

Acknowledgements

We are grateful for the supportive leadership in developing **Ohio's CFSR Dashboard**. These individuals are The Ohio Supreme Court's **Justice Yvette McGee Brown** and **Steve Hanson**; and Ohio Department of Job and Family Services' **Michael McCreight**, **Sandra Holt**, **Tresa Young**, and **Barbara Manuel**.

The arduous process of developing the Dashboard required patience, diligence, and persistence while forging new ground in a short period of time. It is all quite remarkable. We thank these individuals: **Bill Ennis**, **Dave Hubble**, **Chandra Gangidi**, **Mike Nowak**, **Donna Gender**, **Rhonda Adamovits**, and **Tom Hammons**.

Our Federal partners have kindly provided supportive advice and consultation in helping us understand the CFSR measures in depth. These individuals are **Krista Thomas**, **Sylvia Kim**, **John Hargrove**, **Valeria Fajardo**, and **Sharon Newburg-Rinn**.

Most important, we acknowledge the **children in foster care**. We are all driven to provide stellar services for them, to shorten the length of time they spend in care, get them permanency as soon as possible, and work to assure they do not age out of foster care.

Thank you.

Table of Contents

Introduction	6
CFSR Dashboard Specifics	7
PCSAs Need Flexible Data	7
PCSAs Need Partnerships.....	7
Organizations Need Mature Data Systems	8
Maturity Category One: Undisciplined Organizations	8
Maturity Category Two: Reactive Organizations	8
Maturity Category Three: Proactive	8
Maturity Category Four: Governed.....	8
PCSAs Need Support From Partners	9
Summary	10
About the Evaluation Period.....	10
How Targets are Established.....	11
CFSR Category Breakdown.....	12
C1-3 Federal Definition	12
C1-3 Flow Chart.....	12
Who is Being Observed?	12
C1-3 Dashboard Elements.....	13
C1-3 Improvement Strategies	15
C1-4: Re-Entries to Foster Care in Less than Twelve Months	17
C1-4 Federal Definition	17
C1-4 Flow Chart.....	17
Who is Being Observed?	17
C1-4 Dashboard Elements.....	18
C1-4 Improvement Strategies	20
C2-3: In Care 17+ Months, Adopted By Year’s End.....	21
C2-3 Federal Definition	21
C2-3 Flow Chart.....	22
Who is Being Observed?	22
C2-3 Dashboard Elements.....	22

C2-3 Improvement Strategies	24
C2-4: In Care 17+ Months of Achieving Legal Freedom within 6 Months	26
C2-4 Federal Definition	26
C2-4 Flow Chart.....	26
Who is Being Observed?	27
C2-4 Dashboard Elements.....	27
C2-4 Improvement Strategies	29
C2.5: Legally Free Children Adopted in Less than 12 Months	31
C2-5 Federal Definition	31
C2-5 Flow Chart.....	32
Who is Being Observed?	32
C2-5 Dashboard Elements.....	33
C2-5 Improvement Strategies	35
C3-1: Exits to Permanency Before 18th Birthday for Kids in Care for 24+ Months	36
C3-1 Federal Definition	36
C3-1 Flow Chart.....	37
Who is Being Observed?	37
C3-1 Dashboard Elements.....	37
C3-1 Improvement Strategies	39
C4-1: Two or Fewer Placement Settings for Children in Care Less than 12 Months	40
C4-1 Federal Definition	40
C4-1 Flow Chart.....	40
Who is Being Observed?	41
C4-1 Dashboard Elements.....	41
C4-1 Improvement Strategies	43
C4-2: Two or Fewer Settings for Children in Care for 12 to 24 Months	43
C4-2 Federal Definition	43
C4-2 Flow Chart.....	44
Who is Being Observed?	44
C4-2 Dashboard Elements.....	44
C4-2 Improvement Strategies	46
C4-3: Two or Fewer Placement Settings for Children in Care for 24+ Months.....	47
C4-3 Federal Definition	47

C4-3 Flow Chart.....	47
Who is Being Observed?	48
C4-3 Dashboard Elements.....	48
C4-3 Improvement Strategies	50
What is next for Ohio’s CFSR Dashboard?	51
Appendix A: Sample Ohio CFSR Dashboard	52
Appendix B: County Plan.....	53
Appendix C: Critical Questions for Leaders.....	58

“It is not the strongest of the species that survives, or the most intelligent that survives. It is the one that is most adaptable to change.” – Charles Darwin

Introduction

Within the realm of effective management, successful organizations understand that planning plays a critical role. Long-term organizational success depends on how well management is able to anticipate future business needs and implement appropriate strategies to achieve goals.

In other words, successful organizations are those that are the most adaptable.

What do our Public Children Services Agencies (PCSAs) need in order to become more adaptable? In 2004, the U.S. Health and Human Services, Administration of Children and Families, mandated a Children and Family Services Review (CFSR) process to gauge the effectiveness of child-welfare programs. As communities and states strive to provide excellent child-welfare services, the CFSR became a welcomed guide that validated successful strategies and provided insight for areas needing improvement.

Yet, there has been criticism of the CFSR process and some of its measures. Although the original intent was to gauge the effectiveness of programs,¹ researchers have empirically demonstrated that some measures subtly promote inadequate programs, encourage poor social work practices, and potentially harm children.

However, there is no evidence that these criticisms extend to all CFSR measures.

In fact, many CFSR measures can:

- (1) Guide policy and practice,
- (2) Allow leaders to alter programs in mid-stream, and
- (3) Track the results in near real time.

This type of program evaluation and management tool assists PCSAs in being more adaptive, but only when providing groups with access to data that is different from what exists now. Resolving the challenging situation of needing additional data meant determining the CFSR measures that achieved substantial support from the research community and then incorporating those aspects into **Ohio’s CFSR Dashboard**.²

¹Schuerman, J. and Needell, B. (2009). The Child and Family Services Review Composite Scores: Accountability off the Track: Chicago, Chapin Hall. www.chapinhall.org/sites/default/files/Schuerman_Needell_12_15.pdf
²A sample of Ohio’s CFSR Dashboard is in Appendix A.

CFSR Dashboard Specifics

PCSAs Need Flexible Data

Most dashboards provide aggregate numbers that do not allow leaders to determine the driving forces behind the current performance. However, the design of **Ohio's CFSR Dashboard** is different: It provides maximum flexibility, as well as allows leaders to identify and monitor children for each measure. **Without this detailed information, leaders cannot supply the precise guidance that the current environment demands.**

We have designed **Ohio's CFSR Dashboard** and this guide provides a **wide spectrum of knowledge about current performance trends and recommendations** to resolve troublesome issues.

The CFSR Dashboard accomplishes this by:

- Providing performance ratings compared to established targets,
- Identifying specific children being monitored, and
- Making recommendations to improve practice

PCSAs Need Partnerships

Ohio's CFSR Dashboard benefits greatly from the design, implementation, and support of partnerships with the:

- Ohio Department of Jobs and Family Services' Office of Families and Children, and
- Supreme Court of Ohio's Family, Children and the Courts Section

These partnerships advocate that Directors of Public Children Services Agencies and Judges of Juvenile Courts implement the **Ohio's CFSR Dashboard** processes. The valiant individuals who do so are the driving forces behind their program's success. Additionally, these individuals work to assure that their programs are beneficial to children experiencing life-defining events.

These leaders have the power to alter the life course of thousands of children. Therefore, this partnership serves these leaders by supplying the best possible analytics.

Organizations Need Mature Data Systems

We encourage leaders to integrate this CFSR Dashboard with their program and policy information. We also understand this is a difficult task and nearly all organizations have integration issues to varying degrees.

Data mining experts see organizations as falling into one of four **data maturity categories**.³ By understanding these maturity stages, PCSAs can advance their thinking and planning on how they use data.

Maturity Category One: Undisciplined Organizations

Undisciplined organizations do not integrate data into their key business processes. There is no linkage between program operations and relevant data. This causes a near continuous state of crisis and many times staff finds that things seem out of control.

Maturity Category Two: Reactive Organizations

Reactive organizations recognize troublesome issues in a small portion of the organization and seek “quick-fixes”, but they fail to connect the problems across all organizational areas. As such, deeper issues contributing to poor performance remain avoided, unrecognized, or dismissed. Reactive organizations see the success or failure in one area as unrelated to the success or failure in other areas.

Maturity Category Three: Proactive

The third category is proactive. Proactive organizations identify driving forces and use data to prompt program improvements across the entire organization. These are highly flexible organizations and are astute on linking multiple critical areas to enhance performance.

Maturity Category Four: Governed

The last and most mature category is governed. These organizations integrate data into the organization and proactively use data to maximize performance and assist others across the larger organization to do likewise.

Data mining experts see organizations as “governed” when everyone across the organization encourages others (on a continual basis) to use data wisely in managing the organizational opportunities, strengths, and risks.

³Fisher, T. (2007). The Four Stages of Data Maturity. www.sas.com/news/sascom/2007q4/column_tech.htmlInsert sas link.

PCSAs Need Support From Partners

This Dashboard is an outgrowth of the Supreme Court of Ohio's work on the **Summit on Children**. During these Summits, many counties established or enhanced the partnerships with major stakeholders. The stakeholders often included individuals from their local juvenile court, mental health, education, and major service providers.

These partnerships wrote strategic plans specifying their:

- Top issues
- Top challenges
- Top strengths
- Needed services
- Local actions
- County needs

These plans are accessible at: www.SummitOnChildren.ohio.gov/countyplans/default.asp

For those counties who wish to begin or revise their assessment, a template is included in **Appendix B**.

We encourage PCSAs to use their county plan in conjunction with the CFSR Dashboard to improve performance. An evaluation structure that also might prove useful is the **“Self-Evaluation.”**

Self-Evaluation meetings consist of staff from across the organization who meets to discuss performance data. Charles Lynn Usher at the University of North Carolina and the Annie E. Casey Foundation's Family-to-Family Project pioneered the self-evaluation. The Foundation's website contains a wealth of information about the topic, including the many benefits of self-evaluation as well as how to conduct a meeting.⁴

These meetings are robust and effective because staff representing **policy, programs, and data** meet in one room to discuss critical issues.

⁴ See publications from the Annie E. Casey Foundation:

(A) <http://www.aecf.org/upload/publicationfiles/need%20for%20self%20evaluation.pdf>

(B) www.aecf.org/~media/PublicationFiles/Trying%20Out%20Real%20Time%20Self%20Evaluation_ORIS%2002%2005%2009.pdf

In many organizations, people meet with those that have like-minds. For example:

- Policy staff only meets with policy staff
- Data staff only meets with data staff
- Program staff only meets with program staff

Rarely do members of these groups meet as one group, unless it is an emergency. Organizational experts have found that this lack of inclusiveness actively prevents organizations from improving because they do not see the rich and shared perspective obtained by listening to others.⁵

Summary

In this document, we describe each CFSR measure contained in the **Ohio's CFSR Dashboard**, give interpretive guidance on each measure, and provide suggestions on what PCSA Directors and Judges can do to alter programs and policies while simultaneously monitoring the changes in the CFSR Dashboard every two weeks.

About the Evaluation Period

Established by Health and Human Services, Administration of Children and Families, the evaluation period lasts twelve months.

It always begins on April 1 and ends on March 31.

Although the evaluation period officially begins on April 1, groups use two measures that begin collecting information on children one year prior to the evaluation period.⁶ This means we have some information on children prior to the observation period. However, this is to our benefit because it allows us to affect changes immediately.

Similarly, one measure begins collecting information on children six months prior to the beginning of the evaluation period. Again, this is to our benefit. The remaining measures begin collecting information on children on April 1.

Although when a child enters observation depends on the measure, we have made this information seamless on the Dashboard, allowing for this simple rule: **If it appears on the Dashboard, PCSA Directors and Judges must pay attention to it.**

⁵ www.aecf.org/~media/PublicationFiles/Trying%20Out%20Real%20Time%20Self%20Evaluation_ORs%2002%2005%2009.pdf

⁶ These measures are C1.4 and C2.5.

How Targets are Established

A “**traffic light**” represents the performance from the beginning of the evaluation period to the date the CFSR Dashboard was updated. Traffic lights are “weighted” based on the amount of time since the beginning of the evaluation period.

The targets are percentiles from the **national results** from the first CFSR. A percentile is a value of a variable below which a certain percent of observations fall. For example, the 75th percentile is the value below which 75 percent of the observations fall, and 25% of the observations are above. All except for one measure (i.e., C1-4) in this Dashboard, the:

-  Green traffic light is triggered by results equal to or exceeding the 75th percentile.
-  Yellow traffic light is triggered when results fall between the 75th percentile and the 50th percentile.
-  Red traffic light is triggered when results are lower than the 50th percentile.

For C1-3, when the results are lower than the 25th percentile, the traffic light is green. If the results are higher than the 25th and lower than the 50th percentile, the traffic light will be yellow. If results are greater than the 50th percentile, the traffic light will be red.

CFSR Category Breakdown

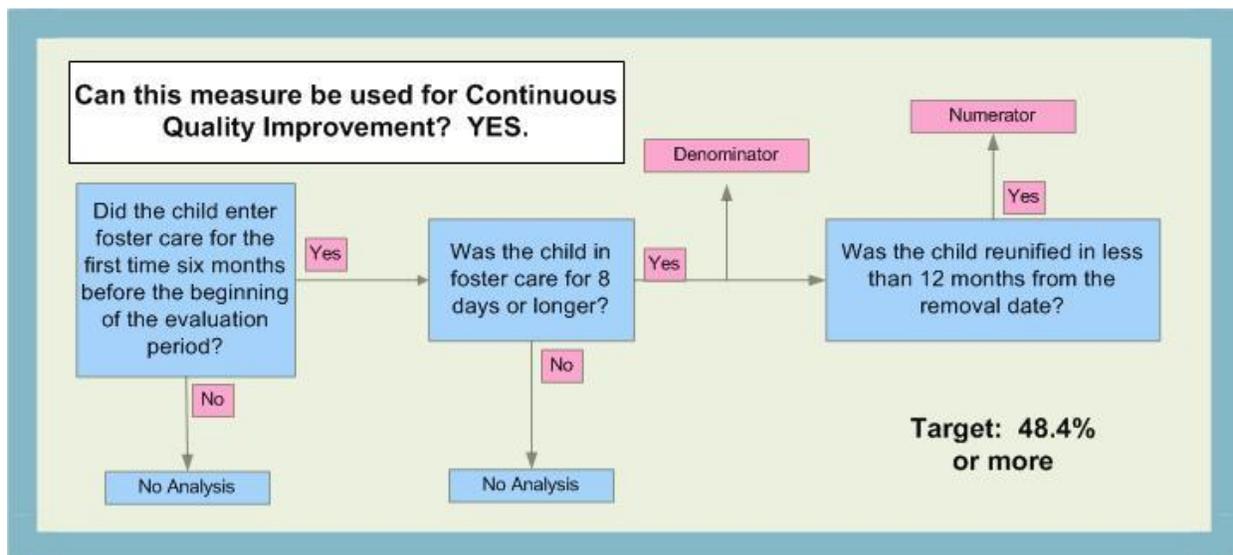
To see a sample Ohio CSFR Dashboard, refer to the chart in Appendix A.

C1-3: Entry Cohort Reunification in Less Than Twelve Months

C1-3 Federal Definition

Of all children entering foster care for the first time in the six month period just prior to the beginning of the current evaluation period, and who remained in foster care for eight days or longer, what percent was discharged from foster care to reunification in less than twelve months from the date of the latest removal from home? (Includes trial home visit adjustment) [National median = 39.4%, 75th Percentile = 48.4%]

C1-3 Flow Chart



Who is Being Observed?

The emphasis is on children who entered care for the very first time between October 1 and April 1, and have stayed in care eight days or longer. This is a fixed group of children and the same children are monitored continuously until they leave care. No children can enter this group after April 1.

Example: If the current evaluation period is April 1, 2011 through March 31, 2011, these children entered care for the first time between October 1, 2010 and April 1, 2011, and stayed for 8 days or longer.

C1-3 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C1-3: Entry Cohort Reunification in < 12 months (Target: 48.4 %)		1280	1,159	44.54%	40.33%	121	1,594	Monthly Detail Remaining Child Details

Current Status (C1-3)

As mentioned above, a “**traffic light**” represents the performance from the beginning of the evaluation period to the date the Dashboard was updated. Traffic lights are “weighted” based on the amount of time since the beginning of the evaluation period.

The target is 48.4% for the entire evaluation period.

Here are the yearly traffic light limits:

-  Performance is less than 39.4%
-  Performance is greater than 39.4% and less than 48.4%
-  Performance is at least 48.4%

Example: This measure has a yearly target of 48.4%. If half of the evaluation year remains, we would expect the agency to be at 24.2%. The **Current Status** is green because performance has exceeded the current target.

PERFORMED: Cumulative Performance to Date (C1-3)

This is a count of the number of children reunified since October 1.

- **Reunified children** have one of the following discharge reasons:
 - Reunification
 - Live with relatives

➤ **Not reunified children** have one of the following discharge reasons:

- Adopted
- Emancipation
- Guardianship
- Transfer to another agency
- Runaway

Example: Given the number of children who entered care for the first time between October 1 and March 31, there have been 1,280 children reunified between October 1 and the run date of this report.

TARGET: Cumulative Target to Date (C1-3)

The value in this chart cell represents the number of children who should have been reunified to-date, given the yearly 48.4% performance target.

Example: Given the number of children who entered care for the first time between October 1 and March 31, there is a target of 1,159 children to be reunified by the run date of this Dashboard.

PERFORMED: Cumulative Percent to Date (C1-3)

This chart cell shows the percent of children that have been reunified to date.

Example: The 44.54% of the children who entered care for the first time between October 1 and March 31 have been reunified.

TARGET: Cumulative Percent to Date (C1-3)

This chart cell shows the percent of children thus far in the evaluation year who are needed to turn the traffic light green.

Example: Given the amount of time between the beginning of the evaluation period and the run date of this Dashboard, 40.33% of the children should be reunified for the traffic light to be green. By the end of the evaluation period, at least 48.4% of the children must be reunified.

(Number of Children Observed) - (Number of Children Expected) (C1-3)

This is number of children (to date) who need to be reunified for the traffic light to turn green. If the number is positive, the agency has exceeded the target by this many children. If the number is negative, this is the number of children the agency needs to reunify for the traffic light to be green.

Example: Thus far, 1,280 children have been reunified. We would expect 1,159 children to have been reunified. Thus, on this run date, 121 more children have reunified than would be expected: $(1,280 - 1,159 = 121)$.

No. of Children Still being Observed (C1-3)

This is the number of children who are currently being tracked for this measure. It does not include the children who have been reunified or have otherwise left the program. This count only includes reunification eligible children.

Example: There are 1,594 continuing to be observed in this measure.

Note: To determine the total number of children being tracked for this measure over time, add “Performed: Cumulative Performance to Date” and “No. of Children Still Being Observed.” $(1,280 + 1,594 = 2,874)$.

Detail Options (C1-3)

Monthly Detail: Shows the historical monthly performance during this evaluation period.

Remaining Child Details: Provides an Excel file listing the children who are eligible for reunification. This number of children equals the column labeled “No. of Children Still Being Observed.”

C1-3 Improvement Strategies

- PCSA directors should review the list of children to **assure all services and activities are centered on reunification** in the child’s best interest.
- If the performance is yellow or red, the PCSA’s Self-Evaluation team should **discuss common barriers to reunification** and then plan activities to overcome the barriers.
- How long are **first entry children remaining in care**? When are these children most likely to leave care? When are these children most likely to remain in care? This length of stay data is available at www.SummitOnChildren.ohio.gov, under the Data tab.

- Which children might need their **cases reviewed** because there is a **high risk** of remaining in care?
- Did the PCSA hold a **team decision meeting** prior to placement? How many family members attended? What support can the PCSA team lend to the family?
- Of the children in care now, how many have been **in care between three and six months**? What is the **permanency goal** for these children? When the court terminates custody, what **aftercare services** are necessary?
- Does the **court minimize delays by notifying appropriate parties**, denying adjournments, ensuring diligent efforts to locate missing parents at start of case, and determining paternity?
- Has the child's **educational, health, and mental health** needs been appropriately assessed? Has the PCSA provided skilled services to meet the child's best interests? Are the services effective? What mental attitudes are preventing the parents from modifying their behavior?
- What educational, health, and mental health needs might surface as a **reaction to the child being in placement**?
- Is the child maintaining contact with relatives? What is the nature of the contact? What impact does this have on the child? Does the PCSA intentionally keep certain parties (e.g., non-resident parents) from being involved in the case?
- What is the parenting style? (e.g., authoritarian, permissive, authoritative, or uninvolved)? Do the parents have good knowledge (of what?) and skills? Is their ability to make decisions compromised under stress? Do the parents have adequate home and financial management skills? Do the parents have any mental health concerns? Do the parents use any relaxation techniques?
- How is the child reacting to living away from the parents? How are the parents reacting? What are the parents and child doing to manage their separation anxiety? How is the separation anxiety manifesting itself? Are they getting adequate, restful sleep?
- Can the parents foresee how their lives will change when the child returns home? What services (community, formal, informal, family) can the family utilize now and when the child returns home?
- Is the caseworker visiting the parents and child frequently?
- What are the specifics of the reunification plan? Is the plan being enacted?
- Are the parents visiting the child? Is the agency doing all it can to assure visitation is taking place? Is visitation seen as a "reward" for complying with the

PCSA's demands? If the parent stops visiting, does the agency explore reasons for the termination, and works with the parent to establish healthy bonds with the child?

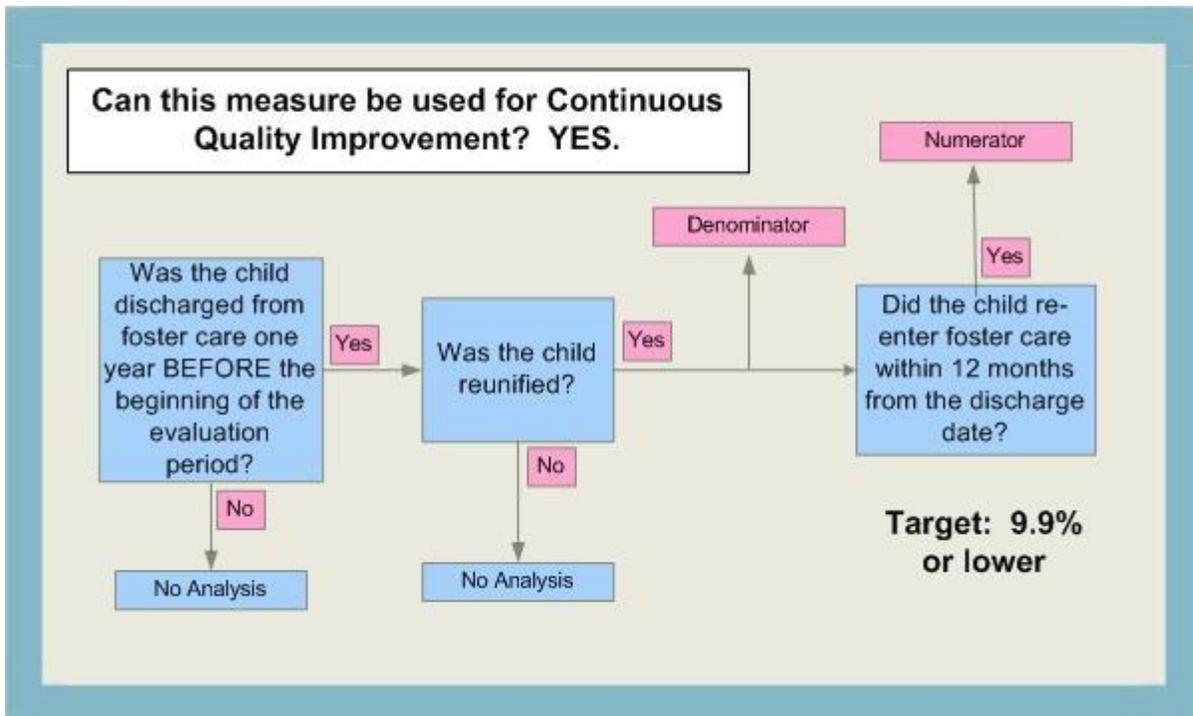
- Does the agency have comfortable and sufficient visiting rooms for parents and children either on-site or off-site?

C1-4: Re-Entries to Foster Care in Less than Twelve Months

C1-4 Federal Definition

Of all children discharged from foster care to reunification in the twelve-month period prior to the evaluation period, what percent re-entered foster care in less than twelve months from the date of discharge? [National median = 15.0%, 25th Percentile = 9.9% (A lower score is preferred.)]

C1-4 Flow Chart



Who is Being Observed?

This measure includes children who were reunified during the previous evaluation period.

Example: If the current evaluation period is April 1, 2011 through March 31, 2012, the children included in this measure were reunified between April 1, 2010 and March 31, 2011. These reunified children are tracked for re-entry into care for 12 months from the reunification date.

C1-4 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C1-4: Re-entries to foster care in < 12 months (Target: 9.9%)		904	543	13.73%	8.25%	361	5,681	Monthly Detail Remaining Child Details

Current Status (C1-4)

Displays a “**traffic light**” representing the performance from the beginning of the evaluation period to the date the Dashboard was updated. Traffic lights are “weighted” based on the amount of time since the beginning of the evaluation period.

The target is 9.9% for the entire evaluation period.

Here are the annual traffic light limits:

-  Performance is equal to or greater than 15%
-  Performance is greater than 9.9% and less than 15%
-  Performance is less than or equal to 9.9%

Example: The maximum percent of children expected to re-enter care by the end of the evaluation period is 9.9%. The **Current Status** for this measure is Red.

PERFORMED: Cumulative Performance to Date (C1-4)

This is the number of children who have returned to foster care within one year of being discharged.

Example: As of the run date of this Dashboard, 904 children have re-entered care.

TARGET: Cumulative Target to Date (C1-4)

To achieve the yearly target, this is the maximum number of children who would be expected to return to foster care to-date.

Example: Given the number of children who were reunified one year prior to the current evaluation period (April 1 – March 31), the maximum number of children we would expect to return is 543.

PERFORMED: Cumulative Percent to Date (C1-4)

This is the percent of children returning to foster care to-date.

Example: That is, 13.73% of the children who were reunified in the last evaluation period have re-entered care.

TARGET: Cumulative Percent to Date (C1-4)

This is the maximum percent of children expected to return to-date to meet the yearly target.

Example: Given the amount of time that has past in the current evaluation period, we would expect a maximum of 8.25% of children returning to care.

(Number of Children Observed) - (Number of Children Expected) (C1-4)

This is difference in the number of children expected to return to care from those who have returned. If the number is negative, fewer children have re-entered care than expected. If the number is positive, more children have returned to-date than expected.

Example: Since 904 children returned to care and a maximum of 543 children were expected to return, 361 more children returned to care than expected.
(904 - 543 = 361)

No. of Children Still being Observed (C1-4)

This is the number of children at risk of returning to care. It does not include those children who have returned to care.

Example: There are 5,681 children being monitored for this measure who have not re-entered care.

Note: To determine the total number of children being tracked for this measure over time, add “Performed: Cumulative Performance to Date” and “No. of Children Still Being Observed.” (904 + 5,681 = 6,585).

Detail Options (C1-4)

Monthly Detail: Shows the historical monthly performance during this evaluation period.

Remaining Child Details: Provides an Excel file listing the children who are at risk of returning to care. The number of children in this file matches the number of children counted in the previous column, No. of Children Still Being Observed.

C1-4 Improvement Strategies

- PCSA directors and Self-Evaluation team should review the list generated from the Remaining Child Details hyperlink. Are the children on this list receiving all aftercare services and activities are centered on reducing the risk of re-entry.
- What aftercare services are children receiving to decrease the likelihood of re-entry?
- How are the children's strengths being reinforced by the family, agency, school, and community?
- What is the child's ability for attachment? If there are attachment problems, what is the source of the problem and what is the PCSA and family doing to restructure the child's life to facilitate secure attachment? How will the child be reacting if he/she is not security attached within six and twelve months?
- Has the PCSA and court appropriately assessed the child's educational, health, and mental health needs? Is the PCSA providing targeted services?
- What is the child's general mood and intellectual functioning? What does the child fear? What does the child need?
- Have the parental behaviors changed? What do the parents fear? What do the parents need?
- Can the parents see with their “mind's eye” how their life will improve if they receive specific services? How do they see this improvement? What fears surface because of it?
- Has the child expressed any post-traumatic stress symptoms?

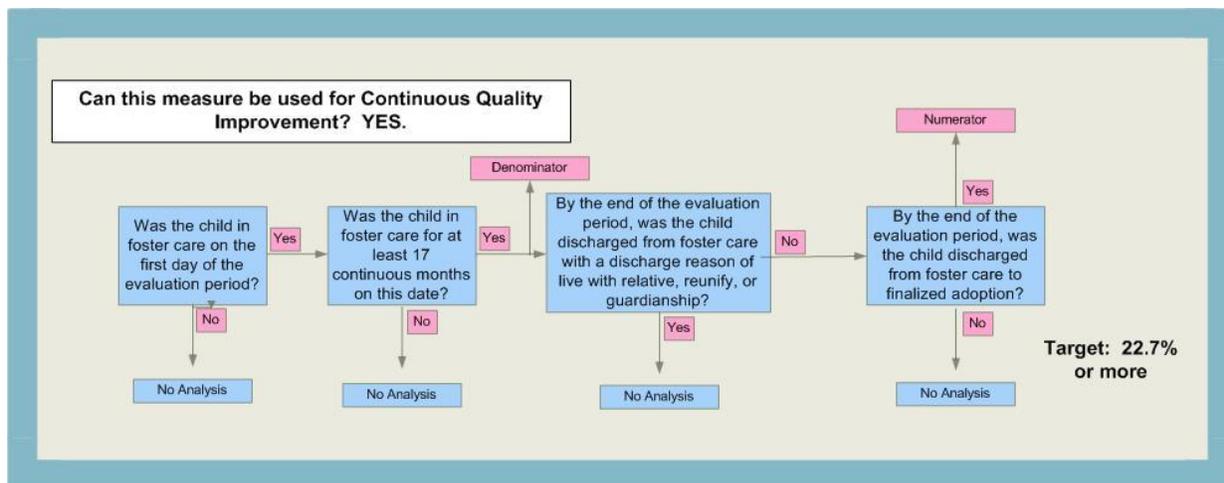
- Does the PCSA routinely obtain protective supervision orders following a termination in custody?
- How often is the caseworker visiting the home after reunification?
- Is the case plan meaningful and relevant? Does it specify future needs of the child and family?
- Is the child connected to the positive elements of the neighborhood?
- Are the family and children involved in positive social norms? Does the child show an interest in these norms?
- Does the child have appropriate structure? How does the child react to it? Is the reaction to structure unhealthy to the extent it triggers a repetition of previous problems?
- Are there supportive and positive people in the family's life?
- What opportunities does the child have for skill building?
- How much of the child's behavior is attributed to peer pressure?
- Is an in-home safety plan sufficient to prevent harm? What are the triggers of harm? What is the frequency and duration? What services facilitate safety (e.g., respite care, social support, crisis management, and limiting access to toxic people)?
- What “marketing” approaches can caseworkers use to increase the likelihood that parents and children will accept services and modify their behaviors?

C2-3: In Care 17+ Months, Adopted By Year’s End

C2-3 Federal Definition

Of all children in foster care on the first day of the evaluation period who were in foster care for 17 continuous months or longer (and who, by the last day of the year shown, were not discharged from foster care with a discharge reason of live with relative, reunify, or guardianship), what percent was discharged from foster care to a finalized adoption by the last day of the evaluation period? [National median = 20.2%, 75th Percentile = 22.7%]

C2-3 Flow Chart



Who is Being Observed?

This indicator includes children who were in foster care for at least 17 continuous months on April 1. To meet the target, 22.7% needs to be discharged to adoption by March 31. This is a fixed population and will not increase over the evaluation period. If a child was in care for exactly 17 continuous months on April 2, they are excluded from this analysis.

Example: If 100 children were in care for at least 17 continuous months on April 1, then 23 children need to be discharged to adoption by March 31 to achieve the target.

C2-3 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C2-3: In 17+ months, adopted at year's end (Target: 22.7%)		739	849	16.47%	18.92%	-110	3,748	Monthly Detail Remaining Child Details

Current Status (C2-3)

Here are the yearly traffic light limits:

- Performance is equal to or less than 20.2%
- Performance is greater than 20.2% and less than 22.7%
- Performance is equal to or greater than 22.7%

Example: The **Current Status** is Red because the current performance is less than the expected performance.

The measure has a yearly target of 22.7%.

PERFORMED: Cumulative Performance to Date (C2-3)

This is the number of children discharged to adoption from the beginning of the evaluation period to the report's run date.

Example: Given the number of children who were in care 17+ months on April 1, 739 children were discharged from foster care to adoption as of this date.

TARGET: Cumulative Target to Date (C2-3)

To meet the yearly target, this is the number of children expected to be discharged to adoption at this point in the evaluation period.

Example: Given the amount of time that has elapsed since the beginning of the evaluation period, we would expect at least 849 children would be discharge to adoption.

PERFORMED: Cumulative Percent to Date (C2-3)

This is the percent of children, since April 1, who were discharged to adoption.

Example: Thus far, in this evaluation period, 16.47% of the children have been discharged to adoption.

TARGET: Cumulative Percent to Date (C2-3)

For the agency to meet the yearly target, this is the current expected performance percent as of the report's run date.

Example: Given the amount of time since the beginning of the evaluation period, we would expect at least 18.92% of the children would be discharged to adoption.

(Number of Children Observed) - (Number of Children Expected) (C2-3)

If the number is negative, the agency has placed fewer children than expected. If the number is positive, the PCSA placed more children in adoption than expected.

Example: Since the beginning of the observation period, 739 have been discharged to adoption. The target number of children to discharge to adoption is 849. Thus, 110 fewer children than expected were placed in adoptive settings.

No. of Children Still Being Observed (C2-3)

This is the number of children who can be considered to be discharged to adoption.

Example: There are 3,748 children who are continuing to be monitored for this measure and have not been adoptively placed.

Note: To determine the total number of children being tracked for this measure over time, add “Performed: Cumulative Performance to Date” and “No. of Children Still Being Observed.” (739 + 3,748 = 4,487).

Detail Options (C2-3)

Monthly Detail: Shows the historical monthly performance during this evaluation period.

Remaining Child Details: This hyperlink displays the names of children being counted in this measure. These children can be considered for discharge to adoption.

C2-3 Improvement Strategies

This is an excellent measure. The PCSA director has the capacity to obtain a list of the children included in this measure and monitor performance throughout the evaluation period.

- What is the **demographic profile** of these children?
- Are **court practices efficient** to increase a child's exit from foster care? Are children more likely to leave care at the standard court review dates, or because of a motion to terminate custody occurring before the standard court review date?
- Are the number of **court delays minimized** in hearings and decisions?
- Are children **receiving robust services** to assure they are not developing adjustment reactions from being in care?
- What is the **permanency plan goal** for these children? What is the PCSA doing to achieve it? Do any of these children have missing or unknown goals?
- Are judges monitoring the **moves of children** in foster care?
- Are the PCSA and court using **concurrent planning**?

- Are these children on **psychotropic medications**? When is this medication reviewed? Who approves the use of this medication? What is the length of time children have been on these medications?
- Of those children who are unable to be placed with their parents, relatives, or guardians, what is being done to **finalize their adoption** and prevent them from aging out of foster care?
- Although this measure only includes children in care 17+ months on April 1, how many children are **in care now and have been in care for 17+ months**? Is this number increasing, decreasing, or staying the same?
- Is there a targeted review of children prior to beginning their 17th month of stay to assure they are receiving needed services? How can children be prevented from entering this category?
- How many children in this population have special needs? What are their needs? Are they older children, part of a sibling group, minority or mixed ethnic or racial heritage? Do they have, mental or physical disabilities, or serious emotional or behavioral disorders?
- How many of these children have attachment disorders, lack trust in adults, or have poor social skills? What is being done by the PCSA and court to aid these children?
- Does the child have the cognitive capacity to understand the abstract concept of adoption? Does the child view the adoptive home as another impermanent home?
- Do the PCSA and court involve their local Summit Planning Team as an advisory board to facilitate adoption finalizations?
- Does the PCSA have adoption awareness events on Valentine's Day, Mother's Day, Father's Day, and during National Adoption Month (November)?
- Is the adoption recruitment staff high profile in the community? Do they spend significant amounts of time speaking to places of worship, community organizations, neighborhood centers, schools, clubs, and social service organizations?
- Is the procedure for becoming an adoptive parent surrounded by rigidly scheduled appointments held at inconvenient locations? Does the procedure use lengthy application forms or introduce strict regulations and procedures?
- Has the caseworker or therapist created a Life Map with the child that depicts where the child has lived and provides the opportunity to discuss history, clarify misconceptions, and provide support for painful feelings?

- Has the PCSA completed a Lifebook for the child containing information about the child's biological family, extended family, reasons for placement, placement history, medical information, and recreational and social activities?
- Has the PCSA completed a genogram for the child?
- Does the child understand and accept the reasons for separation from the biological family? Has the child psychologically disengaged from the biological family? Is the child willing to accept an adoptive family?
- Can the PCSA and court staff articulate what is likely to happen to a child who ages out of foster care?⁷

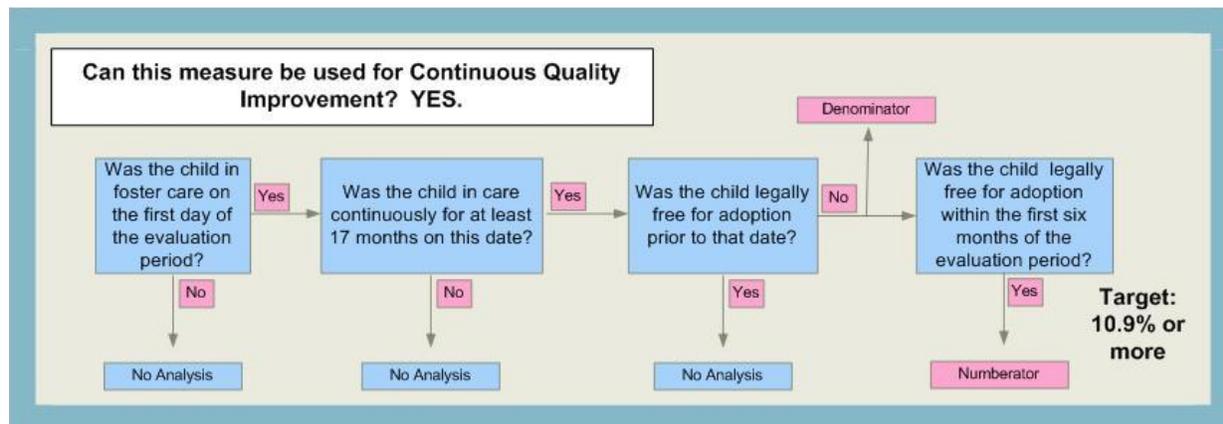
C2-4: In Care 17+ Months of Achieving Legal Freedom within 6 Months

C2-4 Federal Definition

Of all children in foster care on the first day of the evaluation period who were in foster care for 17 continuous months or longer, and were not legally free for adoption prior to that day, what percent became legally free for adoption during the first 6 months of the evaluation period? Legally free means that there was a parental rights termination date reported to AFCARS for both the mother and father.

This calculation excludes children who, by the end of the first 6 months of the year shown, had discharged from foster care to "reunification," "live with relative," or "guardianship." [national median = 8.8%, 75th Percentile = 10.9%]

C2-4 Flow Chart



⁷ <http://www.chapinhall.org/research/report/children-who-age-out-foster-care-system>

Who is Being Observed?

This population consists of children who were in care for at least 17 months on April 1 and were not free for adoption prior to April 1. Of those in the population, at least 10.9% should be freed for adoption by September 30. Children who are freed for adoption after September 30 are excluded from being counted in the numerator.

Example: If 100 children were in care at least 17 months on April 1, 10 of these children were freed for adoption before September 30. The performance is 10%. If 5 more children were freed for adoption in October, the performance remains at 10%, since these 5 children were not freed for adoption prior to the critical date, September 30.

Note: This is a six-month evaluation period, rather than the standard twelve-month. This means agencies should achieve the target by September 30 of the evaluation year.

C2-4 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C2-4: In care 17+ months achieving legal freedom within 6 months (Target: 10.9%)		307	190	14.69%	9.08%	117	1,783	Monthly Detail Remaining Child Details

Current Status (C2-4)

Here are the yearly traffic light limits:

-  Performance is less than or equal to 8.8%
-  Performance is greater and 8.8% and less than 10.9%
-  Performance is greater than 10.9%

Example: The **Current Status** is Green, because performance has exceeded the current target.

This measure has a yearly target of at least 10.9%.

PERFORMED: Cumulative Performance to Date (C2-4)

This is the number of children who were free for adoption since April 1.

Example: The 307 children have received legal freedom since April 1.

TARGET: Cumulative Target to Date (C2-4)

This is the recommended number of children who were to be free for adoption to meet the target.

Example: The expected number of children to receive legal freedom between April 1 and September 30 is 190.

PERFORMED: Cumulative Percent to Date (C2-4)

This is the percent of children who have been freed for adoption since April 1.

Example: Since April 1, 14.69% of the children have been freed for adoption.

TARGET: Cumulative Percent to Date (C2-4)

This is the percent of children who were to be free for adoption to meet the target.

Example: Given the run date of this Dashboard, we would expect 9.08% to be freed for adoption.

(Number of Children Observed) - (Number of Children Expected) (C2-4)

If this number is positive, the PCSA has freed more children for adoption than expected since April 1. If the number is negative, this is the number of children needing to be freed for adoption for the traffic light to be green.

Example: As such, 307 children have been freed for adoption and 190 children were expected to receive adoption. Thus, 117 more children ($307 - 190 = 117$) have been freed for adoption than expected.

No. of Children Still being Observed (C2-4)

This is the number of children who could be considered to be freed for adoption. It excludes those children who have already been freed for adoption.

Example: There are 1,783 children still being observed for this measure and are not freed for adoption as of this run date.

Note: To determine the total number of children being tracked for this measure over time, add "Performed: Cumulative Performance to Date" and "No. of Children Still Being Observed." ($307 + 1,783 = 2,090$).

Detail Options (C2-4)

Monthly Detail: Shows the historical monthly performance during this evaluation period.

Remaining Child Details: This hyperlink displays the names of children being counted in this measure. These children should be considered to be freed for adoption.

C2-4 Improvement Strategies

This is an excellent measure. The PCSA director has the capacity to identify the children included in this measure, do a demographic analysis, and continually track county performance.

- Are permanency hearings conducted in a timely manner with sufficient time allotted for the hearings?
- Are there plans to facilitate the child to be legally freed for adoption soon?
- Is the PCSA preparing to file a motion to terminate the rights of the mother and father?
- Considering the child's age and abuse and neglect history, how does the child see the termination of parental rights?
- Does the child feel unworthy, incapable or inferior to other children of the same age? If so, how does this play out when interacting with others?
- Does the child have age-appropriate social skills?
- In working with and planning for these children, consider the child's age when maltreated, the frequency of maltreatment, severity of maltreatment, the nature of the relationship between the child and the maltreating adult, the child's ability to be resilient, and chronic or acute nature of the maltreatment.
- If the child has a developmental disability, what are the factors contributing to the disability? Is it the result of the child's genetic predisposition or trauma? Has the child been exposed to toxic substances (e.g., fetal alcohol syndrome, medications, street drugs, etc.)? Was the child's mother younger than 15 or older than 55? Were there complications during the pregnancy or birth? Was the child premature? Were there bacterial or viral infections? Has adequate nutrition been a problem?
- Do the services the child receives relieve the stress of being in placement? Do the services provide the child with a feeling of control? Do the services provide the child with an understanding of what is happening, and how long it will be? Are pre-placement visits used to help the child adjust to the new environment? Who are the people the child is being exposed to who will be helpful to them? From what the children have experienced, how do they think it will impact them for the rest of their lives?
- Assuming the evidence is sufficient to terminate parental rights, is it in the child's best interest to do so?
- Has the court determined the appropriate grounds for termination of parental rights? Are there clear and efficient procedures for termination of parental rights? Is the court unduly reluctant to terminate parental rights?
- Was there a diligent search for the absent parent at the time the child was first removed?

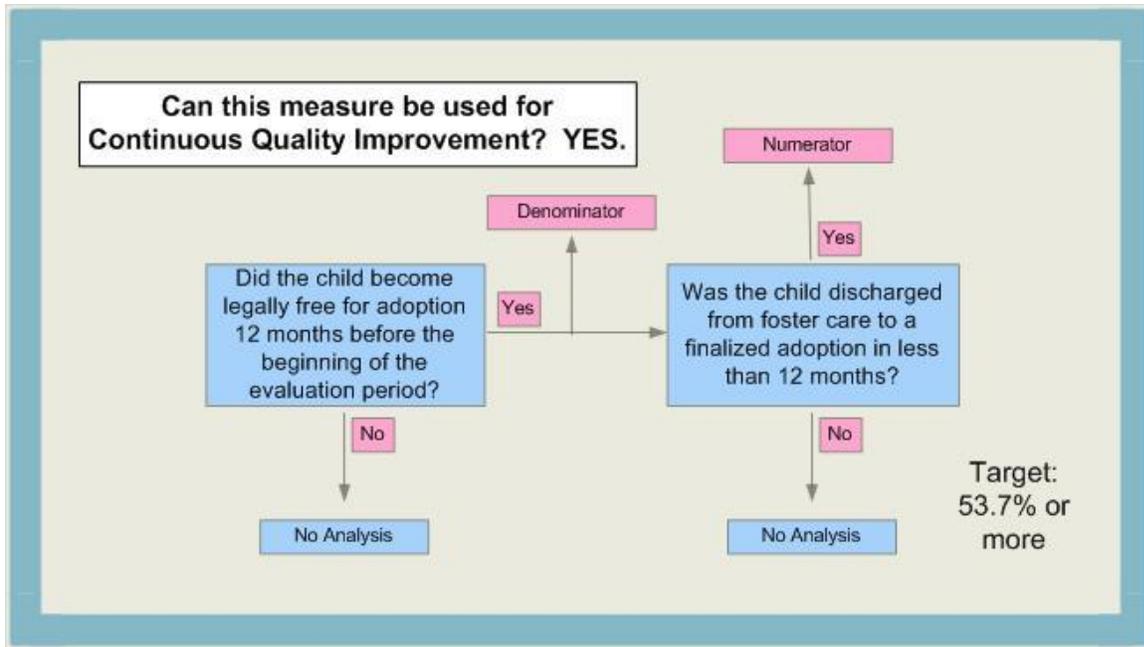
- Can the PCSA use mediation, voluntary relinquishments, and open adoptions programs to speed adoption finalizations?
- Are hearings held within timeframes (i.e., dispositional, review hearing followed by disposition, permanency hearing, sunset review hearing, Termination of Parental Rights (TPR), adoption finalization)?
- Do the parents have a clear understanding of termination of parental rights?
- Are juvenile and appellate court processes streamlined to avoid delays in TPR appeals?
- Has the PCSA demonstrated to the court that it has explored all possible placement options?
- Have the PCSA and the court provided sufficient resources and court time to promote timely TPR hearings?
- Do prosecutors understand court requirements?
- Does the PCSA finalize the same or nearly the same number of adoptive homes every year regardless of the number of children needing adoptive homes?

C2.5: Legally Free Children Adopted in Less than 12 Months

C2-5 Federal Definition

Of all children who became legally free for adoption in the 12 month period prior to the evaluation period (i.e., there was a parental rights termination date reported to AFCARS for both mother and father), what percent was discharged from foster care to a finalized adoption in less than 12 months of becoming legally free? [national median = 45.8%, 75th Percentile = 53.7%]

C2-5 Flow Chart



Who is Being Observed?

The children observed in this measure were free for adoption in the previous evaluation period, and are monitored for up to twelve months to see if their adoption was finalized.

C2-5 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C2-5: Legally Free children adopted in less than 12 months (Target: 53.7%)		614	710	38.69%	44.75%	-96	973	Monthly Detail Remaining Child Details

Current Status (C2-5)

Here are the yearly traffic light limits:

-  Performance is equal to or less than 45.8%
-  Performance is greater than 45.8% and less than 53.7%
-  Performance is greater than 53.7%

Example: The **Current Status** of this measure is Yellow, indicating the current performance is close to the performance target.

This measure has a yearly target of 53.7%.

PERFORMED: Cumulative Performance to Date (C2-5)

This is the number of children who were discharged from foster care and had a finalized adoption within twelve months.

Example: The 614 children had a finalized adoption within twelve months of being freed for adoption.

TARGET: Cumulative Target to Date (C2-5)

This the target number of children who should have been discharged from foster care and had a finalized adoption between April 1 and the run date of this Dashboard.

Example: Given the number of children needing finalization, 710 were expected to receive finalization by the run date of this Dashboard.

PERFORMED: Cumulative Percent to Date (C2-5)

This is the percentage of children discharged from foster care and who had a finalized adoption between April 1 as of the run date of this CFSR Dashboard.

Example: Thus far, the 38.69% of the children in need of finalization have received it.

TARGET: Cumulative Percent to Date (C2-5)

This is the percent of children who should have been discharged from foster care and had a finalized adoption between April 1 and the run date of this Dashboard in order to meet the annual goal.

Example: Given the number of children needing finalization, the target percent to have received it is 44.75%.

(Number of Children Observed) - (Number of Children Expected) (C2-5)

If the number is positive, the PCSA has exceeded the number of children expected to have a finalized adoption. If it is negative, the PCSA has finalized adoptions on fewer children than expected.

Example: There are 96 fewer children receiving finalization than expected.

No. of Children Still being Observed (C2-5)

This is the number of children who are still being observed for a finalized adoption.

Example: There are 973 children still being observed for this measure and have not been finalized.

Note: To determine the total number of children being tracked for this measure over time, add “Performed: Cumulative Performance to Date” and “No. of Children Still Being Observed.” (614 + 973 = 1,587).

Detail Options (C2-5)

Monthly Detail: Shows the historical monthly performance during this evaluation period.

Remaining Child Details: This hyperlink displays the names of children being counted in this measure. These children should be evaluated to see if an adoption finalization can be conducted soon.

C2-5 Improvement Strategies

- Do the PCSA and court involve their local Summit Planning Team as an advisory board to facilitate adoption finalizations?
- Does the PCSA have adoption awareness events on Valentine’s Day, Mother’s Day, Father’s Day, and during National Adoption Month (November)?
- Is adoption recruitment staff high profile in the community? Do they spend significant amounts of time speaking to places of worship, community organizations, neighborhood centers, schools, clubs, and social service organizations? Have they been trained in public speaking? Have they been coached by public speaking experts to tell a powerful story?
- Is the procedure for becoming an adoptive parent surrounded by rigidly scheduled appointments held at inconvenient locations? Does the procedure include lengthy application forms or strict regulations and procedures?
- Has the caseworker or therapist created a Life Map with the child that depicts where the child has lived and provides the opportunity to discuss and clarify misconceptions, as well as provide support for painful feelings?
- Has the PCSA completed a Lifebook for the child containing information about the child’s biological family, extended family, reasons for placement, placement history, medical information, and recreational and social activities?

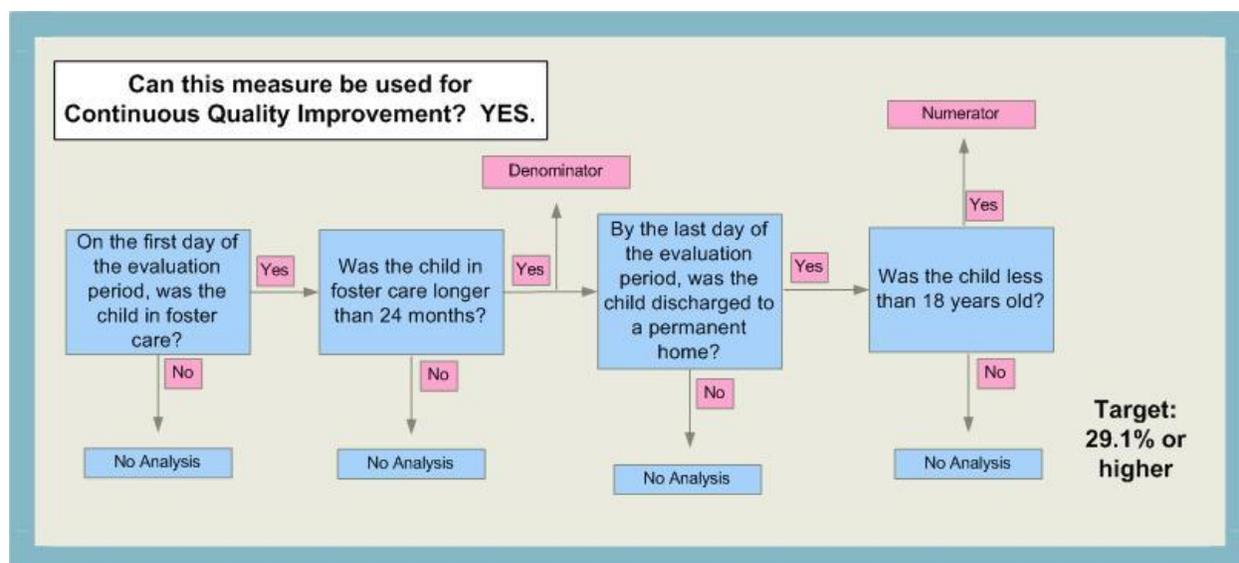
- Has the PCSA completed a genogram for the child?
- Does the child understand and accept the reasons for separation from the biological family? Has the child psychologically disengaged from the biological family? Is the child willing to accept an adoptive family?
- What is the PCSA doing to assist the child, the adoptive family, and foster family with stress-related pending changes?
- How is the child given a sense of control over his/her life?
- What are the child's largest issues in being adopted? How is child's concept of being adopted related to their age and abuse and neglect history? Is the child ready for adoption?
- Is the child being introduced to the adoptive family's neighborhood, school, place of worship, community activities? Which relationships has the child maintained after finalization of adoption? How will those relationships change?
- Has the caseworker established a cooperative relationship for the foster family, adoptive family, and service providers to facilitate a move to the adoptive home?
- Is the adoptive family well informed on the child's history?
- Have a series of pre-placement visits been arranged with evaluations of how they went?
- Has a projected date for the final placement been established? This should be 12 months after the child was legally free for adoption?

C3-1: Exits to Permanency Before 18th Birthday for Kids in Care for 24+ Months

C3-1 Federal Definition

Of all children in foster care for 24 months or longer on the first day of the current evaluation period, what percent was discharged to a permanent home prior to their 18th birthday and by the end of the fiscal year? A permanent home is defined as having a discharge reason of adoption, guardianship, or reunification (including living with relative). [National median 25%, 75th Percentile = 29.1%]

C3-1 Flow Chart



Who is Being Observed?

This population consists of children who were in care for at least 24 months on April 1. These children are observed for twelve months for a discharge to a permanent home and are less than 18-years old when such occurs.

C3-1 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C3-1: Exits to permanency before 18th birthday for kids in care for 24+ months (Target: 29.1%)		741	862	20.04%	24.25%	(121)	2,814	Monthly Detail Remaining Child Details

Current Status (C3-1)

Here are the yearly traffic light limits:

- Performance is equal to or less than 25%
- Performance is greater than 25% and less than 29.1%
- Performance is greater than 29.1%

Example: The **Current Status** is Yellow, since it is near the target goal for this time period.

This measure has a yearly target of 29.1%.

PERFORMED: Cumulative Performance to Date (C3-1)

This is the number of children who have received permanency since April 1.

Example: There are 741 children who have received permanency since April 1.

TARGET: Cumulative Target to Date (C3-1)

This is the number of children expected to receive permanency to date.

Example: Given the number of children being observed for this measure, 862 children are expected to have permanency by this Dashboard's run date.

PERFORMED: Cumulative Percent to Date (C3-1)

This is the percent of children who have received permanency.

Example: Of the children needing permanency, 20.84% have received it.

TARGET: Cumulative Percent to Date (C3-1)

This is the target percent of children who are expected to receive permanency by run date of this Dashboard.

Example: The current target considering the amount of time since the beginning of the evaluation period is 24.25%.

(Number of Children Observed) - (Number of Children Expected) (C3-1)

If positive, the PCSA has placed more children into permanency than expected. If negative, the PCSA has placed fewer children into permanency than expected. If negative, the number represents the number of children who needed to receive permanency for the traffic light to be green.

Example: There have been 121 fewer children receiving permanency than expected.

No. of Children Still being Observed (C3-1)

This is the number of children still eligible to receive permanency by March 31, providing they do not turn 18-years old by the end of the evaluation period (i.e., March 31).

Example: There are 2,814 children being observed who have not received permanency.

Note: To determine the total number of children being tracked for this measure over time, add “Performed: Cumulative Performance to Date” and “No. of Children Still Being Observed.” (741 + 2,814 = 3,555).

Detail Options (C3-1)

Monthly Detail: Shows the historical monthly performance during this evaluation period.

Remaining Child Details: This hyperlink displays the names of children being counted in this measure. These children should be considered for permanency.

C3-1 Improvement Strategies

- What is the permanency goal of these children?
- What services are these children receiving? Are there delays in service delivery?
- Hold a team meeting to discuss these children and review which children are most likely to be reunified.
- Although this measure focuses on children who have been in care for 17+ months on April 1, how many children are hitting the 17th month each month in the current evaluation period?
- How does the child’s attachment to the substitute caretaker compare to his/her attachment to the biological parents? Are the biological parents jealous?
- Are court delays contributing to the child remaining in care?
- How often is the child visiting with the parents? How long are the visits? How does the child keep in touch with the parents between visits?
- How often is the caseworker visiting the child and parents? What is the nature of these visits? What family issues are improving and what issues are resistant to improvement?
- Do the substitute caretakers support reunification?
- Is the child keeping in contact with his neighborhood friends?
- Has the caseworker discussed with the parents’ their ambivalence toward the child’s return home? What services did the caseworker initiate because of their ambivalence?
- Has the court and PCSA reviewed the extensive literature search on reunification and reducing re-entry?

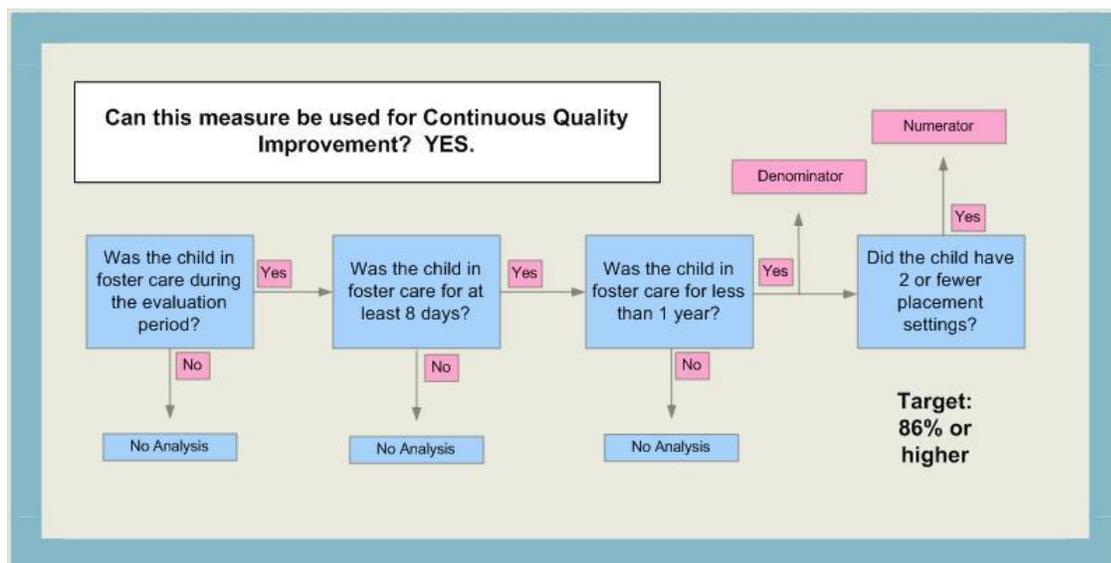
- What positive social supports is the child exposed to? Is there a wraparound of various activities that provide the child experience in gaining social skills and a positive view of self?
- At reunification, parents and children will likely experience the same pain and anxiety that occurred immediately prior to removal. What are the PCSA and court doing to help the family move beyond the pain and anxiety?
- Does the family have strong support networks to help them?
- Do the parents have the capacity to stay alert to warning signs that signal a re-entry into care and take preventive action?
- Has the family developed constructive and relevant solutions to cope with problems?
- Is the PCSA able to see the family's deficits and potentials in prescribing interventions?

C4-1: Two or Fewer Placement Settings for Children in Care Less than 12 Months

C4-1 Federal Definition

Of all children served in foster care during the evaluation period who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings? [National median = 83.3%, 75th Percentile = 86.0%]

C4-1 Flow Chart



Who is Being Observed?

For children to be included in this measure, they must be in care for less than 12 continuous months during the evaluation period. This measure includes those mentioned in the previous sentence and children who continue to be in care for the current evaluation period, providing they do not exceed a total of 12 months in this evaluation period. The number of placements, not placement changes, is counted.

C4-1 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C4-1: Two or fewer placement settings for children in care less than 12 months (Target: 86.0%)		8785	6,907	91.15%	71.67%	1,878	853	Monthly Detail Remaining Child Details

Current Status (C4-1)

Here are the yearly traffic light limits:

-  Performance is less than or equal to 83.3%
-  Performance is greater than 83.3% and less than 86%
-  Performance is equal to or greater than 86%

Example: The **Current Status** is Green, since more children than expected have had two or fewer placements.

The yearly target for this measure is 86%.

PERFORMED: Cumulative Performance to Date (C4-1)

This is the number of children who, to-date, have had two or fewer placements.

Example: There are 8,785 children who have two or fewer placements.

TARGET: Cumulative Target to Date (C4-1)

Given the amount of time since the beginning of the evaluation period, this is the maximum number of children who can have two or fewer placements.

Example: Given the number of children observed for this measure, the target is a minimum of 6,709 children having two or few placements.

PERFORMED: Cumulative Percent to Date (C4-1)

This is the number of children who, to date who have had two or fewer placements.

Example: For this one, 91.15% of the children have had two or fewer placements.

TARGET: Cumulative Percent to Date (C4-1)

Given the amount of time since the beginning of the evaluation period, this is the maximum percent children having two or fewer placements we want.

Example: The minimum target for this measure at this point in the evaluation cycle is 71.67%.

(Number of Children Observed) - (Number of Children Expected) (C4-1)

If the number is negative, the agency had fewer children with more than two placements than anticipated. If the number is positive, the agency has had fewer children than anticipated with more than two placements. (If the number is positive, there have been more children with less than two placements than expected. If the number is negative, there have been fewer children with less than two placements than expected. In other words, if the number is negative, too many children have had more than two placements.)

Example: There have been 8,785 children with two or fewer placements with a target of 6,709 expected to have two or fewer placements, thus 1,878 children have had fewer placements than expected.

No. of Children Still being Observed (C4-1)

This is the number of children who are at risk of having more than two placements.

Example: There are 853 children being observed for possible placements.

Note: To determine the total number of children being tracked for this measure over time, add "Performed: Cumulative Performance to Date" and "No. of Children Still Being Observed." ($8785 + 853 = 9,638$).

Detail Options (C4-1)

Monthly Detail: This shows the monthly performance for this measure.

Remaining Child Details: This file lists the names and related demographics of the children who are at risk of having more than two placements. Agencies should review this list to assure all is being done to guarantee permanence.

C4-1 Improvement Strategies

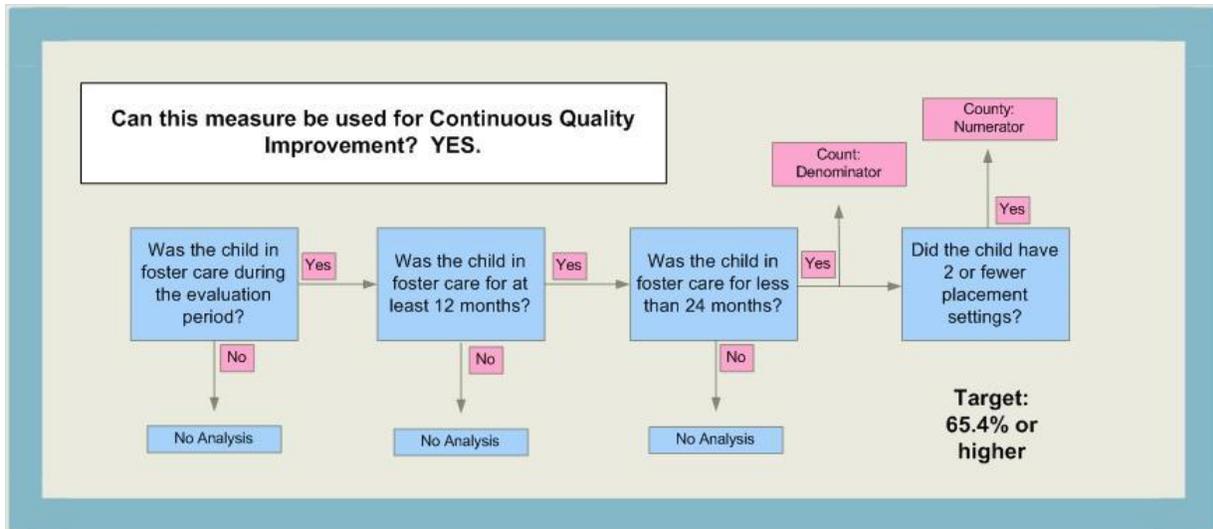
- Examine the children who are in care now who have been in care less than one year and determine how many have had one placement? How many have had two placements?
- Of the children who have had one placement, what is being done to assure there are no other moves?
- Of the children who have had two placements, what is being done to assure they do not have a third move?
- Was the court notified prior to the placement move and provided with enough time to issue orders that might prevent the disruption?
- Pay special attention to older children. As reported in national studies, they are more likely to disrupt from care.
- Pay special attention to the health of children. If they have a major or minor health problem, they are likely to disrupt.
- Children with a history of neglect are more likely to disrupt from care.

C4-2: Two or Fewer Settings for Children in Care for 12 to 24 Months

C4-2 Federal Definition

Of all children served in foster care during the evaluation period who were in foster care for at least 12 months but less than 24 months, what percent had two or fewer placement settings? [national median = 59.9%, 75th Percentile = 65.4%]

C4-2 Flow Chart



Who is Being Observed?

For children to be included in this measure, they must be in care for at least 12 continuous months at any point during the evaluation period, but less than 24 months. This measure includes children in care for 12 months during the previous evaluation period and who continue to be in care for the current evaluation period, providing the length of stay does not exceed 24 months. The number of placements, not placement changes, is counted.

C4-2 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C4-2: Two or fewer placement settings for children in care for 12 to 24 months (Target: 65.4%)		3397	2,492	74.28%	54.50%	905	1,176	Monthly Detail Remaining Child Details

Current Status (C4-2)

Here are the yearly traffic light limits:

-  Performance is less than 59.9%
-  Performance is at least 59.9% and less than 65.5%
-  Performance is equal to or greater than 65.4%

Example: The **Current Status** is Green since more children have had two or fewer placements than indicated in the target.

The yearly target for this measure is 65.4%.

PERFORMED: Cumulative Performance to Date (C4-2)

To date, this is the number of children who have had two or fewer placements.

Example: The 3,397 children have had two or fewer placement and have been in care between 12 and 24 months.

TARGET: Cumulative Target to Date (C4-2)

Given the amount of time since the beginning of the evaluation period, this is the maximum number of children having two or fewer placements we want.

Example: As of the run date of this Dashboard, the minimum number of children having two or fewer placements and being in care between 12 and 24 months is 2,492.

PERFORMED: Cumulative Percent to Date (C4-2)

This is the number of children who, to-date, have had two or fewer placements.

Example: Of all the children in care between 12 and 24 months, 74.28% had two or fewer placements.

TARGET: Cumulative Percent to Date (C4-2)

Given the amount of time since the beginning of the evaluation period, this is the maximum percent of children having two or fewer placements we want.

Example: Given the amount of time that has lapsed since the beginning of the observation period, the minimum percent of children to have two or fewer placements is 54.5%.

(Number of Children Observed) - (Number of Children Expected) (C4-2)

If the number is positive, there have been more children with less than two placements than expected. If the number is negative, there have been fewer children with less than two placements than expected. In other words, if the number is negative, too many children have had more than two placements.

Example: With 3,397 children having less than 2 or fewer placements and 2,492 expected to have two or fewer placements, 905 more children have two or fewer placements than expected. ($3,397 - 2,492 = 905$).

No. of Children Still being Observed (C4-2)

This is the number of children who are at risk of having more than two placements.

Example: Currently, there are 1,176 children who may have more than two placements.

Note: To determine the total number of children being tracked for this measure over time, add “Performed: Cumulative Performance to Date” and “No. of Children Still Being Observed.” ($3,397 + 1,176 = 4,573$).

Detail Options (C4-2)

Monthly Detail: This shows the monthly performance for this measure.

Remaining Child Details: This file lists the names and related demographics of the children who are at risk of having more than two placements. Agencies should review this list to assure all is being done to guarantee permanence.

C4-2 Improvement Strategies

- Examine the children who are in care now who have been in care for at least 12 months but less than 24 months. How many have had one placement? How many have had two placements?
- Of the children who have had one placement, what is being done to assure there are no other moves?
- Of the children who have had two placements, what is being done to assure they do not have a third move?
- Was the court notified prior to the placement move and provided with enough time for the court to issue orders that might prevent the disruption?

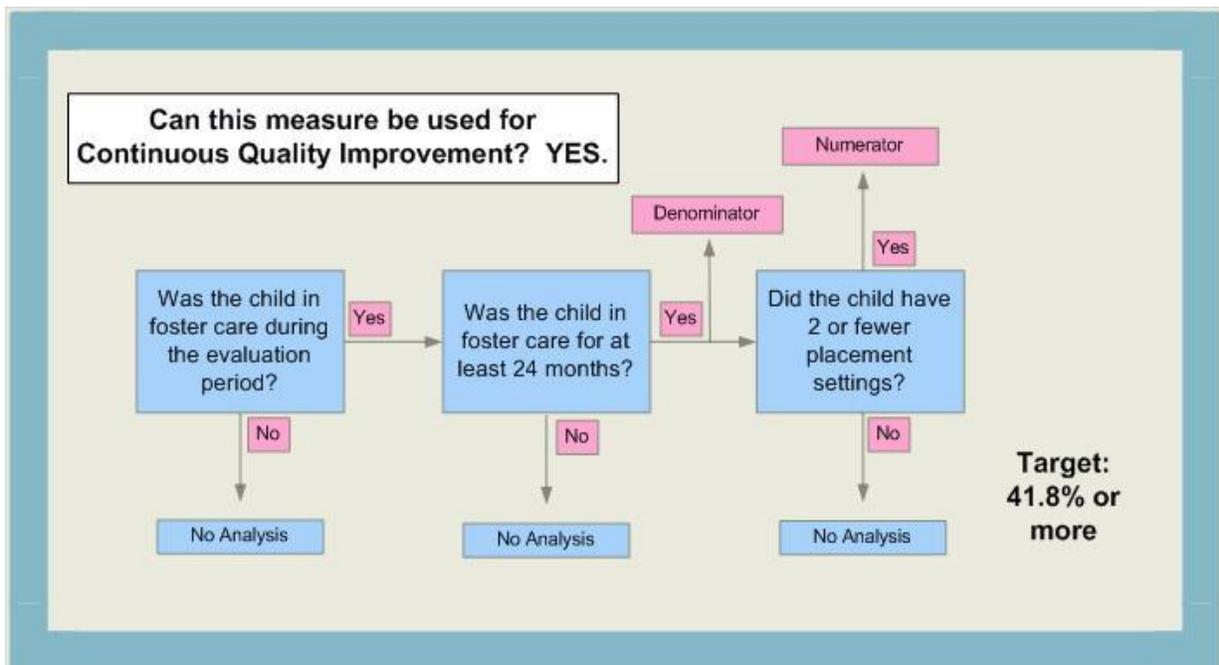
- Pay special attention to older children. As reported in national studies, they are more likely to disrupt from care.
- Pay special attention to the health of children. If they have a major or minor health problem, they are likely to disrupt.
- Children with a history of neglect are more likely to disrupt from care.

C4-3: Two or Fewer Placement Settings for Children in Care for 24+ Months

C4-3 Federal Definition

Of all children served in foster care during the evaluation period who were in foster care for at least 24 months, what percent had two or fewer placement settings? [national median = 33.9%, 75th Percentile = 41.8%]

C4-3 Flow Chart



Who is Being Observed?

For children to be included in this measure, they must be in care for at least 24 continuous months at any point during the evaluation period. This measure includes children in care for 24 months during the previous evaluation period and continues to be in care for the current evaluation period. The number of placements, not placement changes, is counted.

C4-3 Dashboard Elements

Primary CFSR Measures	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	No of Children Still being Observed	Detail Options
C4-3: Two or fewer placement settings for children in 24+ months (Target: 41.8%)		2205	1,868	41.11%	34.83%	337	3,159	Monthly Detail Remaining Child Details

Current Status (C4-3)

Here are the yearly traffic light limits:

-  Performance is less than 33.9%
-  Performance is at least 33.9% and less than 41.8%
-  Performance is equal to or greater than 41.8%

Example: Since the number of children having two or fewer placement exceeds the target, the Current Status is Green.

The yearly target for this measure is 41.8%.

PERFORMED: Cumulative Performance to Date (C4-3)

This is the number of children who, to-date, who have had two or fewer placements.

Example: The 2,205 children have had two or fewer placements.

TARGET: Cumulative Target to Date (C4-3)

Given the amount of time since the beginning of the evaluation period, this is the maximum number of children having two or fewer placements we want.

Example: The number of children expected to have two or fewer placements is 1,868.

PERFORMED: Cumulative Percent to Date (C4-3)

This is the number of children who, to-date, have had two or fewer placements.

Example: The 41.44% of the children being observed for this measure have had two or fewer placements.

TARGET: Cumulative Percent to Date (C4-3)

Given the amount of time since the beginning of the evaluation period, this is the maximum percent children having two or fewer placements we want.

Example: The percent of children expected to have two or fewer placements to date is 34.83%.

(Number of Children Observed) - (Number of Children Expected) (C4-3)

If the number is positive, there have been more children with less than two placements than expected. If the number is negative, there have been fewer children with less than two placements than expected. In other words, if the number is negative, too many children have had more than two placements.

Example: The number of children having two or few placements exceeds the number of children expected to have two or fewer placements by 337.

No. of Children Still being Observed (C4-3)

This is the number of children who are at risk of having more than two placements.

Example: There are 3,159 children at risk of having more than two placements.

Note: To determine the total number of children being tracked for this measure over time, add "Performed: Cumulative Performance to Date" and "No. of Children Still Being Observed." (2,205 + 3,159 = 5,364).

Detail Options (C4-3)

Monthly Detail: This shows the monthly performance for this measure.

Remaining Child Details: This file lists the names and related demographics of the children who are at risk of having more than two placements. Agencies should review this list to assure that all is being done to guarantee permanence.

C4-3 Improvement Strategies

- Examine the children who are in care now and who have been in care less than 24 months, how many had one placement? How many had two placements?
- Of the children who have had one placement, what is being done to assure there are no other moves?
- Of the children who have had two placements, what is being done to assure they do not have a third move?
- Was the court notified prior to the placement move and provided with enough time to issue orders that might prevent the disruption?
- Pay special attention to older children. As reported in national studies, they are more likely to disrupt from care.
- Pay special attention to the health of children. If they have a major or minor health problem, they are likely to disrupt.
- Children with a history of neglect are more likely to disrupt from care.

What is next for Ohio's CFSR Dashboard?

This project is not finished. To improve we must, following Darwin's logic, be adaptable to change.

Therefore, in the very near future, hyperlinks will be added to the Dashboard. One hyperlink will allow one to drill down and see monthly performance. The other hyperlink will provide detailed lists of children in each measure.

We will add two measures: C1.2 and C2.2.

We will expand the Improvement Strategies under each measure.

We will also improve the Business Intelligence Channel and expand the number of analyses. In this regard will be modify this guide to include guidance on doing specific analyses for each measure to further deepen our knowledge on the needs of children.

You can help us be adaptable. If you have ideas on how we can improve our work, please forward them to Roger.Ward@jfs.ohio.gov.

Appendix A: Sample Ohio CFSR Dashboard

Ohio		Department of Job and Family Services		Report ID: BICOCF3010			
		BIC		Business Intelligence Channel			
Ohio's Children and Family Services Dashboard							
Review Period : 04/01/2010 to 03/31/2011							
Current County: Statewide							
As of Date: 04/07/2011							
Primary CFSR Measure	Current Status	PERFORMED: Cumulative Performance to Date	TARGET: Cumulative Target to Date	PERFORMED: Cumulative Percent to Date	TARGET: Cumulative Percent to Date	(Number of Children Observed) - (Number of Children Expected)	Number of Children Still being Observed
C1-3: Entry Cohort Reunification in < 12 months (Annual Target: 48.4 %)		1280	1,391	48.54%	48.40%	-111	1,594
C1-4: Re-entries to foster care in < 12 months (Annual Target: 9.9%)		904	652	13.73%	9.90%	252	5,681
C2-3: In 17+ months, adopted at year's end (Annual Target: 22.7%)		739	1,019	16.47%	22.70%	-280	3,748
C2-4: In care 17+ months achieving legal freedom within 6 months (Annual Target: 10.9%)		307	228	14.69%	10.90%	79	1,763
C2-5: Legally Free children adopted in less than 12 months (Annual Target: 53.7%)		614	852	38.69%	53.70%	-238	973
C3-1: Exits to permanency before 18th birthday for kids in care for 24+ months (Annual Target: 29.1%)		741	1,035	20.84%	29.10%	-294	2,814
C4-1: Two or fewer placement settings for children in care less than 12 months (Annual Target: 86.0%)		8785	8,289	91.15%	86.00%	496	853
C4-2: Two or fewer placement settings for children in care for 12 to 24 months (Annual Target: 65.4%)		3367	2,991	74.20%	65.40%	406	1,176
C4-3: Two or fewer placement settings for children in 24+ months (Annual Target: 41.8%)		2265	2,342	41.11%	41.80%	-37	3,159

Passing
 Caution
 Below Standard
 [Measure Description](#)

Appendix B: County Plan



Ohio Summit on Children

65 South Front Street Columbus, Ohio 43215-3431

Post Summit Planning Form

Email to: Steve.Hanson@sc.ohio.gov or fax to: 614.387.9409

COUNTY NAME:

CONTACT NAME:

CONTACT PHONE NUMBER:

CONTACT EMAIL:

As they relate to *safety, well-being and permanent home environments* for children in your county, please complete the following:

WHAT ARE THE TOP FIVE ISSUES AFFECTING THE SAFETY, WELL-BEING AND PERMANENT HOME ENVIRONMENTS OF CHILDREN?

- 1.
- 2.
- 3.
- 4.
- 5.

WHAT ARE THE TOP FIVE STRENGTHS AND/OR RESOURCES IN YOUR COMMUNITY?

1.

2.

3.

4.

5.

WHAT ARE THE TOP FIVE CHALLENGES FACING YOUR COMMUNITY?

1.

2.

3.

4.

5.

WHAT ARE THE TOP FIVE MOST-NEEDED SERVICES FOR CHILDREN AND FAMILIES?

1.

2.

3.

4.

5.

WHAT ACTION STEPS WILL BE TAKEN LOCALLY TO DEVELOP NEEDED SERVICES OR ADDRESS LOCAL CHALLENGES?

1.

2.

3.

4.

5.

BEYOND FUNDING, WHAT ACTION DOES THE COUNTY NEED FROM THE STATE TO HELP THE COUNTY ACHIEVE ITS ACTION PLAN?

- 1.
- 2.
- 3.
- 4.
- 5.

Appendix C: Critical Questions for Leaders

The following are questions for local planning teams to consider as they examine available data and apply the data to their organizational structures.

6. What do families and children want most from us?
7. What do they experience?
8. What do they require?
9. What are their diverse needs?
10. What strategies are we employing to resolve issues?
11. Is staff empowered to be effective?
12. What is staff working on?
13. What functions are interdependent?
14. If we change one function, what will be the impact on other functions?
15. What functions are independent?
16. Is it wise to have these functions independent?

17. What functions are dependent?
18. What links do we have that connect the needs of families and children to required programs and services?
19. What will happen if we are unsuccessful?
20. What are people's roles in helping families and children succeed?
21. What does each person do to improve quality?
22. What are the leaders going to do to direct strategy?
23. Who are the people who make us look good?
24. Who are the people who are smarter than we are that we can involve to solve some of our problems?
25. Who are the people you don't interact with, but should to improve performance?
26. What does each person do to show commitment to families and children?
27. Who are the people you interact with?
28. Are people working on the right things?
29. Is the voice of families and children being lost?

30. How "inside" are families and children?
31. Is there a gap between implementation of new programs and strategy?
32. How are we handling new data?
33. How can we define quality in terms that families and children can understand?
34. What are the unstated needs of families and children?
35. What are the new possibilities?
36. What can we do to assure families and children keep their dignity?
37. When we make choices, what are the consequences families and children live with?
38. What are we accountable for?
39. Are we ready to help each other reach our personal potential?
40. What responsibilities will leaders accept?
41. Who among us will teach us the most?
42. Who is creative?

43. How can we focus more on what we need to be, rather than what we need to do?

44. What are we going to do on Monday that is different?

45. What is our most difficult problem?

46. Who are the smartest people we can involve to solve it?

Source:

<http://summitonchildren.ohio.gov/data/dataAnalysis/criticalQuestions/default.asp>