



ONSITE REVIEW FINAL REPORT FEBRUARY 2018

LAKE REGION

This report describes the results of the North Dakota Onsite Case Review (OCR) for the Lake Region, involving county social service agencies from Benson, Cavalier, Ramsey, Rolette, Towner, as well as the Division of Juvenile Services, Turtle Mountain Band of Chippewa Social Services and Spirit Lake Nation Social Services. The Onsite Review was held February 12-16, 2018.

TABLE OF CONTENTS

Contents

Introduction _____	1
Lake Region 2018 Onsite Review Summary Details _____	3
Child and Family Outcomes _____	7
Stakeholder feedback on Systemic Factors _____	35
Appendix _____	71
Contact Information _____	77

INTRODUCTION

Introduction

BACKGROUND

The ND Onsite Case Reviews are a state-regional-local collaborative effort designed to help ensure that quality services are provided to children and families through the states' child welfare system. The ND Department of Human Services – Division of Children and Family Services (CFS) administered the case reviews since 2003 and in 2017 entered into a contract with the Children and Family Services Training Center at UND (CFSTC) to manage the newly revised OCR process. The reviews of the state's child welfare program and practice identify strengths and challenges in practice, services, and systemic functioning, focusing on outcomes for children and families in the areas of safety, permanency, and well-being. The reviews work in tandem with other state and federal frameworks for system planning, reform, and effective implementation such as the Children and Family Services Plan and the Federal Child and Family Services Reviews (CFSR) and the state's continuous quality improvement (CQI) efforts. Reviews are held in each of the eight human service center regions of the state each year, thus ensuring a comprehensive assessment of child welfare practice in North Dakota.

The overarching purpose of the reviews is to support practice improvement to strengthen the state child welfare system's ability to achieve its vision of "Safe Children, Strong Families". The ND OCR support the state's partnership with the Children's Bureau and the Federal CFSR Process. The case reviews conducted during 2018 are intended to provide baseline data for the Round 3 Federal CFSR Program Improvement Plan (PIP).

The OCR promotes the identification of case practices and systemic functioning which promote safety, permanency and well-being. Performance outcomes indicate areas of casework practice or systemic functioning which either support strong outcomes or require further CQI efforts.

MEASURING PERFORMANCE

The period under review (PUR) was January 1, 2017 – date the case was reviewed, which was conducted during the week of February 12, 2018. Case files and interviews were utilized for the case review portion of the Onsite Review week and feedback from seven Stakeholder groups was received. The following report provides a description of the items and systemic factors, the results for the outcomes and items, and a brief summary of the region's performance relative to the outcomes, items and systemic factors, and an initial analysis of the findings intended to inform ongoing CQI efforts. Comparison data from the September 2016 Federal CFSR will serve as a reference point throughout this report.

CHILD AND FAMILY OUTCOMES: SAFETY, PERMANENCY, WELL-BEING

The federal Onsite Review Instrument (OSRI) is utilized as the review instrument to capture information regarding child and family outcomes for foster care and in-home services. The newly revised OSRI was finalized by the Administration of Children & Families in July 2014 and updated in January 2016. A total of 9 case were reviewed utilizing the OSRI.

The OSRI is divided into three sections: safety, permanency, and well-being. There are two safety outcomes, two permanency outcomes, and three well-being outcomes. Reviewers collect information on a number of items related to each of the outcomes through case file review and case related interviews.

INTRODUCTION

The ratings for each item are combined to determine the rating for the outcome. The items are rated as *strength*, *area needing improvement (ANI)*, or *not applicable (NA)*. Outcomes are rated as being *substantially achieved*, *partially achieved*, *not achieved*, or *not applicable*.

Agencies having a case reviewed received a copy of the entire OSRI for the applicable case(s).

STAKEHOLDER FEEDBACK: CFSR SYSTEMIC FACTORS

The systemic factors refer to seven systems operating within the state that have the capacity, if well-functioning, to promote child safety, permanency, and well-being outcomes. The systemic factors, comprising title IV-B and IV-E plan requirements, are: Statewide information system (i.e. FRAME, CCWIPS); Case review system (Child & Family Team Meetings, TPRs, etc.); Quality assurance system (CQI & OCR); Staff and Provider training (including foster-adoptive parents and facility staff); Service array and resource development, Agency responsiveness to the community; and Foster and Adoptive parent licensing, recruitment and retention.

The Children's Bureau determines whether a state is in substantial conformity with federal requirements for the seven systemic factors based on the level of functioning of each systemic factor across the state during the federal CFSR. During the Third Round Federal CFSR in September 2016, North Dakota was found to be in substantial conformity with the following two Systemic Factors: Statewide information system and Agency responsiveness to the community.

The ND OCR monitors ongoing functioning of the systemic factors through Stakeholder feedback during onsite case review week activities. Systemic Factors for which feedback was sought was determined through negotiations with the Children and Family Services Division of the North Dakota Department of Human Services. This report will provide a summary of the feedback received from stakeholders for the Lake Region Human Service Center Region.

T. Leanne Miller, MSSW, LCSW
ND OCR Manager
April 27, 2018

LAKE REGION 2018 ONSITE REVIEW SUMMARY DETAILS

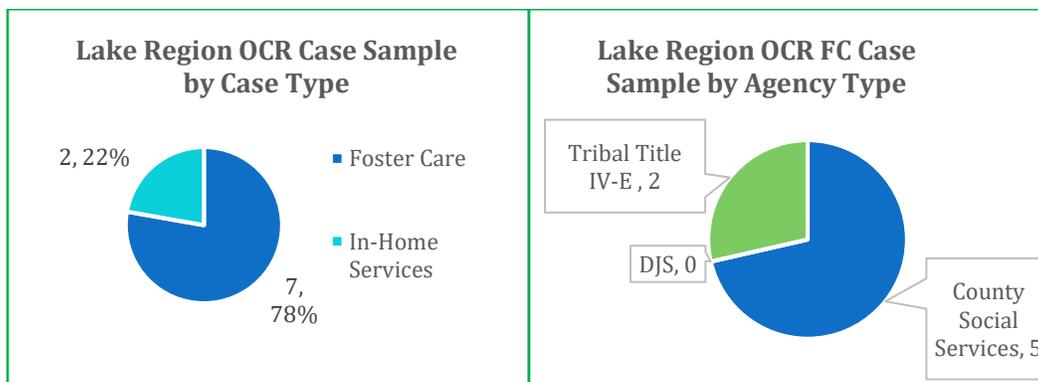
Lake Region 2018 Onsite Review Summary Details

CASE FILES REVIEWS

Case Demographics

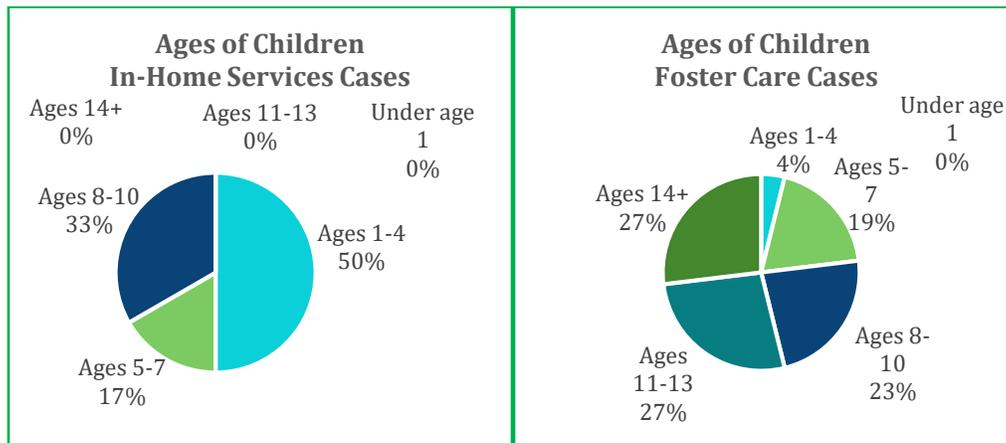
Cases are randomly selected to represent both foster care and in-home services cases. The review focuses on the activity in a case that occurs during the PUR and a rolling quarterly case sampling process is employed. Foster Care cases involved a target child in substitute care for over 24 hours or more. Foster Care services in this region are provided by county social services, the Division of Juvenile Services, and two tribal child welfare agencies. In-Home Services cases involved a family receiving case management services for at least 45 days with no foster care episode greater than 24 hours during the entire PUR. In-Home services subject to this review process are only provided by county social services in the region. For complete case sampling information, please see the ND OCR Procedures Manual available at <https://und.edu/centers/children-and-family-services-training-center/nd-ocr/overview.cfm>.

A review sample of seven (7) Foster Care and two (2) In-Home Services cases were identified out of an overall sample of 300 Foster Care cases and 29 In-Home Services. One (1) alternate foster care case and two (2) in-home services cases were identified as alternates. During the course of the Onsite Review week, **two** In-Home Services cases were eliminated from the final sample. The first case was eliminated during the review week as it was learned the case was not eligible for review (child was not born during the case sampling period). The alternate case prepared for review was also eliminated as the family was experiencing multiple medical emergencies during the review week and were participating in the review process would have added an undue level of stress for the family. Therefore, the OCR Manager and LSC went on to the next eligible and available case in the sample. The local agency prepared the case file and a review team returned to the region on February 28th through March 1st to complete the seventh case needed for this OCR.



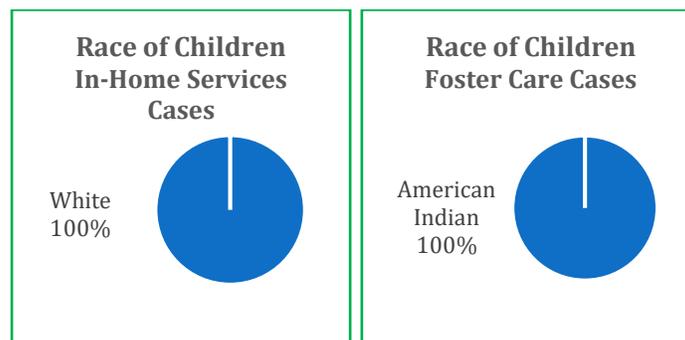
LAKE REGION 2018 ONSITE REVIEW SUMMARY DETAILS

Ages of Children



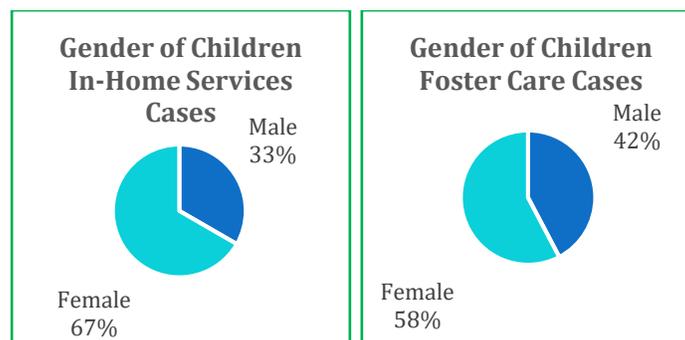
In-home Services case involved a total of nine (6) children. Their ages ranged from 1 years 0 months to 9 yrs. 10 months at the end of the PUR. Twenty-six (26) children were involved in foster care cases (8 target children and other siblings from their home of removal). Their ages ranged from 3 yrs. 7 months to 16 yrs. 11 months at the end of the PUR.

Race/Ethnicity of Children



The ethnicity for all the children in In-Home Services cases was “Non-Hispanic”. The ethnicity for twenty four (24) children in the Foster Care cases was “Non-Hispanic” and “Unable to Determine” for the remaining two (2) children.

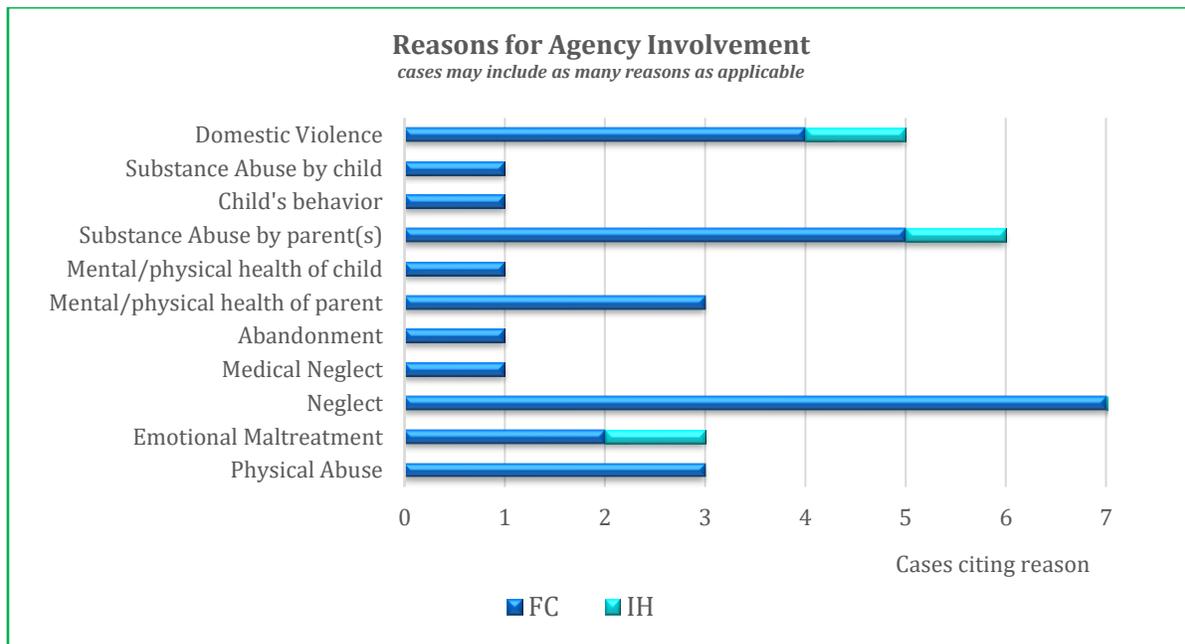
Gender of Children



LAKE REGION 2018 ONSITE REVIEW SUMMARY DETAILS

Reason for Agency Involvement

Reasons for agency involvement at the time the case was opened for services are identified through the course of the case review. As many reasons as were applicable to a case are selected. Neglect was the primary reason for agency involvement in the foster care cases sampled, while reasons for agency involvement for in-home services was equally distributed between neglect, substance abuse of parent, emotional maltreatment, child's behavior and domestic violence in the child's home as noted on the next page.



Case Related Interviews

One of the hallmarks of the ND OCR is case related interviews. These interviews are conducted with key case participants, those directly involved in the provision or receipt of services in each case reviewed. Interviews are held either in person at the review site or by telephone. During the Onsite Review, 41 interviews held for the 9 cases included:

- 6 children/youth
- 7 Parents
 - 4 Mothers
 - 3 Fathers
- 12 Case managers (FC, In-Home Services, CPS)
- 1 Supervisor
- 2 AASK Adoption worker
- 5 "Other" providers speaking to parental perspective (GAL, Probation Officer, ,Therapist)
- 8 Foster Parents (4 relative & 4 non-relative foster parents)

STAKEHOLDER FEEDBACK

In accordance with state policy 605-05-30-250, Stakeholder Feedback is sought from seven broad categories of child welfare partners and recipients of child welfare services:

LAKE REGION 2018 ONSITE REVIEW SUMMARY DETAILS

- Agency Administrators
- Agency Case Managers
- Legal
- Community
- Parents of children in foster care
- Foster caregivers
- Youth

For this Onsite Review, feedback was received through the form of online surveys for five of the above groups and in-person meetings for two.

The collection of Stakeholder feedback questions was guided by the Stakeholder Interview Guide (SIG). The Stakeholder Interview Guide instrument and supplemental guidance are available on the Children's Bureau website.

Online surveys were developed and administered through the Qualtrics software program at the UND Children and Family Services Training Center. The survey window was the week prior to and the week of the Onsite Review. Agency Administrators, Case Managers, Legal and Community stakeholders were directly emailed the survey link along with two additional reminders. Local foster care agencies assisted by providing parents of children in foster care the opportunity to participate either through a website link, a QR scan code, or a paper version of the survey accompanied by a postage-paid envelope addressed to the OCR Manager.

Overall response rates for the surveys are as follows:

- Agency Administrator Stakeholder Feedback Online Survey
 - 8 participants received the survey and 3 completed responses were received
 - 38% response rate
- Agency Case Managers Stakeholder Feedback Online Survey
 - 21 participants received the survey and 9 completed responses were received
 - 43% response rate
- Legal Stakeholder Feedback Online Survey
 - 38 participants received the survey and 11 completed responses were received
 - 11% response rate
- Community Stakeholder Feedback Online Survey
 - 31 participants received the survey and 4 completed responses were received
 - 13% response rate
- Parent Stakeholder Online Survey
 - 1 survey returned. *Unable to determine how many parents in the region were provided information about this opportunity to determine a response rate.*

In-person stakeholder meetings were held during the Onsite Review week. Participants were given the option to join in person or to call in a toll-free conference number. Participation at the meetings was as follows:

- Youth Stakeholder Meeting: 5 participants (*including 1 via conference call*)
- Foster Caregiver Stakeholder Meeting: 5 participants (*none joined via conference call*)

CHILD AND FAMILY OUTCOMES

Child and Family Outcomes

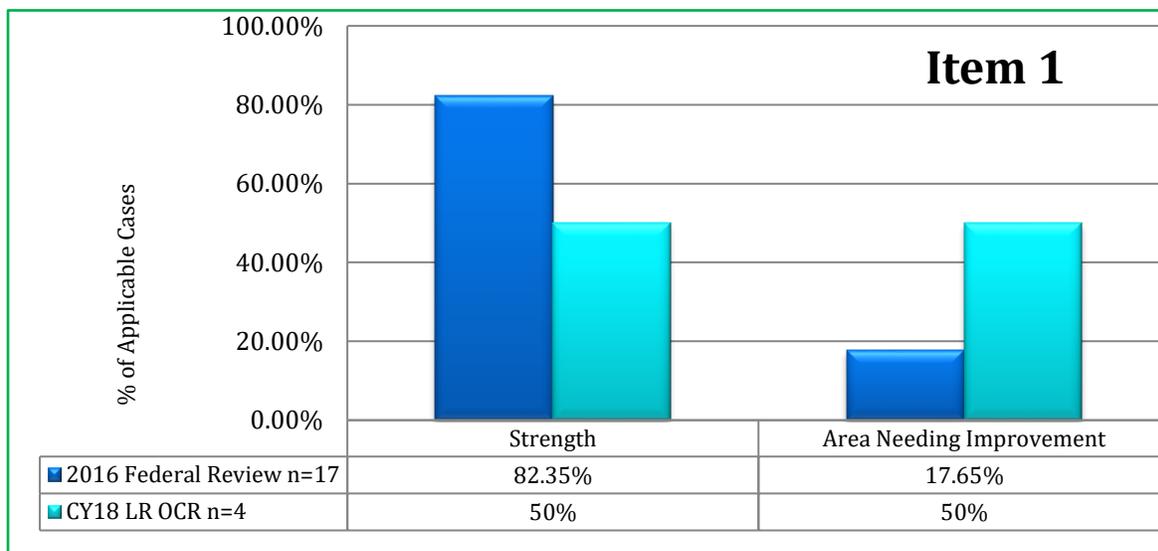
SAFETY PERFORMANCE

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

ITEM 1: TIMELINESS OF INITIATING INVESTIGATIONS OF REPORTS OF CHILD MALTREATMENT

Purpose of Assessment: To determine whether responses to all accepted child maltreatment reports received during the period under review were initiated and face-to-face contact with the child made, within the timeframes established by agency policies and State statute.

CY18 LR OCR Results: Two of the four applicable cases received a strength for item 1 meaning that investigations were initiated in a timely manner, and face-to-face contact with the alleged victim was made within the established time frame for half of the applicable cases.



Key strengths noted related to performance on Item 1:

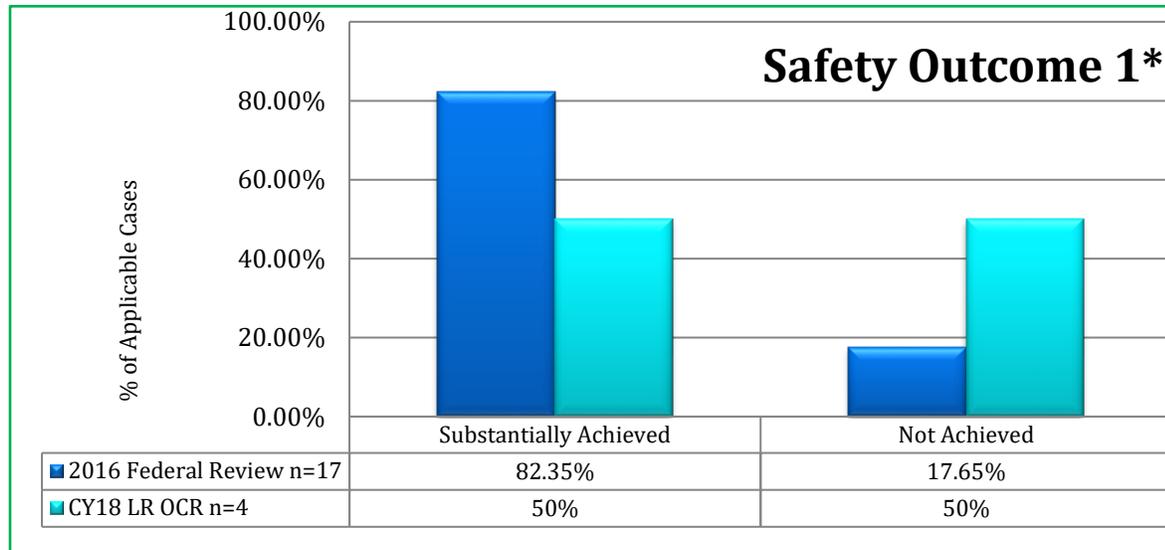
There were nine accepted reports of child maltreatment received by the agencies during the PUR. These reports involved six distinct allegations in the four applicable case. Types of alleged maltreatment included: Neglect (not including medical neglect), Substance abuse by parent(s), Emotional Maltreatment, Inadequate Supervision, Educational Neglect, and Inadequate housing and hygiene concerns. The priority category ascribed to each report was as follows: Category A (0); Category B (1); and Category C (8). In two situations, the agency initiated their response to the report within the required timeframes and Face to face contact with alleged victims occurred within the required timeframes for three of the four cases. At times, the agency’s response exceeded timelines set forth in state statutes.

Key areas needing further examination related to performance on Item 1:

The agency did not initiate their response to the accepted report of alleged child maltreatment within state statutes in two of the four situations. Contributing factors for these delays were not readily evident during the case review. Furthermore, face to face contact with the alleged victim did not occur within the required timeframes. The primary factor contributing to this delay related to the state’s statute regarding individuals authorized to make face to face contacts.

CHILD AND FAMILY OUTCOMES

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.



***Partially Achieving" Safety Outcome 1 is not possible for this outcome, thus is not reflected in this table.*

Key strengths related to overall performance on Safety Outcome 1:

In half of the applicable cases the agencies' response to reports of child maltreatment was observed to be a practice strength. Initiation and face-to-face contact with all alleged victims occurred within or exceeding timeframes established by state statutes.

Key areas needing further exploration related to performance on Safety Outcome 1:

In half of the applicable cases, the primary challenge appeared to be ensuring a timely initiation of reports within the state statutes for Priority C cases. Some challenge was noted in ensuring a timely face to face contact with the alleged victim. Reasons for delays in initiation and/or face to face contact were not due to circumstances beyond the control of the agency. Further exploration will be needed to assess the extent of these challenges within the region.

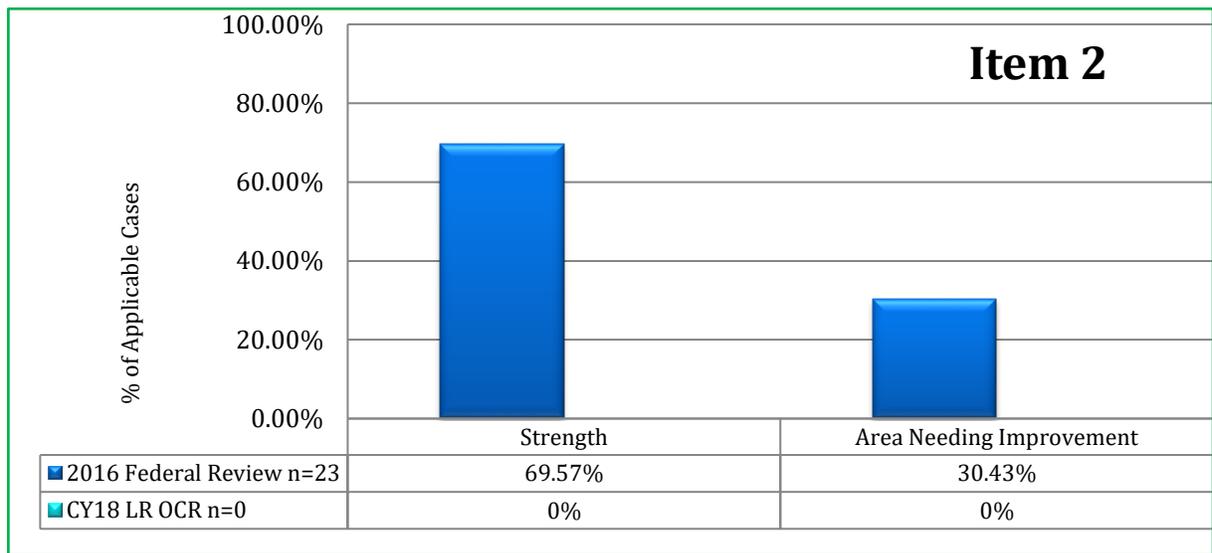
CHILD AND FAMILY OUTCOMES

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

ITEM 2: SERVICES TO FAMILY TO PROTECT CHILD(REN) IN THE HOME AND PREVENT REMOVAL OR RE-ENTRY INTO FOSTER CARE

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to provide services to the family to prevent the children’s entry into foster care or re-entry after a reunification.

CY18 LR OCR Results: None of the cases reviewed were applicable for assessment of this item.



Key strengths noted related to performance on Item 2:

None of the cases reviewed were applicable for assessment of this item. All foster care cases in the review had been opened prior to the PUR and no other children remained in the family home. One of the in-home services cases was opened prior to the PUR and in both in-home services cases any safety concerns were addressed through safety planning with the agency. Safety services were not utilized or necessary during the PUR for the in-home services cases.

Key areas needing further examination related to performance on Item 2:

None of the cases reviewed were applicable for assessment of this item.

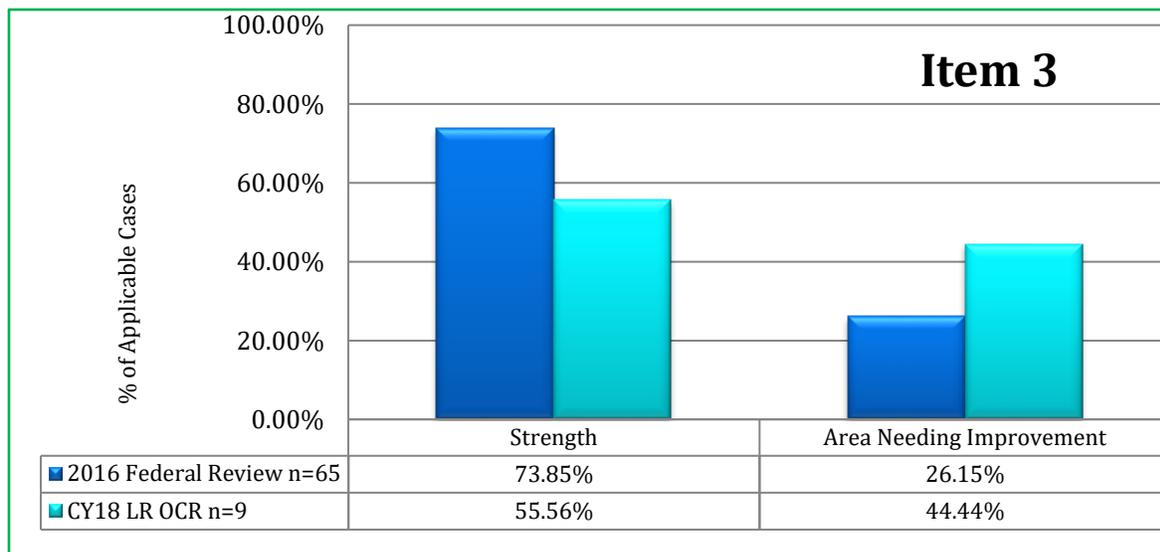
CHILD AND FAMILY OUTCOMES

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

ITEM 3: RISK AND SAFETY ASSESSMENT AND MANAGEMENT

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to assess the risk and safety concerns relating to children in their own homes or while in foster care. All cases are applicable for the assessment of this item.

CY18 LR OCR Results: Five of the nine cases were rated as a strength for Item 3 because the agency properly assessed all applicable individuals for risk and safety and appropriately addressed all identified concerns.



Key strengths noted related to performance on Item 3:

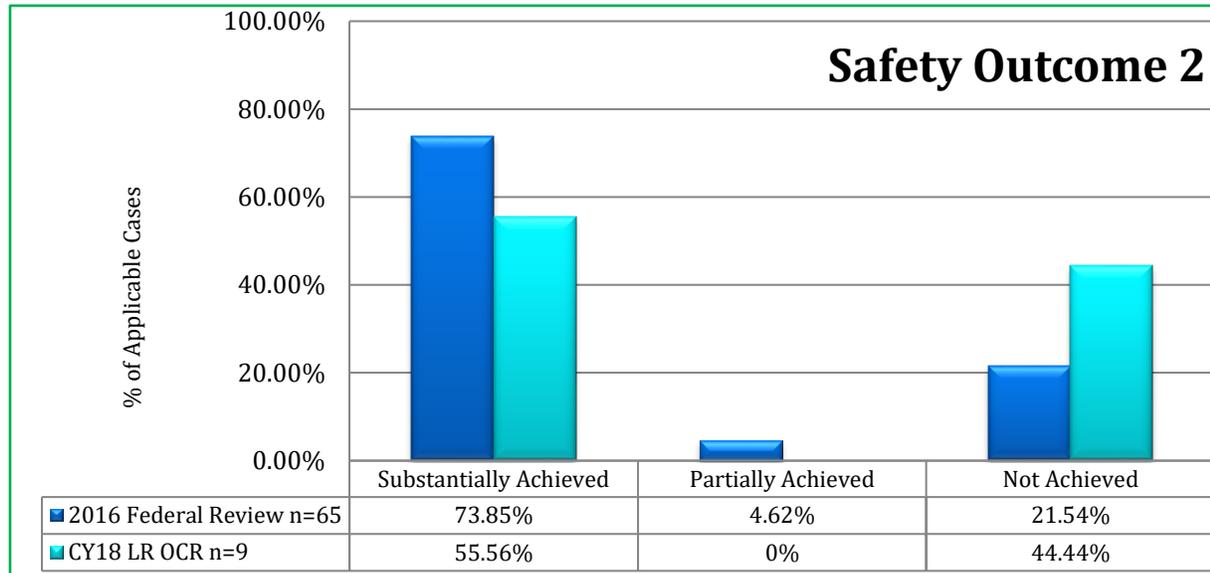
The review found evidence that informal assessments of safety and risk were being conducted and the documentation supported high quality assessments occurring in several cases. Safety and risk was routinely assessed by the agencies as part of caseworker visits. Other practice strengths noted was that there were no concerns related to the safety of the target child in foster care during visitation with parent/family that was not adequately or appropriately addressed by the agency. This was seen in all four applicable situations. Furthermore, there were no concerns for the target child’s safety in the foster home or placement facility that were not adequately or appropriately addressed by the agency in six of the seven applicable cases.

Key areas needing further examination related to performance on Item 3:

Thorough and accurate assessments of all safety and risk concerns, either initially or ongoing, was noted to be a practice challenge for the case files reviewed. Contributing factors negatively impacting accurate assessments of the safety or risk were found to be related to the agency either not seeing or visiting all children in the family or by ensuring time alone with the target child during caseworker visits. There was a situation in which maltreatment allegations about the family were never formally reported or formally investigated (assessed) by the agency. Further exploration to determine if this is a larger practice concern may be warranted.

CHILD AND FAMILY OUTCOMES

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.



Key strengths related to performance on Safety Outcome 2:

When cases were rated a strength in this outcome (n=5), evidence of strong initial and/or ongoing assessment of safety and risk was evident. There was a thorough and appropriate consideration of the individual concerns existing within the family, caseworker’s use of informal assessments through collateral contacts, visitations with the target child, and foster parents/providers. Any safety or risk concerns to the target child in foster care during visitation or in their placement setting, if any, were noted to be adequately and appropriately addressed by the agency.

Key areas needing further examination related to performance on Safety Outcome 2:

The agencies are encouraged to examine practices related to providing thorough assessments of safety and risk which addressed all children in the home. Ensuring children are seen apart from caregivers to aid this assessment is a specific component where further examination is indicated. Furthermore, adequate assessment all reports of suspected child maltreatment is an area of practice to be further explored. Item 3 challenges directly contributed to the “Not Achieved” rating for this outcome since no cases were applicable to Item 2.

CHILD AND FAMILY OUTCOMES

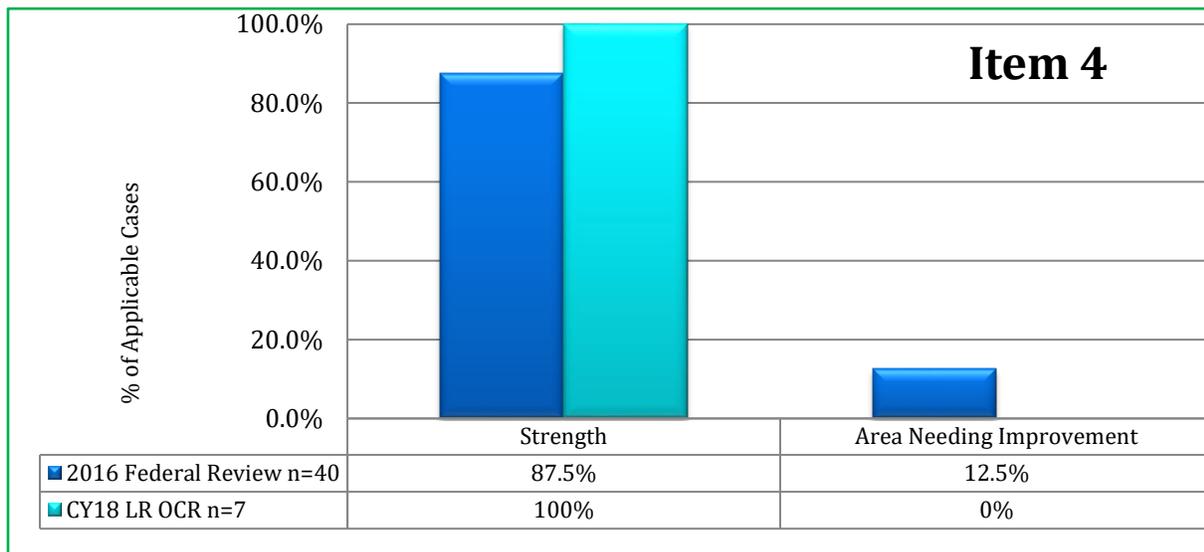
PERMANENCY PERFORMANCE

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY IN THEIR LIVING SITUATIONS.

ITEM 4: STABILITY OF FOSTER CARE PLACEMENT

Purpose of Assessment: To determine whether the child in foster care is in a stable placement at the time of the onsite review and that any changes in placement that occurred during the PUR were in the best interests of the child and consistent with achieving the child’s permanency goals.

CY18 LR OCR Results: All seven applicable cases received a strength for item 4. In each of these cases, the child either remained in a stable placement throughout the PUR or until they were discharged from foster care, or had another placement which better met the child’s case goals.



Key strengths noted related to performance on Item 4:

The target child’s current or most recent placement setting was stable for all seven applicable cases. All of the target children entered foster care prior to the period under review and of the children who have exited to permanency (either reunification or adoption) (n=3), their last placement setting was stable. The foster youth who remained in foster care (n=4) were in a family setting designated as the family to provide permanency, either through adoption or guardianship. Support provided to the placement resource throughout the PUR by the assigned case manager was found to be a factor contributing to the stability of the placement setting.

Key areas needing further examination related to performance on Item 4:

This review did not identify any specific practice or systemic challenges related to Item 4.

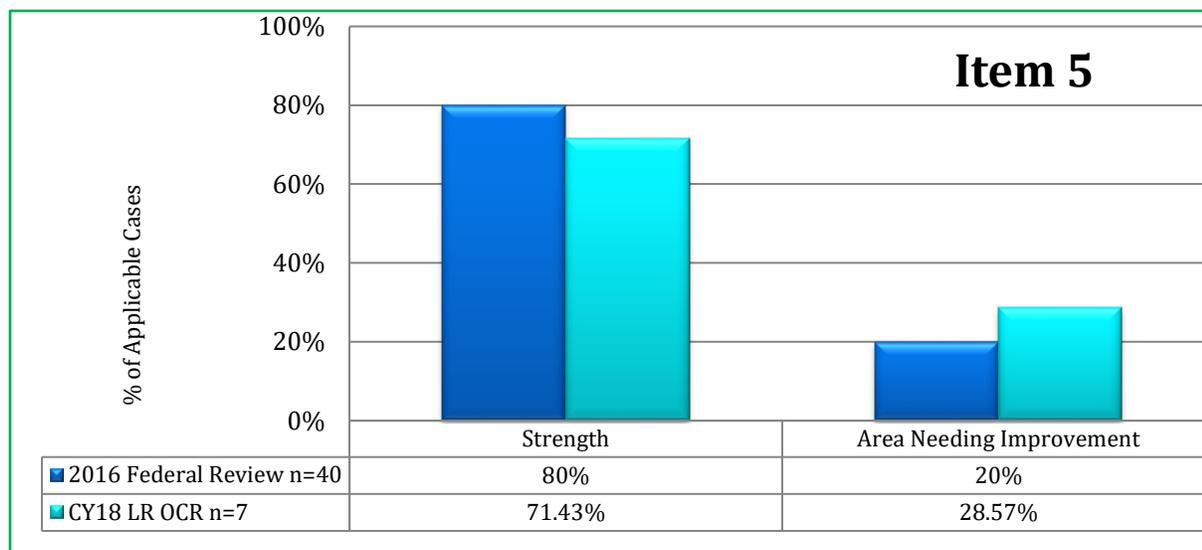
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY IN THEIR LIVING SITUATIONS.

ITEM 5: PERMANENCY GOAL FOR CHILD

Purpose of Assessment: To determine whether appropriate permanency goals were established for the child in a timely manner.

CY18 LR OCR Results: Five of the seven cases were rated as a strength for Item 5 indicating that the permanency goal was appropriate for the child and was established in a timely manner.



Key strengths noted related to performance on Item 5:

In the seven applicable cases, eight (8) primary and concurrent permanency goals were assessed as the permanency goals in effect during the PUR: Reunification (2); Adoption (5); Guardianship (1). Current permanency goals for the applicable cases included: Reunification only (1); Adoption only (4); Guardianship only (1); Reunification and Adoption (1). Reviewers noted that in all cases, an appropriate permanency goal was in effect for each target child at the time of the review. There was also evidence found that when a petition to terminate parental rights was filed during the PUR, it was done so in a timely manner or an exception to the requirement to file a TPR petition existed.

Key areas needing further examination related to performance on Item 5:

Timely establishment of the permanency goal was a challenge in two cases reviewed. Agency practice related to effective use of concurrent planning may be an area of focus when examining challenges in this area. Further examination of these findings in consideration of other local data regarding appropriate and timely permanency goals could inform future efforts to improve performance on this item.

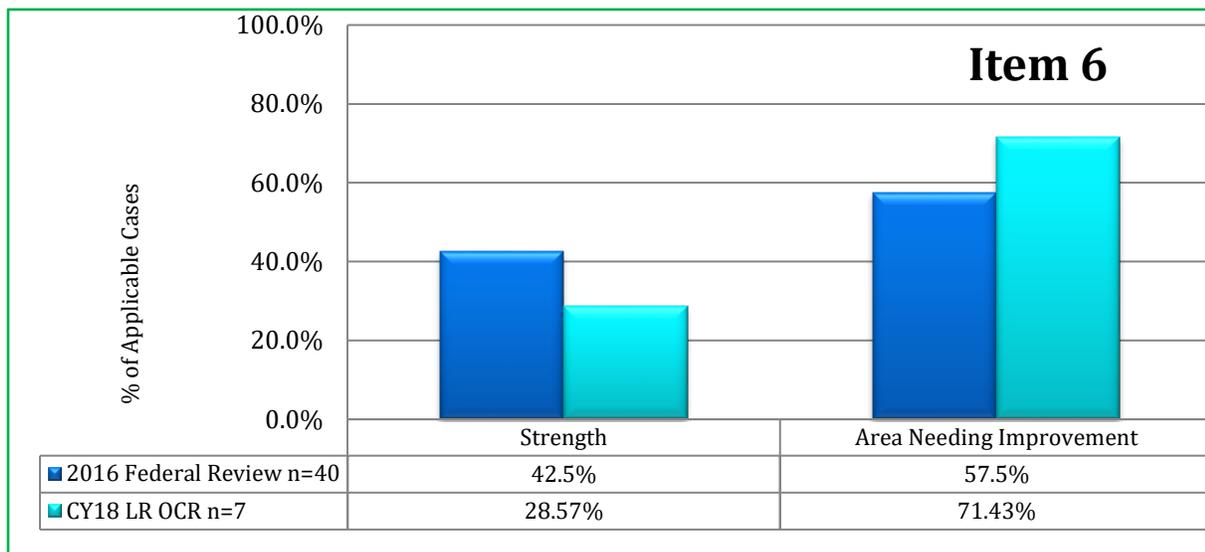
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY IN THEIR LIVING SITUATIONS.

ITEM 6: ACHIEVING REUNIFICATION, GUARDIANSHIP, ADOPTION, OR OTHER PLANNED PERMANENT LIVING ARRANGEMENT

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made, or are being made, by the agency and courts to achieve reunification, guardianship, adoption, or other planned permanent living arrangement.

CY18 LR OCR Results: Two applicable cases received a strength for item 6 because the agency and courts made concerted efforts to achieve the permanency goal in a timely manner.



Key strengths noted related to performance on Item 6:

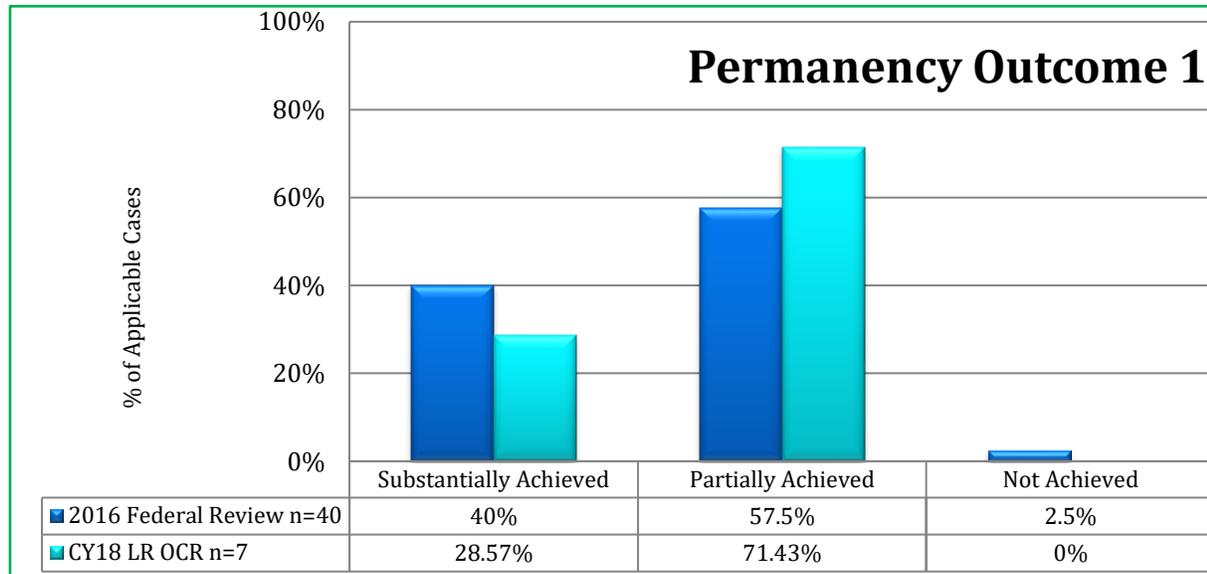
A strong area of practice for this review involved cases with Reunification as the permanency goal. In both cases, permanency was achieved between 15 - 18 months, which typically would indicate an area needing improvement. However, in both situations there was strong evidence to reflect active and concerted efforts on the part of the agency and parents to work towards reunification and that the timing of the reunification occurred as soon as it was safely possible for the child and family. Effective use of concurrent planning was also evident during the review in these cases. Efforts by the agency and court found to be strong included the coordination of services that match identified needs, participation in the legal system to address related needs of the parent(s), and partnership with the Court for regular permanency hearings. One situation was reflective of permanency hearings every six months.

Key areas needing further examination related to performance on Item 6:

Achieving permanency in a timely manner for foster children/youth with the goal of adoption or guardianship proved to be the primary struggle which directly impacted overall performance on this item. Agency and Court efforts to keep the case moving along to permanency was found to be the shared challenge. Delays related to the adoption process itself and how the Agencies and Courts could support steady and forward progress may be areas for further examination to bolster performance on this item.

CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY IN THEIR LIVING SITUATIONS.



Key strengths related to performance on Permanency Outcome 1:

Solid placement stability for all cases was evident in this review. There was a strong commitment by the agency to support foster parents, especially when providing care to large sibling groups. Strong performance by the agency to ensure appropriate permanency goals were in place for cases was observed with the timely establishment of those goals in most of the cases.

Key areas needing further examination related to performance on Permanency Outcome 1:

A larger systemic challenge related to timely permanency for children when adoption becomes the goal remains a challenge for this region and is the primary factor which impacts the overall rating for this outcome. Agency AND court efforts to keep the case moving along to permanency was noted to have an impact on the findings in this review.

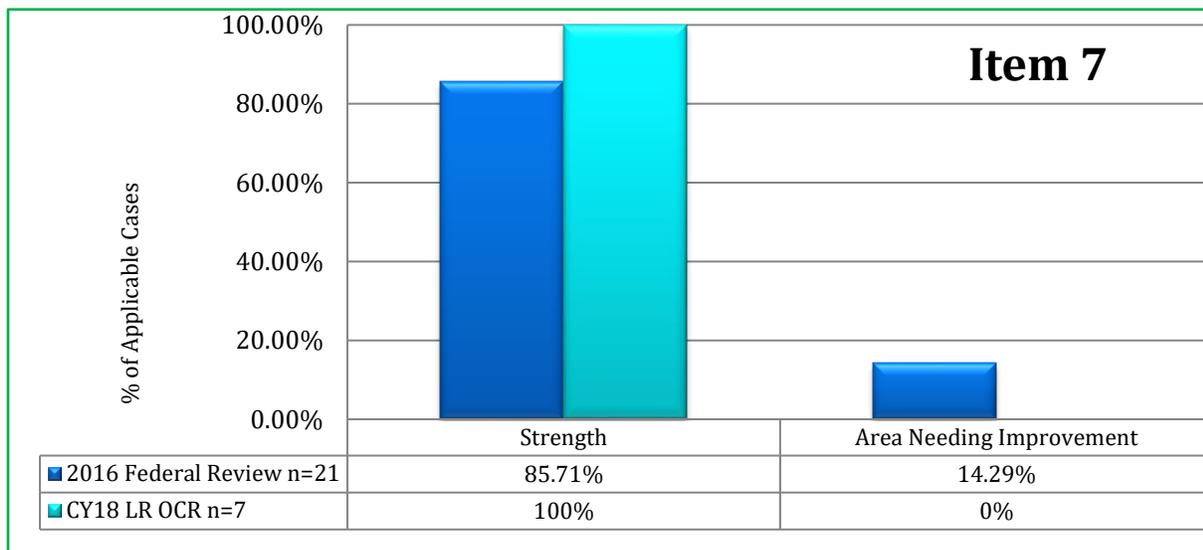
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

ITEM 7: PLACEMENT WITH SIBLINGS

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made to ensure that siblings in foster care are placed together unless a separation was necessary to meet the needs of one of the siblings.

CY18 LR OCR Results: All seven cases received a strength indicating the agency made concerted efforts to place siblings together or separated the siblings due to the specific needs within the sibling group.



Key strengths related to performance on Item 7:

In three of the seven cases, the target child was placed with all siblings who were also in care throughout the PUR. In each of the four other cases, there was a valid reason for the child's separation from siblings in care that existed the entire PUR. Efforts to keep those siblings not placed together connected were evident during the review. The use of relative placement resources in both these situations contributed to the strong performance in placing siblings together.

Key areas needing further examination related to performance on Item 7:

This was a strong area of practice for the region and the review did not identify any specific practice or systemic challenges related to Item 7.

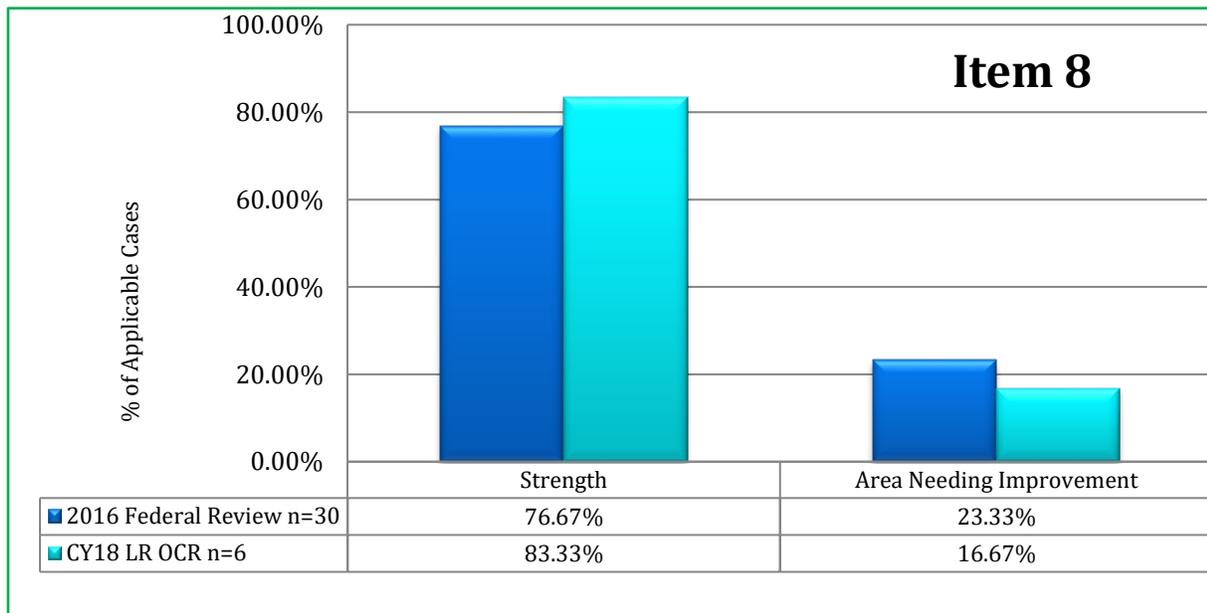
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

ITEM 8: VISITING WITH PARENTS AND SIBLINGS IN FOSTER CARE

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made to ensure that visitation between a child in foster care and his or her mother, father, and siblings is of sufficient frequency and quality to promote continuity in the child’s relationship with these close family members.

CY18 LR OCR Results: Five of the six applicable cases were rated as a strength for Item 8 indicating that the agency ensured that the visits between the child and his/her siblings and/or parents were of sufficient frequency and quality to maintain the relationship.



Key strengths related to performance on Item 8:

This review found evidence of concerted efforts on the part of the agency to ensure visitation between the target child and their parents and other siblings in foster care were frequent and of high quality. Themes observed included flexibility in location and times for visits and adapting the visitation schedule based on the safety and permanency needs of the children. The use of a sibling visitations at community events and with relatives was a strong practice positively impacting the outcomes of at least one case. In one situation when reunification was the goal, the agency supported a number of overnight visits between the child and parent on weekends and weekdays when there was not school.

Key areas needing further examination related to performance on Item 8:

Agency case file documentation practices when visitation between a child in foster care and their parent(s) would not be in the child’s best interest is a practice area for further exploration as it relates to this item. Information of this nature must be documented in the case record to garner a strength rating in the OSRI and the lack of this type of documentation attributed to this ANI rating.

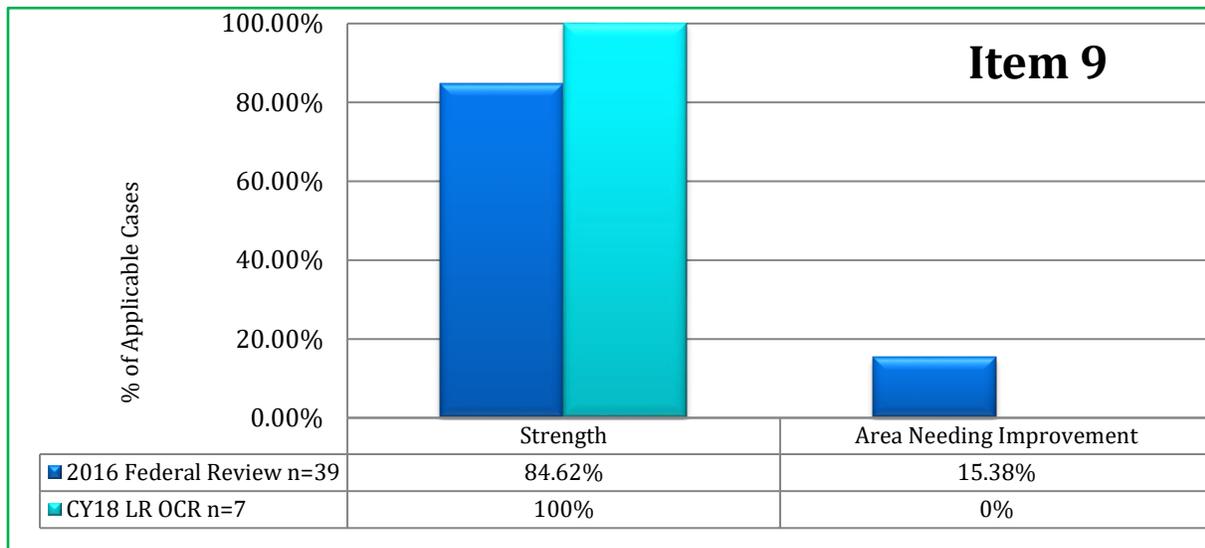
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

ITEM 9: PRESERVING CONNECTIONS

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made to maintain the child’s connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends.

CY18 LR OCR Results: All seven cases received a strength for item 9 because the agency made concerted efforts to maintain the child’s significant prior connections



Key strengths related to performance on Item 9:

Strong casework practice to preserve and maintain children’s significant connections was seen during this review. Relative involvement was seen as an area of practice which supported children in foster care maintaining connections with extended family. Most of the time, efforts included maternal and paternal relatives. In all applicable cases, efforts to make a sufficient inquiry regarding the child’s connection to a federally recognized Indian Tribe was found to be a consistently strong practice. Involving the child’s tribe, when applicable, was noted through documented efforts to provide notice and place children in placement settings in accordance with the Indian Child Welfare Act.

Key areas needing further examination related to performance on Item 9:

The review did not identify any specific practice or systemic challenges related to Item 9.

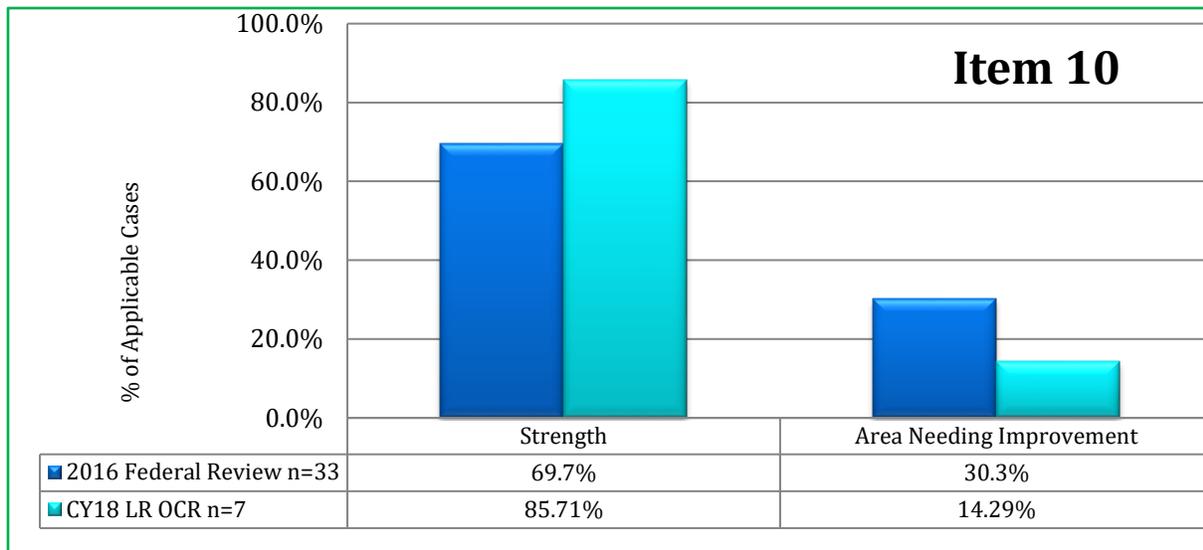
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

ITEM 10: RELATIVE PLACEMENT

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made to place the child with maternal or paternal relatives when appropriate.

CY18 LR OCR Results: Six of the seven applicable cases were rated as a strength for Item 10. In each of these cases, the agency made concerted efforts to identify and place the child with appropriate relatives.



Key strengths related to performance on Item 10:

Three of the target youth were placed with relatives during the entire PUR. When placement with a relative was not possible, documentation of extensive maternal and paternal relative search efforts was found in three of the four situations. When this item was rated a strength and the target child was not placed with a relative, documentation in the case file and interviews reflected the agency's efforts to conduct maternal and paternal relative searches. Relatives had been evaluated and, in the files selected, ruled out for safety reasons. This was an area of strong practice for this region during the PUR.

Key areas needing further examination related to performance on Item 10:

When this item was rated an area needing improvement, evidence of a paternal relative search was not found in the case documentation or through interviews. Information revealed at least one paternal relative was known to the agency yet efforts to contact this relative did not occur.

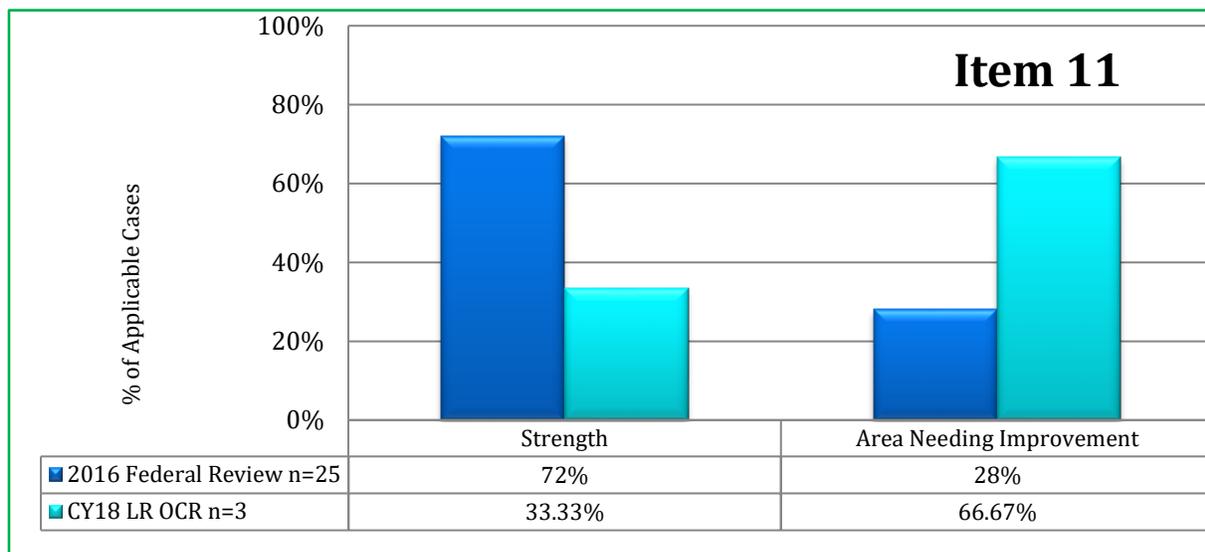
CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

ITEM 11: RELATIONSHIP OF CHILD IN CARE WITH PARENTS

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made to promote, support, and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregiver(s) from whom the child had been removed through activities other than just arranging visitation.

CY18 LR OCR Results: One of the three applicable cases were rated as a strength for Item 11 indicating the agency made concerted efforts to strengthen the parent/child relationship through activities beyond arranging visits.



Key strengths related to performance on Item 11:

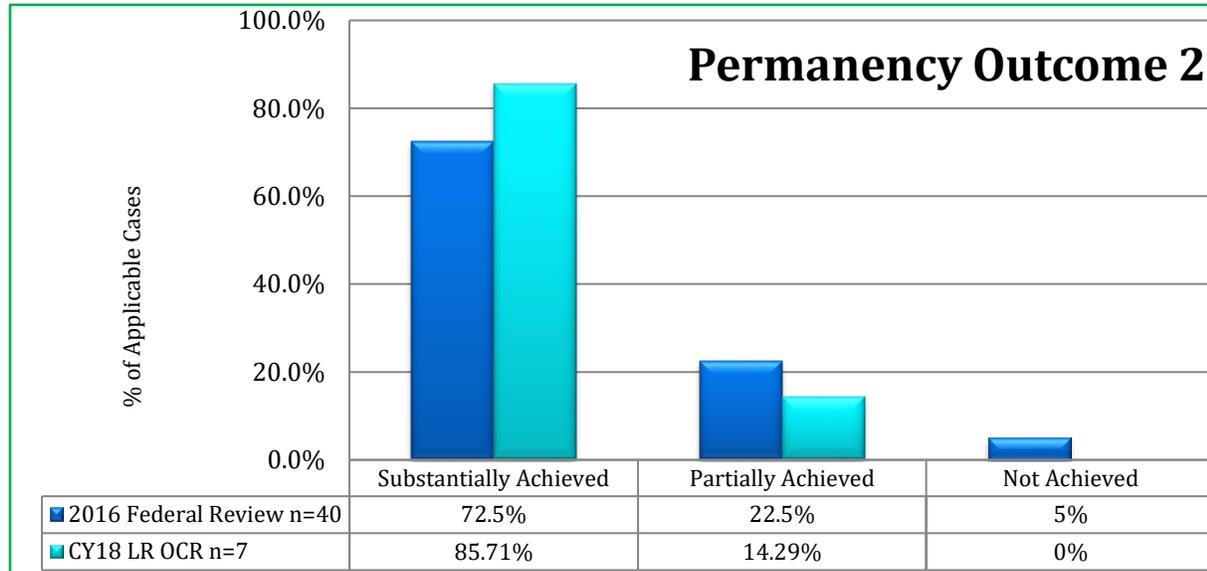
Concerted efforts on the part of the agency to strengthen the relationship of the child in care with his/her parents was evident in the one case receiving a strength rating. Efforts noted to contribute to this performance included providing opportunities for the parents to participate in medical appointments, school and special community activities, as well as participation in family therapy. Therapy sessions were targeted towards strengthening this family bond.

Key areas needing further examination related to performance on Item 11:

There were two distinct practice areas noted which impacted performance relative to this item noted in this review. The first practice area involved efforts to support parent/child relationships beyond visitation. Such efforts were not noted in the case file or through interviews. This challenge was seen impacting mothers as well as fathers. Furthermore, reasons why the parents were not a part of school, medical, recreational or therapeutic activities to strengthen the parent-child relationship were not evident. The second practice area involved clear documentation of the reasons why efforts to strengthen the parent-child relationship beyond visitation is not in the child's best interest. Although interviews revealed the rationale, this is an area where clear documentation in the case record would have returned a "Not applicable" finding for this particular item.

CHILD AND FAMILY OUTCOMES

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.



Key strengths related to performance on Permanency Outcome 2:

Concerted efforts to preserve the continuity of family relationships and connections throughout the PUR were noted during this review. The two practice areas noted to have the strongest performance in this review included efforts to place siblings together and efforts to preserve and maintain significant connections. In many situations, siblings were placed together. When siblings were placed separately, the agency worked hard to make sure the siblings had frequent visits. Additionally, all cases showed confirmation of agency efforts to preserve connections. In all applicable cases (5), efforts to determine the child’s membership in, or eligibility for membership in, a federally recognized Indian Tribe were evident. Agency efforts to notify the Tribe and place within the order of preference was evident in all cases. Strong agency efforts for frequent and high quality visits between children and their parents were observed. Relatives were secured as placement resources or had been appropriately considered and ruled out for many of the target children.

Key areas needing further examination related to performance on Permanency Outcome 2:

Agency efforts to encourage and provide opportunities to strengthen the parent-child relationship beyond visitation and efforts to consider paternal relatives for placement resources for some children are areas of practice impacting performance on this outcome that warrant further exploration.

CHILD AND FAMILY OUTCOMES

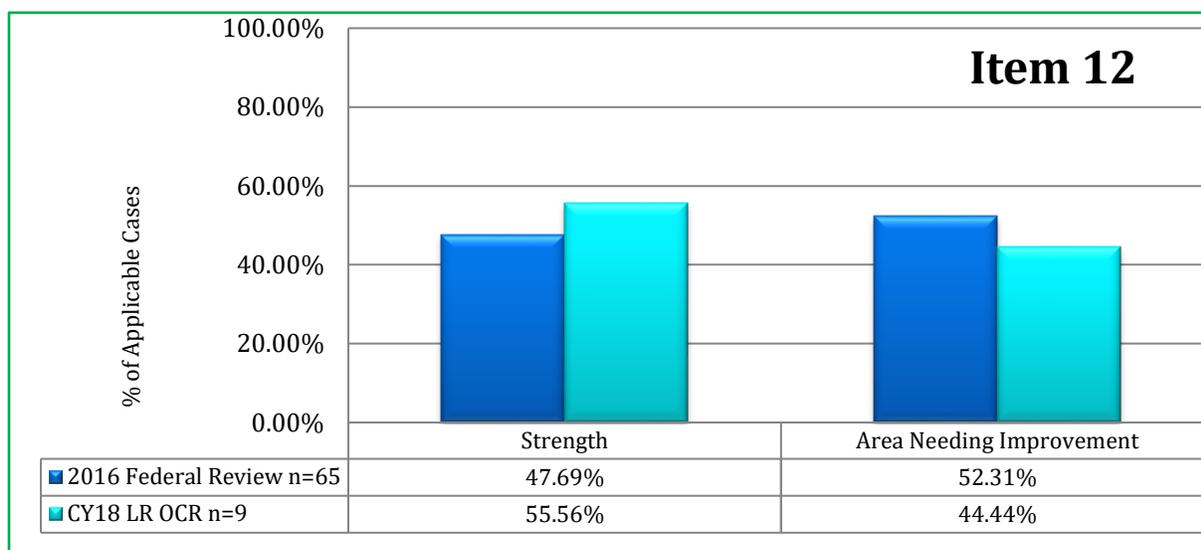
WELL-BEING PERFORMANCE

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 12: NEEDS AND SERVICES OF CHILD, PARENTS, AND FOSTER PARENTS

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to assess the needs of children, parents, and foster parents (both at the child’s entry foster care [if the child entered during the PUR] or on an ongoing basis), to identify the services necessary to achieve case goals, and adequately address the issues relevant to the agency’s involvement with the family, and provide the appropriate services. All cases are applicable for assessment of this item, with the clarification that sub-item 12C is never applicable to in-home services cases.

CY18 LR OCR Results: Five of the nine applicable cases were rated as a strength for Item 12 because the agency made concerted efforts to accurately and comprehensively assess the needs of the child, parents, and foster parents and provided the appropriate services to meet the needs of all the family.



Key strengths related to performance on Item 12:

In many situations, the agency made concerted efforts to assess and address the child’s, parents’ and foster parent’s needs and ensure they received services necessary to achieve the case goals and adequately address the issues relevant to agency involvement. Efforts included the use of initial or ongoing formal and informal assessments, including use of the Family Assessment Instrument, regular caseworker visits or documented concerted and consistent efforts to locate and engage parents in at least one applicable situation. Services were appropriately matched to the identified needs.

Key areas needing further examination related to performance on Item 12:

Efforts to assess and provide appropriate services to meet the identified needs were the predominant challenges noted when sub-items were rated an area needing improvement. This was the case for all three populations, with fathers and foster parents being the two populations with the greatest challenges.

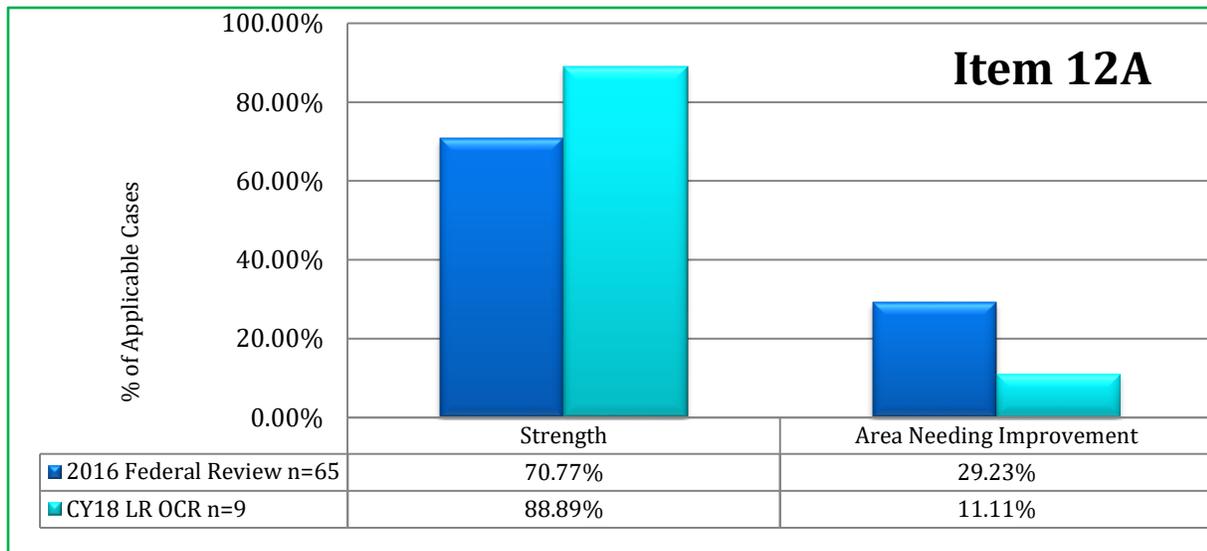
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 12A: NEEDS AND SERVICES TO CHILD

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to assess the needs of children (both at the child’s entry foster care [if the child entered during the PUR] or on an ongoing basis), to identify the services necessary to achieve case goals, and adequately address the issues identified. All cases are applicable for assessment of this item.

CY18 LR OCR Results: Eight of the nine cases were rated as a strength for Item 12A because the agency properly assessed and addressed the needs for the applicable children during the PUR.



Key strengths related to performance on Item 12A:

Active efforts involving formal or informal and/or ongoing comprehensive assessments accurately assessing the needs of children was evident during the review. Use of the Family Assessment Instrument was utilized and ongoing efforts during monthly caseworker visitations bolstered the agency’s ability to achieve a strength rating. There were no target children aged 16 years old or older; thus information pertinent to the presence of Independent Living plans being in the file was not applicable for assessment in this review.

Key Areas needing further examination related to performance on Item 12A:

Challenges related to adequately assessing and addressing the needs of all the children in an in-home services case situation contributed to the ‘area needing improvement’ rating for this sub-item.

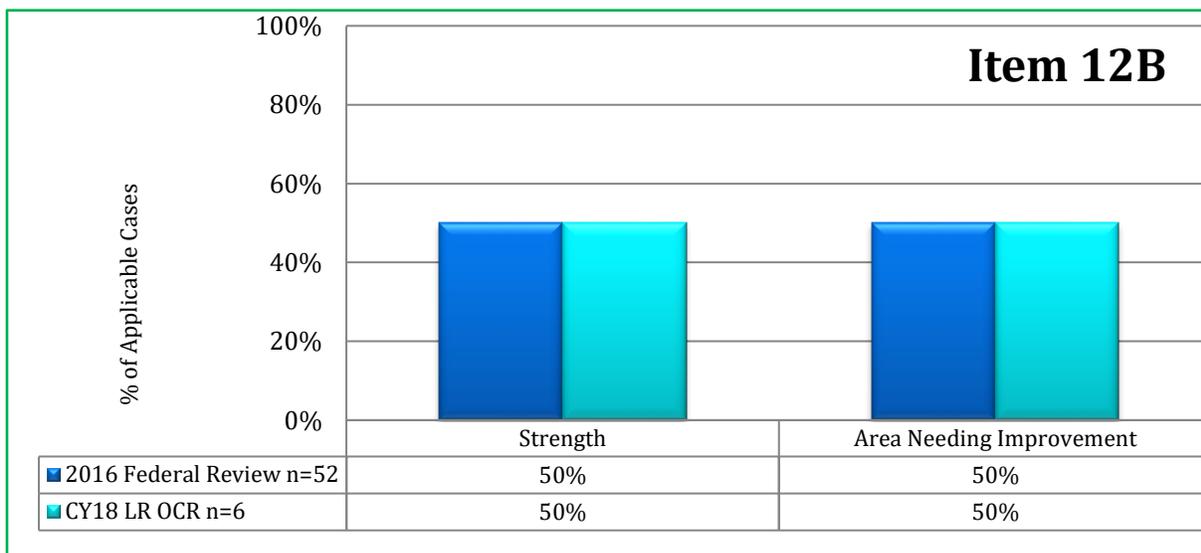
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 12B: NEEDS AND SERVICES TO PARENTS

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to assess the needs of applicable parents, identify the services necessary to achieve case goals, and adequately address the issues identified.

CY18 LR OCR Results: Three of the six applicable cases received a strength for item 12B indicating the agency made concerted efforts to assess the needs of applicable parents and provide services to address identified needs and accomplish case goals.



Key strengths related to performance on Item 12B:

Assessing applicable parents’ needs and providing services was notably strong in foster care services cases, as most cases received a strength rating on this sub-item. When a strength, evidence that needs were assessed through formal and informal methods were seen, including formal psychiatric evaluations and parental capacity evaluations. Services provided involved addiction related evaluation, treatment, and after care services. Individual therapy services were provided to parents, along with medication management when needed. Developmentally appropriate discipline strategies, referrals for economic assistance, parenting classes and transportation were services that were provided as applicable to individual family situations. At times, this sub-item was a strength as a result of the concerted efforts to engage parents despite the parent’s decision to not participate in services. Consistent, diligent, and respectfully relentless would further describe the efforts on the part of the agency in those situations.

Key Areas needing further examination related to performance on Item 12B:

When this sub-item was rated an area needing improvement, challenges were noted primarily in the area of assessing and addressing the needs of non-custodial or non-residential fathers. This was a concern in the two in-home services cases and one foster care services cases. Another area for further examination this review noted involves the work with incarcerated parents.

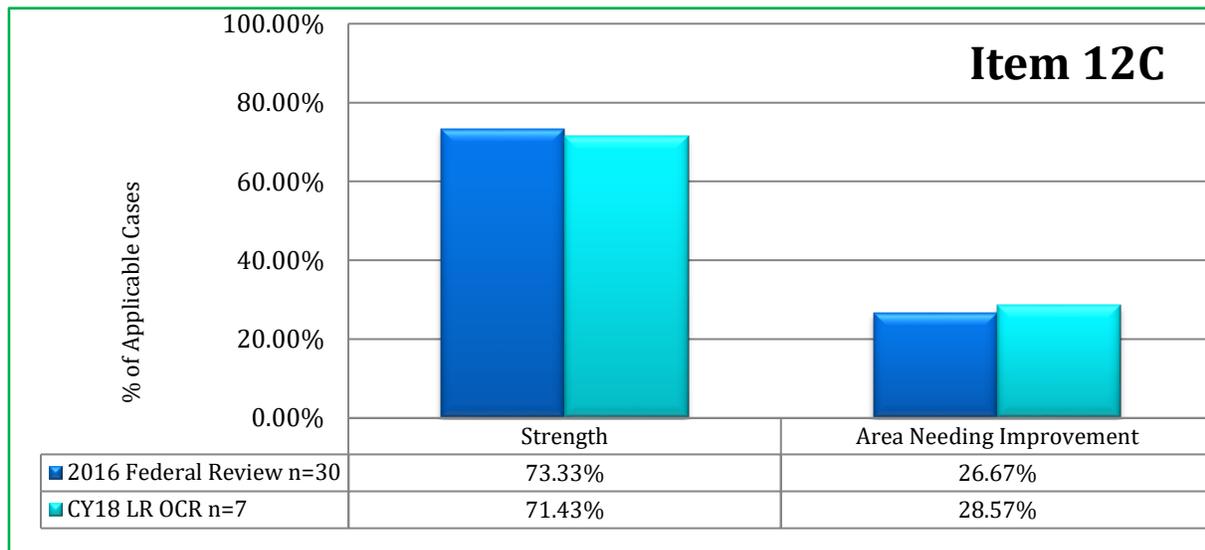
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 12C: NEEDS AND SERVICES OF FOSTER PARENTS

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to assess the needs foster parents (relative, licensed, pre-adopt families) to identify the services necessary to provide care for the target child, and adequately address the issues identified.

CY18 LR OCR Results: Five of the seven applicable cases were rated a strength indicating the agency made concerted efforts to assess the needs of foster parents to support their ability to care for the target child and provided appropriate services for the identified needs.



Key strengths related to performance on Item 12C:

Regular and supportive communication and visits were attributed to the strength performance when assessing the needs and providing services to foster parents. Agency coordination with the treatment foster care provider, help with transportation, respite, and assisting with financial needs were practices found in those cases receiving a strength rating.

Key areas needing further examination related to performance on Item 12C:

When rated an area needing improvement, indication that the foster parent’s needs being assessed or addressed was not evident. Agency efforts to address service needs related to assisting the foster parent securing a basic yet needed household, assistance with transportation, or adequate services to support the foster parent’s desire to adopt the target child were not evident.

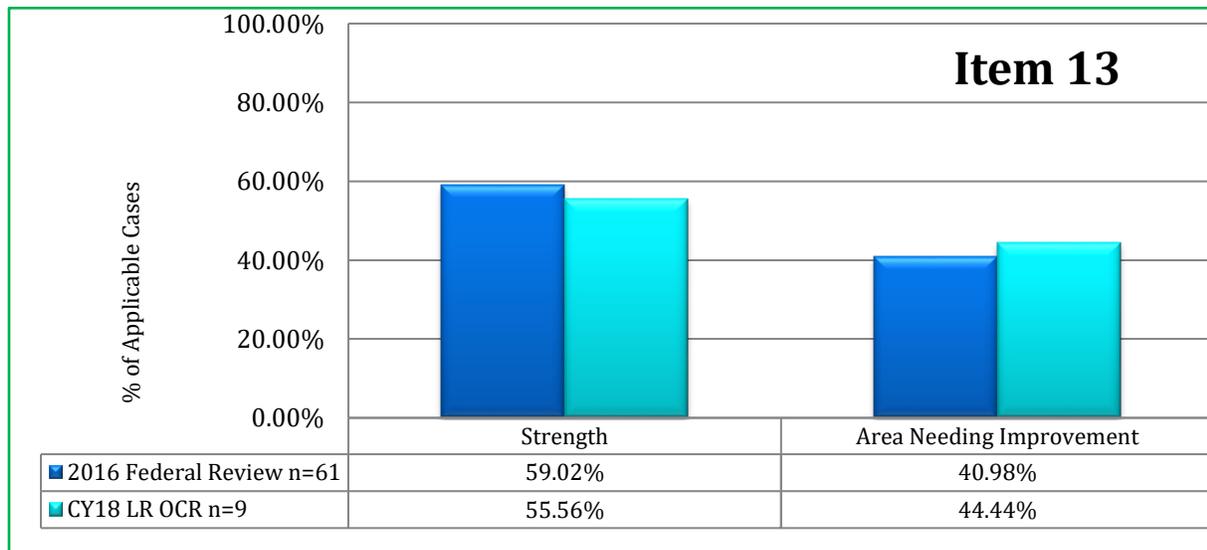
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 13: CHILD AND FAMILY INVOLVEMENT IN CASE PLANNING

Purpose of Assessment: To determine whether, during the PUR, concerted efforts were made (or are being made) to involve children (if developmentally appropriate) and parents in the case planning process on an ongoing basis.

CY18 LR OCR Results: Five of the nine cases were rated as a strength for Item 13 indicating the agency adequately involved developmentally-appropriate children and all parents in the case planning process.



Key strengths related to performance on Item 13:

Agency engagement and involvement of mothers was evident and led to a strength rating for the 5 of the 6 applicable cases (2 in-home services cases and 3 foster care cases). Agency efforts through individual visitation with mothers and inclusion in team meetings were practices found to contribute to the strength rating. Flexibility in the location of the case planning meetings was noted as a positive case practice impacting this item. Agencies involved the child(ren) when age and developmentally appropriate when this item was applicable in three of these situations. Casework involvement of the child during monthly visitations when the target child chose not to attend team meetings was evident in these situation. Agency engagement with fathers also led to a strength rating in two of the applicable cases.

Key areas needing further examination related to performance on Item 13:

Concerted efforts to engage the children involved in the cases appears to be the primary challenge for this item given that four of the seven applicable cases were found to be an area needing improvement. Efforts to involve and engage school-age children may warrant further exploration. Agency efforts to include non-custodial fathers was also a case practice area found to contribute toward the area needing improvement rating for this item.

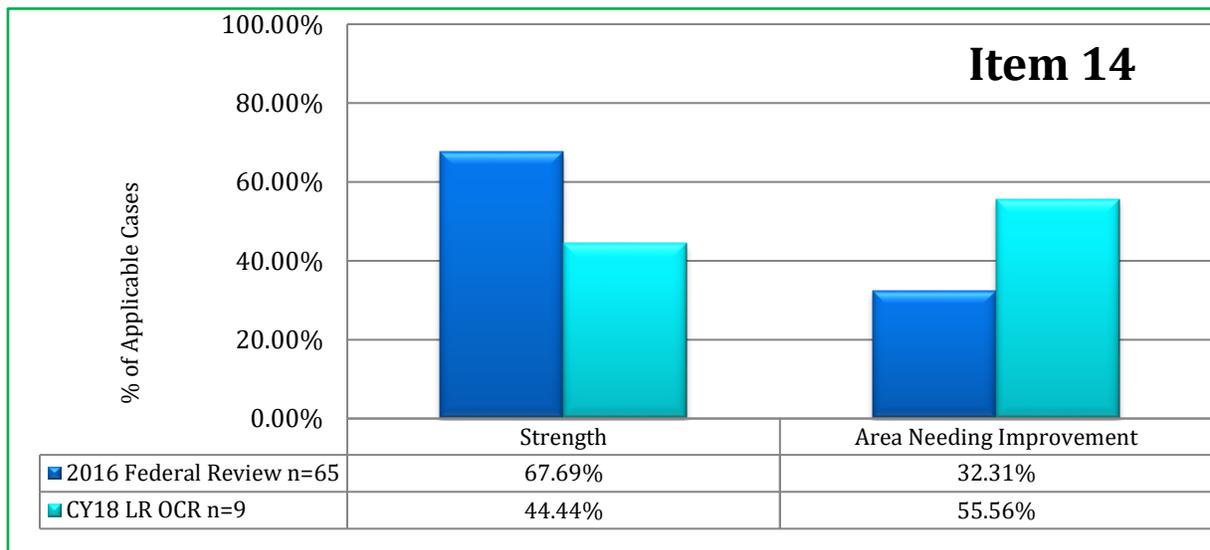
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 14: CASEWORKER VISITS WITH CHILD

Purpose of Assessment: To determine whether, during the PUR, the frequency and quality of visits between the caseworkers and the child(ren) in the case are sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals. All cases are applicable for assessment of this item.

CY18 LR OCR Results: Four cases were rated as a strength for item 14. In each of these cases, the caseworker had visits with the child that were of sufficient frequency and quality to meet the needs of the child and promote achievement of case goals.



Key strengths related to performance on Item 14:

The typical pattern of visitation between worker and child(ren) during the period under review was found to be at least once a month which was of sufficient frequency to meet the needs of the child in six of the nine applicable cases. Efforts to assess safety, permanency, and well-being needs at each visit, with most of the visits being conducted in the child’s residence and seeing the child alone for a portion of the visits contributed to the high quality found in these visits.

Key areas needing further examination related to performance on Item 14:

Quality caseworker visits with children was the practice area seen as a primary factor when this item was rated an area needing improvement. Not seeing the children apart from caretakers or addressing areas specific to safety, permanency, and well-being during these visits were efforts negatively impacting this item. The region may wish to consider how performance on this item may impact performance on item 13 and identify practice improvement efforts which would strengthen outcomes for both items.

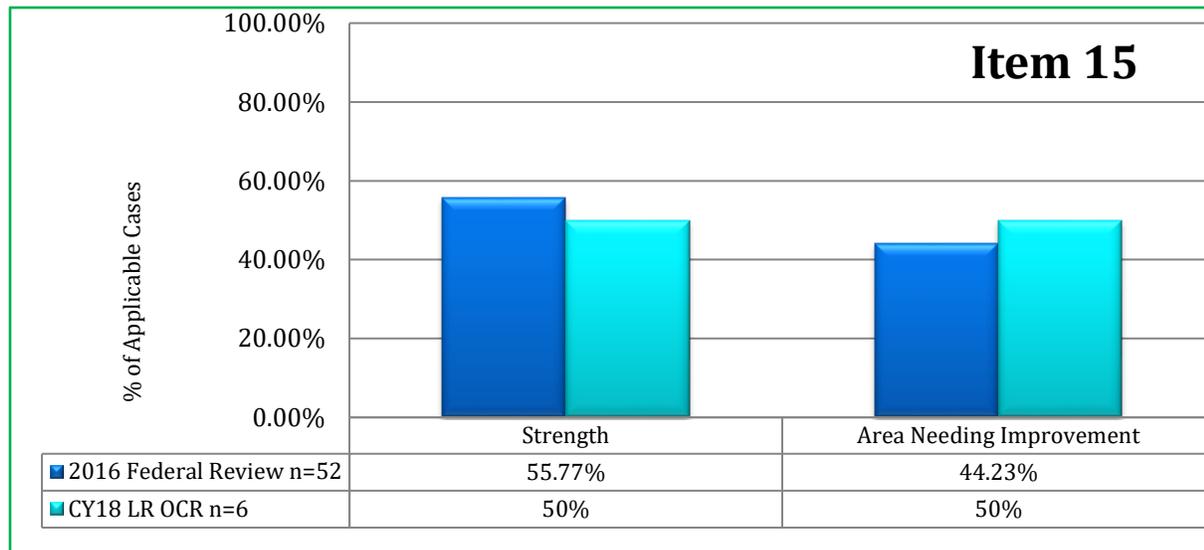
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN’S NEEDS.

ITEM 15: CASEWORKER VISITS WITH PARENTS

Purpose of Assessment: To determine whether, during the PUR, the frequency and quality of visits between caseworkers and the mothers and fathers of the children are sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals.

CY18 LR OCR Results: Three of the six applicable cases were rated as a strength for Item 15 because the agency conducted visits with the parents that were of sufficient frequency and quality to promote the achievement of case goals.



Key strengths related to performance on Item 15:

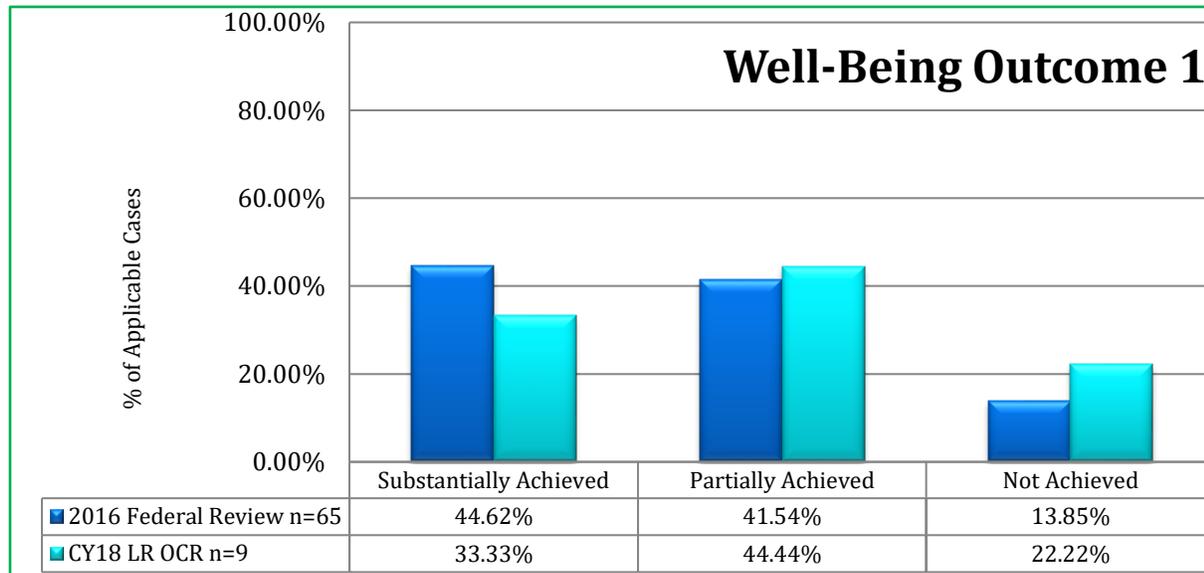
When rated a strength, visits between case managers for mothers were typically held at least once a month and were found to be of high quality. When less than monthly visits were held, evidence was found of concerted efforts on the part of the agency to locate or engage the mother to meet with the case manager. Similar findings were seen as it relates to agency efforts to engage non-custodial fathers. Contributing to high quality visits were efforts such as focusing on the needs of the children and family, holding meetings in the home, office, or community locations offering adequate privacy, addressing legal needs of the parents, and safety planning. Supplemental efforts between visits through phone calls, emails, texts, were also noted to present in cases receiving a strength rating.

Key areas needing further examination related to performance on Item 15:

A single, predominant challenge related to this item was not evident. Rather, when this item was rated an area needing improvement, case practices related to visits with incarcerated parents, involving a non-custodial father, and frequency and quality visits with a mother were observed.

CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.



Key strengths related to performance on Well-Being 1:

Needs assessments and services to mothers was especially strong within this outcome and may correlate with strong casework visits with mothers observed during the review. When caseworker visitations with children were occurring at least monthly, quality visits were noted to occur in most cases. Assessment and service provided to foster parents was seen to meet the expressed needs in many cases and contributed to stable placements for children. Effective use of informal assessments through caseworker visitations was noted to be a strong practice impacting this outcome.

Key areas needing further examination related to performance on Well-Being Outcome1:

Difficult completing through and ongoing assessment of needs and achieving quality visitation with children and parents were themes noting to impact performance on this outcome. Consistent and effective utilization of the Family Assessment Instrument on an ongoing basis was not evident.

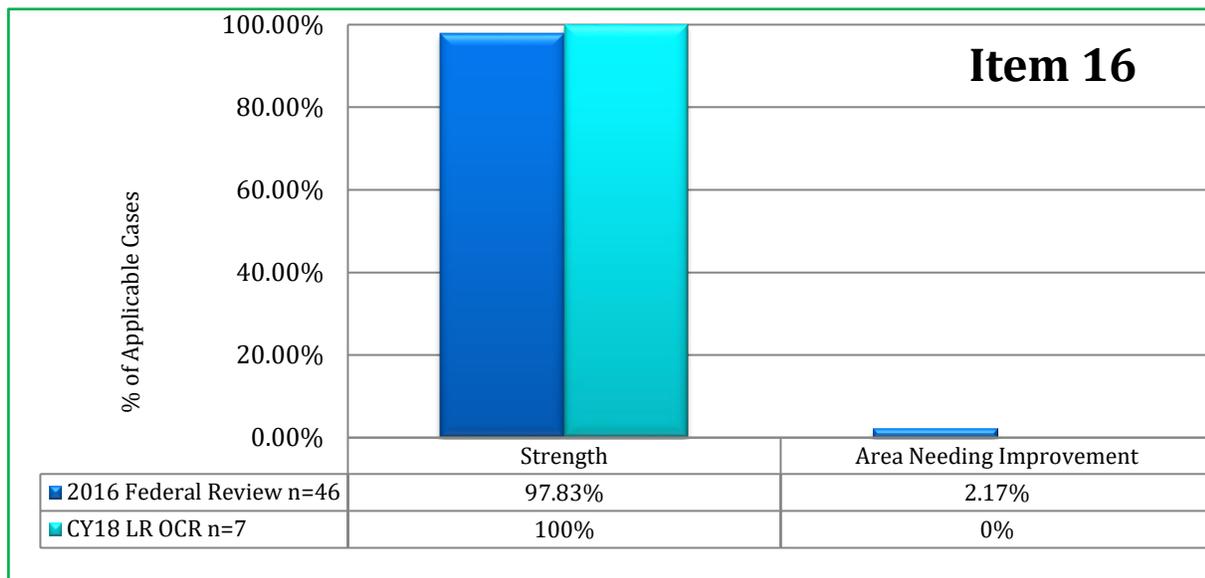
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.

ITEM 16: EDUCATIONAL NEEDS OF THE CHILD

Purpose of Assessment: To determine whether, during the PUR, the agency made concerted efforts to assess children’s educational needs at the initial contact with the child (if the case was opened during the PUR), and whether identified needs were appropriately addressed in case planning and case management activities.

CY18 LR OCR Results: All seven applicable cases were rated as a strength for Item 16. In each case, the agency assessed and provided appropriate services to meet the educational needs of the child(ren) in the course of case planning.



Key strengths related to performance on Item 16:

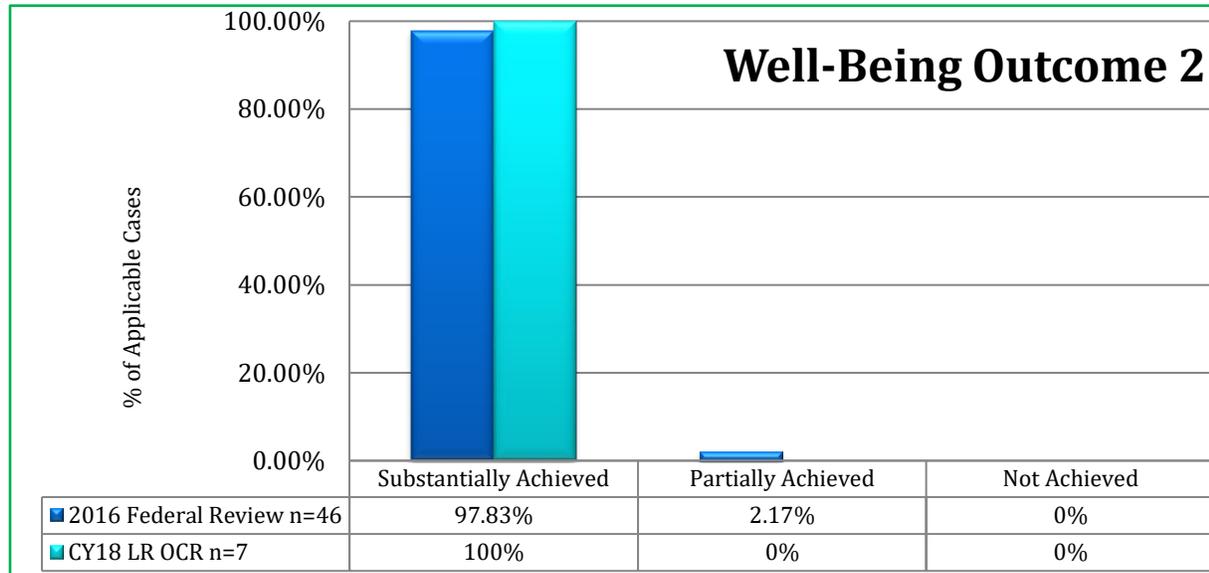
Efforts of the agency to address the educational needs of children through the course of case planning activities included regular contact and coordination between the agency, school, foster parent, and when age-appropriate, the youth. Some of the children participated in Early Childhood services, while others had needs met through a 504B Plan or an Individual Education Plan (IEP). For foster youth who did not have identified needs, the agency monitored school progress through coordination with the school and foster parents. Review of grades, attendance at school conferences were efforts noted in these cases.

Key areas needing further examination related to performance on Item 16:

This review did not identify any specific practice or systemic challenges related to Item 16.

CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.



Note: A "Partially Achieved" rating for this outcome is possible when one of the two rating questions contained in item 16 is answered "yes" but the other question is answered "no".

Key strengths related to performance on Well-Being Outcome 2:

Continued strong educational outcomes was noted in this review. Strong efforts on behalf of caseworkers to ensure children's educational needs were assessed and addressed through the course of case planning were observed.

Key areas needing further examination related to performance on Well-Being Outcome 2:

This review did not identify any specific practice or systemic challenges related to Well-Being Outcome 2.

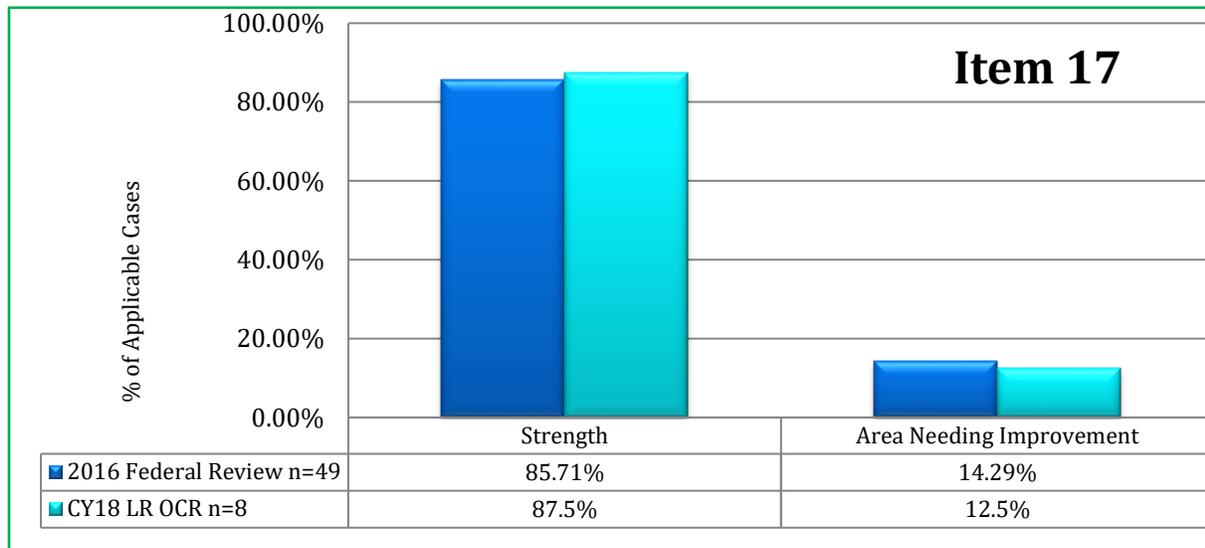
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

ITEM 17: PHYSICAL HEALTH OF THE CHILD

Purpose of Assessment: To determine whether, during the PUR, the agency addressed the physical health needs of the child(ren), including their dental health needs.

CY18 LR OCR Results: Seven of the eight applicable cases were rated as a strength for this item indicating the agency addressed the physical health needs of the child, including dental needs of the child(ren).



Key strengths related to performance on Item 17:

Children’s physical, dental and vision needs were met through timely initial and ongoing exams and ensuring follow up services to address identified needs were provided. There were two of the seven foster care cases requiring agency oversight of prescription medication. In each situation, evidence of agency monitoring activities were found to be appropriate and sufficient to meet the needs of the child. Efforts included contact with medical providers, regular and consistent contact with the foster parents, and involvement of the youth in monitoring activities, when developmentally appropriate. Community providers were available to meet the needs of the children in a timely manner for the cases reviewed.

Key areas needing further examination related to performance on Item 17:

Efforts to secure a timely Health Tracks screening and a vision check-up was not evident in one case. It was not readily apparent that there were community service array challenges involved in this situation. There was indication, though, that caseworker turnover may have been a contributing factor related to performance outcome on this item.

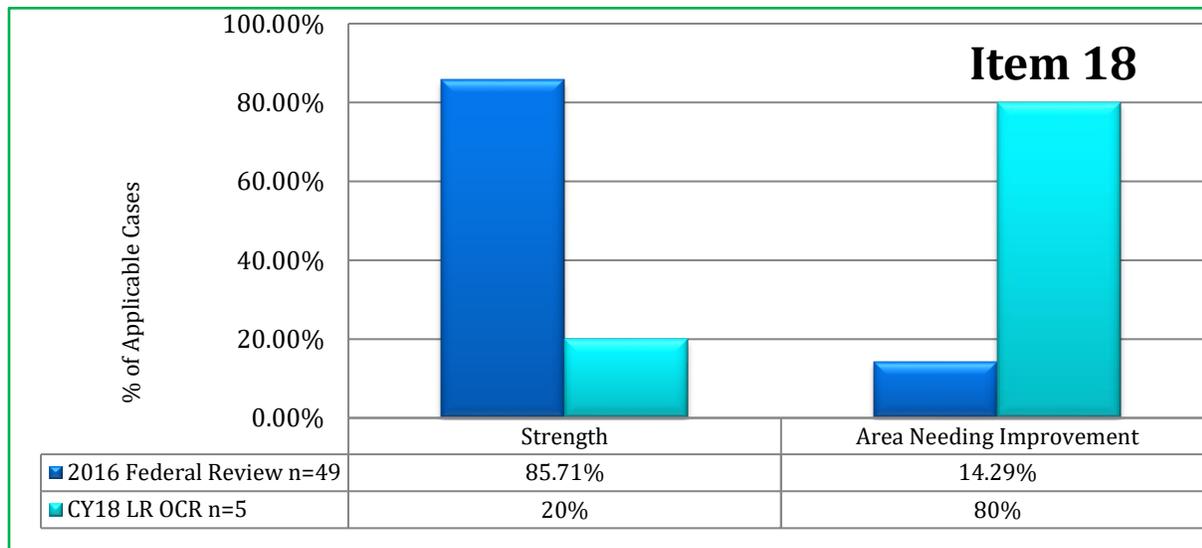
CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

ITEM 18: MENTAL/BEHAVIORAL HEALTH OF THE CHILD

Purpose of Assessment: To determine whether, during the PUR, the agency addressed the mental/behavioral health needs of the child(ren).

CY18 LR OCR Results: One of four applicable cases were rated a strength for Item 18 revealing the agency assessed and provided (or was providing) appropriate service needs to meet the mental and behavioral needs of the child.



Key strengths related to performance on Item 18:

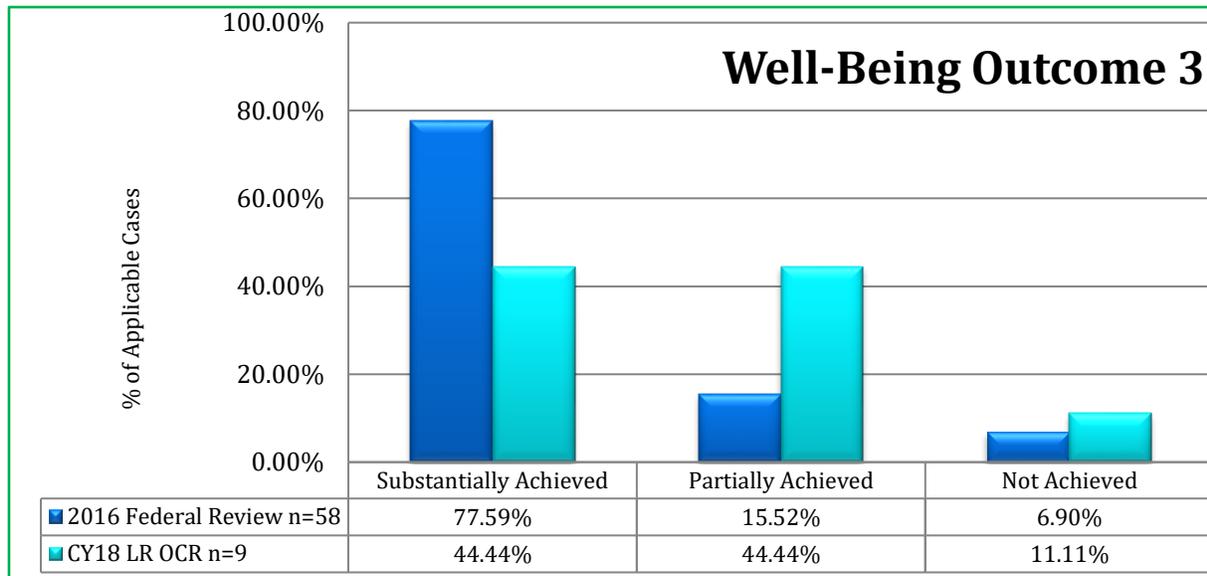
For one of the foster care situations, the children’s mental health/behavioral health needs were met through timely initial and ongoing assessments and ensuring follow up services to address identified needs were provided t. Assessments were conducted through informal and formal assessments by the agency case manager or through formal assessments provided by community providers. There were no cases requiring agency oversight of psychotropic medication. Services employed to meet identified needs as applicable in the case reviewed included individual therapy, family therapy, and community-based mentoring.

Key areas needing further examination related to performance on Item 18:

A predominate concern noted in cases rated an area needing improvement involve a lack of observed attention to trauma screening or other efforts to assess children’s behavioral/mental health needs. Although no foster youth was prescribed psychotropic medications during the PUR, an observation arose which merits the encouragement for the region to review agency practices when a target child chooses to discontinue a psychotropic medication.

CHILD AND FAMILY OUTCOMES

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.



Key strengths related to performance on Well-Being Outcome 3:

Concerted agency efforts to ensure physical, dental and vision health needs of children are assessed and services are provided in a timely manner was evident in this review. Close coordination and attention to the child’s behavioral/mental health needs in one case also contributed to the strength performance in this outcome. Significant service array challenges to meeting these needs of children were not evident in the reviewed cases.

Key areas needing further examination related to performance on Well-Being Outcome 3:

The agency’s challenges to meet the behavioral/mental health needs of children served provided the greatest practice/service array challenge during this review. Agency efforts to conduct trauma screenings or address the trauma-related needs of youth may provide direction as the region analyzes performance in this outcome. There was also indication that workforce challenges may be a factor impacting these items.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

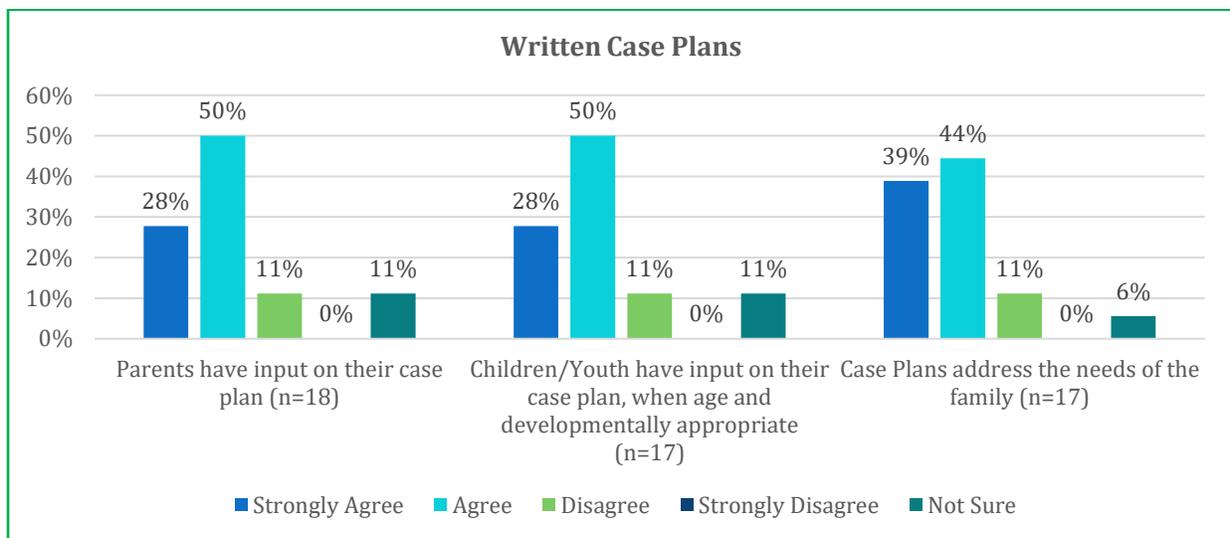
Stakeholder feedback on Systemic Factors

CASE REVIEW SYSTEM: WRITTEN CASE PLANS

How well is the case review system functioning statewide to ensure that each child has a written case plan that is developed jointly with the child’s parent(s) and includes the required provisions?

Feedback regarding written case plans was sought from all seven Stakeholders as noted below.

- A. Information from online survey responses revealed that parents of children in foster care (hereafter referred to as ‘parents’), Agency Administrators, Agency Case Managers, Legal, and Community partners believed that **parents and children/youth had input on the case plan** most of the time and that **case plans addressed the needs of the family**:



Additional information learned from the parent respondent to the survey regarding written case plans, indicate that the parents’ child(ren) were too young for involvement in the case plan.

- B. Questions asked of the Parents include the following:
- I have a clear understanding of what their family needed to accomplish before their case could be closed, the respondent chose the “Disagree” option.
 - My family’s case plan has information about the following items:
 - A. My children’s placement [Disagree]
 - B. My child/ren’s school progress [Agree]
 - C. My child/ren’s health progress [Agree]
 - Please comment on anything else you’d like to share about your family’s case plan (optional):
 - A. “Visiting, to be a father to my daughter, to know how I can help her.”
- C. Questions asked of the Foster caregivers include the following:
- Do you, in your role as caregiver for the foster child/youth, participate in meetings where case plans are created (also known as Child and Family Team meetings - CFT meetings)
 - There was general consensus that yes, they do. One participant indicated that they did not in their situation involving the emergency placement of children but had in their role as family members to other children.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- If so, from your perspective, are case plans developed jointly with the children's parents? Experiences varied. Discussion included the following comments:
 - "Parents aren't involved, they're aware of the meetings but usually don't attend."
 - "No, the case plans are already done and they ask if the parents agree"
 - "Parents have been involved. The team worked together really well on the plan, everybody got involved, including the extended family."
 - "For my most recent placement, the parent chose not to be involved."
- Describe examples of how you have observed the agency try to involve the parents in the development of the plan, responses included the following comments:
 - "Trying to set up visitations between the child and parents, and grandparents"
 - "I had to contact social services, {agency} hasn't followed federal guidelines at all – I had to arrange visits for the child and not going well for the siblings who are placed in separate homes to have contact"
- As an observer and participant in these meetings, do you think the parents have opportunity to participate equally in the process? There was consensus that parents are given opportunity to participate in the planning process most of the time. Specific comments include:
 - "Yes, every opportunity is given to the parent to participate"
 - "I was told that letters are sent to parents and they are trying to get a hold of them but whether it's happening or not I don't know"
 - "They send letters to the mom and dad"

D. Questions asked of the Youth include the following:

- What is your understanding of how the agency involved your parent(s) in the development of the plan?
 - "They weren't involved after TPR"
- How have you worked on the development of your case plan?
 - "Invited to CFTM's"
 - "Over the phone if not in same location as worker"
 - "I was able to give input and talk about what I wanted"
 - "held at times I could attend"
 - "I would miss school (indicating this was okay)"
 - "I would have to opt out sometimes because of school schedule – time conflicted."
 - "I felt like I had a choice. They usually decided for me and told me later what was going to happen."
 - "In the beginning when in placement I didn't have much choice, but I do now."

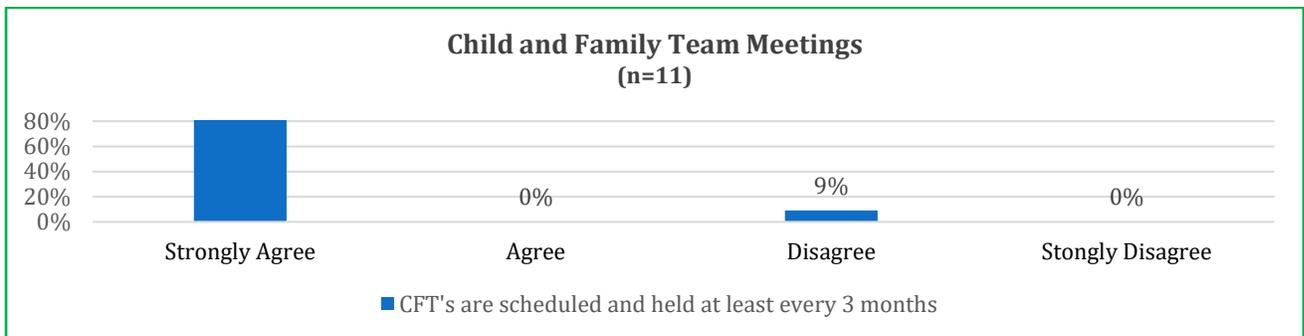
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

CASE REVIEW SYSTEM: PERIODIC REVIEWS

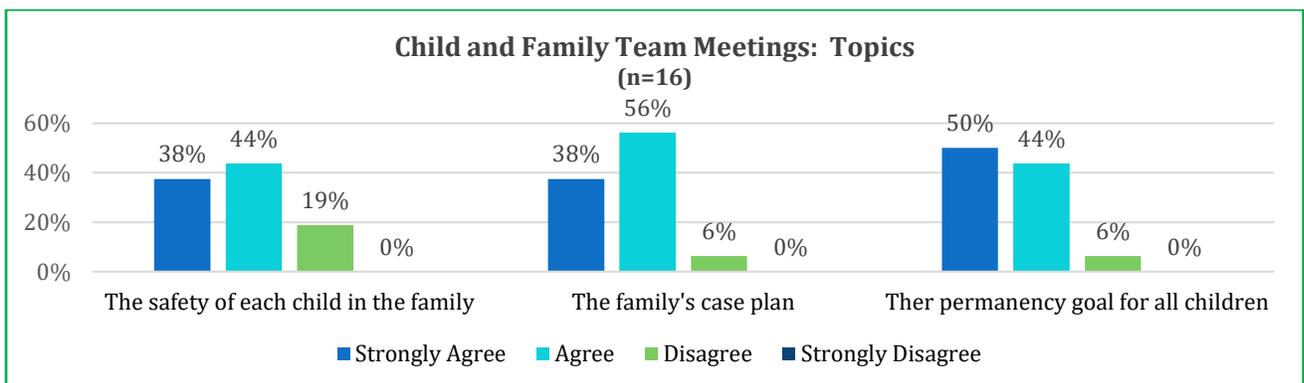
How well is the case review system functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review?

Feedback regarding written case plans was sought from five Stakeholder groups: Agency Administrators, Agency Case Managers, Legal, Community, and Parents. The first question was asked only of Agency Administrators, Agency Case Managers and Parents.

- The case manager schedules and holds the Child and Family Team Meetings at least every 3 months:



- At CFT Meetings, the following topics are addressed:



- Respondents who did not respond “Strongly Agree” were asked: **When topics relating to safety of all children in the family, family case plan tasks, or the permanency goal for all children in foster care at CFT Meetings does not occur, please briefly explain noted barriers.** The following barriers were reported:
 - “Services – support after behavioral health treatment – transportation to services – child welfare worker has not engaged the parent.”
 - “The specific topic of safety may not be discussed at every meeting”
 - “Differences of opinion”
 - “I would say sometimes time limits for meetings can constrain what is discussed and/or separate treatment meetings are held that discuss planning in more detail, where the CFTM at times, is more of a review of the highlights of the case.”
 - “Family engagement” (noted twice)

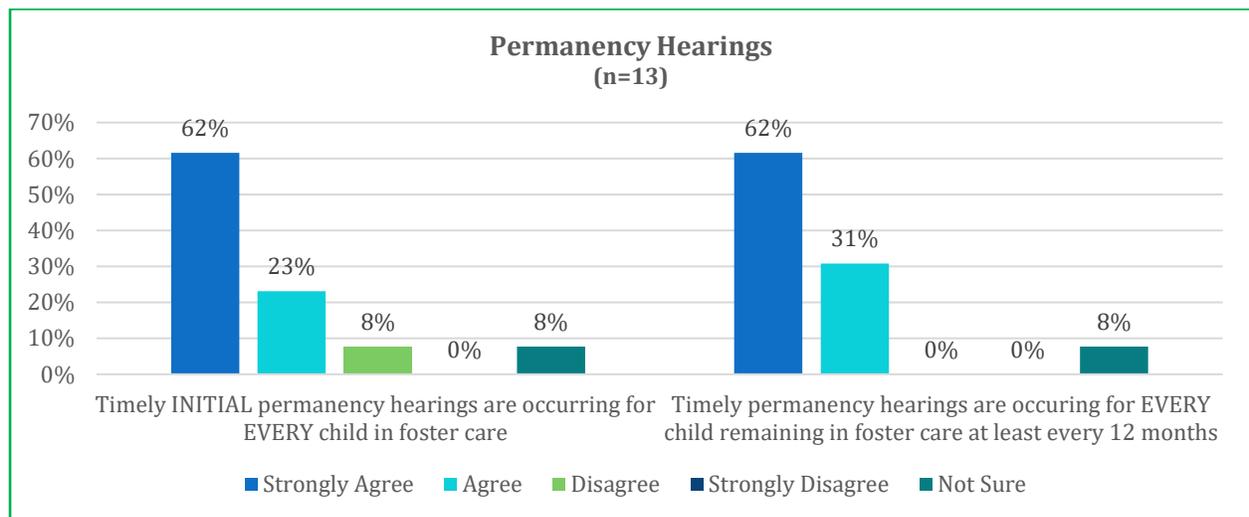
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

CASE REVIEW SYSTEM: PERMANENCY HEARINGS

How well is the case review system functioning statewide to ensure that, for each child, a permanency hearing in a qualified court or administrative body occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter?

Feedback regarding written case plans was sought from three Stakeholder groups: Agency Administrators, Agency Case Managers, and Legal.

- A. Please indicate your level of agreement with the following statements: Participants in the Legal group were afforded a “Not Sure” option.



- B. If the answer to the above question was anything other than “Strongly Agree”, please select up to three options from a list of potential barriers: The total responses received for each category are as follows:

	Top rated barriers to initial permanency hearings (N=4)	top rated Barriers to Subsequent Permanency Hearings (n=6)
A continuance was needed	3	2
The Court’s calendar was full	1	3
The State’s Attorney’s Office was not able to submit the request in a timely fashion	1	2
Case Management staff was not able to submit the necessary paperwork to request the hearing	2	3
Other*	1	0

*“Workers/State’s Attorney don’t follow this rule.”

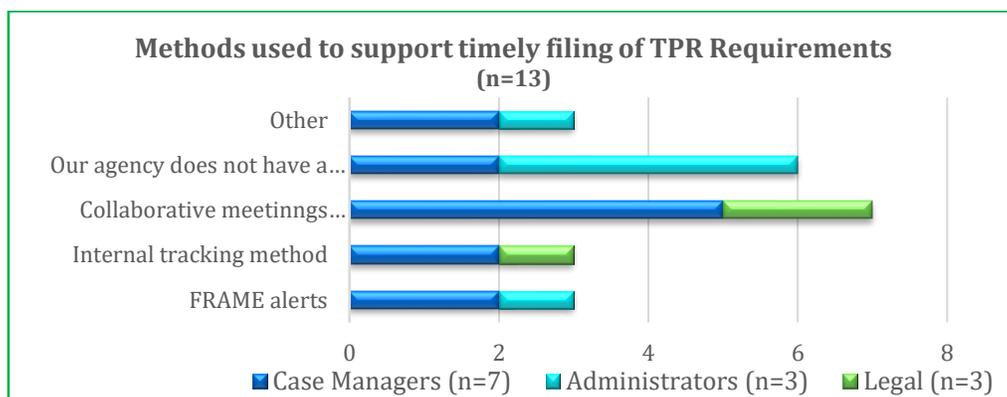
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

CASE REVIEW SYSTEM: TERMINATION OF PARENTAL RIGHTS

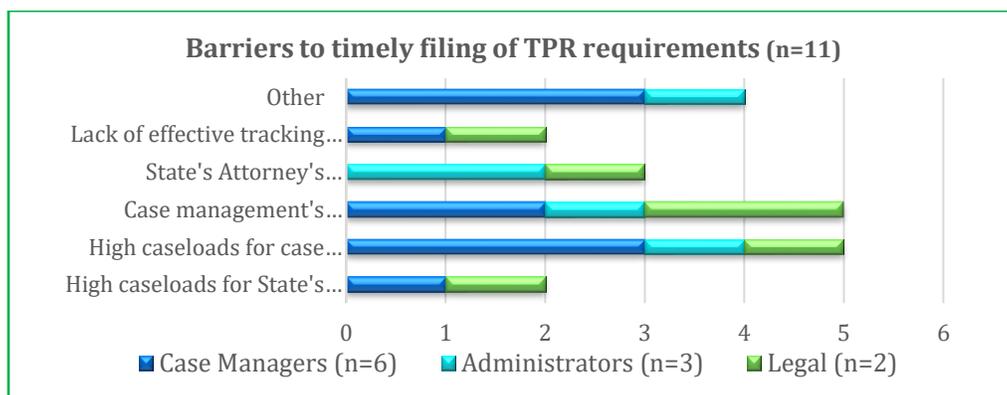
How well is the case review system functioning statewide to ensure that the filing of termination of parental rights (TPR) proceedings occurs in accordance with required provisions?

Feedback regarding written case plans was sought from four Stakeholder groups. Agency Administrators, Agency Case Managers, and most Legal Stakeholders were asked questions A & B. Community Stakeholders and Legal Stakeholders identifying as a Defense Attorney, GAL, Judge or Judicial Referee were only asked Question C.

- A. How does your agency ensure that the filing of termination of parental rights occurs within the required provisions (e.g., the child has been in foster care for 15 of the most recent 22 months; the parent has committed a serious offense such as killing another child, or an exception is present, such as the child is living with relatives, there is a compelling reason why the parent's rights should not be terminated), please identify up to 3 tracking methods:



- Other reasons reported:
 - “Does not apply to me”
 - “I’m unaware”
 - “meetings with supervisor, review timeliness monthly”
- B. What are the barriers that specifically affect your agency's ability to ensure that filing of TPR proceedings occurs in accordance with the required provisions for each child in foster care? Please select up to 3 reasons from the list below:



STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- Other reasons reported:
 - “Court giving specific timeframes”
 - “I have not had any of these cases and would not know the barriers”
 - “Access to services/resources for parents delayed, staff lack of familiarity with process”
 - “Our agency does not have a problem in this area.”
- C. Statewide data from the Supreme Court indicate the state experiences challenges to ensure filing requirements for termination of parental rights occurs timely for all children in foster care (as reported in the 2016 Round 3 CFSR Statewide Assessment Report, found on the Department's website):

FFY	TPR PETITION FILED WITHIN 660 DAYS
2015	68% (n=128)
2014	71% (n=87)
2013	76% (n=87)

Based on your experience with child welfare partners in your jurisdiction, please comment on strong practices or barriers that impact the ability to ensure timely filing of TPRs when appropriate to do so (n=2):

- “Caseworkers/Social Services do not make decisions for filing TPR timely and often take many months just to prepare the petition after the decision is made. This significantly delays children’s permanency.”
- “Lack of coordination and communication”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

CASE REVIEW SYSTEM: NOTICE OF HEARINGS AND REVIEWS TO CAREGIVERS

How well is the case review system functioning statewide to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child?

Feedback regarding written case plans was sought from five Stakeholder groups: Foster Caregivers were asked question outlined in section A. Agency Administrators, Agency Case Managers, Community, and Legal Stakeholders were asked questions outlined in section B.

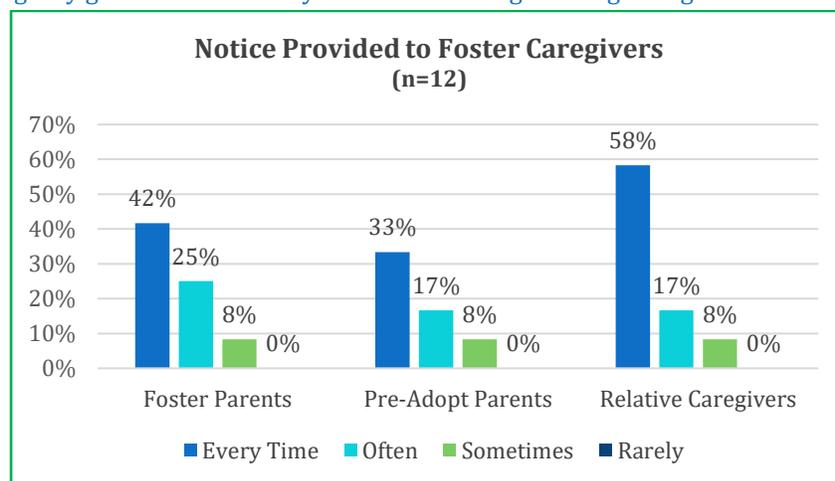
A. Foster Caregivers were asked the following questions regarding their experiences:

- **What has been your experience receiving notice of upcoming reviews and hearings regarding foster children/youth for whom you provide care?**
 - "I received them"
 - "No, the foster child is but we're not"
 - "I'm not notified of actual court hearings, just for the quarterly CFT meetings"
- **Does your experience match the experiences of other foster caregivers you know?**
 - "Don't know, we don't meet anymore"
- **What has been your experience providing information or 'being heard' during a review/hearing? Have you been able to provide information to the Court during these proceedings, either in person or in writing?**
 - "They wanted us to be witnesses for the termination proceedings but that was the only one we were at"
 - "They let us know after the fact"
- **What gets in the way of the agency and court ensuring foster caregivers are notified of, and have a right to be heard, in any review hearing held in respect to the foster child in their care?**
 - "Don't know; possibly disorganized caseworkers who don't know to notify us."

B. Stakeholders taking the online survey were asked the questions below:

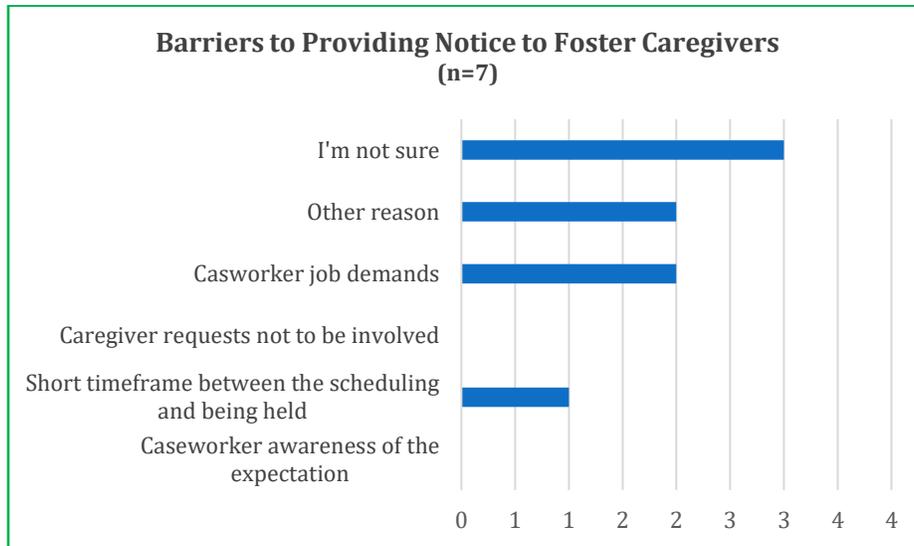
Legal Stakeholder's note: Judges and Judicial Referees were not asked questions in this section.

- **"To the best of your knowledge, are the following caregivers of children in foster care in the agency given NOTICE of any review or hearing held regarding the child?"**



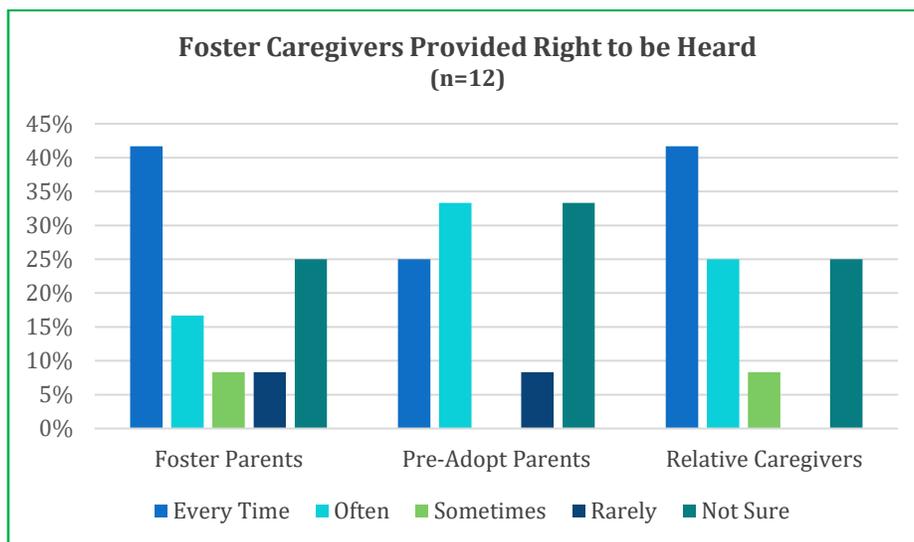
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- If respondents did not respond to all three categories as “Every Time”, respondents were asked to enter the most important barrier noted.



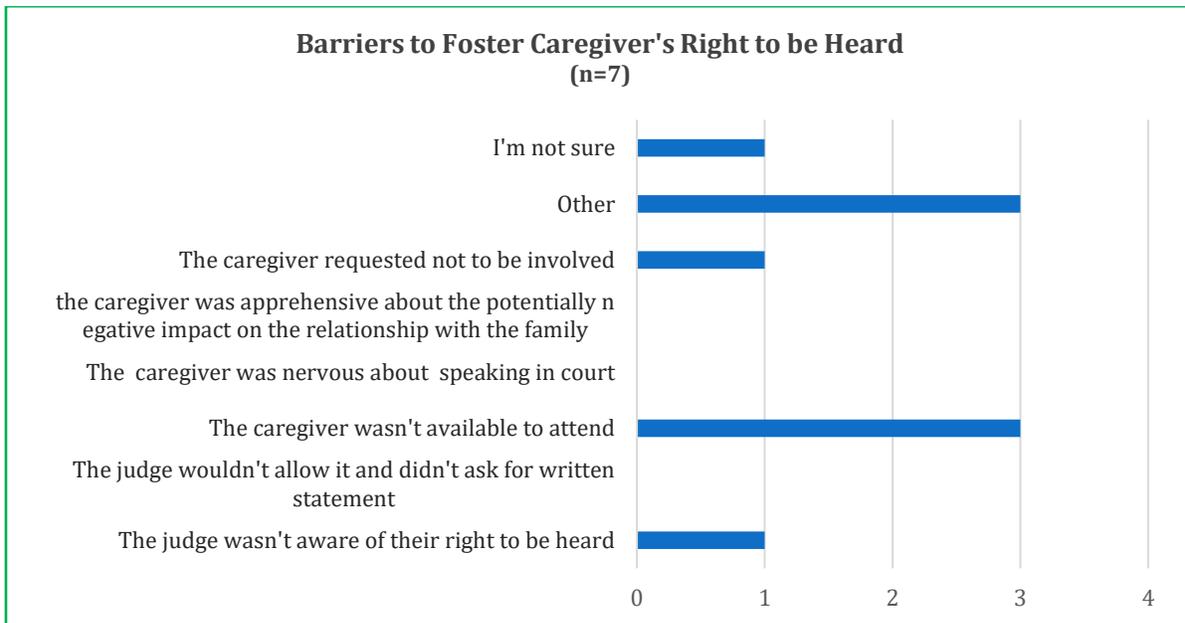
- Other reasons provided:
 - “They are always provided”

- To the best of your knowledge, are the following caregivers of children in foster care in the agency given the RIGHT TO BE HEARD in any review or hearing held regarding the child?

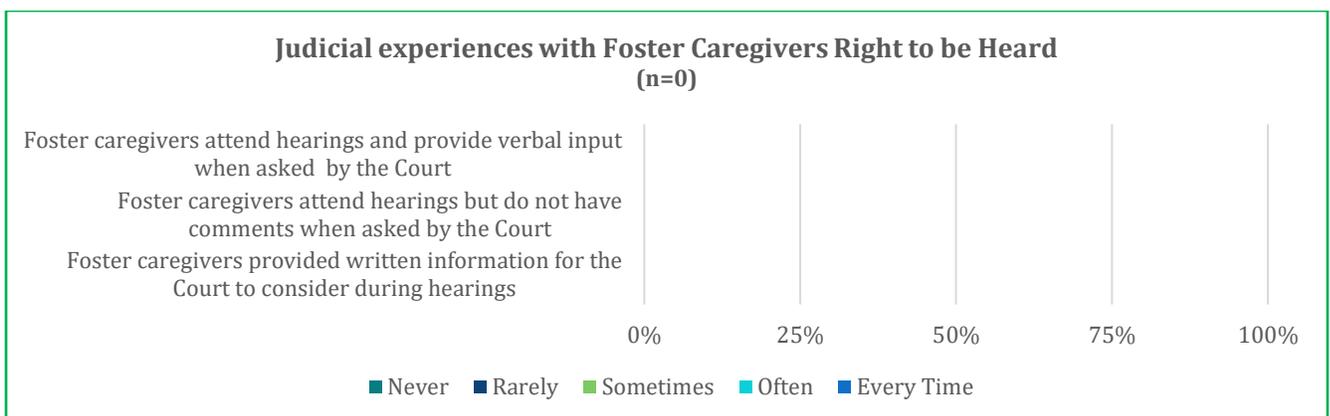


STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- If respondents did not respond to all three categories as “Every Time”, respondents were asked to enter the most important barrier noted:



- Other reasons provided:
 - “Unaware”
 - Some respondents were not able to provide specifics of ‘other reasons’ due to glitch in the survey logic.
- C. Judges and Judicial Referees were asked the following questions:
- Please respond to the questions below based on your experiences with foster parents, pre-adopt parents, and relative caregivers (“foster caregivers”) when presiding over court reviews or hearings regarding foster children:



- Please share any comments on how our child welfare system could strengthen or support foster caregivers in their right to be heard during reviews or hearings involving the foster child(ren) in their care:
 - No responses to this optional question were received.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

STAFF AND PROVIDER TRAINING: INITIAL STAFF TRAINING

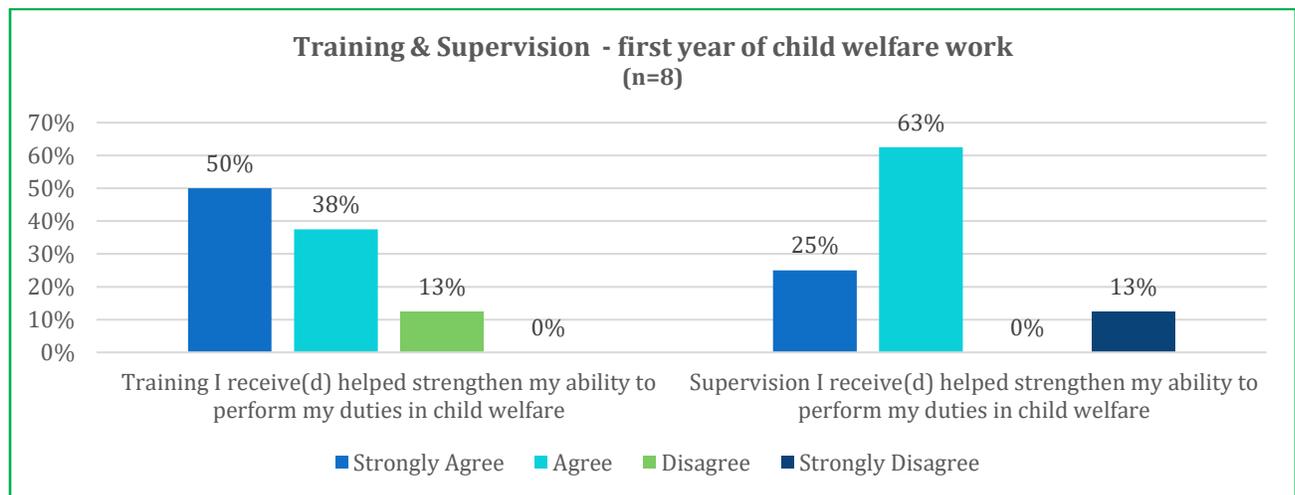
How well is the staff and provider training system functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the Child and Family Services Plan (CFSP) that includes the basic skills and knowledge required for their positions?

"Staff," for purposes of assessing this item, includes all contracted and non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

Feedback regarding written case plans was sought from two Stakeholder groups: Agency Administrators and Agency Case Managers.

A. Questions asked of Agency Case Managers:

- When you were first hired as a child welfare worker, were you assigned the responsibility of a full caseload (n=8)
 - Before attending Child Welfare Certification Training: 2
 - While attending Child Welfare Certification Training: 3
 - After attending Child Welfare Certification Training: 3
- If you were assigned the responsibility of a full caseload BEFORE attending Child Welfare Certification Training, in what year were you hired as a child welfare worker: (n=2)
 - One response each for the following years: 2011, 2017
- Please consider your first year of employment in child welfare and indicate your level of agreement with the following statements:



- Please provide any additional comments regarding the initial training and support offered to you or other child welfare workers within the first year of employment: (n=4)
 - "Very little training within the agency on agency policy/decision making, procedures, etc. Nothing is standardized."
 - "I worked on a reservation and seen several cases on a daily basis."
 - "Directors should have to complete Child Welfare Training Certification"
 - "{Supervisor} from {former county} and all my co-workers there helped me greatly to gain a better understanding and appreciation for our families and how to engage proactively with them."

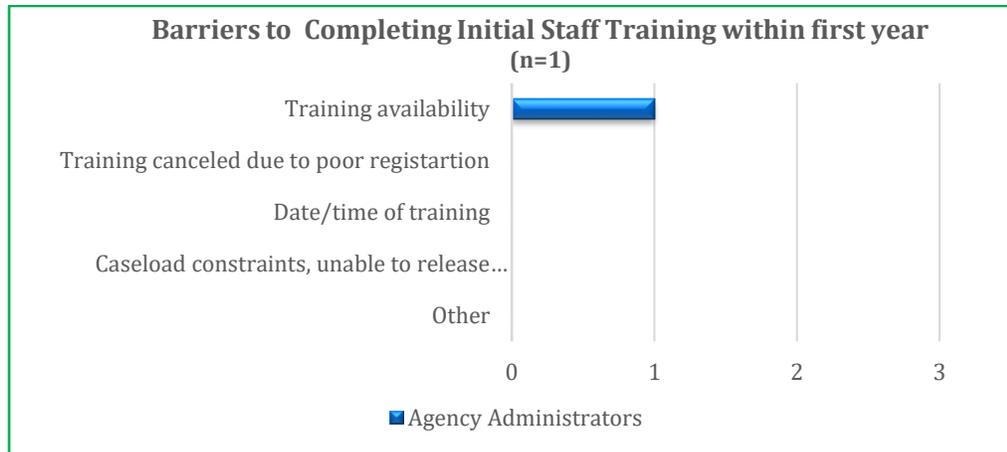
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

B. Agency Administrators were asked the following questions:

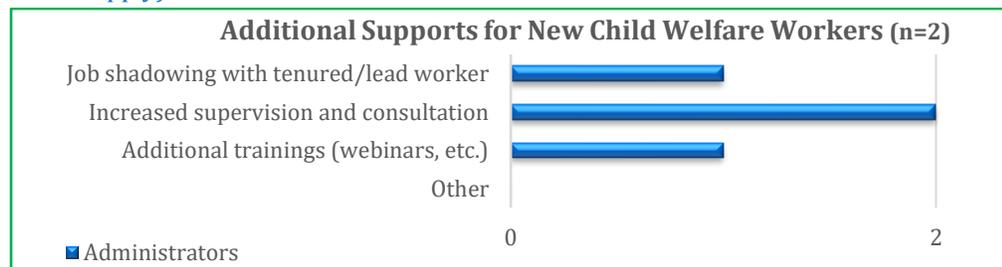
- To the best of your knowledge:



- Respondents who did not answer “Every Time” to the question of new child welfare workers completing training in the first year of employment were asked: *In your opinion, what gets in the way of all new child welfare workers completing the required training within their first year of employment? Please rank up to three barriers:*

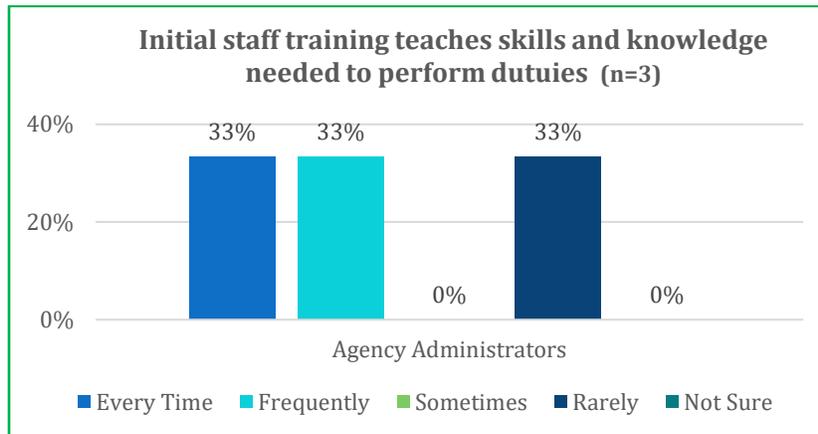


- What additional supports are provided to new child welfare workers within the first year of employment to strengthen their skills and knowledge needed to perform their duties (check all that apply):

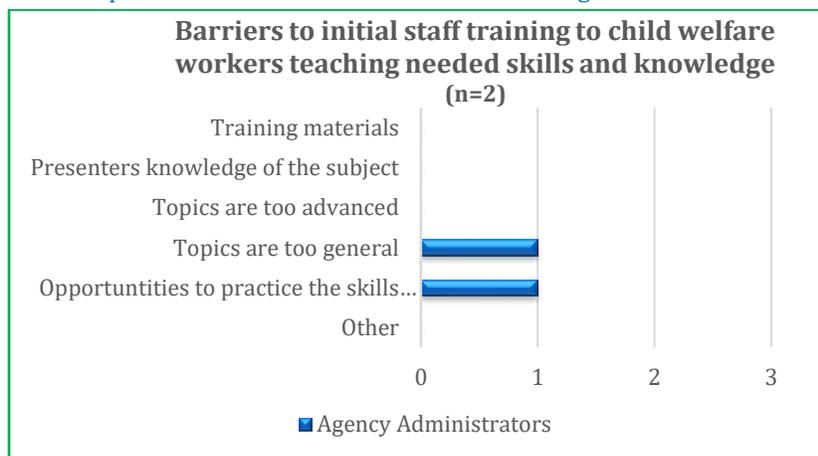


STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- To the best of your knowledge, does the initial training provided to child welfare workers teach the skills and knowledge needed for them to carry out their duties in child welfare:



- Respondents who did not answer “Every Time” to this question were asked: **In your opinion, what gets in the way of child welfare workers getting all the needed skills and training needed to perform their duties from INITIAL trainings? Choose the most important reason:**



STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

STAFF AND PROVIDER TRAINING: ONGOING STAFF TRAINING

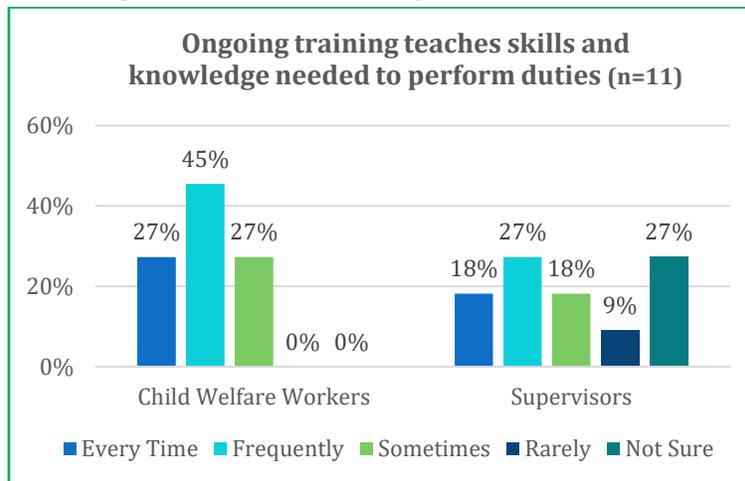
How well is the staff and provider training system functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge needed to carry out their duties with regard to the services included in the CFSP?

"Staff," for purposes of assessing this item, includes all contracted and non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

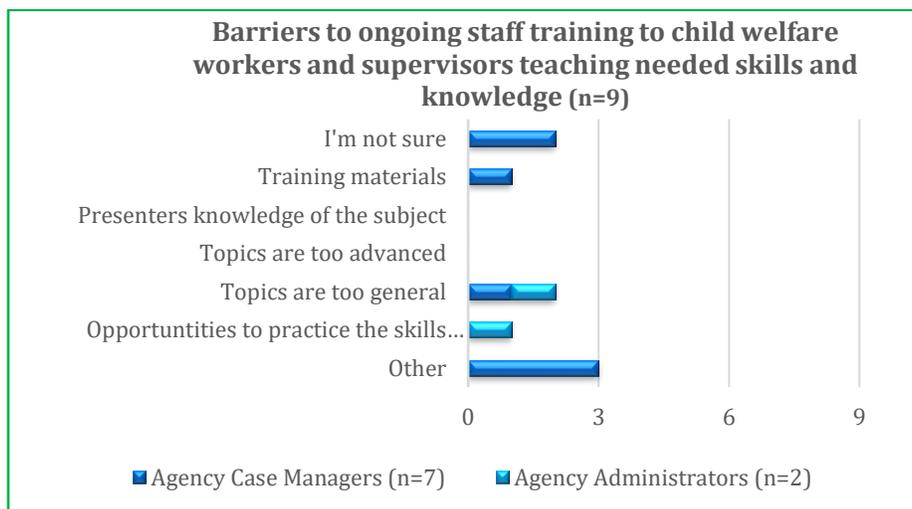
"Staff," for purposes of assessing this item, also includes direct supervisors of all contracted and non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

Feedback regarding written case plans was sought from two Stakeholder groups: Agency Administrators and Agency Case Managers.

- A. To the best of your knowledge, does the ongoing training provided to each group below teach the skills and knowledge needed for them to carry out their duties in child welfare:



- B. Respondents who did not answer "Every Time" to this question were asked: **In your opinion, what gets in the way of child welfare workers/supervisors getting all the needed skills and training needed to perform their duties from ONGOING trainings? Choose the most important reason:**



STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- Other reasons provided:
 - “Lack of time to attend ongoing trainings”
 - “Ability/funding to attend training”
 - “The ability to be at trainings is a huge stumbling block for us. Having web-based trainings has been very helpful and we also enjoy listening to the calls.”
- Although there is not a specific question for the foster caregiver’s related to initial and ongoing staff training, much feedback was offered during the stakeholder meeting regarding training for caseworkers. Comments include:
 - “Do they have to go through PRIDE class? They don’t know what some of the federal guidelines are that we learned in PRIDE”
 - “I think they {case managers} should have to go through PRIDE”
 - “Routine is very, very important to foster kids – it makes them feel safe and secure”
 - “They should take child development classes” – many agreed with this statement
 - “I get some inappropriate questions for the ages of kids that I have – they should know better the interests of different age groups and ask appropriate questions”
 - “I think caseworkers should get more training before they start the job”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

STAFF AND PROVIDER TRAINING: FOSTER AND ADOPTIVE PARENT TRAINING

How well is the staff and provider training system functioning to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children?

The following individuals are subject to this training requirement: current or prospective foster and adoptive parents; and staff of state licensed or approved facilities that care for children receiving foster care or adoption assistance under title IV-E that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

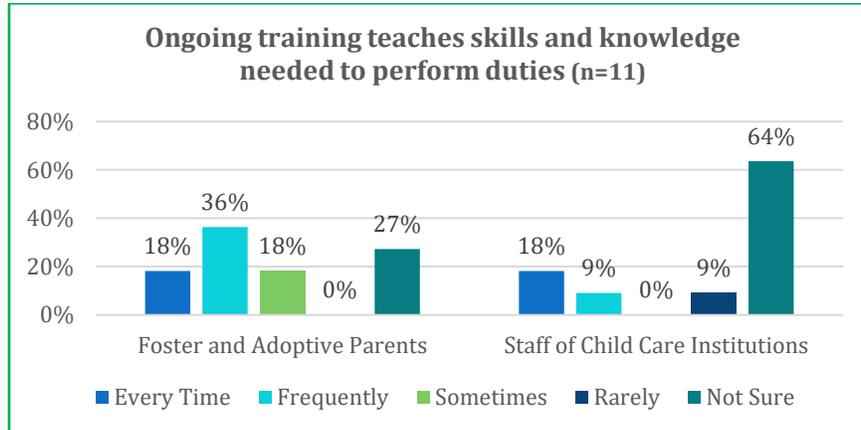
Feedback regarding written case plans was sought from four Stakeholder groups: Foster Caregivers, Agency Administrators, Agency Case Managers, and Community.

- A. Foster Caregivers were asked the following questions during the Stakeholder's Meeting:
- **What training was initially available to you when you began providing foster/relative care/pre-adoptive care?** Comments include:
 - "PRIDE training" (several said this)
 - "Social worker will let us know of other trainings being offered – that has been better communicated in the last year – we used to have to search for it, but it's much better now. The trainings are very good."
 - **Was the initial training of high quality to prepare you for your role as a foster caregiver?**
 - There was consensus that the training offered was of high quality. Comments included: "
 - "Pretty thorough, but it's still not going to prepare you for how it's really going to be; every child is different and comes from a different upbringing and there's no manual - just learning and adapting"
 - "Need to know the process of what to do when a child runs away - Would like to get some demographics of the child in the event the child runs away – we're not given any of that and we don't know the process of what to do; we should get a sheet with their names, date of birth, weight, height, allergies, etc."
 - **What ongoing training is available?** Comments include:
 - "Online trainings and webinars"
 - **Have you participated in, or are you aware of specialized training for adoption in your area? If so, is that training of high quality?**
 - Most agreed they are not aware of specialized adoption training, just the training on adoption in PRIDE.
 - **What are the barriers, or what gets in the way, of receiving necessary training?**
 - "Some is offered during the day which is hard because I have a job" (others agreed)
 - "I did a webinar that was really good but didn't get my CEU's for it"
 - "More webinars would be good"
 - "Seems the online trainings charge a cost to attend"
 - There was general consensus and many comments expressed that it would be helpful if more workers had more training on normal childhood development and the effects of trauma.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

B. Agency Case Managers and Agency Administrators were asked the following questions:

- To the best of your knowledge, does the training provided to each group below teach the skills and knowledge needed for them to carry out their duties in child welfare?



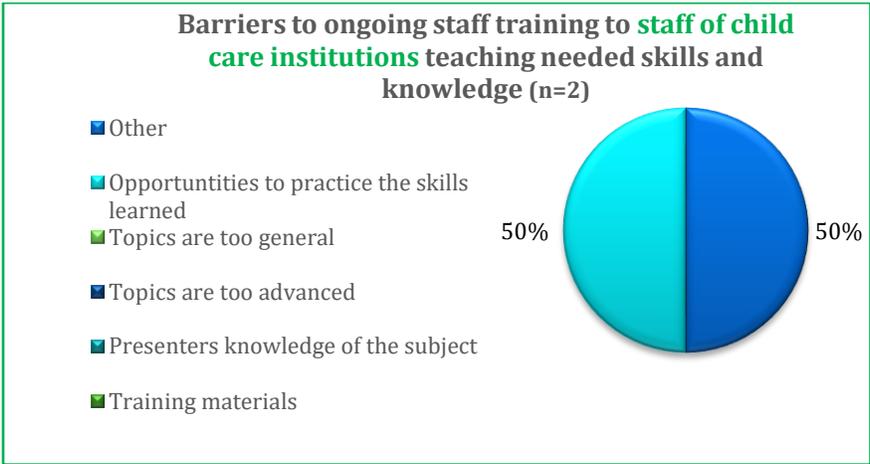
- Respondents who did not answer “Every Time” to this question were asked: **In your opinion, what gets in the way of trainings to foster and adoptive parents or staff of child care institutions getting all the needed skills and training needed to perform their duties from ONGOING trainings? Choose the most important reason:**



Other reasons provided:

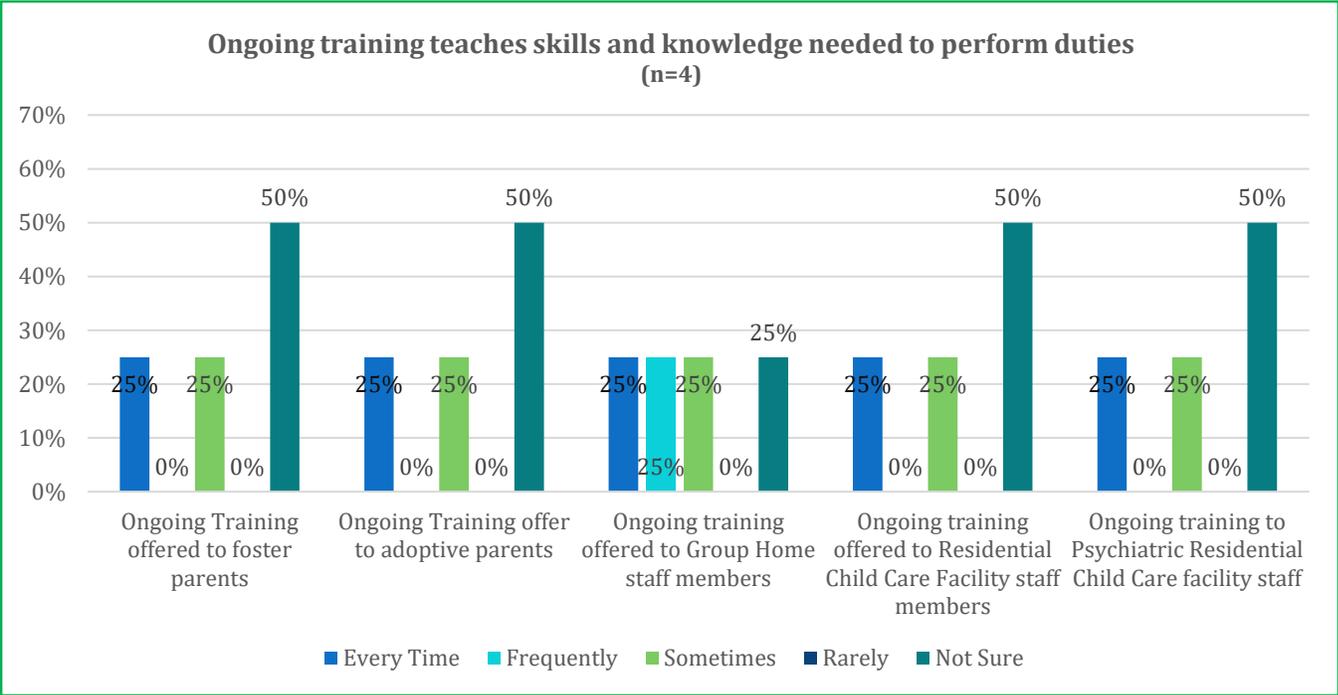
- “Foster parents tell me that they lack child care so they can attend training”
- “I think our foster homes are skilled and learn a lot at trainings. At times, we forget what it means to live this work 24/7 and how that impacts an entire household. We rarely have the supports that we need when foster parents need a break and often ‘talk’ foster parents into taking placements as we are short of options.”
- “Time schedules, demands of their own children, and foster children, child care availability.”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS



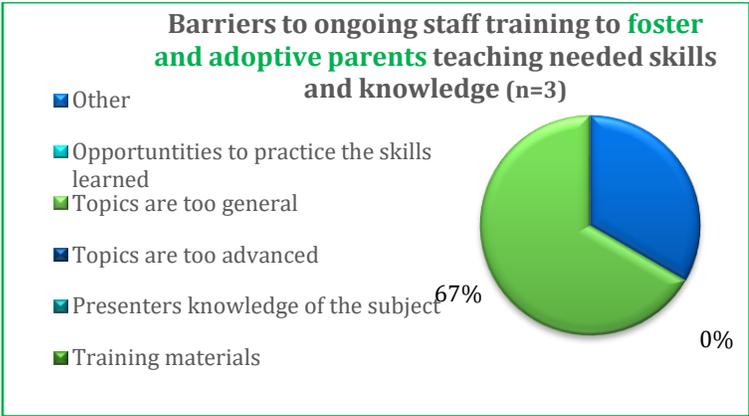
Other reason provided: “Staff turnover and the facility as a whole is not training workers or offering programs that meet the needs of children in our state.”

- C. Community Stakeholders were asked the following questions:
- To the best of your knowledge, does the training provided to each group below teach the skills and knowledge needed for them to carry out their duties in child welfare?



- Respondents who did not answer “Every Time” to this question were asked: **In your opinion, what gets in the way of trainings to foster and adoptive parents, or residential group home staff getting all the needed skills and training needed to perform their duties from ONGOING trainings? Choose the most important reason:**

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS



Other reasons provided:

- “Funding and professional staffing/trainings”



STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

SERVICE ARRAY AND RESOURCE DEVELOPMENT: SERVICE ARRAY

How well is the service array and resource development system functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the Child and Family Services Plan (CFSP)?

1. Services that assess the strengths and needs of children and families and determine other service needs;
2. Services that address the needs of families in addition to individual children in order to create a safe home environment;
3. Services that enable children to remain safely with their parents when reasonable; and
4. Services that help children in foster and adoptive placements achieve permanency.

Feedback on this systemic factor was sought from all seven groups: Foster Caregivers, Youth, Parents, Agency Case Managers, Agency Administrators, Legal, and Community.

A. Questions asked of Foster Caregivers:

- Are services available to support the children placed with you? Do you receive the support you need to do the work you do with the children placed with you?
 - “Yes, a lot of services are available. Respite isn’t, though”
- Are there specific services you feel you need to support you in your ability to provide care for your foster that is/are NOT available? Please give examples.
 - “I’ve had no respite for 3 ½ years. They (the agency) may have someone who can help me now”
 - “The ability to have a babysitter now is a good thing”
- Has anyone experienced challenges getting the child to services they need due to distance or other transportation problems? Did you receive the support you needed?
 - “It’s been a challenge to get the child down to see my child’s sibling in another county. I had to demand that if I didn’t get help I need to get reimbursed for my time and mileage and then they started to help me.”
- Can you identify a service in your area that is particularly helpful for families in your area, or a service that is particularly helpful as you provide care for your foster child? Can you identify a specific service that is missing in your area?
 - Helpful:
 - “Small school – more understanding and helping the child”
 - “A private agency providing services to developmentally disabled individuals in this area is good”
 - “Good at getting the child scheduled for appointments like Right Tracks
 - “Direct Deposit is a good thing”
 - Missing (many commented and concurred on the following):
 - Respite
 - Transportation to and from school/child care
 - Dental services aren’t available in our community so we have to travel to get them to a dentist
 - Transportation reimbursement is hard to get – everything takes so long. Took 4 months to get the day care bill paid.”
 - “We had to borrow money to get his needs met for several months until we started getting paid.”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- “The first few months of being a foster parent, you have to wait and wait to get reimbursed and then after about three months everything starts clicking along”
- “Rather than going through a worker I’d go right through the county because the worker wouldn’t get things submitted and now it’s going much better.”
- “A list of what they’ll (the agency/state) cover would be very helpful”
- “Monthly reimbursements should be the same from county to county – I didn’t know there were excess payments available until one county talked about it and the other county said they weren’t really available, it wasn’t brought up in training either.”
-

B. Questions as of Youth (n=5):

- Did you receive all the services you needed to meet your goals (i.e. Mental/behavioral health needs/physical/dental, etc.)?
 - “Yes.” This was the case for all youth present.
- While you are in foster care, do you feel the restrictions or limitations on the things you can do are typical for teens? If you feel there are more restrictions in foster care, what are some examples?
 - “Not typical.” Examples given included not being able to see friends, needing to get special permission to cut hair a certain length and color it, getting a driver’s licenses.
 - “It’s ridiculous”
 - “My foster home thought I had a weight problem so they would portion out my food and I had to eat less than everyone else.”
- Have you received Independent Living Services? If no, were you offered the opportunity and declined? If yes, who provided the IL Services, i.e. PATH’s IL program, custodial agency, facility, foster parents, all the above, etc.?
 - “Yes, PATH IL program” provided to all youth present.
- What was most helpful (IL service) and what would have made the service more beneficial?
 - “Group meetings have been awesome, participating in youth leadership meetings, gave us recipes and cooking utensils for when we moved out on our own.”
 - “Give information on what we need and basic necessities, being there when I need something like shoes for work.”
 - “Can’t think of anything that would be more beneficial.”
- Have you had an opportunity to talk to a counselor? If no, would you have liked to? If yes, was this helpful?
 - Most youth indicated yes, they had attended therapy and it was helpful. One indicated they just started attending therapy and so far it hasn’t been very helpful, noting, “we need to get more comfortable with each other”.
- What would help the agency’s ability to ensure that services children and family need are provided?
 - “My county should have more time together with the kids they’re taking care of, instead of like 10 minutes a month.”
 - “Build trust so we’d feel more comfortable talking to them.”

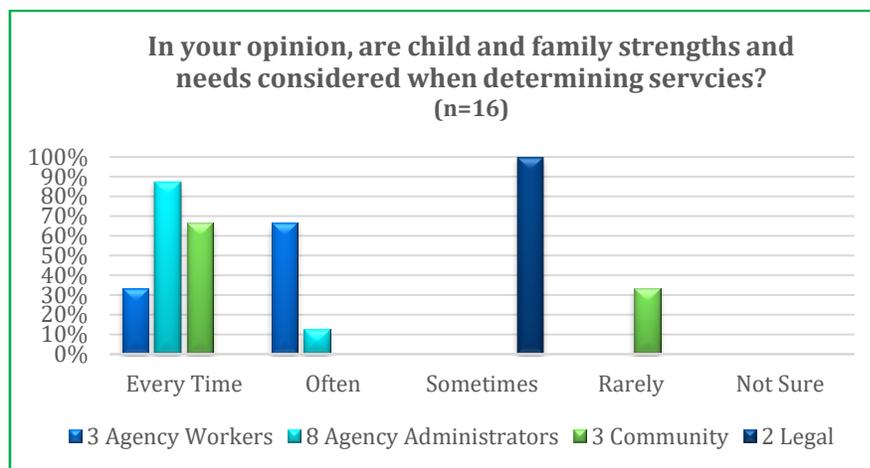
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- “If there is something bad going on, there should be a way to fix the problem instead of just keep moving me and moving me and moving me. They should quit moving people because it does affect you in the long term.”
 - On a scale of 1 -10, with 10 being the highest, how would you rate the services you have received from your custodial agency while in foster care?
 - “5 a few years ago when in foster care, now a 9 because things are going pretty good”
 - “3”
 - “8”
 - “8”
 - “6”
 - Is there anything else you thought would be asked that wasn’t or anything else you would like to share about the services you have received from your custodial agency?
 - “When in a residential placement, I had lots of struggles – the placement and the agency didn’t agree what to do. Communication was part of it, but the way I got treated – no one listens to people in treatment.”
 - “I hear about a lot of things not going good in foster care.”
 - “My social worker now can’t really do her job – needs more training”
 - “Foster parents need more training to understand people’s backgrounds before taking children”
 - “The caseworker assumed a lot about me, that I was bad and when I’d try to speak about it they didn’t listen. It’s better now.”
 - A follow up question was asked to this group: “If you had a magic wand, what would be one thing you could change about the services you received?”
 - “Better foster homes, get to know the foster family better, looking into things before having kids in the home to see if anything bad is going to happen first.”
 - “When there’s something wrong and the child does everything they don’t take care of it because the child didn’t say it verbally because they’re scared. Need to pay more attention to the child. Instead of just saying they’re being bad and need to go into treatment, understand what’s behind the behavior.”
- C. Questions asked of Parents (n=1)
- My child/ren and family’s situation is considered by the agency when deciding what services are provided: Respondent indicated: “Agree” “My daughter needs treatment for the agency thinks my daughter is ‘deprived”
 - There are many services available in my area that can help families safely care for their children: Respondent indicated: “Agree”
 - My family has access to services that address our needs and help me meet the case plan goals: Respondent indicated: “Disagree”
 - Are there specific types of services you or your family need, or needed, but are not available in your area? Respondent indicated: “Yes” “Understanding on my daughter’s disorder, learn not to give up on my daughter just because she has a disorder.”
 - Parents were provided a list of services (Case Management Services, Intensive In-Home Therapy, Parent Aide, Addiction Services, Mental Health Services, Domestic Violence Treatment, Anger Management Treatment, Prime Time Child Care and Transportation Assistance) and asked: Was it a service you felt you or a family member needed, Was this a

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

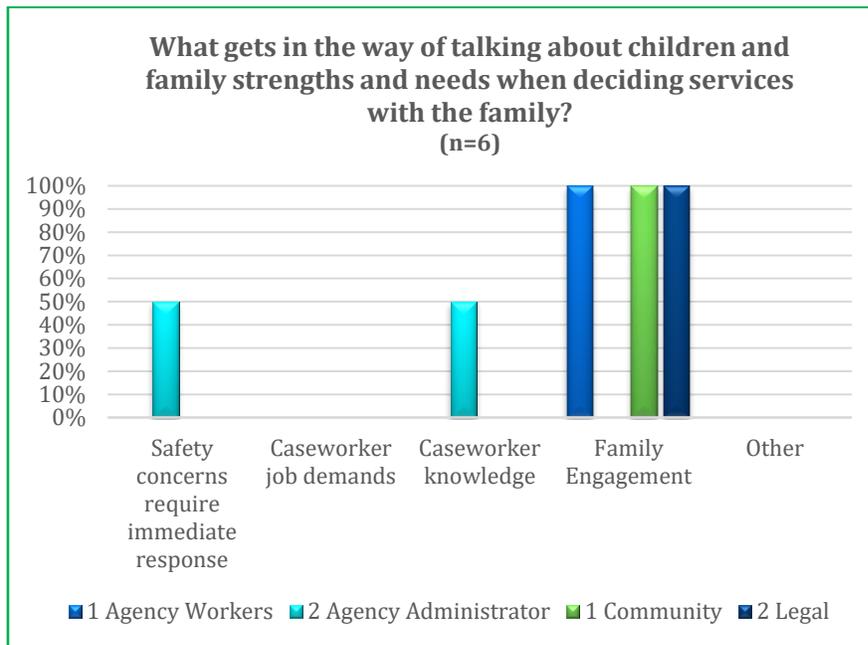
service offered to you and your family, and If you participated in the service, do you feel it is helping, or helped, improve your parenting? The returned survey indicated the parent felt that mental health services, Prime Time Child Care and Transportation assistance would be helpful services to their family, yet the parent was not offered any services by the agency. When provided the opportunity to comment about the responses to the services listed in the table, no further information was provided.

- Is there anything else that you can think of that would help your local agency provide services that would better able to meet the needs of families in your area?? Respondent indicated: “Yes” “family’s who’s kids have {mental, anger, bi-polar} problems. Most familys don’t know how to deal with a kid who has a disorder. So the parent gives up on the kid not knowing they are only causing the kid more pain!”
- D. Questions asked of Agency Case Managers, Agency Administrators, Community, and Legal partners who reported being a part of child and family team meetings:

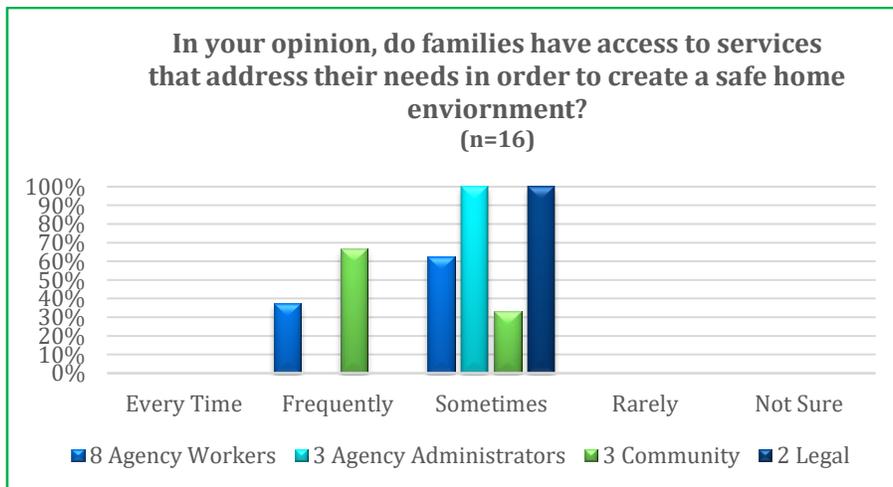


- The respondents who did not answer “Every Time” or “Not Sure” to the above question were then asked the follow up question on the next page:

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

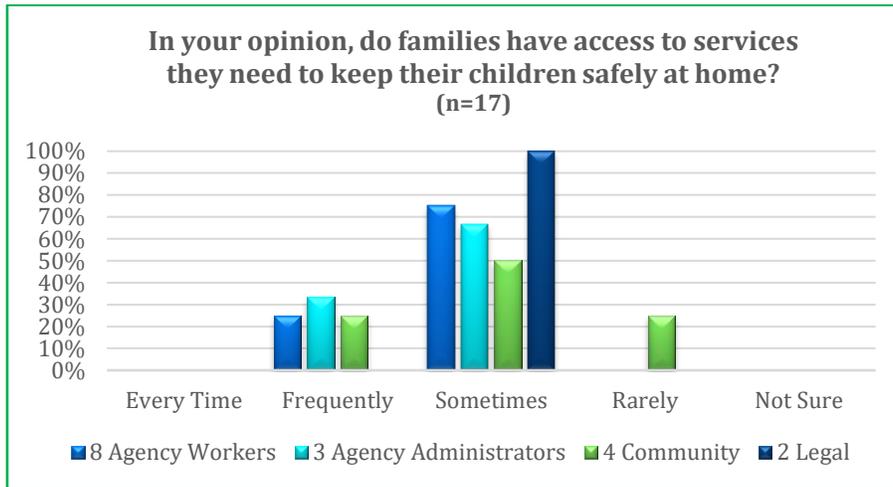


- E. Questions asked of Agency Case Managers, Agency Administrators, Community, and all in Legal group:

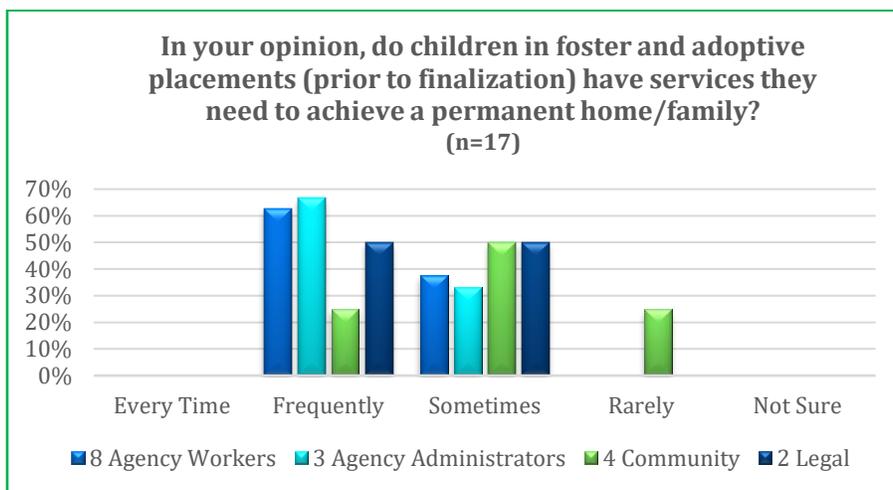


- The respondents who did not answer “Every Time” or “Not Sure” to the above were then asked the follow-up question, “**What gets in the way of families receiving services need to create a safe home environment?**” (n=16) The top three issues identified were the following:
 - Lack of addiction services
 - Caregiver transportation
 - Family Engagement and Lack of mental health services (tied)

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS



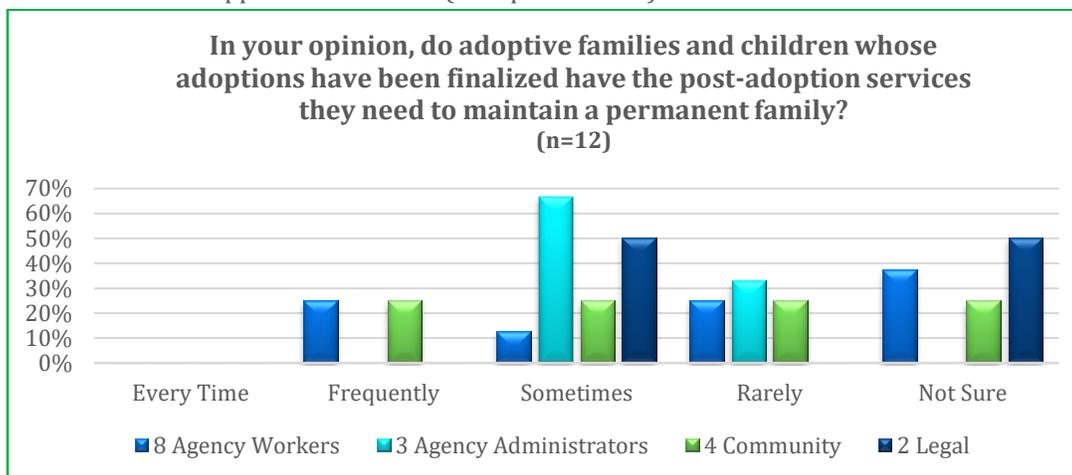
- The respondents who did not answer “Every Time” or “Not Sure” to the above question were then asked the follow up question, “**What gets in the way of families receiving services they need to keep their children safely at home?** (n=17) The top three issues identified were the following:
 - Lack of family engagement
 - Lack of addiction services
 - Caregiver transportation



- The respondents who did not answer “Every Time” or “Not Sure” to the above question were then asked the follow up question, “**What gets in the way of children in foster and adoptive placements (prior to finalization) receiving the services they need to achieve a permanent home/family?** (n=17) The top three issues identified were the following:
 - Lack of mental health services/Supportive Services availability tied for first (7 responses each)

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- Caseworker Demands, Family Engagement, Lack of addiction services, Waiting Lists tied for second (5 responses each)
- Caseworker knowledge, Funding for Treatment and Available Friend/relative support tied for third (3 responses each)



- The respondents who did not answer “Every Time” or “Not Sure” to the above question were then asked the follow up question, “What gets in the way of adoptive families and children whose adoptions have been finalized having the post-adoption services they need to maintain a permanent home/family? (n=12) The top three issues identified were the following:
 - Lack of support services (i.e. respite care, parent aide)
 - Lack of mental health services
 - Funding for treatment
- F. Other comments expressed by foster parents and community members not specifically related to other systemic factors:
- “I really wish we had a support group”
 - “When you get the kids in your home, let them eat all they can –it will taper off once they know the food is there.”
 - “My worker told me she doesn’t like kids and doesn’t want them”
 - “The children are in foster care for a reason – lots of drug related issues – parents need to work on themselves, get and keep a job, etc. I don’t think the state should dump a lot of money to get them from point A to point B. You {birth parents} had kids, you screwed up, they were taken away, get yourself better, get a car and keep a car, and show that they’re ready to get their kids back”
 - “The parents get way too long to get themselves together – the kids are just getting hurt in the process, over and over – they are inconsistent which is really hard on the kids – they’re the ones getting hurt in this whole process”
 - “Every county is a little different as to what they require the parents to do to get their kids back – it should be straight across the board, regardless of what county and no variance – they need to be held accountable”
 - They aren’t contacting any family members and that’s a federal regulation – why don’t they have to follow federal regulations?”
 - “When concerns are reported, there is no response”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

SERVICE ARRAY AND RESOURCE DEVELOPMENT: INDIVIDUALIZING SERVICES

How well is the service array and resource development system functioning statewide to ensure that the services in the Array of Services systemic factor can be individualized to meet the unique needs of children and families served by the agency?

Feedback on this systemic factor was sought from all seven groups: Foster Caregivers, Youth, Parents, Agency Case Managers, Agency Administrators, Legal, and Community.

A. Questions asked of Foster Caregivers:

- **How individualized are the case plan for the children?**
 - “The case is complicated and relatives say they want to be involved but where do you start?”
 - The care plans are way too long – 40-50 objectives and the mom is lower functioning and the expect her to do it all. I’m overwhelmed for them – where do you start? Now I know why the parents give up
- **Are the children’s needs being met with the services provided?**
 - “Yes with our current child in foster care – they participate with everything – the social worker even goes to some of the activities he’s in”
 - “Medical needs are met”
- **Can you provide an example of how the agency (of your foster youth) in the last year adjusted a case plan or service to meet the specific need of the child (religious, cultural, language, special needs, etc.)?**
 - “Special needs – early childhood development – available to the infant child – really on top of everything”
 - “Child is getting to medical appointments”
 - “Our social worker is awesome to work with – she doesn’t pour the overwhelming on you. She doesn’t push it hard and works with us related to appointments and services – can’t say it enough – she’s super”
 - “A lot of the parents don’t have a lot of money and the transportation isn’t there for them to see their children”
 - “It’s nice that the parents can face-time with their children – mom can read stories or sing songs so that helps”

G. Questions asked of Youth (n=5):

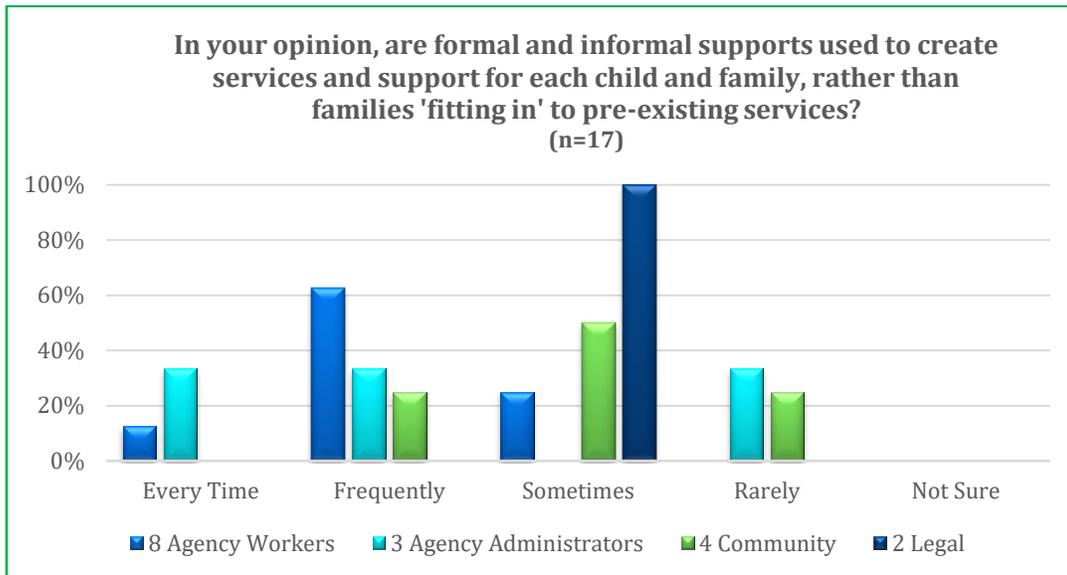
- **Do you feel the services you and your family receive (d) are (have been) the right services for your family?**
 - One youth responded “No”
 - Another, “a lot of it could be that I didn’t open up and didn’t feel like they’d help anyways so didn’t say anything. But feel certain areas weren’t targeted right and it could have been different.”
- **Did you think these services were culturally appropriate and addressed any special needs of you or your family?**
 - “Yes I did”
 - “I don’t know – kind of did whatever the family I was placed with did. If I had a different culture don’t think it would have happened thought because they had set beliefs.”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- How did your worker help you understand what services you were going to receive?
 - “They told me who they were going to contact, where I was going, what group I was going to be put into”
 - Weekly meetings to go over the goals and how they can help”
 - “Usually through the visits with the caseworker”
 - Did any of the decisions about services change after talking with your worker?
 - “A couple of times – it ends up being confusing.”
 - “Sent to a place that didn’t work for my family to come visit me because it was too far away”
 - “Communication is really bad – things change and I’m not told”
 - When you think about the services you and your family have received from the agency, please share an example of one good experience and one that needs to be improved.
 - Good
 - “when I was younger I had a good foster home”
 - “the support they give”
 - “lots of good experiences with caseworker and foster family”
 - Improve
 - “More communication” (many agreed with this response)
 - Were services available at times when you were able to attend? For example, did you have to miss school if you wanted to participate in a service, or were accommodations made whenever possible to meet your needs?
 - “Sometimes had to miss school but was ok with that” (many youth had this response)
- H. Question asked of Parents (n=1) (*Options for response included Strongly Agree, Agree, Disagree, Strongly Disagree, Does not Apply*)
- The agency works with me to identify and offer services to help the unique needs of my family.
 - The respondent selected “Strongly Disagree” for this statement.
 - The case managers I have worked with were available and respectful.
 - The respondent selected “Strongly Disagree” for this statement. The respondent also offered the following comment: “No one has given me a chance to try and help my daughter. The agency makes every decision on my daughter. I feel like I have no power or say in my daughter’s life.”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

I. Questions asked of Agency Case Managers, Agency Administrators, Legal and Community:



- The respondents who did not answer “Every Time” to the above question were then asked the follow up question, “What gets in the way of formal and informal supports being used to create services and supports that are developmentally and culturally appropriate?” (n=15)
The top five issues identified were the following:
 - Native American foster home, elders/mentors, caseworkers availability
 - Collaboration between Child Welfare, Behavioral Health, Developmental Disability, and Tribes
 - Tribal reservation services availability
 - Child’s distance from home/Tribe
 - Services tailored to meet the needs of parents

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

AGENCY RESPONSIVENES TO COMMUNITY: STATE ENGAGEMENT WITH STAKEHOLDERS PURSUANT TO CFSP AND APSR

How well is the agency responsiveness to the community system functioning statewide to ensure that, in implementing the provisions of the Child and Family Services Plan (CFSP) and developing related Annual Progress and Services Reports (APSRs), the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP?

Feedback was sought from all seven Stakeholder Groups.

A. Youth were asked the following questions:

- Now, thinking more generally, when you think of child and family services in your area, can you tell me one good thing that is happening and one thing you think really needs to be changed?
 - Good
 - “Services here are really good”
 - “I like my caseworker”
 - Needs to be changed
 - “Better communication, still am not able to get driver’s licenses – just as strict”
- Are you aware of any opportunities for foster youth to be involved in statewide efforts to provide child welfare services?
 - “ND Youth Leadership Board does a little bit of that. Learned about it through IL program”
 - “Go to share and support meetings to share youth perspective with foster parents”
- What can the system do to gather more input from youth as it develops and reviews the plan the state agency has for serving children and families?
 - “Spread the word about meetings like this”
 - “If this were a bigger city, have information on a bulletin board and the number you can call”
 - “Use social media”
 - “go out to schools”

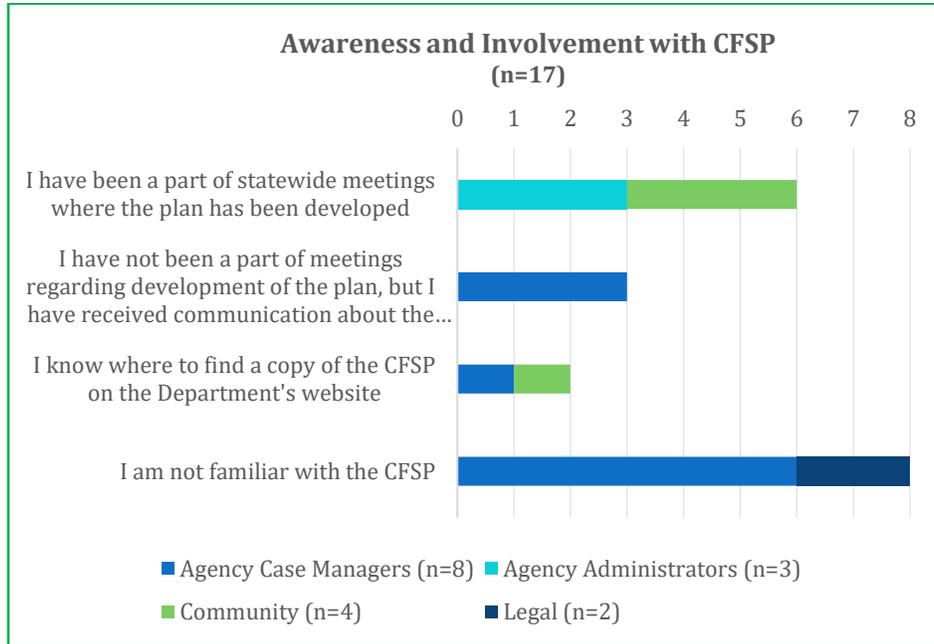
B. Foster Caregivers were asked the following questions:

- Have you, or anyone you know, been involved in a “IV-B Planning” meeting – a meeting to work on the state’s five-year plan, also called the Children and Family Services Plan (CFSP)?
 - There was a universal “No” response.
- Have you, or anyone you know, been a part of a meeting to review the annual progress of the state’s IV-B plan, known as the Annual Progress and Services Report (APSR)?
 - There was a universal “No” response.
- Do you know where to find the state’s plan and annual reports on the Department’s website?
 - There was a universal “No” response.

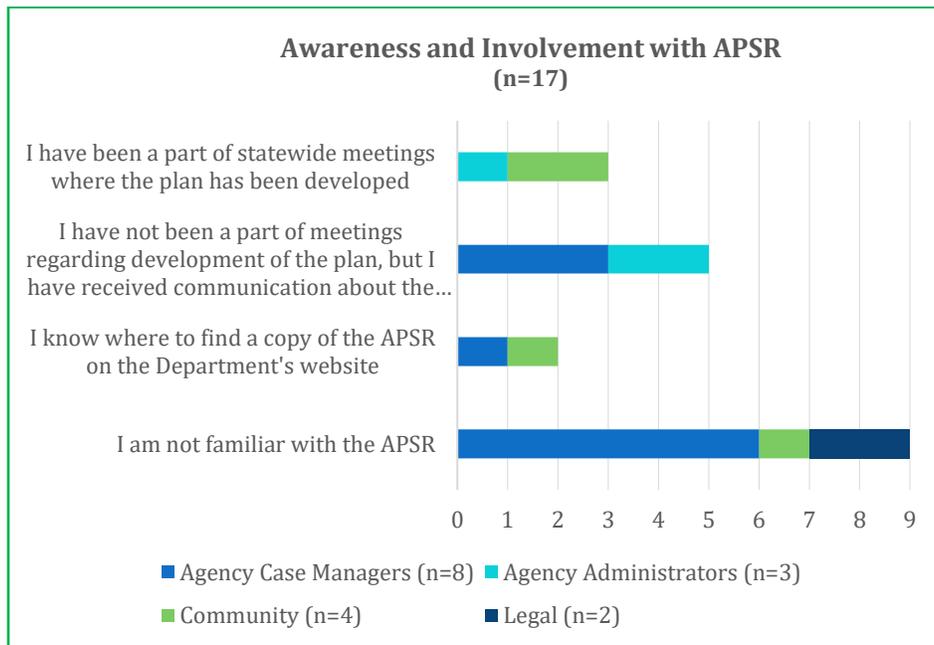
C. Agency Case Managers, Agency Administrators, Legal and Community Stakeholders were asked the following questions and could check up to two responses within each question:

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- Which statement below reflects your involvement in the meetings held every five years to develop the state’s five-year plan for child welfare services, known as the “IV-B” or “CFSP – Children and Services Plan”:



- Which statement below reflects your involvement in the meetings the annual reviews of the “IV-B Plan” or “CFSP” (known as the APSR):



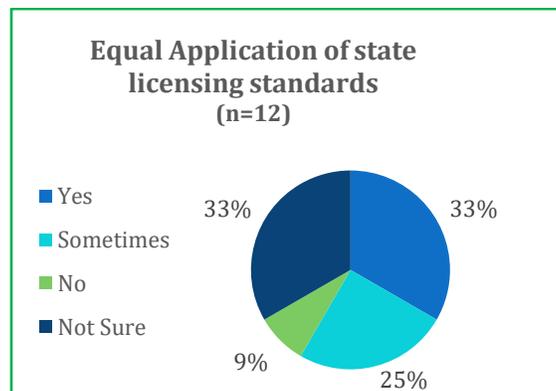
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION: STANDARDS APPLIED EQUALLY

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds?

Feedback on this systemic factor was sought from three groups: Foster Caregivers, Agency Case Managers indicating responsibilities Foster Care or CPS, and Community.

- A. Foster Caregivers were asked the following question:
- **Are the state’s standards applied equally to all licensed foster home or child care institutions?** Responses from the participants include the following comments:
 - “Tribal is way too lenient – they should all be held to the same state standards”
 - “Was told it didn’t take me long enough to get licensed”
- B. Agency Workers and Community groups were asked the following questions:
- **Do you believe there is equal application of state standards when licensing foster care providers in North Dakota (ex: Licensed Foster Homes, Residential Child Care Facilities, Group Homes):**



- **Please comment on your response (n=4):**
 - “I am concerned that finances motivated some to do foster care. Ex. Private foster care agency not completing the financial form with potential foster parents”
 - “Again, coordination and communication huge issue between local, state, and federal”

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

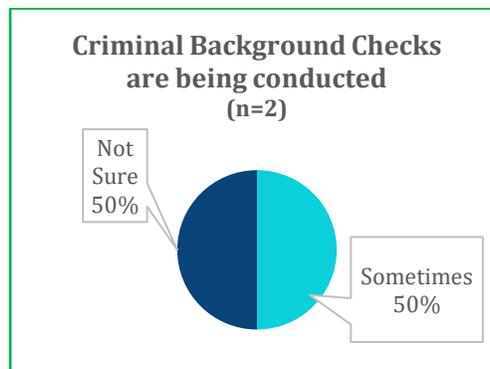
FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION: REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements, and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children?

Feedback for this systemic factor was sought from two groups: Community members and Legal Stakeholders indicating a role as Defense Attorney, Guardian Ad Litem, and Juvenile Court Officers (n=6).

A. Question asked of Legal Stakeholders:

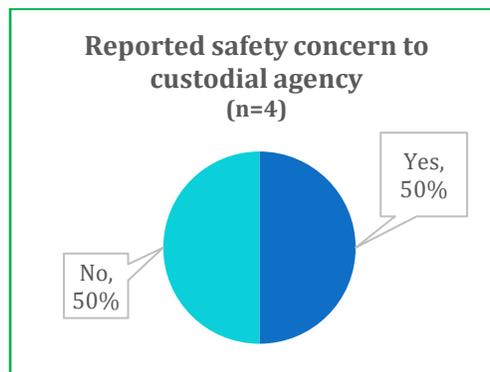
- From your experience, are the required criminal background checks being conducted for foster parents, adoptive parents, and staff in child care facilities?



- Please comment on your response above:
 - No responses were received for this optional question.

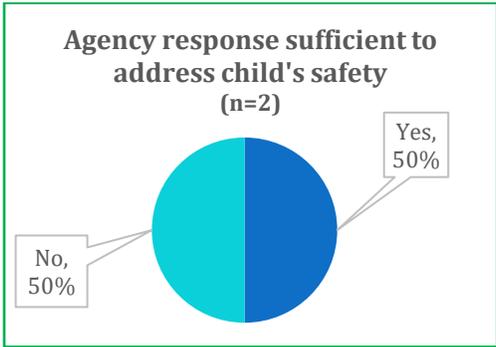
B. Questions asked of both groups:

- In your role, have you ever raised a concern with a custodial agency pertaining to the safety of children placed outside the home either in a foster, adoptive or residential group care setting?



- If yes, do you believe the custodial agency's response was sufficient to ensure the child's safety?

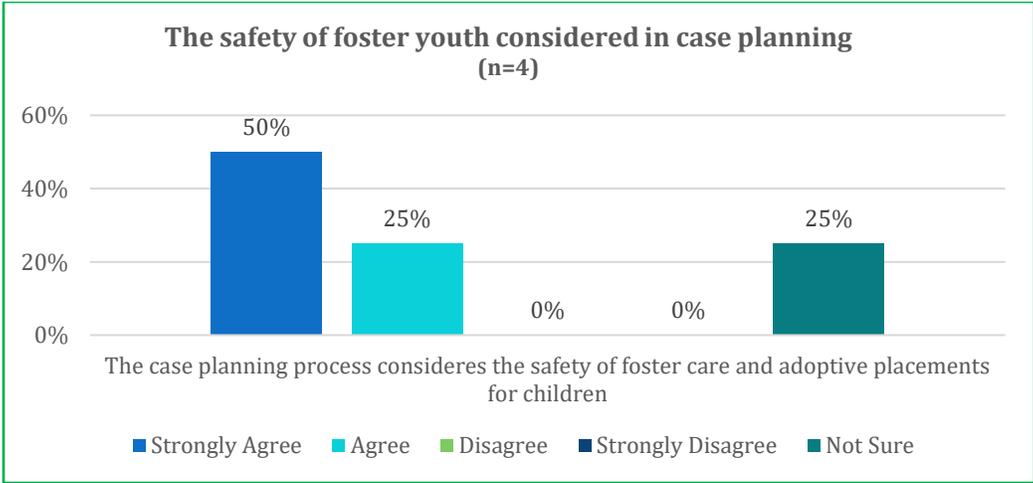
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS



- Please comment on your response above:
 - “There are times when the response was sufficient, times when it was not. It depends on their views/bias of the family.”

C. Question asked of Community Stakeholders:

- Please indicate your level of agreement with the following statement regarding child welfare agencies in your region:



- Please comment on your response above:
 - No comments were received for this question.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION: DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide?

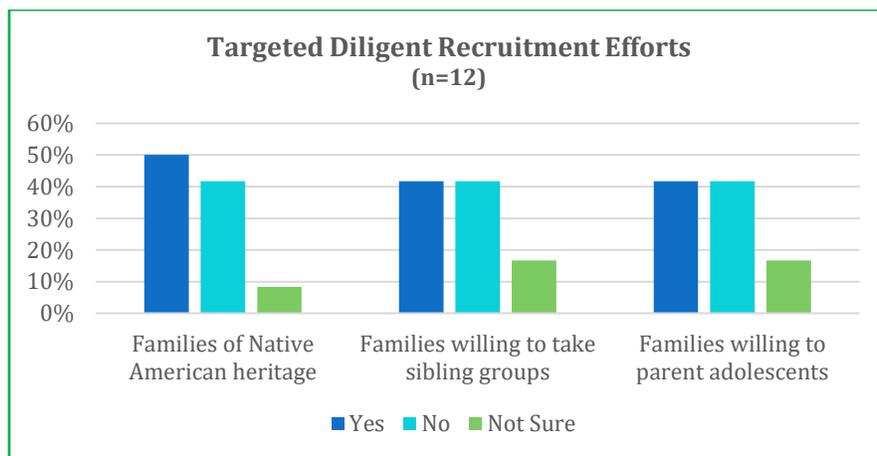
Feedback on this systemic factor was sought from three groups: Foster Caregivers, Agency Case Managers reporting a role with Foster Care or CPS responsibilities, and Community.

A. Foster Caregivers were asked the following questions:

- Are there diligent efforts to recruit foster parents in this region?
 - “They have posters up”
 - “I hear it on the radio”
- Do efforts focus on the need for homes to parent older children? Sibling Groups? Families with Native American heritage?
 - “More in general, but have seen some for the tribes”
- Other feedback received during this portion of the discussion:
 - The question was asked “Have you ever recruited anyone?” One said “I have a family member who is in the process of getting licensed” Others responded “no”.

B. Questions asked of Agency Case Managers reporting job responsibilities in Foster Care or CPS and Community participants:

- Is there diligent recruitment of foster and adoptive in your area for the following:



STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- Are recruitment efforts sufficient to provide the number of licensed foster homes or adoptive homes to meet the region's needs?



- What could be done to increase the availability of foster and adoptive homes able to meet the needs of youth in foster care in your area?
 - "Increased outreach for family willing to foster adolescents with delinquent backgrounds"
 - "More time"
 - "Don't know"
 - "More public speaking, awareness, time/staff/resources to devote to this area. Competition with private sector has also greatly reduced the number of homes licensing with our agency. Following the last PRIDE training only one family chose to license through the county and the rest through the private provider."
 - More PR, awareness, training efforts, communication"
 - "Less negativity with existing foster parents and them feeling 'judged' by social services. Foster parents are typically good recruiters of other foster parents and if they are dissatisfied with their treatment, they will not try to convince friends and family to provide foster care services. There are too many restrictions on foster parents at times, especially with alternative care needed and also in ways in which they can/can't implement 'normalcy'."
 - "Continuous recruitment efforts"
- C. Question asked of Agency Case Managers indicating a role with licensing foster care licensing:
 - Because you have indicated you have responsibility for the licensing of foster homes in your agency, please briefly comment on how your local recruitment effort is informed by the ND Foster and Adoptive Parent Recruitment plan.
 - No participants responded to this question.

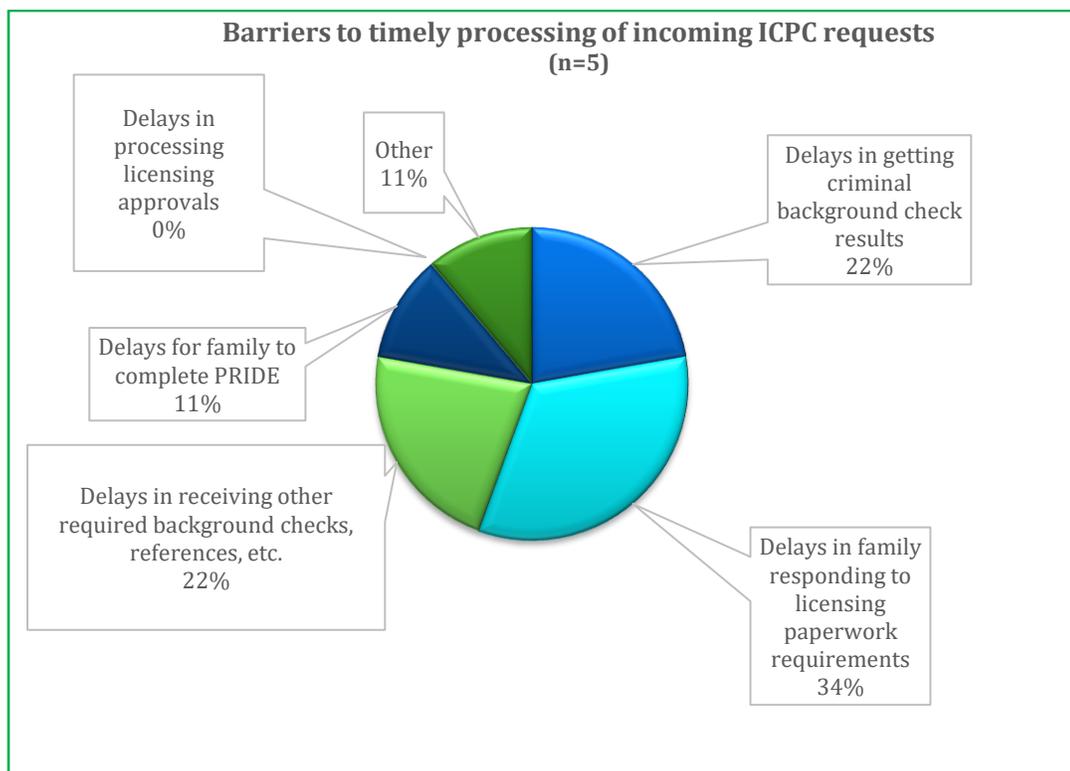
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION: STATE USE OF CROSS-JURISDICTIONAL RESOURCES FOR PERMANENT PLACEMENTS

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide?

Feedback on this systemic factor was sought from those indicating a role with processing Interstate Compact for the Placement of Children (ICPC) requests from: Agency Case Managers (n=3), Agency Administrators (2), and those indicating a role with AASK in the Community Survey (n=0).

- A. ICPC data indicate that our state has challenges in meeting the 60-day requirements (75 days if certified the delay is in the child's best interest). To help the state understand the nature of these challenges, please select up to three factors listed below which contribute to delays in processing incoming ICPC requests in a timely manner:



- Other reason provided:
 - Background checks are major source of delay and PRIDE is only offered twice a year in our region and most spots are taken by private foster care families, causing long delays.”

APPENDIX

Appendix

- 1.1 R3 Federal CFSR State Rating Summary Report, September 2016
- 1.2 CY18 LR OCR Site Rating Summary Report, February 2018
- 1.3 CY18 LR OCR Site Rating Summary Report, February 2018: In-Home Services Breakdown
- 1.4 CY18 LR OCR Site Rating Summary Report, February 2018: Foster-Care Services Breakdown
- 1.5 ND OCR Review Team Composition

APPENDIX

1.1 Case Rating Summary – ND R3 All Sites (Grand Forks, Fargo, Bismarck/Mandan), September 2016

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	82.35% n=14	17.65% n=3	n=48					
Outcome S1				82.35% n=14		17.65% n=3	n=48	n=17
Item 2	69.57% n=16	30.43% n=7	n=42					
Item 3	73.85% n=48	26.15% n=17						
Outcome S2				73.85% n=48	4.62% n=3	21.54% n=14		n=65
Item 4	87.5% n=35	12.5% n=5	n=0					
Item 5	80% n=32	20% n=8	n=0					
Item 6	42.5% n=17	57.5% n=23	n=0					
Outcome P1				40% n=16	57.5% n=23	2.5% n=1	n=0	n=40
Item 7	85.71% n=18	14.29% n=3	n=19					
Item 8	76.67% n=23	23.33% n=7	n=10					
Item 9	84.62% n=33	15.38% n=6	n=1					
Item 10	69.7% n=23	30.3% n=10	n=7					
Item 11	72% n=18	28% n=7	n=15					
Outcome P2				72.5% n=29	22.5% n=9	5% n=2	n=0	n=40
Item 12	47.69% n=31	52.31% n=34						
Sub-Item 12a	70.77% n=46	29.23% n=19						
Sub-Item 12b	50% n=26	50% n=26	n=13					
Sub-Item 12c	73.33% n=22	26.67% n=8	n=35					
Item 13	59.02% n=36	40.98% n=25	n=4					
Item 14	67.69% n=44	32.31% n=21						
Item 15	55.77% n=29	44.23% n=23	n=13					
Outcome WB1				44.62% n=29	41.54% n=27	13.85% n=9		n=65
Item 16	97.83% n=45	2.17% n=1	n=19					
Outcome WB2				97.83% n=45	2.17% n=1	0% n=0	n=19	n=46
Item 17	85.71% n=42	14.29% n=7	n=16					
Item 18	85.71% n=42	14.29% n=7	n=16					
Outcome WB3				77.59% n=45	15.25% n=9	6.9% n=4	n=7	n=58

APPENDIX

1.2 Case Rating Summary– **ND OCR LAKE REGION**, February 2018

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	50% n=2	50% n=2	n=5					
Outcome S1				50% n=2		50% n=2	n=5	n=4
Item 2	0% n=0	0% n=0	n=9					
Item 3	55.56% n=5	44.44% n=4						
Outcome S2				55.56% n=5	0% n=0	44.44% n=4		n=9
Item 4	100% n=7	0% n=0	n=0					
Item 5	71.43% n=5	28.57% n=2	n=0					
Item 6	28.57% n=2	71.43% n=5	n=0					
Outcome P1				28.57% n=2	71.43% n=5	0% n=0	n=0	n=7
Item 7	100% n=7	0% n=0	n=0					
Item 8	83.33% n=5	16.67% n=1	n=1					
Item 9	100% n=7	0% n=0	n=0					
Item 10	85.71% n=6	14.29% n=1	n=0					
Item 11	33% n=1	66.67% n=2	n=4					
Outcome P2				85.71% n=6	14.29% n=1	0% n=0	n=0	n=7
Item 12	55.56% n=5	44.44% n=4						
Sub-Item 12a	88.89% n=8	11.11% n=1						
Sub-Item 12b	50% n=3	50% n=3	n=3					
Sub-Item 12c	71.43% n=5	28.57% n=2	n=2					
Item 13	55.56% n=5	44.44% n=4	n=0					
Item 14	44.44% n=4	55.56% n=5						
Item 15	50% n=3	50% n=3	n=3					
Outcome WB1				33.33% n=3	44.44% n=4	22.22% n=2		n=9
Item 16	100% n=7	0% n=0	n=2					
Outcome WB2				100% n=7	0% n=0	0% n=0	n=2	n=7
Item 17	87.5% n=7	12.5% n=1	n=1					
Item 18	20% n=1	80% n=4	n=4					
Outcome WB3				44.44% n=4	44.44% n=4	11.11% n=1	n=0	n=9

APPENDIX

1.3 Case Rating Summary – ND OCR LAKE REGION, February 2018: *In-Home Services Breakdown*

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	50% n=1	50% n=1	n=0					
Outcome S1				50% n=1		50% n=1	n=0	n=2
Item 2	0% n=0	0% n=0	n=2					
Item 3	50% n=1	50% n=1						
Outcome S2				50% n=1	0% n=0	50% n=1		n=2
Item 12	0% n=0	100% n=2						
Sub-Item 12a	50% n=1	50% n=1						
Sub-Item 12b	0% n=0	100% n=2	n=0					
Sub-Item 12c	0% n=0	0% n=0	n=2					
Item 13	50% n=1	50% n=1	n=0					
Item 14	0% n=0	100% n=2						
Item 15	0% n=0	100% n=2	n=0					
Outcome WB1				0% n=0	50% n=1	50% n=1	n=0	n=2
Item 16	0% n=0	0% n=0	n=2					
Outcome WB2				0% n=0	0% n=0	0% n=0	n=2	n=0
Item 17	100% n=1	0% n=0	n=1					
Item 18	0% n=0	100% n=1	n=1					
Outcome WB3				50% n=1	0% n=0	50% n=1	n=0	n=2

APPENDIX

1.4 Case Rating Summary – ND OCR LAKE REGION, February 2018: Foster Care Services Breakdown

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	50% n=1	50% n=1	n=5					
Outcome S1				50% n=1		50% n=1	n=5	n=2
Item 2	0% n=0	0% n=0	n=7					
Item 3	57.14% n=4	42.86% n=3						
Outcome S2				57.14% n=4	0% n=0	42.86% n=3		n=7
Item 4	100% n=7	0% n=0	n=0					
Item 5	71.43% n=5	28.57% n=2	n=0					
Item 6	28.57% n=2	71.43% n=5	n=0					
Outcome P1				28.57% n=2	71.43% n=5	0% n=0	n=0	n=7
Item 7	100% n=7	0% n=0	n=0					
Item 8	83.33% n=5	16.67% n=1	n=1					
Item 9	100% n=7	0% n=0	n=0					
Item 10	85.71% n=6	14.29% n=1	n=0					
Item 11	33.33% n=1	66.67% n=2	n=4					
Outcome P2				85.71% n=6	14.29% n=1	0% n=0	n=0	n=7
Item 12	71.43% n=5	28.57% n=2						
Sub-Item 12a	100% n=7	0% n=0						
Sub-Item 12b	75% n=3	25% n=1	n=3					
Sub-Item 12c	71.43% n=5	28.57% n=0	n=0					
Item 13	57.14% n=4	42.86% n=3	n=0					
Item 14	57.14% n=4	42.86% n=3						
Item 15	75% n=3	25% n=1	n=3					
Outcome WB1				42.86% n=3	42.86% n=3	14.29% n=1		n=7
Item 16	100% n=7	0% n=0	n=0					
Outcome WB2				100% n=7	0% n=0	0% n=0	n=0	n=7
Item 17	85.71% n=6	14.29% n=1	n=0					
Item 18	25% n=1	75% n=3	n=3					
Outcome WB3				42.86% n=3	57.14% n=4	0% n=0	n=0	n=7

APPENDIX

1.5 OCR Review Team Composition

Statewide child welfare partners provide the primary source of recruitment for the OCR Workforce. Participation and involvement from local agencies and statewide partners in the OCR Workforce offers a meaningful avenue to ensure practice is assessed from multiple angles.

The OCR Review Team is comprised of two OCR Reviewers with a designated Quality Assurance (QA) Lead. All OCR Review Team members must undergo a certification training to become familiar with the Onsite Case Review Instrument and case review process. Each 'review team' review generally reviews two cases during the Onsite Review. For the LRHS regional Onsite Review, one QA Lead was generally responsible for three cases. Due to an unexpected illness from one of the team members, the OCR Manager and CFS Administrator of the OCR each served as a QA Lead on three cases. Given the one case elimination which occurred during the review, the OCR Manager assembled a review team to conduct the last case review February 1-2, 2018.

Review Team members are either a paid 'consultant' for the Children and Family Services Training Center or participate as part of their regular job duties as authorized by their agency of hire.

The collaborative representation of the Lake Region OCR Review Team included:

Child Welfare professionals from other county social service agencies	2
Child Welfare professionals from other regional human service centers	1
Child Welfare professionals from Central Office, DHS	1
Lay Guardians Ad Litem	1
Private Non-Profit partners (AASK, Dakota Boys & Girls Ranch, PATH ND, Inc., etc.)	2
Retired child welfare professionals	2

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