



PINNACLE PLAN MEASURES

SEMI-ANNUAL SUMMARY REPORT

AUGUST 2015

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, Quarterly, 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 being 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. In addition to monthly public reporting, DHS posts [The Pinnacle Plan - Quarterly Updates](#) to a special section of the www.okdhs.org which provides valuable information regarding plan initiatives.

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 System) 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, exit, and caseload 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, placement stability, shelter placement, and permanency.**

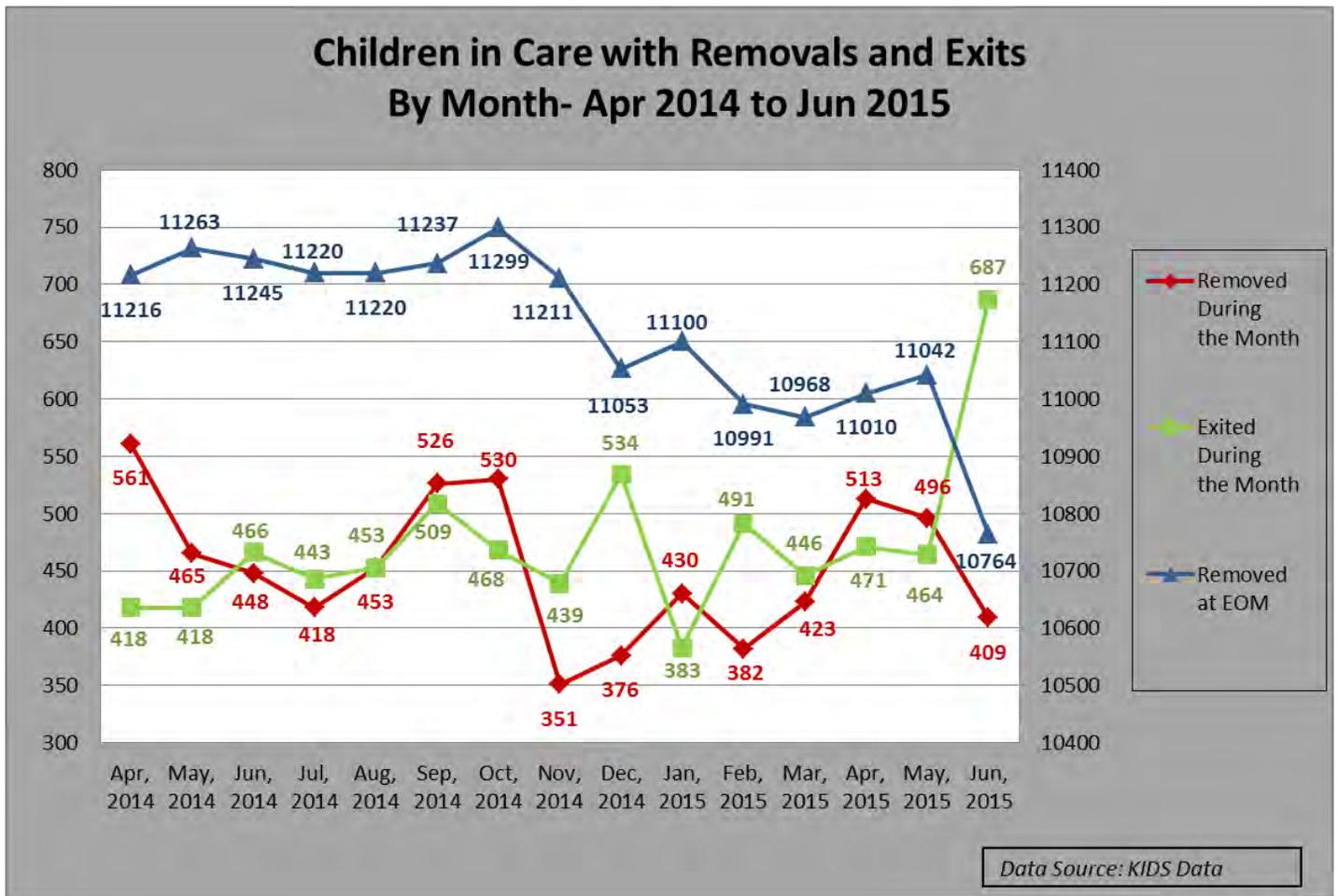
SECTION 3: Process and quality of care indicators. This section reports on metrics designed to measure the process and quality of certain case practices. These include indicators pertaining to the **frequency of worker contacts**.

SECTION 4: Capacity indicators. This section reports on metrics designed to measure DHS' capacity to deliver foster care services. These include metrics pertaining to **foster home development** and **caseload/workload**.

SECTION 1: Contextual information

Entry, exit, and caseload 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. As of June 2015, the number of children in care reached 10,764, a 5 percent decrease since October 2014. This is the first reduction of children in care since Pinnacle Plan implementation began. The chart below, Section 1, Graph 1, shows the number of children removed and exiting care during each month from April 2014 through June 2015 which covers the time frame of this Semi-Annual report. During SFY2015, the total number of children exiting care outnumbered the children removed leading to a decrease in the overall number of children in care.

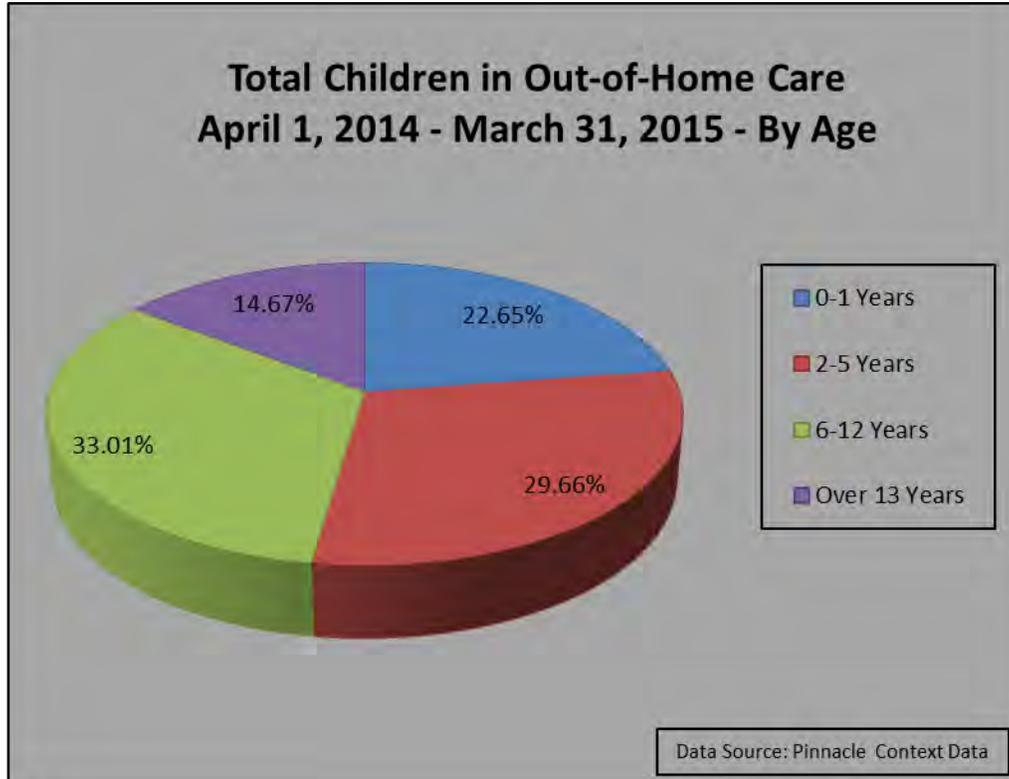


Section 1, Graph 1

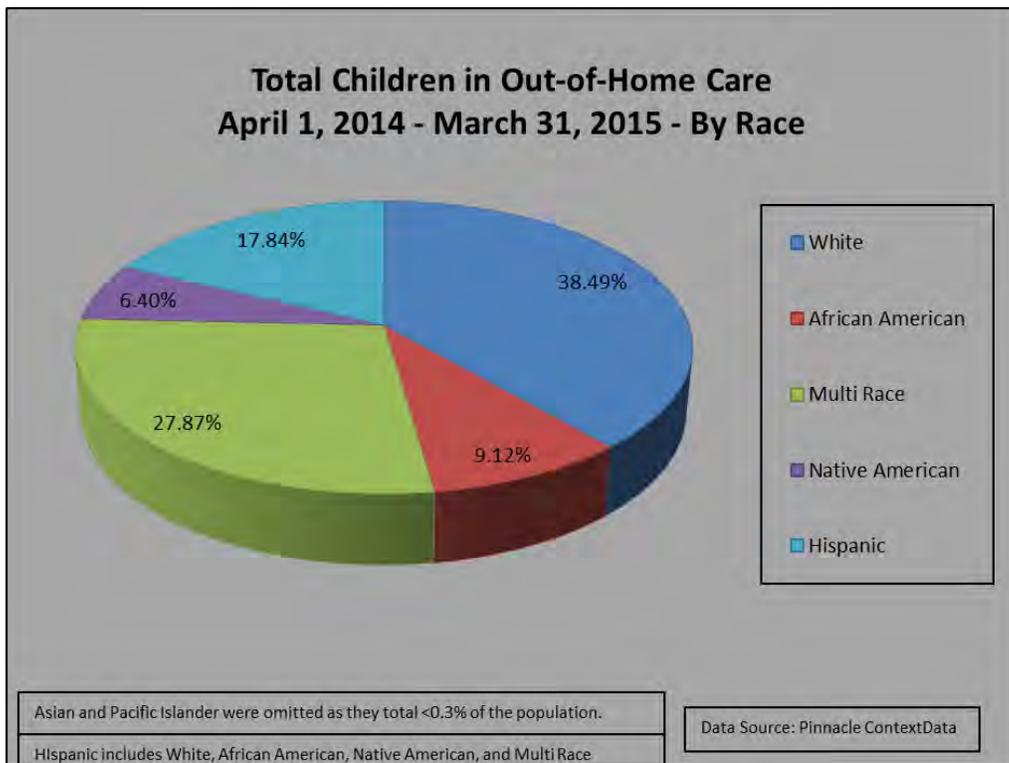
Demographic information by reporting period

During the reporting period April 1, 2014 – March 31, 2015, DHS served 16,640 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 of 16,445 children.

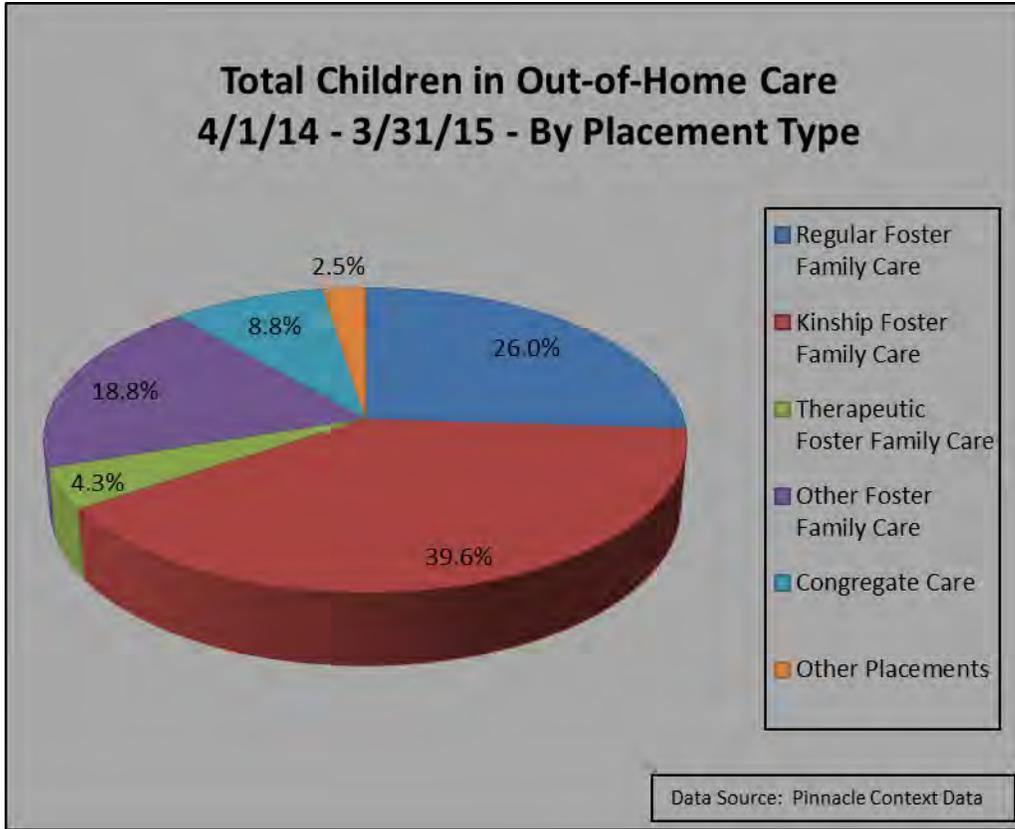
Section 1, Charts 1 and 2 show the children's demographics by age and race as of March 31, 2015. For race, when a child claims more than one race, the child is counted in the “Multi Race” category. Hispanic or Latino origin is not counted as a primary race, so when a client indicates that he or she is 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 uses a 12-month period based on the time frame of April 1 through March 31. Oklahoma used the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) (14B & 15A) files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file (covering AFCARS 14B & 15A 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 31st, so the NCANDS data is still 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 that is collected from KIDS.

- 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.
- Also, 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 of maltreatment by the Office of Client Advocacy (OCA) in institutional settings in March 2013.

Description of Denominator and Numerator for this reporting period:

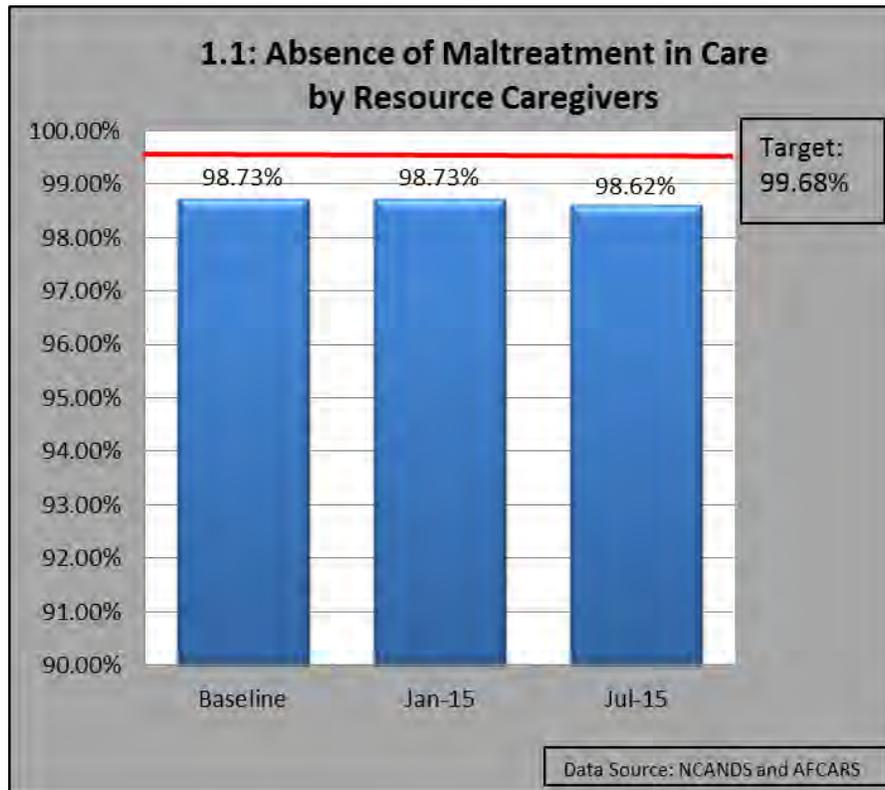
Denominator: All children served in foster care between 4/1/2014 and 3/31/2015.

Numerator: The number of children served in foster care between 4/1/2014 and 3/31/2015 who did not have any substantiated or indicated allegations of maltreatment by a foster parent or facility staff member during that period.

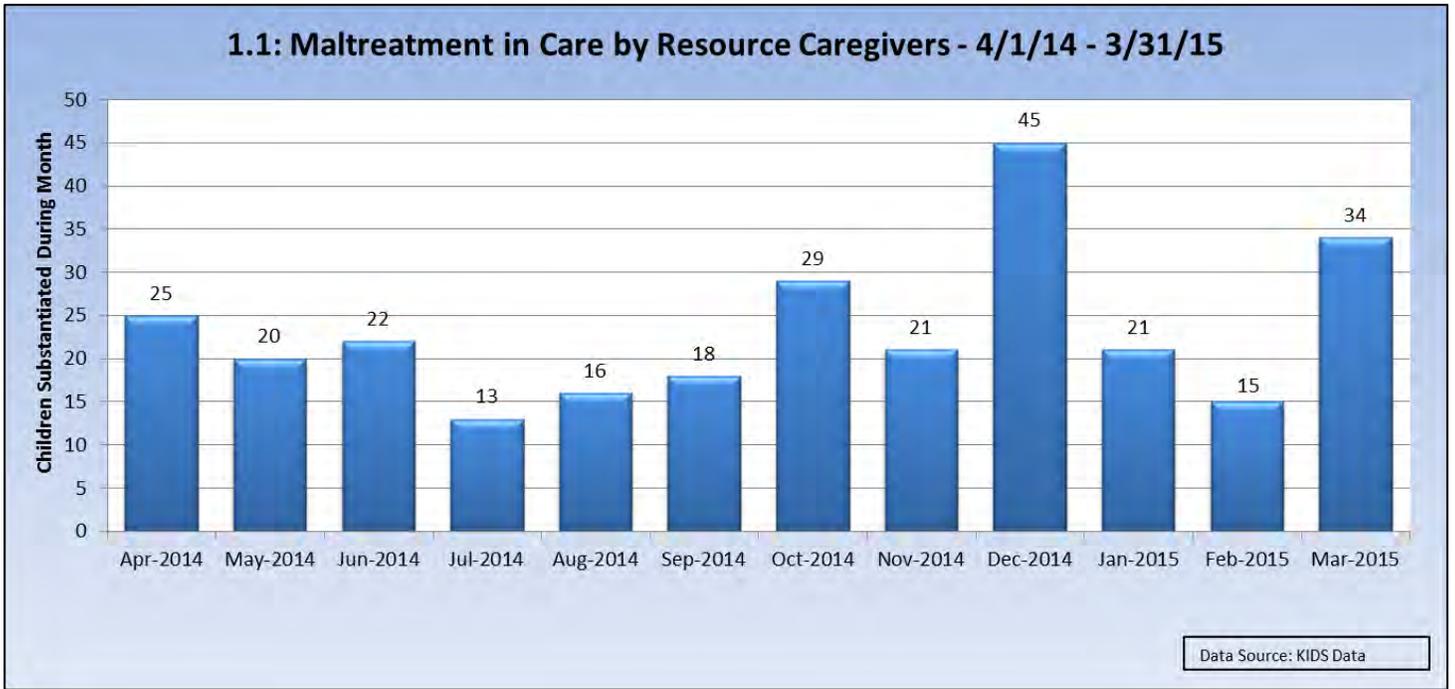
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				98.73%
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%
Target				99.68%

Section 2, Table 1.1-1



Section 2, Graph 1.1-1



	Apr-2014	May-2014	Jun-2014	Jul-2014	Aug-2014	Sep-2014	Oct-2014	Nov-2014	Dec-2014	Jan-2015	Feb-2015	Mar-2015
# of Substantiations	25	20	22	13	16	18	29	21	45	21	15	34

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 data above shows the MIC rate has increased in the last six months.

For the reporting period April 1, 2014 – March 31, 2015, a total of 279 substantiations of maltreatment while in out-of-home care were reported in the monthly MIC Pinnacle Plan Measure. After discussions and further analysis of MIC, a detailed listing of referrals is provided in this report and subsequent semi-annual reports. These 279 victims were included in 153 separate referrals: 113 referrals for children in foster care and 40 referrals to OCA. Of the 279 victims placed in foster care:

- 125 children were in a Kinship Foster Care Home Relative/Non-Relative; (44.8%)
- 6 children were in a Traditional Supported Foster Home or Contracted Foster Care Home (2.2%)
- 60 children were in a Traditional Foster Home; (21.5%)
- 19 children were in a Therapeutic Foster Care Home (TFC); (6.8%)
- 4 children were in a Tribal Approved Foster Care or Foster Care Kinship Home; (1.4%)
- 4 children were in a Specialized Community Home; (1.4%)
- 3 children was in a Developmental Disability Services (DDS) home or Agency Companion Home; (1.1%)
- 2 children were in a trial adoptive placement; (.7%)
- 28 children were in a Level D, D+, or E Resource Facility; (10.0%)
- 10 children were in an Acute Psychiatric hospital or Psychiatric Residential Treatment Center; (3.6%)
- 8 children were in a Youth Services Shelter or Non-DHS operated facility; (2.9%)
- 10 children were in a DHS shelter or DHS operated facility; (3.6%)

For NCANDS reporting, 230 victims were reported. The difference between the two measures is explained above.

DHS is committed to reducing maltreatment of children in out-of-home care. Efforts to demonstrate this commitment include the contract termination of a Level E group home. In June 2015, DHS determined investigative findings by OCA necessitated the closure of the group home. The group home contractor was given notice of contract termination in July 2015. At the time of notice, 27 youth in DHS custody were being served in two separate locations. This situation puts other contractors on notice as DHS seeks to rectify issues raised regarding safety of youth served.

Activities during this reporting period set the stage for core strategy initiatives to be implemented in facilities including a variety of meeting opportunities with contract partners, stakeholders, and staff from other DHS divisions. Specialized Placements and Partnerships Unit (SPPU) leadership and OCA leadership met in June to outline procedures regarding MIC, including a protocol for coordinated and timely response to concerns and documentation tools that provide more consistency and clarity regarding expectations. Policy revisions containing some of these expectations will be submitted according to emergency rulemaking guidelines in August. In the interim, a numbered memo will guide the practice between the two divisions, CWS and OCA. Also in July, meetings began with leaders from facilities with a high rate of substantiations to discuss the need for changes related to the use of behavioral management techniques for youth, staff development, and specific changes in DHS contract expectations. The challenge for engaging group homes and residential facilities via this meeting was accepted and those efforts will officially kick off in August 2015. Plans are already underway for SPPU staff to consistently meet with providers of service to outline areas of concern for youth served in these settings and a "call to action" for change based on the previously cited quantitative reviews of MIC completed during the past year.

Provider contracts will be modified by November 1, 2015, to include new federal requirements on human trafficking and sanctions related to non-compliance. However, contract language regarding specific sanctions has been vetted in advance of other required modifications as a priority matter. The following clause provides intentional direction when deficiencies are not rectified: DHS may impose one or any combination of the following sanctions: (1) cessation of referrals to Contractor until deficiencies are resolved (vendor hold); (2) disallowance of Contractor claims; (3) suspension of contract funding; or (4) termination of the contract pursuant to its terms and DHS policy.

The pilot of the screening tool for above foster care placement is ongoing in Tulsa and surrounding areas. The tool is intended to guide placement decisions and continued placement planning to ensure the appropriate level of care for each child. The tool is completed by the CW specialist and supervisor and scanned in the KIDS File Cabinet upon approval of the child's Placement Worksheet. Since the start of the screening tool pilot, 16 children were screened to group home care using the tool:

- 4 referred to TFC home;
- 2 referred to Level B home;
- 4 referred to Level D+ home;
- 4 referred to Level E home; and
- 2 rejected due to missing information or a rating of not qualifying for placement above foster care.

This tool will be released for use statewide in August.

Joint training between facility staff and the SPPU liaisons will occur more frequently as there are opportunities to engage nationally recognized trainers for promoting a culture change when serving youth in a therapeutic setting. Some of these trainings are scheduled to commence in September 2015. The University of Oklahoma National Resource Center for Youth Services (OUNRCYS) is prepared to begin Managing Aggressive Behavior training for SPPU staff and facility staff via a Train the Trainer model for certification purposes as well as direct training. These efforts will be sustainable due to this tiered training approach.

In accordance with this commitment and in response to Co-Neutral and internal agency data reviews, DHS has developed core strategies aimed at preventing MIC. The DHS MIC core strategy contains two sets of initiatives targeting different levels of out-of-home care: MIC within higher levels of care and MIC with foster home caregivers. Core strategy initiatives related to reduction of maltreatment in congregate care seek to create a well-defined and formalized process to monitor, address, and prevent maltreatment in these settings. Initiatives target not only enhanced

intervention strategies for individual facility staff but also seek to allow for the broader understanding of facility culture and how it impacts child safety and service provision.

Continuum of Care

June 23, 2015, Child Welfare Services (CWS) brought together 63 leaders, including the CWS Executive Team, SPPU leadership, TFC, group homes, and Resource Family Partner (RFP) agencies, and the National Resource Center to discuss the continuum of care for children and youth in foster care. The conversation focused on transitions between levels of care, identifying barriers, and brainstorming solutions to make transitions easier, and opportunities to develop relationships between providers and with the CWS leadership team. The first portion of the meeting featured the presentation of current research on trauma, toxic stress, and transitions, followed by a panel discussion of some local and national examples of excellent transition planning and support, especially between group homes and family-like settings. The second half of the day-long meeting was in small groups to discuss current practice, as well as identify barriers to and opportunities for change. Group comments were captured and next steps identified, including: providing a summary of the day's events; sharing contact information for all attendees and agencies to the entire group; encouraging the agencies to review their internal operations around transitions; and convening a smaller working group of agency and CWS staff to begin addressing the identified barriers and opportunities.

MIC in Facilities

To address the concerns and issues impacting MIC in facilities:

- CWS and OCA developed a comprehensive protocol that clearly delineates the use of Immediate Protective Action Plan (IPAP), Corrective Action Plan (CAP), Facility Action Step (FAS), Facility Services Plan (FSP), Notice to Comply (NTC), and Written Plan of Compliance (WPC), all implemented and consistently monitored by the same individual within DHS system-wide.
- DHS will develop and implement specific plans detailing heightened monitoring and oversight of agencies with the highest number of child abuse and neglect substantiations during the previous quarter. DHS will, on at least a monthly basis, assess the efficacy of the plans, and adjust appropriately in order to reduce risk of abuse and neglect.
- DHS will modify group home contracts system wide to specify appropriate behavioral supports, including requiring all group homes use appropriate positive youth development behavior management techniques.
- DHS will implement the use of a standardized interview guide when meeting with youth at each facility to assess child safety within the institutional context.

MIC by Resource Caregiver

DHS is working on strategies to reduce MIC by resource caregivers using the information obtained from the Co-Neutral review of FFY 14 MIC substantiations, the DHS maltreatment of children in care quantitative review, and current data related to MIC by resource caregivers. Recent data analysis comparing percentages of children by placement type of all children served in care between 4/1/2014 to 3/31/15, shows that the percentages of children placed in kinship placements is proportionate to the percentage of children who were victims of MIC and placed in kinship. The chart below references this for context.

Children in Out-of-Home Care April 1, 2014 - March 31, 2015					
Placement Type	Placement Days	Percent	Placement Type	MIC	Percent
Regular Foster Family Care	1133462	30.2%	Regular Foster Family Care	66	23.7%
Kinship Foster Family Care Relative	1457232	38.8%	Kinship Foster Family Care Relative	99	35.5%
Kinship Foster Family Care Non-Relative	389184	10.4%	Kinship Foster Family Care Non-Relative	26	9.3%
Therapeutic Foster Family Care	221804	5.9%	Therapeutic Foster Family Care	19	6.8%
Congregate Care	325954	8.7%	Congregate Care	62	22.2%
Other Foster Family Care	195627	5.2%	Other Foster Family Care	7	2.5%
Other Placements	33670	0.9%	Other Placements	0	0
Total	3756933	100.0%	Total	279	100.0%
<i>Data Source, Pinnacle MIC Data for 12 months ending March 31, 2015 and Placement Days by Resource Type Run date: July 07, 2015</i>					

Section 2, Table 1.1-2

An overall theme appeared to be a lack of communication between staff assigned to the child and staff assigned to the resource caregiver regarding not only individual needs but needs of the family as a whole. More specifically, concerns included non-comprehensive referral history reviews, the quality of visits, overfills, the approval process of foster and kinship homes, too many high needs children placed in homes, and issues around the written plans of compliance.

To address these concerns and issues impacting MIC in foster care:

- DHS will develop a centralized unit of staff specifically trained to review CW and criminal background information during the initial approval and the ongoing assessment of all resource caregivers.
- DHS will develop a process that includes collaboration between workers and supervisors assigned to the child and resource caregiver for joint review of referrals received whether accepted or screened out. This process includes a team approach to identification of needs and implementation of a plan to provide additional supports and or development of a written plan of compliance with the family. DHS in consult with Annie E. Casey will provide training regarding the development and effective utilization of written plans of compliance.
- The current approval process for overfilling a foster home will be improved through an additional assessment of the family’s ability to meet the needs of all children in the home as well as increased oversight. A review focused on identification and provision of services or supports needed by the children and family to ensure a safe and stable placement is to be completed monthly during worker visits. The review incorporates monthly documentation of an enhanced safety assessment of children who are medically fragile.

DHS believes the above strategies will address the identified concerns related to the inconsistent communication and collaboration between staff assigned to children and those assigned to resource caregivers. These strategies will also address all of the areas of concern identified through the MIC data and the review of MIC substantiations.

In support of the above mentioned practice changes, a review and update of Foster Care policy and Instructions to Staff (ITS) is in progress.

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 April 1 through March. Oklahoma used the two official state-submitted AFCARS (14B &15A) files combined with a non-submitted annual NCANDS (Covering AFCARS 14B & 15A 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; however, the official submission to NCANDS occurs only once annually and is due January 31st each year, 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:

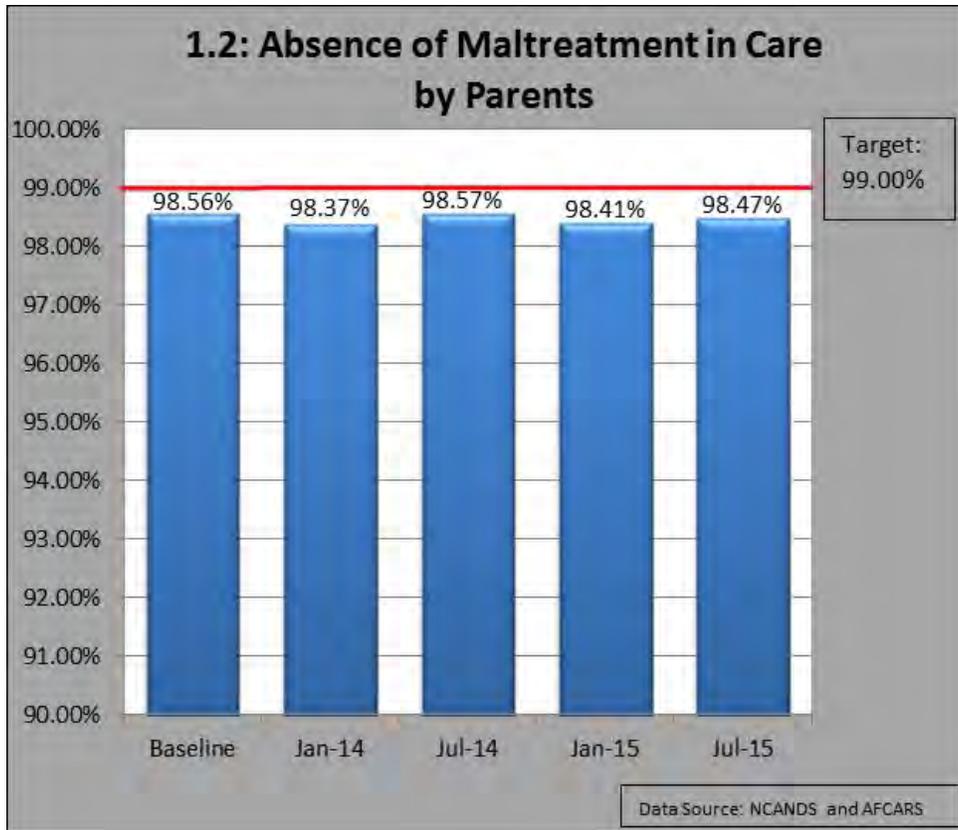
Denominator: All children served in foster care between 4/1/2014 and 3/31/2015.

Numerator: The number of children served in foster care between 4/1/2014 and 3/31/2015 that did not have any substantiated or indicated allegations of maltreatment by a parent during that period.

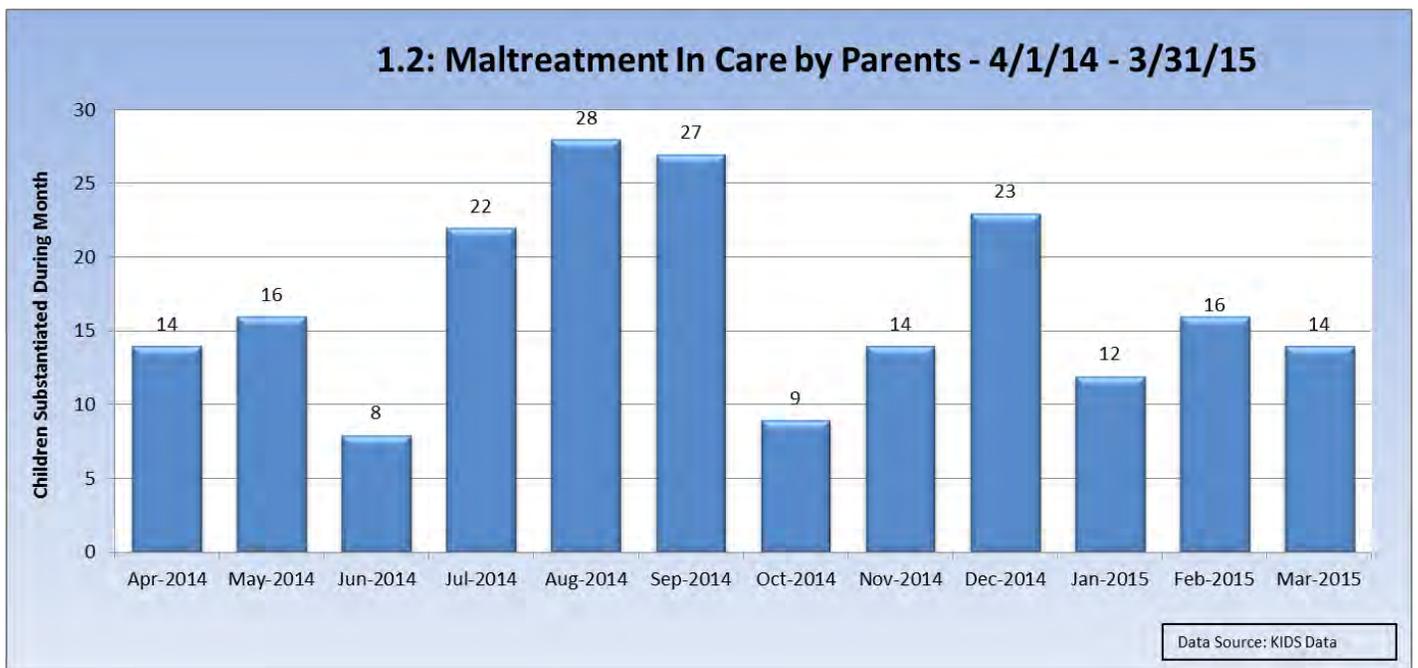
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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%
Target				99.00%

Section 2, Table 1.2-1



Section 2, Graph 1.2-1



	Apr-2014	May-2014	Jun-2014	Jul-2014	Aug-2014	Sep-2014	Oct-2014	Nov-2014	Dec-2014	Jan-2015	Feb-2015	Mar-2015
# of Substantiations	14	16	8	22	28	27	9	14	23	12	16	14

Section 2, Graph 1.2-2

Commentary:

This indicator is based on the federal measure for maltreatment in care and produces representative information about the incidence of maltreatment in care. The data above shows that the rate of maltreatment in care has remained the same since the baseline was established.

For the reporting period April 1, 2013 – March 31, 2015, a total of 325 substantiations of maltreatment while in out-of-home care by parents were reported in the monthly MIC Pinnacle Plan Measure. The 325 victims were included in 177 separate referrals. However, in the monthly reporting, 122 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 325 victims in out-of-home care by parents:

- 150 were in Trial Reunification (46.2%);
- 89 were in Kinship Foster Homes (27.4%);
- 58 were placed in Foster Homes (17.8%); and
- 28 were placed in Above Foster Care or Other type settings (8.6%).

DHS is committed to creating a formal consultation process intended to enhance safety focused case planning and to increase the sense of urgency in achieving permanency for children in DHS custody. This strategy will also help increase leadership capacity and critical thinking in frontline staff. During this review period, DHS developed an ongoing safety-focused permanency consultation process for children with a goal of reunification and paralled this process with Chapin Hall data analysis. Data analysis focused on those districts close to reaching workload standards with below average permanency achievement. Districts 24 and 25 were identified for implementation starting in July 2015. Although data and outcomes will be tracked specific to these districts, other districts volunteered to use this process as a challenge accepted during the CWS Leadership meeting in July.

DHS is focused on the need to improve consistency of assessment of child safety and related planning practices through the life of a case. Recent policy and process revisions focus on the need for conducting an AOCS prior to trial reunification and enhancement of the child's Contact Guides and KIDS for addressing safety concerns. These efforts also entail capacity building services offered through the Children's Bureau Capacity Building Center for States. A Capacity Building Plan was created in May 2015, with focused efforts starting in August 2015. The rationale for change includes steps taken to assist staff with increased family engagement at the beginning of the case and ensure ongoing child safety assessments throughout the life of the case.

DHS and ODMHSAS continue to refine a plan regarding the Mobile Stabilization Teams in Region 4. The Mobile Stabilization Team is accessible 24/7 by child welfare specialists, resource parents, adoptive parents, or biological parents when a child is exhibiting behavioral health needs. Although, Mobile Stabilization Teams exist in Region 4, the teams are underutilized in the Region. Therefore, the formalized plan ensures utilization by CW specialists, resource parents, adoptive parents, or biological parents when a child experiences a behavioral health need that may result in a placement disruption or a higher level of care. CWS and ODMHSAS are structuring the use of embedded care coordinators to ensure care coordination is provided after the Mobile Stabilization Team responds to the child's behavioral health need. In addition to Region 4, CWS and ODMHSAS are partnering together to create and develop statewide Mobile Stabilization Teams. These teams will respond to children who are exhibiting a behavioral health need that may result in a placement disruption or a higher level of care. Furthermore, once the Mobile Stabilization Teams respond to the child's behavioral health need a behavioral health professional will be assigned to provide up to eight weeks of care coordination.

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 14B and 15A

- 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:

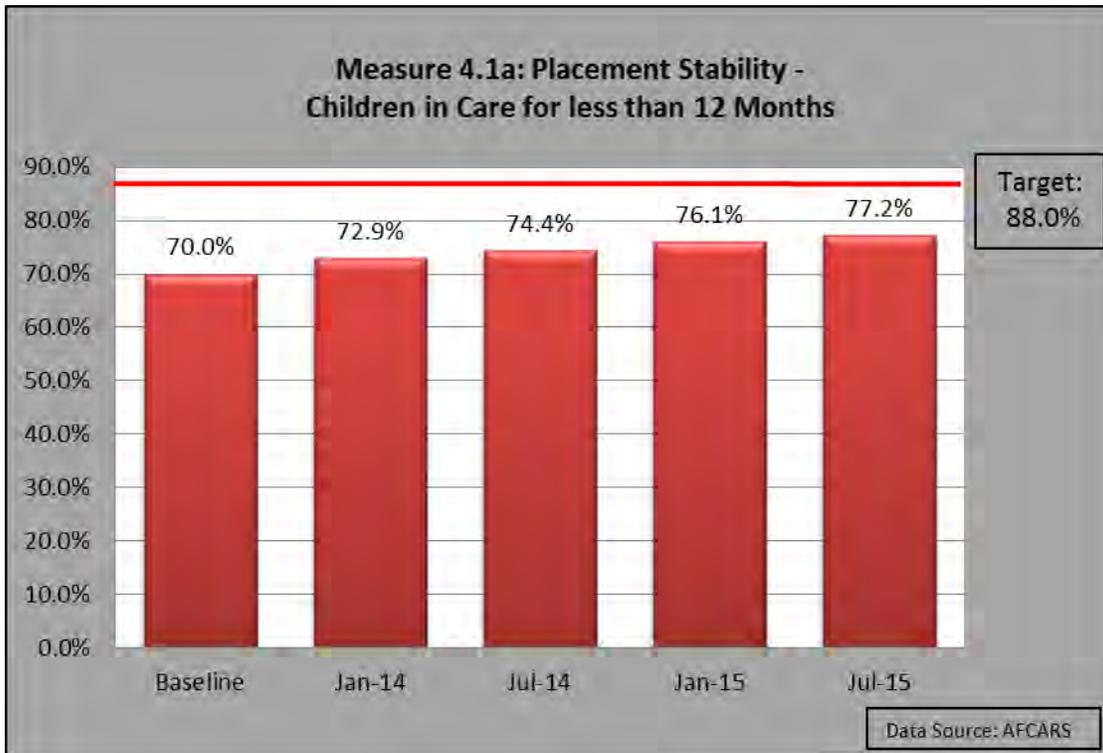
Denominator: All children served in foster care between 4/1/2014 and 3/31/2015 whose length of stay (LOS) as of 3/31/2015 was between (b/w) eight days and 12 months.

Numerator: All children served in foster care between 4/1/2014 and 3/31/2015 whose length of stay as of 3/31/2015 was between eight days and 12 months **and** who had two or fewer placement settings as of 3/31/2015.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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%
Target				88.0%

Section 2, Table 4.1a-1



Section 2, Chart 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 14B and 15A

- 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 4/1/2014 and 3/31/2015 whose length of stay as of 3/31/2015 was between 12 months and 24 months.

Numerator: All children served in foster care between 4/1/2014 and 3/31/2015 whose length of stay as of 3/31/2015 was between 12 months and 24 months **and** who had two or fewer placement settings as of 3/31/2015.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				50.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS b/w 12 months 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 b/w 12 months 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 b/w 12 months 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 b/w 12 months and 24 months	3,034	5,430	55.9%
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 14B and 15A

- 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:

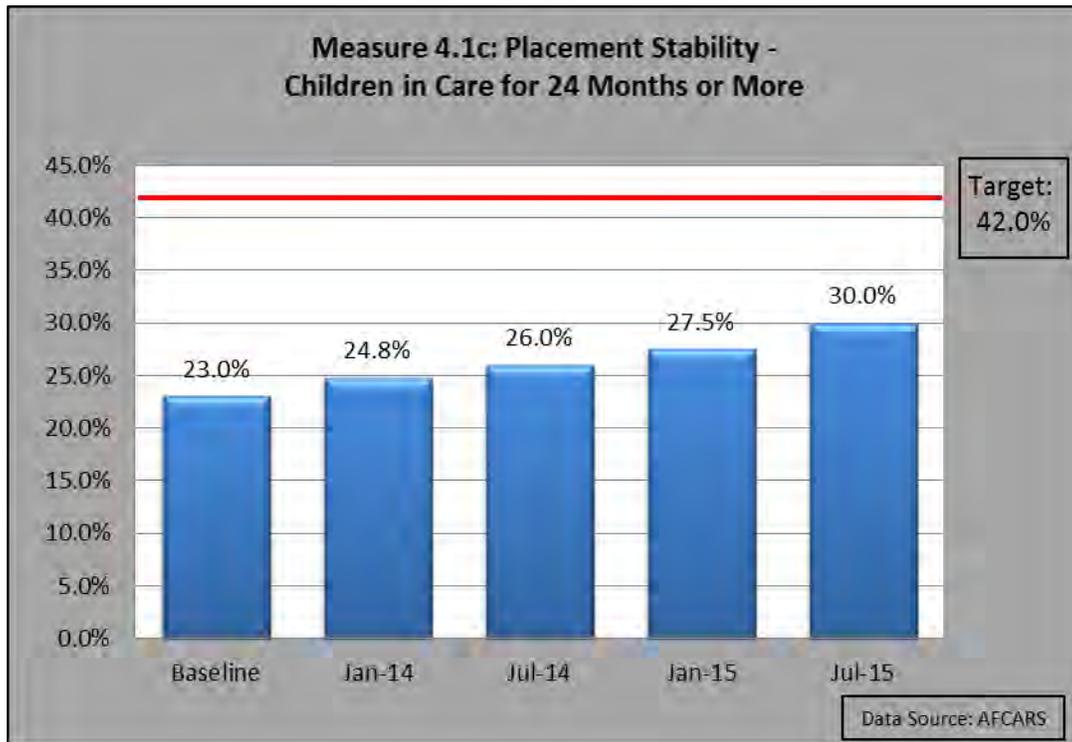
Denominator: All children served in foster care between 4/1/2014 and 3/31/2015 whose length of stay as of 3/31/2015 was 24 months or longer.

Numerator: All children served in foster care between 4/1/2014 and 3/31/2015 whose length of stay as of 3/31/2015 was 24 months or longer and who had two or fewer placement settings as of 3/31/2015.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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%
Target				42.0%

Section 2, Table 4.1c-1



Section 2, Graph 4.1c-1

Commentary:

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:

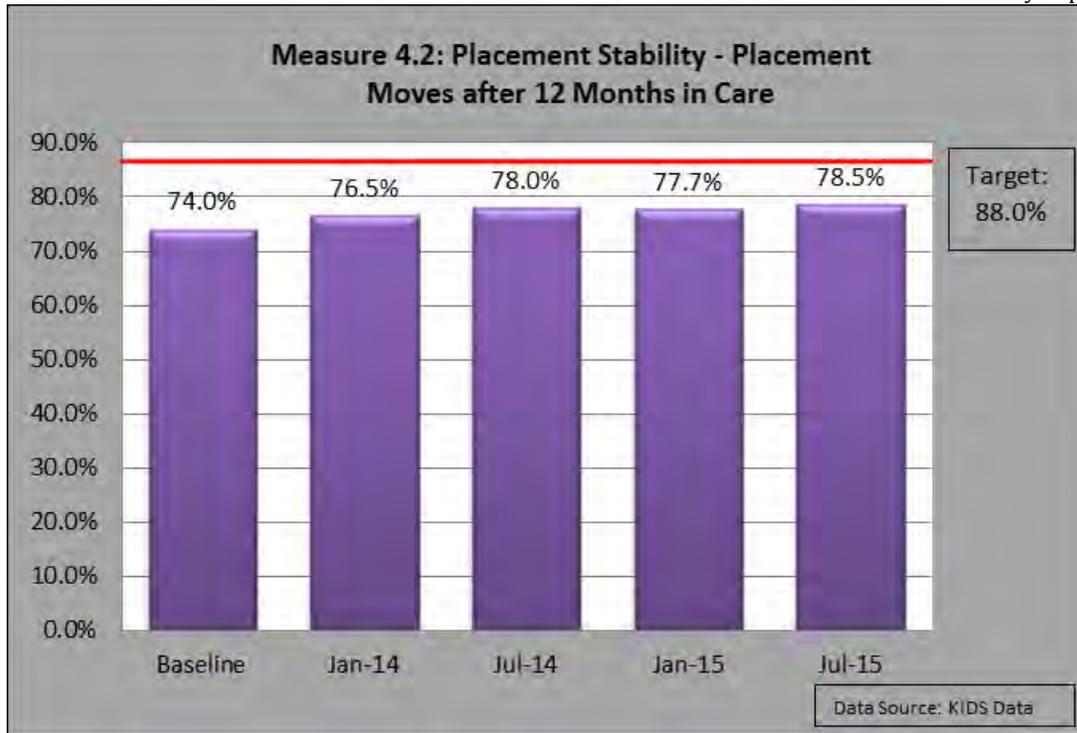
Denominator: All children served in foster care between 4/1/2014 and 3/31/2015 whose current removal was prior to 3/31/2015 and remained in care at least 12 months.

Numerator: All children served in foster care between 4/1/2014 and 3/31/2015 whose current removal was prior to 3/31/2015 and remained in care at least 12 months and had two or fewer placement settings.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				74.0%
10/1/2012 – 9/30/2013	All children served between 10/1/12 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 4/1/13 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 10/1/13 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 4/1/14 and 3/31/2015 with LOS at least 12 months	8,263	10,522	78.5%
Target				88.0%

Section 2, Table 4.2-1



Section 2, Graph 4.2-1

Commentary:

DHS is committed to increasing placement stability for children in out-of-home care to ensure better outcomes for all children involved in the child welfare system. DHS understands the importance of placement stability and the negative effects placement instability has on children in out-of-home care, along with the long-term effects after children exit care. Children who experience placement instability in out-of-home care have increased trauma symptoms, behavioral health issues, and longer stays in care before reaching permanency.

DHS is seeing positive trending in Measures 4.1a, b, c, and 4.2, regarding placement stability. Although, DHS has not reached the target for each measure, progress is being made in areas that positively impact placement stability. DHS attributes positive trending to several factors, most importantly, the decrease in shelter usage and staff workloads, and the increase in the number of foster homes. DHS acknowledges its need to be strategic and intentional with placement stability to ensure the targets are met within each measure.

DHS created and developed an aggressive plan to increase placement stability for children in out-of-home care with three components that capitalize on existing resources, such as, Systems of Care (SOC) and Comprehensive Home Based Services (CHBS). In addition, the strong partnership between DHS and the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) fosters creativity leading to innovative solutions including the utilization of embedded care coordinators and mobile stabilization.

Component one addresses the utilization of embedded care coordinators and mobile stabilization in Region 4. In this strategy, DHS and ODMHSAS developed enhanced protocols and processes to include a mandatory response, using mobile stabilization to address possible placement disruptions. In addition to mobile stabilization, embedded care coordinators provide care coordination to assist the child and placement provider to maintain the child in the placement. The newly enhanced processes and protocols will be implemented in Region 4 beginning September 1, 2015. Furthermore, DHS will capitalize on CHBS, Managing Child’s Behavior (MCB), to work in tandem or when SOC is not the right service for the child and placement provider beginning January 1, 2016 to improve placement stability in Region 4.

Component two introduces the utilization of CHBS, specifically MCB, in districts 2, 5, 7, and 13 to assist in placement stability for children in out-of-home care. DHS, NorthCare, and Family and Children Services developed protocols and processes to begin in the identified districts September 1, 2015. The protocols and processes include a mandatory response by CHBS providers to supply supports and resources to the child and placement provider to assist in placement stability. Although, Region 4 is included in this strategy, implementation of CHBS, MCB does not begin until January 1, 2016. ODMHSAS and NorthCare agreed to implement mobile stabilization in District 7 to assist DHS in increasing placement stability. DHS, ODMHSAS, and NorthCare developed protocols and processes to include a mandatory response, utilizing mobile stabilization, to address possible placement disruptions. In addition to mobile stabilization, care coordination is provided through CHBS or SOC to assist the child and placement provider to maintain the child in the placement. These efforts start in District 7 beginning September 1, 2015.

Component three addresses sustainability and how DHS can be proactive in its response to placement stability. DHS and ODMHSAS are partnering and looking into the development of a statewide mobile stabilization team, along with care coordination provided through CHBS or SOC. DHS and ODMHSAS plan to create and develop a statewide mobilization team by January 1st, 2016; however, budgetary constraints for both organizations may hinder implementation statewide. DHS will implement CHBS MCB statewide beginning January 1st, 2016 to assist with placement stability. By January 1, 2016, DHS will also pilot a foster care placement line in Region 3 to assess children and resources needs to ensure right placements for children entering and 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 January 1, 2015 – June 30, 2015, how many nights were spent in the shelter?

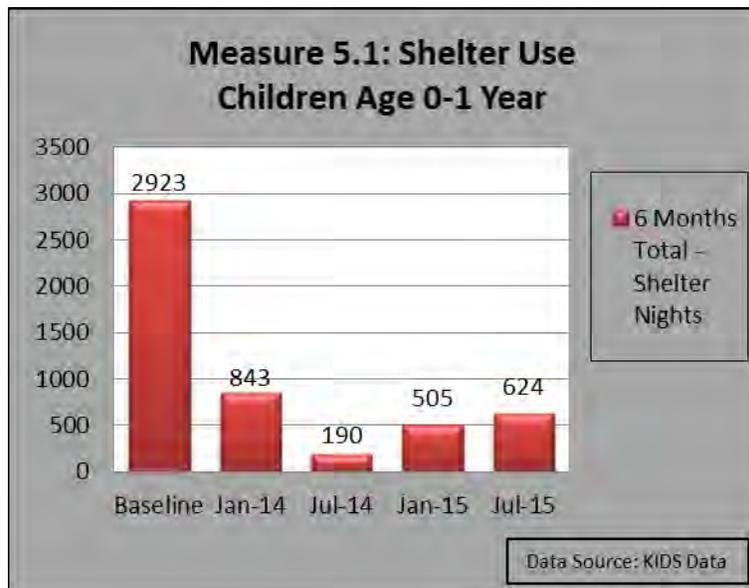
Data Source and Definitions:

Data shown is the total number of nights children ages 0-1 year old spent in the shelter during the time period from January 1, 2015 – June 30, 2015. The baseline for this measure was 2,923 nights with a target of 0 nights by 12/31/12. 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		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
Target		0 nights

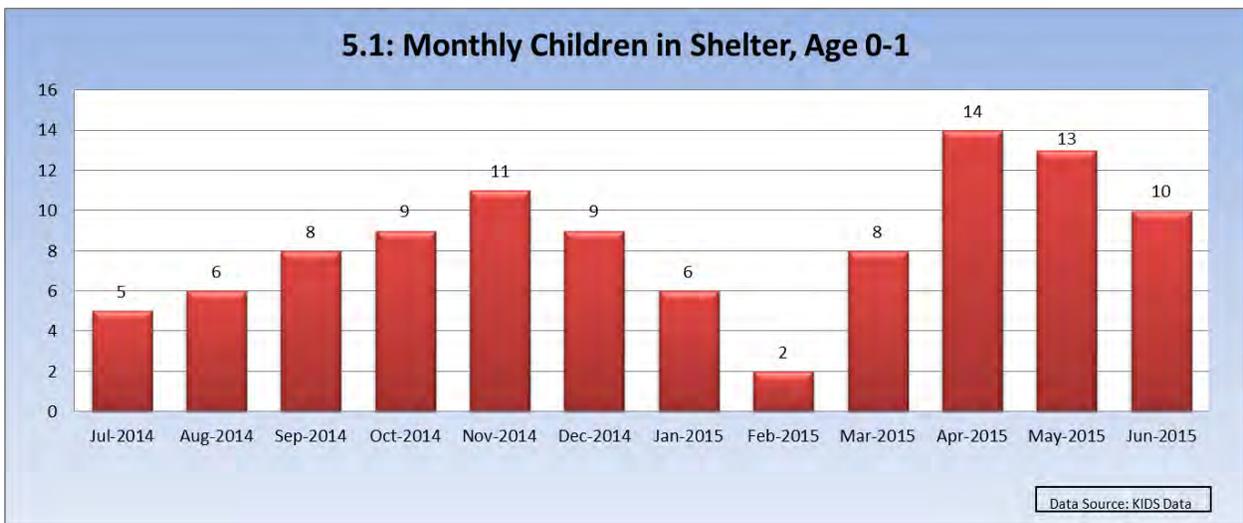
Section 2, Table 5.1-1



Section 2, Graph 5.1-1



Section 2, Graph 5.1-1



Section 2, Graph 5.1-2

Commentary:

A total of 36 children ages 0-1 year old spent 624 nights in the shelter from January 1, 2015 – June 30, 2015. Graph 5.1-2 identifies 53 children spending time in shelters between January 1 and June 2015. In some cases, the child’s shelter stay extended across two months and the child is included in the count for both months. Of these 36 children, 20 children, 55.6 percent, met an automatic exception: 17 children in a sibling set of four or more and 3 children with a minor parent who was also in custody. During this time period, 3,747 children ages 0-1 year were in care and 99.0 percent of those children did not have a shelter stay. Overall, 16,553 children were in care and 93.0 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 January 1, 2015 – June 30, 2015, how many nights were spent in the shelter?

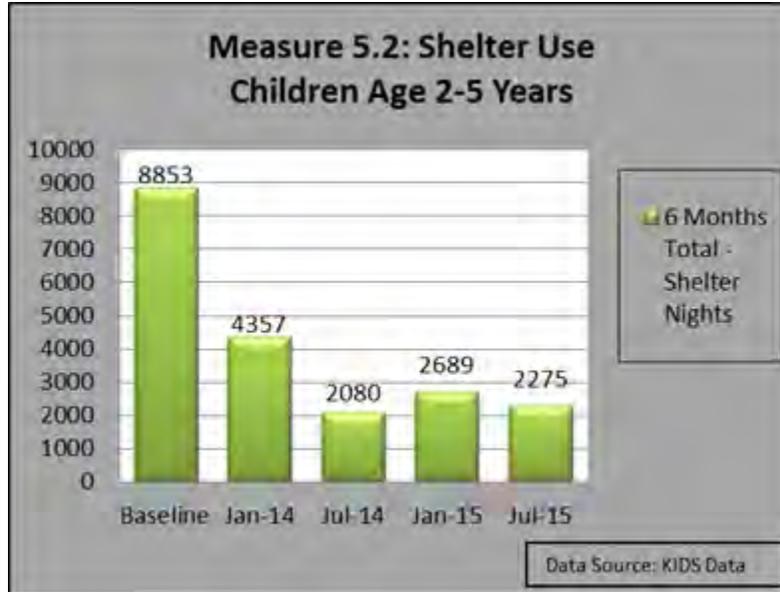
Data Source and Definitions:

Data shown is the total number of nights children ages 2-5 years old spent in the shelter during the time period from January 1, 2015 – June 30, 2015. The baseline for this measure was 8,853 nights with a target of 0 nights by 6/30/13. 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.

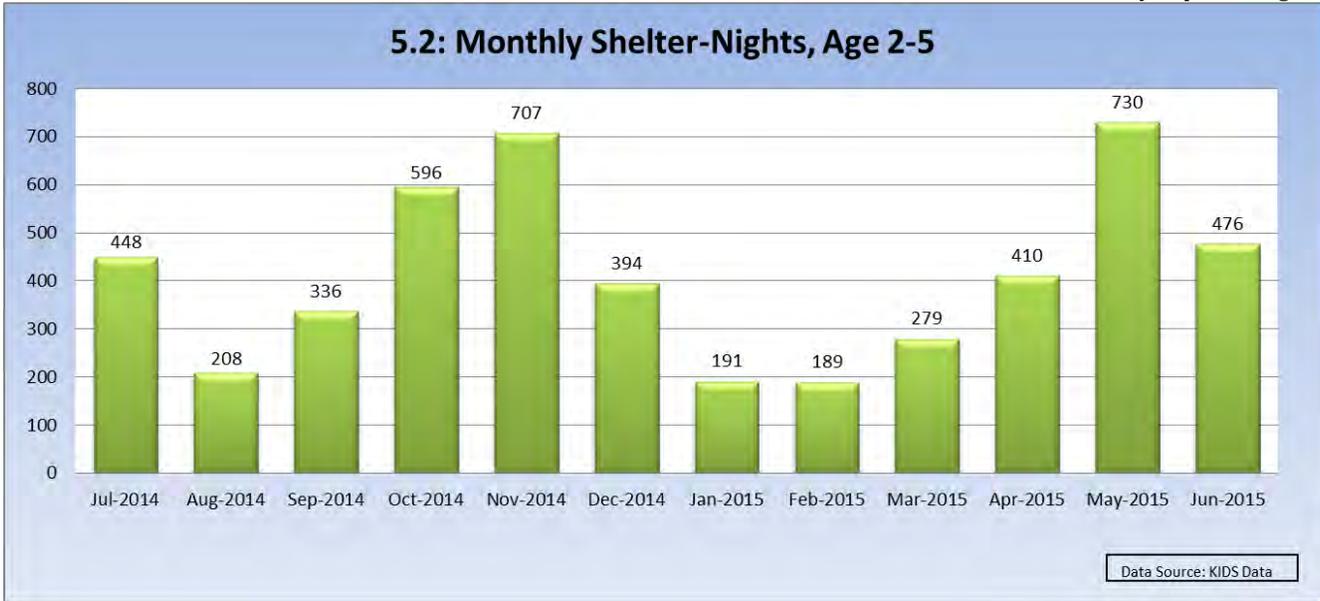
Trends:

Reporting Period	Population	Result
Baseline		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
Target		0 Nights

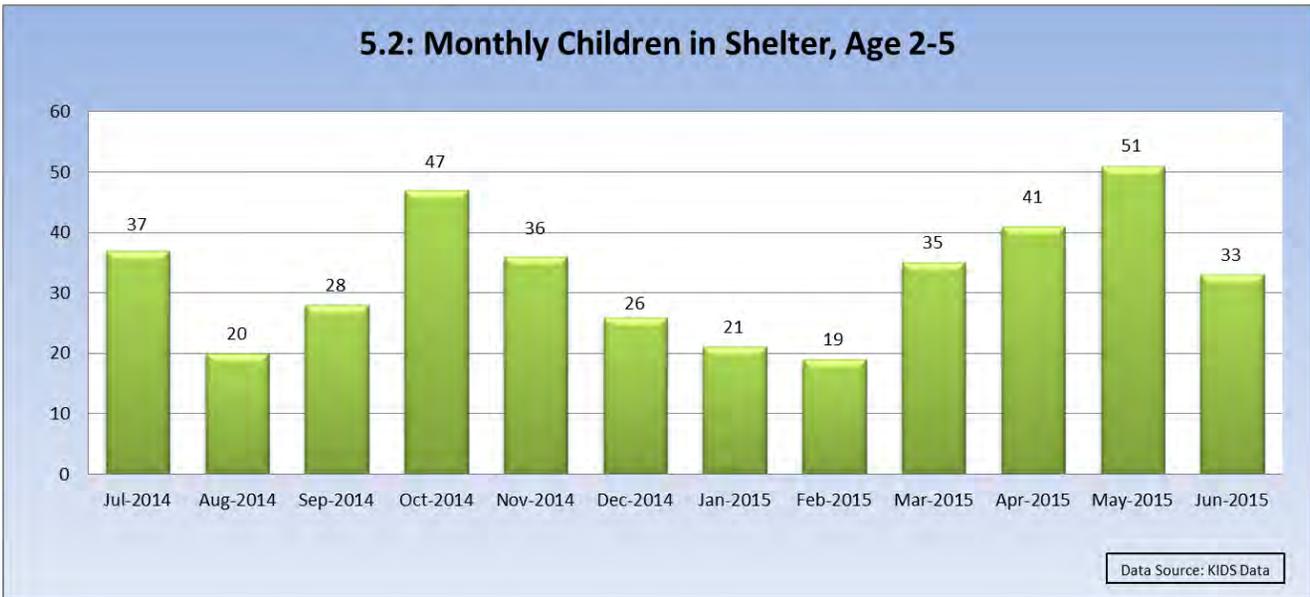
Section 2, Table 5.2-1



Section 2, Graph 5.2-1



Section 2, Graph 5.2-2



Section 2, Graph 5.2-3

Commentary:

A total of 144 children ages 2-5 years old spent a total of 2,275 nights in shelter care from January 1, 2015 – June 30, 2015. Section 2, Graph 5.2-3 identifies 200 children spending time in shelters between January and June 2015. In some cases, the child’s shelter stay extended across two months. The child is included in the count for both months. Of the 144 children, 57 children, 39.6 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 4,883 children ages 2-5 years were in care and 97.1 percent of those children did not have a shelter stay. Overall, 16,553 children were in care and 93.0 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 January 1, 2015 – June 30, 2015, how many nights were spent in the shelter?

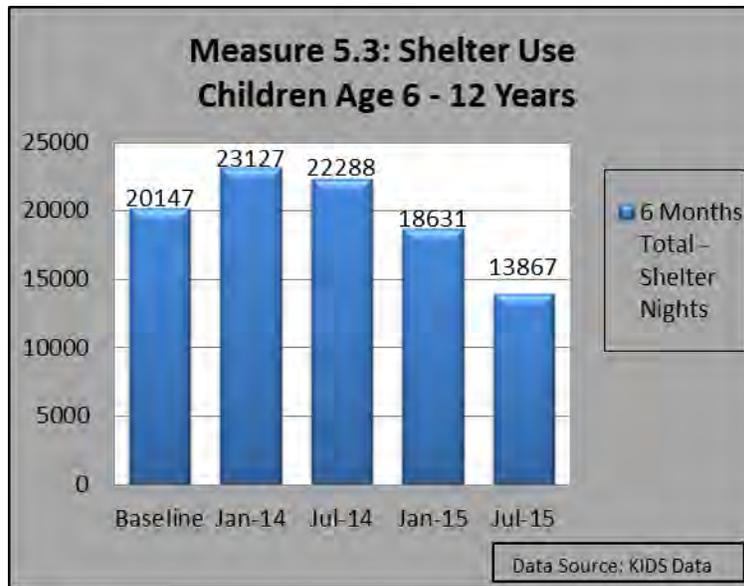
Data Source and Definitions:

Data shown is the total number of nights children ages 6-12 years old spent in the shelter during the time period from January 1, 2015 – June 30, 2015. The baseline for this measure was 20,147 nights with an interim target of 10,000 nights by 12/31/2013. Automatic exceptions are made when the child is part of a sibling set of four or more or three or more if all siblings are over 6 years of age. 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		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
Target		0 Nights

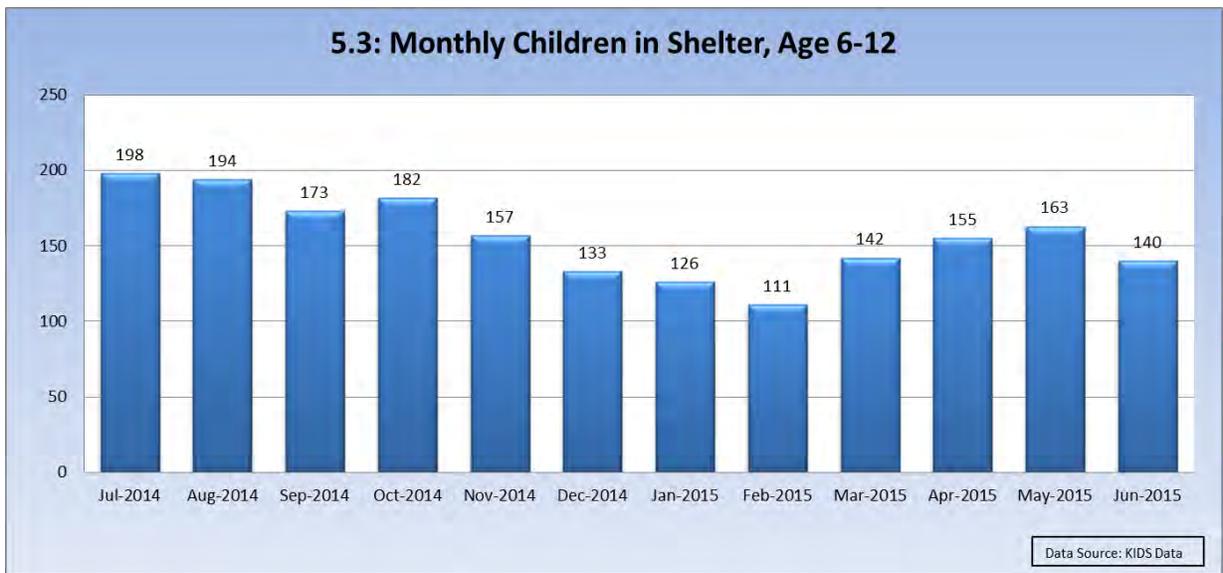
Section 2, Table 5.3-1



Section 2, Graph 5.3-1



Section 2, Graph 5.3-2



Section 2, Graph 5.3-3

Commentary:

A total of 437 children ages 6-12 years old spent a total of 13,867 nights in the shelter between January 1, 2015 – June 30, 2015. Section 2, Graph 5.3-3 identifies 837 children spending time in shelters between January and June 2015. In some cases, the child’s shelter stay extended across two months. The child is included in the count for both months. Of these 437 children, 82 children, 18.8 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 5,519 children ages 6-12 years old were in care and 92.1 percent of those children did not have a shelter stay. Overall, 16,553 children were in care and 93.0 percent of all children in care did not have an overnight shelter stay during the reporting period.

DHS requested an extension from the Co-Neutrals to the commitment related to this specific age group. The revised target indicated that children between the ages of 6-12 years old were to be placed in family-like settings by July 1, 2014. The Co-Neutrals approved DHS' revised and extended proposed targets for placing children ages 6-12 in family-like settings. The DHS revised targets included:

- By July 1, 2014, children under the age of eight years old will be placed in family-like settings rather than staying overnight in shelters unless they are part of a large sibling group of three or more children.
- By October 1, 2014, children under the age of 10 years old will be placed in family-like settings rather than staying overnight in shelters unless they are part of a large sibling group of three or more children.
- By January 1, 2015, children under the age of 13 years old will be placed in family-like settings rather than staying overnight in shelters unless they are part of a large sibling group of three or more children.
- By April 1, 2015, DHS will meet the original target and expectation of placing children under the age of 13 years old in family-like settings unless they are part of a large sibling group of four or more children.

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 January 1, 2015 – June 30, 2015, how many nights were spent in the shelter?

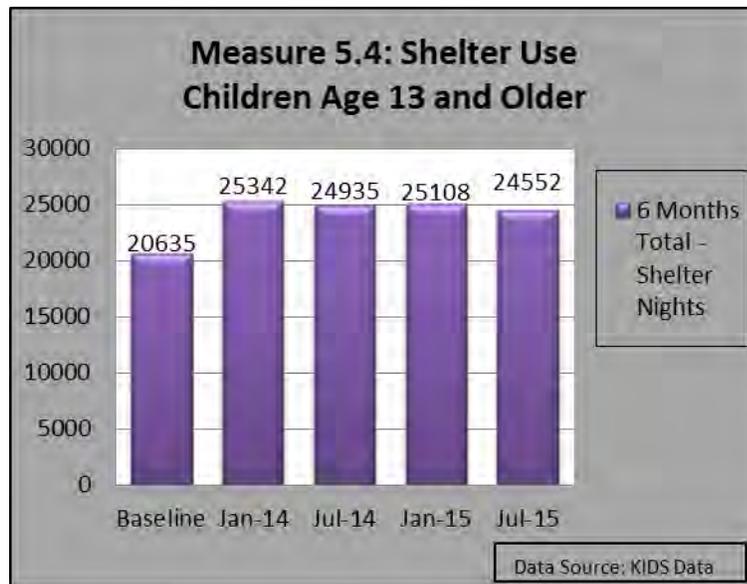
Data Source and Definitions:

Data shown is the total number of nights children ages 13 years or older spent in the shelter during the time period from January 1, 2015 – June 30, 2015. The baseline for this measure is 20,635 nights with a target of 13,200, 35 percent below the baseline, for the six-month period ending June 30, 2015. Of the children 13 years and older placed in a shelter during this period, 80 percent will meet the criteria of Pinnacle Plan Point 1.17. Automatic exceptions are made for children in the following circumstances: if the child is part of a sibling set of four or more, or three or more if all siblings are over 6 years of age. Note: Children who meet automatic exceptions are still included in the count of total nights spent in the shelter.

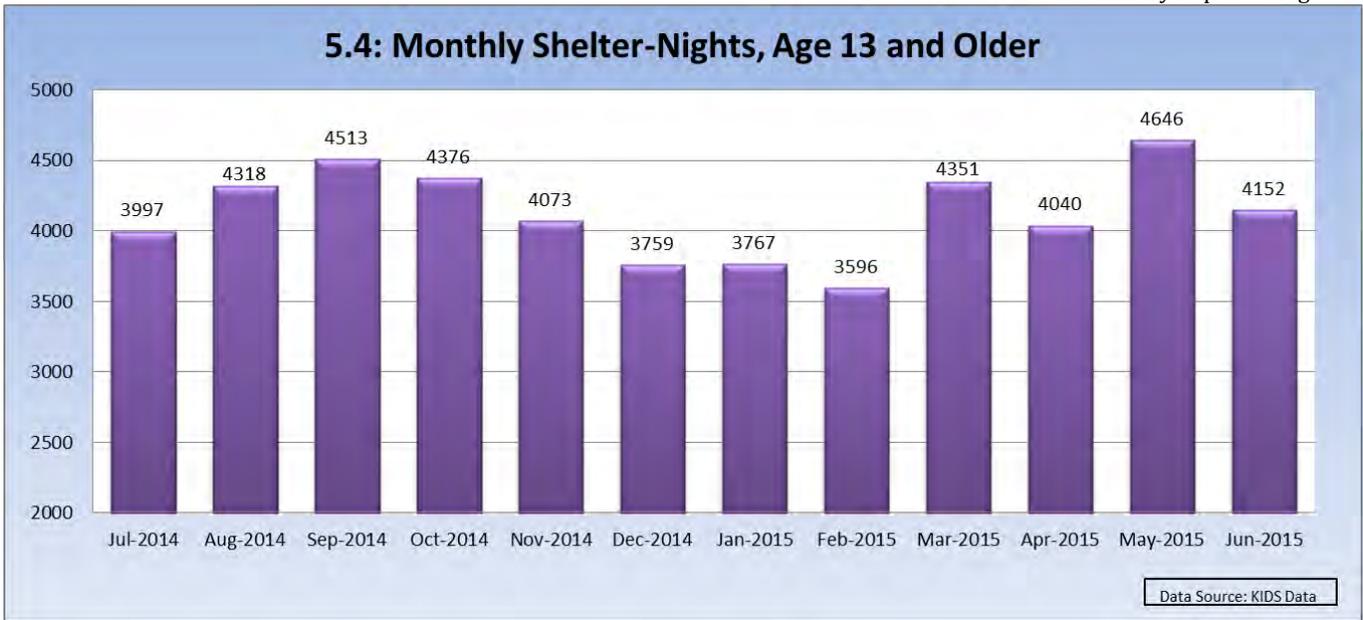
Trends:

Reporting Period	Population	Result
Baseline		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
Target		13,200 Nights

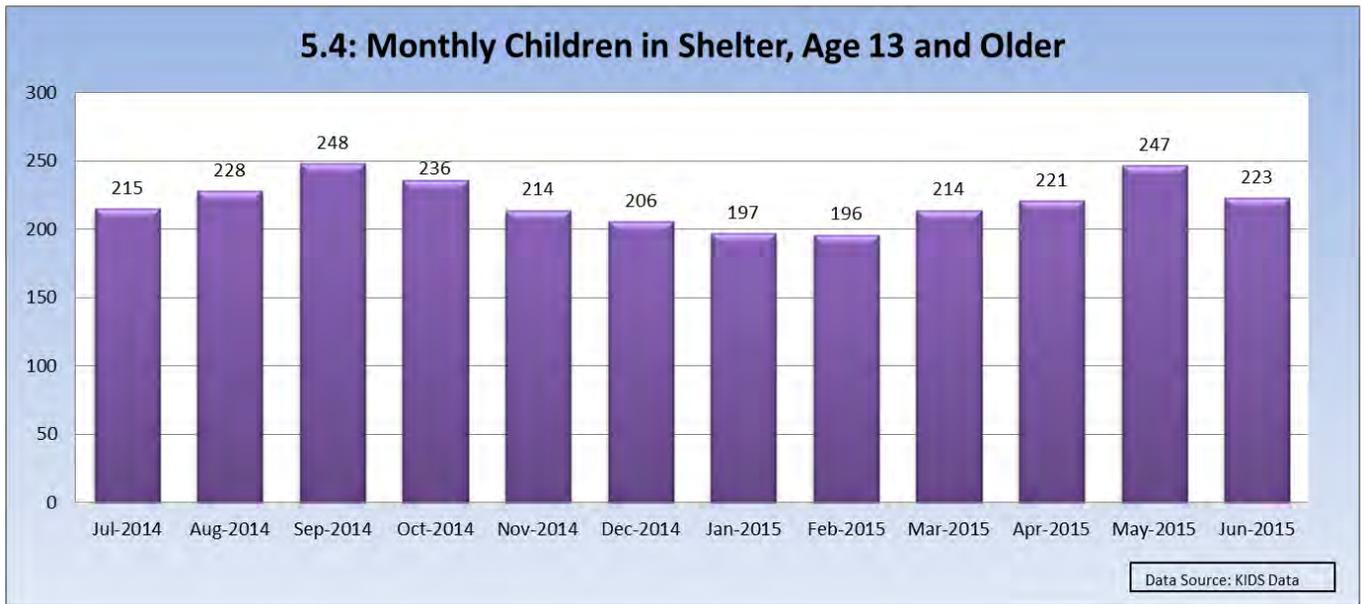
Section 2, Table 5.4-1



Section 2, Graph 5.4-1



Section 2, Graph 5.4-2



Section 2, Graph 5.4-3

Commentary:

A total of 540 children ages 13 years or older spent a total of 24,552 nights in shelter care from July 1, 2014 – December 30, 2014. Section 2, Graph 5.4-3 identifies 1298 children spending time in shelters between January and June 2015. In some cases, the child’s shelter stay extended across two months. The child is included in the count for both months. Of the 540 children, 17 children, 3.1 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 2,404 children ages 13 years or older were in care and 77.5 percent of those children did not have a shelter stay. Overall, 16,553 children were in care and 93.0 percent of all children in care did not have an overnight shelter stay during the reporting period.

Research and Data Analysis

In January 2015, when the decision was made to permanently close the Pauline E. Mayer Shelter in Oklahoma City and the Laura Dester Children’s Center in Tulsa, many questions had to be answered before extensive project management and planning could occur. DHS needed to understand many aspects of shelter utilization before attempting to develop a

focused and sustainable project plan. DHS needed to know who the children were that use shelter care, why children are placed in shelter settings, and why placements in family-like settings could not be achieved for the children who currently reside in a shelter setting. Research began February 2015 with a full literature review of evidence-based information surrounding the reduction and elimination of congregate care settings, which is defined several different ways in other states. DHS completed an internal review of shelter data to better understand the larger issue of shelter dependency in Oklahoma. A formalized case review tool was developed and used to conduct detailed case reviews. Site visits to various youth service shelters across the state occurred and focus groups were held with adolescents using shelter care. Shelter staff, CW staff, and external stakeholders also participated in several focus groups across the state. With support from Annie E. Casey and Casey Family Programs, experts were brought into Oklahoma to educate and provide the child welfare community an opportunity to learn from their experience and the ways those individuals were able to eliminate shelter care in their specific jurisdictions. Several community partnership meetings were held in March and April 2015 to gather input, ideas, and suggestions about how to safely eliminate shelter use in Oklahoma. After collecting information from multiple sources and conducting a thorough data analysis, DHS had a better understanding of Oklahoma shelter care and was ready to develop a comprehensive state plan to eliminate shelter care while meeting the needs of the children placed in those shelter settings.

Project Planning and Shelter Implementation Strategies

Following extensive research and data analysis, project planning began. A systemic logic model was completed to guide the key project areas. A Shelter Implementation Team was established to guide the project through completion. The Shelter Implementation Team consists of internal and external professionals including the Shelter Lead, directors of the two DHS-operated shelters, CWS programs and field staff, as well as DHS Legal Services, and a representative from the Oklahoma Association of Youth Services (OAYS). The Shelter Implementation Team met five times in the past six months and a guiding charter was developed. It was determined that the best way to close the two state-operated shelters was to focus on one shelter at a time to reduce the strain on available placement options statewide. The decision to close one shelter at a time was adopted and specific timeframes established. The Pauline E. Mayer Shelter (PEMS) in Oklahoma City would no longer accept children into placement as of August 1, 2015 and locate placements for the children in the shelter by no later than October 1, 2015. At this time, DHS is on target to close PEMS by the anticipated date. The plan for the Laura Dester Shelter in Tulsa is to cease admissions no later than October 1, 2015 with closure to occur in December 2015. In addition, a parallel process was established to continue to reduce the number of children who utilize the youth services shelters statewide.

As the project plan came together, a few key elements connect the activities that took place over the past six months. Shelter care would likely return without a solid sustainability plan developed by DHS as part of the closure process. To ensure sustainability following the shelter closures, DHS must continue to focus on recruitment and retention of foster families who can meet the needs of children with special medical, social, or intellectual needs. Targeted work around placement stability is occurring and works with internal and external resources to stabilize children in their appropriate placements. A statewide, standardized, placement hotline is in development to streamline the process for locating available placements at a moment's notice. There is an ever-developing plan to repurpose the existing shelter buildings in Oklahoma City and Tulsa to continue to serve children and families in a more robust and productive way. The overall project plan is set to be achieved in a four-phase approach. Completion of Phase One (Research and Data Analysis and Project Planning) was completed in May 2015. Phase Two began in May 2015 focusing on PEMS' safe and strategic closure. Phase Three is the upcoming closure of Laura Dester and Phase Four is the reduction of placements in youth services shelters.

Multi-Disciplinary Shelter Case Staffing

A multi-disciplinary shelter staffing team was established to begin movement of the children who were currently residing in the PEM Shelter into placements that would meet their identified needs. The multi-disciplinary team is made up of the Shelter Lead, the assigned child welfare specialist and his or her supervisor, DHS Legal Services, Child Welfare Services (CWS) staff from Foster Care, Therapeutic Foster Care, Congregate Care, CWS' licensed Mental Health Consultant, a representative from the CWS Developmental Disabilities Services and Education Program Unit, as well as the Shelter Directors, Shelter Nurse, Shelter Liaison, and a representative of the Office of Juvenile Affairs. Shelter

staffing began in May 2015 at PEMS and was completed by June 2015 following five full-day sessions. This approach brought several creative ideas to the table while providing the field staff with support in locating a placement for a specific child.

A unique piece of this staffing process is the Shelter Lead interviews the children the night before who are scheduled to be staffed the next day, so that family connections and placement preferences are integrated into the case staffing process. During the shelter staffing, action steps are identified and then followed up on in one to two weeks following the completion of the staffing. The team made suggestions and developed creative ideas for placement opportunities, leading to many of the children in the PEM Shelter finding placement options in a variety of different settings. This effort led to several opportunities to expand specific foster care recruitment activities directly focused on children in the shelter. Although DHS has not reached the goal of zero “child-nights,” the overall number of children utilizing shelter care and the number of nights the children are placed in a shelter have both reduced in the past six months. DHS believes this is directly related to the specific efforts to locate both relative and non-relative placements for children entering into the foster care system, as well as focused work at the PEM Shelter.

Work at the Laura Dester Shelter in Tulsa has not yet begun, but is scheduled to start in August 2015. The same staffing process will occur to ensure all placement options are explored for the children placed in that shelter. As a parallel process, the Shelter Staffing Team has begun staffing children who are currently placed in youth services shelters across the state to safely reduce the overall shelter use in both the private and public shelters. Children who are placed in a youth service shelter are interviewed by the child's specific Shelter Liaison so that child's preferences are also included in the staffing. DHS has partnered with Eckerd to conduct diligent searches and family-finding activities for the children currently placed in the youth services shelters across the state since those children are less likely to have a completed search when they are not in one of the two major metro counties.

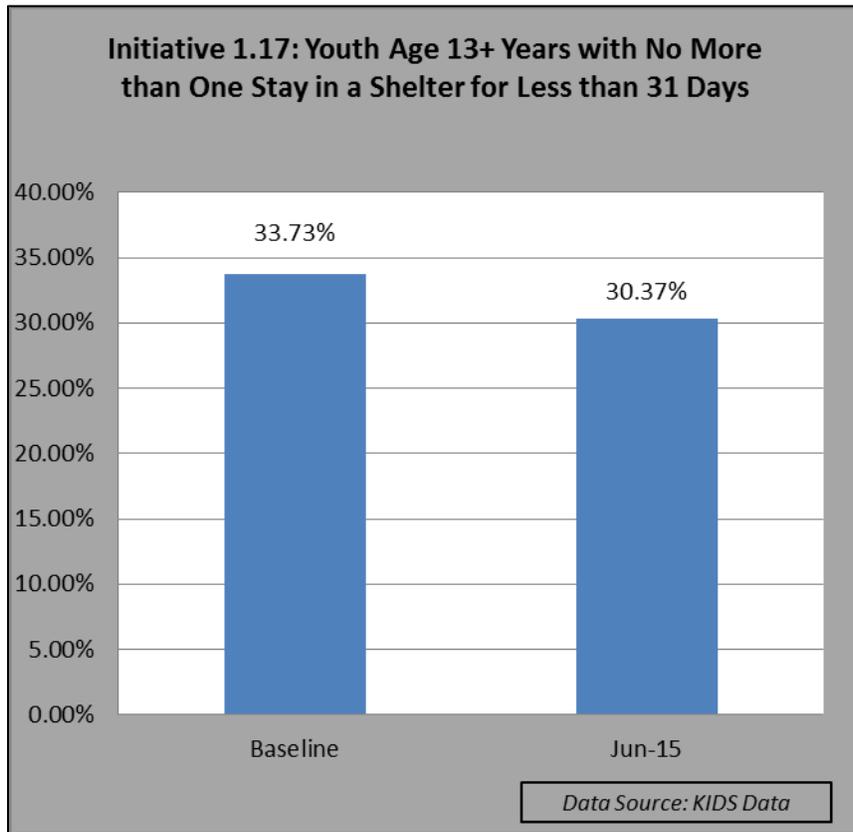
Partnership with Oklahoma Association of Youth Services (OAYS)

DHS is expanding its partnership with the OAYS programs to better serve children and families in their specific communities. DHS believes all children deserve to be placed in a family-like setting, or in a setting that can best meet their needs when a family-like setting is not an appropriate option. DHS must focus on the reduction of children who utilize OAYS shelters across the state. In partnership with OAYS, many of the OAYS agencies are adding services to include foster care recruitment. Conversations occurred about how DHS can support the community-based work the youth service agencies provide outside of shelter care. In collaboration with DHS' partners at the Annie E. Casey Foundation and the Provider Exchange, a meeting is scheduled in August 2015 with OAYS to explore ways to expand community-based services beyond the congregate care setting. An ongoing partnership with the various OAYS programs continues as DHS strives to reduce the overall use of shelter care in Oklahoma.

Shelter Repurposing Efforts

During the planning of Phases Two and Three, many questions surfaced surrounding the ongoing use of the two physical shelter buildings when operations permanently end. In Tulsa and Oklahoma City, community advocates, coalitions, councils and key stakeholders met on several occasions to discuss options for utilization of the buildings once the shelters are closed. A Shelter Repurposing Sub-Committee was established in Oklahoma City and is actively working on generating ideas and proposals for the facility to continue to serve children and families in Oklahoma County. Director Lake met with several community groups in Tulsa to discuss various community needs for the designated space. Over the next few months, the various groups will present formalized recommendations to DHS for review and determination of future use of the two facilities. DHS is exploring various avenues to ensure long-term sustainability of the facilities through public and private partnerships. The groups will be presenting formalized recommendations to DHS in the coming months.

12-



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 month period.

Commentary:

For the six-month period ending June 30, 2015, DHS experienced a decrease from the baseline established January 2015. Of the 540 children age 13 or over who had a shelter stay during the timeframe being reported, 164 children had 1 shelter stay lasting less than 31 days (30.37%). However, of the 540 children age 13 and up who had a shelter stay: 148 of the children had 1 stay greater than 31 days (27.41%); 45 children had 2 or more stays that totaled less than 31 days (8.33%); and 183 children had 2 or more stays that lasted more than 31 days in the shelter (33.89%).

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:

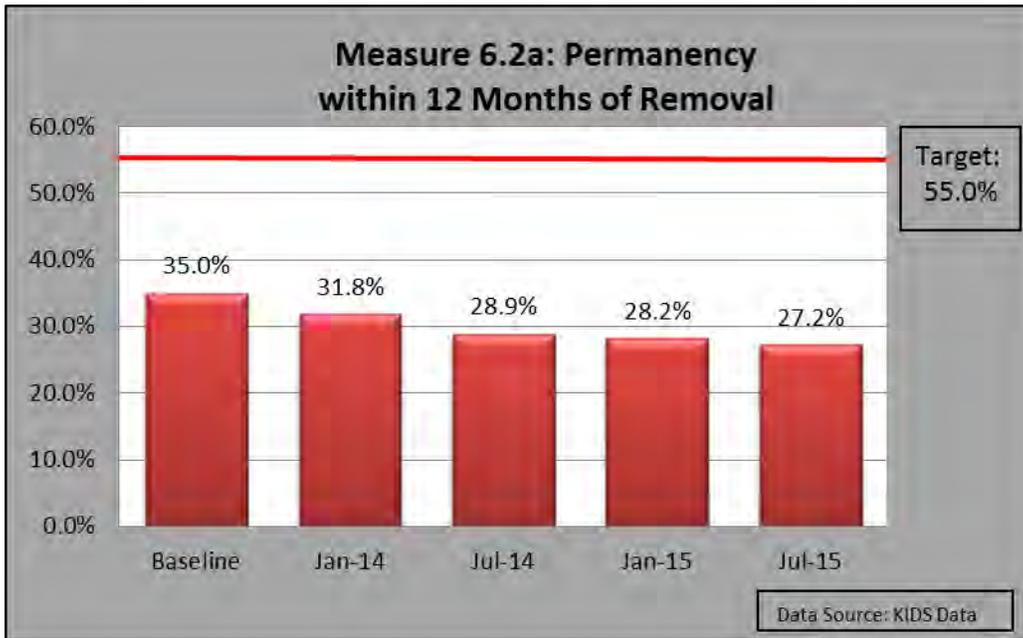
Denominator: All children who entered foster care between 10/1/2013 and 3/31/2014.

Numerator: The number of children who entered foster care between 10/1/2013 and 3/31/2014 and exited to a permanent setting within 12 months of removal.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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 10/1/2014 – 3/31/2014	748	2749	27.2%
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:

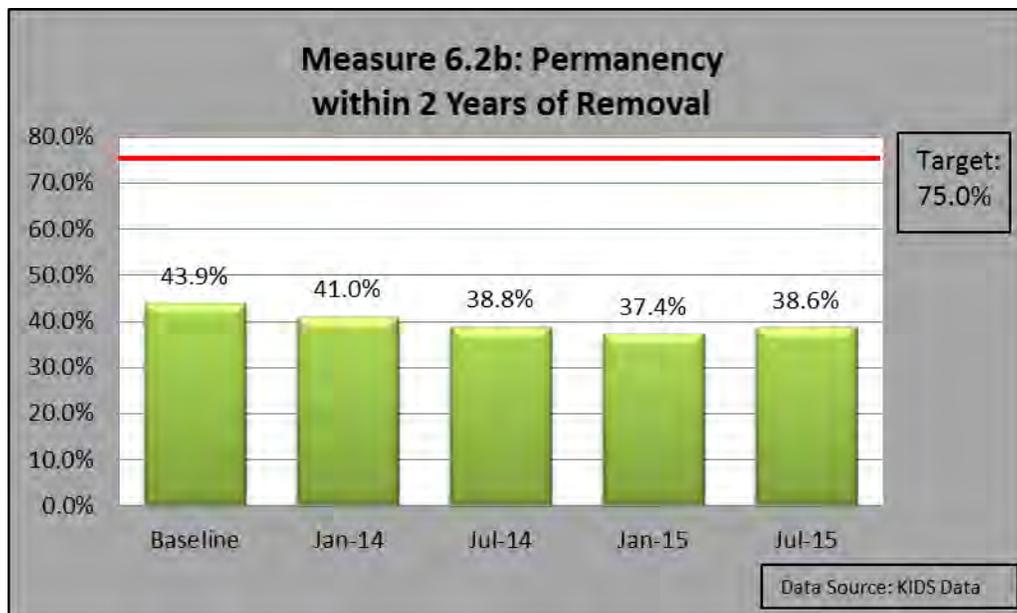
Denominator: All children who entered foster care between 10/1/2012 and 3/31/2013.

Numerator: The number of children, who entered foster care between 10/1/2012 and 3/31/2013, 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				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%
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:

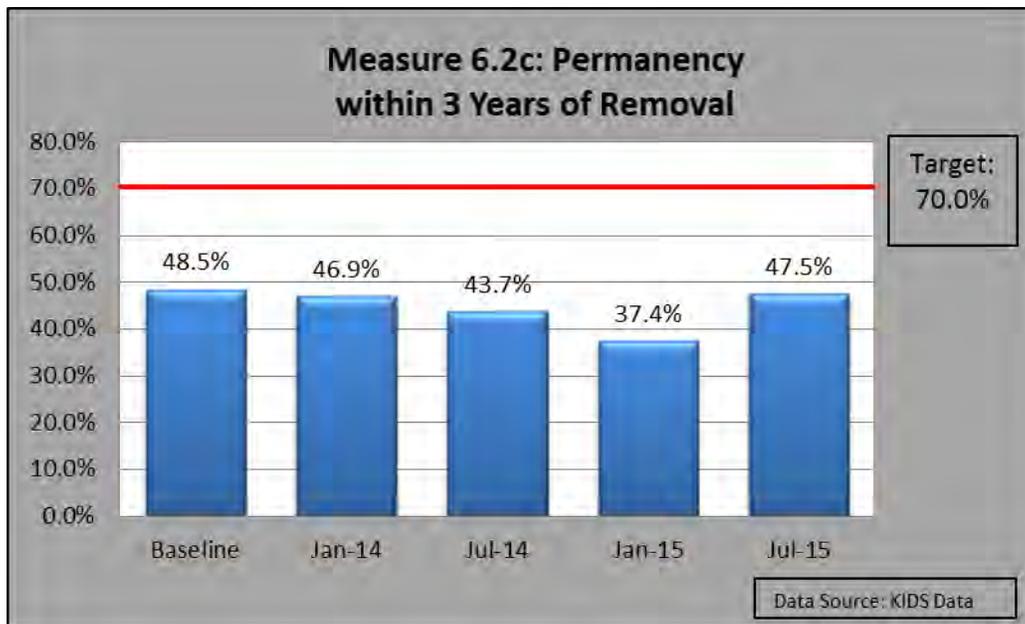
Denominator: All children who entered foster care between 10/1/2011 and 3/31/2012.

Numerator: The number of children, who entered foster care between 10/1/2011 and 3/31/2012, 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				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 – 9/31/2014	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%
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:

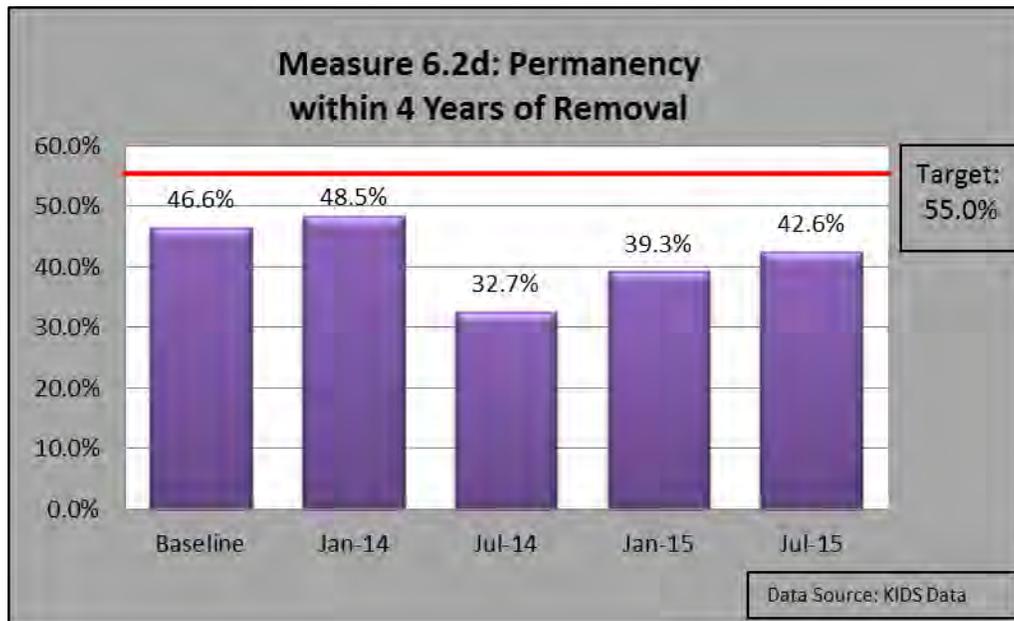
Denominator: All children who entered foster care between 10/1/2010 and 3/31/2011.

Numerator: The number of children, who entered foster care between 10/1/2010 and 3/31/2011, 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				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%
Target				55.0%

Section 2, Table 6.2d-1



Section 2, Graph 6.2d-1

Commentary:

Performance on Measures 6.2a, b, c, and d declined from the original baseline. However, performance in 6.2b, 6.2c, and 6.2d improved from the last reporting period with performance in 6.2c increasing by over ten percent. Performance in 6.2a decreased slightly from the last reporting period.

Improved performance in staff workload and caseworker visitation measures contributed to the increased performance in permanency measures since the last reporting period. DHS recognizes the immediate need to continue to improve performance in all permanency measures and implemented two core strategies to decrease the amount of time it takes DHS custody children to achieve permanency.

Permanency Safety Consultations were developed by district directors and permanency program staff to assist supervisors in the identification of barriers to achieving permanency for children within 12, 24, 36 and 48 months of removal. This strategy focuses on creating a formal consultation process to enhance safety-focused case planning and increase the sense of urgency in achieving permanency for DHS custody children. This strategy should expand leadership capacity and improve critical thinking skills in the frontline staff. The consultations will impact permanency for the reviewed cases and other cases within the participating districts by fostering a culture of permanency, accountability, and teamwork. A permanency consultation tool was developed in June 2015 and a part-time coordinator was assigned to assist with the tool's implementation. Permanency Safety Consultation rollout has begun in Districts 24, 25, 4, and 9. The three implementation strategies are:

- develop an ongoing safety-focused permanency consultation process;
- implement permanency consultations in priority districts; and
- Implement permanency consultations statewide.

The Targeted Family Finding and Engagement core strategy initiated June 2015 is ongoing. Diligent searches were initially conducted on 25 children in the Quad 2 baseline cohort. Diligent searches are scheduled to be completed on the remaining children and youth in the cohort who do not have an identified placement by October 2015. This strategy focuses on identifying adoptive resources for children who are legally free with no identified placement through intensive, focused family finding and engagement activities. Once a placement is identified, an expedited approval process is implemented to ensure that the children are transitioned with a sense of urgency into their permanent placement thus reducing the length of time in out-of-home care, increasing their chances for achieving positive adulthood outcomes, and minimizing trauma caused by lingering in care. This core strategy immediately targets and shifts focus of assigned adoption and permanency staff to family finding and engagement activities to increase the identified placements and permanency rates for children who are legally free with the goal of adoption with no identified placement. The three main components to this strategy are:

- complete kinship searches on all children in identified baseline cohort in first 30 days of implementation;
- contact all identified relatives and connections within first 90 days of implementation; and
- expedite approval for identified kinship/non-relative kinship placements.

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:

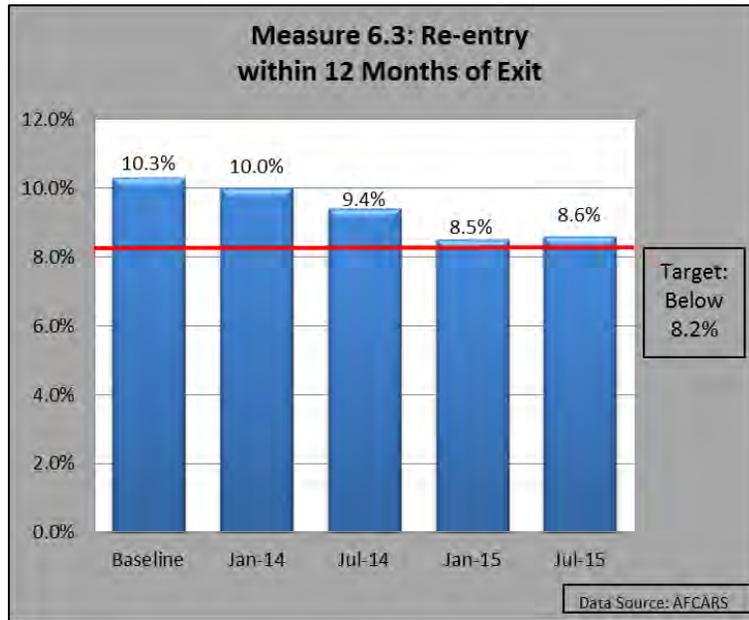
Denominator: All children who exited foster care between 4/1/2013 and 3/31/2014.

Numerator: All children who exited foster care between 4/1/2013 and 3/31/2014 and re-entered care within one year of exit.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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%
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 had a very slight increase this reporting period. As of the current reporting period, DHS is four-tenths of a percent from reaching the target of less than 8.2 percent. Implementation of the permanency safety consultations should also impact performance in this measure by focusing on safety throughout the child’s stay in care.

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:

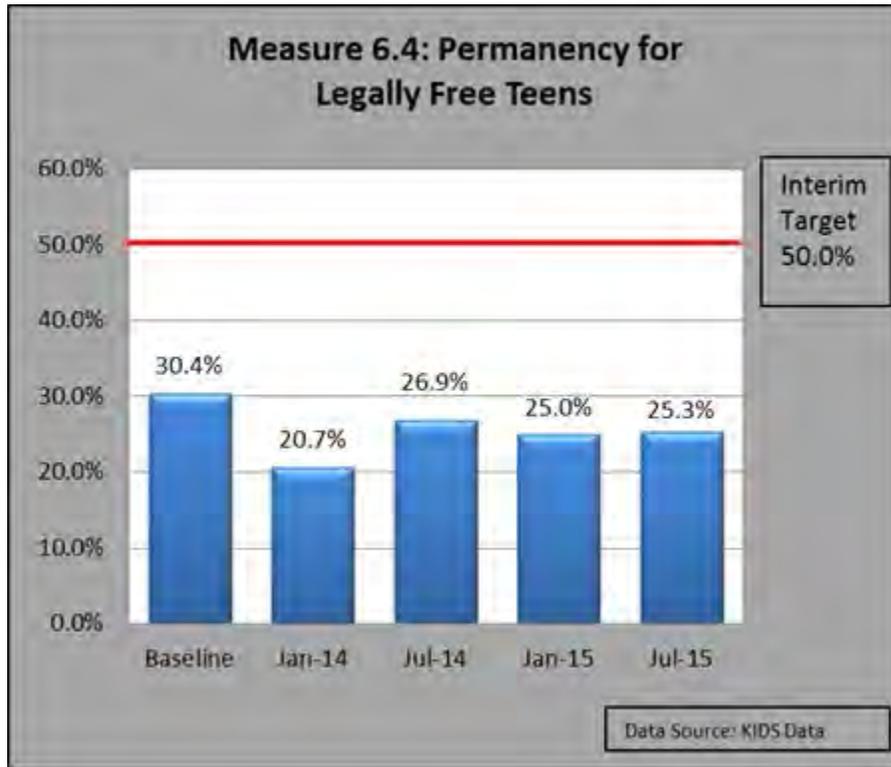
Denominator: All children in care who turned 16 between 4/1/2012 and 3/31/2013 and were legally free at the time they turned 16.

Numerator: The number of children, who turned 16 between 4/1/2012 and 3/31/2013, 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				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.	29	140	20.7%
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%
Target				50.0%

Section 2, Table 6.4-1



Section 2, Graph 6.4-1

Commentary:

Between April 1, 2012 and March 31, 2013, a total of 146 legally free youth turned 16 years of age. Of those, 37 exited to permanency: 3 children, 2.1 percent, through reunification; 26 children, 17.8 percent, through adoption; and 8 children, 5.5 percent, through guardianship or custody to relative. Of the remaining 109 children, 87 exited care prior to reaching permanency: 84 children, 57.5 percent, through emancipation/aged out and 3 children, 2.1 percent, transferred to another agency. The remaining 22 children, 15.1 percent, were still in care on the last day of the reporting period, March 31, 2015.

A total of 48 cases were roundtabled from January 2015 to June 2015: Region 1, 16 cases; Region 2, 6 cases; Region 4, 12 cases; and Region 5, 14 cases. This process assisted in identifying system barriers and barrier awareness is informing the core strategy selections and other practice changes. The permanency roundtable (PRT) process assisted workers in identifying and resolving barriers on individual cases while also identifying systemic barriers to achieving permanency. Permanency Safety Consultation core strategies identified in Measure 6.2d are used to teach and support supervisors conduct case consultations to identify barriers preventing permanency on cases they supervise.

Another core strategy impacting permanency for this population is Targeted Family Finding and Engagement discussed above in commentary under Measure 6.2. The PRTs identified the loss of family and community connections as a barrier to achieving permanency for this population. This core strategy ensures that all children in the Measure 6.1 baseline metric have a diligent search completed and potential relatives identified and contacted. If the process proves successful for that cohort, it will be replicated for other youth seeking permanency.

There is an urgent need to improve outcomes for youth 16 years of age and older at risk for aging out without permanency. In order to implement multiple efforts for this population, DHS contracted with Youth Villages to provide services to high risk youth 17 years of age and older. The services provided focus on assisting youth in planning for adulthood while also including assistance in identifying possible relative placements and safe reunification for youth being served.

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:

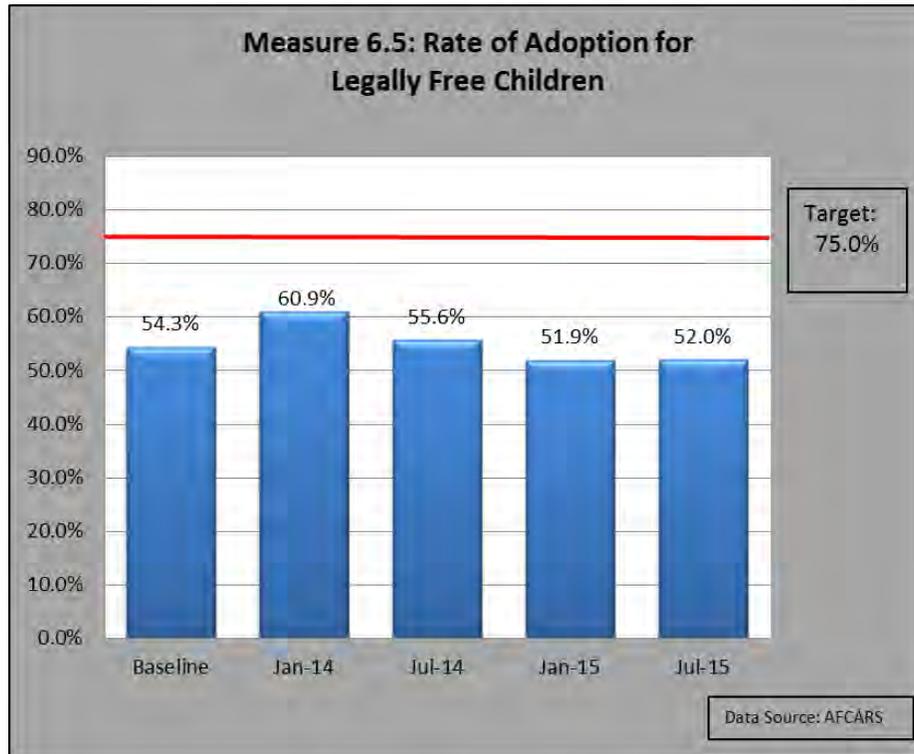
Denominator: All children who became legally free for adoption between 4/1/2013 and 3/31/2014

Numerator: The number of children who became legally free for adoption between 4/1/2013 and 3/31/2014 **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				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%
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 slight 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.

During this reporting period, CWS acquired 70 new positions that include CWS II, CWS III and CWS IV currently in different phases of the hiring, onboarding and training process. Over the next reporting period, DHS expects the majority of these positions will be able to carry a 100 percent workload. Increased staff will allow for maximum focus on the movement of the legally free children and youth.

Intensive efforts to finalize adoptions for Quad 1 children in an identified placement and legally free took place during this reporting period. Actions were taken to improve referral timeliness and the completion process of the child profiles. Training of new contractors occurred so that the contracted agencies could meet the new expectations for completion. One-on-one work was also done with each agency so that the agency understood the need for additional trained staff. Support staff positions were added to each adoption unit with DHS to allow the assigned child welfare specialist to spend less time on non-social work functions.

A core strategy identified for this performance measure was **Immediately Targeting and Shifting Resources** to achieve permanency for children in identified placements that are legally free with a goal of adoption. This strategy positively impacts progress toward achieving caseload standards by drastically reducing the workload need. A determined percentage of children in need of immediate permanency will be expedited to permanency through targeted action and shifting of resources.

A cohort baseline was established for this focused strategy identifying 930 children statewide that were legally free and residing in their prospective adoptive home, designated as Quad 1 (Q1), as of Jan-1-2015. Prior to this Core Strategy,

once an adoptive home was identified for a child, a Quad 1 designation was made. Adoption, Permanency Planning and Foster Care staff methodically reviewed the baseline children and filtered to include only those children with a proper Q1 designation. 135 children were identified as not meeting the Q1 definition. A target date of June 30, 2015 was established to finalize adoptions and/or achieve permanency for the identified baseline children. From the adjusted cohort of 795 children, 574 children, 72 percent achieved permanency.

A targeted approach with intentional, time limited action plans was established for each child. An Adoption report was created to track finalizations and permanency progress for these children. An implementation team was established with members representing each region across the state. Bi-weekly meetings were held with the implementation team throughout the project, in addition to, weekly data updates to monitor and discuss the strategy plan. “Q1 baseline meetings” were held in each individual district in Region IV. These focused meetings identified that Permanency Planning and Foster Care supervisors and workers were unaware of the necessary steps involved in the adoption process.

Juvenile judges and other court personnel were also identified as lacking a complete understanding of the adoption process. In Region V, an appointed DHS attorney met with juvenile judges and the District Attorney’s (DA) office to establish adoption finalization dates. Court dockets were arranged for the sole purpose of finalizing adoptions. With increased knowledge of the adoption process, it was determined that communication is also increased within each CW district, region and across the state. The language used in discussions with foster parents, Judges, DA’s, and service providers related to permanency are much more consistent. Establishing a “Timeline to Permanency” to include the required steps to achieve timely adoption and sharing this information throughout the CWS division, court systems, foster parents, and service providers increases dialogue and holds everyone accountable to successful and timely permanency. The timeline to permanency identifies barriers more easily and specific action plans are developed to overcome the barriers. With children properly designated as Q1 and consistent language shared among all assigned and involved CWS staff, as well as the courts and foster parents, a higher degree of accountability is possible when any entity fails to meet the necessary expectations. This strategy also connects to efforts to reduce caseloads. As an early outcome, 574 of the Q1 baseline children achieved permanency and approximately 38 CW specialist positions with 100 percent workload capacity were impacted.

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 by June 30, 2016. “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:

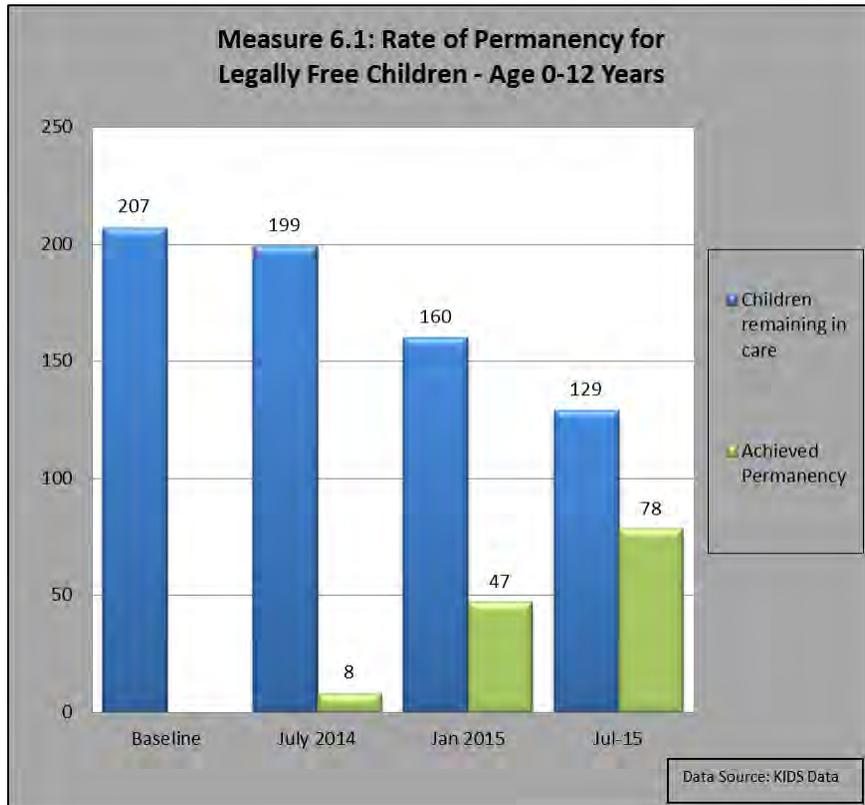
Denominator: All Quad 2 children with a case plan goal of adoption as of 1/10/2014.

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

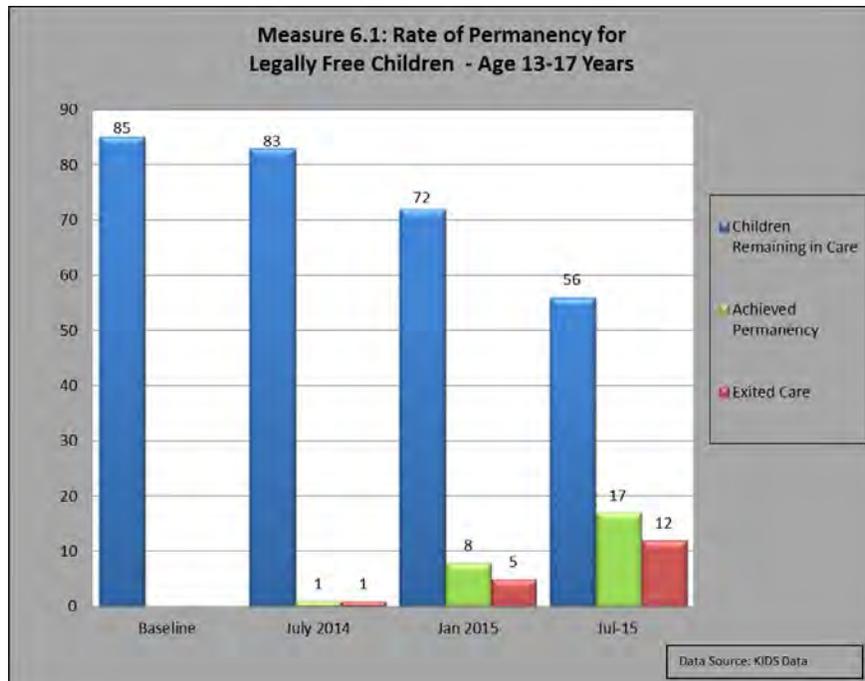
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Cohort Baseline				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%
Target		90.0% (Age 0-12 Years) 80.0% (Age 13+ Years)		

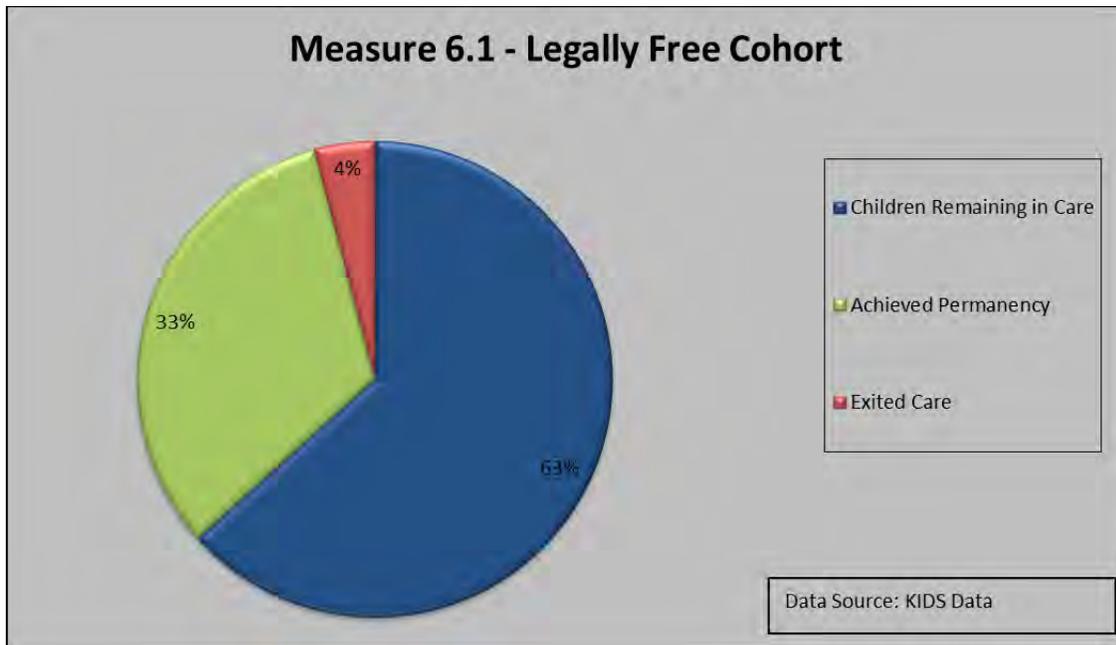
Section 2, Table 6.1-1



Section 2, Graph 6.1-1



Section 2, Graph 6.1-2



Section 2, Chart 6.1-1

Commentary:

As of June 30, 2015, 95 children, 33.0 percent, achieved permanency and 12 children, 4.0 percent, aged out of custody. Thirty-five children in the original cohort are now in their prospective adoptive homes. These children remain in the cohort until they achieve permanency. Extensive efforts continue to move this identified group of children to permanency, including assignment of Adoption Transition staff that carry smaller caseloads and work alongside the Permanency Planning staff with a focus on achieving permanency for the child.

Implementation of the Targeted Family Finding and Engagement began June 2015. This core strategy immediately targets and shifts focus of family finding and engagement activities to increase identified placements and permanency rates for children who are legally free with the goal of adoption with no identified placement. This core strategy ensures all children and youth in this cohort have: a diligent search completed; possible kinship and non-relative kinship connections identified and contacted; and potential placements assessed and approved.

On January 10, 2014, there were 85 of the baseline children age 13 or above. As of June 30, 2015, 29 of those youth exited care - 19 through adoption or reunification, more than double the number from the last reporting period. Fifty-six youth are still in care seeking permanency: 31 with a goal of adoption, 3 of whom are in a prospective adoptive home; 11 in adoption preparation; and 2 with the goal of returning to their own home and currently in trial reunification. Twelve youth currently have a goal of planned alternative permanent placement (PAPP).

- This report was filtered for the 12 youth with the PAPP goal. A strategy to review these cases is in development to identify the most appropriate permanency goal followed by a case staffing with all parties including State Office personnel to determine an individualized best strategy to move these youth towards permanency.
- The core strategy above addresses one of the plans that includes this group age 13 or above.
- The ongoing relationship building occurring between the youth and his or her Adoption Transition Unit (ATU) worker is the most critical piece. The worker is able to spend time getting to know the youth and digging into his or her history through case mining to find possible connections for the youth. Through ongoing efforts to build staff capacity, each of the youth has an assigned ATU worker who is able to work more intensively to identify possible permanency solutions.

- The four Adoption Transition Units hold the Annual Teen Event each summer. This event permits families and the waiting youth to interact while participating in activities designed to provide information and to get to know one another. There are breakout sessions for the youth to learn the importance of and facts about permanency and permanent connections. Additional breakout sessions educate families and bust myths about adopting older youth. A time for the youth and families to meet during structured activities is a key part of the event. The activities allow for conversations that could lead to connections and even placement.
- Permanent connection meetings are held throughout the year in each region to help youth identify important people in their lives and discuss key elements of permanency in a group setting. The frequency of these meetings is increasing to quarterly.

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 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:

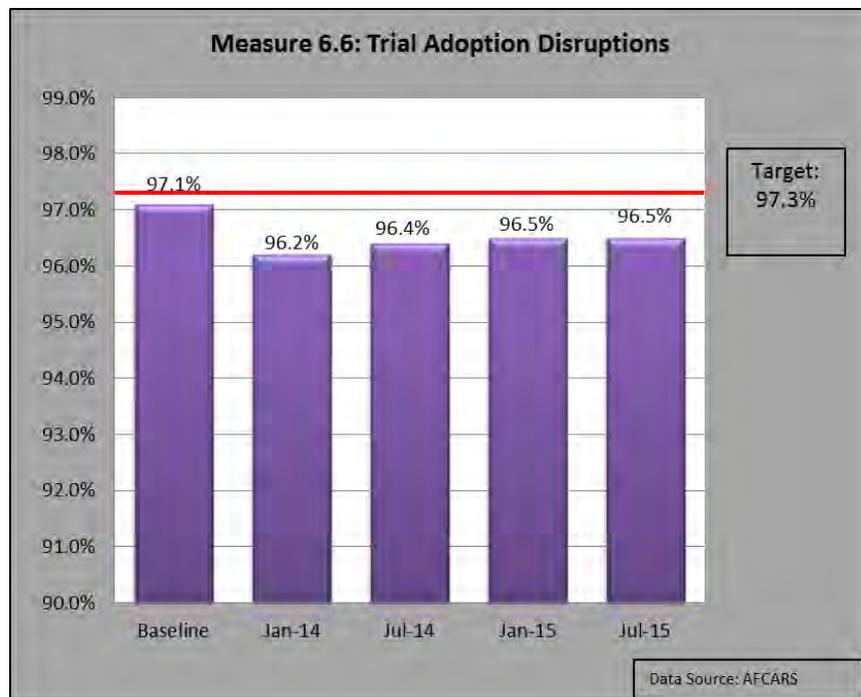
Denominator: Number of children that entered trial adoption between 4/1/2013 – 3/31/2014

Numerator: Number of children that entered trial adoption between 4/1/2013 – 3/31/2014 **and** the trial adoption did not disrupt within 12 months.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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%
4/1/2015 – 3/31/2015	All children who entered TA between 4/1/2013 – 3/31/2014	1,252	1,297	96.5%
Target				97.3%

Section 2, Table 6.6-1



Section 2, Graph 6.6-1

Commentary:

Since the last reporting period, no change occurred in the percent of the number of children that disrupted in trial adoptive placement within 12 months of being placed; however, performance on this measure has improved over the last year. Adoption specialists continue to engage Permanency Planning specialists in the disclosure process to ensure that all relevant information is given to the potential adoptive placement to assess the willingness and ability of the resource to meet the child's needs. This process is beneficial to all parties involved. Identifying the needs of the adoptive family in the beginning and recommending ongoing services also are being addressed. In some cases, a determination is made that the behaviors being exhibited by the child would benefit from TFC services. In those cases, the adoption staff makes a recommendation to the family to seek approval as a TFC resource so they can receive the additional services provided by a TFC agency. Families acquire the additional training and engage with DHS and TFC agencies in a plan to support them until the adoption is finalized. The addition of trained adoption staff and workload reduction allows DHS to spend more time in assessing the needs of the resource families and improves partnerships between DHS and external agencies offering wrap-around services to support the families.

6.7 Adoption Dissolutions

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:

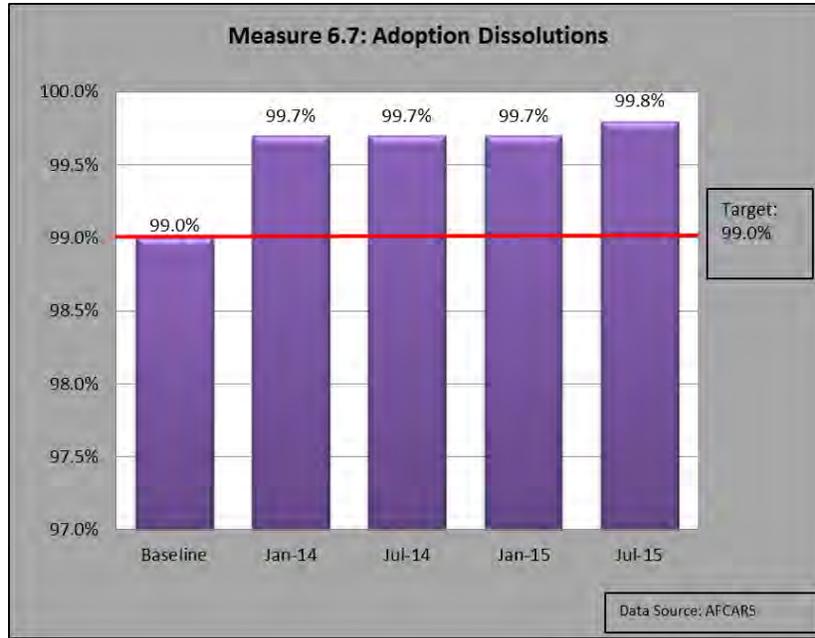
Denominator: All children who had a legalized adoption during the 24 months ending March 31, 2013.

Numerator: All children who had a legalized adoption during the 24 months ending March 31, 2013 that did not dissolve in less than 24 months.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				99.0%
10/1/2012 – 9/30/2013	All children with a legalized adoption between 10/1/2008 and 9/30/2010	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 4/1/2012 and 3/31/2013	2,945	2,950	99.8%
Target				99.0%

Section 2, Table 6.7-1



Section 2, Table 6.7-1

Commentary:

DHS continued to exceed the goal of 99.0 percent success rate for adoption placement stability. To continue satisfactory performance in this measure, Adoptive Parent Training days are offered annually. Additional training to Adoption specialist and Post Adoption staff is also provided to improve their knowledge of the child’s Adoption Journey. Post Adoption staff increased contacts with mental health providers to establish a better referral directory when families call in with challenges.

SECTION 3: Process and Quality Indicators

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 or children placed out-of-state.

- 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 been made during the month.

Description of Denominator and Numerator for this reporting period:

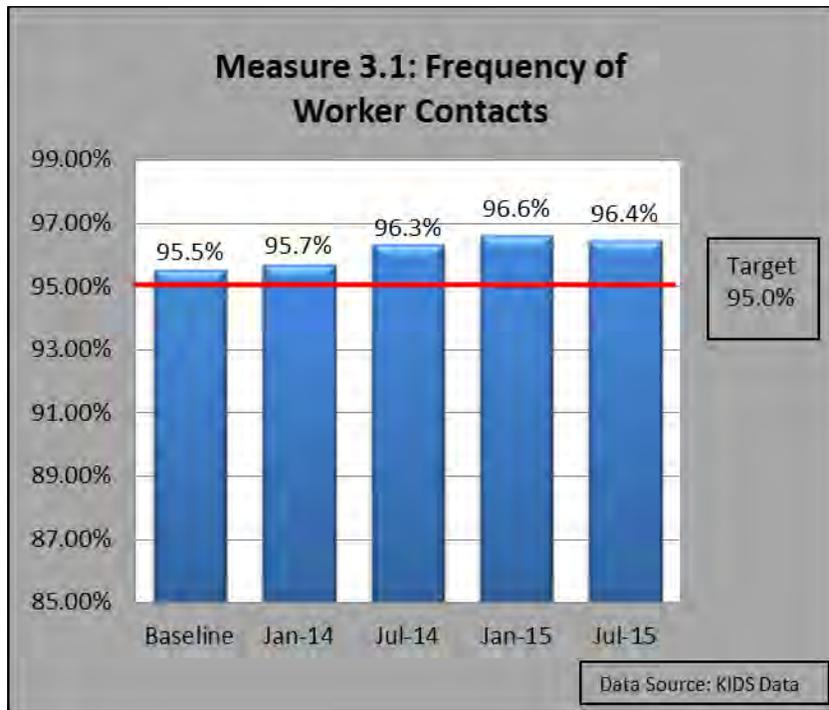
Denominator: The number of required monthly contacts due between July 1, 2014 and June 30, 2015.

Numerator: The number of qualifying required monthly contacts made.

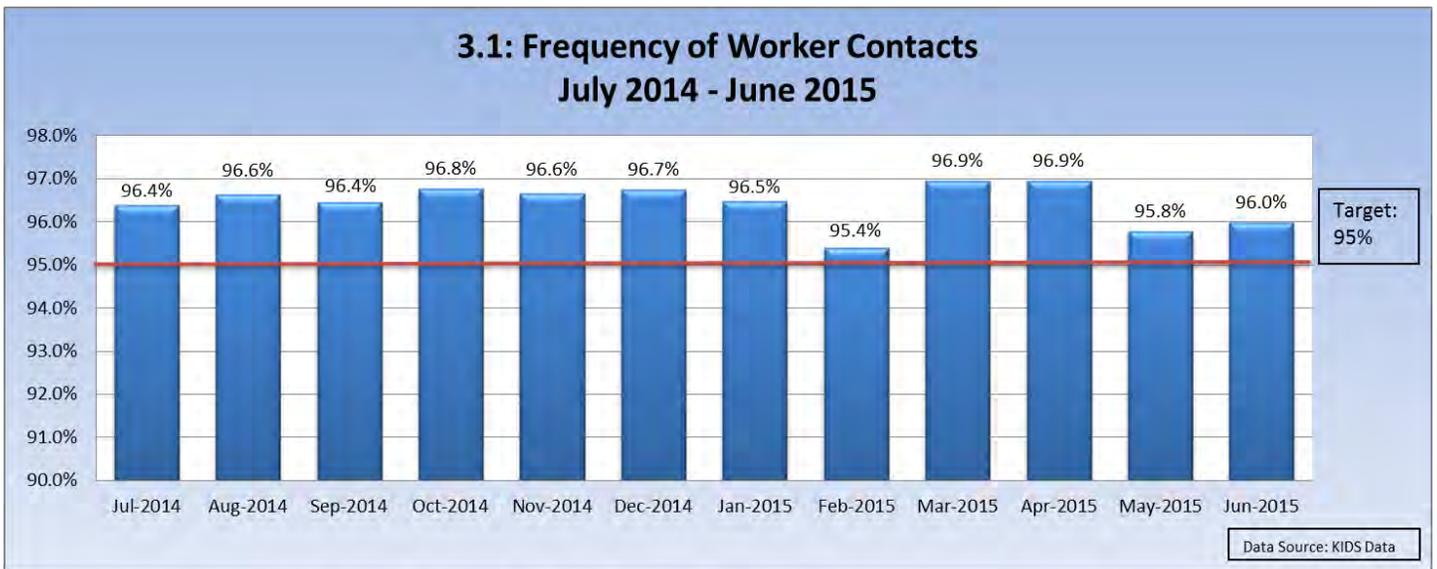
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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%
Target				95.0%

Section 3, Table 3.1-1



Section 3, Graph 3.1-1



Section 3, 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 July 1, 2014 to June 30, 2015, there were 128,173 monthly contacts required and 123,596 monthly contacts made for a rate of 96.4 percent. At the time the baseline was established in SFY12, there were 94,639 required monthly visits. With the current reporting period, an additional 33,500 visits were required over the baseline, and DHS continued to meet the standard for this measure.

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 similar to the federal visitation measure. However, the measure only counts visits made by the primary case worker. It also differs from the federal measure since this measure does not include children in tribal custody or children placed out-of- state.

- 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.

For children in trial adoption cases, the monthly contact must have been completed by the Adoption worker with a primary assignment.

Description of Denominator and Numerator for this reporting period:

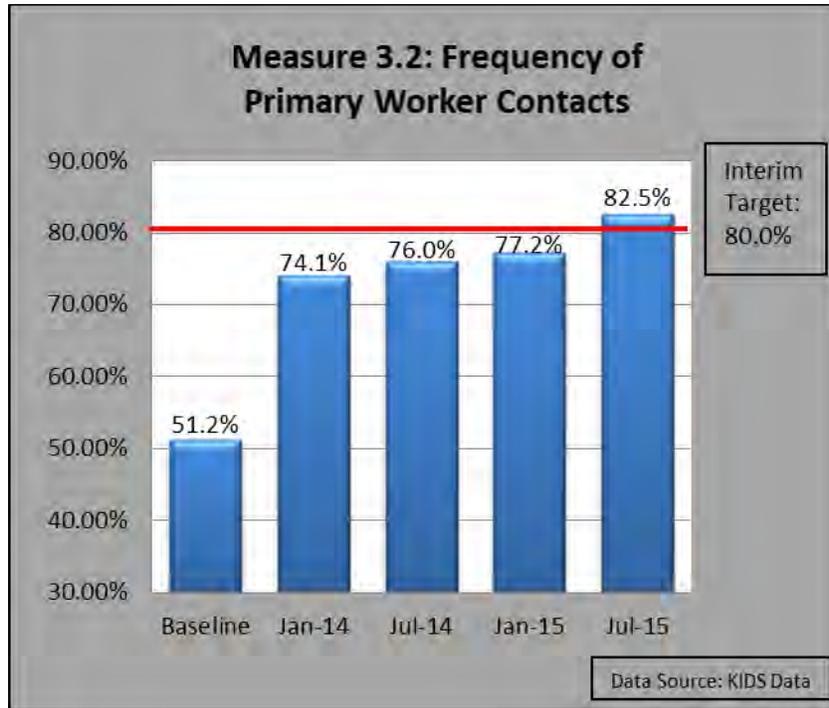
Denominator: The number of required monthly contacts due between July 1, 2014 and June 30, 2015.

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

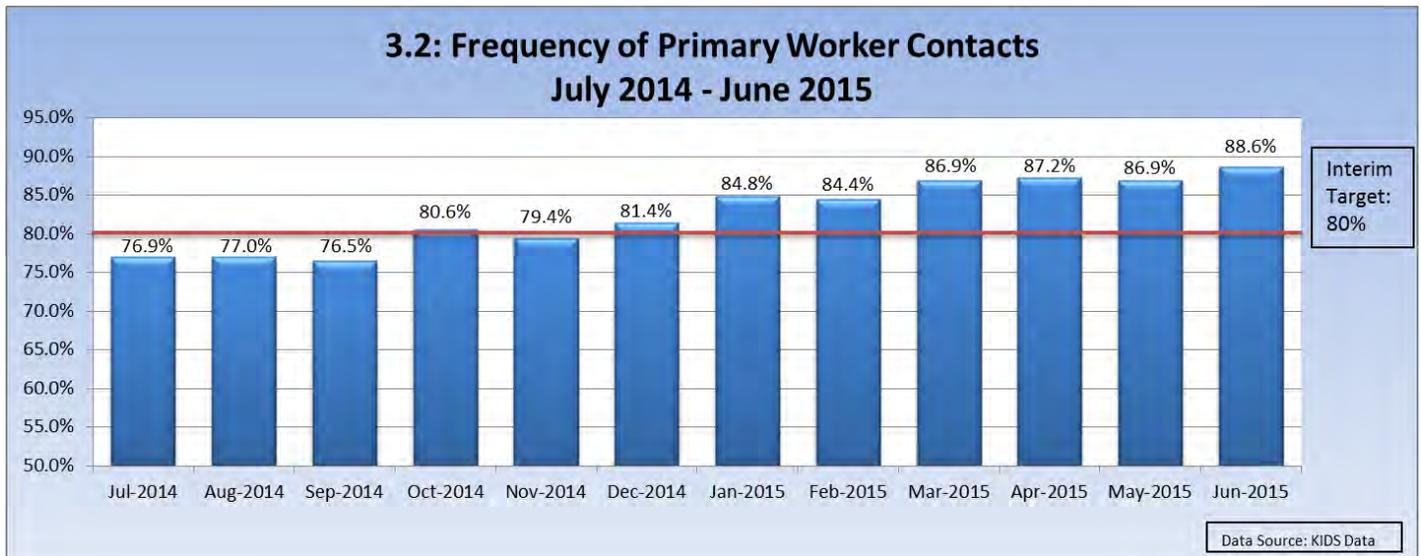
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				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	105,749	128,173	82.5%
Target				80.0%

Section 3, Table 3.2-1



Section 3, Graph 3.2-1



Section 3, Graph 3.1-2

Commentary:

The baseline for this measure was 51.2 percent and the interim target for FFY15 is 80.0 percent, with the final target of 90.0 percent by June 30, 2016. Over the 12-month period from July 1, 2014 – June 30, 2015, 128,173 monthly contacts were required and 105,749 of those were monthly contacts made by the primary worker for a rate of 82.5 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 57,000 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.

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:

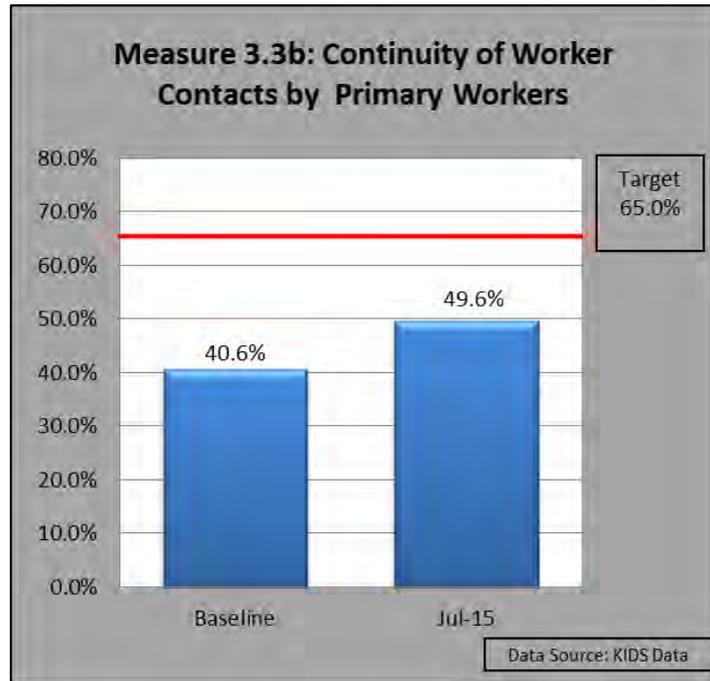
Denominator: Number of children in custody for at least six consecutive months from January 1, 2015 – June 30, 2015.

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				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%
Target				65.0%

Section 3, Table 3.3-1



Section 3, Graph 3.3-1

Commentary:

This is the first time for DHS to report on the Worker Continuity measure over a 6-month period. The baseline was set at 40.6%. In the first reporting period, 1/1/15 – 6/30/15, 49.6 percent of the children in care were seen by the same Primary worker for 6 consecutive months. The target for this measure is 65.0 percent.

Many efforts are being made to increase and sustain the upward trend in performance in this measure. Improved performance in worker caseloads and staff hiring and retention from the core strategies is expected to help achieve the baseline measure. The elimination of secondary assignments across the state is also impacting this measure significantly.

SECTION 4. 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 SFY15?

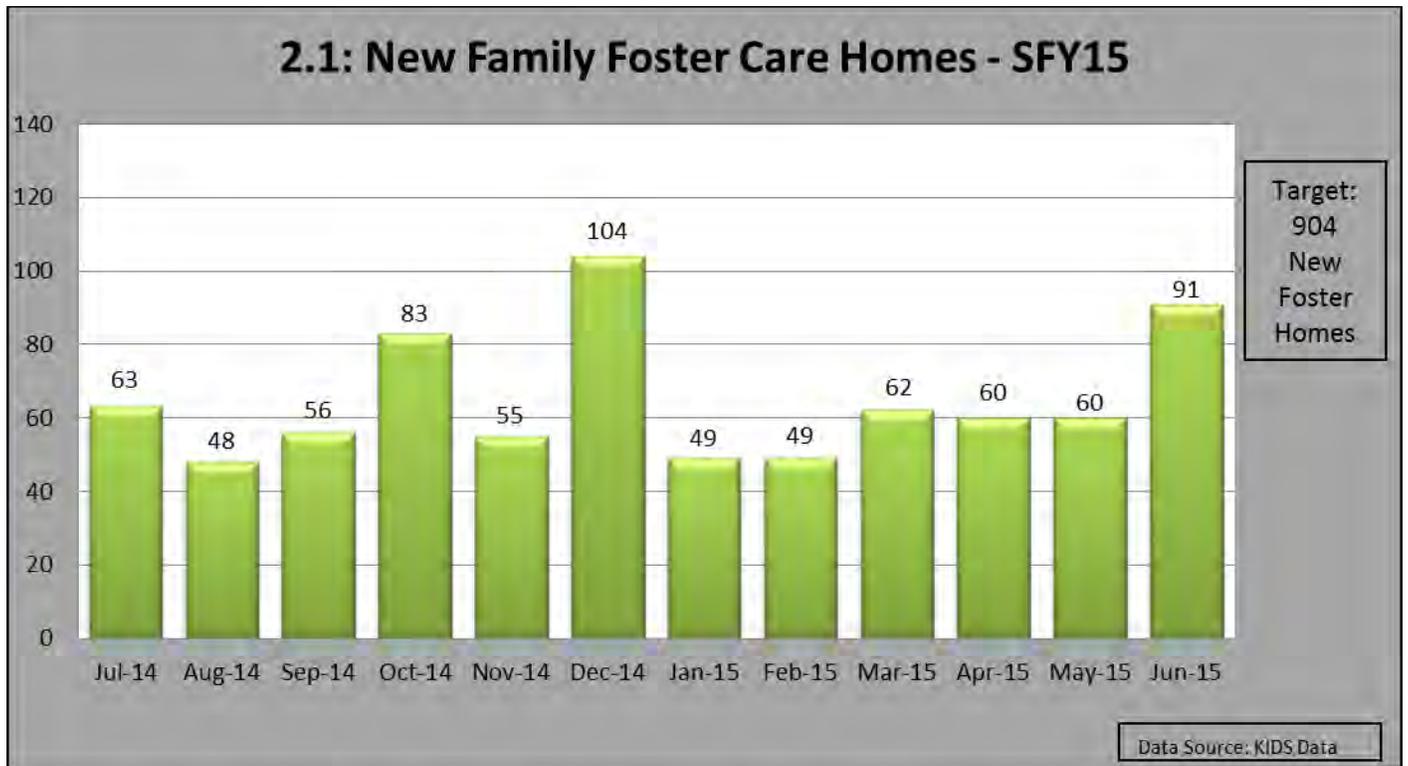
Data Source and Definitions:

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 July 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	
Baseline for SFY15		1762 Foster Homes open as of 7/1/2014	
07/1/2013 – 12/31/2013	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the first half of SFY14	346 Homes	763 Total Homes opened in SFY14
1/1/2014 – 6/30/2014	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the second half of SFY14	417 Homes	
07/1/2014 – 12/31/2014	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY15	409 Homes	780 Total Homes opened in SFY15
1/1/2015 – 6/30/2015	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY15	371 Homes	
Target		904 New Foster Homes opened by 6/30/2015	

Section 4, Table 2.1-1



Section 4, Graph 2.1-1

Commentary:

SFY15 proved to be a challenging year for foster home recruitment and retention; however, this year also set the foundation for positive outcomes for the coming years. A total of 1762 foster homes were open on July 1, 2014. During the year, 929 foster homes were opened and 724 homes were closed, leaving 1967 homes open on June 30, 2015, for a net gain of 205 homes for SFY15. The target for new homes for SFY15 was 904 homes. Of the 929 total homes that opened during SFY15, 780 of these foster homes were counted as new homes, according to the Pinnacle Plan criteria. The 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.

To develop an accurate database on foster home availability and vacancies, all homes were contacted that had not had a placement in the previous 90 days to determine if these homes were available for placement. Many homes were closed. This effort allowed DHS to have a better understanding of available placements for children in need of a foster home.

During SFY15, DHS implemented a strategy to expedite permanency for children awaiting adoption while placed with their identified adoptive placement; many of whom were being adopted by their foster family. This effort finalized more adoptions in SFY15 than in any previous year. Following these adoptions, many foster families closed their foster home to provide the adopted child an opportunity to stabilize in his or her now permanent home.

DHS recognized adoptive families as an under-utilized resource and began conversations with those families to see if they were interested in providing foster care to children in need of placement. These homes are referred to as "Poor Prognosis" homes, marked as unavailable, and only contacted when a child is determined to have a poor prognosis for reunification. Of the 34 homes marked as Poor Prognosis, 27 homes currently have children placed, four others had a prior placement, leaving only three of the 34 homes never having a placement.

DHS prepared a set of core strategies designed to increase development of new foster homes and began plan implementation in March 2015. This plan included expansion of one of the current resource family partner contracts to include additional regions of the state as well as contracting with youth services agencies statewide. DHS also agreed to conduct weekly reviews of foster home applicants engaged with private agencies to assess the timeliness of the home approval process and address any identified barriers. This ongoing effort began March 2015 and strengthens the partnership between DHS and the resource family partner agencies. DHS is currently working with the private agencies to provide office space for a DHS liaison at the agencies site to provide more consistent, support with each agency.

DHS began discussions with the resource family partner agencies regarding modifications to the current contract. One part of this modification includes a requirement to develop an annual recruitment plan specific to each agency. A workgroup of DHS staff, resource family partner agency staff, tribal staff, foster parents, and DHS Office of Communications is implementing this statewide recruitment plan. This effort required a great deal of collaboration and resulted in a slogan of “Every Child Deserves a Family” that is used agency-wide. The workgroup is collaborating with DHS Design Services to prepare recruitment materials that include templates to allow each resource family partner agency to personalize the materials.

Contract modifications for resource family partner agencies will include requirements for targeted recruitment for SFY16. Targeted recruitment began by sending data about children in care to the resource family partner agencies and tribal partners to assist with recruiting needed resource homes. Consultation from Annie E. Casey also provided ongoing recruitment boot camps that focus on recruiting homes for older children and siblings. CWS allocated 10 full time recruitment coordinator positions and is currently hiring temporary recruitment staff that are well connected to their communities. DHS is actively developing resource homes to supplement those being developed by the private agencies.

Foster parent support is offered in a variety of ways, including development of foster parent networks piloted in three regions of the state with meetings held monthly in two sites since April 2015. The third site is to hold its first meeting in September. There are also on-going support groups across the state. Foster parent appreciation events across the state include banquets honoring foster families, local EMS, Fire Department and Law Enforcement staff. Furthermore, like the annual foster parent conference, these events provide educational information to parents and children and lots of time for staff and foster families to get to know one another in a more informal setting.

DHS is rolling out a foster parent satisfaction survey with results reviewed by a workgroup that is a collaboration of foster families, resource partner agency staff, tribal staff, DHS staff and Annie E. Casey consultants. This group is working on and in the process of rolling out a “Support is Everyone’s Job” campaign across the state. The campaign is emphasizing to DHS staff at every level the importance of supporting their local foster families. Another area of support offered to foster families is an increase in the monthly reimbursement rate. Each of the past three years, an increase in the rate occurred with the most recent taking effect 8-1-15. DHS also developed on-line training available anytime for foster families on how to complete a travel claim and a request for respite care. These were two of the most often identified needs by foster families.

2.3: New Therapeutic Foster Care Homes

Operational Question:

How many new Therapeutic Foster Care homes were opened in SFY15?

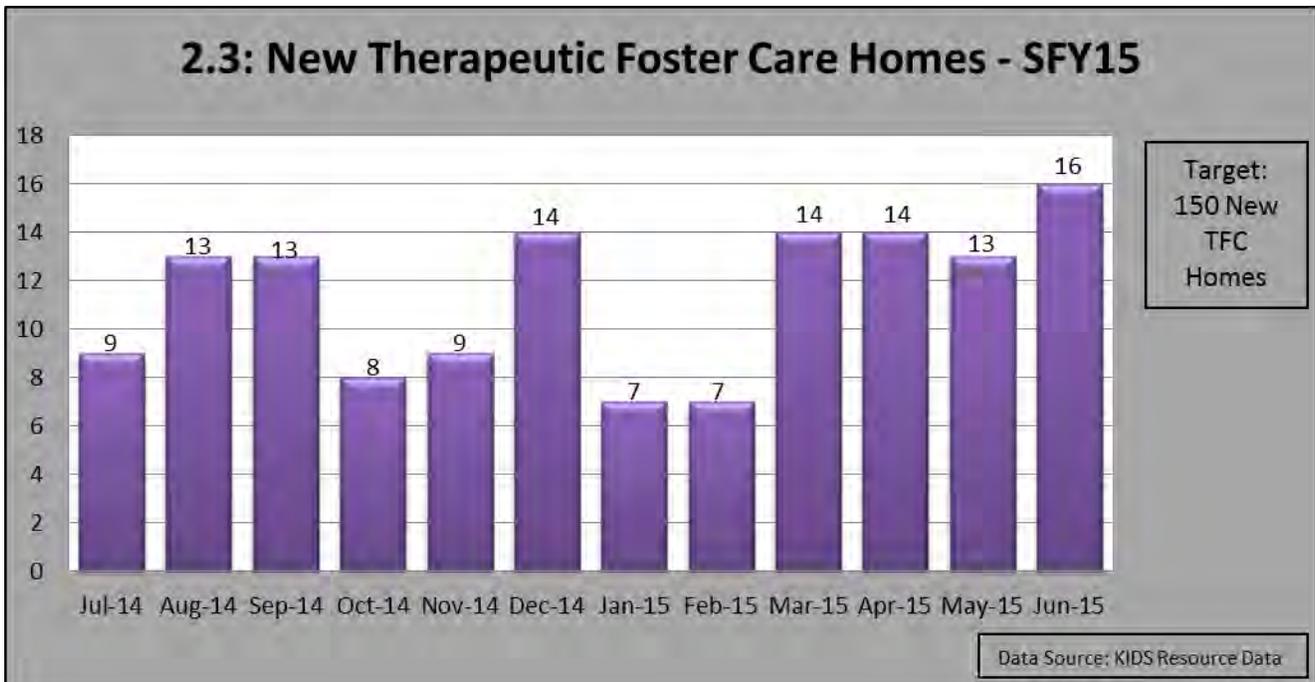
Data Source and Definitions:

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 for SFY15			471 TFC homes open as of 7/1/2014
07/1/2013 – 12/31/2013	All new TFC homes opened in the first half of SFY14	55 TFC Homes	107 Total TFC Homes opened in SFY14
1/1/2014 – 6/30/2014	All new TFC homes opened in the second half of SFY14	52 TFC Homes	
07/1/2014 – 12/31/2014	All new TFC homes opened in the first half of SFY15	66 TFC Homes	137 Total TFC Homes opened in SFY15
1/1/2015 – 6/30/2015	All new TFC homes opened in the second half of SFY15	71 TFC Homes	
Target			150 New Therapeutic Foster Homes opened by 6/30/2015

Section 4, Table 2.3-1



Section 4, Graph 2.3-1

Commentary:

A total of 471 TFC homes were open on July 1, 2014. During the year, 148 TFC homes were opened and 121 TFC homes were closed, leaving 498 homes open on June 30, 2015, for a net gain of 27 homes for SFY15. Of the 148 total TFC homes that opened during SFY15, 137 of these TFC homes were counted as new homes, according to the Pinnacle Plan criteria. The count of net gain only counts unique homes, even though a resource family may provide more than one type of foster care.

Therapeutic foster care initiated a new performance-based contract with 13 existing TFC contractors and one new contractor effective July 1, 2015. Discussion of possible contract metrics and measures was included in TFC quarterly meetings over the previous year with input gathered from contractors. A contract negotiation meeting held May 6, 2015 invited all open TFC contractors, the Oklahoma TFC Association director, and DHS program staff and administration.

This negotiation established the five performance metrics for the contract, formulas for measurement, and target rates for each. The TFC contractor is eligible to receive an annual incentive payment based on performance in five measurements. The amount of payment is calculated by a computation of the total number of bed days, or days of TFC placement, provided during the contract year divided by 365 resulting in one bed year. Each bed year provided by the contractor is eligible for payment up to \$800.00. Partial bed years are not eligible for payment at a prorated rate. The five measurements each comprise 20 percent of the total payment amount, or \$160.00 for each measurement that is met at the contract year's end. Metrics were chosen to support initial placement, placement stability, and placement of children with higher acuity or more complex treatment needs.

This negotiation process also established the framework for a tiered system of TFC placement with payment incentives for placement of children meeting criteria for four categories. The categories are based on the characteristics of children that typically experience the longest waiting period to obtain a TFC placement. These categories are:

- all teens;
- children and youth stepping down from group home and inpatient level of care;
- children with concurrent TFC and DDS needs; and
- children and youth who require placement as the only child in the home primarily due to behaviors that may endanger other children.

Each tier has time limitations. Children, 6 years of age and older, entering TFC meeting these four criteria may enter on HIGH tier and remain on that tier for six months as a period of stabilization with therapeutic support. All other children enter TFC on MID tier and HIGH tier steps down to MID tier for up to 12 months. All children then step down to LOW tier for up to six month to prepare for step down to traditional level of foster care. Children must continue to meet criteria for TFC approved by OHCA to remain in TFC.

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 CPS, PP, 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, Bridge, and Comprehensive workers.

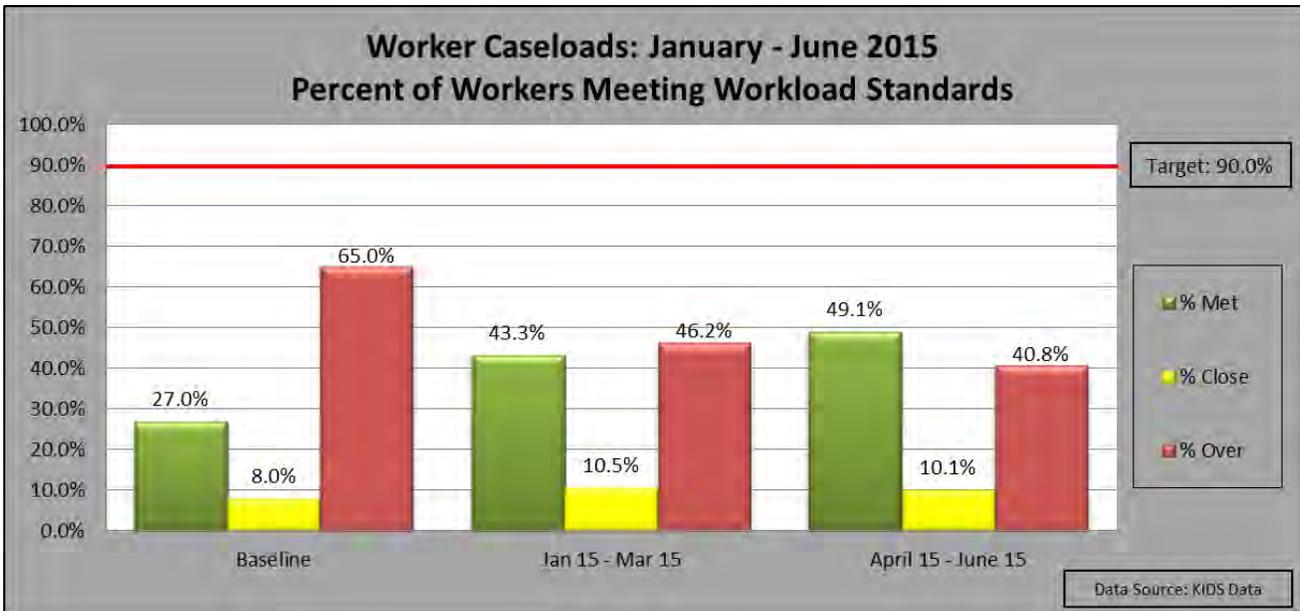
Description of Denominator and Numerator for this reporting period:

Denominator: The number of worker days worked by all child welfare workers in Bridge - Adoptions, Bridge – Foster Care, FCS, Investigation, and Permanency Planning between 1/1/2015-6/30/2015.

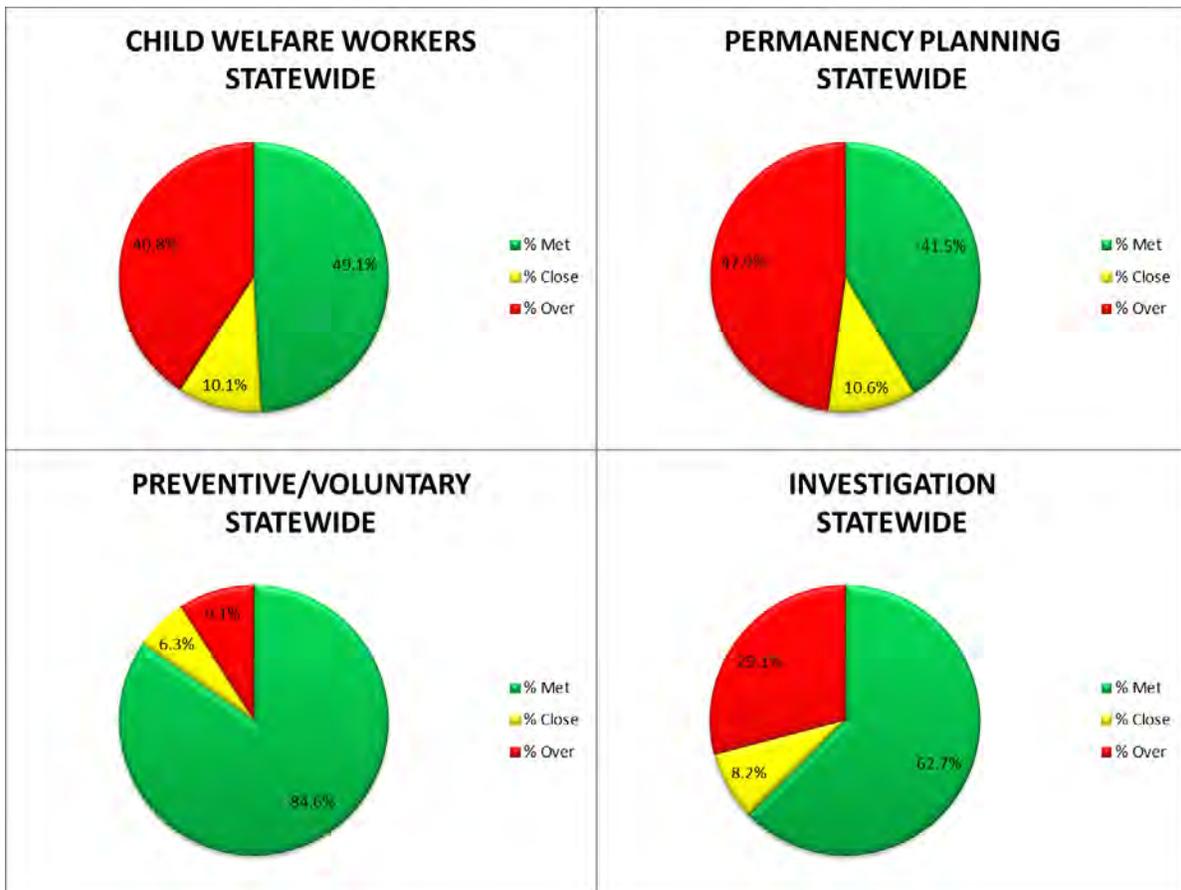
Numerator: Number of worker days where workers met the standard carrying a caseload of 100 percent or less of their calculated workload capacity.

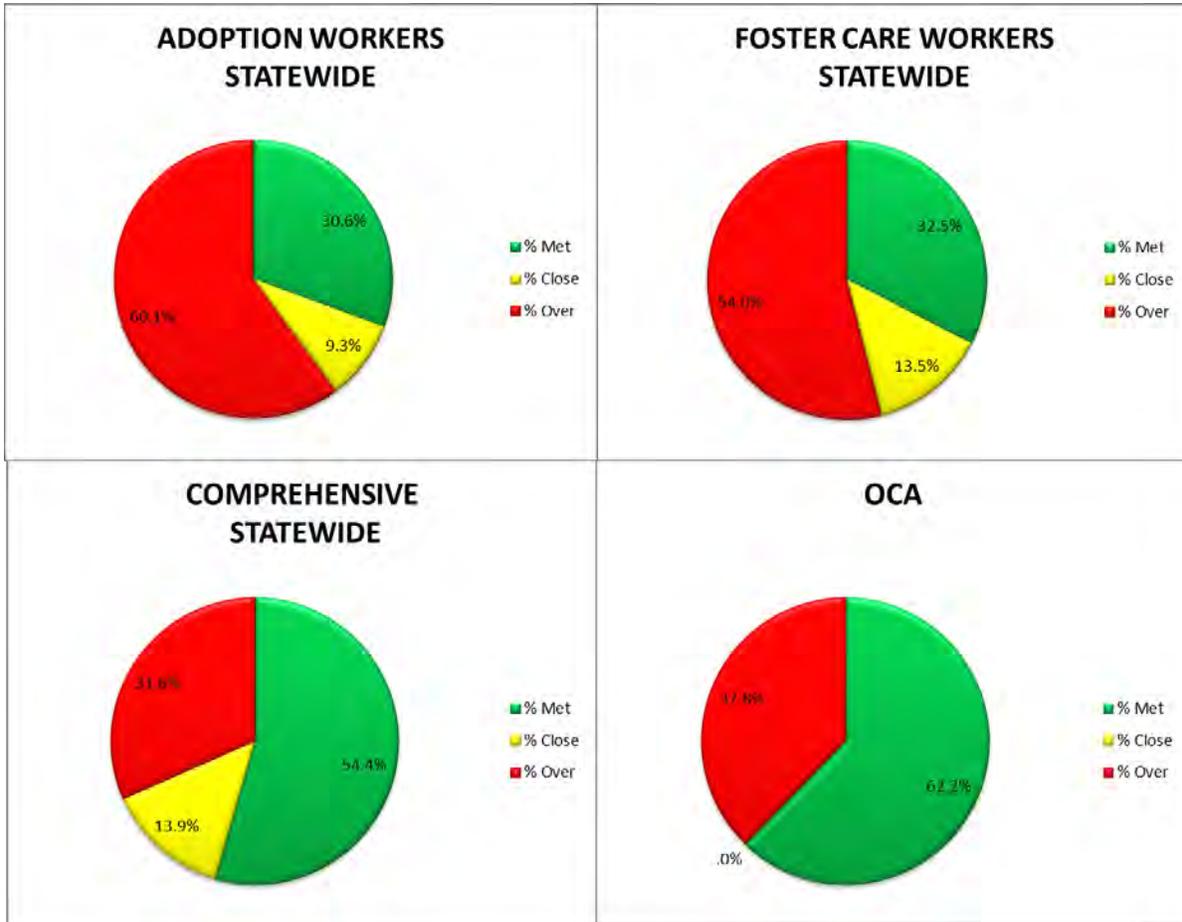
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				27.0%
7/1/2014 – 9/31/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	28,187 Days	105,965 Days	26.6%
10/1/2014 – 12/31/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	35,267 Days	114,190 Days	31.2%
1/1/2015 – 6/30/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	64,452 Days	131,266 Days	49.1%
Target				90.0%



Section 4, Graph 7.1-1





Section 4, Chart 7.1-1

Workers Meeting Workload Standards Apr 1, 2015 - Jun 30, 2015				
Worker Type	Worker Days	% Met	% Close	% Over
BRIDGE - ADOPTION	6993	30.6%	9.3%	60.1%
BRIDGE - FOSTER CARE	14264	32.5%	13.5%	54.0%
COMPREHENSIVE	9554	54.4%	13.9%	31.6%
PERMANENCY PLANNING	55653	41.5%	10.6%	47.9%
PREVENTIVE/VOLUNTARY	5985	84.7%	6.3%	9.1%
INVESTIGATION	37612	62.7%	8.2%	29.1%
OCA	1205	62.2%	.0%	37.8%
STATEWIDE TOTAL	131266	49.1%	10.1%	40.8%

Section 4, Table 7.1-2

Commentary:

In the current quarter, DHS averaged 1,442 workers in Adoptions, Foster Care, Comprehensive, Permanency Planning, Prevention, Investigation, and OCA. As of June 30, 2015, the partner agencies, based on a workload standard of 22 families, were at 100 percent for meeting workload standards.

The total number of caseload carrying staff in CWS steadily increased over the last six months. As a result, the total percentage of staff meeting workload standards increased since the last reporting period. Although caseloads are not yet at the Pinnacle Plan standard, DHS undertook extensive efforts to decrease caseloads. In many offices, the caseloads are significantly lower than they were prior to Pinnacle Plan implementation.

In September 2014, worker workloads dropped to 26.6 percent, which was below the baseline of 27 percent. DHS then developed a weekly caseload and position management report that included the:

- number of caseworker positions allocated to the district;
- list of caseworkers currently employed and their caseload carrying capacity under graduated caseloads – 0%, 25%, 50% and 100%;
- caseloads for each caseworker;
- number of caseworkers, by type, needed to achieve 90 percent caseload compliance based on the previous week's workload;
- number of vacant caseworker positions available to fill;
- number of vacant caseworker positions posted to fill; and
- number of caseworker positions vacated and/or new resignations or transfers announced during the previous week.

DHS identified 10 Priority Districts with the highest needs and have a weekly call with the District Directors of those districts to identify and overcome barriers to hiring and retention. DHS did several things to neutralize barriers such as Multiple Continuous Announcement (MCA), Job Fairs and Career Events, and position specific issues. MCA is a process with a continuous job announcement so when a position is approved to be filled, the applicant list is ready and can be sent in a couple of days rather than waiting for the job to be posted for a specific number of days and then compiling an applicant list. This change decreased the time between approval to fill the position and receiving the applicant list. Job Fairs and Career Events have been very successful in reaching potential employees and getting them to apply. Twenty Job Fairs and Career Events and the use of social and traditional media that go with the events has drawn over a thousand potential applicants over the last six months. Several applicants were hired through these events.

The weekly calls include the District Directors of the Priority Districts, Jami Ledoux, Kevin Haddock, and DHS Human Resource Management (HRM) staff. These calls allow for discussion of position specific problems and issues with the staff that have the authority to get quick solutions. This approach kept positions from “falling through the cracks” and cut weeks off the hiring and onboarding process for those specific positions. Some discussions led to enhanced training to ensure the field and HRM are getting the most out of the improved processes. Since the designation of the Priority Districts, two districts showed enough improvement to lose their Priority designation and were replaced by other districts on the weekly calls.

These efforts paved the way for DHS to make significant improvements in the number of staff meeting workload standards by increasing the number of caseload carrying workers while the number of cases remained relatively static. To continue the improvements, DHS not only has to increase the number of caseload carrying workers but they have to be hired in the correct district and that district must have enough positions to handle turnover and graduated caseloads for new workers. The goal is to keep new workers from getting overwhelmed and leaving. DHS created an integrated spreadsheet that takes these variables and shows how many positions a district needs in order to meet caseload standards. DHS also allocated enough positions to each district to meet caseload standards based on the calculation of the integrated spreadsheet and continues to monitor each districts progress towards meeting caseload standards. After six months of intense hiring and barrier busting activities, DHS is on track to meet the 90 percent goal during the summer of 2016.

DHS also implemented a number of recruitment and retention strategies to reduce turnover. DHS continued with the annual pay increases in the Pinnacle Plan along with an educational incentive to aid with recruiting and retaining staff. The educational incentive pays an incentive payment of up to 10 percent to CWS employees with a Bachelor of Social Work or Master of Social Work degree.

DHS targeted retaining new workers by reducing a new worker's caseload and easing the worker into carrying a full caseload, referred to as a graduated caseload. The graduated caseload starts when a worker completes CORE and HOT testing and is then assigned 25 percent of a full caseload. After three months with a 25 percent caseload, the worker is moved to a 50 percent caseload for three months. After three months with a 50 percent caseload, the worker receives a full caseload assignment. At the end of June 2015, 74.5 percent of staff with less than a year of experience were meeting the graduated workload standards. This approach lessens the number of new workers being overwhelmed and leaving CWS due to stress caused by assigning a full caseload too early. This commitment to implementation of graduated caseload assignments impacted turnover this past year. Turnover dropped for the Child Welfare Specialist from 22.4 percent in SFY14 and 22.6 percent in SFY13 to 18.9 percent in SFY15 ending June 30, 2015 as reported in Child Welfare Statistics 4th Quarter from DHS HRM.

7.1 Continued - 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:

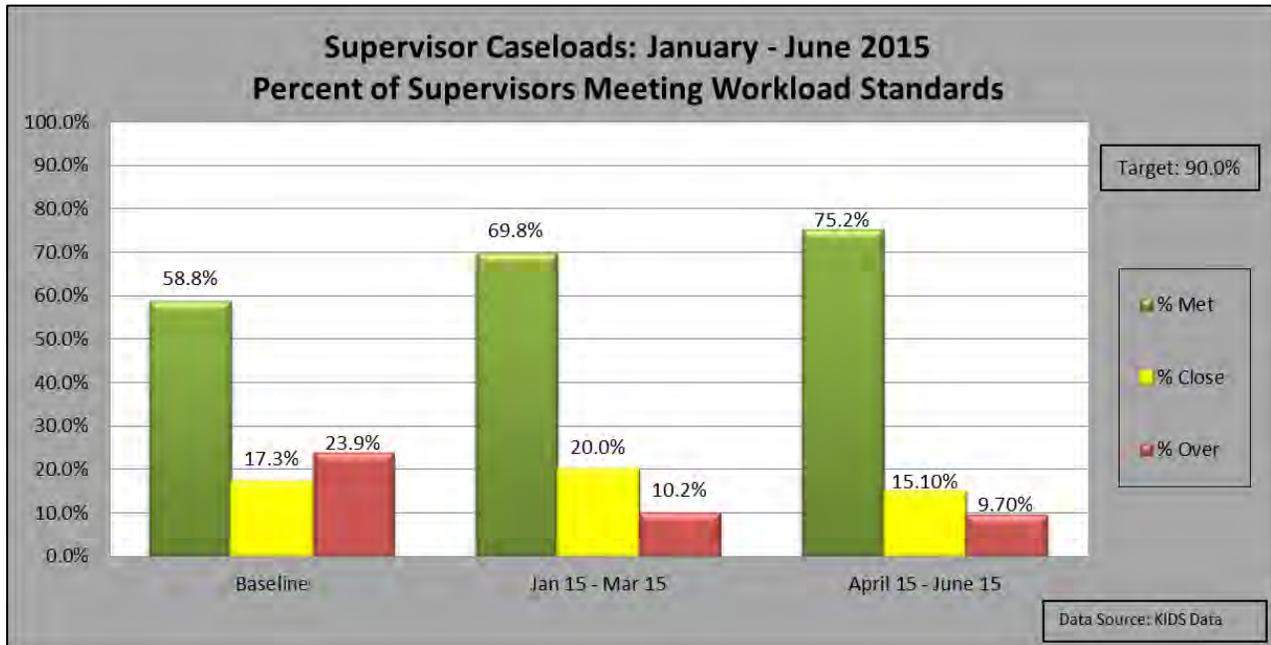
Denominator: All current supervisor units currently supervising caseload carrying workers in Adoptions, Foster Care, Family Centered Services, Investigation, and Permanency Planning.

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

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline				58.8%
7/1/2014 – 9/30/2014	All supervisors with a unit currently supervising case load carrying workers	197 - Met	296 Units	66.6%
10/1/2014 – 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%
Target				90.0%

Section 4, Table 7.1-3



Section 4, Graph 7.1-2

Commentary:

For the current quarter, there are a total of 351 Supervisor Units. As of June 30, 2015, there were 1,464 CW specialists I, II, and III's. This calculated to a statewide worker to supervisor ratio of 4.66: 1. There were 264 supervisor units that met the workload standard, 53 units were close to meeting the standard, and 34 units were over the standard. As part of this measure, supervisor workloads must also be calculated into the workload standard. There were 83 supervisors with at least one assignment on their caseload and 27 of those supervisors had more than two assignments. In the previous quarter, 73 supervisors had at least one assignment and 22 of those had more than two assignments. With performance on this measure at 75.2 percent of supervisors meeting standards, up from a baseline of 58.8 percent, positive trending continues to occur.

The positive trending is paramount to the success of meeting caseloads standards and having positive outcomes for the children and families served by the system. Supervisors support workers, especially new workers, in case decisions and in dealing with the stress of the job and good supervision is the big reason why staff either stay or leave the agency. Good supervision is one of the most important retention strategies for reducing worker turnover. As with the caseload standards for the caseload carrying staff, DHS must know the districts where the supervisors are going to be needed and make sure enough positions are allocated to meet that need. DHS allocated enough supervisor positions to cover the need and allocated them to the correct districts. Calculating and allocating supervisors is part of the process for calculating and allocating caseload carrying positions so that there will always be enough supervision in the field.