

**Promising Practices
Child and Family Services Review**

Promising Approach	State	Contact	Description	Child and Family Service Plan?
Agency Collaboration	North Dakota	Paul Ronningen, (701) 328-1725; JoAnne Hoesel, (701) 328-8924	The Children's Mental Health System of Care in North Dakota uses the Wraparound Case Management Model of Practice to provide therapeutic and supportive services to children with serious emotional disturbances and their families so they can manage their illness and live in the community in the least restrictive setting. The Wraparound Case Management Model of Practice's goal is to plan and provide for the care and support of children with complex needs. This planning includes services across system lines and involves all providers of services. System partners in North Dakota include child welfare, mental health, education, and juvenile justice.	Implementation of the Wraparound Process case management model is one of the major components of the North Dakota Program Improvement Plan. This is a collaborative effort with the Division of Juvenile Services, Children's Mental Health and PATH. The wraparound case management process is week two of the four week child welfare certification training.
Service Array	Nebraska	Michelle Eby, (308) 324-7989	The Integrated Care Coordination Units (ICCU) utilize informal supports and services by building on the strengths of families. Caseworkers are typically employed with a reduced caseload of 10 families, which allows youths and families to receive intensive case management. The ICCUs utilize several assessment tools to guide child and family teams and monitor outcomes for youth and families served; thereby decreasing the time it takes to meet a child's permanency goal. There are five ICCUs operating in Nebraska, serving approximately 1,078 youth and their families.	Working with professional partners in the field, Integrated Care Coordination Units and other wraparound approach services have been used in all areas of the state. These services involve the child/youth, family members, and professionals such as mental health and substance abuse providers, probation officers, educators, and others with expertise in particular areas of concern. All parties involved in these therapeutic approaches work toward the common goal of stabilizing the family and preventing more intrusive involvement with P&S and/or the legal system.

Service Array	Oregon	Lisa Harnisch, (503) 945-6953	System of Care is a strength-based approach to service planning and delivery that emphasizes family involvement, expanded visitation, concurrent planning, and foster care reform. It was implemented as a multi-phase plan beginning with phase 1 in 1995 and the final phase ending in 2002. Currently, the State of Oregon provides child welfare services with a System of Care approach. The State reformed its child welfare practices by addressing the issues of child safety, attachment, permanency, and well-being in every case. In addition, the State provided practice, policy, and systemic reforms that more efficiently utilize the resources in every community and support more flexible services to meet the individual needs of families and children.	Oregon saw the Title I V-E Waiver Demonstration Project as an opportunity to enhance the Strengths/ Needs Based System of Care initiative, with the collaboration of local community partners, and to develop innovative services that did not exist previously. The intent of the waiver is to augment the agency's on-going efforts to build a strong service delivery system that recognizes a child's need for safety, attachment and permanence. Our commitment to strengths/needs based services is ideally suited to these goals and is the driving force behind the IV-E Waiver
Disproportionality	Iowa	Barry Bennett, (515) 281-3974	The Children of Color Project addresses the disproportionate number of Native and African American children in the child welfare system in Iowa. It is designed to partner with community stakeholders and agencies to prevent repeat abuse and improve well-being in families, which would ultimately reduce the need for expensive foster or group home care. The project links families and children to neighborhood organizations that offer a range of culturally appropriate services and also assists the State child welfare agency in becoming more culturally sensitive and responsive in interactions with minority children and families. Pilot sites have been established in two Iowa counties: Woodbury County [Sioux City] where the identified minority population consists of Native American children and families and Polk County [Des Moines] where the identified minority population consists of African American children and families. These pilot sites receive small grants and technical assistance to help address minority overrepresentation in the child welfare system.	As part of the Child Welfare Redesign Initiative, DHS has planned for implementation of two Minority Youth and Families Demonstration projects that are intended to impact the overrepresentation of minority children in the child welfare system. Woodbury County has been selected as one of the demonstration sites and Native American children and families will be the focus of their efforts.

Quality Assurance	California	Wes Beers, (916) 651-8111	<p>The California Child and Family Review System is a State version of the Federal child and family services reviews used to monitor State performance. It requires the development and implementation of an outcomes-based county compliance review process to improve outcomes for children in the child welfare system while holding county and State agencies accountable for the outcomes achieved. All 58 counties receive quarterly data reports on their outcomes in the areas of safety, permanency, and well-being of children and families who come into contact with the child welfare system. Each county conducts a self-assessment using community-based groups to facilitate public input. A component of the self-assessment is the Peer Quality Case Review, which involves State, county, and regional training and peer review staff performing qualitative case reviews of specific areas of county practice. Following the self-assessments, counties collaborate with other local partners to develop a county System Improvement Plan (SIP), which is approved by the county Board of Supervisors. The purpose of the SIP is to establish program priorities, define specific action steps to achieve improvement, and establish goals for improvement. The California Child and Family Services Review was designed so that county self-assessments and SIPs would be the basis for the Statewide Assessment and the Program Improvement Plan for future Federal reviews.</p>	<p>Finally, California developed and fully implemented its new outcomes based quality assurance system, the California Child and Family Services Review (C-CFSR) this year. All counties received county specific outcome data, developed and submitted county self-assessments and submitted county self improvement plans to CDSS. Each self-assessment and county self improvement plan were reviewed by CDSS, and the self improvement plans were approved. In addition, we met our objective of completing Peer Quality Case Reviews for at least 15 child welfare agencies by June 30, 2005.</p>
Quality Assurance	North Carolina	Beverly Daniel, (919) 733-9461	<p>In 1992, the Division of Social Services (DSS) initiated biennial reviews of county child protective services programs in an attempt to strengthen service delivery. After the Federal child and family services review in 2001, the DSS created a Children's Services Advisory committee to redesign the review process to focus more on outcomes. As a result, a new review process was created to mirror that of the Federal process. County and DSS staff are paired to review cases using interviews, review instruments, and stakeholder surveys, similar to those of the Federal reviews. Before final rating decisions are made, the county and DSS staff debrief each case. After ratings are applied, a final report is drafted and submitted to the DSS director and others. The report details the outcome areas that were not found to be in substantial conformity as well as outcome areas that achieved substantial conformity. The report</p>	<p>Child and Family Service Reviews in North Carolina provide a mechanism for evaluating the Children's Services System's response to children and families; for identifying management, training, system and policy issues; for recognizing strengths in practice; and for making recommendations to strengthen the delivery of all children's services programs statewide. The Division has actively collaborated with other service</p>

			<p>also includes information provided by the county in a self survey. In addition, the report includes an analysis of the county's outcome data conducted by DSS staff. If the county fails to achieve substantial conformity in any of the outcome areas, the county is required to develop a Program Improvement Plan that is approved and monitored by the DSS until successful completion.</p>	<p>providers and other state agencies in an effort to improve and enhance Child Welfare practice and to move towards achieving safety, permanence and well-being for children. The Georgia State Department of Human Resources consulted with North Carolina regarding their Child and Family Services Review process last year and during the fall of 2004 Georgia modeled the protocol very closely to North Carolina's.</p>
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Promoting Safe and Stable Families
Performance Goals

Program Goal: SAFETY: Children are protected from abuse and neglect in their homes. The risk of harm to children will be minimized.			
Measure	FY	Target	Result
6.1b. Decrease the percentage of children with substantiated reports of maltreatment that have a repeated substantiated report of maltreatment within 6 months.	2007	7%	Oct-08
	2006	7%	Oct-07
	2005	7%	Oct-06
	2004	7%	8%
	2003	7%	8%
	CY 2002	7%	9%
	CY 2001	7%	9%
	CY 2000	Identify baseline	9%
6.1c. Improve states' average response time between maltreatment report and investigation, based on the median of states' reported average response time in hours from screened-in reports to the initiation of the investigation.	2007	5% reduction of previous FY	Oct-08
	2006	5% reduction of previous FY	Oct-07
	2005	5% reduction of previous FY	Oct-06
	2004	5% reduction of previous FY (63.65 hours)	48.0 hours
	2003	Identify baseline	67.0 hours
Program Goal: PERMANENCY: Provide children in foster care permanency and stability in their living situations.			
Measure	FY	Target	Result
6.1e. Increase the percentage of children who exit foster care within two years of placement either through guardianship or adoption.	2007	35%	Oct-08
	2006	35%	Oct-07
	2005	35%	Oct-06
	2004	33%	34%
	2003	Identify baseline	32%
6.1f. Maintain the percentage of children who exit the foster care system through reunification within one year of placement.	2007	68%	Oct-08
	2006	68%	Oct-07
	2005	68%	Oct-06
	2004	67%	68%
	2003	67%	67%
	2002	67%	68%
	2001	67%	68%
	2000	67%	67%
	1999	Identify baseline	65%
	1998	Pre-baseline	63%
6.1j. Increase the adoption rate.	2011	10.56	Oct-12
	2010	10.50	Oct-11
	2009	10.45	Oct-10
	2008	10.40	Oct-09
	2007	10.35	Oct-08
	2006	10.19	Oct-07
	2005	Set baseline	Oct-06
Data Source: Adoption and Foster Care Analysis Reporting System (AFCARS) for FY 2005 and all subsequent years;			
Data Validation: States report child welfare data to ACF through the Adoption and Foster Care Analysis Reporting System (AFCARS). All state semi-annual AFCARS data submissions undergo extensive edit-checks for internal reliability. The results of the AFCARS edit-checks for each of			

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the six-month data submissions are automatically generated and sent back to each state, to help the state to improve data quality. Many states submit revised data to insure that accurate data are submitted, often for more than one prior submission period.¹ The Children’s Bureau conducts several AFCARS compliance reviews each year, which typically result in a comprehensive AFCARS Improvement Plan (AIP). Also, states’ Statewide Automated Child Welfare Information Systems (SACWIS) systems are undergoing reviews to determine the status of their operation and the automated system’s capability of meeting the SACWIS requirement to report accurate AFCARS data. To speed improvement in these data, the agency funds the National Resource Center for Child Welfare Data and Technology. This Resource Center provides technical assistance to states to improve reporting to AFCARS, improve statewide information systems, and to make better use of their data. Finally, ACF has recently implemented the AFCARS Project that includes a detailed review of all aspects of AFCARS by Federal staff and participation of the field in identifying possible changes to improve the system. All of these activities should continue to generate additional improvements in the data over the next few years.

Cross-Reference: These performance measures support HHS Strategic Objective 7.4

Proposed Efficiency Measure	FY	Target	Result
6.1h. Decrease the percent of foster children in care 12 or more months with no case plan goal (including case plan goal “Not Yet Determined”).	2007	6.4%	Oct-08
	2006	6.9%	Oct-07
	2005	7.4%	Oct-06
	2004	Identify baseline	7.9% ²
	2003	Pre-baseline	8.3%
	2002	Pre-baseline	8.2%
	2001	Pre-baseline	11.2%
Data Source: Adoption and Foster Care Analysis Reporting System (AFCARS).			
Data Validation: Please see the previous performance detail table under measure 6.1d through 6.1g for a detailed explanation.			
Cross-Reference: This performance measures supports HHS Strategic Goals 6 and 7, and was developed in response to PART.			

Annual efficiency measure 6.1h is computed from the number of foster children in care at least 12 or more months with either a missing or “Not Yet Determined” case goal divided by the total number of foster children who were in foster care at least 12 months or more. The targets reflect a steady annual decline of 0.5 percentage points for foster care children in care 12 or more months with a missing or “Not Yet Determined” case plan goal. Trend data for earlier years show that this percentage has gradually decreased since FY 2001.

¹ Since AFCARS foster care data are used in the implementation of Program Improvement Plans (PIPs), resulting from the Child and Family Services Review (CFSR) process, States often resubmit AFCARS data to ensure that the data used for this purpose are accurate. The resubmitted data are then processed and the data are made available to the statistical analysts as soon as possible. The analysts review the data to determine which states’ data are usable in this plan.