

Utah's Division of Child and Family Services

Northern Region Report

Qualitative Case Review Findings

Review Conducted

January 25-28, 2016

February 22-25 2016

A Report by

The Office of Services Review

utah department of
human services

I. Introduction

The total number of cases reviewed in FY16 was 40 cases. Reviews were conducted during the weeks of January 25-28 and February 22-25, 2015.

Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties. Reviewers included individuals from the following organizations and agencies:

- Department of Human Services
- Head Start Program
- Prevent Child Abuse Utah
- Utah Attorney General's office
- Adoption Exchange
- Quality Improvement Committee

The 40 cases were randomly selected for the Northern Region review. The case sample included 31 foster care cases and 9 in-home cases. All five offices in the region had cases selected as part of the random sample, which included the Bountiful, Brigham City, Clearfield, Logan, and Ogden offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on June 23, 2016 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed with the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review interviews key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. As of September 2015, stakeholder interviews were structured to incorporate elements from the Federal Child and Family Services Review-Stakeholder Interview Guide. The actual guide can be found at [https://training.cfsportal.org/resources/3105#Stakeholder Interview Guide](https://training.cfsportal.org/resources/3105#Stakeholder%20Interview%20Guide). On February 17, 2016, members of OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff interviewed included the Regional Director, region administrators, supervisors, caseworkers, clinical staff. Community partners interviewed included representatives from the office of the Guardian ad Litem, Children's Justice Center, Utah Foster Care Foundation, Educational stakeholder from Ogden City Schools, Weber County Schools, and Davis County Schools. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

Section I- Statewide Information System (SAFE)

No information was requested collected for this section.

Section II- Section II- Case Review System

- Court reviews occur every six months, but it is more typical that cases are being reviewed every 90 days. When the case is going well and on track for adoption, and the courts are waiting the requisite time from initial placement before finalizing the adoption, they are reviewed less frequently.
- Permanency Hearing are occurring at the twelfth month. Many judges schedule the permanency hearing during the early stages of the case, such as at the shelter hearing or dispositional hearing. It seems like most cases are resolved at or before the twelfth month. On occasion, an extension is requested when it appears reunification will be achieved shortly after the twelfth month. Delays to reunification are attributed to the parents not engaging in services until the later stages of the reunification time period. This can occur when there is a long drawn out trial associated with the CPS case. When this occurs, the permanency hearing is schedule twelve months from the findings of fact on the CPS trial, which can be significantly later than the removal and shelter hearing.
- Termination of Parental Rights is occurring at the appropriate timeframe.
- There is no formal system for notifying foster parents of upcoming court dates. However, foster parents can find the court calendar on-line if they know where to look. Front line staff are confused about who is responsible to notify foster parents. Some courts rarely acknowledge the presence of the foster parent and foster parents are not invited to address the court. As a result, foster parents seem ambivalent about court proceedings. Other courts routinely acknowledge every party in attendance of the courtroom.

- Plans are developed in Family Team Meetings and the parents are included in the process as long as they are present at the Family Team Meeting.

Section III- Quality Assurance System

- The region participates in the formal statewide QA efforts of Qualitative Case Reviews and Case Process Reviews (QCR & CPR). In addition to the formal QA efforts, supervisors complete internal reviews, which are patterned after the statewide QCR and CPR tools. Some of these tools have been modified by supervisors. Supervisors feel the formal and internal QA tools and efforts are helpful. Supervisors provide feedback to workers on an informal basis.
- Performance reports are generated by agency administration from SAFE (SACWIS). However, the data on these reports can be unreliable and leads to a lack of confidence in any of the data. Not all staff are skilled in reading, understanding, and interpreting the data. The administration uses SAFE generated reports to monitor performance hot spots.
- Agency performance measures are shared with community partner stakeholders. The agency tends to be transparent about the status of child welfare in the Northern Region. Agency administrators strive to make sure there is no confusion among stakeholders regarding the performance data.

Section IV- Staff and Provider Training

- Training of foster parents is provided by Utah Foster Care Foundation (UFCF). UFCF routinely requests assistance from the child welfare agency, and other allied agencies and providers to enhance the training experience. The training is offered on a rotational basis throughout different areas of the region. If new recruits miss the training in the area, they must wait for it to come around again or they may travel to another area to attend the training. This past year the requirements were shifted so that a foster mother and foster father can divide the 16 hours between them as long as both complete at least four hours each.
- DCFS offers training to basic licensed foster parents who are looking to license as structured placements.
- New employees complete 120 hours of training and mentoring before being allowed to conduct practice on their own. Formal classroom training focuses on Practice Model, SAFE, and general practice instruction. It is difficult for some to make the transition from the classroom training to application in the field. Some supervisors felt unsupported as new employees transitioned from training to field, while other supervisors felt there was adequate or even exceptional assistance from the regional training team.
- In-service training is arranged by the regional training team. Topics are selected and material developed according to emerging needs of the staff. Most of the training

offered to veteran staff is mandatory. Some community partners are invited to be presenters on topics within their area of expertise.

- Training is formally tracked through SAFE (SACWIS).
- Community partners (AAG and GAL) and allied agencies (UFCF) were invited to participate in training offered through the agency, which featured the HomeWorks initiative.
- The regional training team has developed a resource manual to assist new workers enter the workforce.

Section V- Service Array and Resource Development

- There is a lack of Spanish Speaking services in Bountiful.
- There is a need for service (outside of Weber County) addressing Domestic Violence. The contract for DV services in Logan expired in 2015 and there has been no resolution to the situation.
- The demand for drug treatment exceeds the availability of resources.
- Davis Behavioral Health (DBH) has implemented a policy to refuse to provide substance abuse assessments unless the client commits to accepting treatment through DBH as well. However, some clients prefer to take the assessment and shop around for services.
- Brigham City offers a limited array of services, as a result many residents travel to neighboring Ogden or Logan. Brigham City has a limited public transportation system, which limits family's access to resources.
- Providers conducting formal Mental Health assessments are readily available in all areas of the region. However, there are delays in the implementation of Mental Health treatment.
- It can be difficult to differentiate which factors impact the quality of services when the client is unengaged and/or the service is underpowered.
- The region hosts an annual provider fair so that staff and providers can forge a working relationship.
- There are some newly emerging resources available which are exciting and promising; such as the Higher Education Navigators or HENs, Families First, and Grand Families. The news of the forthcoming Department of Human Services initiative of System of Care has community partners eagerly anticipating the launch.
- The region has been in partnership with the state office in developing an assessment of the service array in order to identify gaps within the array.
- Services are more readily available to children in foster care than children who remain with family.

Section VI- Agency Responsiveness to the Community

- There are very few cases where ICWA is applicable and due to the rare nature of these cases, staff are unfamiliar with the expectations. Legal partners are diligent in making

sure the legal requirements are followed. Tribes are being notified when ICWA eligible cases are identified.

- There are gaps in meeting the needs of unique populations such as hearing impaired or English Language Learners. It is rare to see a plan written in any language other than English.
- The Logan office hosts an annual “meet and greet” between foster parents and workers.
- In Davis County, there is a good working relationship between child welfare, law enforcement, and the Children’s Justice Center.
- Some partners, including law enforcement and legal system representatives, are concerned that after hours and on-call staff (non-CPS) are not trained on forensic interviewing procedures like daytime CPS workers.
- CPS staff tends to have better skills in conducting interviews with children than Law enforcement agents.

Section VII- Foster and Adoptive Parent Licensing, Recruitment and Retention

- To some the recruitment of foster parents seems appropriate, however; there are not enough homes to take larger sibling groups. Utah Foster Care Foundation (UFCF) develops a quarterly recruitment goal and plan based on data from the agency. Concerted efforts have been made to recruit foster home through cultural festivals. However, there is a lack of diverse pool of foster homes. UFCF conducts some pre-screening with applicants when it appears there may be issues with background checks. UFCF would like to offer more web-based on-line training opportunities, which are being developed.
- The process of licensing is going well. For the average non-specific foster care applicant, it takes about three to six months from application to license. For specific (kin) foster applicant, the process is prioritized for expedited placement.

In addition to gathering information from stakeholder interviews, which focused on Federal Child and Family Services Review Stake Holder Interview Guide, additional information was provided which did not fall under any of the Federal categories. Therefore, this information is grouped together as miscellaneous information.

- The HomeWorks initiative is nearing the completion of all phases of implementation. The last phase of saturation should be achieved later this summer. At this point supervisors have developed some QA tools specific to the Structured Decision Making safety and risk assessment tools, and the UFACET assessment tool.
- The Department of Human Services initiative of System of Care is scheduled to be introduced in Northern Region later this year.
- The hiring freeze in FY15 impacted the region and there is still residual impact from the hiring freeze as newly hired staff are being trained and mentored before taking full caseloads.
- Bear River Mental Health is not responding to email and there is a two-week delay in responses to voicemail.

- The best way to ensure the participation of therapists in Family Team Meetings is to schedule two-weeks in advance.
- HomeWorks has contributed to some infighting between the legal partners and the agency. Workers are advocating for family preservation while the attorneys are urging removal. Some of the pressure to remove is coming from a sense that a certain judges will scrutinize the decision to keep the children home.
- There is inconsistency in the timeliness of court reports.
- The Regional administrative team does a great job of communicating with the courts, and legal partners.
- Some children are being placed in higher level placements when there are no available homes at the appropriate level.

III. Child and Family Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

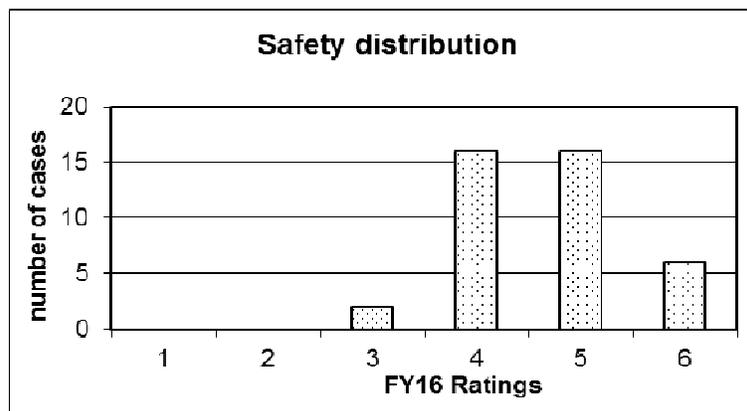
Overall Status

Northern Region	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY12	FY13	FY14	FY15	FY16 Current Scores
			Standard: 85% on overall score					
Safety	38	2	95%	89%	94%	100%	90%	95%
<i>Child Safe from Others</i>	40	0	100%	100%	100%	100%	95%	100%
<i>Child Risk to Self or Others</i>	38	2	95%	89%	94%	100%	95%	95%
Stability	35	5	88%	74%	89%	83%	83%	88%
Prospect for Permanence	34	6	85%	74%	60%	71%	73%	85%
Health/Physical Well-being	40	0	100%	94%	100%	97%	98%	100%
Emot./Behavioral Well-being	36	4	90%	83%	83%	91%	93%	90%
Learning	35	5	88%	89%	97%	94%	98%	88%
Family Connections	18	2	90%	92%	87%	94%	95%	90%
Satisfaction	34	6	85%	94%	80%	91%	85%	85%
Overall Score	36	4	90%	86%	94%	97%	90%	90%
			0% 20% 40% 60% 80% 100%					

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

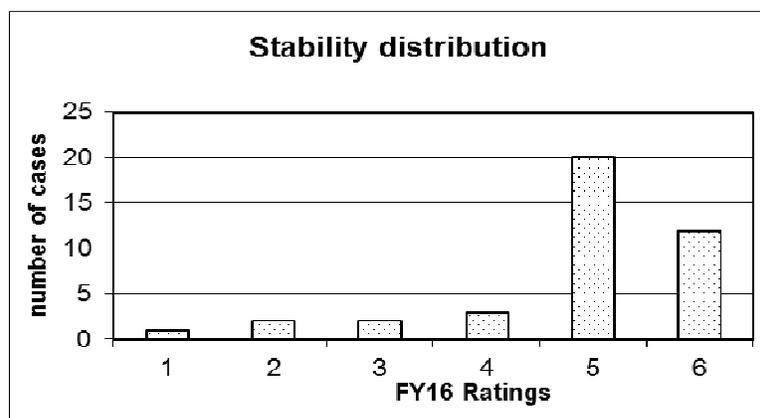
Findings: 95% of cases reviewed were in the acceptable range (4-6). This is a five point increase from last year's score of 90%. Out of the 40 cases reviewed, two had unacceptable safety. Both cases failed safety due to the Child' Risk to Self or Others.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

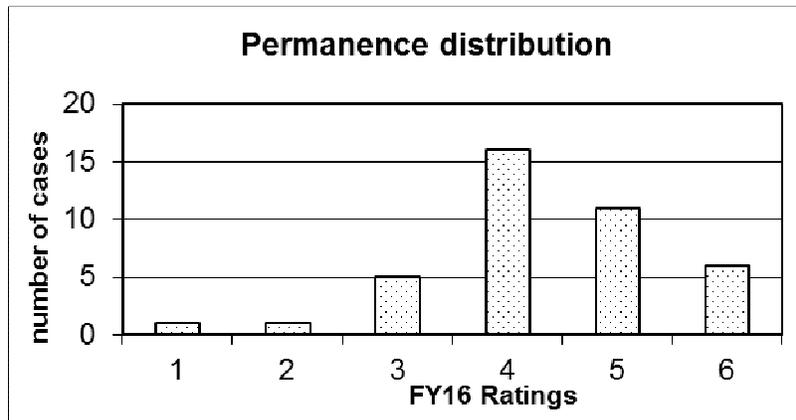
Findings: 88% of cases reviewed were in the acceptable range (4-6). There is an increase from last year's score of 83%.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

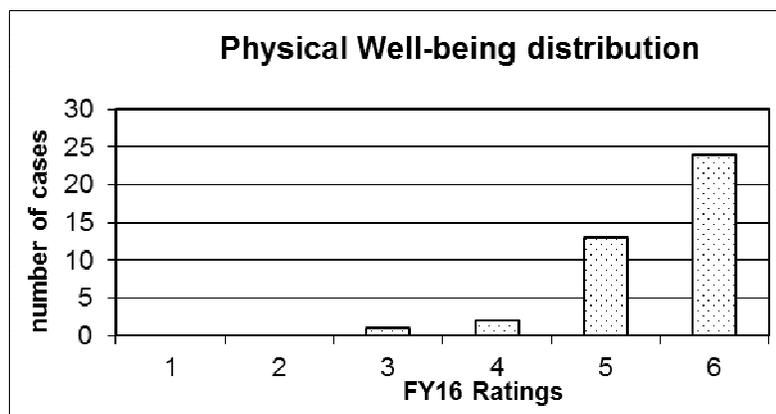
Findings: 85% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 73%.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

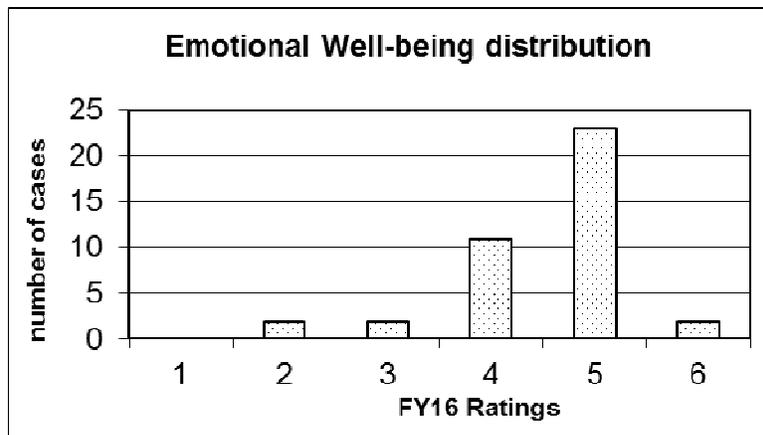
Findings: 100% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 98%



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

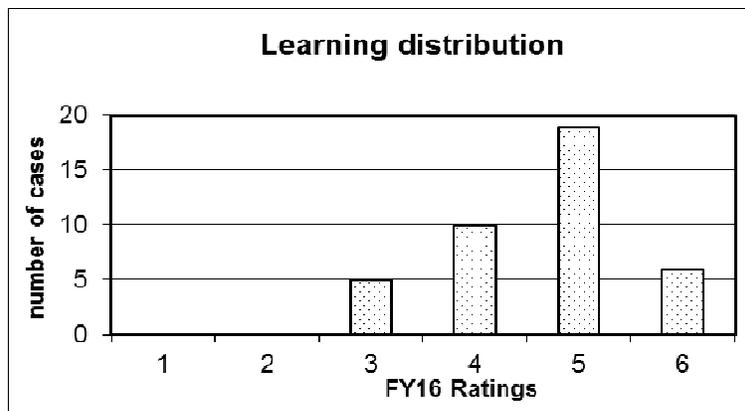
Findings: 90% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 93%.



Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? (Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.)

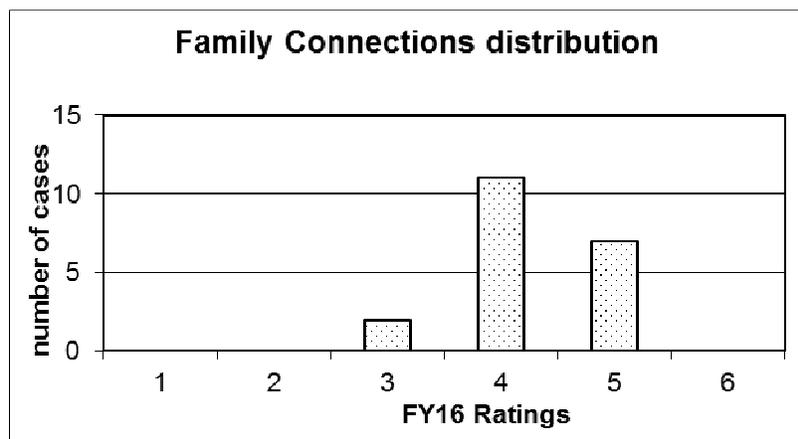
Findings: 88% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 98%.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 90% of cases scored acceptable on Overall Family Connections. This is a decrease from last year's score of 95%. This indicator measures whether or not the relationship between the child and the Mother, Father, Siblings, and Other important family members is being maintained. The score for Siblings was 100%. The score for Mothers was 88% and Fathers was 90%. The score for others was 0% in one applicable case.

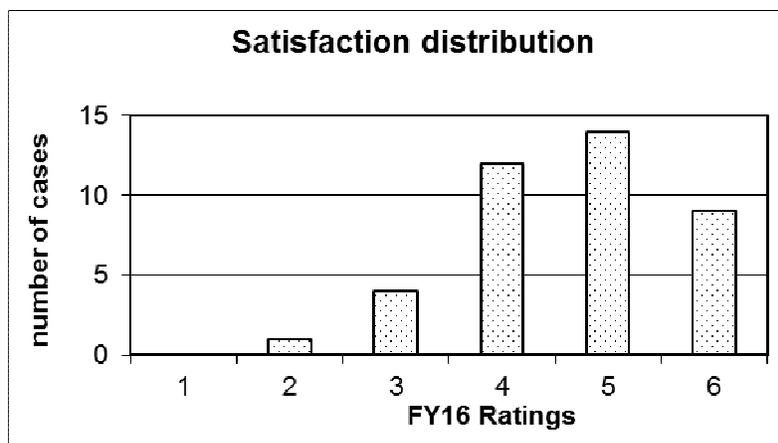


Northern Family Connections			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Connections	18	2	90%
Sibling	3	0	100%
Mother	14	2	88%
Father	9	1	90%
Other	0	1	0%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 85% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is the same as last year's score. Reviewers rated the satisfaction of Children, Mothers, Fathers, Caregivers and Others. Scores for the individual parties ranged from 96% for Caregivers to 50% for Others.

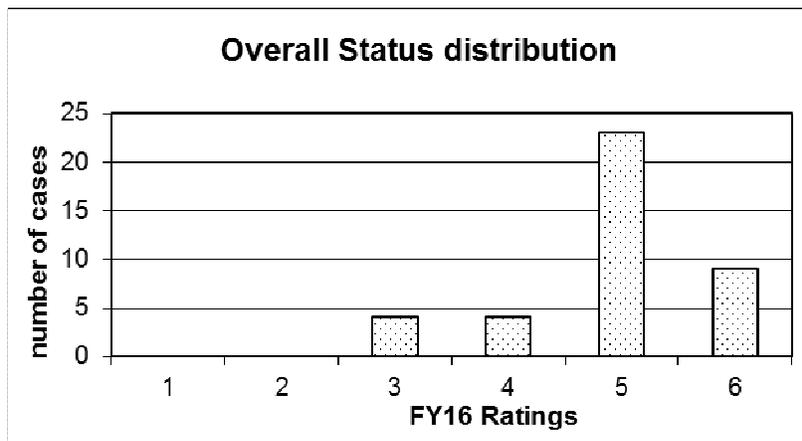


Northern Region Satisfaction			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Satisfaction	34	6	85%
Child	11	2	85%
Mother	23	4	85%
Father	16	5	76%
Caregiver	22	1	96%
Other	1	1	50%

Overall Child and Family Status

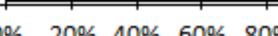
Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 90% of cases reviewed were within the acceptable range (4-6). This is the same as last year’s score.



System Performance Indicators

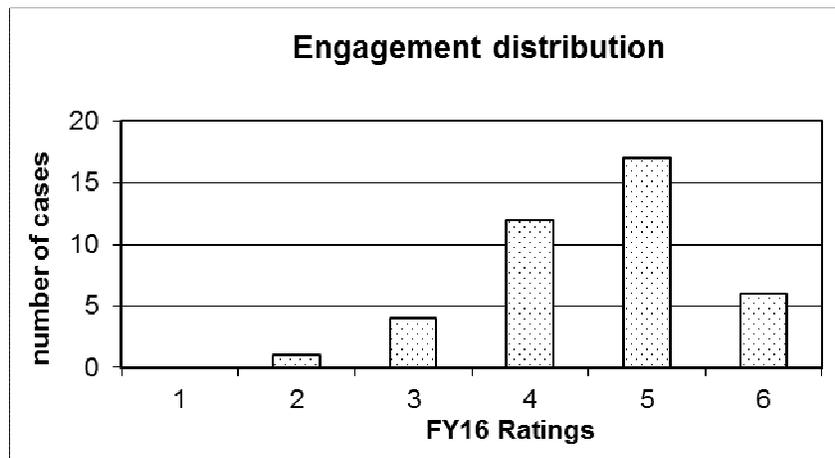
Overall System

Northern Region System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators		FY12	FY13	FY14	FY15	FY16 Current Scores
			Standard: 85% on overall score						
Engagement	35	5			86%	94%	86%	90%	88%
Teaming	26	14			80%	69%	74%	73%	65%
Assessment	38	2			83%	83%	77%	80%	95%
Long-term View	33	7			74%	63%	80%	65%	83%
Child & Family Plan	29	11			71%	77%	80%	75%	73%
Intervention Adequacy	35	5			89%	89%	89%	90%	88%
Tracking & Adapting	37	3			97%	83%	89%	93%	93%
Overall Score	36	4			83%	86%	94%	90%	90%
0% 20% 40% 60% 80% 100%									

Child and Family Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 88% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 90% but above standard. Separate scores were given for Child, Mother, Father, Other and Caregiver. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 100% for the Child to 67% for Others.

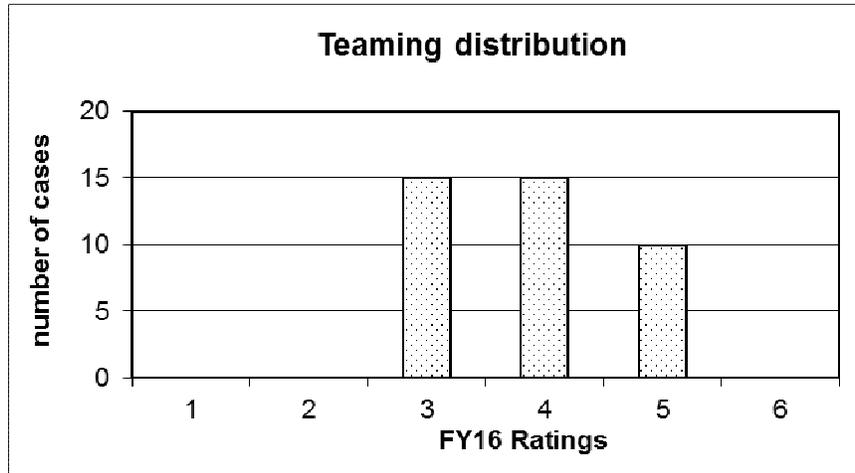


Northern Region Engagement			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Engagement	35	5	88%
Child	22	0	100%
Mother	26	4	87%
Father	22	3	88%
Other	2	1	67%

Child and Family Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

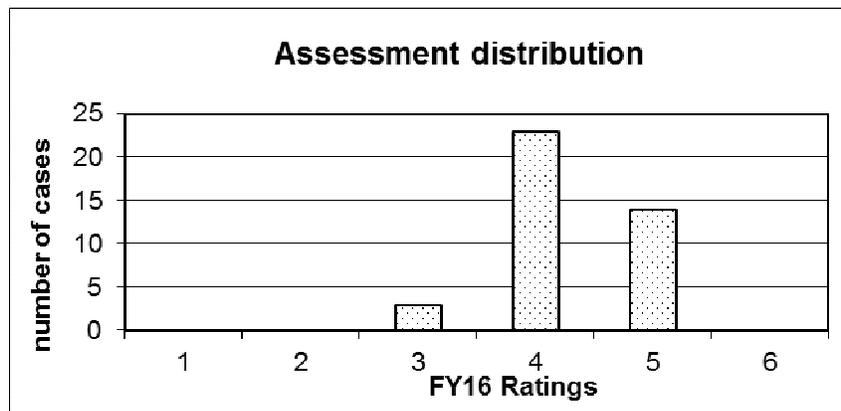
Findings: 65% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 73% and below standard.



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 95% of cases reviewed were in the acceptable range (4-6). This is a substantial increase from last year’s score of 80% and well above standard. Individual scores were given for this indicator. Scores ranged from a high of 100% for the Caregiver to a low of 67% for Others.

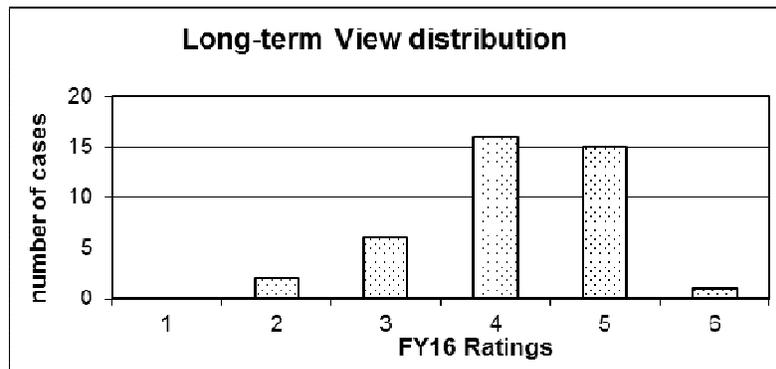


Northern Region Assessment			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Assessment	38	2	95%
Child	36	4	90%
Mother	28	4	88%
Father	24	3	89%
Caregiver	24	0	100%
Other	2	1	67%

Long-term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

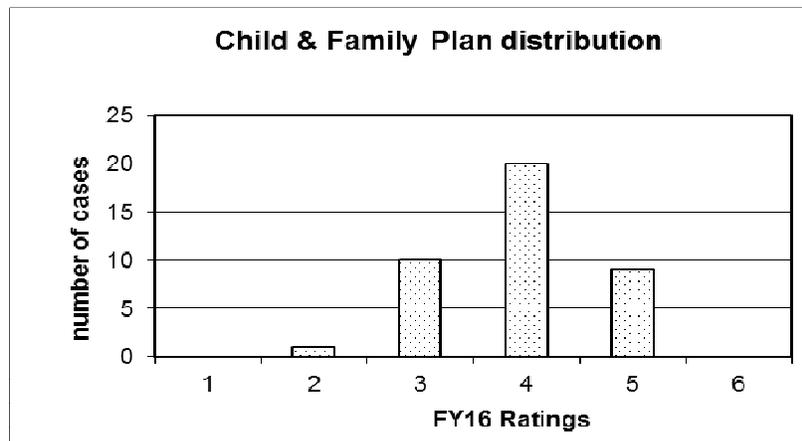
Findings: 83% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 65% and is above the standard of 70%.



Child and Family Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

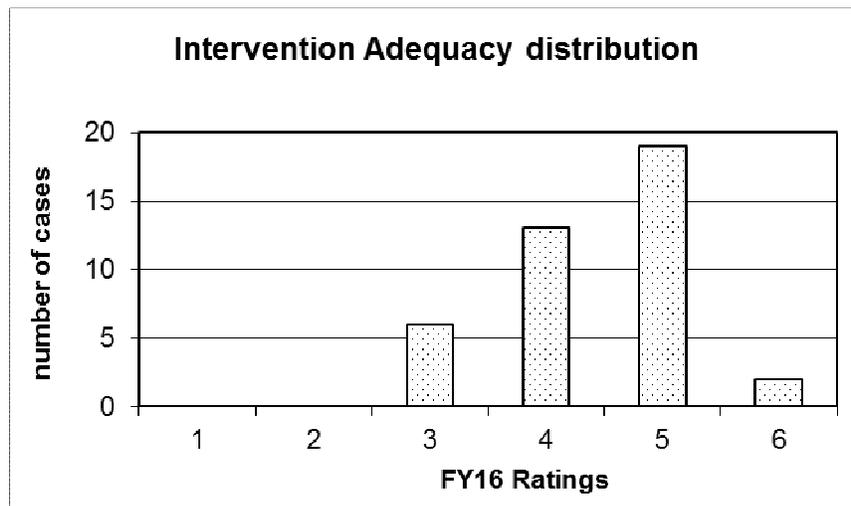
Findings: 73% of cases reviewed were within the acceptable range (4-6). This is a modest decrease from last year's score of 75% but above standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 88% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score or 90% but well above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from a high of 100% for Others to 80% for Fathers.

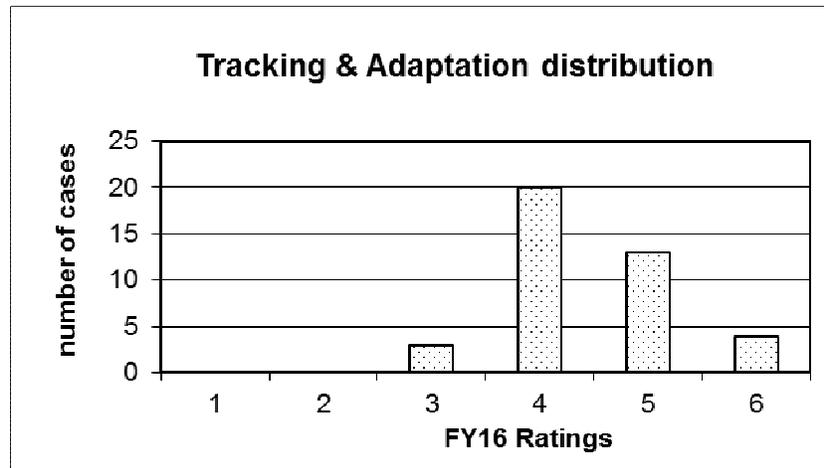


Northern Region Intervention Adequacy			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Intervention Adequacy	35	5	88%
Child	36	4	90%
Mother	23	5	82%
Father	16	4	80%
Caregiver	22	1	96%
Other	2	0	100%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

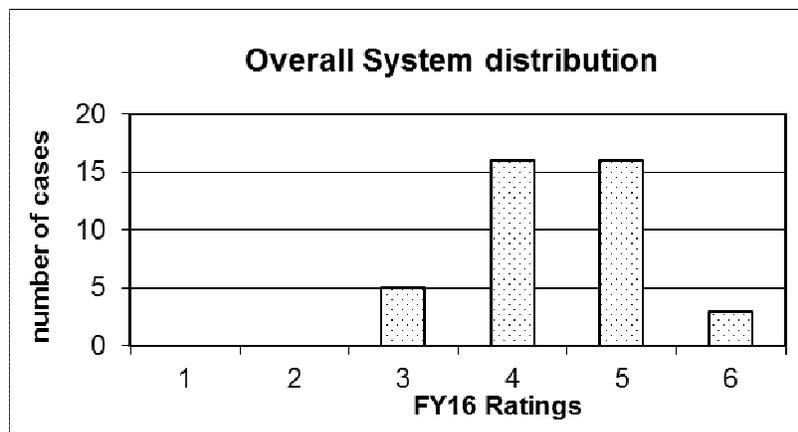
Findings: 93% of cases reviewed were in the acceptable range (4-6). There is no change from last year's score and well above standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

Findings: 90% of cases reviewed were within the acceptable range (4-6). The Overall System Performance score remained the same as last year's score and is above the standard of 85%.



IV. Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: Child and Family status acceptable, System Performance acceptable
- Outcome 2: Child and Family status unacceptable, System Performance acceptable
- Outcome 3: Child and Family status acceptable, System Performance unacceptable
- Outcome 4: Child and Family status unacceptable, System Performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2.)

The outcome matrix for children and families reviewed during the Northern Region review indicates that 80% of the cases had acceptable ratings on both Child Status and System Performance. There was one case that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
Acceptable System Performance	Outcome 1 Good status for the child, agency services presently acceptable. n= 32 80%	Outcome 2 Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 3 10%	90%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 4 10%	Outcome 4 Poor status for the child, agency presently unacceptable. n= 1 0%	10%
	90%	10%	

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. Highlighted scores show factors by indicator, which were below the standard. Teaming is the only indicator, which was below the standard and will be the subject of a regional Practice Improvement Plan. Therefore, Teaming will be of particular importance.

Teaming performed slightly better on foster care cases than In-home services cases. However neither case type met the standard in teaming.

Case Type	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care SCF	31	94%	81%	87%	90%	68%	97%	87%	77%	87%	97%	94%
In-Home PSS	9	100%	100%	100%	78%	56%	89%	67%	56%	89%	78%	78%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Two of the 40 cases in the sample are reported to have entered services due to delinquency rather than abuse or neglect. There are too few delinquency cases to infer anything about how this case factor impacts practice.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	2	50%	0%	50%	50%
Non-Delinquency	38	89%	89%	92%	92%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were six different Permanency Goal types represented in the case sample. Five of the six goal types scored at or above standard on Overall Child Status and four of the six scored above standard on Overall System Performance. However, the sample size for Guardianship (Relative and Non-relative) is small with only one case in each goal type. Performance scores for teaming were poor in Adoption, Guardian (Non-relative), and remain home. Reunification cases represent the largest portion of the review sample and these cases scored at the standard.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	6	100%	100%	100%	83%	50%	100%	100%	67%	100%	100%	83%
Guardianship (Non-Rel)	1	0%	0%	0%	100%	0%	100%	0%	100%	100%	100%	100%
Guardianship (Relative)	1	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Individualized Perm.	3	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Remain Home	9	100%	100%	100%	78%	56%	89%	67%	56%	89%	78%	78%
Reunification	20	95%	80%	85%	90%	70%	95%	85%	75%	80%	95%	95%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload affected some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. The case sample shows that 90% of the caseworkers have caseloads of 16 cases or less (36 of 40 workers). Caseload size does not appear to have impacted the Overall Child Status score (89% and 100%) or the Overall System Performance Score (91% and 80%). Teaming scores are below the standard regardless of caseload size but worker with fewer cases did outperform workers with more cases by 17%.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	36	94%	83%	89%	86%	67%	94%	81%	72%	86%	92%	89%
17 cases or more	4	100%	100%	100%	100%	50%	100%	100%	75%	100%	100%	100%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Teaming scores were above standard with workers with less than 12 months experience and workers with three or more years of experience and less than four years. These two groups combined to score 90% on teaming.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	6	100%	83%	83%	83%	83%	100%	83%	67%	83%	83%	83%
12 to 24 months	6	83%	83%	83%	100%	67%	100%	83%	67%	83%	100%	100%
24 to 36 months	12	92%	92%	92%	83%	58%	92%	83%	58%	92%	92%	92%
36 to 48 months	5	100%	100%	100%	100%	100%	100%	100%	80%	80%	100%	100%
48 to 60 months	2	100%	50%	50%	50%	50%	50%	50%	50%	50%	100%	50%
60 to 72 months	3	100%	100%	100%	100%	33%	100%	100%	100%	100%	100%	100%
More than 72 months	6	100%	67%	100%	83%	50%	100%	67%	100%	100%	83%	83%

RESULTS BY OFFICE

The following table compares how offices within the region performed on some key child status and system performance indicators. Cases from all five offices in the Northern Region were selected as part of the sample. All offices except Clearfield scored above the standard of 85% on Overall Child Status and all offices scored at or above the standard on Overall System Performance. Brigham City and Clearfield offices scored well below the standard on Teaming while Ogden scored at the standard on Teaming.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Bountiful	3	100%	100%	100%	100%	100%	100%	100%	67%	100%	100%	100%
Brigham City	3	100%	100%	100%	100%	33%	100%	100%	100%	100%	100%	100%
Clearfield	9	89%	78%	78%	89%	44%	100%	67%	89%	89%	78%	89%
Logan	5	100%	100%	100%	80%	80%	100%	80%	80%	100%	100%	100%
Ogden	20	95%	80%	90%	85%	70%	90%	85%	60%	80%	95%	85%

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. The scores on Stability were close for all age ranges except 13 to 15 years of age. This group scored below the Prospects for Permanence and Stability Indicator standard (70%), and Overall Child Status, and Overall System Standard (85%).

AGE	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
0-5 Years	17	100%	100%	100%	94%
6-12 Years	13	92%	85%	100%	92%
13-15 Years	5	60%	40%	40%	60%
16+ Years	5	100%	100%	100%	94%

VI. System Core Indicators and Trends

Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 15 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Northern region's score on Overall System Performance remained at 90%, which is above standard. Two of the seven System Performance indicators improved. All System Indicator scores were above standard except Teaming.

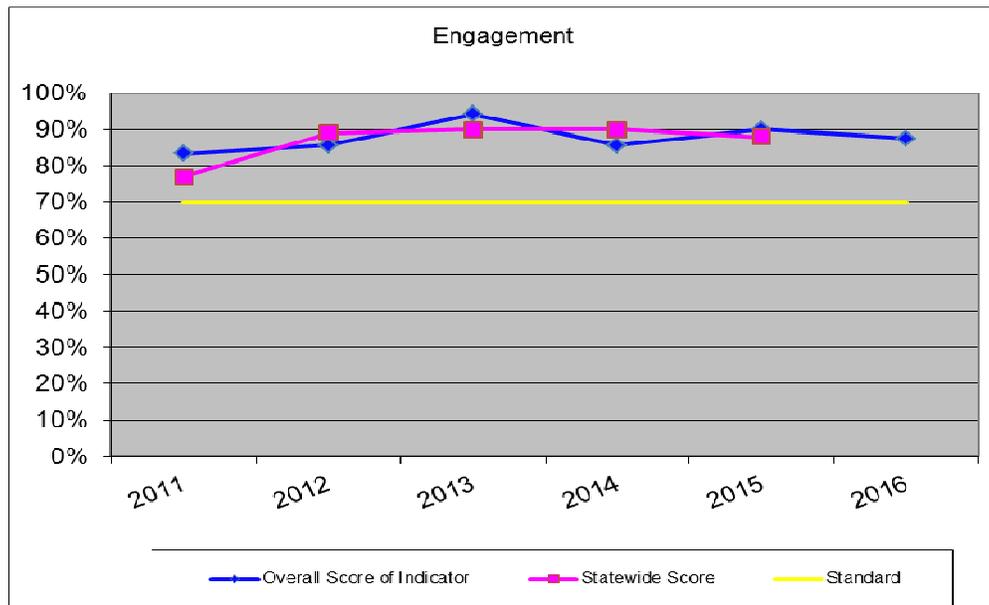
Child and Family Engagement Trends

The average score for the Engagement indicator **increased** from last year. The average score for the Engagement indicator is in the **highest** of all scores over the previous five years.

The overall percentage score for the Engagement indicator **decreased** from last year. The overall Engagement score is in the **high mid-range** of all score over the previous five years. The Engagement score was **above** the standard this year.

The regional overall score for the Engagement indicator **matched** the FY15 statewide score for this indicator

Engagement						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.46	4.49	4.46	4.37	4.38	4.58
Overall Score of Indicator	83%	86%	94%	86%	90%	88%
Statewide Score	77%	89%	90%	90%	88%	



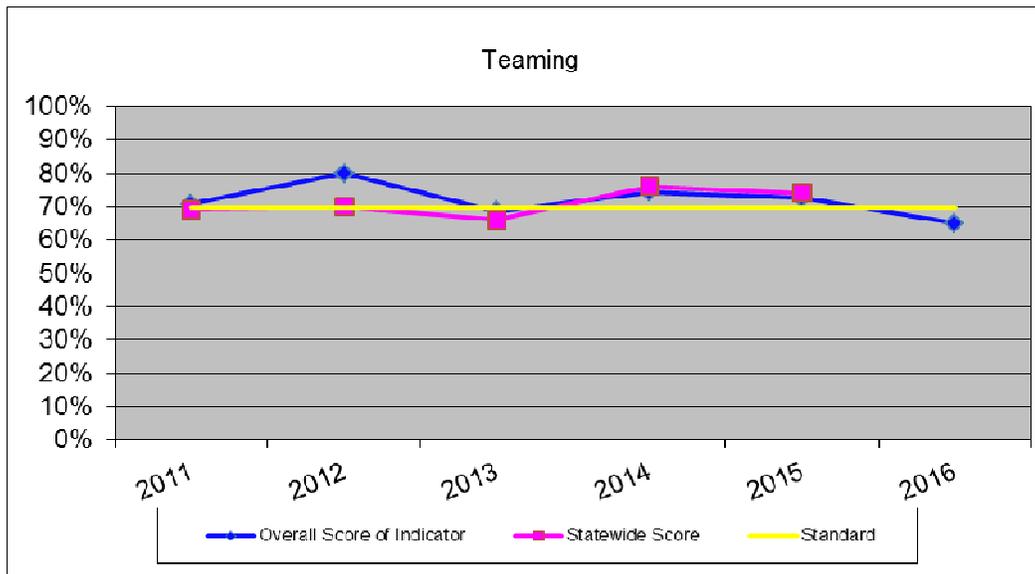
Teaming Trends

The average score for the Teaming indicator **decreased** from last year. The average score for the Teaming indicator is the **lowest** score compared with the previous five years.

The overall percentage score for the Teaming indicator **decreased** from last year. The overall Teaming score was the **lowest** score compared with the previous five years. The Teaming score was **below** the standard this year.

The regional overall score for the Teaming indicator was **below** than the FY15 statewide score for this indicator.

Teaming						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.06	3.89	4.00	4.03	3.88
Overall Score of Indicator	71%	80%	69%	74%	73%	65%
Statewide Score	69%	70%	66%	76%	74%	



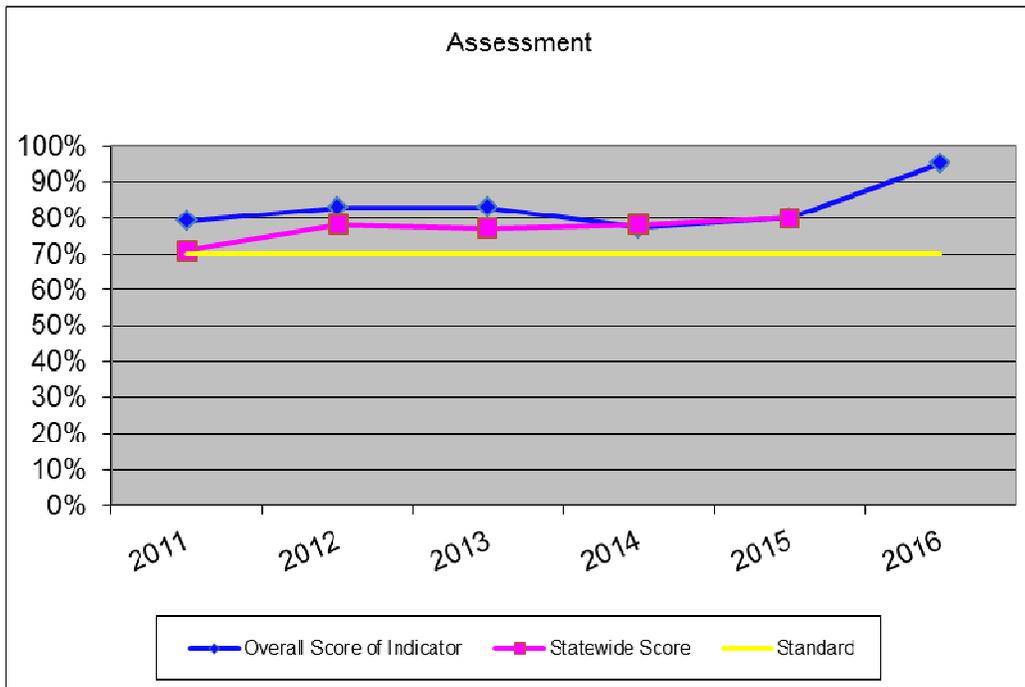
Child and Family Assessment Trends

The average score for the Assessment indicator **increased** from last year. The average score for the Assessment indicator is the **highest** of all scores over the previous five years.

The overall percentage score for the Assessment indicator **increased** from last year. The overall Assessment score is the **highest** of all scores over the previous five years. The Assessment score was **above** the standard this year.

The regional overall score for the Assessment indicator was **above** the FY15 statewide score for this indicator.

Assessment						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.17	4.14	4.14	4.03	4.30
Overall Score of Indicator	79%	83%	83%	77%	80%	95%
Statewide Score	71%	78%	77%	78%	80%	



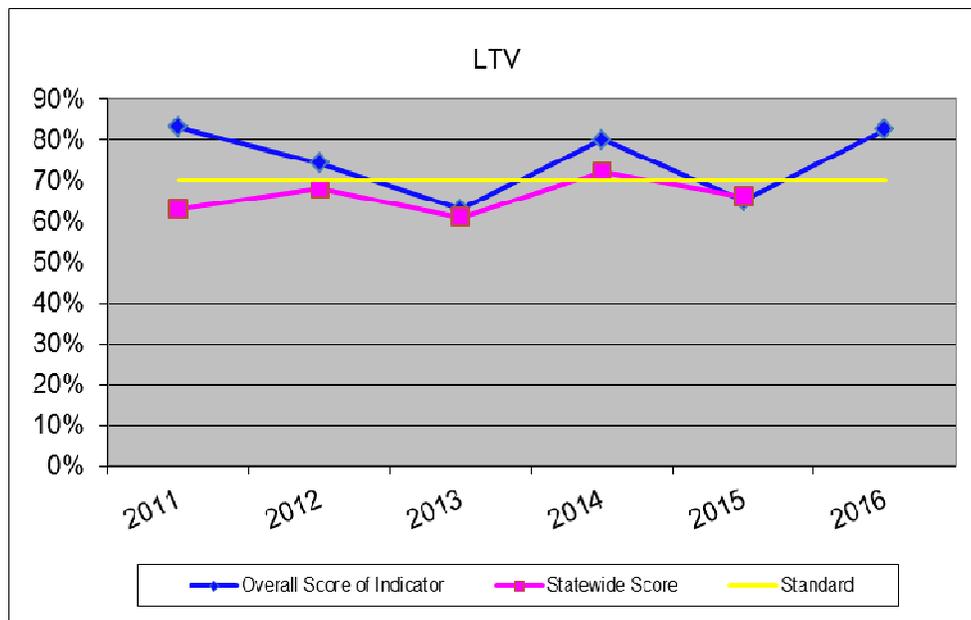
Long-Term View Trends

The average score for the Long-term View indicator **increased** from last year. The average score for the Long-term View indicator is the **midrange** score of all scores over the previous five years.

The overall percentage score for the Long-term View indicator **increased** from last year. The overall Long-term View score matches the **highest score** over the previous five years. The Long-term View score was **above** the standard this year.

The regional overall score for the Long-term View indicator was **above** the FY15 statewide score for this indicator.

Long-Term View						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.14	3.89	4.37	3.95	4.18
Overall Score of Indicator	83%	74%	63%	80%	65%	83%
Statewide Score	63%	68%	61%	72%	66%	



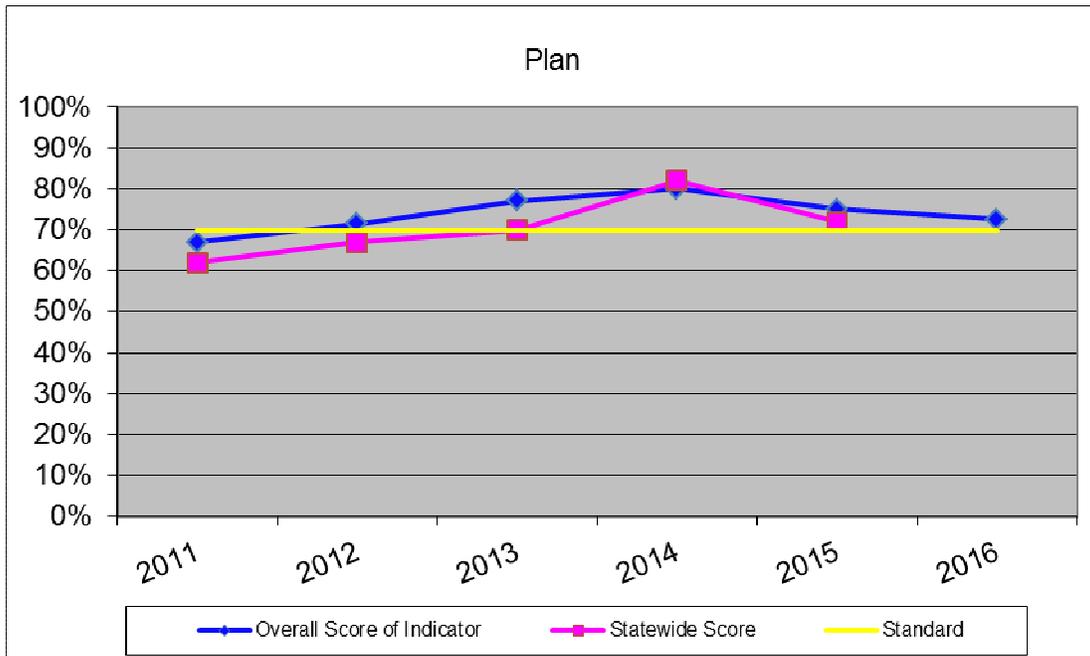
Child and Family Plan Trends

The average score for the Plan indicator **decreased** from last year. The average score for the Plan indicator is the **lowest** of all scores compared to the previous five years.

The overall percentage score for the plan indicator **decreased** from last year. The overall Plan score is in the **midrange** of all scores over the previous five years. The Plan score was **higher** than the standard this year.

The regional overall score for the Plan indicator was **above** the FY15 statewide score for this indicator.

Child and Family Plan						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.03	4.00	4.14	4.00	3.95
Overall Score of Indicator	67%	71%	77%	80%	75%	73%
Statewide Score	62%	67%	70%	82%	72%	



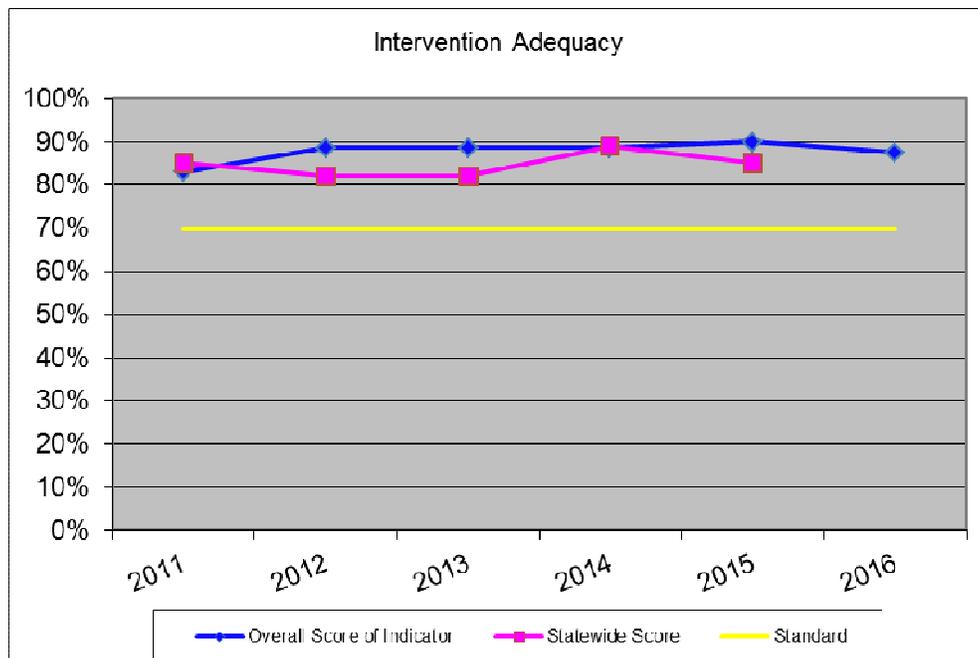
Intervention Adequacy Trends

The average score for the Intervention Adequacy indicator **increased** from last year. The average score for the Intervention Adequacy indicator **matches** the high score over the previous five years.

The overall percentage score for the Intervention Adequacy indicator **decreased** slightly from last year. The overall Intervention Adequacy score is in the **mid-range** of all scores over the previous five years. The Intervention Adequacy score was **above** the standard this year.

The regional overall score for the Intervention Adequacy indicator was **above** the FY15 statewide score for this indicator.

Intervention Adequacy						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.31	4.43	4.37	4.30	4.43
Overall Score of Indicator	83%	89%	89%	89%	90%	88%
Statewide Score	85%	82%	82%	89%	85%	



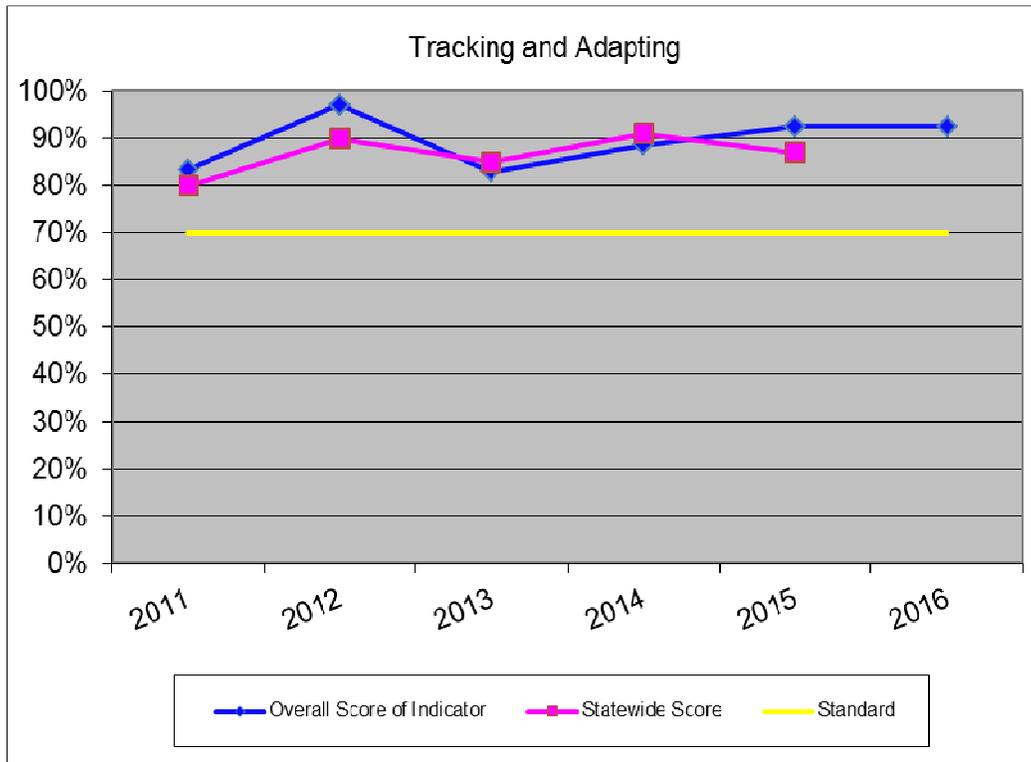
Tracking and Adaptation Trends

The average score for the Tracking and Adaptation indicator **decreased** from last year. The average score for the Tracking and Adaptation indicator is the **second lowest** score over the previous five years.

The overall percentage score for the Tracking and Adaption indicator **is unchanged** from last year's score. The overall Tracking and Adaptation score is the **mid-range** score of all scores over the previous five years. Tracking and Adaptation was **above** the standard this year.

The regional overall score for the Tracking and Adaptation indicator was **above** the FY15 statewide score for this indicator

Tracking and Adaptation						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.46	4.63	4.40	4.51	4.63	4.43
Overall Score of Indicator	83%	97%	83%	89%	93%	93%
Statewide Score	80%	90%	85%	91%	87%	



VII. Summary and Recommendations

Summary

During the FY2016 Northern Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Northern Region. It is clear that there is substantial commitment and hard work devoted to ensuring the safety and well-being of the children and families.

The Region scored well on Overall Child Status and matched last year's score of 90%. Safety remained above the 85% standard and improved from last year's score of 90% to 95% this year. All other Child Status indicators were also above the 70% standard and ranged from 100% in Health and Physical Well-being to 85% in Satisfaction and Prospects for Permanence. Although Prospects for Permanence was one of the lower scoring Child Status indicators, 85% represents the five year high for this indicator.

The region scored well on Overall System Performance and matched last year's score of 90%. The region performed particularly well in Assessment, which scored an all-time high of 95%. The region also performed well on Long-term View, which had been part of the regions FY15 Practice Improvement Plan. Long-term View improved from 65% in FY15 to 83% in FY16. Tracking & Adapting also remained high and matched last year's score.

There were declines in Engagement, Child & Family Plan, and Intervention Adequacy but all remained above standard. Teaming also declined and was below the standard.

There are not many factors that contributed to teaming but some of the factors that may have played a part in scores pertain to case type, workload and office. Both Foster care case types and In-home case types were below standard but Foster cases out-performed In-home cases by 12%. Both cases assigned to workers with 16 or less cases and cases assigned to workers with 17 or more cases were below standard but workers with fewer cases out-performed workers with more cases by 17%. However, there were only four workers that fit the category of 17 or more cases. The Brigham City and Clearfield offices were below the standard and combined to make up 30% of the cases reviewed. The Ogden office was at the standard but made up 50% of the sample. The Bountiful and Logan offices performed well on teaming but made up only 20% of the sample.

Recommendations

When Systemic indicators fall below the standard of 70%, the region develops a Practice Improvement Plan (PIP) designed to improve practice in these areas. Teaming is the only Systemic indicator to fall below the standard, therefore the PIP should focus on strategies to improve the practice around teaming. Based on the analysis of practice pertaining to teaming, any PIP should focus on the offices (Brigham City and Clearfield) where teaming was below standard. Ogden could also benefit from getting extra support on Teaming considering the fact that Ogden carries nearly half of the cases in the region and performed at standard. The PIP

strategy could focus on all case types but extra attention on In-home cases would be worthwhile.

There are six elements of Teaming, which reviewers consider when rating Teaming. These elements are Membership, Ownership, Common View, Effectiveness, Frequency of Meetings, and Participation. According to a content analysis of all 14 cases that rated “unacceptable”, the most common factors contributing to the rating were (lack of) Effectiveness (in 9 cases), Membership (in 7 cases) and Participation (in 7 cases each). Therefore any PIP on Teaming could include strategies to monitor Effectiveness, Membership and Participation.

The Program Improvement Plan for Northern Region can be found at:

<http://dcfs.utah.gov/reports/>