

Utah's Division of Child and Family Services

# Southwest Region Report

## Qualitative Case Review Findings

Review Conducted

September 14-17, 2015

*A Report by*

*The Office of Services Review*

utah department of  
**human** services

# I. Introduction

The Southwest Region Qualitative Case Review (QCR) for FY2016 was held the week of September 14-17, 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 representatives from the following Utah organizations:

- Fostering Healthy Children
- Juvenile Justice Services
- Utah Foster Care Foundation
- Washington School District
- Mental Health
- Children's Justice Center

There were 20 cases randomly selected for the Southwest Region review. The case sample included 15 foster care cases and five in-home cases. Cases were selected from the Beaver, Cedar City, Kanab, Manti, Richfield, and St. George 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 November 12, 2015, in an exit conference to review the results of the region's QCR. Scores and data analysis were presented to 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. In 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 September 16-17, 2015, OSR interviewed individuals and groups of DCFS staff and community partners. DCFS staff interviewed included: the Region Director, region administrators, supervisors, and caseworkers. Community partners interviewed included: Fostering Healthy Children, foster parents, Family Support Center, Children's Justice Center, Quality Improvement Committee, and Juvenile Justice Services from Iron and Washington Counties. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

### Section I- State Automated Child Welfare Information System (SAFE)

No information was requested collected for this section.

### Section II- Case Review System

- The development of plans
  - In Cedar City, plans are developed jointly with the family through the process of Child and Family Team Meetings. However courts seem to drive much of what goes into the written plan. Parental defense attorneys insist on limiting the services appearing on the plan to those which are ordered by the court. Substitute caregivers report they are given the opportunity to provide input into the development of the plan on behalf of the children in their care.
  - In St. George, workers strive to engage parents in the planning process but admit that it is difficult during the initial stages of the case, especially when parents are still contesting the allegations. The initial plan is occasionally completed late due to delays in trials and adjudications on CPS cases.
- Court Reviews and permanency hearings.
  - In Cedar City, reviews are occurring at least every six months and sometimes more frequently in challenging cases. Permanency hearings are occurring at the 12-month mark, but there are rare occasions when the hearing date is extended beyond 12 months. The court calendar can be limited when the judge is covering other areas. While hearings are scheduled and occurring at the mandated intervals, there can be delays in trials and adjudications.

- In St. George, reviews are occurring about every three months. Permanency hearings are being scheduled at 12-months, but these are frequently postponed or continued.
- In Southwest Region, judges tend to schedule the next hearing at the conclusion of the hearing in order to keep subsequent hearings on schedule.
- Filing of Termination of Parent Rights.
  - In Cedar City, filing for termination of parental rights is occurring at the proper time; however, there are delays in trials and findings of facts. When there are delays, it seems to be justified. However, when there are delays, children seem to struggle during the period between the determination of the “intent to terminate” and the adjudication. Workers find it difficult to manage the parent-child visits during this period of uncertainty.
  - In St. George, there is a sense that there is a reluctance to file for termination of parental rights. In some instances there may be compelling reasons for not filing but this is not true in all instances.
  - It is not uncommon for some parents to start and complete services during the period between filing of termination and the termination trial.
- Notice of hearings and foster parent participation in hearings.
  - In Cedar City, notice of hearings is not always provided in a timely manner. This is not limited to foster parent notice, but can also impact workers. However, notification is improved when foster parents are in attendance at hearings when the next date is scheduled. When hearing dates are known to workers, the workers do a great job of notifying foster parents at Family Team Meetings. Some foster parents are reluctant to attend court hearings because they want to preserve their anonymity with birth parents. Some foster parents report having a regular opportunity to address the court while others report they address the court only occasionally. Foster parents indicate that, in general, court can be confusing and the jargon is difficult to follow.
  - In St. George, foster parents are generally notified of court hearings and are recognized by the courts and encouraged to participate in hearings. However, there is a parental defense attorney who routinely opposes the presence of foster parents based on a premise that their presence interferes with the parent/child bond.
  - In Richfield, foster parents are rarely able to participate in court proceedings even when present.

### Section III- Quality Assurance System

- How well does the Quality Assurance System work?
  - Staff within the region report that QA activities performed by the regional staff are primarily centered on the Case Process Review (CPR) and Qualitative Case Review (QCR). These events are occurring both formally (annual reviews) and informally (supervisor Finishing Touches Interviews or FTIs). Regional administration (through the Practice Improvement Coordinator or PIC) monitors the accountability by supervisors in accordance with the regional Practice Improvement Plan or PIP. There is a sense from front-line staff that administration is more interested in compliance than outcomes for families. As a result of this perception, some are uncertain whether QA activities are worthwhile.
  - Those outside of the agency have varying degrees of awareness and understanding of QA efforts by the region. The degree of knowledge depends on several variables such as their role and level of involvement. In many instances, community partners are aware of agency performance standards and expectations as well as the region's compliance to the standards.
  - The local Quality Improvement Committees (QIC) were replaced by a single committee located in St. George. It was expected that members of outlying communities would participate in the singular QIC. However this has never really materialized and now outlying communities are no longer represented on the regional QIC.

#### Section IV- Staff and Provider Training

- Training for staff
  - Training consists of two primary formats: new employee and in-service training.
  - New employee training is given to new hires prior to being assigned a full case load. New employee training is only offered in Salt Lake City, which requires participants to travel and stay overnight for extended periods. Until recently, employees were expected to cover the costs of lodging and be reimbursed later. This was a hardship for some employees. New employee training consists of a highly structured curriculum that meets the state requirements for training new staff. Over time the curriculum of training for new employees has been streamlined to the satisfaction of administrators of a region where travel is always taxing on regional resources.
  - In-service training is provided to experienced staff. In-service training is developed informally as needed. Staff report that in-service training is about 15% new and useful and about 85% redundant. Staff noted a shift towards more

web-based training than in-person presentations. The general sense from staff was that web-based was preferred, provided there are no technical problems.

- Tracking of training for all staff is formally conducted through the SAFE (SACWIS) system. There is a great deal of confidence within the agency in the accuracy of tracking. Supervisors receive a training plan on all new employees so the supervisor can track training activities and events for the new employee.
- All parties believe that training is meeting the needs of employees whether they are new employees entering the workforce or seasoned veterans.
- Training for foster and adoptive parents
  - Pre-service training for foster/adoptive parents is not always readily available locally. There is one trainer who travels the region. Pre-service training is offered in St. George and Cedar City every three months. Interested foster parents are invited to travel and participate if there is an urgent need otherwise the training will be provided in the local community at some future time. Foster parents are pleased with the pre-service training material and report that it is comprehensive and helpful. The pre-service training is consistent from year to year and group to group. Specialists and experts are invited to present on specific topics.
  - In-service training is offered periodically based on need or by request from the foster parent network or when identified by the agency. There is also specialized training offered for foster parents providing structured care.
  - All training is tracked. The Utah Foster Care Foundation tracks pre-service training which is reported to the agency's Resource Family Consultant. Some foster parents also track their own training in order to ensure accuracy.
  - The region has made concerted efforts to enlist the child's relatives as caregivers. This has increased the demand for training of foster parents. As new foster parents these caregivers also require more support from trainers and staff.

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

- In Cedar City
  - Many of the mainstream services are available. However, some of the specialized services are not readily available. In some instances services may be delayed by up to six months. Initial mental health assessments are not always timely. Families and workers have noted a change in the way mental health recommendations are conveyed. In the past treatment was recommended on a weekly basis, now treatment is recommended at a rate of one to four times per

month. It seems that the shift in the rate of treatment is based on resource availability rather than on the needs of the client.

- There was a concern that the primary provider of Domestic Violence treatment was closing; however, the agency was able to locate another provider who was willing to expand services to include DV treatment. There may be a slight delay while the new provider gets underway but there will be a continuation of the service in the community.
- Access to physical and dental health providers has improved. There are more providers who are accepting Medicaid. Other providers are working with the agency and families on payment plans, sliding scale, or pro bono, to make sure needed treatment is provided.
- In some instances there is a demand for a niche service. A need may be present but the need is not sufficient enough to entice a provider to build a sustainable program to meet the need. Therefore the need goes unaddressed. Some of these may include services to unique populations such as English Language Learners or Preventative services or specialized services (for example, services for autism spectrum disorder).
- The courts are becoming more restrictive about accepting treatment from some providers. This further limits the family's options when selecting a provider.
- St. George
  - St. George offers a greater array of services than any other community in the region. However, there are still gaps in the service array. Mental health providers seem to be overloaded.
  - The Transition to Adult Living (TAL) services now places more emphasis on the youth being more responsible for their case and services. While it may be well intended, the results are not readily evident when the youth lacks motivation. In these instances, the youth may require more encouragement and support from the worker.
- Rural areas outside Cedar City and St. George
  - Some clients will travel to St. George or the Wasatch Front in order to access services not available locally.
  - There are few or no services for Domestic Violence, specialized sex abuse, intensive out-patient services, or English Language Learners.
  - There are not enough foster homes to place children within their community, and there are very few if any structured foster homes.
- All areas of the region

- The peer parenting program is now implemented in all areas of the region but in the rural areas there is general dissatisfaction. Concerns include a lack of follow through, non-responsiveness to the agency and family, and poor quality of services when provided.

#### Section VI- Agency Responsiveness to Community

- Are services developmentally and culturally appropriate?
  - In St. George, services to English Language Learners are primarily centered on Spanish speaking population while services to non-English and non-Spanish speakers are not available. However the need is emerging. Even where services are provided in native language, there are very few materials available in native languages. Outside of St. George there are very few services available in languages other than English. There are instances where children are used to translate for their parents the worker and the agency.
- Relationship with Tribal community
  - The Paiute Tribe offers some of the most readily available and effective services in the community. There is a good working relationship between the agency and the Paiute Tribe. Some believe the relationship was better in years past, but it is still working. There is not much of a working relationship with the Navajo tribe.
- Child and Family Service Plan (CFSP)
  - Most community partners were unable to respond to questions pertaining to the Federal Child and Family Service Plan.

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

- Licensing
  - Foster parents report there tends to be a gap between recruitment, license approval and placement. A portion of the gap is attributed to delays by the Office of Licensing visiting the home after the paperwork has been submitted.
  - The agency now processes the background checks. The process has substantially improved since a year ago. The process has improved so much that there are no delays due to pending background checks.
- Foster Parent Recruitment
  - The task of recruitment is completed by the Utah Foster Care Foundation (UCFC). UCFC recruits from the general population as well as doing targeted recruitment through cultural events and festivals.

- Some pre-licensed candidates report that the customer service experience with the Office of Licensing is unsatisfying. Many of these individuals approach foster parenting as a benevolent, volunteer activity and yet they get the impression that they are a burden to staff.

#### Miscellaneous

- Hiring Freeze
  - Due to the hiring freeze, some families experienced greater turnover of caseworkers.
  - As a result of the hiring freeze teams pooled resources in order to support each other.
  - Some valued staff that had been committed to a career in child welfare left the agency when opportunities outside the agency became available. It was assumed that the burden of the burgeoning caseloads made outside opportunities to tempting to pass up.
  - The hiring freeze has been lifted, but there are residual effects. Once vacant positions were filled there were still limits in how quickly new staff could begin to alleviate the burden.
  - Community partners generalized the hiring freeze as being detrimental to practice.
- HomeWorks
  - HomeWorks has been operating for about one year in the region.
  - The support from the State Office during the implementation phase was greatly appreciated.
  - The introduction of the UFACET assessment tool has been well received by staff who describe it as a valuable assessment and engagement tool.
  - Many staff and community stakeholders were under the impression that more resources would accompany the implementation of HomeWorks.
  - In the wake of HomeWorks implementation, some administrators seem to be advocating against removal when removal appears to be the proper course of action in the eyes of all other stakeholders.
  - Some HomeWorks cases have ultimately resulted in removal. Workers are concerned that this is reflecting poorly on the HomeWorks initiative, and they are concerned whether the judges will continue to take a chance by letting children remain home with HomeWorks.
  - Community partners noticed an increase in referrals from the agency following the introduction of HomeWorks.

- Practice in general
  - Workers are grateful for the support they receive from their supervisor.
  - Family Team Meetings seem to be regularly occurring.
  - Community partners were satisfied when speaking of the agency in general terms.
  - The agency director is very responsive to the community partners.

### 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

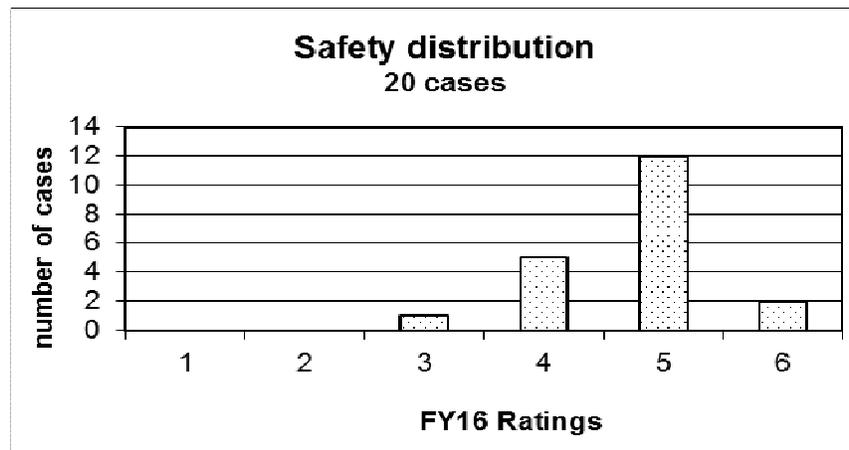
### Overall Status

Southwest Child Status									
Southwest Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators. Exception is Safety = 85%	FY11	FY12	FY13	FY14	FY15	FY16 Current Scores
			Standard: Criteria 85% on overall score						
Safety	19	1	95%	88%	95%	100%	95%	95%	95%
<i>Child Safe from Others</i>	20	0	100%	92%	95%	100%	100%	95%	100%
<i>Child Risk to Self or Others</i>	19	1	95%	96%	100%	100%	95%	95%	95%
Stability	18	2	90%	71%	75%	75%	80%	90%	90%
Prospect for Permanence	14	6	70%	63%	65%	70%	60%	75%	70%
Health/Physical Well-being	19	1	95%	100%	100%	100%	100%	95%	95%
Emot./Behavioral Well-being	18	2	90%	92%	85%	90%	90%	95%	90%
Learning	20	0	100%	92%	80%	85%	95%	95%	100%
Family Connections	10	0	100%	na	67%	73%	100%	75%	100%
Satisfaction	17	3	85%	79%	100%	84%	95%	90%	85%
<b>Overall Score</b>	<b>19</b>	<b>1</b>	<b>95%</b>	<b>88%</b>	<b>85%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
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?

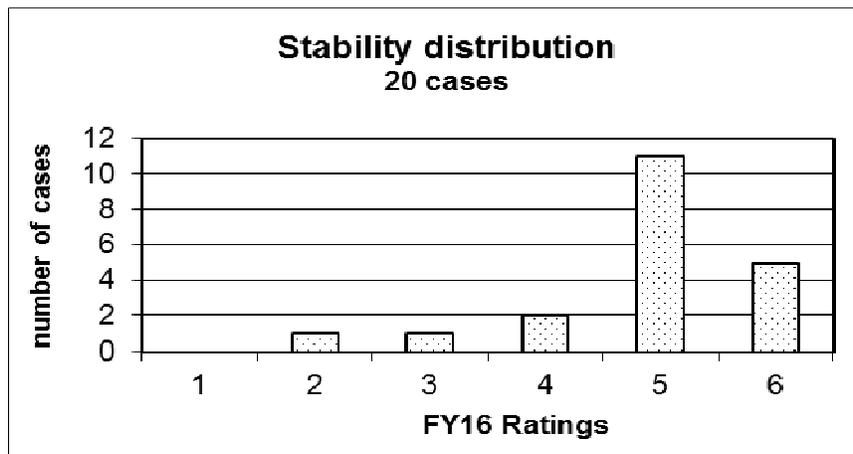
**Findings:** 95% of cases reviewed were in the acceptable range (4-6). This remained the same as last year's score. Out of the 20 cases reviewed, only one had an unacceptable score on Safety.



## 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?

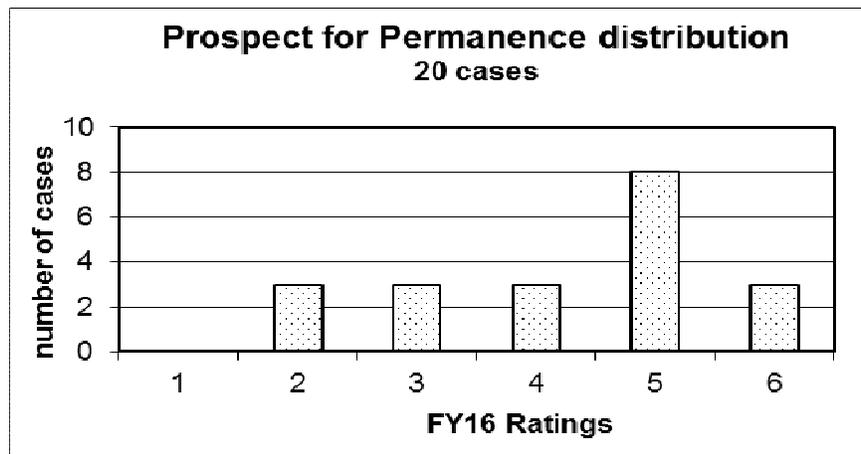
**Findings:** 90% of cases reviewed were in the acceptable range (4-6). This was the same as last year’s score. Stability has been steadily increasing over the past several years and this year’s score matches the high score for Southwest region during the previous five years.



## 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?

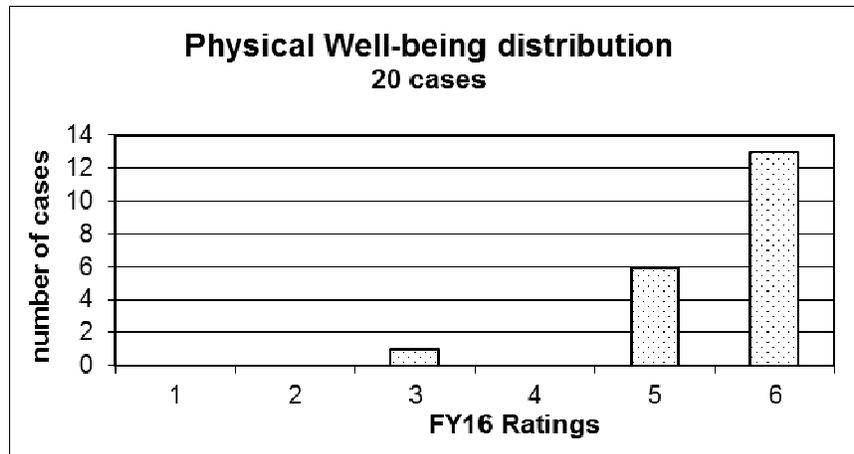
**Findings:** 70% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 75%.



## 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?

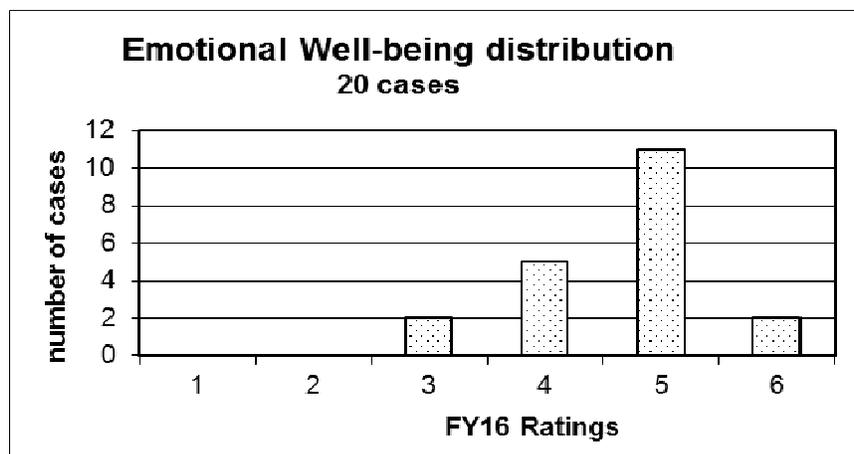
**Findings:** 95% of cases reviewed were in the acceptable range (4-6). This matches the 95% score Southwest region achieved last year on this indicator.



## 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?

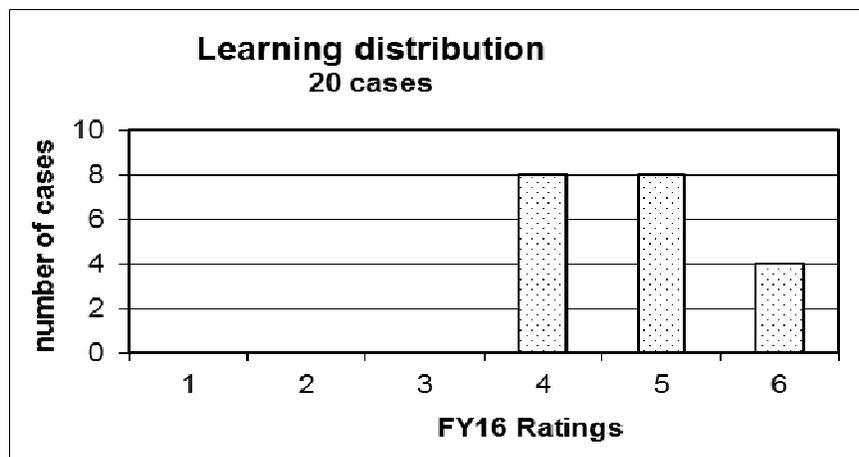
**Findings:** 90% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 95%.



## 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.

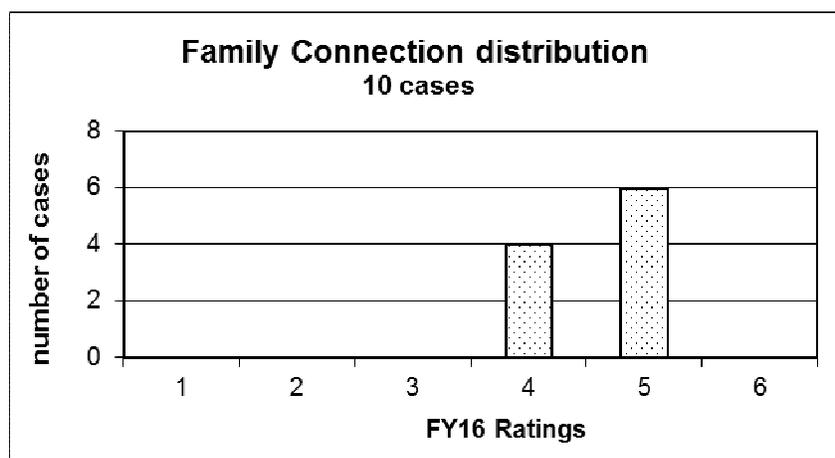
**Findings:** 100% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 95%.



## Family Connections

**Summative Question:** This indicator measures whether or not the relationships between the child and the mother, father, siblings, and other important family members are being maintained. 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:** 100% of cases scored acceptable on Overall Family Connections. This is an increase from FY15 score of 75%. Child visits with Mother, Father, Siblings and Other were all above standard.

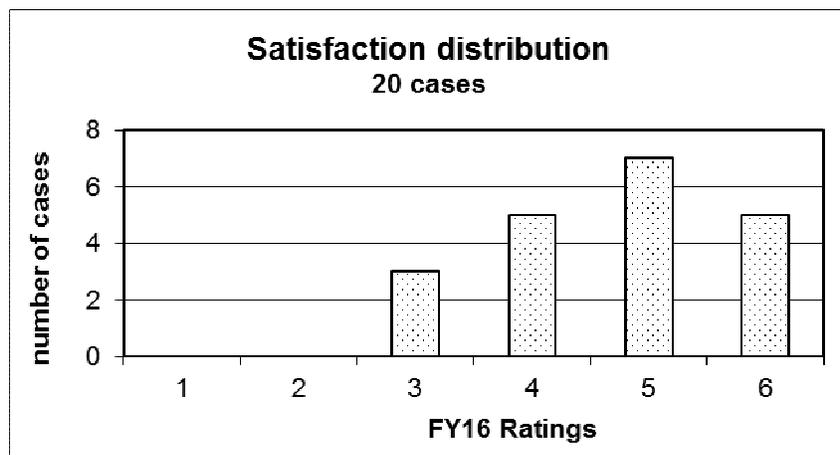


Southwest Family Connections				
	# of cases (+)	# of cases (-)	FY15 Current Scores	FY16 Current Scores
<b>Overall Connections</b>	10	0	75%	<b>100%</b>
Siblings	3	0	N/A	<b>100%</b>
Mother	6	1	60%	<b>86%</b>
Father	4	0	71%	<b>100%</b>
Other	3	0	100%	<b>100%</b>

## 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 a decrease from last year's score of 90%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 100% for Child, Caregiver and Other to 64% for Mother.

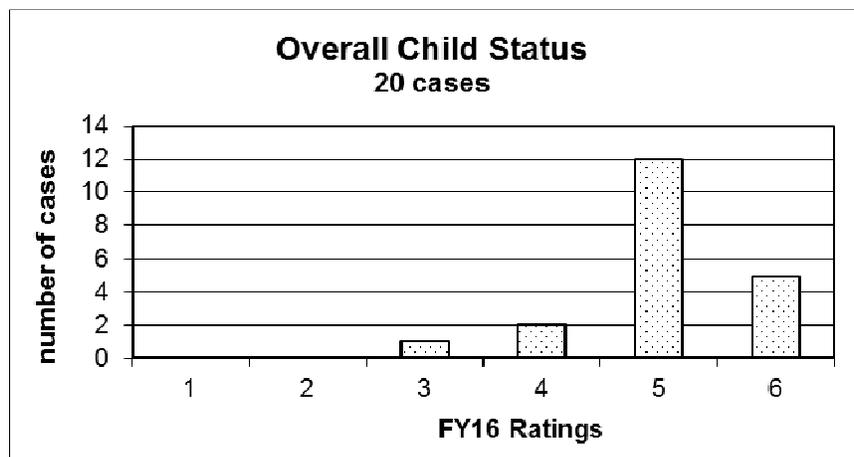


Southwest Satisfaction				
	# of cases (+)	# of cases (-)	FY15	FY16 Current Scores
<b>Satisfaction</b>	17	3	90%	<b>85%</b>
Child	10	0	100%	<b>100%</b>
Mother	7	4	77%	<b>64%</b>
Father	7	3	67%	<b>70%</b>
Caregiver	8	0	100%	<b>100%</b>
Other	4	0	100%	<b>100%</b>

## 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” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 95% of cases reviewed were within the acceptable range (4-6). This matches last year’s score of 95%.



## System Performance Indicators

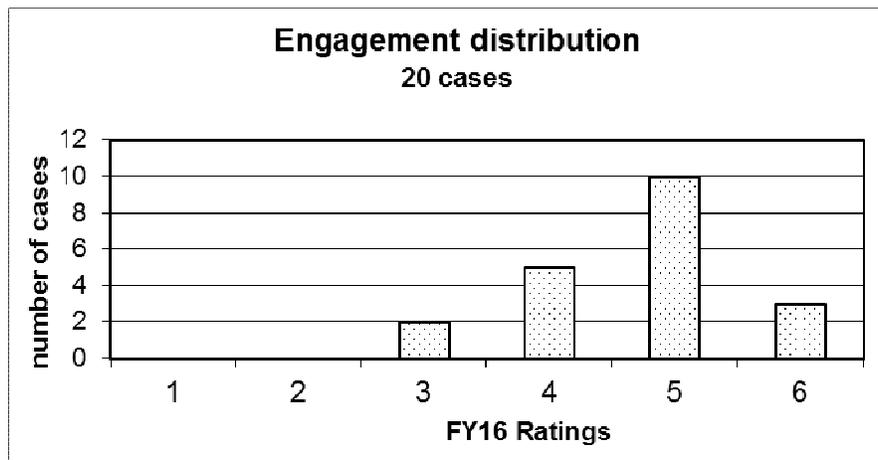
### Overall System

Southwest System Performance										
Southwest System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators		FY11	FY12	FY13	FY14	FY15	FY16 Current Scores
			Standard: 85% on overall score							
Engagement	18	2	90%		75%	90%	90%	95%	80%	90%
Teaming	15	5	75%		75%	65%	75%	85%	90%	75%
Assessment	16	4	80%		79%	75%	85%	90%	85%	80%
Long-term View	15	5	75%		63%	65%	75%	65%	85%	75%
Child & Family Plan	17	3	85%		75%	80%	85%	95%	65%	85%
Intervention Adequacy	17	3	85%		88%	80%	80%	85%	90%	85%
Tracking & Adapting	17	3	85%		79%	85%	85%	90%	85%	85%
<b>Overall Score</b>	<b>18</b>	<b>2</b>	<b>90%</b>		<b>83%</b>	<b>80%</b>	<b>85%</b>	<b>95%</b>	<b>85%</b>	<b>90%</b>
0% 20% 40% 60% 80% 100%										

## 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:** 90% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 80%. The standard for this indicator is 70%. The standard was met. Individual scores were given for child, mother, father and guardian. An overall score was then selected by the reviewer. Scores for the various groups ranged from the high of 100% for Child to the low of 73% for Father.

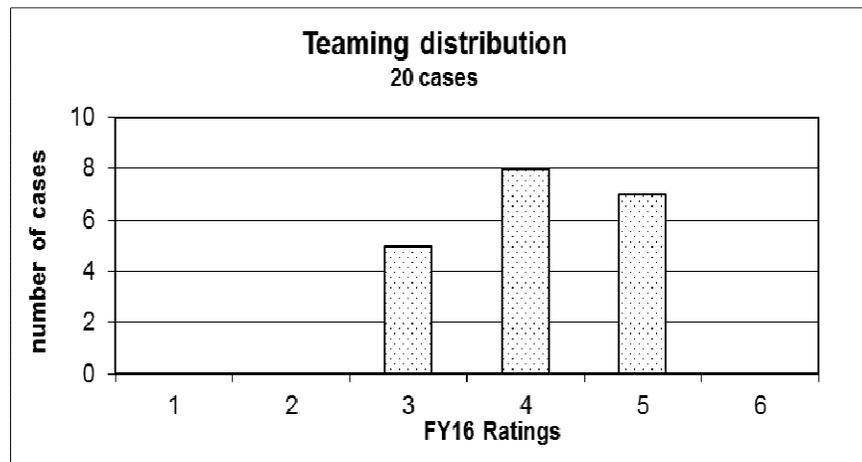


Southwest Engagement				
	# of cases (+)	# of cases (-)	FY15	FY16 Current Scores
<b>Engagement</b>	18	2	80%	<b>90%</b>
Child	16	0	100%	<b>100%</b>
Mother	10	2	67%	<b>83%</b>
Father	11	4	55%	<b>73%</b>
Other	4	1	100%	<b>80%</b>

## 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?

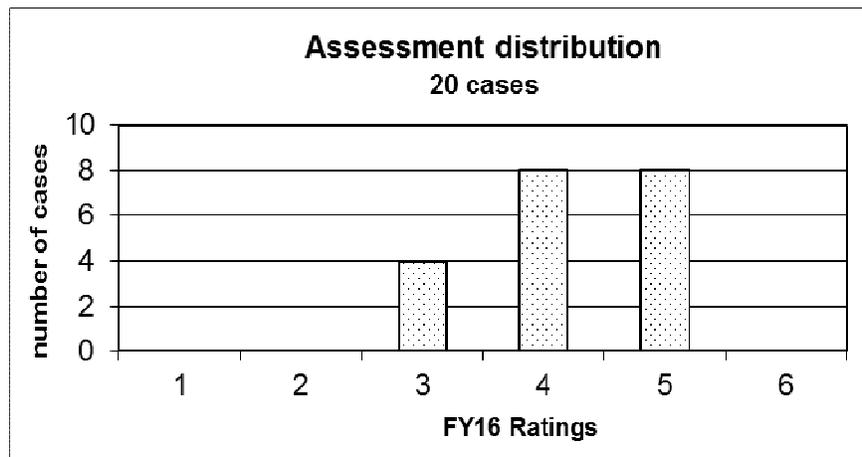
**Findings:** 75% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 90%. The standard for this indicator is 70%. The standard was met.



## 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:** 80% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year’s score of 85%. The standard for this indicator is 70%. The standard was met. Individual scores were given for this indicator. The scores ranged from a high of 100% for Caregiver to 60% for Other.

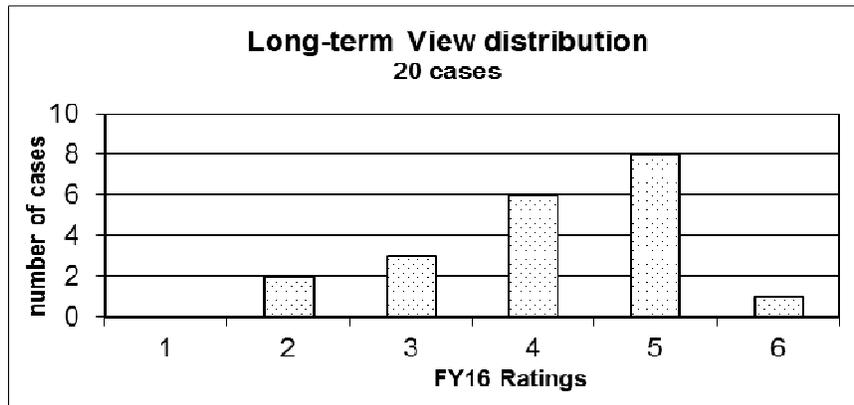


Southwest Assessment				
	# of cases (+)	# of cases (-)	FY15	FY16 Current Scores
Overall Assessments	16	4	85%	<b>80%</b>
Child	19	1	100%	<b>95%</b>
Mother	8	4	67%	<b>67%</b>
Father	10	4	73%	<b>71%</b>
Caregiver	9	0	100%	<b>100%</b>
Other	3	2	20%	<b>60%</b>

## 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?

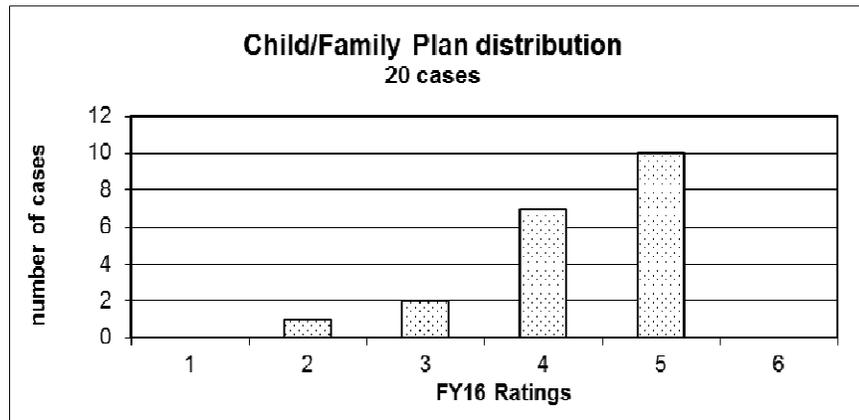
**Findings:** 75% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 85%. The standard for this indicator is 70%. The standard was met.



## 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?

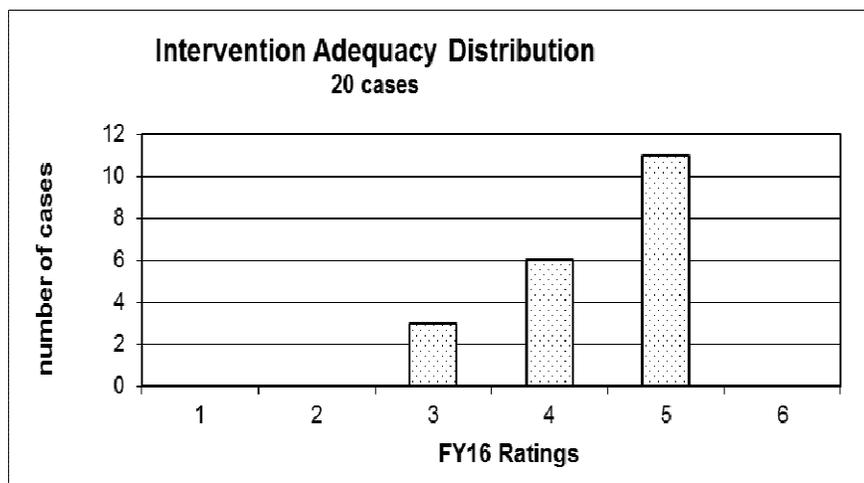
**Findings:** 85% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 65%. The standard for this indicator is 70%. The standard was met.



## 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:** 85% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 90%. The standard for this indicator is 70%. The standard was met. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from the high of 100% for Caregiver to the low of 67% for Other.

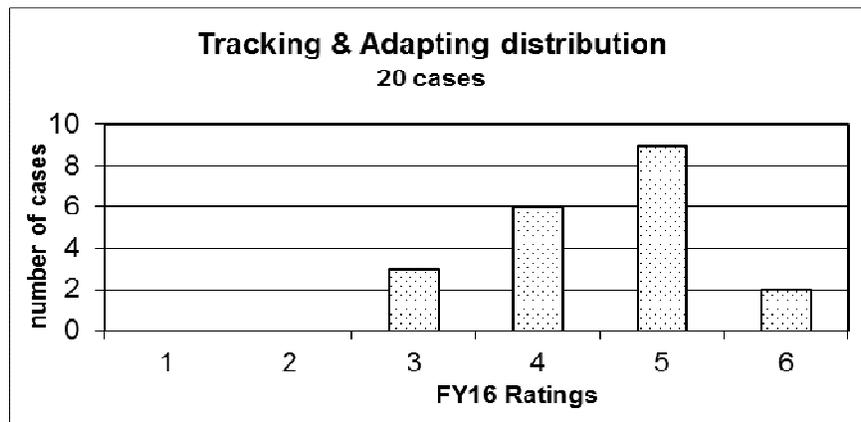


Southwest Intervention Adequacy				
	# of cases (+)	# of cases (-)	FY15	FY16 Current Scores
<b>Overall Intervention Adequacy</b>	17	3	90%	<b>85%</b>
Child	19	1	90%	<b>95%</b>
Father	7	1	50%	<b>88%</b>
Mother	9	2	75%	<b>82%</b>
Caregiver	9	0	100%	<b>100%</b>
Other	2	1	40%	<b>67%</b>

## 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?

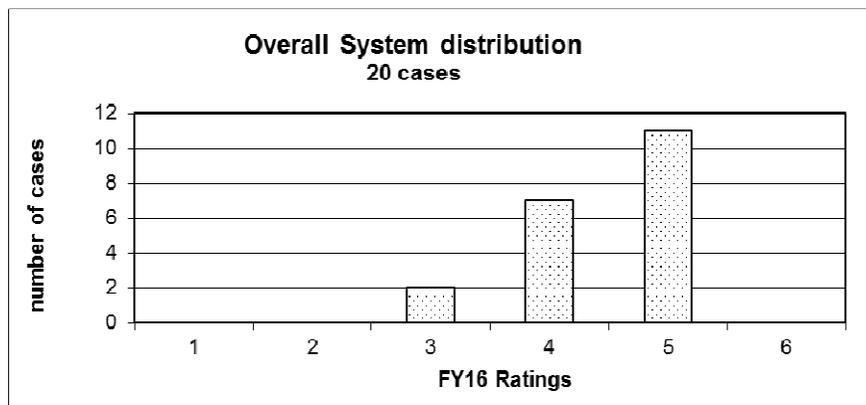
**Findings:** 85% of cases reviewed were in the acceptable range (4-6). This score is the same as last year's score. The standard for this indicator is 70%. The standard was met.



## 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. 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). This is an increase from last year's score of 85%. The standard for the overall System Performance score is 85%. The standard was met.



## 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 indicates that 85% of the cases had acceptable ratings on both Child Status and System Performance. There was one case that rated unacceptable on Child Status and acceptable on System Performance and two cases that rated acceptable on Child Status and unacceptable on System Performance. There were no cases that rated unacceptable in both domains.

	Favorable Status of Child Outcome 1	Unfavorable Status of Child Outcome 2	
<b>Acceptable System Performance</b>	Good status for the child, agency services presently acceptable.  n= 17 85%	Poor status for the child, agency services minimally acceptable but limited in reach or efficacy.  n=1 5%	<b>90%</b>
<b>Unacceptable System Performance</b>	<b>Outcome 3</b> Good status for the child, agency Mixed or presently unacceptable.  n= 2 10%	<b>Outcome 4</b> Poor status for the child, agency presently unacceptable.  n=0 0%	<b>10%</b>
	<b>95%</b>	<b>5%</b>	

## 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. There were no family preservation (PFP/PFR) cases or voluntary cases (PSC) in the sample. Court ordered In-home services cases (PSS) scored 100% on Overall Child Status and 100% on Overall System Performance. Foster Care (SCF) cases scored 93% on Overall Child Status and 87% on Overall System Performance.

All key indicators except Permanency scored above standard on foster cases. All key indicators except Assessment scored above standard on In-home 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	15	93%	60%	93%	87%	73%	87%	73%	80%	87%	80%	87%
In-Home	PSS	5	100%	100%	100%	100%	80%	60%	80%	100%	80%	100%	100%
In-Home	PSC	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
In-Home	PFP	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

A 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?” Only two of the 20 cases (10%) in the sample are reported to have entered services due to delinquency rather than abuse or neglect. The following table shows that delinquency cases scored very well on Stability, but one of two cases had unacceptable Prospects for Permanency. Delinquency cases scored 100% on Overall Child Status and 100% on Overall System Performance. Non-Delinquency cases also scored well in Overall Child Status and Overall System Performance.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	2	100%	50%	100%	100%
Non-Delinquency	18	89%	72%	94%	89%

## 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 four of the six different Permanency Goal types represented in the review. Cases with a goal type of Individualized Permanency were out-performed by all other goal types. The Individualized Permanency goal did not meet the standard in any of the individual system indicators except Engagement. It is noteworthy that none of the three Individualized Permanency cases had acceptable score on Prospects for Permanence.

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	4	100%	75%	100%	100%	100%	100%	100%	75%	100%	100%	100%
Guardianship (Non-Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Guardianship (Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Individualized Perm.	3	67%	0%	67%	100%	67%	67%	0%	67%	67%	67%	67%
Remain Home	5	100%	100%	100%	100%	80%	60%	80%	100%	80%	100%	100%
Reunification	8	100%	75%	100%	75%	63%	88%	88%	88%	88%	75%	88%

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how caseload may have affected some key Child Status and 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 sample shows that six workers were in the 17 or more case load range. Cases assigned to workers with 16 or less tended to out-perform cases assigned to workers with 17 or more cases in both the Overall System Scores as well as in most Individual System Indicators scores. It is worth noting that about 30% of all workers in the sample had a caseload in the high range.

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	14	93%	64%	93%	93%	86%	86%	71%	86%	93%	93%	93%
17 cases or more	6	100%	83%	100%	83%	50%	67%	83%	83%	67%	67%	83%

## Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. The workers were distributed relatively evenly over the years of experience.

Looking at years of experience reveals that caseworkers inside the range of *more than 12 months* but *less than 72 months* of experience tended to perform better than workers outside that range 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	3	100%	67%	100%	67%	67%	67%	100%	67%	67%	67%	67%
12 to 24 months	2	100%	50%	100%	100%	100%	100%	50%	100%	100%	100%	100%
24 to 36 months	4	100%	100%	100%	75%	50%	75%	100%	75%	75%	100%	100%
36 to 48 months	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
48 to 60 months	3	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%	33%	83%	100%	67%	67%	33%	83%	83%	67%	83%

## RESULTS BY OFFICE

The following table compares how offices within the region performed on key Child Status and System Performance indicators. Six of the seven offices (Beaver, Cedar City, Kanab, Manti, Richfield and St. George) were represented in the sample. All offices but St. George scored 100% on both Overall Child Status and Overall System Performance. Four of the six offices had a sample size of only one or two cases; so one unacceptable score could result in a score of 0% or 50% on an individual indicator score. In St. George, several indicators (Teaming, Assessment, Long-term View and Intervention Adequacy) were below standard. St. George had about 35% of the cases in the sample. Therefore, St. George or Cedar City has as much influence over the overall regional performance scores as all other rural offices combined.

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
Beaver	1	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Cedar City	7	100%	100%	100%	86%	86%	100%	100%	100%	100%	100%	100%
Kanab	1	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Manti	2	100%	50%	100%	100%	50%	100%	50%	100%	100%	50%	100%
Richfield	2	100%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%
St. George	7	86%	57%	86%	86%	57%	43%	43%	71%	57%	71%	71%

## RESULTS BY AGE

The following table shows the performance of Stability, Permanency, Overall Child Status, and Overall System Performance by age-cohorts of the child. Younger children were more stable than older children and were more likely to have acceptable Prospects for Permanency Scores.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
5 years or less	5	100%	100%	100%	100%
6-10 years	5	100%	80%	100%	80%
11-15 years	7	86%	57%	86%	100%
16 + years	3	67%	33%	100%	67%

## SYSTEM INDICATORS

Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) which compares current year data to the previous five 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.

Statewide scores for FY2015 will not be available until the end of the fiscal year and therefore do not appear in the following tables or charts.

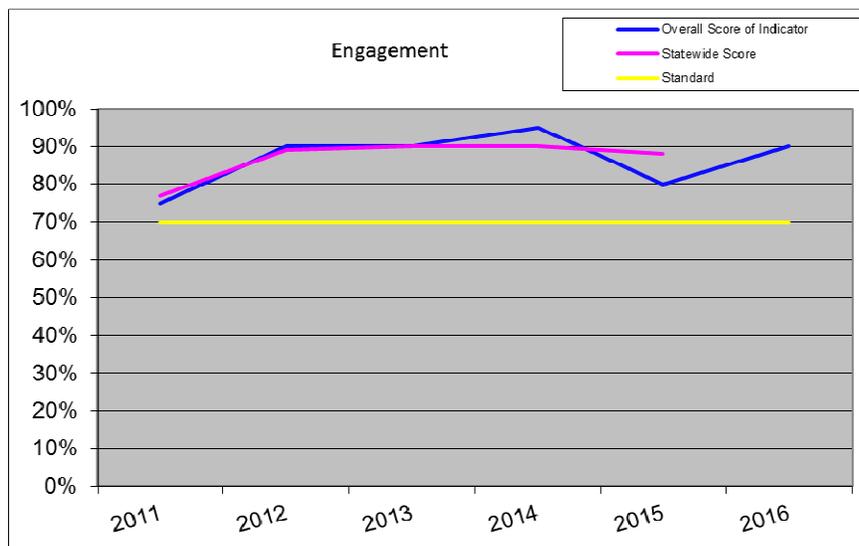
## Child and Family Engagement Trends

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

The overall percentage score for the Engagement indicator increased from last year. The overall Engagement score matches the second highest score over the previous five years. The Engagement score was above the standard this year.

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

Engagement						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.04	4.40	4.40	4.70	4.35	4.70
Overall Score of Indicator	75%	90%	90%	95%	80%	90%
Statewide Score	77%	89%	90%	90%	88%	



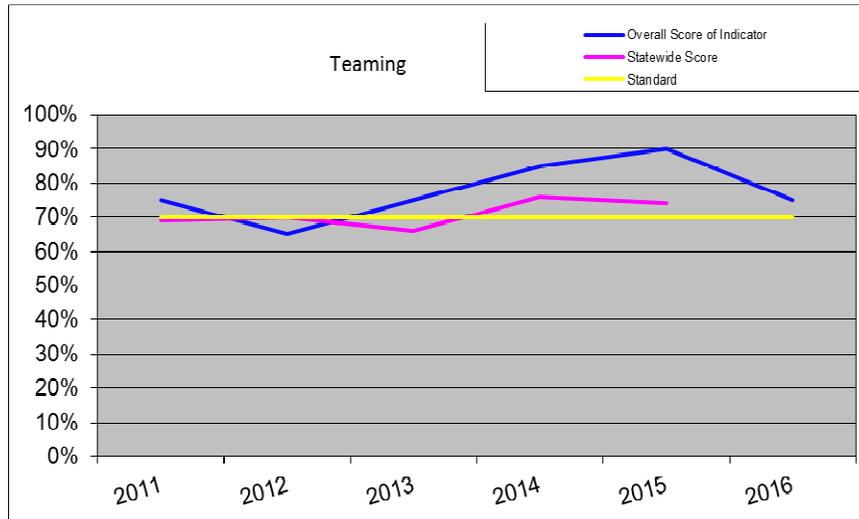
## Teaming Trends

The average score for the Teaming indicator remained the same as last year. The average score for the Teaming indicator matches the high score over the previous five years.

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

The regional overall score for the Teaming indicator was slightly higher than the FY15 statewide score for this indicator.

Teaming						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.08	4.05	4.05	4.15	4.30	4.30
Overall Score of Indicator	75%	65%	75%	85%	90%	75%
Statewide Score	69%	70%	66%	76%	74%	



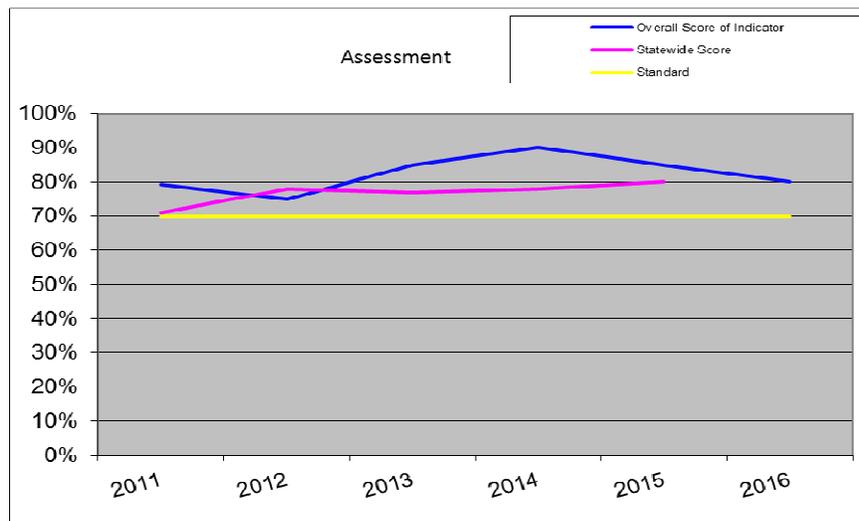
## Assessment Trends

The average score for the Assessment indicator increased from last year. The average score for the Assessment indicator is the high score over the previous five years.

The overall percentage score for the Assessment indicator decreased from last year. The overall Assessment score is in the mid-ranges 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 matched the FY15 statewide score for this indicator.

Assessment						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.04	4.00	4.10	4.15	4.05	4.20
Overall Score of Indicator	79%	75%	85%	90%	85%	80%
Statewide Score	71%	78%	77%	78%	80%	



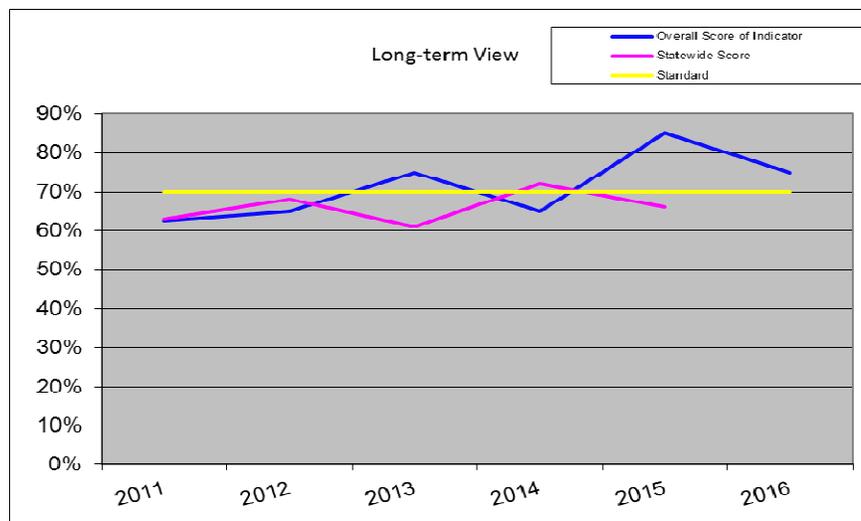
## Long-term View Trends

The average score for the Long-term View indicator decreased from last year. The average score for the Long-term View indicator matches the second highest score 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 matches the second 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	3.92	3.95	4.15	3.85	4.25	4.15
Overall Score of Indicator	63%	65%	75%	65%	85%	75%
Statewide Score	63%	68%	61%	72%	66%	



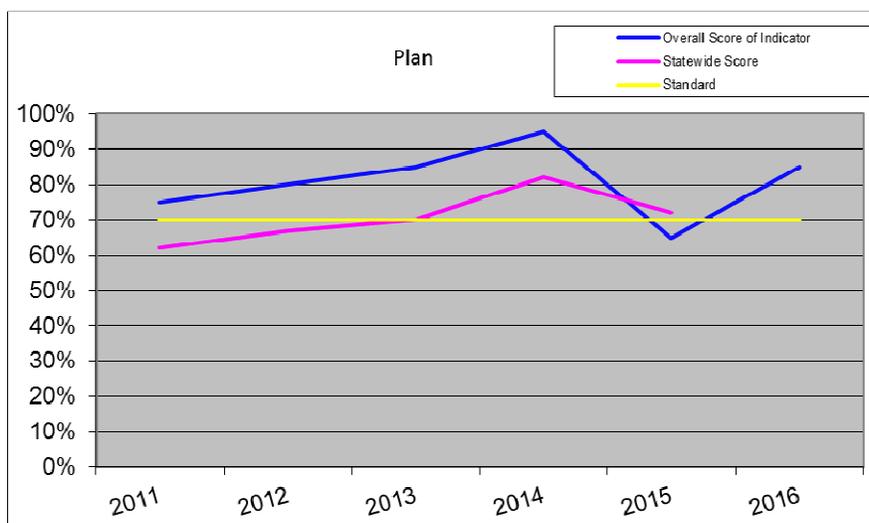
## Plan Trends

The average score for the Plan indicator increased from last year. The average score for the Plan indicator is the high score over the previous five years.

The overall percentage score for the plan indicator increased from last year. The overall Plan score matches the second highest score over the previous five years. The Plan score was above 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	4.04	4.05	4.25	4.15	3.75	4.30
Overall Score of Indicator	75%	80%	85%	95%	65%	85%
Statewide Score	62%	67%	70%	82%	72%	



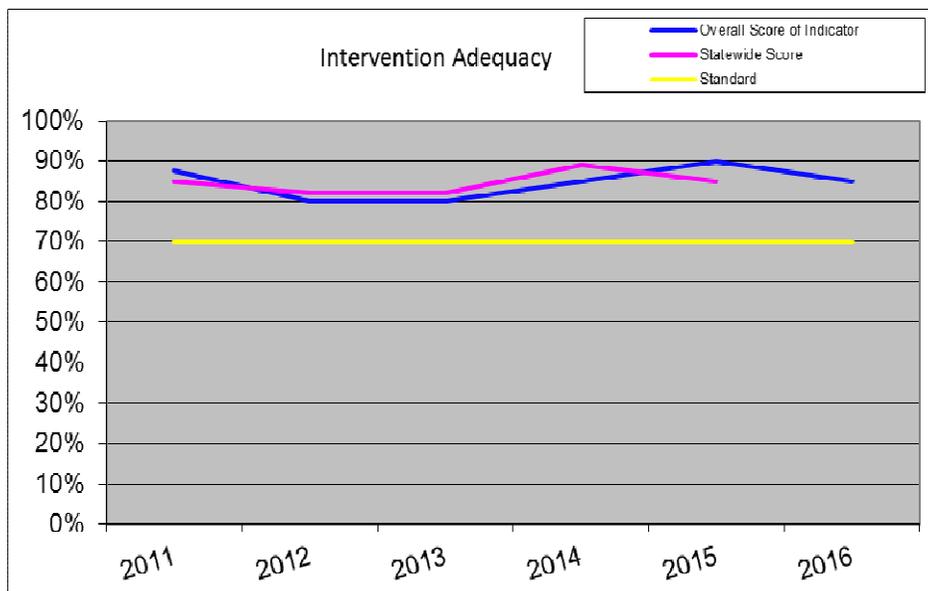
## Intervention Adequacy Trends

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

The overall percentage score for the Intervention Adequacy indicator decreased 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 matched the FY15 statewide score for this indicator.

Intervention Adequacy						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.21	4.15	4.25	4.25	4.20	4.40
Overall Score of Indicator	88%	80%	80%	85%	90%	85%
Statewide Score	85%	82%	82%	89%	85%	



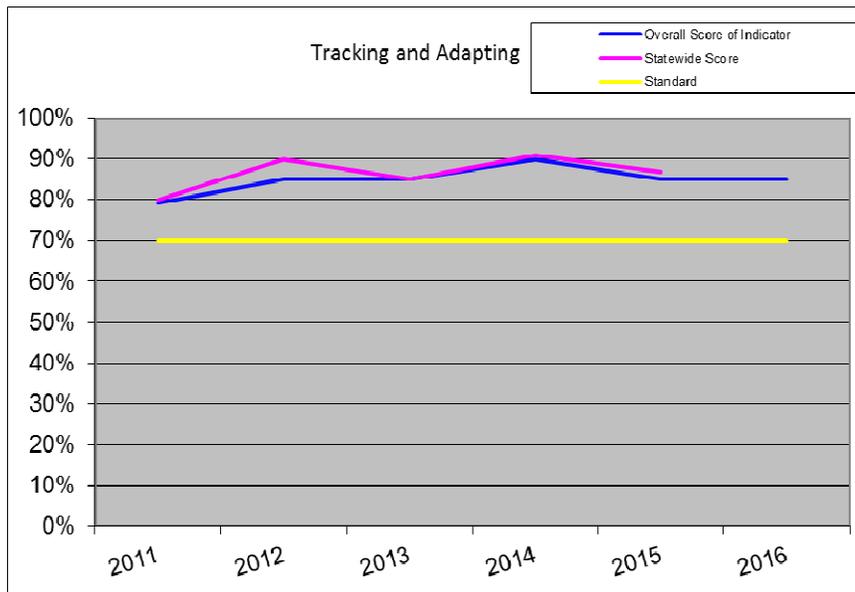
## Tracking and Adaptation

The average score for the Tracking and Adaptation indicator matched the score from last year. The average score for the Tracking and Adaptation indicator matches the high score over the previous five years.

The overall percentage score for the Tracking and Adaption indicator remained the same as last year's score. The overall Tracking and Adaptation score is in the mid-range 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 below the FY15 statewide score for this indicator

Tracking and Adaptation						
	2011	2012	2013	2014	2015	2016
Average Score of Indicator	4.25	4.50	4.45	4.40	4.50	4.50
Overall Score of Indicator	79%	85%	85%	90%	85%	85%
Statewide Score	80%	90%	85%	91%	87%	



## **V. Summary and Improvement Opportunities**

During the FY2016 Southwest Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of the children and families. In the FY15 Southwest Region Qualitative Case Review there was one indicator which scored below the standard and required a Practice Improvement Plan. This was the Child and Family Plan indicator. The score for this indicator increased from 65% to 85% and is above the standard.

### **Child Status**

Southwest Region scored well above standard on Overall Child Status with a score of 95%, meaning only one of 20 cases had an unacceptable overall score. All but one case scored acceptable on Safety, and all Child Status indicators were above standard. The Family Connections and Learning indicators were the top Child Status indicator and scored 100% each. For the Learning indicator, this is the high score over the previous five years and Family Connections matched the previous high score from FY14. All Child Status scores met or exceeded the standard.

### **System Performance**

Southwest Region scored 90% on Overall System Performance which exceeds the 85% standard. Engagement was the top performing individual indicator scoring 90%. All individual indicators met or exceeded the standard of 70%.