7/15/2021.

TFC and ITFC Waiting List

The waiting list is monitored by TFC Programs, in collaboration with the child or youth's assigned child welfare (CW) specialist, to ensure the children or youth on the list still meet medical criteria and are still in need of a treatment bed. If the child or youth still meets the need for a treatment bed, TFC Programs refers the CW specialist to the placement line to have the Child Placement Interview (CPI) updated. Upon review by TFC Programs, if children or youth either do not meet medical criteria based on the updated CPI or have stable placement in a family-based setting elsewhere, the waiting list is adjusted accordingly. TFC Programs send the TFC waiting list via email to agency partners weekly. TFC agencies provide responses on potential treatment bed options.

During this reporting period, collaborative staffing enhancements were made to streamline communication about children and youth who meet TFC criteria. These staffings are held virtually and typically include the child or youth's assigned CW specialist and supervisor, TFC agency partners, TFC Programs staff and Specialized Placements and Partnerships Unit (SPPU) staff. Children under the age of six, children and youth transitioning from congregate care, and children and youth returning from out-of-state inpatient treatment are examples of complex situations that are staffed through this enhancement. This collaborative staffing's intent is to provide a forum to jointly share all information about the child or youth's complex needs and current circumstances. This sharing prevents multiple email communications which tend to complicate the understanding of the child or youth's current needs related to treatment and level-of-care.

In the first quarter of SFY 2022, a new director staffing procedure was implemented with TFC agency partners. When a child or youth is sitting in an office because he or she does not have an identified placement, TFC Programs conducts a director staffing with each agency director separately. These staffings are held via phone after 3:00 p.m. daily. To streamline this process further, discussions are underway to combine this procedure with the agency partner and regional placement team (RPT) representatives "all hands on deck" calls. This procedure would allow TFC Programs to participate

in the staffings led by the RPTs.

TFC Programs staff monitor the CWS programs placement eligibility email box and review the CPI for a "sounds like" or "does not sound like" determination. The cover sheet continues to be completed by the child or youth's assigned CW specialist with assistance by TFC Programs staff as needed and is submitted to the TFC email address.

TFC Programs continues to consult with the Oklahoma Health Care Authority (OHCA), if needed, for the "sounds like" and "does not sound like" determination. TFC Programs has a virtual monthly meeting to discuss processes, barriers and potential solutions identified by the TFC/ITFC Programs. The meetings are beneficial to TFC Programs staff because they provide the opportunity to staff specific cases and ask questions.

QUALITY SERVICES WITHIN THE TFC PROGRAM
Treatment Team Meetings
The restructuring of TFC Programs under the resource family partner (RFP) umbrella provides enhanced capacity for TFC liaisons to attend and participate in all treatment team meetings. This increased collaboration offers the opportunity for Programs staff to support CW specialists and agency partners in making progress towards the child or youth's permanency goal. As TFC Programs continue to attend the treatment team meetings, opportunities to improve the quality of discussion around treatment, transition plans, and permanency plans will occur, and this information will be used to guide ongoing support efforts.

To strengthen treatment team meetings, TFC Programs staff began the process of revising and enhancing the treatment team meeting guide. This was originally projected to be in place by the second quarter of SFY 2022; however, additional updates were identified resulting in a later implementation date. When the updated guide is finalized, a training will be held with agencies and TFC liaisons to provide further guidance and assistance on how to utilize the updated guide to complete more effective treatment team meetings. The guide's finalization is tentatively set for spring 2022.

TFC Programs, in conjunction with the Continuum of Care (COC) Program, is developing a quality assurance process for treatment team meetings so that further evaluation and oversight can be accomplished. A fidelity tool for treatment team meetings is under development to assist with this process. The quality assurance process will be overseen by TFC Programs staff. Implementation of the fidelity tool is tentatively set for spring 2022.

Mental Health Consultations
The mental health consultation process was streamlined and simplified during the last quarter of SFY 2021. TFC/ITFC treatment requests are assessed by TFC Programs through the placement process. All "sounds like" and "does not sound like" determinations are referred to Enhanced Foster Care (EFC) to assess for services. The mental health consultant (MHC) is included on all TFC/ITFC determination emails. The MHCs also increased their engagement in making recommendations and referring children and youth for services. During weekly regional multidisciplinary team (MDT) meetings, EFC Program staff and MHCs actively participate with CW specialists and supervisors to ensure the proper services are being provided for each child or youth's individual needs. When it is determined that EFC services are not warranted, the MHC assesses if the child or youth is MDT staffed because of placement in a shelter, group home, or inpatient treatment facility with no discharge plan. If the child or youth does not meet EFC qualifications and is not MDT staffed or have a discharge plan, he or she is referred for a mental health consultation. The MHC's presence and active participation during MDTs is a fully embedded part of the process. These combined efforts better identify the children and youth truly in need of a consultation.

Recruitment Efforts
TFC Programs staff met to discuss SFY 2022 potential recruitment goals for agency partners and then presented the proposed goals to the agencies, allowing an opportunity for feedback. All agencies agreed to their proposed goals for the new fiscal year. The combined TFC/ITFC agencies' SFY 2022 recruitment goal of 67 new homes includes 49 new TFC homes and 18 new ITFC homes. Of the six TFC/ITFC agencies, the individual recruitment goals of five agencies is eight new TFC

homes and three new ITFC homes. The sixth agency has an individual recruitment goal of nine new TFC homes and three new ITFC homes.

A TFC program field representative (PFR) reviewed the proposed SFY 2022 recruitment plans for all agencies and provided feedback as necessary. First quarter recruitment plan updates were received in October 2021. Second quarter updates were received in January and February 2022.

During July through December 2021, TFC/ITFC agencies recruited a combined total of 14 new homes. Thirteen were TFC homes which represents 26.5 percent of the 49 new TFC homes goal. One was an ITFC home which represents 5.6 percent of the 18 new ITFC homes goal.
- Two agencies reached 50 percent of their TFC goal and met 0 percent of their ITFC goal.
- One agency reached 37.5 percent of their TFC goal and met 0 percent of their ITFC goal.
- One agency reached 12.5 percent of their TFC goal and met 33.3 percent of their ITFC goal.
- One agency reached 12.5 percent of their TFC goal and met 0 percent of their ITFC goal.
- One agency reached 0 percent of their TFC and met 0 percent of their ITFC goal.

Recruitment Progress Collaboration (RPC) meetings with TFC/ITFC and RFP agencies that are behind on their recruitment progress were not conducted from July through September 2021 so that agencies could finalize and begin implementing their SFY 2022 recruitment plans. RPC meetings resumed in October 2021. The meetings are attended by TFC Programs staff and applicable agency staff. Each identified agency has an individual virtual meeting focused on recruitment goal progress, ongoing recruitment efforts, and any barriers to recruitment. TFC Program staff provide feedback and offer suggestions and ideas when appropriate. Examples of specific suggestions include: hosting informational nights; using social media, including Facebook lives; and connecting with businesses that are outside the normal scope of those targeted. An intentional conversation occurs at each RPC meeting about recruiting ITFC families from within their current pool of TFC families. Agencies feel, if they can identify successful TFC families able step up to ITFC, that it is their most effective recruitment strategy for developing a higher level of care homes. During RPC meetings, agencies are asked to identify which families they have targeted for ITFC and how the progress is going. Agencies report that progress is often slow, as families need a lot of time to understand the requirements and to feel comfortable committing to transitioning to ITFC.

On 9/17/2021, RFP agency recruitment staff, TFC/ITFC agency staff, CWS RFP Programs staff, CWS TFC/ITFC Programs staff, and CWS Recruitment staff collaborated in a joint debriefing on the SFY 2021 recruitment efforts. This meeting's goal was to increase collaboration between RFP agencies, TFC/ITFC agencies, and CWS Recruitment while working to understand the successful recruitment efforts that were implemented in SFY 2021. An additional focus was to find ways for RFP agencies, TFC/ITFC agencies, and CWS Recruitment to collaborate on future recruitment efforts. The following topics were covered:
- SFY 2021 recruitment successes;
- SFY 2021 final new home recruitment numbers;
- OK Fosters website highlights and updates;
- exclusive benefits program;
- Be a Neighbor website overview; and
- ways to increase foster care recruitment presence in the community.

RPC meetings and other conversations with agencies about recruitment reveal that most agencies are activity engaged in their recruitment efforts. Most agencies participate in a variety of community events, when possible. They encourage their foster families to help them recruit new homes. Many agencies offer referral bonuses for current and former foster families that recruit new families to open their homes. Most agencies report that word-of-mouth from current and former foster families is the most effective inquiry source for new families. Examples of ways current and former foster parents assisted in recruitment efforts include community events, social media events, and testimonials.

Child and Adolescent Needs and Strengths (CANS) Assessment
Members of the CWS Clinical team worked closely with the Praed Foundation to finalize the algorithm for Oklahoma's CANS. OKDHS submitted the contract for the third-party assessor, the University of Oklahoma Health Sciences Center (OU-HSC), and it was returned due to contractual issues with the start date. The contract was fully finalized on 11/9/2021. The hiring process for the 10 clinical assessors began at that time. As of 1/28/2022, three clinicians are hired. These clinicians are in the process of completing the CANS training and certification process. Once certified, the assessors will begin administering Oklahoma's CANS on a cohort of children to assess the fidelity of the current algorithm. Any modifications to the algorithm, based on the cohort outcome, will be made prior to administering to a broader population.

To expedite the use of the CANS assessment across multiple levels of care, an overtime plan is currently in development for 10 CWS Programs and field leadership staff to complete the CANS assessment for the current EFC, TFC, ITFC, and congregate care populations. This plan also includes any children and youth on any of the waiting lists for these levels of care. The CANS assessment overtime plan will likely begin in February 2022 and be in place for a six-month period, until the third-party clinical assessor team can be fully staffed and operating.

Next steps for the CANS include hiring the remaining seven third-party clinicians. The recently hired certified clinical assessors and CWS leadership staff will begin administering the CANS in February 2022 to a prioritized list of children and youth from EFC, TFC, ITFC, and congregate care. The algorithm will be finalized by April 2022. A plan to administer a CANS to all children and youth in the above listed levels of care is being developed with the goal of the total population being completed by August 2022.

COC Update
The COC established a set of strategies in November 2019. Key items, such as developing a regional MDT, recruiting efforts for TFC/ITFC, EFC, and shelter and congregate care reduction strategies, were established. Seven workgroups were created to move the identified strategies forward and many successes were accomplished through the workgroup efforts including:
- finalizing the CANS assessment and contracts for the CANS third-party assessors;
- development of an internal and external communication plan;
- partnerships with the Building Bridges Initiative to develop ways to reduce missing from care episodes and enhance group home contracts;
- implementation of a statewide unified placement request process;
- development and implementation of key EFC pieces; and
- development of Bios Neighborhood Homes for specialized foster care youth.

The Child Place Interview (CPI) process is fully implemented statewide. As of the end of December 2021, 4,902 CPIs were conducted since the process rollout began on 2/1/2021.

The Placement Document and Screening workgroup met and discussed putting a survey together for foster parents about the CPI. To be mindful of the number of surveys sent to foster parents, questions about the CPI will be embedded in the Placement Stability Support Survey that will be sent out in April 2022.

Minor CPI online document enhancements were identified, discussed, and shared so that updates can be made in early 2022. Updates include primarily expanding areas for text, use of typographical symbols, tracking of a CPI taken offline for emergency placements, and an area for information updates.

After reflection on the successes that occurred over the past several years, it was determined that key individuals were missing from the COC Steering Committee. CWS is committed to ensuring those with lived experience are involved in all efforts moving forward as those experiences guide the identification of goals and strategy efforts. The COC program

administrator is in the process of planning for a core group of individuals to review the current continuum and identify gaps, overlapping efforts, and areas for future focus. This effort will establish a vision for an ongoing COC and will inform future strategies, identification of system supports and resources, and opportunities for collaboration with external partners. Planning for this effort is underway with the goal of March 2022 as the completion date for the first phase of the gap analysis.

EFC
The EFC Program continues to expand and during this reporting period an increasing number of children and youth received EFC services. From July through December 2021, 724 total children were served. As of 7/1/2021, 392 children and youth were actively receiving EFC services and as of 12/31/2022, 441 were actively receiving these services. During 7/1/2021 through 12/31/2021, 332 children and youth entered EFC and 283 exited. Of the 724 children and youth served, 58.4 percent were placed in a CWS foster family home or RFP foster home, 36.7 percent were placed in a kinship resource home, and 4.8 percent were in another type of foster care.

CWS developed the EFC program to provide an enhanced level of services and supports for children and youth with complex needs and the families caring for them. Over the last two years, CWS has continuously implemented EFC program components, while simultaneously evaluating program needs and adjusting as needed. Within this evolvement, CWS recognized a gap in the needed level of care for children and youth who consistently experience placement disruptions and struggle to find stability in a family-based setting. This lack of placement stability requires CWS to move upstream and focus on preventing disruptions by equipping caregivers to meet the needs of children and youth in out-of-home care, especially for those placed with kin. With the services and supports provided through EFC, CWS plans to limit the number of placements children and youth experience early in their case, prevent additional trauma, and improve well-being.

During this reporting period, several new processes were embedded in practice to identify children and youth at risk of placement instability and to promote consideration of EFC services and supports for those children and youth. Children and youth denied for TFC or on the TFC waitlist continue to be automatically evaluated for EFC services and supports when placed in a family-based setting. Regional MDTs continue meeting weekly to identify and assess children for the EFC Program and other therapeutic placements and services.

EFC Programs paused several other monthly efforts as the program struggled with the capacity and infrastructure to meet the increase in those served. EFC Programs paused the following communication processes for four months beginning in October 2021. These efforts resumed in February 2022.
- Communication with CW staff assigned to a child or youth on the WebFOCUS YI827 Placement Stability Move Report. This report is used to identify children with a move from their first placement with the exit reason of "placement cannot meet child behavioral treatment needs" or "provider requested change of placement" to identify children who could benefit from EFC services and supports;
- Communication with CW staff assigned to a child or youth on the monthly Elevated Child Behavioral Health Screener report with four or more elevated screeners; and,
- Communication with CW staff assigned to a child or youth served in a shelter placement in the prior month and who subsequently exited to a kinship or traditional resource home.

Program Infrastructure
An ongoing focus is building the infrastructure to support the EFC Program and its swift growth. In June 2021, five temporary CW staff were assigned to the program and began training to fulfill the newly established duties of EFC regional field coordinators. The EFC regional field coordinator's role is to assist with case-specific EFC components after the initial services consultation, support staff in ongoing EFC efforts, and build and sustain relationships with service providers. After training and shadowing, EFC regional field coordinators began their work on 7/1/2021. In July 2021, an EFC Programs administrator position was created and filled to further EFC programmatic development, implementation, and infrastructure. An EFC Programs supervisor position was also created and filled in September 2021. The programmatic

structure consists of the programs administrator supervising the PFRs and the programs supervisor supervising the EFC regional field coordinators.

The EFC regional field coordinator team grew to 11 permanent positions in September 2021. Two of these positions are CW specialist III positions and they function as a lead and mentor for other coordinators, in addition to their regular duties. The CW specialist III positions were filled in October 2021. For the remaining nine CW specialist II positions, eight individuals joined the EFC team from October and December 2021, and one position remains vacant.

Program Development
In June 2021, EFC Programs began preparing for the EFC Service and Support Plan implementation, EFC Treatment Team Meeting, and EFC training. In June and July 2021, EFC Programs staff attended leadership meetings in all regions to discuss the EFC criteria, service array, staff roles and responsibilities, and possible concerns and benefits of EFC; and the EFC program administrator attended meetings with the FC&A field deputy director and field managers to discuss new EFC requirements for resource staff. On 7/16/2021, the EFC programs administrator emailed all CW staff with EFC team updates, EFC training, CW specialist roles and updates, and upcoming deadlines for EFC approvals prior to 7/12/2021. The email included links to updated forms and EFC training on the OKDHS Learning Management System, and contact information for EFC Programs staff. The information was emailed to RFP agency partners on 7/16/2021 and the EFC training link was provided on 7/22/2021. For all EFC approvals prior to 7/12/2021, staff must complete an EFC Service and Support Plan, and an EFC Treatment Team Meeting for all children and families currently involved with EFC by August 2021. EFC Programs staff emailed an EFC Service and Support Plan example to all FC&A staff in September 2021.

Communication
CWS recognizes the need for continued communication with CW staff about EFC's full implementation. From July through December 2021, EFC Programs staff attended numerous leadership meetings in all regions and FC&A to discuss the EFC criteria, service array, staff roles and responsibilities, and possible EFC concerns and benefits. On 7/20/2021, a collaborative meeting with the Family Meeting Continuum supervisors was held to discuss the potential crossover or combination of EFC treatment team meetings and Family Meetings or Initial Meetings. To provide ongoing opportunities for open discussion, EFC Programs also began an every other week "EFC Office Hours" in August and September 2021 for all regions and RFP agencies. The office hours provide an opportunity for staff to ask questions regarding criteria, program requirements, and roles and responsibilities.

CWS also focused efforts on communicating with external partners regarding EFC. In July 2021, EFC staff presented to a Foster Care Task Force in Oklahoma City. In August 2021, EFC information was shared at a transition-age youth service coordination meeting. In September 2021, a training for EFC and higher-level care was presented to the Court Appointed Special Advocate program of Oklahoma County. A presentation was also completed in September 2021 to the CWS Tribal Unit and tribal partners. In all presentations and training, EFC strives to inform partners about the program's goals, population served, service array, and supports for resource parents.

EFC Training
A recorded, webinar-style EFC training was developed and deployed to staff in July 2021. The training provides an EFC Programs overview, including criteria, services and supports, and responsibilities. The training was made available to all CW staff with the expected completion date of 8/15/2021 by CW specialists and RFP agency staff assigned to children and families currently receiving EFC services, and by CW supervisors, district directors, field managers, and RFP agency equivalents to fully support field staff and quality casework. Originally, each time a child or youth was approved for EFC, training completion within 30-calendar days was required of the primary CW specialists responsible for the child, youth, and family receiving EFC services and supports. However, CW specialists found timely completion following EFC approval difficult and it was determined a blanket training requirement was needed.

Completion of the EFC training is necessary to ensure CW specialists and supervisors are better prepared to serve children, youth, and families in the EFC Program, as the first 30-calendar days are critical to EFC service initiation, collaboration,

and child and resource family support. On 11/15/2021, email communication from the Assistant CWS Director for Field Operations was sent to all CW staff stating that, in addition to the above identified staff, Permanency Planning and FC&A staff are also required to complete the EFC training by 2/28/2022. As of 1/25/2022, 883 required staff have completed the training and 198 are in progress. EFC Programs is in regular communication with CWS leadership about the completion numbers and the requirements for completing the EFC training.

Pressley Ridge Training
Resource parents who receive EFC services and supports are required to complete 15 hours of Pressley Ridge Treatment Parent training. Pressley Ridge training is the only evidence-based training curriculum for treatment-level resource parents. Each training session offers five opportunities to complete one required module of training; five modules are required for resource parents involved with EFC and each session lasts for five weeks. In October 2021, additional EFC and CWS Programs staff completed the Pressley Ridge Training of Trainers to become a trainer.

As of 1/20/2022, 219 resource parents completed all required training modules and 193 are signed up for training but have not yet completed all modules. Ninety-seven resource parents began the training but did not complete all required modules because they are no longer caring for a child or youth in need of EFC services. The feedback received from resource parents is positive. The current Pressley Ridge training session offered by CWS Programs staff began in January 2022. The National Resource Center for Youth Services (NRCYS) will manage participant enrollment, completion tracking, certificates, and the training schedule for future sessions. When NRCYS transitions to providing this administrative support for Pressley Ridge training, they will also develop EFC-specific support groups with a focus on Pressley Ridge training principles.

KIDS
EFC Programs and KIDS staff continue to develop tracking mechanisms and reports to support documentation and provide data for program improvement. The first enhancement is an EFC picklist choice that allows for easier tracking of EFC-specific efforts. The second enhancement is implementation of a tracking process for EFC exit reasons to assess disruptions and identify any trends. The third enhancement is tracking disposition of an EFC referral or request for EFC services for children to inform the initial assessment process. This enhancement will track if a child does not qualify or if the family declines to participate in EFC services. All KIDS enhancements are scheduled for release in February 2022.

In October 2021, a new WebFOCUS report, YI145 EFC Efforts and Meeting Tracking, was released. The report tracks each EFC episode for a child or youth, including the dates for the consultation, service intake, EFC Service & Support Plan, and initial EFC treatment team meeting. The report provides a critical tracking component for EFC Programs staff and CW staff to ensure ongoing requirements are met that further the child's treatment goals and family engagement.

Service Array
EFC Programs staff continues close collaboration with the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) to ensure that initial consultations occur timely and that providers are expediting service initiation. In August 2021, the consultation format was moved from conference call to virtual meeting to support relationship-building and allow for a more meaningful connection among the team. CWS continues ongoing discussions with ODMHSAS about a qualitative review process of the individualized service array for children and youth receiving EFC services. EFC Programs staff and ODMHSAS staff meet monthly for ongoing discussions to identify strengths and areas for focused improvement regarding the EFC service array and program. This interaction includes individual meetings with provider agencies to address concerns, barriers, and further education about EFC. From July through December 2021, the EFC programs administrator met with staff in leadership roles at eight service provider agencies to address obstacles, continue relationship-building, and foster open communication.

In July 2021, EFC Programs staff presented a Pressley Ridge Treatment Parent Training Overview to service provider staff who work directly with families as part of wraparound treatment. The participants can reinforce de-escalation tools and techniques the resource family learns during training. Feedback from the training was positive. In August 2021, the EFC

programs administrator presented to project directors to allow for questions and answers and to discuss the importance of communication and relationship-building among the EFC team, CW staff, and service providers. In October 2021, ODMHSAS utilized EFC documents to create a service provider toolkit. The toolkit provides specific information about EFC expectations and requirements.

In November 2021, EFC PFRs began monthly meetings with Certified Community Behavioral Health Clinics (CCBHC) in their region. ODMHSAS staff attend these meetings as well to learn how the CCBHCs are adjusting to providing EFC services. Monthly meetings started with 10 CCBHCs and additional agencies will be added in the coming months. The feedback from the meetings is positive. They provide a forum to ask questions, discuss case-specific barriers, and grow relationships. Also in November 2021, the EFC team shared results with ODMHSAS from the recent joint case review completed with the Co-Neutrals. A discussion was held regarding timeliness of service initiation, barrier communication, and verification of ongoing services. As a result, the decision was made to jointly create a new document, ***Enhanced Foster Care Monthly Progress Report***, for service providers to provide a monthly verification of services provided. The progress report also outlines how the child's caregiver is involved in the child's treatment.

EFC Programs staff continue building and sustaining relationships with individual service providers via meetings to educate about EFC. Several meetings were held with service provider agencies during this reporting period to further educate about EFC and meet staff. One of EFC's focus is to continue to build the program's capacity with private providers and increase the pool of providers offering EFC services and supports.

During this reporting period, the ongoing COVID-19 pandemic impacted service providers' abilities to meet all EFC requirements. Several factors contributed to this struggle, including an inability to see clients weekly and provide in-person therapy sessions. Telehealth sessions were the only option for some providers due to staff shortages. Many agencies report a lack of therapists and a struggle to hire the needed staff. The EFC Programs staff and service providers continue discussions regarding the needs and any possible solutions.

With an emphasis and focus on collaboration, CWS and the OHCA began a joint project this reporting period. The new project is the Special Program for At-Risk Children (SPARK) whose purpose is to improve child outcomes for at-risk children with complex behavioral needs. The children served in this program will not be receiving services from an ODMHSAS-contracted provider. Children who meet criteria will be assigned a SPARK behavioral specialist to help locate and navigate an effective service array. The SPARK program will have one behavioral specialist for each CWS region. Weekly planning meetings between the two agencies began in December 2021 and provide an avenue to discuss program development and implementation. SPARK is anticipated to begin spring 2022 and the first population served will be children in EFC. The parallels between EFC and the SPARK program include a shared commitment to positive child outcomes, a focus on prevention of a higher-level placement, and interaction with the child's treatment team.

MDT
The regional MDT process continues to staff the complex needs of children and youth and collaborate with regional resources to develop action steps to support the child or youth's safety, permanency, and well-being. The regional MDTs staff the following populations:
- new shelter admits and those who were placed for over 30-calendar days;
- Measure 6.4 cohort of legally-free youth ages 16 to 17 years or older;
- children with specialized needs, such as Developmental Disabilities Services;
- youth placed in group homes greater than four months upon referral from the SPPU liaison to the MDT lead and dependent on the youth's discharge plan;
- youth placed in any residential setting greater than 90-calendar days upon referral from the SPPU liaison to the MDT lead and dependent on the youth's discharge plan; and
- any request made by regional leadership.

In addition to the cohorts of youth staffed through the regional MDT process, regional MDT leads began leading a quarterly multi-level staffing for all 15-year-old legally-free youth in August 2021. The MDT lead schedules the multi-level quarterly staffings with the youth's assigned CW specialists, supervisors, district director, and Youth Transition Services specialist as applicable. This effort is aimed at decreasing the number of youths entering the Measure 6.4 cohort and increasing the permanency rate for legally-free youth.

Many successes occurred by staffing these populations through the MDT process, as CW specialists have an entire regional team supporting them in identifying the service array, the most appropriate level of care, and permanency planning and well-being efforts. Feedback from participants describe the process as supportive, bringing hope in developing goals to assist the children and youth who are staffed. More regional requests were made because of positive outcomes from the MDT staffing. Additionally, the regional team works closely together to streamline efforts by selecting actionable goals for completion to support the child or youth's placement, permanency, and well-being outcomes. Data collection continues to be critical, and the new MDT report supports tracking outcomes and trends to inform strategy enhancements to the staffing process.

Impact of the COVID-19 Pandemic
The COVID-19 pandemic continues to have some impact on TFC/ITFC agency partners; however, many previous challenges were successfully addressed while other new challenges have arisen. Discussion and efforts to assist agency partners navigate some of the challenges presented by the COVID-19 pandemic are ongoing.

TFC and ITFC providers continue to use telehealth to provide their individual and family counseling appointments when someone in the household has tested positive for COVID-19, shows symptoms, or experienced exposure to COVID-19.

A regularly scheduled virtual meeting with agency partners is held monthly. During these calls, any COVID-19 updates, if applicable, are provided to agencies. The COVID-19 updates and questions decreased dramatically since the pandemic's onset.

In August 2020, An exception was established that allowed agencies to complete quarterly face-to-face in-home visits instead of monthly face-to-face in-home visits. The exception also permitted visits that were not completed in-home to be completed via a live virtual platform. Effective 8/15/2021, this exception was lifted. Agencies were informed that if situations arise where in-home visits pose a risk, those could be staffed with TFC Programs staff on a case-by-case basis.

Resource Family Assessment training, which is required before agency staff can write home studies or annual updates, was unavailable for an extended period due to the pandemic. This training resumed and agency partners are able to participate in the trainings as needed.

Agencies reported an increase in families moving slowly through the certification process, which is thought to be a result of the pandemic's lingering effects. Families appear to be weary and often lack urgency to complete the steps necessary to achieve certification. Agency partners are mindful of this and work to keep these families engaged, even if they are doing so at a slower pace than is ideal.

Agency partners are navigating both short-term and long-term staffing shortages due to staff members and their families testing positive for COVID-19. Agencies have primarily been able to handle these issues internally but assistance and/or guidance from the TFC/ITFC Programs is available when needed.

7.1: Worker Caseloads

Operational Question
What percentage of all child welfare (CW) workers meet caseload standards, are close to meeting workload standards, or are over workload standards?

Data Source and Definitions

Utilizing the standards set forth in the Pinnacle Plan, each individual type of case is assigned a weight and then the weights are added up in order to determine a worker's caseload. The consolidated workload tracking process allows Oklahoma to factor in the worker's "Workload Capacity." The chart below represents the consolidated workload tracking process. A snapshot is taken every morning at 12:00 am of the workload of all CW workers. The entire workload of workers with a qualifying case assignment of Child Protective Services (CPS), Permanency Planning (PP), Family-Centered Services (FCS), Adoption, and Foster Care are calculated and compared against the caseload standards. The workload is classified as meeting standards if it is 100 percent at or below a caseload. When the workload is over 100 percent but less than 120 percent of a caseload, it is considered to be "over but close"; otherwise, the workload is considered to be over the standard. The measure tracks each worker each day to determine if they meet the standard, and this is called a "worker day." Work performed by CW specialists is broken into multiple categories. This measure looks specifically at all CW workers (total), PP, FCS, CPS, Adoption, Foster Care, and Comprehensive workers. As of 12/31/2016, Oklahoma Human Services (OKDHS) began using the YI768C as the data source for the Workloads reporting measure, which is a point in time number of workers who are meeting workload standards on the last day of the reporting period. All previous reporting periods were updated to reflect this data.

Description of Denominator and Numerator for this reporting period

Denominator: The number of all CW workers in Adoptions, Foster Care, FCS, CPS, and PP that were caseload carrying eligible on the last day of the reporting period with at least one assignment on their workload.

Numerator: Number of worker days where workers met the standard carrying a caseload of 100 percent or less of their calculated workload capacity.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 1/1/2013 – 6/30/2013	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP			27.0%
1/1/2014 – 6/30/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	359 Workers	1219 Workers	29.5%
7/1/2014 – 12/31/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	419 Workers	1227 Workers	34.2%
1/1/2015 – 6/30/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	658 Workers	1345 Workers	48.9%
7/1/2015 – 12/31/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	912 Workers	1501 Workers	60.8%
1/1/2016 – 6/30/2016	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1176 Workers	1656 Workers	71.0%
7/1/2016 – 12/31/2016	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1274 Workers	1651 Workers	77.2%
1/1/2017 – 3/31/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1212 Workers	1644 Workers	73.7%

4/1/2017 – 6/30/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1299 Workers	1621 Workers	80.1%
7/1/2017 – 9/30/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1037 Workers	1562 Workers	66.4%
10/1/2017 – 12/31/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1097 Workers	1555 Workers	70.5%
1/1/2018 – 3/31/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1113 Workers	1546 Workers	72.0%
4/1/2018 – 6/30/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1106 Workers	1545 Workers	71.6%
7/1/2018 – 9/30/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	934 Workers	1490 Workers	62.7%
10/1/2018 – 12/31/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1250 Workers	1451 Workers	86.1%
1/1/2019 – 3/31/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1312 Workers	1487 Workers	88.2%
4/1/2019 – 6/30/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1295 Workers	1490 Workers	86.9%
7/1/2019 – 9/30/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1150 Workers	1486 Workers	77.4%
10/1/2019 – 12/31/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1314 Workers	1516 Workers	86.7%
1/1/2020 – 3/31/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1411 Workers	1572 Workers	89.8%
4/1/2020 – 6/30/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1473 Workers	1570 Workers	93.8%
7/1/2020 – 9/30/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1392 Workers	1560 Workers	89.2%
10/1/2020 – 12/31/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1433 Workers	1522 Workers	94.2%
1/1/2021 – 3/31/2021	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1353 Workers	1495 Workers	90.5%

|				
4/1/2021 – 6/30/2021	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1314 Workers	1427 Workers	92.1%
7/1/2021 – 9/30/2021	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1232 Workers	1376 Workers	89.5%
10/1/2021 – 12/31/2021	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1164 Workers	1317 Workers	88.4%
Target				90.0%

Section 3, Table 7.1-1
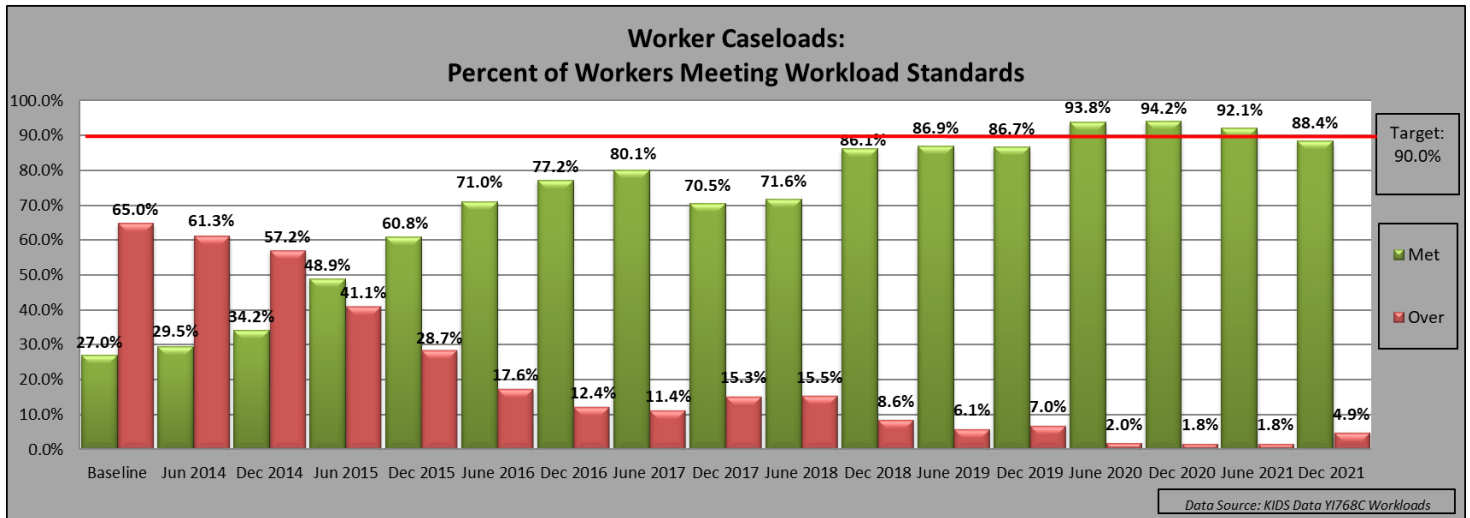
Section 3, Graph 7.1-1

Data Commentary

A one-day snapshot of the workload data is represented in Section 3, Graph 7.1-1. As of 12/31/2021, using the point-in-time YI768C Staff Workload Report, the percentage of CW workers meeting the standard is 88.4 percent, with 6.8 percent close, and 4.9 percent over the standard. Of the 1,317 workers, 1,164 workers were meeting workload standards, 89 workers were close, and 64 workers were over the standard.
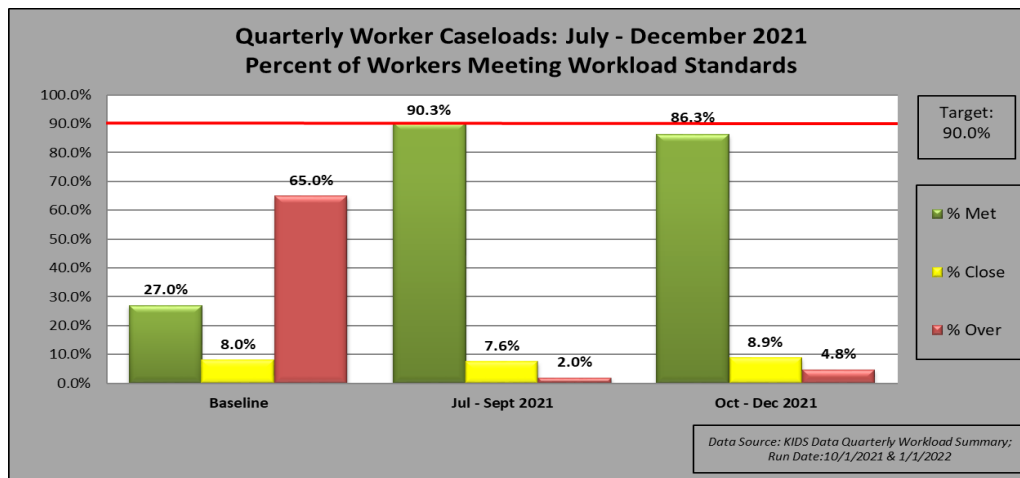
Section 3, Graph 7.1-2

Quarterly Workload Standards Report
October 1, 2021 - December 31, 2021

Worker Type	Worker Days	% Met	% Close	% Over
ADOPTION SPECIALIST	4440	98.9%	1.1%	.0%
RESOURCE FAMILY SPECIALIST	17259	90.8%	8.4%	.8%
COMPREHENSIVE	5155	93.8%	5.0%	1.2%
PERMANENCY PLANNING	49002	88.5%	7.1%	4.4%
PREVENTIVE/VOLUNTARY	5199	90.7%	8.0%	1.4%
INVESTIGATION	34594	76.7%	13.3%	10.0%
RECRUITMENT	3287	100.0%	.0%	.0%
YOUTH TRANSITION SERVICES (YTS)	3576	82.7%	17.3%	.0%
TOTAL	122512	86.3%	8.9%	4.8%

Data Source: Quarterly Workload Summary, Run Date 1/5/22

Section 3, Table 7.1-2

In addition to the point-in-time reporting of workloads, a snapshot of each worker's workload is captured for each day during the quarter. The total days during the quarter that each worker met, were close, or was over workload standards is then reported in the Quarterly Workload Standards Report as seen in Section 3, Graph 7.1-2 and Section 3, Table 7.1-2. This number differs from the point-in-time report taken from the YI768C, as this quarterly report reflects all days during the quarter. This report also counts the number of days workers met, were close, or over workload standards, whereas the YI768C report is reporting on the number of workers. For the quarter of 10/1/2021 through 12/31/2021, there were a total of 122,512 worker days. Of those days, workers met workload standards 86.3 percent of the worker days, workers were close to workload standards 8.9 percent, and over workload standards 4.8 percent.

Reporting Period Progress
CASELOADS
Leadership Oversight of Caseloads
Child Welfare Services (CWS) leadership continues to rely on the weekly Workload Trends report and the WebFOCUS YI768C Staff Workload Dashboard that updates daily to track workload trends. The Workload Trends report is provided by KIDS staff to CWS leadership weekly and is the focus of the CWS Executive Team's weekly workload calls. Each deputy director communicates with his or her leadership teams weekly to discuss local progress and identify barriers. The Workloads Trends report also has a variety of data to assist in workload management.

During this reporting period, CWS met the metric's spirit when workers meeting the standard were combined with those close to meeting, but focused efforts were still directed at targeted districts not meeting caseload standards. The districts receiving those focused efforts were Districts 2, 4B, 20A, 20B, 21A, 23A, 23B, 24, 25, and 27A, while other districts moved in and out. The majority of the districts with ongoing focused efforts are within Region 2. A weekly workload call occurs for any district in Region 2 with less than 80 percent meeting the CW specialist caseload standard. Each district's director is a required participant and the calls are led by the Region 2 deputy director and the Assistant CWS Director for Field Operations.

CWS leadership uses available workload capacity across the state and across CWS program types to assist the districts with focused efforts. Examples of those efforts include:
- reassigning children and youth in permanent custody to Adoption specialists until the children and youth exit to adoption to assist in stabilizing PP workloads;
- CPS teaming which entails one CPS specialist completing the required field interviews and then transferring the CPS case to another CW specialist to complete the non-field activities;
- assigning children involved in PP cases to neighboring districts, no matter the region; and
- deploying a number of CW specialists to help focused districts with CPS assignments.

During this reporting period, Regions 2 and 4 developed a regional CPS roving team comprised of one CPS supervisor and five CPS specialists for each of the respective regions. To date, the Region 4 CPS roving team selected a CPS supervisor and filled two of five CPS specialists positions, while Region 2 selected its supervisor and filled four specialist positions. Each team is under the supervisory oversight of an assigned district director. The CPS roving teams travel throughout their region to assist districts with a high rate of CPS vacancies and/or past due CPS investigations. These CPS specialists are compensated with paid overtime, differential pay, priority use of state vehicles, and direct bill lodging.

In January 2022, CWS Field Operations developed a specialized CPS unit comprised of a CPS supervisor and five CPS specialists who assist with expediting the closure of open CPS investigations and assessments across the state. Typically the initial face-to-face stages of a CPS investigation or assessment are accomplished within required time frames, such as the interviews with children and caregivers, in order to determine immediate safety concerns. Once it is determined that no safety concerns are apparent, the documentation requirements get pushed aside due to the incoming emergencies. This specialized unit, the Statewide Assessment, Finalization and Expedition (SAFE) Team partners with district CPS specialists with high CPS caseloads by attending field interviews virtually or telephonically and documenting the interviews in real time and/or by case assignment after the field work is complete. The unit is under the oversight of a district director. To date, the CPS supervisor and three CPS specialist positions are filled, leaving two vacancies. CWS will monitor the SAFE Team's outcomes and determine whether or not to expand the number of assigned staff.

On 7/1/2021, a data snapshot from the Workload Trends report showed one CW specialist at 150 percent of the standard, two CW specialists over 150 percent of the standard, and one CW specialist over 175 percent. On 9/30/2021, a data snapshot showed two CW specialists at 150 percent, three CW specialists over 150 percent, and one CW specialist at 175 percent. On 1/2/2022, a data snapshot showed five CW specialists at 150 percent, 12 CW specialists over 150 percent, and zero over 175 percent. CWS will continue to work on its efforts to decrease workloads.

CW supervisors, district directors, and field managers are expected to complete workload training offered by KIDS staff. From July through December 2021, two virtual sessions and one in-person session of workload training were offered, with 24 CW staff in attendance. As of 1/21/2022, of the 444 CW staff required to take the training, 411, or 93 percent, completed the training. In the future, the training will be offered at least once per quarter.

Net/Gain and Stability
From 6/25/2021 through 12/31/2021, CWS experienced a net loss of 143 CW specialist II's, a net loss of three CW specialist III's, and a net gain of four CW specialist IV's. On 12/31/2021, 76 percent of CW specialist II positions were filled, with 365 vacancies and 303 open job announcements.

CW specialist turnover since state fiscal year (SFY) 2013 is outlined in Section 3, Table 7.1-3. Turnover is calculated by dividing the number of separations by the average number of employees. Based on the first six months of SFY 2022, turnover for CW specialist I's and II's is on track to decrease compared to previous SFY's. However, the turnover for CW specialist III's and IV's is on track to increase compared to previous SFY's. Overall, if CWS maintains the current trend, the combined CW specialist I – IV turnover rate will increase compared to the last two SFY's.

Child Welfare Specialist Turnover

Position	SFY	Average Number of Employees	Percentage
CW Specialist I	2022 (July – Dec)	262	4.2% (July – Dec)
	2021	346	19.94%
	2020	324	19.1%
	2019	259	37.5%
	2018	219	34.2%
	2017	281	24.6%
	2016	437	36.2%
	2015	412	38.3%
	2014	448	40.2%
	2013	204	53.4%
CW Specialist II	2022 (July – Dec)	1,173	14.8% (July – Dec)

	2021	1,223	23.1%
	2020	1,180	11.0%
	2019	1,130	29.2%
	2018	1,223	28.5%
	2017	1,280	20.9%
	2016	1,098	20.2%
	2015	837	18.6%
	2014	693	21.5%
	2013	334	26.6%
CW Specialist III	2022 (July – Dec)	430	10.0% (July – Dec)
	2021	426	3.3%
	2020	414	5.1%
	2019	368	14.9%
	2018	384	13.5%
	2017	406	10.3%
	2016	360	10.0%
	2015	287	7.3%
	2014	239	13.4%
	2013	109	18.3%
	2012	N/A	N/A
	2011	N/A	N/A
CW Specialist IV	2022 (July – Dec)	435	14.1% (July – Dec)
	2021	438	6.9%
	2020	423	2.1%
	2019	369	8.9%
	2018	378	9.3%
	2017	430	5.6%
	2016	412	5.8%
	2015	359	5.8%
	2014	295	6.4%
	2013	143	7.0%
CW Specialist I – IV	2022 (July – Dec)	2,300	11.0% (July – Dec)
	2021	2,433	17.4%
	2020	2,344	9.5%
	2019	2,126	24.2%
	2018	2,203	23.2%
	2017	2,396	16.8%
	2016	2,305	19.0%
	2015	1,894	18.8%
	2014	1,675	22.7%
	2013	790	28.9%

Section 3, Table 7.1-3   *Date Source: Turnover Report; Run Date: 1/18/2022*

RECRUITMENT

Decline in Applicants

As discussed in the August 2021 Semi-Annual Report, OKDHS has experienced a decline in the number of applicants for all positions within the agency. OKDHS Human Resources Management (HRM) staff reviewed national reports and held discussions with other agency HR recruiters who are experiencing a similar decline in applications. A few noticeable trends exist, but OKDHS can only speculate to what extent they are influencing a decrease in applications. The trends include: (1) an increase in individuals seeking unemployment reduced total applications; (2) enrollment in graduate level programs at universities nationwide increased by over 4.5 percent; (3) potential applicants with bachelor's degrees may be opting for school over work; and (4) concerns about available child care may impact potential applicants. When child care is not available, it is more common for women to remain home and provide child care. Since the majority of OKDHS applicants are female, about 70 percent, OKDHS experiences a greater impact than other organizations.

In September 2021, Oklahoma had the twelfth largest labor shortage in the nation, according to a new study by CareerCloud: *States Most and Least Impacted by the Labor Shortage* <https://www.careercloud.com/news/labor-shortage>. The rankings were determined by comparing the number of unemployed persons with job openings across the three major job boards in every state and Washington D.C. America's labor crisis surged in August 2021 to a record

10.9 million unfilled jobs. Oklahoma had 1.08 job openings per unemployed person. The number of unemployed Americans fell to 8.3 million, meaning there are mathematically enough jobs for every unemployed American with 2.6 million jobs left over. Additionally, in July 2021 approximately 7,600 more unemployed persons were in Oklahoma than in January 2020.

The unemployment rate alone does not necessarily capture overall labor market conditions in the state, since it measures only the share of the workforce actively looking for work. Once someone stops looking for work, they no longer count as unemployed. As such, it is helpful to look at the labor force participation rate (LFPR) that measures the share of the adult population which either is working or actively looking for work. In September 2021, Oklahoma's LFPR of 60.6 percent was barely lower than 60.8 percent in January 2020. This is in sharp contrast with the nation, where the LFPR remains 1.7 percentage points lower for the same time frame. Not only are there considerably fewer unemployed persons in Oklahoma actively looking for work than in most other states, but fewer persons have stopped looking for work. The overall number of employed persons in Oklahoma remains 4.5 percent lower than a year ago.

In both the nation and Oklahoma, unemployment rose much more among women than men due to occupational differences and most likely to a lack of in-person school and child care. Labor force participation in Oklahoma remains lower than in the nation and has been consistently lower for a decade. In Oklahoma, the primary deterrents to applying for work over the past year have been family responsibilities, inability to find work, and ill-health or disability. In each case, the share of Oklahomans reporting these reasons was higher than in the nation. More Oklahomans also reported difficulty arranging child care. Meanwhile, fewer Oklahomans thought no work was available in their area of expertise or reported being in school or training as the primary drivers keeping them from applying for work when compared with the rest of the nation.

The decrease in applicant numbers cannot be attributed to a lack of exposure. The overall average number of views per CW specialist I and II job postings in CY 2021 was 778 views per post, compared to 486 in CY 2020. However, the conversion rate of how many views of a job posting results in an application decreased significantly in CY 2021. For CW specialist I's and II's, the CY 2021 conversion rate was 2.65 compared to a rate of 5.87 in CY 2020. Another significant change is the increase of applicants either not showing or declining an interview across all OKDHS divisions, including CWS. The candidates in these dispositions increased approximately 30 percent in CY 2021 in comparison to CY 2020.

Since 6/27/2021, Oklahoma has not participated in federal unemployment benefits, including Pandemic Unemployment Assistance, Pandemic Emergency Unemployment Compensation, and Federal Pandemic Unemployment Compensation. The decision was based on the Return to Work Incentive to encourage Oklahomans return to work due to a workplace shortage. The first 20,000 Oklahomans on unemployment who returned to the workforce received a $1,200 incentive through the American Rescue Plan. In an effort to serve Oklahoma children and families, OKDHS offered 60-calendar days of subsidized child care to Oklahomans who were job searching due to the loss of employment and federal unemployment benefits during the COVID-19 pandemic. Unlike other child care subsidies, the program did not have an income qualification, so two-parent households were eligible if one parent was working. Those parents eligible for the 60-day job search subsidy were approved at a weekly rate. Families could also use as much child care subsidy as necessary for job search activities. On 9/1/2020, OKDHS launched a program, Kith Care, to assist working parents, including frontline CW specialists and supervisors, who need help providing child care to young children, by paying a relative to provide child care. Kith Care is currently available through May 2022.

Quality Improvement Center for Workforce Development (QIC-WD)
A workforce challenge CWS experiences is having too many staff with a workload that exceeds the standards for their program area due to turnover. Through a competency-based selection intervention, CWS hopes to begin consistently hiring the *right* staff in the *right* places, bringing parity to workload distribution.

To design the competency-based selection intervention, OKDHS conducted an in-depth job analysis to better define optimal performance and the characteristics required to perform the CW job well. The job analysis process included

interviews and surveys with the experts of the job – workers and supervisors themselves. This analysis will guide the development of a tailored selection strategy for the CW workforce.

The intervention consists of two parts for enhancing and creating a more robust selection tool. First, the interview questions and scoring criteria are standardized and targeted at identifying the skills and competencies an individual needs to bring with them to the job, in contrast to the skills and competencies that the individual will gain through training and on the job experience. A typing, writing, and computer literacy attestation portion also goes along with the traditional interview. The second part involves testing and validating individual difference measures through assessments, such as the Hope Scale, Public Service Motivation Scale, and Watson-Glaser Critical Thinking Appraisal. If and when these measures are validated, they will be incorporated into the hiring process to better inform the selecting officials.

The QIC-WD team was given approval to conduct a sub-study in which previous applicants' applications are reviewed to see how screening criteria relates to who is interviewed and hired. As of December 2021, the QIC-WD team began to review and analyze the data received.

Since this project is being completed as a part of the QIC-WD work through the grant from the Children's Bureau, the expected results are:
- the traits and competencies that should be present at the time of hire in order for a job candidate to be successful in doing CW work;
- how competency-based and standardized selection procedures affect worker proficiency, confidence, job satisfaction, commitment to the agency, and intention to stay;
- how increasing the number of staff who are a better fit for their positions and more likely to stay could reduce stress on existing employees and agency wide turnover; and
- how an increase in staff who are a better fit for CW work and a decrease in turnover can improve outcomes for children and families.

This project consists of a randomized control trial (RCT) and a control group to evaluate the results of the intervention. Section 3, Graph 7.1-3 and Section 3, Graph 7.1-4 show the randomized areas and controls groups for this project, as well as the projected timeline.

The project is underway and changed some due to the COVID-19 pandemic affecting the implementation timeframes. The team completed the Standardized Hiring Protocols training in March 2020 and the three initial implementation counties began utilizing the new process. The pandemic began to impact the project mid-March 2020 when the CW workforce moved to teleworking and in-person meetings were discontinued. The QIC-WD team began to explore developing the intervention to a virtual and paperless process that can be utilized in different work arrangements upon learning teleworking will be long-lasting. This virtual Standardized Hiring Protocols option will allow for greater flexibility in hiring under different work conditions. Based on feedback from CW field staff, the process is under review to see if a modification can be made to reduce the time it takes to complete while still maintaining fidelity. This change will help fill vacant positions more quickly.
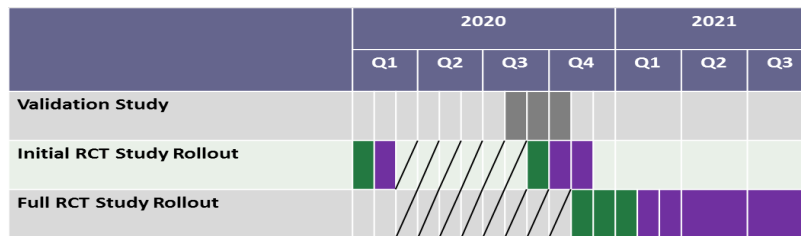
All CW supervisor training was completed and 46 new CW supervisors were trained in August and September 2021 in three separate sessions. No further training is scheduled at this time. CW program analysts continue to observe interviews to offer coaching and ensure fidelity to the structured hiring protocol. Statewide implementation of the standardized hiring protocol is pending the study's results.

The QIC-WD grant was extended until September 2022 due to the COVID-19 pandemic and its effects on all project sites. Data collection will end the first quarter of CY 2022 followed by data analysis and recommendations.
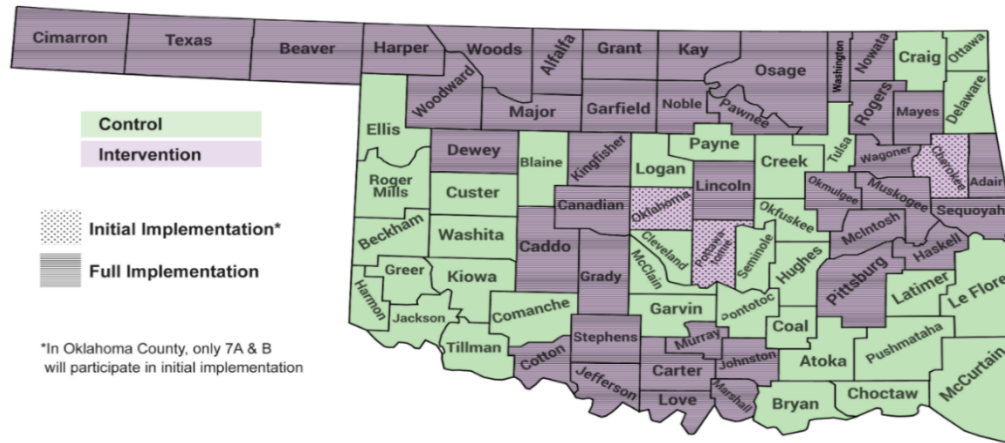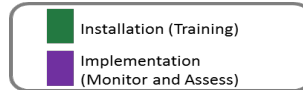
Section 3, Graph 7.1-3   *Source: QIC-WD*

	2020				2021		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Validation Study							
Initial RCT Study Rollout							
Full RCT Study Rollout							

Note. Initial RCT Study Rollout includes Cherokee, Pottawatomie, & OKC 7A &B.
Full RCT Study Rollout include the remaining intervention districts.

Section 3, Graph 7.1-4   *Source: QIC-WD*

CW Specialist Recruitment and Retention Incentives

On 1/10/2022, OKDHS launched a series of CW specialists recruitment and retention incentives intended to bolster filling CW specialist positions that are critical to ensuring the safety and well-being of Oklahoma's children and families. These incentives will benefit Oklahoma families by bringing back seasoned, well-trained CW specialists who understand the needs of the agency's customers while also reducing new employee hiring costs.

Current CW specialists and supervisors that recruit former, CORE-trained CW specialists who left OKDHS in good standing to return to employment will be eligible for the following incentives:

- Upon hiring of the returning employee, the recruiting employee will receive $1,000.
- When the returning employee has completed any trainings necessary to carry a caseload, the returning employee will also receive $1,000.
- At the returning employee's one-year anniversary with the agency, both the returning employee and the recruiting employee will receive $2,500, if both are still employed with the agency.
- Both the recruiting and returning employee must work in CWS to be eligible for the incentives.

The total value of incentives is $7,000 per recruited employee, roughly 10 percent of the cost to hire and train a new CW specialist.

In September 2021, CWS leadership provided district directors and field managers with guidance and talking points, *Retention Interviews*, for meeting with a CW specialist who intends to resign or submitted a resignation in good standing. The guidance includes options to retain an employee, such as offering extended leave, a transfer to a different program

within CWS, a change of supervision, and/or evaluating and addressing what supports the CW specialist may need. CWS leadership revised the *Child Welfare Climate Questions* to include new areas related to teleworking and technology. The revised questions were provided to district directors and field managers emphasizing its use for CW specialists with less than two years of experience.

In September 2021, a new position was added to the CWS Executive Team, an administrator of Leadership and Employee Support. This position will lead several employee-support efforts across CWS; collaborate with OKDHS HRM, Legal, Finance, and other support divisions on issues that impact CWS; and serve as an advisor to the CWS Executive Team and the CWS statewide leadership team. The individual filling this position has over 30 years of experience working for the state of Oklahoma including service at the Office of Juvenile Affairs, extensive years of experience in employee relations, customer and employee complaints and grievances, mentoring leaders, coaching employees, and is a certified mediator.

CWS leadership, specifically the administrator of Leadership and Employee Support, Assistant CWS Director of Field Operations, regional deputy directors, and regional program analysts, are conducting one-on-one listening sessions with employees to glean what is working well in the field, barriers, issues, reasons for turnover, and ideas to improve employee retention and recruitment. For example, during this reporting period, all CW employees in two districts were interviewed to elicit feedback and develop concrete steps to enhance support of the employees in those specific districts. Additional individual listening sessions are occurring with employees across the state. The OKDHS HRM retention manager receives a copy of all resignations from CW employees and also offers an individual meeting with the employee as an effort to retain and glean feedback of the employee's experience.

Technological Supports
CWS continues to utilize JazzHR, a web-based applicant management system launched in October 2019. JazzHR significantly reduces the time it takes to fill vacant positions and drastically increases the ability to reach potential applicants. JazzHR is a real-time applicant management system that permits hiring managers to see qualified applicants immediately after they apply. Waiting for an announcement to close or receive an applicant list to fill vacant positions no longer exists. Announcements stay open until the position is filled, which means no closing dates or re-announcements are needed.

In January 2022, OKDHS launched a new onboarding app. The onboarding app was created to help streamline the hiring process. The app takes the HRM Talent Management Unit's pre-hire and new hire paperwork and combines them into one PDF document that can be accessed via computer, tablet, or cell phone. The app not only creates the documents but also auto-populates the new hire's information to help speed up the process. The PDF document is then routed to the appropriate parties. The Talent Management Unit is inviting teams from different divisions within the agency to learn the system every two weeks and is conducting trainings three times a week.

Realistic Job Preview
In October 2021, CWS, with the aid of the OKDHS Office of Communications, began creating employee recruitment videos to be shared on OKDHS websites and social media platforms. The videos will feature the testimonials of a group of diverse and current CWS employees and will be Oklahoma's first realistic job preview videos.

Other Recruitment Efforts
A Workforce Innovation Team (WIT) was formed during this reporting period, which consists of OKDHS HRM and CWS leadership representatives. WIT's focus is to strategize retention and recruitment efforts for the CW workforce. WIT meets virtually monthly and communicates via email and phone throughout the month. Additionally, meetings occur as needed to finalize strategies and efforts or to discuss specific employee feedback.

In January 2022, CWS and HRM revised the verbiage for CW specialist I and II job announcements. The revisions are supported by JazzHR guidance and include additional details of offered benefits, such as the number of annual and sick leave hours, overtime pay option, Employee Assistance Program (EAP), and number of paid holidays. The OKDHS Office

of Communications revised the opening paragraph to be more hope-centered. CWS and HRM are also exploring how to utilize targeted social media ads for recruitment of CW specialists.

RETENTION

Overtime or Compensatory Time Election
Effective 10/10/2021, CW specialist I, II, and III's and CW assistants can elect to receive either overtime pay or compensatory time for hours worked over 40 during their assigned work week schedule. They can make changes to their election on a quarterly basis. New hires will automatically be enrolled in compensatory time until the quarter following their hire date, when they have the option to change their election. OKDHS' ability to provide an overtime payment option is dependent on a stable budget and good stewardship on the part of all employees. Approximately 63 percent of these CW employees selected to receive overtime pay from October through December 2021 and approximately 86 percent from January through March 2022. Offering the choice of overtime pay versus compensatory time is a significant system change.

Overnight Lodging for Employee Safety
OKDHS leadership is continually developing and finding ways to support the health and well-being of staff in addition to making OKDHS an elite employer. As stated in CWS True North Goals, "We will continue to build pathways to support, liberate, empower and celebrate staff to allow them to have a creative and innovative voice in how we serve Oklahoma families." Employee safety is of the utmost importance.

CW employees in official travel status are eligible for direct payment of the cost of overnight lodging at any Wyndham Hotel or Motel/Studio 6 hotel in Oklahoma when: (1) distance traveled is greater than 100 map miles one way from the closer of the employee's duty station or home location; and (2) the employee's day has exceeded 18 hours or travel would occur between 10:00 p.m. and 7:00 a.m. and sufficient rest is needed to complete the work. Other approvals are based on a case-by-case basis at the discretion of the assigned and/or reviewing supervisor, such as when an employee places a child for one night and is expected to return and transport the child the next morning.

Employee Assistance Program (EAP)
Based on previous survey results and feedback, exhaustion and burnout are some of the top reasons CW specialists resign. On 5/6/2021, OKDHS launched an expansion to the existing EAP, with Immediate Support Sessions that are available 24/7. This means an OKDHS employee can talk with a crisis-trained staff person by voice or Zoom immediately and directly from their cellphone. Immediate Support Sessions are not therapy sessions, but for in-the-moment situations. The session's maximum length is 30 minutes. The sessions are for any situation, such as work, personal, or family, and should not circumvent the employee-supervisor relationship. Although it rarely happens, without adequate staff, an employee's call may go to voicemail if several others are calling at the same time. Immediate Support Sessions are confidential and no one at OKDHS will know of an employee's usage of the service unless the employee self-discloses. Immediate Support Sessions do not count against an employee's annual EAP visits to a licensed counselor, which in January 2022 increased from six to 12 free annual counseling sessions.

Training and Resources
CWS leadership received overwhelming feedback that the virtual CORE training was not as effective for newly hired CW specialists to learn and develop their skills. Therefore, all new CORE groups returned to in-person training starting 7/12/2021 and remain as of the writing of this report. Level courses for CW specialists have also gradually returned to in person.

The CWS PP Programs team is collaborating with Digital Pathways, OKDHS' technological and digital transformation team, to develop content for a website page within the agency's existing InfoNet to serve as a hub for resources, information, and guidance for PP specialists. The site will provide current information about processes within PP, and links to internal and external resources specialists frequently access in the course of their work. Input from PP staff and review of frequent questions submitted to the CWS PP Programs team were considered when deciding what content to include. The site will

enhance communication and accessibility of current information for PP staff, and the ease of editing allows Programs staff to modify content in response to PP staff's needs. The site also allows PP staff to highlight specific permanency strategies. Collaboration with Digital Pathways is ongoing and the estimated launch for the updated content is February 2022.

Telework and Flexible Scheduling
OKDHS remains committed to teleworking and flexible scheduling being the new workforce standard. Telework continues to be performed outside of the employee's assigned duty station/office. The general expectation is that employees may work in an office setting two days per week; however, greater flexibility is expected for CWS employees due to the work's nature. All CWS employees are provided laptops, mobile hotspots, and cell phones. Compressed scheduling continues to be available for employees with a desire to work an alternate workweek (AWW). Both of these options require the employee to create a permanent schedule and select the same AWW day or half day each week, as well as obtain supervisory approval for the scheduling.

Service First Phase Two: OKDHS Real Estate Modernization Strategy
Over the last two years, OKDHS embarked on a journey to transform service delivery to the more than one-third of Oklahomans served annually. Although the work to embed the OKDHS workforce in the community began before the COVID-19 pandemic as part of OKDHS' True North Goal to eliminate systemic barriers that keep customers from being successful, the pandemic provided an opportunity to learn a significant amount about how customers consume service; how OKDHS can most effectively meet them where they are in both physical and digital spaces; and determine what works and what doesn't.

In May 2020, OKDHS initiated the Service First strategy, prioritizing OKDHS customers and workforce over physical structures. The economic downturn had resulted in a $28 million budget reduction for OKDHS in SFY 2021, and the Service First plan is how OKDHS realized a portion of the 4 percent savings needed without impacting services or laying off or furloughing staff. In counties where offices closed, OKDHS established more than 100 community partnerships that are utilized today for continued presence across the state. Currently, OKDHS looks toward the future of service delivery and recognizes that many of the remaining offices suffer from deferred maintenance for more than a decade. The OKDHS neglected real estate footprint lacks hope and sends the message that employees and those served are not valued. The people of Oklahoma deserve a world-class customer service experience from OKDHS and leadership is committed to providing it to them. Furthermore, the space no longer fits the needs of the OKDHS workforce, as OKDHS learned the services can be robustly delivered by embedding in the community and in the field, and that the workforce is as productive, or more, teleworking.

CWS and OKDHS leadership conducted virtual listening sessions with employees during the Service First Phase One, with the intent to listen to employees' concerns, questions, and ensure their day-to-day work needs would be met. CWS leadership conducted on-site tours of various Service First partner locations in CY 2021 to assess how well employees' and clients' needs are being met since the transition. The on-site tours included speaking to various employees and asking for their feedback. Due to these efforts, CWS and OKDHS leadership concluded a CW space needed to be developed in a specific county, which is currently underway. Additionally, these efforts resulted in adding printers to a plethora of Service First partner locations for CW employees to use and troubleshooting other issues.

On 1/31/2022, a Child Welfare Physical Space Survey was sent to all CW specialists and supervisors, providing them an opportunity to anonymously complete and make their needs known so that CWS leadership can work toward solutions. The survey's purpose was to ensure each CW specialist has access to the tools they need to perform their job duties efficiently and effectively, such as physical office space, office tools, and state vehicles. CWS and OKDHS leadership reviewed the initial survey results on 2/7/2022 and began developing concrete steps to resolve unmet employee needs.

Nearing the end of 2021, OKDHS began implementation of Phase Two of Service First – a plan to further transform services through the modernization of OKDHS' real estate footprint – to better serve the needs of Oklahomans. This plan will help

realize the new Executive Leadership True North Goal of creating a 'World Class Customer Experience' illustrating the value that OKDHS places in the people served and the workforce that is critical to the communities. OKDHS will begin trading in large and obsolete administrative buildings, some with more than 30,000 square feet, in favor of three types of smaller, more strategically located and thoughtfully designed locations.

As OKDHS embarks on this new effort, at least one of these types of spaces will be in all of the counties and some counties will have all three types of locations. OKDHS will use data to make the decisions to determine location, and leadership is committed that no one will vacate any current location until a new building in the county is fully open and operational.

The first locations are retail spaces, which closely resemble a bank branch, allowing in-person engagement for service recipients who cannot reach OKDHS through remote means. These spaces will be designed with the Science of Hope as their foundation with first contact resolution in mind, meaning that OKDHS in most cases is able to process eligibility and distribute benefits in one visit to the office. These offices will also allow OKDHS to utilize virtual intake services with a host facilitating the application process for walk-in traffic without the need for Adult and Family Services staff to be physically present in each location. This furthers agency efficiency by allowing OKDHS to distribute caseloads statewide and decreasing wait times for benefits.

The second are approximately 10 administrative hubs designed to meet the modern business environment needs of the workforce, including non-customer facing functions like new employee onboarding, team meetings, mentorship, printing, scanning, faxing, and human resources functions.

The third type are intentionally designed, trauma-informed CW centers that will allow for tailored services for children and families. These spaces will be critical in the ongoing development of a collaborative family strengthening system that ensures childhood well-being and safety while also equipping and empowering biological and foster parents with the tools they need to be successful.

Modernization will also help OKDHS further reduce costs. OKDHS will be able to harvest savings through reduced square footage statewide, as well as reduced maintenance and technology costs, as modern infrastructure is more cost effective to maintain. Under this plan, OKDHS will move away from a building ownership model to a leasing model. OKDHS will utilize the contracting process to ensure buildings are maintained and that landlords are responsible for construction, renovations, and upgrades. OKDHS is also hard at work upgrading the agency's digital infrastructure, as the ability to meet customers virtually, wherever they are located, is critical.

For years, OKDHS neglected modernization and upgrades across the board, sometimes rightfully so when faced with fiscal scarcity, but what the agency sacrificed along the way is the need to honor human dignity by valuing employees and customers. OKDHS' goal is to provide the best world-class customer service experience in state government, not just in Oklahoma, but the nation. Service First Phase Two will improve OKDHS's customer service and treat employees better all while meeting the business needs today and into the future.

7.1: Supervisor Caseloads

Operational Question
What percentage of child welfare (CW) supervisors meet caseload standards, are close to meeting workload standards, or are over workload standards?

Data Source and Definitions
This measure looks at supervisor units in regards to the worker standard per unit. There are two parts to determine if a supervisor unit meets the standard. First, the measure looks at the number of CW workers each supervisor is currently supervising in his or her unit. The target is for each unit to have a ratio of five CW workers to one supervisor. When a unit has a ratio of 5:1 or less, they are considered to meet the standard. Units are "close" when they have a ratio of 6:1. All

units with a ratio of 7:1 or over are considered "over." Each worker accounts for 0.2 percent of a supervisor's workload capacity. Secondly, the measure looks at any of those supervisors who are currently supervising caseload carrying workers and also have primary assignments on his or her own workload. Because these workload assignments deduct from a supervisor's capacity to supervise their workers, the additional caseload must be factored into the measurement. When a supervisor has less than two case assignments, the case assignments will not be calculated into the measurement. Any other assignments on a supervisor's caseload will be calculated at the same weight as a worker's caseload and then added to the supervisor capacity, which includes the number of workers supervised. With this combined calculation of the supervisor's workload capacity, it is then determined how many of these supervisor units are meeting the workload standard.

Description of Denominator and Numerator for this reporting period

Denominator: All current supervisor units currently supervising caseload carrying workers in Adoptions, Foster Care, Family-Centered Services, Child Protective Services, and Permanency Planning.

Numerator: All current supervisors with a combined workload of 100 percent or less.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2014 – 6/30/2014	All supervisors with a unit currently supervising caseload carrying workers			58.8%
7/1/2014 – 12/31/2014	All supervisors with a unit currently supervising caseload carrying workers	217 – Met	306 Units	70.9%
1/1/2015 – 6/30/2015	All supervisors with a unit currently supervising caseload carrying workers	259 – Met	345 Units	75.1%
7/1/2015 – 12/31/2015	All supervisors with a unit currently supervising caseload carrying workers	297 – Met	372 Units	79.8%
1/1/2016 – 6/30/2016	All supervisors with a unit currently supervising caseload carrying workers	308 – Met	379 Units	81.3%
7/1/2016 – 12/31/2016	All supervisors with a unit currently supervising caseload carrying workers	330 – Met	387 Units	85.3%
1/1/2017 – 3/30/2017	All supervisors with a unit currently supervising caseload carrying workers	317 – Met	376 Units	84.3%
4/1/2017 – 6/30/2017	All supervisors with a unit currently supervising caseload carrying workers	313 – Met	375 Units	83.5%
7/1/2017 – 9/30/2017	All supervisors with a unit currently supervising caseload carrying workers	301 – Met	368 Units	81.8%
10/1/2017 – 12/31/2017	All supervisors with a unit currently supervising caseload carrying workers	319 – Met	377 Units	84.6%
1/1/2018 – 3/31/2018	All supervisors with a unit currently supervising caseload carrying workers	318 – Met	375 Units	84.8%

4/1/2018 – 6/30/2018	All supervisors with a unit currently supervising caseload carrying workers	312 – Met	373 Units	83.6%
7/1/2018 – 9/30/2018	All supervisors with a unit currently supervising caseload carrying workers	339 – Met	379 Units	89.4%
10/1/2018 – 12/31/2018	All supervisors with a unit currently supervising caseload carrying workers	334 – Met	377 Units	88.6%
1/1/2019 – 3/31/2019	All supervisors with a unit currently supervising caseload carrying workers	316 – Met	364 Units	86.8%
4/1/2019 – 6/30/2019	All supervisors with a unit currently supervising caseload carrying workers	307 – Met	368 Units	83.4%
7/1/2019 – 9/30/2019	All supervisors with a unit currently supervising caseload carrying workers	313 – Met	376 Units	83.2%
10/1/2019 – 12/31/2019	All supervisors with a unit currently supervising caseload carrying workers	265 – Met	378 Units	70.1%
1/1/2020 – 3/31/2020	All supervisors with a unit currently supervising caseload carrying workers	295 – Met	373 Units	79.1%
4/1/2020 – 6/30/2020	All supervisors with a unit currently supervising caseload carrying workers	341 – Met	383 Units	89.0%
7/1/2020 – 9/30/2020	All supervisors with a unit currently supervising caseload carrying workers	318 – Met	378 Units	84.1%
10/1/2020 – 12/31/2020	All supervisors with a unit currently supervising caseload carrying workers	348 – Met	383 Units	90.9%
1/1/2021 – 3/31/2021	All supervisors with a unit currently supervising caseload carrying workers	326 – Met	379 Units	86.0%
4/1/2021 – 6/30/2021	All supervisors with a unit currently supervising caseload carrying workers	350 – Met	383 Units	91.4%
7/1/2021 – 9/30/2021	All supervisors with a unit currently supervising caseload carrying workers	324 – Met	369 Units	87.8%
10/1/2021 – 12/31/2021	All supervisors with a unit currently supervising caseload carrying workers	352 – Met	377 Units	93.4%
Target				90.0%

Section 3, Table 7.1-3
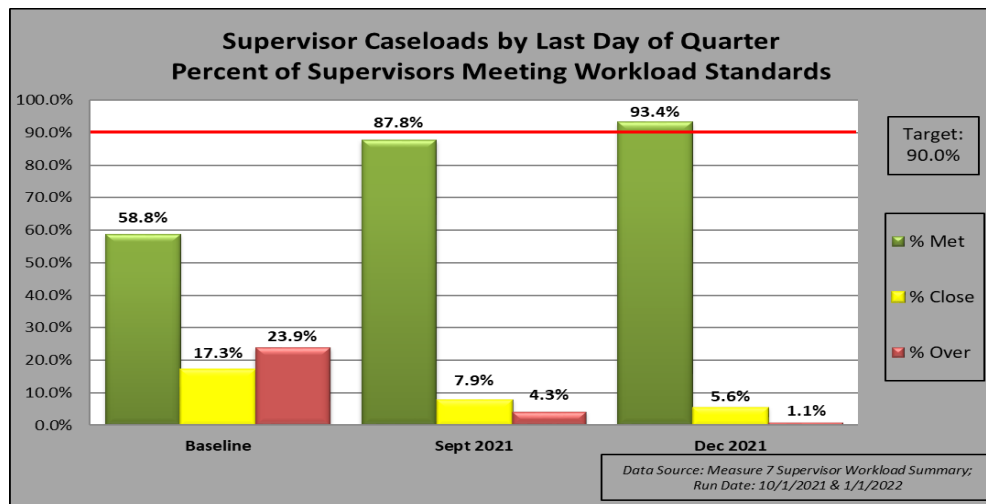
Section 3, Graph 7.1-5

Data Commentary

For the current quarter, 377 supervisor units in total were counted which are comprised of 1,499 CW specialist I, II, and III's. This calculates to a statewide worker to supervisor ratio of 3.98. As of 12/31/2021, 352 supervisors or 93.4 percent met the workload standard, 21 supervisors or 5.6 percent were close to meeting the standard, and four supervisors or 1.1 percent were over the standard, as seen in Section 3, Graph 7.1-5. As part of this measure, the work assigned to supervisor's workloads must also be calculated into the workload standard. One hundred and thirteen supervisors had at least one assignment on his or her caseload. This is the third time since Pinnacle Plan reporting began that the target of 90 percent was met. This is a 2.0 percent increase from the previous semi-annual reporting in June 2021 and the highest percentage achieved since reporting began.

Reporting Period Progress

A WebFOCUS Supervisor Workloads report, updated daily, is available to all CW employees. Additionally, Child Welfare Services (CWS) leadership receives a more detailed supervisor caseload data report monthly. The data is reviewed near the beginning of each month by the CWS Executive Team. An explanation for why a supervisor is not meeting caseload standards must be provided to the regional deputy director and Assistant CWS Director for Field Operations for review, discussion, and direction. During this reporting period, statewide adjustments were made to some supervisory units to more equally distribute the number of CW specialists assigned to each supervisor. Regional deputy directors are responsible for approving direct assignments made to a supervisor. Direct assignments are defined as assignments made to supervisors for the purpose of the supervisor doing the casework directly. This assignment type is what CWS expects to reduce and eliminate. Due to these efforts, CWS demonstrated 99 percent of supervisors meeting or close to meeting the target, which provides more supervisors with greater opportunities to coach, support, and mentor the CW specialists assigned to them.

Calendar year 2021 resulted in a significant increase of available caseload capacity for supervisors due to decreased number of CW specialist I and II applicants, which resulted in a net loss of specialists and increased vacancies statewide. CWS leadership is utilizing the available capacity with an agreed upon methodology to assign cases to equalize the work and provide concrete support to CW specialist I – III's. CWS acknowledges the need to decrease the number of CW supervisors with work assigned which remains the goal as vacancies are filled and CW specialist I – III's capacity is increased. Of the CW supervisors with any work assigned at the end of December 2021, 66 percent were assigned three or less employees and 91 percent were assigned four or less employees. Moreover, 61 percent of the CW supervisors were assigned two or less cases and 73 percent were assigned three or less cases.

Since 8/1/2021, CW frontline supervisors are approved to accrue compensatory time for time worked greater than 40 hours per week. CW frontline supervision and support of frontline CW specialists often occurs beyond a normal 40-hour

work week, especially if the supervisor is helping with after-hours investigations, placement transitions, or the myriad of other CW emergencies that can happen after-hours. The numerous hours that CW supervisors work beyond their regular 40-hour work week historically was not recognized or rewarded. Accrual of compensatory time is a significant system change to support frontline CW supervisors, who in turn support frontline CW specialists.

During this reporting period, CWS and Oklahoma Human Services (OKDHS) Human Resources Management (HRM) approved CW supervisors in 17 districts to receive overtime pay for overtime work connected with direct case work. Effective 1/23/2022, all CW supervisors are eligible to receive overtime pay for the following criteria, which is an effort to provide tangible support to supervisors who are supervising employees and working cases.

- Direct case assignments: Assignments made to supervisors for the purpose of having the supervisor do the casework directly.
- Indirect case assignments: Specific case activities a CW supervisor completes to support CW specialist I – III's. Activities include but not limited to, calling and documenting collaterals/references; completing a worker visit with a child/parent/foster parent; reviewing and documenting CW and criminal history; transporting a client; and sitting with a child at a hospital/office setting.

7.1 Caseloads Conclusion

Since reform began, OKDHS has evolved into a self-correcting system and caseload management is one example of that system. The baseline data ending June 2013, showed 27 percent of CW specialists meeting caseload standards compared to the recent period ending December 2021 with 88.4 percent meeting caseload standards. The baseline data ending June 2014 showed 58.8 percent of CW supervisors meeting caseload standards compared to the recent period ending December 2021 with 93.4 percent meeting caseload standards.

While caseload compliance ebbed and flowed over the reporting periods from 2013 through 2021, it is evident that OKDHS demonstrates substantial improvement in not only the metrics, but in identifying activities, efforts, and strategies resulting in enhanced caseload compliance. Furthermore, OKDHS self-corrected during times of increased work and times of decreased new hires. Retention is key to not only meeting workload standards, but more importantly, building a robust CW system with quality experience and best practices and outcomes for children and families. In order to develop, adjust, and transform retention efforts, OKDHS and CWS leadership will continue to evaluate employee experiences and feedback.

CW specialists and supervisors continue to adjust to significant change, including navigation and fatigue related to the ongoing COVID-19 pandemic in their personal and professional lives; telework; virtual rather than in-person supervision and connections; and adapting to OKDHS building closures and the Service First model. CWS leadership is utilizing the annual employee survey, exit surveys, group feedback, and one-on-one feedback with employees to develop further recruitment and retention efforts. Considering the decreased applicants and net loss of specialists, CWS has demonstrated a phenomenal job managing the workflow and workload, utilizing available capacity.