



PINNACLE PLAN MEASURES

SEMI-ANNUAL SUMMARY REPORT

February 2017

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Overview

The Oklahoma Department of Human Services (DHS) 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. The [OKDHS Metrics, Baselines, and Targets Agreement - 3/7/13](#) 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 DHS 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 DHS 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

DHS 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, DHS believes it is important to clarify how the various metrics relate to the levers that DHS can potentially influence to improve outcomes for children in care.

The CQI process is based on the premise that improving outcomes for children requires some degree of system reform and system reform 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 pertain 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 DHS' 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 demographic profile of the children captured during the history of reporting periods.

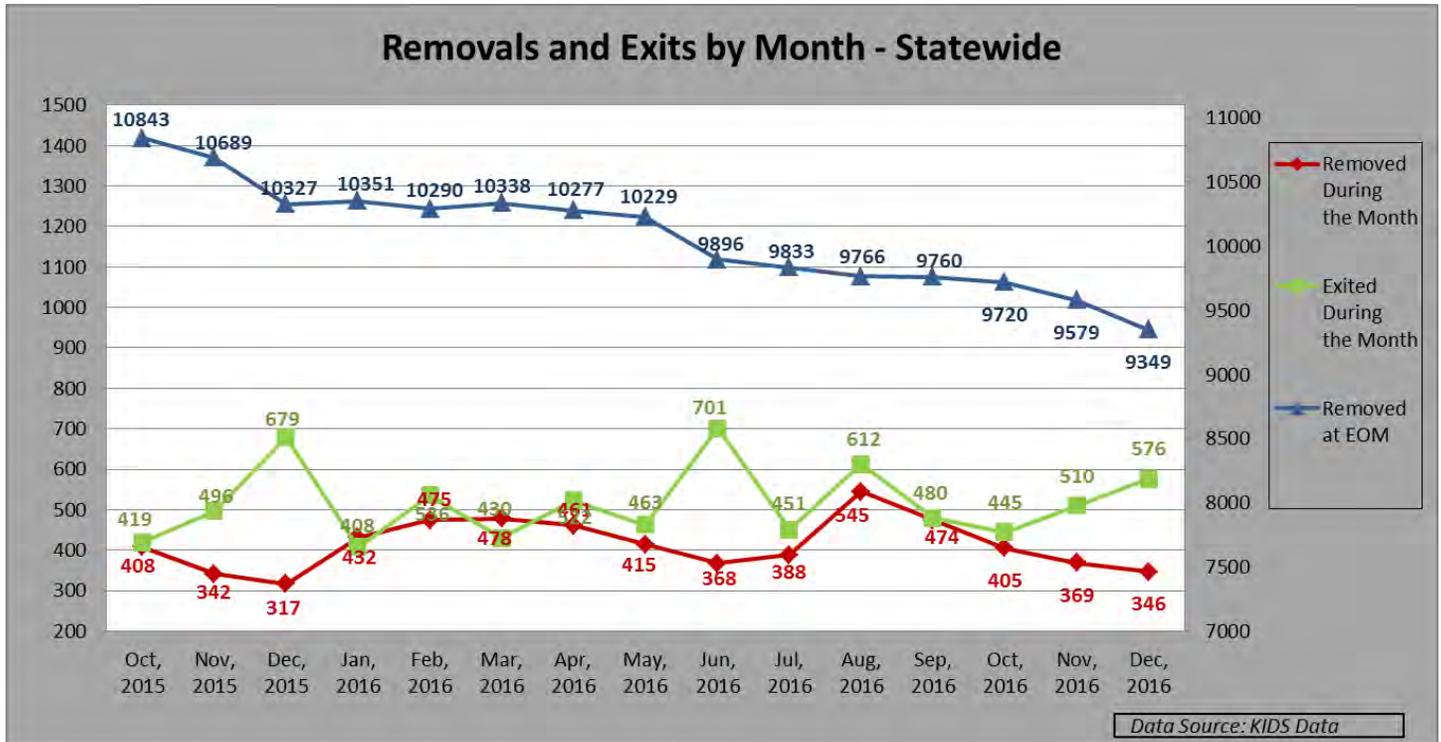
SECTION 2: Child outcomes. This section reports on metrics related to safety and permanency outcomes for children in care. These include indicators pertaining to **maltreatment in care, frequency of worker contacts, placement stability, shelter placement, and permanency.**

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

SECTION 1. Contextual information

Entry and exit trends

DHS 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 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 2016, the number of children in care reached 9,349, a 17.3 percent decrease since October 2014, continuing the reduction in the number of children in care. The chart below, Section 1, Graph 1, shows the number of children removed and the children who exited care during each month from October 2015 through December 2016. During SFY 2016, the total number of children exiting care outnumbered the children removed leading to the decrease in the number of children in care.

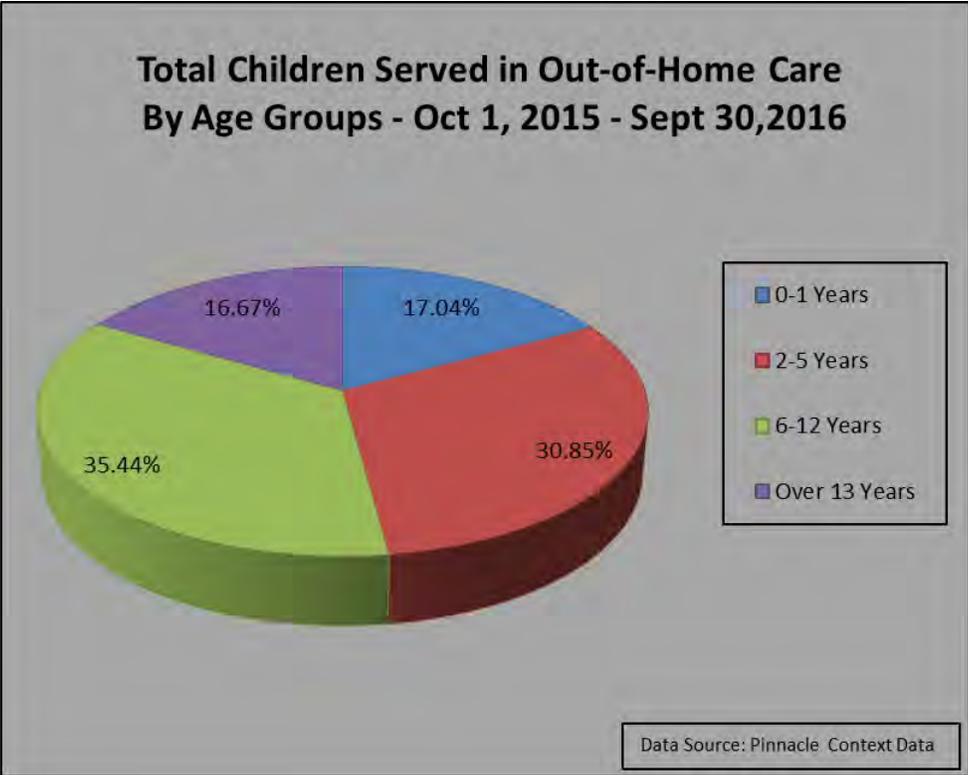


Section 1, Graph 1

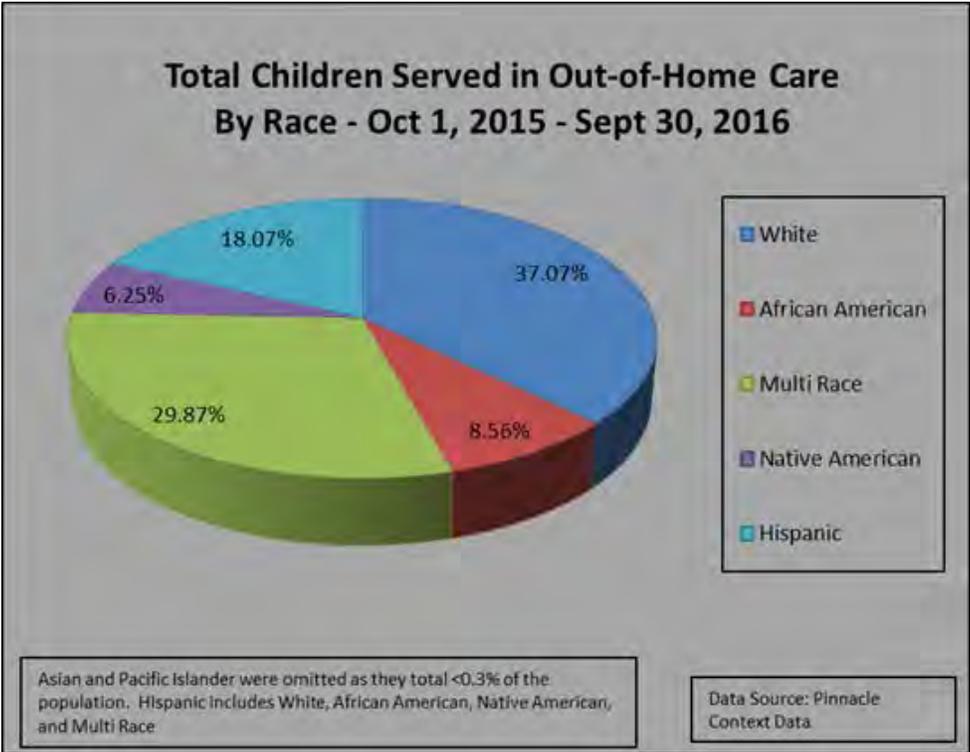
Demographic information by reporting period

During the reporting period of October 1, 2015 through September 30, 2016, DHS served 16,244 children. The "served" population includes all children who were in 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 total population served of 15,958 children.

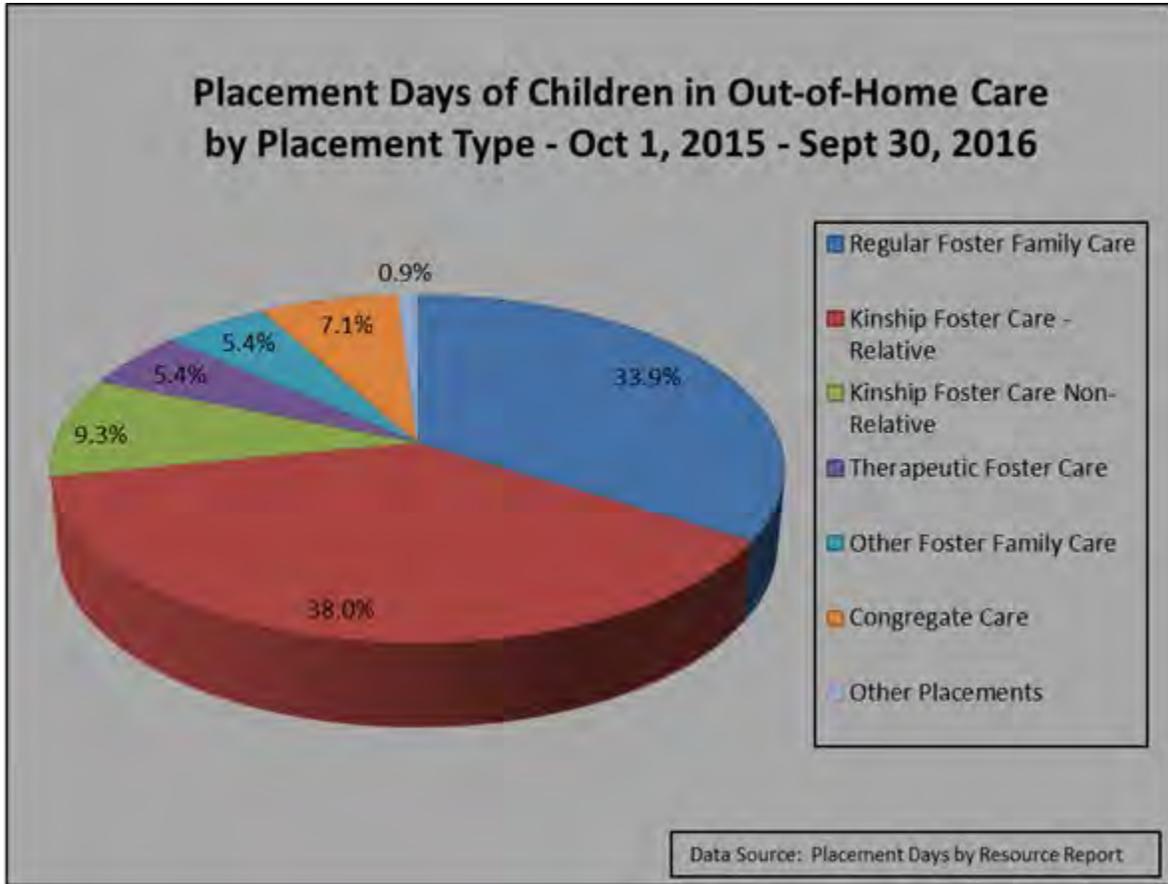
Section 1, Charts 1, 2, and 3 show the children's demographics by age, race, and placement type as of December 31, 2016. For race, when a child claims more than one race, the child is counted in the "Multi-Race" category. Hispanic or Latino origin is not counted as a primary race, so when a client indicates that he or she is Hispanic, regardless of any other race selected, the client is reported in the "Hispanic" category. The other races, White, African American, Multi-Race, and Native American, are all Non-Hispanic.



Section 1, Chart 1



Section 1, Chart 2



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 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. Oklahoma uses the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) (16A & 16B) files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file (covering AFCARS 16A & 16B 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 care) are derived by subtracting the NCANDS count of child maltreatment by foster care (out-of-home care) providers from the AFCARS count of children placed in out-of-home 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 homes, group homes, shelters, and residential facilities. Oklahoma began including children substantiated for maltreatment by the Office of Client Advocacy (OCA) in institutional settings in March 2013.

Description of Denominator and Numerator for this reporting period

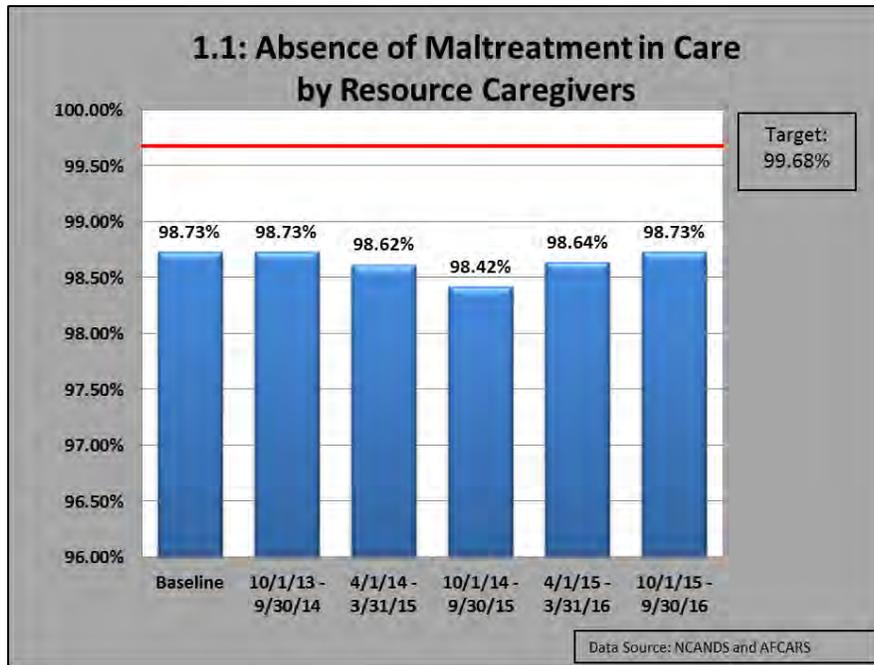
Denominator: All children served in foster care between 10/1/2015 and 9/30/2016.

Numerator: The number of children served in foster care between 10/1/2015 and 9/30/2016 who did not have any substantiated or indicated allegations of maltreatment by a foster parent or facility staff member during that period.

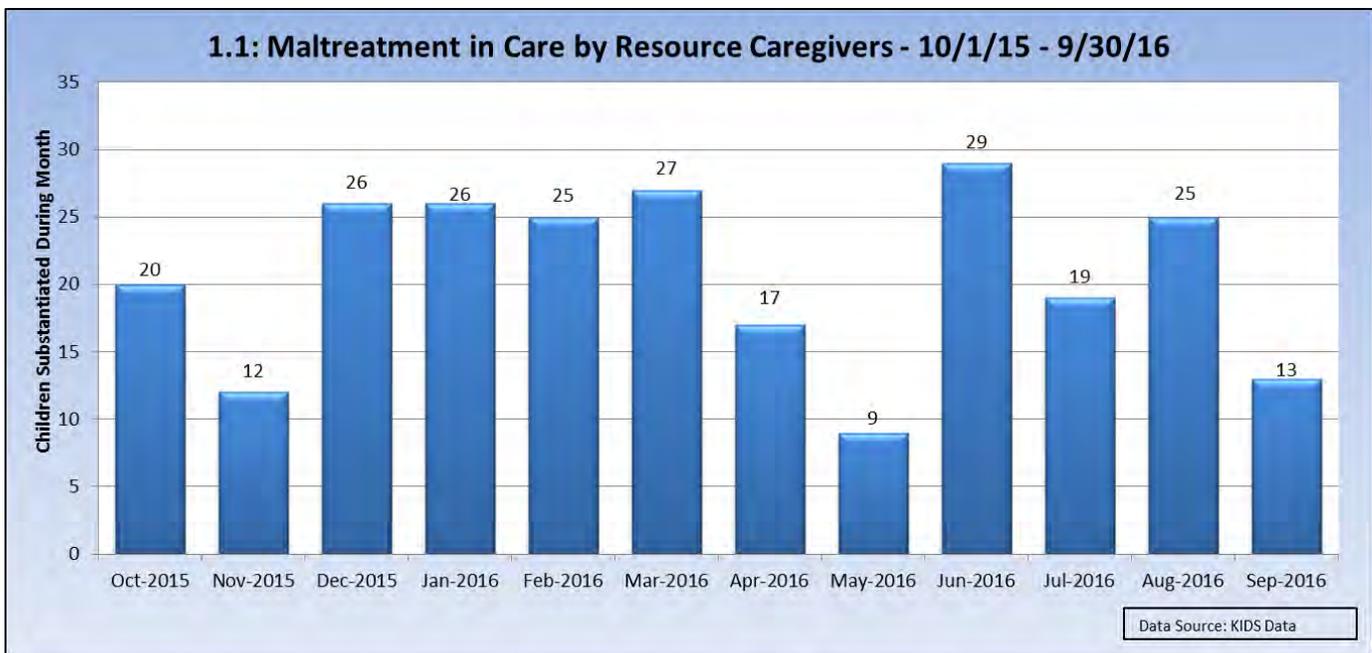
Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014	15,605	15,806	98.73%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014	16,066	16,272	98.73%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015	16,410	16,640	98.62%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015	16,543	16,808	98.42%
4/1/2015 – 3/31/2016	All children served between 4/1/2015 and 3/31/2016	16,323	16,548	98.64%
10/1/2015 – 9/30/2016	All children served between 10/1/2015 and 9/30/2016	16,037	16,244	98.73%
Target				99.68%

Section 2, Table 1.1-1



Section 2, Graph 1.1-1



Section 2, Graph 1.1-2

Commentary

This indicator is based on the federal measure for maltreatment in care and produces representative information about the incidence of maltreatment in care (MIC). The MIC rate for this semi-annual reporting period has decreased; the data shows the total number of victims decreased in the most recent six month time period as well.

For the reporting period October 1, 2015 - September 30, 2016, 247 substantiations of maltreatment while in out-of-home care were reported in the monthly MIC Pinnacle Plan Measure. These 247 victims were included in **126** separate referrals: **77** referrals for children in foster care and **49** referrals to OCA. Of the 247 victims placed in foster care:

- 97 children were in a Kinship Foster Care Home Relative (39.3%);
- 16 children were in a Kinship Foster Care Home Non-Relative (6.5%);
- 42 children were in a Traditional Foster Home (17.0%);
- 11 children were in a Traditional CW Foster - Supported Home (4.5%); and
- 18 children were in a Therapeutic Foster Care Home (TFC) (7.3%).

Congregate Care Placement Types:

- 44 children were in a Level D, D+, or E Resource Facility (17.8%);
- 8 children were in an Acute Psychiatric Hospital or Psychiatric Residential Treatment Center (3.2%);
- 4 children were in a DHS Shelter (1.6%);
- 1 child was placed in a Non-DHS Operated Facility (0.4%);
- 1 child was in a Youth Services Shelter (0.4%); and
- 1 child was in Detention (0.4%).

Other Foster Family Care Placement Types:

- 1 child was in an Adoptive Placement (0.4%);
- 1 child was in a Contracted Foster Care Home (0.4%); and
- 2 children were in Tribal Approved Foster Care (0.8%).

For NCANDS reporting, 206 victims were reported. The difference between the two measures was explained in Data Source and Definitions.

Children in Out-of-Home Care					
October 1, 2015 - September 30, 2016					
Placement Type	Placement Days	Percent	Placement Type	MIC	Percent
CW Foster Family Homes	659,416	19.0%	CW Foster Family Homes	42	17.0%
CW Foster - Supported Homes	519,015	14.9%	CW Foster - Supported Homes	11	4.5%
Kinship Foster Care - Relative	1,323,473	38.0%	Kinship Foster Care - Relative	97	39.3%
Kinship Foster Care Non-Relative	322,010	9.3%	Kinship Foster Care Non-Relative	16	6.5%
Therapeutic Foster Care Homes	189,338	5.4%	Therapeutic Foster Care Homes	18	7.3%
Congregate Care	247,664	7.1%	Congregate Care	59	23.9%
Other Foster Family Care	186,807	5.4%	Other Foster Family Care	4	1.6%
Other Placements	31,327	0.9%	Other Placements	0	0.0%
Total	3,479,050	100.0%	Total	247	100.0%

Data Source, Pinnacle MIC Data for 12 months ending September 30, 2016 and Placement Days by Resource Type Run date: November 17, 2016

Section 2, Table 1.1-2

In Section 2, Graph 1.1-1 above, data shows positive trending over the two previous reporting periods. In the most recent reporting period, 98.73 percent of children had an absence of maltreatment in care by resource caregivers.

Several activities are in place to target and reduce maltreatment in care. By focusing efforts on various target areas, children will remain safe in foster care.

Record Searches

Changes were made to the Office of Background Investigations (OBI) Unit's duties because of an extraordinary backlog for name-based and fingerprint-based background checks. The backlog developed because OBI was unable to find staff that possessed the necessary skills to complete the child welfare (CW) history searches. The following changes were implemented 7/22/16 and remain in place.

- OBI began processing Oklahoma State Bureau of Investigation (OSBI) name-based results and fingerprint-based results.
- Foster Care and Adoptions staff are responsible for completing the full records check that requires public records searches for any new applications including kinship, traditional, and any alternate caregivers.
- Foster Care and Adoptions staff are responsible for obtaining additional documentation for any records located through public records searches or OSBI/Federal Bureau of Investigation (FBI) results, such as police reports, arrest affidavits, protective order petitions, and disposition information, for any new applications including kinship, traditional, and any alternate caregivers.
- Foster Care and Adoptions staff are responsible for obtaining any out-of-state CW history for an applicant who has lived outside of Oklahoma within the past five years.
- Other Child Welfare Services (CWS) staff, Child Protective Services (CPS), Permanency Planning (PP), and Family-Centered Services, are responsible for conducting any additional public records searches, obtaining out-of-state CW history, or obtaining supporting documentation as required by their program's specific policies and procedures.

Currently, FBI fingerprint-based checks continue to be submitted to OBI as usual. Results are returned to the requesting field staff and continue to be received in the same manner as previously. OBI conducted interviews for background investigator staff and were able to hire for vacant positions. The OBI unit was able to alleviate backlog issues by running same-day service for name-based searches during this period. Supervisors continue to review all criminal and CW background checks and take any concerns to the field manager for consultation, per policy.

MIC Regional Workgroup

Regional team leads, consisting of five district directors from the field, two field managers, and program staff were appointed to the MIC Regional Workgroup in June 2016. Initial meetings centered on developing a screen-out consultation process and consistent CW history searches and decision-making. A protocol was also proposed regarding the "Screen-Out Consultation." A numbered memo was distributed statewide detailing the process that needs to occur in a 10-day staffing and a screen-out consultation. The MIC Regional Workgroup is developing 10-day staffing participant roles and responsibilities as well as what should be discussed at the 10-day staffing.

In October 2016, the MIC Regional Workgroup met and discussed a direction for MIC and new strategy development. Specific areas were identified and agreed to focus on. The information from the October 2016 meeting laid a foundation for the development of the current activities. The workgroup met again in December 2016 and discussed the assigned duties and tasks needing completion. The meeting served as a refocusing of priorities. Small breakout groups were assigned to develop: (1) a process for consistent foster parent approval across the state; (2) qualitative review processes for worker visits; and (3) joint review staffing's to determine if quality safety assessment is being conducted and then if the relevant information is shared with all parties for better informed decision-making.

In June and July 2016, the MIC Regional Workgroup also met to discuss the quality of and assessment process for worker visits and how those impact MIC. A recommendation was made for the PP program administrator to distribute information on safety assessment in worker visits. On 8/29/16, the Assessing Safety in Worker Visits email was sent to all supervisors across the state. Topics and information that lead to a quality worker visit are discussed and trained for in Core, which is required for all new workers to attend prior to receiving a caseload.

MIC Foster Care Lead

A dedicated, full-time MIC Foster Care Lead position was created and filled in October 2016. The new MIC Foster Care Lead's work focuses completely on all aspects related to MIC Foster Care. The MIC Lead meets with program and regional staff to discuss and prevention tactics. Alongside the Co-Neutral's staff, the MIC lead also reviews MIC allegations as well as unsubstantiated allegations to identify gaps, trends, and areas needing improvement every month. When issues are found while reviewing, the Lead and designee(s) address them to keep children safe in foster care. Focus continues on building individual worker capacity, improving placement assessments, and expanding placement supports. MIC Lead has provided quantitative data on all placements since 2011 to Chapin Hall and the DHS Office of Performance Outcomes and Accountability for statistical analysis of MIC.

10-day Staffing and Resource Home Referrals

In February 2016, CWS Numbered Memo 16-02 Joint Review of Resource Home Referrals was sent to staff regarding joint review of resource home referrals. This memo designated a protocol for accepted referrals on resource homes that includes substantiated and unsubstantiated investigations as well as screened-out referrals. For accepted investigations, the 10-day staffing occurs with CPS, PP, and resource staff to address any needs identified for the family or children. The staffing includes determining resources, responsible parties, and time frames for implementation and monitoring of the plan. At the conclusion of the 10-day staffing, a determination is made in regards to continued use of the resource or if a policy violation needs to be issued. The memo also detailed a joint staffing review must occur on screen-out referrals between PP and resource staff to discuss previous referrals, written plans of compliance (WPCs), identified needs, and time frames. This joint review provides a forum to discuss all relevant information pertaining to the foster home, history, and any supports that may need to be put in place. In August 2016, screen-out consultation was added as a picklist option in KIDS Contacts to capture the joint review between the PP staff and resource staff. This establishes a place to document the staffing results. Baselines were set for the two joint review processes to start tracking and monitoring over time.

Within this reporting period, notifications from KIDS were established:

- When an out-of-home referral is screened-out, any PP worker and supervisor who have children placed in the resource, as well as, the resource worker and supervisor receive an auto-generated notification from KIDS informing them of the screen-out. This is also followed-up with an email from the Hotline supervisor informing the PP worker, PP supervisor, resource worker, and resource supervisor, as well as the district director, and field manager of the screened-out referral.
- When a referral is accepted on a resource home, the status line for the resource home changes from available to unavailable. This change in status does not allow for additional children to be entered into the resource until after the staffing when the resource worker determines the home is ready to take additional children.
- When a home has an open investigation in KIDS, the resource is flagged in red for easy notification of why the home is no longer available. All referral and investigation history is associated with the resource and located in one place for easy review.

In January 2016, CPS began a second tier review process of all out-of-home screened-out referrals by CPS program staff to determine if additional information is needed. For example, when a referral is screened as a policy violation, CPS program staff emails the foster care worker and the PP worker to see how each has addressed the issues. Also, CPS program staff review each screened-out referral to verify that the correct decision was made. When CPS feels that the referral should be investigated, it is then assigned for investigation. As of 1/6/17, 13 out of 1406 out-of-home screened-out referrals were sent back to the Hotline for assignment and investigation.

Field managers and administrators continue to monitor the written plans of compliance (WPCs), referrals, and overfills. An internal KIDS report is available on the WebFOCUS dashboard that includes all resource homes with an open WPC or CPS investigation. The report also includes other information to consider such as the number of referrals, number of investigations, and if the home is over the maximum number of children approved. An upcoming enhancement to KIDS will provide an easy indicator on resource workload and permanency workload to notify if the worker is assigned homes with an open WPC or has children placed in a home with an open WPC. With the information, the worker will be aware of and can review the information pertinent to the WPC prior to any contact with the children or the family and know to continue to monitor the issues. Email notifications are also sent out to the resource worker and supervisor when the home has an open WPC about the areas of concern and upcoming review dates. CPS and Foster Care and Adoptions programs are working with KIDS to enhance the CPS Referral and WPC for Open Resource Homes report to assist with the monitoring component. In addition, KIDS is in the process of creating an MIC dashboard to provide information on key performance indicators. The dashboard will provide 12 months of data related to the current number of open homes, open WPC's, open referrals, 10-day staffing dates, overfills, and investigative information to use as a management tool. The dashboard will provide information for the entire state but will have the capacity to select data for a specific region, district, supervisor, or worker. CWS anticipates the dashboard will be available in January 2017. Reports were added for easy access to all screen-outs and all substantiated/unsubstantiated investigations.

The Out-of-Home (OOH) Assessment of Child Safety (AOCS) was released 7/9/16; however, additional changes were implemented in August and October 2016 to improve performance and capture the information in a more concise manner. The OOH AOCS includes a 10-day staffing screen that requires each worker, PP, CPS, and resource, to check off in the screen that they reviewed the information as discussed in the 10-day staffing and then a notice is sent to their supervisors for review and approval. Finally, the district director's and/or field manager's approval is documented to ensure clear communication amongst programs and clearly defined roles regarding follow-up and support for the foster parents. Changes in KIDS will permit collection of needed information from a comment box and additional approvals. This screen is currently only available in accepted reports. The screen-out consultation staffing is entered into a case contact using the screen-out consultation purpose for screened-out referrals.

Continuous Quality Improvement (CQI)

To provide analysis to better understand MIC and target future MIC strategies, CQI conducted a review of a sample represented by homes that were the subject of multiple referrals, were overbedded/overfilled, and/or had WPC's. The sample of 128 homes was pulled from KIDS and included CWS foster homes, kinship foster homes, supported foster homes, therapeutic foster homes, and tribal foster homes. A qualitative instrument was developed by the CQI team to conduct case reviews of the selected cases. All cases were reviewed, including the resource cases, bio-cases, and any associated referrals. The review focused on the analysis of very specific areas of practice possibly related to MIC including overfills/overbedding, WPC, and resource family assessments. The review and initial draft report were completed in September 2016. The preliminary draft results of the review were made available to the Co-Neutrals in October 2016. In November 2016, internal Child Welfare meetings were held to go over the information found in the review and a final product was submitted to the Co-Neutrals in December 2016. During the review, areas of concern were noted and additional information was on issues with home assessments, reassessments, complexities in WPCs, and data quality issues.

The qualitative review indicated that overfilled/overbedded homes may not have a significant impact on MIC. The data showed that 99 homes in the sample or 77.3 percent were not overfilled during the period under review. Noteworthy was the fact that of the total number of 21 substantiations, 20 were accounted for by homes identified as not overfilled. 90.5 percent of substantiated referrals were not associated with an overbed situation during the review. Reviewers only looked at whether the home was overbedded at the time of the review.

The review also found WPC issues where 57 homes or 45 percent had one or two WPCs during the period under review, and three homes or 2 percent had three or more WPCs during the period under review. The sample was weighted to include homes that did have WPCs over homes that did not have any WPCs. Concerns stemming from incomplete background checks and training per CWS policy were heavily represented at the time of home study reassessment.

CWS foster care staff and resource family partner (RFP) agency staff completed a review of all homes that were overfilled or overbedded. The review included any home that had more children placed than the maximum number for which the family was approved, as noted in KIDS. Homes that had more children than allowed by policy were also reviewed. Staff was required to follow the review protocol provided in the Overbed-Overfill Review Guidelines that required every resource with an overbed or overfill to have an in-home visit completed by the resource family's worker by 8/31/16. Before approval to overbed or overfill a home, homes were assessed using the Foster Care Overfill Checklist. During the review, any concerns that were identified by the worker were discussed with their supervisor and, when needed, the field manager. Staffings also included Permanency Planning, when warranted. The expectation regarding ongoing practice is for staff to complete and document this type of assessment prior to increasing a family's maximum approval. CWS Numbered Memo 15-12 Foster Home Overfills provides workers with the requirements for foster home overfills. Foster Care and Adoptions management are in the process of compiling the information from these reviews and will use the information to further develop staff's ongoing assessment skills. Monthly, Foster Care program staff sends out a list of all overfilled homes to the field managers in order to determine what supports were put in place to support the foster home. A KIDS enhancement now provides all contacts in any matching resource to appear in all resources. This enhancement allows information included in one resource to be shared between all programs.

Quality Assurance (QA) staff worked with Centralized Hotline staff on the formalization of a review tool for screened-out referrals. The Claremore Hotline supervisors conducted reviews of screened-out referrals with the QA staff to ensure consistency in the tool's application. The supervisors are undertaking one formal review per day utilizing the tool to review decisions made by their peers. While not using the tool, supervisors are applying the concepts outlined in the tool in their review of all screened-out referrals. QA staff will assist in analyzing data, trends, and concerns. Results will be used internally by Child Abuse and Neglect Hotline administration for training purposes and identifying trends.

As detailed in previous semi-annual reports, the three major areas of focus for reducing maltreatment in out-of-home care in higher level settings consist of policy, practice and technical enhancements; contract enhancements; and heightened monitoring of those facilities identified as having the highest number of maltreatment reports and maltreatment incidents.

Policy, Practice, and Technical Enhancements

Implementation of the Assessing Safety in Residential Settings contact guide began 10/1/16. During this reporting period, further work related to refinement of the SPPU Facility Services Plan (FSP) screens and reports in KIDS occurred as a result of feedback obtained during functionality testing of these screens in May 2016. Further testing has resulted in unforeseen delays for the release of the KIDS screens and reports.

Contract Enhancements

Further development and finalization of standardized group home provider forms, reports, and areas of provider performance for inclusion in the performance report cards have taken place. This work was undertaken during meetings between SPPU leadership and a small set of group home provider leadership. Meetings took place on 4/22/16, 6/10/16, 8/19/16, and 9/9/16. Use of the standardized forms and reports by providers begins 1/1/17, in conjunction with and support of, the single model of behavior of management within the group home level of care, known as Managing Aggressive Behavior (MAB). The initial provider performance report cards are expected to be compiled May 2017, subsequent receiving the first full quarter of standardized monthly report data.

Heightened Monitoring

Specific activities and detailed processes related to the selection of and work completed with facilities in need of heightened monitoring based upon three initial data sets were summarized in previous semi-annual reports. This reporting period includes heightened monitoring activities based upon the fourth and fifth maltreatment data sets received.

The fourth maltreatment data set, April through June 2016 that was received July 2016, was supposed to indicate the top three group home and shelter level of care resources and the top three acute and residential treatment center (RTC) level of care resources with substantiations. During this data set review, only one resource from the group home and shelter level of care was found to have a substantiated report of maltreatment and as a result was the sole resource from this level of care identified as in need of heightened monitoring. The initial heightened monitoring meeting with this resource occurred 8/2/16 and the program assessment was conducted 8/3/16 and 8/4/16. All but one of the identified providers from the acute and RTC level of care had resources previously identified as in need of heightened monitoring and participated in initial heightened monitoring meetings. At these initial meetings the providers declined the offer of completing a program assessment for their resources and to participate in the heightened monitoring process. As a result, initial heightened monitoring meetings were not held with these providers but notice was given that one of their resources had again been identified as in need of heightened monitoring. The initial heightened monitoring meeting with the one newly identified provider at the RTC and Acute level of care occurred on 7/26/16 and the program assessment was conducted 8/2/16 and 8/3/16.

The fifth maltreatment data set, July through September 2016, was received October 2016. During the data set review, only two resources from the group home and shelter level of care were found to have substantiated reports of maltreatment. Both of the identified resources at the group home and shelter level of care had been previously identified as being in need of heightened monitoring and had participated in the program assessment process. One of

these resources completed the program assessment process again on 11/2/16 and 11/3/16 because it had been over one calendar year since the last assessment was completed.

All of the identified providers from the acute and RTC level of care had resources previously identified as in need of heightened monitoring and participated in initial heightened monitoring meetings. Two of the providers had previously declined to participate in the heightened monitoring and program assessment process. The third provider resource was also identified as in need of heightened monitoring last quarter and did in fact complete the program assessment process. As a result, further work with this provider is ongoing in completing their corresponding action plan.

Core strategy initiatives designed to impact MIC in higher level settings remain in the early stages of implementation. However, positive trending is occurring and is evidenced by a decrease of nine child MIC victims in all congregate care settings compared to data in the previous semi-annual report. Furthermore, targeted efforts towards those facilities identified as in need of heightened monitoring appears to be positively impacting the majority of involved resources. Of the seven group home resources identified as in need of heightened monitoring in the second, third, and fourth data periods, one is now closed, and four of the remaining six had no MIC victims according to data July through September 2016. Of the eleven acute and RTC level resources identified as in need of heightened monitoring in the second, third, and fourth data periods, only one had an MIC victim according to data July through September 2016.

Children with Substantiations of Abuse or Neglect while in Out of Home Care - OCA Heightened Monitoring Facilities Facilities									
	Group Homes								TOTAL
	Group Home #1	Group Home #2	Group Home #3	Group Home #4	Group Home #5	Group Home #6	Group Home #7	Group Home #8	
Oct-2015	1	1							2
Nov-2015				2					2
Dec-2015									0
Jan-2016	1				1	3	1		6
Feb-2016						1			1
Mar-2016				2	1				3
Apr-2016				1					1
May-2016									0
Jun-2016				1			1		2
Jul-2016									0
Aug-2016				2		3			5
Sep-2016		3						2	5
TOTAL	2	4	0	8	2	7	2	2	27
<i>Data Source: Measure 1.1 MIC - Run date 12/31/16 - Numbers indicate children with substantiation while in DHS custody and placed at facility. Substantiations for children in DHS custody only</i>									
Heightened monitoring- 2nd period			HMF - 3rd period		HMF - 4th period		HMF - 5th period		

Section 2, Table 1.1-3

Children with Substantiations of Abuse or Neglect while in Out of Home Care - OCA Heightened Monitoring Facilities Facilities												
	Hospitals											TOTAL
	ACUTE / RTC #1	ACUTE / RTC #2	ACUTE / RTC #3	ACUTE / RTC #4	ACUTE / RTC #5	ACUTE / RTC #6	ACUTE / RTC #7	ACUTE / RTC #8	ACUTE / RTC #9	ACUTE / RTC #10	ACUTE / RTC #11	
Oct-2015	1											1
Nov-2015												0
Dec-2015										1		1
Jan-2016												0
Feb-2016												0
Mar-2016												0
Apr-2016		1*										1
May-2016												0
Jun-2016				1								1
Jul-2016												0
Aug-2016												0
Sep-2016										1		1
TOTAL	1	1	0	1	0	0	0	0	0	2	0	5

*Data Source: Measure 1.1 MIC - Run date 12/31/16 - Numbers indicate children with substantiation while in DHS custody and placed at facility.
Note* - Facility closed - Substantiation is from referral received 7/5/15 - Substantiations for children in DHS custody only*

Heightened monitoring- 2nd period	HMF - 3rd period	HMF - 4th period	HMF- 5th period
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Section 2, Table 1.1-4

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 DHS 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 AFCARS (16A & 16B) files combined with a non-submitted annual NCANDS (Covering AFCARS 16A & 16B periods) file 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 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. Whereas in the monthly metric, children disclosing abuse that occurred prior to coming into care are excluded.

Description of Denominator and Numerator for this reporting period

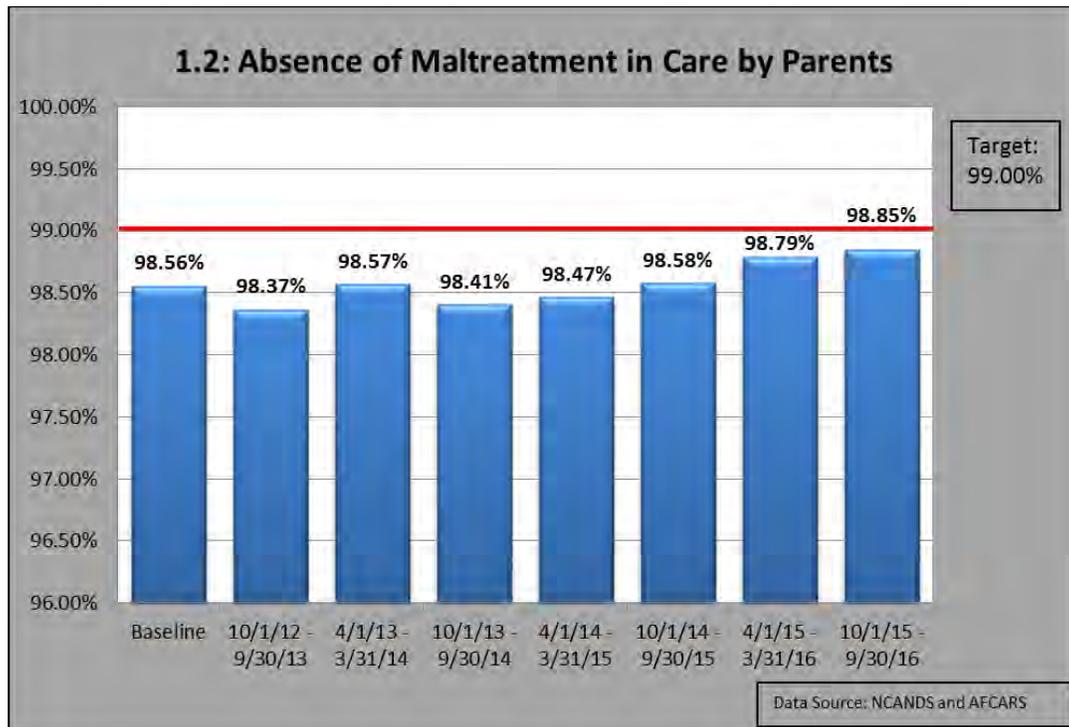
Denominator: All children served in foster care between 10/1/2015 and 9/30/2016.

Numerator: The number of children served in foster care between 10/1/2015 and 9/30/2016 that did not have any substantiated or indicated allegations of maltreatment by a parent during that period.

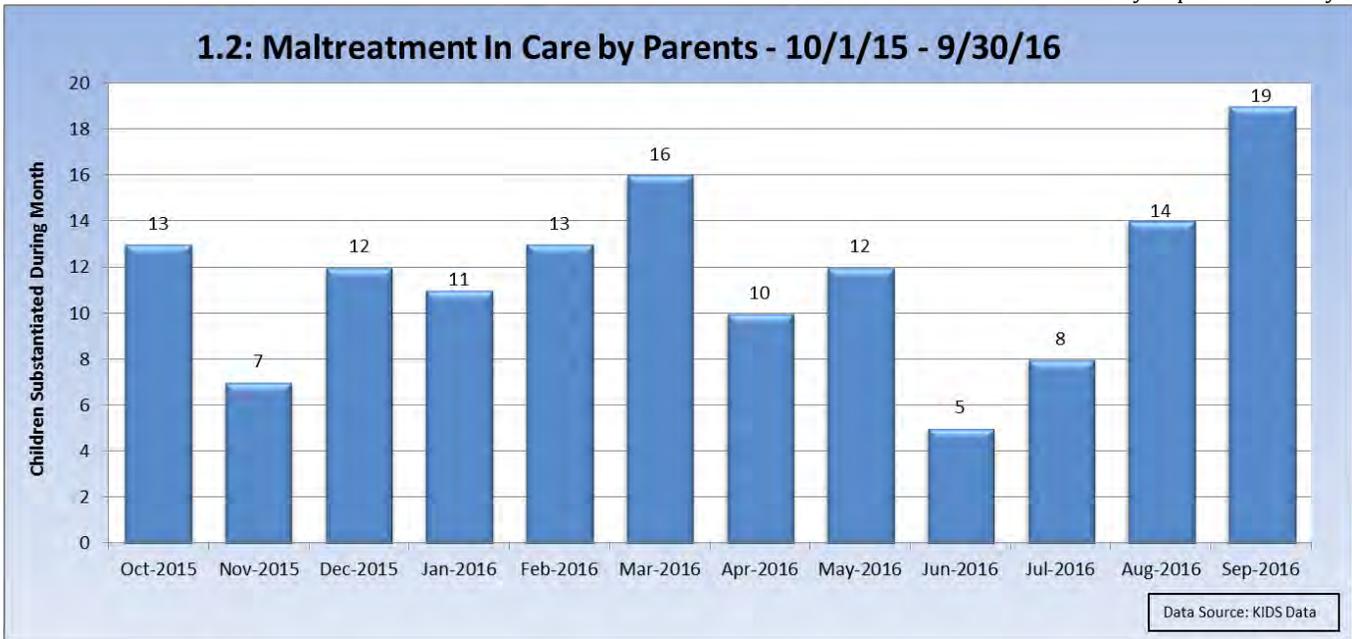
Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2010 – 9/30/2011	All children served between 10/1/2010 and 9/30/2011	12,352	12,533	98.56%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013	14,800	15,045	98.37%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014	15,580	15,806	98.57%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014	16,013	16,272	98.41%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015	16,386	16,640	98.47%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015	16,571	16,808	98.58%
4/1/2015 – 3/31/2016	All children served between 4/1/2015 and 3/31/2016	16,348	16,548	98.79%
10/1/2015 – 9/30/2016	All children served between 10/1/2015 and 9/30/2016	16,057	16,244	98.85%
Target				99.00%

Section 2, Table 1.2-1



Section 2, Graph 1.2-1



Section 2, Graph 1.2-2

Commentary

Section 2, Graph 1.2-1 is based on the federal indicator for maltreatment in care and produces representative information about the incidence of maltreatment in care by parents. The data above shows that the rate of maltreatment in care has improved from the baseline. Positive trending continues in this reporting period for children who are not maltreated in out-of-home care by a parent. In the most recent reporting period, 98.85 percent of children in out-of-home care were not abused or neglected by a parent. Focus on the safety of children through safety assessments throughout the time children are in out-of-home care is still a priority. Other targeted areas, such as quality worker visits by the primary worker also impact safety assessment.

For the reporting period October 1, 2015 - September 30, 2016, a total of 226 substantiations of maltreatment while in out-of-home care by parents were reported in the monthly MIC Pinnacle Plan Measure. The 226 victims were included in 136 separate referrals. However, in the monthly reporting, 86 of these victims were excluded based on the alleged abuse/neglect occurring prior to the child coming into out-of-home care. These victims are still reported to NCANDS.

Of the **226** victims in out-of-home care by parents:

- 104 were in Trial Reunification (46.0%);
- 57 were in Kinship Foster Homes (25.2%);
- 40 were placed in Foster Homes (17.7%);
- 23 were placed in Above Foster Care or other type settings (10.2%); and
- 2 were placed in other placements (0.9%).

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 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

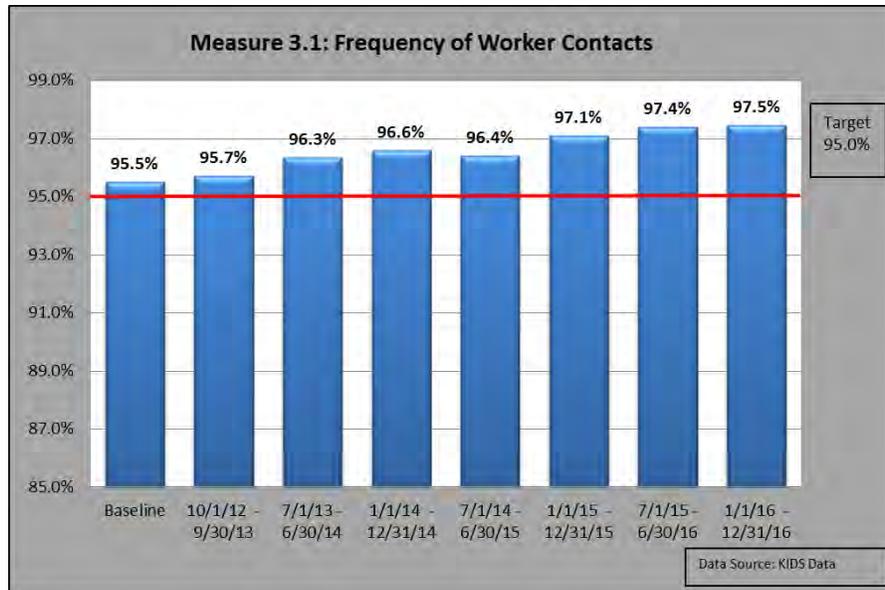
Denominator: The number of required monthly contacts due between 1/1/2016 and 12/31/2016.

Numerator: The number of qualifying required monthly contacts made.

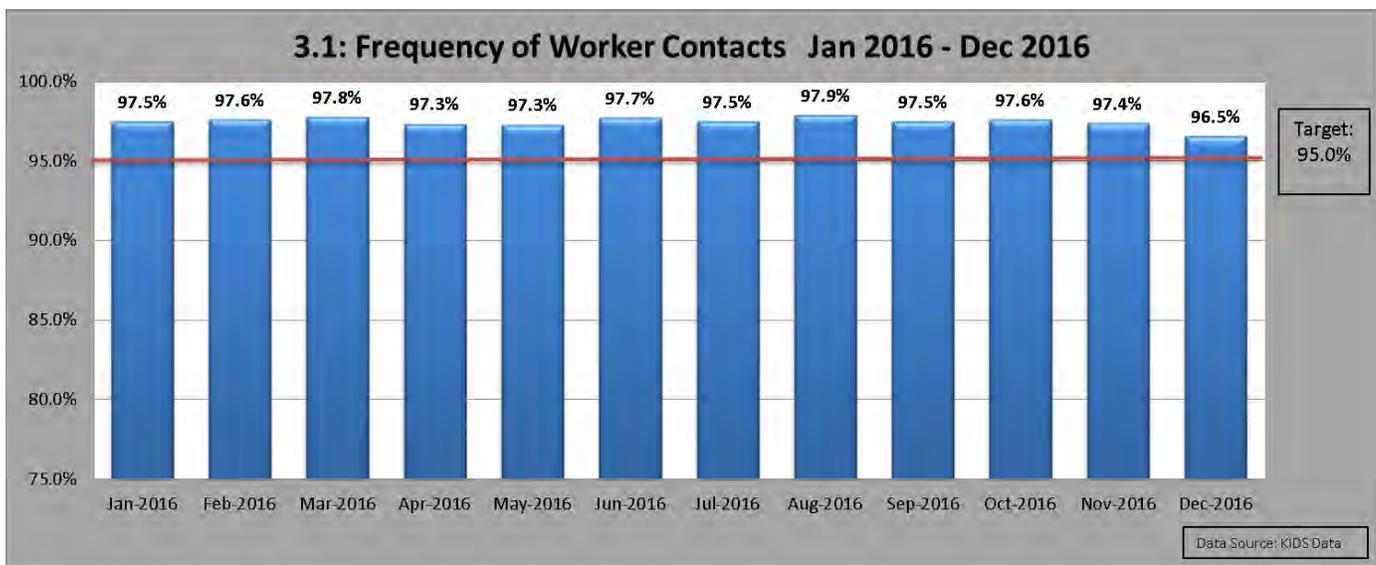
Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 1/1/2016 – 12/31/2016	111,659	114,567	97.5%
Target				95.0%

Section 2, Table 3.1-1



Section 2, Graph 3.1-1



Section 2, Graph 3.1-2

Commentary

The baseline for this measure was 95.5 percent and the target is to sustain 95.0 percent. Over the 12-month period from January 1, 2016 - December 31, 2016, 114,567 monthly contacts were required and 111,659 monthly contacts were completed which resulted in a rate of 97.5 percent. At the time the baseline was established in SFY 12, 94,639 monthly visits were required. In the current reporting period, an additional 19,928 visits were required over the baseline. 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 worker 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 case worker. For children in trial adoption cases, the monthly contact must have been completed by the Adoption worker with a primary assignment. Beginning with the semi-annual reporting period ending December 31, 2015, children who were placed in out-of-state placements will be excluded from the primary worker visitation measure, as these children have an assigned worker out-of-state responsible for monthly visitation.

- The data reflects the total number of required monthly contacts due to children in out-of-home care over the course of 12 months and the number of total required monthly contacts made by the primary assigned worker.
- 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 worker, the worker 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

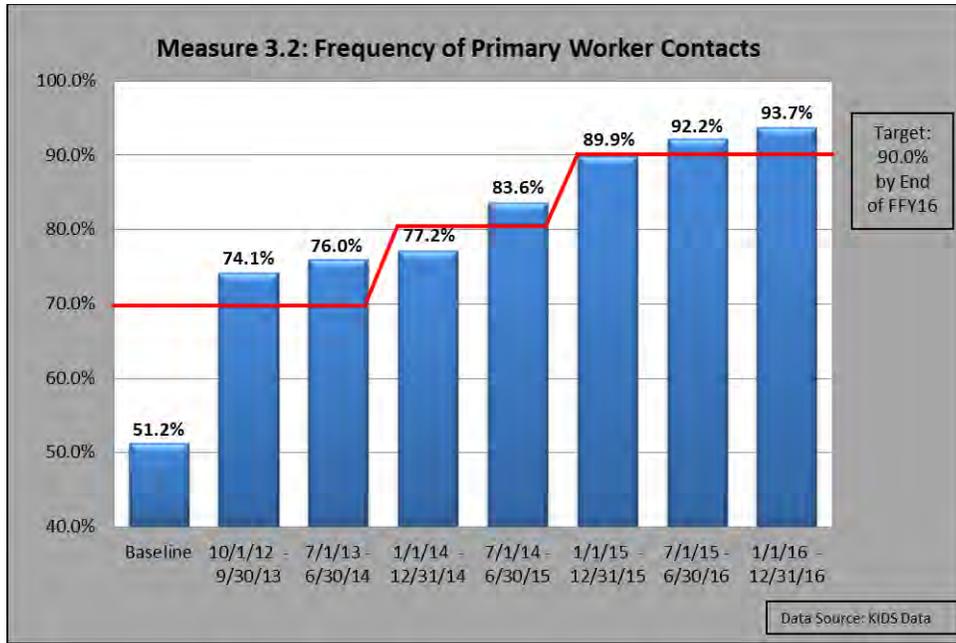
Denominator: The number of required monthly contacts due between 1/1/2016 and 12/31/2016.

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

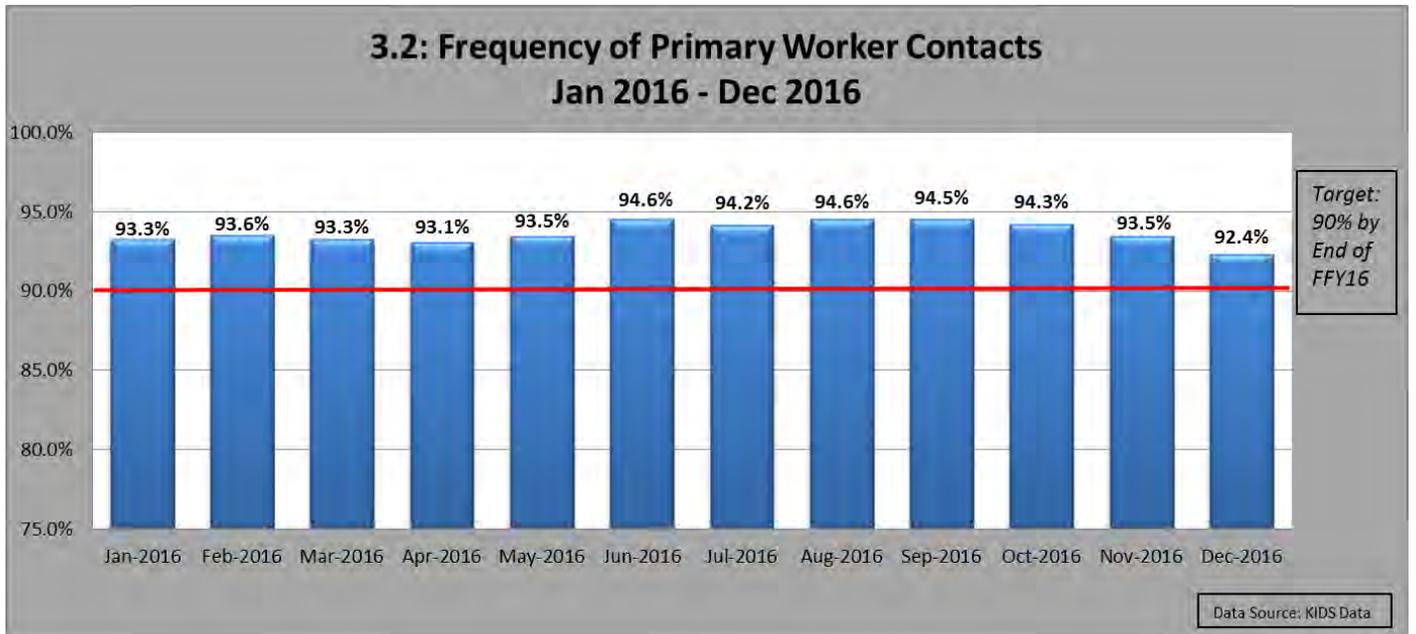
Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 7/1/2014 – 6/30/2015	105,333	125,969	83.6%
1/1/2015 – 12/31/2015	All children due a visit who were in care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 1/1/2016 – 12/31/2016	103,881	110,830	93.7%
Target				90.0%

Section 2, Table 3.2-1



Section 2, Graph 3.2-1



Section 2, Graph 3.2-2

Commentary

The baseline for this measure was 51.2 percent and the final target is 90.0 percent to be met by the end of June 30, 2016. Over the 12-month period from January 1, 2016 - December 31, 2016, 110,830 primary monthly contacts were required and 103,881 of those were monthly contacts made by the primary worker for a rate of 93.7 percent. At the time the baseline was established using SFY12 data, 48,497 monthly contacts were made by primary workers. During the current reporting period, an increase of over 55,384 monthly contacts were made over the last 12 months by the primary worker for over a 100 percent increase in the number of contacts made by the primary worker. Performance in this area continues to be above the baseline and exceeds the target.

3.3: Continuity of Worker Contacts by Primary Workers

Operational Question

What percentage of children in 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 DHS 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 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 DHS 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 workers.
- To be counted as a valid monthly contact completed by a primary worker, the worker 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 worker 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

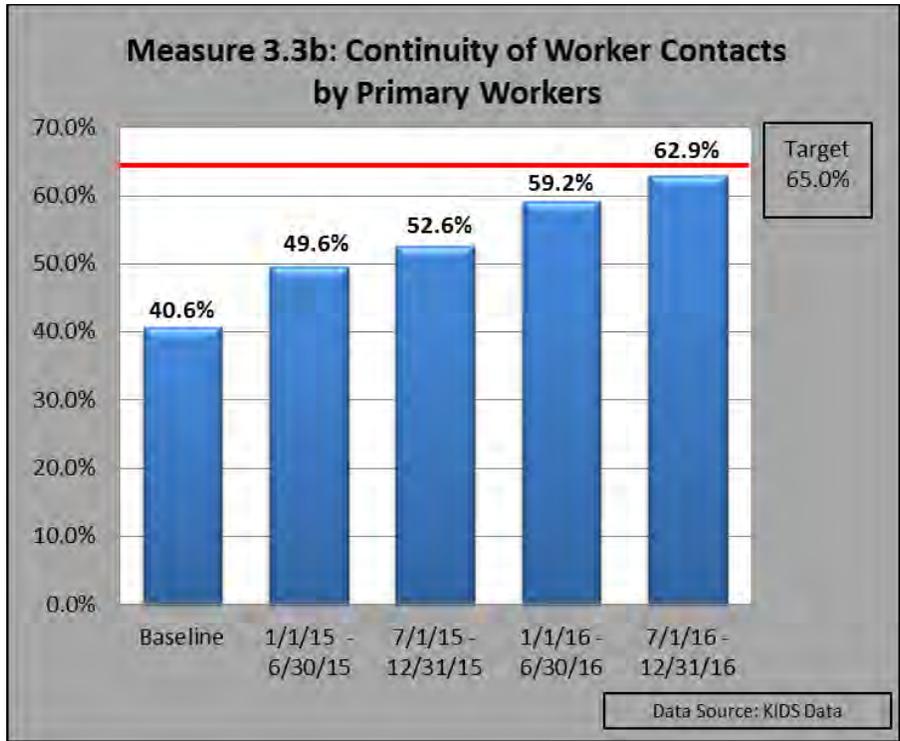
Denominator: Number of children in custody for at least six consecutive months from 7/1/2016 – 12/31/2016.

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 DHS 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				40.6%
1/1/2015 – 6/30/2015	All children in care at least 6 full calendar months between 1/1/2015 – 6/30/2015	5,135	10,349	49.6%
7/1/2015 – 12/31/2015	All children in care at least 6 full calendar months between 7/1/2015 – 12/31/2015	5,259	9,997	52.6%
1/1/2016 – 6/30/2016	All children in care at least 6 full calendar months between 1/1/2016 – 6/30/2016	5,717	9,650	59.2%
7/1/2016 – 12/31/2016	All children in care at least 6 full calendar months between 7/1/2016 – 12/31/2016	5,717	9,094	62.9%
Target				65.0%

Section 2, Table 3.3-1



Section 2, Graph 3.3-1

Commentary

This is the fourth reporting period for the Worker Continuity measure and a 3.7 percent increase occurred since the last reporting period. The baseline was set at 40.6 percent. In the reporting period July 1, 2016 – December 31, 2016, 62.9 percent of the children in care were seen by the same primary worker for six consecutive months. The target for this measure is 65.0 percent and as of 12/31/16, DHS is 2.1 percent away from the target. DHS shows positive trending in this measure with an increase in the percentage of children seen by the same primary worker for each reporting period. DHS continues to see positive trending on this performance measure with a 10.3 percent increase over the last two reporting periods.

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 – AFCARS 16A and 16B

- 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

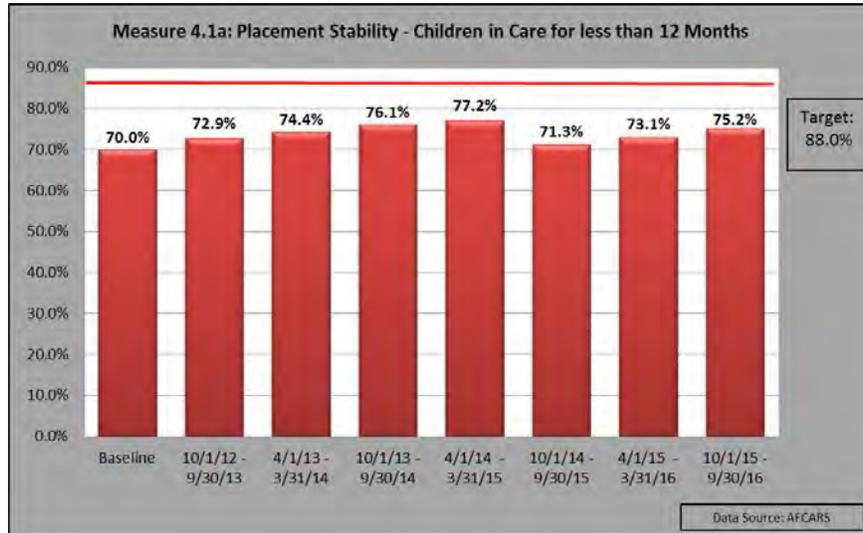
Denominator: All children served in foster care between 10/1/2015 and 9/30/2016 whose length of stay (LOS) as of 9/30/2016 was between (b/w) eight days and 12 months.

Numerator: All children served in foster care between 10/1/2015 and 9/30/2016 whose length of stay as of 9/30/2016 was between eight days and 12 months **and** who had two or fewer placement settings as of 9/30/2016.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served between 10/1/2011 and 9/30/2012 with LOS b/w 8 days and 12 months			70.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS b/w 8 days and 12 months	4,396	6,031	72.9%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014 with LOS b/w 8 days and 12 months	4,564	6,136	74.4%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014 with LOS b/w 8 days and 12 months	4,513	5,933	76.1%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015 with LOS b/w 8 days and 12 months	4,297	5,564	77.2%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015 with LOS b/w 8 days and 12 months	3,981	5,585	71.3%
4/1/2015 – 3/31/2016	All children served between 4/1/2015 and 3/31/2016 with LOS b/w 8 days and 12 months	4,048	5,537	73.1%
10/1/2015 – 9/30/2016	All children served between 10/1/2015 and 9/30/2016 with LOS b/w 8 days and 12 months	4,106	5,462	75.2%
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 – AFCARS 16A and 16B

- 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 between 10/1/2015 and 9/30/2016 whose length of stay as of 9/30/2016 was between 12 months and 24 months.

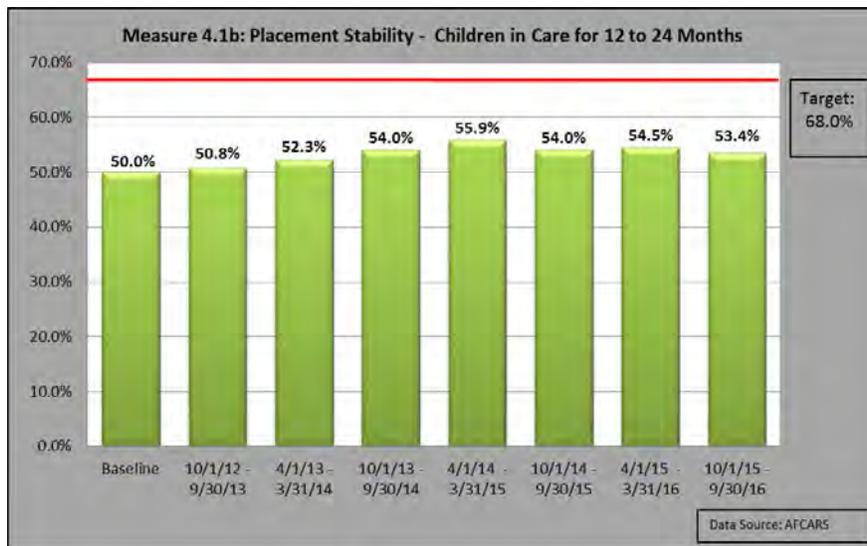
Numerator: All children served in foster care between 10/1/2015 and 9/30/2016 whose length of stay as of 9/30/2016 was between 12 months and 24 months and who had two or fewer placement settings as of 9/30/2016

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served between 10/1/2011 and 9/30/2012 with LOS between 12 and 24 months			50.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 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 between 4/1/2013 and 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 between 10/1/2013 and 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 between 4/1/2014 and 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 between 10/1/2014 and 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 between 4/1/2015 and 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 between 10/1/2015 and 9/30/2016 with LOS between 12 and 24 months	2,636	4,935	53.4%
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 – AFCARS 16A and 16B

- 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

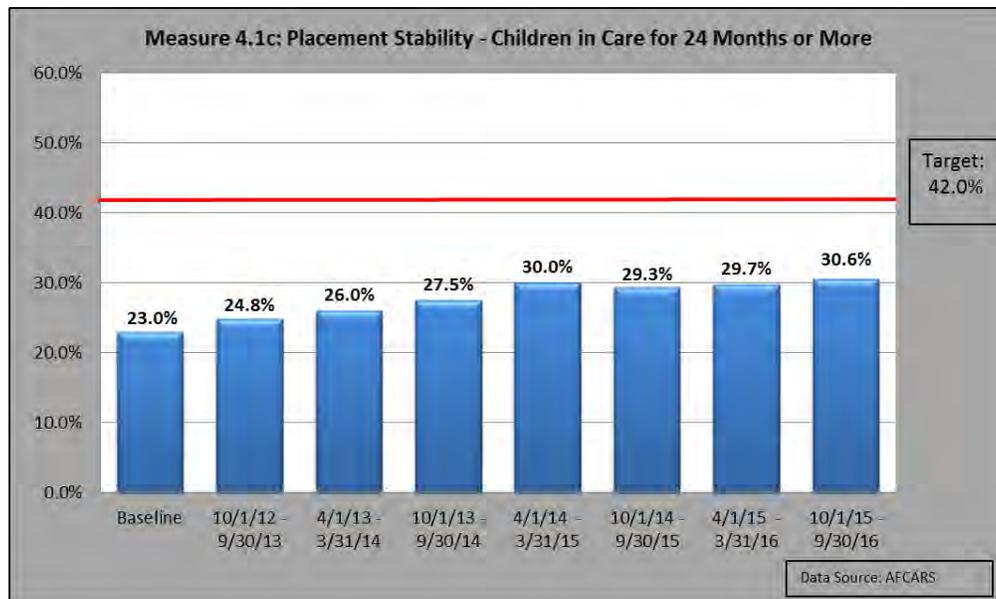
Denominator: All children served in foster care between 10/1/2015 and 9/30/2016 whose length of stay as of 9/30/2016 was 24 months or longer.

Numerator: All children served in foster care between 10/1/2015 and 9/30/2016 whose length of stay as of 9/30/2016 was 24 months or longer and who had two or fewer placement settings as of 9/30/2016.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served between 10/1/2011 and 9/30/2012 with LOS 24 months or longer			23.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS 24 months or longer	1,002	4,035	24.8%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014 with LOS 24 months or longer	1,112	4,277	26.0%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014 with LOS 24 months or longer	1,303	4,731	27.5%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015 with LOS 24 months or longer	1,576	5,260	30.0%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015 with LOS 24 months or longer	1,632	5,572	29.3%
4/1/2015 – 3/31/2016	All children served between 4/1/2015 and 3/31/2016 with LOS 24 months or longer	1,688	5,677	29.7%
10/1/2015 – 9/30/2016	All children served between 10/1/2015 and 9/30/2016 with LOS 24 months or longer	1,676	5,486	30.6%
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 between 10/1/2015 and 9/30/2016 whose current removal was prior to 9/30/2016 and remained in care at least 12 months.

Numerator: All children served in foster care between 10/1/2015 and 9/30/2016 whose current removal was prior to 9/30/2016 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 between 10/1/2011 and 9/30/2012 with LOS at least 12 months			74.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS at least 12 months	6,404	8,374	76.5%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014 with LOS at least 12 months	7,026	9,002	78.0%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014 with LOS at least 12 months	7,590	9,763	77.7%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015 with LOS at least 12 months	8,263	10,522	78.5%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015 with LOS at least 12 months	8,334	10,691	78.0%
4/1/2015 – 3/31/2016	All children served between 4/1/2015 and 3/31/2016 with LOS at least 12 months	8,122	10,445	77.8%
10/1/2015 – 9/30/2016	All children served between 10/1/2015 and 9/30/2016 with LOS at least 12 months	7,871	10,172	77.4%
Target				88.0%

Section 2, Table 4.2-1



Section 2, Graph 4.2-1

Commentary

CWS understands the negative effects placement instability has on children related to their safety, permanency, and well-being. It is essential for children in out-of-home care to be in stable placements where their needs are consistently met by the placement provider. Therefore, placement stability remains a top priority for CWS. CWS made progress in key Pinnacle Plan measures that likely had positive effects on placement stability. Those measures include a decrease in the number of children entering shelters, an increased number of resource homes, and more children moved to permanency. Additionally, 77.2 percent of CW specialists met workload standards and 62.9 percent of all children were seen by their primary CW specialist for six consecutive months. Although progress was made in many Pinnacle Plan measures that impact placement stability, CWS remains committed to strategies primarily targeted towards placement stability for children in out-of-home care.

During this reporting period, CWS increased two percentage points in Measure 4.1a to 75.2 percent. CWS dropped drastically to 71.3 percent two reporting periods ago. CWS fell slightly in Measures 4.1b and 4.2. However, CWS did increase in Measure 4.1c.

This reporting period encompasses almost a full year for the statewide implementation of Core Strategy 7 (CS 7) focused on placement stability. Since initiating CS 7, CWS made enhancements to have more of an impact on placement stability statewide. As noted in the last semi-annual report, a team was assembled to guide the work surrounding placement stability. Additionally, the Placement Stability-Two Moves Data Report was implemented into practice by the CS 7 team. Due to the complexity of each region's placement stability protocols, a simplified placement stability flowchart was developed to assist CW staff on steps needed to ensure placement stability.

CWS engaged in many activities during this reporting period to improve placement stability. Although placement stability is addressed throughout all of the CORE training modules, it was not incorporated into On-the-Job training (OJT). To increase placement stability, an OJT activity was added to CORE. The CW specialist attending CORE is expected to articulate how CWS defines placement stability to their supervisor. Additionally, the CW specialist is expected to know his or her Regional Placement Stability Protocol, along with what services and resources are available in the county to support the child and foster family to ensure placement stability.

A resource family partner (RFP) workgroup was created to look at the strengths and challenges related to placement stability. Through this workgroup, a draft proposal for an RFP placement stability plan was developed, along with a

placement stability conference guide. These two documents were created to enhance communication between the CW specialists, resource parents, and RFP agencies. The proposal was presented at the RFP quarterly meeting in September 2016. Although, this proposal was not adopted, DHS learned more effective ways to engage with the RFPs .

Throughout this reporting period, the CS 7 Lead has actively engaged with the Foster Care and Adoptions Leadership team. Through this interaction, CWS has been able to identify challenges and strengths related to placement stability. A few of the strengths include the successful Foster Care and Adoptions integration, the increased number of foster homes, and CWS and RFP agencies buy-in on the importance of placement stability. A few of the challenges include: (1) the number of children who enter placements other than kinship on their first placement and then move into a kinship on their second placement; (2) the number of children who exit a placement due to the provider requesting a change of placement because of the child's behavior; and (3) the development of one plan for placement stability that meets the needs of both CWS and RFP agencies. Identification of the strengths and challenges assisted the CS 7 Team in refining CS 7.

During the reporting period, the CS 7 Team outlined each member's role on the team and the importance for each member to own and champion placement stability in their respective roles within CWS. The CS 7 Team met each month to review data and identify the regional and state strengths and challenges to guide needed placement stability improvements. Through this process, it was decided that CWS needed to make refinements to CS7. Additionally, the Co-Neutrals supported and encouraged refinement of CS 7

The CS 7 Team met in October to address adapting the strategy and assuring CWS capitalized on its large investment to reduce workloads; thus, allowing CW specialist and supervisor to have more time to devote to children and families. Additionally, the CS 7 Team made certain the strategies aligned with current CW practice. Although, CS 7 was refined, CWS staff was reminded that the initial placement stability protocol, services, and resources are still in place to support placement stability for children in out-of-home care. Furthermore, the Placement Stability-Two Moves Data Report is still used to support placement stability.

The refined CS 7 strategy:

- Strategy 1: Conduct qualitative and quantitative analysis.
- Strategy 2: Use child safety meetings (CSMs) as forum to identify first placement as best placement.
- Strategy 3: Complete resource parent check-in calls following first placement.
- Strategy 4: Develop child and resource family support plan.
- Strategy 5: Modeling and training the importance of placement stability.

Strategy 1

Continuous Quality Improvement (CQI) conducted a qualitative case review on 27 children and interviewed by phone the resource parent for each child under review. CQI completed the review on 15 children who had not experienced any changes in placement and 12 children where the placement provider requested a child to be moved from the home due to the child's behaviors. Through the review, CWS noted that children who resided in kinship placements with more worker engagement and parent visitations were more likely to maintain a stable placement. The opposite occurred for children who had three or more placements. CQI is in the process of completing the final summary of the analysis. Once completed, the summary will be distributed to the Co-Neutrals.

CWS engaged Annie E. Casey Foundation (AEC) to perform a quantitative analysis to better understand the placement disruption data. CWS learned vital information from the analysis. Specifically, the analysis revealed that 64 percent of all children move in the first year and 34 percent move more than one time in the first year. CWS was shown the trajectory for children with a resource home as the initial placement and how 30 percent of those children move into a kinship placement as their second placement. Furthermore, 62 percent of children who were placed in a kinship placement as their initial placement did not have a second placement. The CS 7 Lead is in the process of setting up a call with AEC and the Co-Neutrals to have further conversations on the analysis.

CWS gained vital information from the qualitative and quantitative analyses, which led CWS to create and develop the refined strategy. Both the qualitative and quantitative analyses provided insight to the upfront support needed for the child and resource family to ensure placement stability. Additionally, the analyses further confirmed the need for monthly review of cases where placement providers requested a child to be moved from the home due to the child's behavior.

Strategy 2

CWS recognizes the importance to identify the first placement as the best placement. CWS must do a better job in the placement decision-making process. CWS is going to use the CSMs as a forum to explore the best placement options for children entering out-of-home care. A CSM provides a setting to actively engage families around safety and decision-making. Therefore, CWS will capitalize on this opportunity by using the family tree and placement guidance forms to strengthen the placement decision-making process to ensure the first placement is the best placement. Additionally, when a CSM is not conducted prior to a child's removal, a review and approval is required by the district director for all children not placed in a kinship setting.

Strategy 3

CWS acknowledges the need to support resource parents upfront to assist with placement stability. CWS requires the assigned CW specialist or supervisor to contact the resource parent within two-business days of placing the child. The check-in call's purpose is to make sure the child's needs are met and the resource family feels supported. Additionally, CWS wants to ensure the resource family has the needed information and is aware of the next steps in the case process. Furthermore, to facilitate a productive conversation, a resource parent check-in call guidance form was developed and provided to all staff.

Strategy 4

To further ensure the child's needs are met and the resource parents feel supported, an initial meeting is scheduled by the child protective services (CPS) specialist within seven days of a permanency planning (PP) specialist's assignment to the case. The participants in the meeting include, but are not limited to, the CPS, PP and resource specialist, resource family, and biological family. It is essential during the initial meeting that a child and resource family support plan is developed to support the child and resource family. In addition, the child and resource family support plan is reviewed quarterly by the PP and resource specialist to accommodate any needs of the child and resource family. The CS 7 Team is in the process of developing a guidance form for a child and resource family support plan.

Strategy 5

CWS wants to ensure staff understands the importance of placement stability. Therefore, CWS is creating three, five minute videos on the placement decision-making process, resource parent check-in call, and the child and resource family support plan. Through these videos, CWS hopes to model engagement surrounding placement stability and how upfront support leads to placement stability for children in out-of-home care. Once the videos are created they will be placed on the DHS Infonet for all CWS staff to review.

As a result of continue data analyses, CWS is confident that the recently refined strategies will make an impact on placement stability for children in out-of-home care.

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 7/1/2016 – 12/31/2016, how many nights were spent in the shelter?

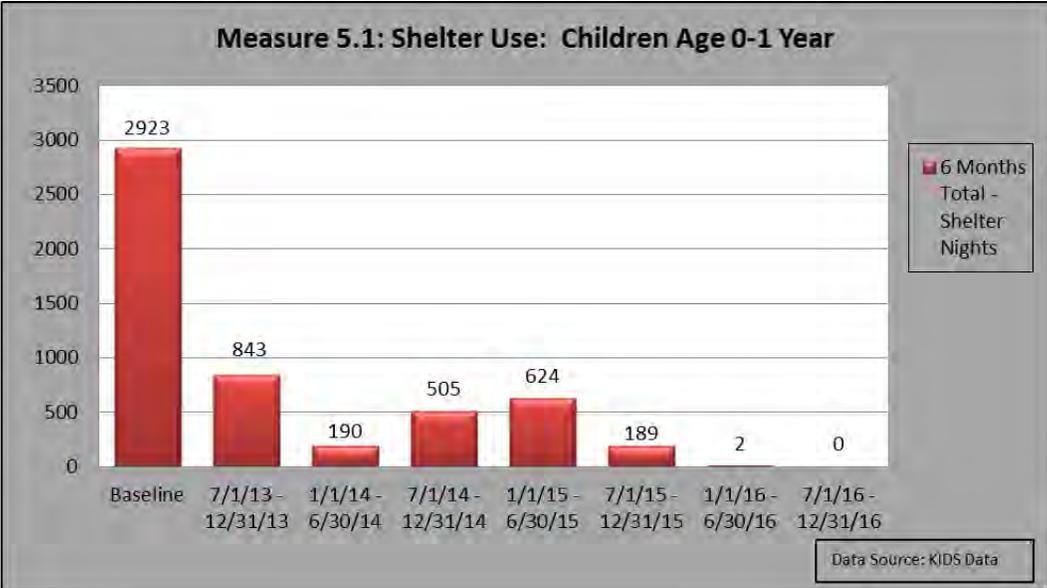
Data Source and Definitions

Data shown is the total number of nights children ages 0-1 year old spent in the shelter during the time period from 7/1/2016 – 12/31/2016. 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 DHS custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in the shelter.

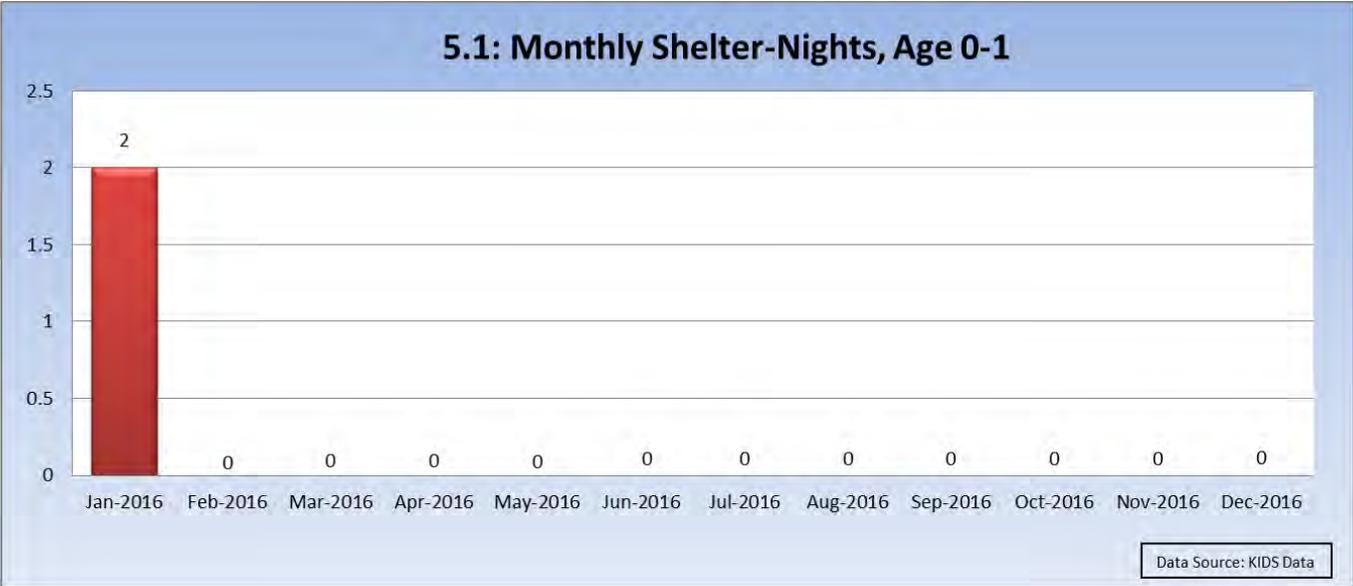
Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 0-1 year with an overnight shelter stay between 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 between 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 between 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 between 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 between 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 between 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 between 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 between 7/1/2016 – 12/31/2016	0 Nights
Target		0 nights

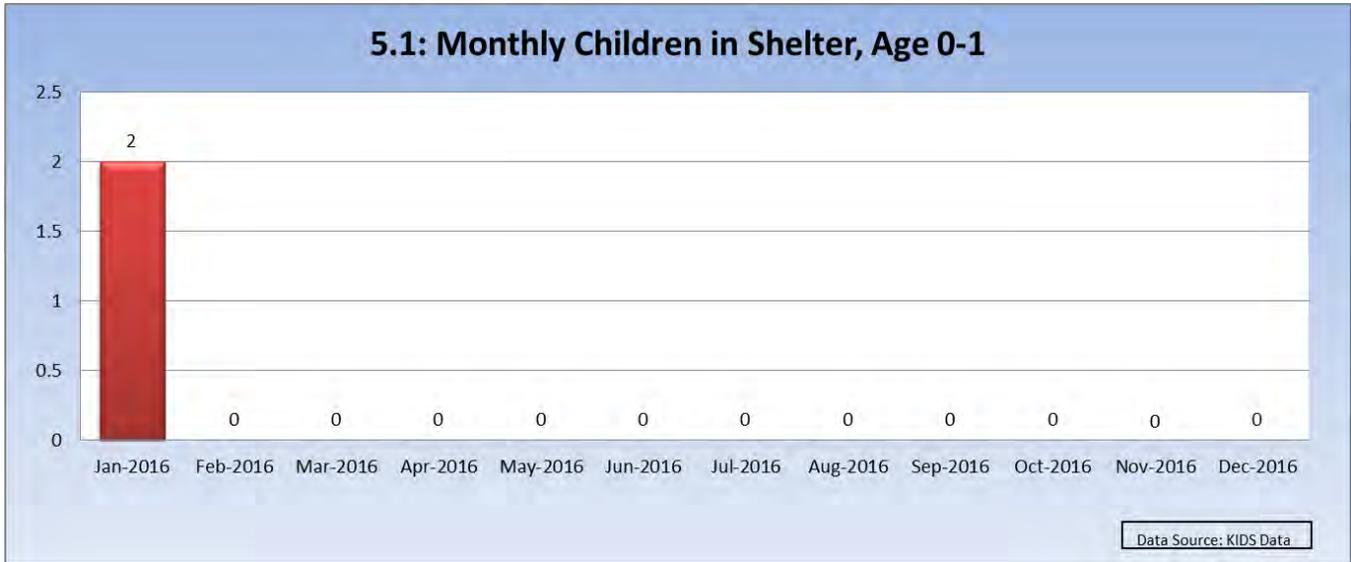
Section 2, Table 5.1-1



Section 2, Graph 5.1-1



Section 2, Graph 5.1-2



Section 2, Graph 5.1-3

Commentary

A total of 0 children ages 0-1 year old spent 0 nights in the shelter from July 1, 2016 – December 31, 2016. Section 2, Graph 5.1-3 identifies 0 children spending time in shelters between July and December 2016. During this time period, 2,245 children ages 0-1 year were in care and 100 percent of those children did not have a shelter stay. Overall, 12,419 children were in care and 96.3 percent of all children in care did not have an overnight shelter stay during the reporting period.

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 7/1/2016 – 12/31/2016, how many nights were spent in the shelter?

Data Source and Definitions

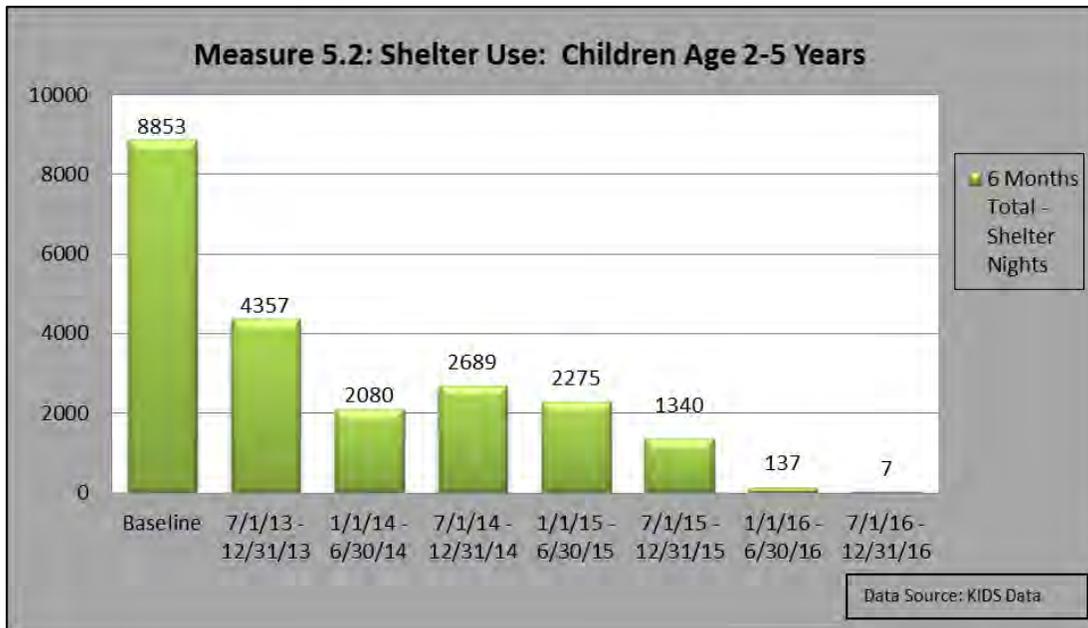
Data shown is the total number of nights children ages 2-5 years old spent in the shelter during the time period from 7/1/2016 – 12/31/2016. The baseline for this measure was 8,853 nights with a target of 0 nights by 6/30/2013. Automatic exceptions are made when the child is part of a sibling set of four or more or a child is placed with a minor parent who is also in DHS custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in the shelter.

Trends

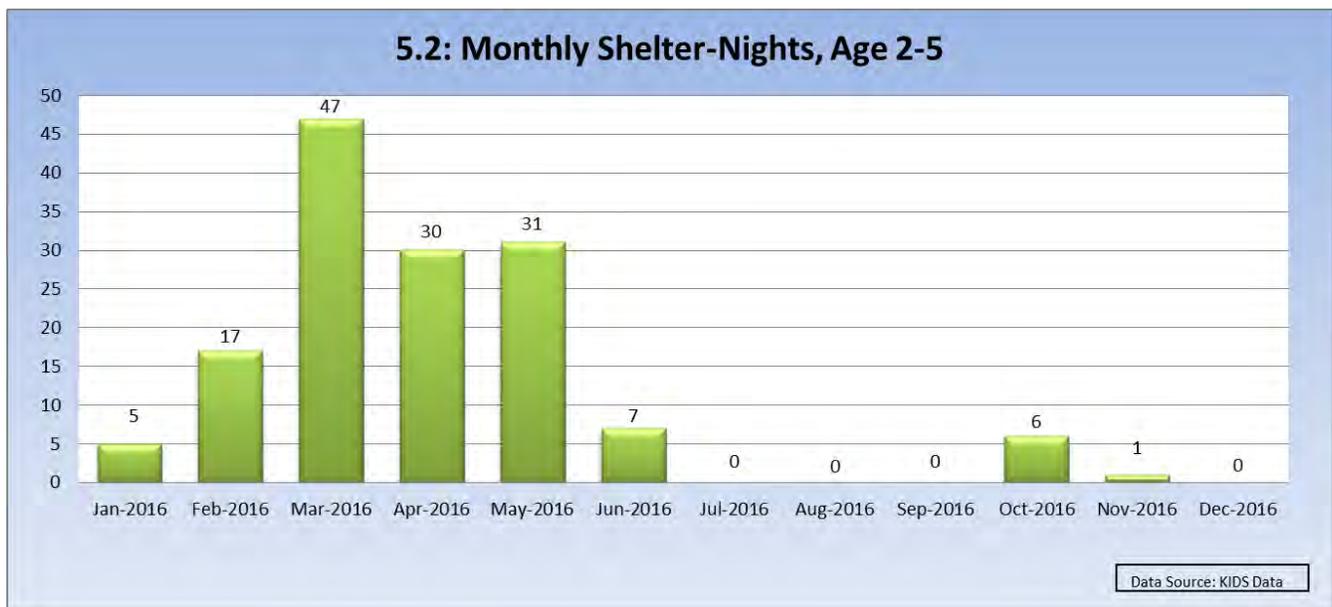
Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 2-5 years with an overnight shelter stay between 1/1/2012 – 6/30/2012	8,853 Nights
7/1/2013 – 12/31/2013	All children age 2-5 years with an overnight shelter stay between 7/1/2013 – 12/31/2013	4,357 Nights
1/1/2014 – 6/30/2014	All children age 2-5 years with an overnight shelter stay between 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 between 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 between 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 between 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 between 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 between 7/1/2016 – 12/31/2016	7 Nights
Target		0 Nights

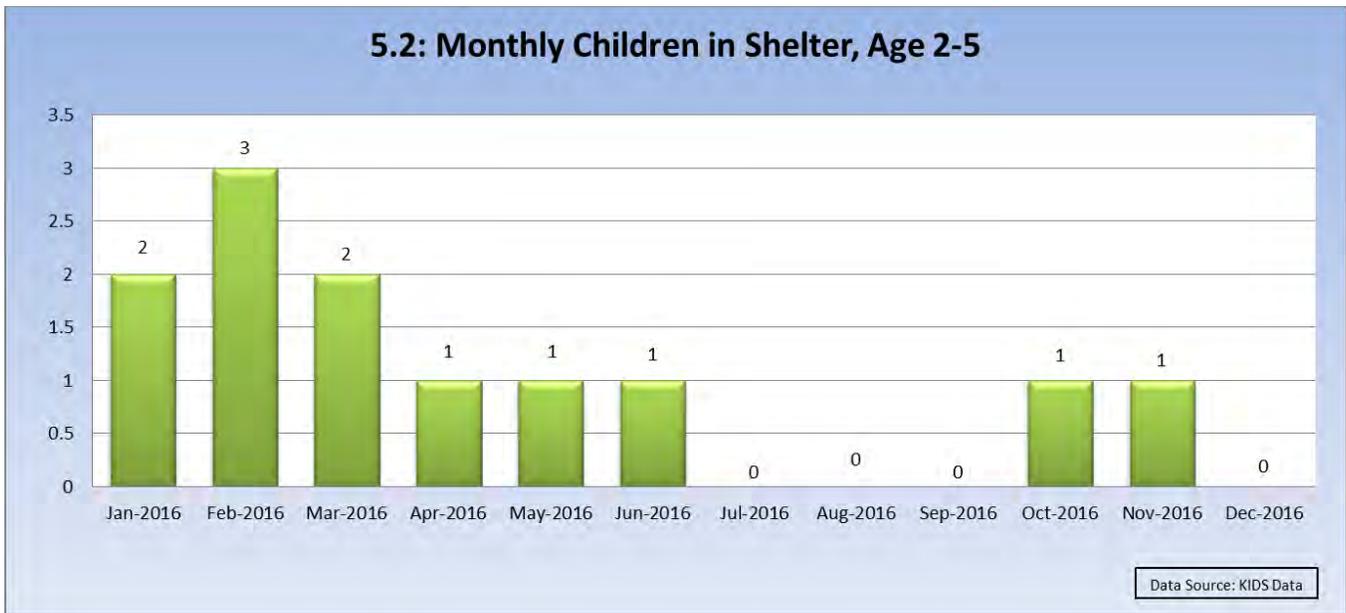
Section 2, Table 5.2-1



Section 2, Graph 5.2-1



Section 2, Graph 5.2-2



Section 2, Graph 5.2-3

Commentary

A total of 2 children ages 2-5 years old spent a total of 7 nights in shelter care from July 1, 2016 – December 31, 2016. Section 2, Graph 5.2-3 identifies 2 children spending time in shelters between July and December 2016. Of the 2 unique children, one met the automatic exception as part of a sibling set of four or more. During this time period, 3,800 children ages 2-5 years were in care and 99.9 percent of those children did not have a shelter stay. Overall, 12,419 children were in care and 96.3 percent of all children in care did not have an overnight shelter stay during the reporting period.

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 7/1/2016 – 12/31/2016, how many nights were spent in the shelter?

Data Source and Definitions

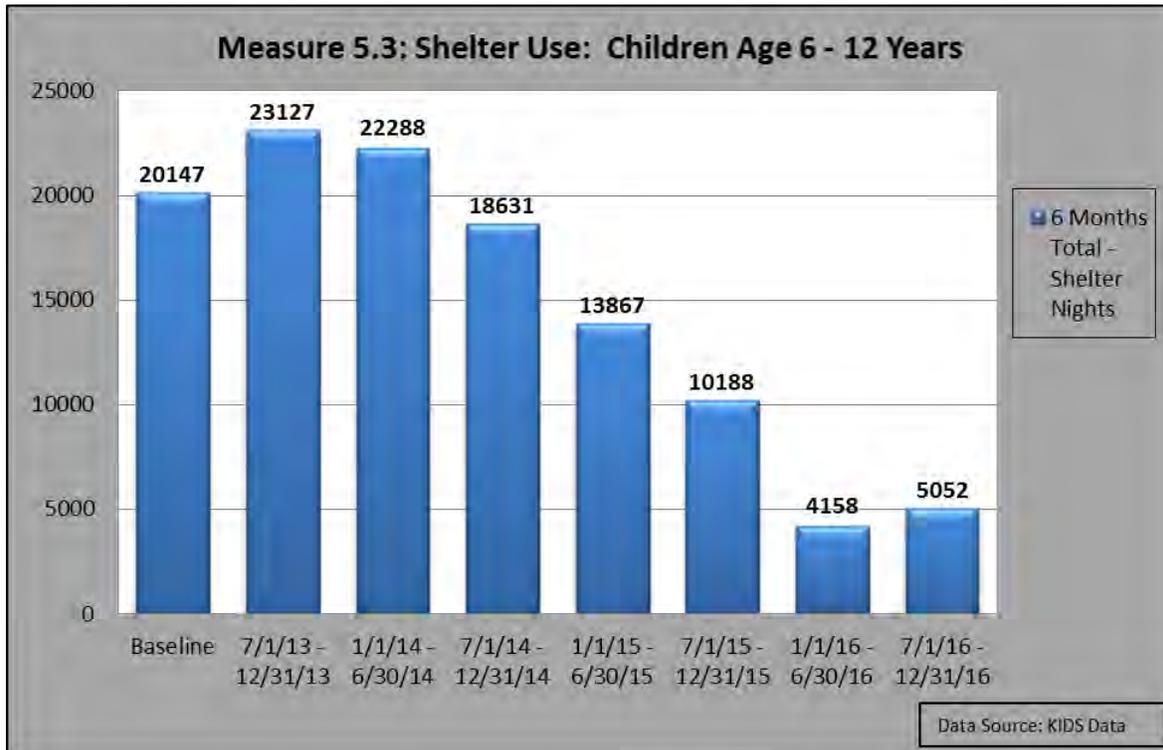
Data shown is the total number of nights children ages 6-12 years old spent in the shelter during the time period from 7/1/2016 – 12/31/2016. The baseline for this measure was 20,147 nights with an interim target of 10,000 nights by 12/31/2013. An automatic exception is made when the child is part of 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 the shelter.

Trends

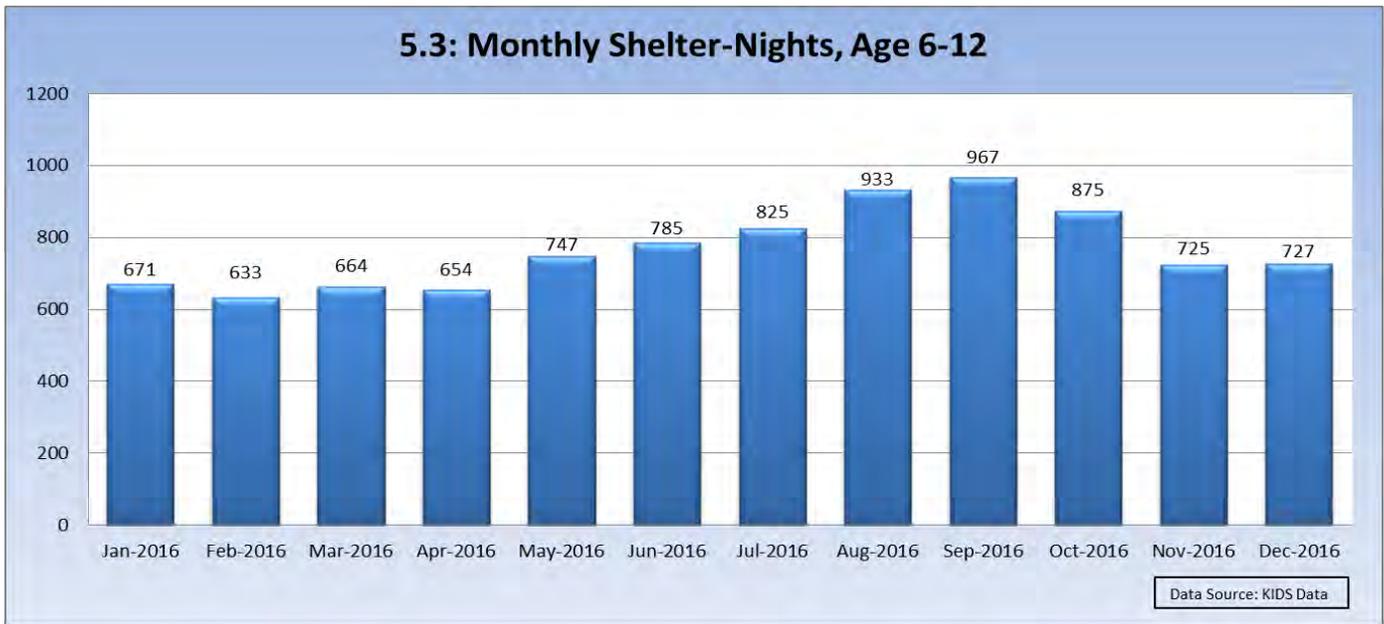
Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 6-12 years with an overnight shelter stay between 1/1/2012 – 6/30/2012	20,147 Nights
7/1/2013 – 12/31/2013	All children age 6-12 years with an overnight shelter stay between 7/1/2013 – 12/31/2013	23,127 Nights
1/1/2014 – 6/30/2014	All children age 6-12 years with an overnight shelter stay between 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 between 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 between 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 between 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 between 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 between 7/1/2016 – 12/31/2016	5,052 Nights
Target		0 Nights

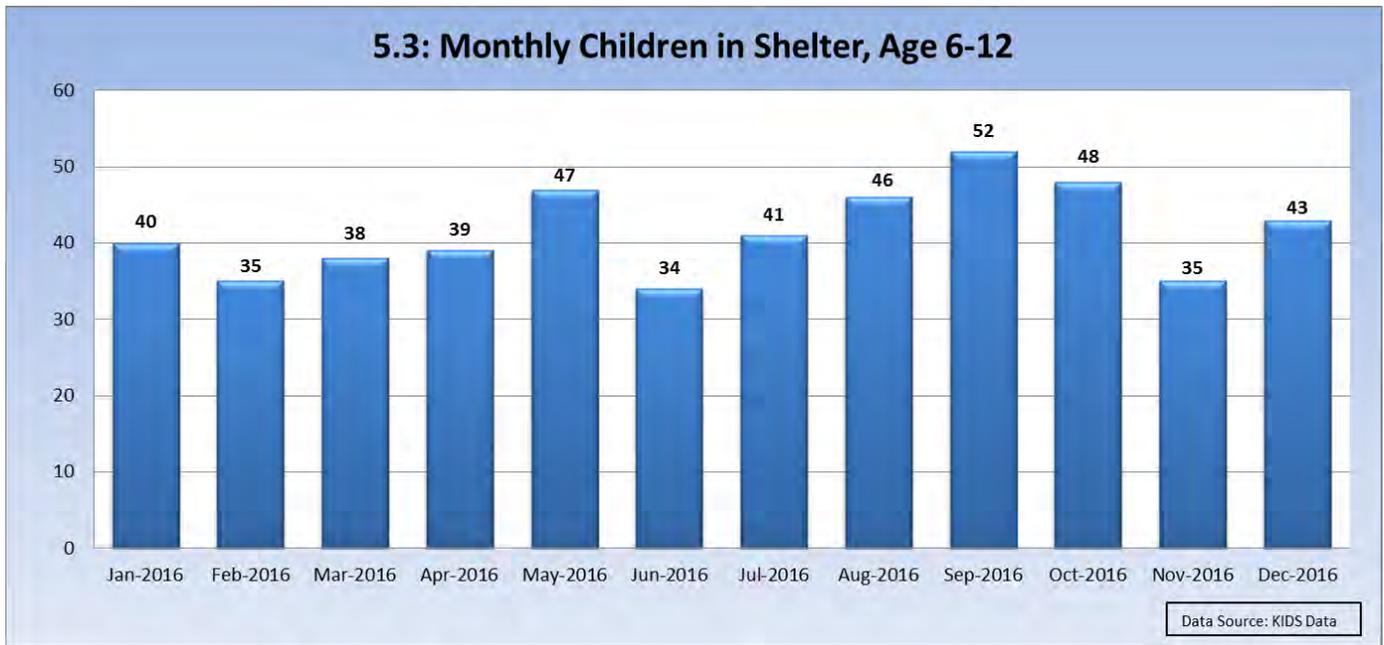
Section 2, Table 5.3-1



Section 2, Graph 5.3-1



Section 2, Graph 5.3-2



Section 2, Graph 5.3-3

Commentary

A total of 121 children ages 6-12 years old spent a total of 5,052 nights in the shelter between July 1, 2016 – December 31, 2016. Section 2, Graph 5.3-3 identifies 265 children spending time in shelters between July and December 2016. In some cases, the child's shelter stay extended across two months. The child is included in the count for both months. Of these 121 unique children, 5 children, 4.13 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 4,370 children ages 6-12 years old were in care and 97.2 percent of those children did not have a shelter stay. Overall, 12,419 children were in care and 96.3 percent of all children in care did not have an overnight shelter stay during the reporting period.

5.4: Shelter Use—Children ages 13 and older

Operational Question

Of all children ages 13 years or older with an overnight shelter stay from July 1, 2016 – Dec 31, 2016, how many nights were spent in the shelter?

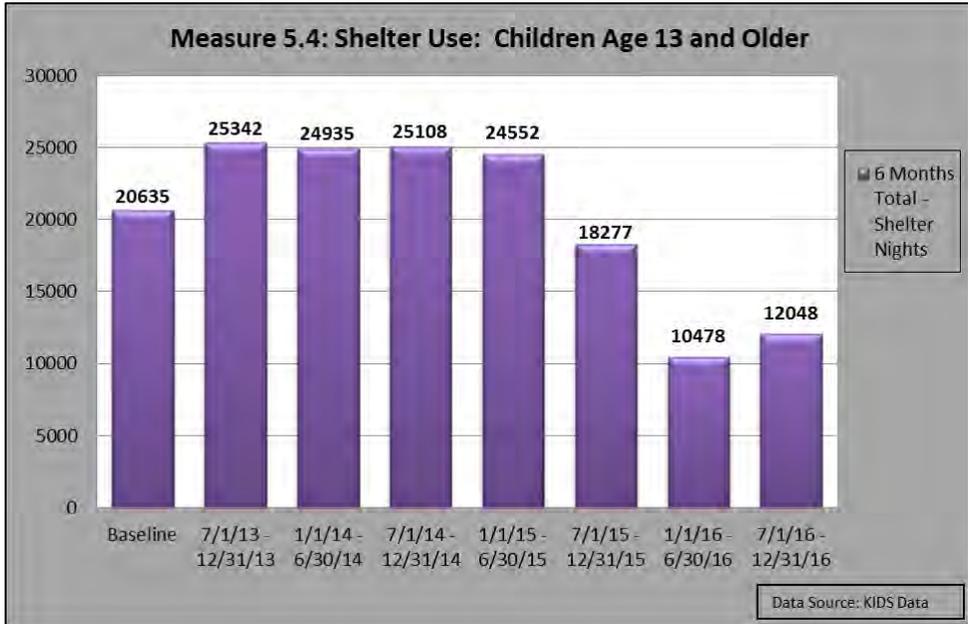
Data Source and Definitions

Data shown is the total number of nights children ages 13 years or older spent in the shelter during the time period from 7/1/2016 – 12/31/2016. The baseline for this measure is 20,635 nights with a target of 13,200. Of the children 13 years and older placed in a shelter during this period, the target is 80 percent of the children will meet the criteria of Pinnacle Plan Point 1.17. An automatic exception is made for children when the child is part of a sibling set of four or more. Note: Children who meet and automatic exception are still included in the count of total nights spent in the shelter.

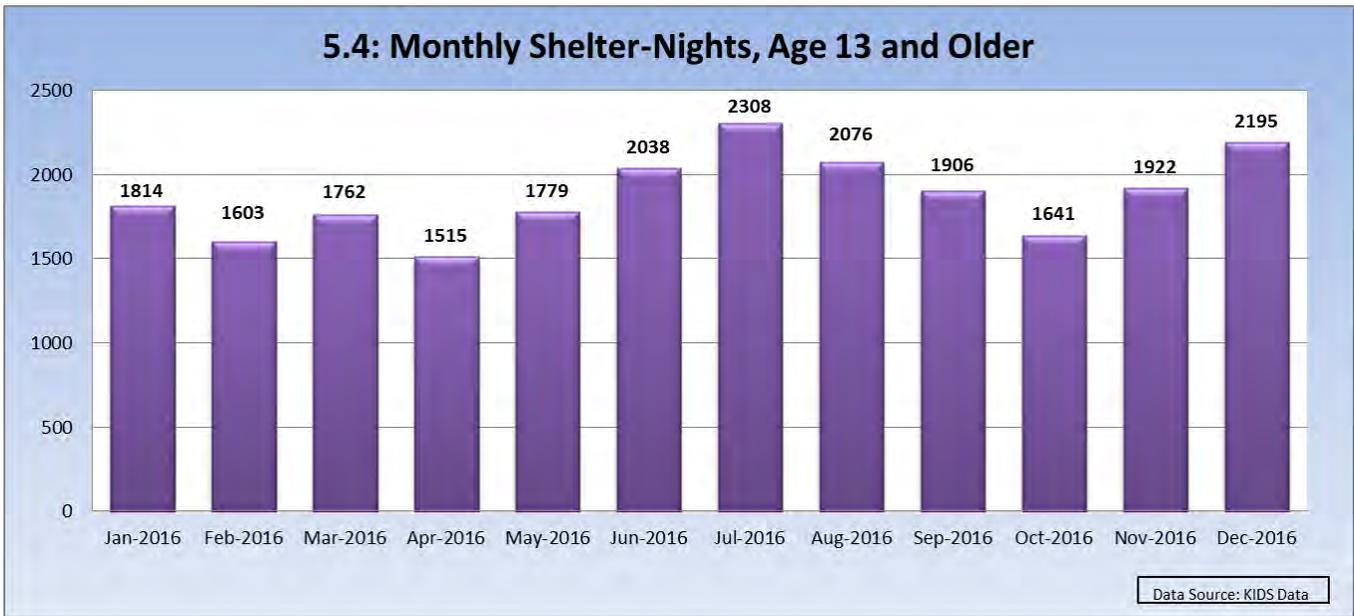
Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 13 or older with an overnight shelter stay between 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 between 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 between 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 between 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 between 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 between 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 between 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 between 7/1/2016 – 12/31/2016	12,048 Nights
Target		13,200 Nights

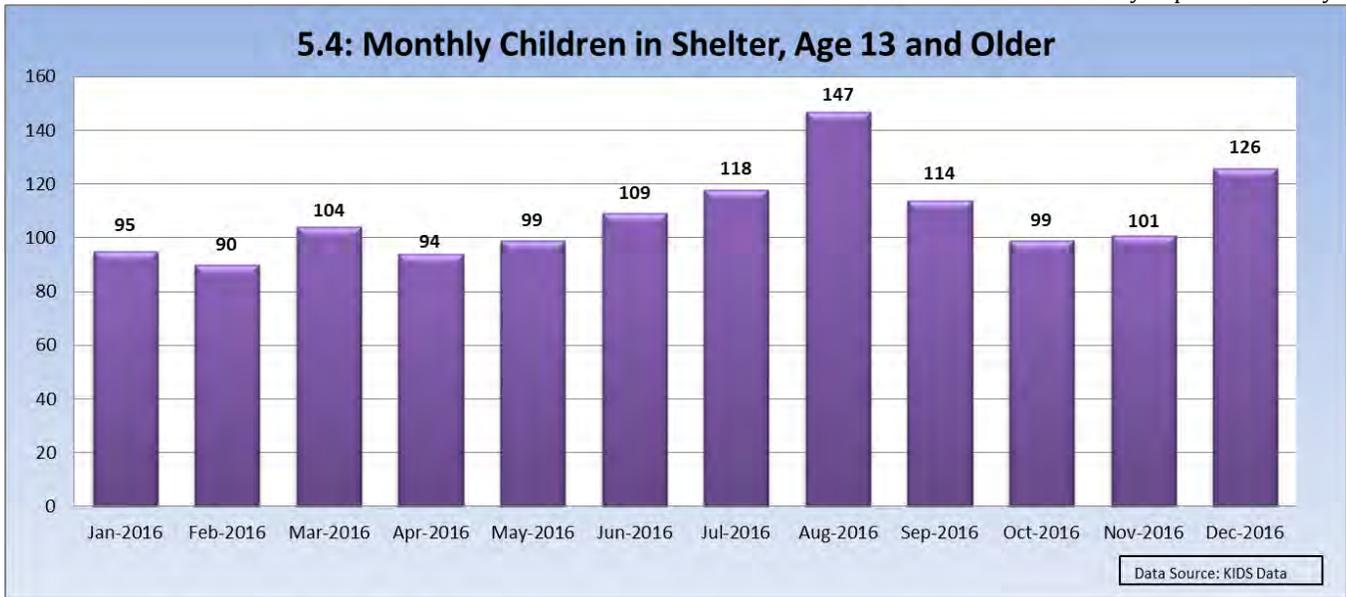
Section 2, Table 5.4-1



Section 2, Graph 5.4-1



Section 2, Graph 5.4-2

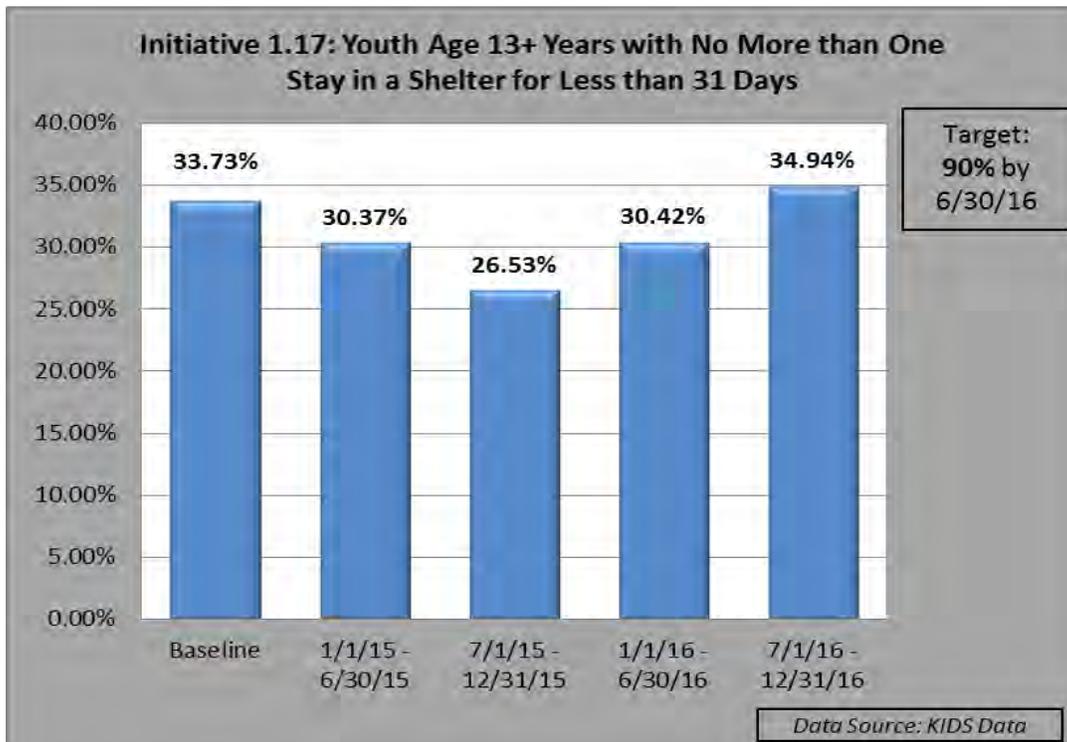


Section 2, Graph 5.4-3

Commentary

A total of 332 children ages 13 years or older spent a total of 12,048 nights in shelter care from July 1, 2016 – December 31, 2016. Section 2, Graph 5.4-3 identifies 705 children spending time in shelters between July and December 2016. In some cases, the child's shelter stay extended across two months. The child is included in the count for both months. Of the 332 children, 7 children, 2.11 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 2,004 children ages 13 years or older were in care and 83.4 percent of those children did not have a shelter stay. Overall, 12,419 children were in care and 96.3 percent of all children in care did not have an overnight shelter stay during the reporting period.

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.



Commentary

For the six-month period ending 12/31/16, DHS experienced an increase from the prior reporting period of close to 4.0 percent. Of the 332 children age 13 and older who had a shelter stay during the time frame, 116 children had one shelter stay lasting less than 31 days, 34.94 percent. However, of the 332 children age 13 and up who had a shelter stay: 87 children had 1 stay greater than 31 days, 26.2 percent; 31 children had two or more stays that totaled less than 31 days, 9.34 percent; and 98 children had two or more stays that lasted more than 31 days in the shelter, 29.52 percent.

Since January 2015, CWS continues to make progress in reducing shelter utilization across Oklahoma. The Pauline E. Mayer Shelter (PEMS) in Oklahoma City successfully ended operations in November 2015 and closure of this facility has been sustained since that time. CWS fully embraced the closure of the first state-operated shelter, as it was the beginning of a significant change in both internal culture and daily practice for county offices that had heavily depended on shelter care as a previous placement option. CWS was not able to end operations at the Laura Dester Children's Center (LDCC), but has come to utilize the facility to care for children with the highest needs from all across the state. The overwhelming majority of the residents at the LDCC have significant physical, emotional, or developmental needs, coupled with the fact they have also experienced varying levels of trauma, which require a vast service array to ensure all their needs can be met. By using the available services and providing a stable placement option through LDCC, many of the children have seen significant growth and development, which enhances their opportunity for placements within other community or family-like settings.

CWS is working closely with the Youth Service Shelters across Oklahoma, since they make up the majority of shelter care that used at this time. Diligent and strategic work to reduce the number of children placed in the Youth Service shelters will need to occur to successfully meet the goal of zero shelter nights for children ages 6-12 years old, as well as increasing the number of children who can also meet the goal noted in Initiative 1.17 one shelter stay that lasts no more than 30 days occurring only once during a calendar year. CWS is focused on efforts to not only maintain the success of shelter reduction thus far and on increasing overall capacity for readily-available placement options along the entire continuum of care.

Laura Dester Children's Center (LDCC)

After a variety of extensive efforts to close LDCC, CWS continues to use this location as a place to serve the children that are the most challenging to place in traditional placement settings. LDCC residents have a variety of significant needs and many require 24-hour awake supervision. LDCC serves this population with the approval of the Child Welfare Director since placement availability for children with these types of needs remains limited all across the state. CWS encountered a significant increase in the total LDCC population in July 2016 due to some unforeseen immediate closures of other higher level facilities that required using LDCC during that transition period. The highest total population at LDCC rose to 34 children, but by the end of this reporting period this number was again reduced to 23 by the end of December.

One of the CWS goals is to be a "self-correcting" system. This reporting period is an example of how CWS has begun to adapt to challenging and unplanned experiences, by immediately refocusing on the goals at hand and taking action to restore the desired outcome. Until the LDCC shelter is no longer in operation, several activities are in motion to expand targeted recruitment efforts for children utilizing the LDCC and in shelter care all across Oklahoma. These activities include an assigned CWS Foster Care recruiter that just focuses on the children at LDCC; the development of extensive profiles for each child used for targeted recruitment purposes; and ongoing resource family "meet and greets" as a tool for matching children to available placements in traditional and contracted foster care, TFC, and DDS resources. Specific media and communication activities were arranged to highlight the need for foster parents who can care for children with these types of needs.

At the beginning of August, the CWS Director hosted a full day executive team meeting at LDCC. This meeting provided an opportunity for the deputy directors and other program level staff to re-connect to the children served at LDCC. During this specific meeting, conversations occurred to discuss barriers to placement for these children and several next steps were identified in order to move efforts along. Within a week following this internal meeting, the Project 111 team met with CWS and leaders from the local faith community to discuss how they could impact shelter care in

Oklahoma. Since this meeting occurred, CWS received inquiries from several congregations ready to take on the challenge of shelter reduction by locating families and other community supports to ensure all of these children are placed in a family-like setting. Partnered with the faith community's desire to assist with placement and support for the children at LDCC and other shelters across the state, several media projects are in development to highlight specific children in need of placement, overall placement needs on an ongoing basis, and other creative models to expand the message on the need for foster care resources for children with identified special needs. CWS continues striving to end operations at LDCC with focused efforts on developing an increase in resource capacity across the placement continuum for children with this level of need.

Multi-Disciplinary Shelter Staffings

During this reporting period, CWS staffing resources limited the use of a large multi-disciplinary team to staff children utilizing shelter care. It was determined that the impact of staffing children upon their placement into a shelter anywhere across the state was instrumental in securing a brief, but safe stay. CWS leadership in each of the regional offices developed an individualized approach to staffing these children at the time of their shelter admission. Many skills and tools developed in the initial use of the multi-disciplinary staffings are now being used in a variety of ways during the regional staffing activities. Although the staffing modality has slightly changed from what was in place at the beginning of the reduction of shelter care, this is another area where sustained progress must occur. CWS saw a slight increase in shelter utilization than what was previously experienced in Measures 5.3 and 5.4. In January 2017, CWS will have completed one full year of having no children ages 0-1 in a shelter during that entire time period. The total number of nights children ages 2-5 experienced in a shelter was also significantly reduced during this reporting period, just seven nights short of the meeting the designated goal of zero shelter nights. The slight increase of shelter nights in the two categories, children 6-12 years old and children 13-18 years old, indicated a need to reverse the emerging trend and focus on these children in order to meet the set “night” goals for these age categories. The data shows that CWS had steadily established a way to safely utilize shelter care for shorter periods of time when it is absolutely necessary to do so. CWS moved above the baseline for Initiative 1.17 for the first time. Although far from reaching the goal within this initiative, the increased progress indicates change is beginning to take place. As efforts proceed to continue within this strategy, CWS is now focused on ensuring activities that lead to long-term sustainability of minimal shelter utilization.

OAYS and the Provider Exchange

CWS, OJA, and the OAYS Provider Exchange cohort completed the final two meeting sessions of the program during August and December 2016. During the August 2016 meeting, the OAYS representatives worked closely on developing their final concept papers with the guidance of the DHS Shelter Lead, the Director of the Office of Juvenile Affairs, and enhanced technical assistance from the Annie E. Casey Foundation. This allowed for the state agencies to voice their goals and plans for the current year and how that would guide the development and implementation of some of the creative solutions identified by the OAYS agencies. During the December 2016 final program meeting, four of the six agencies that participated in the Provider Exchange presented their designed products to the learning cohort. CWS believes engaging in this program opportunity over the last year has been a way to not only help lead the reduction of shelter care, but as a way to provide support to these agencies during such a transitional time period. This encouraged the OAYS providers to expand their thought process about how they envision themselves serving children and families in their communities in new and creative ways. One agency had not only developed a great concept paper, but had begun implementation by the final meeting. Although parts of the designed program were not successful, it was a chance to reflect on how the identified plan could be modified in the next attempt moving forward. This was a great learning opportunity for the youth service community to engage in the initial stages of developing stronger strategic plans and how our collaboration as partners will evolve moving forward.

Enhanced Training with Youth Service Providers

As reduction of shelter care has continued to occur in Oklahoma, CWS recognized that the children who were now utilizing shelter care were identified as having increased emotional or behavioral health needs which made it more challenging for the direct care staff to manage these needs in an effective, trauma responsive way. CWS identified the need for some additional training opportunities for these specific staff in order to increase their knowledge and skill set

when working with children who have higher needs. In June 2016, CWS in partnership with the Office of Juvenile Affairs began offering enhanced trainings for the leadership and direct care staff employed at the Youth Services agencies across Oklahoma. Through this partnership a series of training needs were gathered and the development of training modules to meet this need were created. CWS began by offering the first training course “Trauma Informed Care in the Direct Care Setting,” as the introduction to understanding what trauma is, how children experience it, and how that can manifest itself in the children they work with on a daily basis. Eight sessions were provided across the state during June and July, allowing for the maximum opportunities possible for all interested staff to attend. After completing a successful first round of trainings, CWS delivered the next training set known as, “Cultural Competency,” during seven sessions across the state. This training focused on understanding communication styles of youth in the child welfare and juvenile justice system, along with many ways to work through what external behaviors a child is displaying and how to find a way to better connect to them, so that they feel safe, accepted and cared for when placed in the shelter setting. Both of these trainings were opportunities for increased engagement with the direct providers who are caring for children in DHS custody. The response to these trainings has been positive and the evaluations indicate the staff feels as though they are benefiting from learning these advanced skills. During the next six months, CWS has designed two final trainings to provide to this group, one focused on caring for children with intellectual or developmental disabilities, as well as a training focused on common medical needs of children in care and how to manage the increased use of psychotropic medications by children who utilize shelter care.

Overall, CWS engaged in activities focused on reducing shelter utilization by children in DHS custody, but thought through the additional needs our external providers have in order to increase the quality of care children receive when it is absolutely necessary that they enter into a shelter placement. CWS believes these activities contributed to not only being able to reduce the amount of children utilizing shelter care in most age categories, but also a way that has made shelter reduction a sustainable practice within the child welfare system. As the cultural shift surrounding shelter reduction continues within CWS, it is necessary to constantly be evaluating where enhanced progress can be made and where new strategies need to be developed. CWS will continue to prioritize the reduction of shelter utilization at rate that parallels the development of an increased resource capacity along the entire placement continuum.

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 AFCARS files.

Description of Denominator and Numerator for this reporting period

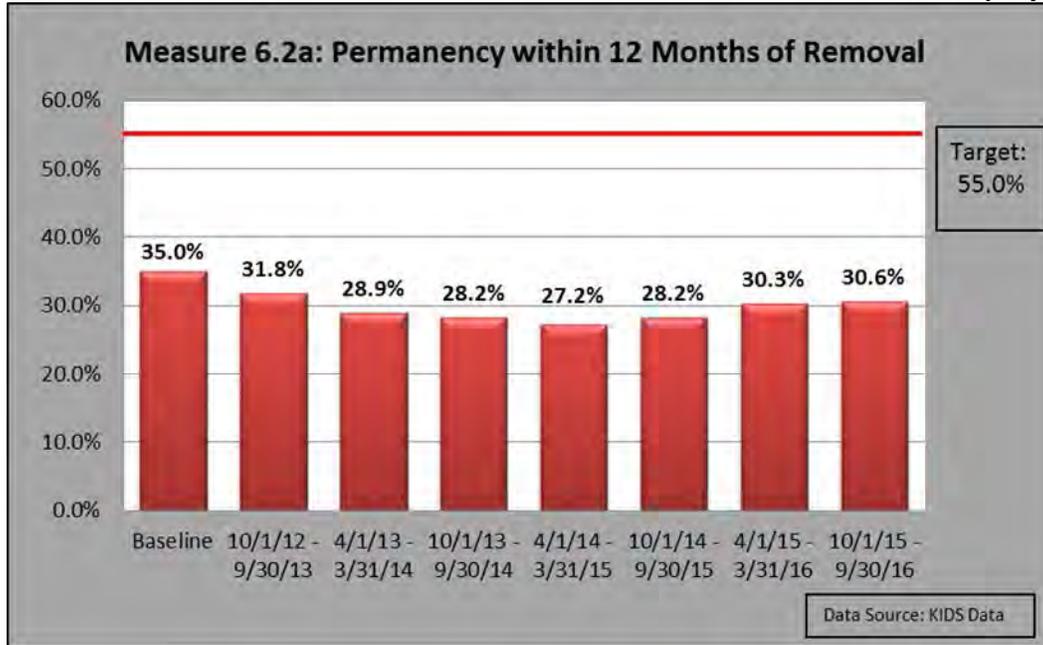
Denominator: All children who entered foster care between 4/1/2015 and 9/30/2015.

Numerator: The number of children who entered foster care between 4/1/2015 and 9/30/2015 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	2,962	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	2749	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	2741	30.6%
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 AFCARS files.

Description of Denominator and Numerator for this reporting period

Denominator: All children who entered foster care between 4/1/2014 and 9/30/2014.

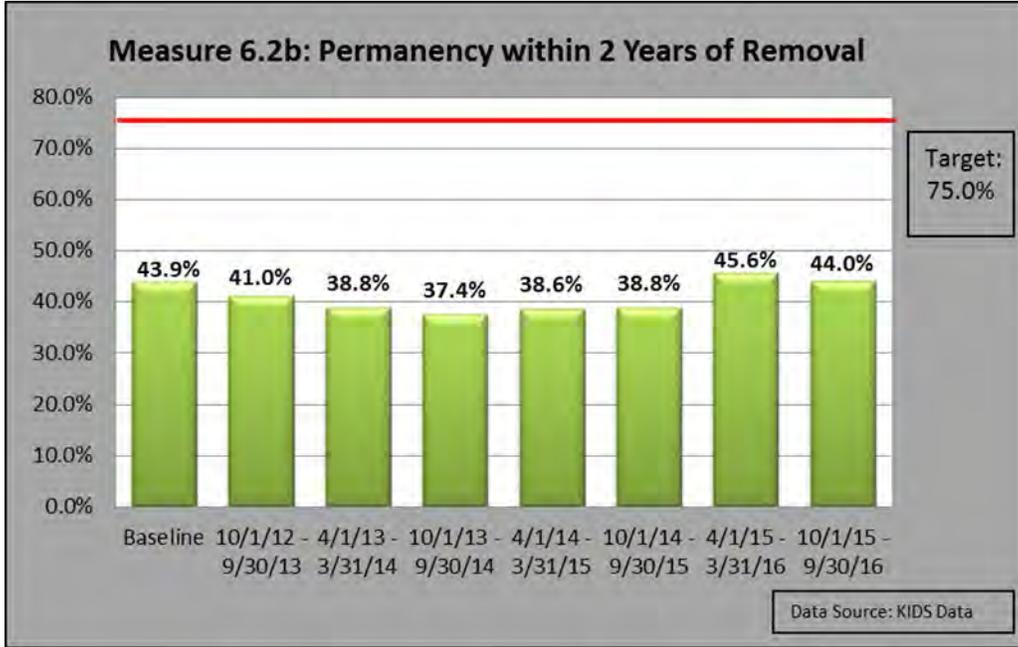
Numerator: The number of children, who entered foster care between 4/1/2014 and 9/30/2014, were removed at least 12 months, and exited to a permanent setting within 24 months of removal.

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%
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 AFCARS files.

Description of Denominator and Numerator for this reporting period

Denominator All children who entered foster care between 4/1/2013 and 9/30/2013.

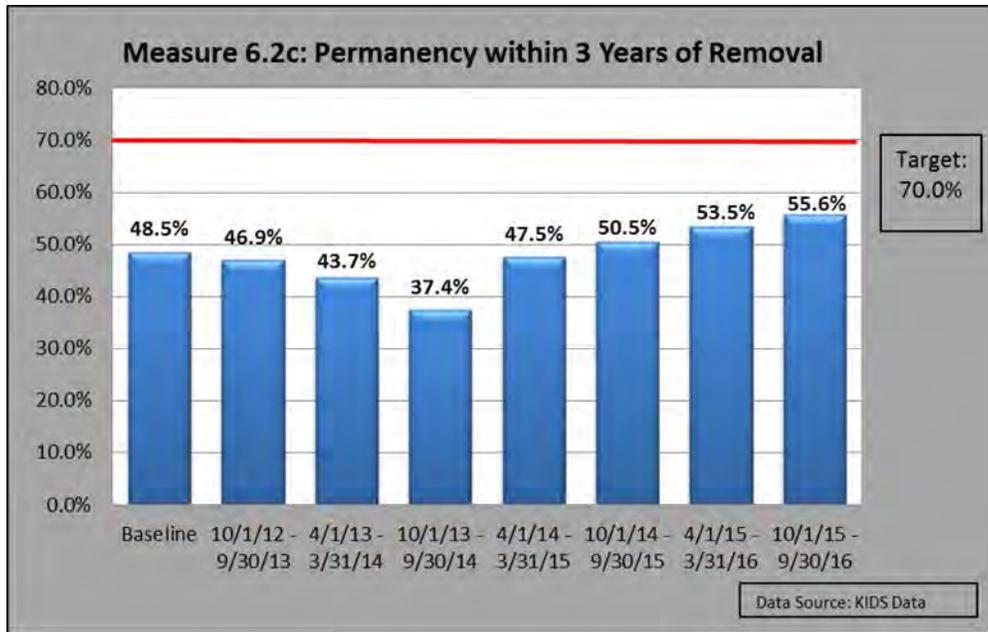
Numerator: The number of children, who entered foster care between 4/1/2013 and 9/30/2013, were removed at least 24 months, and exited to a permanent setting within 36 months of removal.

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%
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 AFCARS files.

Description of Denominator and Numerator for this reporting period

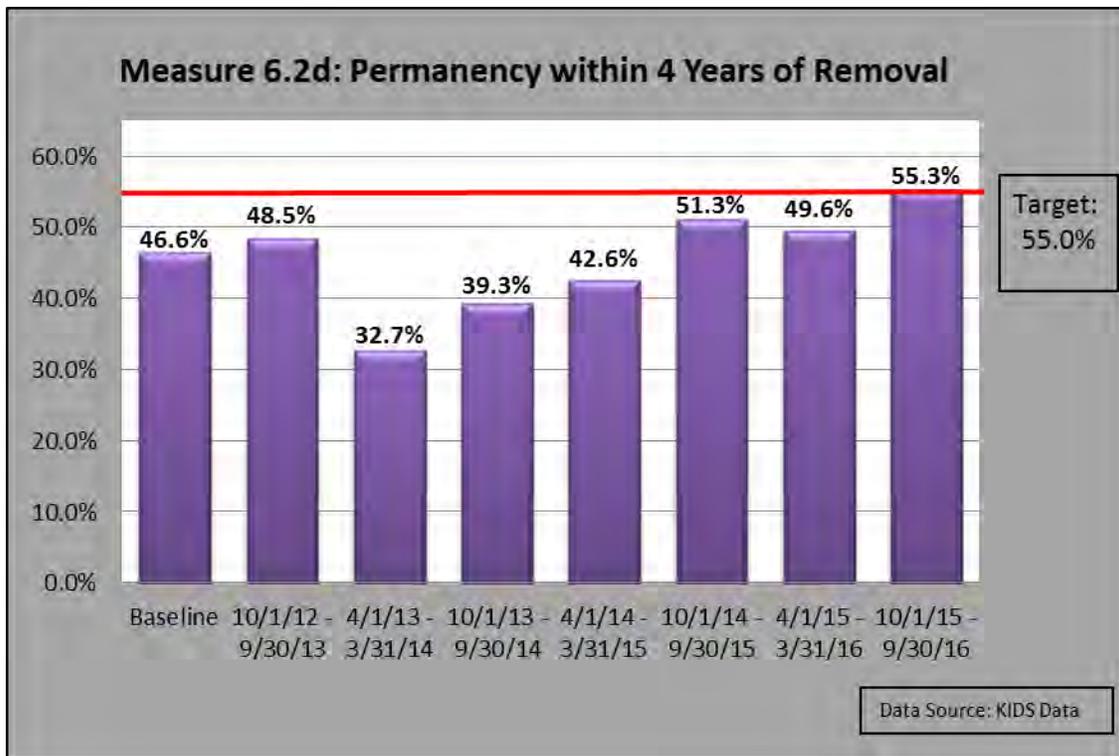
Denominator: All children who entered foster care between 4/1/2012 and 9/30/2012.

Numerator: The number of children, who entered foster care between 4/1/2012 and 9/30/2012, were removed at least 36 months, and exited to a permanent setting within 48 months of removal.

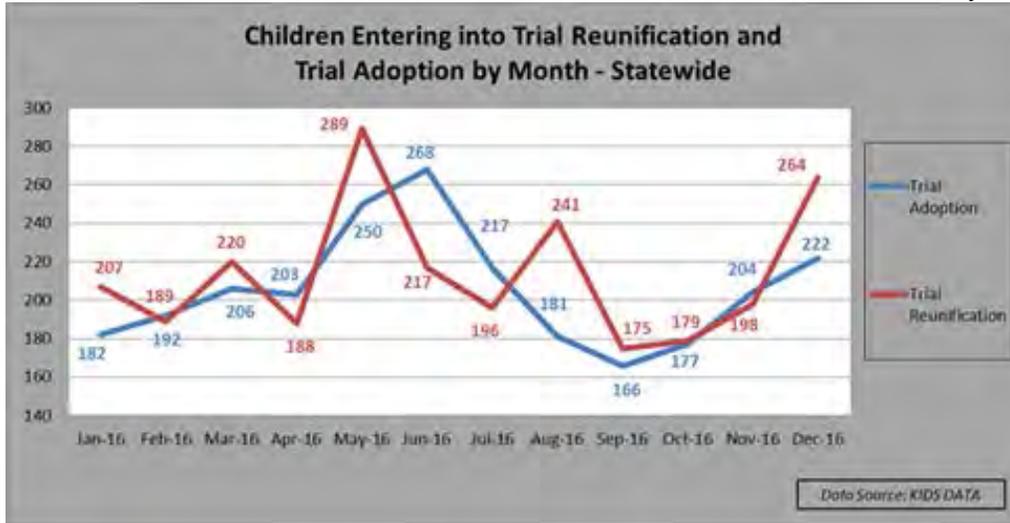
Trends

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%
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 or Trial Reunification for each month during the calendar year 2016. This is not a summary count of all children placed in Trial Adoption or Trial Reunification during the month. Although not a Pinnacle Plan measure, DHS tracks performance in these two areas, as it is reflective of real time progress on moving children to permanency.

Commentary

Performance on Measures 6.2a, c, and d increased during this reporting period. Measure 6.2a increased by 0.3 percent from the last reporting period despite still being below the original baseline. Performance Measure 6.2b decreased by 1.4 percent from last reporting period and is currently 0.1 percent above the original baseline. Performance in Measure 6.2c increased by 2.1 percent and is 7.1 percent above the original baseline. Measure 6.2d increased by 5.7 percent since the last reporting period and is now above the target of 55 percent.

Although performance decreased slightly in 6.2b, this is the first period in which performance in a 6.2 measure met or exceeded the target and demonstrates the steady progression towards improvement in the permanency measures. An additional 748 children achieved permanency after the target dates but prior to the writing of this report. As of 9/30/16, 971 children were in trial reunification and 387 children in trial adoption for a total of 1,358 children close to achieving permanency.

Permanency safety consultations (PSCs) targeting children with the case plan goal of reunification continue to be the primary strategy utilized to impact outcomes in these measures. PSCs are structured team reviews of children in out-of-home care with the case plan goal of reunification. Consultations bring a district focus to achieving permanency through identification of safety threats and barriers impacting permanency. District consultation teams include the district director, county supervisors, and case workers. The team helps in setting up a case plan to move forward towards permanency and invites multiple perspectives on the staffed case. PSCs combine a four-pronged approach to system change by promoting culture change, building capacity, improving outcomes for families, and ensuring practice sustainability. During this reporting period, 1,680 children had a PSC completed on their case. In March 2016, a statewide PSC coordinator was designated to ensure PSC consistency and quality as the PSCs were rolled out in every district. Designated district directors continue to serve as the regional contact for permanency efforts and provide quarterly reports on each region's permanency strategies. Future steps include completion of a PSC Practice Guide and Quality Review Tool to increase the consistency and quality of the consultations.

Additional efforts to increase permanency include public/private partnerships providing resources and services to support permanency outcomes for children in out-of-home care. These partnerships include funding to support the provision of Youth Villages Intercept and Lifeset programs to children and families in the Oklahoma City and Tulsa metro

areas; funding to support a community collaborative aimed at decreasing the length of time children spend in out-of-home-care; and an initiative that targets permanency and mental health outcomes for children under the age of three. CWS is also in the process of developing and implementing a supervisor model in collaboration with the Capacity Building Center for States with support from Casey Family Programs and the Annie E. Casey Foundation (AEC). To create an environment that fully supports quality safety decision-making, CWS managers and staff recognized the need to improve safety and permanency practice. The project is designed to build a collaborative model that joins the state office and the field staff in enhancing safety assessments and decision-making. The goal is to increase quality supervision ensuring safety, timely permanency, and well-being for children in DHS custody. The model includes four supervisory strategies and tools developed to support supervision and quality practice statewide across all program areas. The target date for testing the model is Spring 2017.

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 AFCARS data.

Description of Denominator and Numerator for this reporting period

Denominator: All children who exited foster care between 10/1/2014 – 9/30/2015.

Numerator: All children who exited foster care between 10/1/2014 – 9/30/2015 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 between 10/1/2010 and 9/30/2011			10.3%
10/1/2012 – 9/30/2013	All exits between 10/1/2011 and 9/30/2012	234	2,334	10.0%
4/1/2013 – 3/31/2014	All exits between 4/1/2012 and 3/31/2013	223	2,375	9.4%
10/1/2013 – 9/30/2014	All exits between 10/1/2012 and 9/30/2013	225	2,638	8.5%
4/1/2014 – 3/31/2015	All exits between 4/1/2013 and 3/31/2014	230	2,682	8.6%
10/1/2014 – 9/30/2015	All exits between 10/1/2013 and 9/30/2014	223	2,756	8.1%
4/1/2015 – 3/31/2016	All exits between 4/1/2014 and 3/31/2015	218	2,869	7.6%
10/1/2015 – 9/30/2016	All exits between 10/1/2014 and 9/30/2015	238	2,822	8.4%
Target				8.2%

Section 2, Table 6.3-1



Section 2, Graph 6.3-1

Commentary

The number of children re-entering out-of-home care within a 12-month period increased 0.8 percent and is now at 8.4 percent which is 0.2 percent above the set target of 8.2 percent.

Performance in this measure continues to exceed the baseline six out of the last seven reporting periods. The Permanency Safety Consultations are being modified to include a requirement for the completion of an Assessment of Child Safety within 30 days of a reunification recommendation. CWS is currently reviewing regional and district data to identify performance trends and develop strategies to ensure that performance in this measure consistently exceeds the baseline and meets the target.

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 AFCARS for both mother and father.

Description of Denominator and Numerator for this reporting period

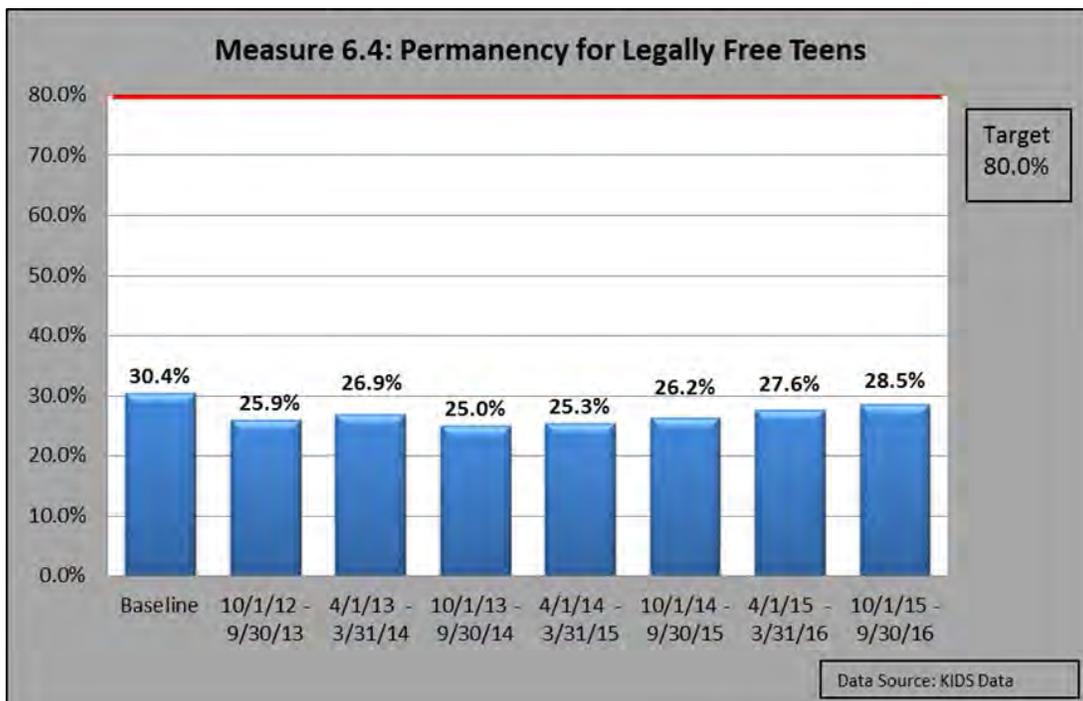
Denominator: All children in care who turned 16 between 10/1/2014 and 9/30/2015 and were legally free at the time they turned 16.

Numerator: The number of children, who turned 16 between 10/1/2014 and 9/30/2015, 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 between 10/1/2009 and 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 between 10/1/2010 and 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 between 4/1/2011 and 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 between 10/1/2011 and 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 between 4/1/2012 and 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 between 10/1/2012 and 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 between 4/1/2013 and 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 between 10/1/2013 and 9/30/2014 and were legally free at the time they turned 16.	35	123	28.5%
Target				80.0%

Section 2, Table 6.4-1



Section 2, Graph 6.4-1

Commentary

Between October 1, 2013 - September 30, 2014, a total of 123 legally free youth turned 16 years of age. Of those youth, 35 exited to permanency: 32 youth or 26.0 percent through adoption; and 3 youth or 2.4 percent through guardianship or custody to relative. Of the remaining 88 youth, 74 exited care prior to reaching permanency: 72 or 58.5 percent of youth through emancipation/aging out; 1 or 0.8 percent of youth through being AWOL; and 1 or 0.8 percent of youth through being transferred to another agency. The remaining 14 or 11.4 percent of youth were still in care on the last day of the reporting period, 9/30/16.

Although performance increased slightly over each of the last four reporting periods, it continues to remain below the baseline. While there was not a significant increase in permanency for this population during the reporting period, youth in the following three reporting periods already achieved permanency.

- 31.1 percent of legally free youth who turned 16 from April 1, 2014 - March 31, 2015 while in foster care achieved permanency.
- 37.8 percent of legally free youth who turned 16 from October 1, 2014 - September 30, 2015 while in foster care achieved permanency.
- 38.8 percent of legally free youth who turned 16 from April 1, 2015 - March 31, 2016 while in foster care achieved permanency.

DHS is on track to improve permanency outcomes over the next three reporting periods. Youth remaining in care in each of these periods continue to receive heightened monitoring and case management and the percentage of youth who achieve permanency will increase before future reporting periods.

DHS implemented several ongoing activities and core strategies during the last reporting period to improve outcomes for legally free youth at risk for exiting care without permanency. The first of multiple activities implemented in March 2016 was intentional interviewing of Measure 6.4 youth with case plan goals of planned alternative permanent placement (PAPP). Guides providing support to frontline staff on how to engage a youth who says no to permanency were used by permanency planning (PP) child welfare (CW) specialists to engage youth in conversations about the importance of having a lifelong family and support system. Feedback from CW specialists and CW supervisors indicated the need for ongoing support and service coordination. In June 2016, a state “Permanency for Teens” coordinator was selected to provide support, coordination, and oversight to the activities and strategies implemented for legally free youth. The state coordinator contacted each worker assigned to a legally free youth with the goal of PAPP. These contacts will continue for youth in future reporting periods. Contacts made by the coordinator provide support to the CW specialists, connect CW specialists to resources as needed, and guides the CW specialist on documenting the work done with the youth to assist them in achieving permanency. The state coordinator engaged in discussions with CW specialists and supervisors assigned to the youth regarding the permanency barriers unique to this population. While some of the barriers were systemic, such as difficulty working with dually adjudicated youth and the lack of adoptive homes for teenagers, a pattern emerged of the youth stating they didn't want to be adopted.

To better understand how to support the CW specialist in the area of permanency and to assist in developing skills on how to initiate permanency discussions, the coordinator had conversations directly with youth who have a PAPP case plan goal and their CW specialist. CWS will use this information to improve training and engagement efforts with youth in planning for permanency. Based upon initial feedback, worker training and support need to: (1) include how to structure conversations and respond when a teen says no to permanency; (2) provide opportunities for youth to be presented with youth panels who discuss their own personal stories of permanency; and (3) disseminate concrete information to workers on what will be gained or lost when the youth achieves legal permanency prior to turning 18. Initial activities implemented from this feedback are: (1) break-out sessions for legally free youth at the Oklahoma Teen Conference and a separate break-out for the youth's assigned CW welfare specialist assigned; (2) a presentation and open discussion by a panel of youth who aged out of Oklahoma's foster care system to explore the benefits and importance of legal permanency; and (3) a fact sheet comparing after-care benefits for youth who achieve permanency and for youth who age out.

In March 2016, CWS hired four full-time CW specialists to increase and support college enrollment for youth who transitioned or are transitioning from care. These specialists begin contacting youth at the age of 17 to ensure they know their educational options, available supports, and funding. The specialists help the youth with college applications and enrollment as well as maintain assignment of the youth throughout their secondary education. The specialists make three face-to-face contacts per youth each semester to provide support, resource navigation, and guidance.

In April 2016, CWS began implementation of the core strategy for legally free youth at risk of aging out of care without permanency. This strategy included:

- assignment of regional permanency leads;
- designation of "Permanency for Teens" state coordinator;
- state office contact and consultation on each youth with a PAPP case plan goal and the youth's assigned worker;
- monthly permanency lead group calls to monitor, identify, and address statewide permanency barriers;
- development of a quality case review tool for legally free youth;
- regional and state data reviews to inform regional plan development;
- development and implementation of regional permanency plans for legally free youth which include:
 - safety consultations on all youth 13 and older at risk for removal;
 - monthly supervisor consultation on all youth within 30 days of their 15th birthday with regular district director oversight using Teen Permanency Monthly Consultation Guides; and
 - family team meetings for all youth within 30 days of their 17th birthday to address barriers and identify next steps to ensure the youth is on a progressive track to permanency;
- disabling in KIDS of the case plan goal of adoption preparation; and
- assignment of Adoptions Transition Unit staff to every legally free youth with the goal of adoption.

Designated district directors ensure regional plans are implemented and monitor permanency progress for the youth in their region. As part of supporting every district, conference calls are held monthly with the regional leads. The calls focus on addressing case specific barriers and statewide trends impacting permanency for legally free youth. The team works to establish solutions and plans for identified barriers.

An additional effort to increase permanency includes a public-private partnership providing resources and services to support permanency outcomes for legally free youth in out-of-home care in Oklahoma. Youth Villages (YV) LifeSet is a comprehensive community-based program that helps at-risk young people successfully transition to adulthood. Youth Villages began in August 2015 and will be statewide in June 2018. The program will serve approximately 400 youth per year when statewide and currently has the capacity to serve approximately 200 youth per year.

The YV LifeSet program was specifically contracted with to provide transition services to young adults age 17-21 leaving the foster care system the necessary skills and resources to live successfully. Youth are referred at the age of 17 to the program in order to develop a plan that will ensure a smooth transition to adulthood. YV LifeSet transition planning includes activities to expand the youth's permanency options. Establishing permanency for legally free youth transitioning from care is a critical component to success. YV LifeSet specialists work diligently with youth to develop the skills necessary to engage positive peers and adults. The youth also learn to reciprocate support to ensure those relationships are enduring. These relationships could include working with already engaged family members, identifying family that is estranged, and reaching out to friends, teachers, and other community members.

Since these young adults have lost touch with their families of origin, YV LifeSet staff conducts extensive searches to locate and reconnect youth with positive adults. Staff is often able to locate family and/or work with known family intensely to accelerate the youth's exit from foster care, thus creating a stable support network of family and friends. YV LifeSet staff also advocate and facilitate the formation of Permanency Pacts, which are pledges by caring and supportive adults to provide specific supports to young adults transitioning from care with a goal of establishing lifelong, kin-like relationships.

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 AFCARS for both mother and father. This measure is federal metric C 2.5.

Description of Denominator and Numerator for this reporting period

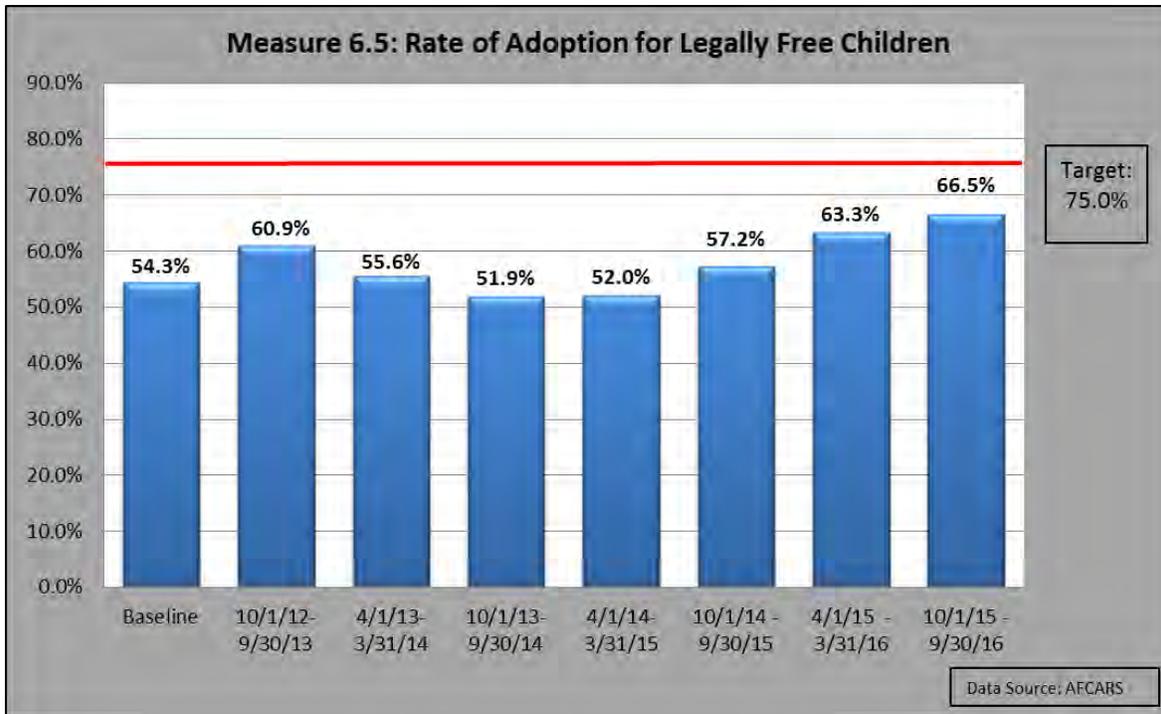
Denominator: All children who became legally free for adoption between 10/1/2014 – 9/30/2015.

Numerator: The number of children who became legally free for adoption between 10/1/2014 – 9/30/2015 **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 between 10/1/10 and 9/30/2011			54.3%
10/1/2012 – 9/30/2013	All children who became legally free between 10/1/11 and 9/30/2012	898	1,474	60.9%
4/1/2013 – 3/31/2014	All children who became legally free between 4/1/12 and 3/31/2013	857	1,540	55.6%
10/1/2013 – 9/30/2014	All children who became legally free between 10/1/12 and 9/30/2013	839	1,618	51.9%
4/1/2014 – 3/31/2015	All children who became legally free between 4/1/13 and 3/31/2014	935	1,797	52.0%
10/1/2014 – 9/30/2015	All children who became legally free between 10/1/13 and 9/30/2014	1,200	2,099	57.2%
4/1/2015 – 3/31/2016	All children who became legally free between 4/1/14 and 3/31/2015	1,459	2,304	63.3%
10/1/2015 – 9/30/2016	All children who became legally free between 10/1/14 and 9/30/2015	1,567	2,355	66.5%
Target				75.0%

Section 2, Table 6.5-1



Section 2, Graph 6.5-1

Commentary

DHS continues to see an increase in the number of children becoming legally free for adoption. A 3.2 percent increase occurred from the last reporting period in the number of children who were discharged from care to a finalized adoption within 12 months from the date they became legally free.

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 January 10, 2014, what number of children has exited care to a permanent placement?

Data Source and Definitions

All children who were legally free for adoption as of January 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 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

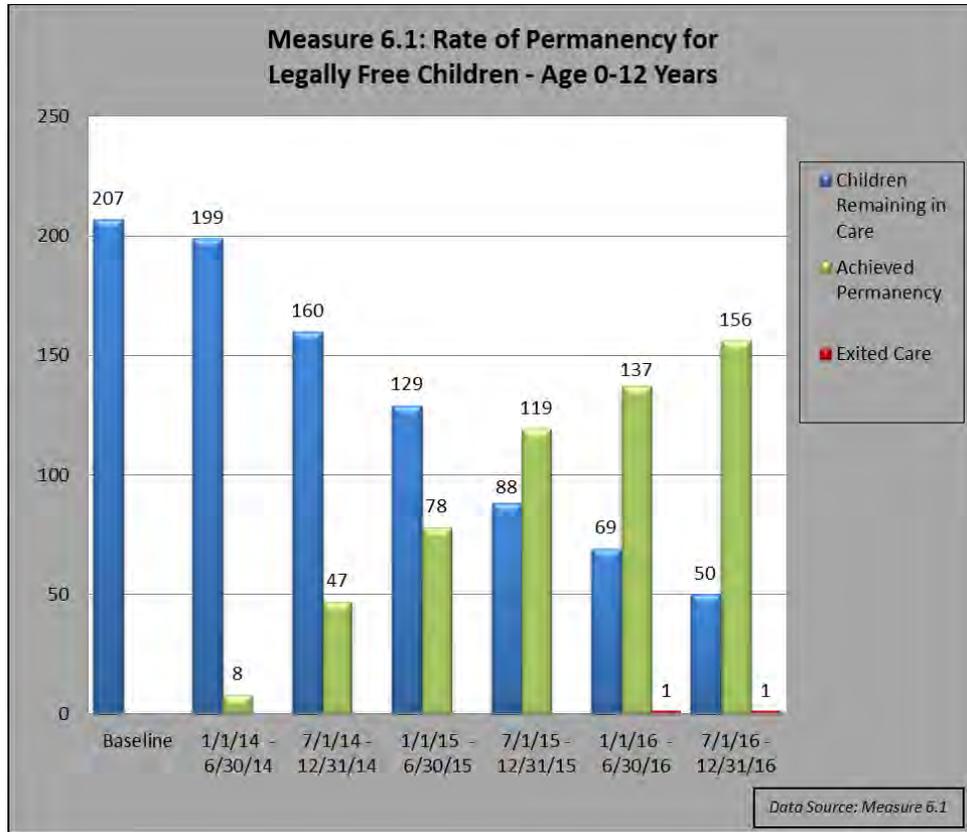
Denominator: All Quad 2 children with a case plan goal of adoption as of 1/10/2014.

Numerator: The number of Quad 2 children with a case plan goal of adoption who achieved permanency.

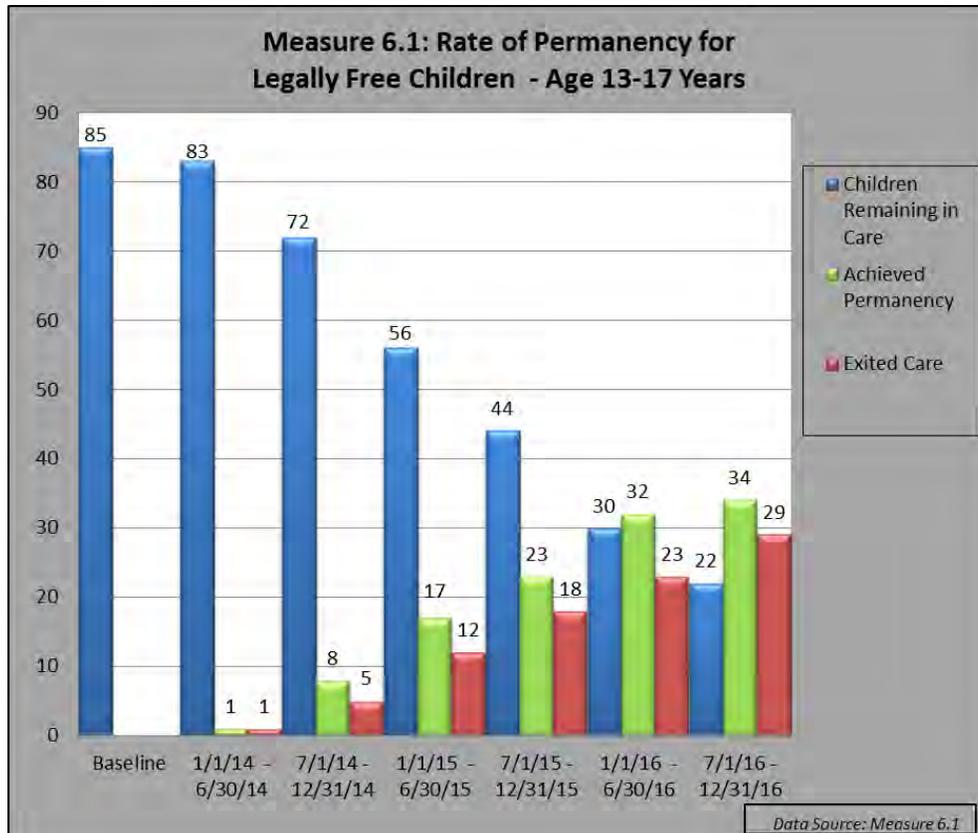
Trends

Reporting Period	Population	Numerator	Denominator	Result
Cohort Baseline: 1/10/14				292 Children
1/10/2014 – 6/30/2014	All Quad 2 children age 0-12 as of 1/10/14 with a case plan goal of adoption	8	207	3.9%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	47	207	22.7%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	78	207	37.7%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	119	207	57.5%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	137	207	66.2%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	156	207	75.4%
	All Quad 2 children age 13 or older as of 1/10/14 with a case plan goal of adoption	34	85	40.0%
Target		90.0% (Age 0-12)	80.0% (Age 13+)	

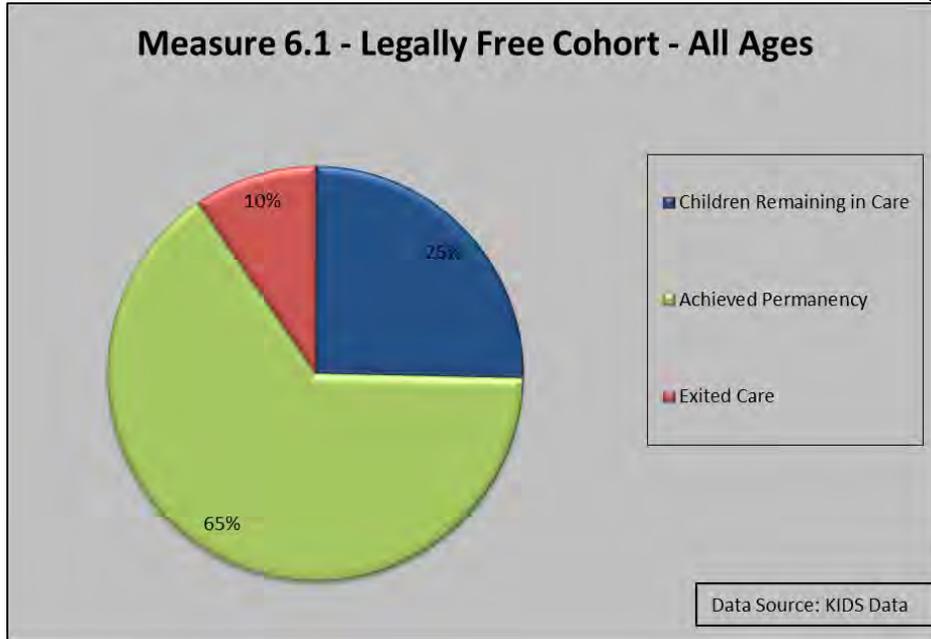
Section 2, Table 6.1-1



Section 2, Graph 6.1-1



Section 2, Graph 6.1-2



Section 2, Chart 6.1-1

Commentary

As of 12/31/16, 190 children or 65.0 percent achieved permanency and 30 children or 10.0 percent exited care. Of those that exited care, 29 aged out of custody and 1 child exited due to death. For the cohort of 207 children ages 0-12 who were legally free without an identified placement, 156 or 75.4 percent reached permanency. For the cohort of 85 youth aged 13 or older who were legally free without an identified placement, 34 or 40.0 percent reached permanency.

During this reporting period, 2 cohort youth aged 13 or older achieved permanency through adoption. In the same period, 6 cohort youth exited care through aging out. Of those 6 youth: 5 left care with a transition plan documenting their plan after leaving DHS custody and defining their identified supports, 2 exited with permanency pacts, and 1 youth signed himself into voluntary custody.

Adoptions Transition Unit (ATU) staff is assigned to each Quad 2 child to diligently assist children in achieving permanency. Increased oversight by supervisors on documentation of permanency efforts has improved the quality and timeliness of KIDS documentation. The recently developed Ongoing Quad 2 report is a primary report used by ATU management and supervisors for reviewing and assessing assignment needs. This daily report identifies trends and equips staff with better guidance and support to not only prevent youth exiting care through aging out, but to assist in finding and achieving legal permanency for all youth. The increased efforts over the past year to engage in meaningful conversations with the youth, as well as with the important people in that youth's life, has led to additional permanency possibilities for the cohort baseline children and youth. These permanency possibilities are occurring through ongoing partnership between ATU and permanency planning at all levels.

In August 2016, CWS hired an ATU field manager. With the integration of Foster Care and Adoptions in October 2016, ATU became an exclusively allocated unit with staff only carrying ATU caseloads. As ATU grows and adds new staff to meet the ongoing needs of children, Foster Care and Adoptions will develop new strategies that bolster the follow-up process from statewide staffing and other inquiry venues to assure families are reviewed, considered, and recommended in a timely manner. ATU's work is flourishing due to partnerships, and the following partnerships are critical in achieving permanency for Quad 2 children:

- Oklahoma Fosters Initiative and America’s Kids Belong is developing 55 videos of children waiting for adoptive families that can be used throughout different media sources and social media sites, such as Facebook, Adoption Exchange, AdoptUsKids, and AdoptOKKids;

- the Oklahoma Heart Gallery, currently features 53 new photos and videos on children who are legally free, awaiting an adoptive family;
- local television stations in Lawton, Oklahoma City, and Tulsa, who run feature stories on waiting children;
- the DHS Recruitment and Development team share information about the specific children currently waiting for a family when participating in community recruitment events;
- Oklahoma Successful Adulthood and Permanency Planning programs work closely with ATU; and
- behavioral health consultants from the Oklahoma Department of Mental Health and Substance Abuse Services, who contract with DHS to provide family and child-specific supports needed by adoptive families.

As a result of these ongoing partnerships, from 7/1/16 to 12/31/16, the Foster and Adoptive Parent Support Center received 1,040 inquiries from a generalized internet source, 4 from Facebook, 18 from OKFosters, 18 from a generalized television source, and 4 specified from the One Church One Child Website.

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

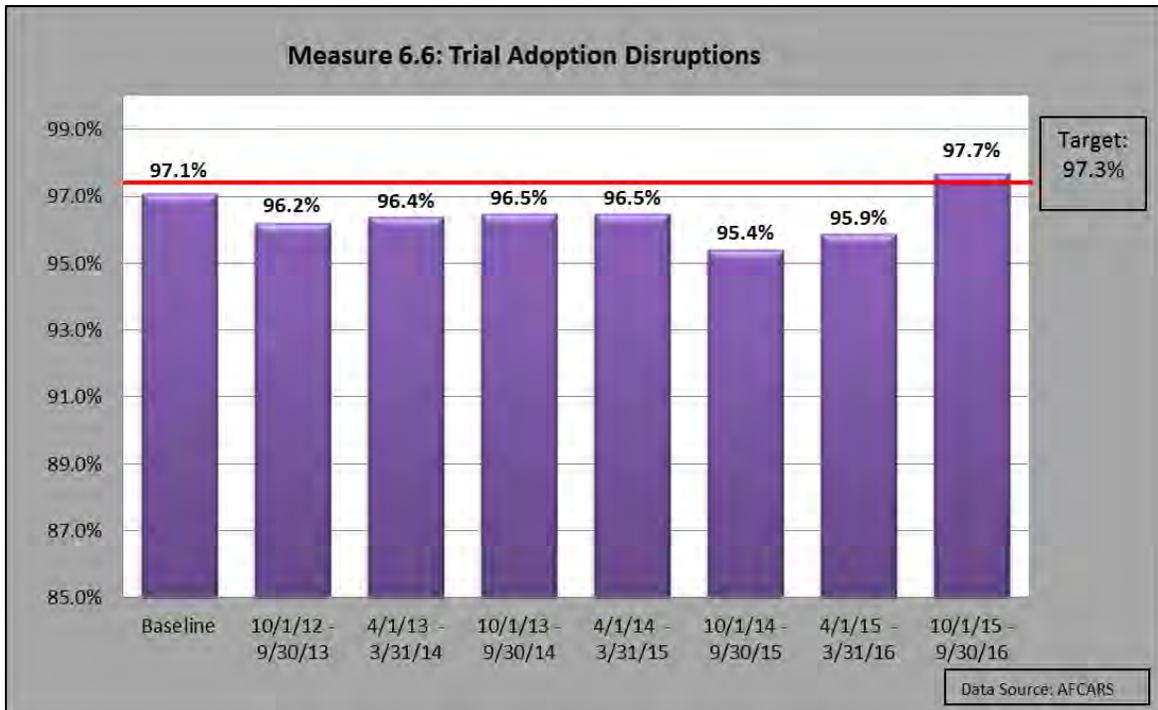
Denominator: Number of children that entered trial adoption between 10/1/2014 – 9/30/2015.

Numerator: Number of children that entered trial adoption between 10/1/2014 – 9/30/2015 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 between 10/1/2010 – 9/30/2011			97.1%
10/1/2012 – 9/30/2013	All children who entered TA between 10/1/2011 – 9/30/2012	1,433	1,489	96.2%
4/1/2013 – 3/31/2014	All children who entered TA between 4/1/2012 – 3/31/2013	1,366	1,417	96.4%
10/1/2013 – 9/30/2014	All children who entered TA between 10/1/2012 – 9/30/2013	1,197	1,241	96.5%
4/1/2014 – 3/31/2015	All children who entered TA between 4/1/2013 – 3/31/2014	1,252	1,297	96.5%
10/1/2014 – 9/30/2015	All children who entered TA between 10/1/2013 – 9/30/2014	1,477	1,549	95.4%
4/1/2015 – 3/31/2016	All children who entered TA between 4/1/2014 – 3/31/2015	1,938	2,020	95.9%
10/1/2015 – 9/30/2016	All children who entered TA between 10/1/2014 – 9/30/2015	2,138	2,189	97.7%
Target				97.3%

Section 2, Table 6.6-1



Section 2, Graph 6.6-1

Commentary

DHS experienced a 1.8 percent increase in children who did not disrupt while in trial adoptive placement. For the current reporting period, 2,189 children entered into trial adoption from October 1, 2014 - September 30, 2015. For that cohort of children 2,138 or 97.7 percent did not disrupt while in trial adoptive placement.

Post-Adoption Services engages in family requests made by the resource worker to assist with identifying needs and resources to support the adoptive family. Post-Adoption Services developed a field worker position who works with identified families providing assistance to facilitate the end goal of adoption.

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.

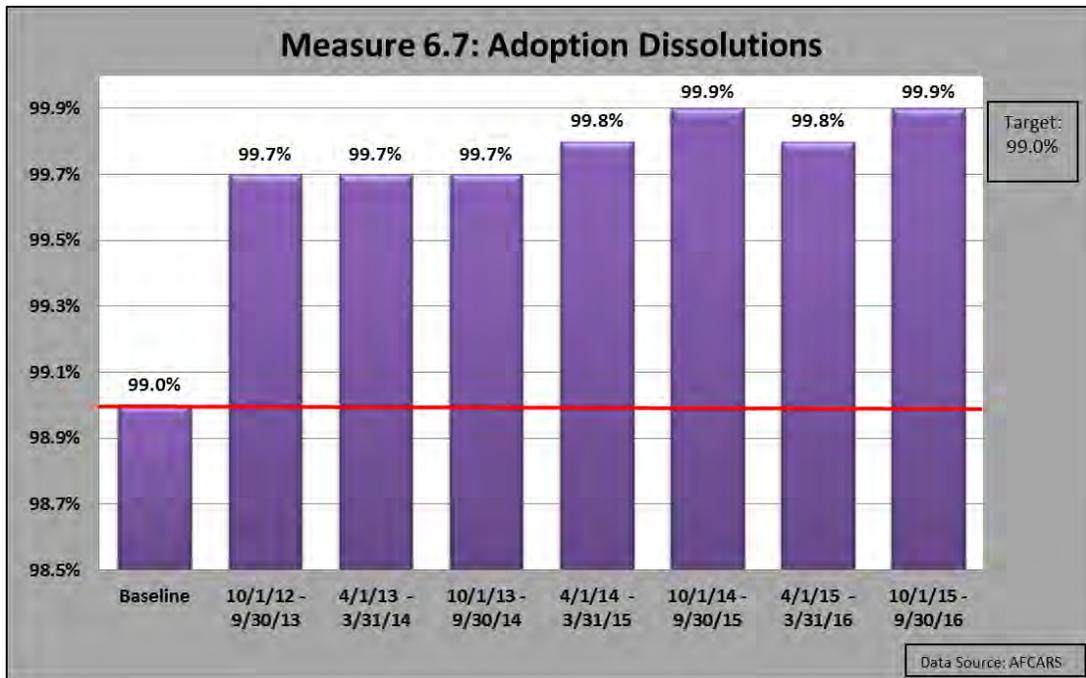
Description of Denominator and Numerator for this reporting period

- Denominator:** All children who had a legalized adoption during the 24 months ending September 30, 2014.
- Numerator:** All children who had a legalized adoption during the 24 months ending September 30, 2014 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 between 10/1/2008 and 9/30/2010			99.0%
10/1/2012 – 9/30/2013	All children with a legalized adoption between 10/1/2009 and 9/30/2011	2,969	2,979	99.7%
4/1/2013 – 3/31/2014	All children with a legalized adoption between 4/1/2010 and 3/31/2012	3,055	3,063	99.7%
10/1/2013 – 9/30/2014	All children with a legalized adoption between 10/1/2010 and 9/30/2012	2,856	2,865	99.7%
4/1/2014 – 3/31/2015	All children with a legalized adoption between 4/1/2011 and 3/31/2013	2,945	2,950	99.8%
10/1/2014 – 9/30/2015	All children with a legalized adoption between 10/1/2011 and 9/30/2013	2,846	2,849	99.9%
4/1/2015 – 3/31/2016	All children with a legalized adoption between 4/1/2012 and 3/31/2014	2,697	2,702	99.8%
10/1/2015 – 9/30/2016	All children with a legalized adoption between 10/1/2012 and 9/30/2014	2,737	2,741	99.9%
Target				99.0%

Section 2, Table 6.7-1



Section 2, Graph 6.7-1

Commentary

DHS continued to exceed the goal of a 99.0 percent success rate for adoption placement stability with less than 0.1 percent in dissolutions. There were 2741 children with a legalized adoption during the 24 months ending September 30, 2014 and 2737 or 99.9 percent of those adoptions did not dissolve in less than 24 months.

To prevent future dissolutions, Post-Adoption Services meets with the identified family prior to finalization to provide resources and services. This supportive process contributes to the effective maintenance of the baseline of 99.0 percent placement success rate.

SECTION 3. Capacity indicators

2.1: New Family Foster Care Homes

Operational Question

How many new foster homes, including Family Foster Homes and Supported Homes were opened during SFY 17?

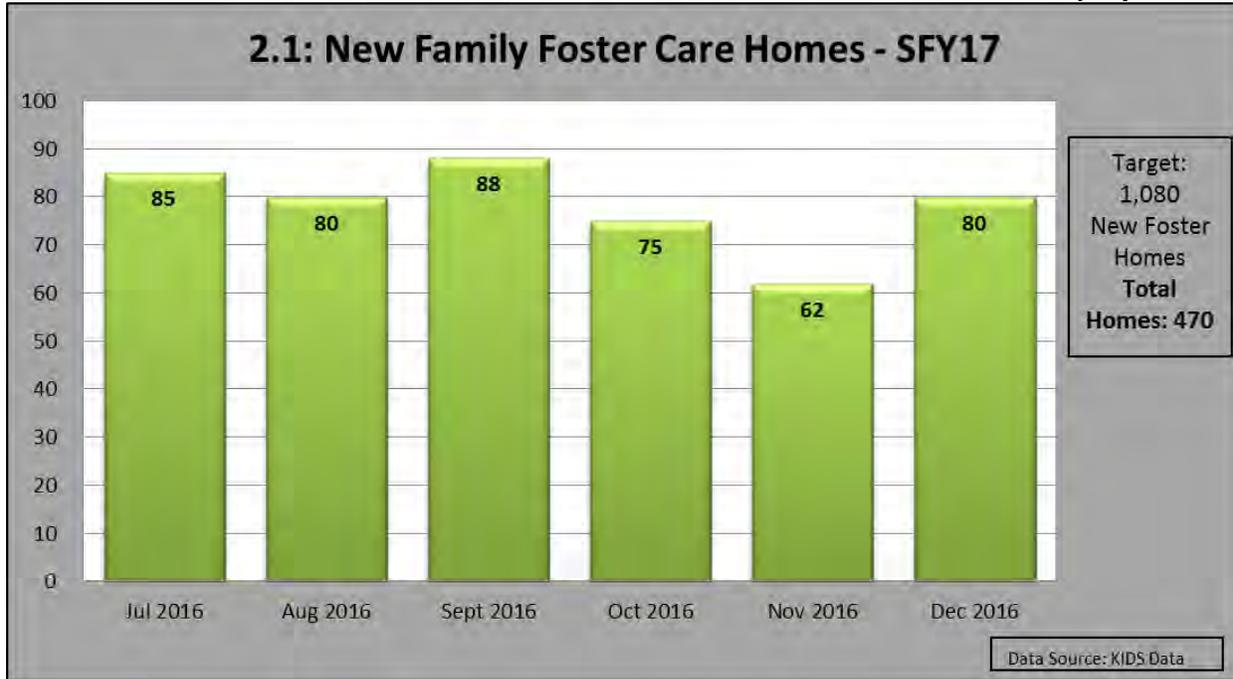
Data Source and Definitions

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 17 Baseline		2,348 Foster Homes open as of 7/1/2016	
7/1/2013 – 12/31/2013	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the first half of SFY 14	346 Homes	763 Total Homes opened in SFY 14
1/1/2014 – 6/30/2014	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the second half of SFY 14	417 Homes	
7/1/2014 – 12/31/2014	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 15	409 Homes	780 Total Homes opened in SFY 15
1/1/2015 – 6/30/2015	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 15	371 Homes	
7/1/2015 – 12/31/2015	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 16	387 Homes	1,080 Total Homes opened in SFY 16
1/1/2016 – 6/30/2016	All Foster Family Homes and Supported Foster Homes opened during the Second half of SFY 16	693 Homes	
7/1/2016 – 12/31/2016	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 17	470 Homes	470 Total Homes opened in SFY 17 as of 12/31/2016
1/1/2017 – 6/30/2017	All Foster Family Homes and Supported Foster Homes opened during the Second half of SFY 17		
Target		1,080 New Foster Homes opened by 6/30/2017	

Section 3, Table 2.1-1



Section 3, Graph 2.1-1

Commentary

As of 1/1/17, DHS opened 470 CW Foster Family Homes and Supported Foster Homes that were counted as new according to the Pinnacle Plan criteria. The target for new homes by the end of SFY 17 is 1,080 homes. As of 12/31/16, DHS achieved 43.5 percent of the SFY 17 target for new homes. This is an increase from the same time during the last SFY where DHS had achieved 35.8 percent, but was still successful in meeting the end of year target. 2,348 homes were open on 7/1/16. During the first half of SFY 17, 551 homes were opened and 520 homes were closed, leaving 2,379 homes open on 12/31/16 for a net gain of 31 homes. Net gain 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 that are open to provide respite-only care.

DHS understands the continued importance of recruiting and developing foster families who will best serve the children in need of placement. Following an initial Foster Home Needs Analysis conducted in December 2015, a new analysis was completed in June 2016 to determine the needs for SFY 17. The analysis again looked at the children in care and how many of those children were currently placed in foster homes. Each day that a child was placed in a foster home counted as a “bed day”. Over a one year period, the total number of bed days spent in foster care was totaled to determine the current need.

To project future need, trending data over the last three years was also factored in. The analysis took into account that the average number of beds in an approved home remains at 1.9. The following contributing factors were still considered: waiting lists for appropriate level of care, separation of siblings, children placed outside of their primary county, choice factor, placement type, home utilization, and closure rates. As of June 2016, the analysis identified the need for 1080 new foster homes.

To meet the required need for additional foster homes, both DHS and all 18 resource family partner (RFP) agencies developed recruitment plans with the help of Annie E. Casey Foundation (AEC). The recruitment plans specifically outline the number of homes each agency will recruit and the steps that each agency will take to achieve that goal. AEC presented data, resources, and tools to assist in creating plans for targeted recruitment of foster families willing to accept sibling groups, teenagers, children with special needs, and those foster families willing to keep children in their home county, as well as recruiting ethnically diverse families. DHS continues to provide monthly updates on the children placed outside of their home county and sibling groups that are separated, as well as additional demographic

information, such as age and race, to the CW leadership team, the RFP agencies, the tribes, and to the DHS recruitment teams to drive targeted recruitment efforts.

Integration of the foster care and adoption programs continued as planned. During the months of July, August, and September, all foster care and adoption staff received overview training of the new integrated model as well as specialized training specific to each new worker type identified during the integration. Training for partner agencies, tribes, and DHS staff in other program areas occurred during this time as well. The two programs were fully integrated on 10/3/16. The integration went smoothly. The Foster Care and Adoptions leadership team monitors the effects of the integration, both on staff and families, and is responsive to needs or concerns as they arise. Foster Care and Adoptions staff are increasingly more proficient in their new roles as they cross-train with each other and learn new duties.

A significant outcome from the integration was an increase in internal recruitment staff. Prior to integration, there were 35 workers and 5 supervisors statewide were devoted to recruitment. Following the integration, the recruitment team is now comprised of 56 workers and 12 supervisors plus an additional field manager. The recruitment team continues to work with families that inquire about fostering or adoption with a focus placed on providing information that families need to make informed decisions about caring for children in DHS custody.

Targeted Recruitment

Targeted recruitment remains a priority both internally with DHS as well as with external agency partners. The deputy director continues to issue monthly recruitment challenges to RFP agencies and DHS recruitment teams. Some of the challenges awarded points based on the number of homes recruited in relation to the agency or regional team goal, as well as homes willing to take teenagers, sibling groups, children with developmental disabilities, and homes that could keep children within their home county. Each category was aimed at providing incentives to better meet the needs of children requiring out-of-home placement.

DHS is partnering with AEC to provide specific targeted recruitment training from February 2017 through April 2017. AEC will provide training on the following topics:

- overview of targeted recruitment;
- recruitment plan development;
- recruiting for teens;
- social media and recruitment;
- community-based recruitment;
- recruiting in the Hispanic, African American, and Native American Community; and
- beyond recruitment.

The trainings will be open to all CWS, RFP, and therapeutic foster care (TFC) staff.

A partnership between CWS and Developmental Disabilities Services (DDS) was established with three CWS recruitment staff identified to assist with recruitment of families to serve children with developmental disabilities. CWS recruitment staff and the DDS program meet monthly to review children that are on the DDS waiting list, as well as the homes that are available through DDS and CWS recruitment to identify any potential matches. Two internal meetings were held between DDS and CWS recruitment to increase understanding of each program and how to effectively partner with each other. The recruiters initial efforts are focused on the children with developmental disabilities placed in the Laura Dester Children's Center to actively recruit homes equipped to provide the higher level of care these children require. There is also emphasis on children in DHS custody placed at the JD McCarty Center and monthly meetings are held at there to discuss the placement needs of these children. The CWS recruiters work with DDS to review approved children on the grand staffing roster to potentially identify homes for these children. A new initiative between CWS and DDS involves identifying area businesses and associations for recruitment staff to become familiar with and attend their meetings to present information about children in DHS custody and the foster care and adoption process.

Through collaboration with AEC, One Church One Child, the Clapham Group, and the Office of Community and Faith Engagement, an African American focus group for foster families was held in August 2016. The families discussed their motivations to foster and any barriers encountered along the way. The foster parents were asked to provide input on

how to best engage the African American community in order to recruit more African American foster families. From this focus group, two families agreed to be involved with recruitment of African American homes in the future.

Barriers

Recruitment staff continue to make follow-up calls to families in the resource approval process. These calls are helpful to identify barriers the family experiences and remedy those barriers as quickly as possible. The calls also provide an added benefit for the family as they report feeling more supported by the worker and the agency. Weekly calls between the foster care leadership staff, RFP agencies, and DHS recruitment staff offer another opportunity to identify trends or barriers and allow for discussion of potential new recruitment ideas. The weekly calls increase accountability for recruitment staff and RFP agencies to approve homes timely. The Foster Care and Adoptions Support Center staff also contacts families in the approval process for over 60 days to identify any possible barriers. From July - December 2016, 151 families were contacted and the vast majority of families reported moving more slowly through the process was their decision and not a barrier issue. No other trends were identified through these calls and quite often the families are complimentary toward the agencies.

The Barrier Buster Workgroup that resumed in February 2016, continued to meet through October 2016. In addition to the progress previously made, the workgroup created a checklist for files that transferred from one agency to another, outlined instructions for self-employed foster parents that requested daycare assistance, and made a determination on providing emails to sub-contracted agencies. The workgroup also identified several barriers that were being addressed by other areas of DHS, such as sibling separation and RFP agencies obtaining background information on applicants without going through DHS. As a result of this information, a decision was made that the workgroup would be put on hold for the time being. If DHS or the RFP agencies recognize additional trends or barriers that need to be addressed, this workgroup will reconvene.

Oklahoma Fosters

Over the past few months, Oklahoma Fosters worked diligently with the Waiting Heart Gallery, the I Belong team, and DHS adoption transition staff to rebrand the site and update information on children that are legally free for adoption. The Heart Gallery was officially relaunched November 2016 with updated pictures available on the new website. Starting with teenagers, video shoots were held to create videos for over 60 legally free children. The videos will be viewable on the Heart Gallery website as well as social media beginning in February 2017.

Oklahoma Fosters hosted four events in the fall for both foster families and potential families. Each event offered another avenue of support for current foster families. The commercials that were in development transformed into a series of short stories highlighting reunification and are set to debut in March 2017. Commercials that will spotlight foster parents, a biological parent, and a DHS worker will be recorded at a later date as funds are available.

Governor Fallin issued "Governor's Commendations" to the longest serving 175 foster families in Oklahoma. At the Governor's annual Christmas tree lighting event, an adoptive family was highlighted who adopted two teenagers after seeing a local news story that spotlighted the teens. A Christmas celebration that evening was open to all foster families who wished to attend as well.

The Oklahoma Fosters campaign continues to engage community partners in the recruitment and support of foster and adoptive families. Efforts are underway for a partnership with the YMCA that will offer a 50 percent discount in membership and activity fees to current foster families. Another partnership with the Lego Company will provide 100 free tickets and 50 percent off discounts to foster families for the LEGO Conference. The Harkins Theater is hosting a recruitment night where current families will bring an interested family to hear a presentation and then enjoy a free movie and popcorn. Each of these initiatives are set to roll out in the Spring 2017. Additionally, a Foster Family Membership Card was developed to incentivize business participation statewide. The cards will be distributed to current families in February 2017.

Communication and Supports

DHS and the faith community, specifically the Director of the Oklahoma 111 Project, expanded their partnership to launch the CarePortal during 2016. The CarePortal is an online church engagement tool that connects the CW worker to local churches to meet specific needs of both foster and biological families. After debuting in the two largest metro counties in January and April, the CarePortal launched in four more counties during the fall - Cherokee County in August 2016, and Rogers, Mayes, and Craig counties in November 2016. Throughout 2016, 1363 children and 618 families were served by 280 churches and small groups with donated goods at an estimated value of \$250,000. Feedback on the CarePortal was overwhelmingly positive with 93 percent of staff and 97 percent of churches giving an approval rating. The goal for 2017 is to initiate the CarePortal in ten more counties, with two counties already set to begin in January 2017.

To improve communication and proactively resolve issues, a foster care program field representative (PFR) continues to monitor foster parent social media sites. When questions or concerns arise, the assigned PFR contacts the families and attempts to answer questions or assist with problem resolution. The PFR logs and tracks the questions and concerns to identify any trends or issues that need addressing, such as systemic problems or personnel issues. Overall, complaints from foster parents have declined over the past six months.

For the purposes of improving customer service and communication, each supervisor and field manager contact two open foster families from a random sample provided each month. Through the monthly customer service phone calls, information is gathered from foster parents that provides direct insight into the current service they receive from DHS or the RFP agency. A total of 672 surveys were completed for July - December 2016 and survey analysis indicates a consistent 90 percent or higher rating of excellent, good, or fair, and a minimal 0-8 percent rating of poor on the questions asked. The results from each month's survey are provided to the Foster Parent Support Workgroup where the results are reviewed and any needs identified are then addressed by the workgroup.

During the past six months, the Foster Parent Support Workgroup successfully completed multiple projects in an effort to provide ongoing support to foster parents. Some of these projects included an information sharing sheet; a flyer outlining the differences between informal babysitting, alternate caregivers, and respite care; creating a calendar for monthly topics to discuss with foster parents during monthly contact; and a proposal for foster parent mentors. The workgroup identified new areas of need and new subgroups were created to address ongoing in-service training topics; clarification on worker roles within the agency; information on travel reimbursement and the debit cards received for the monthly foster care reimbursement; in-depth information on the Indian Child Welfare Act and how it applies to foster parents; and a need for statewide resources to be accessible in one easy location. The workgroup continues to meet monthly to determine how best to address these needs and innovate new ways to provide information to foster parents.

A large area of focus on supporting foster parents was provided through the "Support is Everyone's Job" campaign, which was designed to help all CWS staff identify ways to support foster parents that did not involve any additional time, paperwork, or inconvenience to the worker. Each presentation also included a panel of foster parents who gave their perspective on the system and simple things workers could do that would be supportive to foster parents. The campaign began February 2016 and concluded in September 2016. All CWS staff attended the presentations and received role cards with specific ways they can support foster parents in their current job/position.

OU National Resource Center for Youth Services (NRCYS) maintains coordination for the five DHS Family Support Network groups currently located in three regions. The original groups established in Sequoyah, Pottawatomie, and Tulsa Counties thrive under the oversight of OU NRCYS and foster parents consistently provide positive feedback regarding the groups. Additional support groups are present in local communities statewide and are often attended by foster care and adoption staff to support the families.

Through partnership with OU NRCYS and OU Center for Public Management (CPM), a new on-line pre-service training option was developed and completed in October 2016. After foster care program staff reviewed all completed training modules, two recruitment supervisors and seven recruitment staff were selected to pilot the on-line training and

provide feedback. The feedback was largely positive and the recruitment team had only minor suggestions for change. Each member of the pilot team concluded that the training was interactive, effective, and would be beneficial for foster and adoptive families. The on-line pre-service training will pilot to foster and adoptive families in Region 1 beginning in January 2017. DHS and OU NRCYS will evaluate the effectiveness of the training during the first quarter of 2017 and determine if any changes need to be made prior to offering the on-line training option to other regions of the state.

2.3: New Therapeutic Foster Care Homes

Operational Question

How many new Therapeutic Foster Care homes were opened in SFY 17?

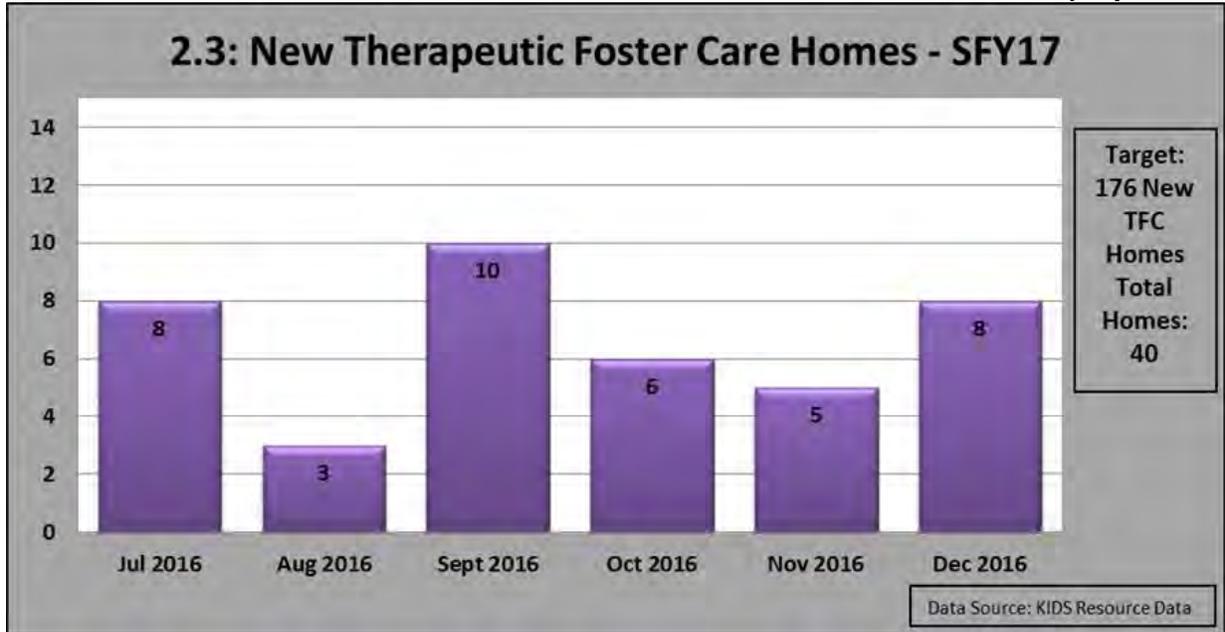
Data Source and Definitions

Total count of new Therapeutic Foster Homes (TFC) includes all new TFC Homes, by month that they were opened using the agreed upon criteria.

Trends

Reporting Period	Population	Result	
Baseline		461 TFC homes open as of 7/1/2015	
7/1/2013 – 12/31/2013	All new TFC homes opened in the first half of SFY 14	55 TFC Homes	107 Total TFC Homes opened in SFY 14
1/1/2014 – 6/30/2014	All new TFC homes opened in the second half of SFY 14	52 TFC Homes	
7/1/2014 – 12/31/2014	All new TFC homes opened in the first half of SFY 15	66 TFC Homes	137 Total TFC Homes opened in SFY 15
1/1/2015 – 6/30/2015	All new TFC homes opened in the second half of SFY 15	71 TFC Homes	
7/1/2015 – 12/31/2015	All new TFC homes opened in the first half of SFY 16	43 TFC Homes	105 Total TFC Homes opened in SFY 16
1/1/2016 – 6/30/2016	All new TFC homes opened in the second half of SFY 16	62 TFC Homes	
7/1/2016 – 12/31/2016	All new TFC homes opened in the first half of SFY 17	40 TFC Homes	40 Total TFC Homes opened in SFY 17 as of 12/31/2016
1/1/2017 – 6/30/2017	All new TFC homes opened in the second half of SFY 17		
Target		176 New TFC homes opened by 6/30/2017	

Section 3, Table 2.3-1



Section 3, Graph 2.3-1

Commentary

As of July 1, 2016, there were 366 Therapeutic Foster Care (TFC) homes open statewide. During the first half of SFY 17, 72 TFC homes were opened and 105 TFC homes were closed, leaving 333 homes open on December 31, 2016, for a net gain of -33 homes. Of the 72 TFC homes that opened during SFY 17, 40 of these TFC homes met the criteria to be counted as new homes according to the Pinnacle Plan. The net gain only counts unique homes even though a resource family may provide more than one type of foster care.

As Child Welfare Services (CWS) continues to evaluate placement capacity and child-specific needs, the TFC program is a resource that is necessary to establish a true operational continuum of care for children in DHS custody. The TFC program began taking on a new dimension during this reporting period as many changes occurred within the program's dynamics. Several significant activities were launched yielding results and information that are beginning to shape the future goals and trajectory of the overall program. As previously mentioned, a new Core Strategy Lead was assigned to the TFC program in May 2016, as a mechanism to better understand the current program structure, internal and external established processes, and overall effectiveness for children served in this level of care. CWS chose to make the leadership change to improve program planning and project implementation going forward. Since that time, CWS has developed a better understanding of the current dynamics that make up the TFC program, as well as what is needed for the program as the agency evaluates the ongoing placement needs and treatment services for children identified for TFC level of care. CWS continued to work its way through the revised core strategy activities, as each aspect of the TFC program has required an in-depth look at the program's function and utility within the current operating domain.

Program Assessment and Evaluation

The TFC program assessment and evaluation continued during July, August, and September 2016. During this time, CWS took the opportunity to review the purpose and utilization of TFC level of care all across the country. It was imperative that CWS understand program designs, resource family supports, and effective treatment interventions used in TFC programs currently in operation within other child welfare organizations. After a better understanding of what makes a TFC program successful from both a macro (system) and micro perspective (resource family and child), the collected information provided insight into program models that focus on best practice. CWS believes drawing on some key elements from these successful programs will be instrumental in designing an operational TFC program that truly can meet the higher level needs of both the children and resource families.

CWS conducted 12 focus groups across Oklahoma, which included TFC program staff, children utilizing TFC care, TFC foster parents, TFC agency provider representatives, and CWS staff from all program areas. The focus groups in Regions 3 and 5 were completed in June 2016 and the remaining focus groups were completed in Regions 1, 2, and 4 in July 2016. The information gathered through these focus groups provided a clear picture of the challenges within the current TFC program, but also information on how the program operates within the contractual relationship with the TFC provider agencies. The focus groups allowed the users of the TFC program, both internally and externally, to discuss what they needed from the program at various levels. Changes to the TFC program around internal and external processes, as well as additional services for children and resource families were discussed. Respite care, educational supports, and trauma-informed therapeutic services were examples of identified needs.

In addition to reviewing professional literature around TFC and other treatment foster care models in use and extending the opportunity to hear from both users and consumers of the service through the statewide focus groups, CWS had to better understand what the data would indicate around the characteristics and specific needs of children who have previously utilized TFC care in Oklahoma. In July, CWS conducted a quantitative analysis that included information from a cohort of children who had received TFC care for at least one day during SFY's 14, 15, and 16. CWS conducted two levels of the quantitative analysis to understand who the primary users of the TFC program were and then a second level review to know more details about indicators or other characteristics that may lead to children being served in the TFC program. The cohort of children reviewed included a total of 1686 unique children of all ages and lengths of time in care that made up 3306 individual placements in TFC during that three year period. Some of the key factors that were looked at included gender, age, race, medical, mental, or behavioral health diagnosis, average lengths of stay, reasons for discharge, initial child welfare (CW) removal reasons, such as types of abuse/neglect encountered, placement stability, and specific information gathered around TFC agency providers and resource families.

The analysis provided CWS with a more detailed understanding of the characteristics and indicators of a child who would be a common user of TFC services in Oklahoma. Common characteristics include males utilizing TFC more than females, average age of a child in TFC is 11 years old, and the majority of these children have only been removed from their biological families once. Other characteristics include the average number of TFC placements a child is likely to have is two and the duration of each of those placements in TFC is around 10 months. By completing this data analysis, the information will be used with the TFC agency providers to discuss future recruitment strategies, initial and ongoing training needs for resource families and agency behavioral health providers, and detailed support efforts that are needed from both CW field staff and TFC agency representatives to ensure efforts are being made towards the child's permanency and well-being goals.

As CWS began SFY 17, the TFC contract continued to include the tier system that was developed approximately one year before as part of the TFC performance-based contracts. All three tiers - high, mid, and low - were designed to financially incentivize placements of specific children and focus on their length of stay within the TFC program. All children who were already placed or newly entered into TFC after 7/1/15 were coming up on their one year of service at the mid-tier rate. Although not bound by a contractual obligation, TFC program staff reported to the TFC agencies that an extension review process would be in place and could be utilized at the time when a child had met the designated timeframes for the current level tier to change. As 7/1/16 approached, TFC provider agencies submitted 65 mid-tier cases for extension review along with the requested documentation. CWS developed a multi-disciplinary staffing team that included a foster parent, a traditional foster care supervisor, TFC program staff, and the behavioral health consultants. This team took three full days to review the information provided to determine if a child would remain at their current tier level or would continue to step down to the next lower tier. Although not planned as another mechanism for a qualitative review of the TFC program, the review process for these 65 cases led to a better understanding of the types of therapeutic interventions used, frequency and duration of treatment services that children were provided, and insight into the services the foster parent provides in the role as a treatment parent specialist (TPS) for the child placed in TFC care. After reviewing these cases, CWS had the opportunity to meet with the Oklahoma Health Care Authority (OHCA) to discuss two things: (1) the qualifying criteria indicating a child needs TFC level of care; and (2) the types, frequency, and quality of services children were currently receiving in TFC placements. In August, CWS hosted a telephone conference with the TFC provider agencies who had submitted the extension requests to further discuss the case review

results and how those results will apply to ongoing expectations that CWS will establish regarding the quality of service and support provided to children in the TFC program. In October 2016, DHS held the first monthly meeting with the eleven contracted TFC providers to share all of this gathered information. DHS Director Ed Lake participated in this meeting, reporting on the agency status and the needs going forward.

CWS also engaged in an extensive data reconciliation effort during this timeframe. The TFC program had previously participated in efforts to reconcile data regarding resource families, but there was not a consistent method or timing in doing so. Due to this data reconciliation, a new starting baseline for open TFC homes was amended to reflect 363 available resources at the beginning of SFY17. A process was established in August 2016 for the TFC program staff to begin reviewing TFC resource homes that had not had a placement in 120 days and determine whether the home would continue on the roster as an available, certified home. TFC program staff works directly with each TFC agency to evaluate the status of each resource family during that amount of time and decisions are made about continued availability of that specific home. After 150 days, the decision is made to close the resource, as it appears that home is no longer interested or available to take placement of a child. This process is now embedded as a regular practice within the TFC program. The TFC program worked extensively on this process and CWS knows that starting the SFY with a clear understanding of the available resource homes assists in establishing recruitment and retention strategies moving forward. With a significant reduction in the homes that were being utilized, the process of completing the data reconciliation activities have impacted the overall net gain of TFC homes for this year. Although a negative thirty-three net gain of TFC homes is where the program ended this reporting period, it established an accurate data point from which efforts to move this number in the opposite direction were put into place.

All of these activities were part of the program assessment and evaluation of the current TFC model. The information gathered during this process was significantly important as CWS began to develop an implementation plan to revitalize and enhance the TFC program within Oklahoma. Reviewing literature on best practices, exploring the components of a well-operating TFC program, and working with users and consumers of the TFC services has provided CWS with an initial foundation to build upon as the program evolves. By taking the time to understand the needs of the children, resource providers, and TFC agencies through the quantitative data analysis and the qualitative case reviews, CWS is much more educated and aware of the strengths and areas for improvement that need to be addressed or built upon.

Contract Modifications

CWS prepared and entered into SFY 17 contracts with the TFC provider agencies at the end of June 2016. The SFY 17 original contracts included the previously discussed tier system which went into effect 7/1/16. Several months back, CWS began to understand how the tier system, with a set timeframe for each tier that was not based on the child's needs, presented both financial and practice-oriented challenges to both CWS and the TFC agencies. When CWS recognized that the tier system was fragmented, not as effective as it was originally designed to be, and not at all focused on child-specific treatment needs, a decision was made in mid-July to eliminate the tier system from the most recent agreed upon contracts. The decision to issue a contract modification was made and efforts began to ensure this occurred immediately. CWS completed one round of contract modifications by 8/1/16 to eliminate the tier system from the current contractual obligations.

Removing the tier system entirely required CWS to change the daily rate structure associated with TFC placements. CWS was able to financially balance the tier system by placing children at all tier levels. This required a daily rate change as part of the first round of contract modifications. It was requested that TFC program staff and other key individuals within CWS meet with several members of the Oklahoma Therapeutic Foster Care Association to discuss their concerns around the daily rate change proposed in the new contract modifications. The concerns surrounded a daily rate change for providers who cared for youth ages 13-18, which the association believed was punitive to the resource families who cared for children in this age category. After continued negotiations, CWS was able to agree on a rate structure that allowed the agencies to pay their resource providers in a way they felt the funding should be utilized. A second round of contract modifications were issued in mid-August and returned shortly after. This contract modification went into effect on 9/1/16. CWS has continued to evaluate the option of utilizing an updated TFC performance-based contract for the SFY 2018, but many factors will contribute to the decision to move in that direction when the time approaches.

Enhanced Program Operations

As CWS completed the above mentioned program evaluation, some additional components were added into the dynamic of the TFC Program. October 2016, the first full meeting between the TFC Providers and the new management structure within the CW TFC program was held. As many aspects of the TFC program were going to be rapidly changing, it was determined that frequent, working meetings would begin to be held each month to ensure program implementation remained on track and communication efforts were established as open and transparent with all TFC Providers. Additional meetings were held in November and December, both bringing about change and new directions to the overall TFC program. These meetings have been used as an opportunity to address key areas of practice that CWS has established for the TFC program. CWS has seen that by holding these frequent meetings, there is a more open, enhanced working relationship between both the TFC Providers and DHS. During the months of November and December, the TFC Lead completed site visits to all eleven TFC agencies across Oklahoma. This was an opportunity for CWS to better understand each of the agencies goals, objectives, mission and values, and their current capacity level to bring about a new direction within the changing TFC program. CWS learned a great deal about how each of the TFC agencies operates within their individual realm, but also how they interact with one another as one larger team. CWS has seen growth and development from the TFC Providers following the initial site visits, as efforts towards joint goals has brought them together as a service team, but also collaborating more proactively with DHS.

As the new direction of the TFC Program began to evolve, CWS established clear expectations and guidelines for operations moving forward. CWS established four primary areas of focus which included safety, quality of care and service, increased utilization of resource families, and ongoing recruitment and retention efforts. In October 2016, CWS began a heightened focus on Maltreatment in Care (MIC) for children served in the TFC program. CWS believes these children could be at an increased risk for MIC, due to their heightened mental and behavioral health needs. CWS put into place several mechanisms to address safety issues in an ongoing manner, which include addressing all referrals made to the abuse and neglect hotline regarding children placed in TFC resource homes. The second area of focus is on the quality of care and services children receive in the TFC program. This is an area that will continue to expand as CWS becomes much more engaged in the ongoing treatment planning and regular case reviews process for children placed in TFC. As the TFC program has downsized significantly during the last decade, fewer children are able to be served in this capacity. As quantity is only one mechanism of utilization, CWS began to focus on the quality of care and services children are receiving now in the smaller, more select program. Recruitment and retention efforts for TFC resource families will be discussed in more detail below, but the third area of focus is on reduction of the number of children who are on a waiting list for TFC services, while strategically increasing the utilization of all open, available resources. As TFC is not showing a significant increase in the size of the overall program, utilization of the available resources to serve the children with the highest need possible must become the priority. The final area of enhanced attention must go towards replacing the diminished supply of high quality TFC resources and building an increased capacity through strategic recruitment and retention activities. CWS has established the expectations for partnership with the TFC Providers surrounding these key areas of focus as the program moves forward.

TFC Resource Recruitment and Retention

As noted above, CWS engaged in data reconciliation activities that assisted in identifying a true reflection of the available resources for use within the TFC program. As there continue to be children who remain waiting for TFC services, the need for increased placement capacity in this program is at an all-time high. Recruitment and retention activities must always be occurring in order to keep up the demand for open, available resources, as there will always be a constant rotation of families who are signed up to provide these foster care services at any given time. CWS challenged the TFC Providers to complete Resource Recruitment and Retention plans in December 2016. CWS recognizes that establishing new TFC homes is just one piece of the puzzle, and that retention efforts are just as important when developing a strong pool of available placement options. TFC Providers were asked to establish six strategies within their plan to focus on recruitment of new homes (2 strategies), retention activities for their existing homes (2 strategies), ways to address the TFC waiting list while decreasing the under-utilization of current resource homes (1 strategy), as well as one strategy that focuses on community partnerships and collaboration to support TFC Providers, foster families and the children in their homes (1 strategy). Ten of the eleven TFC agencies submitted plans during this time and many

have actively begun work on these efforts. Although the data does not yet reflect the efforts that have started, CWS has seen many successes within the reporting period that indicate efforts are well underway to build up the both the TFC Providers independently, but also a new found focus on the overall goals of the TFC program.

CWS, in partnership with the contracted TFC Providers have taken on a significant culture and programmatic change during this reporting period. Challenges have presented themselves, relationships have evolved and the focus on common goals and the need for a high quality program has served as the link connecting all the changes together for all involved in the process. As many of these activities came out of the program assessment and evaluation that occurred, this is just the beginning of additional anticipated changes for the TFC program moving forward. At the end of this reporting period, CWS submitted a new set of enhanced strategies that will continue to focus on those previously noted key areas of practice that CWS believes have the greatest impact on the growth and revitalization of the TFC program in Oklahoma. Some new areas of focus include attention to streamlining the overall TFC process, increased efforts to assist children towards achieving their permanency goals, and strategic placement matching activities. The identified enhanced strategies, if approved will begin in January 2017. The need for TFC care in Oklahoma continues to be in great demand; therefore, CWS believes the time is right to focus attention on this area of practice, as it serves an important role in the overall placement continuum for children in care.

7.1 Worker Caseloads

Operational Question

What percentage of all Child Welfare 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 child welfare 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 Resource 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 child welfare specialists is broken into multiple categories. This measure will look specifically at all child welfare workers (total), Permanency Planning, Preventive/Voluntary, Investigation, Adoption, Foster Care, and Comprehensive workers. As of 12/31/16, DHS 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 have been updated to reflect this data.

Description of Denominator and Numerator for this reporting period

Denominator: The number of all child welfare workers in Adoptions, Foster Care, Family-Centered Services, Investigation, and Permanency Planning that were case-load carrying eligible on the last day of the reporting period with at least one assignment on their workload.

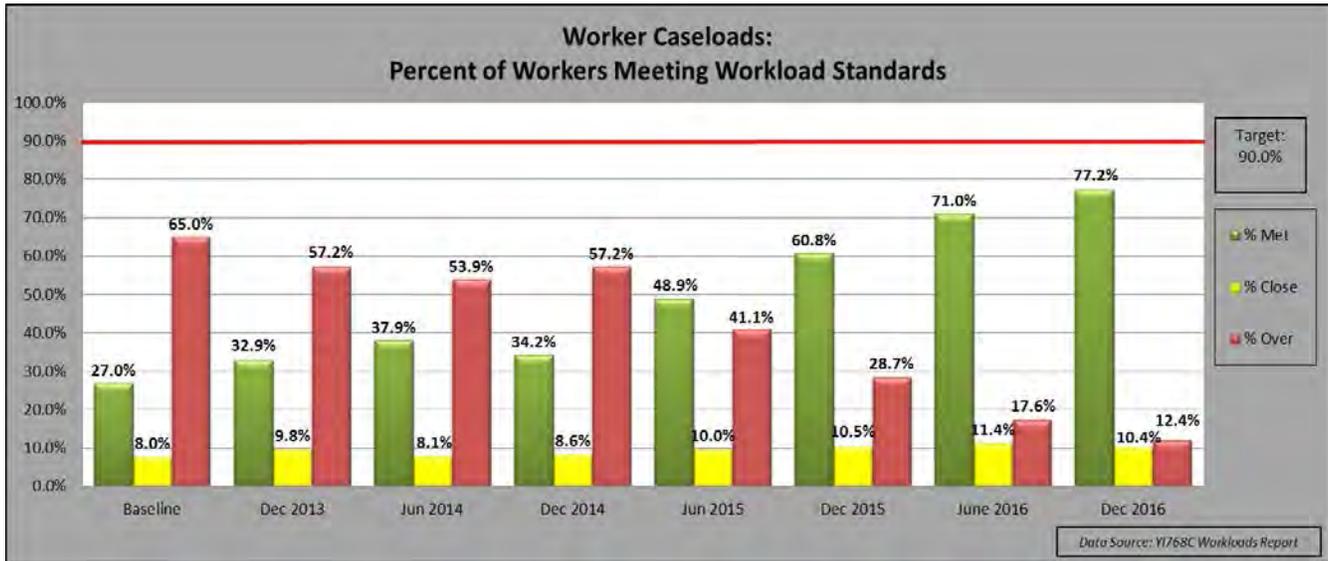
Numerator: Number of worker days where workers met the standard carrying a caseload of 100 percent or less of their calculated workload capacity.

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%
7/1/2013 – 12/31/2013	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	369 Workers	1120 Workers	32.9%
1/1/2014 – 6/30/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	529 Workers	1394 Workers	37.9%
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%
Target				90.0%

Section 3, Table 7.1-1

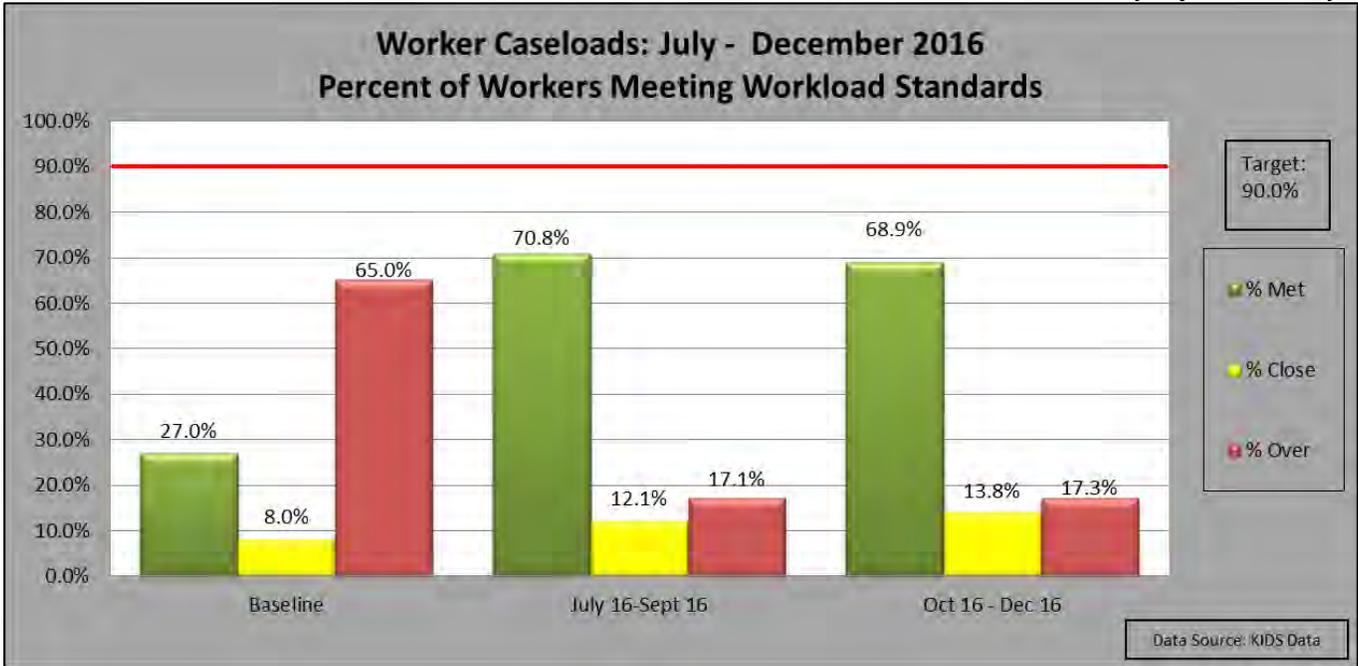


Section 3, Graph 7.1-1

Commentary

A one-day snapshot of the quarterly workload data during the quarter is represented in Section 3, Graph 7.1-1. As of 12/31/16, using the point in time Y1768C Workload data report, the percentage of CW workers meeting the standard is 77.2 percent, with 10.4 percent close, and 12.4 percent over standard. Of the 1651 workers, 1274 workers were meeting workload standards, 171 workers were close, and 206 workers were over the standard.

This graph shows the continued growth of workers meeting the workload standards over the past 24 months with double the workforce meeting standards on 1/3/17 that were not meeting standards in the baseline.



Section 3, Graph 7.1-2

Workers Meeting Workload Standards Sept 1, 2016 - Dec 31, 2016				
Worker Type	Worker Days	% Met	% Close	% Over
ADOPTION SPECIALIST	8209	58.2%	15.6%	26.2%
RESOURCE FAMILY SPECIALIST	15660	69.3%	17.7%	13.0%
COMPREHENSIVE	13324	64.8%	17.0%	18.1%
PERMANENCY PLANNING	64539	69.8%	14.1%	16.0%
PREVENTIVE/VOLUNTARY	7294	90.2%	6.6%	3.2%
INVESTIGATION	39252	66.8%	11.6%	21.6%
CLIENT ADVOCACY	641	83.8%	6.7%	9.5%
STATEWIDE TOTAL	148919	68.9%	13.8%	17.3%

Section 3, Table 7.1-2

The percent of workers meeting standards over the last six months did see a substantial drop to as low as 63 percent in October. This drop was due to a spike in Child Protective Services (CPS) cases along with the reorganization of Foster Care and Adoptions workers. The reorganization impacted the workload numbers as the transitions and worker transfers occurred. Since then, CPS cases recovered and the reorganization was completed which alleviated the causes of the drop.

DHS continues to improve on the number of staff meeting standards by retaining staff, hiring staff, and managing caseloads. DHS has maintained a Child Welfare specialist turnover rate below 18 percent for the second straight year. Currently, six districts are under capacity to meet workloads: 8, 10, 14, 20, 22, and 26. Districts 8, 10, 26 have hired the necessary staff and are in the process of moving them through the graduated caseloads. Once the staff reach full caseloads, and with normal turnover, these districts will have capacity to meet workloads. District 14 had an increase in turnover along with an increase in caseloads that is preventing the capacity from being enough to carry caseloads. District 14 is working on retaining current employees and requested overtime to reduce the CPS case backlog that is partially to blame for the increase in cases. These strategies will move the district closer to capacity to meet workload

standards. An analysis will be completed to ensure that enough staff are allocated to the District 14 to handle the caseloads. In order for Districts 20 and 22 to meet standards, they must first hire more staff. Both districts have struggled in the past with getting enough qualified applicants, but with the engagement of DHS Human Resources both districts have improved applicant lists and made strides in hiring.

DHS is dedicated to using data to make informed decisions on caseload assignment to prevent workers from carrying caseloads larger than the workload standard. Now that almost all districts are staffed at levels that make meeting the workload standard possible, it is critical that staff making caseload assignments understand and utilize the data to make informed decisions. Over the next six months, CWS will collect information from the districts that have mastered the use of reports/data and extrapolate it into training for all DHS staff assigning caseloads.

7.1 Supervisor Caseloads

Operational Question

What percentage of Child Welfare 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 their 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 being 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, Investigation, and Permanency Planning.

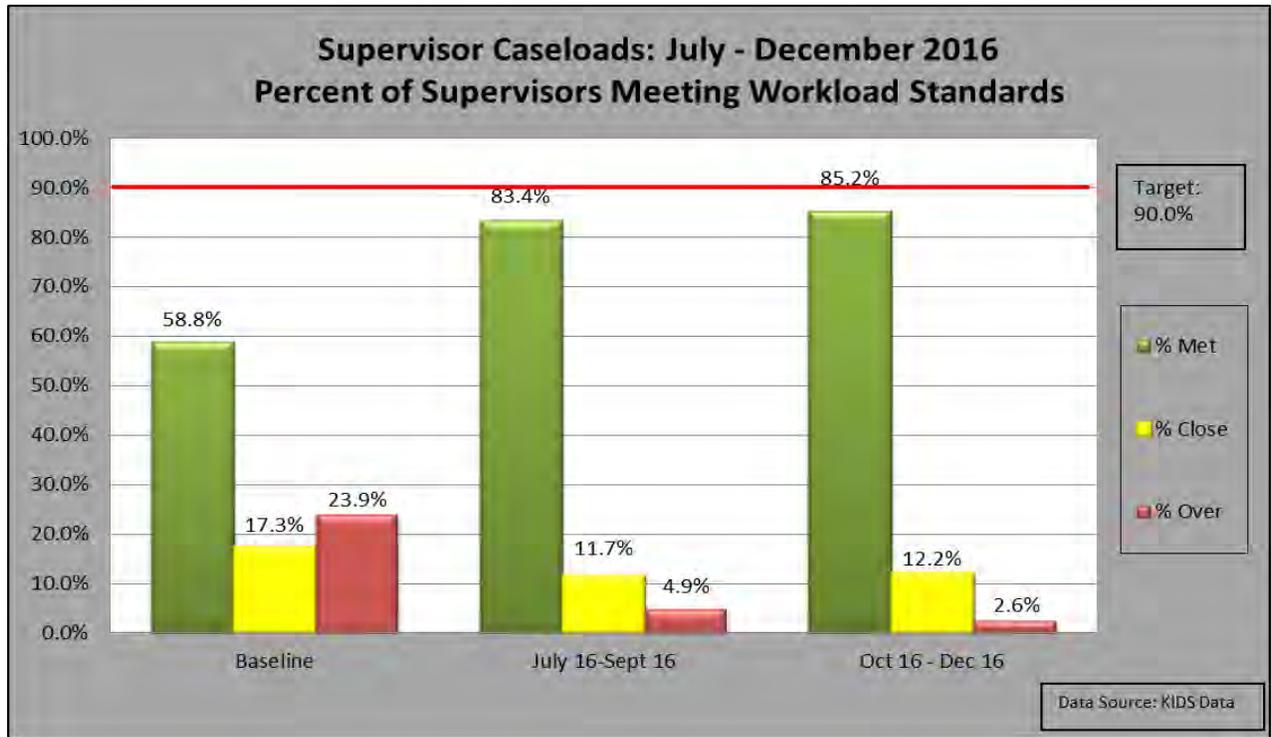
Numerator: All current supervisors with a combined workload of 100 percent or less.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2014 – 6/30/2014	All supervisors with a unit currently supervising case load carrying workers			58.8%
7/1/2014 – 12/31/2014	All supervisors with a unit currently supervising case load carrying workers	217 - Met	306 Units	70.9%
1/1/2015 - 6/30/2015	All supervisors with a unit currently supervising case load carrying workers	264 - Met	351 Units	75.2%
7/1/2015 – 12/31/2015	All supervisors with a unit currently supervising case load carrying workers	297 - Met	372 Units	79.8%

1/1/2016 – 6/30/2016	All supervisors with a unit currently supervising case load carrying workers	308 - Met	379 Units	81.3%
7/1/2016 – 9/30/2016	All supervisors with a unit currently supervising case load carrying workers	322 - Met	386 Units	83.4%
10/1/2016 – 12/31/2016	All supervisors with a unit currently supervising case load carrying workers	329 - Met	386 Units	85.2%
Target				90.0%

Section 3, Table 7.1-3



Section 3, Graph 7.1-3

Commentary

For the current quarter, there are a total of 386 Supervisor Units. As of 12/31/16, there were 1,760 CW specialists I, II, and III's. This calculated to a statewide worker to supervisor ratio of 4.56: 1. There were 329 supervisor units that met the workload standard, 47 units were close to meeting the standard, and 10 units were over the standard. As part of this measure, supervisor workloads must also be calculated into the workload standard. There were 62 supervisors with at least one assignment on his or her caseload and 20 of those supervisors had more than two assignments. In the previous quarter, 51 supervisors had at least one assignment and 12 of those had more than two assignments. With performance on this measure at 85.2 percent of supervisors meeting standards, up from a baseline of 58.8 percent, positive trending continues to occur.