



Child and Family Services Reviews

North Dakota CF SR 2016

Results Meeting

Agenda

- Overview
 - Child and Family Services Reviews
- CFSR Round 3 Findings
 - Outcomes
 - Systemic Factors
- Next Steps
 - PIP

Overview

CHILD AND FAMILY SERVICES REVIEW

Child and Family Services Reviews

- Collaborative effort between federal and state governments
- Promote continuous quality improvement in child welfare systems nationally
- Evaluate state performance relative to federal requirements and the state's Child and Family Services Plan (CFSP)

Child and Family Services Reviews

- Identify the strengths and areas needing improvement in state child welfare programs
- States that do not meet standards develop an action-oriented 2 year program improvement plan (PIP)
- CB works to assist states in enhancing their capacity to help children and families achieve positive outcomes through ongoing technical assistance support

CFSR Process

CFSRs assess child welfare outcomes and systemic functioning using:

- Statewide Assessment
- Case-level reviews
 - Case record and interviews
- Interviews with key state stakeholders and partners

CFSR National Data Indicators

- In CFSR Round 3 – the Children’s Bureau suspended the use of the 7 CFSR national standards for each statewide data indicator for purposes of informing substantial conformity determinations related to safety and permanency outcomes.
- Moving forward - the Children’s Bureau will refer to the national standards as “national performance” for each data indicator.
- The CFSR Final Report provides information about North Dakota’s statewide performance on each national data indicator compared to the national performance for each data indicator.
- North Dakota’s performance on each national data indicator - provides contextual information for considering the findings and understanding safety and permanency outcomes.

CFSR National Data Indicators

- Recurrence of maltreatment
- Maltreatment in foster care
- Permanency in 12 months for children entering foster care
- Permanency for children in care 12 – 23 months
- Permanency for children in care for 24 month or longer
- Re-entry to foster care within 12 months
- Placement stability

CFSR Outcomes

Safety

- **Safety Outcome 1:** Children are, first and foremost, protected from abuse and neglect.
- **Safety Outcome 2:** Children are safely maintained in their homes whenever possible and appropriate.

CFSR Outcome

Permanency

- **Permanency Outcome 1:** Children have permanency and stability in their living situations
- **Permanency Outcome 2:** The continuity of family relationships and connections is preserved for children

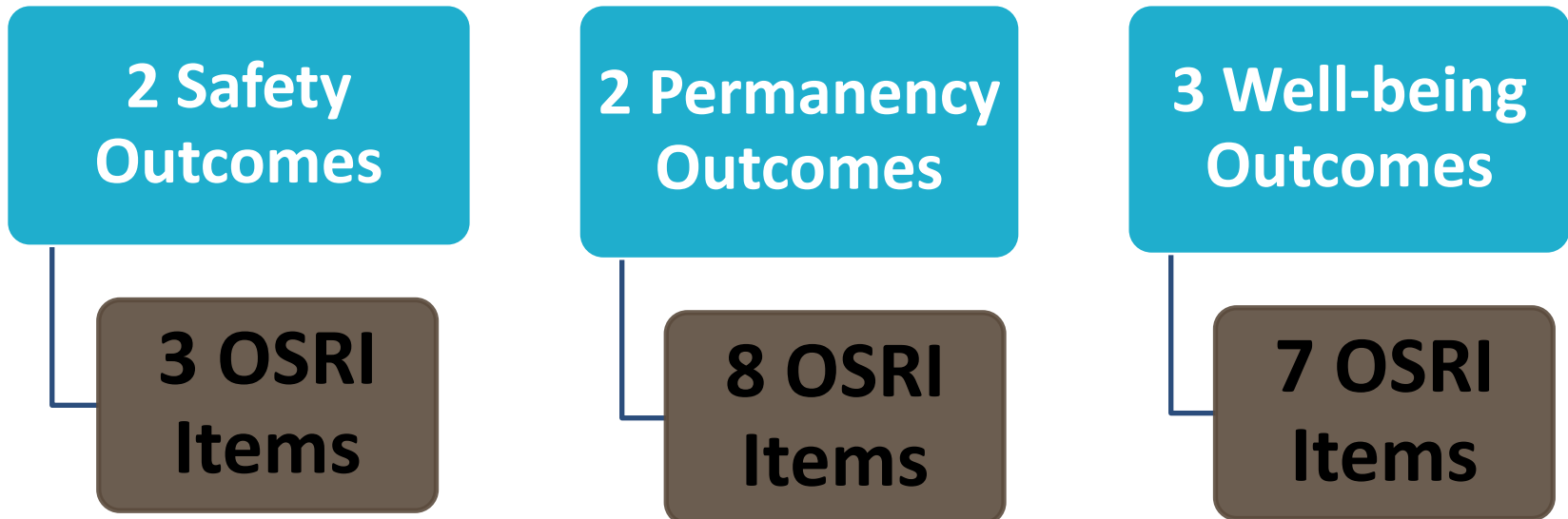
CFSR Outcomes

Well-Being

- **Well-Being Outcome 1:** Families have enhanced capacity to provide for their children's needs.
- **Well-Being Outcome 2:** Children receive appropriate services to meet their educational needs.
- **Well-Being Outcome 3:** Children receive adequate services to meet their physical and mental/behavioral health needs.



Determining Substantial Conformity with 7 Child and Family Outcomes



CFSR Systemic Factors

- Statewide Information System
- Case Review System
- Quality Assurance System
- Staff and Provider Training
- Service Array and Resource Development
- Agency Responsiveness to the Community
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

Determining Substantial Conformity with 7 Systemic Factors



Round 2 CFSR and PIP

- North Dakota participated in Round 2 CFSR in 2008
- North Dakota achieved substantial conformity with 1 of the 7 outcomes:
 - Children receive services to meet their educational needs

Round 2 CFSR and PIP

- North Dakota was in substantial conformity with 5 of the 7 systemic factors
 - Statewide Information System
 - Quality Assurance System
 - Staff and Provider Training
 - Agency Responsiveness to the Community
 - Foster and Adoptive Parent Licensing, Recruitment, and Retention

Round 2 CFSR and PIP

- North Dakota entered into a PIP and successfully completed all of its goals –
 - With the exception of 2 measurement goals associated with Well-Being Outcome 1
 - **Well-Being Outcome 1:** Families have enhanced capacity to provide for their children's needs.

Round 2 CFSR and PIP

- National Data Indicators and some OSRI items have changed this round making direct comparisons between years difficult

Round 3 CFSR Review Paths

- Traditional review
 - 1-week, onsite review during which a federal and state team reviews a sample of cases at three sites

- State conducted review
 - States meeting CB criteria may conduct their own case reviews and submit the results to CB

Traditional Review

- North Dakota participated in a Traditional Review
- The review occurred during the week of September 12, 2016
- 65 cases were reviewed using the federal Onsite Review Instrument (OSRI)
 - 25 in-home cases
 - 40 foster care cases
- Cases reviewed in three sites
 - Fargo (Cass County), Grand Forks (Grand Forks County), and Mandan (Burleigh/Morton Counties)

Systemic Factors

- North Dakota completed a statewide assessment, prior to the September 2016 onsite review, which included relevant information and data to show how well 7 systemic factors are functioning across the state.
- After CB's review of the statewide assessment – CB identified areas where further information was needed to fully assess and rate several systemic factor items.

Systemic Factors

- CB and North Dakota agreed that the following systemic factor items were not functioning as required - based on data/information in the statewide assessment - and no further stakeholder interviews would be needed.
 - Case Review Systemic Factor
 - Filing of Termination of Parental Rights Petitions
 - Quality Assurance Systemic Factor
 - Quality Assurance System
 - Foster and Adoptive Parent Licensing, Recruitment and Retention Systemic Factor
 - Use of Cross-Jurisdictional Resources for Permanent Placement

Systemic Factors

- 21 stakeholder interviews were held with individuals and groups –
 - stakeholders internal/external to the agency,
 - Examples - tribal representatives, youth, parents, service providers, and other partners (e.g., partners within court system), agency caseworkers, supervisors, and administrators.
 - Interviews were helpful to gain insight and additional information about how well certain systemic factors were functioning in the state.

North Dakota

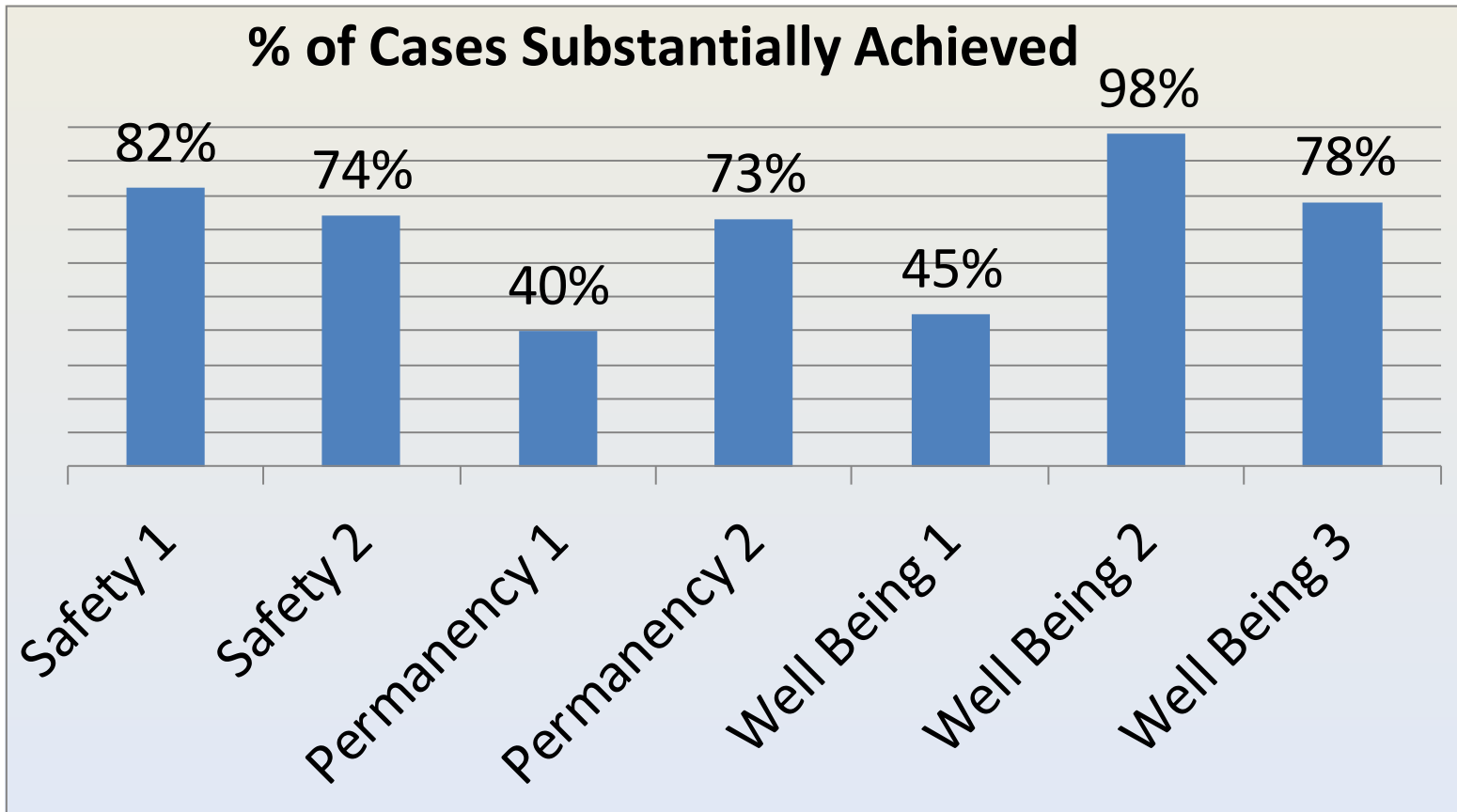
CFSR Round 3 Findings

Outcomes

Substantial Conformity Determination

- For each of the 2 safety, 2 permanency, and 3 well-being outcomes - an outcome is determined to be in substantial conformity with federal requirements when -
 - 95% of the applicable cases reviewed “substantially achieved” the specific outcome requirements based on the CB Onsite Review Instrument (OSRI) rating criteria.

CFSR Findings



CFSR Findings

Foster Care & In-Home Comparison

Outcome	All FC and IH Cases	Foster Care Cases	In-Home Cases
	Percent Substantially Achieved	Percent Substantially Achieved	Percent Substantially Achieved
Safety 1	82%	60%	92%
Safety 2	74%	83%	60%
Permanency 1	40%	40%	NA
Permanency 2	73%	73%	NA
Well-Being 1	45%	43%	48%
Well-Being 2	98%	97%	100%
Well-Being 3	78%	83%	67%



CFSR Findings Outcomes

- 1 of the 7 outcomes were found to be in substantial conformity
 - Children receive services to meet their educational needs.

Systemic Factors

- 2 of 7 systemic factors were found to be in substantial conformity:
 - Statewide Information System
 - Agency Responsiveness to the Community

CFSR Findings

- The following systemic factors were determined to be not in substantial conformity:
 - Case Review System
 - Quality Assurance System
 - Staff and Provider Training
 - Service Array and Resource Development
 - Foster & Adoptive Parent Licensing, Recruitment, and Retention

National Data Indicators

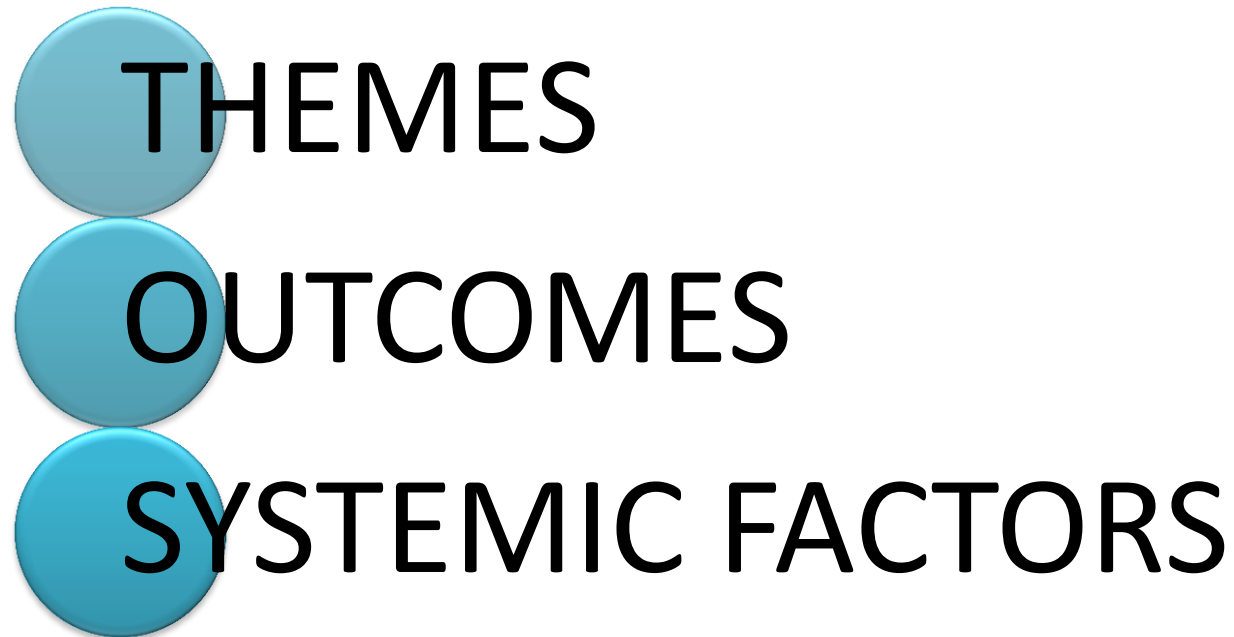
- North Dakota's statewide performance on 7 national data indicators is compared to the national performance for each data indicator
- North Dakota's performance on each data indicator does not impact substantial conformity determinations in Round 3 CFSR
- Provides contextual information for considering the findings and understanding safety and permanency outcomes

CFSR Findings

National Data Indicators:

- North Dakota's statewide performance was better or statistically no different than the national performance for 3 of 7 national data indicators:
 - Maltreatment in foster care
 - Permanency in 12 months for children entering foster care
 - Re-entry to foster care in 12 months

Closer Look at Findings



Key Themes - Strengths

- Many examples of how Child and Family Team Meetings (CFTM) were effectively utilized to engage children and families in the case planning process to promote safety, permanency, and well-being outcomes.
 - When this process was working well – there appeared to be a more comprehensive understanding of child and family needs and monitoring how well the identified needs were being met.
- Effective collaboration and coordination with school systems to ensure educational needs were effectively assessed and addressed for children in foster care and in-home cases.

Key Themes - Strengths

- Medical and mental health needs of children were assessed and services were routinely provided to address their identified needs – particularly in foster care cases.
- In many cases reviewed – it was evident that children in foster care were in stable placements that met their needs.
- Siblings in foster care were often placed together, when appropriate.
- Case work practice in foster care cases often promoted family connections.

Key Themes

Areas Needing Improvement

- Uneven casework practice and functioning of key systems (e.g., service array system) that impact positive outcomes for children and families.
- As noted – there were many examples of high quality casework practice that promoted positive outcomes for children and families -
 - However, the teams also expressed concerns about the casework practice in a significant number of cases reviewed across the sites.

Key Themes

Areas Needing Improvement

- Safety and risk assessments –
 - Did not routinely include all of the children in the family (when appropriate).
 - Were not always done at important junctures in the case, such as when the case was closed for services.
 - Several in-home cases were closed before assessing safety or offering services.

Key Themes

Areas Needing Improvement

- In both in-home and foster care cases reviewed – there were significant challenges in consistently -
 - Assessing and addressing the needs of parents, especially fathers
 - Ensuring caseworker face-to-face contacts met the needs of children and parents

Key Themes

Areas Needing Improvement

- The case review findings and stakeholder interviews indicate a need (and opportunities) for the state child welfare agency and court system to coordinate efforts to ensure timely permanency for children in North Dakota's foster care system.
 - Timely filing of termination of parental rights (TPR) petitions.
 - Address barriers to timely achievement of permanency for children in the foster care system, particularly –
 - Adoption
 - Other Planned Permanent Living Arrangements (older youth)

Key Themes

Areas Needing Improvement

- The timeliness of transferring cases from the CPS assessment to the in-home stage of service delivery was another area of uneven practice observed during the review.
 - In such cases, there were concerns about the lack of ongoing risk and safety assessments during the case transition period, and related delays in providing needed services to children and families.
- A number of systems that impact the achievement of positive safety, permanency, and well-being outcomes for children and families were functioning unevenly across the state –
 - Staff Training
 - Service Array
 - Foster & Adoptive Recruitment and Retention Systems

Safety Outcome 1

Children are, first and foremost, protected from abuse and neglect.

82% Substantially Achieved

OSRI Item 1: *Timeliness of Initiating Investigations of Reports of Child Maltreatment*

- 82% of 17 applicable cases rated as a Strength
 - FC – 60% of 5 cases rated as a Strength
 - IH – 92% of 12 cases rated as a Strength

Item 1

Timeliness of Initiating Investigations of Reports of Child Maltreatment

- Overall – the results indicate North Dakota places a high priority on initiating and making face-to-face contacts with children subject to an accepted report of child abuse/neglect.
- When contacts with the child(ren) did not occur in accordance with the state’s time-frames (3 cases) the priority category was “Category C” (14 day time-frame) – and there was not an explanation for the delay.

National Data Indicators

SAFETY

Contextual information for considering the findings

Maltreatment Recurrence –

- Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month reporting period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report?
- North Dakota's risk-standardized performance on this indicator is 10.8% - the national performance is 9.1%.
- Lower percentages indicates better performance.
- North Dakota's performance is lower than the national performance on this data indicator.

Maltreatment in Foster Care –

- Of all children in foster care during a 12-month period, what is the rate of victimization per day of foster care?
- North Dakota's risk-standardized performance on this indicator is 6.21 victimizations per 100,000 days in care – the national performance for this data indicator is 8.50 victimizations per 100,000 days in care.
- Lower victimizations indicates better performance.
- North Dakota's performance is considered not statistically different than the national performance on this this data indicator.

Safety Outcome 2

Children are safely maintained in their homes whenever possible and appropriate.

74% Substantially Achieved
FC – 83% : IH – 60%

OSRI Item 2: *Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care*

- 70% of 23 applicable cases rated as a Strength
 - FC – 82% of 11 cases rated as a Strength
 - IH – 58% of 12 cases rated as a Strength

Safety Outcome 2

Children are safely maintained in their homes whenever possible and appropriate.

OSRI Item 3: *Risk Assessment and Safety Management*

- 74% of 65 applicable cases rated as a Strength
 - FC – 83% of 40 cases rated as a Strength
 - IH – 60% of 25 cases rated as a Strength

Item 2

Services to family to protect child(ren) in home and prevent removal or re-entry into foster care

- Examples of services provided to address the safety of children in the home and/or prevent a child's re-entry into foster care:
 - Home-based services, parent-aide services, parenting classes, services related to parental substance abuse and mental health, and wrap-around services

Item 2

Services to family to protect child(ren) in home and prevent removal or re-entry into foster care

- When cases were rated ANI – insufficient or no safety services were provided to address child safety concerns related to
 - Parental substance abuse issues
 - Parent mental health/domestic violence and parent/child conflict issues are noteworthy.
- In some cases - there were concerns that the underlying safety issues were not assessed to inform the provision of appropriate safety services.



Item 3

Risk assessment and safety management

- When cases were rated ANI – the concerns were associated with
 - Risk/safety assessments that were not conducted for all children in the family – particularly in foster care cases (i.e., the focus was on the child in foster care).
 - Not conducting on-going risk/safety assessments within open In-Home cases.
 - Risk/safety assessments that were not completed at critical points in the case (e.g., at case closure).
 - Some concerns about that safety plans were not adequate or monitored appropriately given the case circumstances.



Item 3

Risk assessment and safety management

- General concerns that risk/safety assessments were not always comprehensive – and didn't fully assess the factors placing children a risk of abuse/neglect or addressing the safety threats.
 - Related concerns about the quality of face-to-face contacts with children in open In-Home cases (item 14).
- In several cases – there were significant delays in transitioning cases from the CPS Assessment to In-Home Services (several months in some situations) – and no contact or services were provided to children and families in the interim.

Permanency Outcome 1

Children have permanency and stability in their living situations.

40% Substantially Achieved

OSRI Item 4: *Stability of Foster Care Placement*

- 88% of 40 applicable cases rated as a Strength

OSRI Item 5: *Permanency Goal for Child*

- 80% of 40 applicable cases rated as a Strength

OSRI Item 6: *Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement*

- 43% of 40 applicable cases rated as a Strength



Item 4

Stability of foster care placement

- In 67% of cases - placement changes were planned in an effort to achieve case goals or meet the needs of the child.
- Child's current placement at the time of review was considered stable in 93% of cases.

Item 4

Stability of foster care placement

- When placement stability was a concern – placement changes appeared to be -
 - Primarily driven by factors associated with the placement of youth/children in settings not equipped/prepared to deal with youth/child's behavioral issues.
 - Unplanned

- Stakeholder interviews indicated that because of limited placement resources/options for youth with behavioral issues – at times – such youth are not always placed in settings appropriate to meet their needs.

Item 5

Permanency goal for child

- Permanency goals were established timely in 90% of cases
- Permanency goals were appropriate to the child's needs and circumstances in 95% of cases
- General pattern of concern when case was rated as an ANI was associated with
 - Delays in filing TPR petition
 - The adoption permanency goal not being established in a timely manner.

Item 5

Permanency goal for child

- North Dakota statewide assessment indicated that filing TPR petitions in a timely manner is a significant concern.
 - This issue will also be addressed in the section on systemic factors.

Item 6

Achieving reunification, guardianship, adoption, or other planned permanent living arrangement

- Concerted efforts towards timely achievement of permanency goals were seen in
 - 62% of cases with a plan of reunification
 - 21% of cases with a plan of adoption
 - 33% of the children with a goal of OPPLA were placed in a permanent living arrangement
 - **Observation** – guardianship was not a permanency goal in any case reviewed.

Item 6

- In general – there was a lack of concerted efforts made to achieve the goal of adoption for children in a timely manner.
 - Delays in filing for TPR in a timely manner
 - Court related delays were noted – e.g., hearings and decisions
 - For some cases - no clear rationale for significant delays
- When OPPLA was the permanency goal – an ANI rating was because permanent living arrangements were not achieved for the youth.
- Other areas noted that contributed to delays in achieving timely permanency – delays in service provision.
- General patterns of concerns linked to delays in changing permanency goals in a timely manner.

National Data Indicators

PERMANENCY

Contextual information for considering
the findings

Permanency in 12 months for children entering care

- Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?
- North Dakota's risk-standardized performance on this indicator is 37.9% - which is considered not statistically different than the national performance of 40.5%.
- Higher percentage indicates better performance.

Permanency in 12 months for children in care 12-23 months

- Of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the period?
- North Dakota's risk-standardized performance on this indicator is 37.0% - which is lower than the national performance of 43.6%.
- Higher percentage indicates better performance.



Permanency in 12 months for children in care 24 months or more

- Of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?
- North Dakota's risk-standardized performance on this indicator was 24.1% - which is lower than the national performance of 30.3%.
- Higher percentage indicates better performance.

Re-entry in 12 months

- Of all children who enter foster care in a 12-month period, who discharged within 12 months to permanency, what percent re-enter foster care within 12 months of their discharge?
- North Dakota's risk-standardized performance on this indicator is 8.3% - the national performance is 8.3%.
- Lower percentage indicates better performance.



Placement stability

- Of all children who enter foster care in a 12-month period, what is the rate of placement moves per day of foster care?
- North Dakota's risk-standardized performance on this indicator is 5.46 moves per 1,000 days in care - the national performance is 4.12 moves per 1,000 days in care.
- Lower percentage indicates better performance.
- North Dakota's performance is lower than the national performance on this data indicator.

Permanency Outcome 2

The continuity of family relationships and connections is preserved for children.

73% Substantially Achieved

OSRI Item 7: *Placement With Siblings*

- 86% of 21 applicable cases rated as a Strength

OSRI Item 8: *Visiting With Parents and Siblings in Foster Care*

- 77% of 30 applicable cases rated as a Strength



Permanency Outcome 2 Cont.

OSRI Item 9: Preserving Connections

- 85% of 39 applicable cases rated as a Strength

OSRI Item 10: Relative Placement

- 70% of 33 applicable cases rated as a Strength

OSRI Item 11: Relationship of Child in Care With Parents

- 72% of 25 applicable cases rated as a Strength



Item 7

Placement with siblings

- 86% of applicable cases were rated a “Strength” for this item.
 - Child was placed with all siblings in 29% of the applicable cases
 - A valid reason for sibling separation existed in 80% of the applicable case (12 of 15 applicable cases).
- Overall – pattern of casework practice and resources focused on ensuring siblings in foster care are placed together when possible.
- In 3 cases rated ANI – sibling groups were separated because a foster family home could not take the sibling group.

Item 8

Visiting with parents and siblings in foster care

- Important caveat about the definition of mother/father for P2 items in CFSR 3
- Concerted efforts made to ensure frequency and quality of visits sufficient to maintain and promote continuity of the relationship
 - With the mother in 83% of cases
 - With the father in 76% of cases
 - With siblings in 85% of cases

Item 8

Visiting with parents and siblings in foster care

- In many cases – the review team observed
 - Mothers and fathers were actively engaged in frequent and quality parent/child visits.
 - Siblings in foster care, not placed together, had frequent and quality visits together.
- In cases where there were concerns about visitation with parents and children in foster care – the issues were associated with:
 - Insufficient efforts to engage parents; coordinate/make arrangements or offer services to help ensure parent/children visitation (e.g., transportation assistance).

Item 9

Preserving connections

- Efforts to maintain identified connections were made in 87% of all applicable cases.
 - Examples - community, school, family, faith/church, and culture
- In 97% of all applicable cases - sufficient inquiry was conducted to determine whether a child may be a member of, or eligible for membership in, a federally recognized Indian Tribe.
- In 100% of applicable cases -
 - Tribes were provided timely notification concerning court proceedings
- In 91% of applicable cases -
 - Children were placed in foster care in accordance with ICWA placement preferences or concerted efforts made to do so.



Item 10

Relative placement

- Child's current, or most recent, placement was with a relative in 18% of 33 applicable cases
 - In 100% of relative placement cases - the child's placement with a relative was considered stable and appropriate to his/her needs.
- When the agency did not make concerted efforts to identify, locate, inform, and/or evaluate relatives of the child's parents – in most cases that received an ANI - concerted efforts were not made identify, locate, inform, and/or evaluate both maternal and paternal relatives.
 - No clear and significant pattern of paternal or maternal only relatives – when cases rated ANI.

Item 11

Relationship of child in care with parents

- Important caveat about the definition of mother/father for P2 items in CFSR 3.
- Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her
 - Mother: 79% of 24 applicable cases
 - Father: 65% of 17 applicable cases
- Teams reported many examples of parents engaged in promoting parent/child relationship outside the context of parent/child visitation – participating in medical/dental visits, school activities, writing letters, shopping for clothes with/for child, family events (birthday parties), etc.

Item 11

Relationship of child in care with parents

- In cases where there were concerns in this area – the issues were associated with:
 - Insufficient efforts to engage parents or provide sufficient opportunities for parents to participate in activities to strengthen the parent/child relationship.

Well-Being Outcome 1

Families have enhanced capacity to provide for their children's needs

45% Substantially Achieved
FC – 43% : IH – 48%

OSRI Item 12: *Needs and Services of Child, Parents, and Foster Parents*

- 48% of 65 applicable cases rated as a Strength
 - FC: 45% of 40 cases rated as a Strength
 - IH: 52% of 25 cases rated as a Strength

OSRI Item 13: *Child and Family Involvement in Case Planning*

- 59% of 61 applicable cases rated as a Strength
 - FC: 61% of 36 cases rated as a Strength
 - IH: 56% of 25 cases rated as a Strength



Well-Being Outcome 1

Families have enhanced capacity to provide for their children's needs

OSRI Item 14: *Caseworker Visits with Child*

- 68% of 65 applicable cases rated as a Strength
 - FC: 83% of 40 cases rated as a Strength
 - IH: 44% of 25 cases rated as a Strength

OSRI Item 15: *Caseworker Visits with Parents*

- 56% of 52 applicable cases rated as a Strength
 - FC: 48% of 27 cases rated as a Strength
 - IH: 64% of 25 cases rated as a Strength



Item 12A

- Needs of children appropriately assessed and addressed in 71% of 65 applicable cases.
 - Foster Care: 78% of 40 cases
 - In-Home: 60% of 25 cases
- In FC cases – reviewers observed examples of comprehensive initial/ongoing assessments being conducted – and the provision of services to meet the assessed needs of children in foster care.
 - Family Team Meetings were used effectively to promote comprehensive assessments and address/discuss needed.
- Overall, the pattern of ratings on this area of casework practice were similar to item 14 ratings (caseworker/child contacts) particularly within IH cases.
 - General concern that not all children in the home were being seen and, as a result, all children in the home did not have their needs assessed.

Item 12A

- When there were concerns in this area of casework practice – the issue was that there were no initial/on-going assessments and/or such assessments were not always comprehensive – particularly within IH cases.
- Within IH cases reviewed – there was a particular concern that services were not provided to address assessed needs for all children in the home.

Item 12B

- Parent's needs were appropriately assessed and addressed through services in 50% of 52 applicable cases.
 - Foster Care: 33% of 27 cases
 - In-Home: 68% of 25 cases
- When a case was rated ANI - there was a general pattern of concern within IH and FC cases about the quality of assessments to inform/identify services required to address key needs.
- The lack of/insufficient ongoing assessments and/or following-up/monitoring service provision was a key concern.
- In some cases – there was no indication that either parent had their needs assessed or addressed by the agency during the PUR.

Item 12B

- There was a pattern of fathers not being engaged in assessment/provision of needed services – and particularly in FC cases.
- In a number of cases there was a lack of ongoing assessments – when a parent was dealing with substance abuse issues.
 - Concerns about waitlists and delays in service provision are noteworthy.
- Pattern of case review findings for this item are similar to performance on caseworker contact with parents (item 15).

Item 12C

Needs assessment and service to foster Parents

- Needs of foster parents were appropriately assessed and addressed through services in 73% of 30 applicable cases
- Concerns about the lack of assistance to help foster parents address child behavioral/mental health issues.
- Concerns about foster parents feeling unprepared to arrange and/or facilitate parent/child visits.



Item 13

Child and Family Involvement in Case Planning

- FC: 61% of 36 applicable cases rated as a Strength
- IH: 56% of 25 applicable cases rated as a Strength
 - Child(ren) actively engaged in 81% of 43 applicable cases
 - Parent engagement:
 - Mothers in 87% of 52 applicable cases
 - Fathers in 58% of 40 applicable cases

Item 13

Child and Family Involvement in Case Planning

- In a number of cases it was clear that children and parents were involved in the case planning process – Child and Family Team Meetings facilitated this process.
- In general – there were concerns about:
 - the lack of involving the fathers across FC and IH cases – particularly in FC cases.
 - not involving all children in the case planning process in IH cases.
- In a few cases – the case was rated ANI because no member of the family appeared to be adequately involved in the case planning process.



Item 14

Caseworker visits with child

- Adequate frequency and quality: 68% of 65 applicable cases
 - Foster Care 83% of 40 cases
 - In-Home 44% of 25 cases

- Frequency
 - 86% - visits occurred at least 1x time per month
 - 14% - visits occurred less than 1x time per month
 - In 1 (1.5%) IH case – there was no face-to-face contact with the children during the PUR

Item 14

Caseworker visits with child

- In IH cases - there were concerns about caseworkers not having face-to-face contact with all the children in the home.
- Concerns about the quality of caseworker contact with children across FC and IH cases were associated with:
 - Not visiting with children alone/individually.
 - Not conducting face-to-face contact with children in the home environment – but only at the office or during meetings or appointments.
 - Concerns noted in items 3/12/17/18 – are associated with low quality caseworker contacts.



Item 15

Caseworker visits with parents

- Adequate frequency and quality: 56% of 52 applicable cases were rated Strength
 - Foster Care 48% of 27 cases were rated Strength
 - In-Home 64% of 25 cases were rated Strength

Frequency

- At least 1x time per month
 - Mother - 75% of applicable cases
 - Father - 50% of applicable cases



Item 15

Frequency

- Less than 1x time per month
 - Mother - 25% of applicable cases
 - 2 (3.9%) cases mother was never seen during the PUR
 - » Both cases are IH
 - Father - 50% of applicable cases
 - 6 (15%) cases father was never seen during the PUR
 - » 3 FC and 3 IH cases

Item 15

Frequency and Quality

- Mothers - in 71% of 51 applicable cases, the agency made concerted efforts to ensure that both frequency and quality of caseworker visitation with mothers were sufficient.
- Fathers – in 53% of 40 applicable cases, the agency made concerted efforts to ensure that both frequency and quality of caseworker visitation were sufficient.
- Concerns about the frequency and quality of caseworker contact with fathers are important to note across FC and IH cases – but of particular concern in FC cases.

Well-Being Outcome 2

Children receive appropriate services to meet their educational needs

98% Substantially Achieved
FC – 97% : IH – 100%

OSRI Item 16: Educational Needs of the Child

- 98% of 46 applicable cases rated as a Strength
 - FC: 97% of 36 cases rated as a Strength.
 - IH: 100% of 10 cases rated as a Strength.



Item 16

Educational needs of the child

- Adequate assessment of educational needs occurred in 100% of cases
- Concerted efforts to provide appropriate services to address assessed educational needed occurred in 97% of cases (all but one case).
- In many cases individualized educational plans (IEPs) and other educational assessments informed the provision of needed services.
- Clear pattern of effective communication/coordination of efforts between schools, agency, placement staff and foster parents, children/youth – and parents to address the education needs for children in foster care and in-home cases.

Well-Being Outcome 3

Children receive appropriate services to meet their physical and mental/behavioral health needs

78% Substantially Achieved
FC – 83% : IH –67%

OSRI Item 17: Physical Health of the Child

- 86% of 49 applicable cases rated as a Strength
 - FC: 88% of 40 cases rated as a Strength
 - IH: 78% of 9 cases rated as a Strength

OSRI Item 18: Mental/Behavioral Health of the Child

- 86% of 49 applicable cases rated as a Strength
 - FC: 91% of 33 cases rated as a Strength
 - IH: 75% of 16 cases rated as a Strength



Item 17

Physical health of the child

- FC: 88% of 40 cases rated as a Strength
 - In the 5 FC cases rated ANI – a pattern of concern was about the lack of initial and follow-up dental exams and addressing the assessed needs.

- IH: 78% of 9 cases rated as a Strength
 - Lack of assessment and/or appropriate follow-up services related to medical and dental needs were the primary issues in 2 IH cases rated ANI.

- Appropriate oversight of prescription medications occurred in 100% of the applicable cases.

Item 18

Mental/behavioral health of the child

- FC: 91% of 33 cases rated as a Strength
- IH: 75% of 16 cases rated as a Strength

- Appropriate oversight of prescription medications 100% of applicable cases.

Item 18

Mental/behavioral health of the child

- When cases were rated ANI - general pattern of lack of services or significant delays in service provision to address identified mental/behavioral health needs.
- In a few IH cases – the key concern was not conducting an assessment or not comprehensively assessing mental/behavioral needs.

Systemic Factors

CFSR Systemic Factors

- Statewide Information System
- Case Review System
- Quality Assurance System
- Staff and Provider Training
- Service Array and Resource Development
- Agency Responsiveness to the Community
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

Determining Substantial Conformity with 7 Systemic Factors



CFSR Systemic Factors

Not in Substantial Conformity

- Case Review System
- Quality Assurance System
- Staff and Provider Training
- Service Array and Resource Development
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

■ In Substantial Conformity

- Statewide Information System
- Agency Responsiveness to the Community



Statewide Information System

Item 19: Statewide Information System

- How well is the statewide information system functioning to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for placement of every child who is (or within the immediate preceding 12 months, has been) in foster care?
- Strength - based on information from the statewide assessment.

Case Review System

- Item 20: Written Case Plan
- Item 21: Periodic Reviews
- Item 22: Permanency Hearings
- Item 23: Termination of Parental Rights
- Item 24: Notice of Hearings and Reviews to Caregivers

Case Review System

Item 20: Written Case Plan

- 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?
- Area Needing Improvement - based on information from the statewide assessment and stakeholder interviews.

Case Review System

Item 20: Written Case Plan

- Overall, information from the statewide assessment and stakeholder interviews was mixed concerning whether in written case plans for children are developed jointly with parent(s).
- There appears to be marked variation in this area of casework practice across the state and, particular concerns about the involvement of fathers in this process.

Case Review System

Item 21: 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?
- Strength - based on information from the statewide assessment.

Case Review System

Item 22: 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?
- Strength - based on information from the statewide assessment and stakeholder interviews.

Case Review System

Item 23: Termination of Parental Rights

- How well is the case review system functioning statewide to ensure that a petition for the termination of parental rights (TPR) is filed in accordance with the required provisions?
- Area Needing Improvement - based on information from the statewide assessment.
 - North Dakota and the Children's Bureau agreed that no stakeholder interviews would be required for this item.

Case Review System

Item 24: 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?
- Strength - based on information from the statewide assessment and stakeholder interviews.

Case Review System

Item 24: Notice of Hearings and Reviews to Caregivers

- Information from the statewide assessment and stakeholder interviews indicated county child welfare agencies have an established notification process, and are providing the required notice 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.
- Not all stakeholders interviewed, however, were familiar with the notification process and whether the requirement was routinely being met.

Quality Assurance System

Item 25: Quality Assurance System

- How well is the quality assurance system functioning statewide to ensure that it is (1) operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.
 - North Dakota and the Children’s Bureau agreed that no stakeholder interviews would be required for this item.

Quality Assurance System

- North Dakota reported information in its statewide assessment indicating a statewide quality assurance (QA) system is not functioning across the state.
- The state is in the planning stage of re-establishing a statewide case review process and there is currently no overarching integration and coordination of QA activities statewide to evaluate services included in the Child and Family Services Plan (CFSP) in a systematic manner.

Staff and Provider Training

- Item 26: Initial Staff Training
- Item 27: Ongoing Staff Training
- Item 28: Foster and Adoptive Parent Training

Staff and Provider Training

Item 26: 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?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.

Staff and Provider Training

Item 26: Initial Staff Training

- New staff complete the initial training modules and are certified within one year of their hire date, as required.
- However, stakeholder interviews indicated caseloads are routinely assigned to staff upon their hire, or shortly thereafter, and there is a marked variation in caseload size assigned to new staff across the state prior to completion of the initial training curriculum.



Staff and Provider Training

Item 26: Initial Staff Training

- Stakeholders reported there is no statewide -
 - Guidance that exists to inform how case assignments are to be made for new staff that have not started, or completed, the initial training and case management certification requirements
 - “On the job training” (OJT) field supervised component to the new staff training program requirements operating statewide.
- Overall - there are new staff assigned caseloads without the necessary initial training needed to carry out their case management duties.

Staff and Provider Training

Item 27: 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?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.

Staff and Provider Training

Item 27: Ongoing Staff Training

- Staff routinely meet the ongoing training time-frame requirements. However, the ongoing training does not routinely provide staff with the knowledge and skills needed to carry out their duties.
- Stakeholder interviews indicated concerns that supervisors were not routinely receiving the training needed to carry out their supervisory duties, and skilled-based training was referenced as a need for case managers.
- Stakeholder interviews indicated budget, workload, and travel/distance constraints are significant barriers to accessing ongoing training that addresses their professional development needs and ability to carry out their duties.



Staff and Provider Training

Item 28: 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?
- Strength– based on information from statewide assessment and stakeholder interviews.

Service Array and Resource Development

Item 29: Array of Services

- How well is the service array and resource development system functioning to ensure that services are accessible in all political jurisdictions covered by the Child and Family Services Plan (CFSP)?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.

Item 30: Individualizing Services

- How well is the service array and resource development system functioning statewide to ensure that services can be individualized to meet the unique needs of children and families served by the agency?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.

Service Array and Resource Development

Item 29: Array of Services

- In many areas across North Dakota - children and families experience significant difficulties in accessing an array of critical and needed services.
- Barriers to accessing needed services include: long waitlists (months depending on the service), the lack of available service providers, and the distance to access certain types of services vary across the state.
- Accessing critical services is a significant concern for many children and families in the state and are associated with delays in achieving timely permanency for children in foster care, and addressing the safety and well-being needs of families.

Service Array and Resource Development

Item 29: Array of Services

- Accessing in-patient and out-patient substance abuse/addiction and mental health services can be a significant challenge to address the needs of parents and adolescents.
- In rural parts of the state, families must wait up to several months before receiving needed in-home services (home visitation, case-management, and therapy).
- Specialized services to address the needs of adoptive parents and their adopted children; victims of sexual abuse and sexual abuse offenders; children at-risk of suicide; and children in need of therapeutic foster care and psychiatric residential placement resources are particularly difficult to access in many areas of the state.



Service Array and Resource Development

Item 29: Array of Services

- There are challenges in accessing independent living services; prevention and early intervention services; housing; domestic violence; transportation; and services/resources to ensure parent/child visitation occur at the level needed for families.
- Stakeholders reported insufficient funding as a barrier to making an array of services available to children and families at the level required to meet their needs.
- Accessing transportation to travel the distance required to access services remains a challenge; although stakeholders reported that agencies are effective in coordinating transportation services when possible.

Service Array and Resource Development

Item 30: Individualizing Services

- Marked variation across the state concerning the degree to which services and family plans are individualized to meet the needs of children and families.
- While child and family team meetings reportedly promote individualized case plans, stakeholders also noted this practice does not occur statewide.
- Lack of fidelity to the Wraparound Practice Model may contribute to concerns about the individualization of family case plans that inform services.

Service Array and Resource Development

Item 30: Individualizing Services

- Concerns that youth are not routinely placed in foster care settings appropriate to meet their individualized needs.
- Stakeholder interviews were mixed as to whether services are routinely individualized to meet cultural and linguistic needs of families, and noted the increasing diversity of families in North Dakota that speak non-English languages.
- Flexible funds can be accessed to individualize safety and permanency needs for children and families -
 - Although the need exceeds the availability of such resources.

Agency Responsiveness to the Community

Item 31: State Engagement and Consultation with Stakeholders Pursuant to the 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?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.

Agency Responsiveness to the Community

Item 31: State Engagement and Consultation with Stakeholders Pursuant to the CFSP and APSR

- The state actively seeks input from an array of groups in the development of CFSP goals, objectives and annual updates.
- Parents, foster and adoptive parents, and county child welfare field staff are not routinely engaged in this process.

Agency Responsiveness to the Community

Item 32: Coordination of CFSP Services with Other Federal Programs

- How well is the agency responsiveness to the community system functioning statewide to ensure that the state's services under the Child and Family Services Plan (CFSP) are coordinated with services or benefits of other federal or federally assisted programs serving the same population?
- Strength – based on information from statewide assessment.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

- Item 33: Standards Applied Equally
- Item 34: Requirements for Criminal Background Checks
- Item 35: Diligent Recruitment of Foster and Adoptive Homes
- Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 33: 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?
- Strength – based on information from statewide assessment and stakeholder interviews.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 34: 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?
- Strength – based on information from statewide assessment and stakeholder interviews.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 35: Diligent Recruitment of Foster and Adoptive Homes

- How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure 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?
- Area Needing Improvement – based on information from statewide assessment and stakeholder interviews.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 35: Diligent Recruitment of Foster and Adoptive Homes

- The North Dakota statewide assessment indicates there is not an efficient and reliable process in place or operating to report on the racial and ethnic diversity of licensed foster and approved adoptive homes across the state.
 - The current data collection process is not meeting the state's needs to inform its statewide diligent recruitment activities.
- Stakeholder interviews also indicated limited staff resources and time to devote to diligent recruitment in some areas of the state.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 35: Diligent Recruitment of Foster and Adoptive Homes

- Stakeholders reported some diligent recruitment efforts are occurring such as:
 - partnering with tribes,
 - private/public agency consultations,
 - accessing community resources to increase the diversity of foster and adoptive parents.
- Overall – while promising efforts are occurring in North Dakota – the state is working towards the development of a fully functioning statewide diligent recruitment system.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 36: 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 the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide?
- Area Needing Improvement – based on information from the statewide assessment.
 - North Dakota and the Children’s Bureau agreed that no stakeholder interviews would be required for this item.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

- North Dakota reported data in its statewide assessment indicating home study requests received from other states are not routinely completed within the 60-day requirement.
- The state acknowledges the need to improve its tracking systems to monitor the timeliness of identifying children for whom cross-jurisdictional resources are needed.

Program Improvement Plan

NEXT STEPS

Program Improvement Plan

- Program Improvement Plan (PIP) is due to the CB within 90 days of receiving final report and determination of nonconformity
- Continued collaborative effort between the state and Children's Bureau to develop and monitor North Dakota's PIP
- Continued collaboration with partners and families in development of PIP



Program Improvement Plan

- Implement plan over 2 years with additional year to monitor data measures
- Safety interventions must be prioritized and addressed in less than 2 years
- State must include and complete key activities to benchmark progress
- State must include and achieve measurable progress on certain items

Stages of PIP Development

Analyze data

Explore possible interventions

Finalize interventions

Develop implementation plan

Reporting structure and measurement plan



Analyze Data

- What are root causes of underperformance?
- What broad areas need to be addressed in PIP?
- What additional data are needed to target strategies

Explore Possible Interventions

- Review initiatives already in process in the state - will they address key concerns?
- What is reasonable in 2 years?
- What evidenced-based interventions are available?

Finalize Interventions

- Identify major and minor initiatives
- Prioritize

Develop Implementation Plan

- Identify key activities for the PIP
- Consider whether activities can be scaled for successful implementation

Reporting Structure and Measurement Plan

- Determine when and how progress can be reported
- Determine when progress can be measured
- Apply principles of Continuous Quality Improvement



Questions?