



ONSITE REVIEW FINAL REPORT

JANUARY 2018

NORTHEAST REGION

This report describes the results of the North Dakota Onsite Case Review (OCR) for the Northeast Region, involving county social service agencies from Grand Forks, Nelson, Pembina, Walsh and the Division of Juvenile Services. The Onsite Review was held January 22-26, 2018.

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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 January 22, 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 were reviewed.

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 Northeast Human Service Center Region.

T. Leanne Miller, MSSW, LCSW
ND OCR Manager
March 29, 2018

NORTHEAST 2018 ONSITE REVIEW SUMMARY DETAILS

Northeast 2018 Onsite Review Summary Details

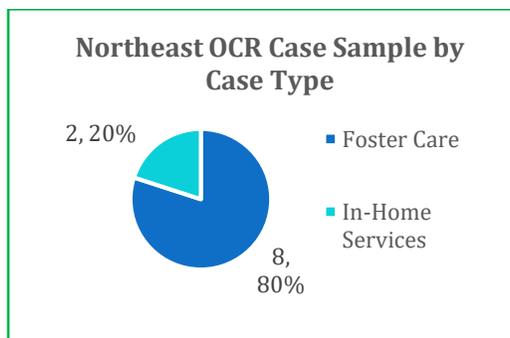
CASE FILES REVIEWS

Case Demographics

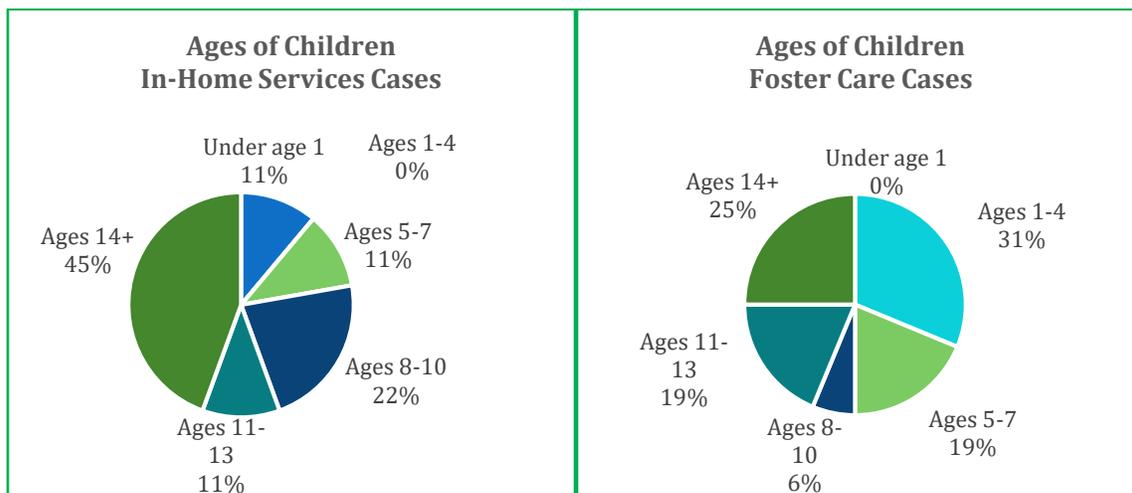
Cases are randomly selected to represent both foster care and in-home services cases. The review focuses on the activity in a case that occurs during the PUR. Foster Care cases involved a target child in substitute care for over 24 hours or more and In-Home Services cases involved a family receiving case management services for at least 45 days with no foster care episode greater than 24 hours during the entire PUR. 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 9 Foster Care cases (8 plus one alternate) and 3 In-Home Services cases (2 plus one alternate) was identified out of an overall sample of 352 Foster Care cases and 47 In-Home Services. During the course of the Onsite Review week, one Foster Care case was eliminated from the final sample as interviews could not be secured to obtain either parent’s perspective despite active and concerted efforts to secure their perspective or someone to speak to their experience.



Ages of Children

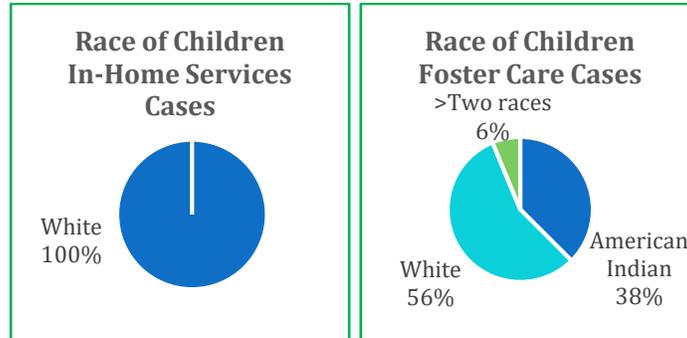


In-home Services case involved a total of nine (9) children. Their ages ranged from 10 months to 17 yr. 6 months at the end of the PUR. Sixteen (16) children were involved in foster care cases (8 target children and

NORTHEAST 2018 ONSITE REVIEW SUMMARY DETAILS

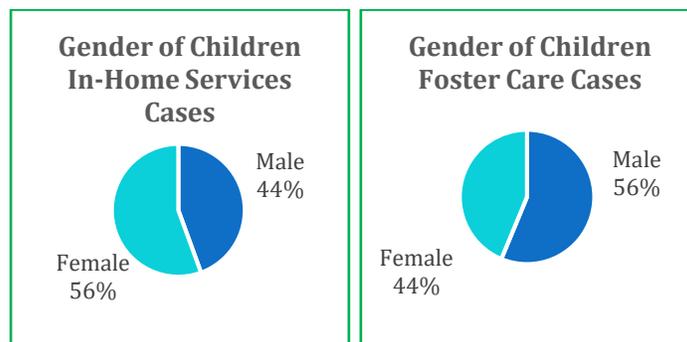
other siblings from their home of removal). Their ages ranged from 1 yr. 6 months to 17 yr. 4 months at the end of the PUR.

Race/Ethnicity of Children



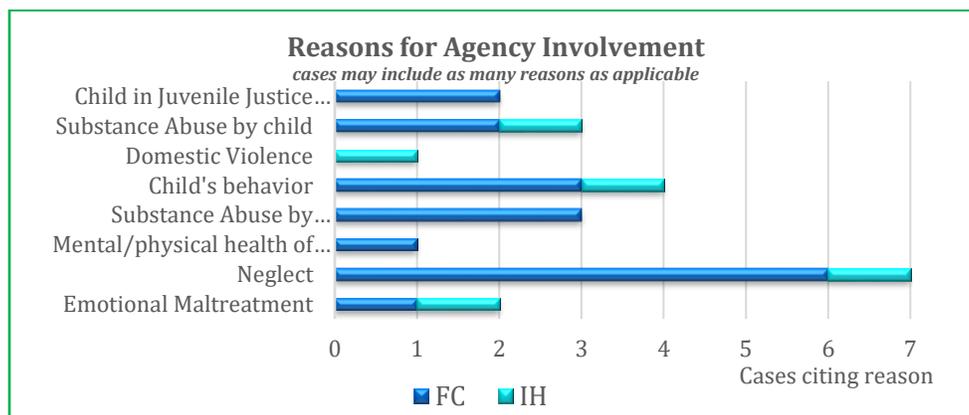
The ethnicity for all the children in both case types was “Non-Hispanic”.

Gender of Children



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.



NORTHEAST 2018 ONSITE REVIEW SUMMARY DETAILS

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, 47 interviews held for the 10 cases included:

- 5 children/youth
- 15 Parents
 - 8 Mothers
 - 7 Fathers
- 13 Case managers (FC, In-Home Services, CPS)
- 5 Supervisors
- 1 AASK Adoption worker
- 8 Foster Parents (6 relative & 2 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:

- 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
 - 14 participants received the survey and 10 completed responses were received
 - 71% response rate
- Agency Case Managers Stakeholder Feedback Online Survey
 - 35 participants received the survey and 13 completed responses were received

NORTHEAST 2018 ONSITE REVIEW SUMMARY DETAILS

- Legal Stakeholder Feedback Online Survey
 - 39 participants received the survey and 11 completed responses were received
 - 28% response rate
- Community Stakeholder Feedback Online Survey
 - 49 participants received the survey and 16 completed responses were received
 - 33% response rate
 - 38% 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: 1 participant
- Foster Caregiver Stakeholder Meeting: 9 participants (*including 1 via conference call*)

CHILD AND FAMILY OUTCOMES

Child and Family Outcomes

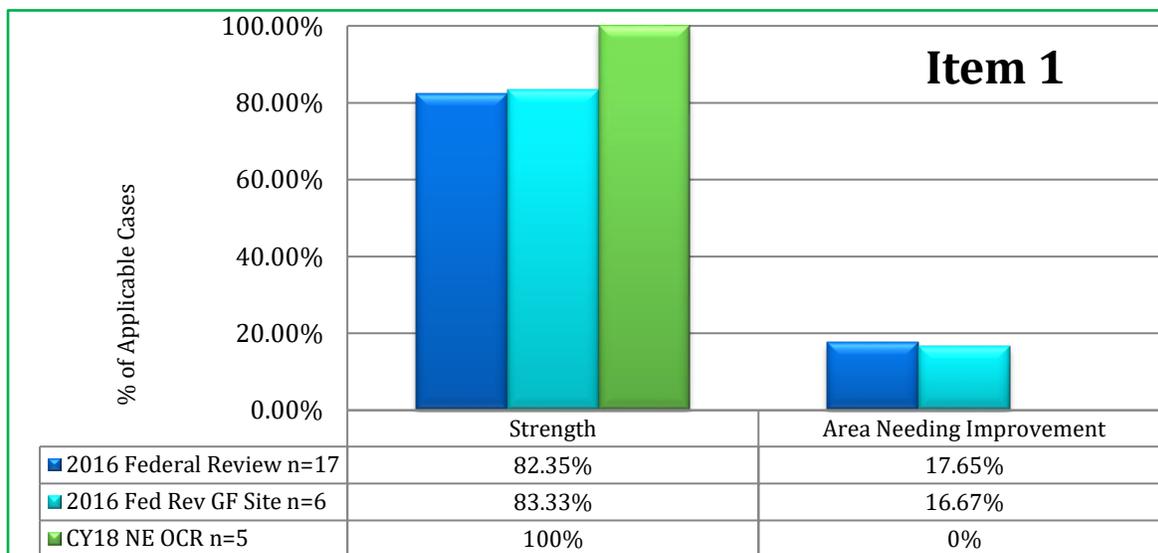
SAFETY PERFORMANCE

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 NE OCR Results: Five of the five 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.



Key strengths noted related to performance on Item 1:

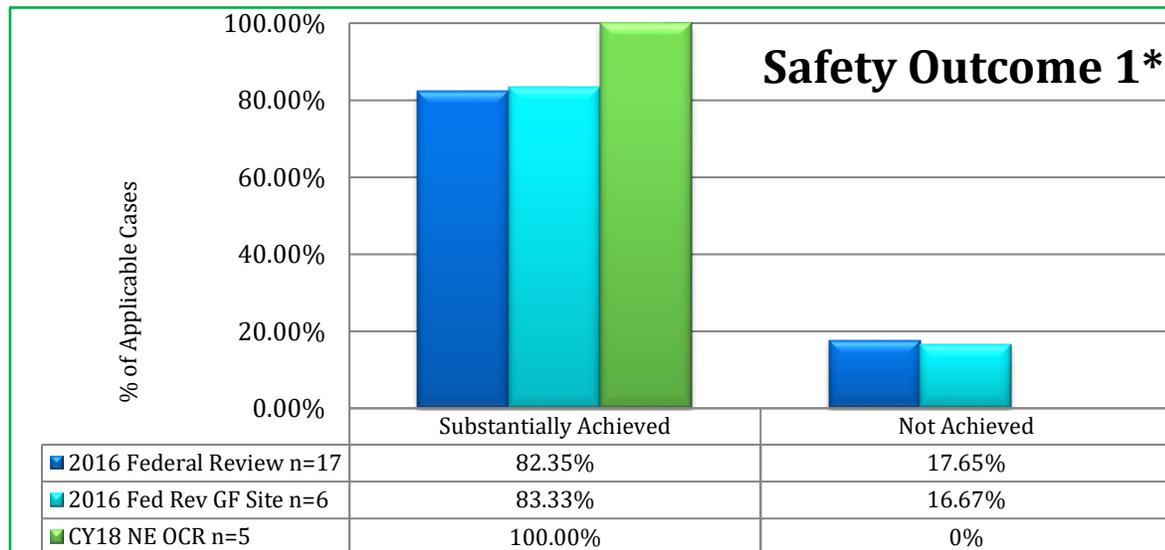
There were 10 distinct report allegations in the five applicable cases requiring a response by the agency during the PUR. The priority category ascribed to each situation was as follows: Category A (1); Category B (2); and Category C (7). In all situations, the agency initiated their response to the report within the required timeframes. Face-to-face contact with alleged victims occurred within the required timeframes for all but one Category B case. However, the reason for this delay was due to circumstances beyond the control of the agency. The case file was reflective of the agency's efforts to assure the child's safety despite the lack of ability to secure a face-to-face contact. In some cases, efforts exceeded the timeframes outlined in state statutes.

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

This review did not identify any specific practice or systemic challenges related to Item 1.

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:

Response to reports of child maltreatment was observed to be a practice strength for the region during the PUR. Initiation and face-to-face contact with all alleged victims occurred within timeframes established by state statutes in all situations.

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

This review did not identify any specific practice or systemic challenges related to Safety Outcome 1.

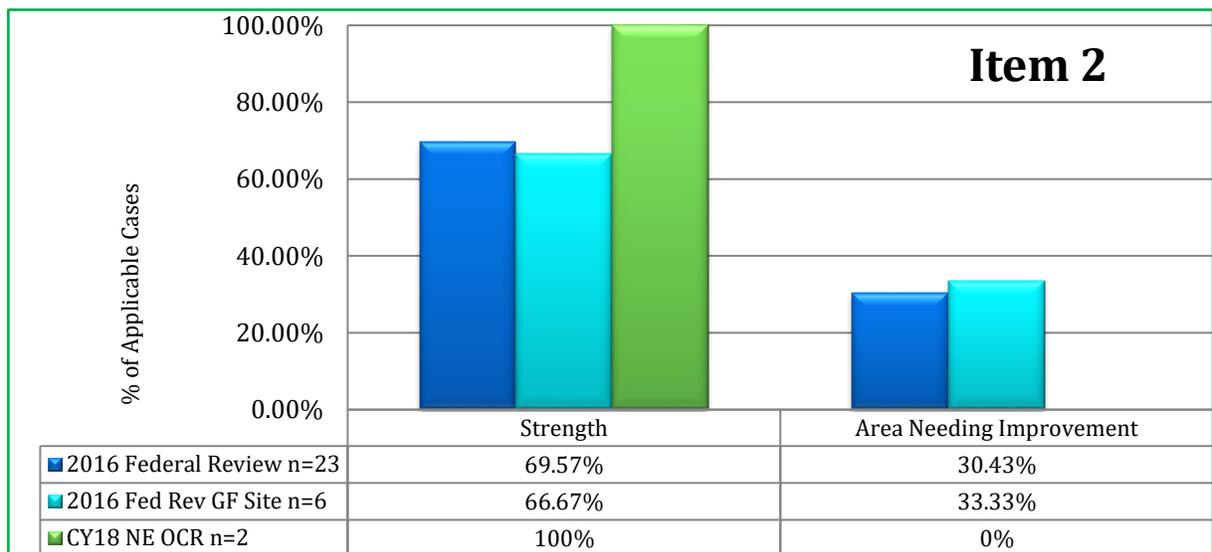
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Two applicable cases received a strength for item 2 indicating the agency made concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after a reunification.



Key strengths noted related to performance on Item 2:

Agencies were noted to respond quickly and ensure safety of the children. The agency either did not have sufficient time to provide safety services which could prevent removal or was not aware of the situation which led to emergency foster care placement in the two applicable cases. Agencies are encouraged to further examine the complete findings of all cases, even those that were determined to be “not applicable” to identify other practice strengths connected to this item, such as a case in which the target child was removed prior to the PUR and all safety concerns were appropriately addressed prior to reunification with no further evidence of safety concerns.

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

Agencies are encouraged to further examine practice related to providing safety services to children in the home when parents are actively using illicit substances.

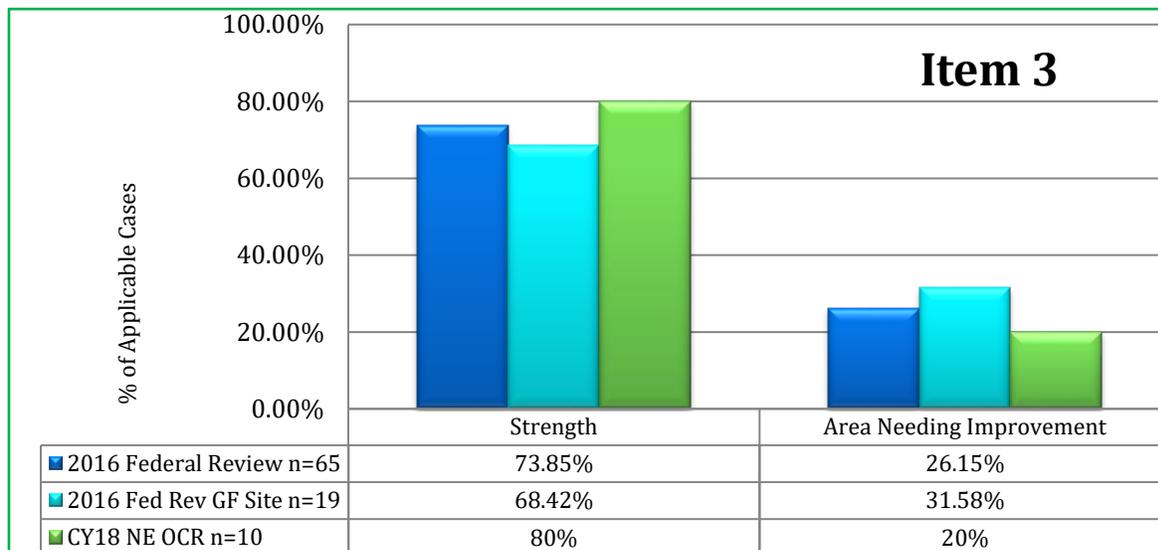
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Eight of the ten 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:

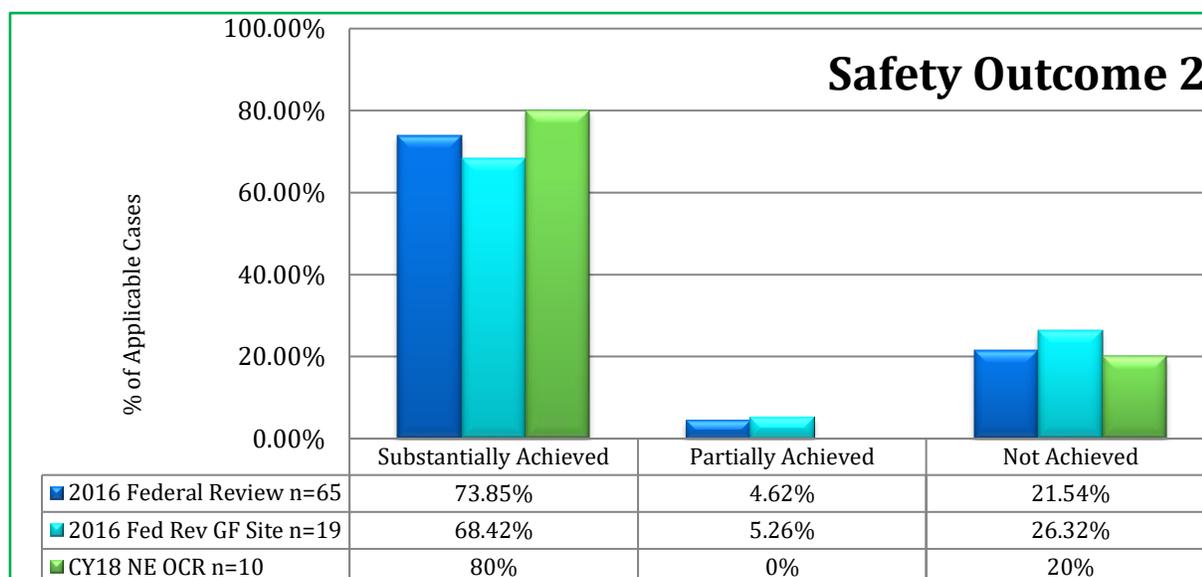
Strong initial and ongoing assessment of safety and risk was noted in many cases reviewed. Formal and informal efforts were blended to complete timely and thorough risk and safety assessments. Safety planning services provided by the agencies was noted to positively impact earlier accomplishment of case goals in some cases.

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

Barriers existed which impacted the agencies' ability to assess the ongoing risk and safety needs of the other children remaining in the home. Although reviewers noted strong ongoing assessment of risk and safety of the target child throughout the PUR on the part of both custodial agencies, the risk and safety needs of the other children in the home did not occur. Families moving between multiple jurisdictions which include tribal lands pose multiple challenges which were evident during the review. Challenges were noted for the juvenile services agency in being able to assess safety of other children in the home for whom their agency does not have jurisdiction. Challenges were also noted due to safety concerns related to the target child in a placement facility and during a home visit with the father. Policy and practices related to runaway situations for foster youth may be an area for further examination.

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:

Providing safety-related services was applicable to 2 cases and each time the agency’s response achieved a strength rating. Involved children were ultimately placed into foster care due to imminent risk and needed to ensure the safety of the children. The review identified prompt response by the agency when safety concerns were present contributed to the strong ratings. Additionally, strong casework practice was noted for initial and ongoing assessment of safety and risk throughout the PUR. The agencies’ use of ‘safety monitors’ and implementing services immediately were also noted to positively impact the agency’s response to risk and safety assessment and management. Strong and ongoing safety planning in these cases positively impacted earlier accomplishment of permanency goals.

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

The agencies are encouraged to examine practices related to providing safety services in situations involving children with parents who continue to use illicit substances. Although an “ANI” rating was not received for Item 2 because the children’s removal was necessary to ensure their safety, further examination of the findings may reveal opportunities to strengthen regional practice in this area. Assessing the needs of all children in the home and ensuring the safety of the target child while in a foster care setting or trial home visit were the areas which proved most challenging during the PUR in this review. Item 3 challenges directly contributed to the “Not Achieved” rating for this outcome.

CHILD AND FAMILY OUTCOMES

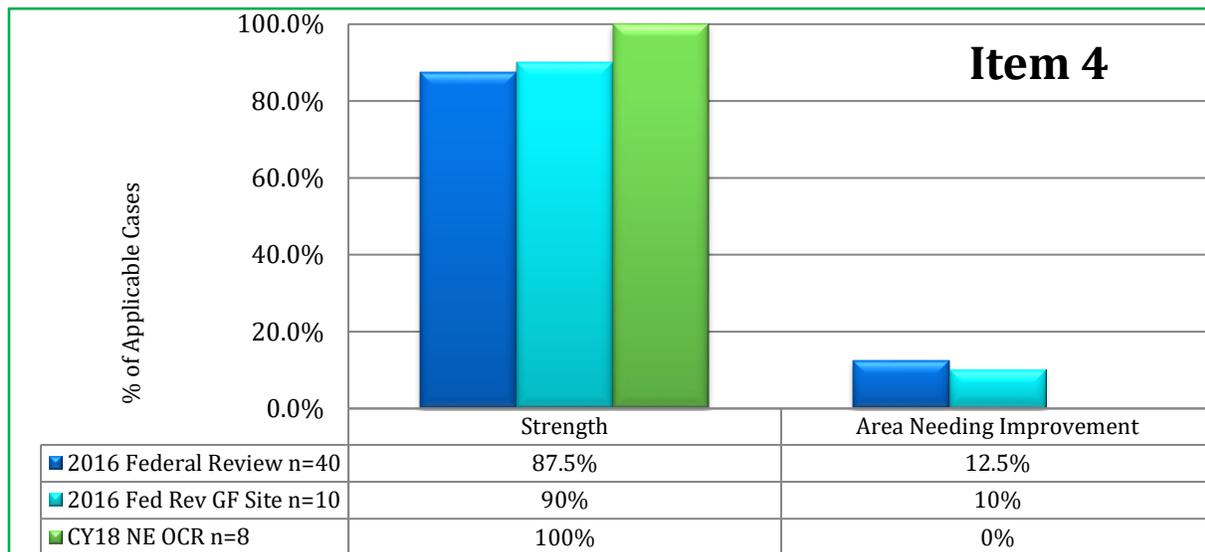
PERMANENCY PERFORMANCE

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 NE OCR Results: All eight 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:

Relatives were identified early in foster care situations and concerted efforts by the agency to maintain those placement settings was observed. Agency efforts to assess the needs of foster parents and provide appropriate services was also noted to be a strength in this review and the resulting placement stability can be attributed, in part, to those efforts.

Key areas needing further examination related to Item 4:

This review did not identify any specific practice or systemic challenges related to Item 1.

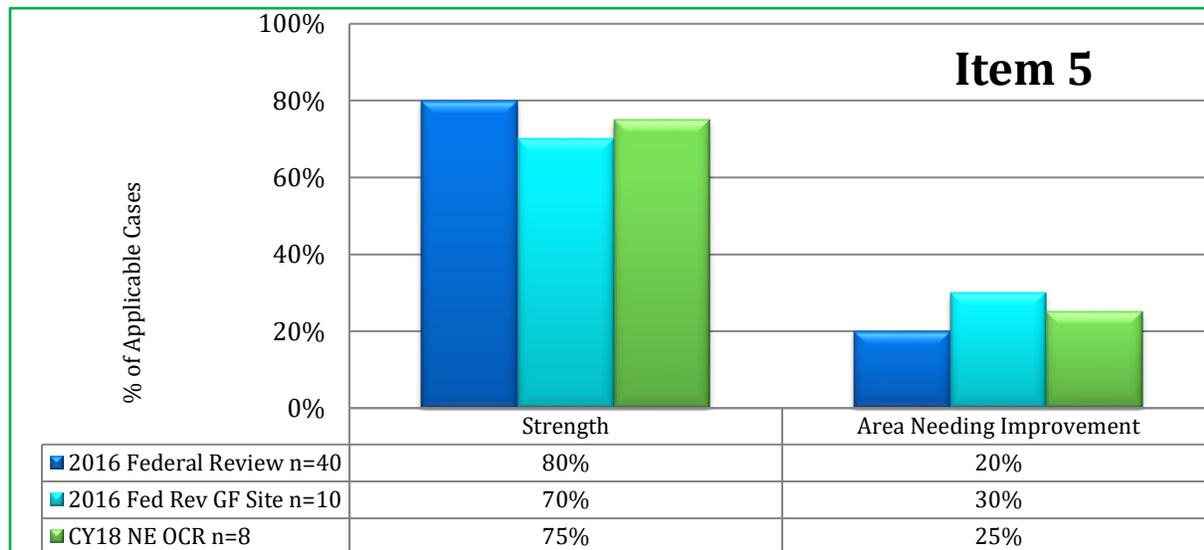
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Six of the eight 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 eight applicable cases, twelve (12) primary and concurrent permanency goals were assessed as the permanency goals in effect during the PUR: Reunification (3); Adoption (3); Other Planned Permanent Living Arrangement (2). Current permanency goals for the applicable cases included: Reunification only (3); Adoption only (3); OPPLA only (1); Reunification with a concurrent goal of adoption (1). Reviewers noted thorough assessments of the child and family situation to ensure appropriateness of the permanency goal from the onset of the case, ensuring timely and appropriate permanency goals for the target children in most situations.

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

In the two applicable cases that did not receive a strength rating, concerns were noted regarding either the timely establishment of an appropriate goal or thorough consideration of all placement/resource options within a permanency goal prior to ending the goal. While there were many differences between the two situations, considering the target child's age and family circumstance, a commonality noted between the two cases is that both cases utilized a concurrent planning approach toward the current goal of adoption. 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.

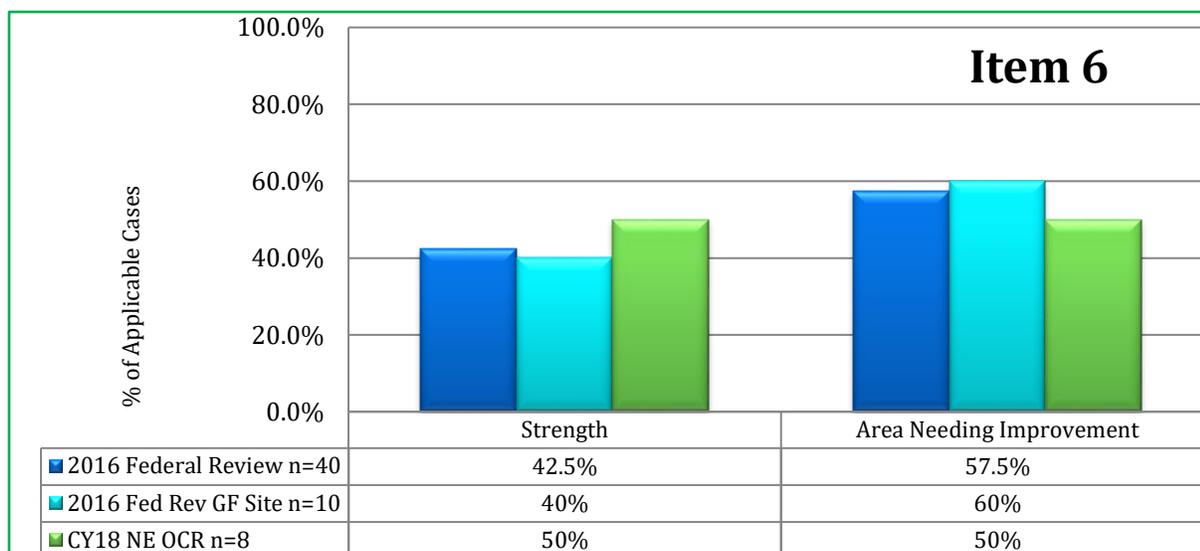
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Four 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:

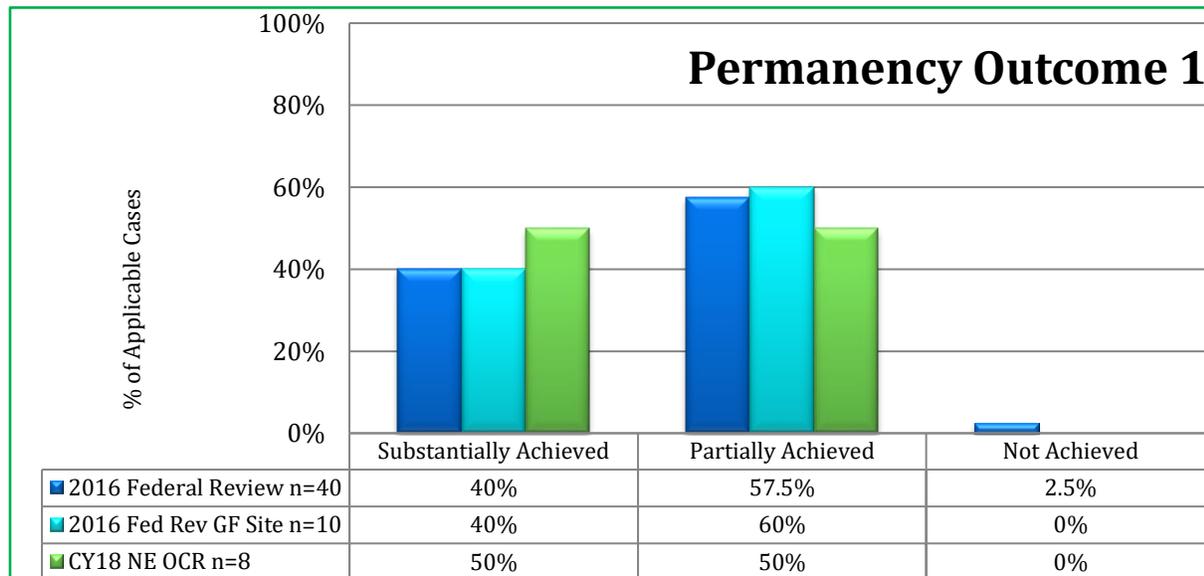
A strong area of practice for this review involved cases with Reunification as the permanency goal. In three of the four cases, permanency was achieved in less than 12 months. Active efforts by the agency and court were noted to occur and in one case, children were successfully reunified in less than 3 months. Strong practice to identify a permanent family for youth with an OPPLA goal was also noted. In each of these situations, active case planning activities along with service provision to address the reasons for foster care entry were noted. Strong efforts were also noted in one situation involving an adoption goal where concerted efforts of the agency and courts will result in an adolescent youth receiving permanency prior to turning eighteen.

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

Achieving permanency in a timely manner for foster children/youth 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:

Relative placements were secured immediately and maintained for children in foster care. Thorough assessments to ensure appropriateness of the permanency goal from the onset of the case were noted. Additionally, the review revealed that when reunification occurred for the target child, it occurred in a timely manner.

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.

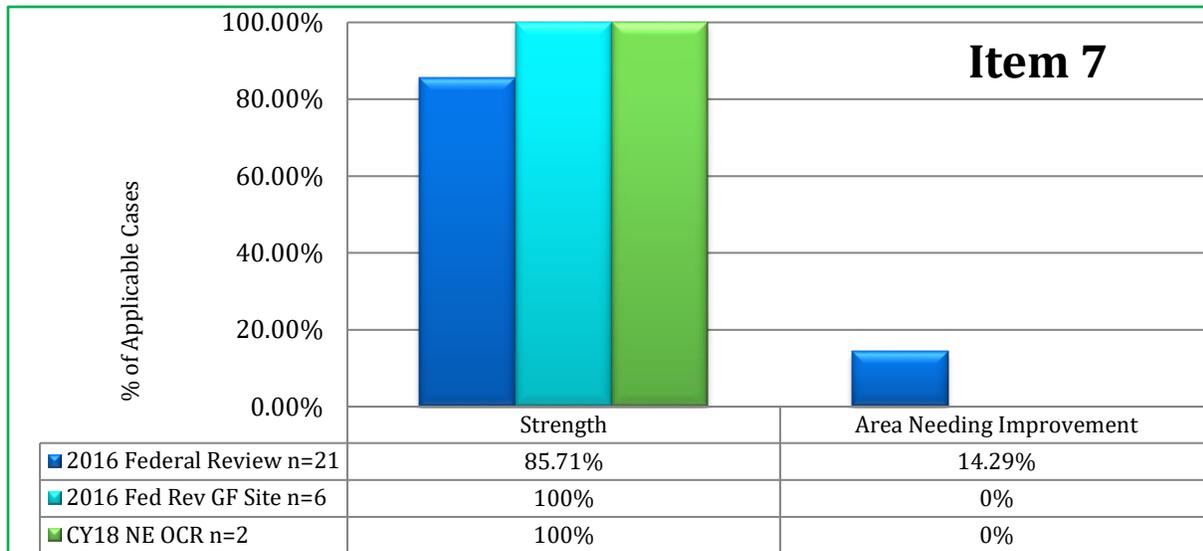
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Two applicable cases received a strength for item 2 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 both applicable cases, siblings were placed together with either all, or most, of their siblings during the PUR. When this was not possible, the agency made concerted efforts to support frequent and quality visits between the siblings. 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 performance on Item 7:

This review did not identify any specific practice or systemic challenges related to Item 7.

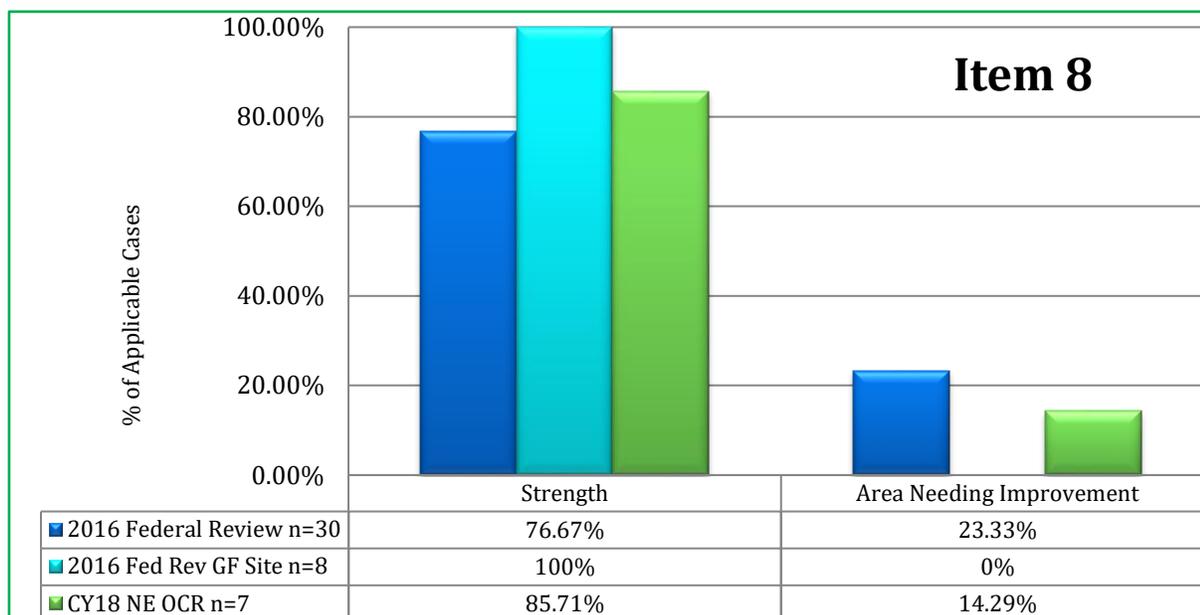
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Six of the seven 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, adapting the visitation schedule based on the safety and permanency needs of the children. The use of a visitation agreement which was adjusted and reviewed regularly to clearly set forth expectations regarding visitation was a strong practice positively impacting the outcomes of at least one case.

Key areas needing further examination related performance on Item 8:

Information from this review indicates agency efforts to provide an appropriate visitation schedule which supports the needs of the target child and specific to the needs of each parent may have impacted performance on item 8. Information learned in the review suggests in at least one situation, the use of a local visitation center proved challenging.

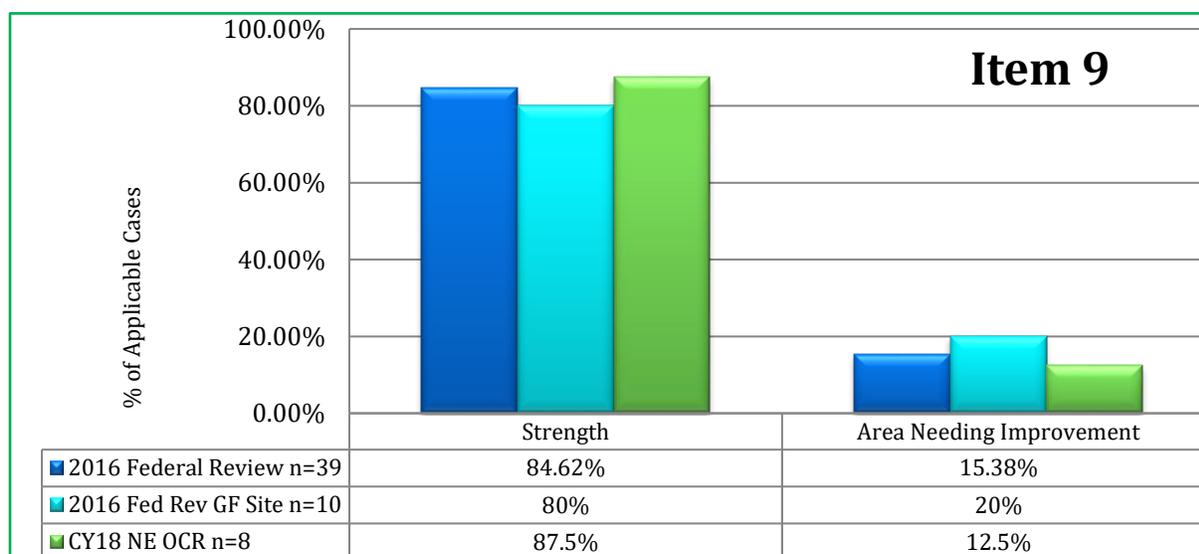
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Eight of the applicable nine 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 relative involvement was seen as a strong area of practice which supported children in foster care maintaining connections with extended family. Most of the time, efforts included maternal and paternal relative involvement. Ensuring continuity in the educational setting was also found to be a strong practice. Agency efforts to make a sufficient inquiry regarding the child’s connection to a federally recognized Indian Tribe was found to be a consistent 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 performance on Item 9:

Evidence of concerted efforts to continue connections with paternal family members during the PUR was noted to be a factor contributing to the performance on this item.

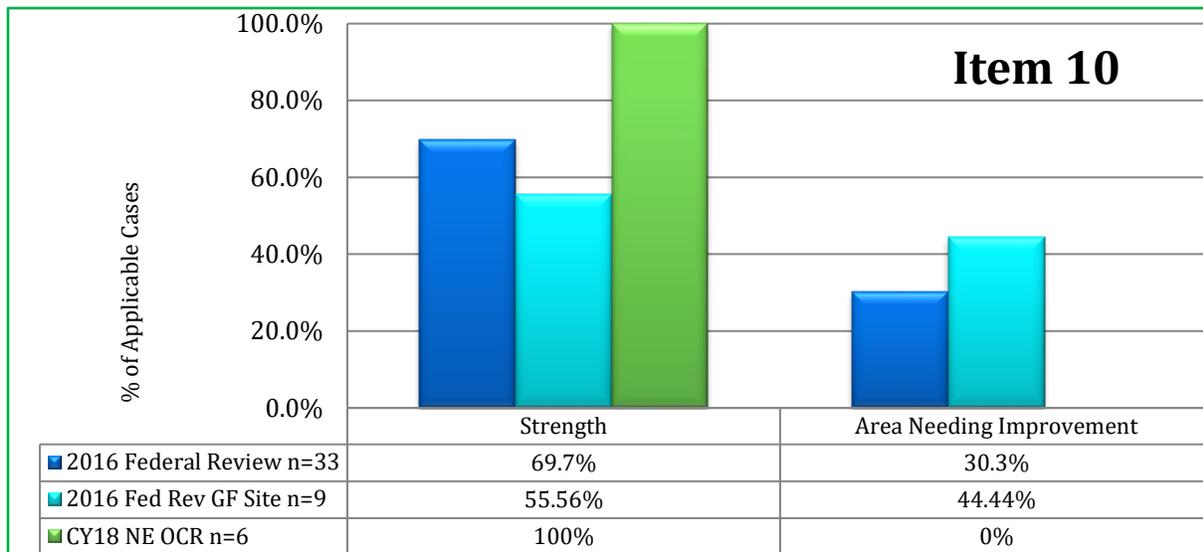
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: All six 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:

Most 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. Additionally, agency effort to involve appropriate relatives unable to provide care for the target youth encouraged. This was an area of strong practice for this region during the PUR.

Key areas needing further examination related performance on Item 10:

Achieving this item with the strength rating of 100% is indicative of strong practice in the area of relative placements for this region. Through the course of the Onsite Review, one area for consideration offered by the review team is to encourage the agency to review case practice relating to continued relative searches even after a child is placed with a relative. While a placement disruption did not occur, there was a risk of disruption and the lack of another relative resource was noted.

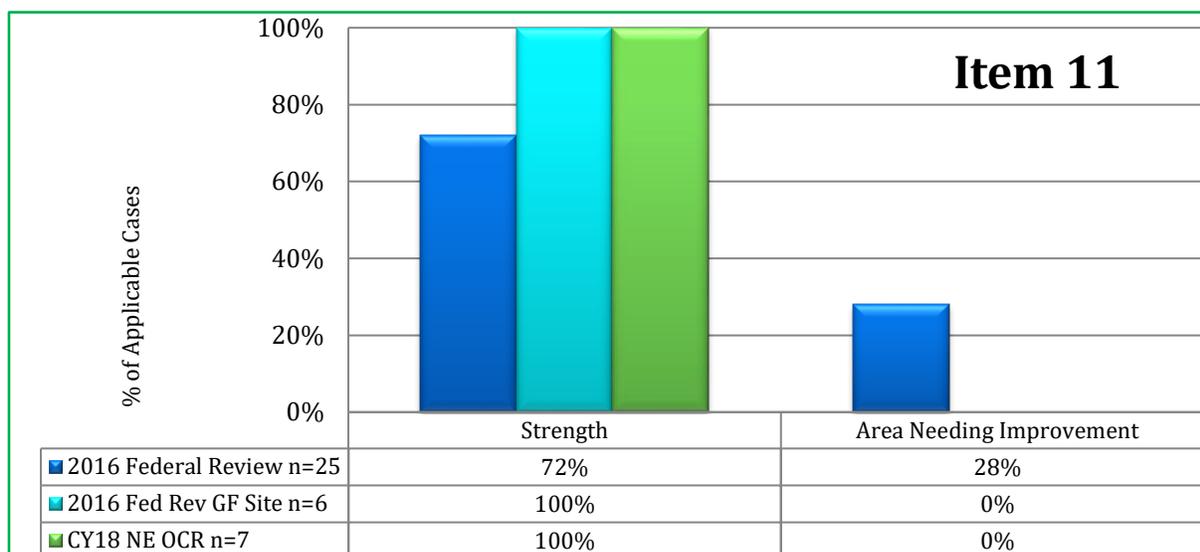
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: All seven 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:

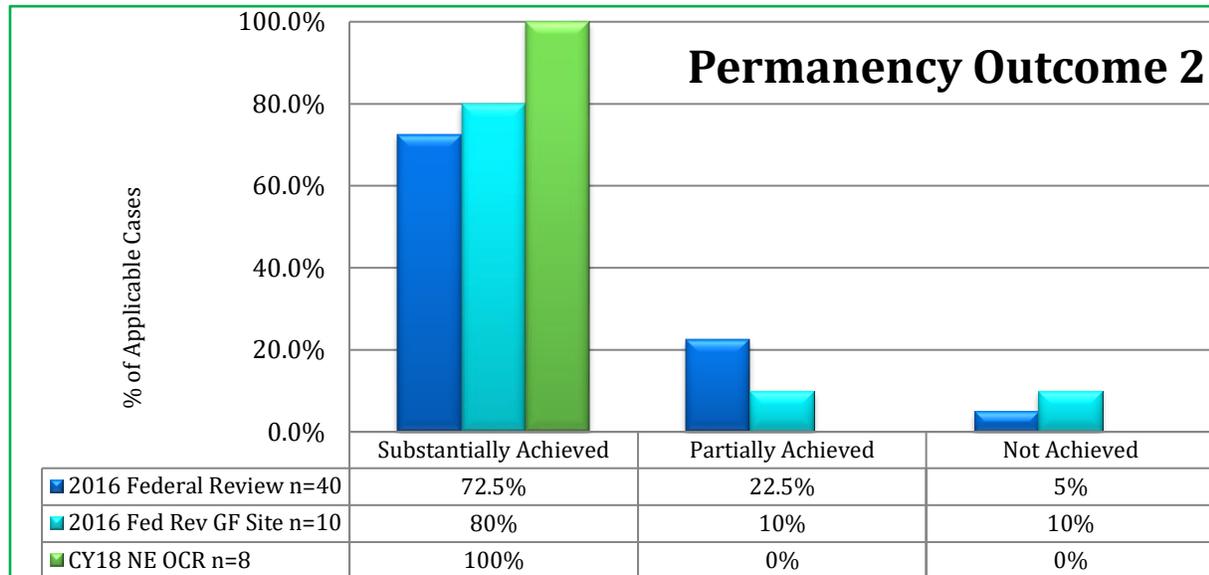
Concerted efforts on the part of the agency to strengthen the relationship of the child in care with his/her parents was evident in cases where parents were actively involved and participating with services. Efforts noted to contribute to the strong performance included providing opportunities for the parents to participate in medical appointments, school meetings and extra curricula activities, and relative providers provided additional mentoring and support for parents in some cases. Also noteworthy to this item was evidence of strong efforts to reach out to engage parents who were not actively participating in agency services when their whereabouts were known. The agency continued to make efforts to provide opportunities appropriate to each situation.

Key areas needing further examination related performance on Item 11:

This 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.



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. When siblings were placed separately, the agency worked hard to make sure the siblings had frequent visits. Agency efforts for frequent and high quality visits between children and their parents were observed. Opportunities beyond visitation were encouraged and made available to strengthen the parent/child relationship in many situations. Relatives were secured as placement resources which also supported to maintain the child’s connection to extended family and other important connections. Additionally, all cases showed confirmation of agency efforts to determine the child’s membership in, or eligibility for membership in, a federally recognized Indian Tribe. When ICWA was applicable, agency efforts to notify the Tribe and place within the order of preference was evident.

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

Agency efforts to provide an appropriate visitation schedule which supports the needs of the target child and specific to the needs of each parent 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

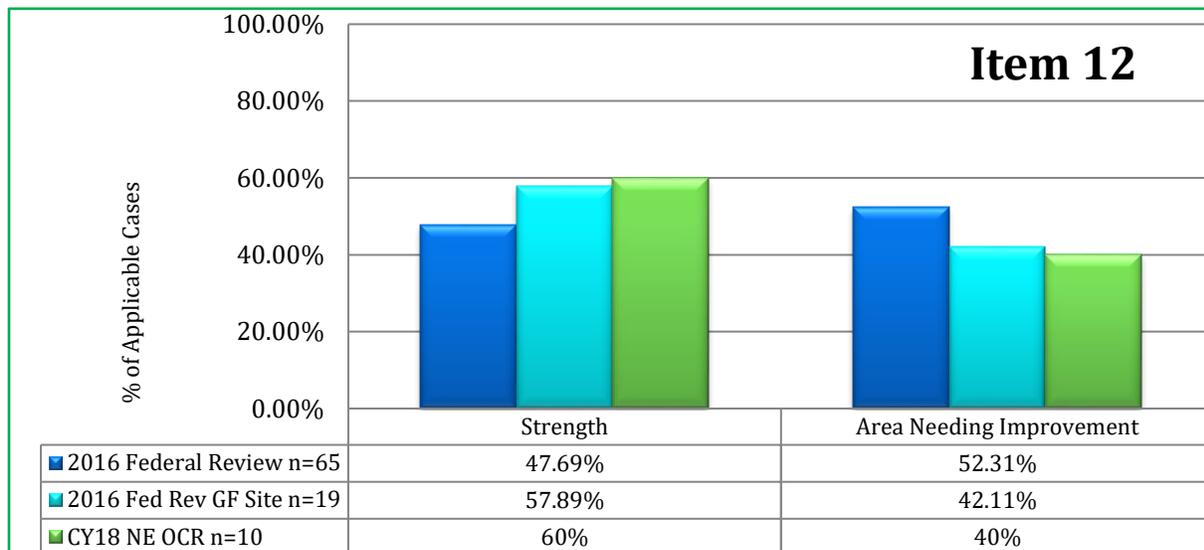
WELL-BEING PERFORMANCE

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 NE OCR Results: Six of the ten 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:

Agency efforts to assess the needs of and provide appropriate services to the child was noted in most situations. Efforts often involved the use of formal and informal assessments. Likewise, in most situations, sound agency efforts to assess the needs of foster parents and provide appropriate services was evident. Frequent phone calls, regular visits, assistance with transportation were some of the efforts specifically noted. When rated a strength, performance related to the assessment of parents’ needs and service provision occurred through the use of ongoing formal and informal assessments, caseworker visits with parents or documented concerted and consistent efforts to locate absent parents.

Key areas needing further examination related performance on Item 12:

Efforts to provide appropriate services to meet the identified need was the predominant challenge noted when sub-items were rated an area needing improvement. This was the case for all three categories. Challenges to assess needs was noted in some situations involving parents and foster parents.

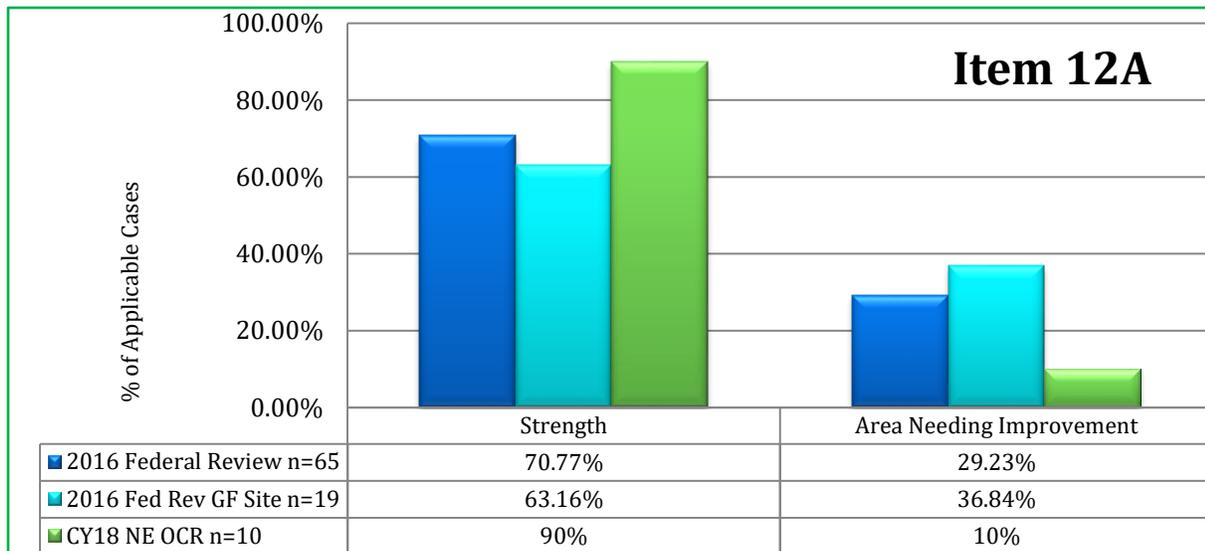
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Nine of the ten 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:

Robust 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. Case records and interviews confirmed that Independent Living plans were contained in applicable files.

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

Challenges related to adequately addressing relationship needs between children and their absent/non-custodial parent contributed to the ‘area needing improvement’ rating for this sub-item. Additionally, systemic challenges related to Independent Living services for the region were noted during the review.

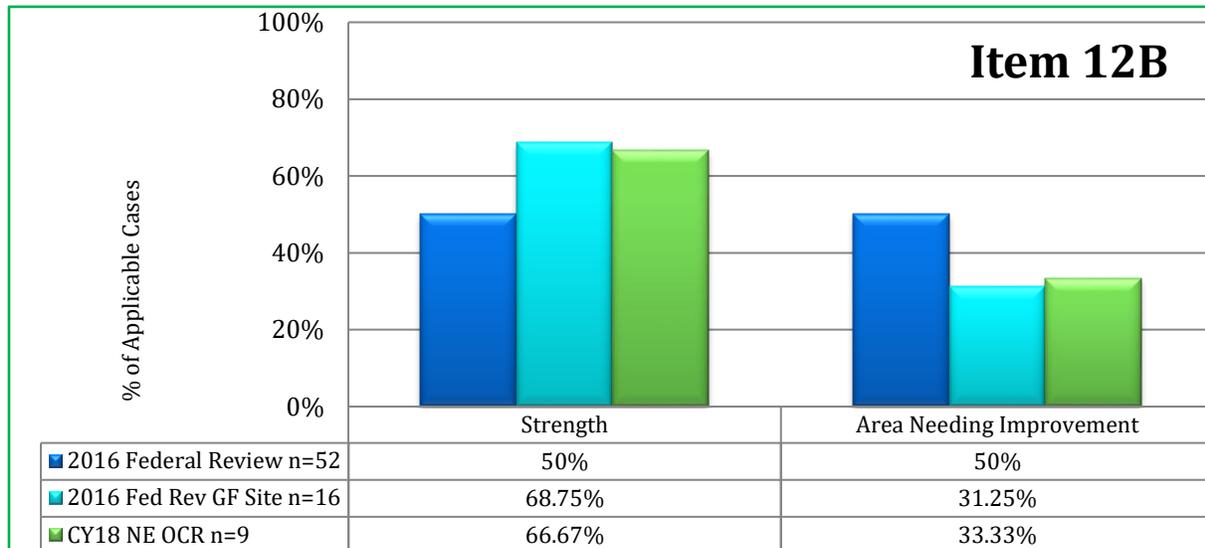
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Six of the nine 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 in-home services cases, as both cases received a strength rating on this sub-item. Similar strong practice was noted in many of the foster care cases. 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 performance on Item 12B:

When this sub-item was rated an area needing improvement, challenges were noted primarily in the area of providing appropriate services. This challenge impacted work with mothers in three of nine applicable situations and with fathers in two of eight applicable situations. Conducting an accurate initial and/or ongoing assessment of the needs of the parent involved concerns with mothers in one of 9 applicable situations and with fathers in one of eight applicable situations.

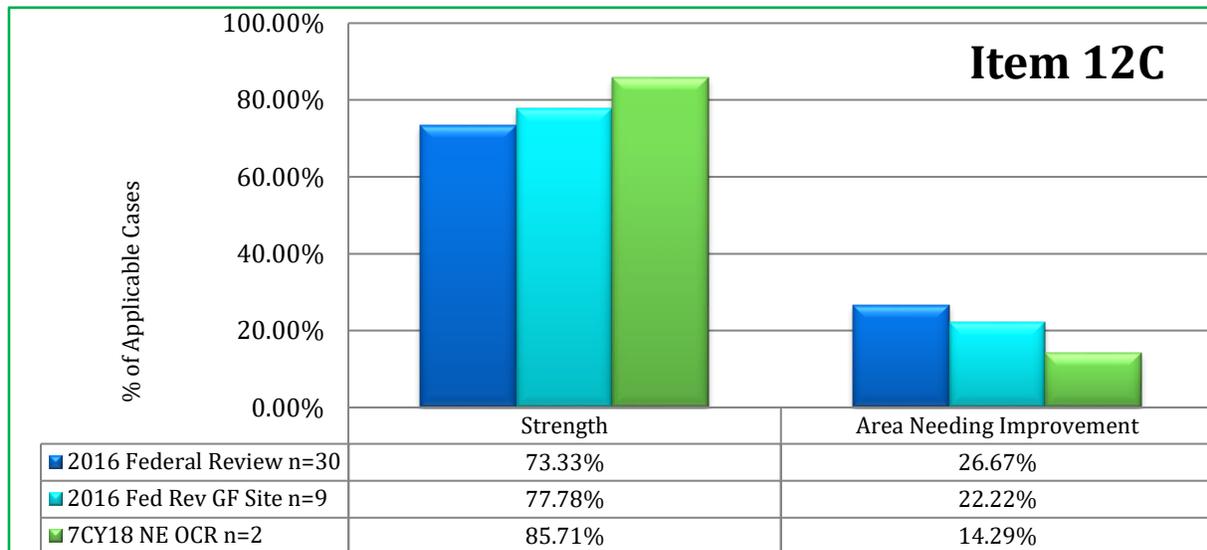
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Six 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, assisting with financial needs, assistance in communicating with the birth family were practices found in those cases receiving a strength rating.

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

Arranging for or assessing needs of foster parents residing in different jurisdictions was a challenge seen in this review.

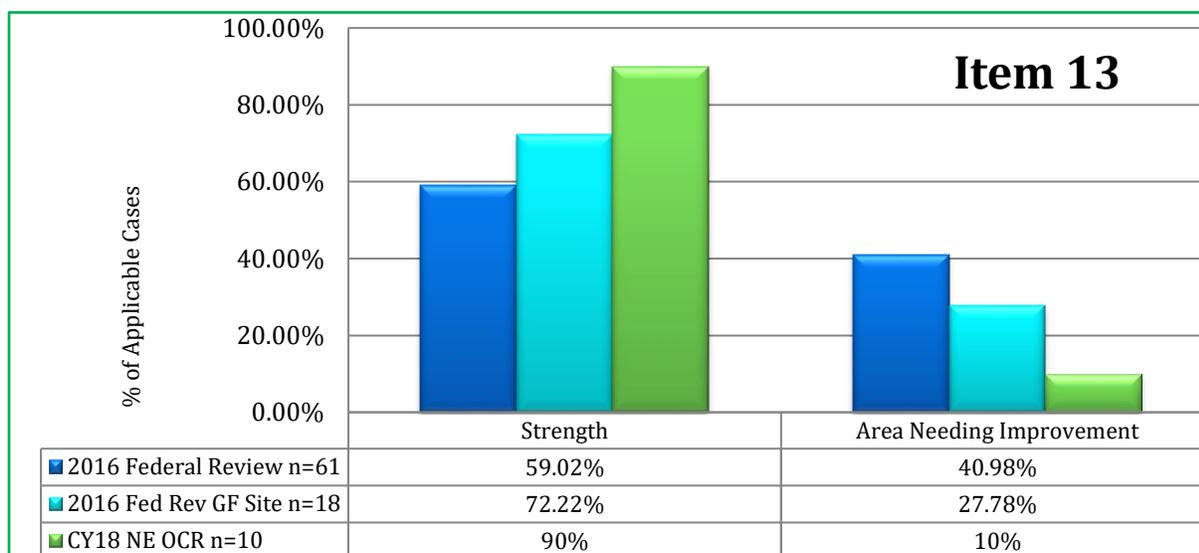
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Nine of the ten 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:

Agencies involved the child(ren) when age and developmentally appropriate when this item was applicable. Item 13 was applicable in both in-home services cases and five foster care cases. Flexible case planning meetings and discussions during monthly visits contributed to this outcome. Agency engagement and involvement of mothers was evident and led to a strength rating for the nine applicable cases (2 in-home services cases and 7 foster care cases). Agency engagement with fathers also led to a strength rating in seven of the applicable cases (2 in-home services and five foster care cases). Diligent outreach to parents was noted. Including parents in team meetings through telephone meetings and letters was a strong practice for this region. When parents' whereabouts were not known, concerted efforts were found, including frequent use of the Federal Parent Locator Service.

Key areas needing further examination related performance on Item 13:

Concerted efforts to engage absent parents in foster care was the case practice area found to contribute toward the area needing improvement rating for this item.

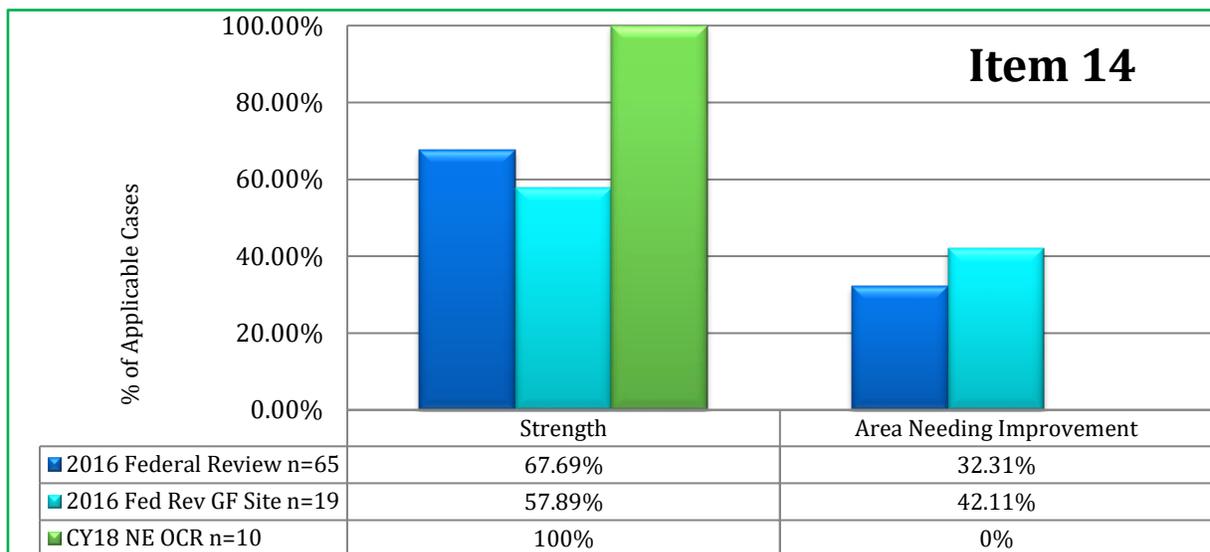
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Nine 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. Caseworker visits of at least twice a month were also noted in a couple 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 performance on Item 14:

This review did not identify any specific practice or systemic challenges related to Item 14.

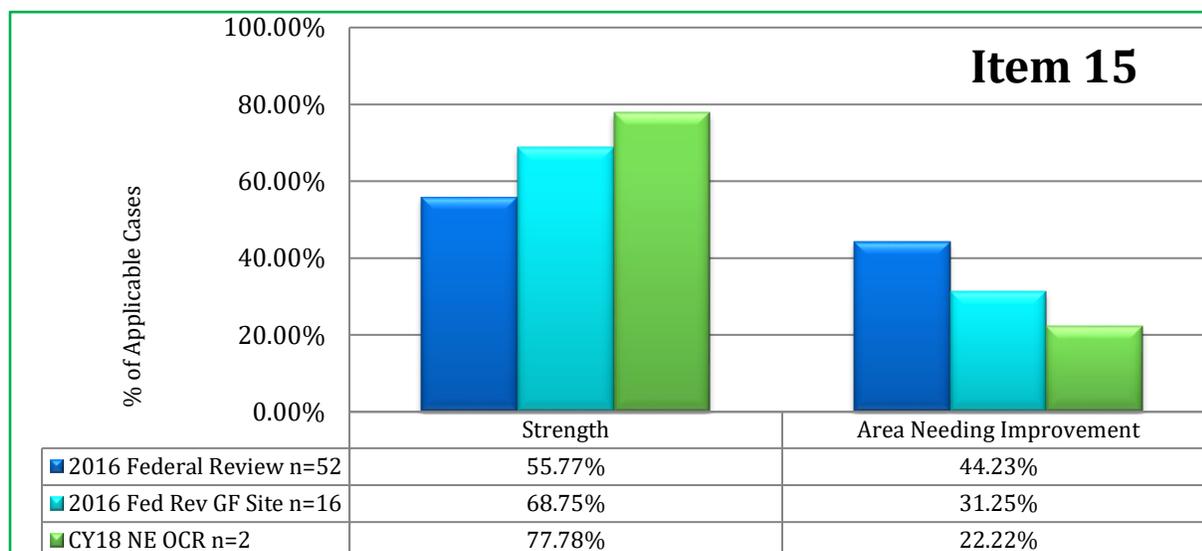
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: Seven of the nine 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:

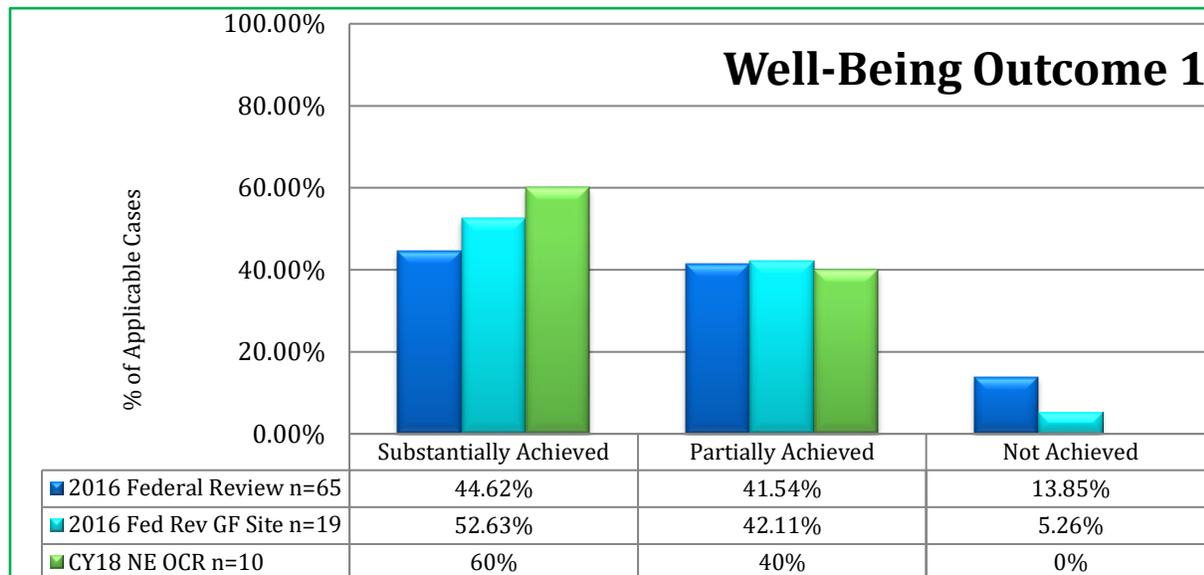
When rated a strength, visits between case managers for mothers were typically held at least once a month and were found to be of high quality. When less than monthly visits were held, evidence was found of concerted efforts on the part of the agency to locate or engage the mother to meet with the case manager. Similar findings were seen as it relates to agency efforts with 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 performance on Item 15:

Challenges noted in this item generally involved parents whose whereabouts were known and were somewhat engaged with services. Determining appropriate visitation patterns and ways to ensure visits promote achievement of case goals offer avenues to explore relative to this item. Challenges in the engagement of absent/non-custodial parent also contributed to the overall rating of this item for one situation.

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 children was especially strong within this outcome and may correlate with strong casework visits with children observed during the review. Ongoing efforts to engage 'resistant' parents was seen in several cases. Caseworkers continued to build relationships even when there was conflict.

Key areas needing further examination related to performance on Well-Being Outcome 1:

Assessing the needs of all applicable parents, especially efforts to locate then engage absent parents, is an area which impacted the results of this review. Difficulty for agency completing thorough and ongoing assessment of the parents needs is a parallel challenge. Systemic challenges related to 18+ programing and Independent Living Services for this region and its impact to the youth and foster parents was seen as an area that may be impacting the agency's ability to provide appropriate services to these populations.

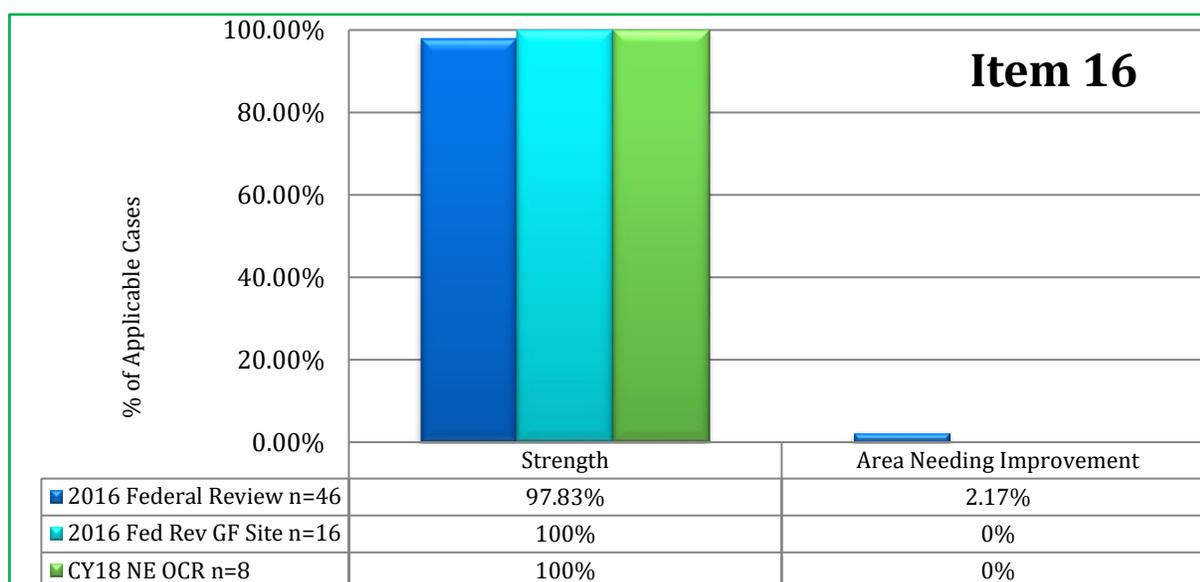
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: All eight 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:

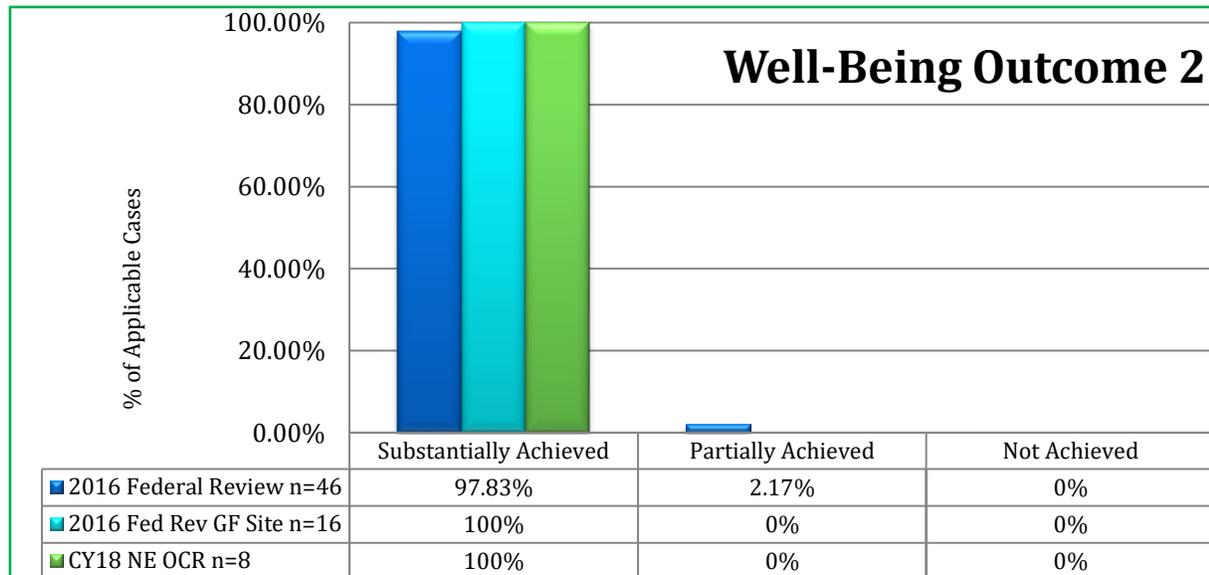
Efforts of the agency to address the educational needs of children included regular contact and coordination between the agency, school, foster parent, and when age-appropriate, the youth. Some of the children were involved in Early Childhood or Head Start services, while others had needs met through a 504B Plan or an Individual Education Plan (IEP). For foster youth who did not have identified needs, the agency monitored school progress through case planning efforts.

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

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

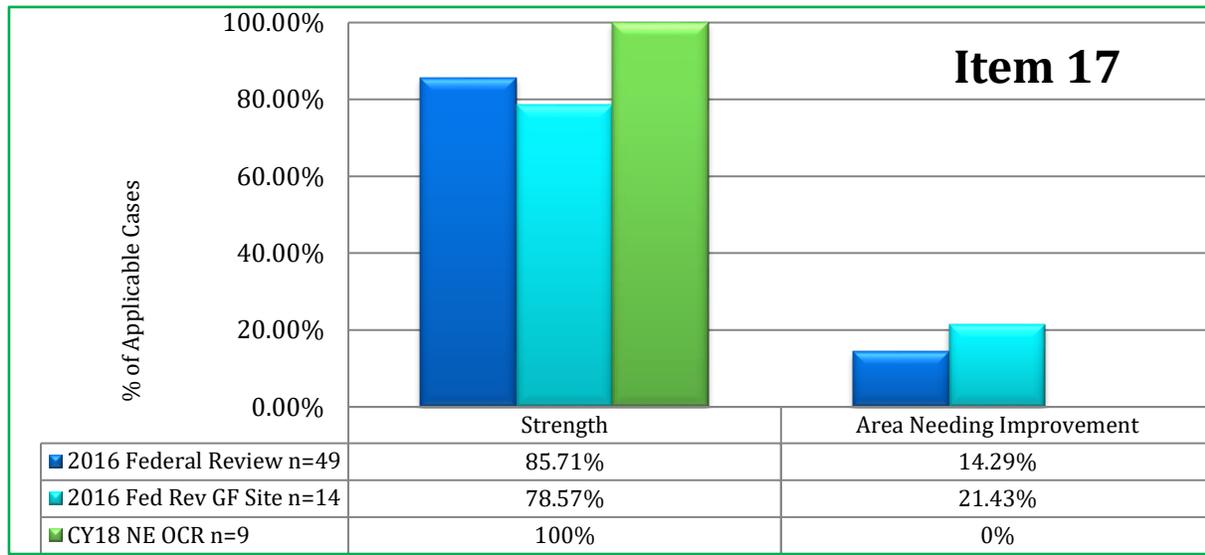
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: All nine 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 eight 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:

This review did not identify any specific practice or systemic challenges related to Item 17.

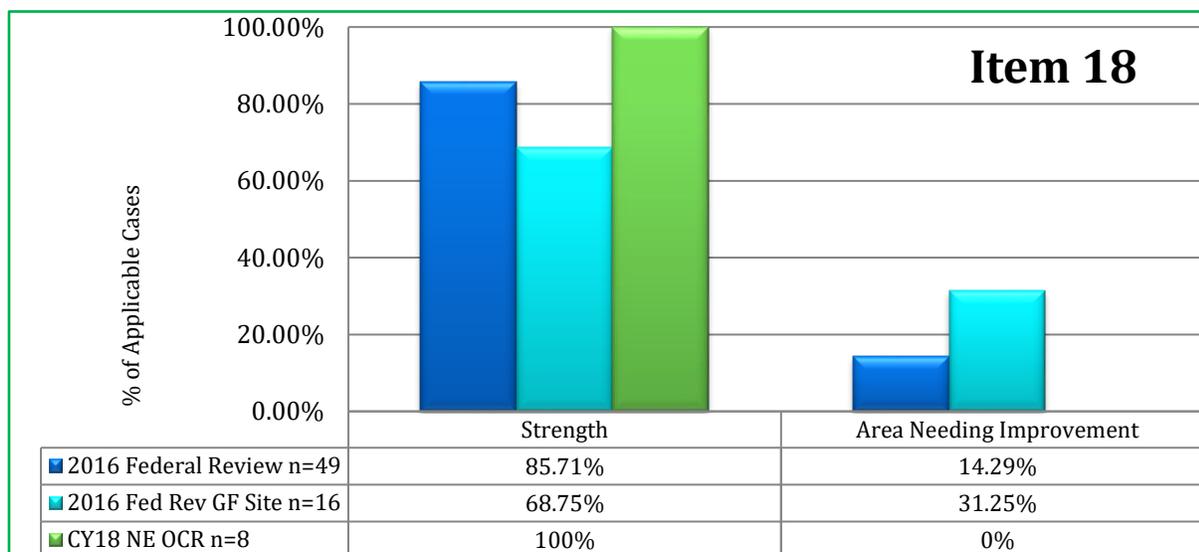
CHILD AND FAMILY OUTCOMES

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 NE OCR Results: All eight 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:

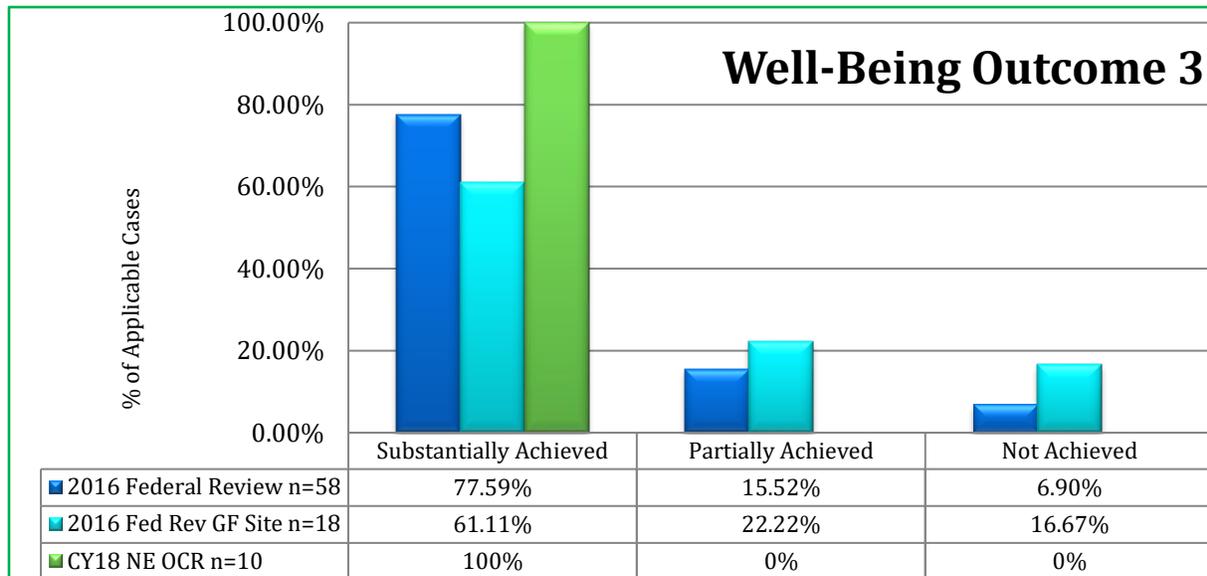
Children’s mental health/behavioral health needs were met through timely initial and ongoing assessments and ensuring follow up services to address identified needs were provided. Assessments were conducted through informal and formal assessments by the agency case manager or through formal assessments provided by community providers. There was only one of the eight foster care cases requiring agency oversight of psychotropic medication. Evidence of agency monitoring activities were found to be appropriate and sufficient to meet the needs of the child. Efforts included active coordination between the agency, residential facility, youth, parent, and mental health provider. Services employed to meet identified needs as applicable in the cases reviewed were many and included treatment foster care services, individual therapy, family therapy, initial mental health screenings, psychiatric evaluations, medication management, behavioral plans, transportation assistance for appointments. The review also revealed that in at least one situation, agency efforts to overcome community resource needs were extensive, persistent, and timely thereby meeting the family’s need.

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

Challenges were noted in this region regarding accessibility of specialized mental/behavioral health services and supports to families with children who have significant mental/behavioral health needs. As noted above, agency efforts to mitigate and creatively address needs positively impacted the ultimate outcome, yet it was learned this may not be a common experience for families.

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. Furthermore, agency efforts to ensure children’s access to needed mental/behavioral health services and coordination between the agency and mental/behavioral health providers were found to be robust, which contributed to strong performance on this outcome.

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

Systemic issues related to lack of services for specialized mental/behavioral health issues that greatly impact the child and family were noted during this review.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

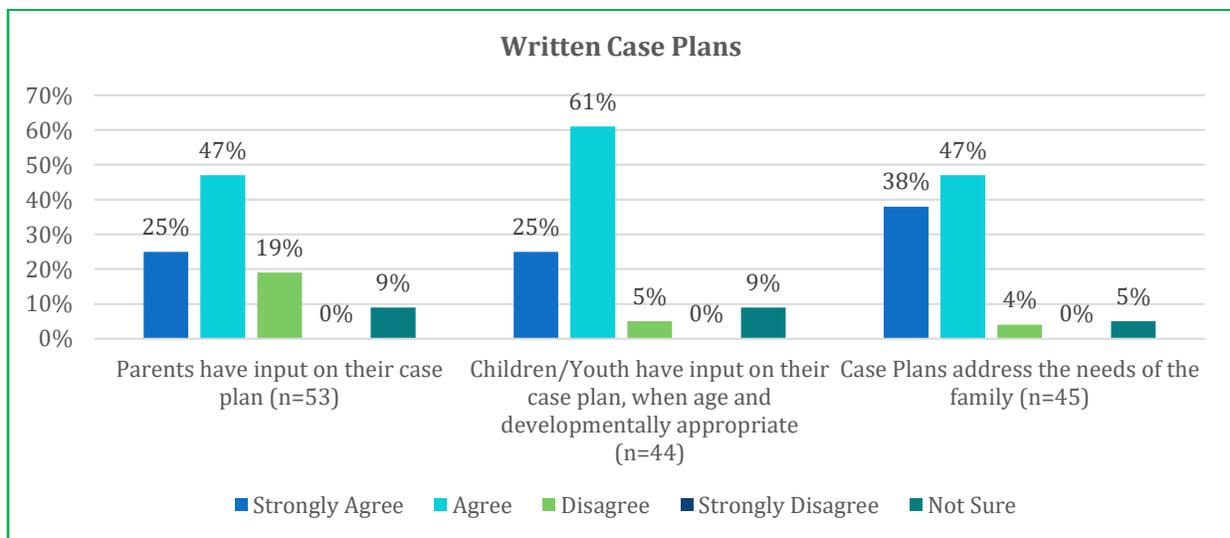
Stakeholder feedback on Systemic Factors

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 “Agree” option.
 - My family’s case plan has information about the following items:
 - A. My children’s placement [Agree]
 - B. My child/ren’s school progress [Does Not Apply]
 - C. My child/ren’s health progress [Strongly Agree]
- 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. All participants agreed they are generally involved and attend the meetings.
 - If so, from your perspective, are case plans developed jointly with the children’s parents?
 - There was consensus that yes, parents develop the plan jointly when they participate, which for those in attendance, and averages about half of the parents are

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

involved, the rest are not. There was also agreement that they have seen evidence of the agency's efforts to involve the parents. Discussion included the following comments:

- Parents are invited but oftentimes don't attend;
 - Parents don't attend;
 - Parents are involved as much as they want to be.
 - Yes – lots of times the mom would show up but the dad didn't.
 - [Parents]They've been invited, informed, sent letters, etc. The efforts are always made by the agency, but many do not attend.
 - It's a hit and miss if parents show up.
 - When getting closer to reunification, the parents will show up.
- 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:
 - Caregivers have seen the agency send out letters to parents (Lots of correspondence), not sure what the agency gets back in return.
 - Written correspondence is sent in the mail.
 - At least the mom in one participants' case is listed as being sent a copy.
 - Several dads are in the picture and caregivers don't see that they are as involved.
 - Sometimes fathers are included on the phone, like if they live out of state or are incarcerated.
 - 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. The agency asks the parent(s) and tries to partner with them on what the parents sees as helpful.

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?
 - The youth participating in the meeting agreed her mother knew everything that was going on in the case: "If she can't make it to the meeting she gets letters, and filling in on what's going on."
- How have you worked on the development of your case plan?
 - The youth also acknowledged their involvement in the case planning process indicating the agency asks questions and if the youth doesn't come up with anything, the agency will help. For example, the youth acknowledged the agency helped with their 'triggers'. Meetings were held during the day or after school so participation could occur. The youth also commented there was 'one plan, all agencies are working together with me, rather than having separate plans.'

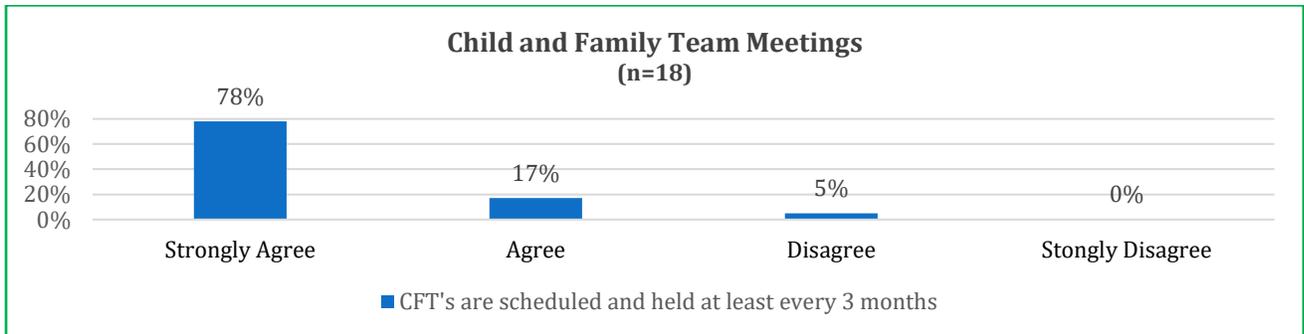
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

CASE REVIEW SYSTEM: PERIODIC REVIEWS

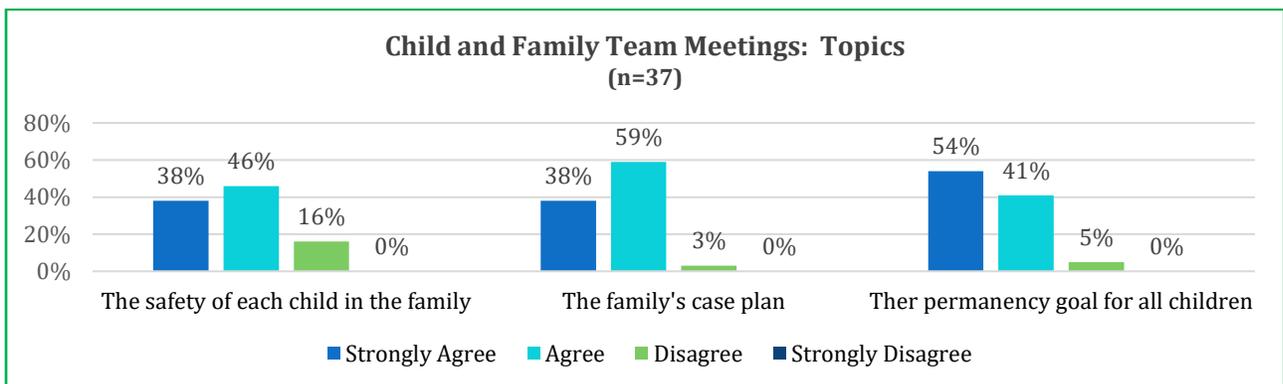
How well is the case review system functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review?

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

- The 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 the 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:
 - DJS has the authority to address the needs of the child to whom we have custody of – not all the kids in the family. If abuse or neglect concerns arise for the other children, DJS completes a 960. (noted three times)
 - If parents do not cooperate with the case manager or services or attend the meetings
 - None
 - Time limitations
 - Safety issues aren’t addressed in detail – many reviewing goals, tasks
 - If a case has one child in care and the others remaining in the family home oftentimes time does not allow to discuss each child. Sometimes the family isn’t willing to discuss the other children in the home or go into detail regarding needs or services for these children.

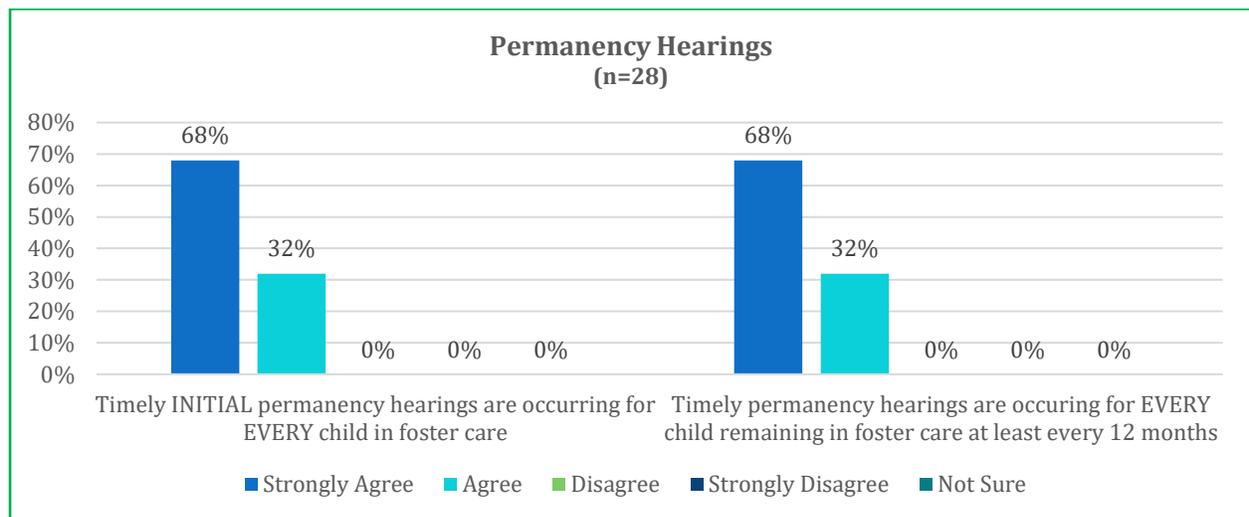
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

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=10)	top rated Barriers to Subsequent Permanency Hearings (n=13)
<i>A continuance was needed</i>	8	7
<i>The Court’s calendar was full</i>	7	7
<i>The State’s Attorney’s Office was not able to submit the request in a timely fashion</i>	4	6
<i>Case Management staff was not able to submit the necessary paperwork to request the hearing</i>	4	4
<i>Other*</i>	0	1

*ICWA requirements such as needing a QEW to testify and we aren’t able to get a tribal representative to respond to a phone call, email, etc., or the tribe requests a continuance to intervene.

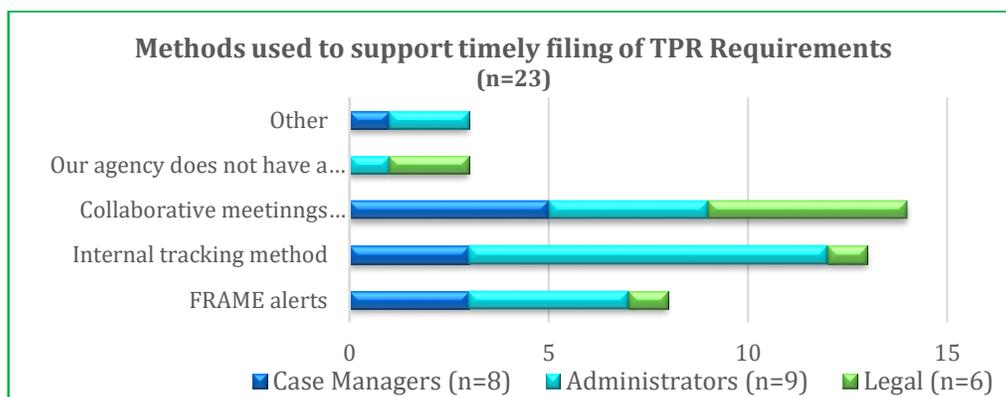
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

CASE REVIEW SYSTEM: TERMINATION OF PARENTAL RIGHTS

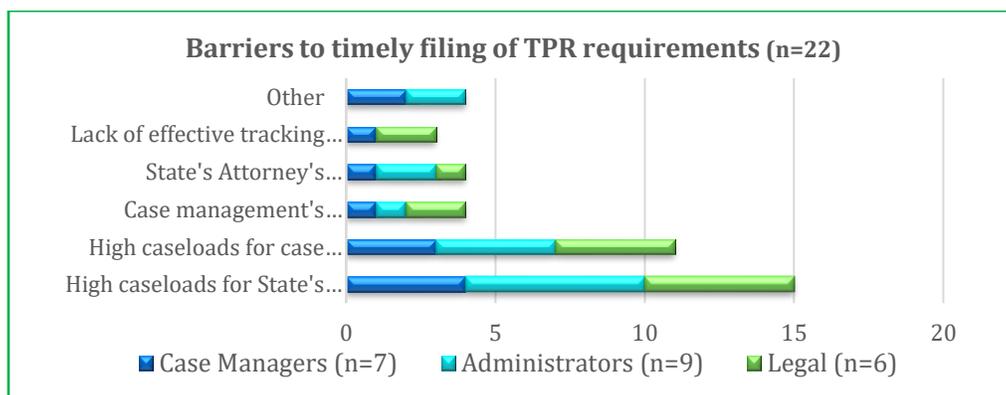
How well is the case review system functioning statewide to ensure that the filing of termination of parental rights (TPR) proceedings occurs in accordance with required provisions?

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:
 - We do not do TPR's
 - Collaboration with Regional Reps
 - Reviewed during Child and Family Team Meetings
- 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:
 - We don't do TPR's
 - Lack of resources in the area for parents to get help needed in a timely manner
 - Lack of prospective adoptive resources, therefore TPR is not sought until resource is available
 - We document compelling reasons in the affidavit
 - They are filed too often and too fast in my opinion
 - There are sufficient reasons why termination is not appropriate in a specific case and should not be filed
 - Parents unavailable or whereabouts unknown
- 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:

- Caseworker caseload and/or caseworker inexperience
- Time commitment, minimal engagement of parent/s that prolongs the inevitable, a parents that has not been involved for long periods of time, years, surfaces and delays the permanency process
- I have seen some mothers get way, way too much chances with their children. As a mother, I know what kind of love and care children deserve, and those rights should trump parental rights
- As a right now, there is such a long waiting list, and I feel it takes a long time in regards to termination and adoption...I feel it's due to very high numbers of children in care
- Court backlog is a significant delay factor
- Some of the delays in this process have taken place due to the parent/s in and out involvement in the lives of the child/ren which causes the start over time for this process. This is especially true if the parents are in treatment and working on their issues. I have also had a case that the TPR went through but nothing was done through AASK to provide families as potential forever homes and this has created new behavioral issues for the child/ren is more negative behaviors than what was in their life before the involvement with Foster Care. Their lack of trust in systems and ability to bond and connect with a new forever family is then jeopardized due to this
- Lack of specific steps to address when parents do not follow through with services
- Parents do not receive quality treatment for their substance abuse, thus making it more likely that they are not actively engaged in the process

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:

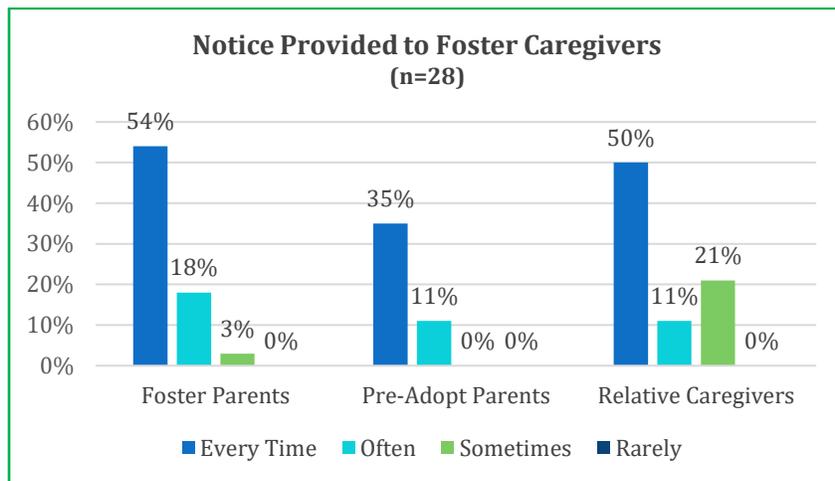
- **What has been your experience receiving notice of upcoming reviews and hearings regarding foster children/youth for whom you provide care?**
 - Roughly three quarters of the group have either not received notices or have not received written notice with only about one quarter of the group affirming their receipt of the notice. Specific comments received include:
 - Found out from GAL that there was a hearing the week before – we did not get any notification at all
 - We did not get (can we? Are we supposed to?)
 - Last 5 years, yes. Prior to that, no
 - 50/50 for us
 - Yes, we get them
- **Does your experience match the experiences of other foster caregivers you know?**
 - Mostly yes, but not all. Some said “no”, where others said “I don’t know”.
- **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?**
 - Most had not participated in the hearing process. Comments include:
 - I’ve been invited to attend but never invited to speak
 - The letter says I can submit something in writing but I’ve never done it
 - I’ve been invited to attend but not invited to offer information
 - The letter does say you have the opportunity
 - Most have provided input at child and family team meetings, but not in the court process.
- **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?**
 - Most indicated they suspected it was an administrative glitch: I was told it’s not the caseworker but an administrative person who sends out the notice.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

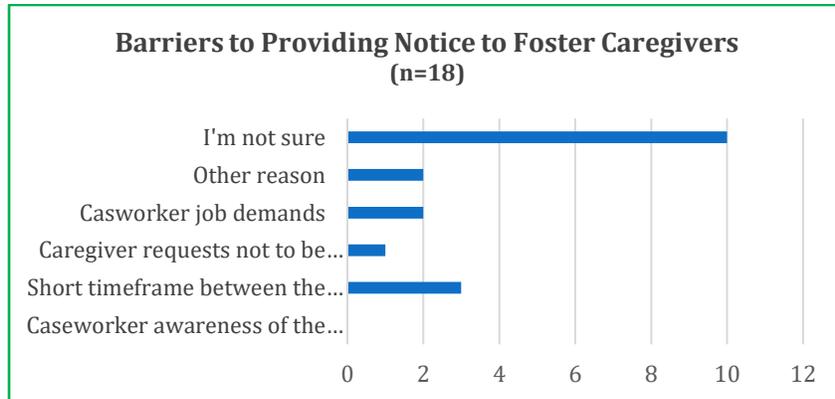
B. Stakeholders taking the online survey were asked the questions below:

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?"



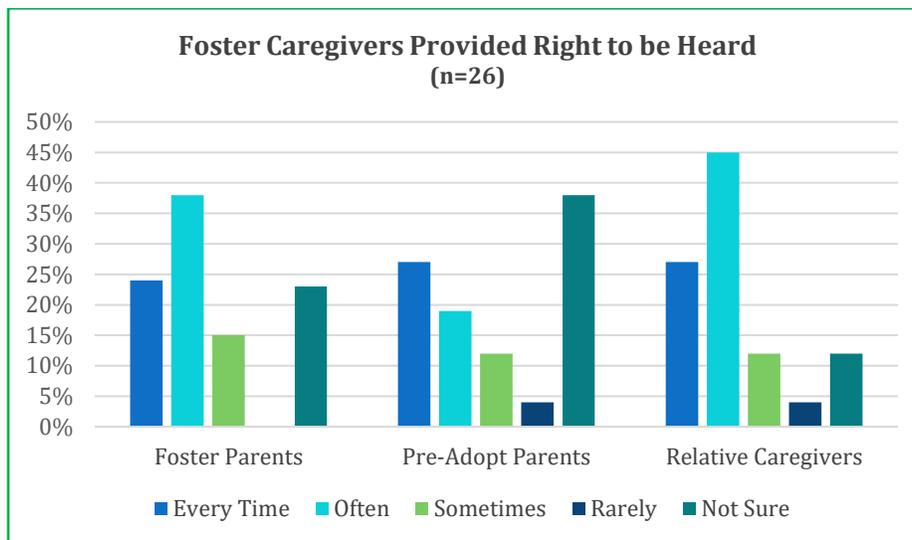
- If respondents did not respond to all three categories as "Every Time", respondents were asked to enter the most important barrier noted.



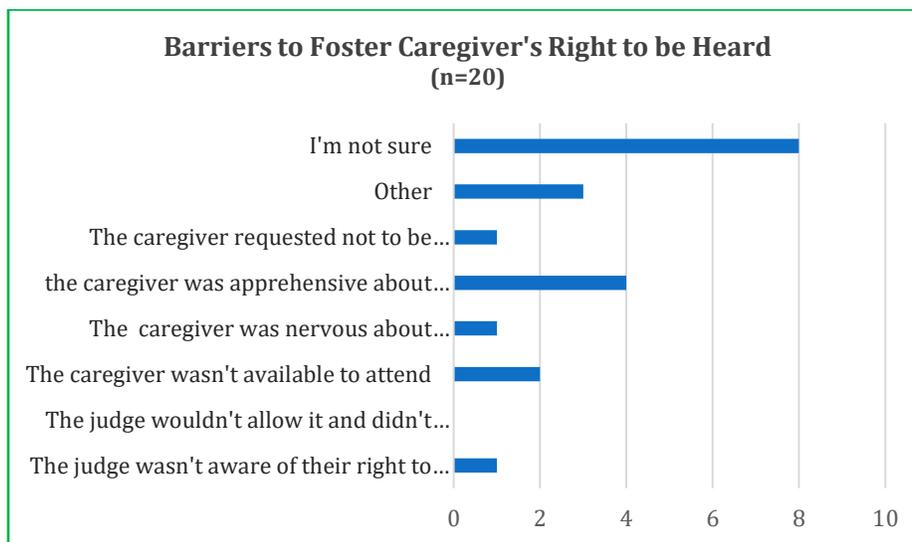
- Other reasons provided:
 - Juvenile Court is unaware of who to provide the notices to
 - Noticed given to child and parent. As far as foster parents, DJS informs them of hearing. Not sure why they are not given notice.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- 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?



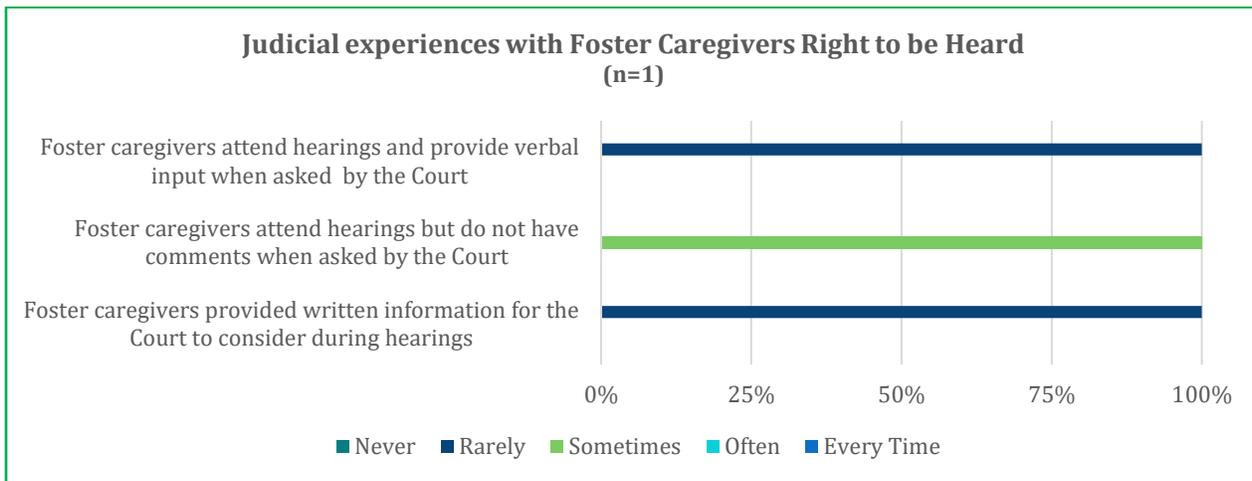
- If respondents did not respond to all three categories as “Every Time”, respondents were asked to enter the most important barrier noted.



- Other reasons provided:
 - Some judges recognize them in court and some don't
 - Have not had a lot of experience of children in foster care placement with parents, usually residential
 - Respondents did not provide specifics of 'other reasons'

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- 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

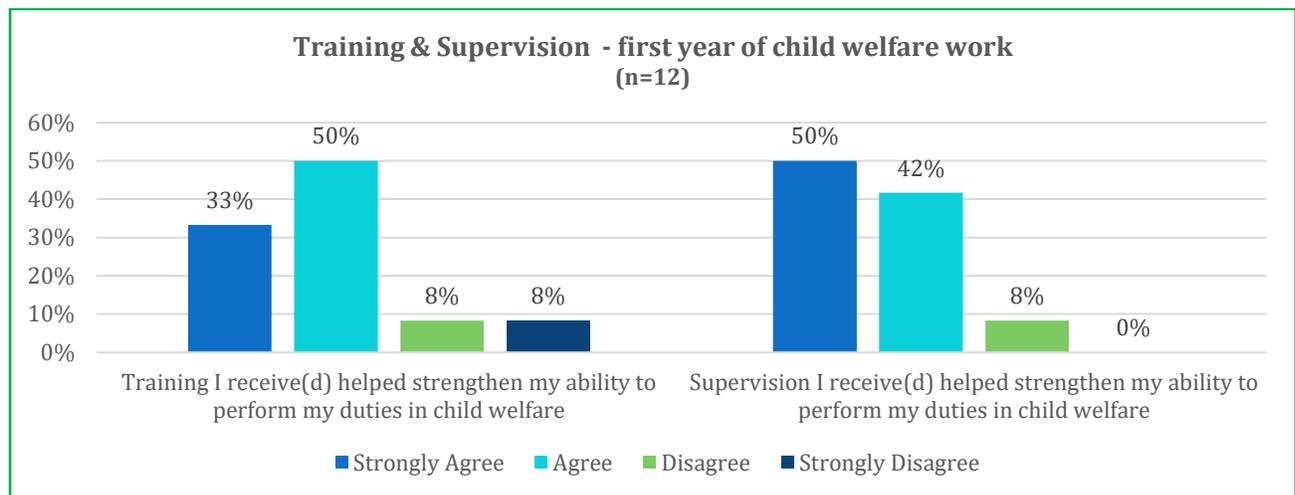
How well is the staff and provider training system functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the Child and Family Services Plan (CFSP) that includes the basic skills and knowledge required for their positions?

"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=12)
 - Before attending Child Welfare Certification Training: 4
 - While attending Child Welfare Certification Training: 4
 - After attending Child Welfare Certification Training: 4
- 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=4)
 - One response each for the following years: 1999, 2003, 2013, 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=7)
 - Supervision was great. I received some training from my co-workers but mostly I just dug into the job and learned as I went along. The supervisor and staff were there to answer questions and guide me. I felt very supported.
 - I didn't have a supervisor back in 2003. I relied on the regional supervisor for help. I learned as I went from case to case.
 - Knowledge & expertise of my co-workers was essential, more than Child Welfare Training and supervision combined. The demands of this position since I started 12 years ago have

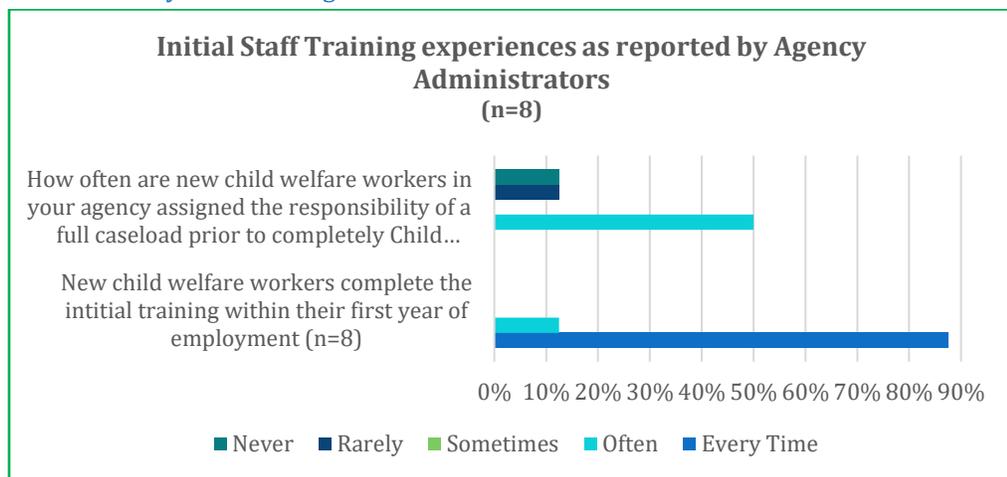
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

grown exponentially and we are too overwhelmed with paperwork and deadlines to be much help to others.

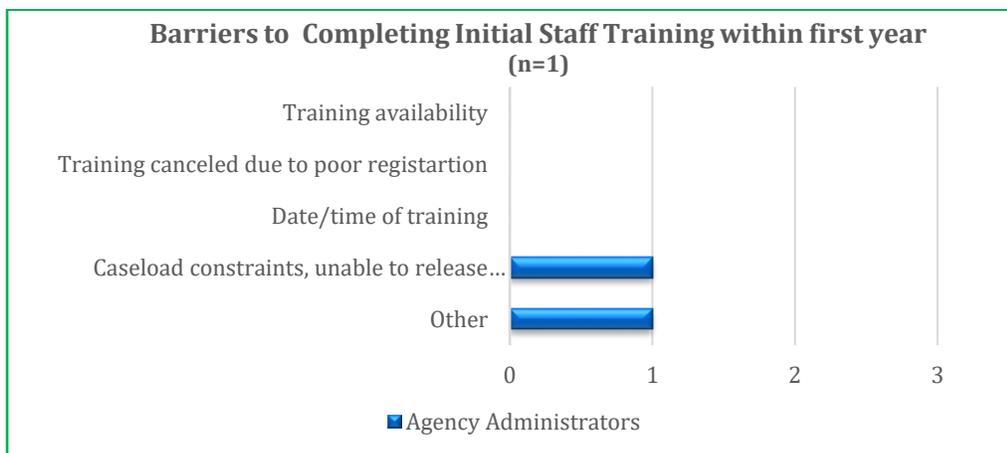
- My supervisor training me by having me follow three cases to which I was assigned as a secondary worker; two other “seasoned” in-home workers guided me and helped me with each case so that I could learn different styles of case management and assure that I was completing all of the necessary tasks.
- I have an incredible supervisor – she is just super busy.
- My first year of employment and training was in another region within the state of ND.
- This was quite a while ago. However, I believe the key is to have a knowledgeable, hands-on supervisor the first year of employment with a new worker that has no knowledge of county child welfare services.

B. Agency Administrators were asked the following questions:

- **To the best of your knowledge:**

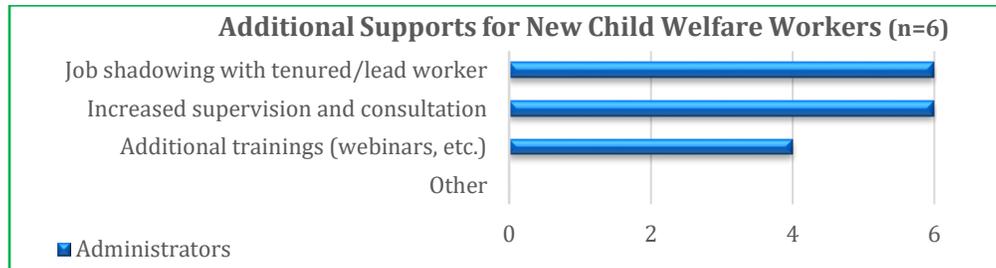


- Respondents who did not answer “Every Time” to the question of new child welfare workers completing training in the first year of employment were asked: **In your opinion, what gets in the way of all new child welfare workers completing the required training within their first year of employment? Please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

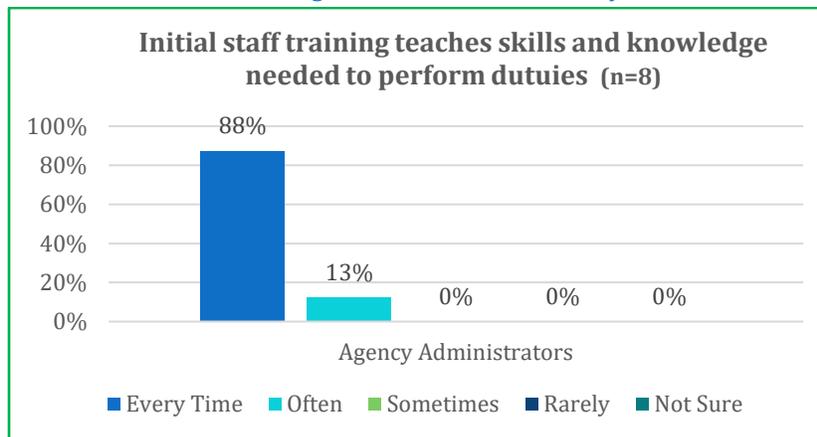


STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

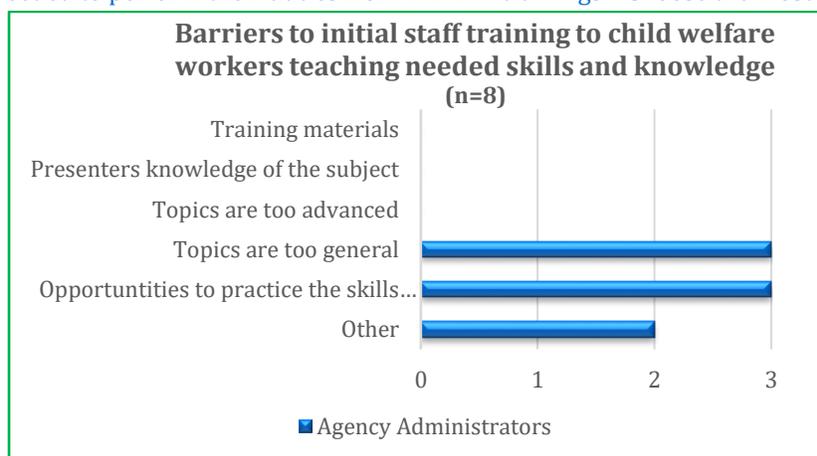
- What additional supports are provided to new child welfare workers within the first year of employment to strengthen their skills and knowledge needed to perform their duties (check all that apply):



- 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:



- Other reasons provided:
 - Too many things/requirements of their job to learn. It takes years of experience
 - Lack of proper oversight & expectations, lack of accountability for outcomes

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

STAFF AND PROVIDER TRAINING: ONGOING STAFF TRAINING

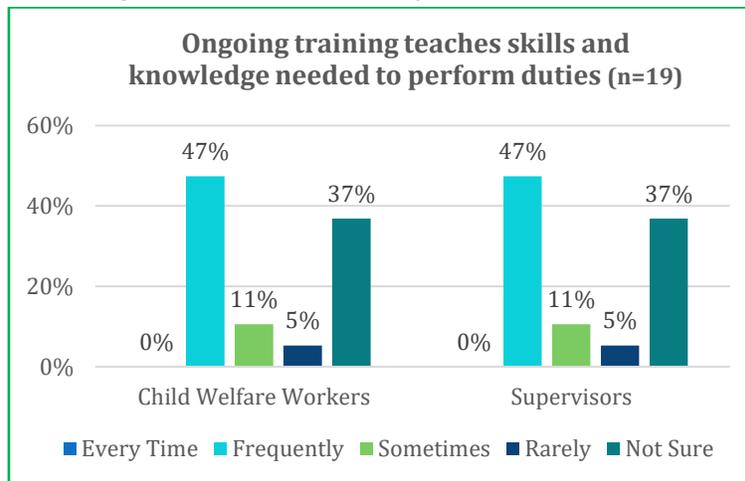
How well is the staff and provider training system functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge needed to carry out their duties with regard to the services included in the CFSP?

"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.

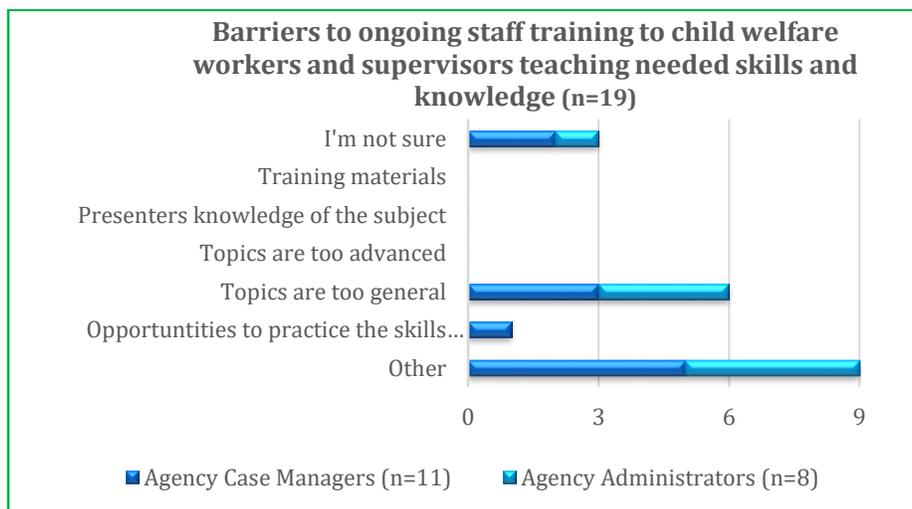
"Staff," for purposes of assessing this item, also includes direct supervisors of all contracted and non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent 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:
 - Finding time to attend trainings
 - Workers not mandatory to attend the training, i.e. ICWA; Supervisor who attend the training however do not come back to share training, communicate the training and expectations; keep the knowledge to themselves until that topic skill knowledge needs to be applied, then supervisor indicates that they have had knowledge of this.
 - Budget and time
 - Opportunities/availability to leave the work place and attend training
 - Ongoing trainings are often offered in conference form. It's very difficult for workers and supervisors to get away for extended periods of time. Often times if workers do go to a conference their work responsibilities follow them and they end up missing information to address work related issues.
 - High caseloads which makes it difficult to get away
 - Trainings on PI's could be webinars for all so all get the same training, trainings are offered – it often a choice to use the skills & knowledge, if staff are unwilling or not capable – need to be held accountable.

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.

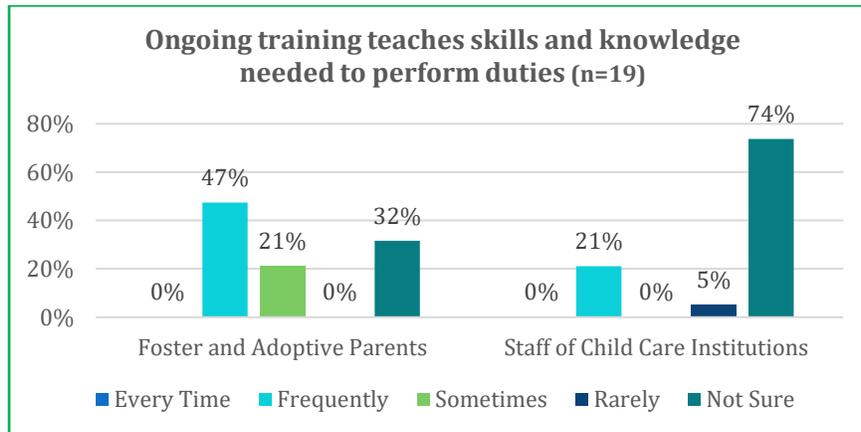
- A. Foster Caregivers were asked the following questions during the Stakeholder's Meeting:
- **What training was initially available to you when you began providing foster/relative care/pre-adoptive care?** Comments include:
 - PRIDE training (several said this – it was required)
 - It's available but sometimes difficult to get into. It would be helpful if some of it was online
 - I think we need 1:1 eye contact (i.e. in person) training
 - I think it should be a combination of both but that the PRIDE videos and training need to be updated
 - I'll never forget when an experienced foster parent came to speak to us
 - Trauma training should be included right from the beginning.
 - **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: "We have an amazing facilitator that encouraged interaction between the foster parents – was very valuable".
 - **What ongoing training is available?** Comments include:
 - Yes – it's available to us – available at different areas of the state, not sure if the trainings are the same [repeated] in each area or not
 - Once a month we meet and it's been the best – networking and support because we're all kind of going through the same thing and that's the best training I've gotten so far
 - We get a newsletter too that notifies of training opportunities
 - Some participants did not know about the online resources through the Training Center other participants referenced
 - **Have you participated in, or are you aware of specialized training for adoption in your area? If so, is that training of high quality?**
 - There was a mixed response to this question. Many didn't know of other options, while others indicated yes, they were aware but haven't taken any specialized training. Comments included:
 - I'm aware of it but I've never taken the time to take it
 - I didn't realize there was specialized training available for adoption so that'd be something I'd be interested in
 - **What are the barriers, or what gets in the way, of receiving necessary training?**

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

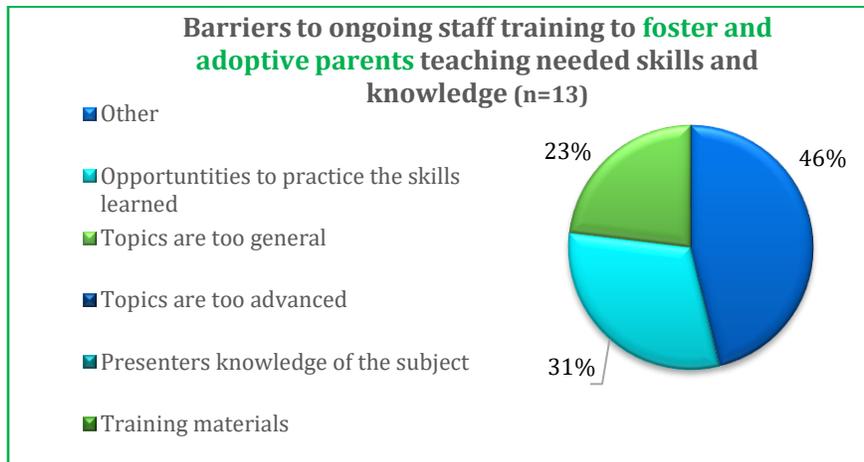
- Available child care
- Timing of the training (need weekend options)
- Weather

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:

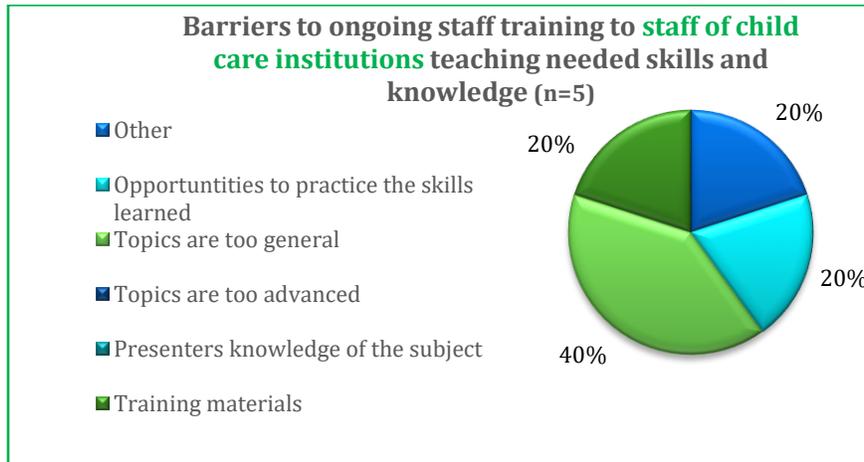


Other reasons provided:

- In contact with foster parents, the most common issue I have heard is that a guideline has changed and they are not aware of the change; even for long-term foster parents. Sometimes there are changes that do not benefit the people we serve.
- Expectations
- I have not been part of their trainings to give an informed response

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

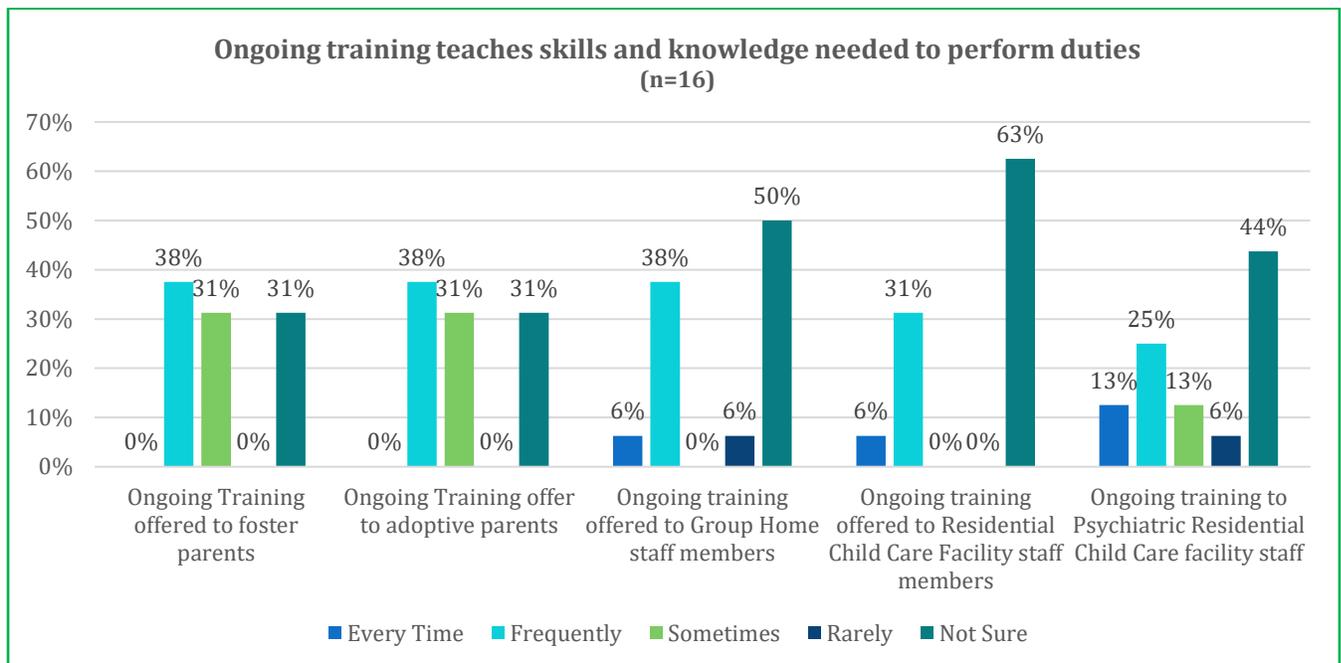
- Life, foster parent demands of caring children, and personal time, to travel, and become fully invested
- Time
- Caregivers do not/cannot prioritize training over daily commitments



Other reason provided: Unsure

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**

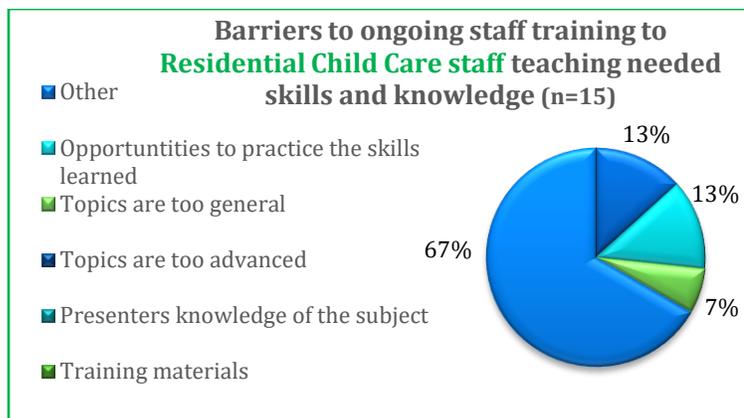
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

staff getting all the needed skills and training needed to perform their duties from ONGOING trainings? Choose the most important reason:



Other reasons provided:

- I think it is likely a combination of listed factors. Trainers with good firsthand knowledge of their subject and the ability to share that knowledge in a meaningful and helpful way is critical. Time is of the essence, nothing worse than sitting in a training session that has little meaning to the attendee. This response is general in nature and not based on any firsthand knowledge of problems in this region.
- We need to offer more online trainings to meet the needs of foster parents.



Other reasons provided:

- Time. It is very difficult to get direct care staff to training sessions. Most places provide significant training in-house and via online training courses. While this training is good and can be extensive, being able to go off-site and attend training with others that perform similar work is very difficult because the facility needs to be staffed 24/7. Speaking specifically about PRTF's it would be great if we could find or develop a baseline competency curriculum that all staff would need to complete within a certain timeframe.
- Training is not provided on a frequent enough basis

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 and No responses were received by most in the group
 - “Some therapy services are available but we struggle with transportation to get to services (i.e. help getting children to appointments, schools, etc.)
 - “Don’t forget to book appointments a month in a half ahead” – a comment expressing frustration with the waiting period to get an appointment when a child is having a crisis
 - Reminders to get appointments scheduled would be helpful because it’s hard to get in timely
 - Yes they are there, but the communication about when services are available may be a bit lax. Example was a child needs “a, b, c, &d’ but services aren’t available – need to have more transparency related to timelines when services can be expected. (i.e. “child needs this service, but it’s going to take 3 months before we can begin” versus what they have heard “child needs this service”) – foster parents need to know what to expect
- **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.**
 - One think looking for but not offered is “Healthy Relationships” that a community resource provided – ‘would be good for young teens to learn about healthy boundaries”
 - “We have a new worker and it takes forever to get answers to our questions – they should have a mentoring program so the caseworkers have what they need to support the new foster parents”
 - Room for improvement with assistance in working with cultural/ethnic diversity (hair care resources, both information and community providers, such as specialized salons, for example)
 - There was resounding consensus that a significant service that is needed/not available is the need for respite services for families. This is especially hard for sibling groups.
 - The requirement that respite care providers have to be licensed generated much discussion. Comments such as “it used to be my decision on where kids were but now it has to be a licensed person. It would be nice for

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

normalcy to loosen that up a bit so kids can stay with my relative” were echoed by many foster parents.

- 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?
 - There was general consensus that this is a problem for the area. Many participants mentioned it’s a huge need/problem in this area, especially transportation for services and school.
- 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?
 - “The best resource I’ve found as a foster parent is Head Start/Early Head Start”. Others agreed it’s excellent and foster parents also appreciate the wraparound care available through Head Start.
 - Parent Aide – “she works with the parents and she has been fantastic with them”.

B. Questions as of Youth (n=1):

- Did you receive all the services you needed to meet your goals (i.e. Mental/behavioral health needs/physical/dental, etc.)?
 - I think so. Therapy, dental, etc. Nothing needed that wasn’t received.
- 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?
 - “While in the foster home, not typical restrictions or limitations, when compared to other teens. Probably due to the custodial agency. Curfew is early, can’t leave state, and can’t stay home from school without letting custodian know. Caseworker comes to my appointments.”
- 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.?
 - Just starting these. My caseworker will be referring me to these. Was also in a facility prior to foster home. Didn’t receive IL services in the facility.
- What was most helpful (IL service) and what would have made the service more beneficial?
 - N/A
- Have you had an opportunity to talk to a counselor? If no, would you have liked to? If yes, was this helpful?
 - Yes, but not helpful. “I’m just not good at therapy. I don’t get benefits from it,”
- What would help the agency’s ability to ensure that services children and family need are provided?
 - “I have everything I need now, so I don’t know.”
- 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?
 - 10
- 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?
 - “Sometimes when going into a new foster home – have a ‘test drive’. I didn’t get a chance to do that. I was literally brought there and left there. Other kids should get

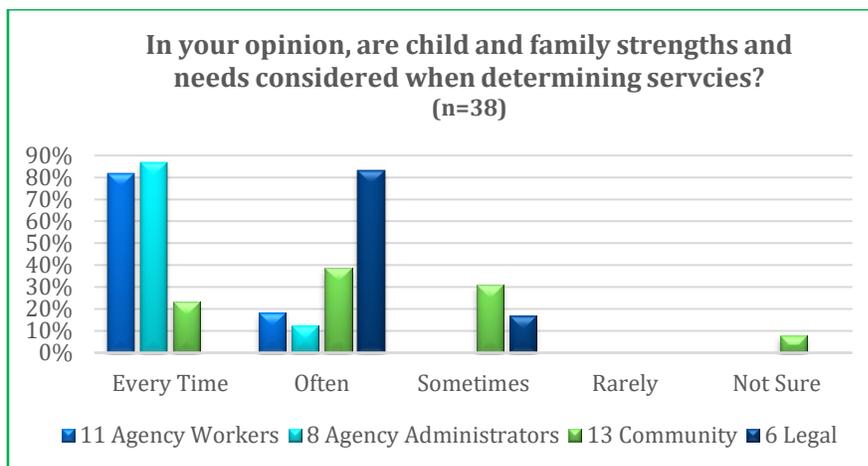
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

some more time before they're left there, depending on the circumstances because it isn't possible."

C. Questions asked of Parents (n=1)

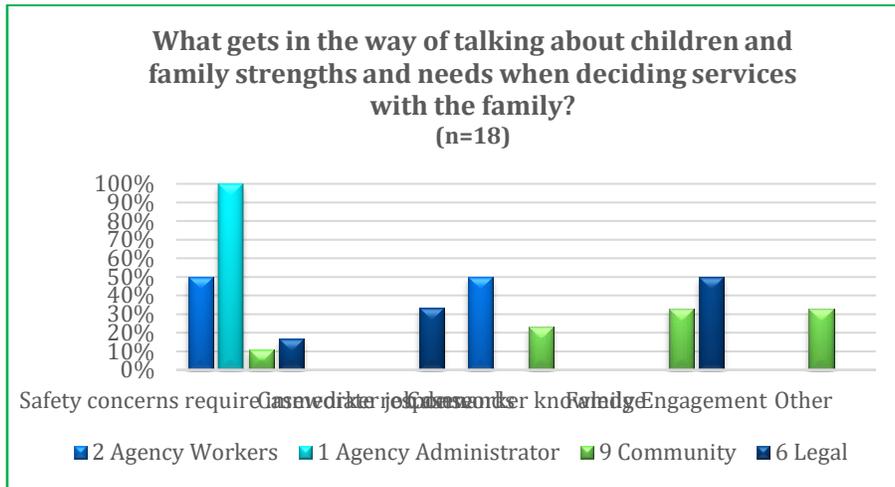
- My child/ren and family's situation is considered by the agency when deciding what services are provided: Respondent indicated: "Agree"
- There are many services available in my area that can help families safely care for their children: Respondent indicated: "Agree"
- My family has access to services that address our needs and help me meet the case plan goals: Respondent indicated: "Agree"
- Are there specific types of services you or your family need, or needed, but are not available in your area? Respondent indicated: "No"
- 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 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 was offered all the services listed and acknowledged the services helped improve their parenting. 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: "No"

D. Questions asked of Agency Case Managers, Agency Administrators, Community, and Legal partners who reported being a part of child and family team meetings:



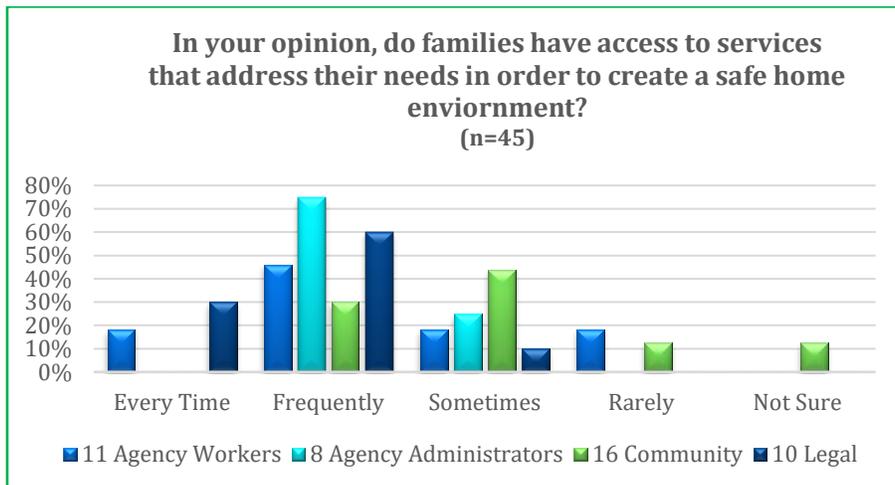
- The respondents who did not answer "Every Time" or "Not Sure" to the above question were then asked the follow up question on the next page:

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS



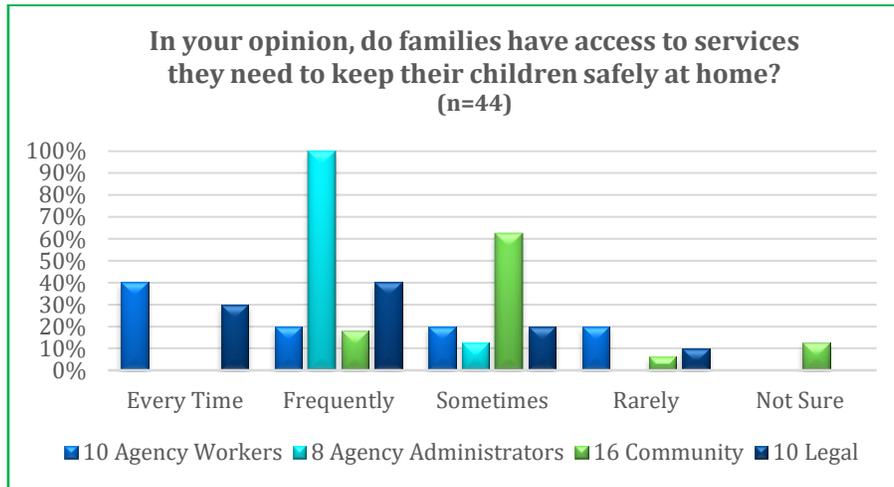
- Other Reasons:
 - The caseworker and Regional Representative do not always take into consideration what the support team professional on the team say when making decisions for the child and family
 - The meetings sometimes get bogged down with 'backstory' or just discussing the general nature of a parent issue and giving example upon example instead of just moving forward with stating the need and discussing how to fill the need.
 - Inconsistent family involvement

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

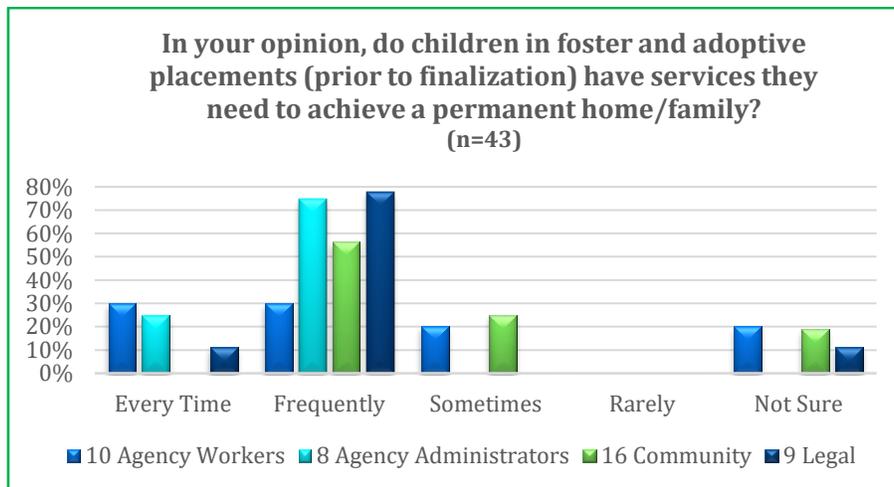


- The respondents who did not answer “Every Time” or “Not Sure” to the above were then asked the follow-up question, “[What gets in the way of families receiving services need to create a safe home environment?](#)” The top three issues identified (n=39) were the following:
 - Lack of addiction services
 - Lack of family engagement
 - Lack of mental health services

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

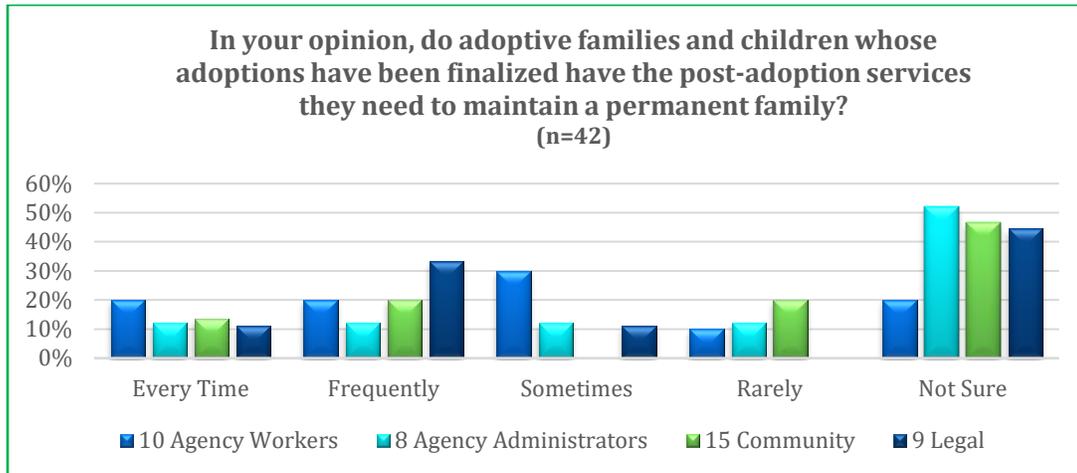


- The respondents who did not answer “Every Time” or “Not Sure” to the above question were then asked the follow up question, “**What gets in the way of families receiving services they need to keep their children safely at home?**” The top three issues identified (n=34) were the following:
 - Lack of addiction services
 - Lack of family engagement
 - Lack of mental health services



- 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?**” The top three issues (n=30) identified were the following:
 - Waiting Lists
 - Lack of mental health services
 - Lack of addiction services

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 adoptive families and children whose adoptions have been finalized having the post-adoption services they need to maintain a permanent home/family?](#)” The top three issues (n=19) identified were the following:
 - Lack of support services (i.e. respite care, parent aide)
 - Waiting Lists
 - Lack of mental health services and Funding for treatment were tied as the third most expressed barrier
- F. Other comments expressed by foster parents and community members not specifically related to other systemic factors:
- Foster parents recommended an online survey for foster caregivers to provide a broader representation, much like the other online surveys used in the OCR process
 - Several foster parents echoed the following sentiment: “I think the social workers are overworked – they have a lot on their plates and are doing the best they can. They shouldn’t be exempt employees.”
 - “Many of my written comments are general in nature and not specifically related to Region IV, which I believe does an excellent job of working with our vulnerable children and families. Having worked in the field for many years some questions were difficult to determine if they were only addressing local/regional issues or concerns vs. general concerns for families, youth, and foster/adoptive parents.”
 - “We need to address the mental health services for children and families – too much focus is on a check box vs. a collaborative strengths based approach. The case workers are doing their very best, but we need more resources to meet the complex needs of our families.”

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:

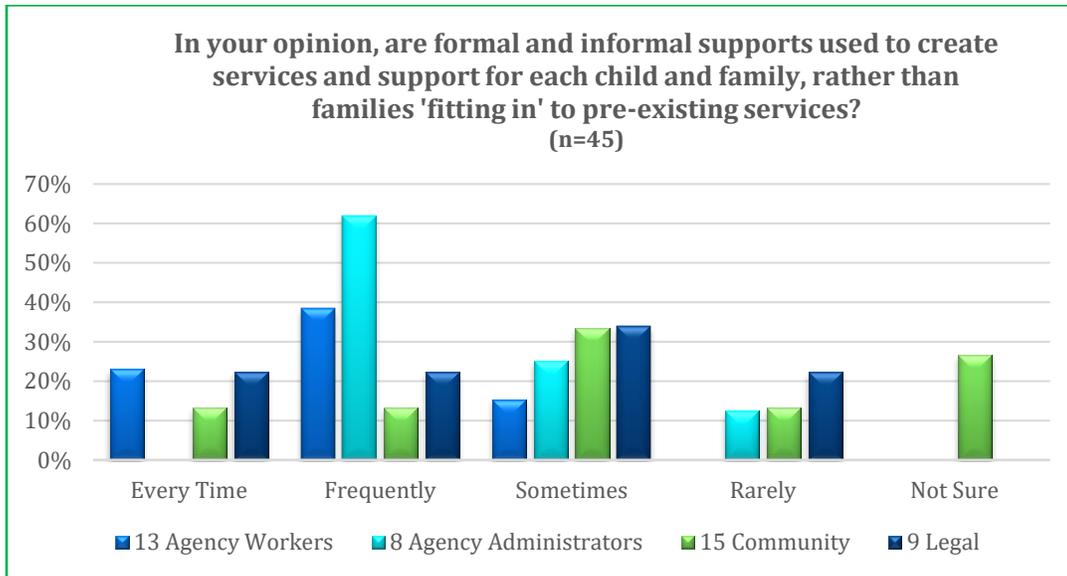
- **How individualized are the case plan for the children?**
 - Absolutely. They always ask if there's anything more specific needed for the care of the children. Available to foster parents.
 - Another parent disagrees that children get what they need because of the law. They need permanency but the laws sometimes prevent that from happening timely. "Children are in care way too long and I don't why their parents are given so many chances."
 - Siblings are not always placed together, "and we wonder why we have issues"
- **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.)?**
 - Child care services – became a need during the child's placement due to the foster family's changing circumstances – and the agency went above and beyond to help us.
 - "I feel the agency would be over backwards to help – they genuinely care"
 - Agency consolidated caseworkers so it's easier for everyone

G. Questions asked of Youth (n=1):

- **Do you feel the services you and your family receive(d) are (have been) the right services for your family?** Response: Yes
- **Did you think these services were culturally appropriate and addressed any special needs of you or your family?** Response: Yes
- **How did your worker help you understand what services you were going to receive?** Response: She talked to me about it and told me what I was going to be doing and stuff. Meet with worker twice a month in foster home, once a month when in a facility.
- **Do you feel the services you and your family receive(d) are (have been) the right services for your family?** Response: Yes
- **Did any of the decisions about services change after talking with your worker?** Response: My worker will have me go to some services I don't really like but I go anyway. I can talk to her about it.
- **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.** Response: They like to put me in therapy and groups and aftercare. I'd rather not but I do it anyway, if they think it will help me.
- **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?** Response: I don't do a lot of stuff, so things work in my schedule.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- 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 “Agreed” with this statement.
 - The case managers I have worked with were available and respectful.
 - The respondent “Strongly Agreed” with this statement.
- 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?” 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
 - Services tailored to meet the needs of parents
 - Residential services for dually diagnosed children availability (i.e. both developmental disability and mental illness)
 - Child’s distance from home/Tribe

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?
 - No. Grand Forks is not a really good place, it's a very bad place. The community doesn't bother
- Are you aware of any opportunities for foster youth to be involved in statewide efforts to provide child welfare services?
 - No

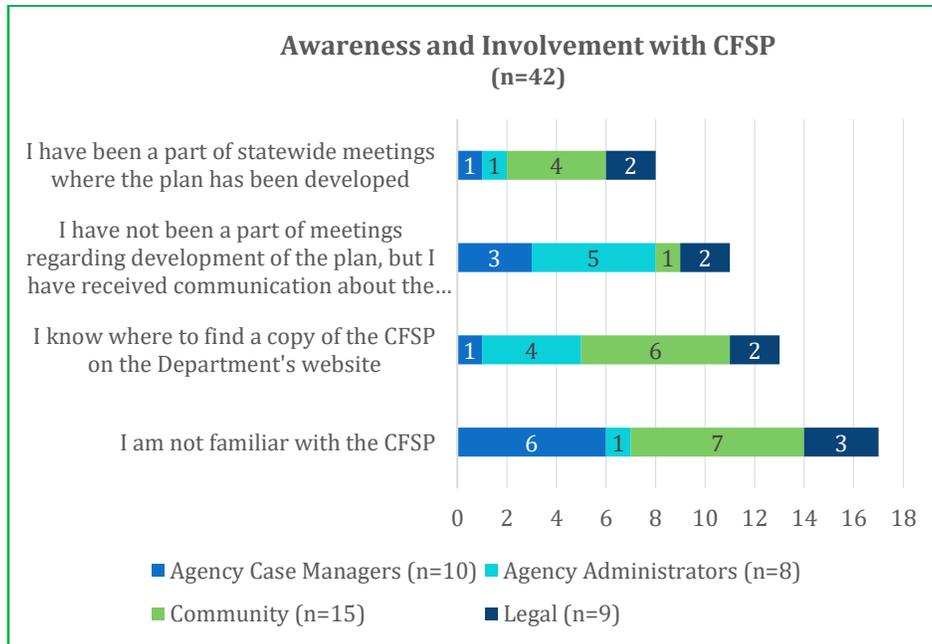
B. Foster Caregivers were asked the following questions:

- 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. One question asked was "Is that through a [specific community provider]?"
- 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?
 - Most said no. A few responded that they could 'Google' it or see if they could find it on the internet.
- Other: Foster parents had questions about who will see these results and if the information will be shared with the Legislature.

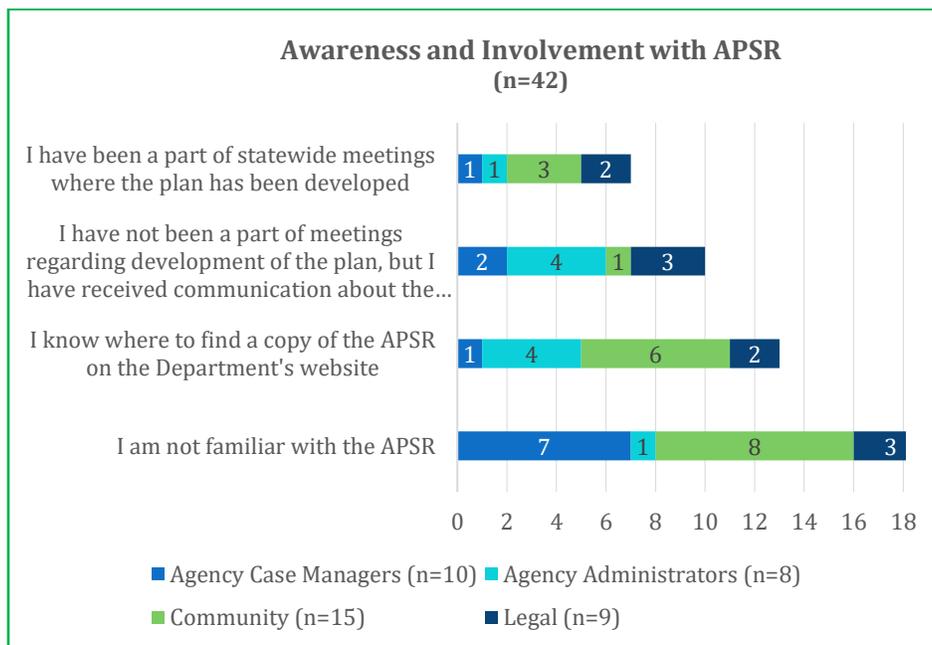
C. Agency Case Managers, Agency Administrators, Legal and Community Stakeholders were asked the following questions and could check up to two responses within each question:

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 APSRA):



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?

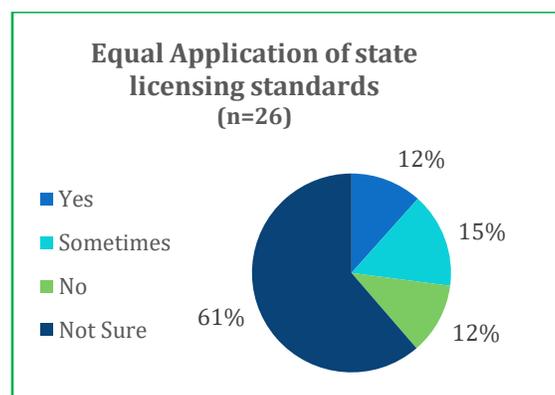
Feedback on this systemic factor was sought from three groups: Foster Caregivers, Agency Case Managers indicating responsibilities Foster Care or CPS, and Community.

A. Foster Caregivers were asked the following question:

- **Are the state's standards applied equally to all licensed foster home or child care institutions?**
 - They seem to be
 - I don't know what the state standards are
 - Fire inspection – depends on who does it so it's not consistent
 - Comments about some families getting pushed through the system and others not {referencing licensing process}, and that some families keep getting children placed in their homes while others do not foster parent not sure why this would happen, seems unfair.
 - Not directly related to licensing standards, but one participant commented in general about the licensing experience: "No, it was different than what I hear about other counties – other foster parents have had lots of negative experiences elsewhere – negative things to say – couldn't get a hold of their worker, etc." Foster parent indicated this was not their own experience in this area.

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):**
 - There are issues in group/residential facilities that are not addressed, that are not tolerated in foster home placements.”
 - This is hard to say as one generally isn't greatly aware of the licensing issues/process of other entities. Significant staff turnover at the state level related

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

to PRTF licensure has made consistency and general knowledge of licensure issues and accreditation issues difficult to maintain from one person to the next.

Consistency of knowledgeable state level personnel is required if providers are to reach their full potential as trust is critical when looking for guidance, etc.

- I believe licensing standards are followed well as a rule
- I am not familiar enough with the various requirements to make an assessment.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

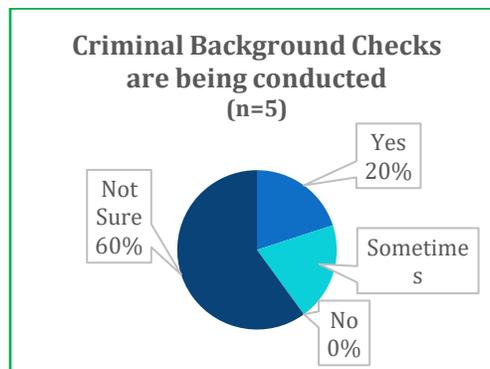
FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION: REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

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=5).

A. Question asked of Legal Stakeholders:

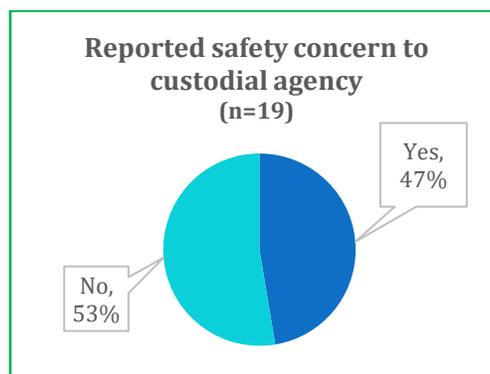
- From your experience, are the required criminal background checks being conducted for foster parents, adoptive parents, and staff in child care facilities?



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

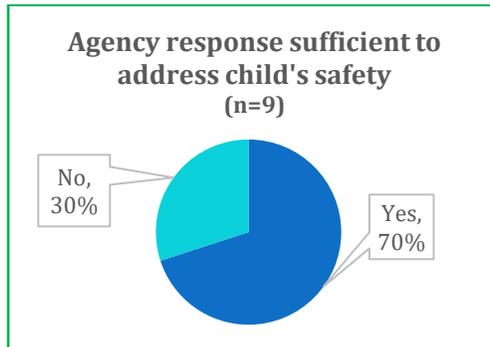
B. Questions asked of both groups:

- 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?

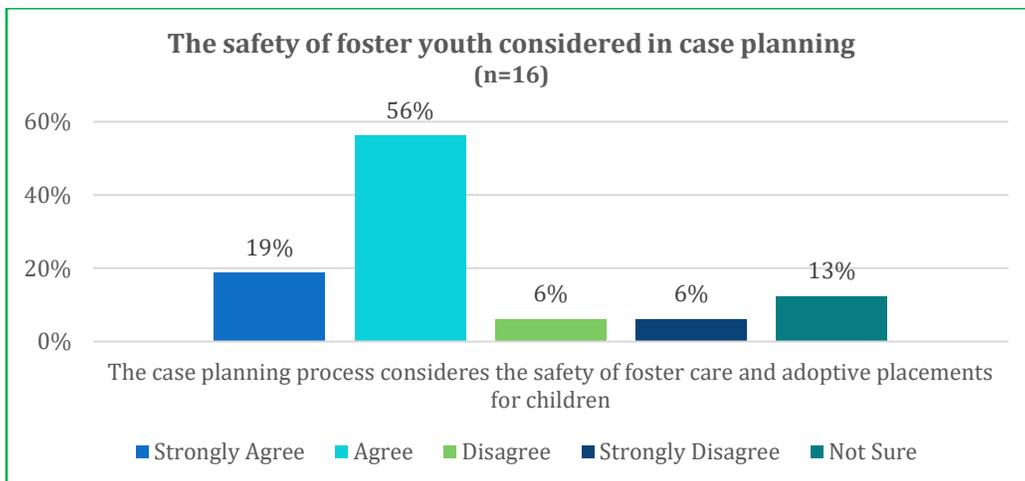
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS



- Please comment on your response above:
 - This is a difficult issue because there are times when options are very limited. There are many examples of children returning home to a parent/s that have only minimally participated in treatment, whether individual or with family members. It is nice the child is going home but professionals often fear it may not last long. This is particularly more of a concern when no entity such as county or DJS are involved as there is little leverage to get the parent/s to engage in meaningful treatment if they are choosing not to.
 - There was a placement with family member then lack of follow up, followed by refusal of services and discussion that the State's Attorney's office would not take this forward so safety issues were dropped and children were allowed to be with parents.

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:
 - Placement stability is important, but also making sure that the kids are not just a meal ticket would be key, too.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- Significant concern regarding number of moves foster children often have to make, lack of knowledge on behalf of case workers of impact of trauma and mental health, lack of impact of trauma histories/impact on mental health parents have experienced throughout their lives as well as how trauma of children being removed impacts them & concern that foster care workers present as engaging in power struggles with parents versus truly understanding parent's positions and the history that led them to the path they're on – this creates resistance from the get go of parents desired in working cooperatively/collaboratively with case workers.
- I think they always consider the safety of placements, but sometimes have to place kids where they know are not the safest purely due to shortage of available placements. I don't think it's ever been a question of whether they are considering the safety, but rather if they have the 'safest option' available, which sometimes they don't.

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.

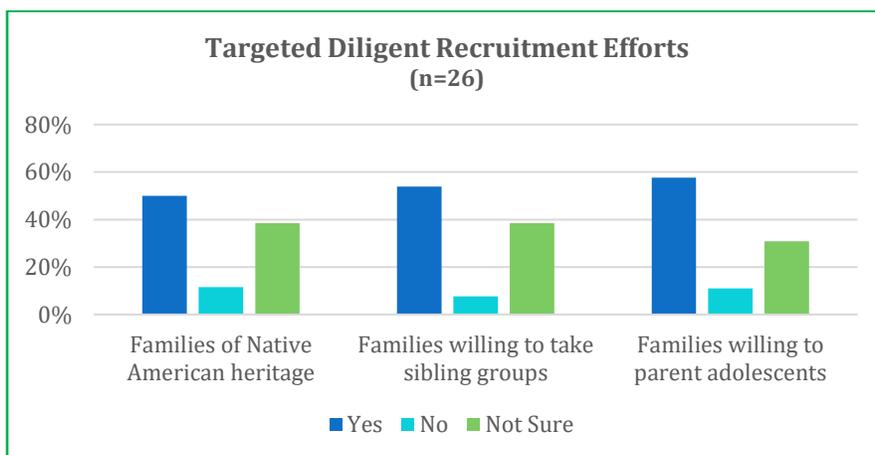
A. Foster Caregivers were asked the following questions:

- **Are there diligent efforts to recruit foster parents in this region?**
 - You better believe it. I recruit. Comments were made that there is some efforts going on, line an ad for the therapeutic foster care provider in the area, although those did not have an overly favorable response to that particular ad campaign. They did not feel the child featured in the ad was a realistic representation.
 - “I don’t know the last time I’ve really hear local marketing campaigns for foster parents.” Not sure they’ve seen one other than the national marketing campaign.
 - “Only reason I do it is because my parents did foster care since I was a child – if you’re not exposed to it, how do you even come to know about doing it?”
 - “I think you have to tell people that single people can do it, too.”
 - “Seems to be ‘word of mouth’”
- **Do efforts focus on the need for homes to parent older children? Sibling Groups? Families with Native American heritage?**
 - There was no general consensus as responses included both yes and no.
 - “First thing people hear is the negativity about having Native American kids and ICWA – that turns people off”
 - “People want little kids they can adopt. Nobody wants teenagers”
- **Other feedback received during this portion of the discussion:**
 - There was a suggestion that foster parents need an Information Sheet on children placed in their home. It should contain as much information as is known when the child is placed. One family gave an example of a child who had been in foster care for several years and was placed in their home with very little demographic information, such as the name of the primary doctor. Another mentioned they have experienced children placed in their home with just being told their name and age/date of birth, but with everything that goes on with a family and receiving a youth as a new placement, the foster parents isn’t able to remember all those key details.

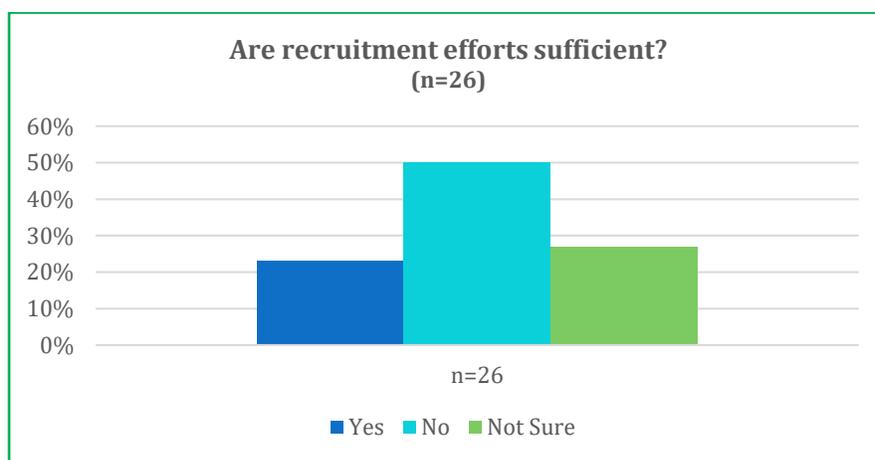
B. Questions asked of Agency Case Managers reporting job responsibilities in Foster Care or CPS and Community participants:

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

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



- 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?
 - Give more money to recruitment efforts. They work hard but are limited as to what they can do.
 - Availability to talk to churches and groups. Presently, foster care case managers are too overwhelmed to help out with speaking engagements and groups.
 - Unsure – our person works very hard to find homes but there just doesn't ever seem to be enough
 - Need more homes willing to take teenagers
 - Would like to see a position/worker that is responsible for specifically recruitment, licensing/re-licensing homes specific to rural areas
 - More respite homes to give foster parents a break as the nature of the issues that youth present with have gotten increasing more acute. Better pay. Early engagement with foster parents or prospective foster parents in the treatment process of youth in residential facilities.

STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

- More support offered for foster parents. I think there is a great fear that ‘if we take an adolescent, and they are misbehaving, we won’t know how to help/handle”
 - Maybe more outreach/engagement with former foster/adoptive kids to help people realize that just cause mom or dad can’t hang, doesn’t automatically make the kids a risk to the stability of your home. Somehow show that kids are in need, idk ‘with your help, this child could be the next president of the US...” or something.
 - Implement funding for a position specific to only recruitment and retention duties
 - Full time recruitment positions in the area. PATH has someone half-time and they have recruited many homes.
 - Many of the foster/adopt families I have worked with do not feel supported by the system, especially County Foster Care, and that what they get put through is not fair. They have passed all the requirements to become licensed in the first place and continue to do what is asked for educational requirements, etc., but then are scrutinized harshly and expected to jump through hoops that aren’t consistent with other foster/adopt families. Word then spreads to other foster care providers and potential new ones and they choose not to go further with the process because of the hassles that either the Regional Representative, or some Foster Care county workers, put them through.
 - There should be more discussion about the need. There is little discussion in the larger community of the number of children in foster care. Providers are knowledgeable but the general public has very little knowledge.
 - I believe that if recruitment would host more informational meetings for interested parents, partner with churches or other agencies, and do more “large scale” recruitment, we may have more community members willing to do foster care. I have not once come into contact with anybody recruiting for foster parents or seen any available informational meetings. Even just basic information posted somewhere where interested people would then know how to get involved. I have had people tell me that they want to get involved in foster care, but I think that people are afraid that if they just contact the county, they’re going to get signed up for something; vs. if there was purely informational meeting they could attend to get some ground knowledge and decide whether to proceed.
 - More public information about the need. If we improved substance abuse treatment options for parents, there would be less need for foster care and greater likelihood of family reunification.
- 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.

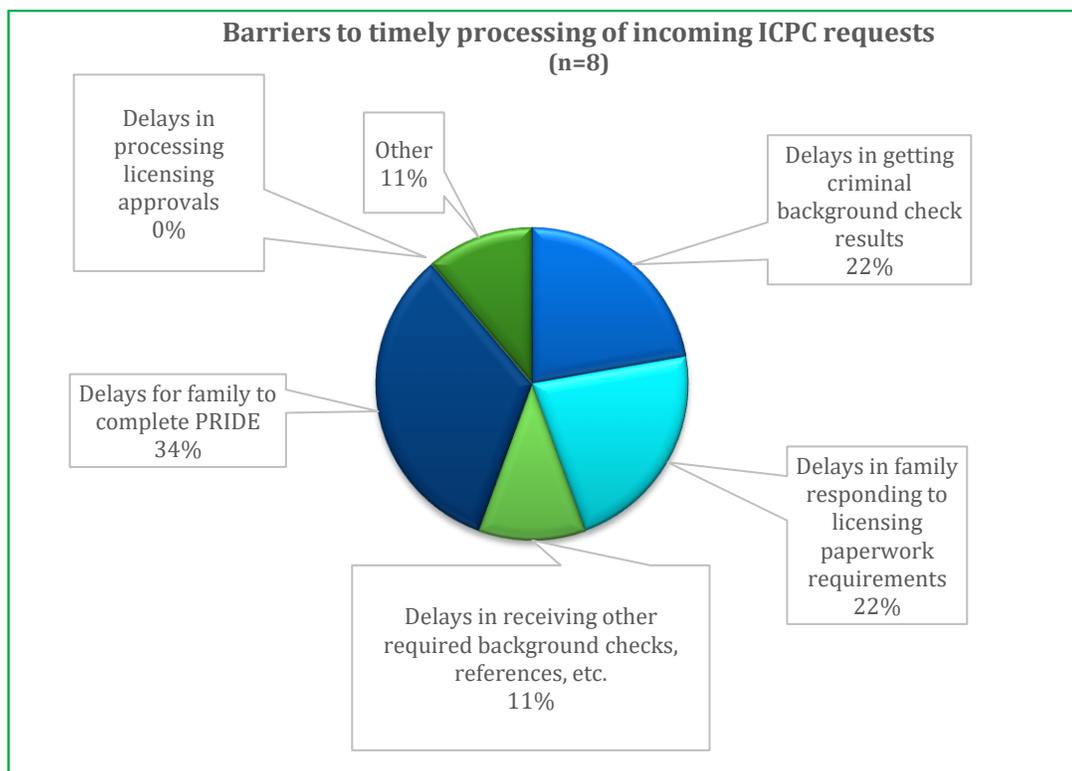
STAKEHOLDER FEEDBACK ON SYSTEMIC FACTORS

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=2), Agency Administrators (6), 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:



APPENDIX

Appendix

- 1.1 R3 Federal CFSR State Rating Summary Report, September 2016
- 1.2 R3 Federal CFSR Grand Forks Site Rating Summary Report, September 2016
- 1.3 CY18 NE OCR Site Rating Summary Report, January 2018
- 1.4 CY18 NE OCR Site Rating Summary Report, January 2018: In-Home Services Breakdown
- 1.5 CY18 NE OCR Site Rating Summary Report, January 2018: Foster-Care Services Breakdown
- 1.6 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=14	30.43% n=7	n=42				n=42	n=23
Item 3	73.85% n=48	26.15% n=17						n=65
Outcome S2				73.85% n=14	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=46	n=19
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 R3 Grand Forks Site, September 2016

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	83.33% n=5	16.67% n=1	n=13					
Outcome S1				83.33% n=5		16.67% n=1	n=13	n=6
Item 2	66.67% n=4	33.333% n=2	n=13				n=13	n=6
Item 3	68.42% n=13	31.58% n=6						n=19
Outcome S2				68.42% n=13	5.26% n=1	26.32% n=5		n=19
Item 4	90% n=9	10% n=1	n=0					
Item 5	70% n=7	30% n=3	n=0					
Item 6	40% n=4	60% n=6	n=0					
Outcome P1				40% n=4	60% n=6	0% n=0	n=0	n=10
Item 7	100% n=6	0% n=0	n=4					
Item 8	100% n=8	0% n=0	n=2					
Item 9	80% n=8	20% n=2	n=0					
Item 10	55.56% n=5	44.44% n=4	n=1					
Item 11	100% n=6	0% n=0	n=4					
Outcome P2				80% n=8	10% n=1	10% n=1	n=0	n=10
Item 12	57.89% n=11	42.11% n=8						
Sub-Item 12a	63.16% n=2	36.84% n=7						
Sub-Item 12b	68.75% n=11	31.25% n=5	n=3					
Sub-Item 12c	77.78% n=7	22.22% n=2	n=10					
Item 13	72.22% n=13	27.78% n=5	n=1					
Item 14	57.89% n=11	42.11% n=8						
Item 15	68.75% n=11	31.25% n=5	n=3					
Outcome WB1				52.63% n=10	42.11% n=8	5.26% n=1		n=19
Item 16	100% n=16	0% n=0	n=3					
Outcome WB2				100% n=16	0% n=0	0% n=0	n=3	n=16
Item 17	78.57% n=11	21.43% n=3	n=5					
Item 18	68.75% n=11	31.25% n=5	n=3					
Outcome WB3				61.11% n=11	22.22% n=4	16.67% n=3	n=1	n=18

APPENDIX

1.3 Case Rating Summary– ND OCR NORTHEAST Region, January 2018

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	100% n=5	0% n=0	n=5					
Outcome S1				100% n=5		0% n=0	n=5	n=5
Item 2	100% n=2	0% n=0	n=8				n=8	n=2
Item 3	80% n=8	20% n=2						n=10
Outcome S2				80% n=8	0% n=0	20% n=2		n=10
Item 4	100% n=8	0% n=0	n=0					
Item 5	75% n=6	25% n=2	n=0					
Item 6	50% n=4	50% n=4	n=0					
Outcome P1				50% n=4	50% n=4	0% n=0	n=0	n=8
Item 7	100% n=2	0% n=0	n=6					
Item 8	85.71% n=6	14.29% n=1	n=1					
Item 9	87.5% n=7	12.5% n=1	n=0					
Item 10	100% n=6	0% n=0	n=2					
Item 11	100% n=7	0% n=0	n=1					
Outcome P2				100% n=8	0% n=0	0% n=0	n=0	n=8
Item 12	60% n=6	40% n=4						
Sub-Item 12a	90% n=9	10% n=1						
Sub-Item 12b	66.67% n=6	33.33% n=3	n=1					
Sub-Item 12c	85.71% n=6	14.29% n=1	n=3					
Item 13	90% n=9	10% n=1	n=0					
Item 14	100% n=10	0% n=0						
Item 15	77.78% n=7	22.22% n=2	n=1					
Outcome WB1				60% n=6	40% n=4	0% n=0		n=10
Item 16	100% n=8	0% n=0	n=2					
Outcome WB2				100% n=8	0% n=0	0% n=0	n=2	n=8
Item 17	100% n=9	0% n=0	n=1					
Item 18	100% n=8	0% n=0	n=2					
Outcome WB3				100% n=10	0% n=0	0% n=0	n=0	n=10

APPENDIX

1.4 Case Rating Summary – ND OCR NORTHEAST Region, January 2018: *In-Home Services Breakdown*

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

APPENDIX

1.5 Case Rating Summary – ND OCR NORTHEAST Region, January 2018: Foster Care Services Breakdown

Item or Outcome #	Strength	ANI	NA	Substantially Achieved	Partially Achieved	Not Achieved	Not Applicable	Applicable Cases
Item 1	100% n=4	0% n=0	n=4					
Outcome S1				100% n=4		0% n=0	n=4	n=4
Item 2	100% n=2	0% n=0	n=6				n=0	n=2
Item 3	75% n=6	25% n=2						n=8
Outcome S2				75% n=6	0% n=0	25% n=2		n=8
Item 4	100% n=8	0% n=0	n=0					
Item 5	75% n=6	25% n=2	n=0					
Item 6	50% n=4	5 % n=4	n=0					
Outcome P1				50% n=4	50% n=4	0% n=0	n=0	n=8
Item 7	100% n=2	0% n=0	n=6					
Item 8	85.71% n=6	14.29% n=1	n=1					
Item 9	87.5% n=7	12.5% n=1	n=0					
Item 10	100% n=6	0% n=0	n=2					
Item 11	100% n=7	0% n=0	n=1					
Outcome P2				100% n=8	0% n=0	0% n=0	n=0	n=8
Item 12	50% n=4	50% n=4						
Sub-Item 12a	87.5% n=7	12.5% n=1						
Sub-Item 12b	57.14% n=4	42.86% n=3	n=1					
Sub-Item 12c	85.71% n=6	14.29% n=1	n=1					
Item 13	87.5% n=7	12.5% n=1	n=0					
Item 14	100% n=8	0% n=0						
Item 15	71.43% n=5	28.57% n=2	n=1					
Outcome WB1				50% n=6	50% n=4	0% n=0		n=8
Item 16	100% n=7	0% n=0	n=1					
Outcome WB2				100% n=7	0% n=0	0% n=0	n=1	n=7
Item 17	100% n=8	0% n=0	n=0					
Item 18	100% n=6	0% n=0	n=2					
Outcome WB3				100% n=8	0% n=0	0% n=0	n=0	n=8

APPENDIX

1.6 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 NEHS regional Onsite Review, one QA Lead was generally responsible for five cases. As this review was the first conducted under the revised process, additional supports were offered to the QA Leads from the OCR Manager and CFS Administrator of the OCR. 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 Northeast OCR Review Team included:

CHILD WELFARE STAFF FROM OTHER COUNTY AGENCIES:	
Child Welfare professionals from other county social service agencies	1
Child Welfare professionals from other regional human service centers	1
Child Welfare professionals from Central Office, DHS	2
Lay Guardians Ad Litem	2
Private Non-Profit partners (AASK, Dakota Boys & Girls Ranch, PATH ND, Inc., etc.)	3
Retired child welfare professionals	3

CONTACT INFORMATION

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