

Utah's Division of Child and Family Services

# Salt Lake Region Report

## Qualitative Case Review Findings

Reviews Conducted

October 19-22, 2015

November 16-19, 2015

*A Report by*

*Office of Services Review*

utah department of  
**human services**

# I. Introduction

The FY2016 Salt Lake Region Qualitative Case Reviews (QCRs) were held the weeks of October 19-22, 2015 and November 16-19, 2015. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners, and other interested parties. Reviewers also included individuals from the following organizations and agencies:

- Division of Substance Abuse and Mental Health
- Fostering Healthy Children
- Salt Lake County Youth Services
- Office of Licensing
- Utah Office of the Attorney General
- Office of the Guardian ad Litem
- Los Angeles County Mental Health
- Child Welfare Group
- Asian Association
- Court Improvement Project
- Primary Children's Medical Center-Safe and Healthy Families
- United Way

There were 40 cases randomly selected for the Salt Lake Region reviews (20 cases for each review); however, one case was dropped (SL35) because reviewers were unable to conduct interviews with key stakeholders. Therefore, the total number of cases reviewed was 39, which included 33 foster care cases and six in-home cases. All six offices in the region had cases selected as part of the random sample, which included the Metro, Mid Towne, Oquirrh, South Towne, Transition to Adult Living (TAL), and Tooele 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 administration on April 20, 2016 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed and discussed 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 October 15, 2015 OSR interviewed individuals and groups of DCFS staff and community partners. DCFS staff members who were interviewed included the regional director, region administrators, supervisors, caseworkers, and support staff. Community partners interviewed included representatives from the Health Department- Fostering Healthy Children, Family Support Center of Salt Lake City, a judge, contracted mental health providers and foster parents.

### Section I- Statewide Information System (SAFE)

No information was requested or collected for this section.

### Section II- Section II- Case Review System

- All stakeholder groups reported that periodic case reviews occur every six months by the court. On occasion the reviews occur early if the judge senses the case has stalled.
- All stakeholder groups reported that permanency hearings occur at the twelfth month. However, there is an exception in cases where delinquency was the singular reason for custody. Extensions are granted when it appears parents will complete services shortly after the twelfth month. Occasionally an extension may be granted when the parents make token efforts at the last minute. However, most extensions are deemed to be appropriate.
- There were no identified barriers for filing for termination of parental rights when children have been in care for 12 out of the past 15 months.
- There is no formal process for notifying foster parents of upcoming court hearings. In some instances foster parents learn of hearings during a Family Team Meeting. Some workers notify foster parents. If the foster parent is present during the hearing, they are generally made aware of the next hearing date as it is discussed during the hearing.
- The Third District Court judges have been encouraging the attendance of youth in court. Consequently, this has also increased the attendance of foster parents. When foster parents are present, some judges encourage foster parents to report to the court.
- Stakeholders report that Child and Family Plans are generally developed jointly with the family. The new UFACET assessment tool is completed by the worker with the family, which is the springboard for developing the plan. Plans are then discussed and finalized in the Child and Family Team Meeting. Parent participation wanes in cases involving older or delinquent youth. Youth who have a goal of Individualized Permanency (Other Planned Permanent Living Arrangement or OPPLA) are given discretion as to who will be part of the case planning activities. In cases where delinquency is the primary reason

for involvement, it can be difficult to engage the parents in the development of the plan. Parents are generally involved in the development of the plan; however, foster parents report they are less likely to be involved and may not even be aware of the content of the plan.

### Section III- Quality Assurance System

- All non-agency stakeholders are familiar with the formal Quality Assurance (QA) process of Qualitative Case Review (QCR). Some non-agency stakeholders are familiar with Case Process Review (CPR). Non-agency stakeholders are satisfied with the measures and processes of the QCR and CPR. Few non-agency stakeholders are well-versed in other informal QA efforts conducted within the agency.
- All supervisors do some form of Quality Assurance. Some supervisors conduct the “Supervisor Finishing Touches” (SFT), an internal QA tool, but many supervisors feel the tool does not address all aspects of the case. These supervisors conduct a modified version of the SFT. Supervisors who use a modified QA tool have tailored their tool to suit their preferences; therefore, tools and measures are not standardized.
- Some supervisors use QA tools to coach and provide feedback to staff, while others do not share QA results with staff. Workers who received feedback from their supervisor reported the feedback was helpful and constructive.
- The region uses a data dashboard to monitor select aspects of practice. These reports are distributed on a monthly basis. Workers report some of the reports are confusing, but most are generally helpful.
- Some reports available to supervisors contain some data which is unreliable. This undermines the validity of the data, and supervisors are not certain whether any data can be trusted.
- Some supervisors have developed their own reports for tracking areas in which they are personally interested.

### Section IV- Staff and Provider Training

- The Salt Lake Valley Region has a dedicated training team which provides, coordinates, manages and tracks training. The training team is responsive to the training requests from administration and the needs of the staff. The training team also provides one-on-one mentoring and coaching to individual staff.
- All training hours are tracked in SAFE (SACWIS).
- New employees are required by law to complete entry level training. New employees report the training was helpful and focused on child welfare in general, but there was not as much focus on practical matters. Case assignment restrictions are placed on newly hired employees as they complete new employee training. Many stakeholders reported that the restrictions are too prohibitive and limit the supervisor from re-distributing the workload to the new staff. Additionally, new staff felt that they needed more cases in order to take the instruction from the classroom and apply it in the field. The gradual increase in assigning cases was described as follows: zero cases in the first month, up to three cases assigned as a “secondary worker” in the second month,

become the “primary worker” in the third month and then cases are assigned at a rate of one per month until the twelfth month. The new employee caseload reaches 12 cases in 12 months, which is less than the typical caseload of 16-17 cases for experienced staff. During the first year, newly hired employees are to receive coaching and mentoring from their supervisor and co-workers. However, the quantity and quality of the mentoring varied from supervisor to supervisor, which resulted in some new employees leaving in the first 12 months. New employees who received mentoring through a structured process said their experience was better than their peers who were not provided with a formalized mentoring schedule.

- Experienced staff members receive in-service training that has been developed to instruct them on new initiatives, policies, and practices; or to provide generalized information relevant to building knowledge, skills and abilities; or to target deficits in practice.
- External experts are occasionally invited to provide specialized training to agency staff.
- Staff report that first-time foster parents seem sufficiently prepared. Staff attribute the preparedness of the foster parent to the pre-service training for new foster parents. Training for foster parents is provided through a combination of class room instruction and on-line materials.

#### Section V- Service Array and Resource Development

- There is a greater array of services found in Salt Lake City compared to surrounding counties, and vastly more services in Salt Lake City than are available in the rural areas of Utah. However, resources in the neighboring county of Tooele are limited in scope and availability.
- Services and treatment options available in Salt Lake City are varied and can be highly specialized.
- All services may not be readily available, and in fact, it is commonplace that the start of the service is delayed.
- There is a need for services to latency-aged youth who have severe emotional and behavioral issues.
- Accessing specialized dental treatment can be a challenge. Many providers are unwilling to work with Medicaid.
- In some instances, access to specialized services is delayed due to Medicaid denial for service. This can be resolved through an appeal, but the appeal contributes to delays in the provision of services.
- There are limited resources for families who are underinsured or cannot afford service and are not eligible for Medicaid. This seems to be more prevalent in home-based cases than foster care cases.

#### Section VI- Agency Responsiveness to the Community

- Despite the abundance and variety of services, there are still gaps, particularly pertaining to English Language Learners other than the Spanish speaking population.

- There is a growing refugee population in Salt Lake City. There are emerging resources and advocacy groups for some of the refugee groups which are beginning to have a measurable presence in the community such as the Asian population. The number of refugees from African countries seems to be growing. At present there are few resources in these native languages.
- There are not many cases involving Native American children, and these cases primarily involve Navajo or Ute members.

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

- There is an ongoing need to recruit foster parents. There is a particular need for foster parents who can take large sibling groups.
- The majority of foster parents continue to be Caucasian.
- There has been an increase in the number of fictive kin resources since the state law expanded the definition of kin to include other non-related parties.
- During this past year, post-adopt services were so limited that the agency had to prioritize which families or situations would receive the support.

In addition to gathering information from stakeholder interviews which focused on the Child and Family Services Review (CFSR) Stakeholder Interview Guide, additional information was provided which did not fall under any of the CFSR categories. Therefore, the following comments are grouped together as miscellaneous information.

- Stakeholders are generally pleased with the status of child welfare in the Salt Lake Valley Region.
- The FIAT team is doing great work in pre-screening families for services with the agency or referring the family to other, more appropriate resources.
- There has been an increase in the level of communication between the agency and all the legal partners, including the parental defense attorneys. However, agency staff tend to approach the Guardians ad Litem for legal advice rather than approaching legal counsel from the Attorney General's office.
- The HomeWorks initiative was introduced in the region in April 2015. There are mixed feelings about the initiative, but it is still so early that folks are waiting to see how it will work before forming a final opinion. The most promising aspect of the initiative has been the UFACET assessment tool. Families and community partners trust the results of the tool. The UFACET has also been a great engaging tool for families. An experienced worker can go through key elements of the UFACET in about 30 minutes. The UFACET is used to identify needs and services on the Child and Family Plan. The UFACET and Child and Family Plan are used as talking points for future visits. The most concerning aspect of the initiative has been whether families will be able to access the types of services traditionally restricted to families of children in foster care.
- The hiring freeze had an adverse effect on practice by contributing to high caseloads, turnover, and frequent reassignment of cases. During this period the workforce was reduced from 327 to 304. This contributed to a 25% increase in caseloads. The

fluctuation in the workforce contributed to worker turnover, frequent case worker changes, crisis focused casework and a general decline in practice. The hiring freeze has now passed and the workforce is being replenished but with novice workers who are required to spend a substantial amount of their first year in training and assigned a restricted caseload.

- There have been concerted efforts by the agency to involve parents in the case activities.

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

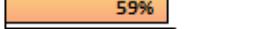
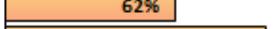
The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases 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 Status/Performance

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

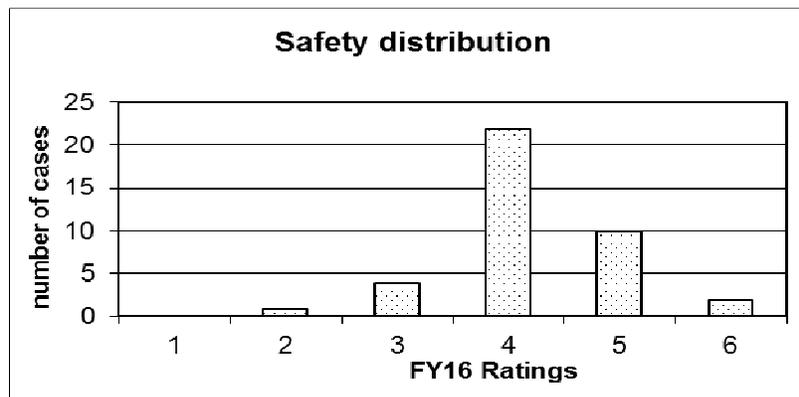
### Overall Status

Salt Lake Region Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (except Safety which is 85%)	FY12	FY13	FY14	FY15	FY16 Current Scores	Trends
			Standard: Criteria 85% on overall score						
Safety	34	5		90%	98%	96%	85%	87%	Improved and above standard
Child Safe from Others	38	1		100%	100%	98%	98%	97%	Decreased but above standard
Child Risk to Self or Others	34	5		90%	98%	96%	88%	87%	Decreased but above standard
Stability	23	16		71%	76%	82%	73%	59%	Decreased and below standard
Prospect for Permanence	24	15		59%	57%	59%	68%	62%	Decreased and below standard
Health/Physical Well-being	37	2		98%	100%	100%	98%	95%	Decreased but above standard
Emot./Behavioral Well-being	33	6		84%	92%	96%	88%	85%	Decreased but above standard
Learning	35	4		94%	92%	88%	88%	90%	Improved and above standard
Family Connections	18	3		81%	82%	82%	77%	86%	Improved and above standard
Satisfaction	34	5		88%	94%	96%	88%	87%	Decreased but above standard
<b>Overall Score</b>	<b>33</b>	<b>6</b>		<b>86%</b>	<b>94%</b>	<b>92%</b>	<b>78%</b>	<b>85%</b>	Improved but below standard
			0% 20% 40% 60% 80% 100%						

## Safety

**Summative Questions:** Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

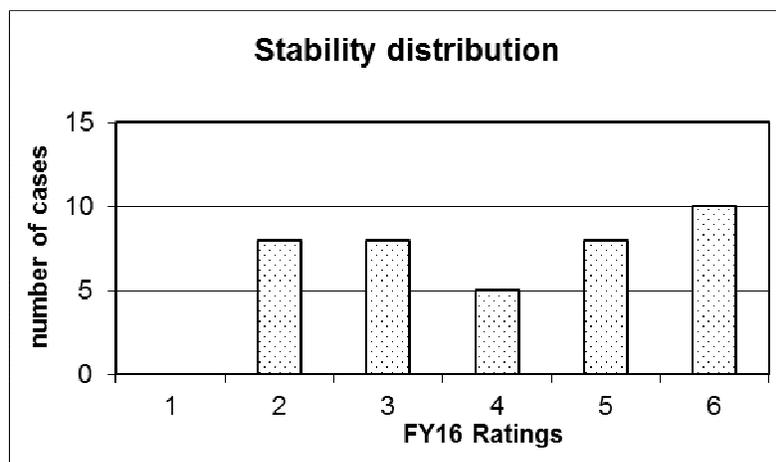
**Findings:** 87% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 85% and above standard.



## Stability

**Summative Questions:** 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?

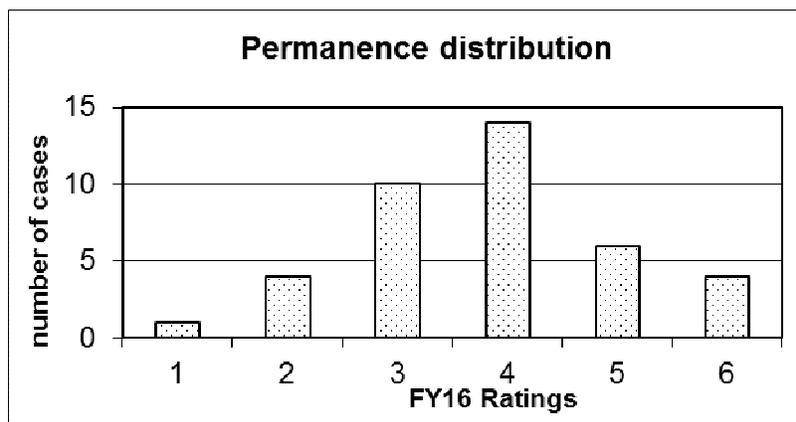
**Findings:** 59% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 73%.



## Prospects for Permanence

**Summative Questions:** Is the child living in a home 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?

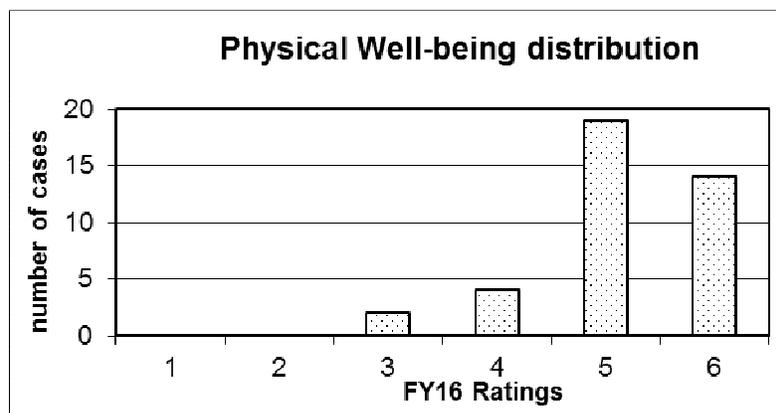
**Findings:** 62% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 68%.



## 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?

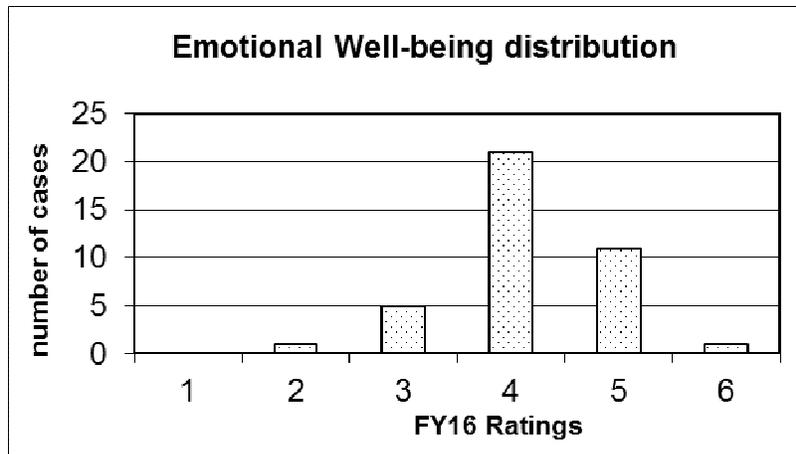
**Findings:** 95% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 98%.



## 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?

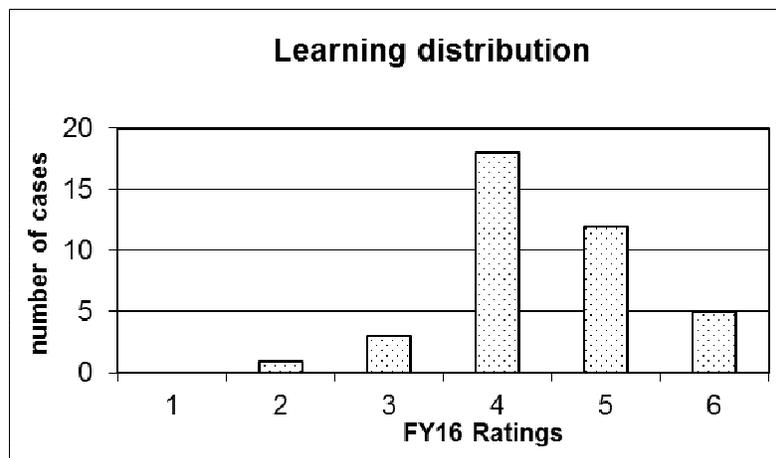
**Findings:** 85% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 88%.



## 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.)

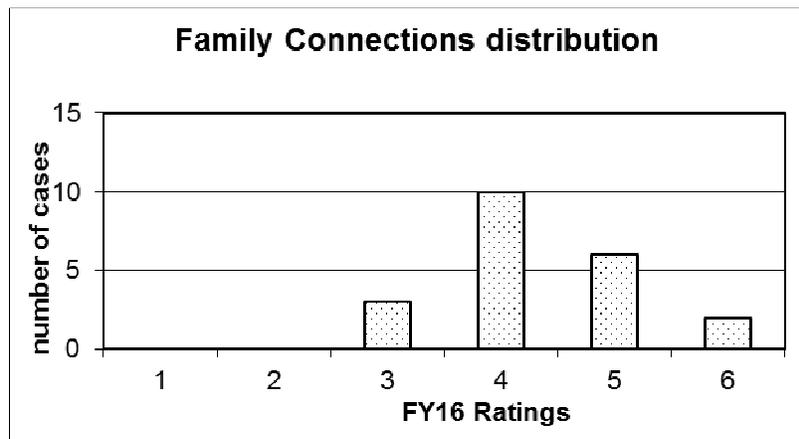
**Findings:** 90% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 88%.



## 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:** 86% of cases scored acceptable on Family Connections. This was an increase from last year's score of 77%. The scores for Mothers and Fathers this year were 88% and 73% respectively. The score for Siblings was 86%, which was based on seven applicable cases in the sample.

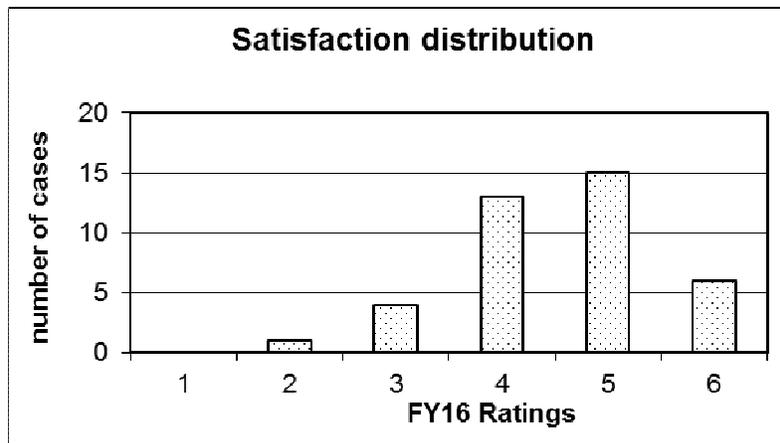


Salt Lake Valley Family Connections			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Connections	18	3	<b>86%</b>
Siblings	6	1	<b>86%</b>
Mother	15	2	<b>88%</b>
Father	8	3	<b>73%</b>
Other	1	1	<b>50%</b>

## Satisfaction

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

**Findings:** 87% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a slight decrease from last year's score of 88% but still above standard. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 100% for Others to 60% for Fathers.

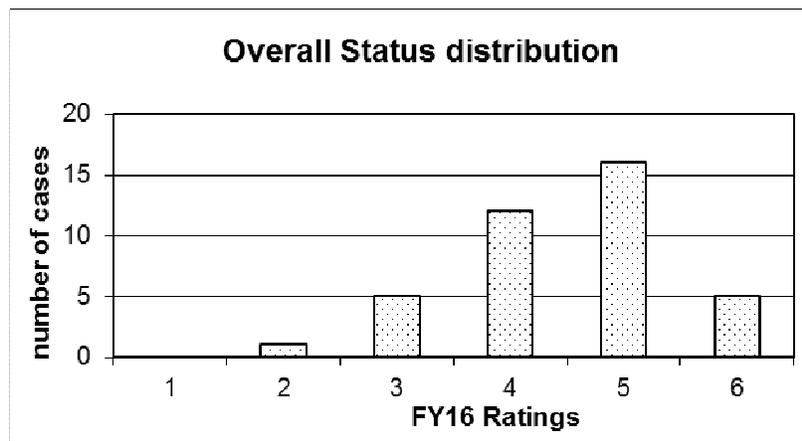


Salt Lake Valley Satisfaction				
	# of cases (+)	# of cases (-)	FY15	FY16
Overall	34	5	88%	<b>87%</b>
Child	17	2	92%	<b>89%</b>
Mother	16	3	82%	<b>84%</b>
Father	6	4	82%	<b>60%</b>
Caregiver	18	4	74%	<b>82%</b>
Other	7	0	100%	<b>100%</b>

## Overall Child and Family Status

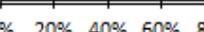
**Summative Questions:** Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition 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” such that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 85% of cases reviewed were within the acceptable range (4-6). The overall Child and Family Status score increased from last year’s score of 78% and was at the minimum standard threshold of 85% for the Child and Family Status domain. In the six cases that rated in the unacceptable range, five cases failed due to safety concerns. Four cases failed safety because of the child’s behaviors (harmful behaviors towards self or others). One case failed safety due to both conditions: the child being “at-risk” of being victimized by another as well as the child’s behaviors. The other case was below the acceptable threshold because more than half of the total number of indicators other than “safety” scored in the unacceptable range.



# System Performance Indicators

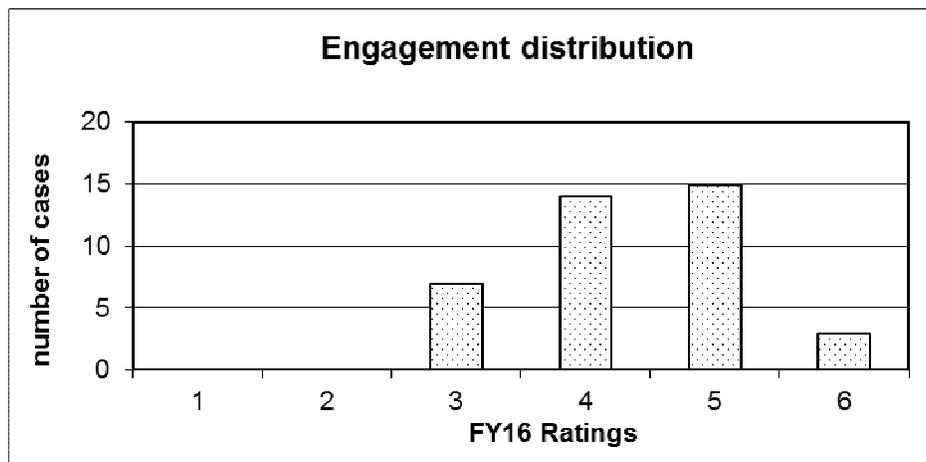
## Overall System

Salt Lake Region System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY12	FY13	FY14	FY15	FY16 Current Scores	Trends
			Standard: 85% on overall score						
Engagement	32	7		94%	92%	94%	93%	82%	Decreased but above standard
Teaming	20	19		65%	73%	73%	63%	51%	Decreased and below standard
Assessment	26	13		82%	80%	78%	85%	67%	Decreased and below standard
Long-term View	23	16		73%	61%	73%	60%	59%	Decreased and below standard
Child & Family Plan	26	13		65%	65%	82%	88%	67%	Decreased and below standard
Intervention Adequacy	31	8		84%	88%	90%	80%	79%	Decreased but above standard
Tracking & Adapting	32	7		88%	92%	96%	90%	82%	Decreased but above standard
<b>Overall Score</b>	29	10		<b>86%</b>	<b>88%</b>	<b>96%</b>	<b>83%</b>	<b>74%</b>	Decreased and below standard
			0% 20% 40% 60% 80% 100%						

## Child and Family Engagement

**Summative Questions:** Are family members (parents, grandparents, and stepparents) or substitute caregivers active participants in the process by which service decisions are made about the child and family? Are parents/caregivers partners in planning, providing and monitoring supports and services for the child? Is the child actively participating in decisions made about his/her future?

**Findings:** 82% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 93% but still above the 70% standard for system performance indicators. Separate scores were given for Child, Mother, Father and Other. An overall score was then selected by the reviewer. There was an increase in the scores for mothers, fathers and others.

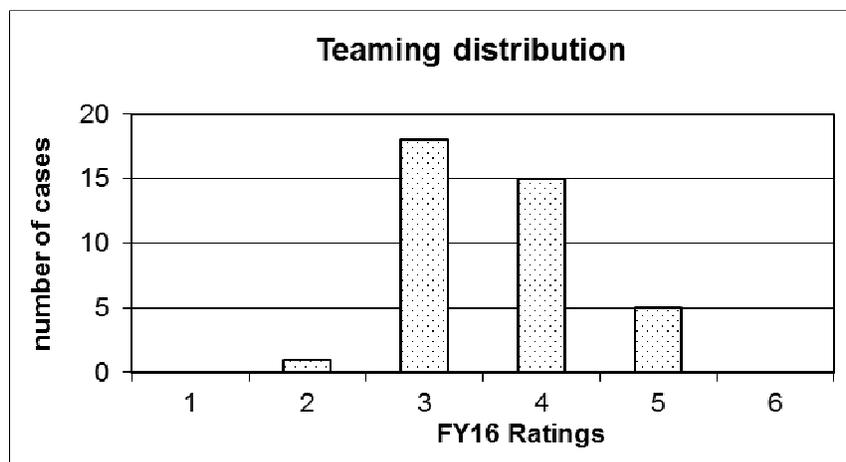


Salt Lake Engagement				
	# of cases (+)	# of cases (-)	FY15	FY16
Overall	32	7	93%	<b>82%</b>
Child	26	2	97%	<b>93%</b>
Mother	18	5	76%	<b>78%</b>
Father	14	6	48%	<b>70%</b>
Other	7	1	79%	<b>88%</b>

## Child and Family Teaming

**Summative Questions:** Do the people who provide services to the child/family 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 and continuity in the organization and provision of services across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

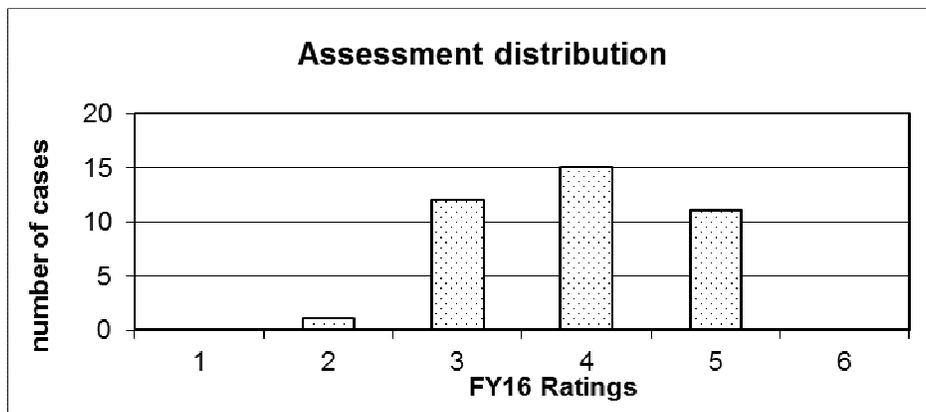
**Findings:** 51% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 63% and below the standard of 70%. The score of 51% is a five-year low for this indicator and lowest of a three-year downward trend.



## 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 and how to provide effective services for them? 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:** 67% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year’s score of 85% and below the 70% standard. Individual scores were given for this indicator. The highest scores were the Child at 82%. The Mother, Father and Other scores were substantially lower at 63%, 62% and 63% respectively.

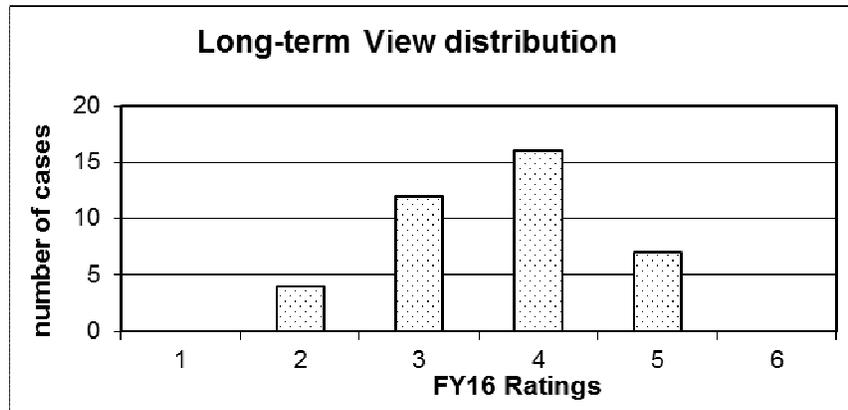


Salt Lake Assessment				
	# of cases (+)	# of cases (-)	FY15	FY16
Overall	26	13	85%	<b>67%</b>
Child	32	7	93%	<b>82%</b>
Mother	17	10	69%	<b>63%</b>
Father	13	8	56%	<b>62%</b>
Caregiver	18	5	100%	<b>78%</b>
Other	5	3	40%	<b>63%</b>

## Long-Term View

**Summative Questions:** Is there an explicit plan for this child and family that should enable them to live safely and independent from the child welfare system? Does the plan provide direction and support for making smooth transitions across settings, providers and levels of service?

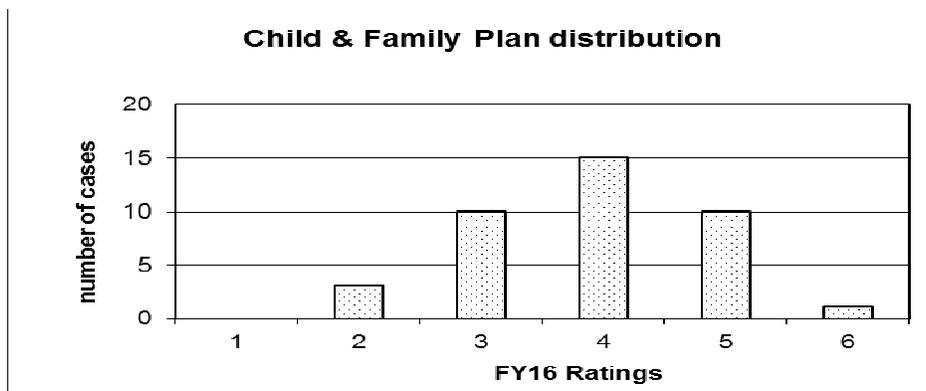
**Findings:** 59% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 60% and below the standard of 70% for the indicator.



## 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?

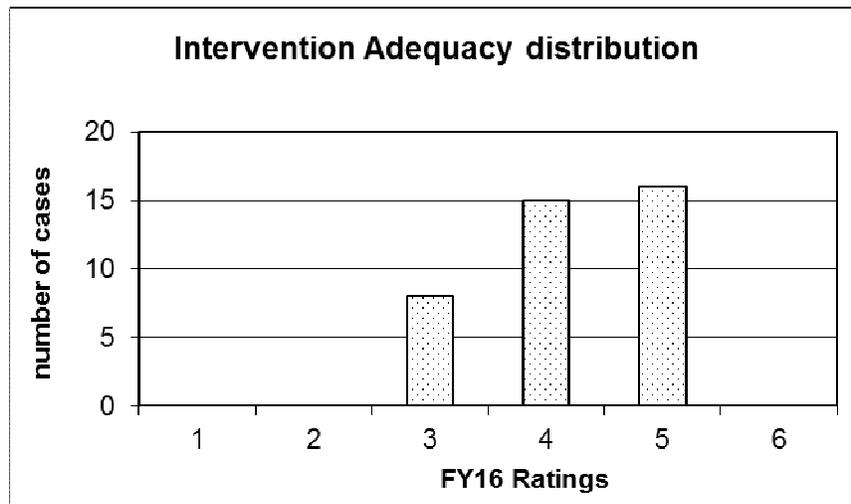
**Findings:** 67% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 88% and is below the 70% standard for this indicator.



## Intervention Adequacy

**Summative Questions:** Are the services and activities specified in the Child and Family Plan 1) being implemented as planned, 2) delivered in a timely manner, and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the plan?

**Findings:** 79% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 80% but above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Score ranged from 92% for Children to 70% for Fathers.

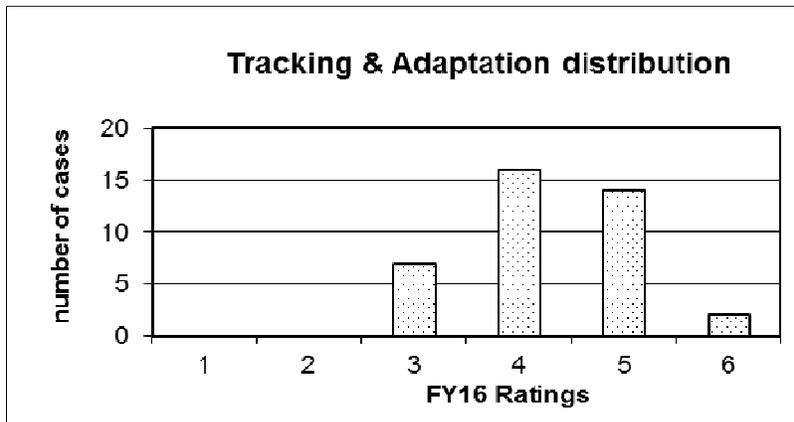


Salt Lake Valley Intervention Adequacy			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Child	36	3	<b>92%</b>
Mother	10	1	<b>91%</b>
Father	14	6	<b>70%</b>
Caregiver	20	3	<b>87%</b>
Other	5	2	<b>71%</b>

## Tracking and Adapting

**Summative Questions:** Are the child and family status, service process, and results routinely followed along and evaluated? 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?

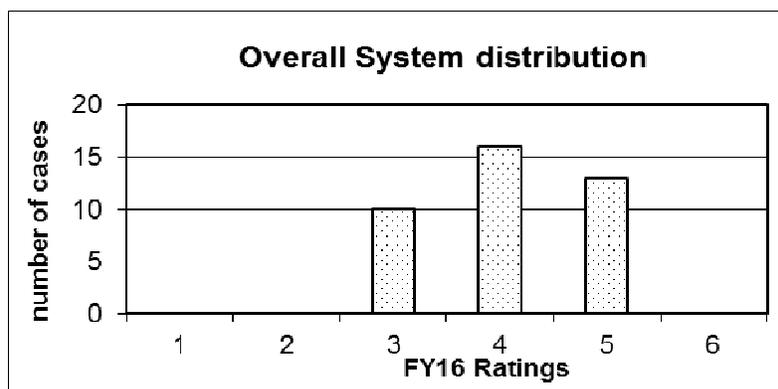
**Findings:** 82% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 90% but above standard.



## 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:** 74% of cases reviewed were within the acceptable range (4-6). The Overall System Performance score decreased from last year's score of 83% and is below the standard of 85% for the Overall System domain.



## 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 Salt Lake Region review indicates that 64% of the cases had acceptable ratings on both Child Status and System Performance. This is a decrease from last year’s outcome of 70%. There were two cases that rated unacceptable on both child status and system performance.

	Favorable Status of Child	Unfavorable Status of Child	
<b>Acceptable System Performance</b>	<b>Outcome 1</b> Good status for the child, agency services presently acceptable.  n= 25 64%	<b>Outcome 2</b> Poor status for the child, agency services minimally acceptable but limited in reach or efficacy.  n= 4 10%	74%
<b>Unacceptable System Performance</b>	<b>Outcome 3</b> Good status for the child, agency Mixed or presently unacceptable.  n= 8 21%	<b>Outcome 4</b> Poor status for the child, agency presently unacceptable.  n= 2 5%	26%
	85%	15%	

## 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. In-home PSS cases tended to perform better than Foster Care cases. There was only one In-home PSC case, and it did not perform well. This explains the 0% score in all systemic indicators on In-Home PSC. Because there was only one In-home PSC case in the sample, it should not be inferred that performance on this case is indicative of all In-Home PSC cases.

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	33	85%	58%	82%	82%	52%	67%	58%	67%	82%	85%	76%
In-Home PSS	5	100%	100%	100%	100%	60%	80%	80%	80%	80%	80%	80%
In-Home PSC	1	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
SCF	33	52%	58%	82%	76%
In-Home	6	100%	83%	100%	67%

## Delinquency Cases

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?” Eight of the 39 cases reviewed (21%) were reported to have entered services due to delinquency rather than abuse or neglect. This percentage is a decrease from last year (23%).

The following table compares how cases identified as Delinquency cases and Non-Delinquency cases performed on Stability, Permanency, Overall Child Status, and Overall System Performance. Delinquency cases had substantially poorer outcomes in Stability and Permanency, and overall Child Status scores but they scored comparably to non-delinquency cases on Overall System Performance.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	8	25%	13%	63%	75%
Non-Delinquency	31	68%	74%	90%	74%

## 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. Teaming, Assessment, Long-term View and Child and Family Plan are indicators which will require a regional Practice Improvement Plan. According to the data, permanency goals which were most problematic to the indicators were Reunification, Remain Home, Individualized Permanency and Guardianship (Relative).

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	11	91%	82%	82%	91%	82%	91%	91%	73%	82%	82%	82%
Guardianship (Non-Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Guardianship (Relative)	1	100%	100%	100%	100%	0%	100%	0%	0%	100%	100%	100%
Individualized Perm.	4	75%	25%	75%	100%	75%	50%	50%	75%	100%	75%	100%
Remain Home	6	100%	83%	100%	83%	50%	67%	67%	67%	67%	67%	67%
Reunification	17	82%	47%	82%	71%	29%	53%	41%	65%	76%	88%	65%

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how different caseload sizes performed on 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. Of the workers in the sample, 31 out of 39 (79%) had caseloads of 16 cases or less. Teaming and Child and Family Plan performed below the indicator standard of 70% regardless of caseload size, whereas Assessment and Long-term View performed above standard on cases assigned to workers with 17 or more cases.

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	31	81%	55%	77%	77%	45%	61%	52%	65%	74%	77%	71%
17 cases or more	8	100%	75%	100%	88%	63%	75%	75%	63%	88%	88%	75%

## Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Teaming, Assessment, Long-term View and Child and Family Plan scored below the indicator standard of 70%. Length of Employment does not appear to have much impact on performance as all cohorts seemed to be problematic except for the two cases assigned to workers with 48 to 72 months of experience.

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	4	100%	75%	100%	75%	25%	100%	50%	50%	100%	75%	100%
12 to 24 months	16	88%	56%	88%	88%	44%	50%	56%	69%	81%	88%	75%
24 to 36 months	3	67%	67%	67%	67%	33%	67%	33%	67%	33%	100%	33%
36 to 48 months	8	88%	50%	75%	88%	63%	63%	63%	50%	75%	63%	63%
48 to 60 months	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
60 to 72 months	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
More than 72 months	6	83%	67%	83%	67%	67%	83%	67%	83%	83%	83%	83%

## RESULTS BY OFFICE

The following table compares how different region offices performed on some key Child Status and System Performance indicators. Cases from all six offices in the Salt Lake Region were selected as part of the sample. Metro had the largest proportion of all cases reviewed and yet outperformed almost all other offices in almost all indicators

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
Metro	11	100%	82%	100%	91%	73%	82%	82%	64%	91%	91%	82%
Mid Towne	6	83%	67%	83%	50%	50%	50%	50%	67%	67%	67%	67%
South Towne	6	83%	83%	83%	100%	50%	67%	67%	100%	67%	100%	67%
TAL	7	71%	29%	57%	86%	57%	71%	29%	71%	86%	71%	86%
Tooele	1	100%	0%	100%	100%	0%	0%	0%	0%	100%	0%	0%
Oquirrh	8	88%	50%	88%	75%	25%	63%	63%	50%	75%	88%	75%

## RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. Younger children are more likely to have stability and prospects for permanency and better Overall Child Status.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
0-5 years	13	85%	85%	100%	69%
6-12 years	9	67%	78%	100%	78%
13-15 years	10	30%	40%	60%	70%
16 + years	7	43%	29%	71%	86%

## 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 six 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 first chart for each indicator in the section below is an average of the scores for that indicator. The next chart and line graph represent 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. Statewide scores for FY2016 will not be available until the end of the year and therefore do not appear in the tables or charts.

Scores decreased in all System Indicators. Moderate declines registered in Long-term View, which dropped from 60% to 59%, and Intervention Adequacy, which dropped 80% to 79%. The one point drop in Long-term View and Intervention Adequacy may be attributed to the change in the sample size between FY15 (40 cases) and FY16 (39 cases). Drastic declines occurred in Child and Family Plan, which dropped from 88% to 67% (decline of 21%), and Assessment, which dropped from 85% to 67% (decline of 18%). Engagement, Teaming, and Tracking and Adaptation each dropped between 11% and 12%. Teaming, Assessment, Long-term View, and Child and Family Plan were below the standard of 70%.

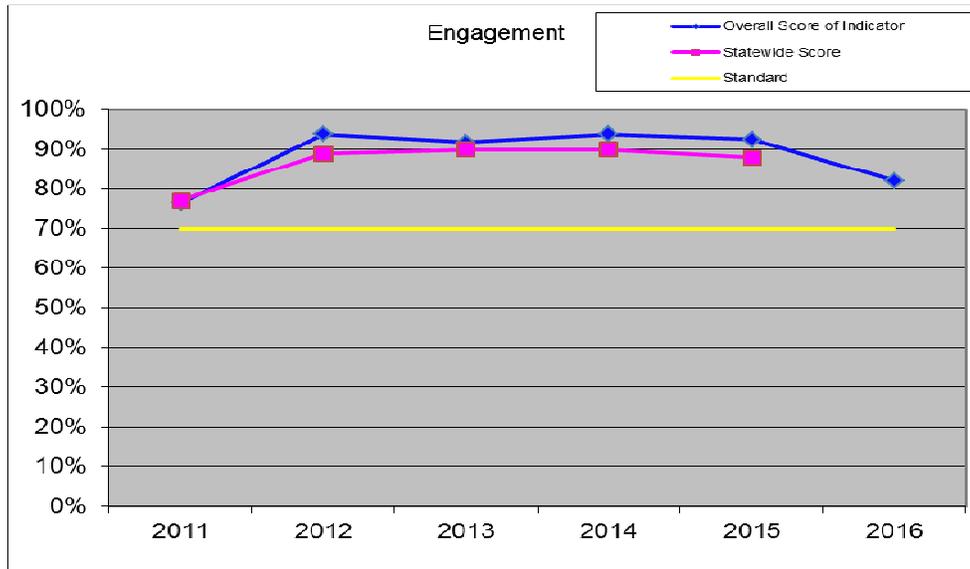
## Child and Family Engagement Trends

The average score for the Engagement indicator decreased from last year. The average score for the Engagement indicator is in the lower to mid-range of the 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 lower to mid-range of the scores over the previous five years. The Engagement score was above standard this year.

The regional overall score for the Engagement indicator was below the FY15 statewide score for this indicator.

Engagement						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.41	4.49	4.51	4.40	4.36
Overall Score of Indicator	76%	94%	92%	94%	93%	82%
Statewide Score	77%	89%	90%	90%	88%	



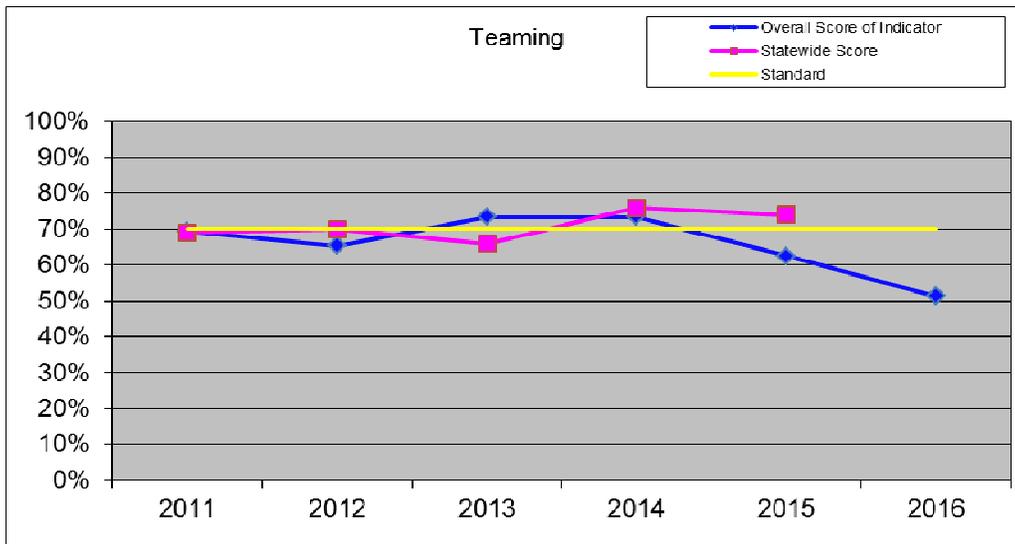
## Teaming Trends

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

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

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

Teaming						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.06	3.98	4.08	3.98	3.85	3.62
Overall Score of Indicator	69%	65%	73%	73%	63%	51%
Statewide Score	69%	70%	66%	76%	74%	



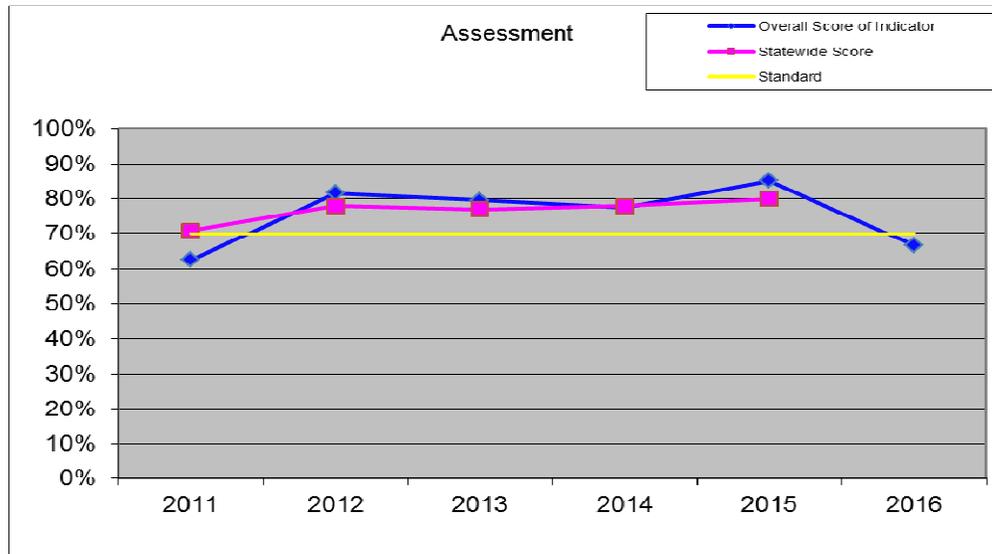
### Child and Family Assessment Trends

The average score for the Assessment indicator decreased from last year. The average score for the Assessment indicator is in the low to mid-range of the scores over the previous five years.

The overall percentage score for the Assessment indicator decreased from last year. The overall Assessment score is the second lowest of the scores over the previous five years. The Assessment score was below the standard this year.

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

Assessment						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	3.85	4.00	4.06	4.16	4.10	3.92
Overall Score of Indicator	63%	82%	80%	78%	85%	67%
Statewide Score	71%	78%	77%	78%	80%	



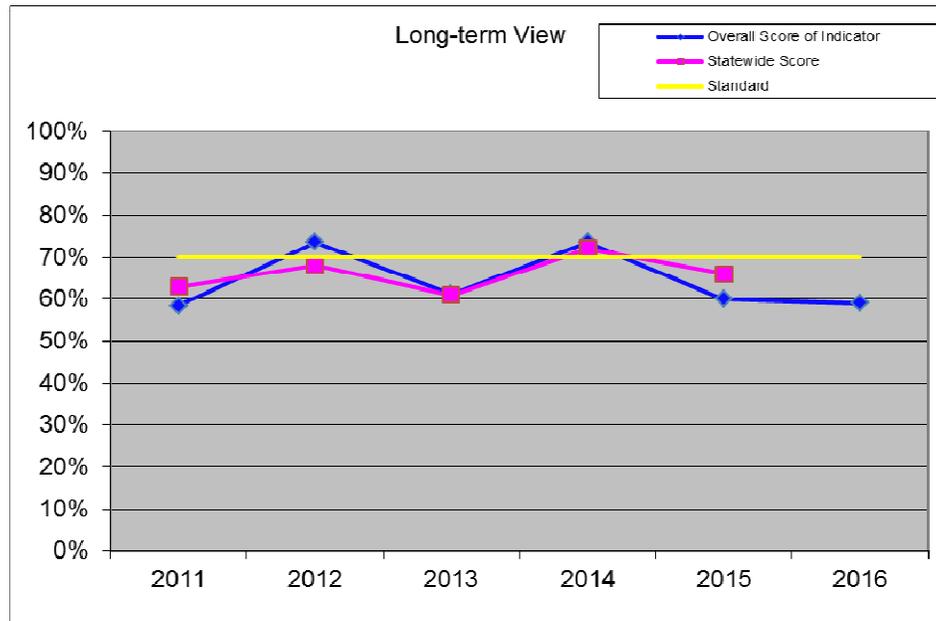
## Long-Term View Trends

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

The overall percentage score for the Long-term View indicator decreased from last year. The overall Long-term View score is in the lower to mid-range of the scores over the previous five years. The Long-term View score was below the standard this year.

The overall score for the Long-term View indicator was below the FY15 statewide score for this indicator.

Long-Term View						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	3.72	3.92	3.88	4.00	3.88	3.67
Overall Score of Indicator	58%	73%	61%	73%	60%	59%
Statewide Score	63%	68%	61%	72%	66%	



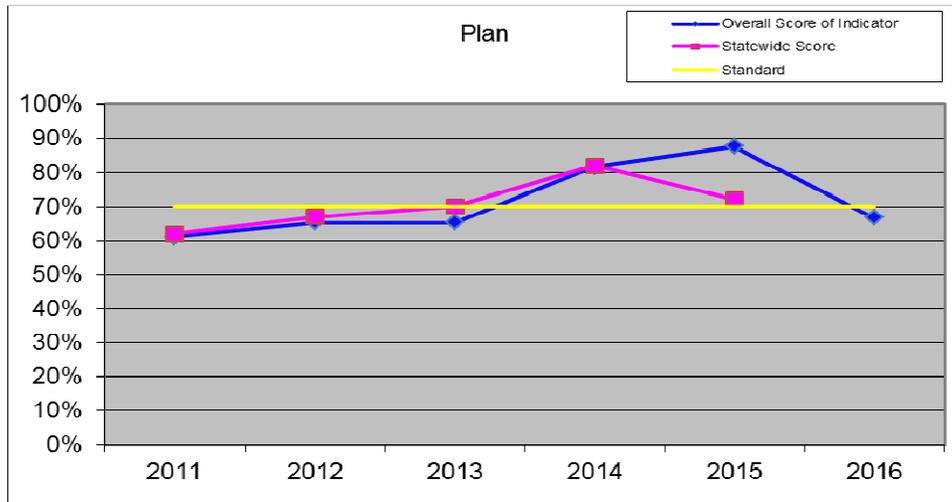
### Child and Family Plan Trends

The average score for the Plan indicator decreased from last year. The average score for the Plan indicator is in the mid-range of the scores over the previous five years.

The overall percentage score for the Plan indicator decreased from last year. The overall Plan score is in the mid-range of the scores over the previous five years. The Plan score was below the standard this year.

The overall score for the Plan indicator was below the FY15 statewide score for this indicator.

Child and Family Plan						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	3.78	3.78	3.88	4.10	4.18	3.90
Overall Score of Indicator	61%	65%	65%	82%	88%	67%
Statewide Score	62%	67%	70%	82%	72%	



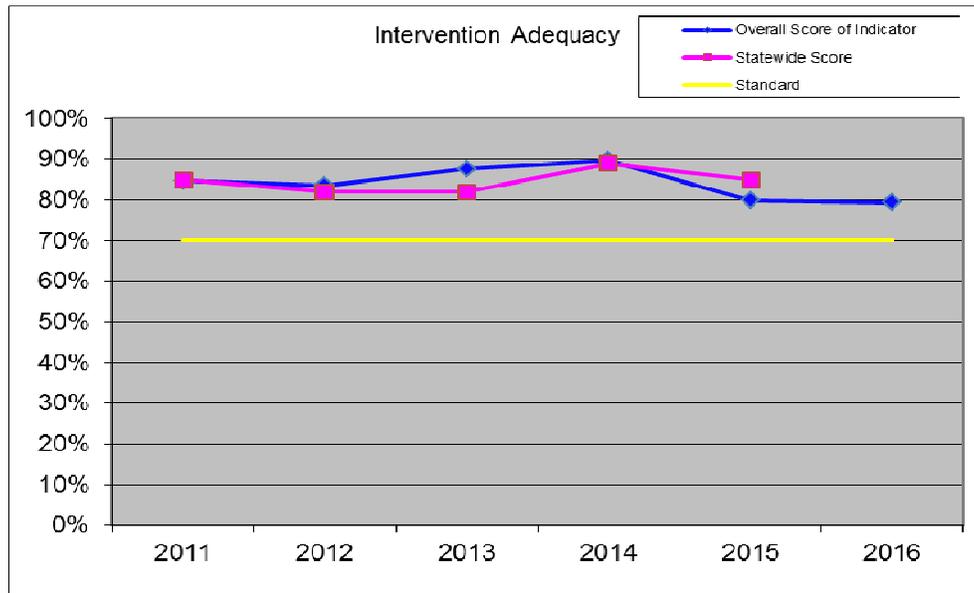
## Intervention Adequacy Trends

The average score for the Intervention Adequacy indicator increased slightly from last year. The average score for the Intervention Adequacy indicator is in the lower to mid-range of the scores 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 the lowest of all scores over the previous five years. The Intervention Adequacy score was above the standard this year.

The overall score for the Intervention Adequacy indicator was below the FY15 statewide score for this indicator.

Intervention Adequacy						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.40	4.18	4.41	4.37	4.20	4.21
Overall Score of Indicator	85%	84%	88%	90%	80%	79%
Statewide Score	85%	82%	82%	89%	85%	



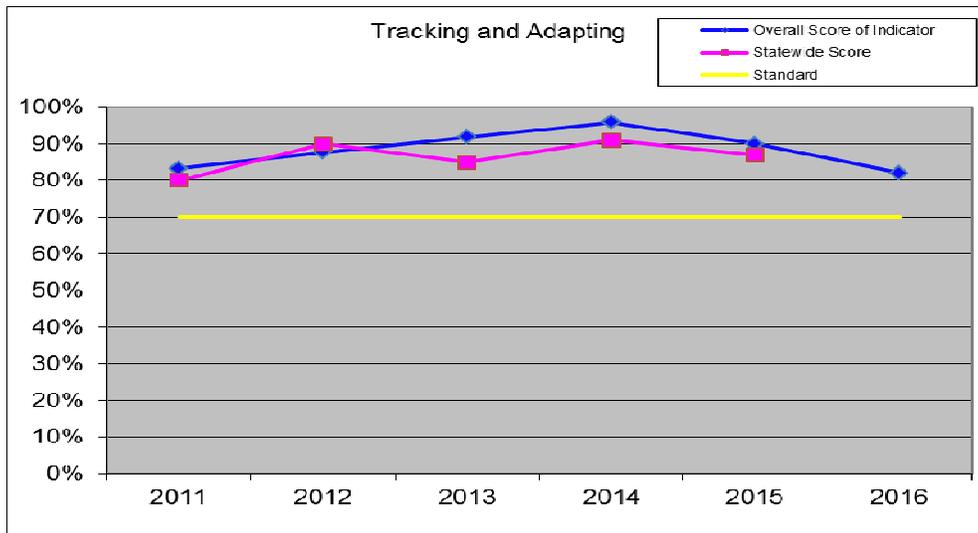
## Tracking and Adapting Trends

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

The overall percentage score for the Tracking and Adaption indicator decreased from last year's score. The overall Tracking and Adaptation score is the lowest of the 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 below the FY15 statewide score for this indicator.

Tracking and Adaptation						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.39	4.49	4.61	4.55	4.50	4.28
Overall Score of Indicator	83%	88%	92%	96%	90%	82%
Statewide Score	80%	90%	85%	91%	87%	



## VII. Summary and Recommendations

### Summary

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

The performance highlights for this review are all in the Child Status ratings. Family Connections reached a five-year high and increased by 9% over last year. Overall Safety also improved from last year's score. The indicators of Health, Emotional/Behavioral Well-being, Learning and Satisfaction all stayed above standard. The Overall Child Status Score improved by 7% from last year's score and meets the standard at 85%. Stability and Prospects for Permanence both declined from last year and both were below the standard of 70%.

The Systemic Indicators were more concerning. The highlights are limited to the three indicators which remained above standard: Engaging, Intervention Adequacy and Tracking & Adaptation. Despite being above standard, these indicators all had declines from last year's scores.

More drastic declines occurred in Child and Family Plan, which had a 21% decline from last year; Assessment, which had an 18% decline from last year; Teaming, which had a 12% decline from last year; and Long-term View, which had a 1% decline from last year. The decline in Long-term View is less drastic because it was low last year, too.

### 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. In FY15, Salt Lake Valley Region's PIP focused on Teaming and Long-term View. In FY16, Salt Lake Valley Region, will continue to focus on Teaming and Long-term View while expanding the PIP to address Assessment and Child & Family Plan.

Given the widespread decline in practice across several indicators, it is difficult to pinpoint a specific strategy that would remedy the situation. Therefore, the recommendations are to take a more global approach in developing the PIP. The PIP should focus on all indicators which are below the standard: Teaming, Assessment, Long-term View and Child & Family Plan. The PIP could focus on Foster Care Cases more than In-home PSS cases. The PIP could focus on cases with goals of Reunification and Remain Home, or in other words, cases where the family still figures prominently in the future lives of the children. The Metro office performed much better than any other office, and so for them the PIP strategy may focus more on maintenance than remediation.

The Salt Lake Valley Regional Administration team has developed a Practice Improvement Plan which can be viewed at: <http://dcfs.utah.gov/reports/>.