



PINNACLE PLAN MEASURES

SEMI-ANNUAL SUMMARY REPORT

JANUARY 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 will summarize the most significant strategies implemented for each Target Outcome and, where possible, draw 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, changes in definitions, or data quality issues that may be discovered through the process.**

Organization of the report

In an effort 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.

In an effort 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.**

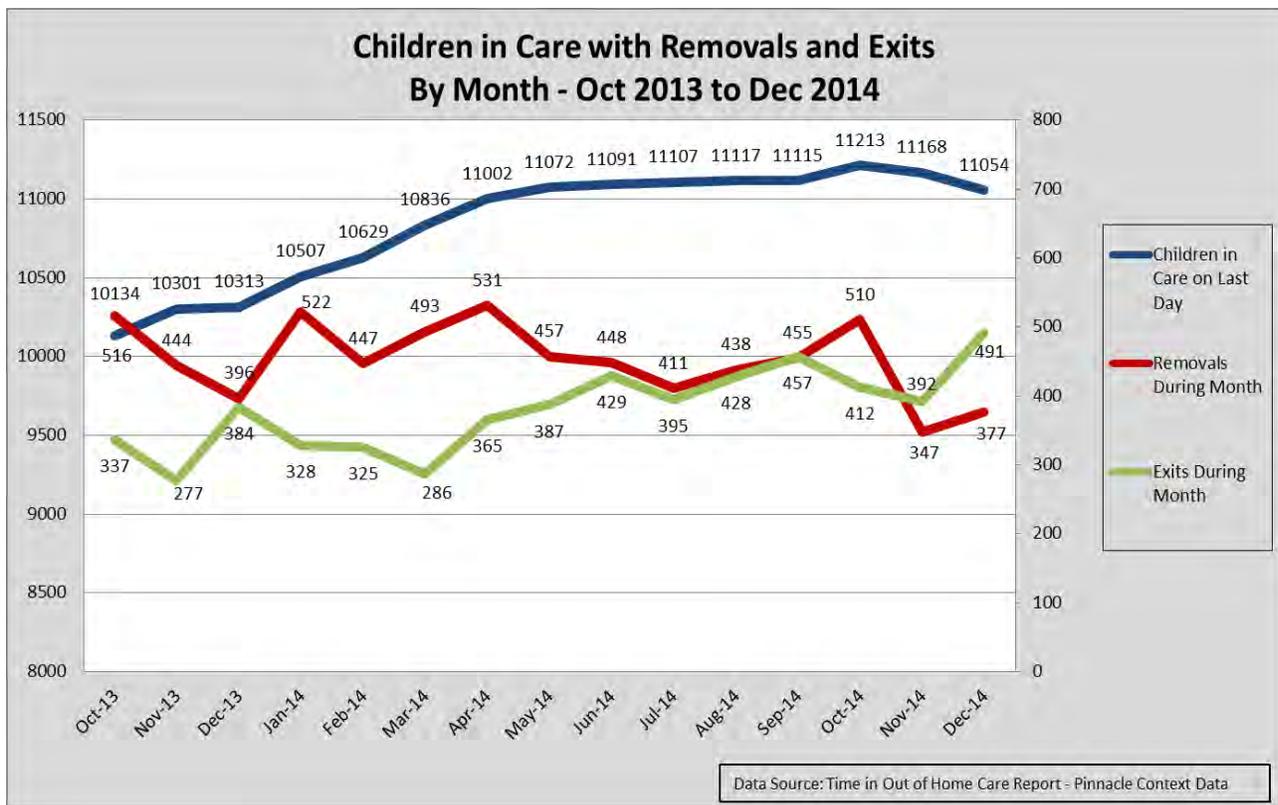
SECTION 3: Process and quality of care indicators. This section reports on metrics designed to measure the process and quality of certain case practices. These include indicators pertaining to the **frequency of worker contacts.**

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 implementing the Pinnacle Plan in July 2012, six months after the Settlement Agreement was reached. As of January 2015, DHS is at the half way point of the implementation of the Pinnacle Plan. In July 2012, there just over 9,000 children in care and as of January 2015, the number of children in care reached 11,054. The chart below, Section 1, Graph 1, shows the number of children removed and exiting care during each month of Federal Fiscal Year 2014 through December 2014 which covers the time frame of this Semi-Annual report. Since October 2014, the number of children exiting care has outnumbered the children removed which has led to a decrease in the overall number of children in care.



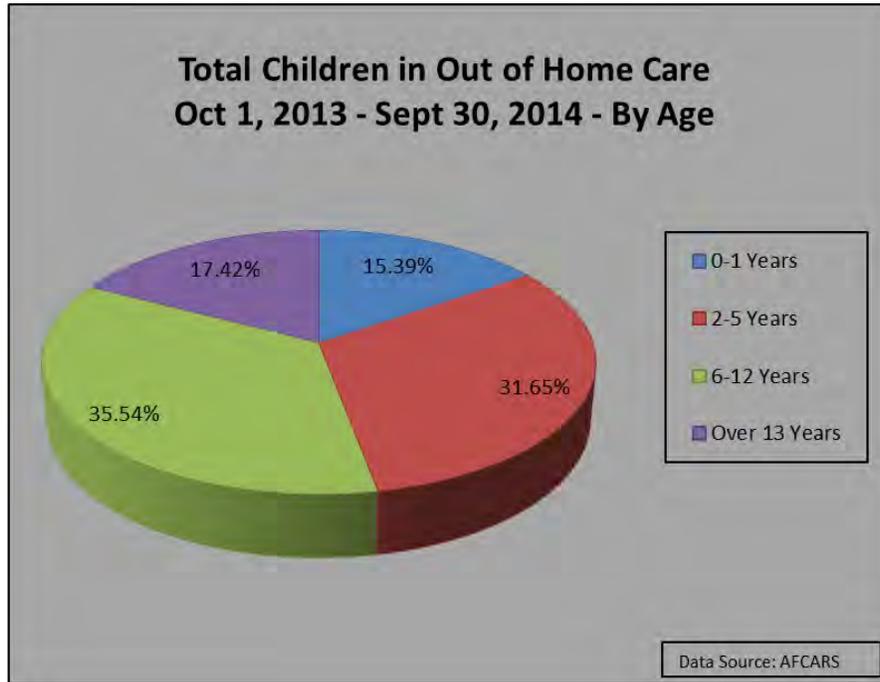
Section 1, Graph 1

Demographic information by reporting period

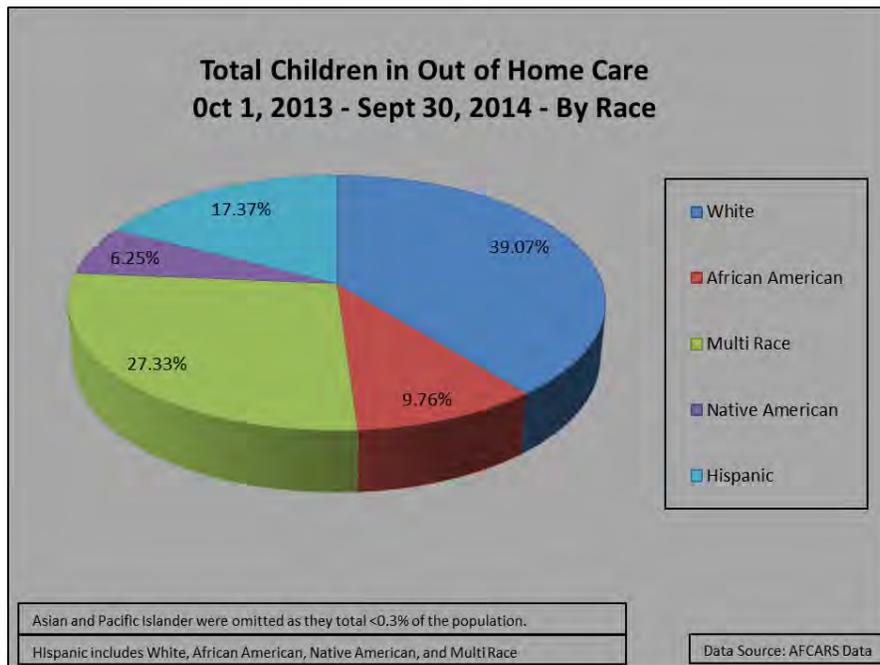
During the reporting period October 1, 2013 – September 30, 2014, DHS served 16,272 children. The “served” population includes all children who were in care for at least 24 hours. This number also includes children in Tribal custody. For the purposes of Pinnacle Plan reporting, children in Tribal custody are not included in the measures, except for the Absence of Maltreatment in Care measure, which includes all children served. This leaves a total population of 15,513 children.

The Section 1, Charts 1 and 2 show the demographics of these children by age and race as of September 30, 2014. 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 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 federal fiscal year (October 1 through September 30). Oklahoma used the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) (14A & 14B) files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file (covering AFCARS 14A & 14B 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, which is collected from KIDS each month.
- The federal metric only counts a victim once during the FFY, even if a child is victimized more than once in the course of a year. Whereas in the monthly report, a victim will be counted for every substantiated finding of abuse or neglect.
- Also, NCANDS does not include any referral if the report date and completion date do not both fall during the same FFY reporting period.
- The total population included 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 in institutional settings in March 2013.

Description of Denominator and Numerator for this reporting period:

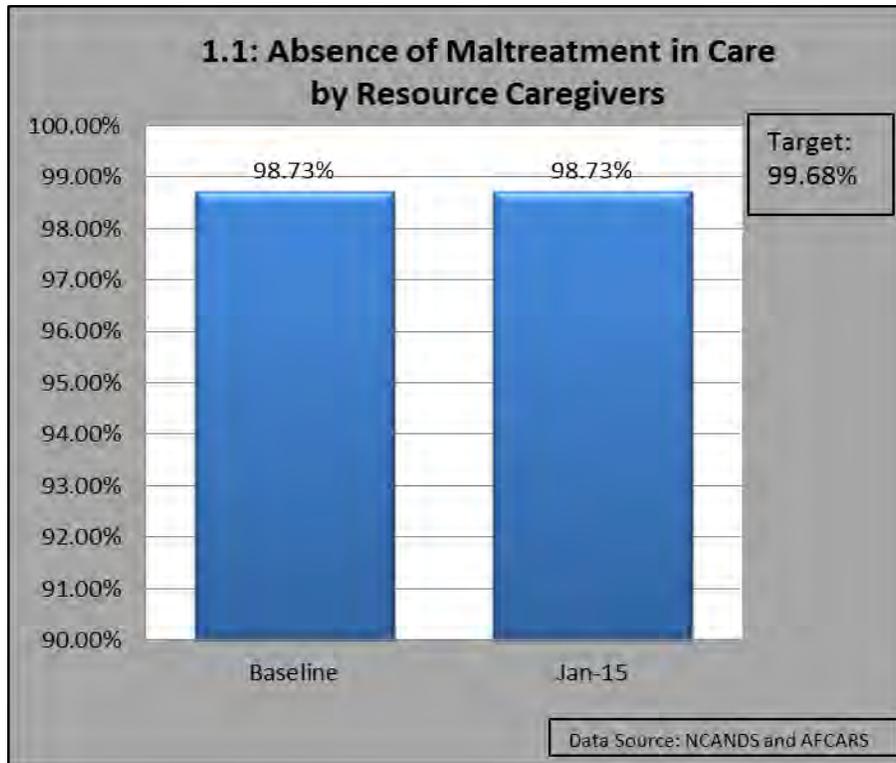
Denominator: All children served in foster care between 10/1/2013 and 9/30/2014.

Numerator: The number of children served in foster care between 10/1/2013 and 9/30/2014 who did not have any substantiated or indicated allegations of maltreatment by a foster parent or facility staff member during that period.

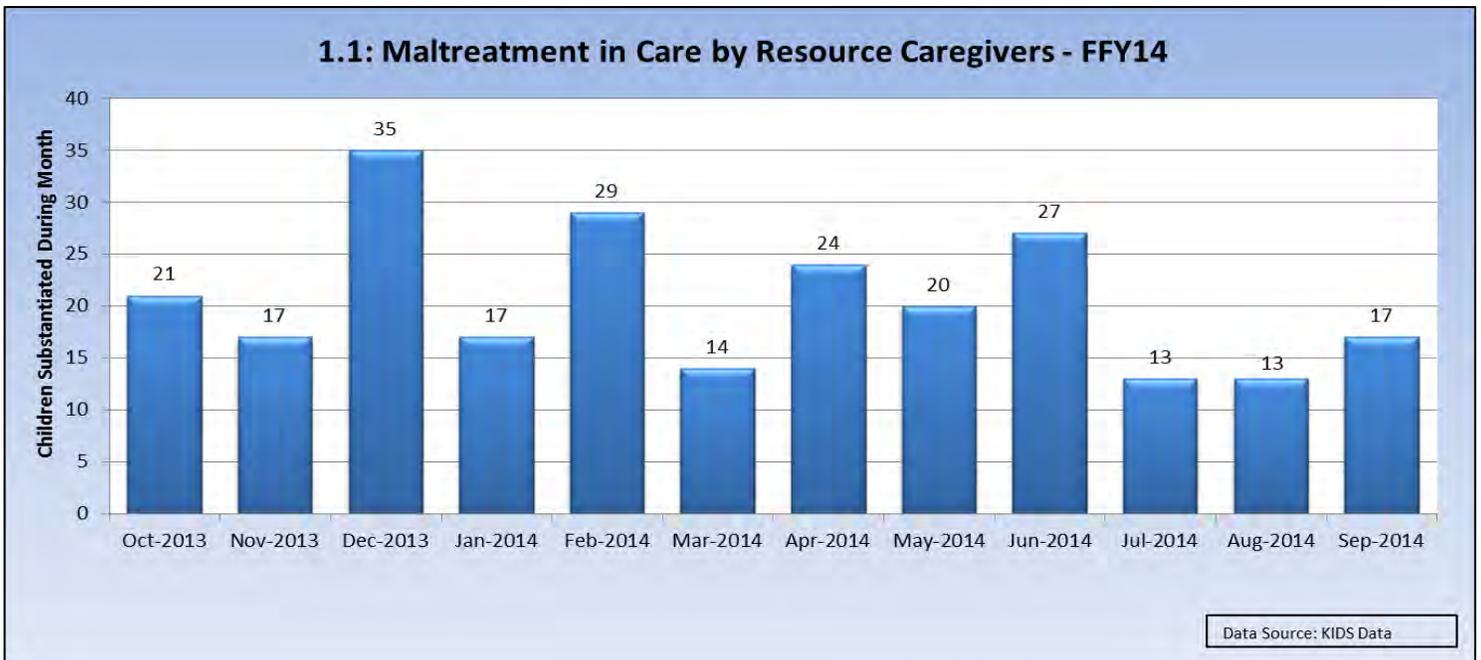
Trends:

| 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% |
| Target | | | | 99.68% |

Section 2, Table 1.1-1



Section 2, Graph 1.1-1



| | Oct-2013 | Nov-2013 | Dec-2013 | Jan-2014 | Feb-2014 | Mar-2014 | Apr-2014 | May-2014 | Jun-2014 | Jul-2014 | Aug-2014 | Sep-2014 |
|----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| # of Substantiations | 21 | 17 | 35 | 17 | 29 | 14 | 24 | 20 | 27 | 13 | 13 | 17 |

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 remained the same since the baseline was established.

For the reporting period October 1, 2013 – September 30, 2014, a total of 247 substantiations of maltreatment while in out of home care were reported in the monthly MIC Pinnacle Plan Measure. These 247 victims were included in 147 separate referrals: 104 referrals for children in foster care and 43 referrals to OCA. Of the 191 victims placed in foster care:

- 96 children were in a Kinship Foster Care Home;
- 67 children were in a traditional foster home;
- 11 children were in a Therapeutic Foster Care Home;
- 7 children were in a Tribal Foster Care Home;
- 7 children were in a Specialized Community Home;
- 1 child was in a Developmental Disability Services (DDS) foster family care home; and
- 2 children were in an adoptive placement.

Of the 56 OCA victims:

- 27 children were in a Level D, D+, or E Resource Facility;
- 3 children were in an Acute Psychiatric hospital;
- 3 children were in a Youth Services Shelter;
- 4 children were in a DHS shelter;
- 4 children were in a Non-DHS operated facility;
- 1 child was in a DHS operated facility;
- 10 children were in a Psychiatric Residential Treatment Center;
- 2 children were in Individual Therapeutic Services; and
- 2 children were AWOL.

For NCANDS reporting, there were 206 victims reported. The difference between the two measures is explained above.

Many projects and initiatives are underway, targeted at keeping children safe from abuse and neglect while in the custody of DHS, thereby reducing maltreatment in care. Some are ongoing while others were introduced during this reporting period.

Statewide efforts In the Specialized Placements and Community Partnerships program, trauma-informed care training continues for all staff in group home settings. The staff in the two new group homes were trauma trained prior to children being placed.

CWS Programs staff is currently conducting an abbreviated CQI review that includes approximately 20 percent of substantiated reports from 1.1 and 1.2 to identify trends and issues to develop targeted strategies to reduce the number of occurrences of maltreatment for all children in out-of-home care. This review is expected to be completed by the end of March 2015.

Program reviews are conducted by program staff and continue on all substantiated investigations on children in out-of-home care at the therapeutic foster care level and below. The program review also serves as the appeal for the resource parents. Furthermore, it helps to inform program staff about the areas and regions that need additional training for the field. The review results are passed along to the appropriate foster care field staff to decide what actions need to be taken.

Another recent effort, designed to impact maltreatment in care, tracks minor injuries to DHS custody children. Previously, when a preliminary inquiry was done on a child in care who received a minor injury that did not rise to the level of abuse or neglect, the injury was simply documented in an open narrative form in a contact. Now a screen in KIDS guides the worker to describe the injury, how it happened, and the type of medical treatment sought, if any, along with the medical provider. A drop down box requires the worker to pick the living arrangement of the child at the time of the injury. If the injury occurred in a foster home, the information populates to the KIDS resource parent file. Injuries can now be tracked by resource. DHS can identify resource caregivers with increased injury incidents and address any issues to ensure the safety of children placed with the caregivers.

Multiple Permanency Planning program improvements were implemented this year in an effort to improve and sustain the safety of children in care. Historically, worker visits by the county of jurisdiction worker were only required quarterly if the child had a contract worker through Comprehensive Home-Based Services or was assigned a Developmental Disabilities Services case manager. Secondary worker assignments were common practice when the county of jurisdiction worker was housed outside the county of the child's placement. The practice of multiple alternative workers seeing the child is phasing out and is being replaced with one consistent assessor of safety visiting the child every month. The new practice requires all workers to visit all children on their caseloads a minimum of one time per month. Permanency Planning training offers more in-depth instruction, earlier in the worker training regimen on safety assessment policy and practices. Policy was updated to support these practice enhancements. Improved practices promote more consistent and thorough safety assessments as well as enhance engagement between workers and clients. The goal of the practice changes is to make it more likely for the child to disclose when unsafe and for a worker to identify an unsafe child, whether that child is in a placement or trial reunification.

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 federal fiscal year (October 1 through September 30). Oklahoma used the two official state-submitted AFCARS (14A &14B) files combined with a non-submitted annual NCANDS (Covering AFCARS 14A & 14B 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, which is collected from KIDS each month.
- 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 if a child is victimized more than once in the course of a year. Whereas in the monthly report, a victim will be 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 if the reported abuse occurred prior to the child coming into care. Whereas in the monthly metric, children disclosing abuse that occurred prior to coming into care are excluded.

Description of Denominator and Numerator for this reporting period:

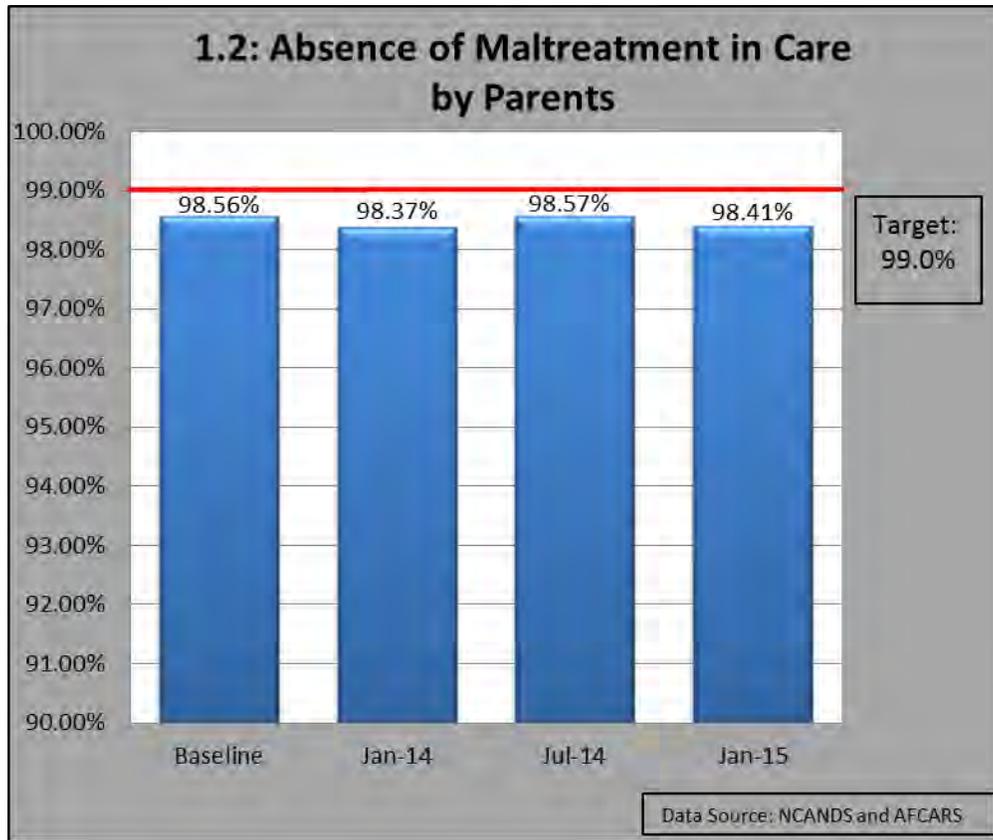
Denominator: All children served in foster care between 10/1/2013 and 9/30/2014.

Numerator: The number of children served in foster care between 10/1/2013 and 9/30/2014 who did not have any substantiated or indicated allegations of maltreatment by a parent during that period.

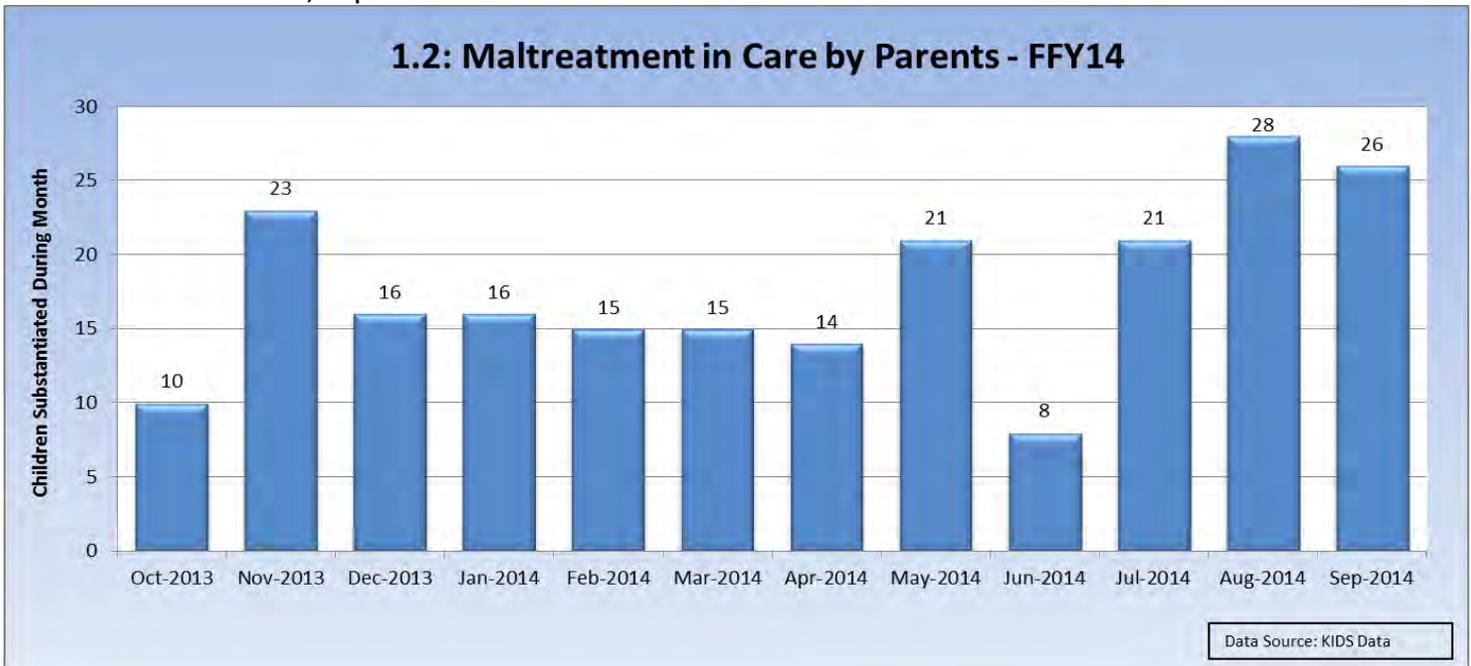
Trends:

| 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% |
| Target | | | | 99.00% |

Section 2, Table 1.2-1



Section 2, Graph 1.2-1



| | Oct-2013 | Nov-2013 | Dec-2013 | Jan-2014 | Feb-2014 | Mar-2014 | Apr-2014 | May-2014 | Jun-2014 | Jul-2014 | Aug-2014 | Sep-2014 |
|----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| # of Substantiations | 10 | 23 | 16 | 16 | 15 | 15 | 14 | 21 | 8 | 21 | 28 | 26 |

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 October 1, 2013 – September 30, 2014, there were a total of 340 substantiations of maltreatment while in out-of-home care by parents reported in the monthly MIC Pinnacle Plan Measure. These 340 victims were included in 182 separate referrals. However, in the monthly reporting, 127 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 340 victims in out-of-home care by parents:

- 166 were in Trial Reunification (48.8%);
- 80 were in Kinship Foster Homes (23.5%);
- 57 were placed in Foster Homes (16.8%); and
- 37 were placed in Above Foster Care or Other type settings (10.9%).

DHS offers services to parents to help ensure that the reunification process with their child is successful. Through the Comprehensive Home-Based Services, parents receive the evidenced-based SafeCare education modules that address childhood illness and home safety, but more importantly parent-child interactions, problem-solving, and communication. An additional module, Managing Child Behavior, is provided as well when necessary after the child is assessed. This module is provided to parents if their child's behavior is disruptive and threatens reunification success. In SFY 2014, 40 percent of all CHBS cases were for the purpose of reunification, with the remainder being opened to prevent the removal of a child. DHS is in the process of determining the causal factors for the reduced numbers from the previous fiscal year of reunification cases referred to CHBS.

To better serve all child welfare-involved children and improve their safety, permanency and well-being, DHS is working toward becoming a trauma-informed CW system. The majority of this work ties into a federal grant through the Children's Bureau, which is now in year three. The grant focuses on the mental and behavioral health screenings, assessments, and services for children in out-of-home care.

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 who 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 14A and 14B

- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period:

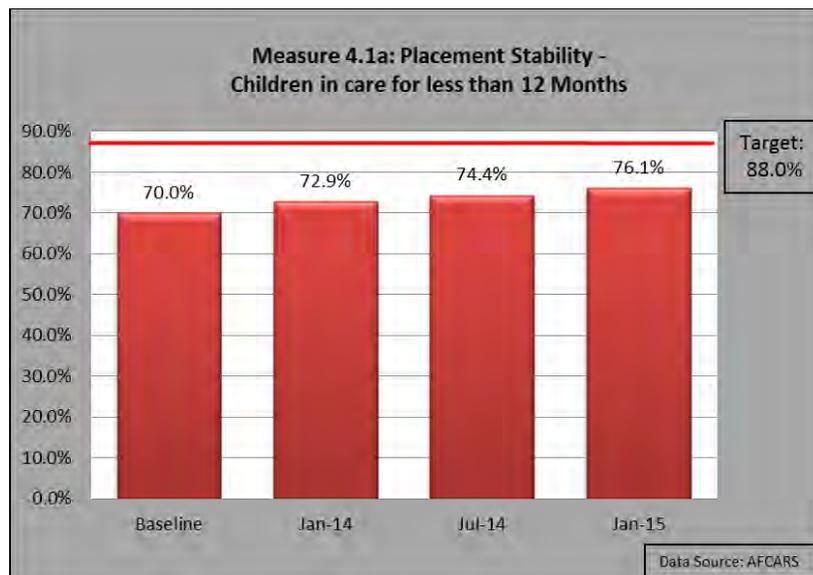
Denominator: All children served in foster care between 10/1/2013 and 9/30/2014 whose length of stay as of 9/30/2014 was between eight days and 12 months.

Numerator: All children served in foster care between 10/1/2013 and 9/30/2014 whose length of stay as of 9/30/2014 was between eight days and 12 months and who had two or fewer placement settings as of 9/30/2014.

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% |
| 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 who 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 14A and 14B

- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period:

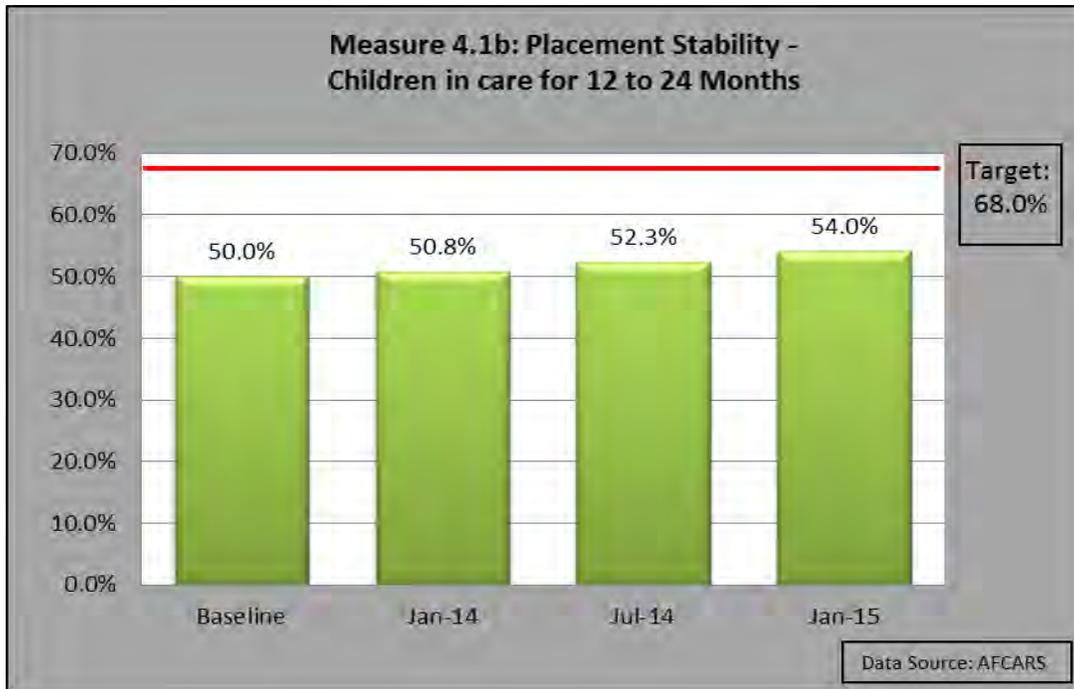
Denominator: All children served in foster care between 10/1/2013 and 9/30/2014 whose length of stay as of 9/30/2014 was between 12 months and 24 months.

Numerator: All children served in foster care between 10/1/2013 and 9/30/2014 whose length of stay as of 9/30/2014 was between 12 months and 24 months and who had two or fewer placement settings as of 9/30/2014.

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% |
| 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 who 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 14A and 14B

- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period:

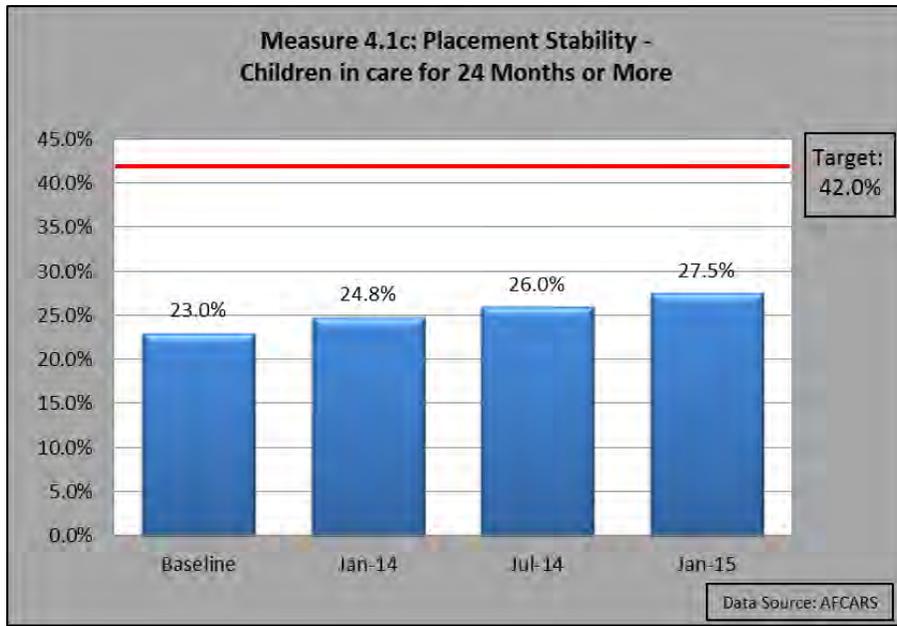
Denominator: All children served in foster care between 10/1/2013 and 9/30/2014 whose length of stay as of 9/30/2014 was 24 months or longer.

Numerator: All children served in foster care between 10/1/2013 and 9/30/2014 whose length of stay as of 9/30/2014 was 24 months or longer **and** who had two or fewer placement settings as of 9/30/2014.

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% |
| Target | | | | 42.0% |

Section 2, Table 4.1c-1



Section 2, Graph 4.1c-1

4.2: Placement stability—Placement moves after 12 months in care

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

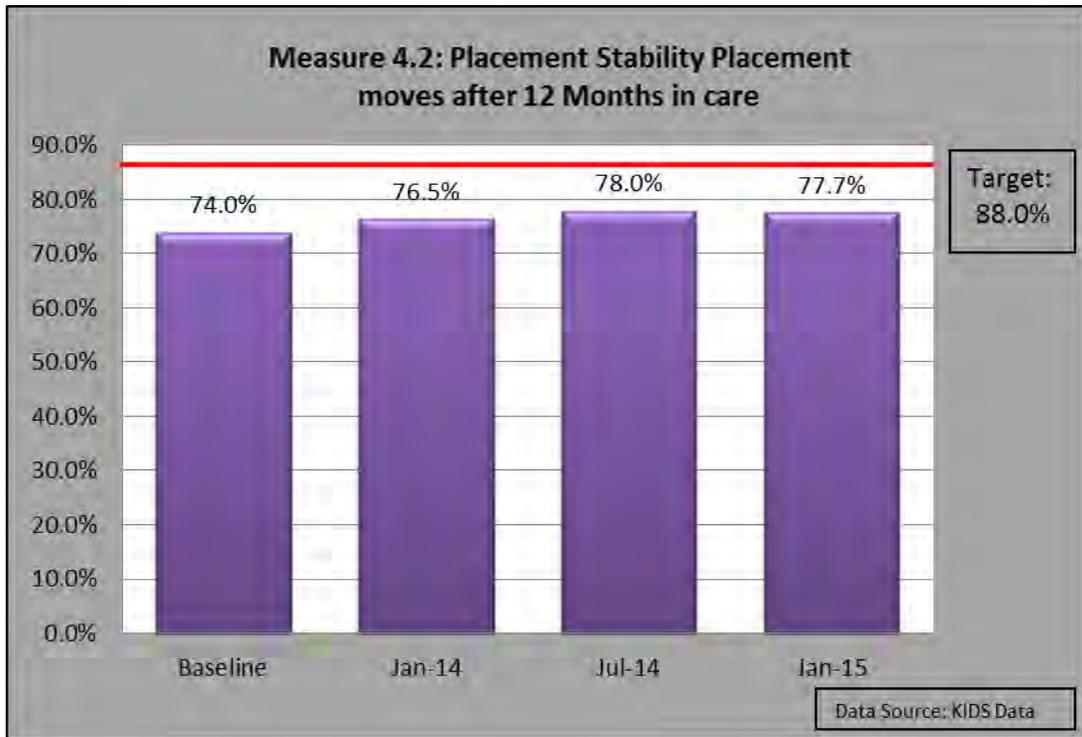
Denominator: All children served in foster care between 10/1/2013 and 9/30/2014 whose current removal was prior to September 30, 2013 and remained in care at least 12 months.

Numerator: All children served in foster care between 10/1/2013 and 9/30/2014 whose current removal was prior to September 30, 2013 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% |
| Target | | | | 88.0% |

Section 2, Table 4.2-1



Section 2, Graph 4.2-1

Commentary:

These metrics count children’s moves regardless of the reason for the move. Whereas some placement moves take place due to a problem with the child’s setting, some moves happen in order to help children achieve permanency, and some moves occur in response to the child’s changing needs. For example, if a sibling group of children is placed separately initially, a move to reunite the sibling group is counted in this measure. Additionally, a move to a kinship home that may not have been initially identified or available at the time of the child's removal is also counted. Moves from a higher level of care, such as a group home to a less restrictive setting, while viewed as good practice for a child, is counted in this measure. The federal and state Children and Family Services Reviews (CFSR) collect qualitative information on all moves for a child, and when they are planned events for the purposes of achieving permanency for the child the moves are counted as “positive” moves in the CFSR measure. In spite of this all inclusive count, it is important to note that positive trending for placement stability in all composites is indicated.

Several initiatives intended to impact placement stability measures are underway. However, DHS has adopted several “core strategies” that focus on the three target areas of workloads, foster home recruitment, and shelter care reduction. This targeted approach to “core strategy” development and implementation focuses agency efforts on the fundamental pieces of the reform effort. Each of the “core strategies” is focused, time limited, clearly connects to one or more of the three target areas and has specific measures and benchmarks linking it to the target area in which it aims to impact. In order to see the necessary progress in other areas such as placement stability, DHS must achieve manageable caseloads for frontline staff, recruit an adequate pool of resource families, and significantly decrease shelter usage. As performance in each of these three areas improves, it is believed that placement stability performance will improve as well. For example, as shelter usage decreases so will the number of placement moves. When children are placed directly into shelters upon entry into care, the shelter placement counts as the first placement. Likewise, as the number of foster families available for placement of children increases, the Department’s ability to more appropriately match children to placements based on individual needs increases. As more appropriate matches can be made, the likelihood that a placement maintains stability increases. Each of the “core strategies” will be discussed in the “summary” section.

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 July 1, 2014 – December 31, 2014, how many nights were spent in the shelter?

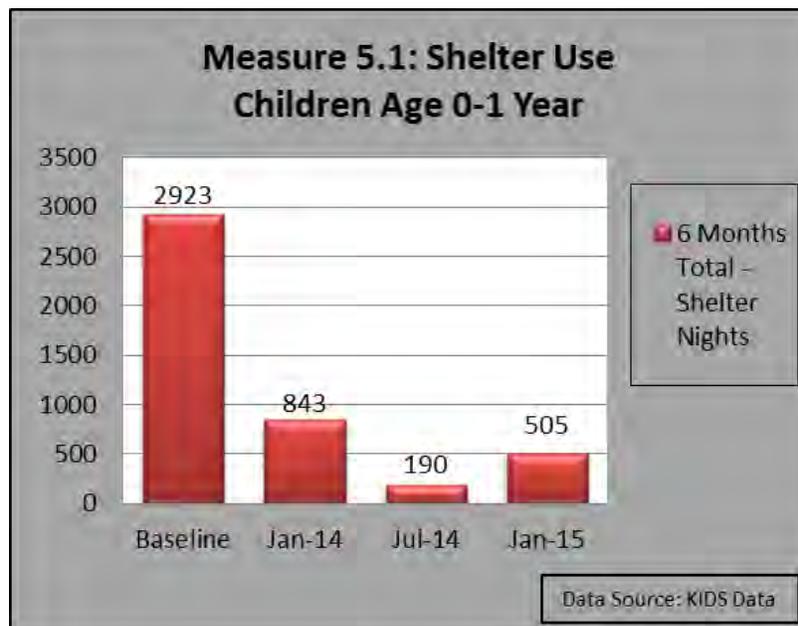
Data Source and Definitions:

Data shown is the total number of nights children ages 0-1 year old spent in the shelter during the time period from July 1, 2014 – December 31, 2014. The baseline for this measure was 2,923 nights with a target of 0 nights by 12/31/12. Automatic exceptions are made for children in the following circumstances: If the child is part of a sibling set of four or more, or if 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.

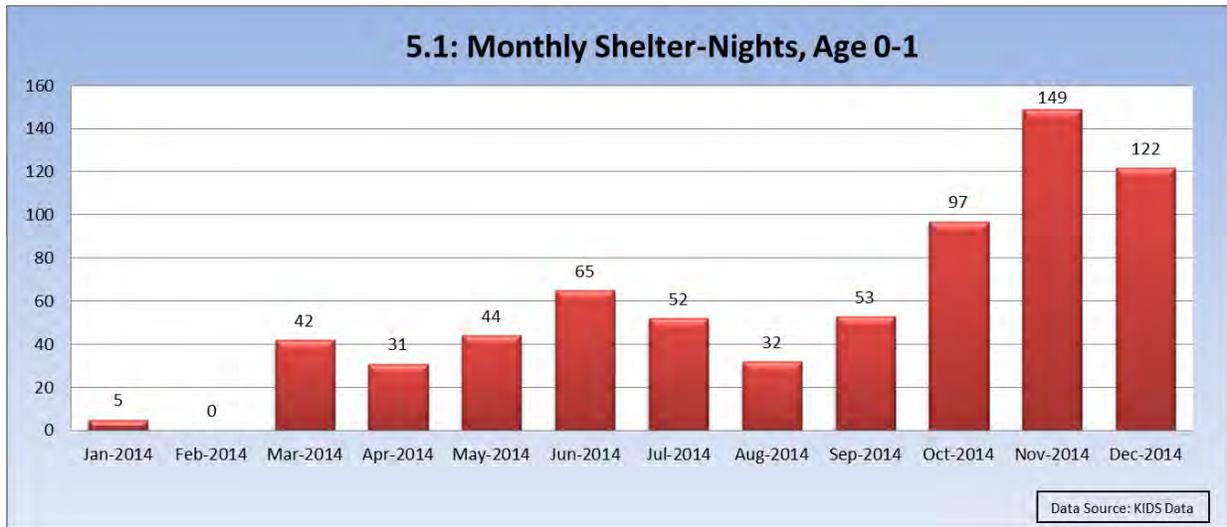
Trends:

| 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 |
| Target | | 0 nights |

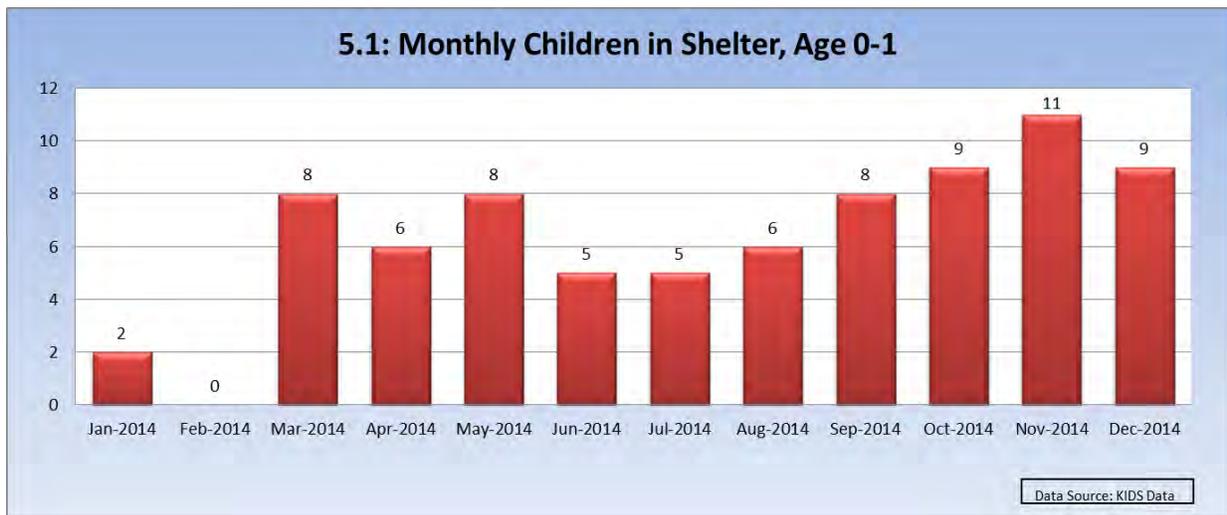
Section 2, Table 5.1-1



Section 2, Graph 5.1-1



Section 2, Graph 5.1-1



Section 2, Graph 5.1-2

Commentary:

A total of 33 children ages 0-1 year old spent 505 nights in the shelter between July 1, 2014 – December 31, 2014. Graph 5.1-2 identifies 48 children spending time in shelters between July 1 and December 2014. 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 33 children, 23 children, 69.7 percent, met an automatic exception: 22 in a sibling set of four or more and one child with a minor parent who was also in custody. The children meeting exceptions accounted for 500 nights, 99.0 percent, of the total nights for children age 0-1. During this time period, 2,254 children ages 0-1 year were in care and 98.5 percent of those children did not have a shelter stay. Overall, 13,588 children were in care and 91.1 percent of all children in care did not have an overnight shelter stay during the reporting period.

In Co-Neutral Commentary Three, October 2014, the Co-Neutrals indicated DHS made good faith efforts to achieve substantial and sustained progress toward reaching its commitment not to place children under age six in shelters, stating DHS made young children a priority for foster home placements. For this reporting period, the data reflects an increase in the number of “child-nights” for children in both the 0-1 and the 2-5 age categories. Further data analysis shows the increase is due to a rise in the number of young children that met the placement exception. Those children

account for 99 percent , age 0-1, and 54.1 percent, age 2-5, of the total shelter nights used during this timeframe. The young children placed in shelters stayed longer because they continued to meet the exception, which led to an increase in “child-nights.” DHS believes children should be placed with their siblings, but without family-like placements readily available for large sibling groups, especially those sibling groups with older children, ongoing use of the shelter maintains the sibling connection.

The Co-Neutral Commentary noted a utilization review of shelter authorization forms found that 21 of the 38 reviewed forms for children in these age categories were due to placement disruptions. These reviewed cases highlight a continued need for therapeutic placements for young children in Oklahoma. The Co-Neutral Commentary also noted in the reviewed cases that the majority of children placed into protective custody by law enforcement were taken to the shelter without DHS seeking a family-like placement first. The Department continues to work with local law enforcement agencies to promote education and collaboration to place children with relatives or in family-like settings prior to immediately taking children to shelters.

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 July 1, 2014 – December 31, 2014, how many nights were spent in the shelter?

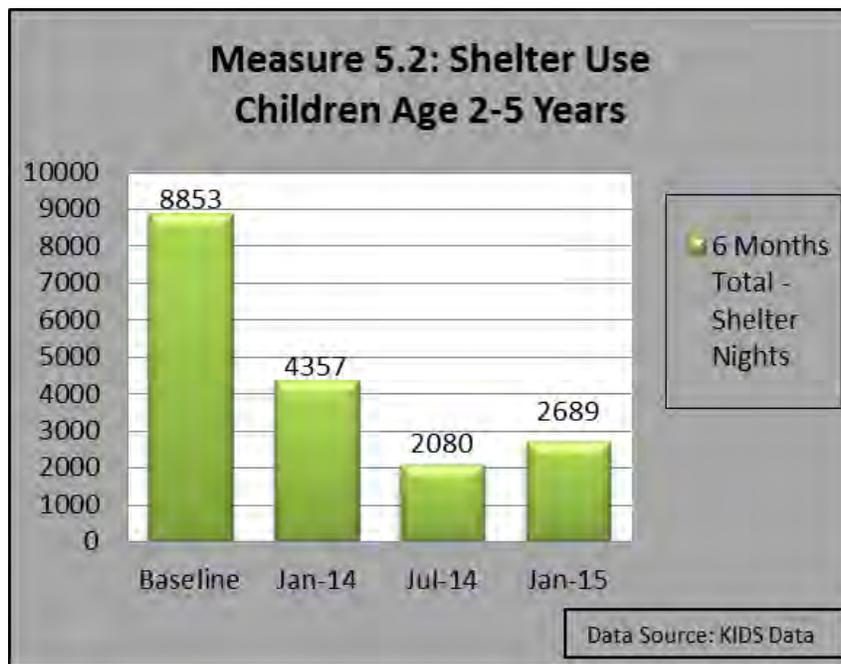
Data Source and Definitions:

Data shown is the total number of nights children ages 2-5 years old spent in the shelter during the time period from July 1, 2014 – December 30, 2014. The baseline for this measure was 8,853 nights with a target of 0 nights by 6/30/13. Automatic exceptions are made for children in the following circumstances: If 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.

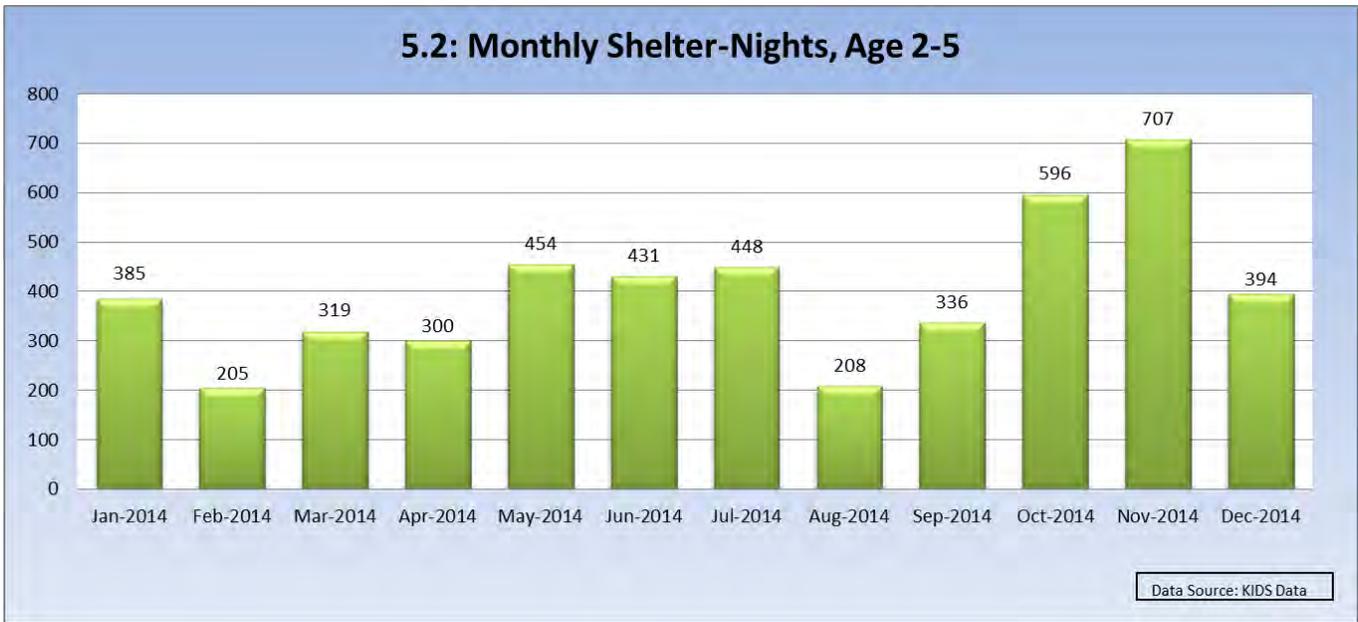
Trends:

| 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 |
| Target | | 0 Nights |

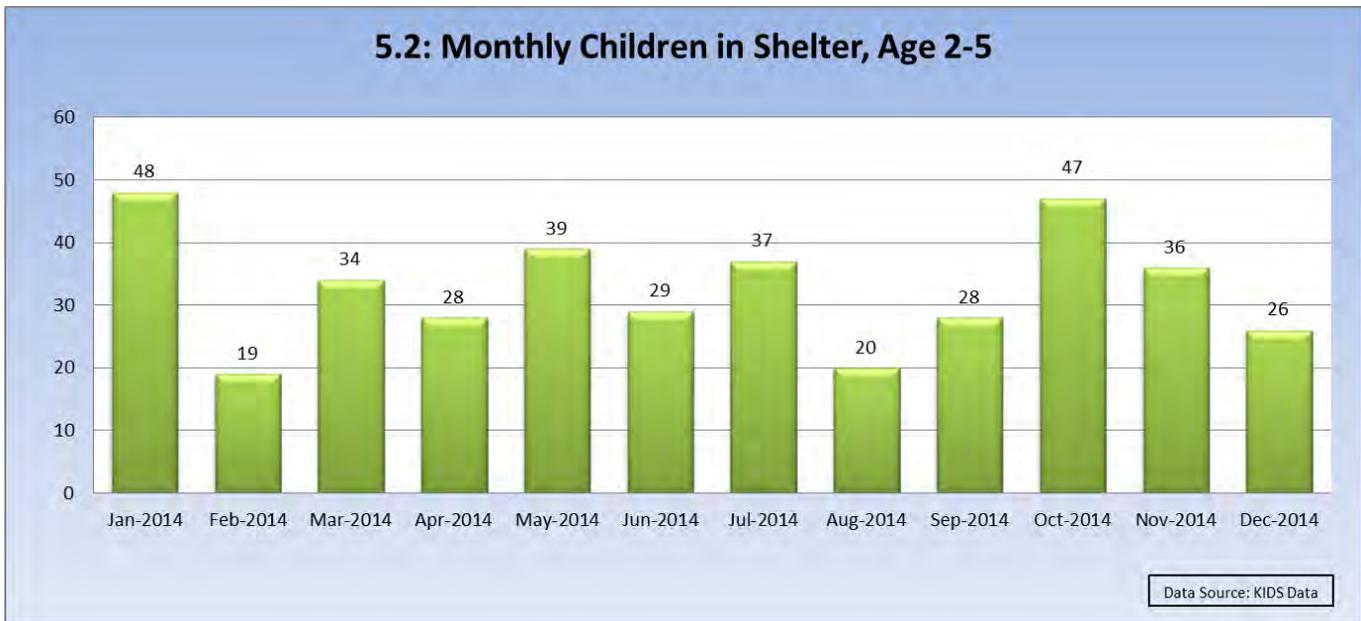
Section 2, Table 5.2-1



Section 2, Graph 5.2-1



Section 2, Graph 5.2-2



Section 2, Graph 5.2-3

Commentary:

A total of 121 children ages 2-5 years old spent a total of 2,689 nights in shelter care between July 1, 2014 – December 30, 2014. Section 2, Graph 5.2-3 identifies 194 children spending time in shelters between July and December 2014. In some cases, the child’s shelter stay extended across two months. The child is included in the count for both months. Of the 121 children, 49 children, 40.5 percent, met the automatic exception as part of a sibling set of four or more. The children meeting exceptions accounted for 1,455 nights, 54.1 percent, of the total nights for children ages 2-5. During this time period, 4,251 children ages 2-5 years were in care and 97.2 percent of those children did not have a shelter stay. Overall, 13,588 children were in care and 91.1 percent of all children in care did not have an overnight shelter stay. For additional details, see commentary in 5.1.

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 July 1, 2014 – December 31, 2014, how many nights were spent in the shelter?

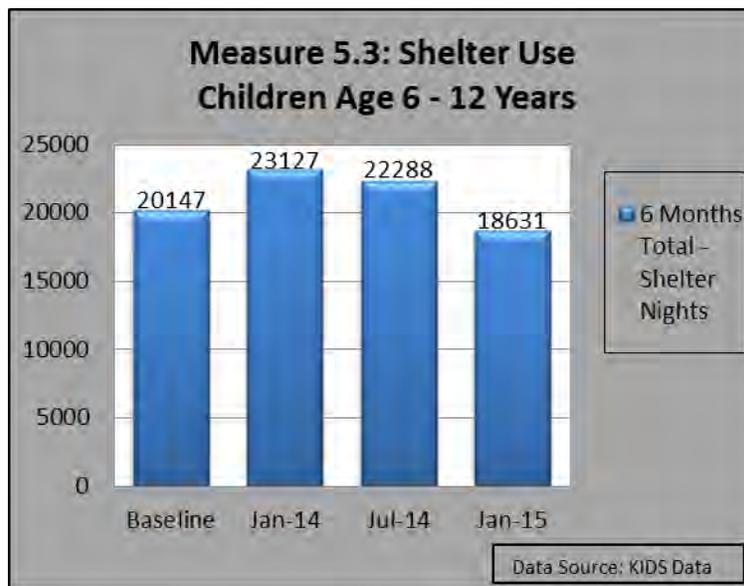
Data Source and Definitions:

Data shown is the total number of nights children ages 6-12 years old spent in the shelter during the time period from July 1, 2014 – December 30, 2014. 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 for children 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 |
| Target | | 0 Nights |

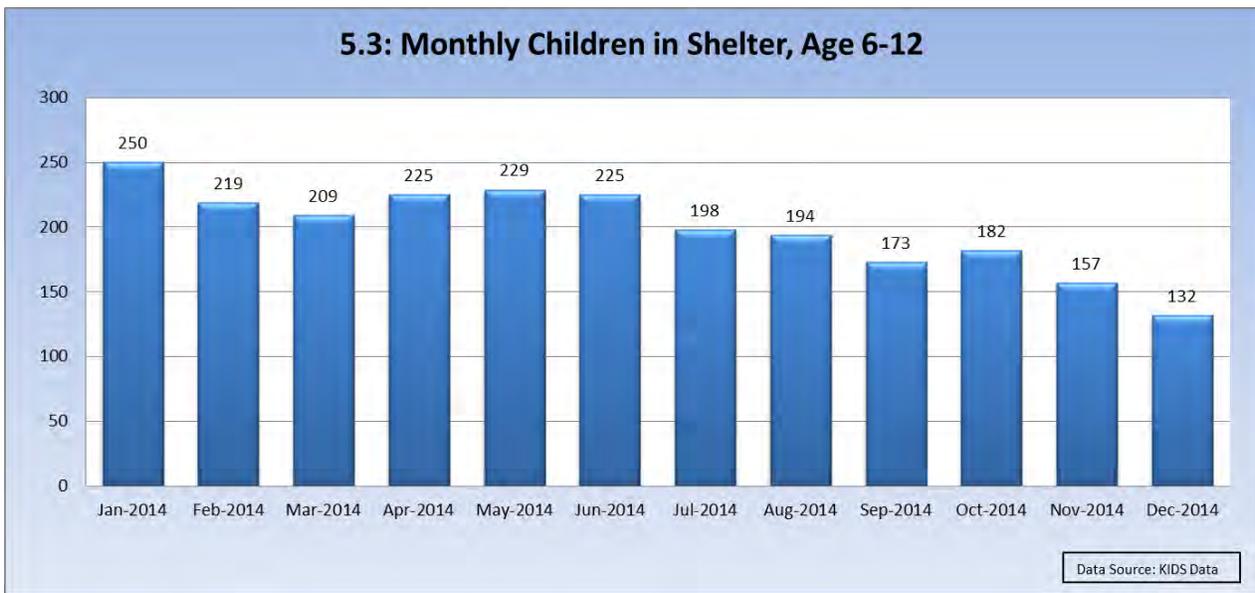
Section 2, Table 5.3-1



Section 2, Graph 5.3-1



Section 2, Graph 5.3-2



Section 2, Graph 5.3-3

Commentary:

A total of 496 children ages 6-12 years old spent a total of 18,631 nights in the shelter between July 1, 2014 – December 30, 2014. Section 2, Graph 5.3-3 identifies 1,036 children spending time in shelters between July and December 2014. In some cases, the child’s shelter stay extended across two months. The child is included in the count for both months. Of these 496 children, 98 children, 19.8 percent, met the automatic exception as part of a sibling set of three or more. The children meeting exceptions accounted for 4,063 nights, 21.8 percent, of the total shelter nights for children ages 6-12. During this time period, 4,815 children ages 6-12 years old were in care and 89.7 percent of those children did not have a shelter stay. Overall, 13,588 children were in care and 91.1 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 following are DHS revised targets:

- 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.

As ongoing recruitment of family-like placements for children continues in a positive direction, the Department has focused efforts on reducing the number of children ages 6-12 who experience shelter stays across the state. Co-Neutral Commentary Three, October 2014, noted that good faith efforts to achieve substantial and sustained progress with placement of this age group has not been achieved due to the sharp increase of children experiencing shelter stays. Several areas of concern or issues pertaining to children and youth were noted:

- children and youth who need a higher level of care;
- shelter incident reports and the restrictive nature of the shelter environment;
- shelter staff with very little training in therapeutic care or trauma-focused approaches; and
- youth who are unaware of their next placement, family visitation, or caseworker visitation.

The restrictive environment that shelter care presents continues to promote undue hardships for both the children and staff in the shelter settings.

Data gathered and analyzed beginning July 1, 2014-December 31, 2014 indicates a steady reduction in the number of "child-nights" utilized during this timeframe with the 6-12 year old age group. A slight increase in the number of "child-nights" utilized by the 13-18 year old category occurred, as efforts to reduce the use of shelters for children under the age of 13 has been the primary priority. Of the children who experienced a shelter stay during this time, 19.8 percent, ages 6-12, and 16.0 percent, ages 13-18, met the exception for a shelter stay resulting in 21.8 percent, ages 6-12, and 5.5 percent, ages 13-18, of the total shelter nights recorded. The majority of children in these two age categories did not meet the exception for placement into a shelter and are also staying significantly longer than expected. This information indicates continued work in this area must happen with a focus on the recruitment of family-like settings who will accept children in this age range, as well as establishing higher level resources that meet the unique emotional and behavioral needs of these specific children.

As a "core strategy", DHS initiated various efforts to begin the next phase of shelter reduction and elimination efforts for all children but with specific focus on youth in the 13-18 age range. In November 2014, Director Ed Lake convened several internal and external CW partners for a meeting focused on the vision: "Every Child Deserves a Family." Ongoing involvement of this group in the shelter reduction and elimination efforts is expected to continue as part of the quest to support the significant resource changes within the Oklahoma CW program. The Department recently made the decision to permanently close the Pauline E. Mayer Shelter in Oklahoma City and the Laura Dester Shelter in Tulsa within six to nine months. The Department allocated for and hired an individual for a position referred to as the "Shelter Lead," who will serve as the Project Manager for this extensive process. The Shelter Lead is responsible for developing a plan that:

- identifies placement barriers for children currently in a shelter placement;
- engages all available resources to remove barriers;
- guides capacity building efforts related to increasing the number and type of placement settings needed to prevent future shelter placements for this population of children; and
- establishes a statewide placement capacity building workgroup involving external and internal stakeholders to lead a statewide campaign to ensure every child is placed in a family-like setting.

DHS is in the process of establishing benchmarks for this “core strategy” specifically as it relates to usage of the two DHS operated shelters. The goal is to gradually decrease the population at each of the shelters while simultaneously developing placement capacity statewide. An enddate for new shelter admissions into both shelters will be established as well.

5.4: Shelter Use—Children ages 13 and older

Operational Question:

Of all children ages 13 years or older with an overnight shelter stay from July 1, 2014 – December 31, 2014, how many nights were spent in the shelter?

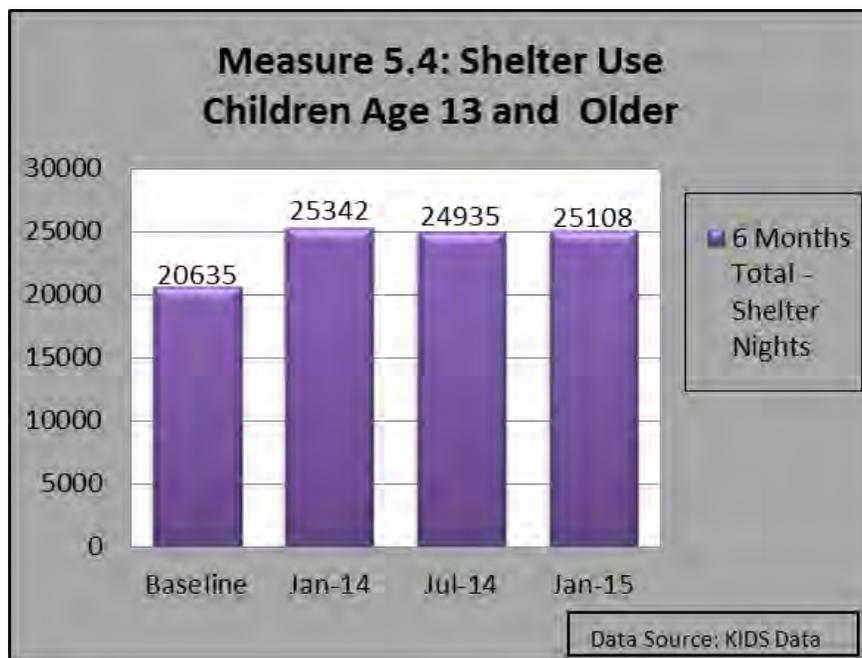
Data Source and Definitions:

Data shown is the total number of nights children ages 13 years or older spent in the shelter during the time period from July 1, 2014 – December 31, 2014. 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.

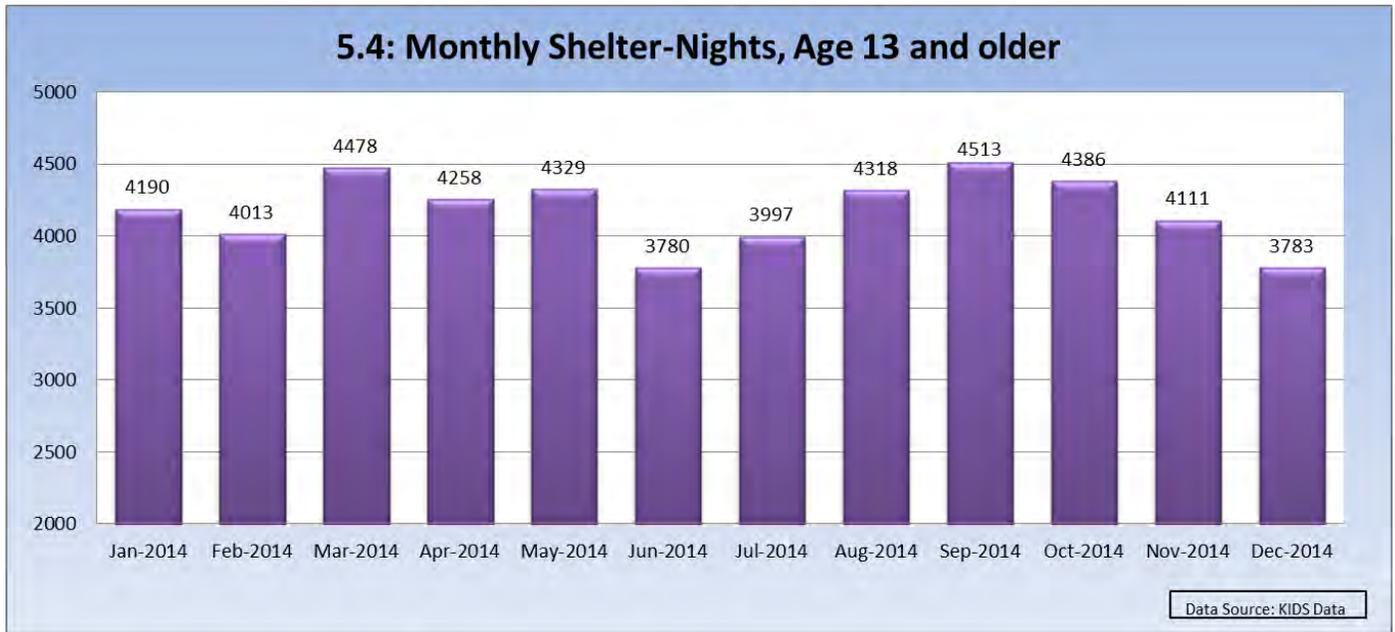
Trends:

| 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 |
| Target | | 13,200 Nights |

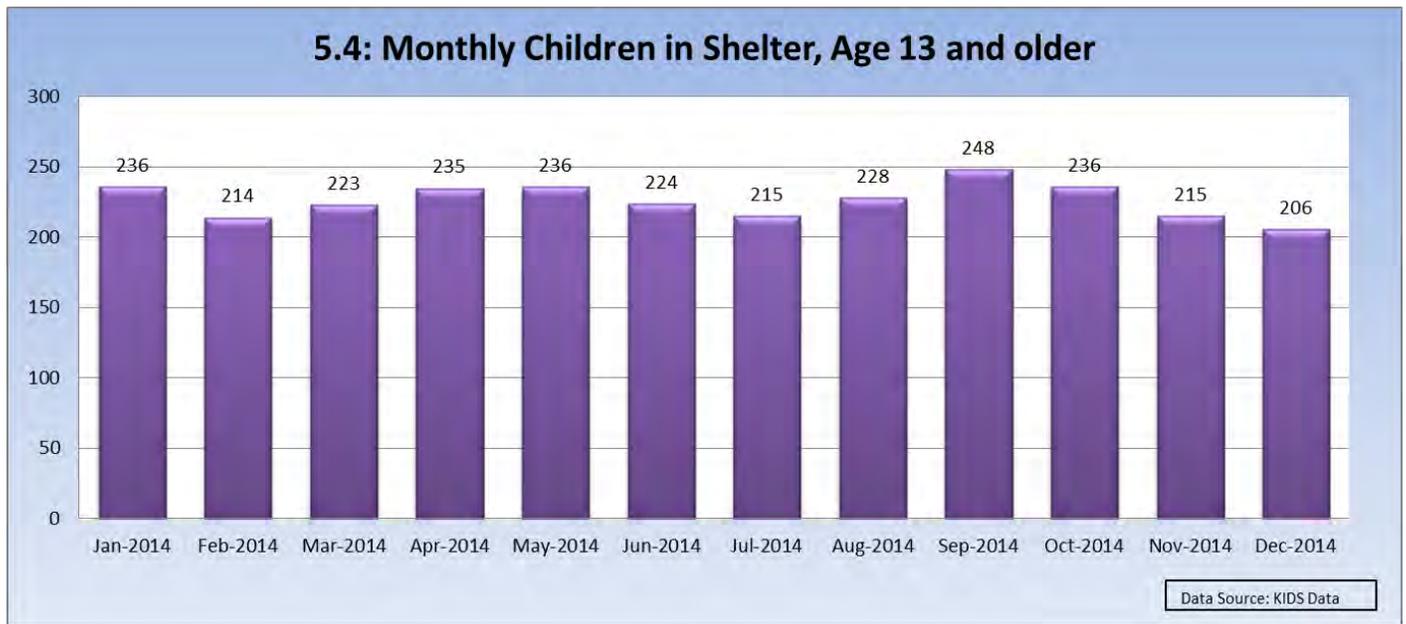
Section 2, Table 5.4-1



Section 2, Graph 5.4-1



Section 2, Graph 5.4-2



Section 2, Graph 5.4-3

Commentary:

A total of 560 children ages 13 years or older spent a total of 25,108 nights in shelter care between July 1, 2014 – December 30, 2014. Section 2, Graph 5.4-3 identifies 1,348 children spending time in shelters between January and December 2014. In some cases, the child’s shelter stay extended across two months. The child is included in the count for both months. Of the 560 children, 194 children, 16 percent, met the automatic exception as part of a sibling set of three or more. The children meeting exceptions accounted for 1,375 nights of the total nights, 5.5 percent, of the total shelter nights for children ages 13 years or older. During this time period, 2,268 children ages 13 years or older were in care and 75.3 percent of those children did not have a shelter stay. Overall, 13,588 children were in care and 91.1 percent of all children in care did not have an overnight shelter stay. For additional details, see commentary in 5.1.

Pinnacle Plan Commitment 1.17 states that, “By June 30, 2014, children ages 13 years of age and older may be placed in a shelter, only if a family-like setting is unavailable to meet their needs. Children shall not be placed in a shelter more than one time within a 12-month period and for no more than 30 days in any 12-month period. Exceptions must be rare and must be approved by the deputy director for the respective region, documented in the child’s case file, reported to the division director no later than the following business day, and reported to the DHS Director and the Co-Neutrals monthly.” The baseline for this initiative was set for the period of January - June 2014 and then the current reporting period is from July – December 2014. Overall the percentage of youth, age 13 – 18 years old meeting this initiative dropped slightly from 33.7% to 29.6%, however the overall total of youth with one shelter stay during the 6 month period remained consistent at 56%.

6.2a: Permanency within 12 months of removal

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

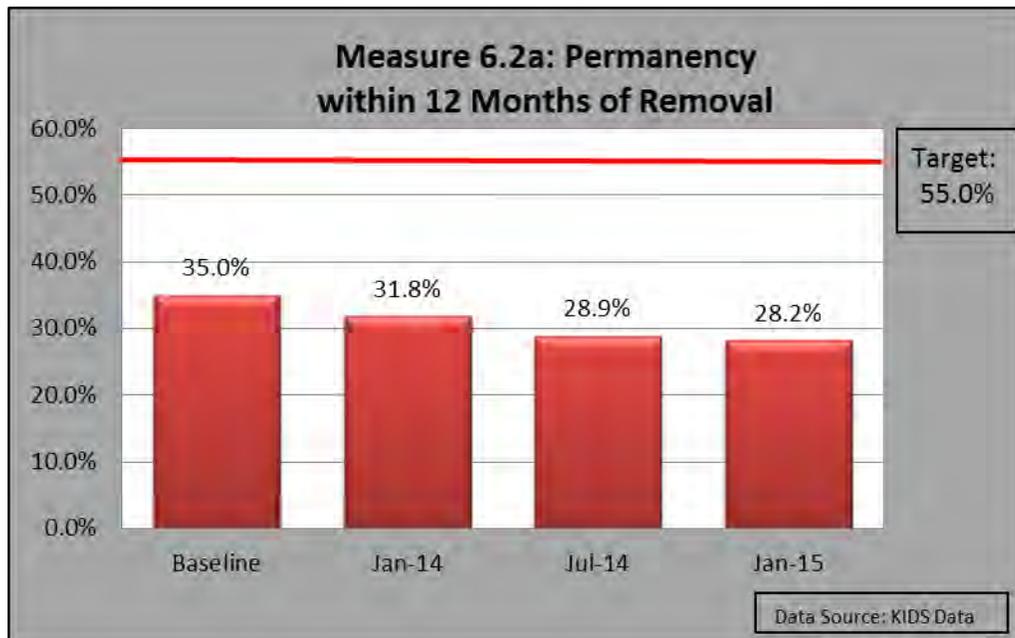
Denominator: All children who entered foster care between 4/1/2013 and 9/30/2013.

Numerator: The percent of children who entered foster care between 4/1/2013 and 9/30/2013 who 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% |
| Target | | | | 55.0% |

Section 2, Table 6.2a-1



Section 2, Graph 6.2a-1

6.2b: Permanency within 2 years of removal

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

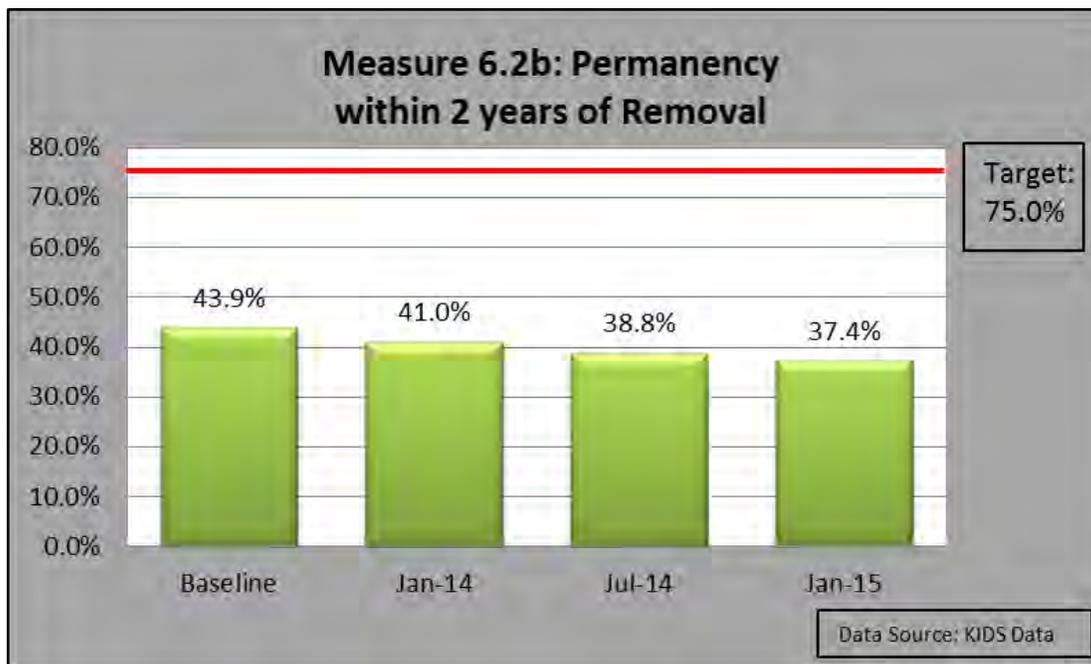
Denominator: All children who entered foster care between 4/1/2012 and 9/30/2012.

Numerator: The percent of children who entered foster care between 4/1/2012 and 9/30/2012 who were removed at least 12 months and who 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% |
| Target | | | | 75.0% |

Section 2, Table 6.2b-1



Section 2, Graph 6.2b-1

6.2c: Permanency within 3 years of removal

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

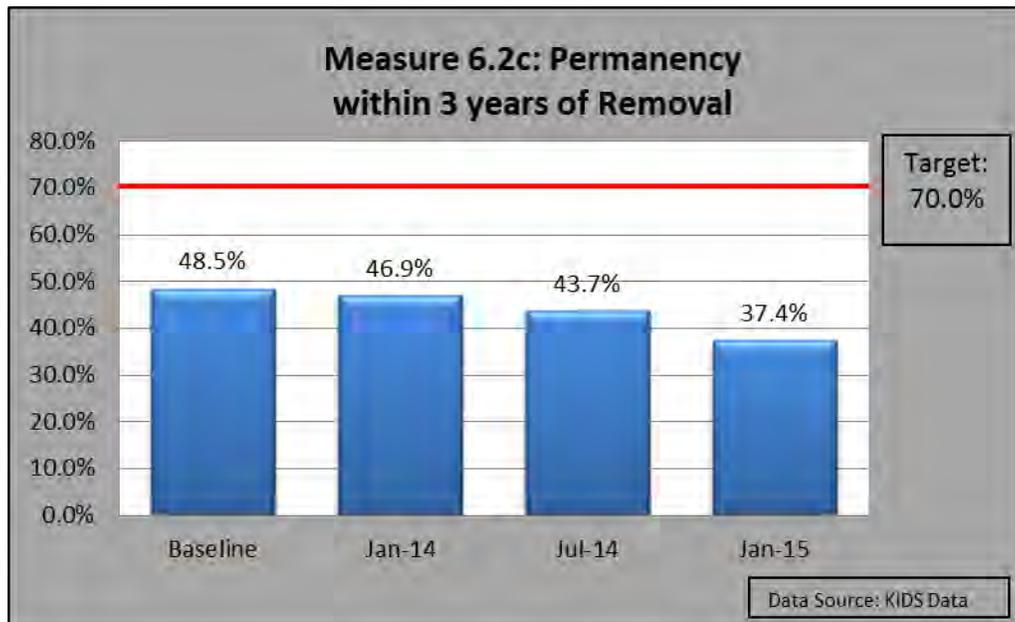
Denominator: All children who entered foster care between 4/1/2011 and 9/30/2011.

Numerator: The percent of children who entered foster care between 4/1/2011 and 9/30/2011 who were removed at least 24 months and who 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% |
| Target | | | | 70.0% |

Section 2, Table 6.2c-1



Section 2, Graph 6.2c-1

6.2d: Permanency within 4 years of removal

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

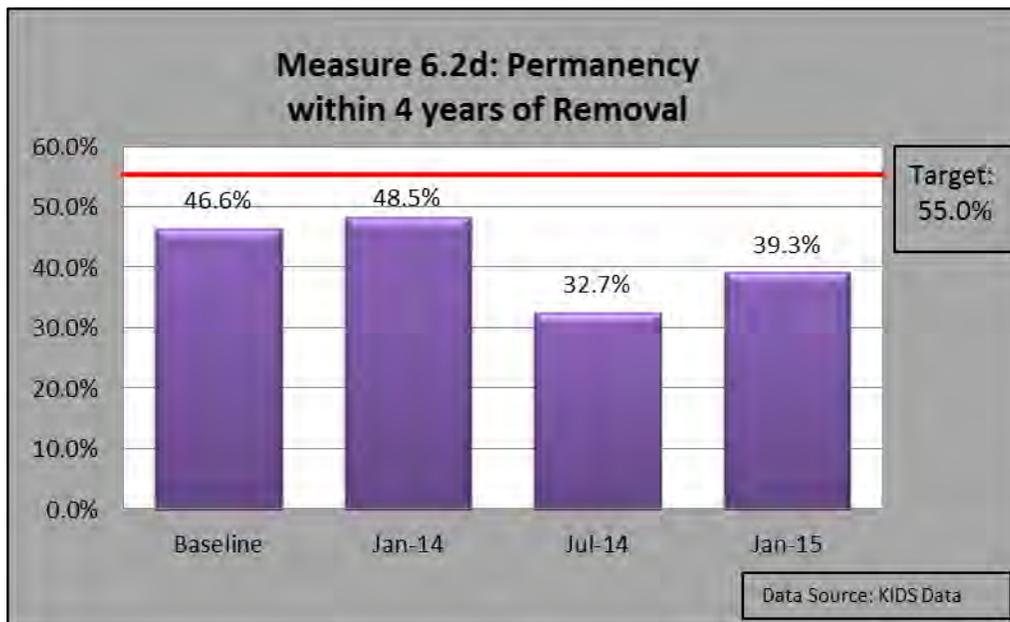
Denominator: All children who entered foster care between 4/1/2010 and 9/30/2010.

Numerator: The percent of children who entered foster care between 4/1/2010 and 9/30/2010, who were removed at least 36 months and who 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% |
| 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 has declined from the original baseline. However, performance on measure 6.2d has improved by almost seven percent from the last reporting period. Performance on permanency measures is challenging to analyze due to the fact that there are many factors that affect permanency outcomes. Additional analyses is needed in this area. DHS has engaged the Center for State Child Welfare Data, Chapin Hall to analyze state permanency data with a goal of identifying target jurisdictions or subpopulations for additional analysis and targeted work. This work will be incorporated into existing CQI efforts and connected to ongoing efforts to impact permanency outcomes.

Similar to placement stability measures, it is believed that through focus on “core strategies” that target caseloads, foster home recruitment, and decreased shelter usage performance on permanency measures can be positively impacted as well. For example, in a recent study completed by the Child Welfare Policy and Practice Group (CWPPG), DHS learned that family engagement throughout the life of the case is an area needing improvement. The extent to which family engagement occurs can directly impact permanency planning, more specifically the length of time to permanency for a child. As caseloads decrease, the amount of time staff have available to engage families in case planning activities increases. A “core strategy” is to implement district level staffing and retention plans to meet graduated caseload standards. A comprehensive analyses of staffing needs that considers current staffing levels, district specific turnover, percentage of staff currently meeting workloads, and district size has been completed. This analysis is the basis for a statewide targeted hiring and retention plan. Over the next several months, DHS seeks to hire over 400 additional frontline staff in order to meet workload standards.

Permanency Planning staff continues to stress the importance of **Family Team Meetings (FTMs) throughout the duration of the case in order to make decisions**, including case plan development, Individualized Service Plan, placement, visitation, and sibling placement/separation. Ongoing trainings allow Permanency Planning staff to stress the importance of early and ongoing diligent search for every case, to identify, locate, notify, contact, and engage relatives. The focus is on how relative engagement can be a win-win for families and workers. Permanency Planning staff dedicated a team member for 20 hours per week from August 2014 to May 2015 to:

- conduct research on ongoing family meeting models to guide the selection of a model for Oklahoma;
- conduct workgroups and feedback sessions with FTM coordinators and others affected across the state;
- develop a consistent form of documentation to be used across the state;
- ensure fidelity to a model;
- track and build reports around FTM facilitation;
- track fidelity and outcomes alongside the DHS Office Research and Statistics Team; and
- refine the policy on FTMs and other development and embedment procedures.

Additionally, an initiative is underway with Annie E. Casey’s guidance to develop a defined Team Decision-Making process for upfront FTMs. The concept of a Child Safety Meeting, the upfront family meeting, was introduced and embedded in Oklahoma County to ensure that the proper children are brought into care, all efforts are exhausted to prevent bringing children into care, and is the first step to initiating family engagement. FTMs are now required within the first 60 days of the child entering care to better engage the family, explore safety threats that need correction and communicate steps the parent needs to take to get the child safely back in the home. The Child Safety Meeting model is fully implemented in Region 3, with implementation now beginning in Region 4. Staggered implementation will occur throughout the state until the model is eventually rolled out statewide.

6.3: Re-entry within 12 months of exit

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

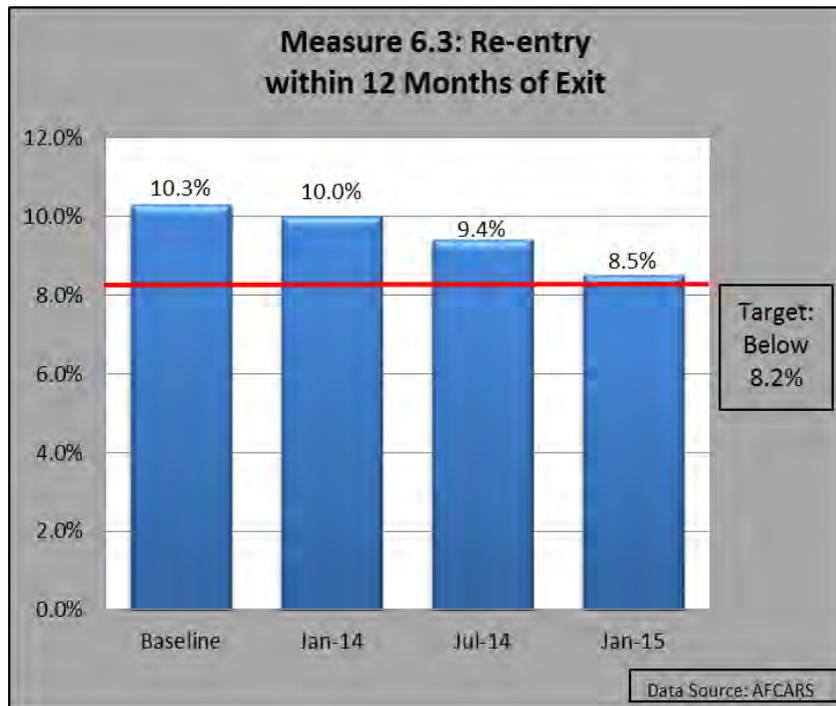
Denominator: All children who exited foster care between 10/1/2012 and 9/30/2013.

Numerator: All children who exited foster care between 10/1/2012 and 9/30/2013 who 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% |
| 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 continues to decline and shows positive trending in the last six months. As of the current reporting period, DHS is three-tenths of a percent from reaching the target of less than 8.2 percent.

6.4: Permanency for legally free teens

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

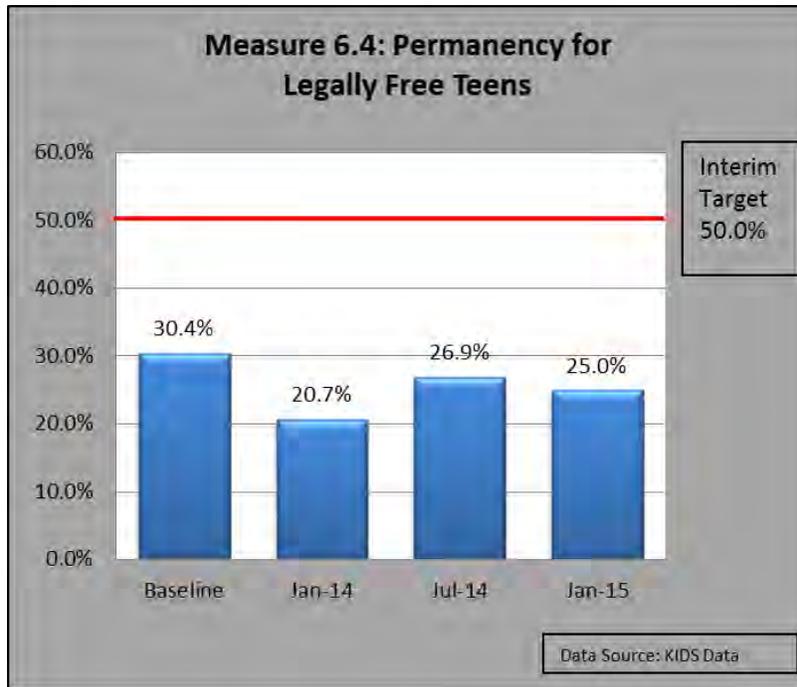
Denominator: All children in care who turned 16 between 10/1/2011 and 9/30/2012 and were legally free at the time they turned 16.

Numerator: The number of children who turned 16 between 10/1/2011 and 9/30/2012 and 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% |
| Target | | | | 50.0% |

Section 2, Table 6.4-1



Section 2, Graph 6.4-1

Commentary:

Between October 1, 2011 and September 30, 2012, a total of 148 legally free youth turned 16 years of age. Of those, 37 exited to permanency which included 2 children, 1.4 percent, through reunification; 24 children, 16.2 percent, through adoption; and 11 children, 7.4 percent, through guardianship or custody to relative. Of the remaining 111 children, 92 exited care prior to reaching permanency which included 89 children, 60.1 percent, through emancipation/aged out and 3 children, 2.0 percent, transferred to another agency. Nineteen children, 12.8 percent, were still in care on the last day of the reporting period, September 20, 2014.

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:

Measures 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. "Legally Free" means there is a parental rights termination date reported to AFCARS for both mother and father. This measure is federal metric C 2.5.

Description of Denominator and Numerator for this reporting period:

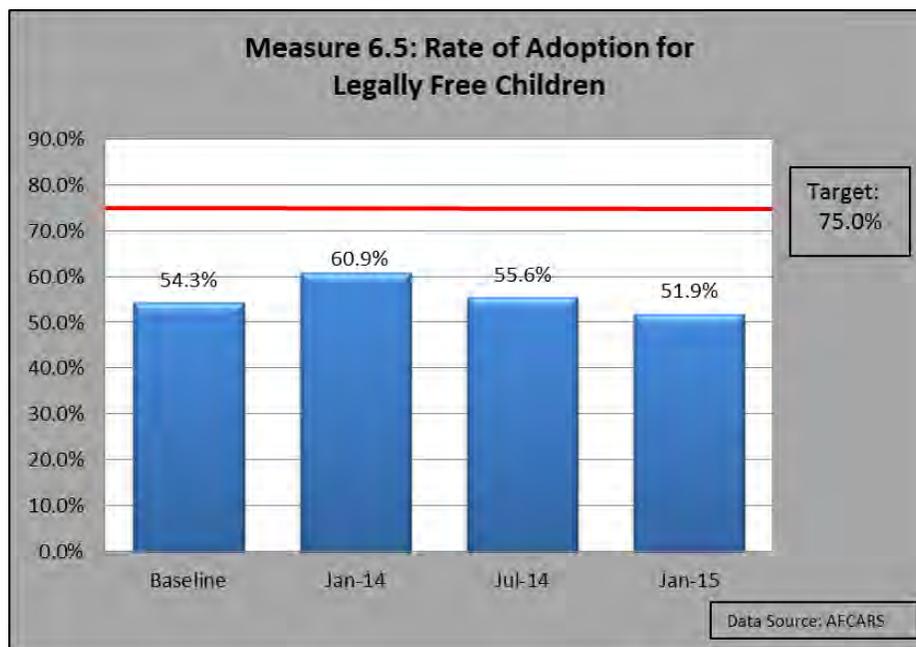
Denominator: All children who became legally free for adoption between 10/1/2012 and 9/30/2013

Numerator: Number of children who became legally free for adoption between 10/1/2012 and 9/30/2013 **and** who 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% |
| Target | | | | 75.0% |

Section 2, Table 6.5-1



Section 2, Graph 6.5-1

Commentary:

DHS has seen an increase in the number of children becoming legally free for adoption; however, there has been a slight decrease in the number of children who were discharged from care to adoption within 12 months of the time they became legally free. This is thought to be attributed to staffing issues in adoptions, including a limited number of social work staff as well as very few administrative staff to assist in processing the paperwork, etc. **As part of the adoption of new “core strategies”, a plan to increase adoption staffing levels by 60 staff by the end of SFY15 is underway.** By implementing this aggressive hiring strategy, achievement of workload standards can occur. As the number of staff reaching workload standards increases, success in other areas such as permanency outcomes will occur. Staff will have more time to focus work with families on achievement of case plan goals for children.

6.1 Rate of permanency for legally free children with no adoptive placement

Operational Question:

Of children who were legally free but not living in an adoptive placement as of January 10, 2014, what number of children have exited care to a permanent placement?

Data Source and Definitions:

Measures 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. 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 if 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:

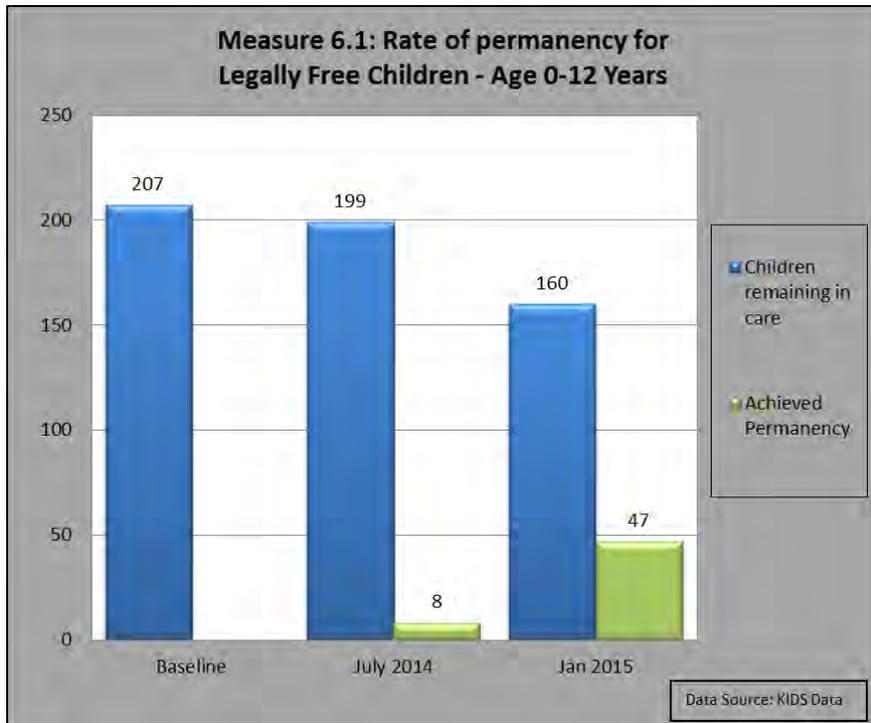
Denominator: All Quad 2 children with a case plan goal of adoption as of 1/10/2014.

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

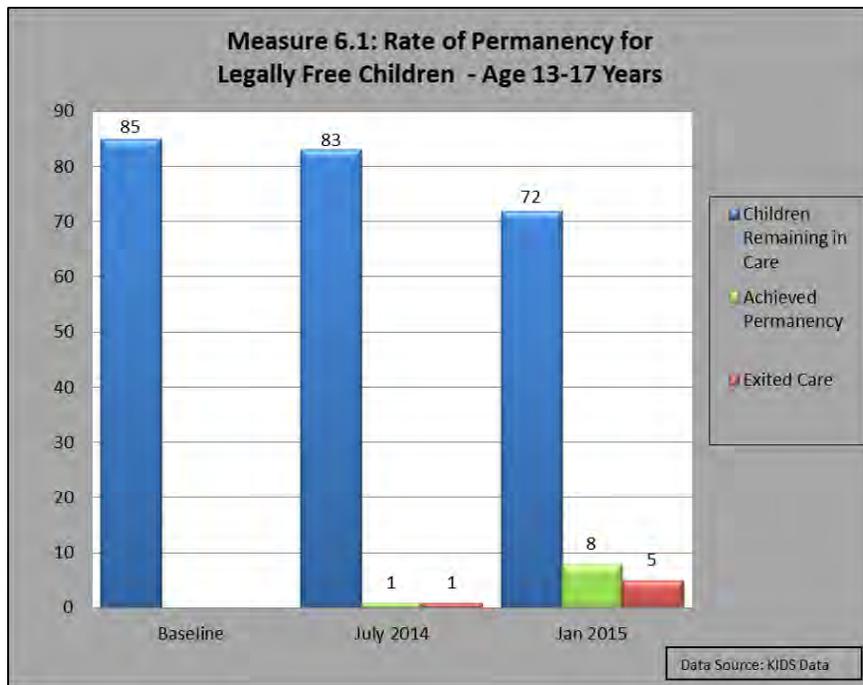
Trends:

| 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% |
| Target | | 90.0% (Age 0-12 Years) 80.0% (Age 13+ Years) | | |

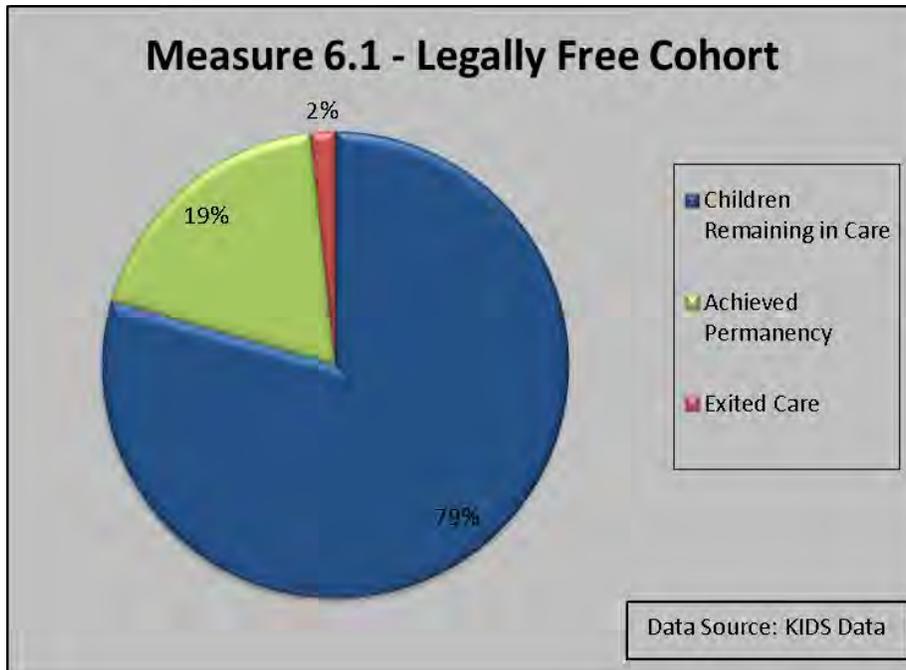
Section 2, Table 6.1-1



Section 2, Graph 6.1-1



Section 2, Graph 6.1-2



Section 2, Chart 6.1-1

Commentary:

As of December 31, 2014, 55 children, 19.0 percent, achieved permanency and 6 children, 2.0 percent, aged out of custody. Additionally, there are 30 children in the original cohort who are now in Trial Adoption Status, and authorized and placed with an identified adoptive family but the adoption has not finalized. These children remain in the cohort until they achieve permanency. Extensive efforts are underway to move this identified group of children to permanency, including assignment of Adoption Transition staff who carry smaller caseloads and work alongside the Permanency Planning staff with a focus on achieving permanency for the child.

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:

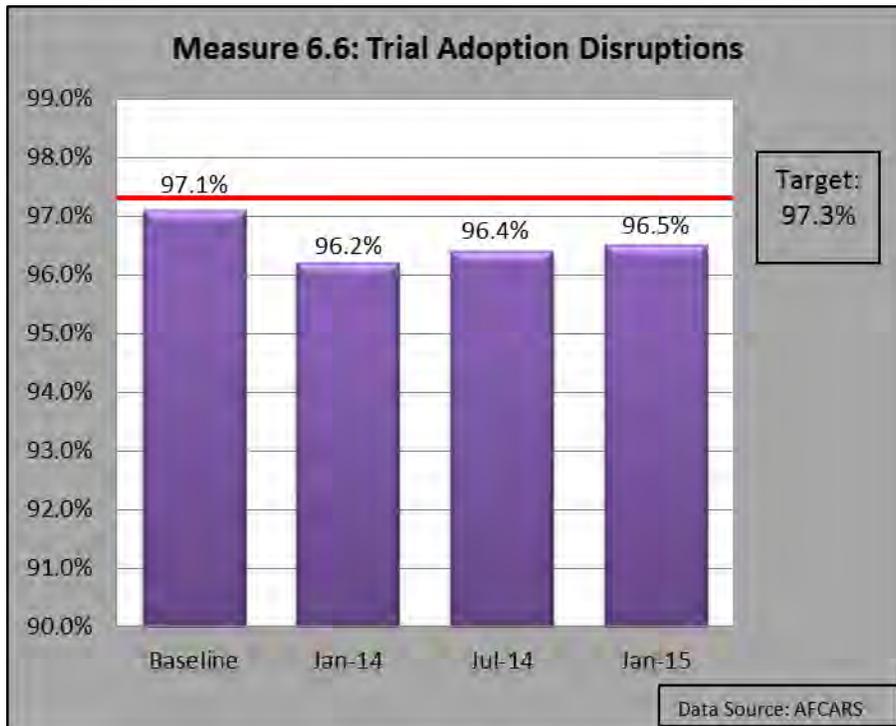
Denominator: Number of children that entered Trial Adoption between 10/1/2012 – 9/30/2013

Numerator: Number of children that entered Trial Adoption between 10/1/2012 – 9/30/2013 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% |
| Target | | | | 97.3% |

Section 2, Table 6.6-1



Section 2, Graph 6.6-1

Commentary:

There has been a slight decrease in the number of children that disrupted in trial adoptive placement within 12 months of being placed. It is expected this will continue to improve over the next year. DHS made some adjustments internally with staff, assigning an Adoption Transition worker to provide ongoing support for the child and family by teaming this worker with the Adoption worker from disclosure to finalization.

6.7 Adoption Dissolutions

Operational Question:

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

Data Source and Definitions:

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

Description of Denominator and Numerator for this reporting period:

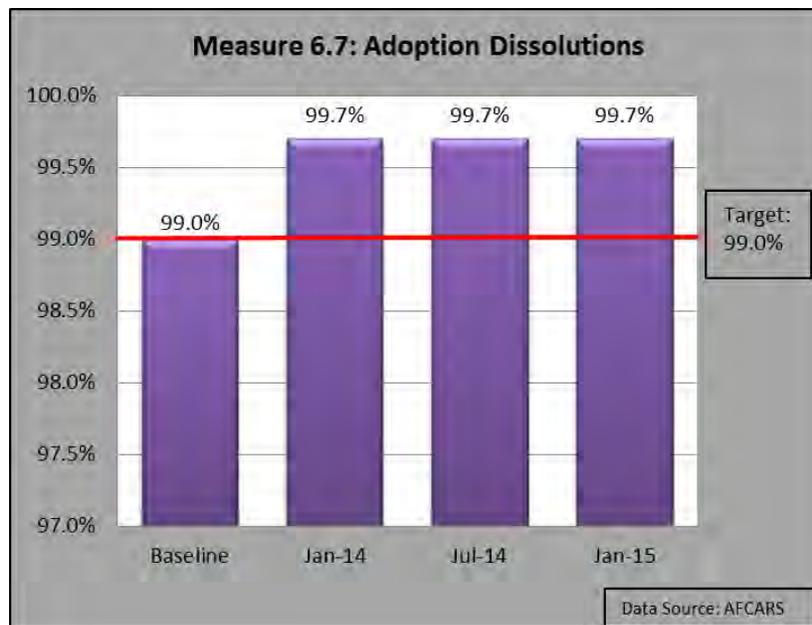
Denominator: All children who had a legalized adoption during the 24 months ending September 30, 2012.

Numerator: All children who had a legalized adoption during the 24 months ending September 30, 2012 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% |
| Target | | | | 99.0% |

Section 2, Table 6.7-1



Section 2, Table 6.7-1

Commentary:

DHS continued to exceed the goal of 99 percent success rate for adoption placement stability. This success is attributed to the increase in the array of services for children and families in trial adoption through post finalization. These services include the supports provided through National Alliance on Mental Illness (NAMI), Comprehensive Home-Based Services and Wraparound services. DHS adoption staff were trained about the availability of these services for the children and families in trial adoption as well as the ongoing supports available through the post adoptions program.

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 in that 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:

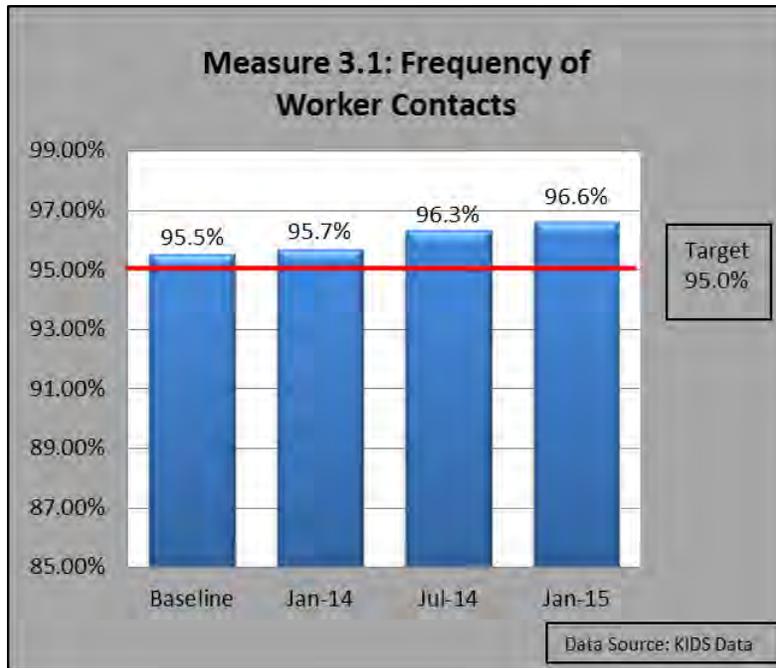
Denominator: The number of required monthly contacts due between January 1, 2014 and December 31, 2014.

Numerator: The number of qualifying required monthly contacts made.

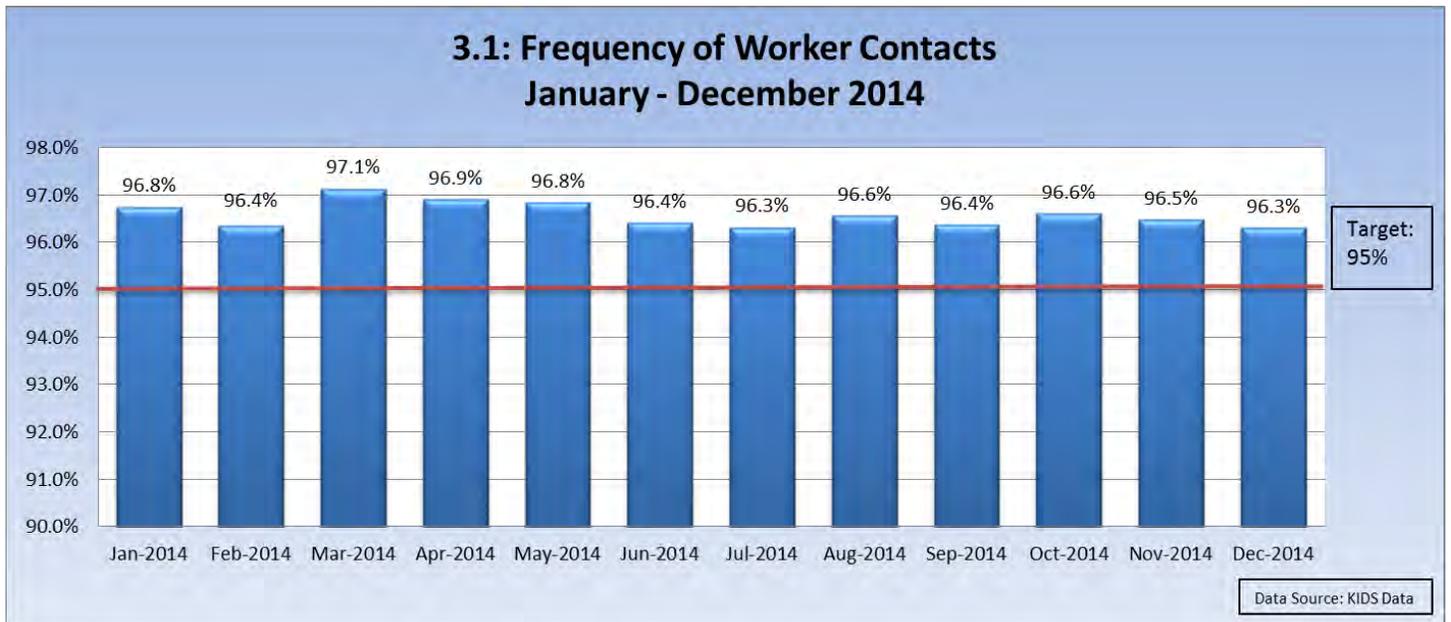
Trends:

| 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% |
| 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. The visitation rate for all worker visits for calendar year 2014 was 96.6 percent. Over the 12-month period from January 1, 2014 to December 31, 2014, there were 128,745 monthly contacts required and 124,355 monthly contacts made for a rate of 96.6 percent. At the time the baseline was established, SFY12, there were 94,639 required monthly visits. With the current reporting period, required visits increased over 34,000, and DHS continued to improve the visitation rate in each reporting period.

3.2: Frequency of Primary Worker Contacts

Operational Question:

What percentage of the total minimum number of required monthly face-to-face contacts were 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 in that 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:

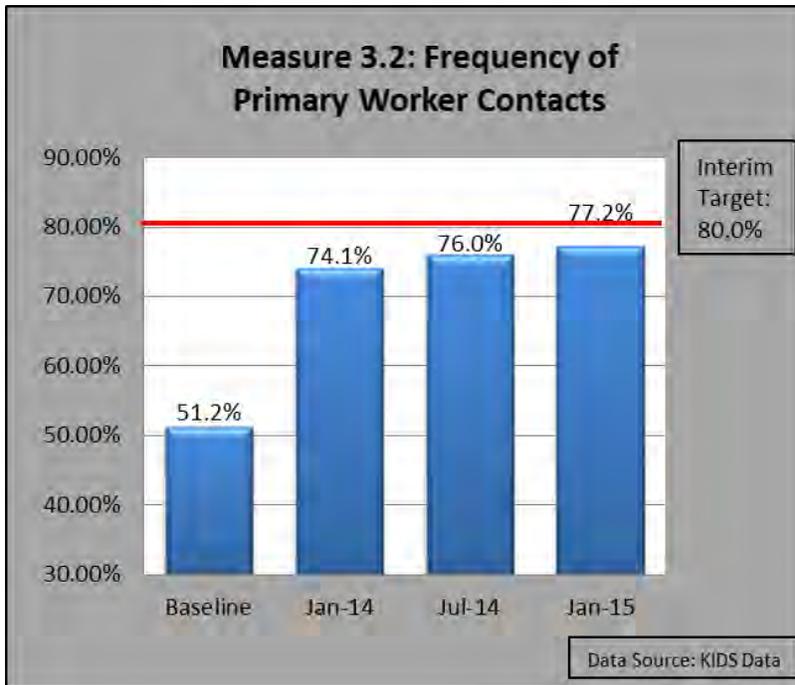
Denominator: The number of required monthly contacts due between January 1, 2014 and December 31, 2014.

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

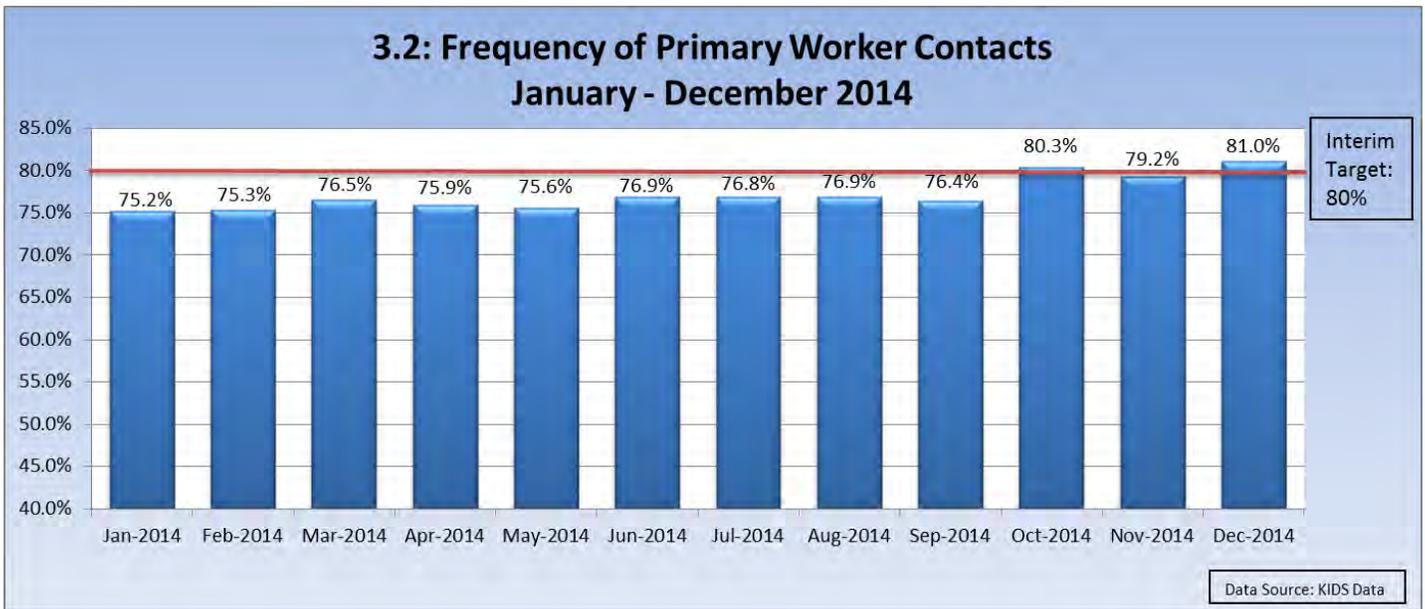
Trends:

| 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% |
| 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 January 1, 2014 – December 31, 2014, 128,745 monthly contacts were required and 99,358 of those were monthly contacts made by the primary worker for a rate of 77.2 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 50,000 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 three consecutive months during the reporting period were visited by the same primary caseworker in each of the most recent three months, or for those children discharged from DHS legal custody during the reporting period, the three months prior to discharge?

Data Source and Definitions:

This measure looks at the percentage of children in care for at least three consecutive months during the reporting period who were visited by the same primary caseworker in each of the most recent three months, or for those children discharged from DHS legal custody during the reporting period, the three 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 cases, the monthly contact must have been completed by the Adoption worker with a primary assignment. If the child went into Trial Adoption status in the last three months of the reporting period or if a child in TA’s adoption finalized in less than three months, then they are excluded from this measure.

Description of Denominator and Numerator for this reporting period:

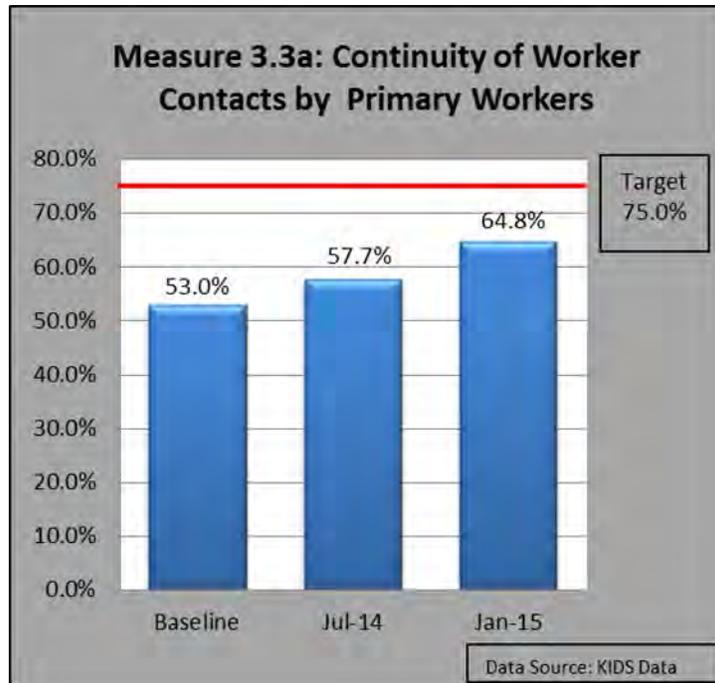
Denominator: Number of children in custody for at least three consecutive months between July 1, 2014 – December 31, 2014.

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

Trends:

| Reporting Period | Population | Numerator | Denominator | Result |
|-----------------------|--|-----------|-------------|--------|
| Baseline | | | | 53.0% |
| 1/1/2014 – 6/30/2014 | All children in care at least 3 full calendar months between 1/1/2014 – 6/30/2014 | 5,901 | 10,218 | 57.8% |
| 7/1/2014 – 12/31/2014 | All children in care at least 3 full calendar months between 7/1/2014 – 12/31/2014 | 6,640 | 10,250 | 64.8% |
| Target | | | | 75.0% |

Section 3, Table 3.3-1



Section 3, Graph 3.3-1

Commentary:

Although DHS is slightly under the target for this measure, the continuity of contacts made by primary workers continues to increase from the baseline measure and show positive trending with a current performance of 64.8 percent.

To improve practice in this area, DHS focused on increasing the consistency of visitation by the same worker and to incrementally **eliminate the use of visits by secondary workers or unassigned alternative workers or assistants**. The first phase was elimination of secondary workers for children placed in contiguous counties. This initiative was accomplished the first year of the plan with a gradual progression to statewide elimination. As of January 1, 2015 CW has nearly eliminated the use of secondary workers across the state. Currently about 8.08 percent of children in the state are placed outside of their region or outside of the continuous county of jurisdiction. Of that 8.08 percent, only 913 or 63.49 percent of the children continue to have a secondary worker in place.

SECTION 4. Capacity indicators

2.1: New Family Foster Care Homes

Operational Question:

How many new foster homes, including Contracted Foster Homes, Family Foster Homes, and Supported Homes were opened during SFY15?

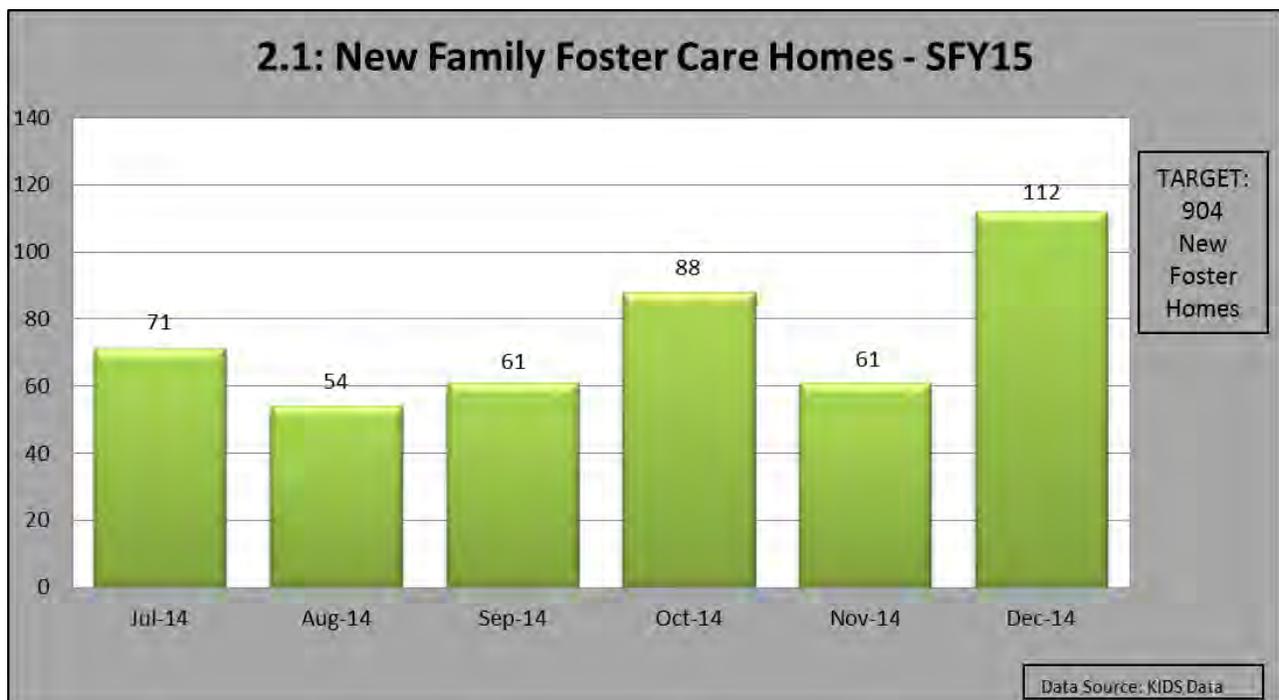
Data Source and Definitions:

Total count of new foster homes includes all Contracted Foster Care Homes (CFC), Foster Family Homes, and Supported Foster Homes by the month that they were opened using the agreed upon criteria. This measure does not include Kinship, Adoptive or Tribal Foster Homes.

Trends:

| Reporting Period | Population | Result | |
|------------------------|---|--|---------------------------------|
| Baseline for SFY15 | | 1904 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 CFC, Foster Family Homes, and Supported Foster Homes opened during the first half of SFY15 | 447 Homes | 447 Homes as of 12/31/2014 |
| Target | | 904 New Foster Homes opened by 6/30/2015 | |

Section 4, Table 2.1-1



Section 4, Graph 2.1-1

Commentary:

A total of 447 new homes opened during the first half of SFY15 with a net gain of 235 homes. The target for new homes for SFY15 is 904 homes, with an interim target of 678 by March 1, 2015. On July 1, 2014, 1,904 homes were open; during the first half of the year, 547 homes were opened and 312 homes were closed, leaving 2,139 homes open on December 31, 2014. 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.

All CWS staff were required to complete a mandatory **customer service training** focused on understanding and supporting foster families. Along with the required training, performance in good customer service to foster families is now listed on the employee performance evaluation. This focus ensures staff members realize it is everyone's responsibility to improve customer service – not just the Bridge unit. The CWS Executive Team has challenged the leadership across the state to identify ways they can increase the support of foster families in each of their districts, with several of the District Directors implementing strategies within the district. Efforts are underway through the assistance with the Annie E. Casey Foundation consultants to implement a "Support is Everyone's Responsibility" campaign, that will include training across the state for all CWS staff, from clerical to administration regarding their role in supporting foster families.

Four **Resource Family Partners (RFP)** are working diligently to build the pool of foster families to meet the needs of children in DHS custody. There is statewide coverage with at least two providers in each Region. All four agencies have multiple subcontractors who are also developing new foster homes. As the pool of resources increases it will reduce shelter utilization, improve placement stability, and achieve positive permanency outcomes for children. The metrics for these contracts center on placement availability, keeping siblings placed together in the same school districts, placement stability, and achieving permanency. Agencies are not reimbursed until a child is accepted into placement. They are paid a daily rate per child for supporting the family in caring for the children. DHS has begun sharing data with the agencies through the foster home calculator that gives demographic information regarding the children needing placement for each region of the state. The information includes, age, race, sibling groups, teens, Native American culture, special needs, etc. allowing the agencies to develop their recruitment plans based on the needs of the children in care.

The recruitment process is monitored by the Bridge Resource Support Center. DHS offered the opportunity for all employees who are foster parents to transfer to a resource family partner agency and plans to continue offering this opportunity to other families currently served by DHS.

DHS through a contract with The University of Oklahoma, National Resource Center (OUNRC) has begun work to develop **Foster and Adoptive Family Support Networks**, piloting this work in three counties, located in three different regions of the state. Those counties include Sequoyah County, a small rural county in Region 4, Pottawatomie County, a large county in Region 2 and Tulsa County, a metro county in Region 5. These support networks will be facilitated by current foster or adoptive parents and will be structured with the assistance of the OUNRC staff to provide the requested training and support to the families involved in this particular group.

Technical assistance (TA) has continued to be provided to CWS staff, tribes, and foster care agencies. This TA includes market segmentation, social media, and other efforts to improve recruitment and retention. The Bridge website is currently being updated to become more user friendly for foster and adoptive families and to provide more information regarding training opportunities for these families. DHS hosted an annual Recruitment and Retention Conference inviting foster care partners. It was held October 1, 2014 and had 305 attendees. DHS is working with consultants with Annie E. Casey. Two workgroups have been created. One group focuses on barrier busting, and the other focuses on making improvements to the placement process. The placement process workgroup includes partner agencies, foster parents, tribal partners, and DHS staff, and the purpose is to identify and solve issues that slow down the approval process and to improve the process for children needing a foster home placement. Both of these groups have made recommendations that have already been implemented and been successful for families.

Through the TA provided by the Annie E. Casey Foundation, a series of trainings focused on **targeted recruitment** began in May, 2014 and continues to be available for CWS staff, RFP agencies, tribal partners, faith-based partners, and others. The foster home calculator is used to identify the types of children in care and the types of homes currently needed to provide care for these children.

The first of five **incremental reimbursement** increases was implemented in Year 1; however, budget shortfalls early in Year 2 prevented the agency from moving forward with the second increase until May, 2014 when DHS found the needed funding to provide this increase. On July 1, 2014, another of the incremental reimbursement increases was implemented and an increase for 2015 was requested for approval during the legislative session.

DHS continues to make **quarterly visits** with DHS resource parents. A Resource Parent Contact Guide was updated based on feedback from resource parents and staff about the need to build relationships and support families caring for children. There have been 1657 quarterly visits completed pulled from a report developed in KIDS to track the number of quarterly visits in foster homes.

DHS Office of Communications began a campaign to **increase public awareness of the need for more foster homes** through newly created PSA's for radio and television. The websites were updated to showcase waiting children, and they identify positive stories of how families made the difference for children in care through becoming foster and adoptive homes. Social media is being used on a regular basis to assist in developing resources and locating appropriate placements for children in care. In December, 2014, a "Home for the Holidays" program was initiated to assist children in shelter care find a home for the holidays and the emphasis this year was children need a home every day, not just for the holidays. Media in several formats was used to increase awareness of this need which resulted in more than 1,000 people inquiring to assist. The contact information for interested families will be used to provide follow up calls in January to inquire whether there is a continued interest in fostering or supporting foster families. Several teenagers found foster families to continue caring for them through the Home for the Holidays program.

A partnership with the Tulsa Coalition for the Protection of Children and the Tulsa Public Schools is an ongoing effort to increase public awareness regarding the need for families for children as well as to identify foster families in each school district that will take children specifically from their home school to prevent additional trauma and to provide support during a difficult time for a child. Many other collaboration efforts with community organizations such as OK Foster Wishes, Oklahoma Lawyers for Children, National Resource Center for Youth Services, the Oklahoma Foster and Adoptive Parent Association, and the NBA Thunder Team have all helped increase public awareness of the need for more foster homes in Oklahoma.

DHS engaged in **collaboration with the faith based community**, including 111 Project, and 111 Project Tulsa. There are also many other faith-based initiatives occurring within the state with a focus on recruitment and support of foster families through their church family. DHS recently began collaborating with The Keep, a faith-based organization that focuses on bringing the church leadership on board with the responsibility for caring for foster children. Through this program they have seen great success working with the Texas CPS system and are interested in moving into Oklahoma to assist in our efforts to develop and support more foster families.

In conjunction with the TA provided by the Annie E. Casey Foundation, DHS is **collaborating with tribal partners** and has held the first of three statewide "Collaborashops," that are day long meetings with tribal partners to learn how to better understand and work within tribal cultures for the purpose of recruiting Native American families to care for Native American Children. The meeting agendas are developed by tribal partners and the meetings are led by tribal staff with the assistance and support of the Annie E. Casey Foundation and DHS staff. The meetings focus on ways to better partner in caring for tribal children through recruitment and support of Native American foster families through shared communication and resources.

DHS has recently implemented a regional recruitment coordinator position in each region of the state. This staff member will have a reduced workload, allowing them time to assist the RFP agencies with recruitment efforts, focusing

on utilizing the established community relationships held by current DHS staff. It is anticipated this will increase community awareness and will give an opportunity to share data based on the needs at the county and district level, with an emphasis on keeping children in their home communities.

2.3: New Therapeutic Foster Care Homes

Operational Question:

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

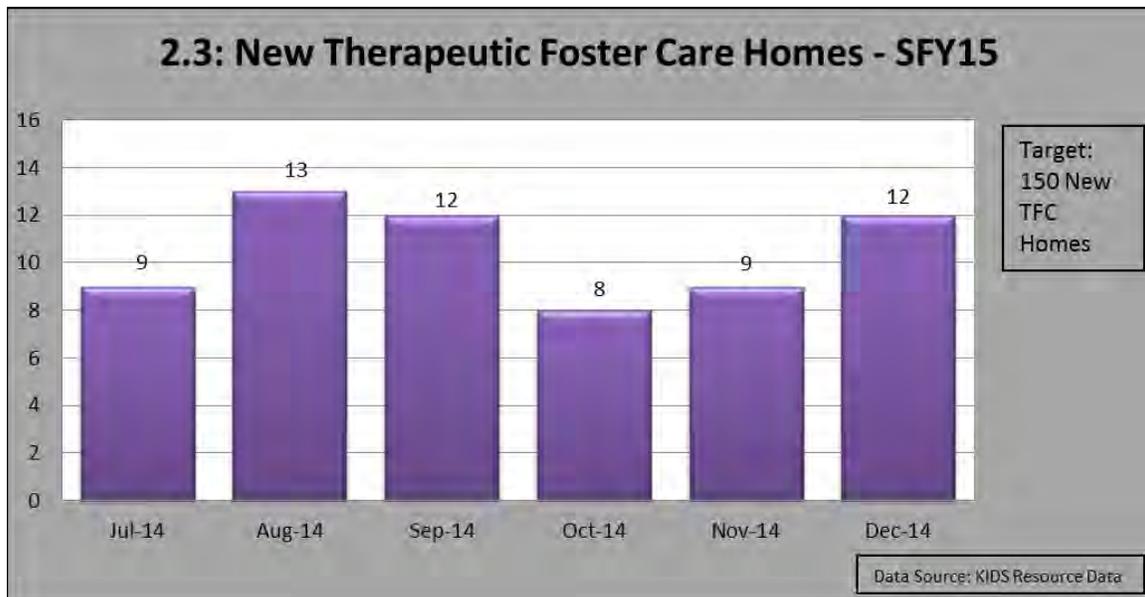
Data Source and Definitions:

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 | | | 505 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 | 63 TFC Homes | 63 TFC Homes opened as of 12/31/14 |
| | | | |
| 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 475 TFC homes were open on July 1, 2014. During the year, 68 TFC homes were opened and 37 TFC homes were closed, leaving 506 homes open on December 31, 2014. Of the 68 TFC homes that opened during the first half of

SFY15, 63 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.

During this six month period, some data cleanup continued resulting in the closure of some homes that should have been closed prior to this reporting period. These closures negatively impacted the measurement of the net gain of TFC homes. Data cleanup is on-going and, in future, will be maintained. All TFC contractors received a new contract effective December 1, 2014 that provided new reimbursements ranging from \$375 to \$1500 to support the development of new homes. The reimbursements are specific to the portions of pre-service training provided to new households and the completion of the home study. TFC is also in the process of developing a new performance-based contract to be in effect by July 1, 2015. The new contract goals are to support:

- the development of new TFC homes;
- the placement of teens and children with higher levels of behavioral/mental health acuity; and
- safety, permanency, and well being for children served 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 assignment to a case (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. If 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:

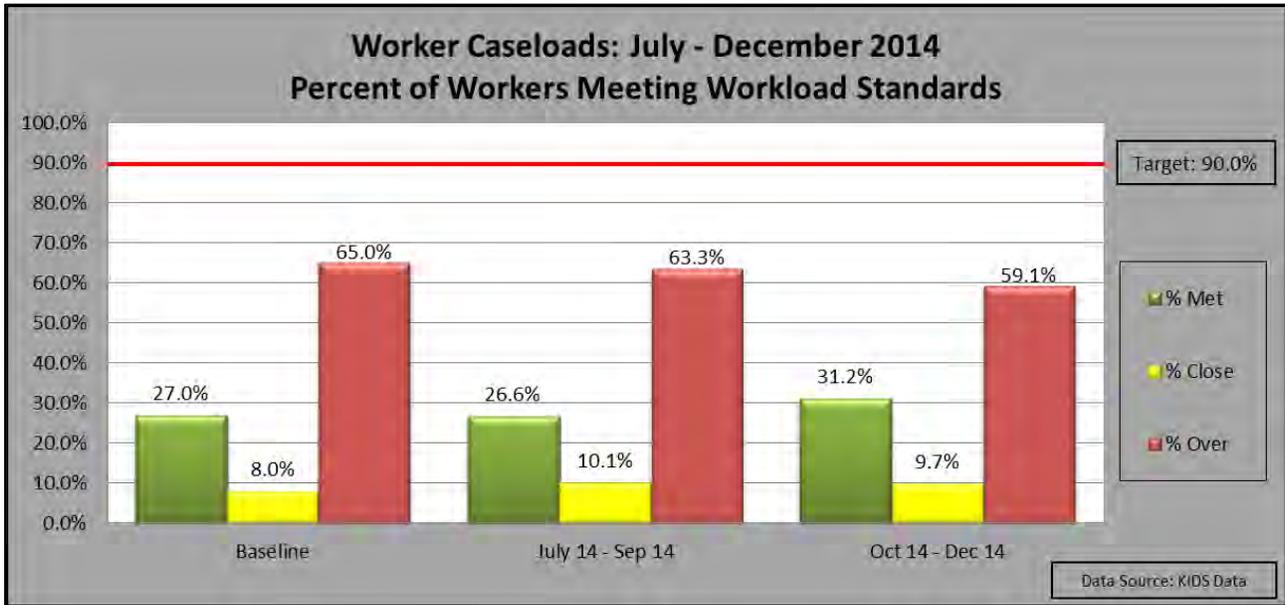
Denominator: The number of worker days worked by all Child Welfare workers in Bridge - Adoptions, Bridge – Foster Care, FCS, Investigation, and Permanency Planning between 10/1/2014-12/31/2014.

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

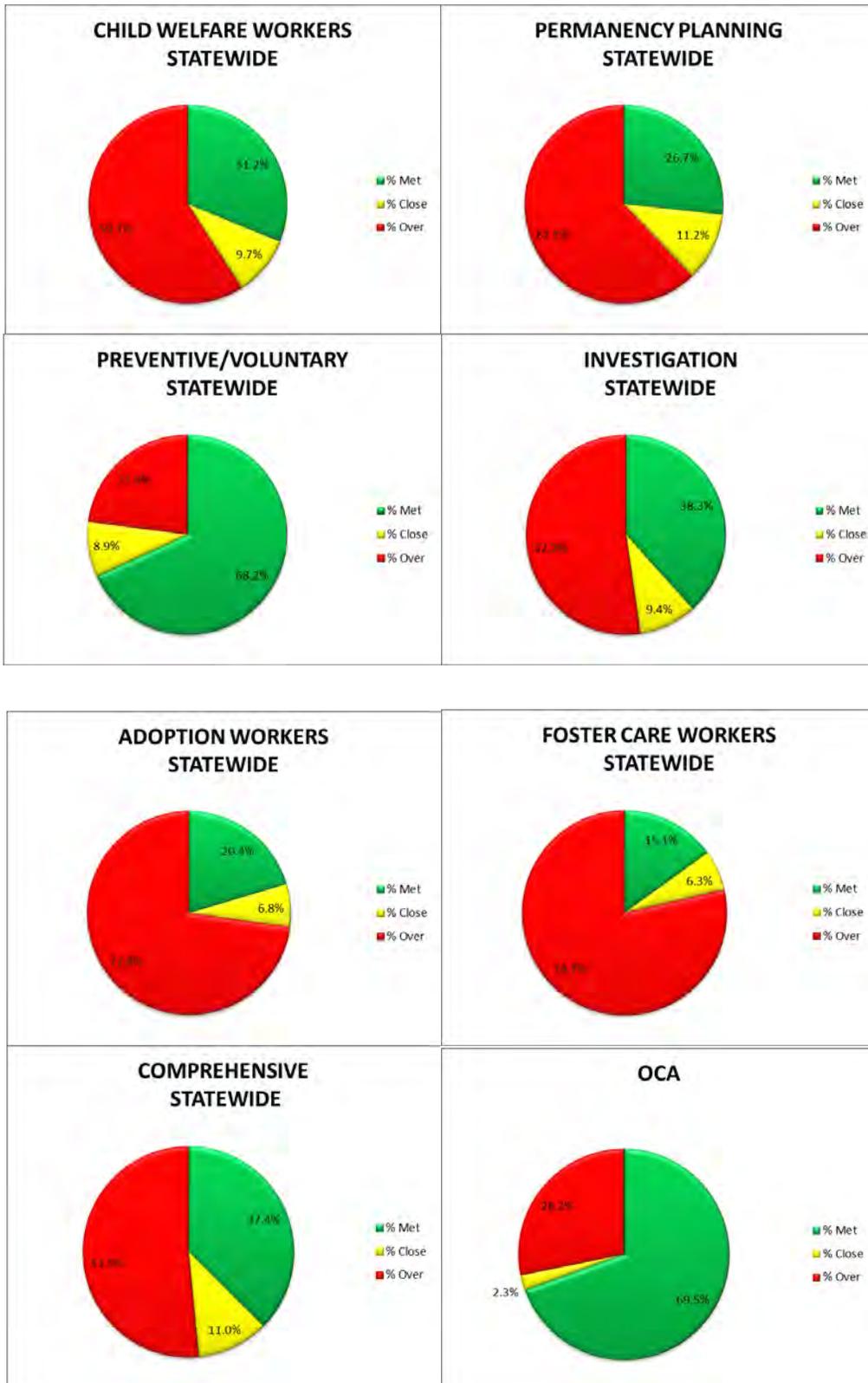
Trends:

| 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, Investigation, 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, Investigation, and PP | 35,267 Days | 114,190 Days | 31.2% |
| Target | | | | 90.0% |

Section 4, Table 7.1-1



Section 4, Graph 7.1-1



Section 4, Chart 7.1-1

| Workers Meeting Workload Standards October 1, 2014 - December 31, 2014 | | | | |
|---|--------------------|--------------|----------------|---------------|
| Worker Type | Worker Days | % Met | % Close | % Over |
| BRIDGE - ADOPTION | 5881 | 20.4% | 6.8% | 72.8% |
| BRIDGE - FOSTER CARE | 12617 | 15.1% | 6.3% | 78.7% |
| COMPREHENSIVE | 9363 | 37.4% | 11.0% | 51.5% |
| PERMANENCY PLANNING | 48848 | 26.7% | 11.2% | 62.1% |
| PREVENTIVE/VOLUNTARY | 4009 | 68.2% | 8.9% | 22.9% |
| INVESTIGATION | 32015 | 38.3% | 9.4% | 52.3% |
| OCA | 1457 | 69.5% | 2.3% | 28.2% |
| STATEWIDE TOTAL | 114190 | 31.2% | 9.7% | 59.1% |

Section 4, Table 7.1-2

Commentary:

In the current quarter, there was an average of 1,473 workers in Bridge – Adoptions, Bridge – Foster Care, Comprehensive, Permanency Planning, Prevention, Investigation, and OCA. For the partner agencies, based on the workload standard of 22 families, as of December 31, 2014, all agencies are currently at 100 percent for meeting workload standards.

The total number of caseload carrying staff in CWS has steadily increased over the last six months. As a result, the total percentage of staff meeting workload standards has increased slightly since the last reporting period. Although caseloads are not yet at the Pinnacle Plan standard, DHS has undertaken extensive efforts to decrease caseloads so that in many offices they are significantly lower than they were prior to Pinnacle Plan implementation. The number of children in care continued to increase during this reporting period, which strained DHS’ efforts to improve workload performance. During the last two months of the reporting period, however, the number of children in care began to decline. Exits increased, and entries decreased. This is the result of cumulative efforts to improve practice and performance over the last two years. If this trend continues, while hiring increases, performance in this area will continue to increase over the next year. Between July 1, 2014 and December 31, 2014, DHS trained 287 new CW specialists. It is anticipated that in the second half of SFY15, approximately 600 additional new CW specialists will be trained.

Thorough analysis of district level staffing need considering such variables as current staffing levels, turnover rates, and current performance on graduated caseload measures has been completed. Informed by this data analysis, a statewide hiring plan has been developed. To begin, 10 target districts have been identified, and efforts will focus up front on these districts with establishment of district specific hiring and retention plans. The CWS Executive team, along with Human Resources Management (HRM) leadership will lead the development and execution of the statewide hiring and retention plan as well as the district specific action plans. Weekly phone calls with the leadership in the 10 “target” districts, the executive team members, and HRM leadership will occur. The purpose of the phone calls will be to evaluate progress, identify barriers, and develop solutions to barriers.

The plans focus on retention in addition to hiring, because retaining qualified and experienced staff is equally critical in the effort to create a workforce that is substantial enough in size to meet the workload need. While turnover of employees in the CW specialist classification has improved slightly in recent quarters, the rate continues to create workforce challenges. As a retention strategy, DHS has committed to implementing graduated caseloads for new CW specialists. This is a Pinnacle Plan commitment of assigning cases to new staff at a graduated rate according to length of time with the agency, that thus far has been challenging to implement due to the increase in the workload statewide. However, during the last part of the reporting period, DHS leadership recommitted to implementation of this strategy despite the challenges presented related to high caseloads. During the month of December 2014, 55 percent of staff who were eligible to carry a “graduated caseload” according to Pinnacle Plan standards were meeting the graduated caseload standard. There is an expectation that this number will continue to increase each month during the next

reporting period. Additionally, in offices where the specific target for graduated caseloads cannot be met, it is expected that new staff entering on duty are assigned cases at a rate that is as close to the graduated caseload standard as the office workload will allow understanding that a balance between protecting workloads of new staff while not overloading existing staff must be achieved. This commitment to protecting newly hired and trained staff from unmanageable caseloads is a crucial step towards curbing turnover.

Another critical commitment that targets retention of staff is implementation of a Field Training Program for new CW specialists. Upon completion of new worker academy and successful completion of Hands on Testing, a competency-based assessment for new workers, staff is assigned an experienced mentor to work with them in the field. To date, the Child Welfare Training Program has certified 186 CW specialist IIIs authorizing them to provide guidance and mentorship to new CW specialists. While statewide implementation of the Field Training Program has not yet occurred, the number of new staff entering into the program increases each month. As this program is still in early stages of implementation, monthly statewide conference calls are held with piloting counties to assist with training needs and elimination of barriers to implementation.

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. If a Unit has a ratio of 5:1 or less, they are considered to meet the standard. Units are “close” if 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, this additional caseload must be factored into the measurement. If a supervisor has less than two case assignments this will not be calculated into the measurement. For any other assignments on a supervisor’s caseload, these 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:

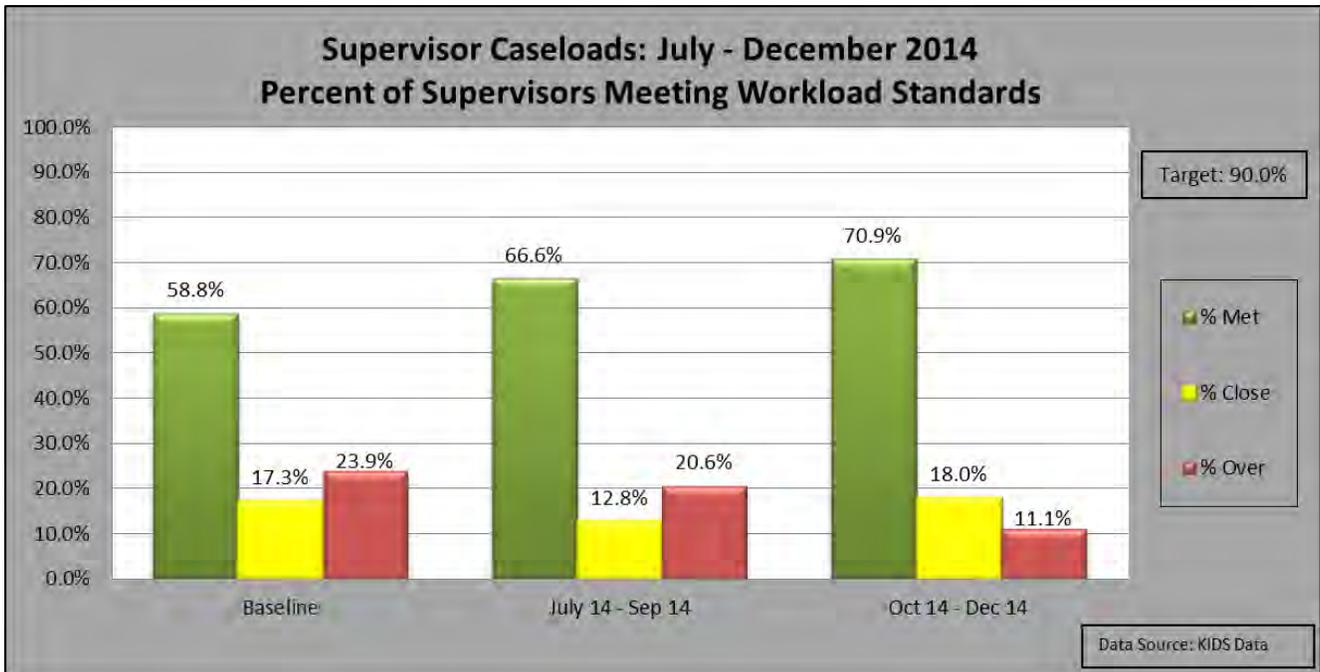
Denominator: All current supervisor units currently supervising caseload carrying workers in Bridge - Adoptions, Bridge – Foster Care, FCS, Investigation, and Permanency Planning.

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% |
| 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 306 Supervisor Units. As of December 31, 2014, there were 1,473 CW specialist I, II, and III's. This calculated to a statewide worker to supervisor ratio of 4.81 : 1. There were 217 units that met the workload standard, 55 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 118 supervisors with at least one assignment on their caseload and 34 of those supervisors had more than two assignments. In the previous quarter, 109 supervisors had at least one assignment and 72 of those had more than two assignments. With performance on this measure at 70.9 percent of supervisors meeting standards, up from a baseline of 58.8 percent, positive trending has occurred.

Summary

As DHS is midway through Pinnacle Plan implementation, it is essential to assess whether the strategies outlined in the Pinnacle Plan have had the intended impact of achieving substantial and sustained progress towards each Target Outcome. In recent months, the number of children in care have begun to decline slightly, but early challenges such as the steadily rising number of children in out-of-home care put significant additional strain on an already burdened system. Despite adding over 700 new staff positions to CWS, DHS has been unable to make the desired progress towards meeting workload standards. Likewise, despite steadily increasing the number of resource family homes available for placement of children, the goal of achieving a family-like setting for each child in out of home care has not yet been realized. However, substantive progress has been made in this key area as acknowledged by the Co-Neutrals.

While the Pinnacle Plan is a comprehensive approach to system reform, to make greater progress DHS and the Co-Neutrals agree it is necessary to engage in a more targeted approach that focuses specifically on the fundamental pieces of the reform effort. As outlined in this report, substantial and sustained progress in **three key areas of workloads, foster home recruitment, and shelter care reduction will significantly impact other performance areas.** From a thorough analysis of data, DHS has adopted five “core strategies” that are focused time limited, clearly connect to one or more targeted area, and have specific benchmarks linking them to the target area in which they are aimed to impact.

As a foundational strategy, DHS will utilize diagnostic data tools including newly developed scorecards to inform decision making and bolster continuous quality improvement efforts. The balanced scorecard approach is chosen in order to connect CWS improvement initiatives directly to the safety, permanency, and well-being outcomes for the state’s children and families. This approach provides the linkage between targeted improvement strategies down to the local level with the overall goals of the agency. Scorecards serve as the mechanism for Oklahoma to evaluate performance at the local level through performance measures and targets for each jurisdiction. This equips local jurisdictions with the necessary tools to employ data-driven, fact-based decision making. The scorecards inform district specific action plans that align with the metrics in the scorecard as well as with the overall goals of the agency. Leadership at all levels of the division receive ongoing updates in order to continuously assess performance at both the state and district level. The district level view provides executive level leadership the opportunity to focus efforts and resources on jurisdictions determined to be most in need. With the scorecard approach, Oklahoma hopes to more effectively utilize data to inform, implement, and monitor practice change. It allows for course corrections as needed to impact outcomes. This approach clearly and effectively communicates and keeps leadership at all levels of the division focused on the goals of Oklahoma CWS.

DHS has selected five “core strategies”:

1. Based on an analyses of need, develop and execute district level staffing and retention plans to meet graduated caseload standards that consider current staffing levels, district specific turnover, percentage of staff meeting workload standards, and district size
2. Expand foster home capacity with the immediate release of an additional provider contract and enhance capacity through expedited procedures and retention activities.
3. Establish a shelter lead position whose sole responsibility is to eliminate shelter usage for children under the age of 13 by SFY16 and to significantly reduce shelter care for children age 13 and over by reserving use only for circumstances in which family like setting cannot be obtained. This position will coordinate, manage and oversee all shelter reduction efforts both internally and externally.

4. Immediately target and shift resources to achieve permanency for children in identified placements who are legally free for adoption. (While this strategy targets permanency for a specific group of children, it is selected as a core strategy because of the impact on the workload measures. By reducing the overall workload of the division, improved performance on workload measures will occur.)
5. Immediately implement backlog reduction plan in order to achieve workload standards as outlined in the Pinnacle Plan. (While this strategy targets safety of children, like the previous strategy, it is selected as a core strategy because of the impact on the workload measures. By reducing the overall workload of the division, improved performance on workload measures will occur.)

Both DHS and the Co-Neutrals agree that it is imperative to focus on these core strategies that are focused and time limited. At the point that adequate progress has been advanced on each of these core strategies, new core strategies will be adopted in order to advance progress in other performance areas outlined in the Modified Settlement Agreement.