

NEBRASKA DEPARTMENT OF HEALTH AND HUMAN SERVICES
Created October 2011
Updated December 2011

DIVISION OF CHILDREN AND FAMILY
SERVICES
(Child Welfare & Juvenile Services)
OPERATIONS PLAN



Purpose:

In 2008 Children and Family Services implemented a multi-year reform initiative for Nebraska's Child Welfare and Juvenile Services System called Families Matter. The goals of the statewide Families Matter initiative are to support safety, permanency and improved outcomes for children in their homes and communities.

This statewide plan is being developed in order to clearly identify priorities, promote system accountability and provide focus for the day to day operations for the Child Welfare/Juvenile Services System. This plan is intended to be updated as our plan progresses and lessons are learned.

This plan was written by CFS Administration, Service Area Administrators, and Lead Contractors. A special thank you to Casey Family Programs for their assistance on this project.

Executive Summary:

The Nebraska Department of Health and Human Services, Division of Children and Family Services developed the following Operations Plan to outline the priorities of the division as Families Matter continues to be implemented statewide. The plan provides specific data sets both on a statewide and service area level which assisted in the plan development. The plan consists of three sections: statewide priorities, process outcomes, and compliance standards. The plan also consists of Service Area specific profiles which will be used to develop Service Area specific outcomes and strategies based on the individual strengths and needs of each Service Area.

The data sets included in the plan are point in time data sets using the most up to date data from October 2011. The data in the report is critical to evaluate the action steps to move the system forward. Each set of data includes the source where the data was derived from, and an analysis of the data and its importance. This data will continue to be updated on a regular basis to determine whether the identified action steps are helping achieve the intended outcomes.

In the development of this plan seven priorities emerged as the focus areas that must be addressed to move Families Matter forward statewide. The first priority is building a comprehensive quality improvement system focused on achieving key outcomes for children and families.

The second priority is to build a system that promotes prevention and early intervention for children and families. The system will deliver a response to families that is family centered and focused on the underlying causes of safety threats.

The third priority is to infuse performance and accountability throughout the system. Families Matter is aimed at meeting targeted goals that impact the safety, permanency, and well-being of children.

The fourth priority is to build a service array for children and families that is accessible and delivered as close to the child's family home as possible. The goal is to increase the number of children served in their home when possible, and increase the number of children served in close proximity to their family home.

The fifth priority is to recruit and retain a stable and competent workforce. This will allow for the achievement of better outcomes for children and families served throughout the system.

The sixth priority is to improve communication with both internal staff and external stakeholders. The Division will communicate relevant and accurate information on a timely basis.

The seventh priority is to maximize funding. The goal is to decrease the reliance on state general funds by maximizing alternative funding opportunities to include Title IV-E funding, grants, and other community resources.

Along with seven identified priorities, the identification of process outcomes and compliance standards as key areas needing addressed were determined. These outcomes and standards will be monitored on an ongoing basis as a way to better serve children and families.

The Division of Children and Family Services is committed to helping people live better lives. This operations plan provides direction and transparency regarding the goals and vision of the Division of Children and Family Services. This plan will continue to be a working document, and not a static product to never be modified. As the Division completes action steps, new steps may be added to continue to make progress toward the Divisions ultimate goals. If the Division identifies any areas that need enhancements based on learning new information, it will be added to the plan to help keep the Division focused on meeting its outcomes.

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- ✓ Court Report Timeliness
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- ✓ Family Team Meetings

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GLOSSARY

**Attachments A and B

The Service Area Profiles included in the report is the statewide data broken down by each Service Area across the state. These profiles will be used to develop individual strategies by Service Area to accomplish the goals set forth in the Operations Plan.

- EASTERN SERVICE AREA PROFILE
- SOUTHEAST SERVICE AREA PROFILE
- CENTRAL SERVICE AREA PROFILE
- NORTHERN SERVICE AREA PROFILE
- WESTERN SERVICE AREA PROFILE

Chapter 1: Continuous Quality Improvement

Outcome Statement: Nebraska will implement a comprehensive Continuous Quality Improvement (CQI) system focused on achieving key outcomes that positively impact children and families by focusing on the identified outcomes and results.

Goal Statement: Develop an organizational structure that supports and actively promotes a statewide culture and framework of continuous quality improvement by March, 2012.

Observations:

- The Division of CFS does not have a clear description of the current CQI system.
- Leadership, staff and stakeholders are not adequately trained in the specific skills and abilities needed to actively participate in CQI.
- The amount of data collected is overwhelming and not organized or used in a uniform manner to aid in decision-making or system improvements.
- There is currently a disconnect between those collecting data, those analyzing data and how data is being used to improve outcomes.
- Dedicated staff must facilitate the collection, analysis and use of data to support policy development and enhance practice.

Action Steps/Strategies:

Action Step	Who	When
Hire a dedicated staff person within Central Office to be responsible for developing, implementing and sustaining a statewide CQI system.	Central Office	December 2011
Develop formal partnership through existing agreements with Chapin Hall to enhance data analysis to be used for system improvements.	CQI New Hire and Work Team	December 2011
Identify Foster Care Review Board (FCRB) data reports regarding the well-being of children served by DHHS. Identify data reports and develop benchmarks to be utilized for system improvements.	CQI New Hire and Work Team	January 2012
Train all staff including front line staff on CQI processes to enhance understanding of how daily work impacts system outcomes.	CQI New Hire with Service Areas	March 2012
Create a work team to review and update regulations in Chapter 390 and 474 NAC.	CQI New Hire and Work Team	April 2012

Legislative Action:

None at this time/ continue to evaluate.

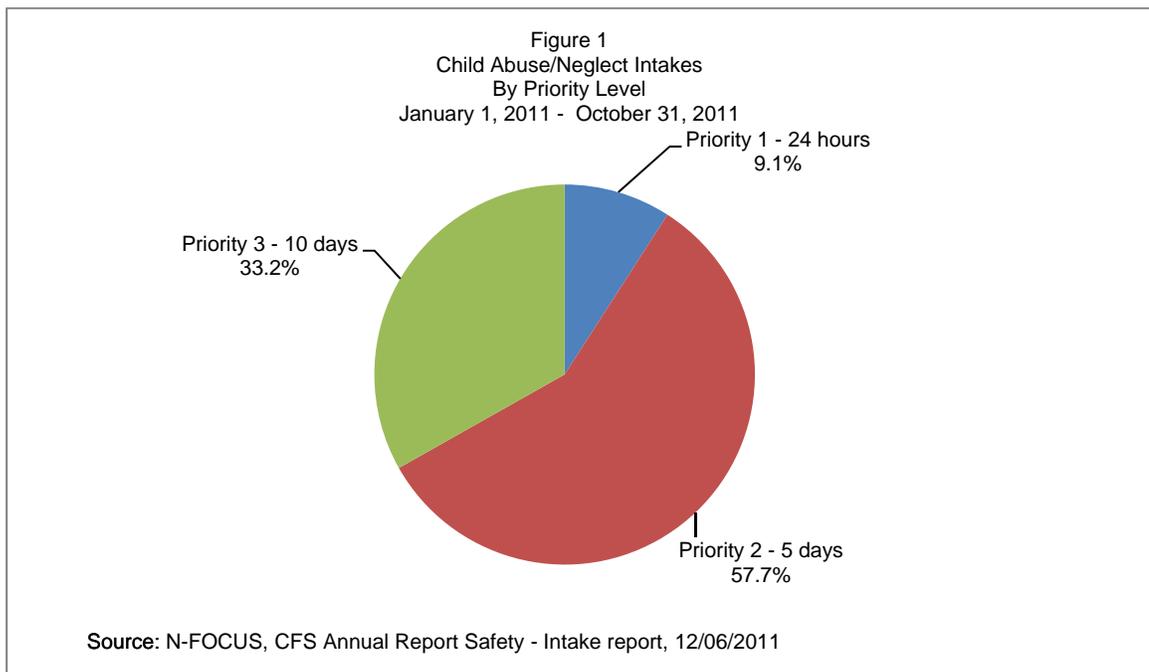
Chapter 2: Prevention and Early Intervention

Outcome Statement: Deliver a systems response to abuse and neglect that is flexible, family centered and focused on the underlying causes of safety threats.

Goal Statement: Increase the percentage of children and families served safely in their own home through community based services (non-court) relative to those served out-of-home.

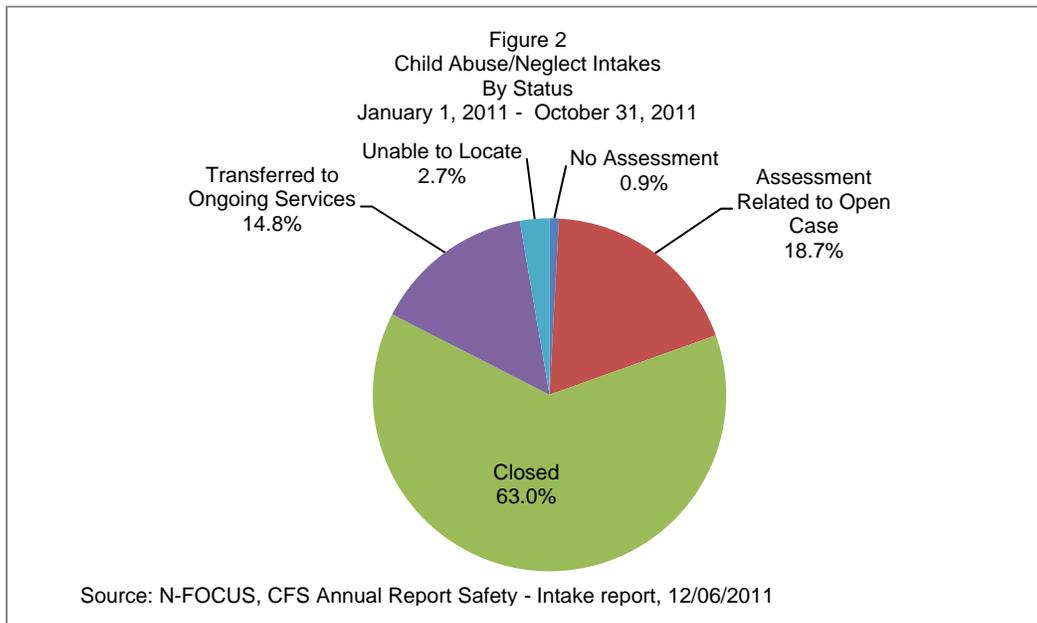
Observations:

- Nebraska currently has one method of response to accepted reports of child abuse/ neglect, an investigation. The investigation response times for accepted reports are Priority 1 = 24 hour response, Priority 2 = 5 day response and Priority 3 = 10 day response. Often a response of “investigation” is an adversarial approach with court intervention often following. Figure 1 shows that the majority of accepted intakes (90.9%) are Priority 2 (57.7%) and 3 (33.2%).

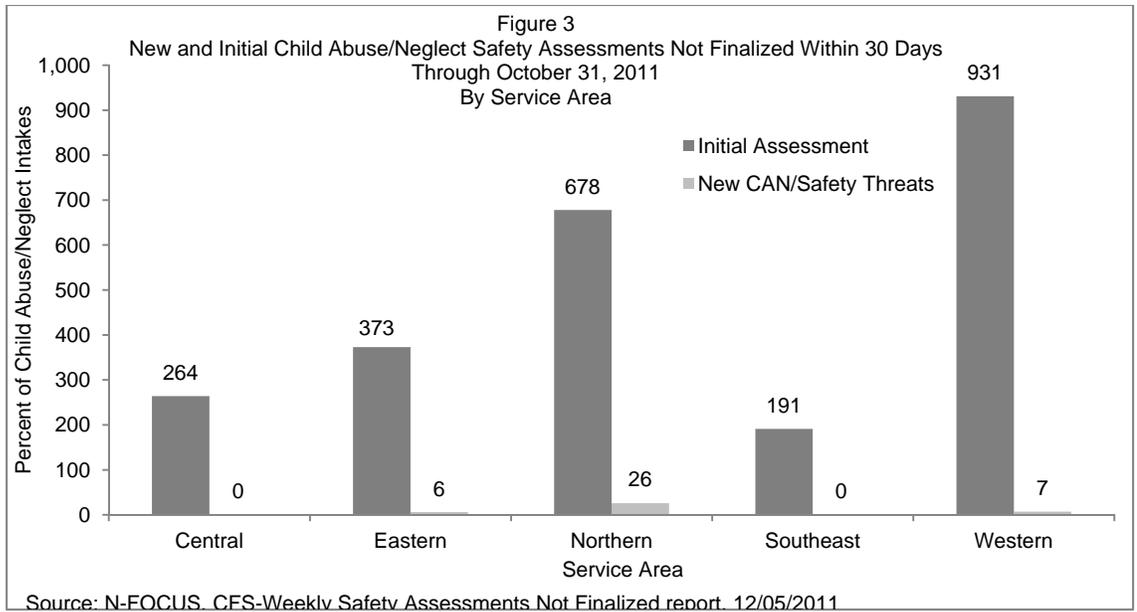


- All accepted reports are investigated in the same way; the only variable is the response time for “first contact” with the family. The majority of intakes are closed and not referred for ongoing services. 18.7% of intakes remain open and are related to an existing case. 14.8% of cases are transferred to receive ongoing services. Figure 2 displays the status of child abuse/neglect intakes for January through October 2011 and the case status after the initial assessment.

- Figure 2 Definitions:
 - ✓ No Assessment – Assessment has not been documented on N-FOCUS.
 - ✓ Assessment Related to Open Case – New intake on an open case was accepted and assessed.
 - ✓ Closed – Assessment was completed and not referred to ongoing services.
 - ✓ Transfer to Ongoing Services – Assessment was conducted and family was referred to ongoing services.
 - ✓ Unable to Locate – DHHS was not able to locate family.



- Historically, there has been a backlog of safety assessments (Figure 3).
- “Backlog” refers to Initial Assessments that are not completed and documented in N-FOCUS within 30 days of assignment per policy. Backlog cases are generally a result of delays with entering documentation, or cases being on hold due to a Law Enforcement request. New CAN/Safety threats are new allegations related to an open case.



- There is a long history of high caseloads and limited resources to manage those caseloads. The Department uses state-recommended caseload standards developed by the Department's Joint Labor/Management Workload Study Committee in 1992 and national caseloads standards developed by the Child Welfare League of America (CWLA) in 1992 and revised in 2003, to evaluate child welfare and juvenile service caseloads. Table 1 displays the average monthly caseload in 2009 for the different functions assigned to staff (caseload calculations for 2010 are not yet final). The most recently revised CWLA standards are included for quick comparison. Front line staff from all five Service Areas have higher average monthly caseloads than suggested by CWLA standards for all types of work.
- The Statewide Child Abuse/Neglect Hotline is operated out of the Eastern Service Area which manages all placement and coverage work received through the hotline after normal business hours, holidays and weekends.

Table 1. Average Monthly Caseloads by Service Area in Calendar Year 2009

Caseload Category	CWLA Standard	Central	Eastern	Northern	Southeast	Western	State
Non-CAN calls	No standard	1,015.44	1,066.55	939.19	1,303.41	1,161.87	1,113.84
Processing Hotline Coverage/Placement Calls	No standard	N/A	135.88	N/A	N/A	N/A	135.88
CAN Intake Reports	85 families	118.01	124.04	109.00	151.38	134.79	129.41
Initial Safety Assessments	12 families	14.19	14.89	13.15	18.23	16.28	15.57
In-Home Services	17 families	19.98	20.96	18.51	25.66	22.92	21.92
Out-of-Home Placement with Reunification Plan	12 families	17.37	18.27	16.03	22.27	19.82	19.05
Out-of-Home Long Term or Independent Living	14 children	20.11	21.15	18.54	25.77	22.92	22.04

Source: Department of Health and Human Services, Division of Children and Family Services 2009 Caseload Report

Action Steps/Strategies:

Action Step	Who	When
Continue implementation of SDM in the Eastern and Southeast Service Areas. Implement SDM in the Central, Northern, and Western Service Areas.	Central Office and Service Areas.	November 2011 CSA, NSA, WSA, timeframe to implementation to be determined in Spring 2012.
Formally charter a workgroup to study/research models of Differential Response.	Central Office, Service Areas in partnership with key stakeholders	January 2012
Revise Intake Screening Instrument to be consistent with Structured Decision Making (SDM) and considering Differential Response models.	Central Office, Hotline Admin., and Service Areas.	January 2012
Identify a process to facilitate effective information sharing with the Nebraska Statewide Prevention System. Monitor attendance at the Nebraska Statewide Prevention System team meetings.	Vicki Maca	January 2012
Identify the role for a Behavioral Health response to abuse and neglect families e.g. Statewide Help Line and Family Navigator programs/Differential Response Models.	BH/CFS Administrators in partnership with Regional BH Authorities and Service Area Admin.	March 2012

Legislative Action:

- On-going monitoring.

Chapter 3: Performance and Accountability

Outcome Statement: Nebraska will meet specific Performance and Accountability targets that impact the safety, permanency, and well-being of children.

Goal Statement: Nebraska will meet the national outcome measures by December 2014:

- Repeat Maltreatment
- Absence of Maltreatment in Foster Care
- Timeliness of Reunification
- Placement Stability

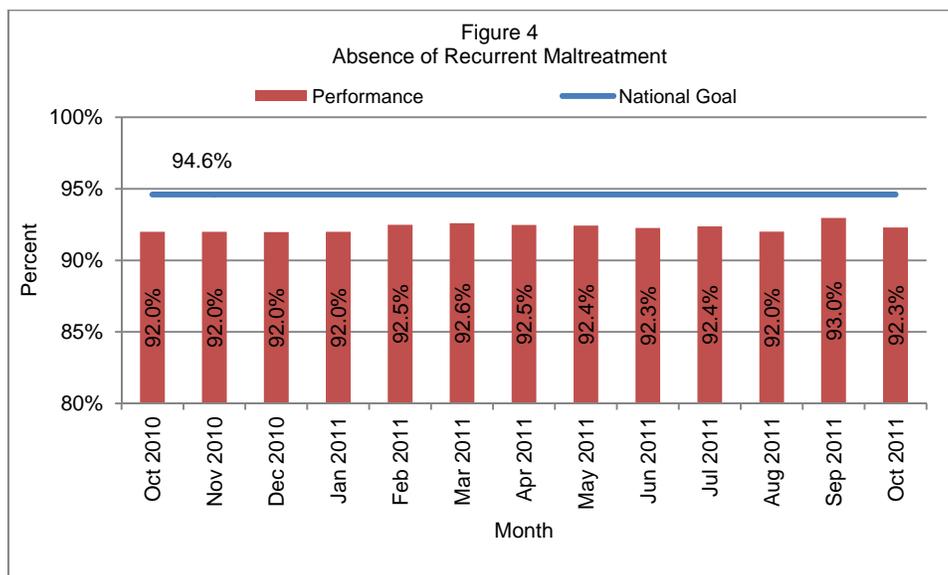
Nebraska will continue to meet the goals related to:

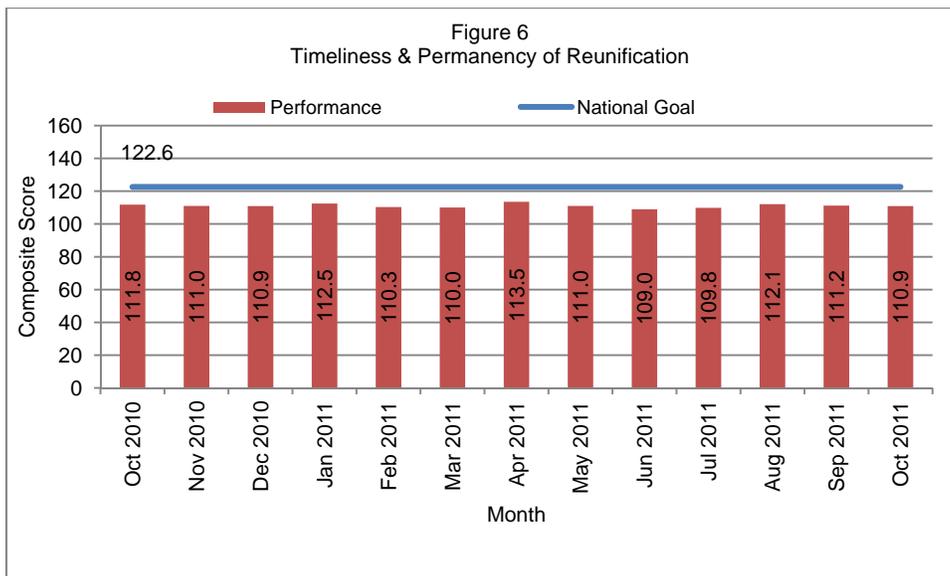
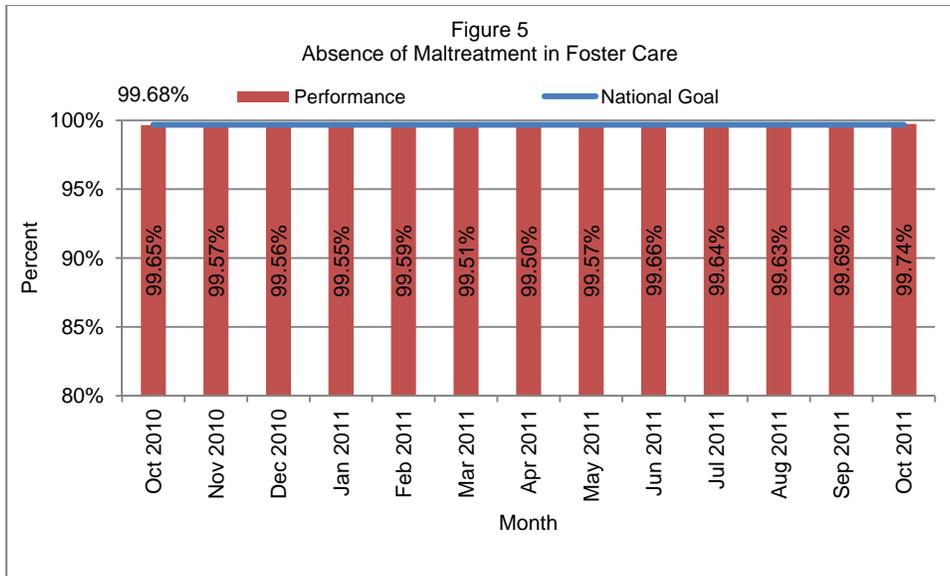
- Timeliness of Adoptions
- Permanency for Children in Foster Care.

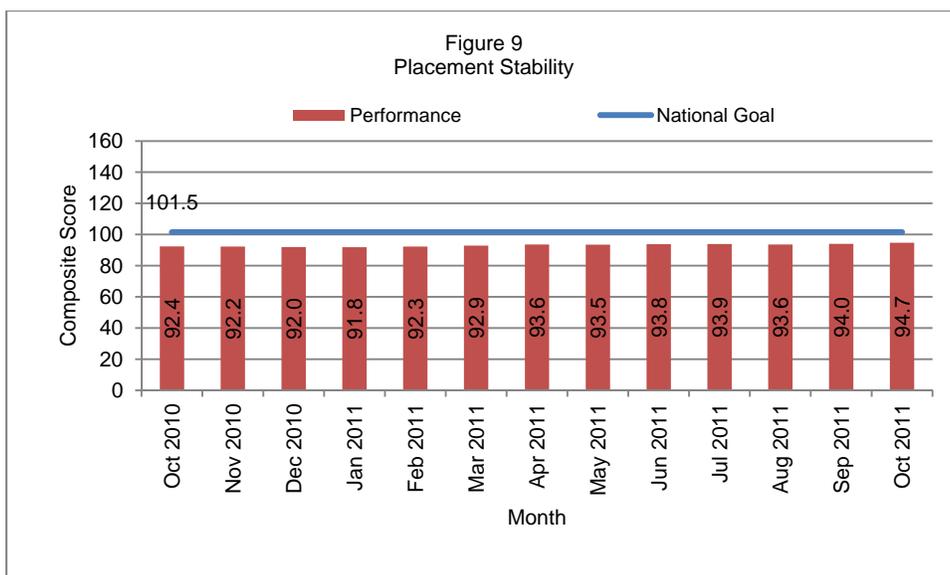
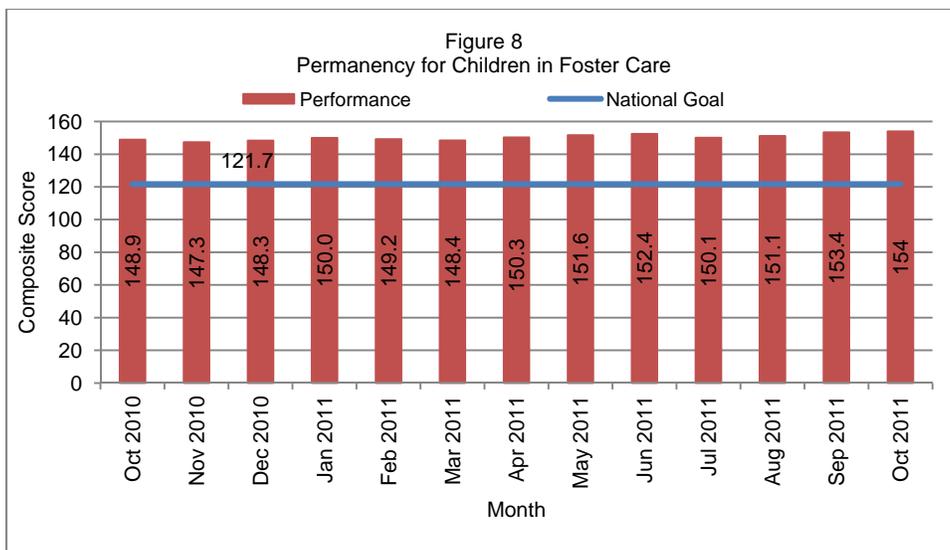
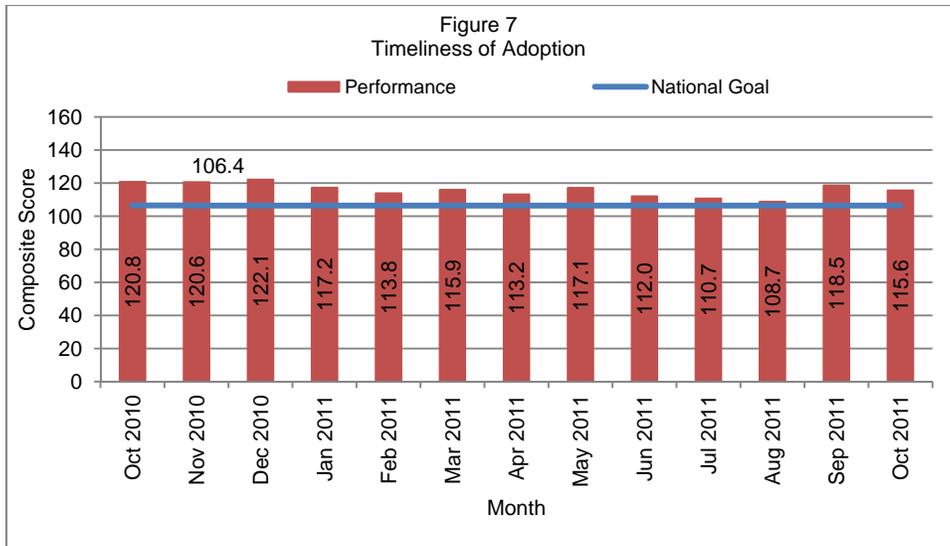
Observations:

- Figures 4-9 display the composite performance accountability goals attached to the Federal Child and Family Services Review (CFSR). The vertical columns show Nebraska compared to the national standard (horizontal solid line). Currently Nebraska meets the national standard for Timeliness of Adoptions, and Permanency for Children in Foster Care.

**Note: National Goal = National Standard







A. Entry/Exit

Outcome Statement: Nebraska's children will achieve safe and timely permanency.

Goal Statement: Safely reduce the number of children entering the Child Welfare/Juvenile Services System.

Observations:

- In 2009, Nebraska ranked 49th with the number of state wards entering the Child Welfare/Juvenile Services system per 1,000 children in the general population (Casey Family Program/2009). Nebraska's population of state wards includes juvenile services cases.

Figure 10: State ward entries and exits/Child Welfare and Juvenile Services system (January 2008 - September 2011). When entries exceed exits, the total number of cases increases; when exits exceed entries, the total number of cases decreases. Exits exceeded entries in 2008. Since then, with the exception of the first quarter of 2010 and 2011, exits have nearly kept pace with entries. This data does not include any children being served through non-court involved cases.

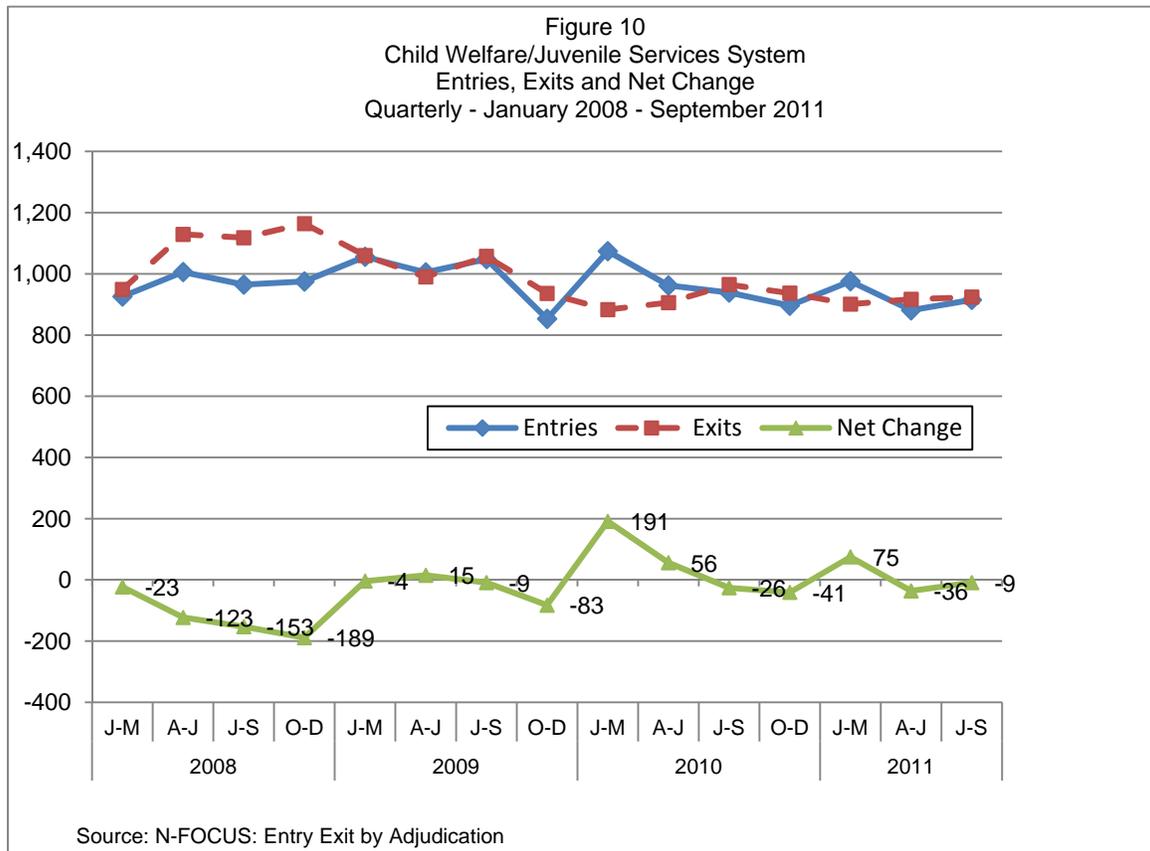
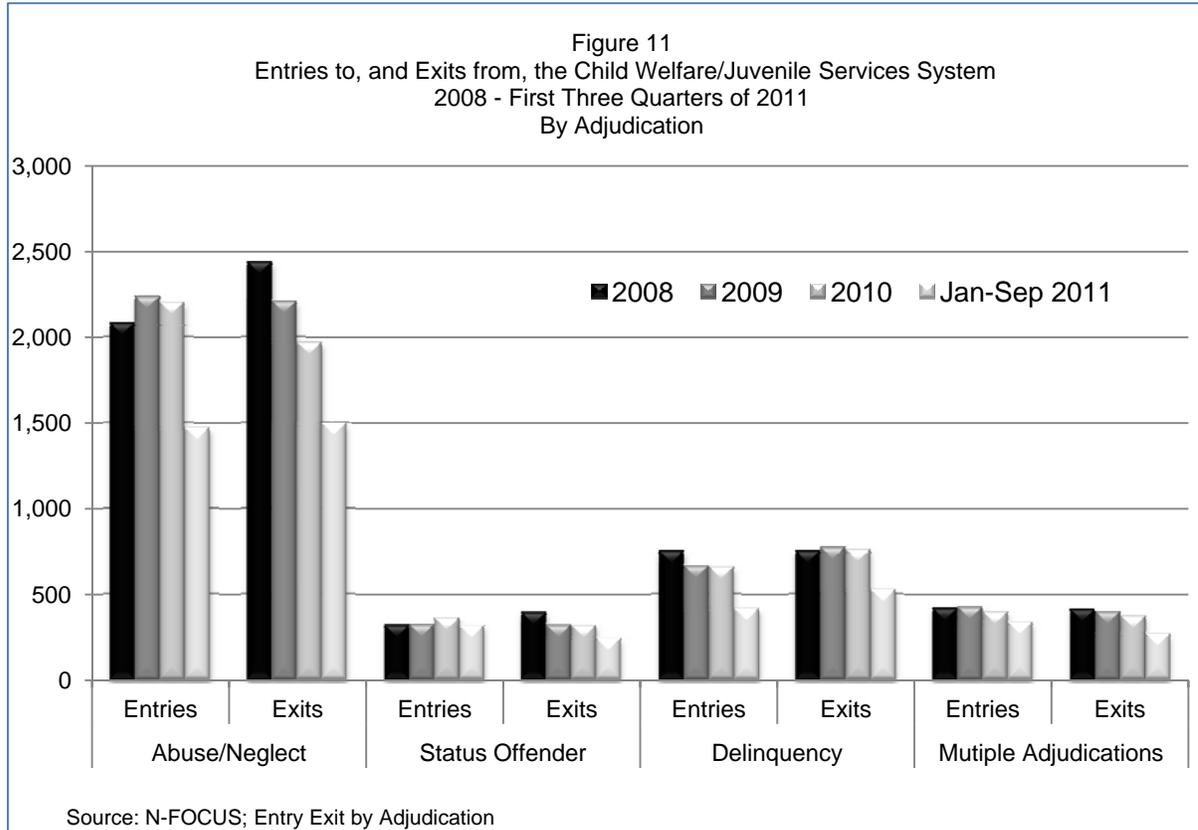
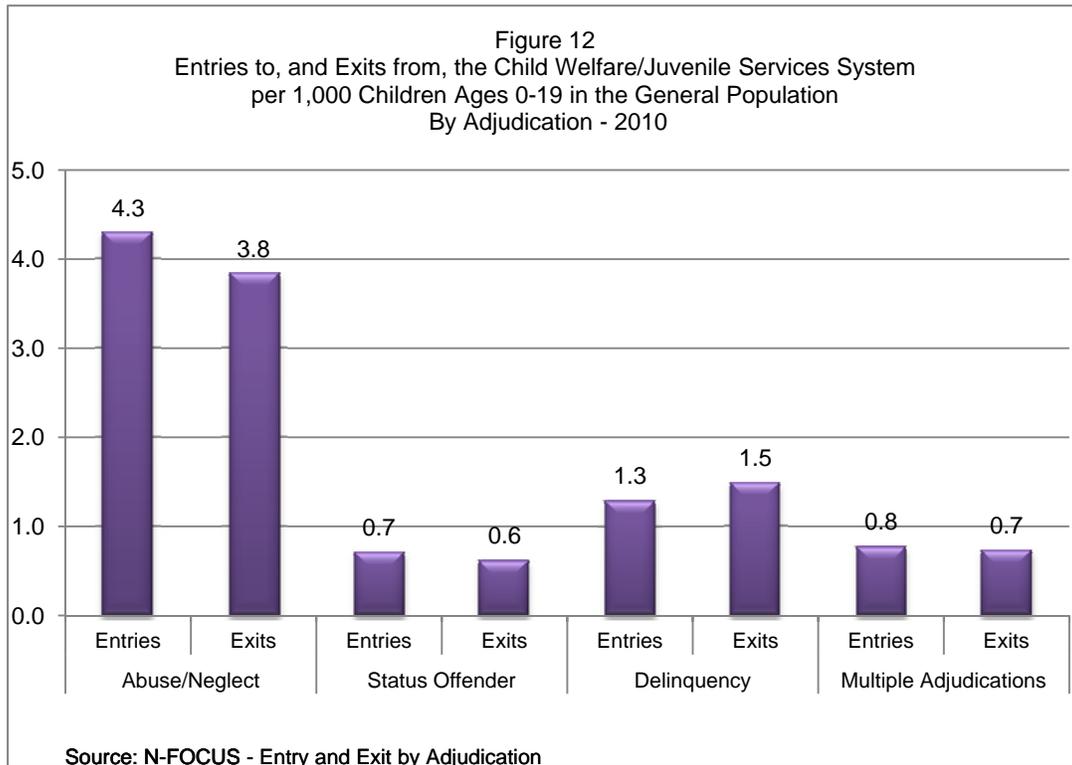


Figure 11: State ward entries and exits, by adjudication (January 2008- September 2011). Children adjudicated Abuse/Neglect, the largest group of children in the Child Welfare/Juvenile Services system, exits exceeded entries in 2008. Since then, the number of entries per year has exceeded or been about the same as the number of exits. The number of exits has decreased steadily over the last few years. The 2011 data are for the first nine months of the year only. This data does not include any children being served through non-court cases.



*Multiple Adjudications indicates the child was adjudicated under multiple dockets with a combination of three adjudication types.

- The rate of entry into the Child Welfare/Juvenile Services system in 2010 was 7.5 per 1,000 children ages 0-19 in the general population. By adjudication, the rate was highest for children experiencing abuse and/or neglect (4.1), followed by those adjudicated delinquent (1.6) and those with multiple adjudications (0.7) (Figure 12). Data is derived through unduplicated case counts. Cases missing adjudication type or no adjudication type were not included in this data report.



*Multiple Adjudications indicates the child was adjudicated under multiple dockets with a combination of three adjudication types.

Action Steps/Strategies:

Entries:

Action Step	Who	When
Continue implementation of SDM in the Eastern and Southeast Service Areas. Implement SDM in the Central, Northern, and Western Service Areas.	Central Office and Service Areas.	November 2011 CSA, NSA, WSA, timeframe to implementation to be determined in Spring 2012.

Adopt one standard for consistently reporting entry data so reports are reliable and comparable.	Service Area's in collaboration with Central Office	March 2012
Use N-FOCUS to collect "Point of Entry" data-generate reports to be used for analysis and monitoring.	Service Area's in collaboration with CQI new hire	March 2012
Develop a process to continually train staff and monitor the use of the OJS and status offense assessment tools used by courts to determine entry into the Child Welfare/Juvenile Services System.	CQI new hire, Service Areas, and Lead Contractors	March 2012
Implement a quarterly data collection process for OJS entries at the following points in time: 1. Post CCAA evaluation 2. Post non-DHHS intervention e.g. probation, diversion. Analyze data and implement strategies to reduce the number of entries.	Tony Green-ESA/SESA and Central Office representative	January 2012 April 2012
Create a standard definition of adjudication type and how this information will be captured on an ongoing basis.	CQI new hire, Service Areas, Lead Contractors	April 2012

Exits:

Action Step	Who	When
Develop a CQI process to measure/monitor SDM fidelity.	Central Office/Casey Family Program	November 2011
Develop and monitor a mandatory process for administrative case reviews. Identify subsets of cases for review; identify barriers to case closures which include the Court Supervision cases in Lancaster County.	Central Office in collaboration with Service Areas	December 2011
Explore expanding the use of pre-hearing conferences at different times during the court process to help address concerns early in the case management process to expedite case closure.	Service Areas and Lead Contractors in collaboration with Through the Eyes of a Child Initiative	January 2012
Using research, develop a shared vision with stakeholders regarding when it is safe to close a case and broadly communicate vision.	Central Office	March 2012
Develop a work team to analyze findings in the Nebraska Response to Substance Abusing Parents Report to include the IDTA. Develop strategies to improve access to services.	Through the Eyes of the Child/IDTA Core Team/Service Area Admin and Regional BH Authorities	March 2012

Legislative Action:

To be determined

B. In-Home/Out-of-Home

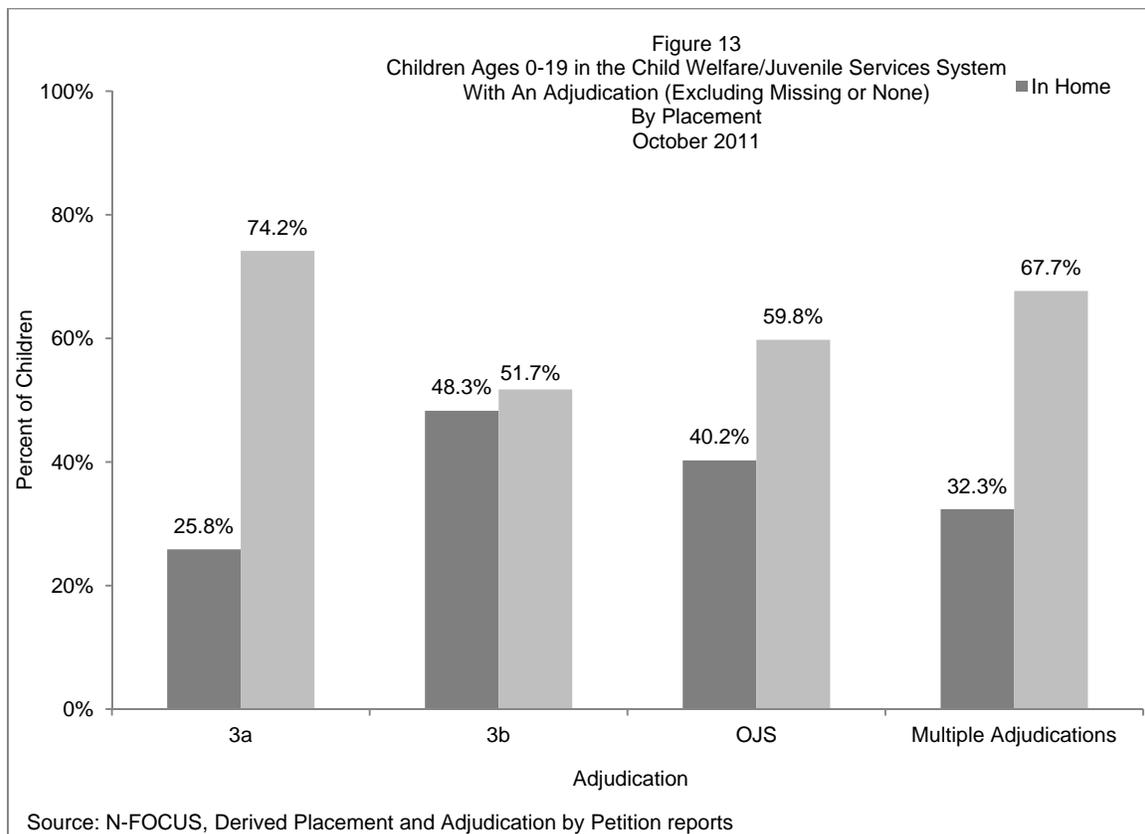
Outcome Statement: Safely reduce the number of children served in out-of-home care.

Goal Statement: Nebraska will increase by 5% the number of children who can be safely served in their family's home of origin by December 2012.

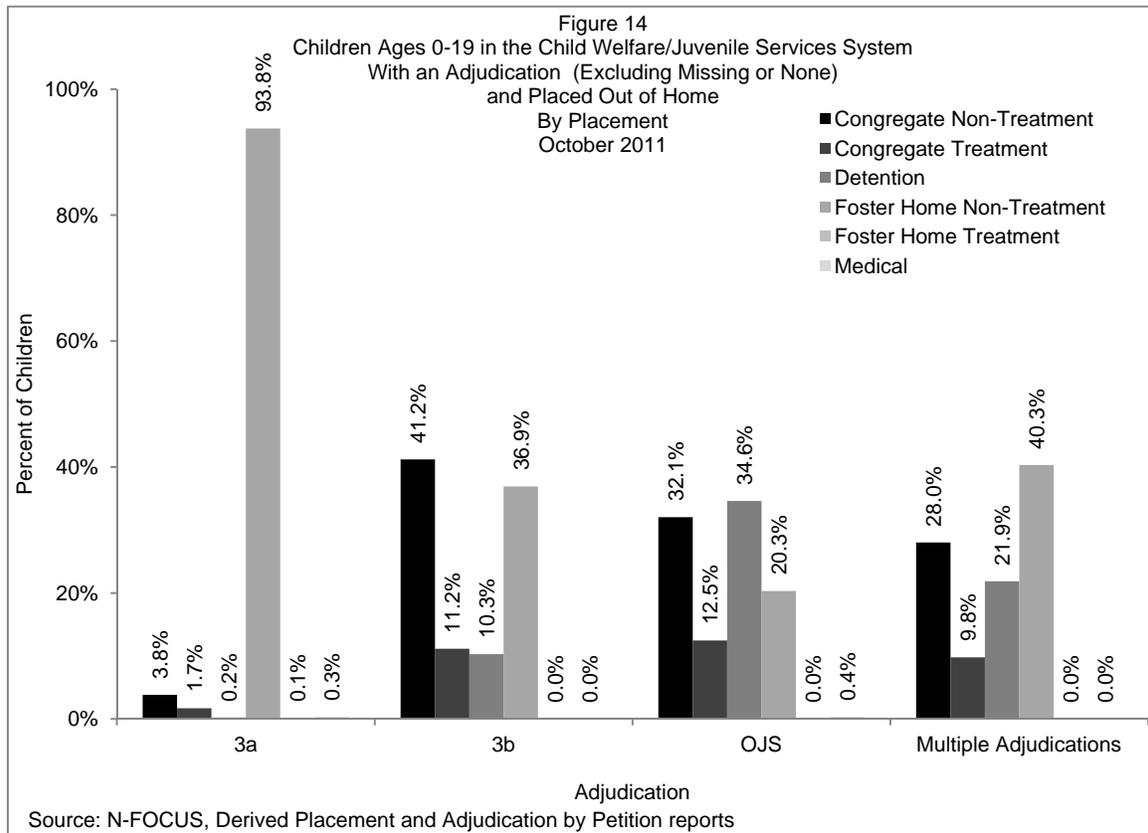
Observations:

- In October 2011, over two thirds (68.3%) of state wards were served in out of home settings (Figure 13). This is an increase from 66.6% in September 2011.
 - Nearly three quarters (74.2%) of abuse/neglect state wards were served in out of home placements.
 - Almost half (48.3%) of status offenders were served in out of home placements.
 - Just over half (59.8%) of OJS youth were served in out of home placements
 - Over two thirds (67.7%) of state wards with multiple adjudications were served in out of home placements.

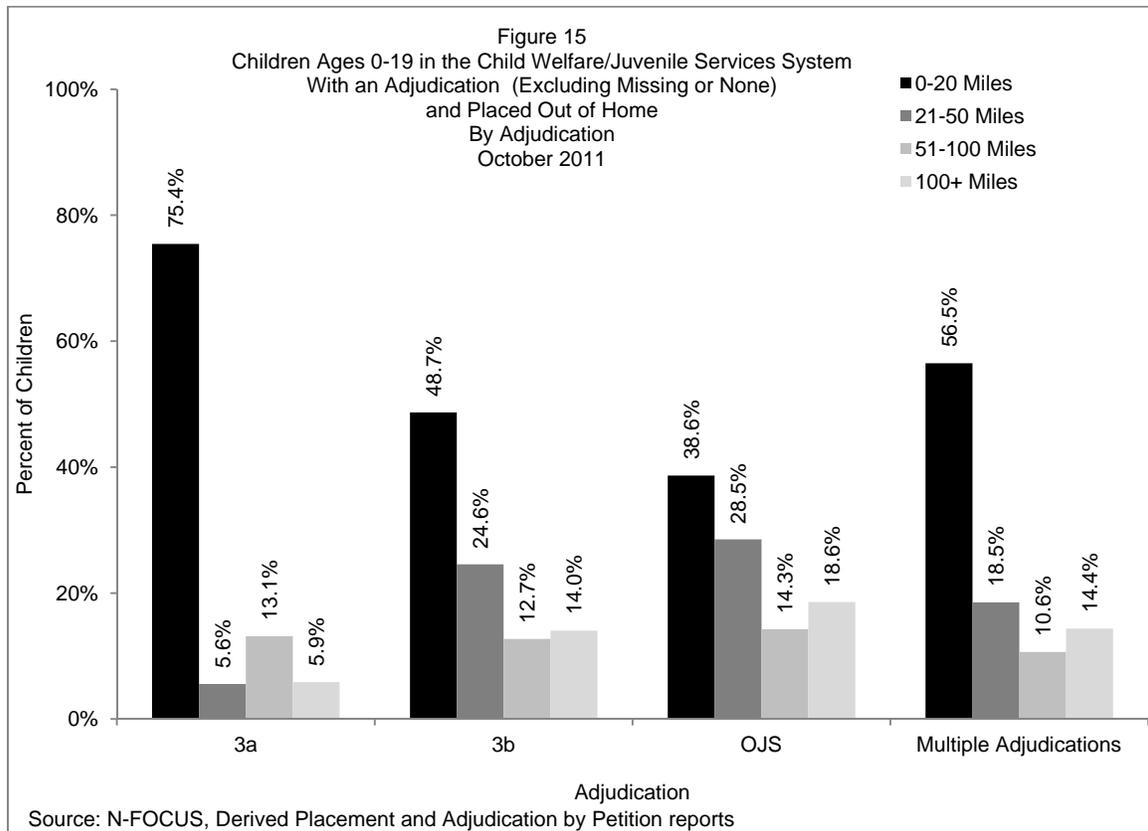
** The methodology for counting cases was changed in January 2011. Youth on run are counted as "out of home" and children in Independent Living are now counted as "in home". This chart only accounts for children who are state wards; this does not include children served by the Juvenile Services System, non-court cases or siblings who receive services.



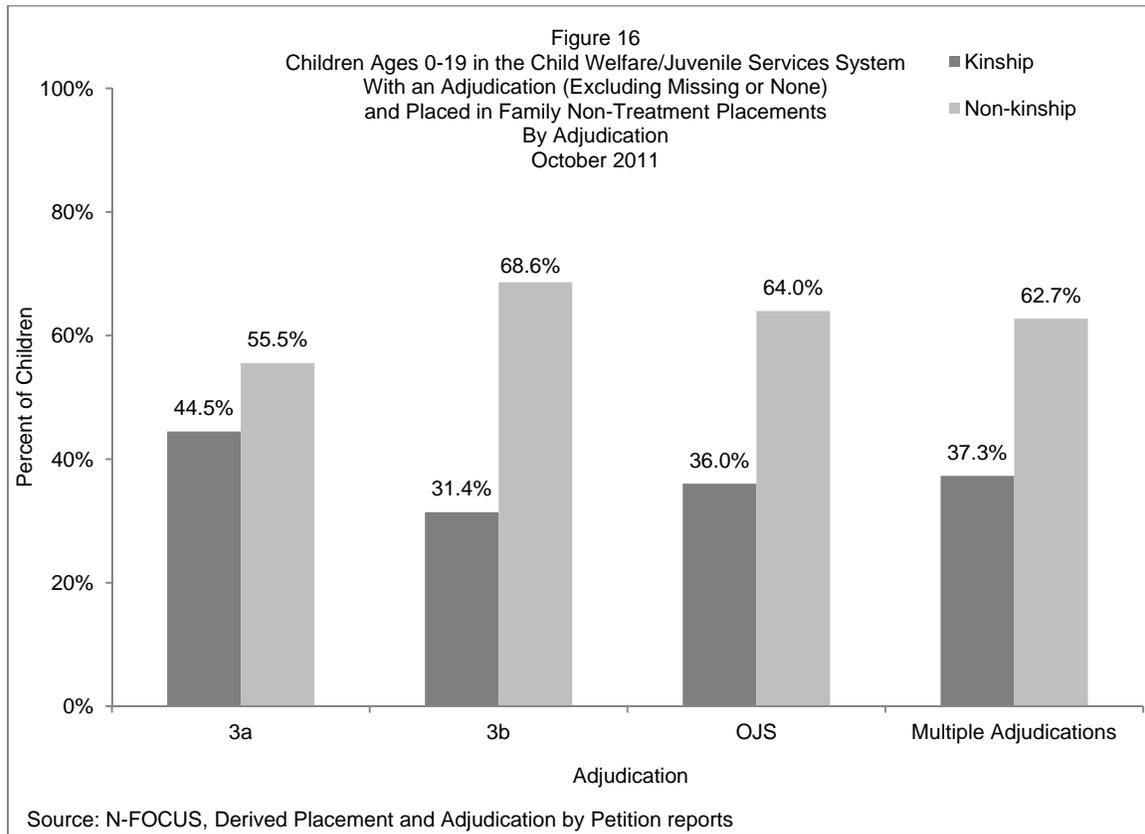
- Of the 68.3% (n=4,258) of state wards in out-of-home care in October 2011, nearly three quarters (73.3%) were placed in foster home non-treatment placements, 12.8% were placed in congregate non-treatment placements, 8.7% in detention, and 4.9% in congregate treatment placements (Figure 14).
 - The majority (93.8%) of abuse/neglect state wards were placed in foster home, non-treatment placements.
 - Less than half (41.2%) of status offenders were placed in congregate non-treatment placements, followed by 36.9% foster home non-treatment placements.
 - Slightly more than one third (34.6% of OJS youth were placed in detention and slightly less than one third (32.1%) were placed in congregate non-treatment placements.
 - Over one third (40.3%) of state wards with multiple adjudications were placed in foster home non-treatment placements, followed by 28.0% in congregate non-treatment placements and 21.9% in detention.



- Two thirds (65.8%) of children in out-of-home care in September 2011 were placed within 20 miles of their permanent home; 11.5% within 21 to 50 miles of their permanent home, 12.9% within 51 to 100 miles of their permanent home, and 9.8% over 100 miles from their permanent home (Figure 15).
 - Over three fourths (75.4%) of abuse/neglect state wards were placed within 20 miles of their permanent home.
 - Just under half (48.7%) of status offenders were placed within 20 miles of their permanent home, followed by nearly one quarter (24.6%) placed 100 or more miles from home.
 - 38.6% of OJS children were placed within 20 miles of their permanent home, followed by 18.6% placed 100 or more miles from home and 14.3% placed within 51 to 100 miles from home.
 - Over half (56.5%) of the state wards with multiple adjudications were placed within 20 miles of home, followed by 18.51% within 21 to 50 miles of home.



- The majority (56.0%) of state wards placed in foster homes are placed in non-kinship homes. This is an increase from 54.7% of non-kinship placements in September 2010. (Figure 16)



Action Steps/Strategies:

Action Step	Who	When
Continue implementation of SDM in the Eastern and Southeast Service Areas. Implement SDM in the Central, Northern, and Western Service Areas. *This is an effort to safely serve children and standardize the use of an evidence based assessment tool to reliably measure safety and risk.	Central Office and Service Areas.	November 2011 CSA, NSA, WSA, timeframe to implementation will be determined in Spring 2012.
Use N-FOCUS to track all children including non-wards who are served by the Child Welfare/Juvenile Services System to provide an accurate depiction of children residing in-home versus out-of-home.	CQI new hire and Service Areas	January 2012
Collaborate with Chief Justice and Court Improvement Project to develop a formal process to consistently review data on CFJR measures via Judicial Districts.	Vicki Maca and CQI New Hire	January 2012
Obtain information/data from the National Council on State	Vicki Maca in	March 2012

Courts regarding court ordered placement changes.	collaboration with Legal Services	
Develop and implement performance-based contracts with providers that focus on the outcomes of safety, permanency, and well-being.	Central Office and Service Areas in collaboration with consultant; consider TA request to Casey Family Programs.	July 2012
Identify research that addresses the harm to children caused by inappropriate removals. Develop a plan for continual statewide education to include internal staff and external stakeholders.	Ronda Newman-ESA/SESA; in collaboration with DHHS Training Unit.	July 2012
Develop a formal process with Legal Services to identify, implement and monitor legal strategies aimed at decreasing court orders for out of home placements. Evaluate strategy implementation.	Central Office	July 2012

Legislative Action:

Need to evaluate.

C. Time to Permanency and Stability

Outcome Statement: Children will achieve permanency as quickly and as safely as possible.

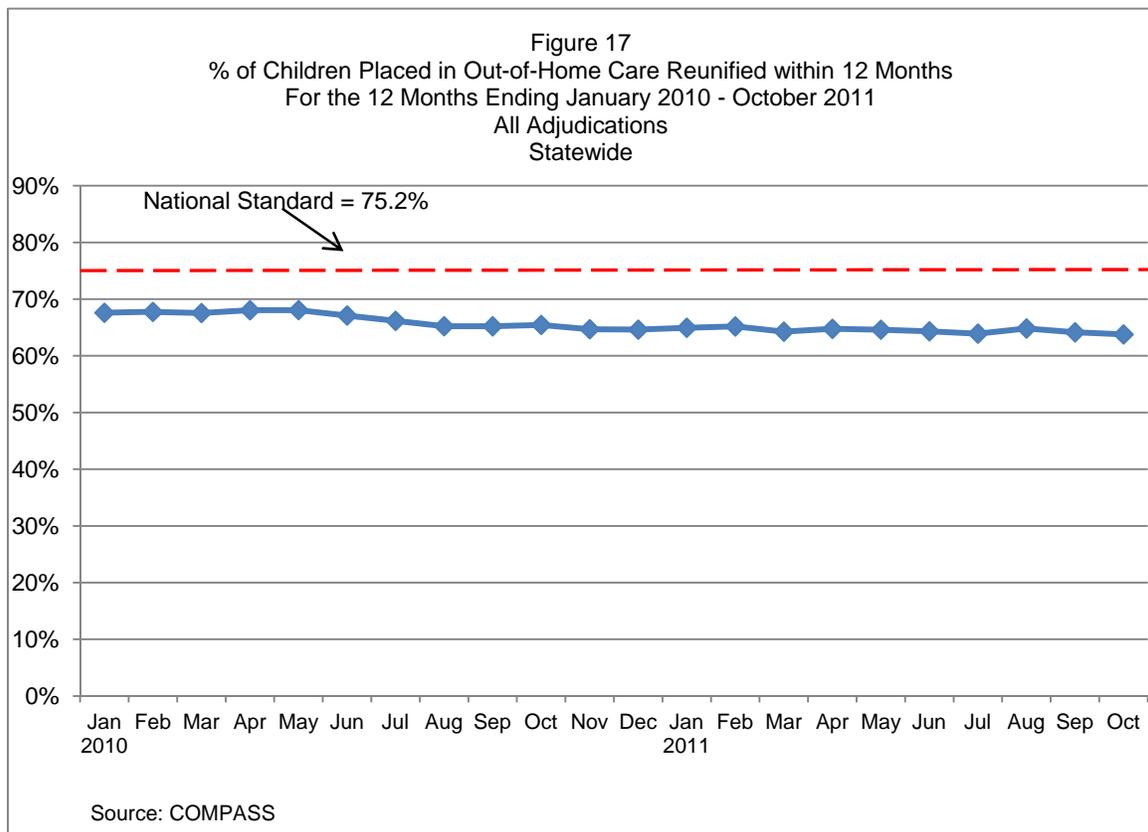
Goal Statement: Nebraska will meet or exceed the national standard for timely reunification, permanency through adoption and placement stability by December 2014.

Observations:

Reunification

- The national standard for reunification with a parent(s) within 12 months of removal is 75.2%. Over the last 22 months, the rate of reunification for children in Nebraska has ranged from 63.8% to 68.0%, consistently below the national standard (Figure 17).

Note: Figures 17-20 report on a rolling 12-month period e.g., Figure 17 for October 2011 (63.8%) represents the 12-months ending October 31, 2011.



Significant variations exist by adjudication. Status offenders had higher reunification rates than youth with other adjudications (Table 2).

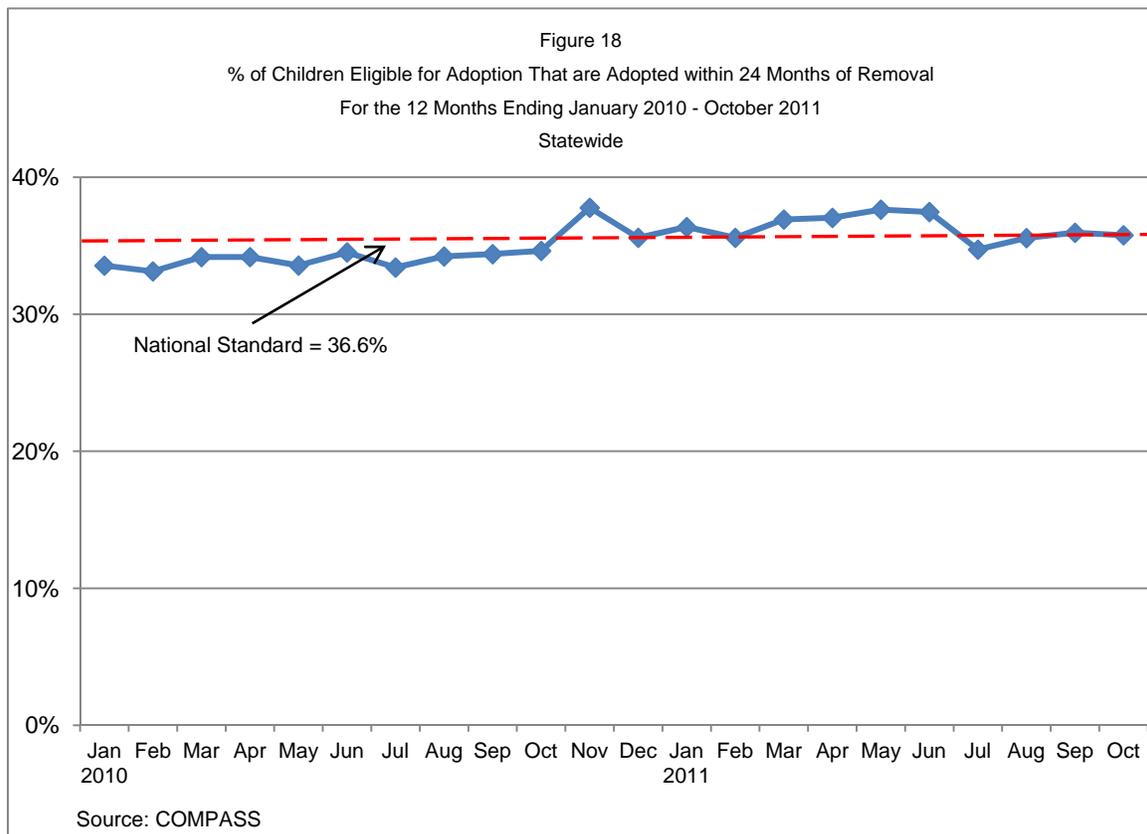
Table 2
 Rate of Reunification by Adjudication
 For the 12 Months Ending October 31, 2011

Adjudication	Rate of Reunification
Status Offender	77.8%
Multiple Adjudications	67.5%
Abuse and/or Neglect	63.0%
OJS (Delinquency)	62.3%

Permanency through Adoption

Children with the Permanency Goal of Adoption

National Standard: 36% will achieve permanency through adoption within 24 months of initial removal from their home. Nebraska has achieved the national standard in four of the last eight months, dropping to a rate of 35.8% for the 12-months ending in October 2011 (Figure 18).

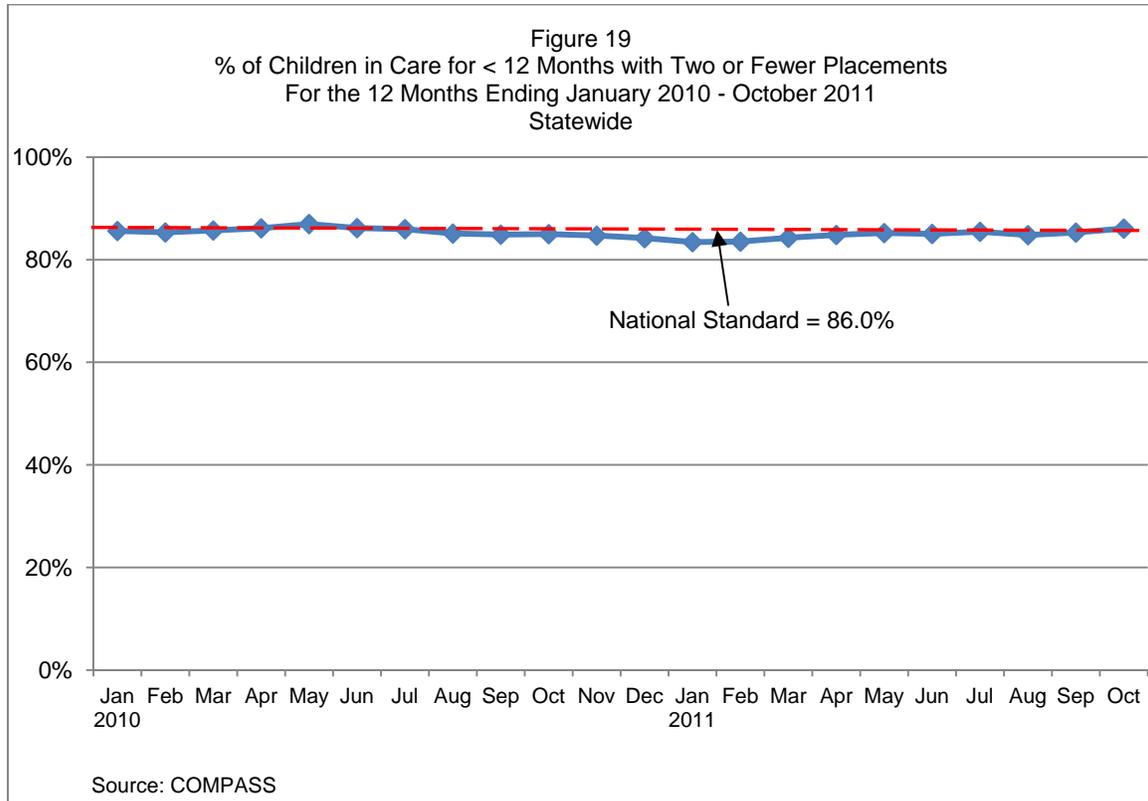


Placement Stability

Number of Placements within a 12-month Period

The national standard: 86% of children in care for less than 12 months will have two or fewer placements.

Nebraska exceeded the National Standard for the 12-months ending in October 2011 (Figure 19).



- Identifying fathers of children involved in the Child Welfare/Juvenile Services System is reported at over 89%. Identification of fathers is a critical step with providing permanency and stability, however engaging these fathers is equally important and requires a system response.

Action Steps/Strategies:

Action Step	Who	When
Develop incentives/penalties to improve compliance with case documentation timelines.	Central Office and Service Area Admin.	December 2011
Develop a workgroup to improve overall compliance with data entry regarding placements.	Central Office, Service Areas	January 2012
Develop process to monitor documentation of monthly contact narratives in case files in N-FOCUS to report progress on permanency objective.	Service Area Admin and CQI New Hire	January 2012
Analyze Custody Length of Stay data and develop strategies to communicate findings with external stakeholders e.g. Through the Eyes of the Child.	Central Office and Service Area Admin.	May 2012
Utilize Service Area specific data to develop strategies to improve engagement with fathers, implement and monitor strategy implementation.	Service Area's	June 2012

Legislative Action:

Need to evaluate.

D. Repeat Maltreatment and Re-Entry

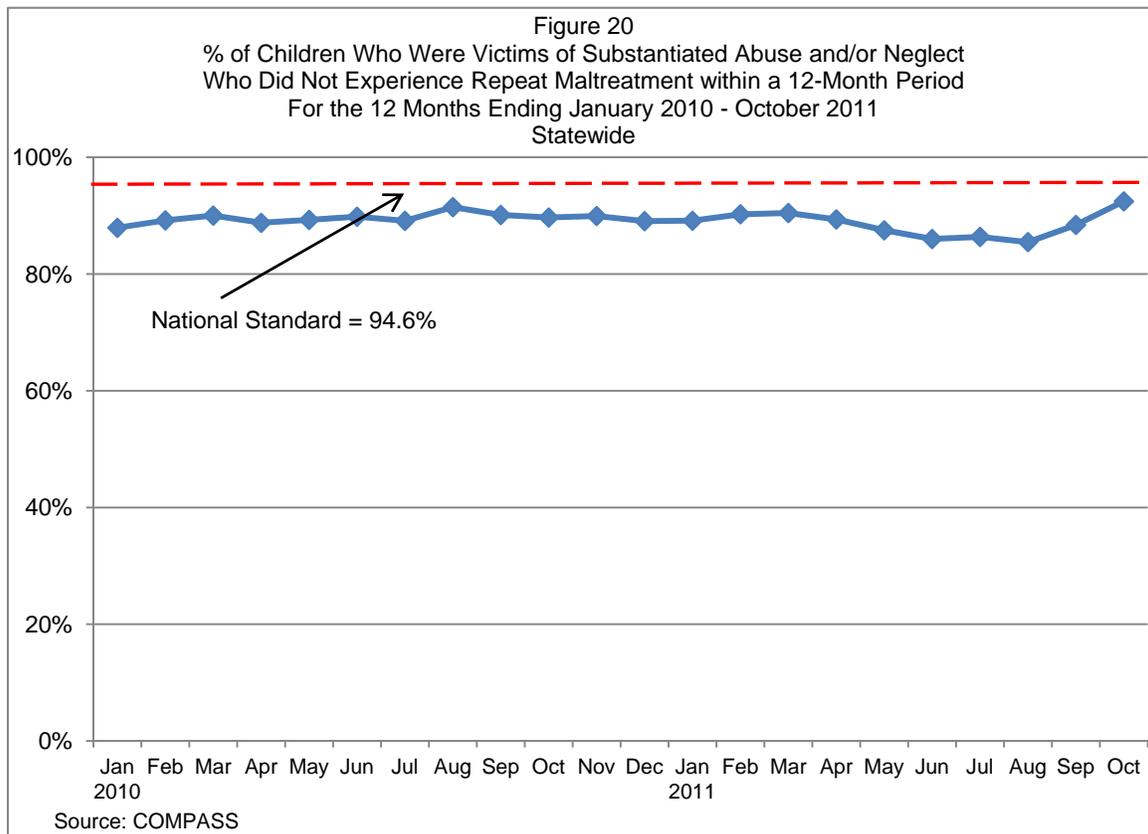
Outcome Statement: Children and communities will be safe during and after involvement with the Child Welfare/Juvenile Services System.

Goal Statement: Nebraska will meet or exceed the National Standard of 94.6% for “no repeat maltreatment” by December 2012. Nebraska will reduce the number of children re-entering the system for Juvenile Services interventions.

Observations:

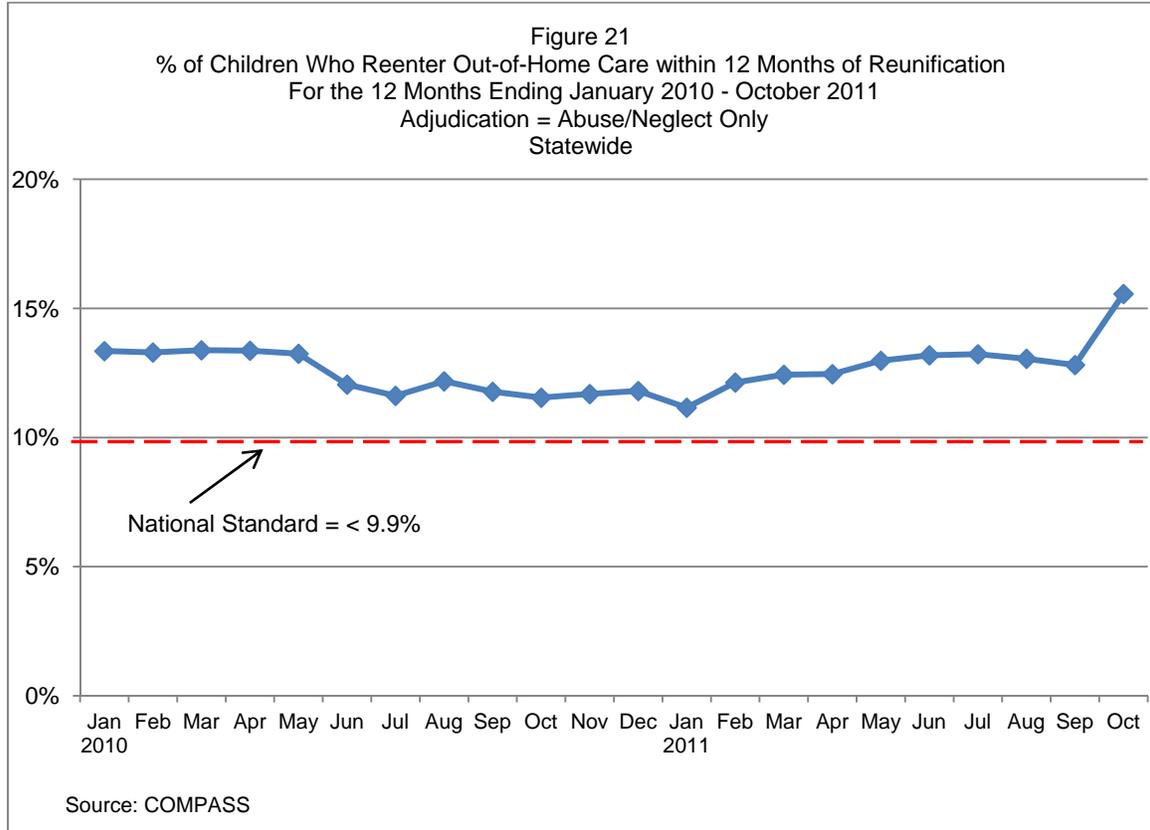
Repeat Maltreatment:

- Over the last 22 months, the percentage of children who were the victims of substantiated abuse and/or neglect who did not experience repeat maltreatment within a 12-month period has consistently been below the national standard of 94.6% (Figure 20). For the 12 months ending in October 2011, 92.5% of children did not have repeat maltreatment within a 12-month period reported. Children who did have repeat maltreatment for the same reporting period was at 7.5%.



Re-entry into Out-of-Home Care:

- For the year ending October 31, 2011, 15.6% of the children who had experienced abuse and/or neglect re-entered out-of-home care within 12 months of reunification, above the national standard of < 9.9% (Figure 21).



Action Steps/Strategies:

Action Step	Who	When
Facilitate collaboration between Divisions of Behavioral Health, Developmental Disabilities, and Medicaid Long Term Care to identify services/intervention gaps that will improve access and decrease re-entry rates.	Central Office	December 2011
Develop definition for Juvenile Services recidivism and track corresponding baseline data in order to develop benchmark measures.	OJS Administration	February 2012
Review aftercare data and explore expansion to include Central, Northern, and Western Service Areas.	Central Office and Service Areas	June 2012

Legislative Action:

Need to evaluate

Chapter 4: Service Array

Outcome Statement: Nebraska's Child Welfare/Juvenile Services System will deliver services that are accessible and delivered as close to the child's family home as possible.

Goal Statement: Nebraska will increase by 5% the number of children who are being served in their family home (December 2014). Nebraska will increase by 10% the number of children served in close proximity to their home, and decrease the number of youth served in congregate care settings (December 2014).

Observations:

- There is a shortage of placements for children who need short-term, intensive interventions in an out of home care setting. At times, children need to be placed across the state because there is a shortage of services or beds in close proximity to the family home especially in the rural parts of the state.
- Out of State placements are rising and children adjudicated as Juvenile Offenders are being placed out of the home at a higher rate. This has resulted in delays with timely access of services and the need to discharge youth faster in order to accommodate front-end access.
- There is a need for additional in-home services.
- It has become especially difficult to find resources to support children with conduct disorders.
- There is a need to develop system capacity and identify service/intervention gaps where services are needed and not currently available.

Action Steps/Strategies:

Action Step	Who	When
Facilitate collaboration with Divisions of Behavioral Health, Developmental Disabilities, and Medicaid Long Term Care assess capacity and identify gaps.	Central Office	January 2012
Secure TA from Casey Family Programs and the National Resource Center on Organizational Improvement (NRCOI) on strategies used by other states to ensure compliance with federal rules re. Psychiatric Residential Treatment Facilities (PRTF) and develop a plan to facilitate compliance.	Central Office	March 2012
Standardize admission criteria for highest levels of care e.g. PRTF's.	Central Office in partnership with Behavioral Health and Medicaid	July 2012
Develop a work team in collaboration with Medicaid, CFS, Magellan, and Judicial Stakeholders to review the Magellan authorization process and make recommendations to enhance the process.	Central Office	July 2012

Legislative Action:

- None at this time.

Chapter 5: Workforce

Outcome Statement: DHHS will recruit and retain a stable and competent workforce to achieve better outcomes for children and families.

Goal Statement: DHHS will complete 90% of performance evaluations on a yearly basis by July 2012 to evaluate staff performance and determine continual training needs.

Observations:

- There is no formal process in place to ensure staff receive the mandated 24 hours of on-going training per year. There is no guidance regarding what the training sessions should consist of in order to improve workers knowledge, skills, and abilities (KSA).
- Child and Family Outcome Monitors (CFOM) and Resource Development (RD) Staff have not been provided with the training to effectively do their jobs. There is confusion regarding the roles of QA and Compliance staff.
- Retaining competent staff has been challenging during reform. Turnover has a significant impact on morale, productivity and ultimately has a negative impact on system outcomes.
- There is a common belief among CFS Supervisors and CFS Administrators that new workers exit pre-service training without the necessary KSA's to effectively meet performance expectations. This belief is shared by external stakeholders.

Action Steps/Strategies:

Action Step	Who	When
Revise current new worker curriculum content to reduce the amount of classroom training (i.e. book learning) to more of a competency based curriculum.	Central Office with CCFL and Service Areas	January 2012
Develop a process for hiring forward fill staff so that no position is ever open for more than one week. Evaluate the hiring practices so candidates who are hired are good matches for the work.	Central Office, Human Resources	January 2012
Institute a satisfaction survey to be distributed to CFS Supervisors and peer mentors regarding new staff. The survey will provide valuable feedback on new worker preparedness. The survey results should be aggregated and put into a report and reviewed at least yearly in order to adjust training as needed.	Central Office, CCLF and Service Areas	March 2012
Implement a continuing education plan for Child Welfare/Juvenile Services System staff to include front line staff, supervisors, and administrators.	Central Office, CCFL, and Service Areas	June 2012
Develop and implement a statewide "College for Supervisors".	Central Office in collaboration with Service Areas	November 2012

Legislative Action:

None at this time, need to evaluate.

Chapter 6: Communications

Outcome Statement: The Division of Children and Family Services will communicate relevant, timely and accurate information to internal staff and with external stakeholders.

A. Internal Communication

Goal Statement: Provide and receive accurate information in a timely manner to improve overall communication.

Observations:

- Communication between DHHS Administration and DHHS staff is reactive, generally occurring after a crisis.
- DHHS staff often do not understand how their day to day job duties connect to the short-term and long-term outcomes of the agency.

Action Steps/Strategies:

Action Step	Who	When
Issue monthly updates to DHHS staff regarding changes, upcoming events, and any other information that is relevant to their jobs.	Central Office and/or Families Matter	October 2011
Collaborate with Communications Section to update/revise the current Communication Plan, implement the Plan and identify Service Area specific individuals to assist with implementation and monitoring of the Plan. Utilize Casey Family Program consultant as needed.	Communications Section and Service Area Administrators	December 2011
Build a SharePoint page for internal communications for DHHS and share with the Lead Contractors.	Central Office	March 2012

B. External Communication (Stakeholders)

Goal Statement: Provide relevant, timely and accurate information to external partners to promote communication and positive working relationships.

Observations:

- External stakeholders believe decisions are made behind closed doors.
- Stakeholders including family partners need to be at the table for decisions “nothing about us...without us”.
- Having conversations with external stakeholders facilitates an environment of trust.
- Stakeholders possess experience and expertise and want to be involved in developing solutions before decisions are made.

- Communication between DHHS and Lead Contractors has been fragmented, and at times only between front line workers which has resulted in miscommunication and rumors.

Action Steps/Strategies:

Action Step	Who	When
Analyze PAC member input to Casey Family Program; develop next steps for Partner's Advisory Committee (PAC).	CFS Interim Director, Ed Matney and Vicki Maca	November-December 2011
Revise/update current Communication Plan, monitor implementation.	Central Office	January 2012
Develop a work team to review current website postings and develop a plan to identify and address future information sharing via website.	Communications Section to lead Work team	January 2012

Legislative Action:

- None at this time.

Chapter 7: Maximize Funding

Outcome Statement: The Division of Children and Family Services will decrease reliance on state general funds by maximizing alternate funding opportunities.

Goal Statement: DHHS will increase funding (non-state general funds) by 7.5% by utilizing IV-E, grants, and other community resources by December 2012.

Observations:

- CFS has not identified a short term or long term financing strategy for the Child Welfare/Juvenile Services System.
- CFS currently has an extremely low draw of Federal Title IV-E funding in the areas of service claims, administrative claims and training claims in comparison to other states. In addition, CFS has taken only limited advantage of other funding sources or funding opportunities e.g. grants.
- In compliance with the Medicaid guidelines regarding service definitions, the CFS budget has been impacted. The financing and program strategies need to be determined in a timely manner to address the financial impact to the CFS budget.
- Strategies have not been implemented regarding documentation being entered into N-FOCUS in a timely manner. This is critical to secure Federal IV-E funding.

Figure 22: Nearly one-third (32.0%) of wards with an open case in October 2011 were eligible for IV-E funding.

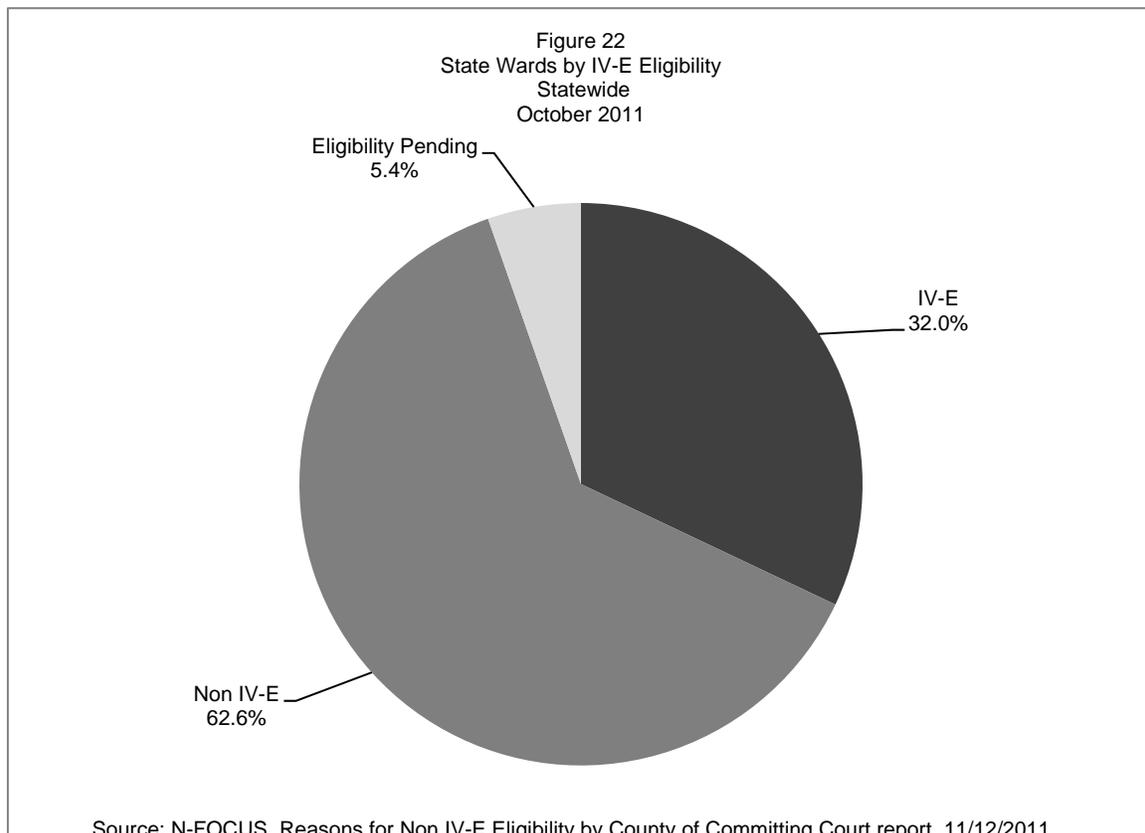
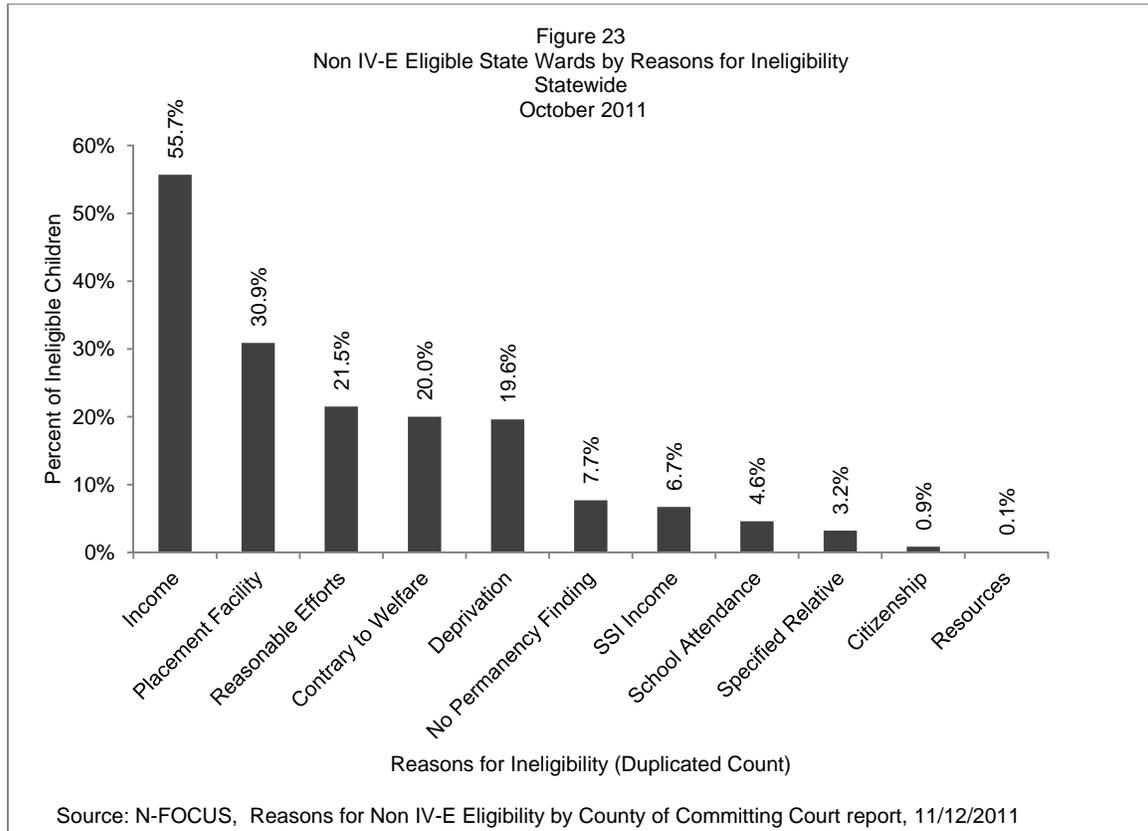


Figure 23: Over half of the children ineligible for IV-E funds in October 2011 were ineligible due to income requirements, followed by placement (30.9%), reasonable efforts (21.5%, contrary to welfare (20.0%), and deprivation (19.6%). Please note that a child may be ineligible for IV-E funds for numerous reasons. As a result, Figure 23 displays duplicate counts of children.



Action Steps/Strategies:

Action Step	Who	When
Consider hiring Federal Administrator II position for CFS Division to promote fiscal accountability.	CFS Interim Director/Human Resources	December 2011
Collaborate with Casey Family Program consultant to review case rate methodologies used by other states (contracting for case management), make recommendations to DHHS C.E.O. and C.O.O.	Kevin R. Nelson-Finance and Support/Vicki Maca	December 2011
Develop Service Area-specific goals to increase the amount of IV-E funding.	Family Matters Team and Service Areas	January 2012
Develop fiscal and program policy to be in compliance with the Federal IMD/PRTF regulations.	Central Office	January 2012
Develop an ongoing formal process to review, reconcile and resolve duplicate claims in N-FOCUS.	Central Office/Finance and Support	January 2012

Develop and implement a plan to license child specific and relative placements to increase IV-E funding.	Service Areas and Lead Contractors in partnership with DHHS CQI and/or compliance unit.	February 2012
Create long term projections for financing that includes census trends in the general population.	Central Office	March 2012
The Service Areas will consult with Casey Family Programs to explore existing community investment models e.g. Allegheny County PA.	Service Area Administrators	June 2012
Develop a work team to implement recommendations made by the Casey Family Program consultant in final IV-E report and track implementation.	Central Office and Myra Hoffart (Administrator)	October 2012

Legislative Action:

- Continue to review

SECTION II – Process Outcomes Statewide

Process Outcomes are based upon best practices and have been identified as having a critical influence on Performance and Accountability Outcomes.

✓ Court Report Timeliness

Goal Statement: The family court report/case plan will be received in accordance with the Judicial System timelines 95% of the time by January 2012.

✓ Case Load Size

Goal Statement: Case Managers shall manage no more than 16 families 95% of the time by January 2012.

✓ Monthly Contacts

Goal Statement: Case Managers shall have documented monthly contacts with children, parents, and care providers 95% of the time by January 2012.

✓ Home Study Completion Timeliness

Goal Statement: Home Studies will be completed within 30 days of placement 95% of the time by January 2012.

✓ Family Team Meeting

Goal Statement: Monthly Family team meetings will occur 95% of the time by January 2012.

SECTION III – Compliance Standards

- ✓ Personnel File Reviews
- ✓ A133 Audits
- ✓ Certificate of Insurance
- ✓ Protocol for reporting suspected child abuse/neglect
- ✓ Accreditation
- ✓ Disaster Plans
- ✓ Quarterly Reports
- ✓ Foster Care Rates & Adoption/Guardianship Subsidy Structure
- ✓ Finance Reports
- ✓ Annual Progress and Services Report
- ✓ Annual Financial Report

*SEE ATTACHMENT B

GLOSSARY:

<u>BH:</u>	Behavioral Health
<u>CCFL:</u>	Center for Children, Family, and the Law
<u>CFP:</u>	Casey Family Program
<u>CFS:</u>	Children and Family Services
<u>CQI:</u>	Continuous Quality Improvement
<u>DHHS:</u>	Department of Health and Human Services
<u>IDTA:</u>	In Depth Technical Assistance
<u>Lead Contractors:</u>	KVC and NFC
<u>NFC:</u>	Nebraska Families Collaborative
<u>NSIS:</u>	Nebraska Safety Intervention System
<u>OJS:</u>	Office of Juvenile Services
<u>QA:</u>	Quality Assurance
<u>SDM:</u>	Structured Decision Making safety model
<u>TA:</u>	Technical Assistance



ESA/SESA Operations Plan - Section II - Process Outcomes

	Who	Tool	Sample Size	Data Collection Frequency	Frequency of Analysis	Frequency of Distribution to Contractor
Court Report Timeliness <i>Standard: Submitted to legal parties in accordance w/jurisdiction. (Contractual Requirement)</i>	CFOM/QA (Micaela/ Sheila)	Court Report Tracking Tool	100%	Weekly	Monthly	* Report and raw data sent to Contractors Weekly (Sheila)
Caseload Size <i>Standard: 1:16 (Contractual Requirement)</i>	Info View (Kathy)	Info View	100%	Weekly	Monthly	* Report and raw data sent to Contractors Weekly (Sheila)
Monthly Child Contacts <i>Standard: Monthly face to face contact with child, parent, and care provider (Policy and Contractual Requirement)</i>	<u>Quantitative</u> Info View (Sheila)	NFOCUS report	100%	Monthly	Monthly	* Reports sent to Contractors Monthly (Sheila)
	<u>Qualitative</u> CFOM/QA (Micaela/ Sheila)	Well Being Tool	20%	Monthly	Monthly	
Home Study Completion Timeliness <i>Standard: Submitted to DHHS within 30 days of placement. (Contractual Requirement)</i>	RD Staff (Kathy)	Home Study Tracking Spreadsheet	100%	Monthly	Monthly	* Report and raw data sent to Contractors Monthly (Sheila)
Family Team Meeting <i>Standard: Monthly Family Team Meetings conducted by FPS (Contractual Requirement)</i>	<u>Quantitative</u> Info View (Sheila)	NFOCUS report	100%	Monthly	Monthly	* Reports sent to Contractors Monthly (Sheila)
	<u>Qualitative</u> RD/CFOM (Sheila/Kathy)	FTM Observation Tool	SESA 12/month ESA 16/month	Monthly	Monthly	

* All Reports are reviewed by the Internal DHHS CQI Team and the DHHS/Lead Agency CQI Team 1x per month.

* Weekly Reports (Court Report & Case Load Size) are due to Sheila by 5pm on Tuesday of the following week. The reports will be distributed to the contractors by Sheila on Thursday.

* Monthly Reports (Child Contacts, Home Study Completion) are due to Sheila by 5pm on the 2nd Friday of each month. The reports will be distributed to the contractors by Sheila on Tuesday of the following week.



10/15/2011

Operations Plan - Section III - Compliance Standards

		Who	Tool	Reference	Sample Size	Data Collection Frequency	Frequency of Analysis	Frequency of Distribution to Contractor
1)	Personnel Files - Contractor	Resource Development Staff	Personnel File Review Tool	Contract III.B.12.a & Ops Manual Section 12	(Percentage-TBD)	Quarterly	Quarterly	Compliance Report presented to contractor on quarterly basis
	Training & Supervision of Staff							
	Policy re: Pre-service Training							
	Multi-Ethnic Placement Act (MEPA) Training			Contract III.B.21.d.				
	Indian Child Welfare Act (ICWA) training			Contract III.B.22.d.				
	Policy re: Confidentiality Statements							
	Policy re: Transportation							
	Background Checks			Contract III.B.2.a.				
	<i>Standard: Permanent employees 6 months plus. (Contractual Requirement)</i>							

Attachment B

2)	Personnel Files - Contractor	Resource Development Staff	Personnel File Review Tool	Contract III.B.2.e.	(Percentage -TBD)	Quarterly	Quarterly	Compliance Report presented to contractor on quarterly basis
3)	Protocol for Reporting Suspected Abuse and Neglect	Resource Development Staff	N/A	Contract III.A.16.b	N/A	One Time	N/A	Confirmation of receipt
4)	Insurance	Resource Development Staff	N/A		N/A	Annually	Annually	Annually
	Copies of Certificate of Insurance		N/A	Contract III.B.10.b. And Ops Manual Section 11	N/A	Annually	Annually	
	Notice of cancellation of any required insurance policy, new coverage binder to ensure no break in service.		N/A	Contract III.B.10.b	N/A	Immediate	Immediate	
	Policy re: Sub-contractors							
5)	Accreditation (in process by Jan 1, 2011 and fully accredited no later than July 1, 13)	Resource Development Staff	N/A	Contract III.B.1.f.	Contractor provides progress report quarterly until July 2013	Quarterly	Quarterly	Compliance Report presented to contractor on quarterly basis

Attachment B

6)	Disaster Plan	Resource Development Staff	Current Evaluation Form	Ops Manual Section 8-8 and APSR-422 (b)(16) of the Social Security Act	N/A	One Time and Annually thereafter	Annually	Compliance Report presented to the contractor on an annual basis
7)	Quarterly Reports	Resource Development Staff	Quarterly Report Review Tool	Ops Manual Section 8-2, Contract III.B.5	Contractor provides progress report quarterly	Quarterly	Quarterly	Compliance Report presented to contractor on quarterly basis
	ESA Improvement Plan to Increase Family Team Meetings		Report from Agency	PIP 2.1.2.3. / Contract III.B.14.a.	N/A			
	SESA Improve Quality of Visitation		Report from Agency	PIP 2.2.5. / Contract III.B.14.a.	N/A			
	Aftercare Services		Report from Agency	PIP 4.1.3. / Contract III.B.14.a.	20%			
	EBP/PP and Non EBP Quick Indicator Report		Report from Agency/EBP Tool	PIP 5.4.3.1. / Contract III.B.14.a.	N/A			

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	Foster Parent Recruitment and Retention Plan		Evaluation Tool	PIP 4.2.1. and 5.4.1. / Contract III.B.14.a. / Social Security Act – Section 475 and 477(b)(3)(A); Child Welfare Policy Manual Section 3.1F Q&A 2 and 3.B.14.a	N/A			
	Supports and Education/Training for Relatives and Kin-Care Providers		Evaluation Tool	Pip 5.7.2. / Contract III.B.14.a.	N/A			
8)	Foster Care Rates & Adoption, Guardianship Subsidy Structures	Resource Development Staff	Report From Agency		N/A	Annually	Annually	Compliance Report presented to contractor on an annual basis
9)	Finance Reports	Lindy Bryceson /Finance Team				Monthly	Monthly	Compliance Report presented to the contractor on a monthly basis
	Balance Sheet							
	Income Flow Statement							
	Cash Flow Statement							
	Aging of Accounts Payable and Accrued Expenses							
10)	Circular A-133 Audit	Lindy Bryceson / Finance Team		(Site Fed Law)				
11)	Annual Progress and Services Report	***Under Construction						

Attachment B

12)	Annual Financial Report	Lindy Bryceson / Finance Team						
	Audited Financial Statement			IV. General Provisions A.2. of Service Delivery, Coordination and Contract Case Management Contract				
	Internal Revenue Service Form 900							

*** Reports are reviewed by the Resource Development Team or the Finance Team.**

The following five Service Area Profiles depict the data contained in the Statewide Operations Plan by Service Area. This data will be used to develop Service Area specific strategies based on the strengths and needs of each Service Area. These profiles will be updated on a regular basis to help determine progress being made on the outcomes set forth in the plan.

Child Welfare/Juvenile Services System Profiles Eastern Service Area

Prevention/Early Intervention

The majority of child abuse and neglect intakes in the Eastern Service Area accepted between January 1, 2011 and October 31, 2011 fell into Priority Levels 2 (59.2%) and 3 (31.8%) (Figure 1).

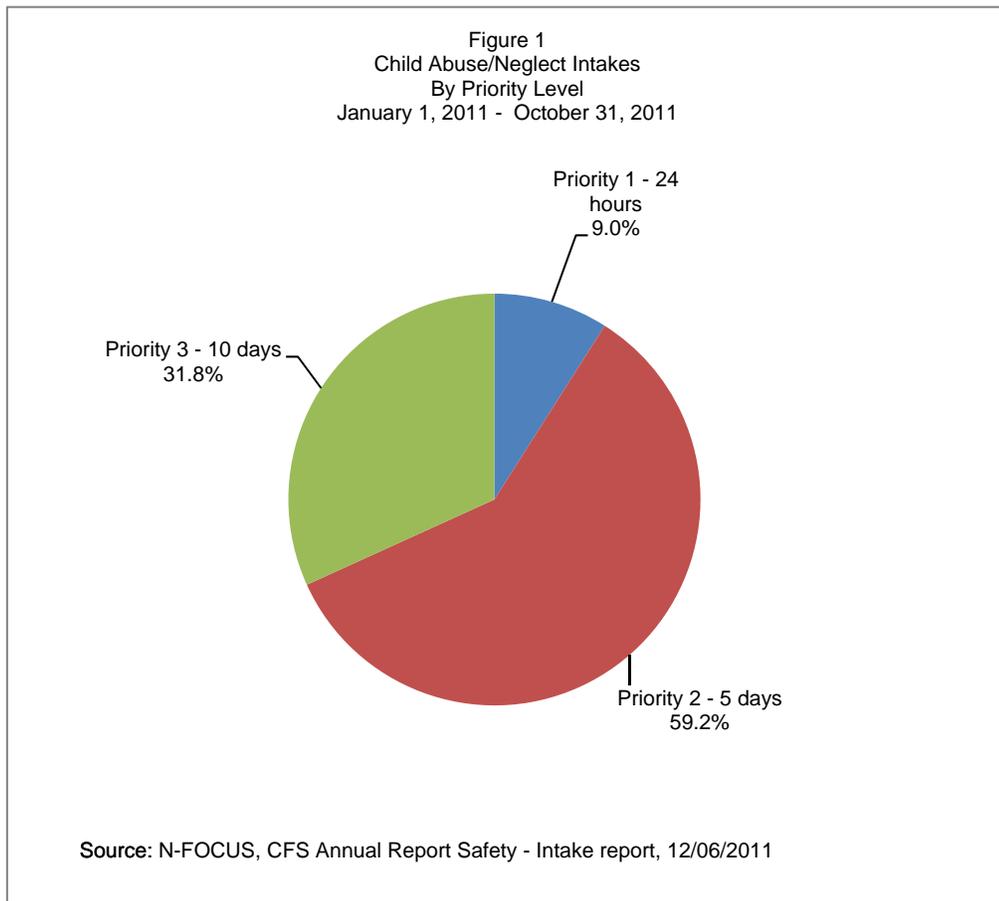
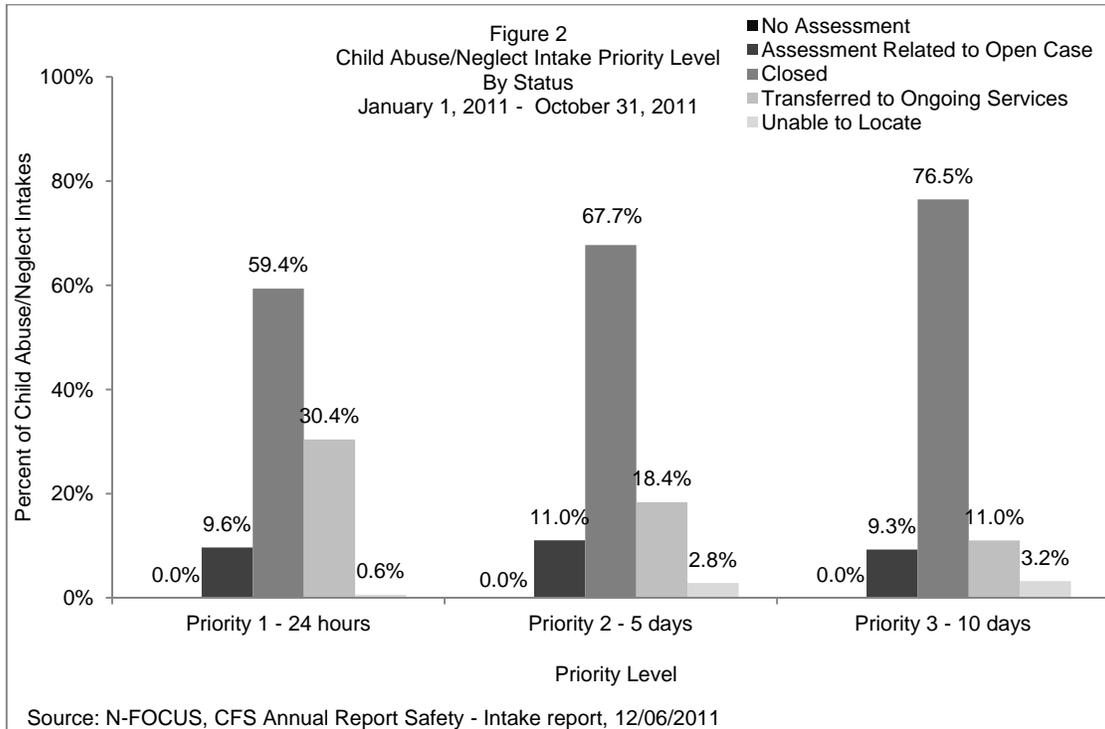


Figure 2 displays the status of these intakes as of December 6, 2011, by priority level. The majority of intakes at all levels had already closed: 59.4% of Priority 1 intakes, 67.7% of Priority 2 intakes, and 76.5% of Priority 3 intakes. Almost one third (30.4%) of Priority 1 intakes were transferred to ongoing services, compared to 18.4% of Priority 2 intakes and 11.0% of Priority 3 intakes.



As of December 31, 2009, caseloads in the Eastern Service Area (and throughout the state) were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist (Table 1). There are currently no standards for receiving non-CAN calls or processing other types of calls such as placement or coverage calls.

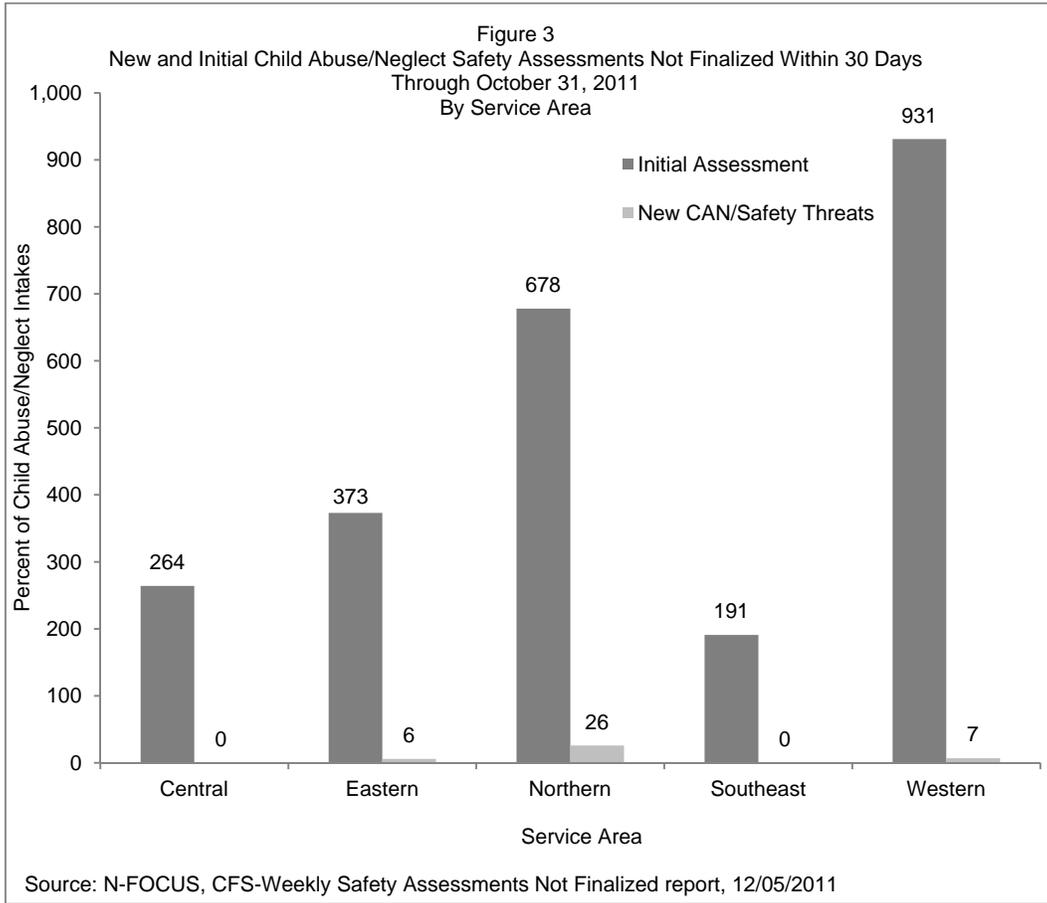
Please note that the Child Abuse/Neglect Hotline is operated out of the Eastern Service Area. The Eastern Service Area is the only area that processes hotline calls pertaining to coverage and placement issues.

Table 1: Average monthly caseloads by service area for calendar year 2009

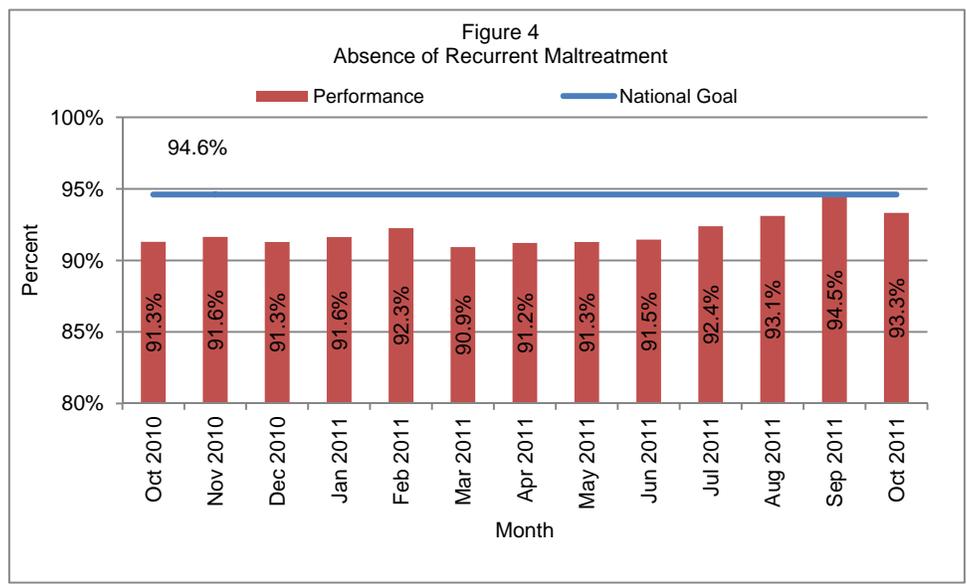
Caseload Category	CWLA Standard	Central	Eastern	Northern	Southeast	Western	State
Non-CAN calls	No standard	1,015.44	1,066.55	939.19	1,303.41	1,161.87	1,113.84
Processing Hotline Coverage/Placement Calls	No standard	N/A	135.88	N/A	N/A	N/A	141.90
CAN Intake Reports	85 families	118.01	124.04	109.00	151.38	134.79	129.41
Initial Safety Assessments	12 families	14.19	14.89	13.15	18.23	16.28	15.57
In-Home Services	17 families	19.98	20.96	18.51	25.66	22.92	21.92
Out-of-Home Placement with Reunification Plan	12 families	17.37	18.27	16.03	22.27	19.82	19.05
Out-of-Home Long Term or Independent Living	14 children	20.11	21.15	18.54	25.77	22.92	22.04

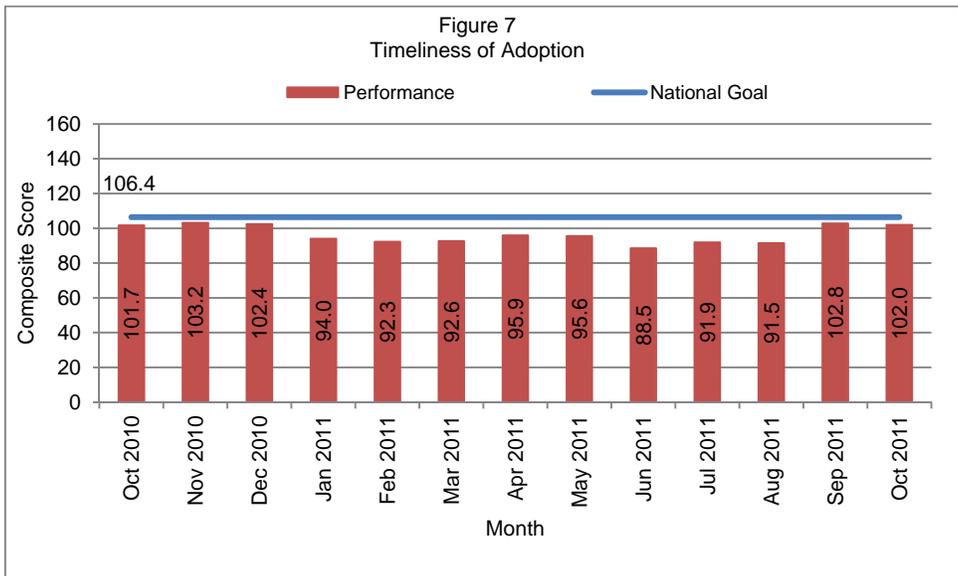
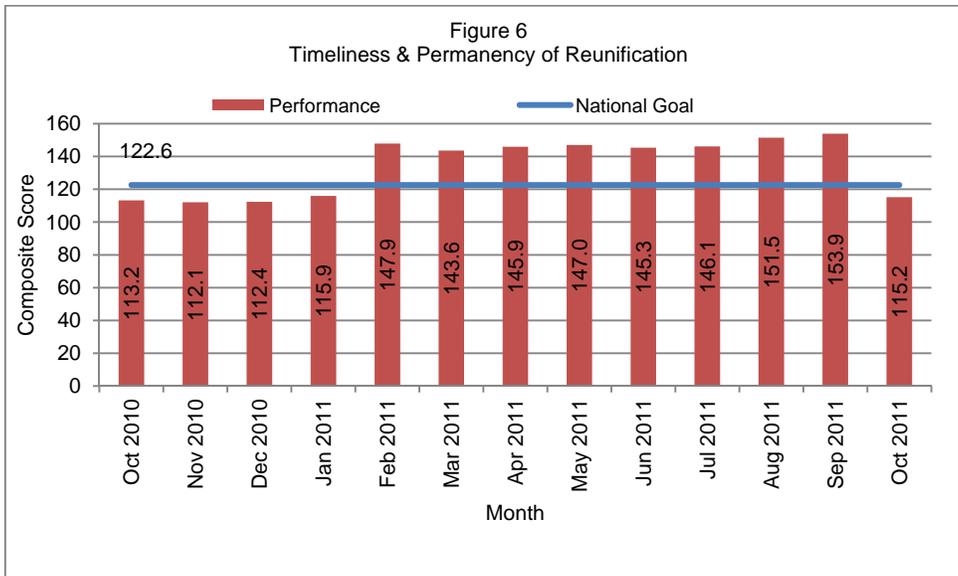
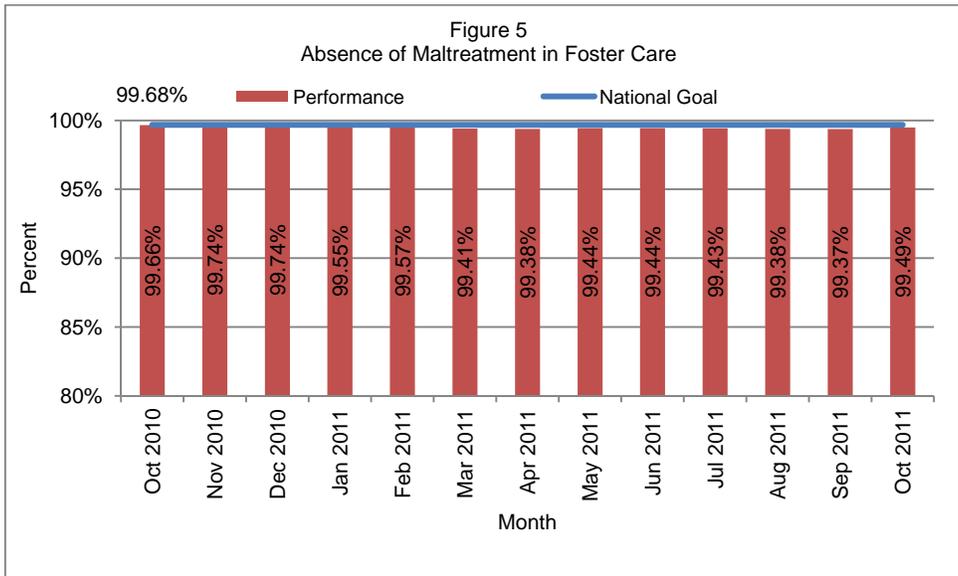
Source: Department of Health and Human Services, Division of Children and Family Services 2009 Caseload Report
Last Updated December 13, 2011

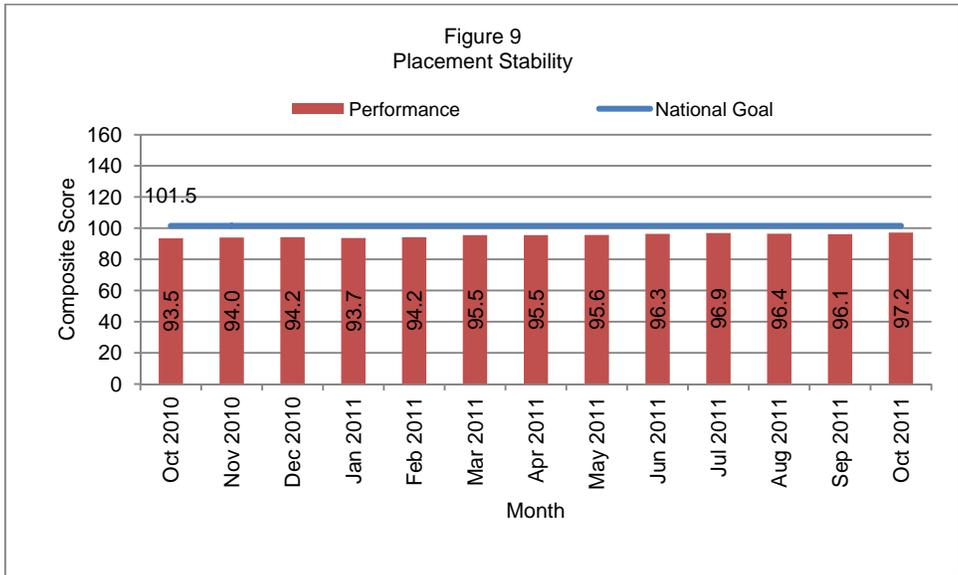
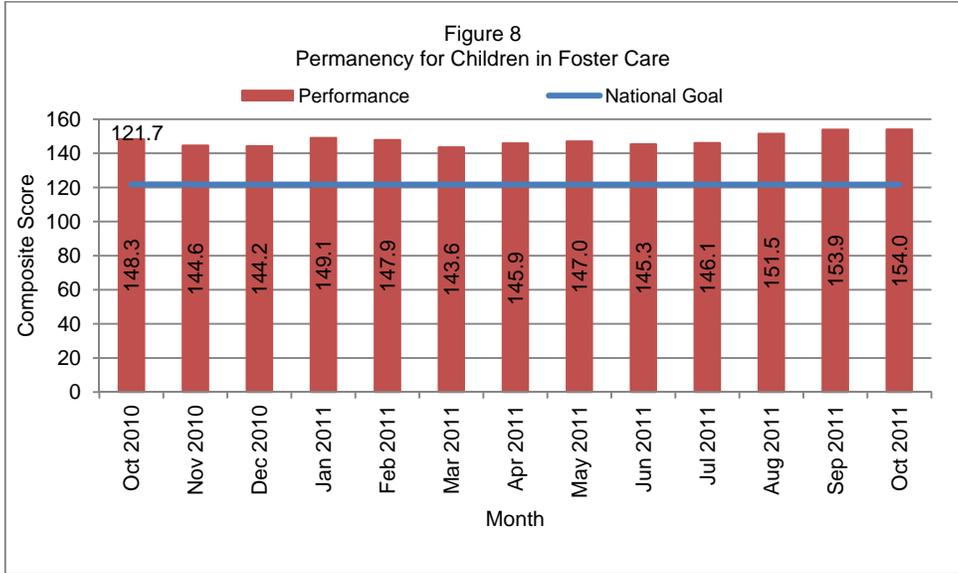
The Eastern Service Area has 373 initial child abuse/neglect safety assessments and 6 assessments with new safety threats not finalized within 30 days of assignment, per policy (Figure 3). Anecdotal information suggests that backlog cases are generally a result of delays with entering documentation, or cases being on hold due to a law enforcement request.



Figures 4-9 display the Eastern Service Area's performance on Federal Child and Family Services Review composite measures. The columns indicate the service area's performance, compared to the national standard (the solid line). Currently, the Service Area is exceeding national goals pertaining to permanency for children in foster care.

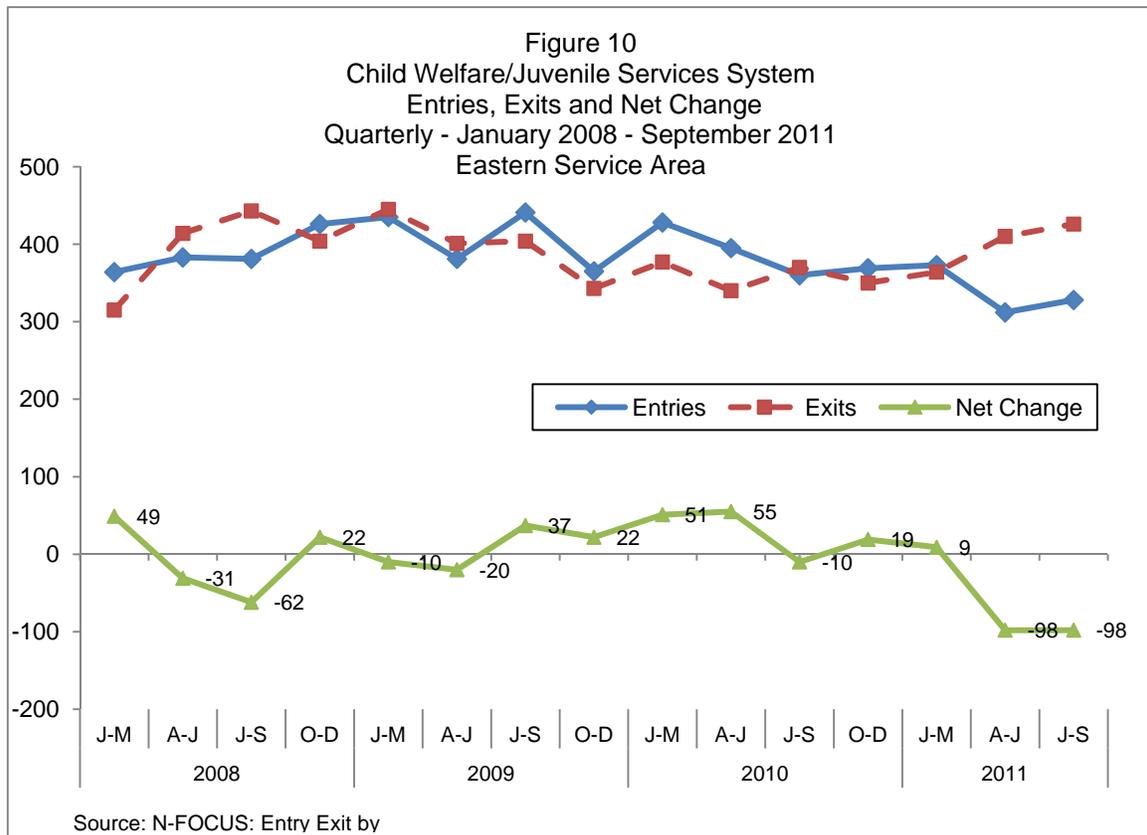






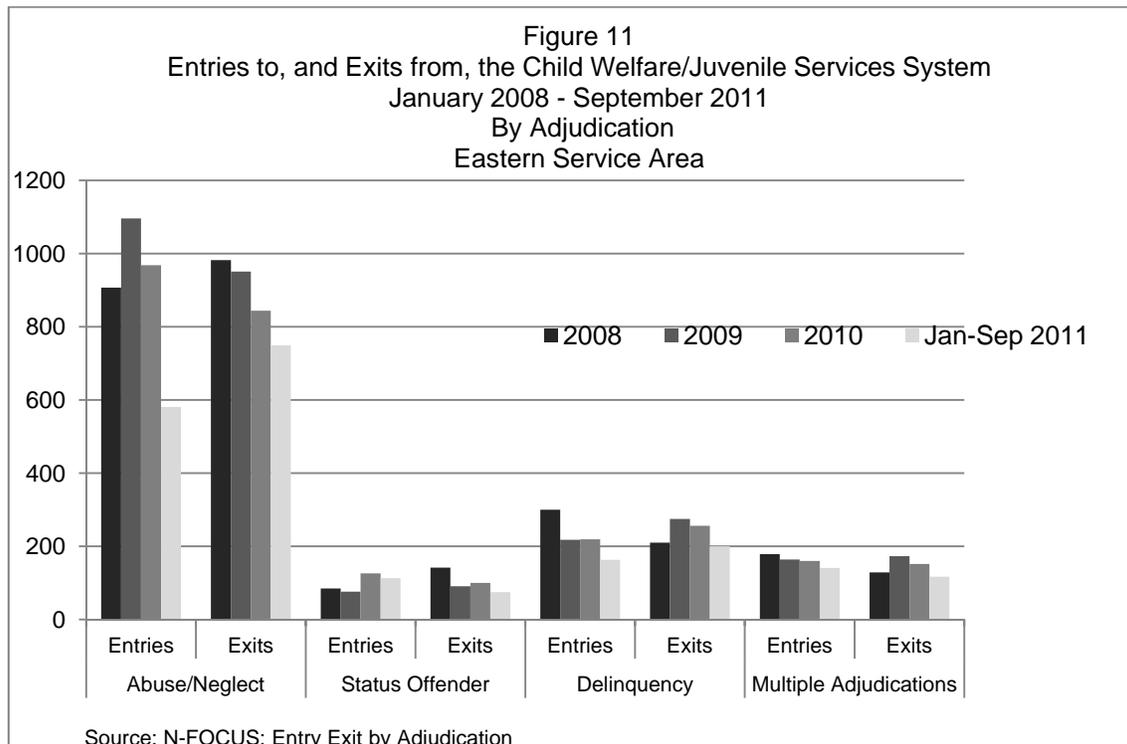
Entry/Exit

In the Eastern Service Area (ESA), the general trend over the past few years has been a decrease in the number of children entering and exiting the Child Welfare/ Juvenile Services (Figure 10). Entries exceeded exits in 2009 and 2010 but exits exceeded entries in 2008 and for the first nine months of 2011.

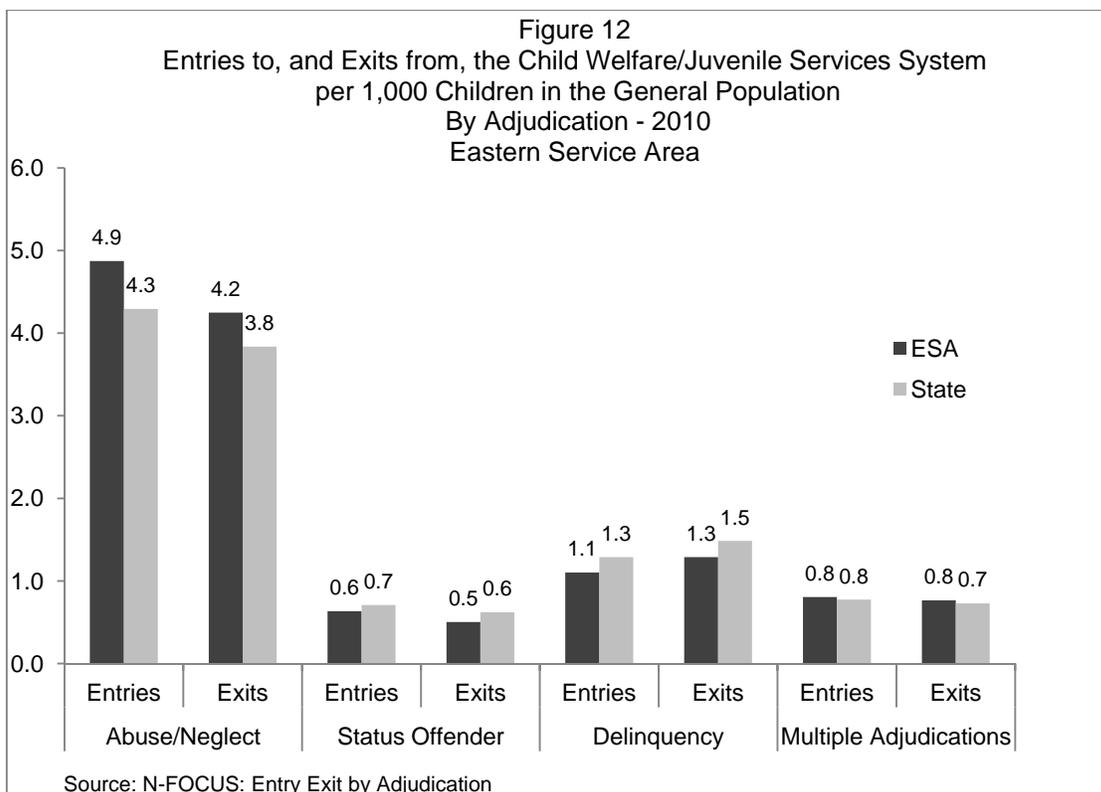


Children experiencing abuse and/or neglect made up the majority (61.9%) of all entries to the system between January 2008 and September 2011, followed by children adjudicated delinquent (15.7%), children with multiple adjudications (11.2%) and status offenders (7.0%). (The remaining children had a missing adjudication.)

For children adjudicated abuse and/or neglect, the largest group of children in the Child Welfare/Juvenile Services system, exits exceeded entries in 2008 and for the first nine months of 2011, but entries exceeded exits in 2009 and 2010 (Figure 11). So far in 2011, entries are on pace to be the lowest in at least four years, and exits are on pace to be the highest in at least four years.



In 2010, the rate of children experiencing abuse and/or neglect (per 1,000 children in the general population) who entered or exited the Child Welfare/Juvenile Services system in the Eastern Service Area was higher than the statewide rates (Figure 12). About 4.9 children per 1,000 children in the general population entered the system as a result of abuse and/or neglect, compared to 4.3 for the state as a whole. With the exception of 3a children and children with multiple adjudications, the entry and exit rates were slightly lower in the Eastern Service Area as compared to the statewide rates.



Out of Home versus In Home

Close to three fourths (73.6%) of children in the Eastern Service Area were in out of home care in October 2011. This was higher than the 68.3% of children that were in out of home care that same month, statewide.

- Over three quarters (76.5%) of abuse/neglect children were served out of home in October 2011.
- Over half (55.6%) of status offenders were served out of home.
- Over two thirds (69.8%) of OJS youth were served out of home.
- Three quarters (75.6%) of children with multiple adjudications were served out of home.

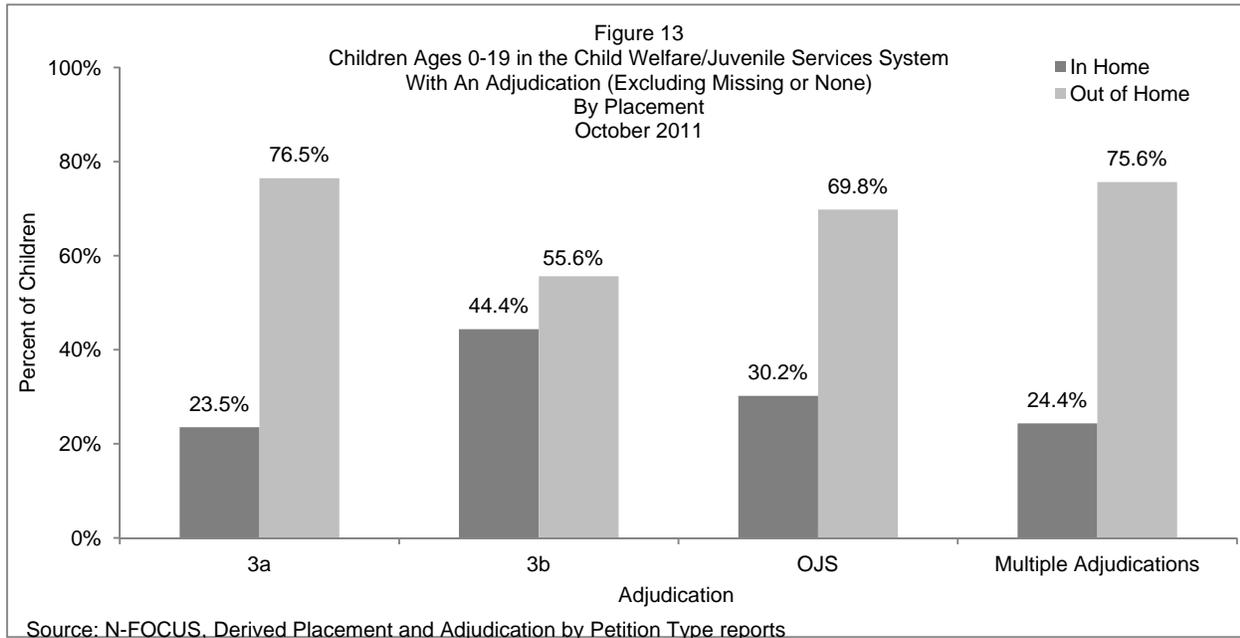
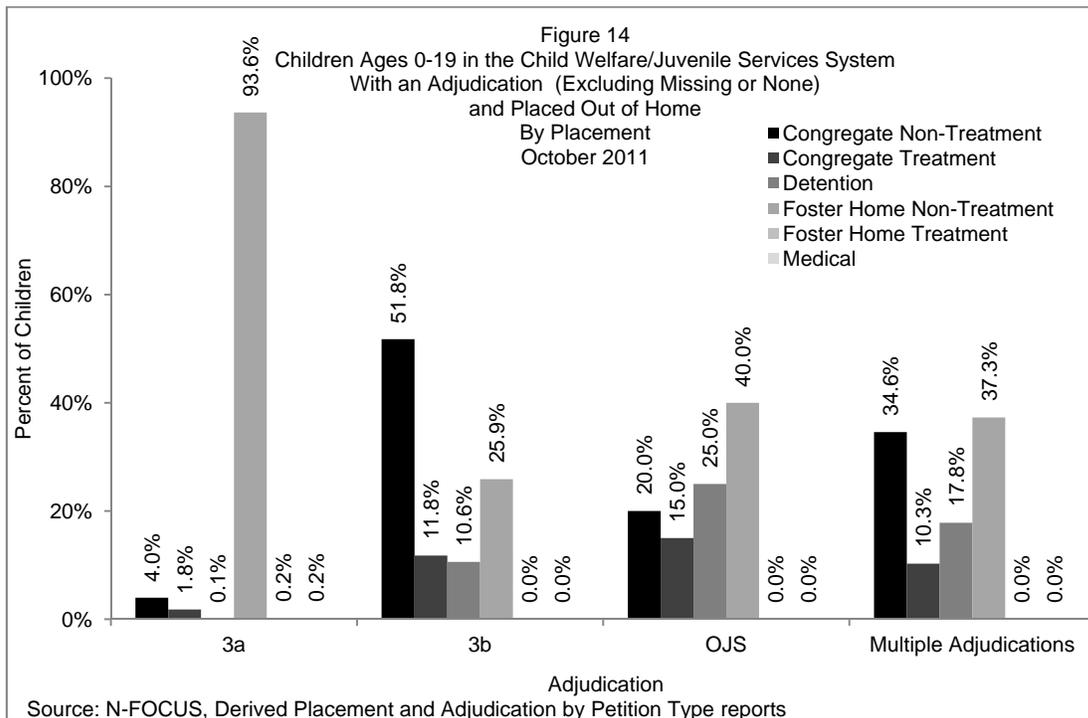


Figure 14:

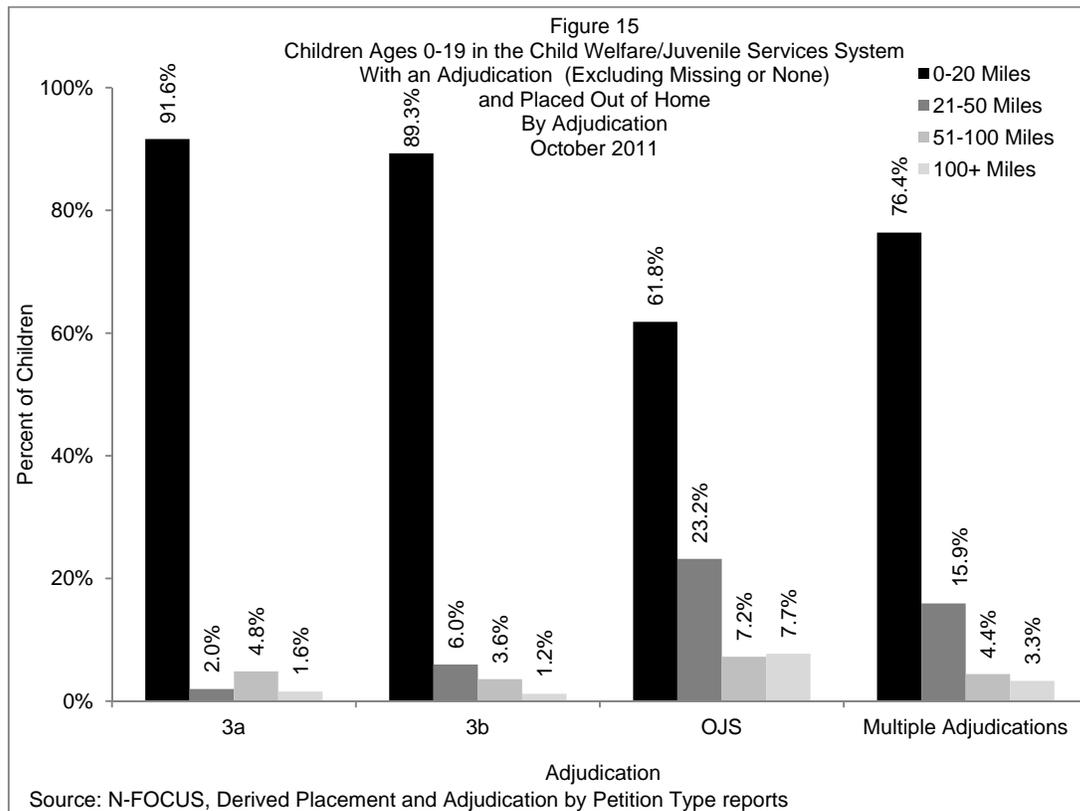
Over three quarters (74.1%) of children in out of home care were placed in a family-like, non-treatment setting; 14.1% in congregate non-treatment placements; 6.8% in detention; 4.7% in congregate treatment; 0.2% in foster home treatment; and 0.2% in medical placements.

- The majority (93.6%) of abuse/neglect children were placed in foster home non-treatment placements.
- Over half (51.8%) of status offenders were placed in congregate non-treatment placements.
- 41.0% of OJS youth were in congregate non-treatment placements and 32.3% in detention.
- Youth with multiple adjudications were almost evenly split between foster home non-treatment (37.3%) and congregate non-treatment (34.6%).



The majority (85.8%) of children in out-of-home care in October 2011 were placed within 20 miles of their permanent home, 6.3% within 21 to 50 miles of their permanent home, 5.2% within 51 to 100 miles of their permanent home, and 2.7% over 100 miles from their permanent home. (Figure 15)

- Most (91.6%) abuse/neglect children were placed within 20 miles of their permanent home.
- The majority (89.3%) of status offenders were placed within 20 miles of their permanent home.
- Nearly two thirds (61.8%) of OJS youth were placed within 20 miles of their permanent home, and almost one fourth (23.2%) between 21 to 50 miles from their permanent home.
- Over three quarters (76.4%) of children with multiple adjudications were placed within 20 miles of their permanent home, and 15.9% were placed within 21 to 50 miles of their permanent home.



Time to Permanency and Stability

Reunification

The national standard for reunification with a parent(s) within 12 months of removal is 75.2%. The rate of reunification for children in the Eastern Service Area over the last 22 months has consistently been below the national standard and, for the last 13 rolling 12-month periods, below the statewide rate (Figure 16).

The reunification rate for the 12-months ending in October 2011 varied by adjudication, with children who are status offenders having the highest reunification rate (70.3%), followed by children experiencing abuse and/or neglect (3a) (61.9%), those adjudicated delinquent (OJS) (59.1%), and children with multiple adjudications (43.2%) (Table 2). The reunification rate for children in the Eastern Service Area who were status offenders was higher than the state rate for the same population, but lower or about the same as the state rate for the other adjudication types.

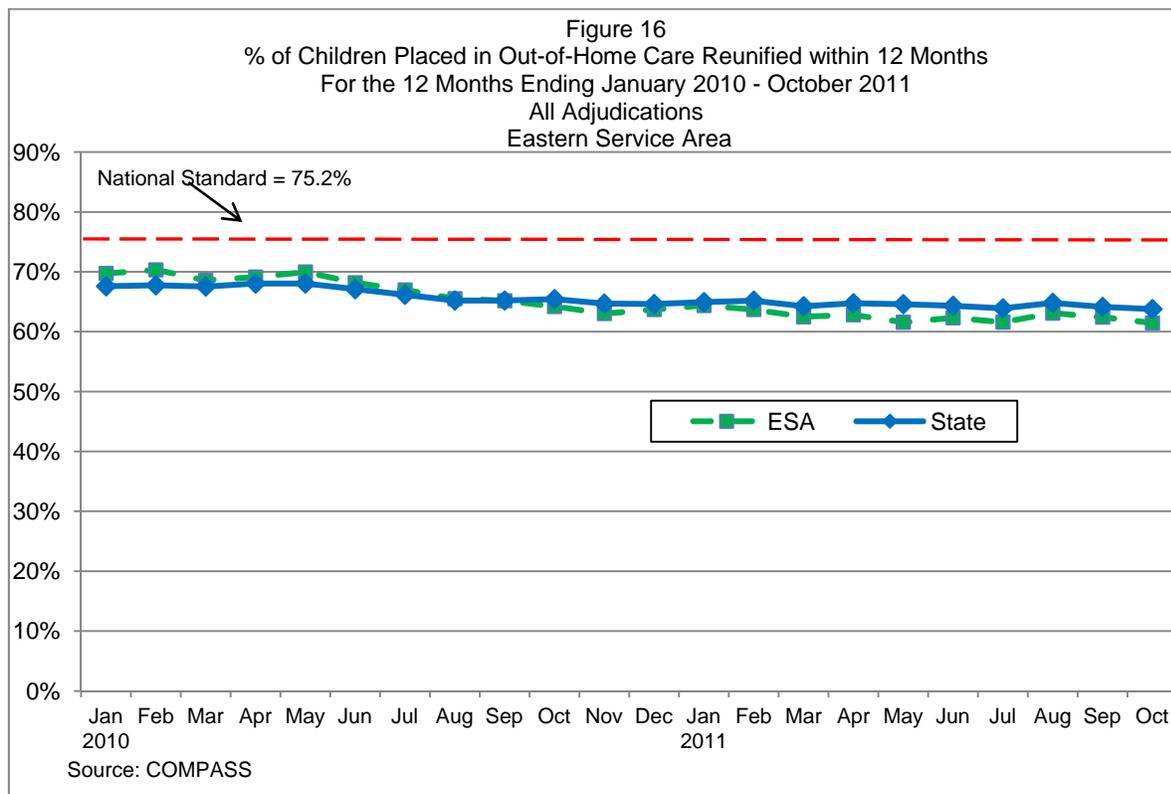


Table 2
Rate of Reunification by Adjudication
For the 12-Months Ending October 31, 2011
Eastern Service Area

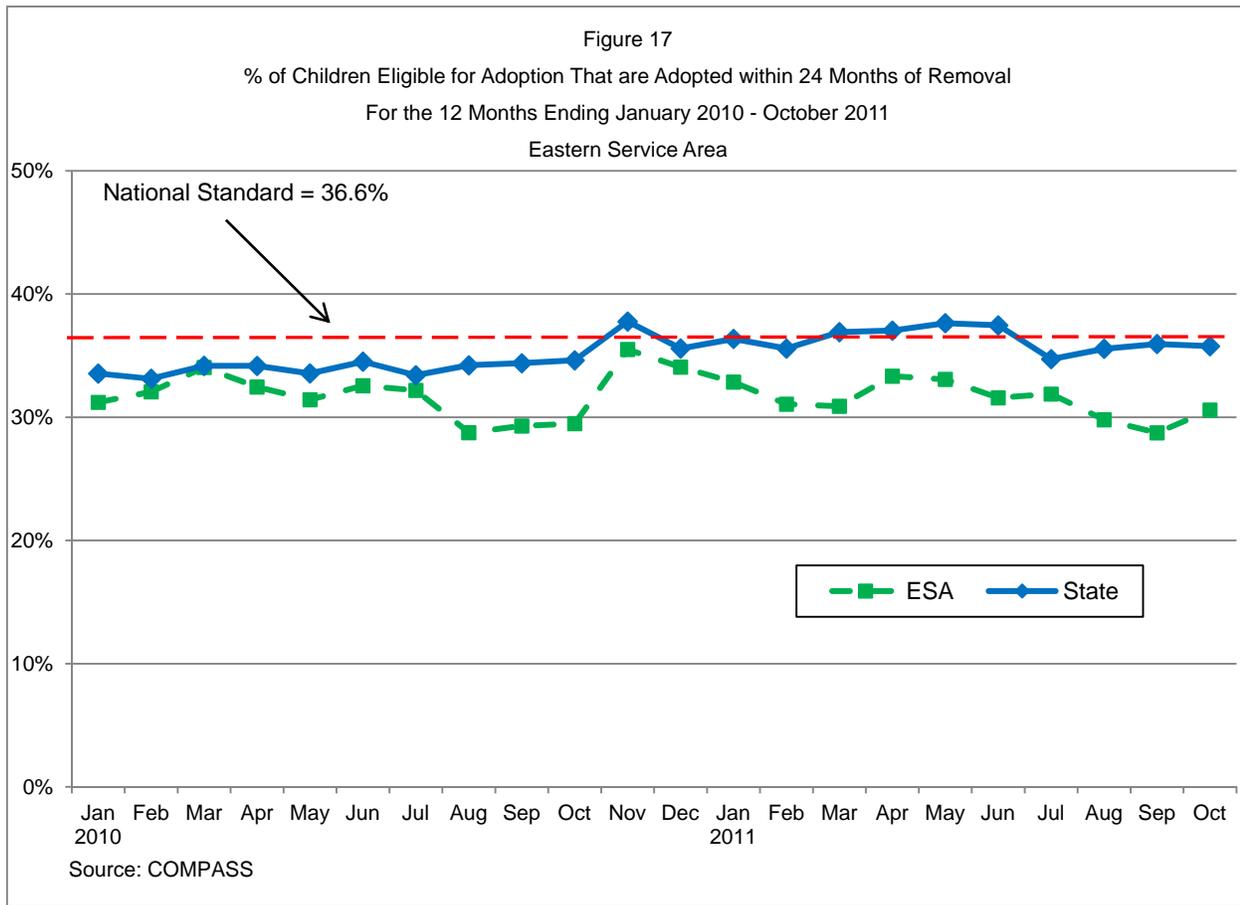
Adjudication	ESA Rate	State Rate
Status Offender	75.0%	77.8%
Multiple Adjudications	68.7%	67.5%
OJS (Delinquency)	66.7%	62.3%
Abuse and/or Neglect	60.1%	63.0%

Boys (63.9%) were a little more likely than girls (58.5%) to be reunified with their parents within 12 months of removal. White, non-Hispanic children (61.7%) were as likely as non-White, or Hispanic or Latino children (61.3%) to be reunified with their parents. Children under two years of age were the most likely to be reunified with a parent(s) (86.8%) within 12 months of removal. Children 16 years of age and older were the least likely to be reunified with a parent(s) (55.4%).

Adoption

Figure 17 shows the percent of children eligible for adoption that are adopted within 24 months of removal for the 12-month periods ending January 2010 to October 2011 for the Eastern Service Area and the state as a whole. During this time, the percent of children in the Eastern Service Area who were eligible for adoption that were adopted consistently fell below both the national standard of 36.6% and the state average. For the 12-months ending in October 2011, 30.6% of the children experiencing abuse and/or neglect who were eligible for adoption were adopted within 24 months of initial removal. Girls (34.6%) were more likely to be adopted within 24 months of removal than boys (27.0%). White, non-Hispanic children (38.6%) were more likely than non-White or Hispanic or Latino children (22.0%) to be adopted within 24 months of removal. All of the children under two years of age who were eligible for adoption were adopted within 24 months of removal. Only about one-third of children (35.2%) ages 2 through 5 who were

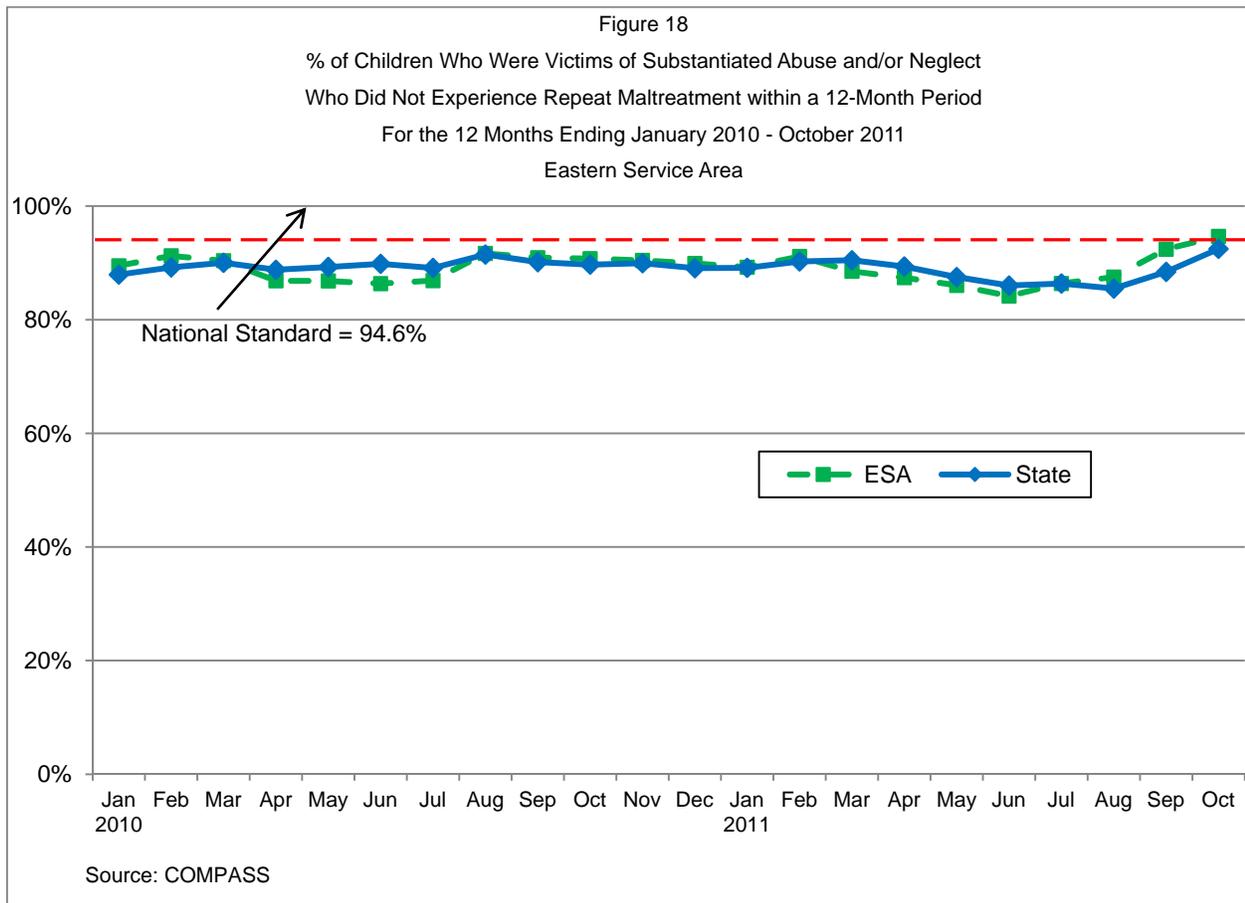
eligible for adoption were adopted. Older children, especially those ages six through 10 (8.0%), were much less likely to be adopted within 24 months of removal.



Repeat Maltreatment and Reentry

Repeat Maltreatment

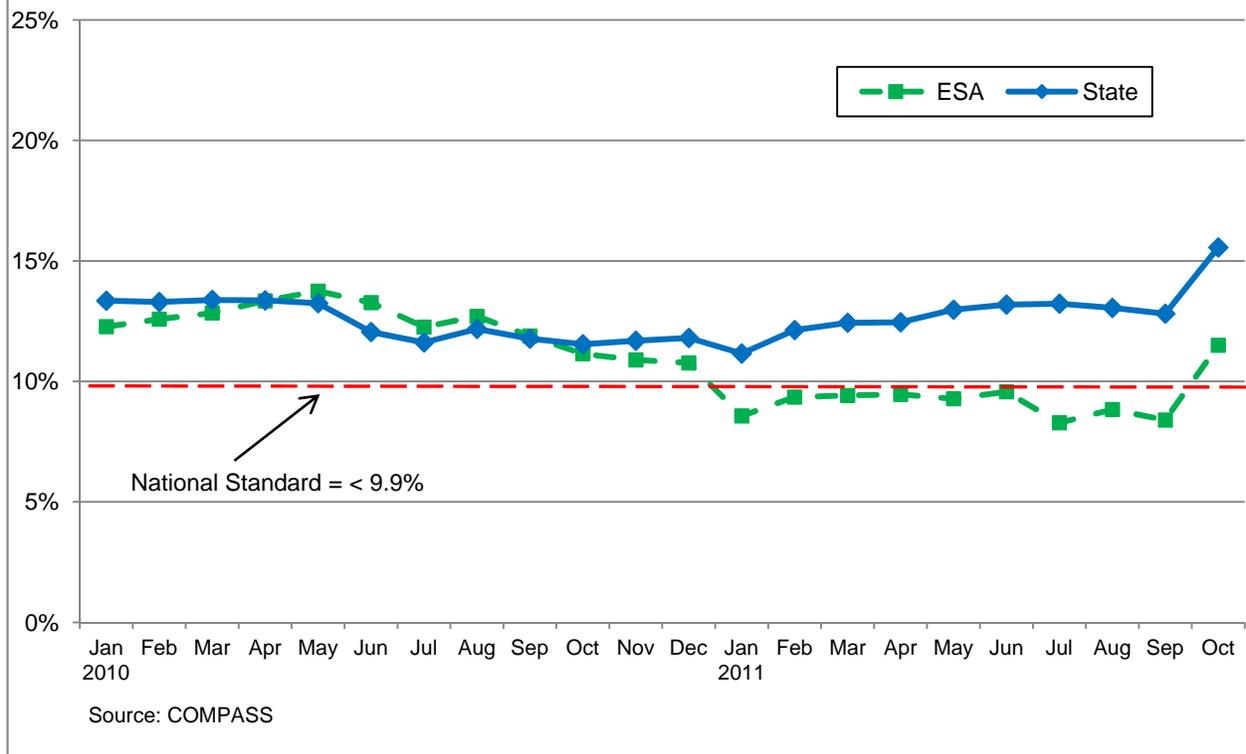
Over the past few years, the Eastern Service Area has been below the national standard of 94.6% for the percent of children not experiencing repeat maltreatment within a 12-month period (Figure 18). However, for the 12-months ending in October 2011, 94.7% of children who were the victims of substantiated abuse and/or neglect did not experience repeat maltreatment, meaning that 5.3% of children did experience repeat maltreatment. Boys (5.6%) were slightly more likely than girls (5.1%) to experience repeat maltreatment. Non-white or Hispanic children (5.6%) were slightly more likely than white, non-Hispanic or Latino children (5.1%) to experience repeat maltreatment. Children ages 11 to 15 were the most likely (7.6%) to have repeat maltreatment reported; children under two years of age were the least likely (3.8%) to have repeat maltreatment reported.



Reentry into Out-of-Home Care

Figure 19 shows the percent of children experiencing abuse and/or neglect (3a) who reentered out-of-home care within 12 months of reunification with a parent(s). The national standard for this measure is < 9.9%. For the first nine months of 2011, the Eastern Service Area has met the national standard for this measure. However, for the 12 months ending in October 2011, the reentry rate increased to 11.5%. The reentry rate was slightly higher for girls (12.8%) than for boys (10.2%). The reentry rate for white, non-Hispanic children was 11.1% compared to 11.8% for non-white or Hispanic or Latino children. Youth 16+ years of age had the highest reentry rate at 25.0%.

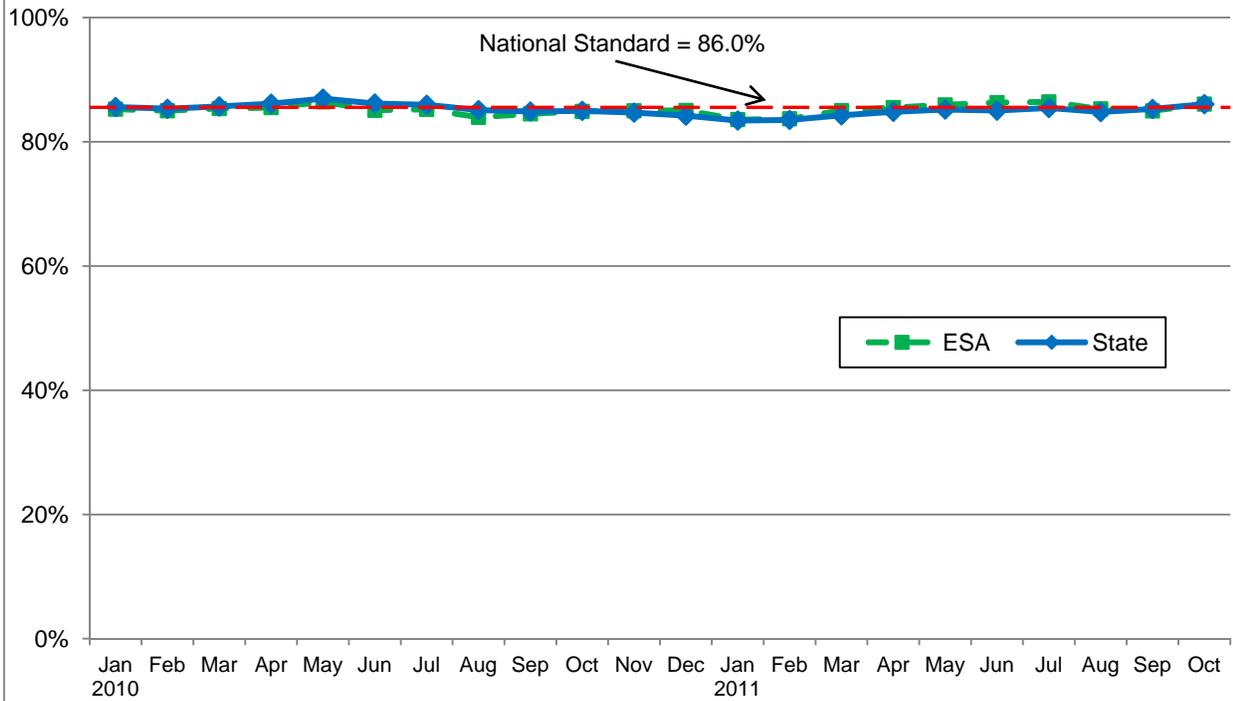
Figure 19
 % of Children Who Reenter Out-of-Home Care within 12 Months of Reunification
 For the 12 Months Ending January 2010 - October 2011
 Adjudication = Abuse/Neglect Only
 Eastern Service Area



Well-Being

Placement stability is one of the measures that directly impacts a child's well-being. One of the national standards for placement stability is that 86% of children in care for less than 12 months will have two or fewer placements. The Eastern Service Area has met the national standard for four of the last six 12-month rolling periods (Figure 20). For the 12-months ending October 2011, 86.1% of children entering the system as the result of abuse and/or neglect who had been in the system for less than 12 months had two or fewer placements. Boys (86.2%) and girls (86.0%) in out-home-care for less than 12 months were equally likely to have two or fewer placements. White, non-Hispanic children (88.7%) were slightly more likely than non-White or Hispanic or Latino children (84.1%) to have two or fewer placements. Children under six years of age (94.8%) were much more likely to have two or fewer placements than children ages six and over (81.7%).

Figure 20
 % of Children in Care for < 12 Months with Two or Fewer Placements
 For the 12 Months Ending January 2010 - October 2011
 Eastern Service Area

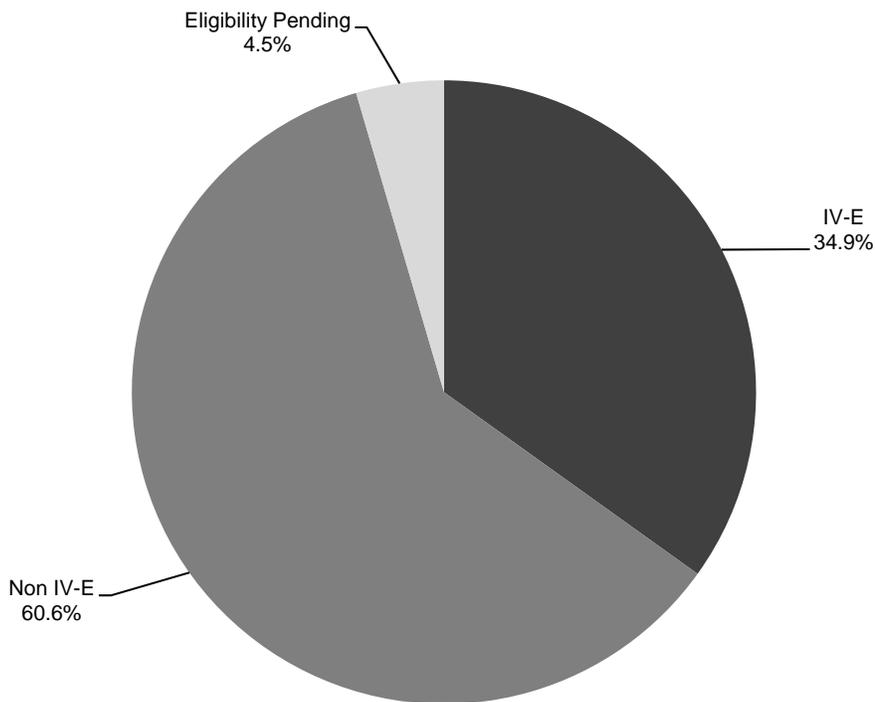


Source: COMPASS

Maximize Funding

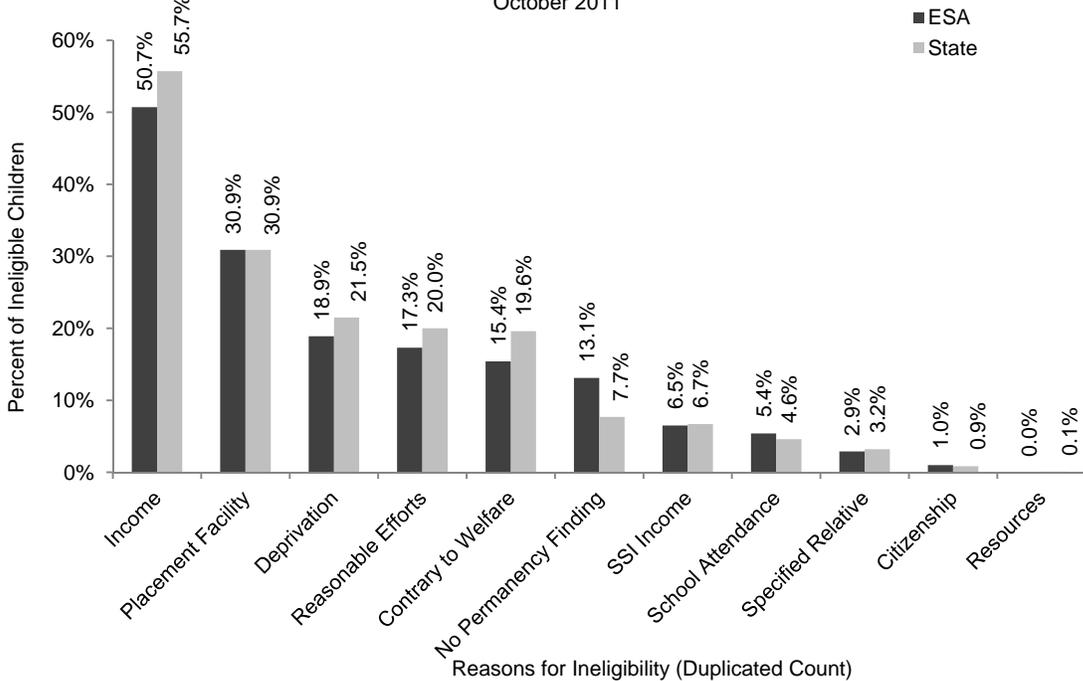
Over one third (34.9%) of wards with an open case in October 2011 were eligible for IV-E funding (Figure 21). Of the 60.4% ineligible wards, half (50.7%) were ineligible due to income, followed by placement (30.0%) and deprivation (18.9%). Please see Figure 22 for detail. (A child may be ineligible for more than one reason Figure 22 displays duplicate counts of children.)

Figure 22
State Wards by IV-E Eligibility
Eastern Service Area
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Figure 23
Non IV-E Eligible State Wards by Reasons for Ineligibility
Eastern Service Area versus Statewide
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Areas of Concern

As of December 31, 2009, caseloads in the Eastern Service Area were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist.

For children adjudicated abuse and/or neglect, the rate of entries to (4.9 per 1,000 children), and exits from (4.2 per 1,000 children), the Child Welfare/Juvenile Services system in the Eastern Service Area (ESA) is above the statewide rates of 4.3 and 3.8 per 1,000 children in the general population, respectively.

The rate of reunification with a parent(s) within 12 months of removal for the Eastern Service Area over the last 22 months has consistently been below the national standard of 75.2% and, for the last 13 12-month rolling periods, has been below the statewide rate. For the 12 months ending in October 2011, the reunification rate in the ESA was 61.5%. Children under two years of age were the most likely to be reunified with a parent(s) (86.8%) within 12 months of removal. Children 16 years of age and older were the least likely to be reunified with a parent(s) (55.4%).

Over the last few years, the rate of adoption in the Eastern Service Area (i.e., the percent of children eligible for adoption that are adopted within 24 months of removal) has fallen below both the national standard of 36.6%, and the statewide average. For the 12 months ending in October 2011, the rate of adoption in the ESA was 30.6%, below the statewide rate of 35.8%. Girls (34.6%) were more likely to be adopted within 24 months of removal than boys (27.0%). White, non-Hispanic children (38.6%) were more likely than non-White or Hispanic or Latino children (22.0%) to be adopted within 24 months of removal. All of the children under two years of age who were eligible for adoption were adopted within 24 months of removal. Only about one-third of children (35.2%) ages 2 through 5 who were eligible for adoption were adopted. Older children, especially those ages six through 10 (8.0%), were much less likely to be adopted within 24 months of removal.

For the first nine months of 2011, the Eastern Service Area has met the national standard for this measure. However, for the 12 months ending in October 2011, the reentry rate increased to 11.5%. The reentry rate was slightly higher for girls (12.8%) than for boys (10.2%). The reentry rate for white, non-Hispanic children was 11.1% compared to 11.8% for non-white or Hispanic or Latino children. Youth 16+ years of age had the highest reentry rate at 25.0%.

Child Welfare/Juvenile Services System Profile Southeast Service Area

Prevention/Early Intervention

The majority of child abuse and neglect intakes in the Southeast Service Area accepted between January 1, 2011 and October 31, 2011 fell into Priority Levels 2 (59.2%) and 3 (31.8%) (Figure 1).

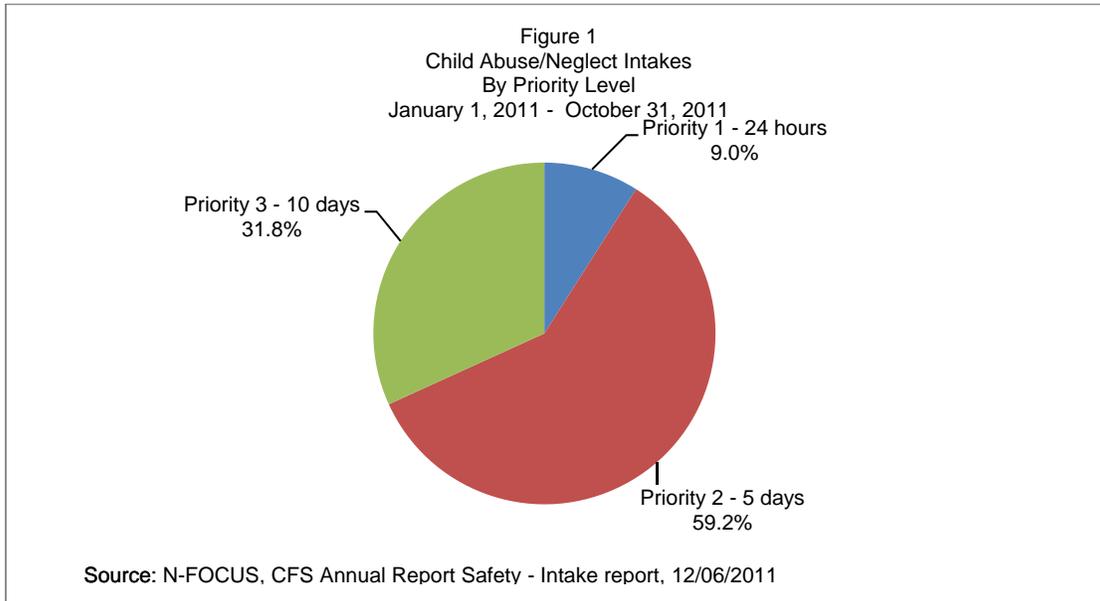
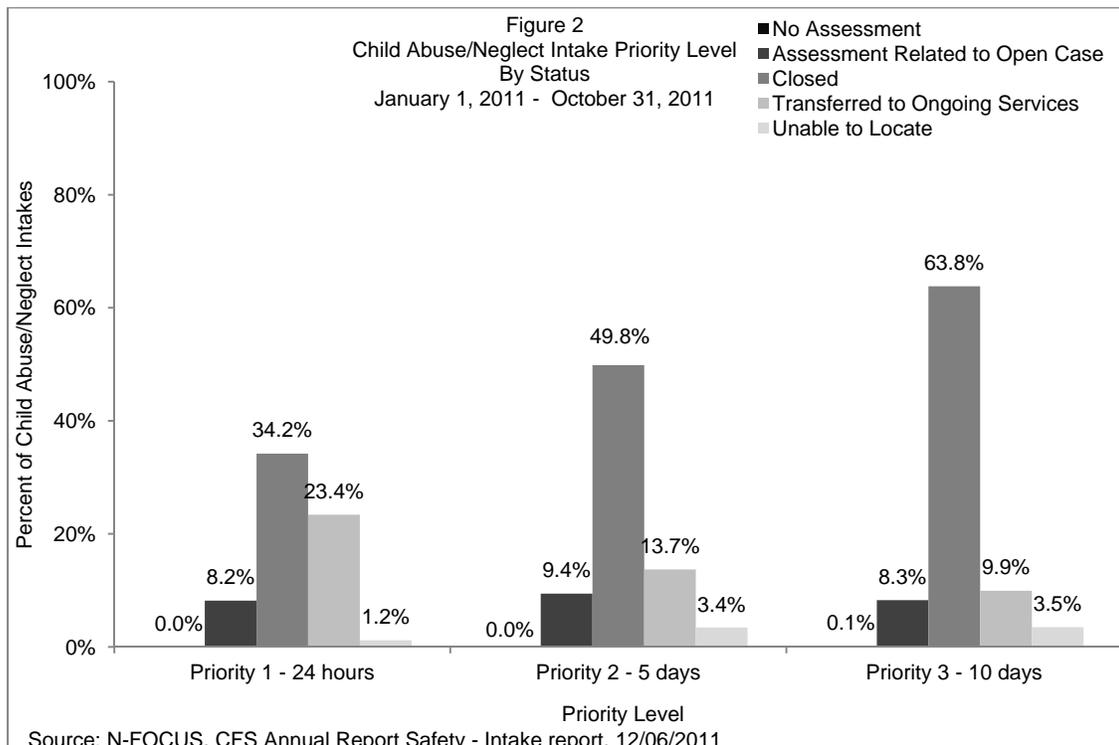


Figure 2 displays the status of these intakes as of December 6, 2011, by priority level. The majority of intakes at all levels had already closed. Over one third (34.2%) of Priority 1 intakes were already closed, compared to 49.8% of Priority 2 intakes and 63.8% of Priority 3 intakes. Nearly one quarter (23.4%) of Priority 1 intakes transferred to ongoing services; compared to 13.7% of Priority 2 intakes and 9.9% of Priority 3 intakes.



As of December 31, 2009, caseloads in the Southeast Service Area (and throughout the state) were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist (Table 1). There are currently no standards for receiving non-CAN calls or processing other types of calls such as placement or coverage calls.

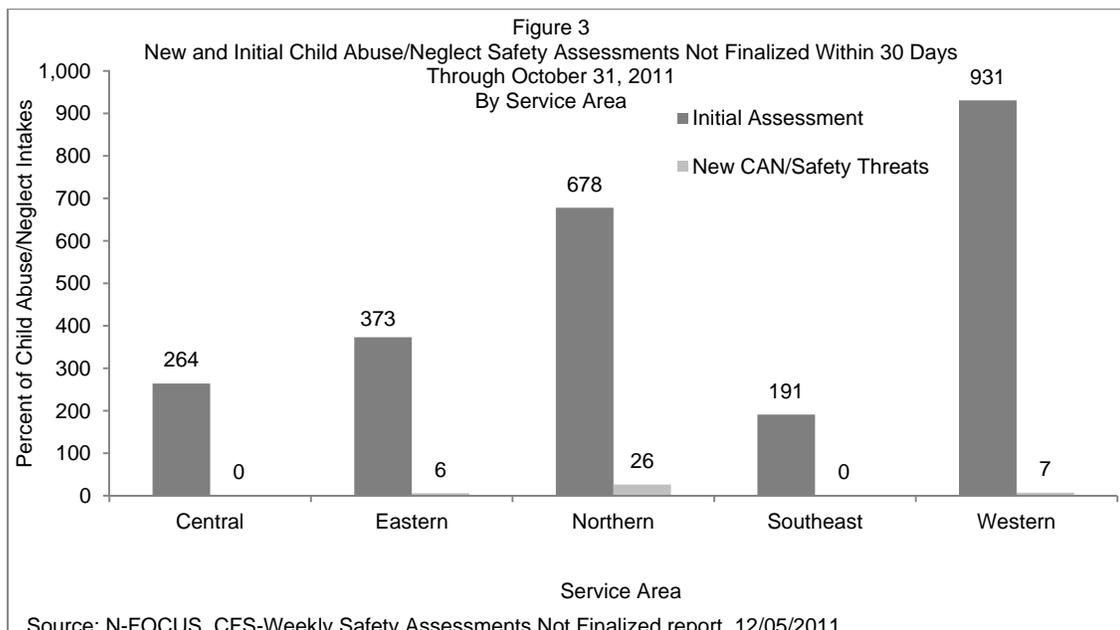
Please note that the Child Abuse/Neglect Hotline is operated out of the Eastern Service Area. The Eastern Service Area is the only area that processes hotline calls pertaining to coverage and placement issues.

Table 1. Average Monthly Caseloads by Service Area in Calendar Year 2009

Caseload Category	CWLA Standard	Central	Eastern	Northern	Southeast	Western	State
Non-CAN calls	No standard	1,015.44	1,066.55	939.19	1,303.41	1,161.87	1,113.84
Processing Hotline Coverage/Placement Calls	No standard	N/A	135.88	N/A	N/A	N/A	141.90
CAN Intake Reports	85 families	118.01	124.04	109.00	151.38	134.79	129.41
Initial Safety Assessments	12 families	14.19	14.89	13.15	18.23	16.28	15.57
In-Home Services	17 families	19.98	20.96	18.51	25.66	22.92	21.92
Out-of-Home Placement with Reunification Plan	12 families	17.37	18.27	16.03	22.27	19.82	19.05
Out-of-Home Long Term or Independent Living	14 children	20.11	21.15	18.54	25.77	22.92	22.04

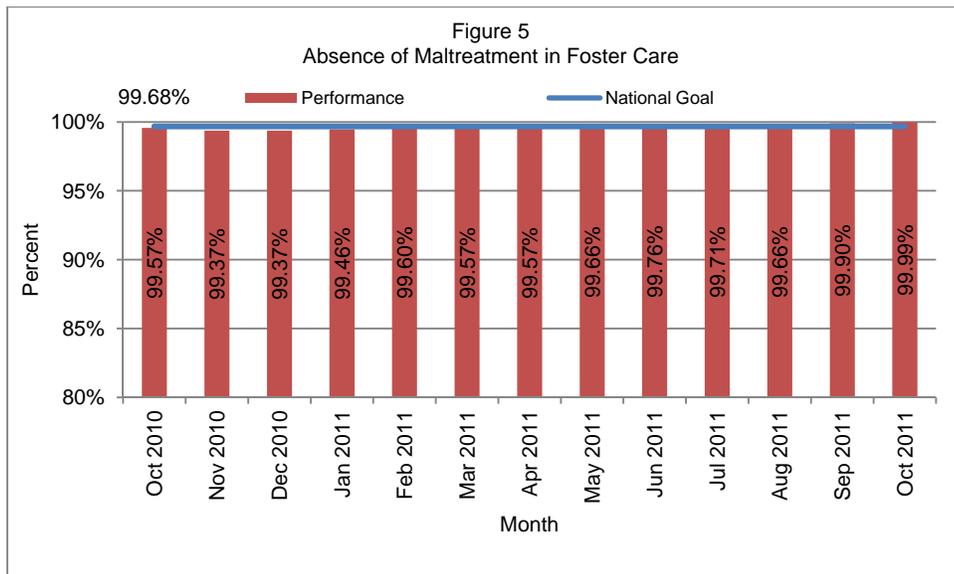
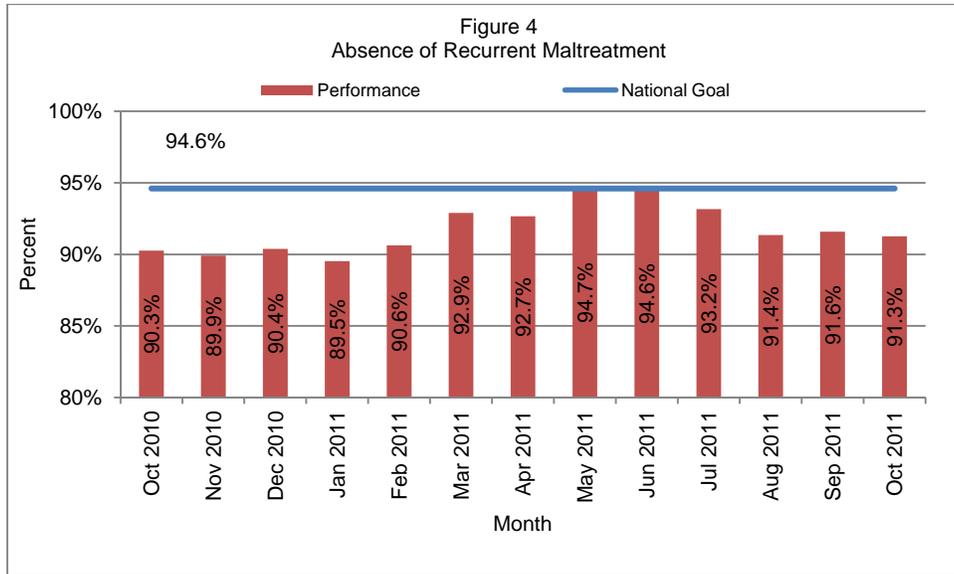
Source: Department of Health and Human Services, Division of Children and Family Services 2009 Caseload Report

The Southeast Service Area has the lowest number initial child abuse/neglect safety assessments not finalized within 30 days of assignment, per policy (Figure 3). Anecdotal information suggests that backlog cases are generally a result of delays with entering documentation, or cases being on hold due to a law enforcement request.



Figures 4-9 display the Southeast Service Area's performance on Federal Child and Family Services Review composite measures. The columns indicate the Service Area's performance, compared to the national standard

(the solid line). Currently, the Service Area is exceeding national goals pertaining to absence of maltreatment in foster care, timeliness of adoption, and permanency for children in foster care.



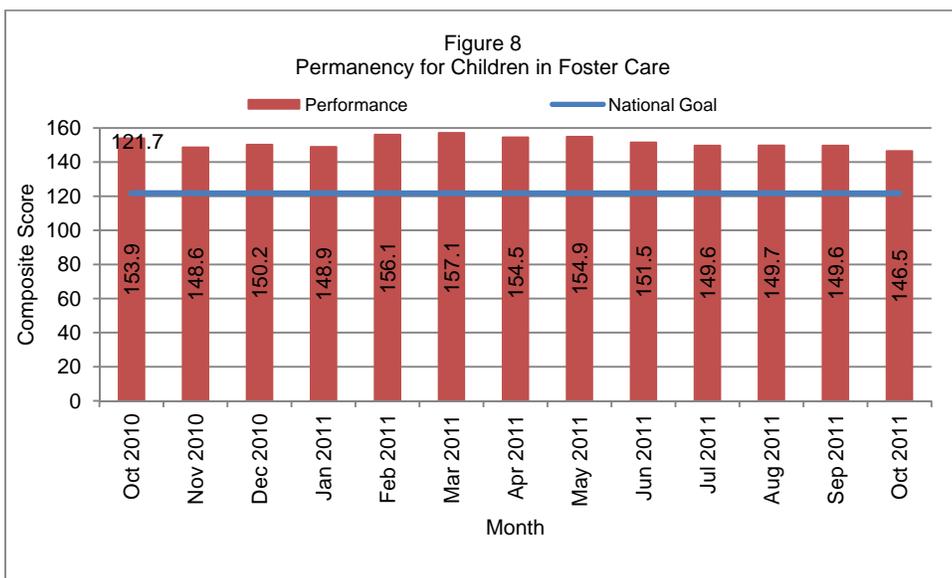
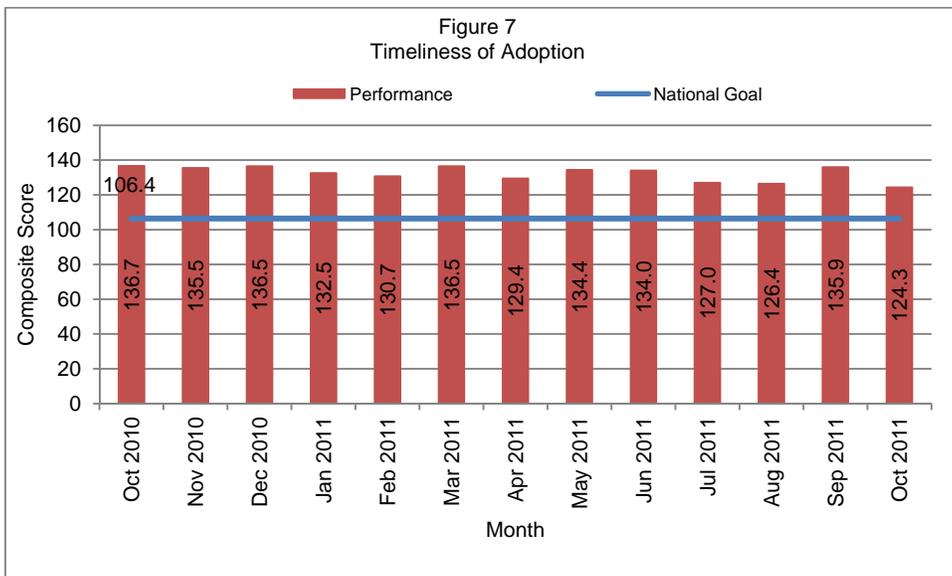
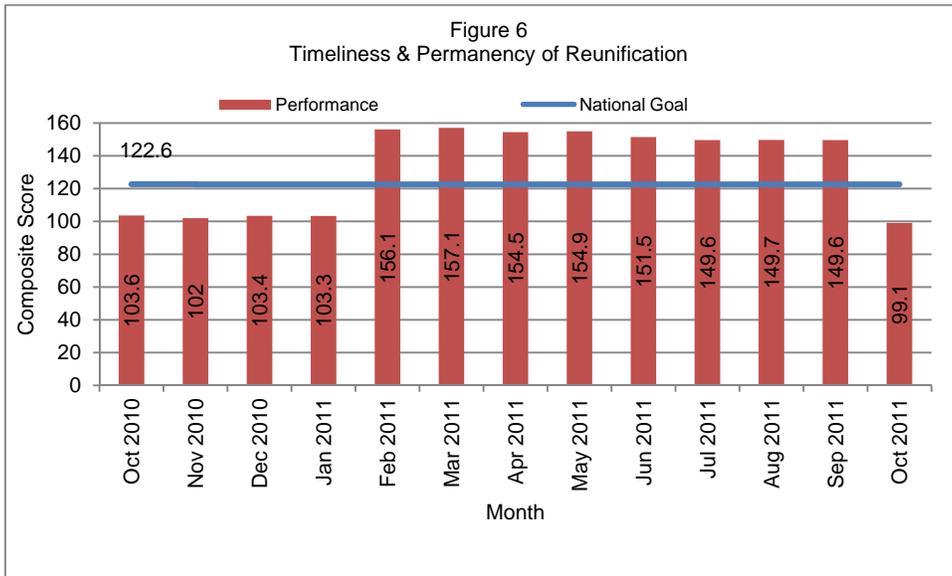
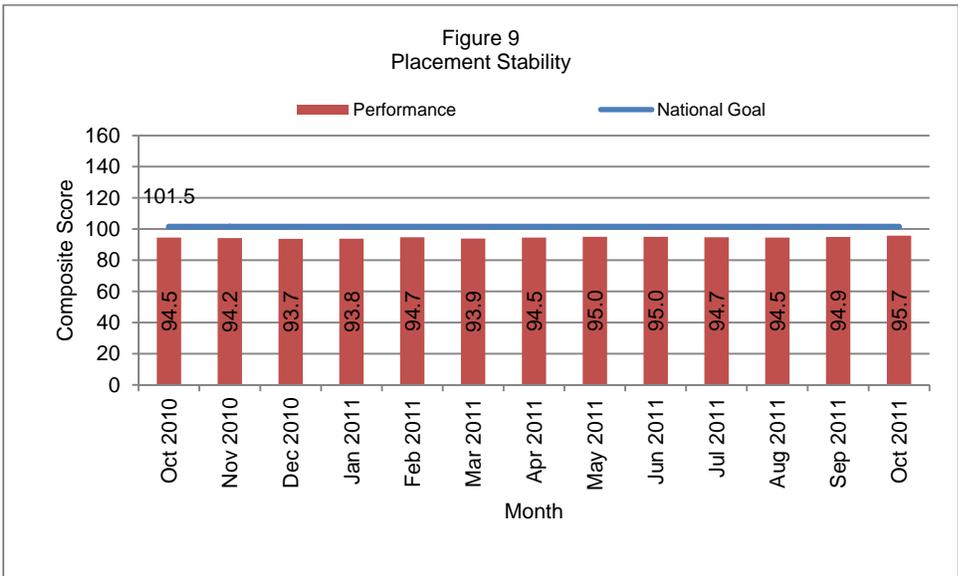
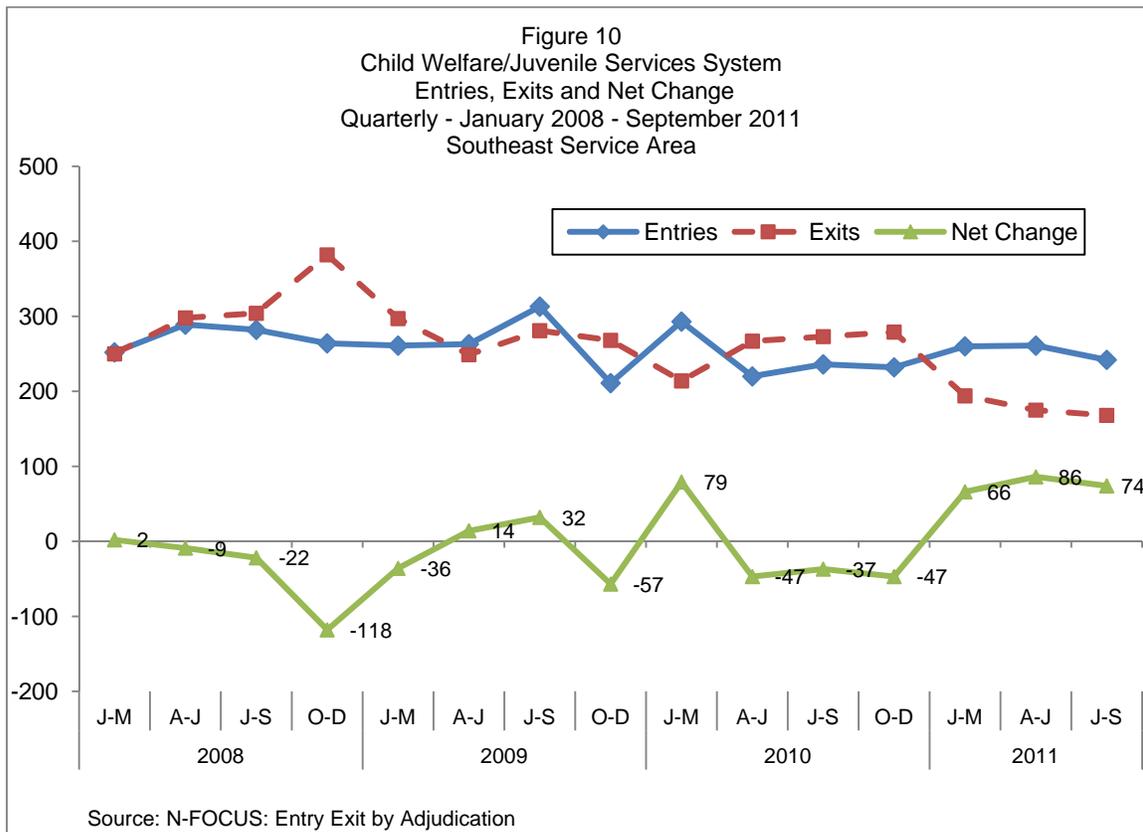


Figure 9
Placement Stability

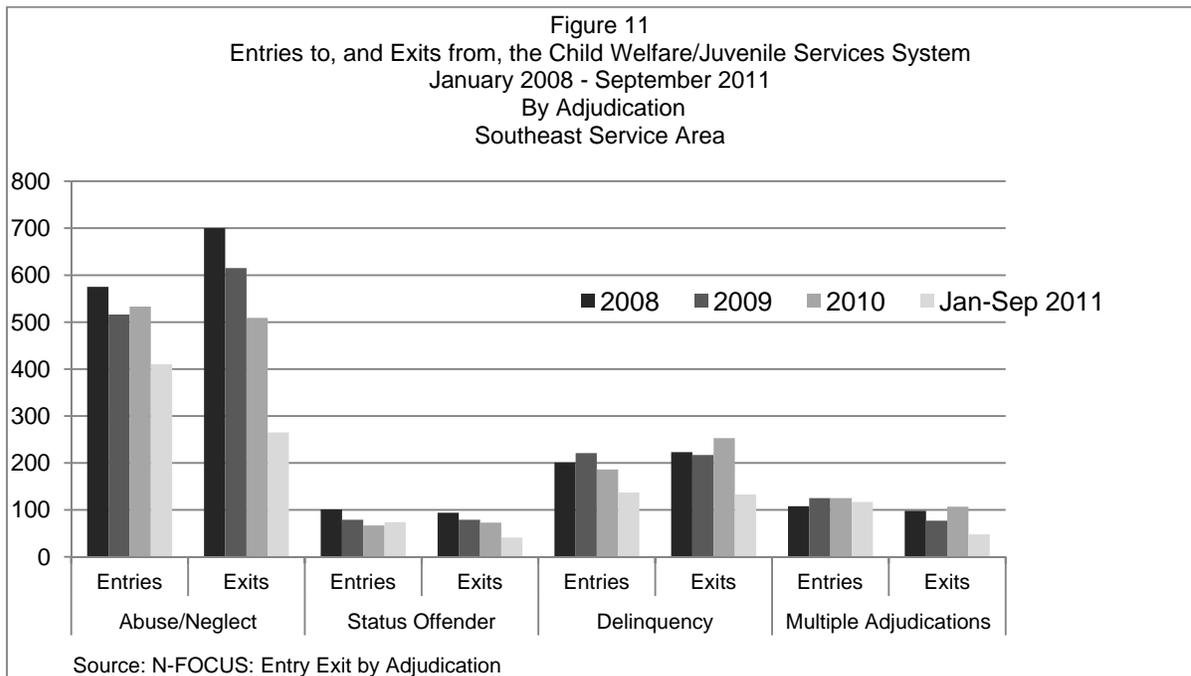


Entry/Exit

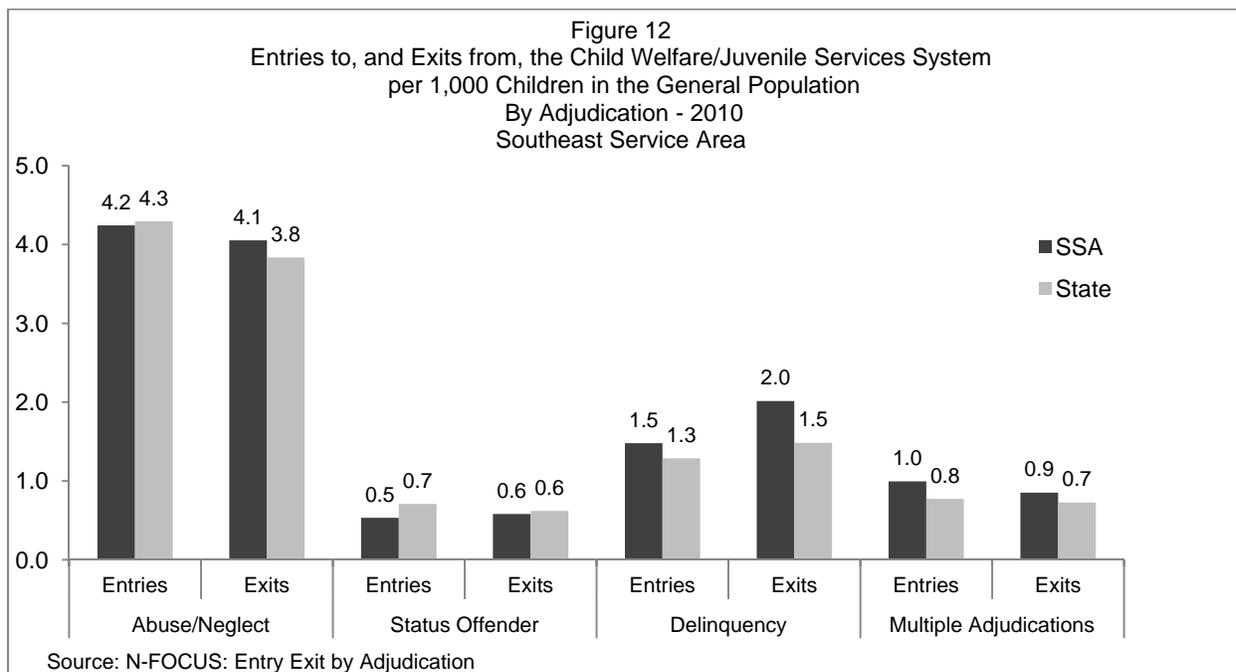
In the Southeast Service Area (NSA), the general trend over the past few years has been a decrease in the number of children entering and exiting the Child Welfare/ Juvenile Services (Figure 10). Exits exceeded entries in 2008, 2009 and 2010, but entries have exceeded exits in the first nine months of 2011.



Children experiencing abuse and/or neglect made up over half (52.4%) of all entries to the system between January 2008 and September 2011, followed by children adjudicated delinquent (19.2%), children with multiple adjudications (12.2%) and status offenders (8.3%). (The remaining children had a missing adjudication.) For children adjudicated abuse and/or neglect, the largest group of children in the Child Welfare/Juvenile Services system, exits exceeded entries in 2008 and 2009, but entries exceeded exits in 2010 and the first nine months of 2011 (Figure 11).



In 2010, the rate of children (per 1,000 children in the general population) entering and exiting the Child Welfare/Juvenile Services system in the Southeast Service Area was similar to the statewide rates (Figure 12). About 4.2 children per 1,000 children in the general population entered the system as a result of abuse and/or neglect, compared to 4.3 for the state as a whole. Children adjudicated delinquent and those with multiple adjudications in the Southeast Service Area were slightly more likely to enter the Child Welfare/Juvenile Services system than children statewide, while status offenders were slightly less likely to enter the system.



Out of Home versus In Home

Close to two thirds (62.9%) of children in the Southeast Service Area were in out of home care in October 2011. This was slightly lower but consistent with the 68.3% of children that were in out of home care that same month, statewide.

- Just under three quarters (70.9%) of abuse/neglect children were served out of home in October 2011.
- Over one third (34.3%) of status offenders were served out of home.
- Over half (51.3%) of OJS youth were served out of home.
- 60.1% of children with multiple adjudications were served out of home. (Figure 13).

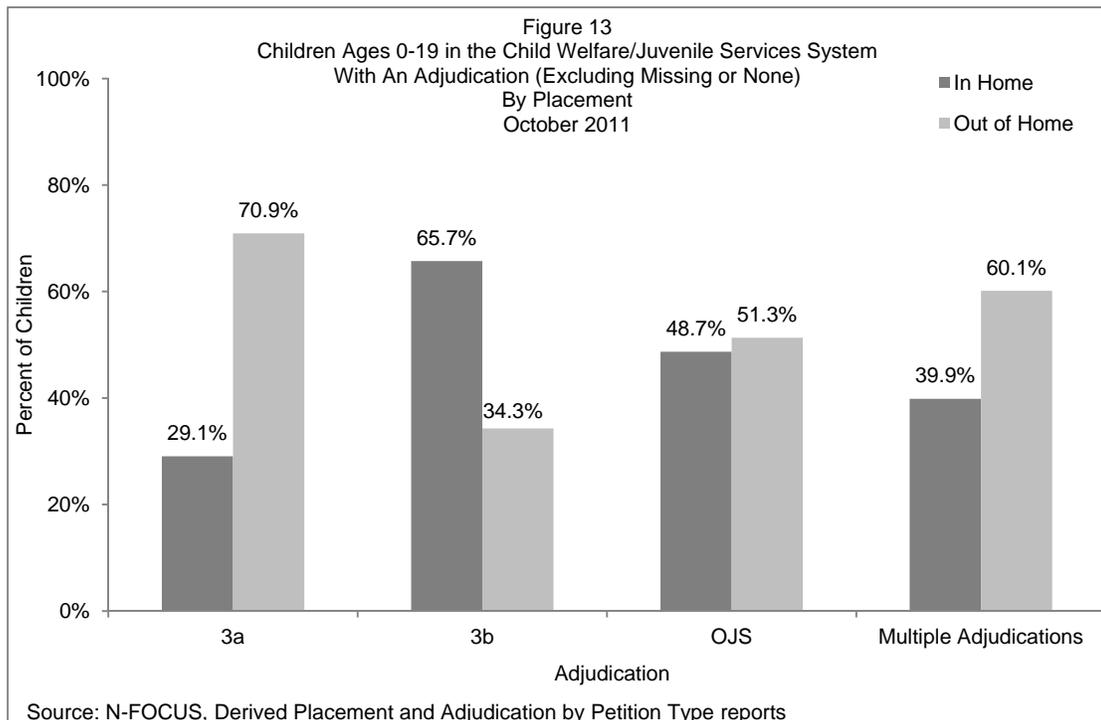
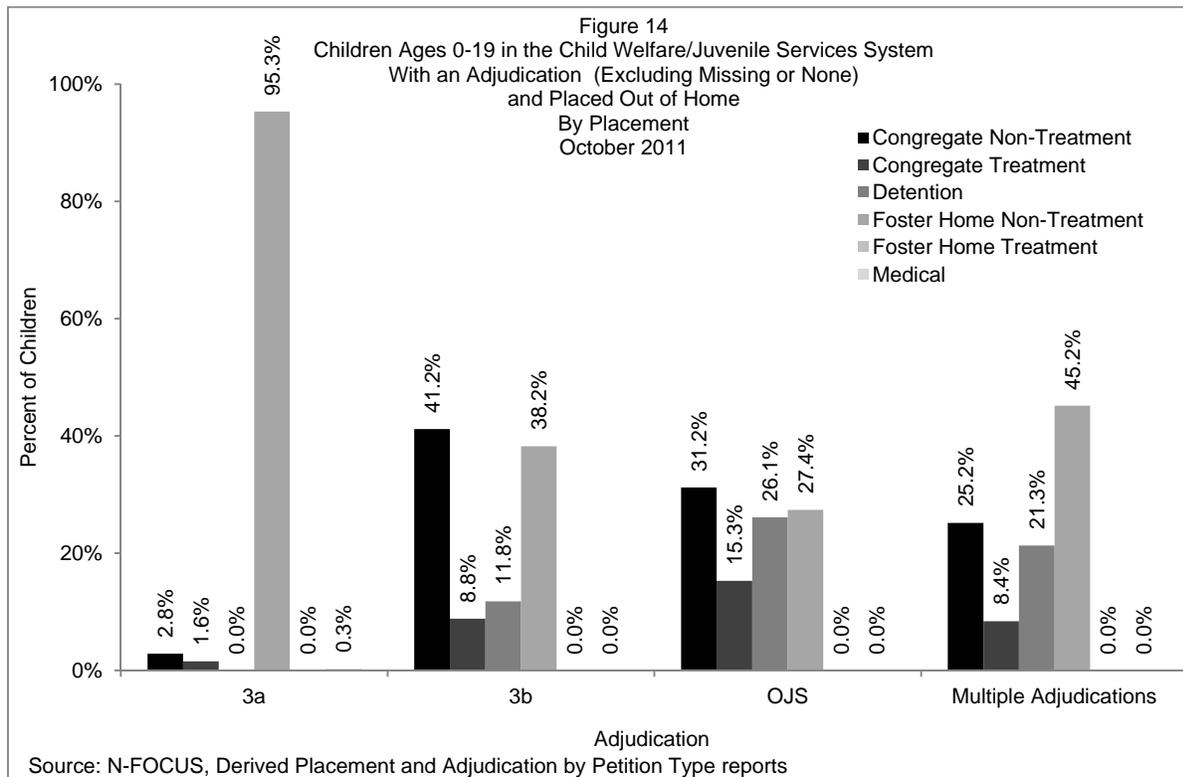


Figure 14:

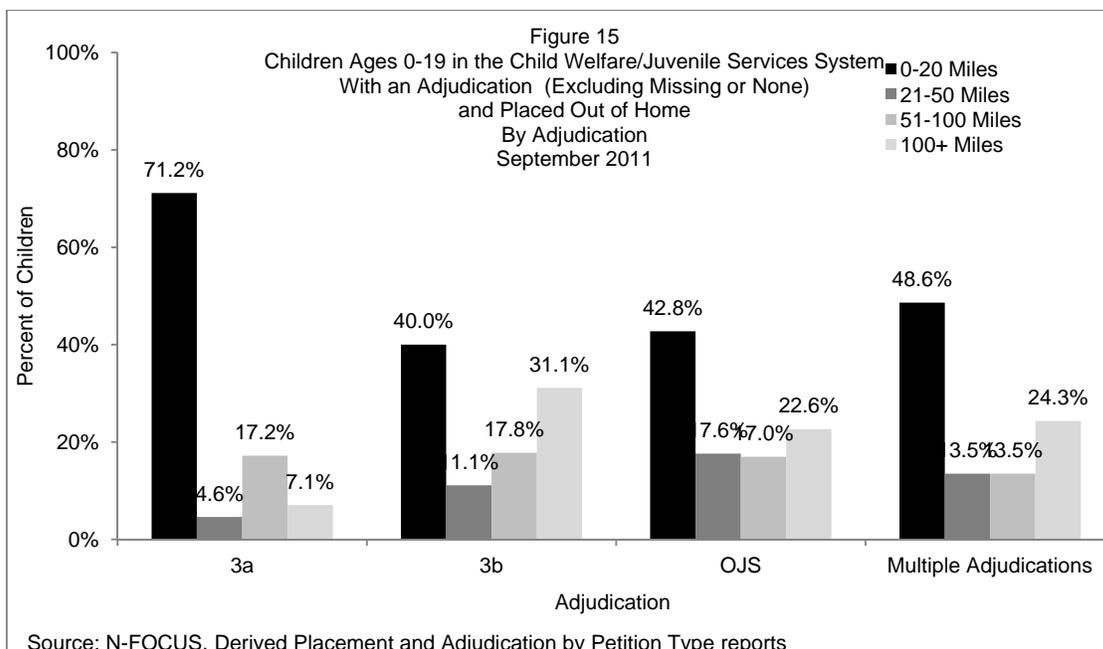
Over three quarters (75.6%) of children in out of home care were placed in a family-like, non-treatment setting; 11.4% in congregate non-treatment placements; 7.8% in detention; 5.0% in congregate treatment; and 0.2% in medical placements.

- The majority (95.3%) of abuse/neglect children were placed in family non-treatment placements.
- 41.2% of status offenders were placed in congregate non-treatment placements (followed by 38.2% in family non-treatment placements).
- Almost one third (31.2%) of OJS youth were in congregate non-treatment placements (followed by 27.4% in family non-treatment placements and 21.3% in detention).
- Almost half (45.2%) of youth with multiple adjudications were in family non-treatment placements (followed by 25.2% in congregate non-treatment placements and 21.3% in detention).



Over half (58.5%) of children in out-of-home care in October 2011 were placed within 20 miles of their permanent home; 7.3% were placed within 21 to 50 miles of their permanent home, 19.7% within 51 to 100 miles of their permanent home, and 14.5% over 100 miles from their permanent home. (Figure 15)

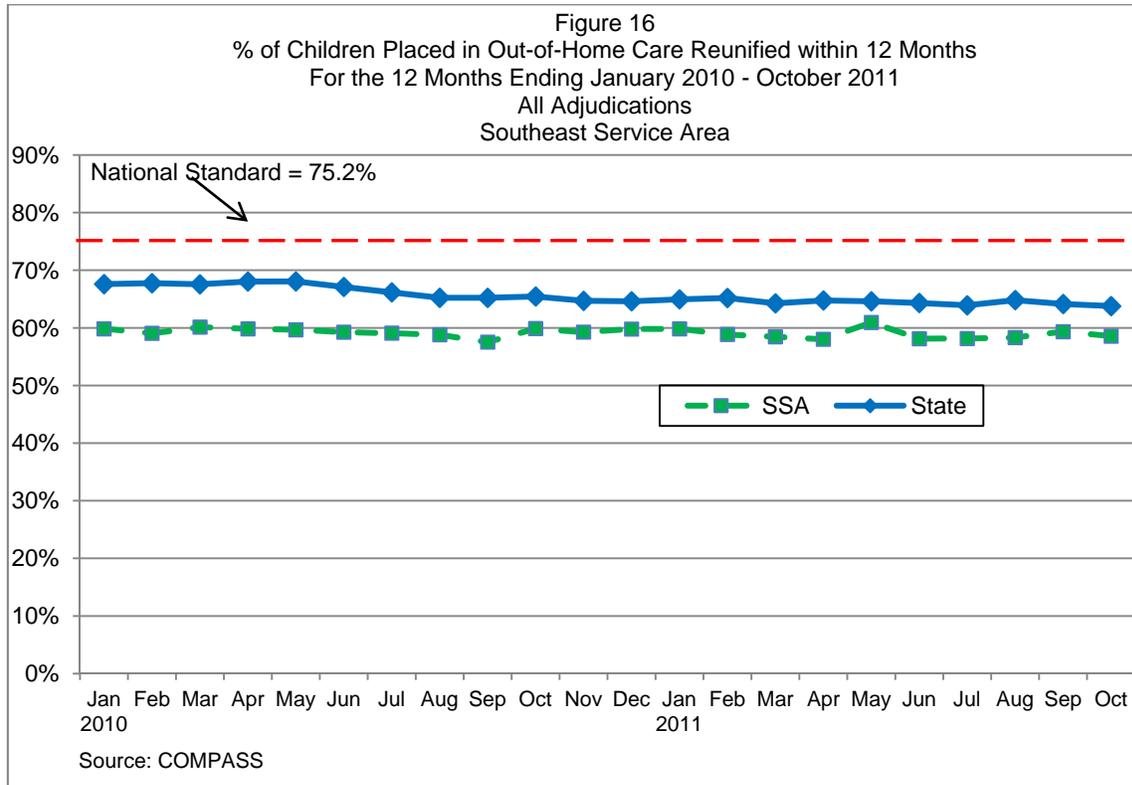
- Over two thirds (68.4%) of abuse/neglect children were placed within 20 miles of their permanent home.
- Over one third (38.2%) of status offenders were placed within 20 miles of home.
- 29.5% of OJS children were placed within 20 miles of home.
- Over half (50.7%) of children with multiple adjudications were placed within 20 miles of home.



Time to Permanency and Stability

Reunification

The national standard for reunification with a parent(s) within 12 months of removal is 75.2%. The rate of reunification for children in the Southeast Service Area over the last 22 months has consistently been below both the national standard and the statewide rate (Figure 16).



The reunification rate for the 12-months ending in October 2011 varied by adjudication, with children with multiple adjudications having the highest reunification rate (75.8%), followed by status offenders (60.0%) and children adjudicated abuse and/or neglect (58.1%) (Table 2). The reunification rate for children in the Southeast Service Area was lower than the state rate for status offenders, children experiencing abuse and/or neglect and those adjudicated delinquent (OJS), but higher than the state rate for children with multiple adjudications.

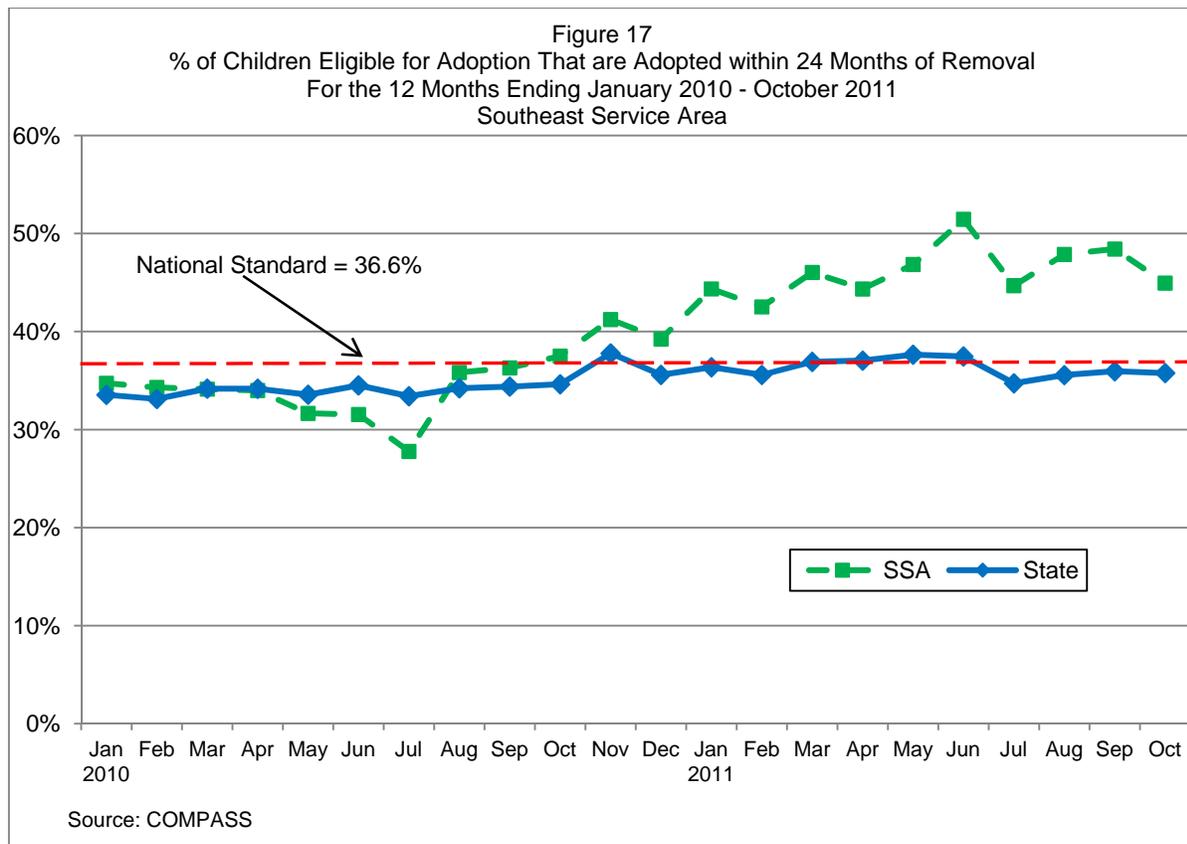
Table 2
Rate of Reunification by October 31, 2011
Southeast Service Area

Adjudication	SSA Rate	State Rate
Multiple Adjudications	75.8%	67.5%
Status Offender	60.0%	77.8%
Abuse and/or Neglect	58.1%	63.0%
OJS (Delinquency)	50.0%	62.3%

Girls (60.1%) were slightly more likely than boys (57.5%) to be reunified with their parents within 12 months of removal. White, non-Hispanic children (60.2%) were more likely than non-White, or Hispanic or Latino children (55.3%) to be reunified with their parents. Children under two years of age were the most likely to be reunified with a parent(s) (92.9%) within 12 months of removal. Children ages two through five were the least likely to be reunified with a parent(s) (53.6%).

Adoption

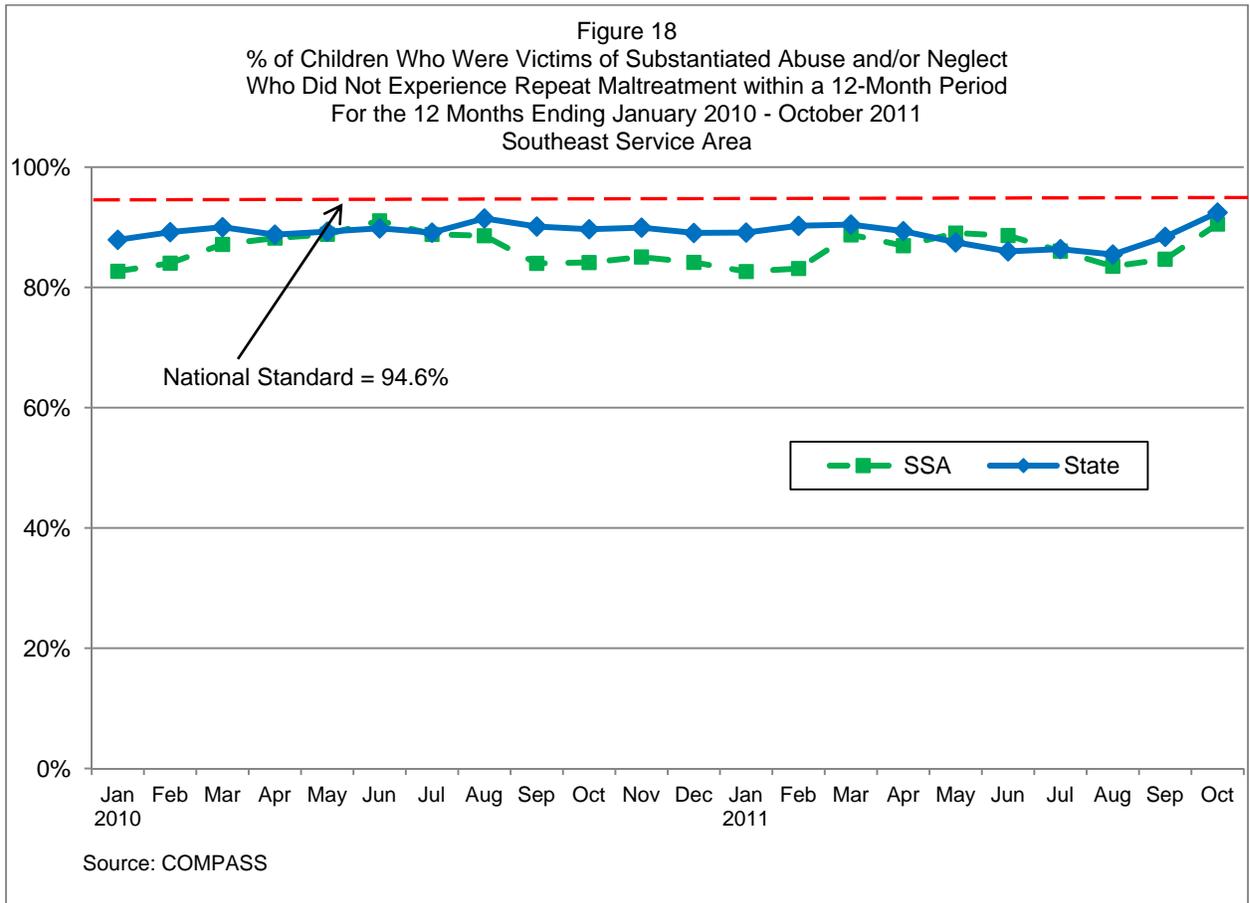
Figure 17 shows the percent of children eligible for adoption that are adopted within 24 months of removal for the 12-month periods ending January 2010 to October 2011. In the Southeast Service Area, since October 2010, the percent of eligible children that were adopted within 24 months of initial removal has exceeded both the national standard and the state average, reaching a high of 51.5% for the 12-months ending in June 2011. For the 12-months ending in October 2011, 44.9% of the children experiencing abuse and/or neglect who were eligible for adoption were adopted within 24 months of initial removal. Girls (46.8%) were slightly more likely than boys (42.9%) to be adopted within 24 months of removal. White, non-Hispanic children (43.3%) were a little less likely to be adopted within 24 months of removal than non-white or Hispanic or Latino children (48.3%). Age was definitely a factor in adoption: two-thirds (66.7%) of children under six years of age who were eligible for adoption were adopted within 24 months of initial removal, compared to 11.4% of children ages six and older.



Repeat Maltreatment and Reentry

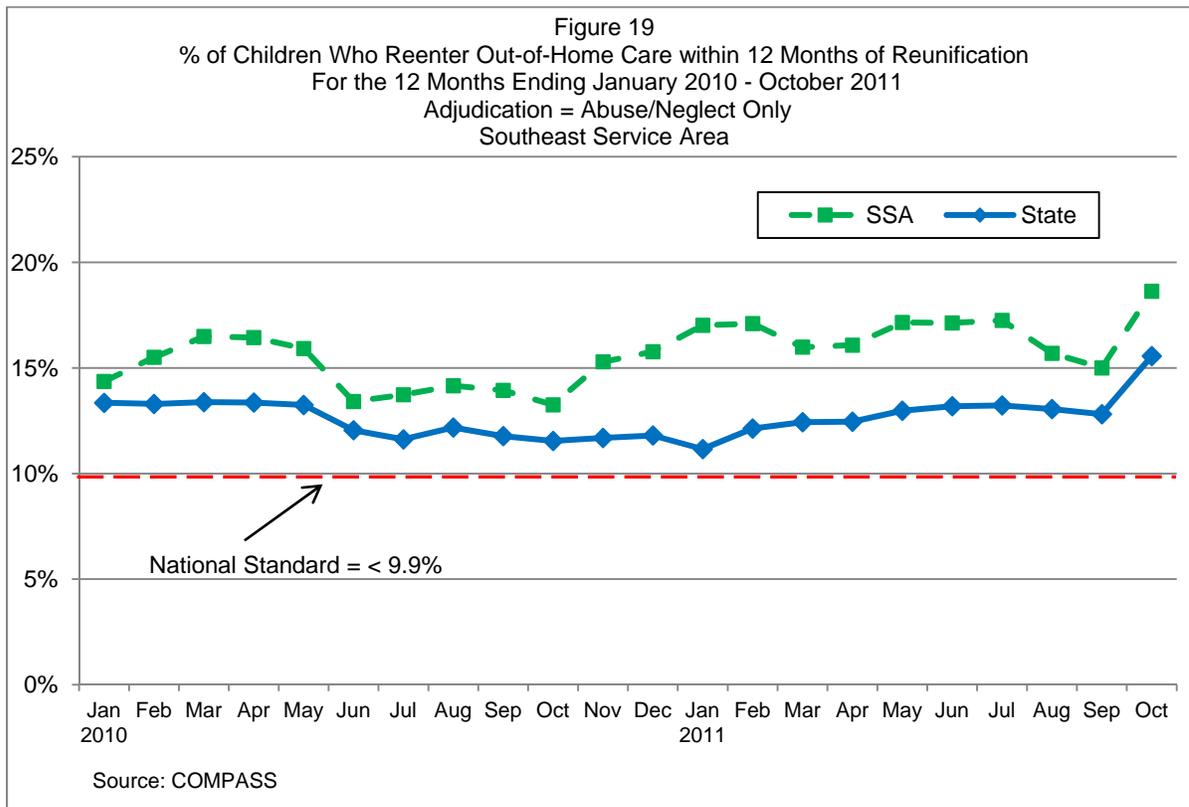
Repeat Maltreatment

Over the past few years, the Southeast Service Area has been below the national standard of 94.6% for the percent of children not experiencing repeat maltreatment within a 12-month period (Figure 18). For the 12-months ending in October 2011, 90.5% of children who were the victims of substantiated abuse and/or neglect did not experience repeat maltreatment, meaning that 9.5% did experience repeat maltreatment, above the national standard of 5.4%. Boys (11.9%) were more likely than girls (7.6%) to experience repeat maltreatment. Non-white or Hispanic children (11.3%) were more likely to experience repeat maltreatment than white, non-Hispanic or Latino children (8.6%).



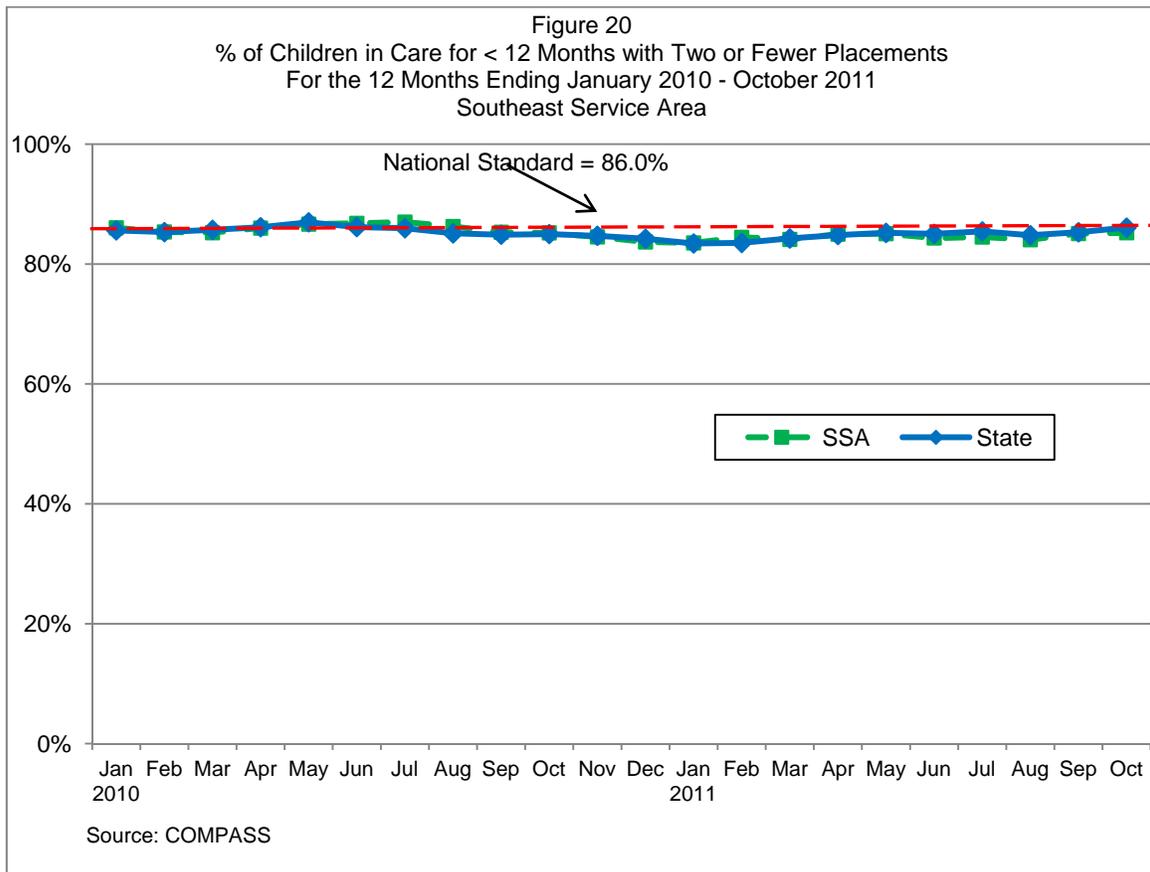
Reentry into Out-of-Home Care

Figure 19 shows the percent of children experiencing abuse and/or neglect (3a) who reentered out-of-home care within 12 months of reunification with a parent(s). The national standard for this measure is < 9.9%. Over the last few years, the Southeast Service Area has not met the national standard. For the 12-month ending in October 2011, the reentry rate was 18.6%. The reentry rate was higher for girls (21.5%) than for boys (15.7%). The reentry rate was higher for non-white or Hispanic or Latino children (21.0%) than for white, non-Hispanic or Latino children (17.5%). The reentry rate for children ages 16 and over was 32.9% compared to 14.7% for children under 16 years of age.



Well-Being

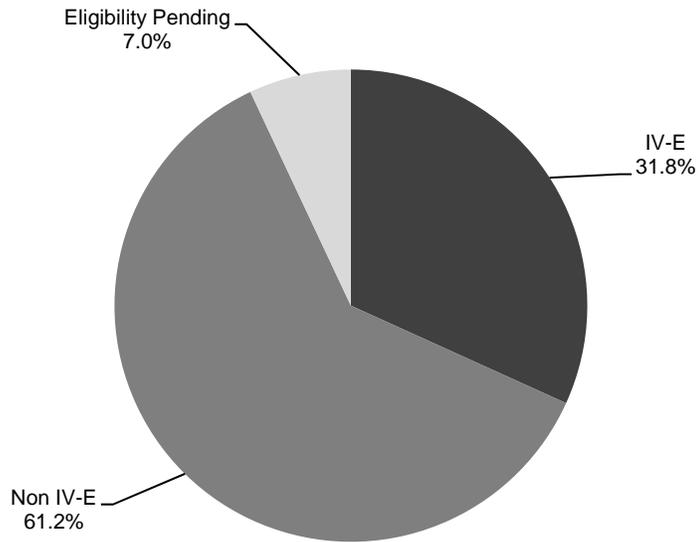
Placement stability is one of the measures that directly impact a child's well-being. One of the national standards for placement stability is that 86% of children in care for less than 12 months will have two or fewer placements. Since September 2010 the Southeast Service Area has been slightly below the national standard in placement stability (Figure 20). For the 12-months ending in October 2011, 87.6% of children entering the system as the result of abuse and/or neglect who had been in the system for less than 12 months had two or fewer placements. Children adjudicated status offenders (72.4%) were less likely to have two or fewer placements.



Maximize Funding

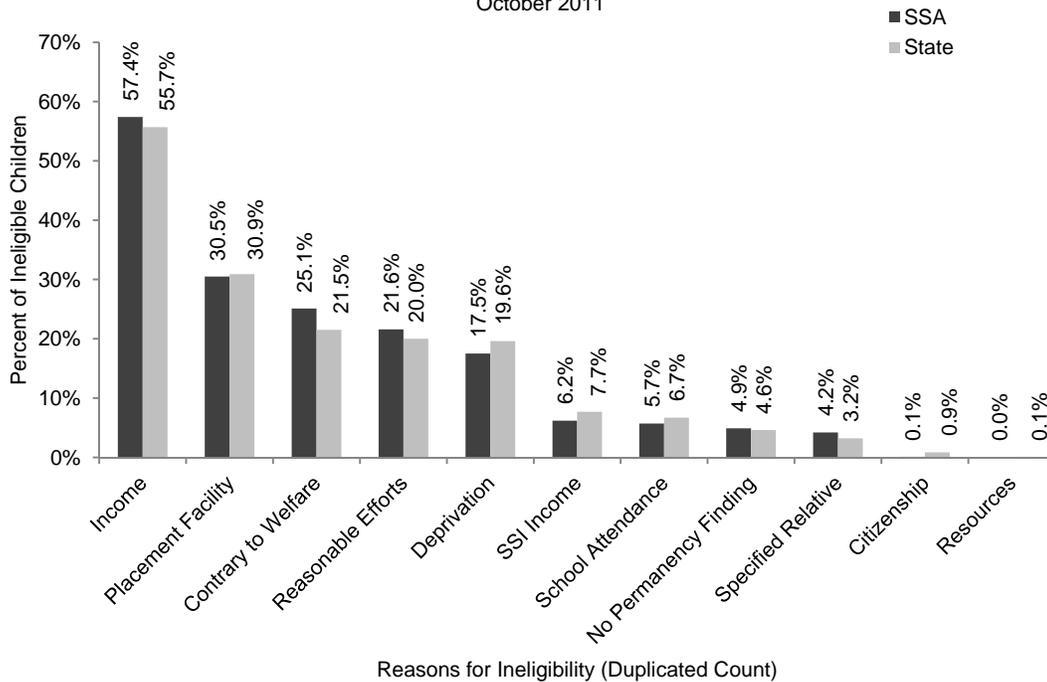
Nearly one third (31.8%) of wards with an open case in October 2011 were eligible for IV-E funding (Figure 21). Of the 61.2% ineligible wards, over half (57.4%) were ineligible due to income, followed by placement (30.5%) and contrary to welfare (25.1%). (Please see Figure 22 for detail. A child may be ineligible for more than one reason. Figure 22 displays duplicate counts of children).

Figure 22
State Wards by IV-E Eligibility
Southeast Service Area
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Figure 23
Non IV-E Eligible State Wards by Reasons for Ineligibility
Southeast Service Area versus Statewide
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Areas of Concern

As of December 31, 2009, caseloads in the Southeast Service Area were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist.

Over the past few years, the Southeast Service Area (SSA) has fallen consistently below both the national standard (75.2%) and the state average in the percent of children placed in out-of-home care who are reunified with a parent(s) within 12 months. For the 12 months ending in October 2011, the SSA reunification rate was 58.6%. Children ages two through five were the least likely to be reunified with a parent(s) (53.6%).

The Southeast Service Area also has a high percentage of children who reenter out-of-home care within 12 months of reunification. For the 12 months ending in October 2011, the reentry rate for children in the SSA was 18.6%, compared to a national standard of less than 9.9% and a statewide rate of 15.6%. The reentry rate for children ages 16 and over was 32.9% compared to 14.7% for children under 16 years of age.

Child Welfare/Juvenile Services System Profile Central Service Area

Prevention/Early Intervention

The majority of child abuse and neglect intakes in the Central Service Area accepted between January 1, 2011 and October 31, 2011 fell into Priority Levels 2 (57.3%) and 3 (31.9%) (Figure 1).

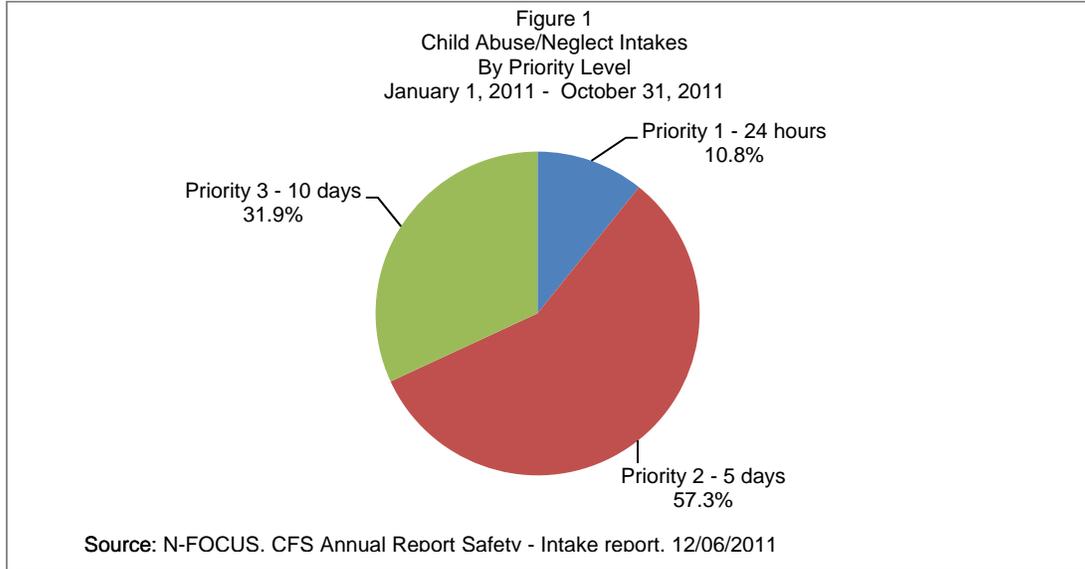
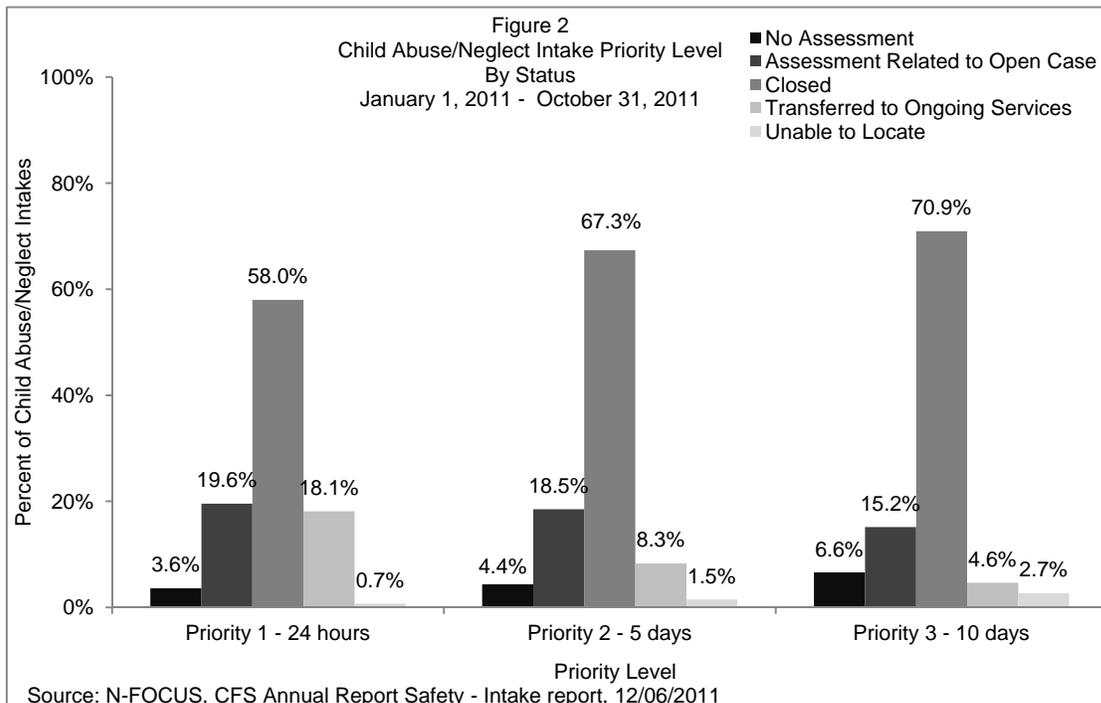


Figure 2 displays the status of these intakes as of December 12, 2011, by priority level. Over half (58.0%) of Priority 1 intakes were closed, followed by 19.6% related to an open case and 18.1% transferred to ongoing services. The majority of both Priority 2 and Priority 3 intakes were closed (67.3% and 70.9% respectively), followed by being tied to an open case (18.5% of Priority 2 intakes and 15.2% of Priority 3 intakes).



As of December 31, 2009, caseloads in the Central Service Area (and throughout the state) were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist (Table 1). There are currently no standards for receiving non-CAN calls or processing other types of calls such as placement or coverage calls.

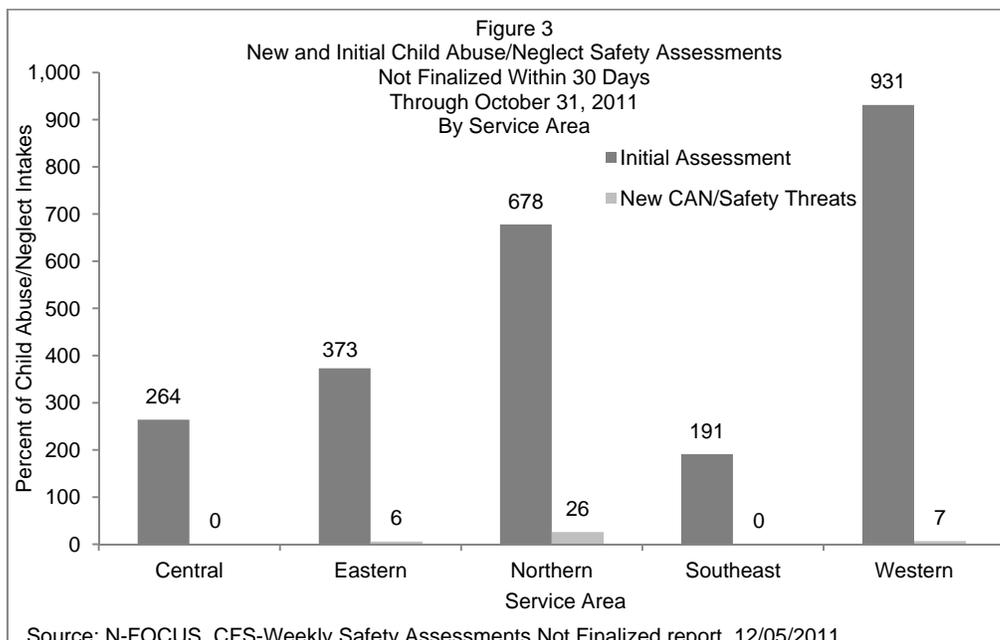
Please note that the Child Abuse/Neglect Hotline is operated out of the Eastern Service Area. The Eastern Service Area is the only area that processes hotline calls pertaining to coverage and placement issues.

Table 1. Average Monthly Caseloads by Service Area in Calendar Year 2009

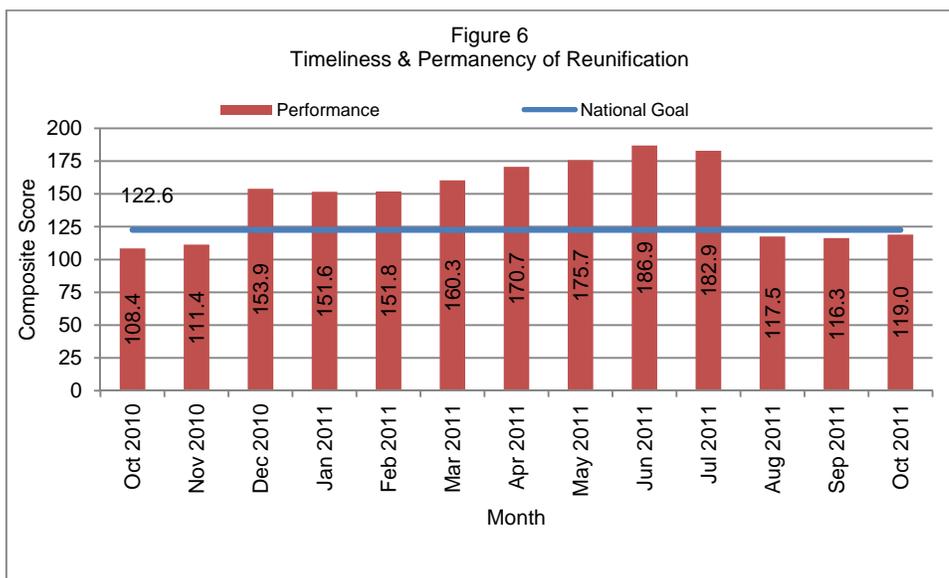
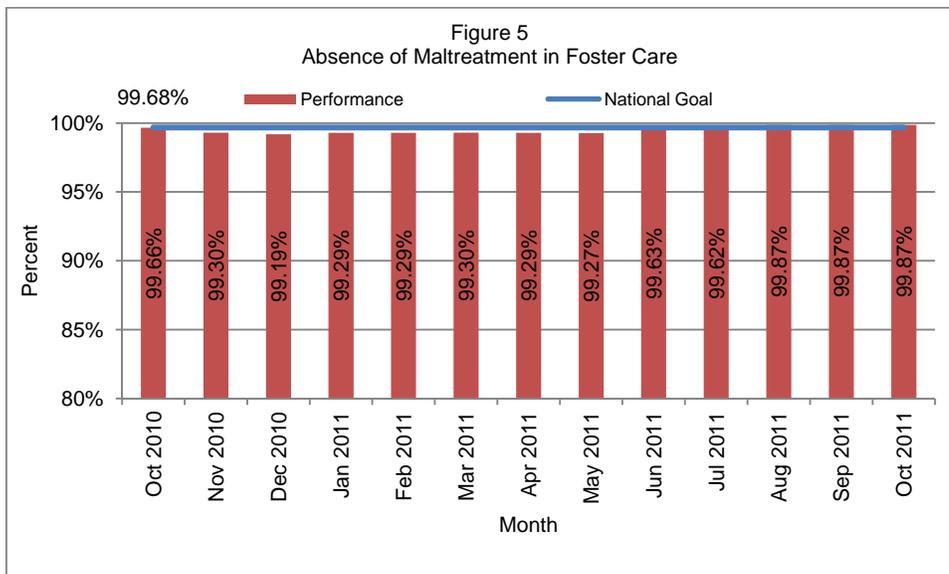
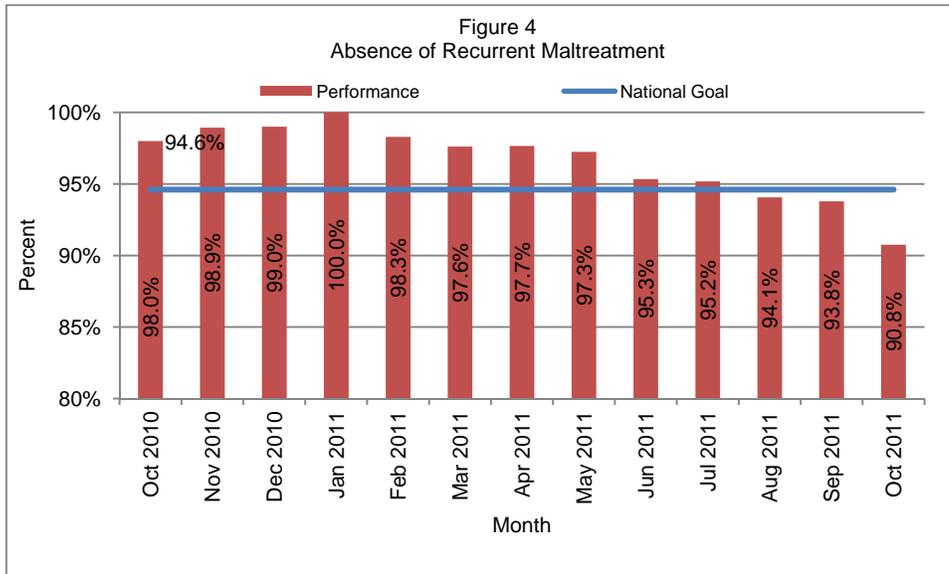
Caseload Category	CWLA Standard	Central	Eastern	Northern	Southeast	Western	State
Non-CAN calls	No standard	1,015.44	1,066.55	939.19	1,303.41	1,161.87	1,113.84
Processing Hotline Coverage/Placement Calls	No standard	N/A	135.88	N/A	N/A	N/A	141.90
CAN Intake Reports	85 families	118.01	124.04	109.00	151.38	134.79	129.41
Initial Safety Assessments	12 families	14.19	14.89	13.15	18.23	16.28	15.57
In-Home Services	17 families	19.98	20.96	18.51	25.66	22.92	21.92
Out-of-Home Placement with Reunification Plan	12 families	17.37	18.27	16.03	22.27	19.82	19.05
Out-of-Home Long Term or Independent Living	14 children	20.11	21.15	18.54	25.77	22.92	22.04

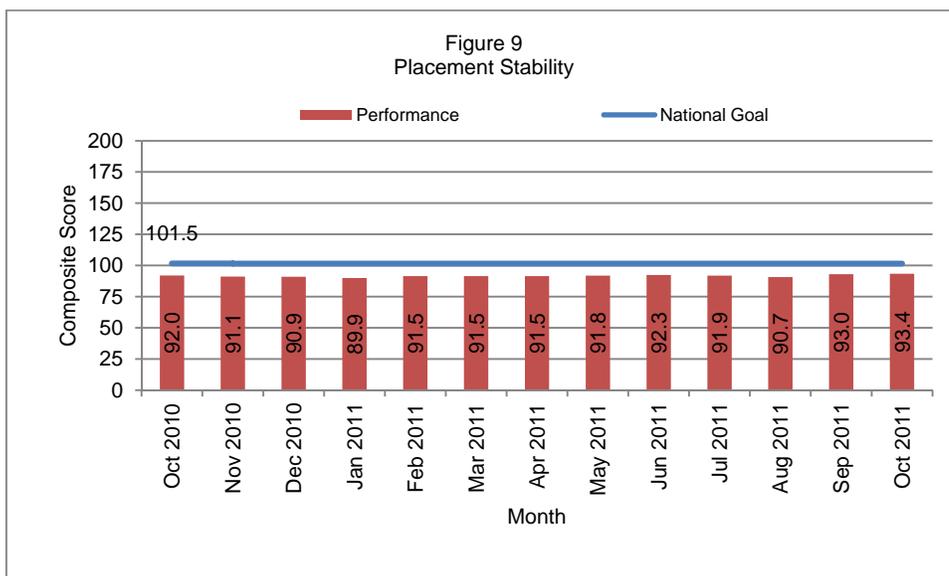
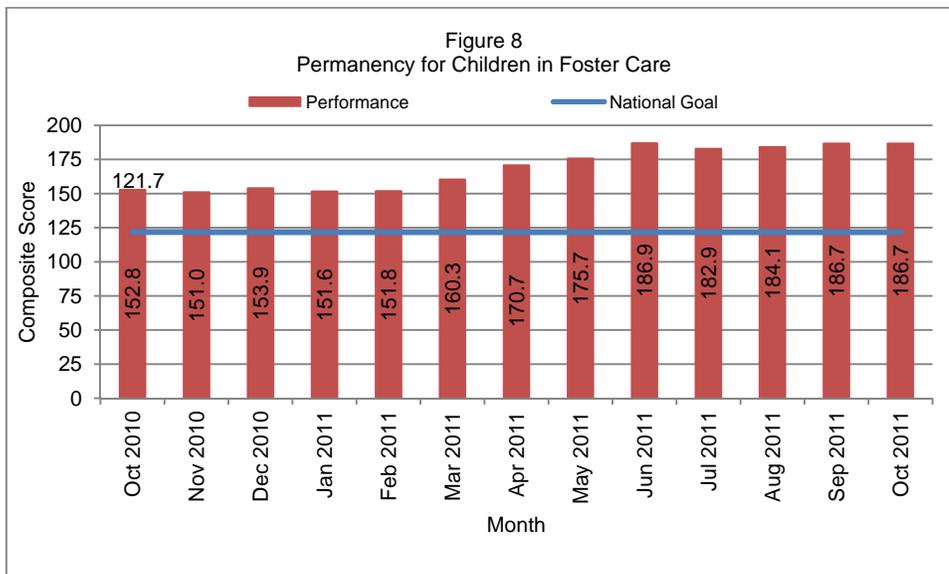
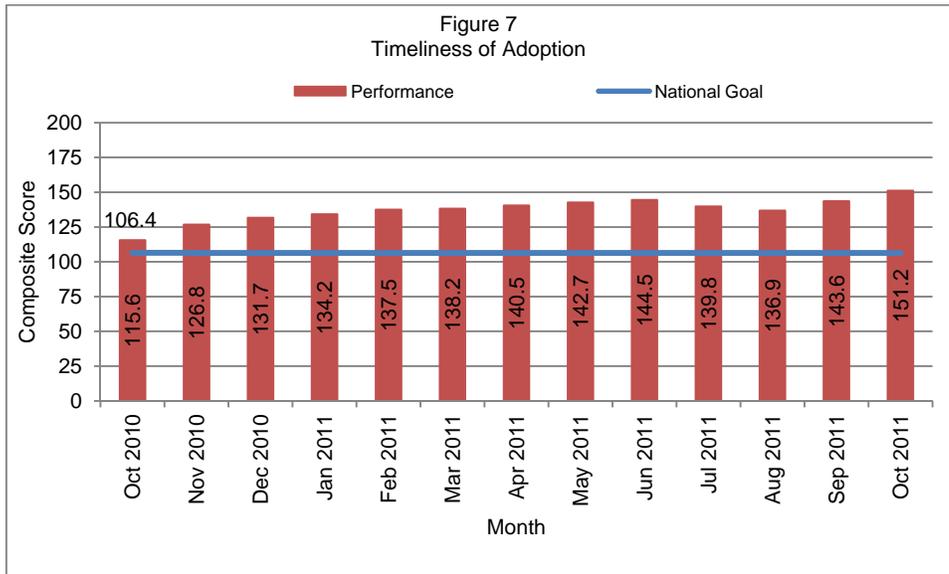
Source: Department of Health and Human Services, Division of Children and Family Services 2009 Caseload Report

The Central Service Area has 264 initial child abuse/neglect safety assessments not finalized within 30 days of assignment, per policy. (Figure 3). Anecdotal information suggests that backlog cases are generally a result of delays with entering documentation, or cases being on hold due to a law enforcement request.



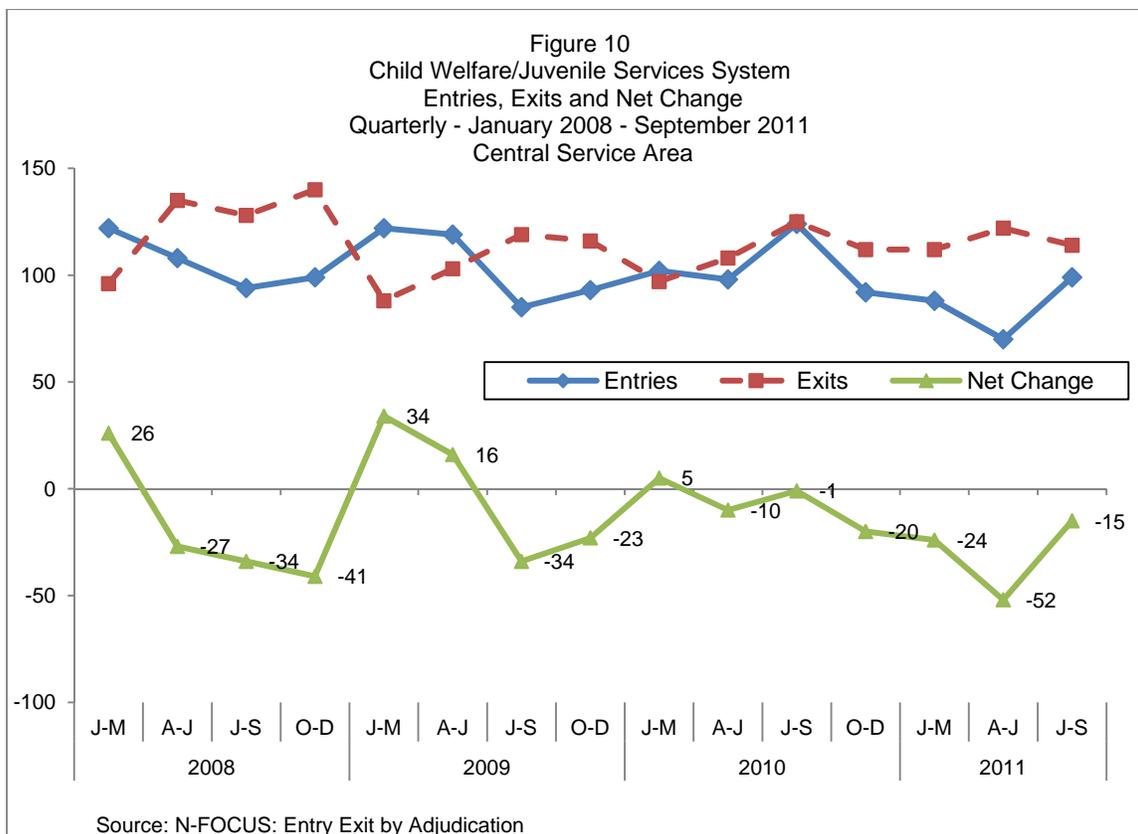
Figures 4-9 display the Central Service Area's performance on Federal Child and Family Services Review composite measures. The columns indicate the Service Area's performance, compared to the national standard (the solid line). Currently, the Service Area is exceeding national goals pertaining to absence of maltreatment in foster care, timeliness of adoption, and permanency for children in foster care.





Entry/Exit

Entries to, and exits from, the Child Welfare/Juvenile Services system in the Central Service Area (CSA) have both decreased gradually over the last few years (Figure 10). Between January 2008 and September 2011, the average number of exits per month (38.1) exceeded the average number of entries per month (33.7).



Children experiencing abuse and/or neglect made up over half (51.7%) of all entries to the system between January 2008 and September 2011, followed by children adjudicated delinquent (19.9%), status offenders (11.0%), and children with multiple adjudications (8.4%). (The remaining 9.0% had a missing adjudication.) For children experiencing abuse and/or neglect (“3a”), the number of exits exceeded entries each year from 2008 through September 2011 (Figure 11). That pattern did not hold for the other adjudications.

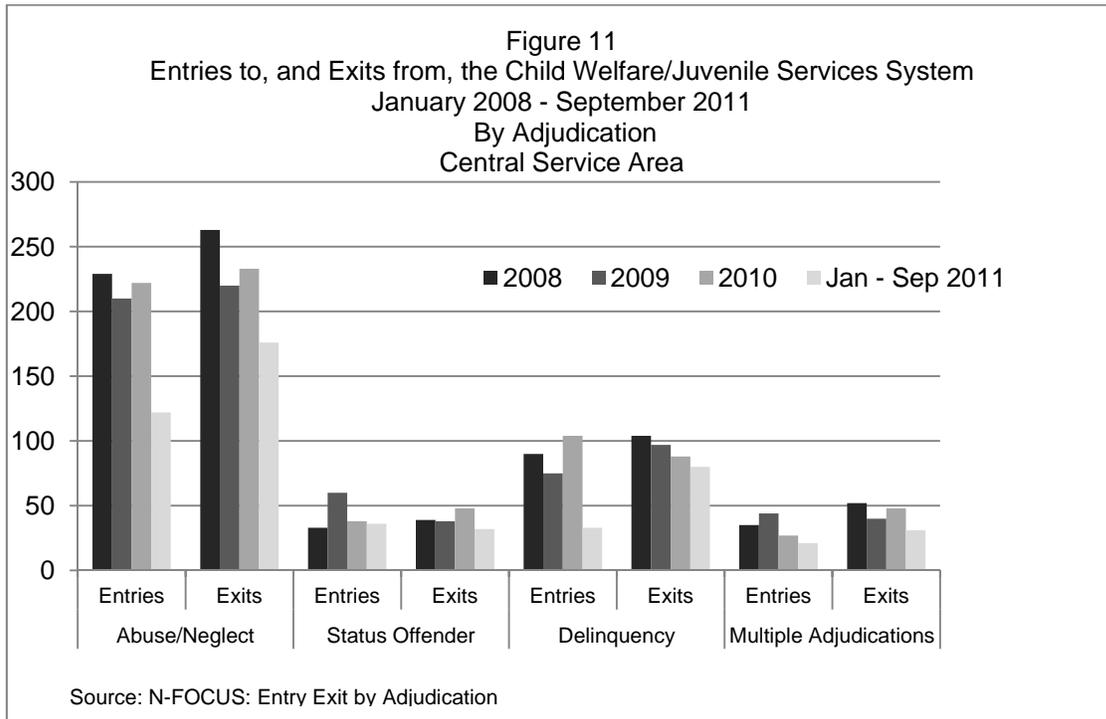
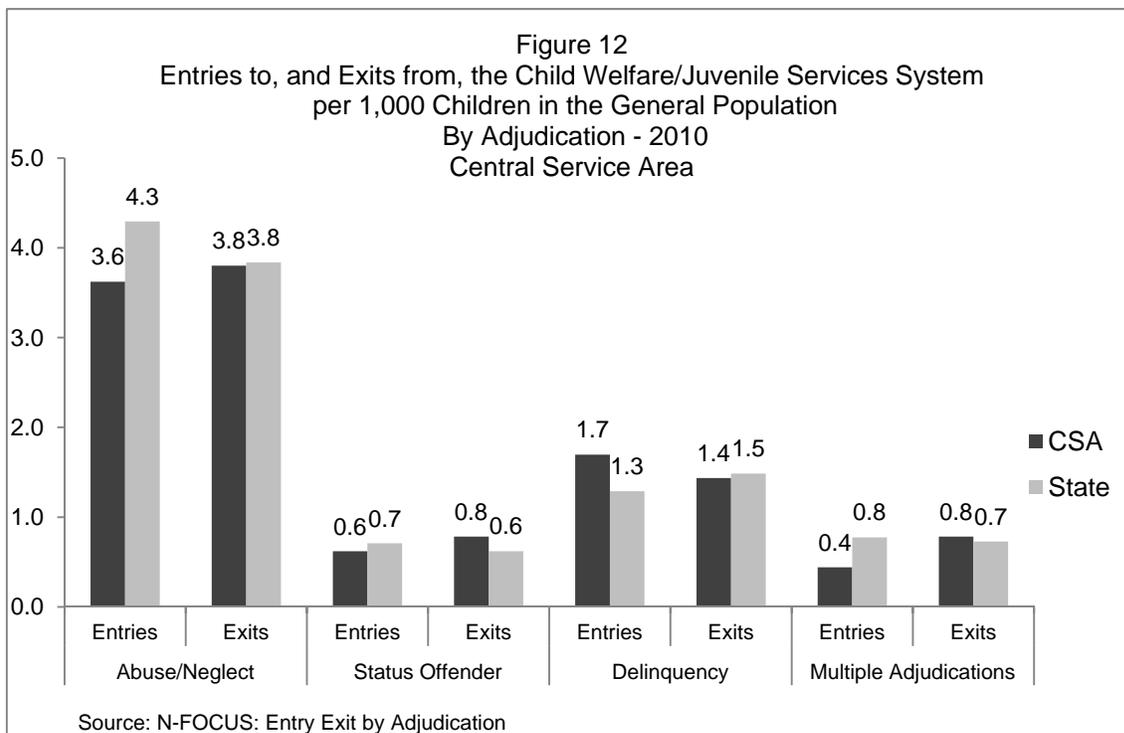


Figure 12 shows the rate of entries to, and exits from, the Child Welfare/Juvenile Services system in 2010 per 1,000 children in the Service Area. Only 3.6 children out of every 1,000 children in the Central Service Area entered the system with an adjudication of abuse and/or neglect, compared to 4.3 for the state as a whole, while the rate of exits was about the same as the state rate.



Out of Home versus In Home

Approximately two thirds (66.3%) of children in the Central Service Area were in out of home care in October 2011. This was consistent with the 68.3% of children that were in out of home care that same month, statewide.

- Nearly three quarters (71.9%) of abuse/neglect children were served out of home in October 2011.
- Over half (53.6%) of status offenders were served out of home.
- Nearly two thirds (64.9%) of OJS youth were served out of home.
- 69.4% of children with multiple adjudications were served out of home. (Figure 13).

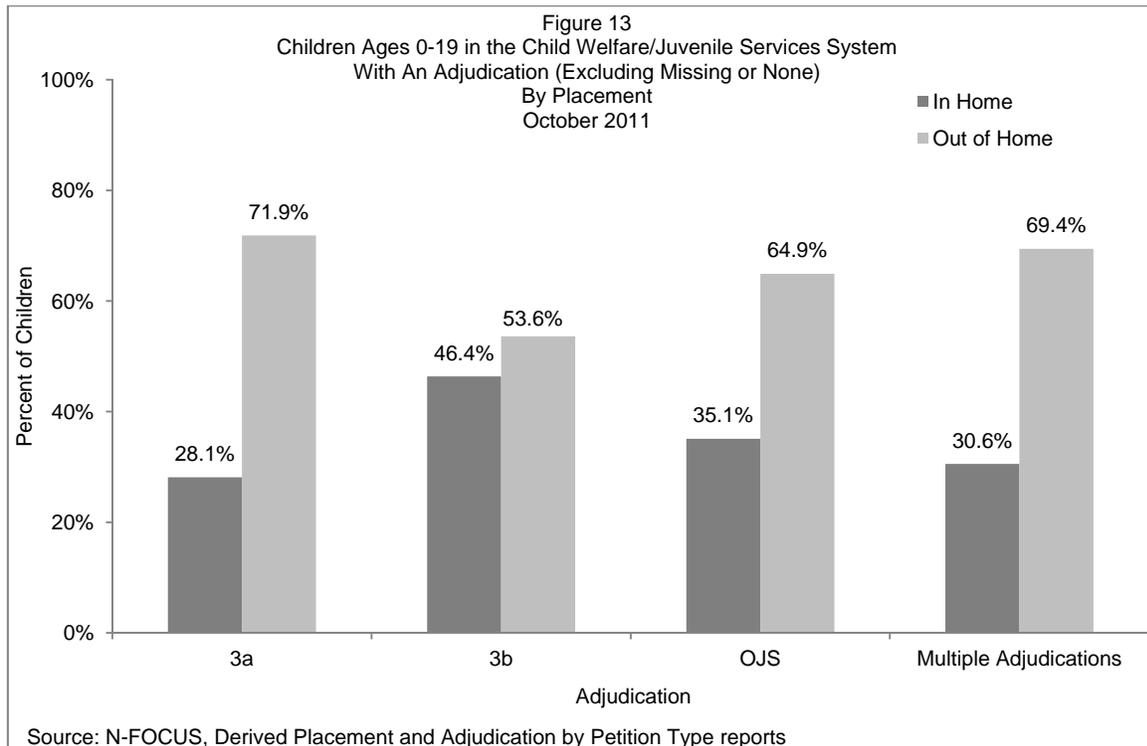
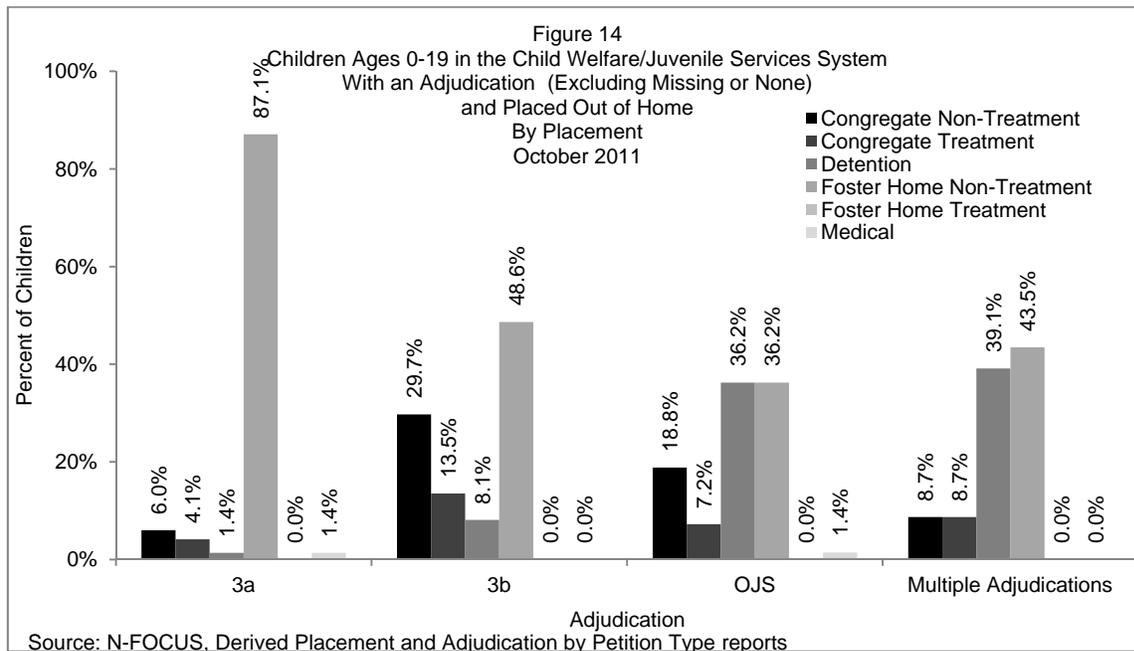


Figure 14:

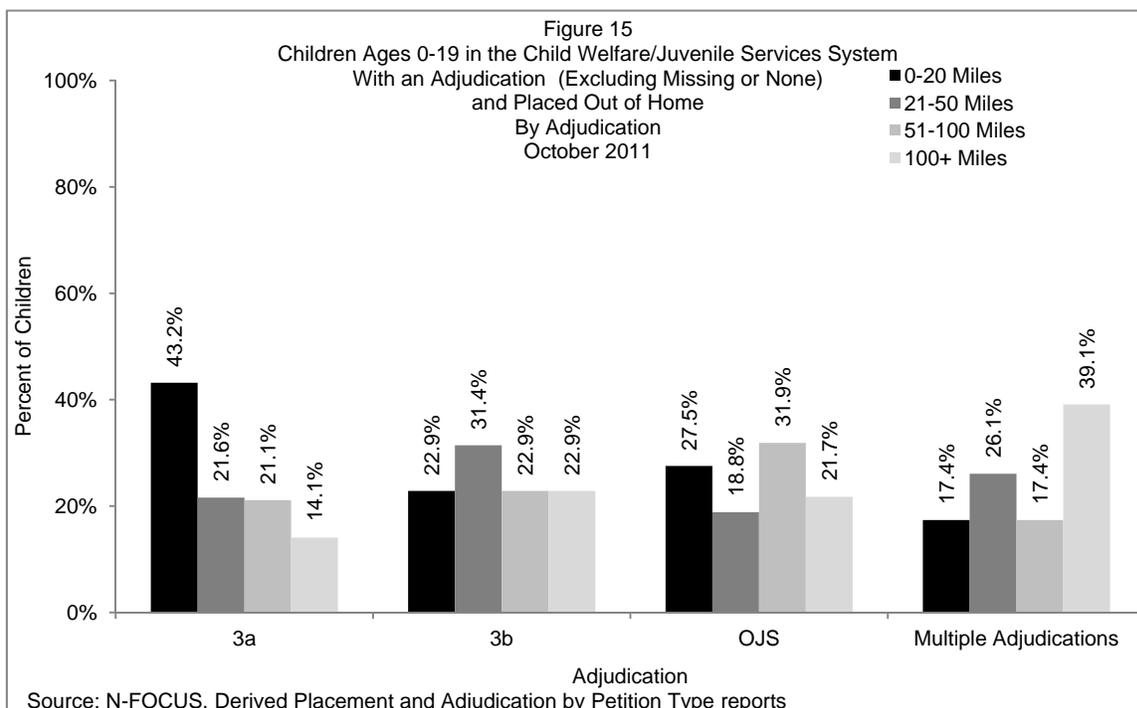
Nearly three quarters (70.5%) of children in out of home care were placed in a family-like, non-treatment setting; 11.1% in detention; 11.1% in congregate non-treatment placements; 6.2% in congregate treatment; and 1.1% in medical placements.

- The majority (87.1%) of abuse/neglect children were placed in foster home non-treatment placements.
- Nearly half (48.6%) of status offenders were placed in family non-treatment placements, followed by 29.7% in congregate non-treatment placements.
- An equal percent (36.2%) of OJS youth were placed in a family-like, non treatment setting and detention.
- 43.5% of youth with multiple adjudications were in family-like, non-treatment settings, followed by 39.1% in detention.



Over two thirds (34.8%) of children in out-of-home care in October 2011 were placed within 20 miles of their permanent home. 22.4% were placed within 51 to 100 miles of their permanent home, 22.1% within 21 to 50 miles of their permanent home, and 20.7% over 100 miles from their permanent home. (Figure 15)

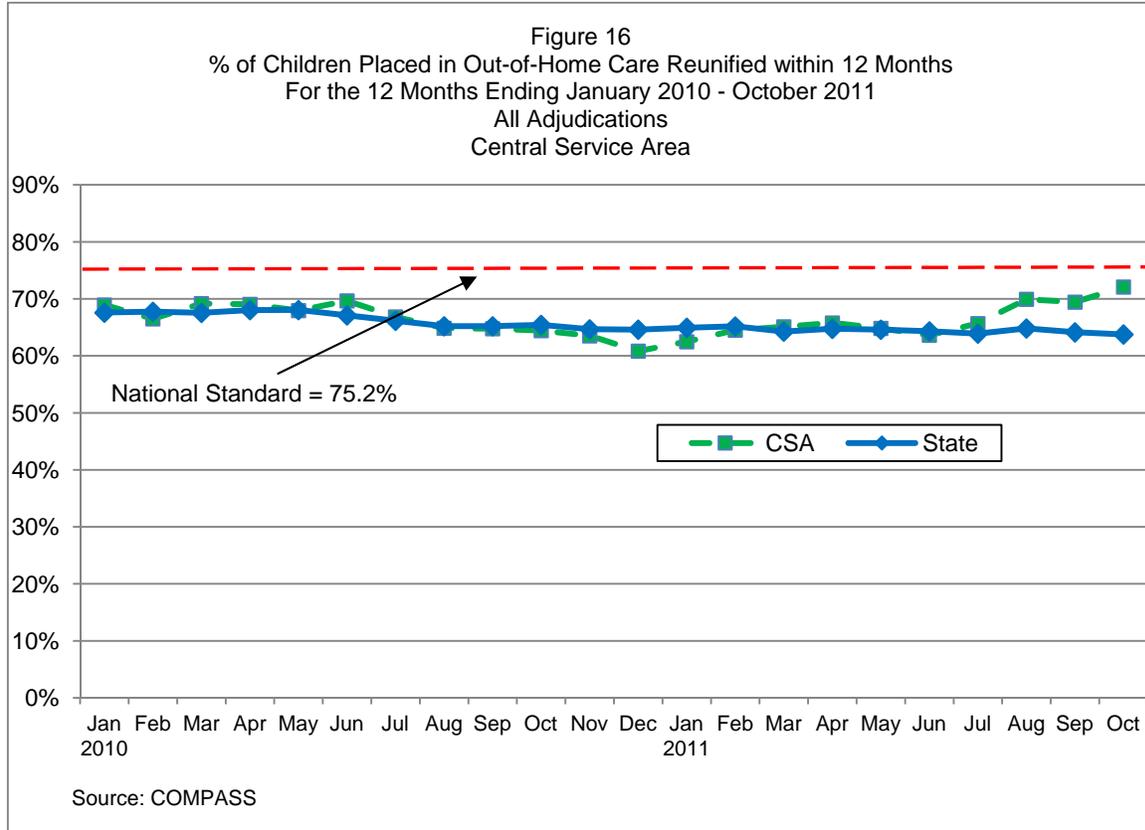
- Less than half (43.2%) of abuse/neglect children were placed within 20 miles of their permanent home, and just over one fifth were placed between 21 and 50 miles and 51 to 100 miles of their permanent home each.
- Less than one quarter (22.9%) of status offenders were placed within 20 miles of their permanent home, and just under one third (31.4%) between 21 and 50 miles of their permanent home.
- Most OJS youth (31.9%) were between 51 and 100 miles of their permanent home, followed by over one quarter (27.5%) placed within 20 miles of their permanent home.
- 39.1% of children with multiple adjudications were placed within over 100 miles from their permanent home.



Time to Permanency and Stability

Reunification

The national standard for reunification with a parent(s) within 12 months of removal is 75.2%. The rate of reunification for children in the Central Service Area over the last 22 months has consistently fallen below the national standard (Figure 16). Over the last few months, however, the rate of reunification has gone up, to 72.1% for the 12-months ending October 2011.



The reunification rate varied by adjudication, with children adjudicated status offenders having the highest reunification rate (90.1%), and children with multiple adjudications having the lowest reunification rate (69.2%) (Table 2). The reunification rate for children in the Central Service Area was higher than the state rate for all adjudications.

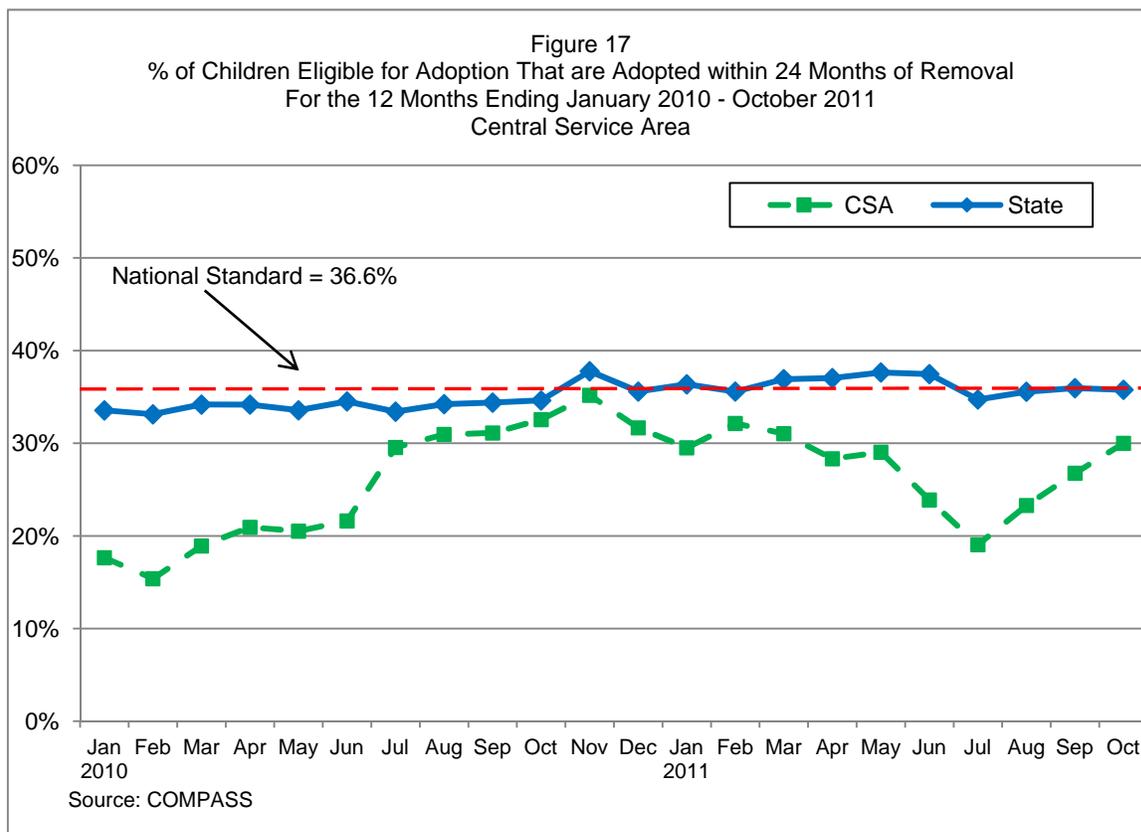
Table 2
Rate of Reunification by Adjudication
For the 12-Months Ending October 31, 2011
Central Service Area

Adjudication	CSA Rate	State Rate
Status Offender	90.1%	77.8%
OJS (Delinquency)	73.3%	62.3%
Abuse and/or Neglect	69.8%	63.0%
Multiple Adjudications	69.2%	67.5%

Boys (72.9%) and girls (70.8%) were about equally likely to be reunified with their parents (69.4%). White, non-Hispanic children (77.2%) were more likely than non-White, or Hispanic or Latino children (57.8%) to be reunified with their parents. The likelihood of being reunified with a parent(s) decreased with age, with 81.8% of infants under two years of age being reunified with a parent(s), compared to 64.1% of youth ages 16 and older.

Adoption

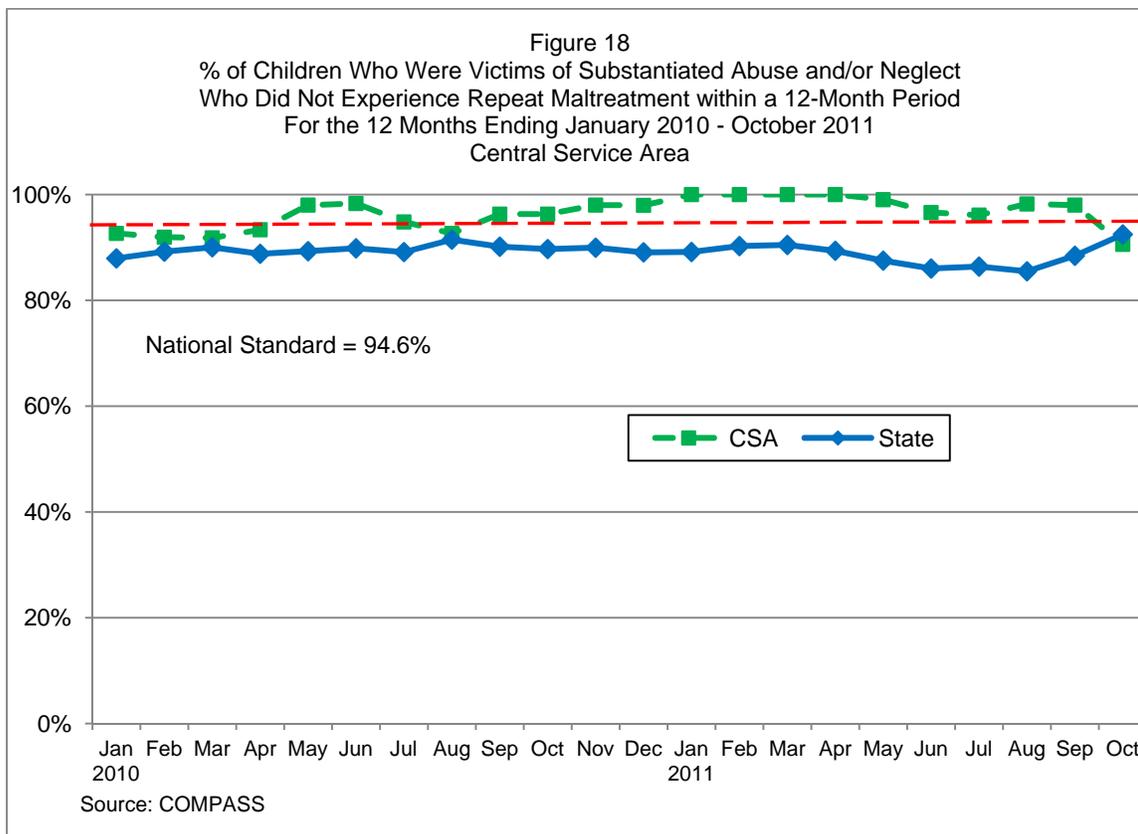
The percent of children in the Central Service Area eligible for adoption that are adopted within 24 months of initial removal has lagged behind the state average for each of the last 22 months, and fallen well below the national standard of 36.6% (Figure 17). In the 12-months ending October 31, 2011, girls were more likely to be adopted than boys, with 31.8% and 27.8%, respectively. White, non-Hispanic children (36.4%) were more than twice as likely to be adopted than non-white or Hispanic or Latino children (16.0%). Age was again a factor, with over half (54.1%) of the children under the age of six who were eligible for adoption being adopted within 24 months of initial removal, compared to only 9.3% of the children ages six and older.



Repeat Maltreatment and Reentry

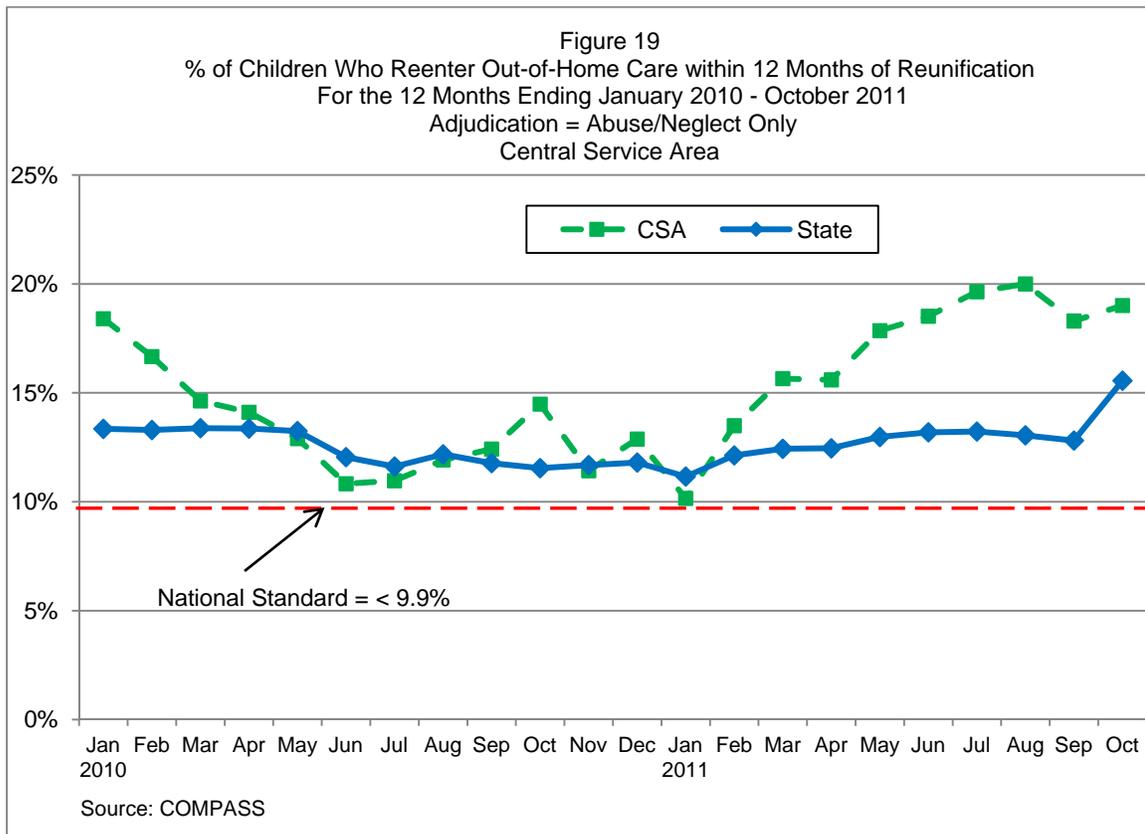
Repeat Maltreatment

In October 2011, for the first time since September 2010, the Central Service Area has fallen below the national standard for the percent of children not experiencing repeat maltreatment within a 12-month period (Figure 18). For the 12-months ending in October 2011, girls (13.6%) were more likely to experience repeat maltreatment than boys (4.9%). Non-white or Hispanic children (16.0%) were more likely to experience repeat maltreatment than white, non-Hispanic or Latino children (6.7%). Children ages two through 5 were the most likely to experience repeat maltreatment (20.8%).



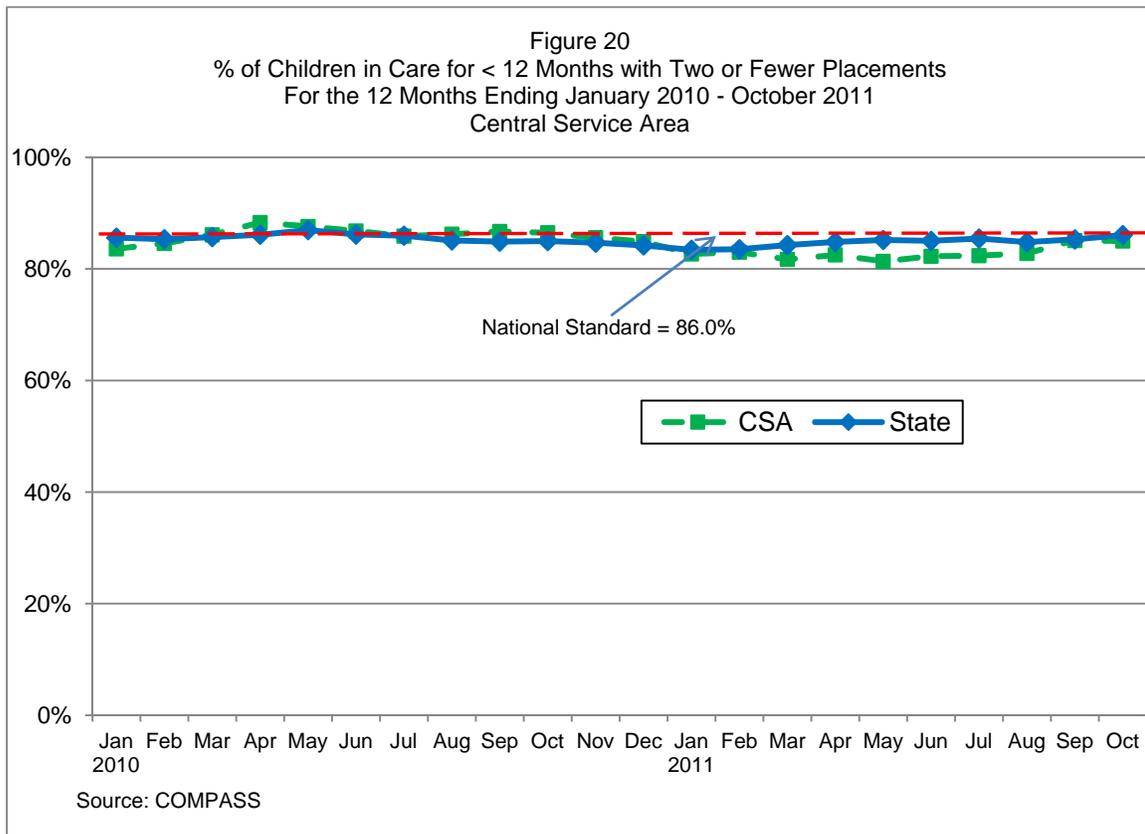
Reentry into Out-of-Home Care

For the 12-months ending in October 2011, 19.0% of the children adjudicated abuse and/or neglect who were reunified with their parents reentered out-of-home care within 12 months of reunification (Figure 19) – nearly double the national standard of < 9.9% and above the state rate of 15.6%. The reentry rate has gone up steadily in the Central Service Area since January 2011. White, non-Hispanic children (17.2%) were less likely than non-White or Hispanic children (25.0%) to reenter out-of-home care within 12 months of reunification with their parents. Boys (26.8%) were more than twice as likely as girls (12.3%) to reenter out-of-home care. Children ages 16 and older (26.5%) were the most likely to reenter out-of-home care.



Well-Being

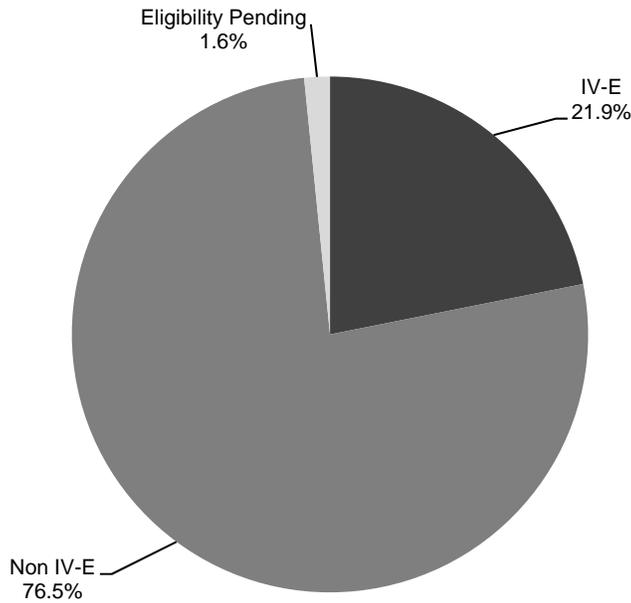
Placement stability is one of the measures that directly impact a child’s well-being. Placement stability is measured by the number of placements a child experiences. One of the national standards for placement stability is that 86% of children in care for less than 12 months will have two or fewer placements. Since the 12-month period ending in October 2010, the Central Service Area has not met the national standard; however, they improved to 85.1% for the 12-months ending in September 2011 (Figure 20). For children entering the system as the result of abuse and/or neglect, and who had been in the system for less than 12 months, 92.6% had two or fewer placements. Children adjudicated delinquent (OJS) (62.9%) and those with multiple adjudications (69.2%) were less likely to have two or fewer placements.



Maximize Funding

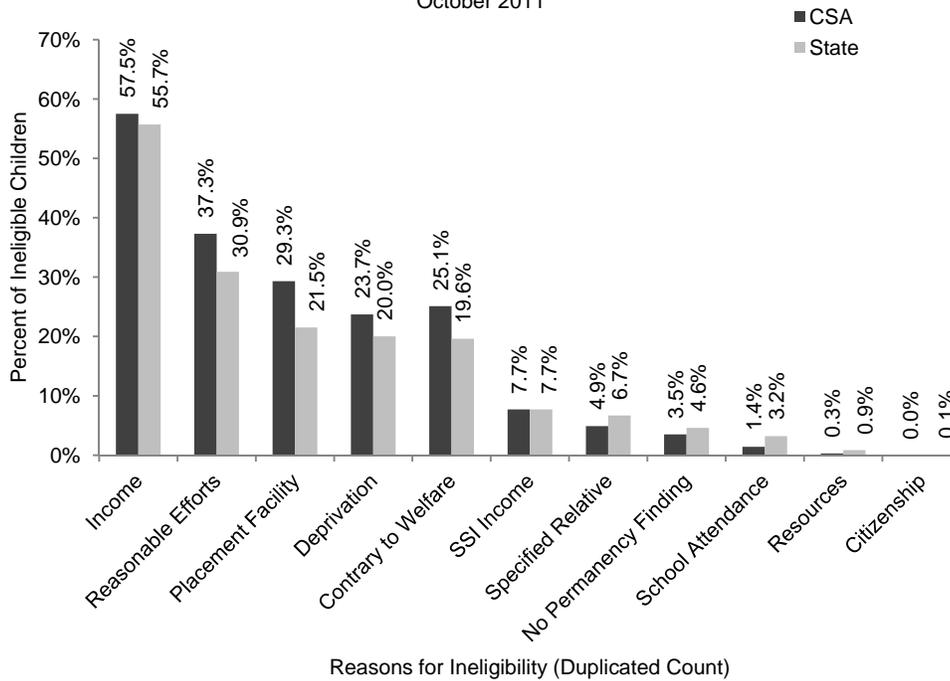
Just over one fifth (21.9%) of wards with an open case in October 2011 were eligible for IV-E funding (Figure 21). Of the 76.5% ineligible wards, over half (57.5%) were ineligible due to income, followed by reasonable efforts (37.3%), placement (29.3%) and deprivation (23.7%). (Please see Figure 22 for detail. A child may be ineligible for more than one reason. Figure 22 displays duplicate counts of children).

Figure 22
State Wards by IV-E Eligibility
Central Service Area
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Figure 23
Non IV-E Eligible State Wards by Reasons for Ineligibility
Central Service Area versus Statewide
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court, 11/12/2011

Areas of Concern

As of December 31, 2009, caseloads in the Central Service Area were above national Child Welfare League of America (CWLA) standards. The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist.

Children in the Central Service Area are less likely than children statewide to be placed within 20 miles of their home. This is true of all adjudications.

While the percent of children in the Central Service Area (CSA) placed in out-of-home care who were reunified with a parent(s) within 12 months of removal has shown positive progress over the last few months, the CSA falls below the national standard of 75.2%. The reunification rate is especially an issue for non-white or Hispanic children who have a reunification rate of 57.8%, compared to a rate of 77.2% for white, non-Hispanic children.

In recent months, the percent of children in the CSA eligible for adoption that are adopted within 24 months of initial removal has gone up, but continues to be both below the state average and the national standard of 36.6%. The adoption rate ranged from a low of 15.4% for the 12 months ending in February 2010, to a high of 35.2% for the 12 months ending in November 2010. While the numbers are small, for the 12 months ending in October 2011, the adoption rate was 36.4% for white, non-Hispanic children, compared to 16.0% for non-white or Hispanic children. Over half (54.1%) of the children under six years of age who were eligible to be adopted were adopted within 24 months of removal, compared to only 9.3% of children six years of age and older.

The reentry rate (i.e., the percent of children who reenter out-of-home care within 12 months of reunification) for children adjudicated abuse and/or neglect in the Central Service Area has consistently been above the national standard of less than 9.9%. Boys (26.8%) were twice as likely as girls (12.3%) to reenter out-of-home care within 12 months of reunification with a parent(s).

The rate of children who were victims of substantiated abuse and/or neglect who did not experience repeat maltreatment within a 12-month period dropped to 90.6% in October 2011, below the national standard of 94.6%, the first time it has been below the national standard in more than a year.

Children of color are over-represented in the Child Welfare/Juvenile Services system in the Central Service Area. On October 3, 2011, about 17% of the children in the system in the CSA were non-white, twice their representation in the general population.

Child Welfare/Juvenile Services System Profile Northern Service Area

Prevention/Early Intervention

The majority of child abuse and neglect intakes in the Northern Service Area accepted between January 1, 2011 and October 31, 2011 fell into Priority Levels 2 (53.6%) and 3 (36.3%) (Figure 1).

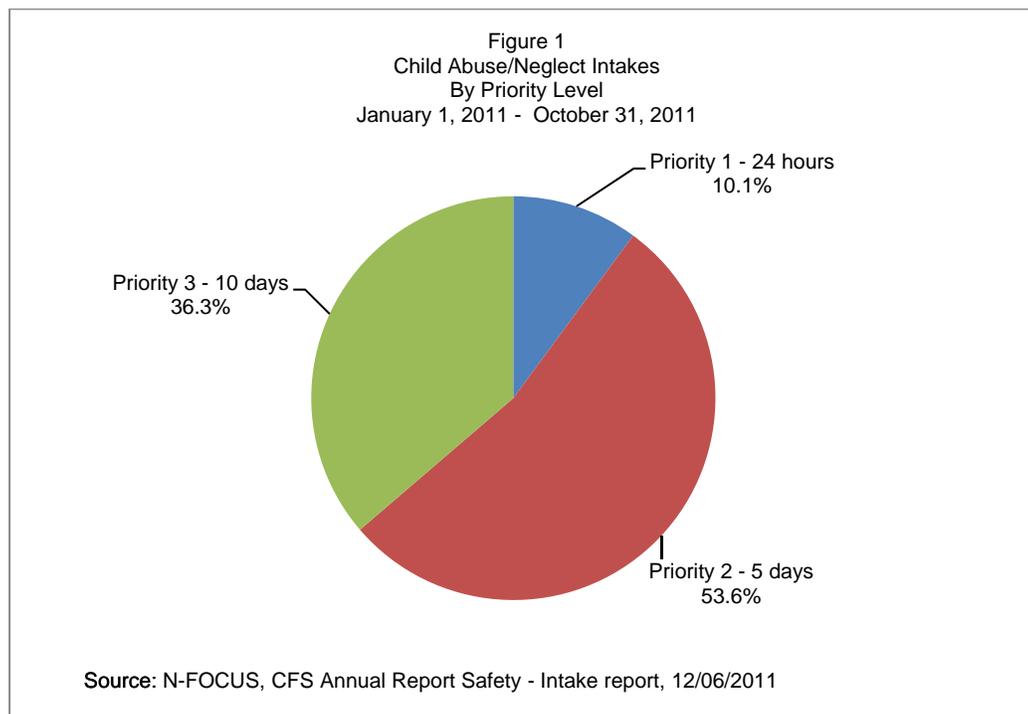
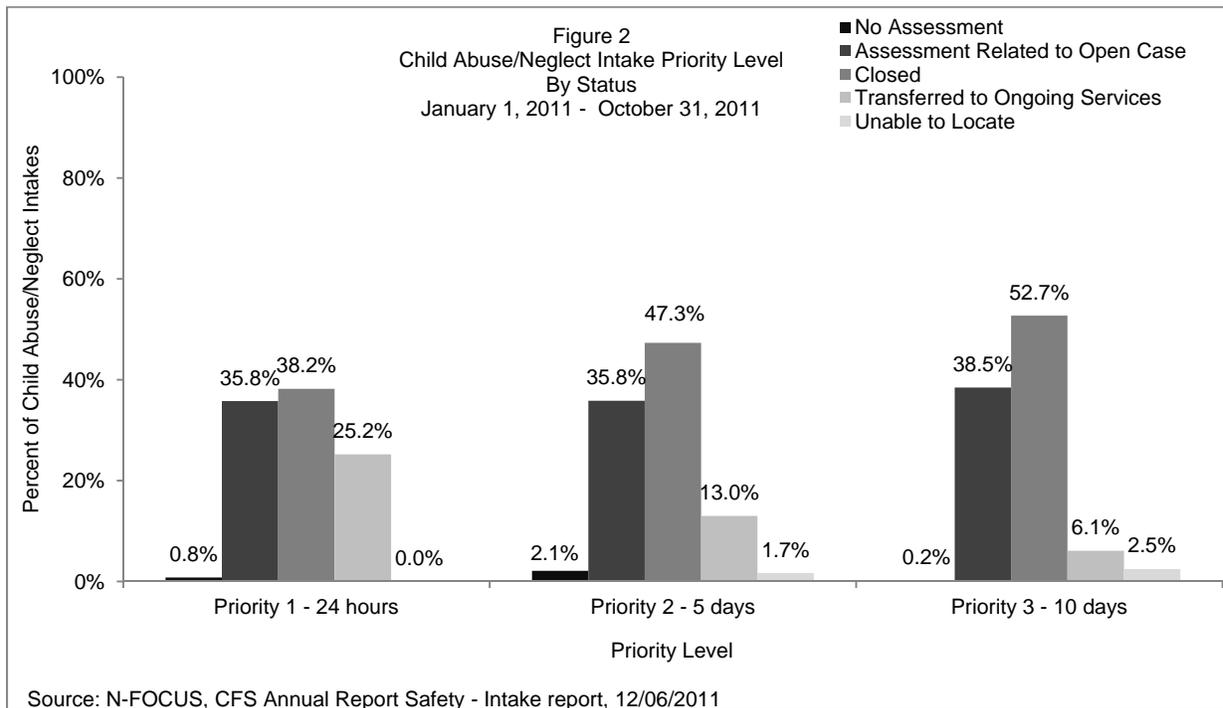


Figure 2 displays the status of these intakes as of December 6, 2011, by priority level. Intakes at all levels were most likely to be related to an open case or had already closed. Most (38.2%) Priority 1 intakes were already closed, 35.8% were related to an open case, and 25.2% were transferred to ongoing services. 47.3% of Priority 2 intakes and 52.7% of Priority 3 intakes were related to an open case. 35.8% of Priority 2 intakes and 38.5% of Priority 3 intakes were closed. 13.0% of Priority 2 intakes and 6.1% of Priority 1 intakes were transferred to ongoing services. A small percent (10.5%) of Priority 2 intakes and 19.0% of Priority 3 intakes were not tied to assessments.



As of December 31, 2009, caseloads in the Northern Service Area (and throughout the state) were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist (Table 1). There are currently no standards for receiving non-CAN calls or processing other types of calls such as placement or coverage calls.

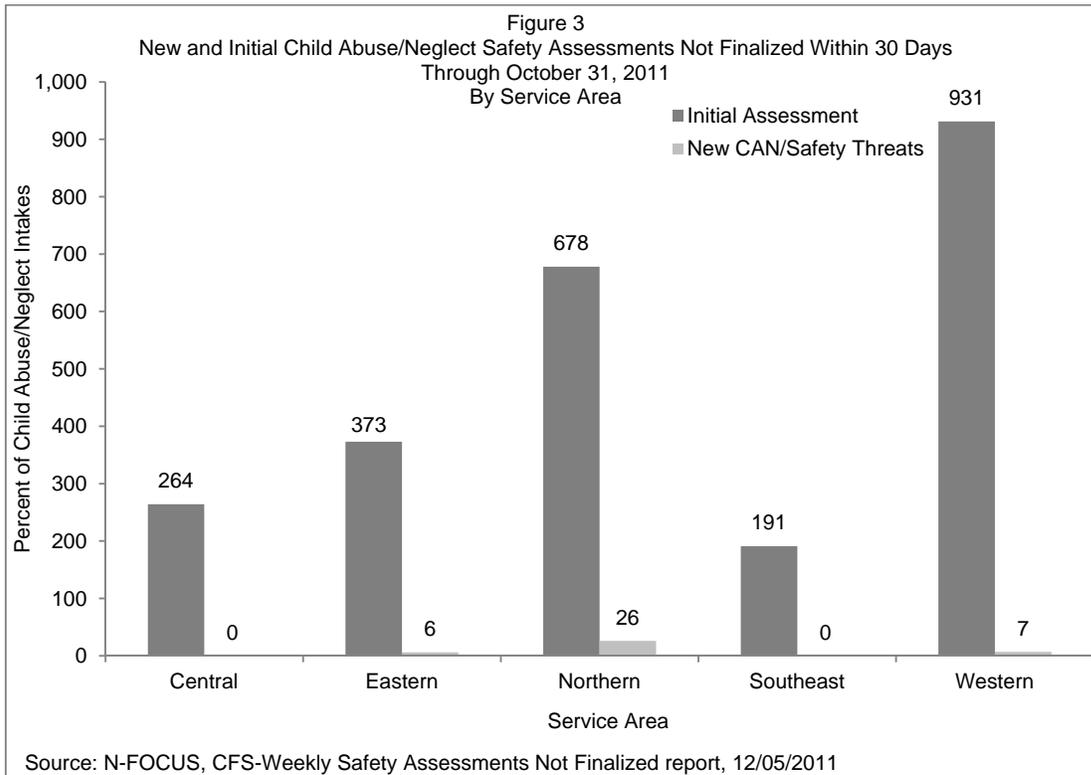
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Table 1. Average Monthly Caseloads by Service Area in Calendar Year 2009

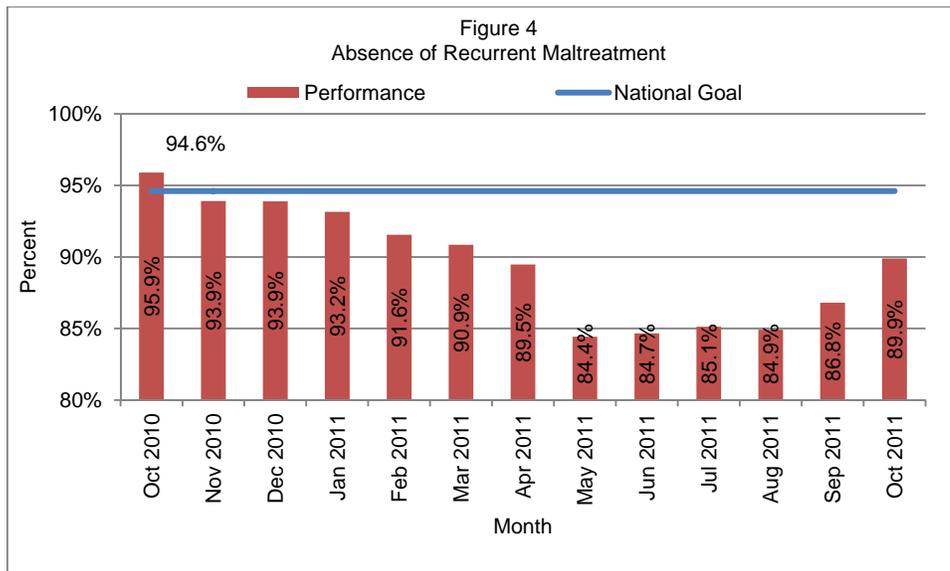
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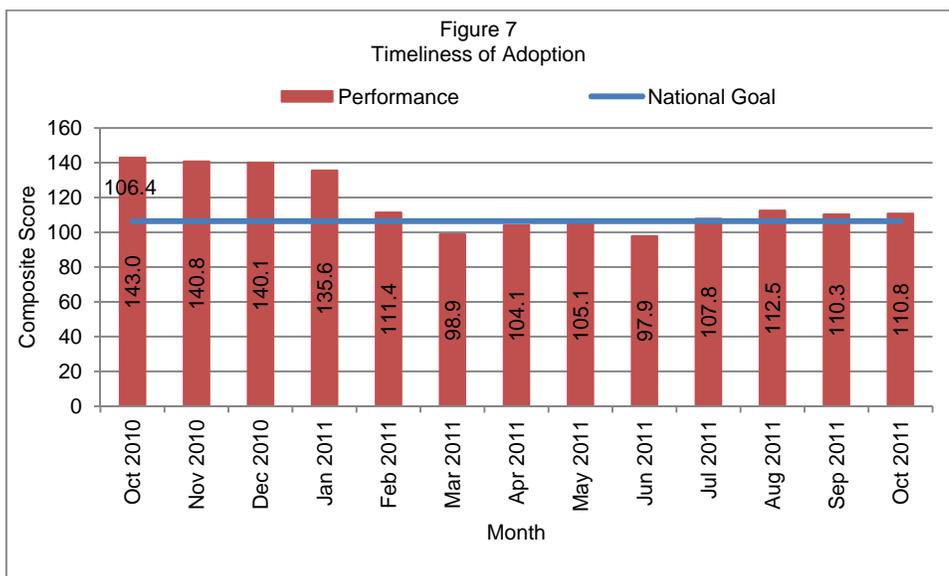
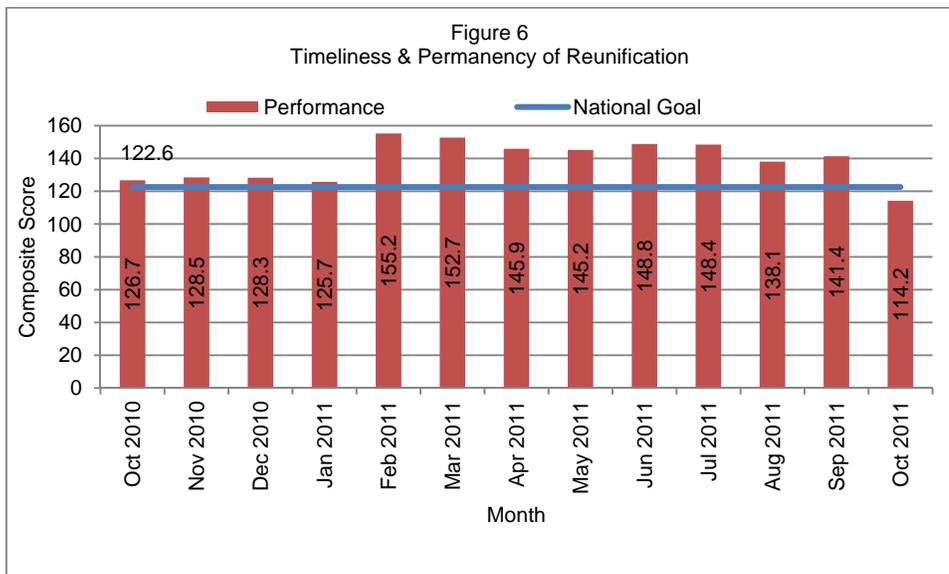
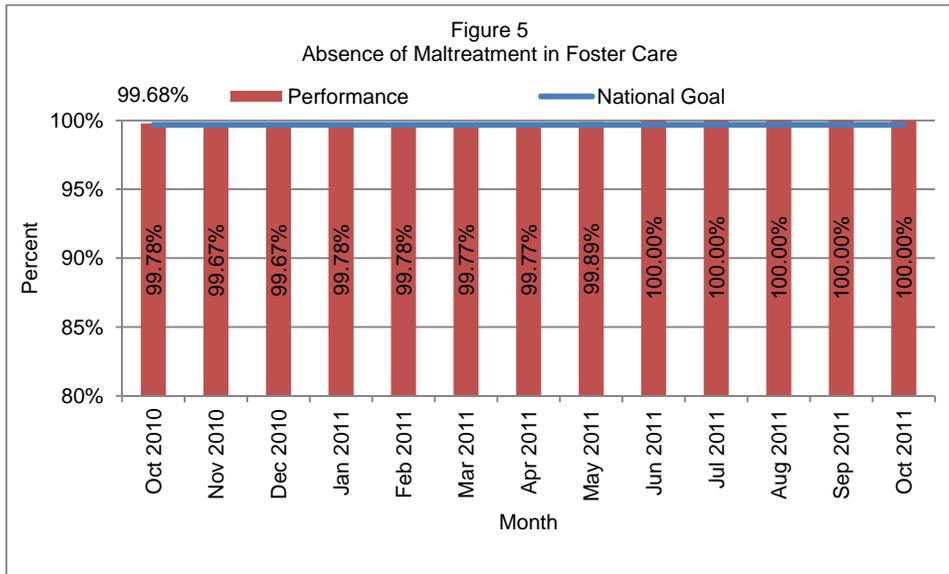
Source: Department of Health and Human Services, Division of Children and Family Services 2009 Caseload Report

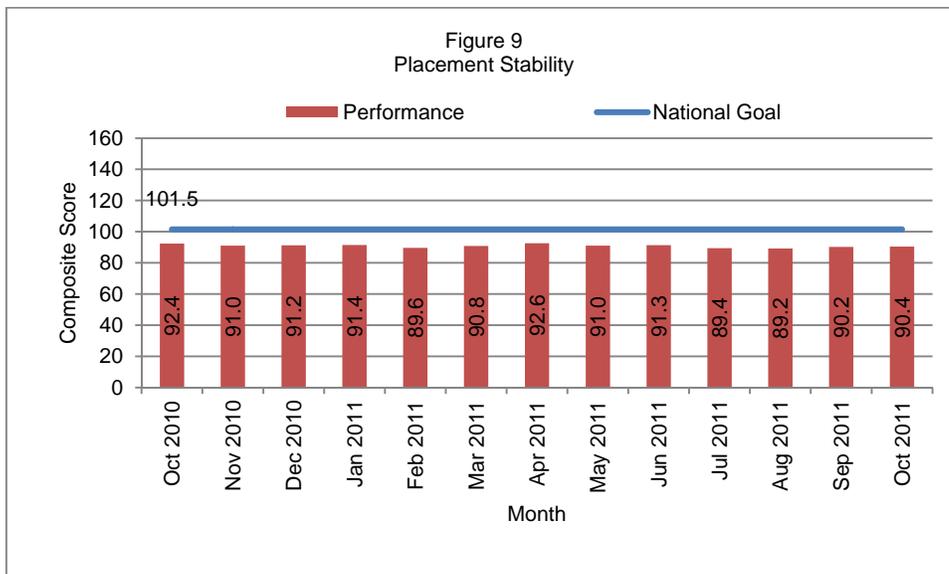
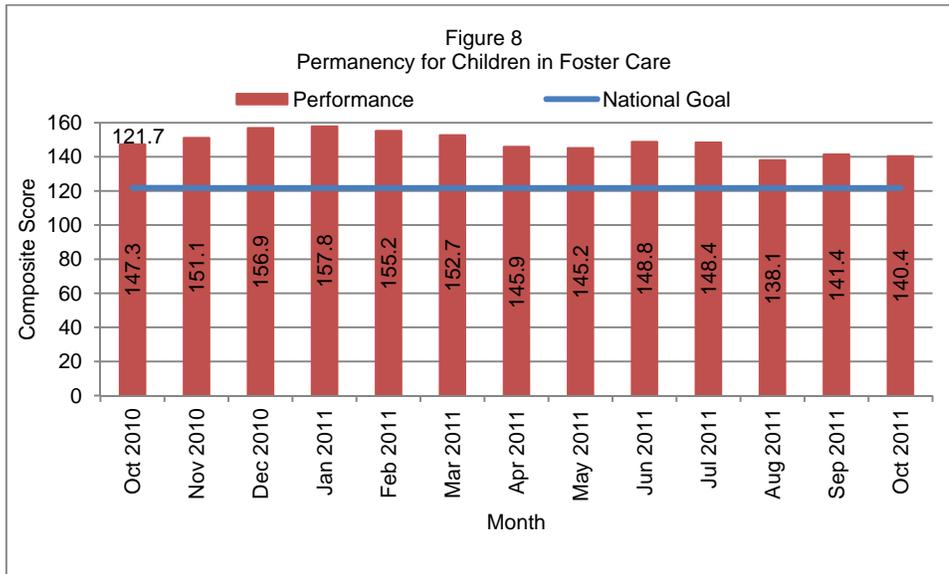
The Northern Service Area has the second highest number initial child abuse/neglect safety assessments and safety assessments with new safety threats not finalized within 30 days of assignment, per policy (Figure 3). Anecdotal information suggests that backlog cases are generally a result of delays with entering documentation, or cases being on hold due to a law enforcement request.



Figures 4-9 display the Northern Service Area’s performance on Federal Child and Family Services Review composite measures. The columns indicate the Service Area’s performance, compared to the national standard (the solid line). Currently, the Service Area is exceeding national goals pertaining to absence of maltreatment in foster care, timeliness of adoption, and permanency for children in foster care.

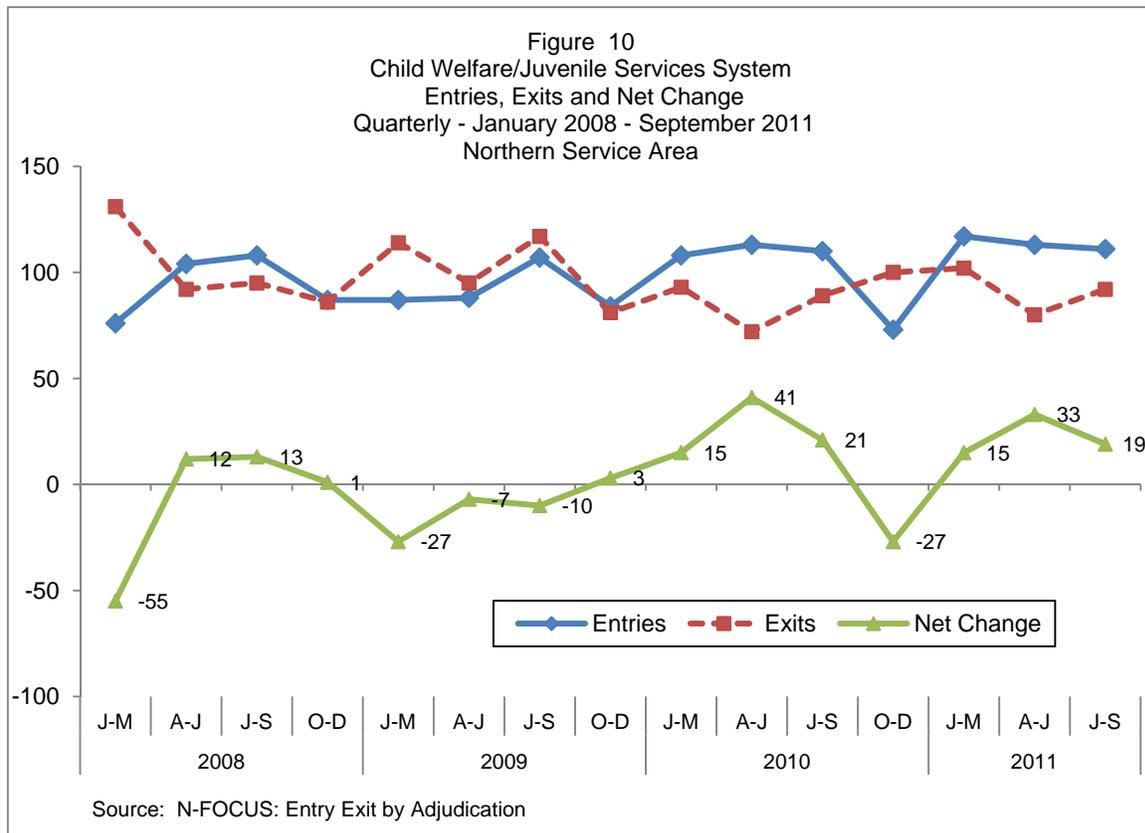




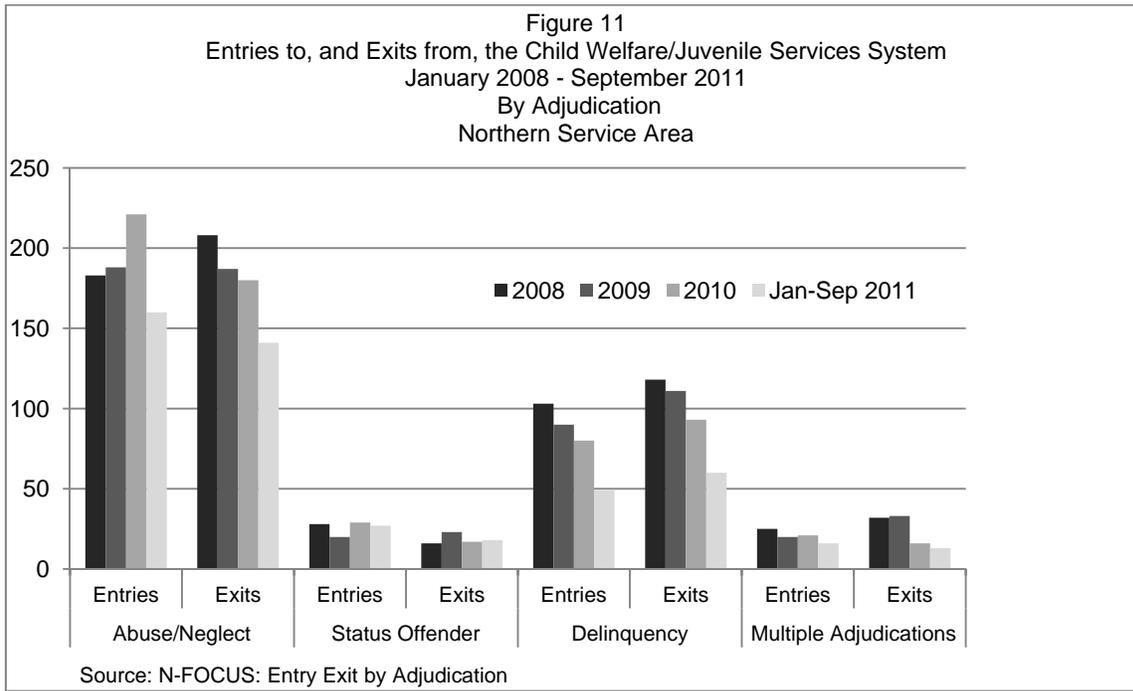


Entry/Exit

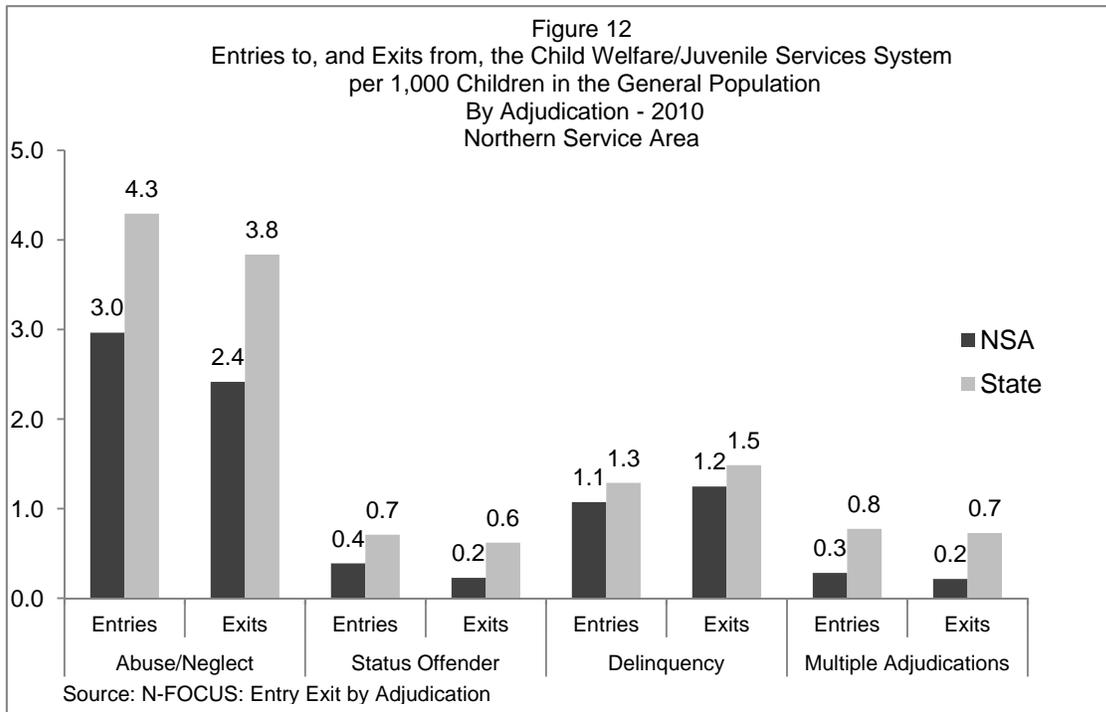
In the Northern Service Area (NSA), the general trend over the past few years has been an increase in entries to the Child Welfare/Juvenile Services system and a decrease in exits (Figure 10). Between January 2008 and September 2011, the average number of entries per month (33) exceeded the average number of exits per month (32).



Children experiencing abuse and/or neglect made up half (50.2%) of all entries to the system between January 2008 and September 2011, followed by children adjudicated delinquent (23.4%), status offenders (7.3%), and children with multiple adjudications (6.2%). (The remaining 12.9% had a missing adjudication.) For children experiencing abuse and/or neglect (3a), the annual number of entries peaked in 2010 at 221 and is on pace to exceed that figure in 2011 (Figure 11). Exits exceeded entries in 2008 and 2009, but that pattern shifted for 2010 and 2011. For children adjudicated delinquent (OJS), the number exiting the system has exceeded the number entering the system in each of the last few years.



Overall, the rate of entries to, and exits from, the Child Welfare/Juvenile Services system per 1,000 children in the Northern Service Area is substantially below the statewide rate for all adjudications (Figure 12). Only 3.0 children out of every 1,000 children in the Northern Service Area entered the system with an adjudication of abuse and/or neglect, compared to 4.3 per 1,000 children for the state as a whole.



Out of Home versus In Home

Almost two thirds (65.6%) of children in the Northern Service Area were in out of home care in October 2011. This was consistent with the 68.3% of children that were in out of home care that same month, statewide.

- Close to three quarters (74.7%) of abuse/neglect children were served out of home in October 2011.
- Over half (53.5%) of status offenders were served out of home.
- Less than half (47.9%) of OJS youth were served out of home.
- 69.4% of children with multiple adjudications were served out of home. (Figure 13).

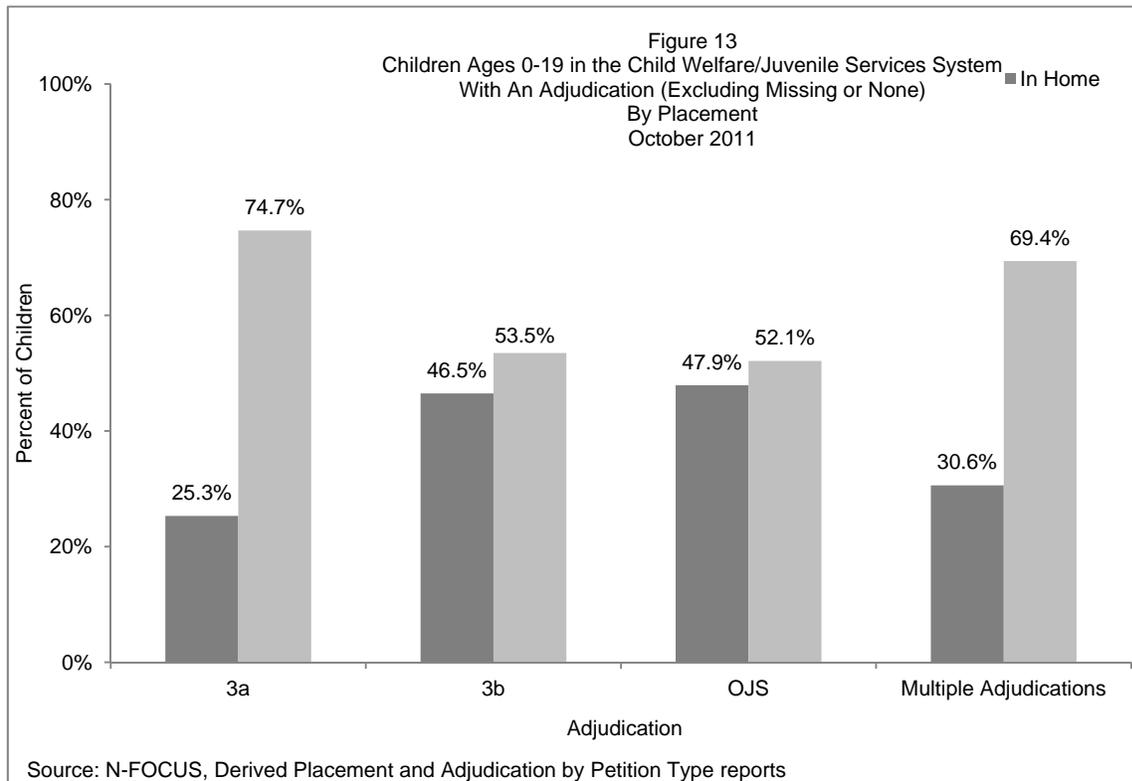
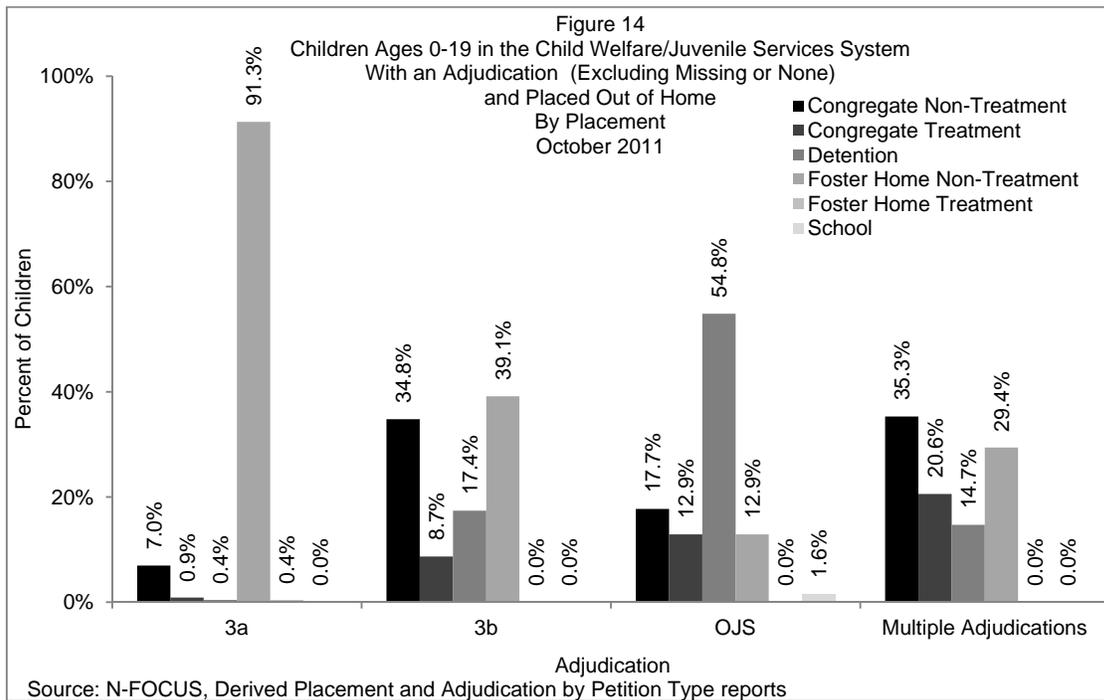


Figure 14:

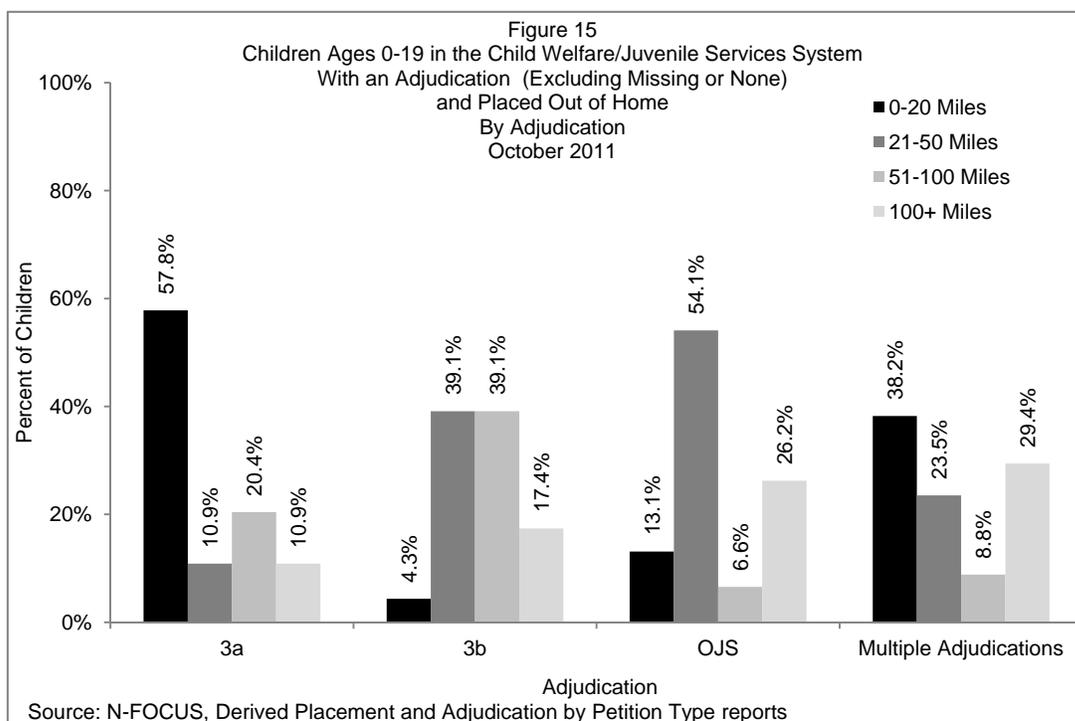
Nearly two thirds (65.2%) of children in out of home care were placed in a family-like, non-treatment setting: 14.4% in detention; 5.7% in congregate treatment; 14.2% in congregate non-treatment placements; 0.3% in school placements; and 0.3% in family-like treatment settings.

- The majority (91.3%) of abuse/neglect children were placed in family non-treatment placements.
- 39.1% of status offenders were placed in family non-treatment placements (followed by 34.8% in congregate non-treatment placements).
- Over half (54.8%) of OJS youth were in detention (followed by 17.7% in congregate non-treatment placements).
- One third (33.3%) of youth with multiple adjudications were placed in congregate non-treatment placements, 29.4% in family-like non-treatment settings, and 20.6% in congregate treatment.



Just under half (44.4%) of children in out-of-home care in October 2011 were placed within 20 miles of their permanent home. Nearly one quarter (22.3%) were placed within 21 to 50 miles of their permanent home, 17.4% within 51 to 100 miles of their permanent home, and 15.8% over 100 miles from their permanent home. (Figure 15)

- The majority (57.8%) of abuse/neglect children were placed within 20 miles of their permanent home.
- An equal amount of status offenders (39.1%) were placed within 21 to 50 miles and 51 to 100 miles of their permanent home.
- Over half (54.1%) of OJS children were placed within 21 to 50 miles from home.
- 38.2% of children with multiple adjudications were placed within 20 miles from home.

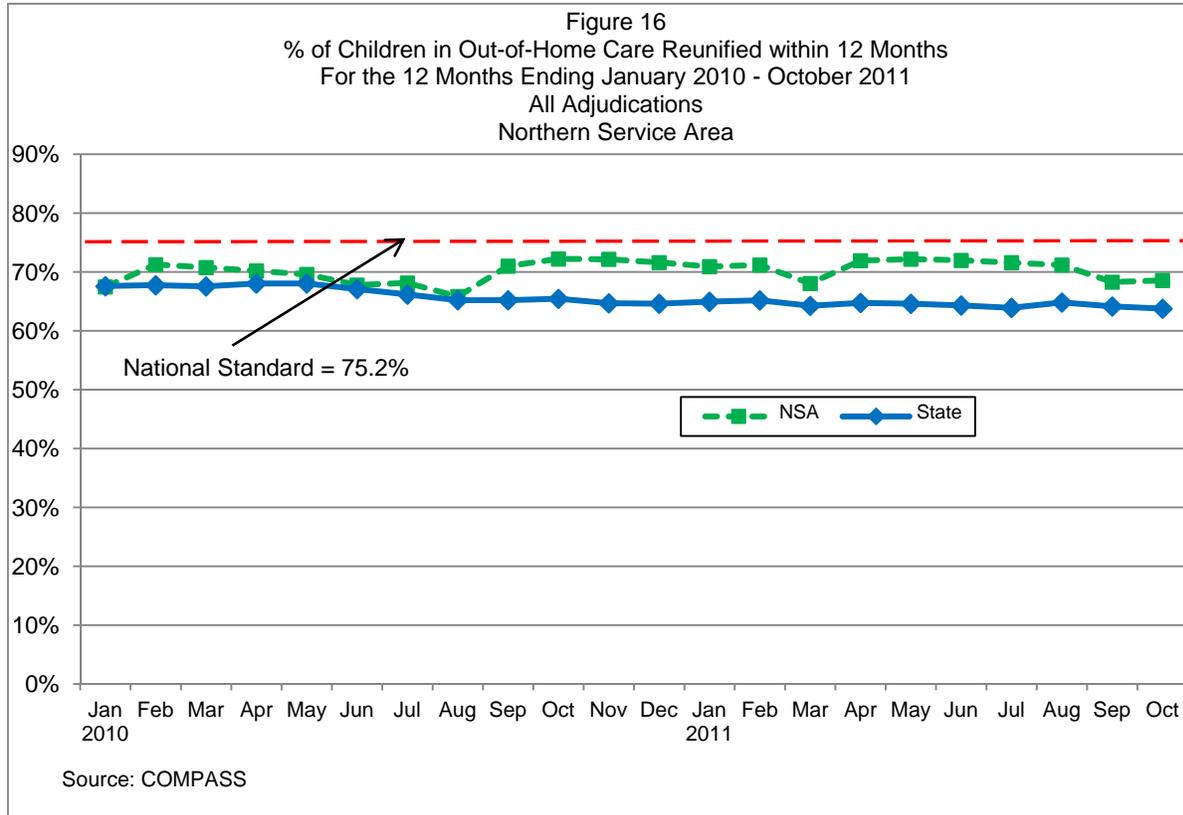


Last Updated December 13, 2011

Time to Permanency and Stability

Reunification

The national standard for reunification with a parent(s) within 12 months of removal is 75.2%. The rate of reunification for children in the Northern Service Area over the last 22 months has consistently been below the national standard (Figure 16), but above the statewide rate.



For the 12 months ending October 31, 2011, the reunification rate varied by adjudication, with children experiencing abuse and/or neglect having the highest reunification rate (69.4%), followed by children with multiple adjudications (68.8%) and status offenders (66.7%) (Table 2). The reunification rate for children in the Northern Service Area was slightly higher than the state rate for children experiencing abuse and/or neglect and children with multiple adjudications, but lower for children adjudicated delinquent (OJS) and status offenders.

Table 2
Rate of Reunification by Adjudication
For the 12-Months Ending October 31, 2011
Northern Service Area

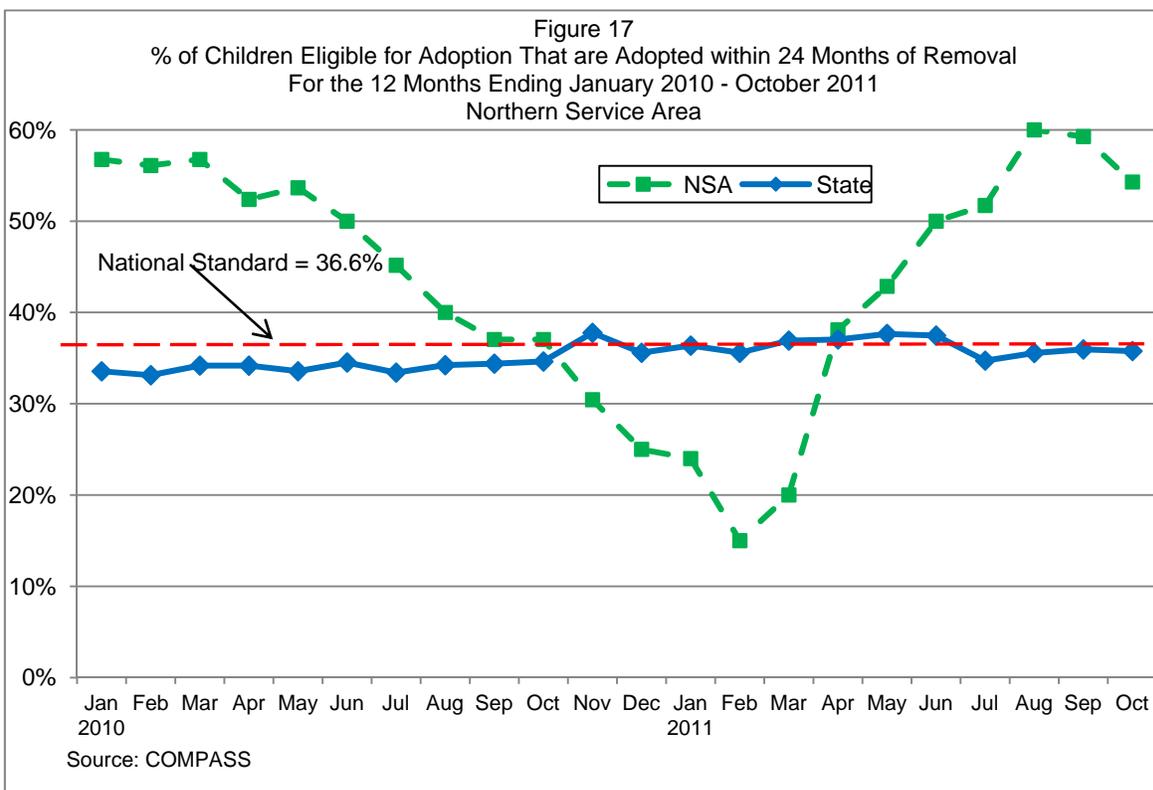
Adjudication	NSA Rate	State Rate
Abuse and/or Neglect	69.4%	63.0%
Multiple Adjudications	68.8%	67.5%
Status Offender	66.7%	77.8%
OJS (Delinquency)	57.1%	62.3%

Boys (69.6%) were slightly more likely than girls (67.6%) to be reunified with their parents within 12 months. White, non-Hispanic children (70.0%) were slightly more likely than non-White, or Hispanic or

Latino children (65.6%) to be reunified with their parents. The likelihood of being reunified with a parent(s) decreased with age, with 80.5% of children under six years of age being reunified with a parent(s), compared to 65.6% of youth ages 16 and older.

Adoption

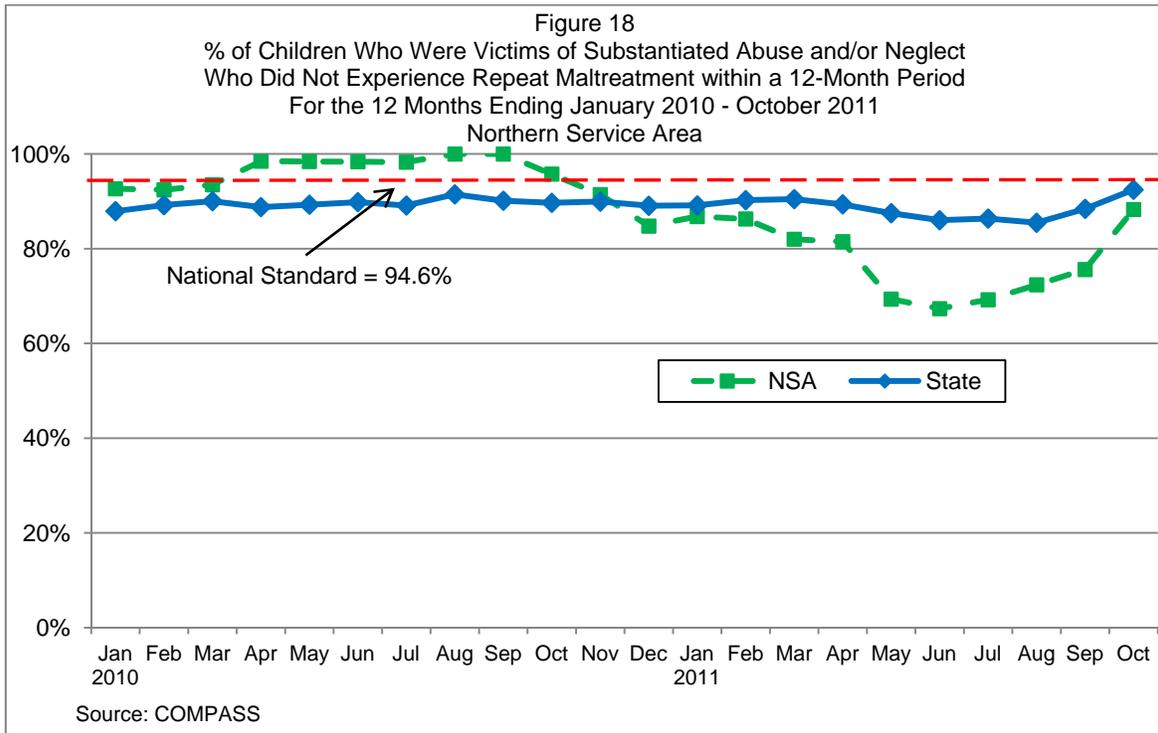
Figure 17 shows the percent of children eligible for adoption that are adopted within 24 months of removal for the 12-month periods ending January 2010 to October 2011. The overall numbers are fairly small, resulting in large swings in the adoption rate; however the rate of adoption in the Northern Service Area has exceeded both the state average and the national standard of 36.6% for the last seven 12-month periods. For the 12-months ending October 31, 2011, boys were slightly more likely to be adopted than girls, 58.8% versus 50.0%, respectively. White, non-Hispanic children (56.3% who were eligible for adoption were more likely to be adopted than non-white or Hispanic or Latino children (33.3%). Age was a factor, with 61.9% of the children under the age of six who were eligible for adoption being adopted within 24 months of initial removal, compared to 42.9% of the children ages six and older.



Repeat Maltreatment and Reentry

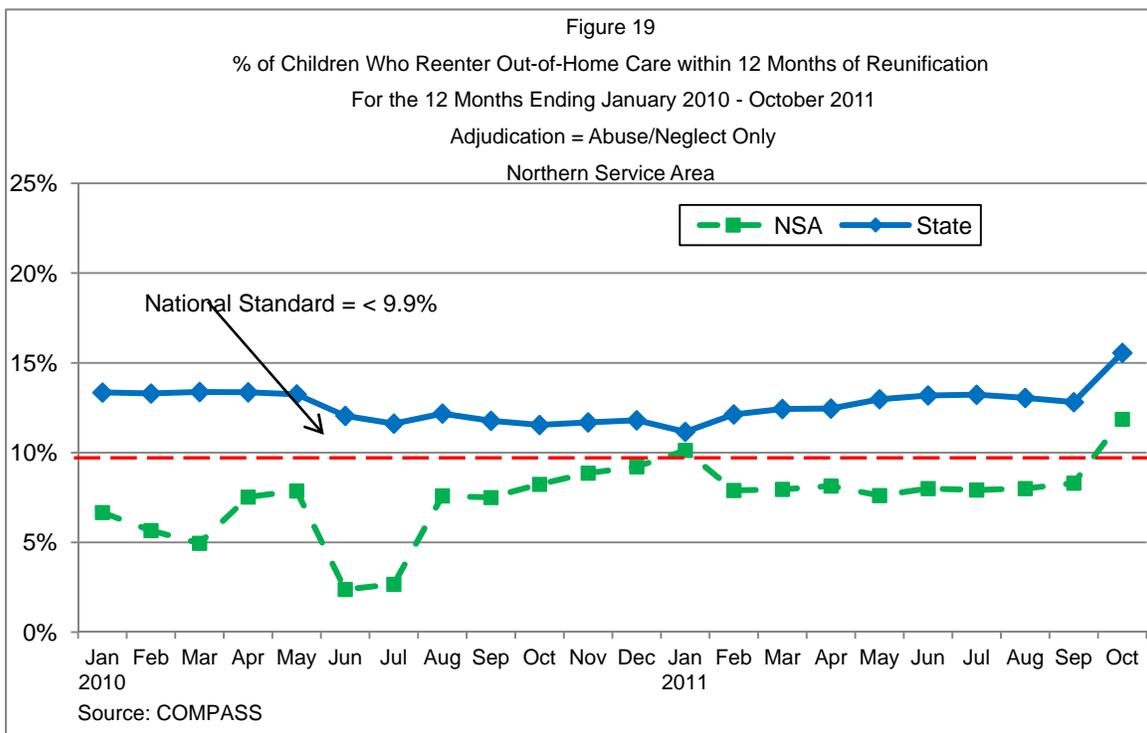
Repeat Maltreatment

Since December 2010, the Northern Service Area has dropped below both the state average, and the national standard, for the percent of children not experiencing repeat maltreatment within a 12-month period (Figure 18). For the 12-months ending in October 2011, 88.3% of children who were the victims of substantiated abuse and/or neglect did not experience repeat maltreatment, meaning that 11.7% did experience repeat maltreatment, double the national standard of 5.4%. Girls (16.2%) were more likely to experience repeat maltreatment than boys (6.7%). White and non-white or Hispanic children were equally likely to experience repeat maltreatment. Children ages 6 through 10 were the most likely to experience repeat maltreatment (17.5%).



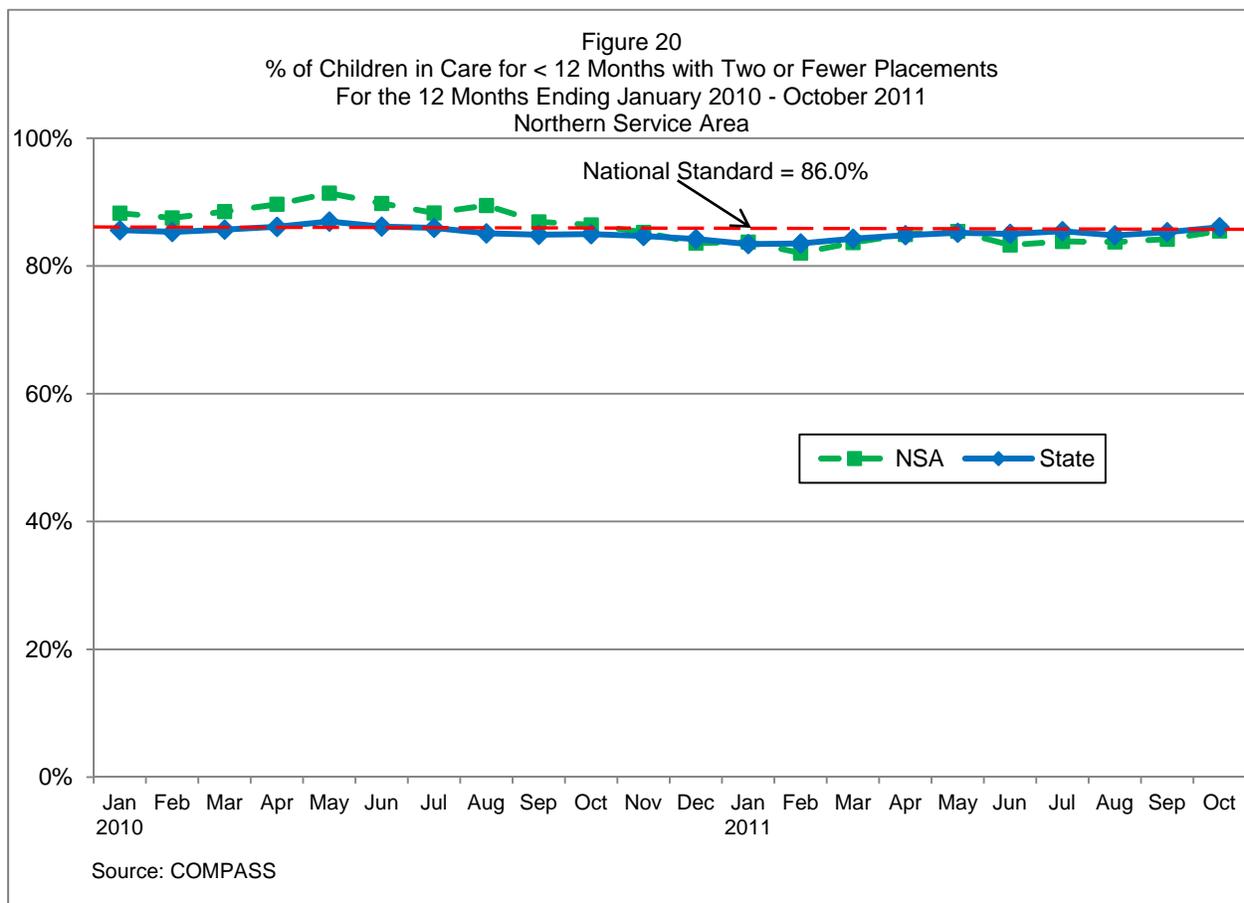
Reentry into Out-of-Home Care

Over the last few years, the Northern Service Area has fairly consistently met the national standard (< 9.9%) for the percent of children experiencing abuse and/or neglect who reenter out-of-home care within 12 months of reunification. For the 12-months ending in October 2011, however, the reentry rate was 11.9%. Boys (14.0%) were more likely than girls (9.8%) to re-enter out-of-home care. Ten percent of white, non-Hispanic children re-enter out-of-home care, compared to 15.8% of non-white or Hispanic children. Only 3.3% of children under age 11 re-enter out-of-home care, compared to 12.5% of children ages 11 to 15 and 30.8% of youth ages 16 and older.



Well-Being

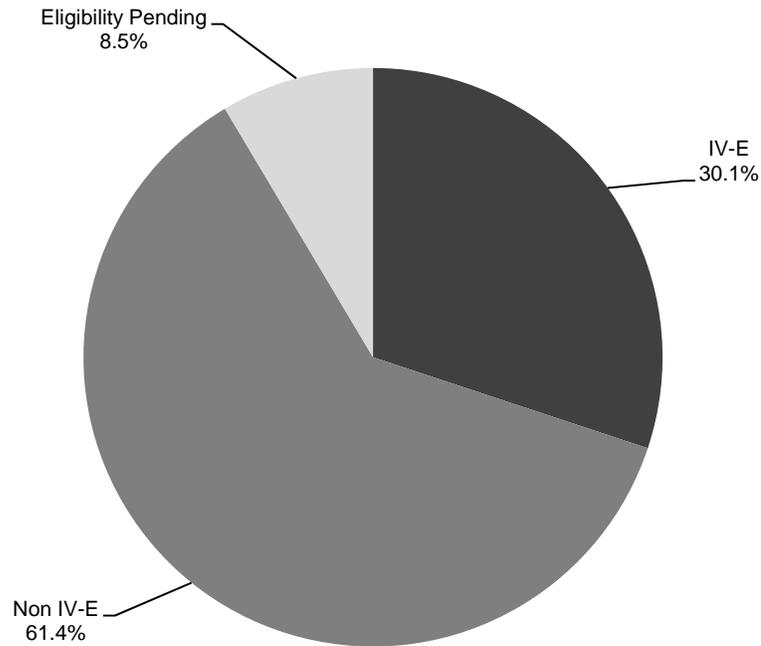
Placement stability is one of the measures that directly impacts a child's well-being. One of the national standards for placement stability is that 86% of children in care for less than 12 months will have two or fewer placements. Over the last few years, the Northern Service Area has frequently exceeded the national standard; however, the Service Area dropped slightly below the national standard during the last few 12-month periods (Figure 20). For the 12-months ending in October 2011, 85.5% of children who had been in the system for less than 12 months had two or fewer placements. Boys were slightly more likely than girls to have two or fewer placements. White, non-Hispanic children (87.9%) were more likely than non-white or Hispanic children (80.5%) to have two or fewer placements.



Maximize Funding

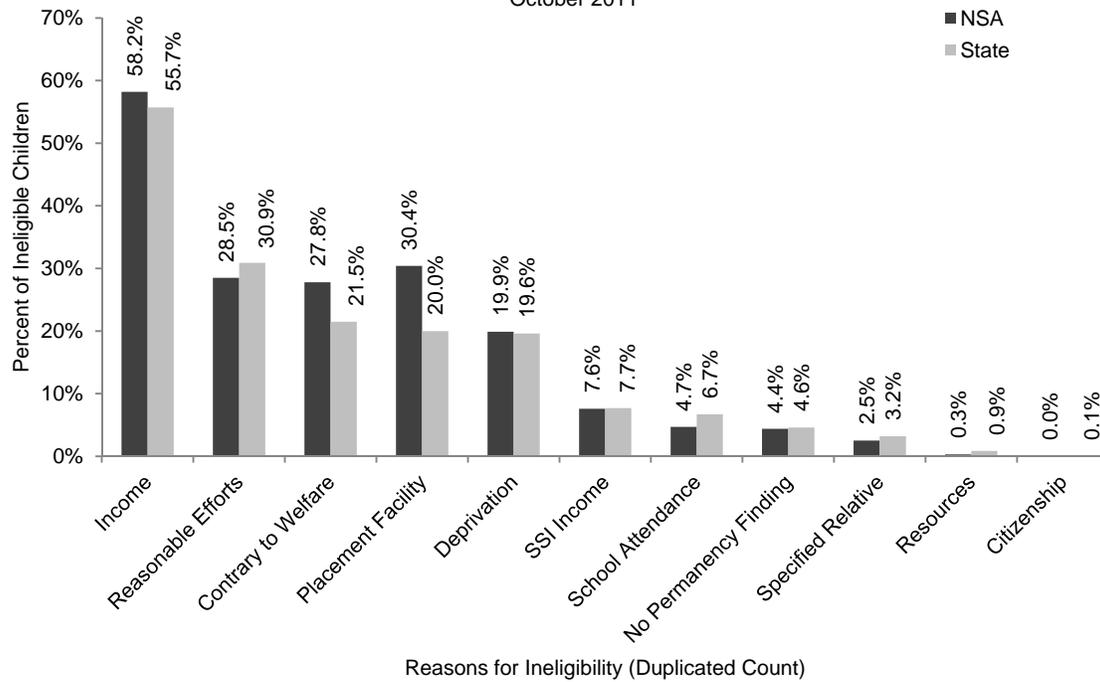
Less than one third (30.1%) of wards with an open case in October 2011 were eligible for IV-E funding (Figure 21). Of the 61.4% ineligible wards, over half (58.2%) were ineligible due to income, followed by reasonable efforts (28.5%) and contrary to welfare (27.8%). (Please see Figure 22 for detail. A child may be ineligible for more than one reason. Figure 22 displays duplicate counts of children).

Figure 22
State Wards by IV-E Eligibility
Northern Service Area
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Figure 23
Non IV-E Eligible State Wards by Reasons for Ineligibility
Northern Service Area versus Statewide
October 2011



Source: N-FOCUS, Reasons for Non IV-E Eligibility by County of Committing Court report, 11/12/2011

Areas of Concern

As of December 31, 2009, caseloads in the Northern Service Area were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist.

Children in the Northern Service Area are less likely than children statewide to be placed within 20 miles of their home. This is true for all adjudications.

The Northern Service Area (NSA) falls below the national standard of 75.2% in the percent of children placed in out-of-home care who are reunified with a parent(s) within 12 months of removal. However, for the past two years the reunification rate in the NSA has exceeded the state average. The likelihood of being reunified with a parent(s) decreased with age, with 80.5% of children under six years of age being reunified with a parent(s), compared to 65.6% of youth ages 16 and older.

Repeat maltreatment is an issue for children in the Child Welfare/Juvenile Services system in the Northern Service Area. For the 12-months ending in October 2011, 88.3% of children who were the victims of substantiated abuse and/or neglect did not experience repeat maltreatment, meaning that 11.7% did experience repeat maltreatment, double the national standard of 5.4%. Girls (16.2%) were more likely to experience repeat maltreatment than boys (6.7%). White and non-white or Hispanic children were equally likely to experience repeat maltreatment. Children ages 6 through 10 were the most likely to experience repeat maltreatment (17.5%).

For most of the last two years, the rate of children re-entering out-of-home care in the Northern Service Area has met the national standard. However, for the 12-months ending in October 2011 the re-entry rate was 11.9%. Age appears to be a factor. Only 3.3% of children under age 11 re-entered out-of-home care, compared to 12.5% of children ages 11 to 15 and 30.8% of youth ages 16 and older.

Child Welfare/Juvenile Services System Profile

Western Service Area

Prevention/Early Intervention

The majority of child abuse and neglect intakes in the Western Service Area accepted between January 1, 2011 and October 31, 2011 fell into Priority Levels 2 (59.2%) and 3 (31.8%) (Figure 1).

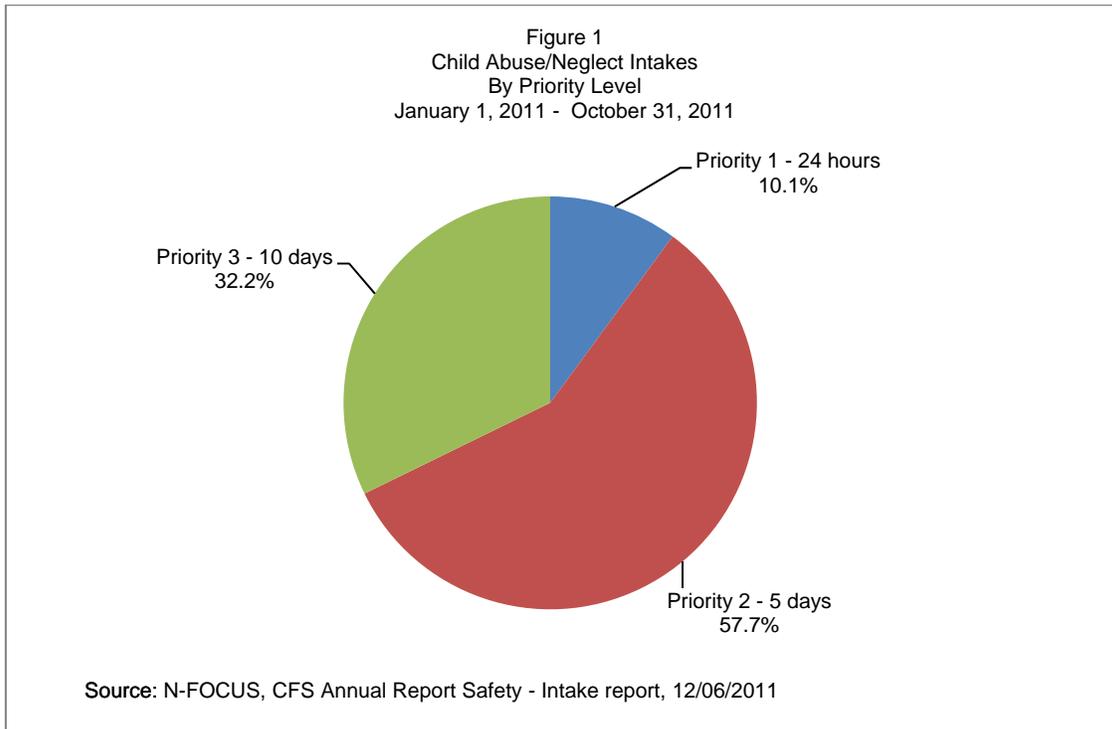
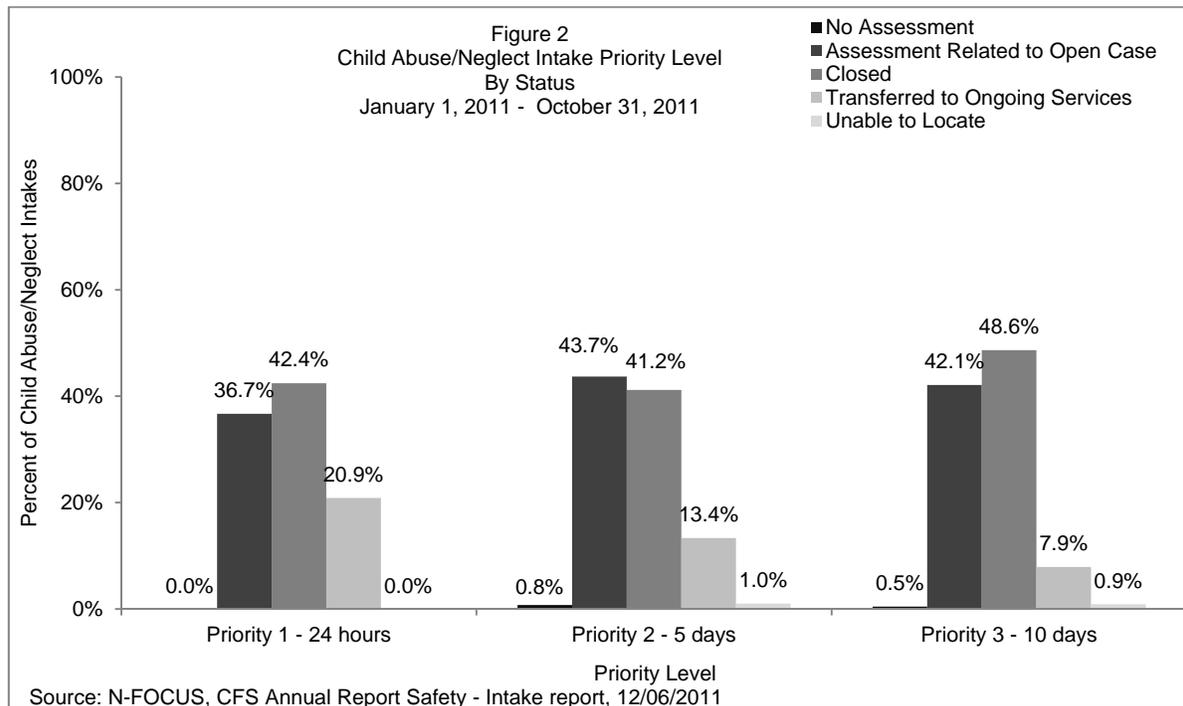


Figure 2 displays the status of these intakes as of December 6, 2011, by priority level. The majority of intakes at all levels was either related to an open case or had already closed. Most (42.4%) of Priority 1 intakes were closed, followed by 36.7% with an assessment related to an open case, and 20.9% transferred to ongoing services. The percent of intakes with assessments related to an open case and the percent of intakes closed were almost equal (43.7% and 41.2% respectively) for Priority 2 intakes. Just under half (48.6%) of Priority 3 intakes were closed, and 42.1% had assessments that were tied to an open case.



As of December 31, 2009, caseloads in the Western Service Area were above national Child Welfare League of America (CWLA) standards (caseload data for 2010 are not yet final). The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist (Table 1). There are currently no standards for receiving non-CAN calls or processing other types of calls such as placement or coverage calls.

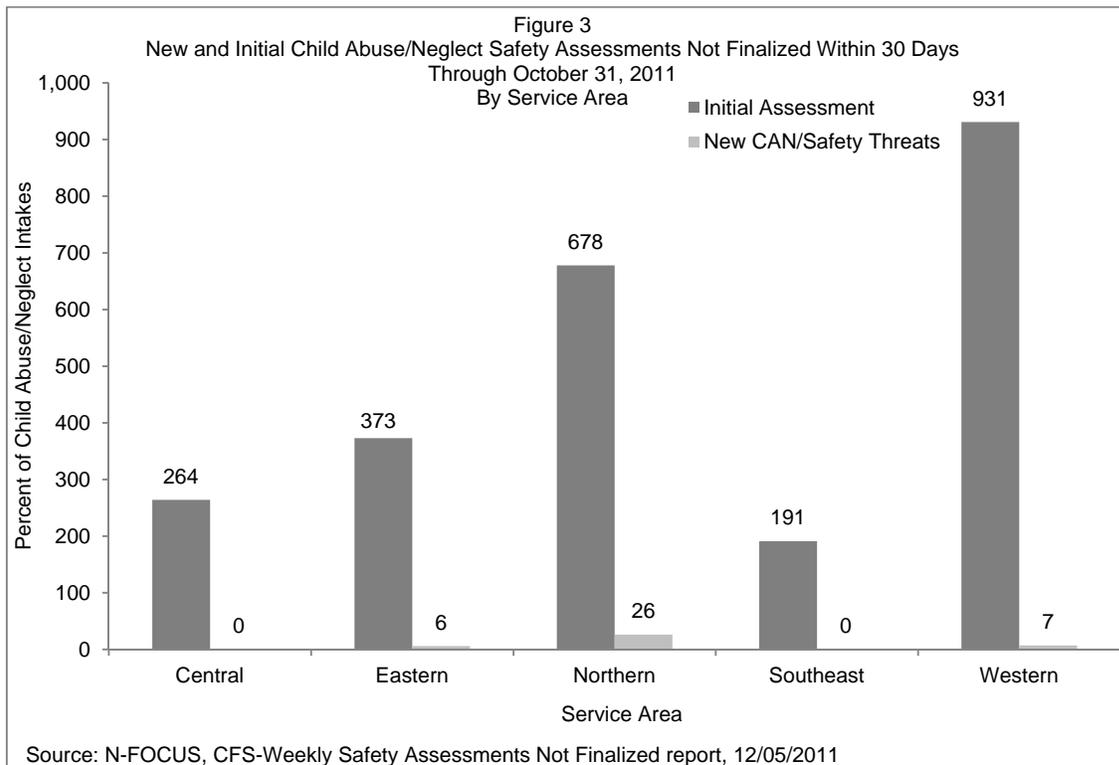
Please note that the Child Abuse/Neglect Hotline is operated out of the Eastern Service Area. The Eastern Service Area is the only area that processes hotline calls pertaining to coverage and placement issues.

Table 1. Average Monthly Caseloads by Service Area in Calendar Year 2009

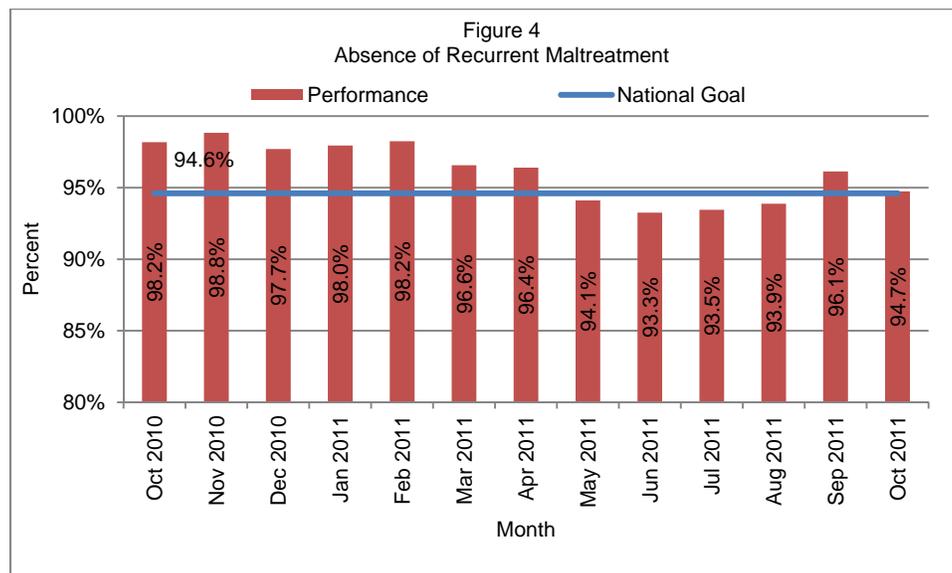
Caseload Category	CWLA Standard	Central	Eastern	Northern	Southeast	Western	State
Non-CAN calls	No standard	1,015.44	1,066.55	939.19	1,303.41	1,161.87	1,113.84
Processing Hotline Coverage/Placement Calls	No standard	N/A	135.88	N/A	N/A	N/A	141.90
CAN Intake Reports	85 families	118.01	124.04	109.00	151.38	134.79	129.41
Initial Safety Assessments	12 families	14.19	14.89	13.15	18.23	16.28	15.57
In-Home Services	17 families	19.98	20.96	18.51	25.66	22.92	21.92
Out-of-Home Placement with Reunification Plan	12 families	17.37	18.27	16.03	22.27	19.82	19.05
Out-of-Home Long Term or Independent Living	14 children	20.11	21.15	18.54	25.77	22.92	22.04

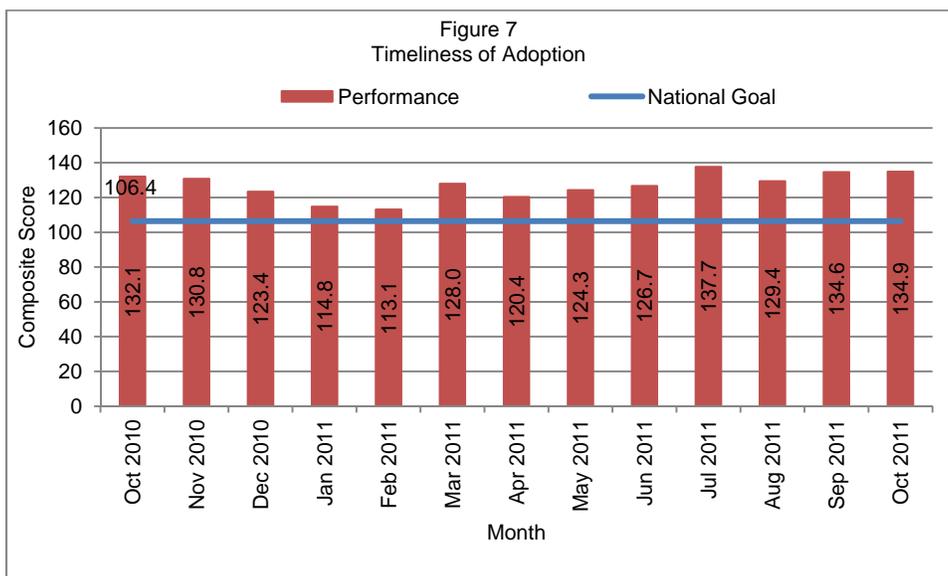
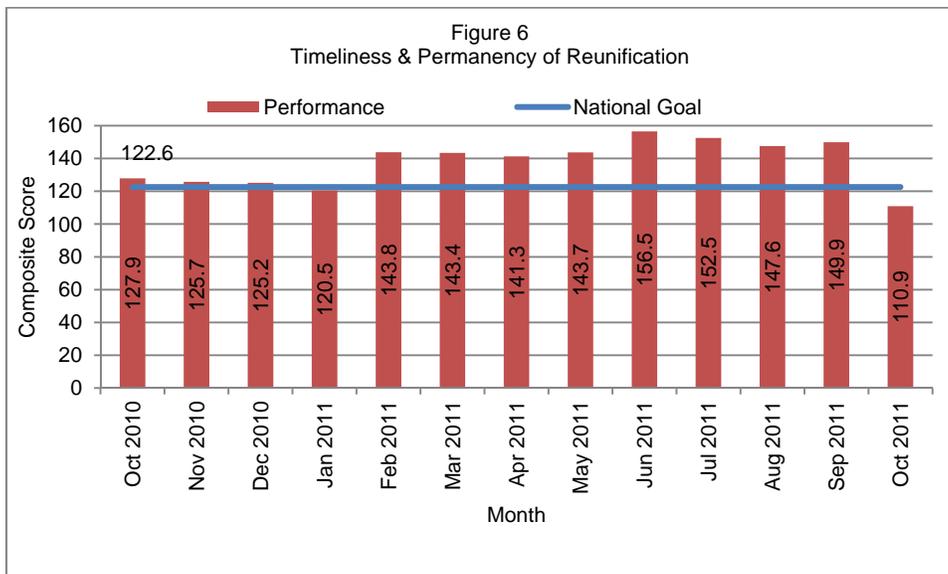
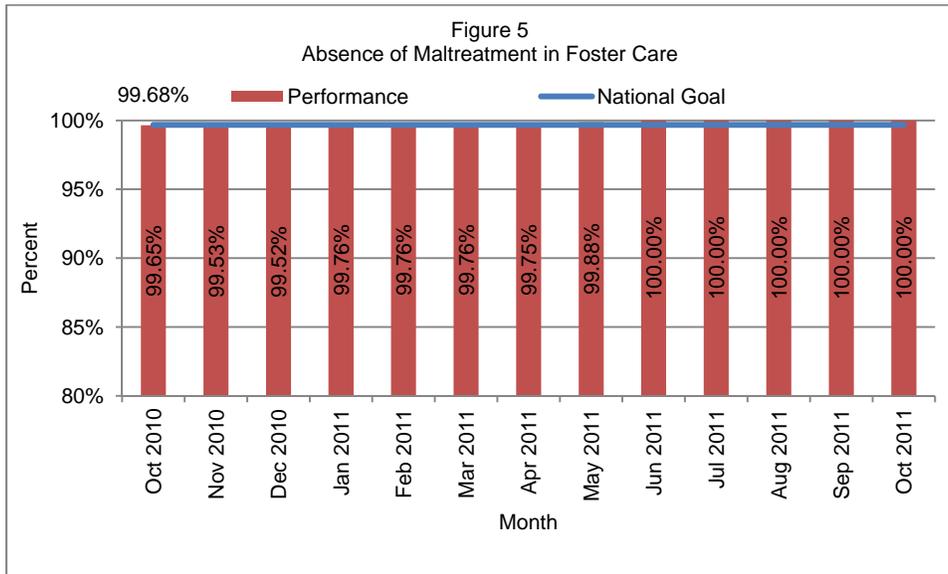
Source: Department of Health and Human Services, Division of Children and Family Services 2009 Caseload Report

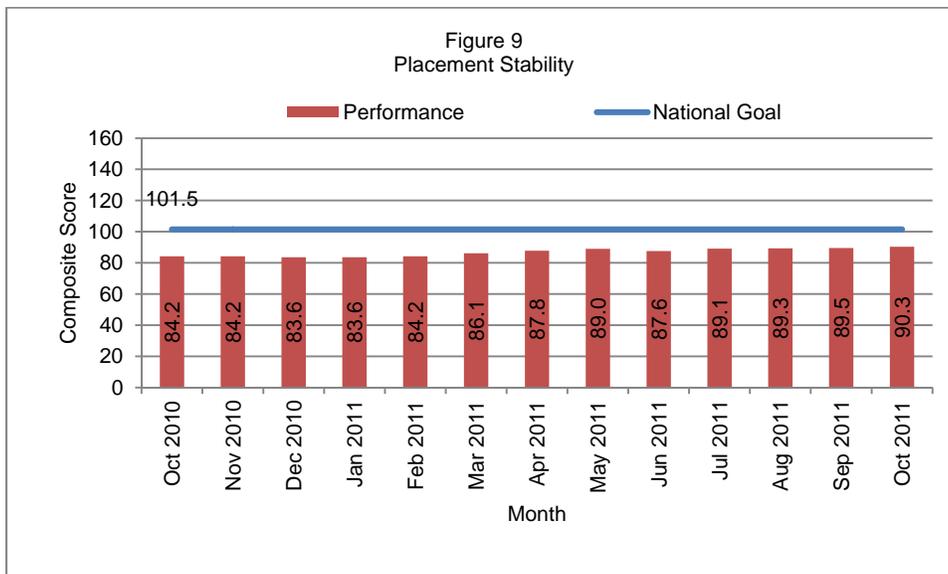
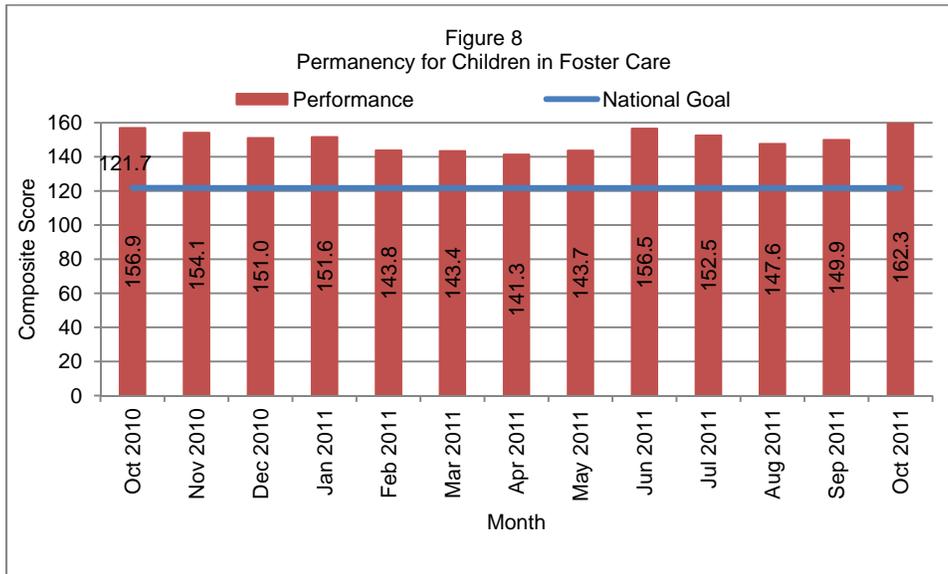
The Western Service Area has the highest number of initial child abuse/neglect safety assessments not finalized within 30 days of assignment, per policy (Figure 3). Anecdotal information suggests that backlog cases are generally a result of delays with entering documentation, or cases being on hold due to a law enforcement request.



Figures 4-9 display the Western Service Area's performance on Federal Child and Family Services Review composite measures. The columns indicate the Service Area's performance, compared to the national standard (the solid line). Currently, the Service Area is exceeding national goals pertaining to absence of recurrent maltreatment, absence of maltreatment in foster care, timeliness of adoption, and permanency for children in foster care.

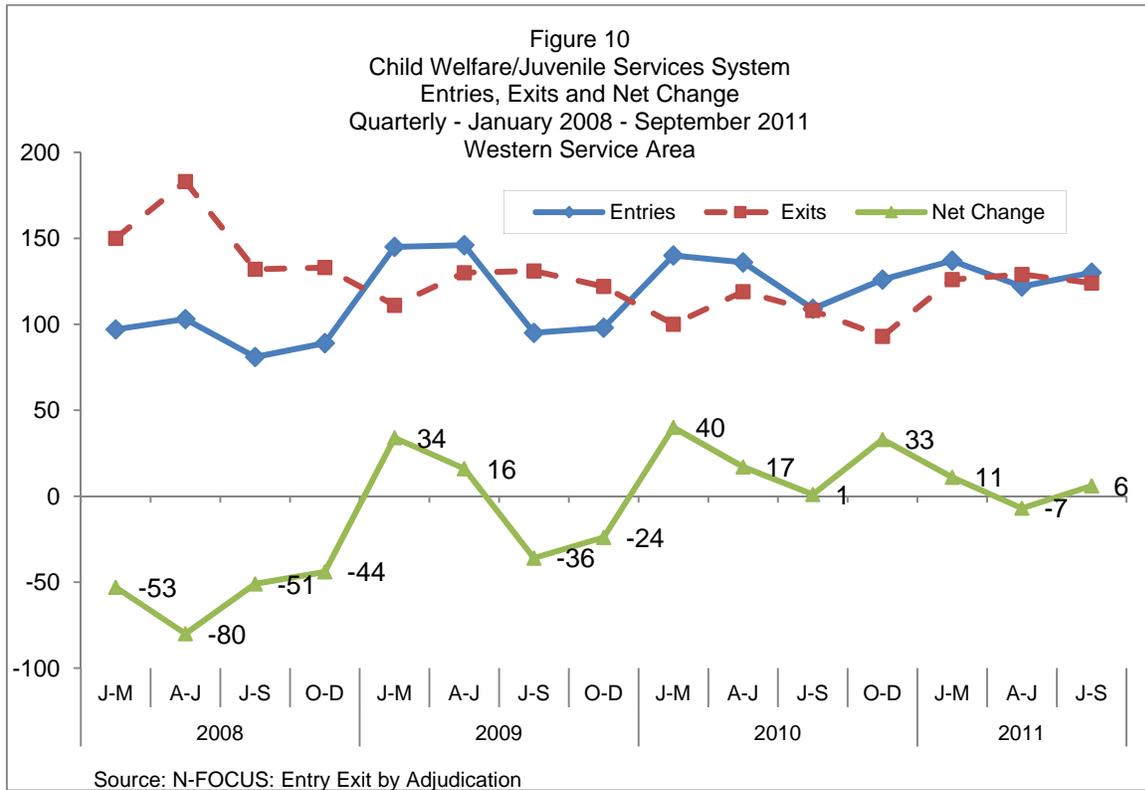






Entry/Exit

Entries to the Child Welfare/Juvenile Services system in the Western Service Area (WSA) have increased gradually over the last few years (Figure 10), while exits have decreased. Between January 2008 and September 2011, the average number of exits per month (42) exceeded the average number of entries per month (39). Children 2 to 5 years of age are the fastest growing group among the entries, representing 13.5% of all entries in 2008 and 23.7% of all entries for the first nine months of 2011. The number of children 11 years of age and older entering the system has gone down, representing 63.5% of entries in 2008, but only 48.8% of entries for the first nine months of 2011. (The average age of children entering the system in 2008 was 10.8 years; by 2011 the average age had dropped to 9.2 years.)



Children experiencing abuse and/or neglect made up nearly half (47.3%) of all entries between January 2008 and September 2011, followed by Status Offenders (18.9%) and children with multiple adjudications (14.0%). Children adjudicated delinquent made up 12.7% of entries (the remainder had missing adjudications). The number of children experiencing abuse and/or neglect (“3a”) entering the system went up steadily from 2008 to 2010, while the number exiting the system went down. This is also true for status offenders and those adjudicated delinquent (Figure 11).

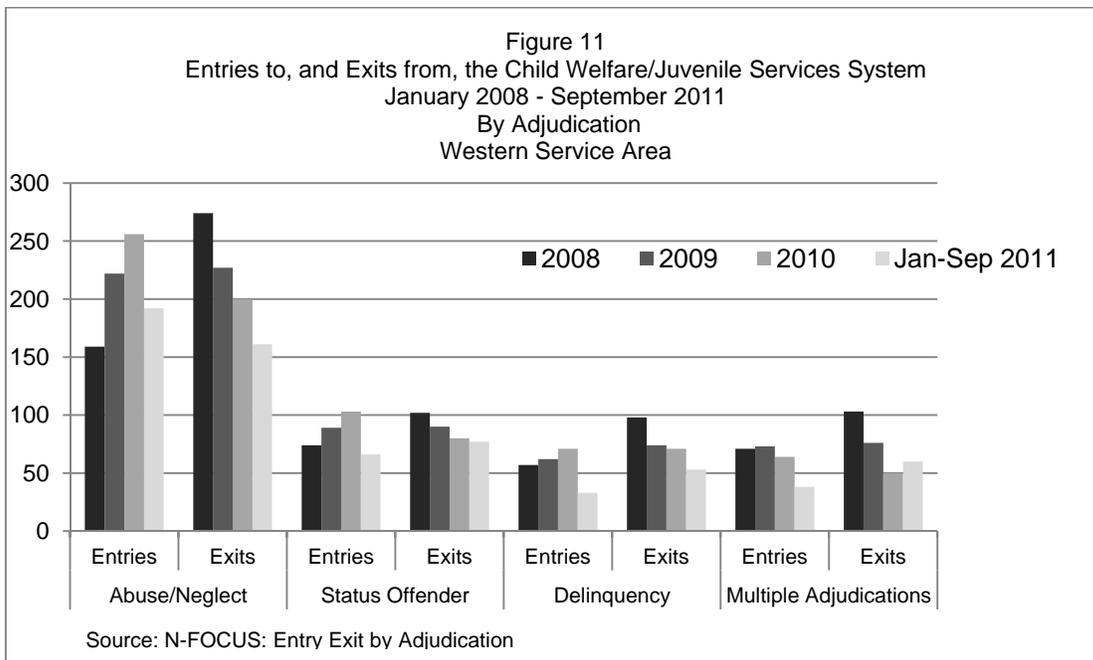
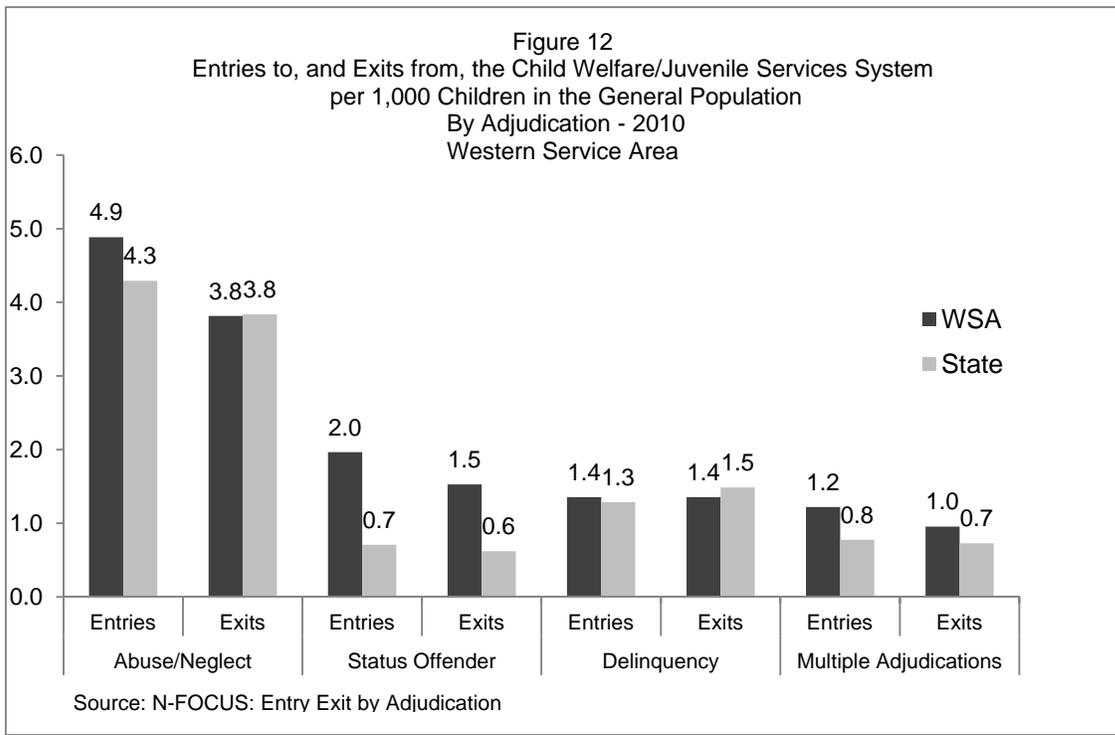


Figure 12 shows the rate of entries to, and exits from, the Child Welfare/Juvenile Services system in 2010 per 1,000 children in the Service Area. Nearly five (4.9) children out of every 1,000 children in the Western Service Area entered the system with an adjudication of abuse and/or neglect, compared to 4.3 for the state as a whole, while the rate of exits was about the same. The rate of entries and exits of Status Offenders in the Service Area was nearly triple the rate for the state as a whole.



Out of Home versus In Home

Two thirds (66.2%) of children in the Western Service Area were in out of home care in September 2011. This was consistent with the 66.6% of children that were in out of home care that same month, statewide.

- Nearly three quarters (73.4%) of abuse/neglect children were served out of home in September 2011.
- Over half (55.6%) of status offenders were served out of home.
- 58.4% of OJS youth were served out of home.
- 61.2% of children with multiple adjudications were served out of home. (Figure 13).

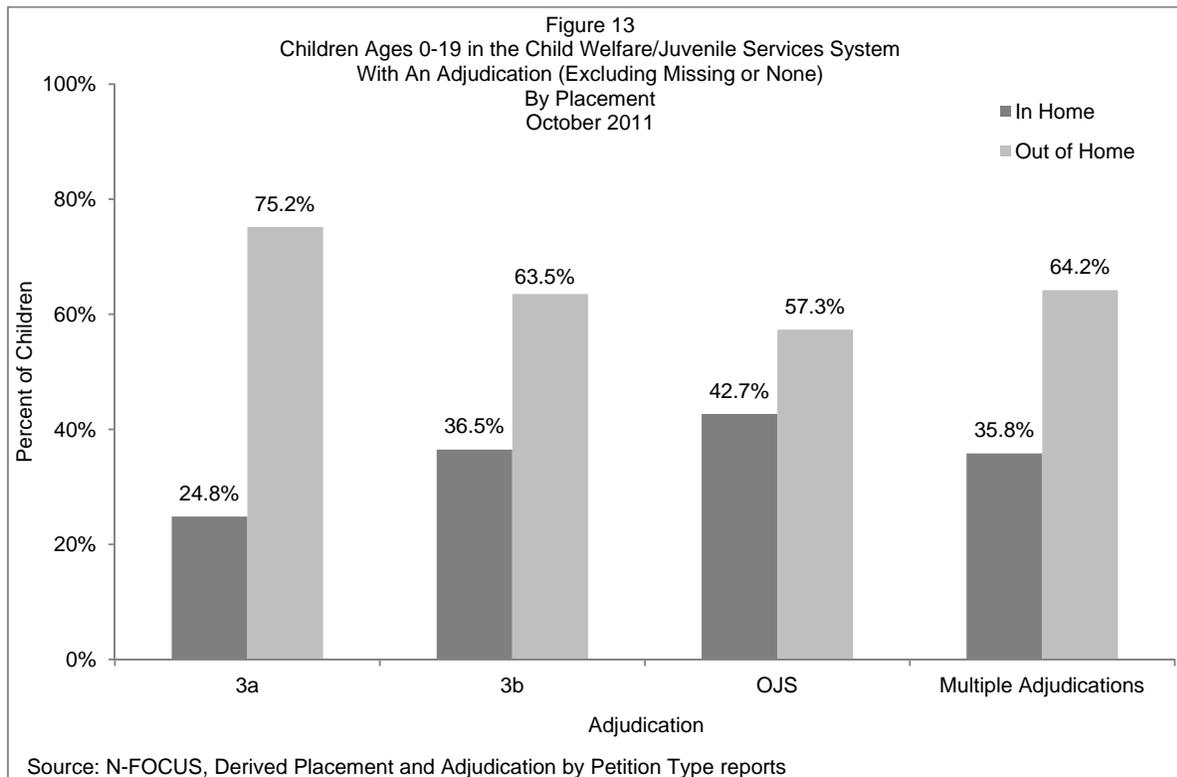
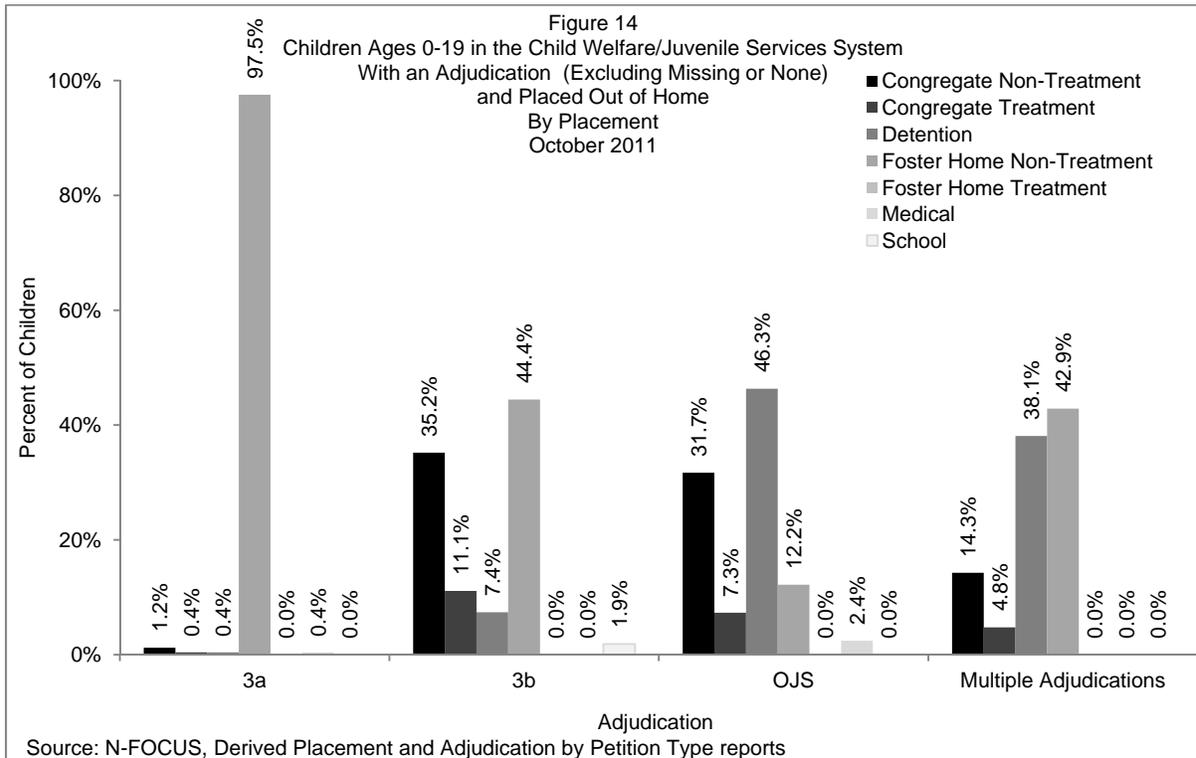


Figure 14:

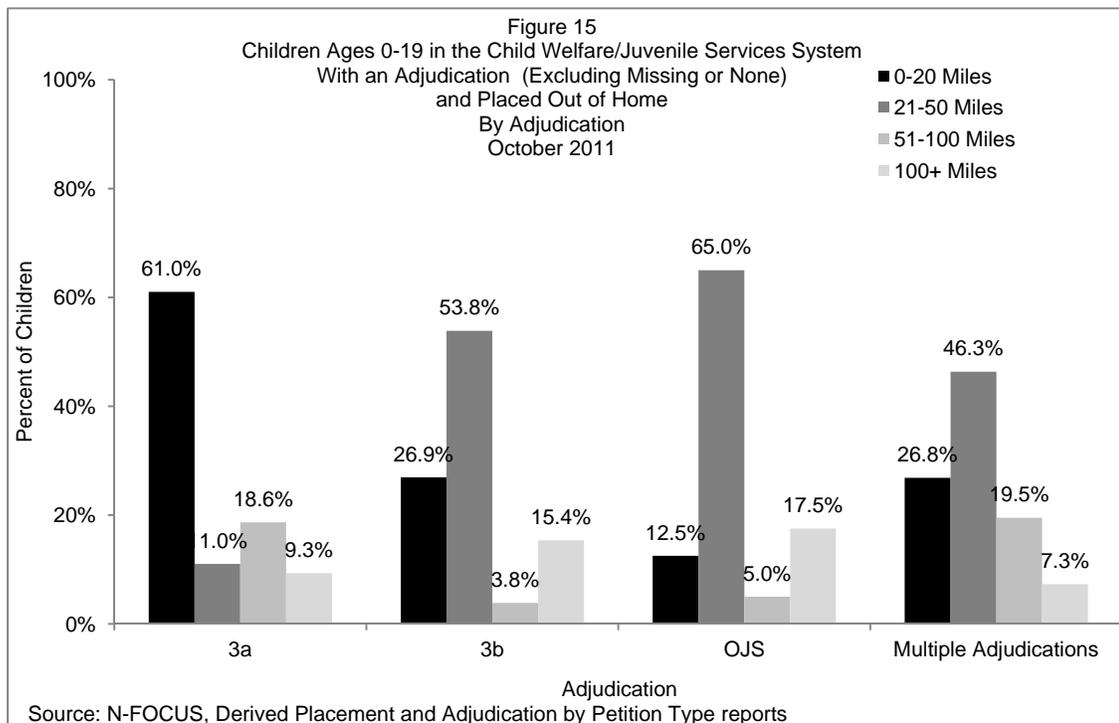
Nearly three quarters (73.6%) of children in out of home care were placed in a family-like, non-treatment setting; 11.6% in detention; 10.9% in congregate non-treatment placements; 3.1% in congregate treatment; 0.5% in medical placements; and 0.2% in school.

- The majority (97.5%) of abuse/neglect children were placed in family non-treatment placements.
- Most (44.4%) of status offenders were placed in family non-treatment placements (followed by 35.2% congregate non-treatment placements).
- 46.3% of OJS youth were in detention (followed by 31.7% congregate non-treatment placements).
- 42.9% of youth with multiple adjudications were placed in family non-treatment placements (followed by 38.1% detention).



Under half (45.9%) of children in out-of-home care in October 2011 were placed within 20 miles of their permanent home. Over one quarter (27.3%) were placed 21 to 50 miles of their permanent home, 14.9% were placed 51 to 100 miles of their permanent home, and 11.9% over 100 miles from their permanent home. (Figure 15)

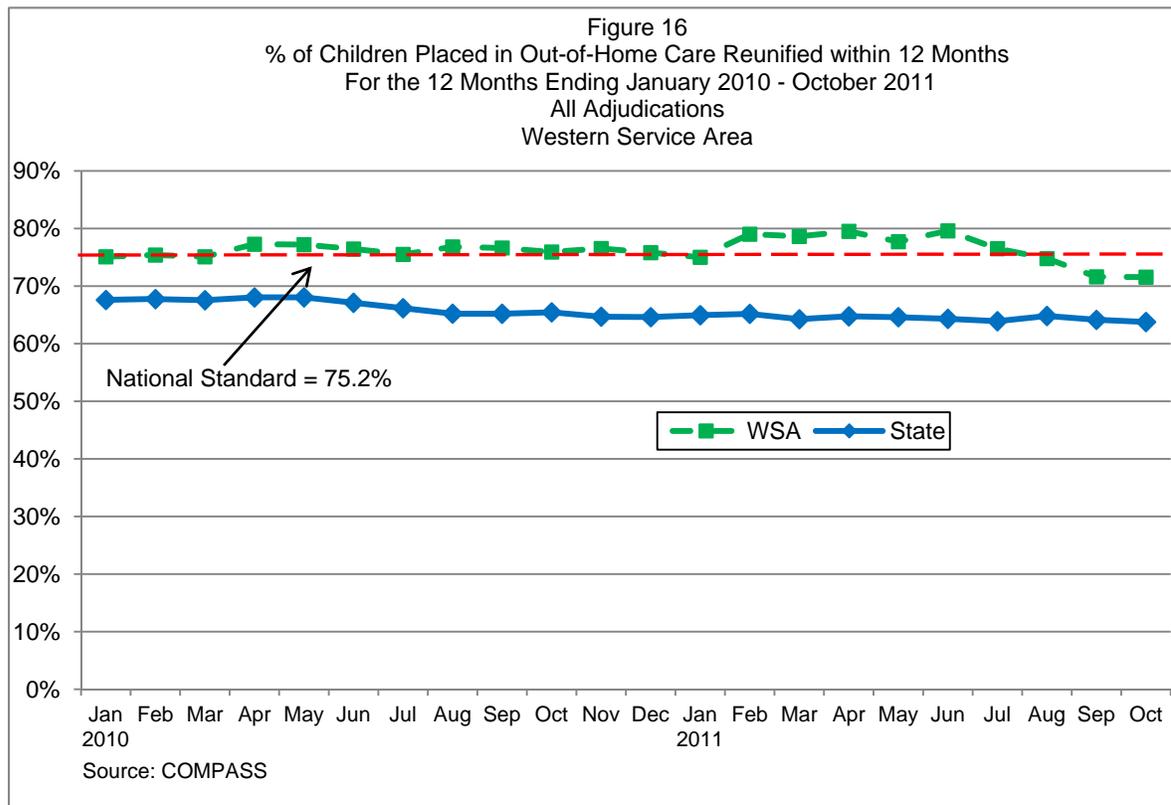
- Under two thirds (61.0%) of abuse/neglect children were placed within 20 miles of their permanent home.
- Over half (53.8%) of status offenders were placed within 21 to 50 miles of their permanent home.
- Nearly two thirds (65.0%) of OJS children were placed within 21 to 50 miles from home.
- 46.3% of children with multiple adjudications were placed within 21 to 50 miles of home.



Time to Permanency and Stability

Reunification

The national standard for reunification with a parent(s) within 12 months of removal is 75.2%. The rate of reunification for children in the Western Service Area over the last 22 months has consistently exceeded the state average, and has exceeded the national standard 16 out of the last 22 months (Figure 16). Over the last few months, however, the rate of reunification has gone down, dropping to 71.6% for the 12 months ending in October 2011.



The reunification rate varied by adjudication, with status offenders having the highest reunification rate (90.0%), and children with multiple adjudications having the lowest reunification rate (53.6%) (Table 2). The reunification rate for children in the Western Service Area was lower than the state rate for children with multiple adjudications, but higher than the state rate for all other adjudications.

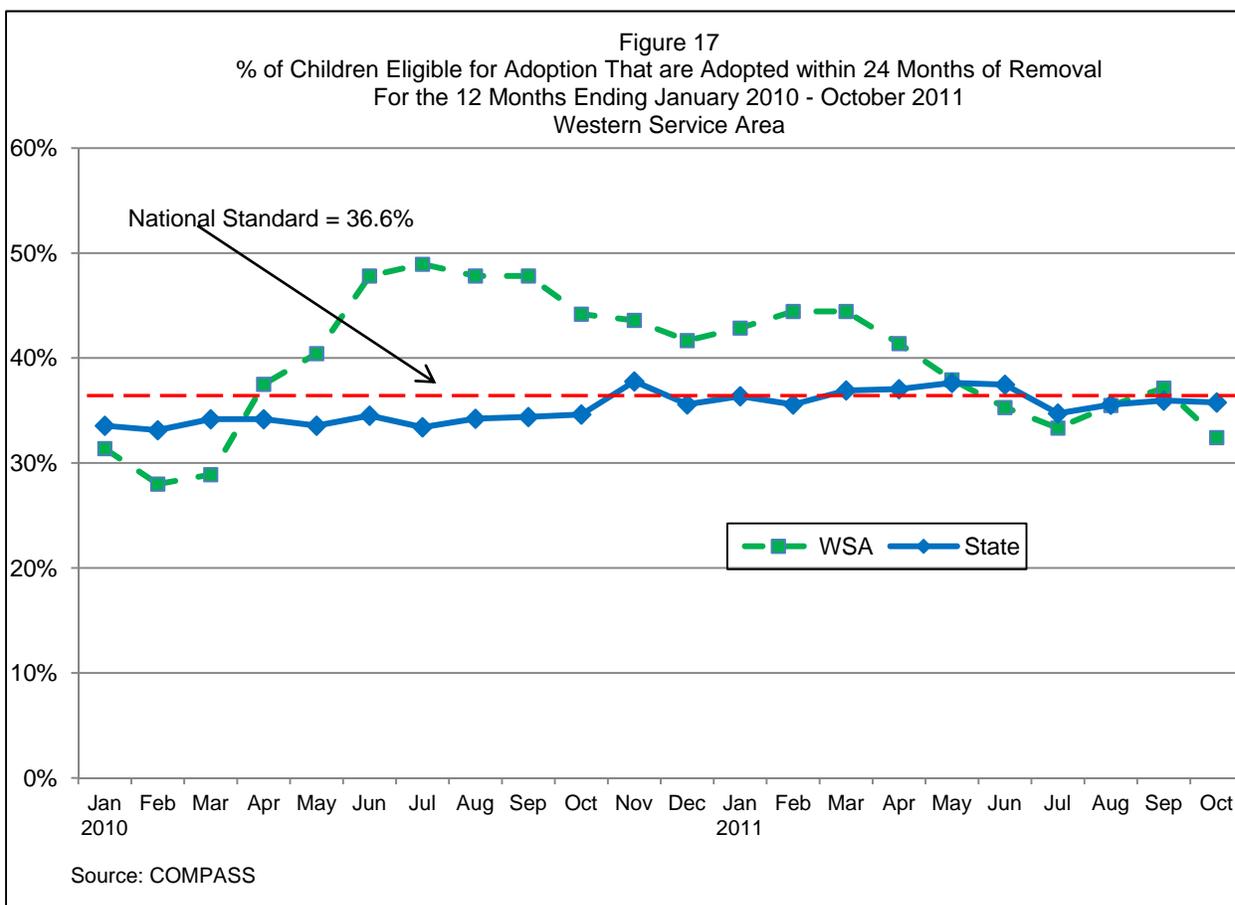
Table 2
Rate of Reunification by Adjudication
For the 12-Months Ending October 31, 2011
Western Service Area

Adjudication	WSA Rate	State Rate
Status Offender	90.0%	77.8%
Abuse and/or Neglect	74.1%	63.0%
OJS (Delinquency)	66.7%	62.3%
Multiple Adjudications	53.6%	67.5%

Girls (78.5%) were more likely to be reunified with their parent(s) than boys (66.4%). White, non-Hispanic children (77.8%) were much more likely than non-White, or Hispanic or Latino children (56.9%) to be reunified with their parents. Infants under 2 years of age were the most likely to be reunified with their parent(s) within 12 months of initial removal (88.9%); youth over 15 years of age were the least likely to be reunified with their parent(s) (62.7%).

Adoption

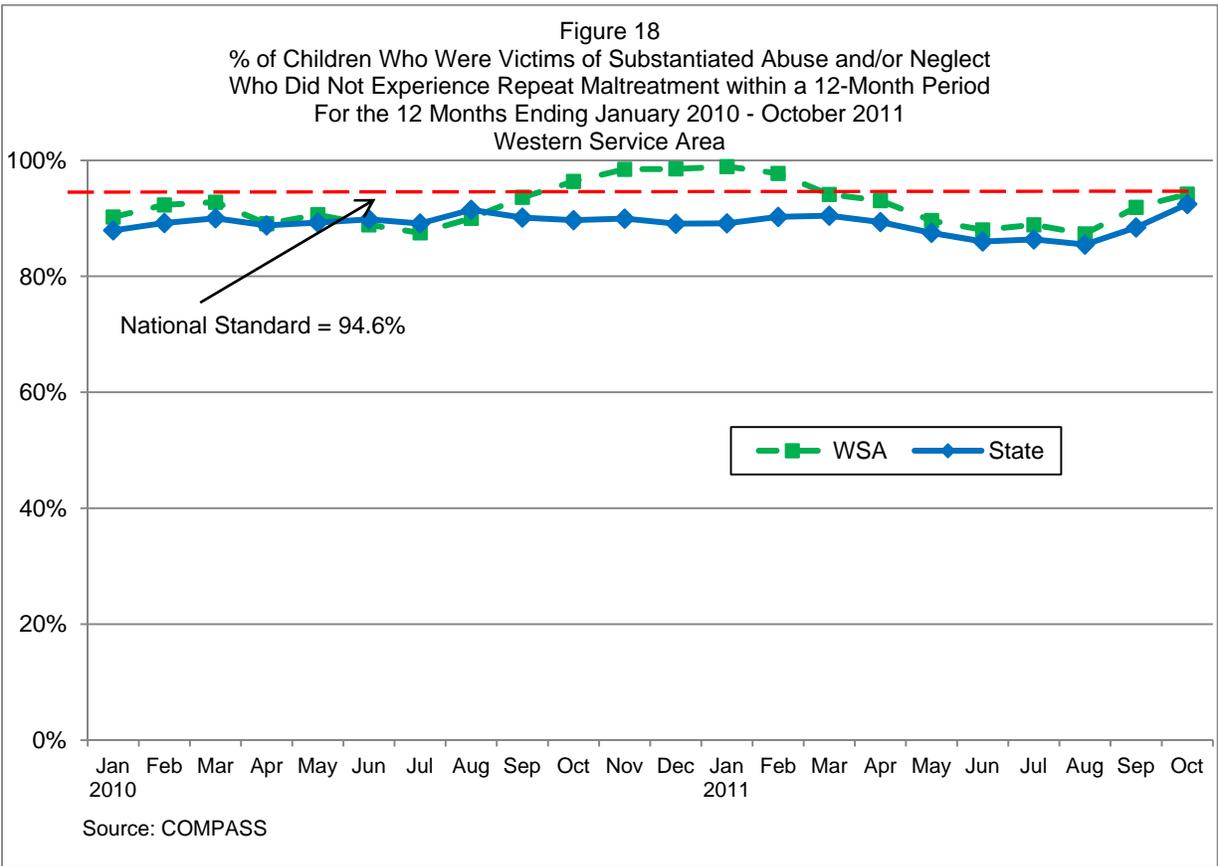
The Western Service Area has a good record of achieving adoption for children eligible for adoption. In 15 of the last 22 months, the percent of eligible children adopted within 24 months of removal from their parents exceeded the national standard (Figure 17). In the 12-months ending October 31, 2011, the adoption rate dropped to 32.4%. Boys (36.8%) were more likely than girls (27.8%) to be adopted. Non-white or Hispanic children (42.1%) were more likely to be adopted than white, non-Hispanic children (22.2%).



Repeat Maltreatment and Reentry

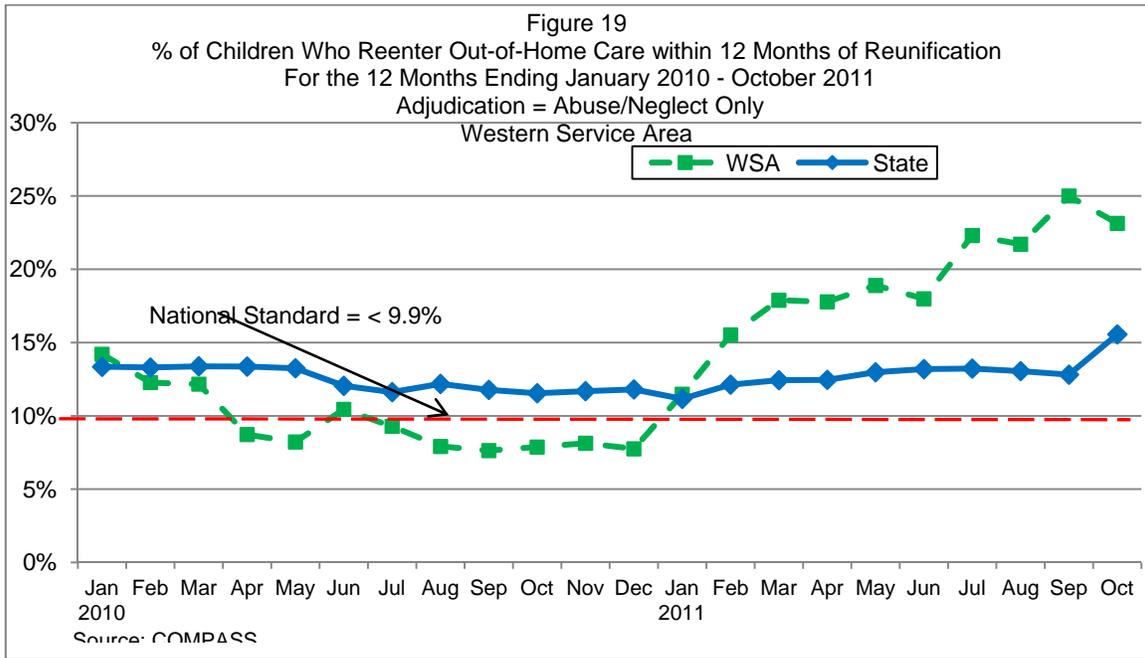
Repeat Maltreatment

Since September 2010, the Western Service Area has consistently exceeded the state average for the percent of children not experiencing repeat maltreatment within a 12-month period; however, over the last eight 12-month periods the Service Area has fallen below the national standard of 94.6% (Figure 18). For the 12 months ending in October 2011, boys (8.1%) were more likely to experience repeat maltreatment than girls (4.7%). Non-white or Hispanic children (1.6%) were less likely to experience repeat maltreatment than white, non-Hispanic or Latino children (10.7%). Children ages 2 to 5 were the most likely to experience repeat maltreatment (10.3%).



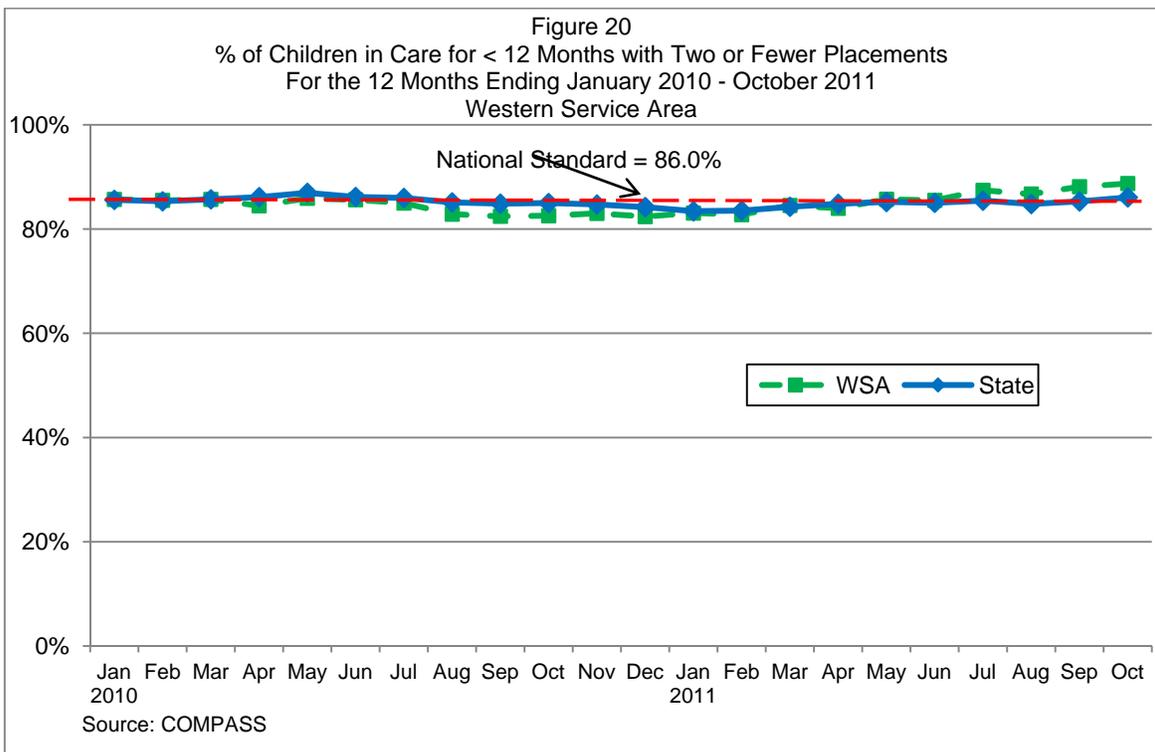
Reentry into Out-of-Home Care

In the 12 months ending in October 2011, nearly one fourth (23.1%) of the children adjudicated abuse and/or neglect who were reunified with their parents reentered out-of-home care within 12 months of reunification (Figure 19) – significantly above the national standard of < 9.9%. The reentry rate has gone up steadily in the Western Service Area since December 2010, dropping slightly in October 2011. In the year prior to that, the WSA reentry rate met the national standard in eight of 12 months. Over one-third (36.0%) of racial and ethnic minority children reentered out-of-home care, compared to 17.3% of white, non-Hispanic children. Girls (27.4%) were more likely than boys (18.4%) to reenter out-of-home care. Nearly one third (31.9%) of children under six years of age reentered care within 12 months of reunification. One-third (32.6%) of youth ages 16 and older reentered out-of-home care within 12 months of reunification.



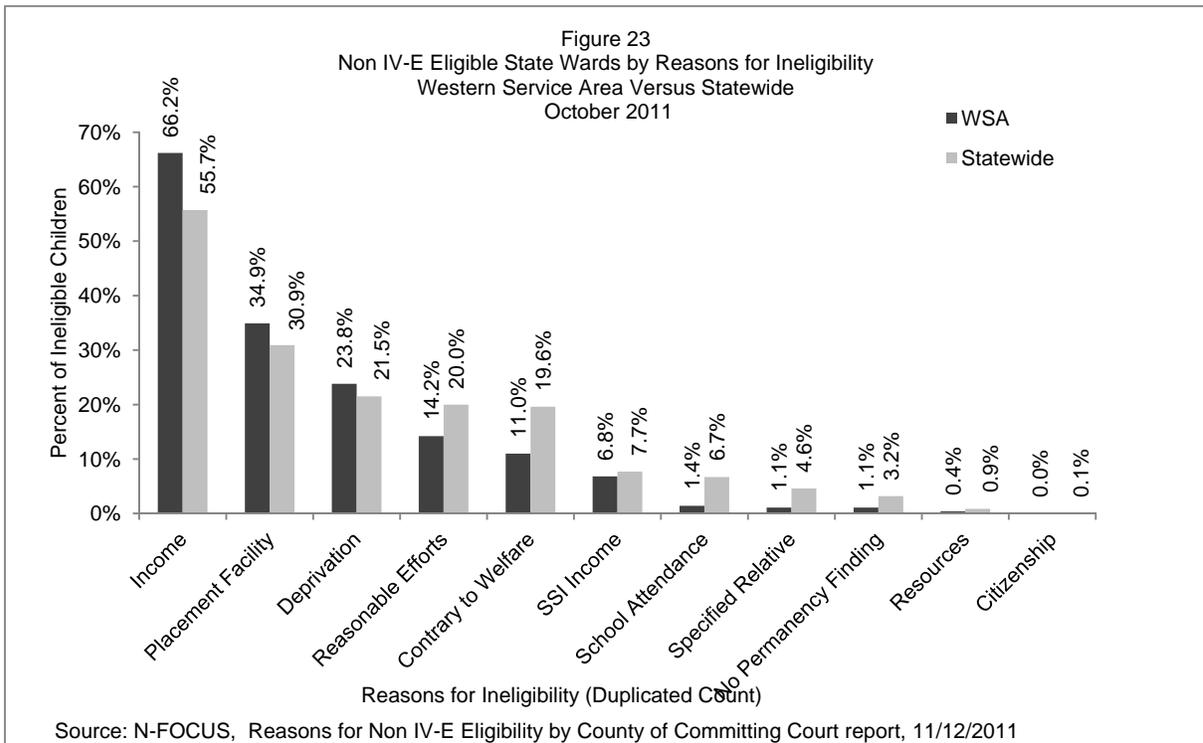
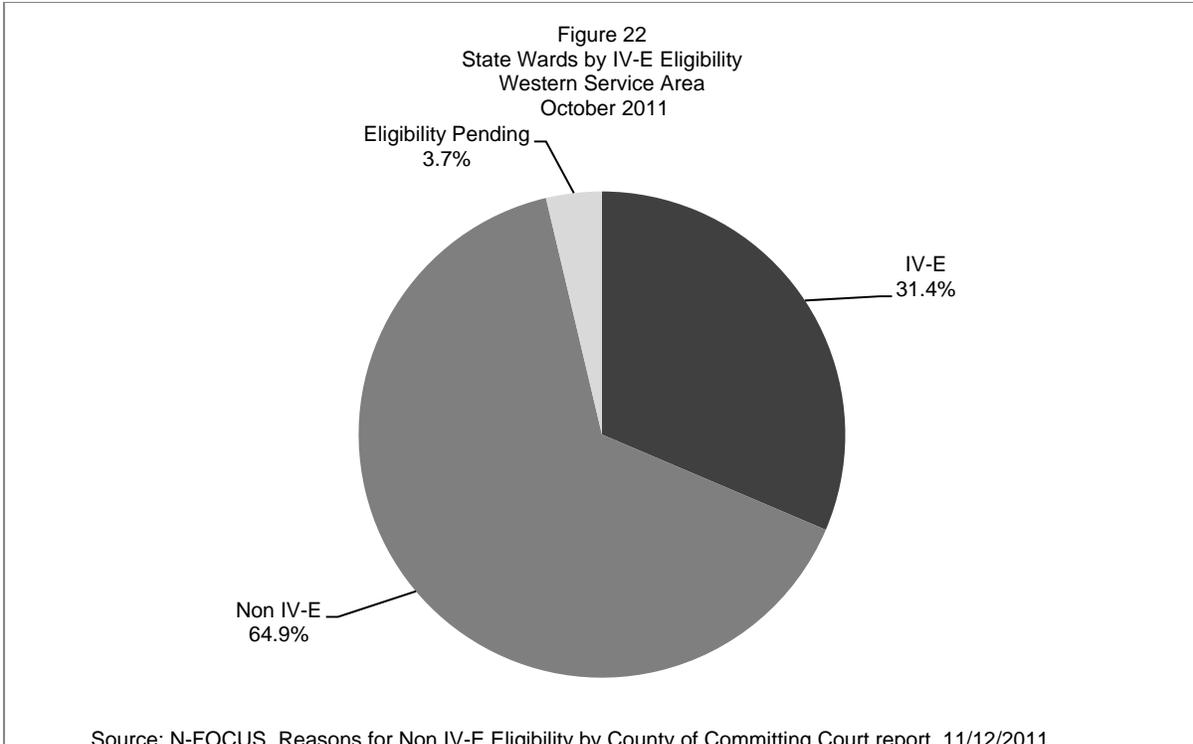
Well-Being

Placement stability is one of the measures that directly impact a child’s well-being. Placement stability is measured by the number of placements a child experiences. One of the national standards for placement stability is that 86% of children in care for less than 12 months will have two or fewer placements. The Western Service Area has met this standard for the last four 12 month periods (Figure 20).



Maximize Funding

Under one third (31.4%) of wards with an open case in October 2011 were eligible for IV-E funding (Figure 21). Of the remaining 64.9% ineligible wards, two thirds (66.2%) were ineligible due to income, followed by placement (34.9%) and deprivation (23.8%). (Please see Figure 22 for detail. A child may be ineligible for more than one reason. Figure 22 displays duplicate counts of children).



Areas of Concern

The Western Service Area (WSA) has the highest number of initial child abuse/neglect safety assessments not finalized within 30 days of assignment.

Children in the Western Service Area are less likely than children statewide to be placed within 20 miles of their home. This is true for all adjudications.

As of December 31, 2009, caseloads in the Western Service Area were above national Child Welfare League of America (CWLA) standards. The average monthly caseload within each caseload category was above national standards in the five areas for which standards exist.

WSA exceeded the national goal for all Federal Child and Family Services Review (CFSR) composite measures, with the exception of the Placement Stability composite measure. The federal Placement Stability composite measure looks at children with two or fewer placements for three populations of children in foster care: a) those in foster care for eight days or longer, but less than 12 months; b) those in foster care for at least 12 months but less than 24 months; and c) those in foster care for at least 24 months. For children in the WSA in foster care for more than eight days but less than 12 months, the percent with two or fewer placements (88.7%) exceeded the state average (86.1%). However, for children in foster care for 12 to 24 months, the percent with two or fewer placements was 49.0%, compared to a statewide average of 59.9%.

Another area of concern is the percent of children adjudicated abuse and/or neglect who reenter out-of-home care within 12 months of reunification. For the 12 months ending in October 2011, nearly one-fourth (23.1%) of children in the WSA adjudicated abuse and/or neglect reentered out-of-home care within 12 months of reunification, well above the national standard of less than 9.9%. The reentry rate was especially high for minority children. Over one-third (36.0%) of racial and ethnic minority children reentered out-of-home care, compared to 17.3% of white, non-Hispanic children. Girls (27.4%) were more likely than boys (18.4%) to reenter out-of-home care. Nearly one third (31.9%) of children under six years of age reentered care within 12 months of reunification. One-third (32.6%) of youth ages 16 and older reentered out-of-home care within 12 months of reunification.