PINNACLE PLAN MEASURES
SEMI-ANNUAL SUMMARY REPORT

CHILD WELFARE SERVICES

August 20, 2021

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Executive Summary Regarding COVID-19
Child Welfare Services Director Deborah Shropshire

This reporting period began with the hope of a new year and ended mid-summer, 6/30/2021, with a promising glimpse of a return to normal life. While the situation is quite different as of this writing, a mere 51 days later, that will be detailed in the next report, because this report has much to say about the striking progress that continues to be made by Oklahoma Human Services (OKDHS) Child Welfare Services (CWS).

The winter of 2020 held high COVID-19 infection rates and all the adversity that goes with it. To add insult to the October 2020 ice storm, a record-breaking cold front swept the plains in February 2021, again crippling Wi-Fi, travel, and the basics of daily life as many homes, schools, and offices dealt with frozen water lines, burst pipes, and flooding. OKDHS also experienced these issues which led to near-total loss to some of its office buildings. Child welfare staff banded together to serve each other, children and youth, biological families, and foster families to ensure that basic needs were met.

The days following March 2021 Spring Break saw a return to in-person full-time school for all Oklahoma children, and both children/youth and their caregivers seemed equally delighted. Despite the relief this brought to many families with school-age children, OKDHS recognized the ongoing losses in child care services across the state and opted to continue Kith Care in-home child care reimbursement, described in the previous Semi-Annual Report. OKDHS also opened broader access to subsidized child care for families in Family-Centered Services and Adoption cases, in addition to that provided to foster families, that continued into summer 2021.

The Enhanced Foster Care (EFC) program continued to grow during this reporting period and matured into at least an adolescent version of itself. Case reviews demonstrated fidelity to the building blocks of EFC, including elements such as broad identification and qualification of children and youth in need of therapeutic supports, early assessment, and access to supportive behavioral health services.

Several measures improved, likely as a result of these extensive support efforts. Placement stability and shelter utilization both improved during this reporting period, and the target metric for shelter use for youth 13-17 years old was met for the first time since the Pinnacle Plan began.   Modest improvements in permanency within 12 months and adoption/guardianship finalizations for legally-free children and youth were demonstrated as courts and service providers gradually returned to more normal operations by spring 2021.

Despite these successes, OKDHS CWS already has its eyes on the next 6-12 months. Continued steady support and a fresh look at retention efforts and recruiting lessons learned will be needed to reverse the net loss of foster homes. The decline in referrals and removals has held workload compliance steady, but like most employers across the country, turnover has risen and those who were hired, trained, and supported virtually have fared the worst. Additionally, schools are returning to in-person learning and child maltreatment referrals will likely increase, although the impact relative to prior years remains to be seen.

We aren't done. We'll never be done. But we remain committed to utilizing every lesson learned, even during this unusual time, to drive improvements forward for the future of the children and youth in our care.

Deborah Shropshire, M.D.
Director, Child Welfare Services
Oklahoma Human Services

<u>**OVERVIEW**</u>

Oklahoma Human Services (OKDHS) is committed to improving the safety, permanency, and well-being of children served by the child welfare (CW) system. The Pinnacle Plan is the roadmap and public reporting is critical to ensuring transparency and accountability. OKDHS Metrics, Baselines, and Targets Agreement - 3/7/2013 outlines how the outcomes and other indicators are measured and reported. Monthly and semi-annual reports are made available to the public.

Oklahoma is committed to good faith efforts and positive trending toward the goals outlined in the Plan. Twice per year OKDHS provides an analysis in which the agency outlines: (1) the strategies employed to improve performance in the areas identified in the Compromise and Settlement Agreement; and (2) the progress toward improving performance. The report includes an update regarding performance improvement strategies implemented to date and, when possible, an assessment of the effectiveness of those strategies. Each semi-annual report addresses seven performance areas comprised of 27 specific metric elements. The seven areas are: Foster Care Safety, Counts for New Foster Homes, Worker Contacts, Placement Stability, Shelter Usage, Permanency Timeliness, and Workloads.

The Compromise and Settlement Agreement requires the Co-Neutrals to determine the extent to which OKDHS makes good faith efforts to achieve substantial and sustained progress toward each Target Outcome. This report summarizes the most significant strategies implemented for each Target Outcome and, where possible, draws connections between those efforts and progress toward the Target Outcomes established in the Metrics, Baselines, and Targets Agreement.

Measurement Notes

OKDHS was the first state agency in the nation to have a federally-approved statewide automated child welfare information system (KIDS) and continues to strive for high quality data. **The findings in this report are subject to change due to ongoing data entry, changes in policy, changes in practice, and changes in definitions, or data quality issues that may be discovered through the process.**

Organization of the Report

To align the metrics in this report with the elements of a continuous quality improvement (CQI) process, OKDHS believes it is important to clarify how the various metrics relate to the levers that OKDHS can potentially influence to improve outcomes for children in out-of-home care.

The CQI process is based on the premise that improving outcomes for children requires some degree of system reform that involves changing one or more elements of the traditional way of doing business: (1) the process of care, (2) the quality of care, and (3) the capacity to deliver care. Process changes relate to how the work is done; quality changes pertain to how well it is done; and capacity changes pertain to the tangible resources the agency devotes to delivering care. CQI presumes that a combination of these three types of reforms will lead to improved outcomes (i.e., safety, permanency, and well-being) for children.

To clarify how the various Settlement Agreement metrics relate to these particular aspects of OKDHS' ongoing reform efforts, the report begins with some contextual information and is then organized by metric type:

SECTION 1: Contextual information. This section provides a general description of entry and exit trends since the enactment of the Settlement Agreement and trends in the demographic profile of the children captured during the history of reporting periods.

SECTION 2: Child outcomes. This section reports on metrics related to safety and permanency outcomes for children in out-of-home care. These include indicators pertaining to **maltreatment in care, frequency of worker contacts**, **placement stability, shelter placement,** and **permanency**.

SECTION 3: Capacity indicators. This section reports on metrics designed to measure the capacity of OKDHS to deliver foster care services. These include metrics pertaining to **foster home development** and **caseload/workload.**

SECTION 1. Contextual Information

Entry and Exit Trends

The Oklahoma Human Services (OKDHS) began Pinnacle Plan implementation in July 2012, six months after the Settlement Agreement was reached. In July 2012, just over 9,000 children were in out-of-home care, and this number continued to rise before peaking at 11,303 in October 2014. In November 2014, the number started to decline for the first time since Pinnacle Plan implementation began. As of June 2021, the number of children in out-of-home care was 7,315, a 35.3 percent decrease since October 2014, which is a continued reduction in the number of children in out-of-home care. Section 1, Graph 1 shows the number of children removed and the children who exited out-of-home care during each month from April 2020 – June 2021.   In State Fiscal Year (SFY) 2021, the overall number of children exiting care outnumbered the number of children removed during the 12-month period.
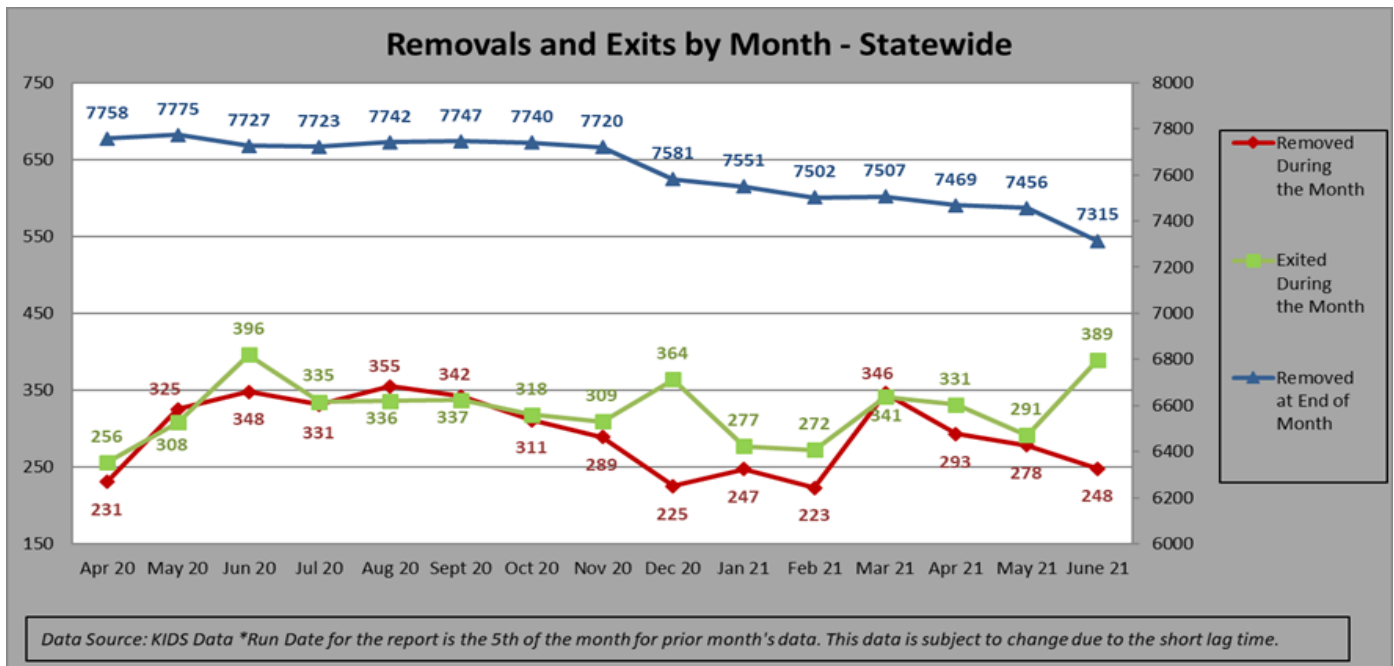
Section 1, Graph 1

Demographic Information by Reporting Period

During the reporting period of 4/1/2020 – 3/30/2021, according to Adoption and Foster Care Analysis Reporting System (AFCARS), OKDHS served 11,685 children. The "served" population includes all children who were in out-of-home care for at least 24 hours. This number also includes children in tribal custody. For the purposes of Pinnacle Plan reporting, children in tribal custody are not included in the measures, except for the Absence of Maltreatment in Care measure that includes all children served. This leaves a served population of 11,360 excluding children in tribal custody.

Section 1, Charts 1, 2, and 3 show the children's demographics by age, race, and placement type. For race, when a child claims more than one race, the child is counted in the Multi-Race category. Hispanic or Latino origin is no longer counted as a primary race.

Total Children Served in Out-of-Home Care
By Age Groups - Apr. 1, 2020 - Mar. 31, 2021

16.78%

19.31%

31.44%

32.46%

- 0-1 Years
- 2-5 Years
- 6-12 Years
- Over 13 Years

Data Source: KIDS Data
Pinnacle Context Data

Section 1, Chart 1

Total Children Served in Out-of-Home Care
By Race - Apr. 1, 2020 - Mar. 31, 2021

8.07%

46.65%

35.48%

9.61%

- White
- African American
- Multi-Race
- Native American

Asian and Pacific Islander were omitted as they total <0.2% of the population. Hispanic is not included in primary races as it is an ethnicity. 17.94% of the children identified an ethnicity of Hispanic.

Data Source: KIDS Data
Pinnacle Context Data

Section 1, Chart 2

Placement Days of Children in Out-of-Home Care by Placement Type - Apr. 1, 2020 - Mar. 31, 2021

Legend:
- CW Foster Family Care
- CW Supported Homes
- Kinship Relative Care
- Kinship Non-Relative Care
- Therapeutic Foster Care
- Other Foster Family Care
- Congregate Care
- Other Placements

Pie chart values: 19.6%, 17.8%, 35.5%, 12.6%, 1.7%, 5.1%, 6.7%, 1.0%

Data Source: KIDS Data
Placement Days by Resource Type

Section 1, Chart 3

SECTION 2. Child Outcomes

1.1: Absence of Maltreatment in Care by Resource Caregivers

Operational Question

Of all children served in foster care during the 12-month reporting period, what percent were **not** victims of substantiated or indicated maltreatment (abuse or neglect) by a foster parent or facility staff member?

Data Source and Definitions

For the semi-annual report, Oklahoma Human Services (OKDHS) uses the logic from the official federal metric. This measure is a 12-month period based on the federal fiscal year (FFY) of October 1 – September 30. OKDHS uses the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) 20B & 21A files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file, covering AFCARS 20B & 21A periods, to compute the measure. The NCANDS file used for this report is calculated the same as the file submitted to the federal government, which includes running the data through the official validation tool. However, the official submission to NCANDS occurs only once annually and is due yearly by January 31, so NCANDS data is subject to change until that date.

- Counts of children not maltreated in foster care (out-of-home care) are derived by subtracting the NCANDS count of child maltreatment by foster care providers from the AFCARS count of children placed in out-of-home care during the reporting period.
- This metric measures performance over 12 months and differs from the monthly data collected from KIDS.
- The federal metric only counts a victim once during the FFY, even if a child is victimized more than once in the course of a year. In the monthly report, a victim is counted for every substantiated finding of abuse or neglect.
- NCANDS does not include any referral when the report date and completion date do not both fall during the same FFY reporting period.
- The total population in this measure includes tribal custody children, as these children are included in the federal

submission to NCANDS.

This measure includes all children placed in traditional foster care homes, kinship homes (relative or non-relative), therapeutic foster care (TFC) homes, group homes, shelters, and residential facilities. OKDHS began including children substantiated for maltreatment by the Office of Client Advocacy (OCA) in institutional settings in March 2013.

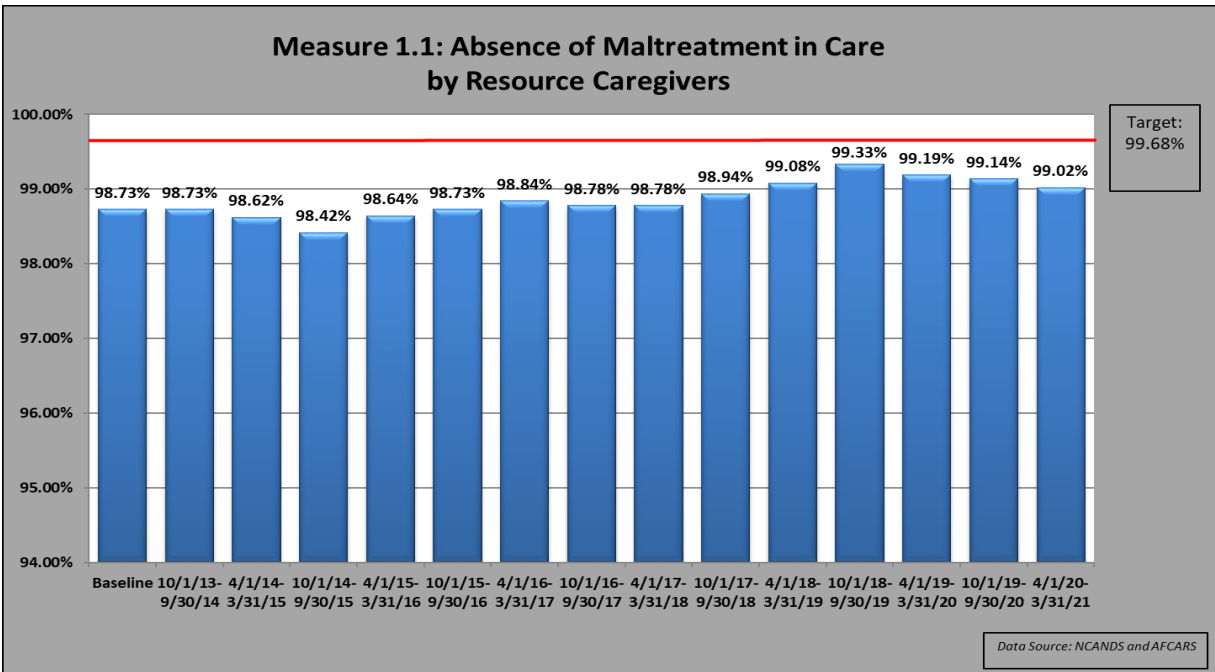## Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 4/1/2020 – 3/31/2021.

Numerator: The number of children served in foster care from 4/1/2020 – 3/31/2021 who did not have any substantiated or indicated allegations of maltreatment by a foster parent or facility staff member during that period.
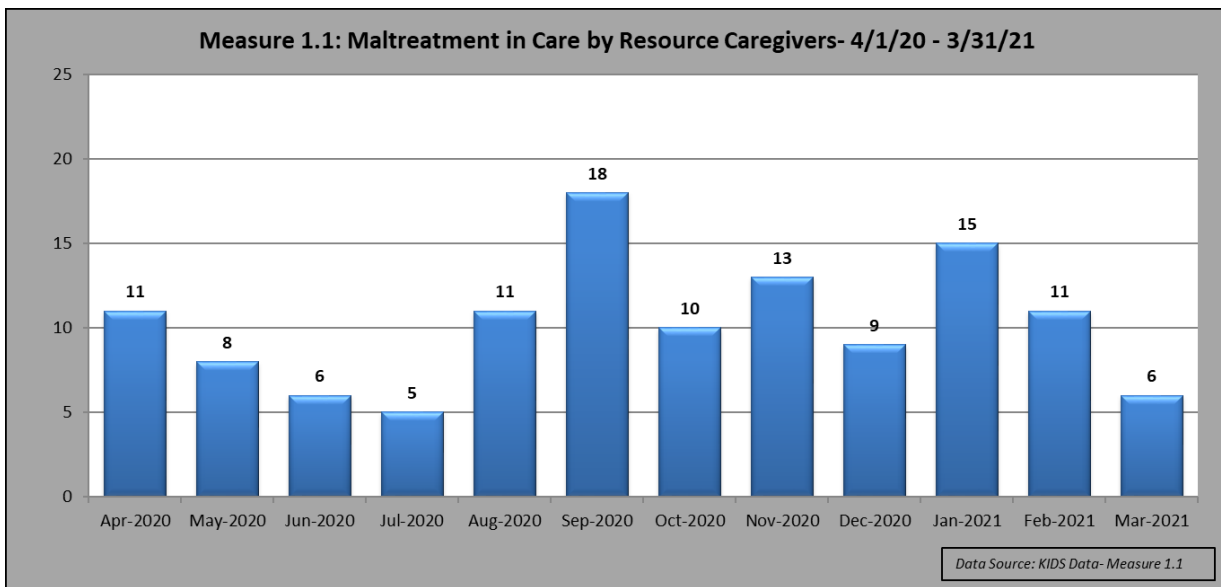
Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014	15,605	15,806	98.73%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014	16,066	16,272	98.73%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015	16,410	16,640	98.62%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015	16,543	16,808	98.42%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016	16,323	16,548	98.64%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016	16,037	16,244	98.73%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017	15,571	15,753	98.84%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017	14,929	15,113	98.78%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018	14,229	14,405	98.78%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018	13,754	13,901	98.94%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019	13,317	13,441	99.08%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019	12,995	13,082	99.33%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020	12,556	12,659	99.19%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020	12,162	12,268	99.14%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021	11,571	11,685	99.02%
Target				99.68%

Section 2, Table 1.1-1

Measure 1.1: Absence of Maltreatment in Care by Resource Caregivers

Target: 99.68%

	Baseline	10/1/13-9/30/14	4/1/14-3/31/15	10/1/14-9/30/15	4/1/15-3/31/16	10/1/15-9/30/16	4/1/16-3/31/17	10/1/16-9/30/17	4/1/17-3/31/18	10/1/17-9/30/18	4/1/18-3/31/19	10/1/18-9/30/19	4/1/19-3/31/20	10/1/19-9/30/20	4/1/20-3/31/21
%	98.73%	98.73%	98.62%	98.42%	98.64%	98.73%	98.84%	98.78%	98.78%	98.94%	99.08%	99.33%	99.19%	99.14%	99.02%

Data Source: NCANDS and AFCARS

Section 2, Graph 1.1-1

Measure 1.1: Maltreatment in Care by Resource Caregivers- 4/1/20 - 3/31/21

Apr-2020	May-2020	Jun-2020	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021
11	8	6	5	11	18	10	13	9	15	11	6

Data Source: KIDS Data- Measure 1.1

Section 2, Graph 1.1-2

Children in Out-of-Home Care April 1, 2020 - March 31, 2021						Ending 3/31/21
Placement Type	Placement Days	Percent	Placement Type	MIC	Percent	MIC Rate per 100,000 days
CW Foster Family Homes	522,711	19.6%	CW Foster Family Homes	35	28.5%	6.7
CW Foster - Supported Homes	474,319	17.8%	CW Foster - Supported Homes	9	7.3%	1.9
Kinship Foster Care - Relative	944,945	35.5%	Kinship Foster Care - Relative	47	38.2%	5.0
Kinship Foster Care Non-Relative	335,676	12.6%	Kinship Foster Care Non-Relative	10	8.1%	3.0
Therapeutic Foster Care Homes	45,001	1.7%	Therapeutic Foster Care Homes	6	4.9%	13.3
Congregate Care	177,889	6.7%	Congregate Care	12	9.8%	6.7
Other Foster Family Care	136,174	5.1%	Other Foster Family Care	4	3.3%	2.9
Other Placements	26,342	1.0%	Other Placements	0	0.0%	0.0
Total	2,663,057	100.0%	Total	123	100.0%	4.6
Data Source: Pinnacle MIC Data for 12 months ending 3/31/21; Run Date: 6/1/21 and Placement Days by Resource Type; Run Date: 4/5/21						

Section 2, Table 1.1-2

Data Commentary

This indicator is based on the federal measure for child maltreatment by foster home or congregate care providers and produces representative information about the incidence of maltreatment in care (MIC). For NCANDS reporting, 114 victims were reported.

For the reporting period 4/1/2020 – 3/31/2021, 123 substantiations of maltreatment while in out-of-home care were reported in the monthly MIC Pinnacle Plan Measure. These 123 victims were included in 75 separate referrals: 64 referrals for children in foster care and 11 referrals to OCA. Of the 123 victims, 111 were placed in foster care settings and 12 were placed in congregate care settings:

Of the 111 Victims in Foster Family Care:
- 47 children were in a Kinship Foster Care – Relative Home (42.4%);
- 35 children were in a Child Welfare (CW) Foster Family Home (31.5%);
- 10 children were in a Kinship Foster Care Non-Relative Home (9.0%);
- 9 children were in a CW Foster – Supported Home (8.1%);
- 6 children were in a TFC Home (5.4%); and
- 4 children were in Other Foster Care Homes (3.6%).

Of the 12 Victims in Congregate Care Placement:
- 8 children were in a Level Resource Facility (B, D, D+, or E) (66.7%);
- 2 children were in a Non-OKDHS Operated Facility (16.7%);
- 1 child was in a Psychiatric Residential Treatment Center (8.3%); and
- 1 child was in an Agency Companion Home (8.3%).

The difference between the two measures is explained in Data Source and Definitions.

Data Analysis

Child Welfare Services (CWS) has seen a 0.31 percent decline over the last four reporting periods for children reported to be safe while in out-of-home care. As a self-correcting agency, CWS is examining the data for insight on this decline. MIC is reported on a 12-month reporting period, with an overlapping six-month period in every Semi-Annual Report. Over the past several years, CWS experienced a decrease in the number of children served; however, the overall MIC victim count has not decreased at the same rate. In turn, this has caused a decrease in the overall percentage of children safe while in out-of-home care.

Number of Substantiated Victims of MIC				
Period Under Review	# Victims	Threat of Harm Only	% Threat of Harm Only	# Referrals
Apr18 – Sept18	80	29	36.3%	48
Oct18 - Mar19	66	24	36.4%	46
Apr19 - Sept19	52	8	15.4%	34
Oct19 - Mar20	69	26	37.7%	45
Apr20 – Sept20	59	27	45.8%	39
Oct20 - Mar21	64	31	48.4%	36
			Data Source: Measure 1.1	

Section 2, Table 1.1-3

Section 2, Table 1.1-3 reflects the number of substantiated victims and referrals broken out by six-month periods. In looking at the six-month periods, the months of October – March typically have a higher victim count than April – September.

The average number of total victims in the six-month periods of October – March is 66 victims, which remained consistent for the last three periods. In the most recent period, five fewer victims were in the same reporting period than a year ago, 64 victims compared to 69 victims. Also reflected in the table is the unique number of referrals during the six-month periods. By looking at the distinct number of referrals, a true picture of the MIC incidents can be examined as the number of victims can vary based on the number of children in a resource. When comparing the same six-month period from a year ago, there were nine fewer incidents of MIC.

Another noticeable factor is the increase in the number of substantiations where threat of harm (TOH) is the only substantiation. Over the last few reporting periods, the number of TOH victims has steadily increased with the most recent reporting period at 48.4 percent.

Rate of Maltreatment in Care per Placement Days						
Placement Type	Oct 2017-Sept 2018	Apr 2018-Mar 2019	Oct 2018-Sept 2019	Apr 2019-Mar 2020	Oct 2019-Sept 2020	Apr 2020-Mar 2021
Foster Family Homes	8.8	5.0	3.0	3.4	3.8	4.4
Kinship Foster Care	4.9	3.7	3.1	3.6	4.3	4.5
Therapeutic Foster Care Homes	10.3	5.0	1.9	6.5	19.9	13.3
Congregate Care	16.9	18.3	23.5	18.6	13.0	6.7
Other Foster Family Care	3.0	4.2	1.2	0.0	0.0	2.9
Total	7.2	5.2	4.3	4.4	4.7	4.6
Data Source: Pinnacle MIC Data for 12 months and Placement Days by Resource Type						

Section 2, Table 1.1-4

Another way to evaluate this measure is to look at the MIC rate as depicted in Section 2, Table 1.1-4. Over the last four reporting periods, CWS stayed consistent with an average rate of MIC per placement days at 4.5. Only a slight deviation occurred over the past four reporting periods indicating that CWS is remaining relatively consistent in the overall MIC rate.

Reporting Period Progress
FOSTER CARE

Statewide Automated Child Welfare Information System (SACWIS)/KIDS
Foster Care and Adoptions (FC&A) program staff continue to work with KIDS staff to make improvements on resource reports utilized by field, management, and program staff. A pending KIDS enhancement, scheduled for release in October 2021, provides details on the reason for initiating a written plan of compliance (WPC). Another enhancement involves updates to the Resource Information Sheet (RIS). Once updated, the RIS will show the resolution for resolved resource

alerts, as well as any policy violations attached to the resource home. KIDS staff anticipates this enhancement will be added sometime during 2021, but does not have a specific date at this time.

KIDS staff continues to work on recent enhancements. In January 2021, the YI790C report was created to specifically track screen-out referrals as policy violations. The report assists child welfare (CW) supervisors in managing these referrals and ensures staff are completing the required interview with the child and family within five-business days after the screen-out. The report was presented by FC&A program staff at the February 2021 quarterly supervisor meeting, at which the requirements for a referral screened-out as a policy violation were also reviewed. The report reflected that while field staff completed the required contact within five days, they documented the visit in KIDS incorrectly; therefore, the contact was not showing as completed on the report. Program staff re-sent the instructions for the KIDS documentation and field staff subsequently updated contacts so that the completed contact was correctly on the report.

Additionally, following the October 2020 KIDS release that permits tracking of resource exceptions and policy violations, two new reports were created, YI049 Policy Exceptions and YI050 Policy Violations, and released in April 2021. CW supervisors and staff use the YI049 to identify when a temporary policy exception is set to expire, which allows staff to ensure appropriate follow-up is completed for any temporary exceptions. The YI050 Policy Violations will be used by program staff to identify possible trends related to policy violations in resource homes. The YI790B Out-of-Home Screen-Out Detail report underwent changes in April 2021 to include the identified outcome of the screen-out consultation and what recommendations were chosen. This information gives program staff an opportunity to monitor trends related to screen-out consultations.

Screen-Out Consultations
Screen-out consultations consistently maintained a completion rate of 100 percent this reporting period. From October 2020 – March 2021, all 308 required screen-out consultations were completed as shown in Section 2, Table 1.1-5.

Screen-Out Consultations on Out-of-Home Referrals			
Screen-Out Referral Month	Total Screen-Out Referrals	Screen-Out Referrals with Screen-Out Consultation	% in Compliance
Baseline (Sept-Nov 2016)	312	122	39.1%
Oct-20	60	60	100.0%
Nov-20	50	50	100.0%
Dec-20	48	48	100.0%
Jan-21	42	42	100.0%
Feb-21	44	44	100.0%
Mar-21	64	64	100.0%
TOTAL	308	308	100.0%
Data Source: YI790B - Out-of-Home Screen-Out Detail; Run Date: 5/12/21			

Section 2, Table 1.1-5

Child Protective Services (CPS) program staff continues to review every out-of-home screened-out referral to ensure policy guidelines are adhered to in the disposition process. KIDS also continues to capture the review process when CPS program staff documents if their office concurs with the screened-out disposition. When CPS program staff does not concur with the referral's disposition, program staff overrides the original disposition and assigns it in KIDS for investigation.

When a concern involving a contracted placement agency is noted through a screen-out consultation, a 10-day staffing, or any other process or staffing, CW staff in the Resource Family Partner (RFP) unit or Therapeutic Foster Care (TFC) programs provides the agency with a deadline for addressing the concern with the family and reporting the outcome back to CWS. The deadline provided to the agencies is within 10-business days of notice of the concern. The agency's follow-up on noted concerns is tracked by both RFP and TFC program staff and documented in the KIDS resource. This process is now fully embedded.

With TFC merging under the RFP umbrella, it was decided that TFC and Intensive Treatment Family Care (ITFC) should be incorporated into MIC efforts already in place for supported agencies. These efforts include safety calls, MIC case analysis, and MIC case reviews and went into effect in April 2021. A meeting was held with TFC/ITFC agency partners in March 2021 to inform them about this new process and provide guidance on how the process will be implemented.

The RFP unit continues to hold monthly safety calls with agencies to review resources with a recent screened-out referral, investigation, active resource alert, active WPC, or general ongoing concerns. The agency discusses the progress towards resolving potential safety issues and collaborates with the RFP unit to identify and resolve any barriers. With safety calls implemented for TFC/ITFC, when an agency holds supported and TFC/ITFC contracts, one safety call is held to discuss the required items for all three programs.

Placement Process Enhancements
In January 2021, processes and training information was completed and provided to all of CW staff regarding the updated placement process that includes the request for a Child Placement Interview (CPI) and the role of regional placement teams (RPTs) and agency partners as the conductors of placement searches. Twenty trainings were set up to give all CW staff an opportunity to learn the new placement process. Additionally, agency partners received their own training dedicated to learning about the new process. The CPI database was completed and tested prior to the planned rollout that began in February 2021. RPTs and agency partners all started their placement processes on 2/1/2021 statewide. The CPI started on 2/1/2021 with Region 3 and all remaining regions were added by 3/15/2021. The first baseline for the number of CPIs completed was set in March 2021 at which time approximately 494 CPIs were conducted. From rollout until 5/31/2021, approximately 1,631 CPIs were conducted.

A paper CPI document was made available prior to the rollout in case power outages or other barriers occurred. When an offline CPI is conducted, the information is entered in the database the next day to archive. Even though a paper document is utilized, there is no deviation from the process to upload a copy to the child's electronic case and then forward to the appropriate RPT for searches to be conducted. CPIs are provided via secure email to foster parents who will take placement or are highly likely to take placement. Providing the CPI to foster parents addresses a crucial concern voiced by foster parents each year regarding not receiving enough information about the child at placement. Sharing the CPI with foster parents allows them to review all known information about that child either prior to or at the time of accepting placement. The foster parents then have an opportunity to ask any additional questions they may have prior to the child's placement.

Placement line staff maintain open communications with RPTs to forward completed CPIs. Additionally, placement line leadership attends the "all hands on deck" calls when needed to assist the RPT team representative with agency partners. "All hands on deck" calls are conducted when a child does not have an identified placement. RPTs present children in need of placement to the group. The group is made up of 16 agency partners and a representative from each RPT team. In order to ensure that delivery of services and processes are functioning properly, additional meetings occur bi-weekly. A monthly internal meeting is held between placement line leadership and the RPT team representative to continually assess the transfer process between the placement line staff to the RPTs.

Foster Home Assessments
During this reporting period, FC&A enhanced several forms related to the initial and ongoing resource approval process. Development of new forms and ongoing revision of current forms assist with continual improvement of the resource approval process.
- The *Resource Overfill Assessment* was updated to include hyperlinks for staff to view what information goes in the box, added review of policy violations and resource alerts, and included a question about if a child was receiving enhanced foster care (EFC) services. This revised form was sent to FC&A staff in March 2021.
- The *Records Check Documentation Form* was updated to reflect a specific location to document purpose code X (PCX) results and a new section specifically for documentation while on call. Specific sections to complete while

on call allows for more concise documentation and anyone reviewing the form can easily see what information was available to staff during on call. The second recommendation section on the records check allows staff to document any follow-up that occurred after on call, such as gathering police reports or archived records, and how assessment of the new information impacted the decision for continued criminal and CW history approval. This form was sent to FC&A staff in March 2021.

- FC&A programs reviewed the monthly contact guide for resource home contact and worked on revisions to create a better-rounded staff guide. The form is now structured as a guide for staff to use before, during, and after the monthly contact with the resource family. FC&A collaborated with both Permanency Planning (PP) program and MIC staff to gather input on additional questions to ask during monthly contact with foster parents. This collaboration allowed the guide to capture questions directly targeted at MIC and permanency. Specific questions were added on discipline, who visits the home, foster parent support, parent/child visitation, and who provides informal care. The *Guide for Monthly Resource Home Contact* form along with *CWS Numbered Memo 21-05* was sent to all CW staff on 4/20/2021.

In previous reporting periods, overdue annual updates and reassessments were determined to be a barrier to reaching permanency goals, assessing child safety timely, and identifying needs for families. As a result, FC&A leadership developed a backlog plan to address this issue. This review process began in January 2019 with 273 overdue annual updates or reassessments. As of June 2021, the backlog was reduced to 78 overdue annual updates or reassessments. This process continues to decrease the number of overdue annual updates or reassessments each month while ensuring that staff timely assesses child safety, addresses any needs for the child and family, and provides exceptional customer service to resource families. These activities increase placement stability, improve permanency for children, and decrease MIC.

FC&A continues its work with the National Resource Center for Youth Services (NRCYS) to develop an additional element of pre-service training focused on child problematic sexual behavior (PSB). Educating current and new resource parents about PSB equips them with the necessary tools and information to respond appropriately and ensure the safety of all children in the home. Information about PSB was previously added to the in-person training for resource parents. During this review period, story boards for the online training were revised by FC&A program staff and provided to the programmers developing the online training component. In June 2021, FC&A program staff reviewed the completed PSB training. Once approved for accessibility compliance, it will be added to online pre-service training and made available for families that previously completed online pre-service training. NRCYS re-recorded the PSB webinar with the nationally known PSB expert in February 2021. Again, when accessibility compliance is finished, the webinar will be available for viewing by resource parents. The FC&A program continues to explore PSB training options for CW staff, including through collaboration with the University of Oklahoma.

Resource Alerts
As detailed in previous reporting periods, FC&A leadership worked with KIDS staff to develop enhancements to assist when an issue or concern in a resource home requires follow-up or ongoing monitoring. The resource alert increases communication between programs when concerns arise in a resource home and ensures the continued safety of children placed in the resource home.   When an issue or concern is identified by Resource staff or the child's assigned CW staff at any point during the approval process or after the home was approved and open, a resource alert is entered to notify all assigned CW staff of the need for ongoing monitoring. Ongoing monitoring of issues or concerns includes communication between assigned CW staff prior to initiating monthly contacts, and discussion of the resource alert during a screen-out consultation or 10-day staffing when a referral is received for the resource home.

Resources with a resource alert contact are compiled in the WebFOCUS YI042 Resource Homes with an Open Resource Alert report for monitoring by Resource staff and CW staff with children placed in the home. The report is emailed monthly with the expectation that CW field managers, supervisors, and RFP agency staff use the report as a management tool to track open and resolved resource alerts.

As part of the ongoing evaluation of new processes and practice implementation, the following KIDS enhancements are

in progress or completed.

- The inability to close a resource with an unresolved alert was problematic and needed correction. This enhancement was completed in the March 2021 release.
- Another requested enhancement is generation of an automated alert to newly assigned CW staff upon case transfer or placing a new child in the resource home. This enhancement was pending when KIDS staff discovered in March 2020 that a new alert could not be automatically generated. KIDS continued to search for an alternative and believed a solution was found that was tentatively scheduled for the May 2021 release. However, when testing the alternative, too many functionality issues were discovered for the May release. KIDS then consulted with FC&A program staff about sending an email and it was determined an email would suffice. The new enhancement is scheduled for September 2021. In the meantime, the YI042 report has a Placements tab that indicates the child's assigned CW specialist and supervisor. This report can be viewed on a regularly by CW staff to identify children on their caseload that are placed in a resource home with an open resource alert. Additionally, the RIS populates when a child is placed in a resource home in KIDS and includes open or resolved resource alert information.
- Reviewing resource alerts will be added to the out-of-home investigation staffing guide, as well as having resource alert as an option for the out-of-home investigation 10-day staffing recommendations. This enhancement was also scheduled for May 2021; however, it has moved to September 2021.

During this reporting period, 201 alerts were opened. Of those, 132 were both open and closed in SFY 2021. As of 6/30/2021, 69 resource alerts remained open. The usage of alerts represents improved, proactive practice in addressing potential safety concerns and/or risk factors identified in a resource home. Common anecdotal risk factors requiring ongoing monitoring might include, but are not limited to, a history of substance abuse, increased family stress, individuals identified as unsafe with potential access to the child in OKDHS custody, unclean or hazardous home environment, and criminal action taken against a resource parent that does not result in automatic closure. In addition to increasing and improving communications between Resource staff and each child's assigned CW specialist, resource alerts also improve support for resource families. Increased communication and addressing a resource family's needs provides a positive customer service experience and furthers efforts to retain resource families.

Training

To assist staff in evaluating and remediating concerns in a resource home, *Assessing Concerns in Resource Homes* training is required for all new Resource and RFP staff and is available to any staff that requests the training or needs a refresher. This training develops and enhances Resource staff skills in determining the appropriate level of intervention required when concerns are present in a foster home, including addressing policy violations, and WPC preparation and monitoring. The training has been cancelled since March 2020 due to the COVID-19 pandemic but will resume in-person during the first quarter of SFY 2022. Although training was not available, FC&A program staff provided consultation when requested on intervention levels when there are concerns in resource homes and ensured staff know they are available for assistance.

Records Check Training was developed in early 2020 for new and/or current CW specialists to develop better skills related to searching and documenting records. This training will eventually be a required Level 1 training for all Resource staff. Between January – June 2021, eight in-person trainings were safely held for Resource staff in a computer lab. Two sessions for RFP staff were held virtually in June 2021.

Records Check Review and Approval Training is required for all lead CW specialists, supervisors, and field managers. This training, offered to Resource staff, RFP staff, and TFC staff, assists with crafting skills related to reviewing and coaching staff for quality records checks, and approval at the appropriate level. Two virtual trainings were held between January – June 2021. FC&A program staff will continue to provide this training on a bi-annual basis or as a need is identified.

FC&A program staff are in the process of developing a new training course for Resource staff. After receiving multiple

requests from the field asking for annual update and reassessment training, program staff decided to combine the information that Resource staff receive from two separate trainings, *Resource Family Assessment* and *Annual Update/Reassessment* into one new training focused on overall assessment. The training will highlight how forms are used as part of the assessment process, both for the initial resource family assessment (RFA), as well as annual updates/reassessments; using critical thinking skills when reviewing RFAs; and awareness of factors related to MIC and how to look for those during each interaction with a family. The training will be for two days and is scheduled to begin in the second quarter of SFY 2022.

FC&A Quality Assurance
The Contract Performance Review (CPR) team completes quarterly quality assurance reviews for newly-approved traditional and kinship resources from each region. The CPR team conducts a single review type that provides a look at current, overall FC&A field practices for newly approved traditional and kinship resource homes. The quality assurance review process is expected to be a transparent partnering between programs and the field that enriches Resource staff growth and development across the state and furthers continuous quality improvement efforts.

Each of the five program field representatives (PFRs) of the CPR team is assigned to a CWS region and is responsible for completing the quarterly review of the region's cases. The quarterly review is sample of resource reviews comprised of nine cases per region totaling to 45 statewide reviews each quarter. The CPR team also conducts quarterly reviews of newly-approved supported resources. Currently with 15 RFP agencies, the RFP review sample is comprised of 20 newly-approved resource homes in the prior quarter. The reviews include all agencies with newly-approved homes during the quarter.

Following completion of the quarterly reviews, the CPR program supervisor and team hold an internal review debriefing. The team debriefing ensures consistency and collaborative development of the statewide report on all findings at the end of each review cycle. The CPR team then debriefs the review with the respective regional FC&A field manager and RFP agency staff. Case specific findings are provided by the assigned CPR team member to the regional FC&A field manager and RFP supervisors, liaisons, and agency directors to ensure awareness of all known strengths and deficiencies within the individual resource files selected for the quarterly review. Follow-up on cases requiring additional or missing information are utilized as coaching sessions between CW field managers, Resource supervisors, and field staff to improve overall practice and promote a greater understanding of how assessment informs the critical thinking process and enhances the ability to keep children safe in out-of-home care.

The reviews completed during this reporting period include SFY 2021 Quarter 1 encompassing resource homes newly certified in July – September 2020; and SFY 2021 Quarter 2, encompassing resource homes newly certified in October – December 2020. SFY 2021 Quarter 3, encompassing newly certified homes in January – March 2021, are actively reviewed between April – June 2021. As previously reported, the quality assurance process lags for a quarter.

The CPR team completed 130 reviews from 10/1/2020 – 3/31/2021 of newly-approved resource homes between October 2020 – March 2021. The reviews were comprised of 90 newly-approved OKDHS homes across all five regions and 40 RFP homes. Of the OKDHS homes pulled for the review, 28 were traditional resources, 33 were relative kinship resources, and 29 were non-relative kinship resources.

The CPR team completed debriefings with all regional FC&A field managers, RFP program staff, and the RFP supervisors, liaisons, and agency directors. These debriefings primarily occurred during November and December 2020 and during February and March 2021. The *FC&A Quality Assurance Review Quarterly Trend Report SFY21 Q1* and *FC&A Quality Assurance Review Quarterly Trend Report SFY21* **Q2** are attached.

The CPR team and FC&A program staff continued to meet regularly as part of a direct feedback loop. Discussions centered on the results of the reviews and any changes needed to the review process. As a result, the sample selection of approved resource homes was adjusted to include one additional relative kinship home and one less traditional home. This decision

was based on data that shows a higher incidence of MIC in kinship placements, as well as bringing the sample into closer alignment with the overall number of CWS resource types. The sample of approved resources pulled for SFY 2021 Quarter 3 will now be comprised of two traditional, three non-relative kinship, and four relative kinship resources across all five regions.

Changes to the follow-up process when issues are identified during the review were also addressed. FC&A designated a staff person to compile data from the completed quality assurance reviews into a spreadsheet that tracks all of the resource homes requiring follow-up. The spreadsheet is then provided to the field manager to ensure the appropriate follow-up occurred within 30-calendar days of the debriefing. Currently, the process is still informal since FC&A programs is fine-tuning both the spreadsheet and the process to ensure usability and timeliness for field staff. Programs considered other ways to use the spreadsheet, such as a cross reference tool for any resource homes that receive a CPS referral, if it is a screen-out or accepted for investigation or assessment. The intent is to determine what, if any, approval assessment areas were missed or correlated to the MIC incident. While FC&A programs continues to work on the best way to track this information and provide it to the field, the CPR team still uploads the completed review tool into the KIDS document management system after each debriefing, so both the field manager and staff are aware of any needed follow-up.

From the meetings between the CPR team and FC&A programs, the feedback from FC&A program staff was to remain focused on the safety-related areas of the review tool and less on compliance areas, such as miscellaneous forms that were missing or not signed. The field manager debriefings identified the need to take a more collaborative approach regarding follow-ups on the reviews. In keeping with the review's intent, the focus is on areas that are truly a safety concern needing follow-up instead of areas that may just be lacking in documentation or compliance with policy. For future debriefings, the field managers and the CPR reviewer will come to a mutual agreement on what will be returned to the field to address or what concerns may be dealt with through training or instructions to staff.

FC&A program staff also shared MIC trends, contributing factors, and TOH trends with the CPR team to keep them informed on what is seen in MIC reviews. While the quality assurance reviews do not focus on the quality of monthly PP visits, which is the biggest contributing factor to MIC, there are opportunities for the reviewers to pay close attention to other possible caregivers and significant others in and out of the resource home. This item is also frequently identified as an issue related to MIC.

The program supervisors for FC&A and CPR reviewers met with the lead MIC PFR in March 2021 to develop an additional feedback loop and to identify areas of commonality between the two types of reviews. The main areas of commonality between the MIC and CPR reviews focus on the criminal and CW history approval, background checks, and quality of home studies. Both reviews noted financial stressors, a lack of supports to resource providers, and insufficient exploration of informal caregivers and protective capacities as areas for improvement related to home studies. This new feedback loop incorporating representatives from both the CPR and MIC team will provide valuable insight for FC&A program staff to identify areas for increased field training and support.

MIC Expanded Strategies
For the fifth reporting period, there was an absence of MIC for more than 99 percent of children served. This reporting period children reported to be safe while in out-of-home care declined 0.112 percent and the MIC team has explored possible reasons for this decline. As previously stated CWS saw a decrease in the number of children served over the past few years, while the overall MIC victim count has not decreased at the same rate; thereby, reducing the percentage of children safe while in out-of-home care. A reduction in the number of victims from the previous report was noted, down from 127 victims in 83 referrals to 123 victims in 75 referrals. The reduction in numbers of victims and referrals is encouraging, along with the consistent average MIC rate per placement days; however, MIC programs continues to focus efforts on the noted decreasing percentage of children safe while in out-of-home care for the last four reporting periods. Data analysis conducted in March 2021, *MIC Data Review 3.3.2021*, indicated an increase in the substantiation rate beginning in September 2019, which correlates with the decrease in percentage of children safe while in out-of-home care. Additional analysis of the substantiation and overturn rates may be warranted in order to further understand this

correlation. Also noted for this same time period is an increase in both the number and percentage of TOH victim substantiations. A shift from higher numbers of victims in congregate care settings to a greater percentage of MIC occurring in resource homes may account for an increase in the number of TOH victims, as siblings or other children placed in the home may be substantiated solely for TOH. Efforts to strengthen safety assessment quality during CW specialist visits to resource homes may also be leading to CW staff identifying risk prior to MIC incidences actually happening, thus resulting in an increase in TOH substantiations. Discussion with the KIDS data team is underway to determine if additional data and analysis may help in understanding the increase in TOH substantiations.

MIC expanded strategies are ongoing with continued focus on addressing the top contributing MIC factors identified through case reviews and data analysis. The MIC leadership team continues to meet bi-monthly to monitor MIC strategies and identify ways to support staff in the field, with meetings occurring in February and April 2021. The June 2021 meeting was rescheduled to July 2021 due to scheduling conflicts. Region 2 shifted the MIC lead responsibilities from the prior lead to the program analyst. MIC program staff is working with the new lead to provide guidance for the MIC strategies and the role of the regional MIC lead. An *MIC Workflow* visual was created to assist team members and Continuous Quality Improvement (CQI) staff in understanding the roles of those involved in the MIC strategies. MIC remains under the CQI program since January 2021. Two dedicated MIC PFR positions remained filled through May 2021, when one position was vacated. The vacancy is now posted with the hiring process to be completed in the near future. In addition, the previously established MIC program lead was reallocated back to that assignment effective 7/1/2021.

MIC Case Review Updates
The MIC program staff continues to review all substantiated MIC incidents in a family-like setting, as well as eight randomly selected unsubstantiated MIC cases assigned by the Co-Neutrals. These case reviews are sent to the district directors and field managers for review and transfer of learning (TOL) with CW staff. MIC program staff identify TOL opportunities in the review's practice notes for the district director/field manager to utilize when reviewing with CW staff. The MIC program is currently exploring with the MIC leads and the Quality Assurance (QA) team if there are any areas where TOL could be more structured and strengthened for CW field staff. Discussions are underway that center on how TOL is an opportunity for collaborative learning experiences among CPS, PP, and Resource staff, and if the MIC program staff or QA program staff were more involved with the TOL process it might strengthen the messaging on how improved practices can influence outcomes. This collaborative effort could help tie all strategy efforts together for CW field staff, especially if the TOL experience is guided by MIC or QA staff who have a broadened view of all strategy efforts and how they all go hand-in-hand. Discussion began with MIC leads during the April 2021 MIC Leadership meeting about MIC program staff becoming involved in some of the TOL sessions of substantiated referrals. *MIC Training - Transfer of Learning Group Case Learning Guide* was developed to be utilized for this process. This guide may also be used by district directors when going over unsubstantiated case reviews with staff. Before any implementation plans for this process begin, more in-depth discussions and collaboration with the QA teams need to occur and the vacant MIC PFR position needs to be filled. Additionally, the MIC reviews would need to be current.

Data analysis of information gathered from the MIC program reviews was completed in February 2021. The analysis, *Maltreatment in Care (MIC) Program Review Data Analysis October 2019 – September 2020*, was discussed with the Co-Neutrals in March 2021. This report was shared with the MIC leadership team during the April 2021 meeting, and was disseminated to CWS leadership for review. Data analysis was also conducted for each region, and was provided to each region with the regional practice profiles. In addition, MIC program staff is in the process of presenting both the statewide analysis and regional data analysis to each region. Data was presented to Region 5 in April 2021, Regions 2 and 3 in May 2021, Region 4 in June 2021, and is scheduled to be presented to Region 1 in August 2021.

District directors and field managers continue to conduct one substantiated review per month. In the event of no substantiated MIC cases to review in the district, the district director and field manager complete one unsubstantiated case review. After a decrease in momentum on the district director reviews during the COVID-19 pandemic, an increase in the number of reviews completed was noted for the past two quarters. In March 2021, MIC program staff implemented an improved oversight system for tracking completion of the district director and field manager reviews. When the

regional leads assign cases for review, the MIC PFR is also notified and the MIC PFR maintains a log for tracking assignments and completions. When reviews are not completed, the MIC PFR sends out a reminder email to the CW field staff. The number of completed reviews per calendar year quarter follow.

- Quarter 2, April – June 2020: 51 district director reviews; 33 field manager reviews
- Quarter 3, July – September 2020: 11 district director reviews; 37 field manager reviews
- Quarter 4, October – December 2020: 23 district director reviews; 31 field manager reviews
- Quarter 1, January – March: 37 district director reviews; 38 field manager reviews

During the first quarter of 2021, 57 percent of district director reviews indicated TOL happened with staff, while 88 percent of reviews conducted by field managers indicated a TOL occurred.

RFP partners continue to participate in the review process as well. Completion of these reviews is tracked by the RFP PFR and the agencies remain in compliance.

MIC Case Analysis Updates
The MIC case analysis strategy is ongoing. MIC program staff works with each region to support and carry out the case analysis process. Case analysis is designed to be a group learning format where each region selects an MIC case to review as a group and identifies three TOL opportunities to share with CW staff in each district. Each region was asked to develop their own protocol for conducting the analysis and disseminating TOL in a manner that works best for them, given the variety of metro and rural settings across the regions, and differently structured staff meetings.

The transition to a new MIC lead in Region 2 delayed their case analysis. The region developed an MIC steering committee. MIC program staff and regional QA program staff participated in the committee meeting in May and June 2021 to assist with preparing the case analysis, which will be presented in August 2021. Other regional MIC leads report they are able to complete the analysis, and while the analysis preparation process can be time consuming, they are able to identify TOL opportunities that CW staff are receptive to. CW staff continue to report they find the case analysis learning process beneficial. RFP agencies conduct case analysis as required and completion of this process is tracked by the RFP PFR.

Case analysis is a recurring agenda item for the MIC leadership meetings so that MIC program staff can support regional staff and ensure analysis completion. MIC programs developed a template to capture the TOL opportunities identified by each region during their case analysis in an effort to monitor the key takeaways in each region. This information was shared with MIC leads in the July 2021 MIC leadership meeting.

MIC Action Plans
Data from MIC program reviews and district director reviews continue to consistently identify quality worker visits as the number one contributing factor to MIC. As such, the MIC team continued to move forward with additional efforts to improve the quality of CW specialist contacts related to reducing MIC. To further enhance CW specialist contact quality, an expanded strategy was added to engage supervisors to participate in hands-on reviews of specialist visits. MIC program, QA, and regional staff assisted in creating a streamlined review process. Previously, some regions were conducting reviews of contacts as part of their regional MIC plans. Each region engaged in this process, developed their own review, and captured the information in different ways. The Quality Contact Review streamlines this process statewide so that all PP supervisors are conducting the same review and are entering the information into the online Qualtrics platform, where data can be easily reviewed via the online dashboard. The Qualtrics link went live and was available 6/23/2021 for CW supervisors to enter reviews, but they will not be fully expected to start using the tool until August 2021.

Extensive efforts are underway to ensure consistency in scoring and answer selection standards by supervisors; however, the data entered into this system will be highly subjective and not necessarily representative of sound and valid data. The tool and efforts were not intended for data collection or to be used by the MIC program teams; rather they are meant to

be informational to the supervisor and district director regarding the quality of assessments during visits and quality of documentation. Moreover, this effort is meant to be highly motivational for supervisors to incorporate a thorough TOL engagement in keeping with the Supervisory Framework strategies.   The review's questions are related to the safety assessment conducted during specialist visits. Guidance for what to look for when answering each question was developed and provided within the Qualtrics review, so supervisors do not have to access a separate document while completing the review. Supervisor training on this new process began in June 2021 and will continue through fall of 2021. The training will be available for supervisors as they begin their required reviews in August 2021. Case-by-case guidance and training will be available for supervisors as long as it is needed as this new process begins. The learning objectives for the training are for supervisors to:

- Understand what the quality visit review is;
- Know where to access the review;
- Understand how to answer the questions on the review and enter responses;
- Know where to access the data and how to use it; and
- Have a plan for how to implement this process into their daily work.

Two training sessions were provided each week through July 2021. Supervisors are tasked with completing reviews of two case contacts each month per CW specialist in their unit, if they are at workload standards of five assigned specialists or less. Supervisors with greater than five specialists assigned are required to complete one review per specialist per month. Supervisors are encouraged to incorporate the contact review process as part of the Supervisory Framework. Findings from the review may be discussed with the CW specialist during the intentional case staffing, field observation debriefings and documentation review, and overall progress can be reviewed during the CW specialists' monthly conference. The Qualtrics dashboard is available for supervisors, district directors, and regional directors to utilize as a coaching tool for staff on trends identified for their respective area. MIC program staff will also be able to use data collected from the reviews to further identify areas of the safety assessment on which staff may need additional guidance and messaging.

Conclusion

MIC program staff continues exploring how factors such as the COVID-19 pandemic, disruptions to partner systems, impacts to families, and how other CWS strategies affect MIC, and how negative impacts can be mitigated. Attention continues to be focused on how negative impacts might be mitigated. Although the impact of the COVID-19 pandemic is not yet fully understood, there were disruptions to MIC strategies on multiple levels including difficulties conducting safety assessments virtually, lack of reporting, interruptions to family services, as well as family stressors such as finances, child care, and virtual schooling that likely impacted MIC rates. How long these impacts will be reflected in MIC data is uncertain. Variances noticed in the data included increased number of sexual abuse victims, increased number of TOH only victims, and increased substantiation rates. Fewer reports of abuse and neglect were made by CW specialists during months where a larger percentage of virtual visits were conducted. Additionally, in the months that CW staff performed higher numbers of virtual visits there appeared to be spikes in the number of victims in the months following these provisions. Further analysis is underway to determine if this is a clear indication that the COVID-19 pandemic affected the MIC rate throughout the reporting period. Although pandemic-related restrictions are largely lifted and systems and resources are beginning to reopen, families continue to struggle with employment, child care, financial difficulties, trauma, and grief. It is suspected that these difficulties will continue to affect MIC for some time.

The absence of MIC rate holding steady at greater than 99 percent, the MIC rate by days remaining consistent, and the number of MIC victims and incidences trending down continue to indicate that the strategies currently in place are effective at reducing MIC, and that the agency is at a stable baseline with these efforts. In order to further improve the absence of MIC rate and regain positive trending, MIC program staff are focused on making additional efforts to enhance current strategies and address those areas that are identified as prominent opportunities to reduce MIC in foster home settings. With current strategies largely based on conducting reviews and utilizing the information for coaching and information sharing, there is an opportunity to enhance them by strengthening the TOLs occurring in conjunction with the

reviews. As described above, MIC program staff is currently exploring options to strengthen the TOL process quality for substantiated MIC referrals.

MIC and PP program staff successfully partnered to provide supportive TOL sessions targeting MIC as part of the permanency safety consultation (PSC) TOL's that are occurring. The first collaborative session was held in June 2021 in District 19, with sessions scheduled in July 2021 for District 7, in August 2021 for Districts 21A and 6B, and in September 2021 for District 7. The supportive PSCs consist of four sessions per district with the fourth session focused on MIC. The *Maltreatment in Care Transfer of Learning Agenda* was revised to include an activity related to reviewing an MIC referral and identifying practices that may have impacted outcomes for the child and family. As CW supervisors complete this activity, they practice reviewing information from an MIC case in their region and identify ways they can coach CW staff on the information they gathered. District director reviews, field manager reviews, and the Quality Visit Review all capture whether TOL occurred and in what format via the Qualtrics review. The number of reviews field managers completed noted a significantly higher completion rate than those completed by district directors, indicating there may be opportunity to improve communication with staff in that area through monitoring and messaging. As CW supervisors begin to enter the Quality Visit Reviews into Qualtrics, additional discussion on the frequency and effectiveness of the TOL may be warranted.

CONGREGATE CARE

Ongoing efforts are occurring in all core strategy activities to address MIC in higher levels of care. The three primary efforts designed to decrease MIC in congregate care settings are supports for facilities with the highest number of MIC incidents; policy, practice and technical enhancements; and contract enhancements. These efforts will continue with an ongoing commitment to seek the best ways to support safe care for youth determined to need a treatment placement above foster care.

Current data indicates a decrease of 12 MIC victims in congregate care when compared to data in the February 2021 Semi-Annual Report. This decrease indicates the efforts by OKDHS CWS and providers continue to be successful in ensuring safe congregate care settings for youth in OKDHS custody.

Three of the 12 MIC substantiations occurred in programs OKDHS does not hold the funding contract for: psychiatric hospitals, Office of Juvenile Affairs (OJA) placements, and shelter care. CWS continues to offer support to residential treatment care (RTC) providers as well as shelter providers when they are identified as a program that could benefit from support and development (SD). Support is also given outside of the SD process by implementing Facility Service Plans (FSPs) and Safety Plans that are monitored by the Specialized Placements and Partnerships Unit (SPPU) liaisons. OKDHS does not provide SD or liaison support to OJA detention providers; however, OJA congregate care providers, including shelters, can participate in the statewide trainings offered by NRCYS to support trauma-informed care training opportunities. SPPU also continues to work with the OKDHS tribal liaison to ensure the NRCYS trainings are offered to tribal group care providers.

One of the 12 MIC substantiations occurred in an Agency Companion Home. OKDHS Developmental Disabilities Services (DDS) held the funding contract for this agency. The substantiation was on the agency owner and not on the provider caring for the youth. Upon becoming aware of the maltreatment, the provider switched companion home agencies and DDS discontinued their contract with the original agency.

Support and Development
The specific activities and detailed processes on the selection of facilities needing SD were based on the 20th and 21st data sets that were summarized in previous Semi-Annual Reports. This reporting period includes SD activities based on the 22nd and 23rd data sets, as seen in Section 2, Table 1.1-6. No MIC incidents were substantiated in SD facilities during the 22nd data set. However, SPPU continued to diligently work with providers who were participating in SD from the 20th and 21st data set. SPPU also continued to work with the provider placed on SD in August 2020 per leadership request. This

provider successfully completed SD in April 2021. The 23rd data set had two providers from the 20th data set with MIC substantiations. SPPU continued to work with these providers and, as of this report, no further substantiations have occurred. This data indicates the SD process was successful for this reporting period.

		Children with Substantiations of Abuse or Neglect while in Out-of-Home Care OCA Support and Development Facilities							
Monitoring Period	Closure Month	Group Home/ Shelter 1	Group Home/ Shelter 2	Group Home/ Shelter 3	Group Home/ Shelter 4	Group Home/ Shelter 5	Group Home/ Shelter 6	Group Home/ Shelter 7	Total
20th Data Period	Apr-2020	1							1
	May-2020			1			1		2
	Jun-2020		1						1
21st Data Period	Jul-2020								0
	Aug-2020					1			1
	Sep-2020						1		1
22nd Data Period	Oct-2020								0
	Nov-2020								0
	Dec-2020								0
23rd Data Period	Jan-2021								0
	Feb-2021			1					1
	Mar-2021				2				2
TOTAL		1	1	2	2	1	2	0	9
Data Source: KIDS Data Measure 1.1 MIC; Run Date: 5/31/21 -Numbers indicate children with substantiations while in DHS custody and placed at Facility. Substantiations for children in DHS custody only.									
19th Period Data ID'd Support & Development Facility			20th Period Data ID'd Support & Development Facility			21st Period Data ID'd Support & Development Facility		22nd Period Data ID'd Support & Development Facility	

Section 2, Table 1.1-6

Note: The color blocking denotes the data period when a facility was identified as requiring support and development. Data reporting periods are for three months.

22nd MIC Data Set: October – December 2020

A quarterly Support and Development Team (SDT) meeting was held 1/11/2021 to identify facilities needing enhanced SD support based on data from October – December 2020. Monthly SD conference calls occurred 2/3/2021, 3/3/2021, and 4/7/2021. During these calls, existing facility support plans were reviewed and updates were suggested based on information from onsite monitoring by facility liaisons, SPPU SD liaison, SPPU program supervisor for MIC, OKDHS Child Care Licensing (CCL), Office of Client Advocacy (OCA), and the CQI CPR team.

The 22nd MIC data set was received January 2021. This data identified no new resources in need of SD at the group home, shelter, or RTC level of care. SPPU and Mr. Lloyd Bullard continued to diligently work with two providers who were still participating in SD based on identification from a previous quarter.

23rd MIC Data Set: January – March 2021

A quarterly SDT meeting was held 4/12/2021 to identify facilities needing enhanced SD based on data from January – March 2021. Monthly SDT conference calls were held 5/5/2021, 6/2/2021, and 7/7/2021. During these calls, facility action and SD plans were reviewed and updates were suggested based on information from onsite or virtual visits, monthly report data, and feedback from OCA, CCL, and the CPR team.

The 23rd MIC data set received April 2021 identified two resources needing SD at the group home and shelter level of care. Both of these programs were participating in the SD process at the time of these MIC incidents. The SDT continued to work with these programs throughout this reporting period. The first program addressed the MIC incident internally and through the SD process. This program successfully completed their SD plan in June 2021. The second program remains on a SD plan at this time. The MIC incident occurred in a different lodge and was immediately addressed by the program. The SDT followed up with the provider regarding this MIC incident and believes they appropriately addressed the concerns that led to the substantiation. This program made progress towards the completion of their SD plan; however, it still has some areas to focus on. The SDT will continue to support this program in reaching their goals. Neither of these programs had any further substantiations of MIC as of this report. SPPU also continues to work with the two providers identified in

the 21st MIC data set as they completed their work with Mr. Bullard in June 2021. Both programs had a turnover in leadership staff, but have support plans in place and are working towards completion of those plans. SPPU decreased the population at one of these programs from 16 to 12 beds and left the staffing rates the same. This program serves youth who have the most significant behavioral support and treatment needs. SPPU and the program believe that by lowering the number of youth served, but allowing staffing ratios to remain the same, the provider has the best opportunity for staff to meet the high needs of the youth they serve.

Enhanced Support

During this reporting period, the SDT developed a new Enhanced Support (ES) process as a more proactive approach in supporting both providers and OKDHS custody youth. The ES process focuses on supporting providers in meeting contract requirements and youth and staff safety. The ES Team (EST) is comprised of a program supervisor, two PFR's assigned to the congregate care MIC team, and a liaison. The determination that a provider needs additional training or support around contract requirements is made by the EST through data reviews from all group home providers, as well as feedback from CCL, OCA, the CPR team, and other SPPU program supervisors, PFRs, and liaisons. Youth and staff surveys are completed through NRCYS during this process and the EST works with the provider program to develop a support plan based on their identified needs. An EST member is on campus at least once a month to review the plan and provide support to the provider program. The first program to participate in ES was identified and support began in May 2021.

In conjunction with supporting providers, the EST identifies and provides support for youth while placed in congregate care in addressing safety concerns to prevent an MIC incident from occurring. Identification occurs through observation, visits with youth, on-site visits with the provider, and feedback from external and internal partners and staff.

As a result of the above-described EST reviews, a training on transition planning for youth in congregate care settings was developed. This training, *Transition Planning - A Continuing Path*, will be provided onsite to all providers and all SPPU liaisons beginning July 2021. The *Transition Planning Training Schedule* is attached.

Policy, Practice, and Technical Enhancements.

SPPU support liaisons continue to focus on supporting their assigned provider program, as well as driving transition work for each youth in the program. The safety liaisons continue using Corrective Action Plans (CAPs) and Facility Action Steps (FAS) when areas for concern are identified. The safety liaisons also complete the quarterly FSP with their assigned programs. These new roles offer increased open communication between providers and SPPU.

SPPU continues its work with KIDS staff to add a resource alert to congregate care resources; however, many technical barriers may result in SPPU developing a different alert process.

During this reporting period, SPPU improved its ability to access resources in locating youth who go Missing from Care (MFC) when placed in a congregate care setting. If the youth who is MFC does not qualify for an Amber Alert, CW staff may contact law enforcement and request assistance in locating the youth.

SPPU realigned two PFR positions, moving them under the SPPU program supervisor for MIC reduction in congregate care. All group homes now have one of these positions assigned to them for support in MIC prevention, transition planning, and training. The current focus is on transition planning for children younger than age 13 to family-like settings and transition planning for youth older than age 17 who will be exiting OKDHS custody. The above-described training, *Transition Planning – A Continuing Path*, was developed and provided by these PFR positions, who will also conduct future MIC prevention training for providers.

In July 2021, two SPPU program staff and a provider will travel to Virginia to learn about the Grafton behavioral health care program that serves children and youth with complex behavioral health challenges. Grafton, in providing treatment for youth with trauma and intellectual disabilities, has developed a system of utilizing blocking pads rather than physical restraint when youth are in crisis. SPPU is looking forward to this opportunity to learn about Grafton's practices and

programming. CWS leadership has also reached out to California and New Jersey through the Building Bridges Initiative, as both states utilize smaller bed programs in congregate care settings. CWS looks forward to learning from their experiences and bringing some of their successes to providers and youth in Oklahoma.

Contract Enhancements

Supports Provided through NRCYS Contract:

- Systematic Training to Assist in the Recovery from Trauma (START) Direct; Online
  - Day 1 - 10/5/2020
  - Day 2 - 10/7/2020
  - Day 3 - 10/12/2020
  - Day 4 - 10/14/2020
  - Day 5 - 10/19/2020
  - Day 6 - 10/20/2020
  - Day 1 - 4/20/2021
  - Day 2 - 4/22/2021
  - Day 3 - 4/27/2021
  - Day 4 - 4/29/2021
  - Day 5 - 5/4/2021
  - Day 6 - 5/6/2021
- The Lens We Work Through: Identities, Barriers, and Privilege; Online
  - Day 1 - 10/6/2020
  - Day 2 - 10/8/2020
  - Day 3 - 10/13/2020
  - Day 4 - 10/15/2020
  - Day 5 - 10/20/2020
  - Day 6 - 10/22/2020
  - Day 1 - 11/5/2020
  - Day 2 - 11/6/2020
  - Day 3 - 1/20/2021
  - Day 4 - 1/22/2021
  - Day 5 - 1/27/2021
  - Day 6 - 1/29/2021
- Suicide Awareness and Prevention; Tulsa
  - Session 2 - 10/14/2020
  - Session 3 - 11/11/2020
  - Session 4 - 12/9/2020
- Group Home Administrators Meeting; Online
  - 11/5/2020
  - 2/4/2021
- Qualified Residential Treatment Program (QRTP) Preparation Meeting; Tulsa
  - 10/15/2020
  - 11/19/2020
  - 1/21/2021
  - 3/26/2020
  - 4/15/2021
- Teaching Calm through Play; Tulsa
  - 11/20/2020
- Managing Aggressive Behavior Trainer Certification Course (Nonphysical Skills); Tulsa
  - 12/1/2020 – 12/4/2020

- Managing Aggressive Behavior Trainer Certification Course (Physical Skills); Tulsa
  - 12/8/2020 – 12/9/2020
- Managing Aggressive Behavior Direct; Oaks Indian Mission
  - 12/15/2020 – 12/16/2020
- START Training of Trainers (TOT); Tulsa
  - 12/16/2020 – 12/18/2020
- START TOT; Online:
  - 2/10/2021 – 2/12/2021
- Support and Development Focus Group; Online
  - 1/13/2021
- Human Trafficking 101; Tulsa
  - 4/7/2021
- Court Appointed Special Advocate (CASA) Training – Gender Expansive Youth; Tulsa
  - 4/15/2021

Conclusion

Efforts targeted to MIC reduction in congregate care settings began in August 2015 and encompassed significant changes in multiple work areas. Specific initiative activities included policy and protocol modifications; standardized tool development and implementation; KIDS technical enhancements; improved community partner collaboration; creation of an intensive intervention and remediation process for problematic providers; and contract modifications related to reduction of restraint, trauma-informed service provision, and overall provider accountability. The COVID-19 pandemic impacted and continues to impact some of these processes; however, current data indicates the adjustments made by SPPU and providers allowed these efforts to continue to have a positive impact on the MIC reduction in congregate care. SPPU is rolling out new practices and consulting with other states and providers in to ensure CWS continues to provide the best treatment for youth in OKDHS custody. SPPU is committed to continuing this collaboration with providers and community supports to consistently reduce MIC in congregate care.

1.2: Absence of Maltreatment in Care by Parents

Operational Question

Of all children served in foster care during the 12-month reporting period, what percent were **not** victims of substantiated or indicated maltreatment (abuse or neglect) by a parent while in Oklahoma Human Services (OKDHS) custody?

Data Source and Definitions

For the semi-annual report, Oklahoma uses the same logic as Data Element XI. Children Maltreated by Parents while in Foster Care on Oklahoma's Federal Data Profile. This element uses a 12-month period based on the time frame of October 1 – September 30. Oklahoma used the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) 20B & 21A files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file, covering AFCARS 20B & 21A periods, to compute the measure. The NCANDS file used for this report is calculated the same as the file submitted to the federal government, which includes running the data through the official validation tool. The official submission to NCANDS occurs only once annually and is due yearly by January 31, so the NCANDS data is still subject to change until that date.

- This metric measures performance over 12 months and differs from the monthly data collected from KIDS.
- The federal data element requires matching NCANDS and AFCARS records by AFCARS IDs.
- The NCANDS report date and completion date must fall within the removal period found in the matching AFCARS record.
- The federal metric only counts a victim once during the federal fiscal year (FFY), even when a child is victimized more than once in the course of a year. Whereas in the monthly report, a victim is counted for every substantiated finding of abuse or neglect.

The federal data element includes all victims of substantiated abuse or neglect by a parent while in care, even when the reported abuse occurred prior to the child coming into care.

### Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 4/1/2020 – 3/31/2021.

Numerator: The number of children served in foster care from 4/1/2020 – 3/31/2021 that did not have any substantiated or indicated allegations of maltreatment by a parent during that period.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2010 – 9/30/2011	All children served from 10/1/2010 - 9/30/2011	12,352	12,533	98.56%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013	14,800	15,045	98.37%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014	15,580	15,806	98.57%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014	16,018	16,272	98.44%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015	16,390	16,640	98.50%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015	16,571	16,808	98.58%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016	16,348	16,548	98.79%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016	16,057	16,244	98.85%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017	15,570	15,753	98.84%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017	14,911	15,113	98.66%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018	14,226	14,405	98.76%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018	13,772	13,901	99.07%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019	13,296	13,441	98.92%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019	12,942	13,082	98.93%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020	12,510	12,659	98.82%
10/2/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020	12,155	12,268	99.08%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021	11,573	11,685	99.04%
Target				99.00%

Section 2, Table 1.2-1
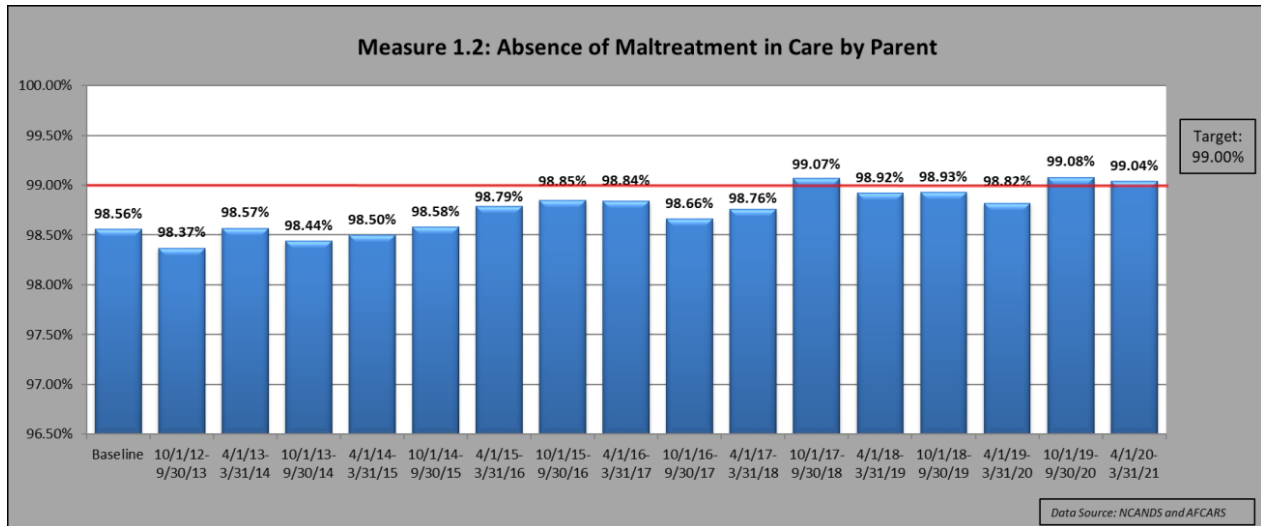
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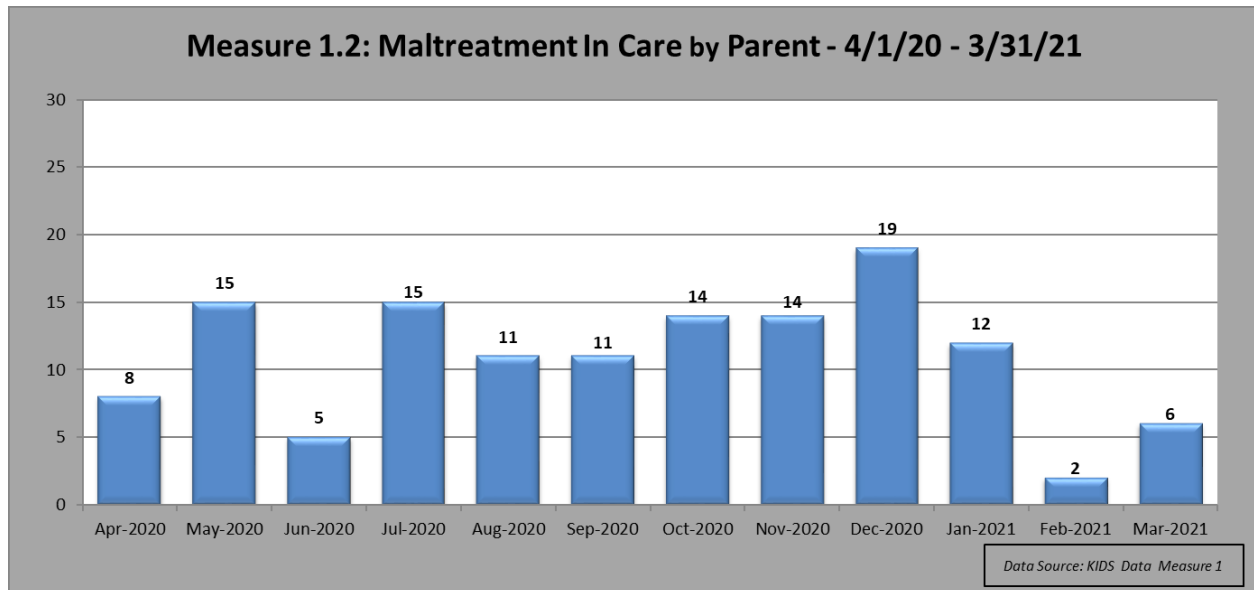
Section 2, Graph 1.2-2

Data Commentary

Section 2, Graph 1.2-1 is based on the federal indicator for maltreatment in care (MIC) and produces representative information about the incidence of MIC by parents. This reporting period had a decrease by 0.04 percent making the overall outcome 99.04 percent. Child Welfare Services (CWS) exceeded the target by .04 percent. This is the second consecutive reporting period exceeding the Pinnacle target.

In the most recent reporting period, 99.04 percent of children in out-of-home (OOH) care were not abused or neglected by a parent. Of the 11,685 served in care during the reporting period, 112 had a substantiation of abuse by a parent.

For the reporting period 4/1/2020 – 3/31/2021, a total of 132 MIC substantiations while in OOH care by a parent were reported in the monthly MIC Pinnacle Plan Measure. The 132 victims were included in 62 separate referrals. In the monthly reporting for the same time period, 54 of these victims were excluded based on the alleged abuse/neglect occurring prior to the child coming into OOH care; however, these victims are still reported to NCANDS.

Of the 132 victims in OOH care maltreated by a parent:

- 51 children were in Trial Reunification (38.6%);
- 20 children were in a Kinship Foster Care Non-Relative Home (15.2%);
- 19 children were in a Kinship Foster Care – Relative Home (14.4%);
- 18 children were in a CW Foster – Supported Home (13.6%);
- 17 children were in a child welfare (CW) Foster Family Home (12.9%);
- 3 children were Missing from Care (MFC) (2.3%);
- 3 children were in a Congregate/Above Foster Care Setting (2.3%); and
- 1 child was in a Contracted Foster Care home (0.7%).

Reporting Period Progress

Children Maltreated in OOH Care by Parent, Excluding Prior Abuse

Section 2, Tables 1.2-2 and 1.2-3 provide an additional view of performance on this measure. Understanding not only the type of setting in which the abuse occurred, but also when it occurred is important. Victims with a substantiation of abuse or neglect that happened prior to the child coming into care are normally excluded in the monthly reports, but are included in the Pinnacle Plan's Semi-Annual Reports. This means the Semi-Annual Report counts substantiations on abuse and neglect by a parent regardless of when the child in OKDHS custody reports the abuse. For this measure, if a child in OKDHS custody reported abuse that occurred in his or her parents' home prior to custody, and that abuse was substantiated, then the child is currently counted in the MIC 1.2 numbers, even though the abuse and/or neglect did not occur while the child was in OKDHS custody.

Measure 1.2a - Children Maltreated by Parent While in Out-Of-Home (OOH) Care - Excluding Prior Abuse														
Report Month	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	TOTAL	% SAFE
# in OOH	8298	8387	8438	8396	8415	8407	8394	8366	8289	8166	8108	8151	11685	
# Safe in OOH	8297	8383	8435	8384	8407	8402	8389	8363	8279	8154	8106	8145	11614	99.39%
# Maltreated in OOH	1	4	3	12	8	5	5	3	10	12	2	6	71	

 # in OOHC is from the Annual File built from the SEP 2020 and MAR 2021 AFCARS files
 # Maltreated in OOHC is from last 6 month of the FFY 2020 and first 6 months of the FFY 2021 NCANDS Files
Report Run on: June 14, 2021 at 10:48 pm

Section 2, Table 1.2-2

MIC 1.2 Excluding Prior Abuse by Placement Type		
Placement Type	# Children	% Children
AWOL	3	4.2%
CW FOSTER FAMILY CARE	2	2.8%
CW FOSTER FAMILY CARE - SUPPORTED HOME	6	8.5%
DETENTION	1	1.4%
KINSHIP/RELATIVE/CW FOST. FAM. CARE	5	7.0%
KINSHIP/NON RELATIVE/CW FOST. FAM. CARE	3	4.2%
TRIAL REUNIFICATION	51	71.8%
TOTAL	71	100.0%

Data Source: # in OOH care is from the Annual File built from the SEPT 2020 and MAR 2021 AFCARS files. # Maltreated is from the FFY 2020 NCANDS File; Run Date: 6/14/21

Section 2, Table 1.2-3

Based on the monthly reporting that ended 3/31/2021, 54 of these victims would be excluded because the alleged abuse/neglect occurred prior to the child coming into OOH care. Thirteen of the 54 victims are already excluded in the NCANDS report as they are not included in the AFCARS population, leaving 41 additional victims that could be excluded due to reported abuse that was prior to the child's removal. If those substantiations were to be excluded in the Semi-Annual Report, the overall number of victims would be reduced to 71 victims, from the originally reported 132 victims, out of a served population of 11,685. This calculates to a rate of 99.39 percent safe. Of the 71 victims abused in OOH

care by a parent, 51 victims or 71.8 percent were placed in trial reunification at the time of the MIC. This calculates to a rate of 99.39 percent safe, which is above the federal standard, and above the 99.00 percent target for this measure.

3.1: Frequency of Worker Contacts

Operational Question
What percentage of the total minimum number of required monthly face-to-face contacts occurred with children who were in foster care for at least one calendar month during the reporting period?

Data Source and Definitions
This measure is calculated using the criteria for the federal visitation measure. However, the measure differs from the federal measure since this measure does not include children in tribal custody.
- The data reflects the total number of required monthly contacts due to children in out-of-home (OOH) care over the course of 12 months and the number of total required monthly contacts made for those visits.
- Only one monthly contact per month is counted even though multiple visits may have occurred.

Description of Denominator and Numerator for this reporting period
Denominator: The number of required monthly contacts due from 7/1/2020 – 6/30/2021.
**Numerator:** The number of qualifying required monthly contacts made.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in OOH care at least a full calendar month from 7/1/2011 – 6/30/2012	90,355	94,639	95.5%
10/1/2012 – 9/30/2013	All children due a visit who were in OOH care at least a full calendar month from 10/1/2012 – 9/30/2013	105,868	110,673	95.7%
7/1/2013 – 6/30/2014	All children due a visit who were in OOH care at least a full calendar month from 7/1/2013 – 6/30/2014	118,824	123,343	96.3%
1/1/2014 – 12/31/2014	All children due a visit who were in OOH care at least a full calendar month from 1/1/2014 – 12/31/2014	124,355	128,745	96.6%
7/1/2014 – 6/30/2015	All children due a visit who were in OOH care at least a full calendar month from 7/1/2014 – 6/30/2015	123,596	128,173	96.4%
1/1/2015 – 12/31/2015	All children due a visit who were in OOH care at least a full calendar month from 1/1/2015 – 12/31/2015	121,799	125,417	97.1%
7/1/2015 – 6/30/2016	All children due a visit who were in OOH care at least a full calendar month from 7/1/2015 – 6/30/2016	117,879	120,998	97.4%
1/1/2016 – 12/31/2016	All children due a visit who were in OOH care at least a full calendar month from 1/1/2016 – 12/31/2016	111,659	114,567	97.5%
7/1/2016 – 6/30/2017	All children due a visit who were in OOH care at least a full calendar month from 7/1/2016 – 6/30/2017	106,218	108,704	97.7%

1/1/2017 – 12/31/2017	All children due a visit who were in OOH care at least a full calendar month from 1/1/2017 – 12/31/2017	102,032	104,427	97.7%
7/1/2017 – 6/30/2018	All children due a visit who were in OOH care at least a full calendar month from 7/1/2017 – 6/30/2018	98,321	100,853	97.5%
1/1/2018 – 12/31/2018	All children due a visit who were in OOH care at least a full calendar month from 1/1/2018 – 12/31/2018	94,582	96,870	97.6%
7/1/2018 – 6/30/2019	All children due a visit who were in OOH care at least a full calendar month from 7/1/2018 – 6/30/2019	90,751	92,882	97.7%
1/1/2019 – 12/31/2019	All children due a visit who were in OOH care at least a full calendar month from 1/1/2019 – 12/31/2019	88,628	90,979	97.4%
7/1/2019 – 6/30/2020	All children due a visit who were in OOH care at least a full calendar month from 7/1/2019 – 6/30/2020	87,210	90,082	96.8%
1/1/2020 – 12/31/2020	All children due a visit who were in OOH care at least a full calendar month from 1/1/2020 – 12/31/2020	86,759	89,164	97.3%
7/1/2020 – 6/30/2021	All children due a visit who were in OOH care at least a full calendar month from 7/1/2020 – 6/30/2021	86,521	87,707	98.6%
Target				95.0%

Section 2, Table 3.1-1
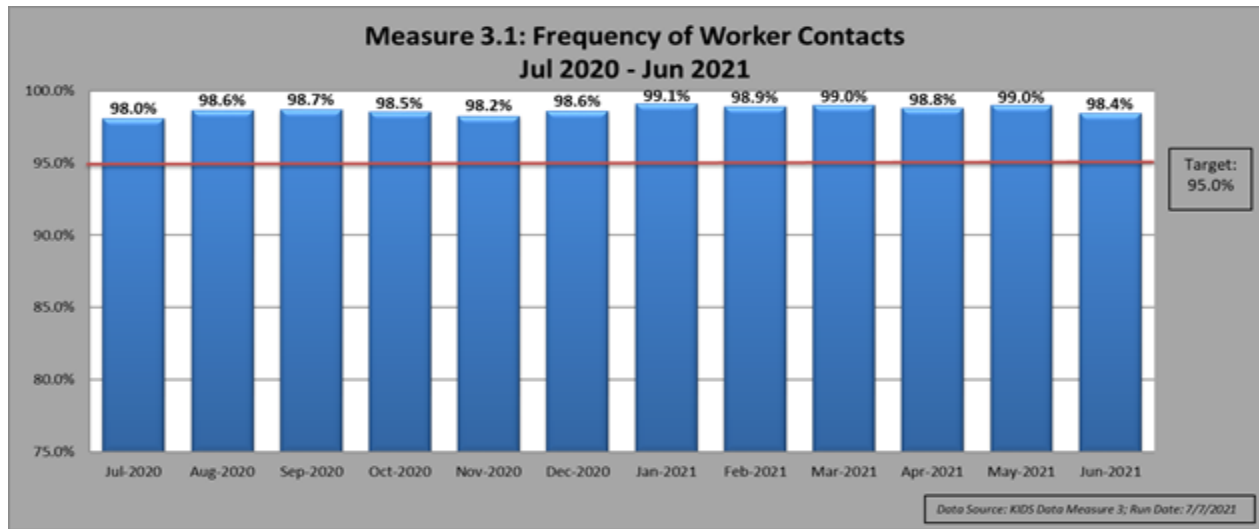
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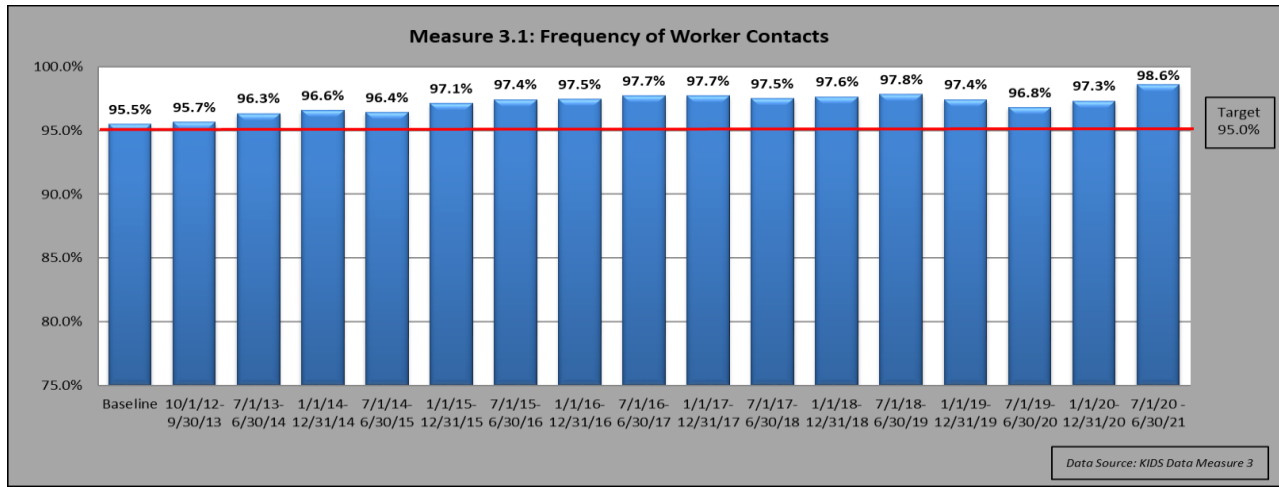
Section 2, Graph 3.1-2

Data Commentary

The baseline for this measure is 95.5 percent and the target is to sustain 95.0 percent. Over the 12-month period of 7/1/2020 – 6/30/2021, 87,707 monthly contacts were required and 86,521 monthly contacts were completed resulting in a compliance rate of 98.6 percent. Overall performance in this area continues to be above the baseline and exceeds the target.

3.2: Frequency of Primary Worker Contacts

Operational Question

What percentage of the total minimum number of required monthly face-to-face contacts was completed by the primary caseworker with children who were in foster care for at least one calendar month during the reporting period?

Data Source and Definitions

This measure is calculated similarly to the federal visitation measure. However, the measure only counts visits made by the primary caseworker. In October 2016, for children in trial adoption cases, the monthly contact will be completed by the primary Permanency Planning caseworker if the child is being adopted in an identified placement. However if the child is in a non-identified placement, the monthly contact is completed by the Adoption caseworker with a primary assignment. Beginning with the semi-annual reporting period ending 12/31/2015, children who were placed in out-of-state placements will be excluded from the primary caseworker visitation measure, as these children have an assigned out-of-state primary caseworker responsible for monthly visitation.

- The data reflects the total number of required monthly contacts due to children in OOH care over the course of 12 months and the number of total required monthly contacts made by the primary assigned caseworker.
- Only one contact per month is counted even though multiple visits may have been made during the month.
- To be counted as a valid monthly contact completed by a primary caseworker, the caseworker who completed the visit must have had a primary assignment at the time of the visit.

Description of Denominator and Numerator for this reporting period

Denominator: The number of required monthly contacts due from 7/1/2020 – 6/30/2021.
Numerator: The number of qualifying monthly visits made by a primary caseworker.

Trends

| Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in OOH care at least a full calendar month from 7/1/2011 – 6/30/2012	48,497	94,639	51.2%

10/1/2012 – 9/30/2013	All children due a visit who were in OOH care at least a full calendar month from 10/1/2012 – 9/30/2013	81,971	110,673	74.1%
7/1/2013 – 6/30/2014	All children due a visit who were in OOH care at least a full calendar month from 7/1/2013 – 6/30/2014	93,760	123,343	76.0%
1/1/2014 – 12/31/2014	All children due a visit who were in OOH care at least a full calendar month from 1/1/2014 – 12/31/2014	99,358	128,745	77.2%
7/1/2014 – 6/30/2015	All children due a visit who were in OOH care at least a full calendar month from 7/1/2014 – 6/30/2015	105,749	128,173	82.5%
1/1/2015 – 12/31/2015	All children due a visit who were in OOH care at least a full calendar month from 1/1/2015 – 12/31/2015	108,859	121,024	89.9%
7/1/2015 – 6/30/2016	All children due a visit who were in OOH care at least a full calendar month from 7/1/2015 – 6/30/2016	107,763	116,834	92.2%
1/1/2016 – 12/31/2016	All children due a visit who were in OOH care at least a full calendar month from 1/1/2016 – 12/31/2016	103,881	110,830	93.7%
7/1/2016 – 6/30/2017	All children due a visit who were in OOH care at least a full calendar month from 7/1/2016 – 6/30/2017	99,699	105,424	94.6%
1/1/2017 – 12/31/2017	All children due a visit who were in OOH care at least a full calendar month from 1/1/2017 – 12/31/2017	96,217	101,378	94.9%
7/1/2017 – 6/30/2018	All children due a visit who were in OOH care at least a full calendar month from 7/1/2017 – 6/30/2018	93,124	97,873	95.1%
1/1/2018 – 12/31/2018	All children due a visit who were in OOH care at least a full calendar month from 1/1/2018 – 12/31/2018	89,532	93,917	95.3%
7/1/2018 – 6/30/2019	All children due a visit who were in OOH care at least a full calendar month from 7/1/2018 – 6/30/2019	85,422	89,924	95.0%
1/1/2019 – 12/31/2019	All children due a visit who were in OOH care at least a full calendar month from 1/1/2019 – 12/31/2019	83,617	87,998	95.0%
7/1/2019 – 6/30/2020	All children due a visit who were in OOH care at least a full calendar month from 7/1/2019 – 6/30/2020	82,348	87,352	94.3%

1/1/2020 – 12/31/2020	All children due a visit who were in OOH care at least a full calendar month from 1/1/2020 – 12/31/2020	81,497	86,628	94.1%
7/1/2020 – 6/30/2021	All children due a visit who were in OOH care at least a full calendar month from 7/1/2020 – 6/30/2021	81,339	85,214	95.5%
Target				90.0%

Section 2, Table 3.2-1
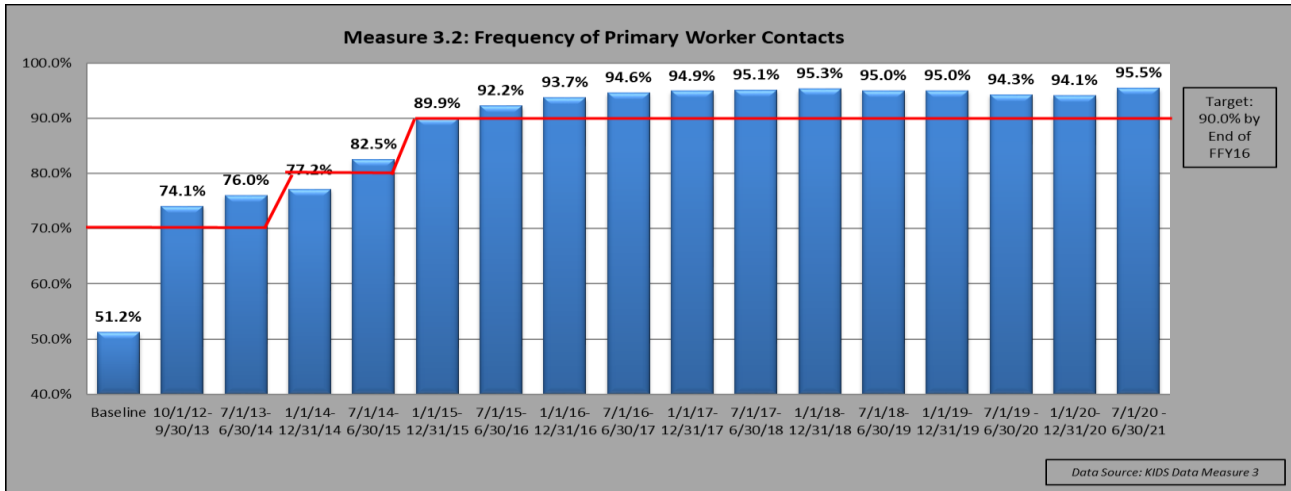
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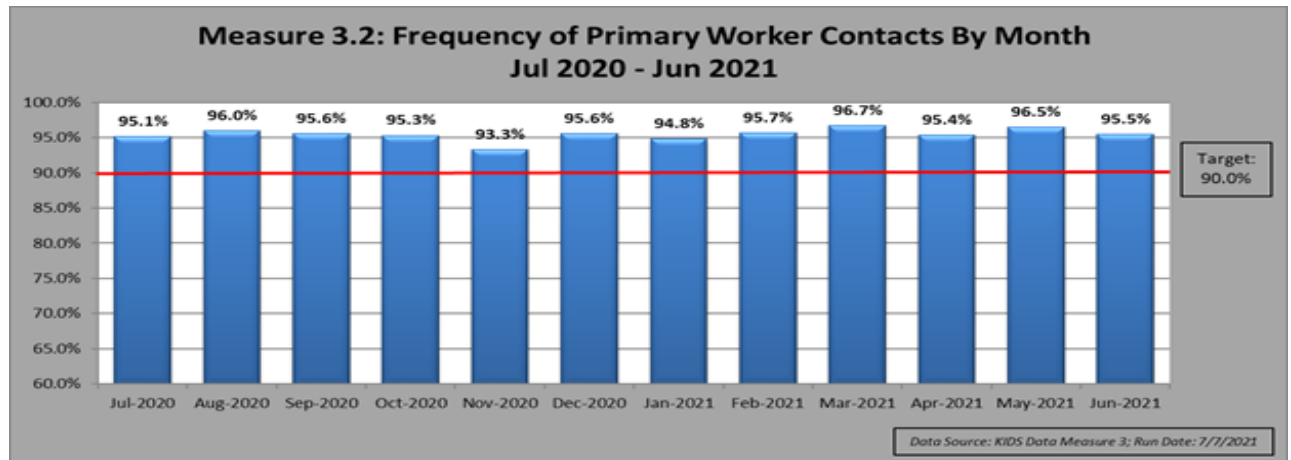
Section 2, Graph 3.2-2

Data Commentary

The baseline for this measure is 51.2 percent and the target is 90.0 percent. Over the 12-month period of 7/1/2020 – 6/30/2021, 85,214 primary monthly contacts were required and 81,339 of those monthly contacts were made by the primary caseworker for a compliance rate of 95.5 percent. Performance in this area continues to be above the baseline and exceeding the target.

3.3: Continuity of Worker Contacts by Primary Workers

Operational Question

What percentage of children in OOH care for at least six consecutive months during the reporting period were visited by

the same primary caseworker in each of the most recent six months, or for those children discharged from Oklahoma Human Services (OKDHS) legal custody during the reporting period, the six months prior to discharge?

Data Source and Definitions

This measure looks at the percentage of children in OOH care for at least six consecutive months during the reporting period who were visited by the same primary caseworker in each of the most recent six months, or for those children discharged from OKDHS legal custody during the reporting period, the six months prior to discharge. This measure does not include children in tribal custody or children placed out-of-state.

- Only one contact per month is counted even though multiple visits may have been made during the month by different caseworkers.
- To be counted as a valid monthly contact completed by a primary caseworker, the caseworker who completed the visit must have had a primary assignment at the time of the visit.

For children in trial adoption (TA) cases, the monthly contact must have been completed by the Adoption specialist with a primary assignment. When the child went into TA status in the last six months of the reporting period or when a child in TA's adoption finalized in less than six months, then they are excluded from this measure.

## Description of Denominator and Numerator for this reporting period

Denominator: Number of children in custody for at least six consecutive months from 1/1/2021 – 6/30/2021.

Numerator: Number of children who were seen for six consecutive months by the same primary caseworker for the last six months of the reporting period or for those children discharged from OKDHS legal custody during the reporting period, the last six months prior to discharge.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 1/1/2014 – 6/30/2014				40.6%
1/1/2015 – 6/30/2015	All children in OOH care at least 6 full calendar months from 1/1/2015 – 6/30/2015	5,135	10,349	49.6%
7/1/2015 – 12/31/2015	All children in OOH care at least 6 full calendar months from 7/1/2015 – 12/31/2015	5,259	9,997	52.6%
1/1/2016 – 6/30/2016	All children in OOH care at least 6 full calendar months from 1/1/2016 – 6/30/2016	5,717	9,650	59.2%
7/1/2016 – 12/31/2016	All children in OOH care at least 6 full calendar months from 7/1/2016 – 12/31/2016	5,717	9,094	62.9%
1/1/2017 – 6/30/2017	All children in OOH care at least 6 full calendar months from 1/1/2017 – 6/30/2017	5,519	8,718	63.3%
7/1/2017 – 12/31/2017	All children in OOH care at least 6 full calendar months from 7/1/2017 – 12/31/2017	5,238	8,370	62.6%
1/1/2018 – 6/30/2018	All children in OOH care at least 6 full calendar months from 1/1/2018 – 6/30/2018	4,951	8,140	60.8%
7/1/2018 – 12/31/2018	All children in OOH care at least 6 full calendar months from 7/1/2018 – 12/31/2018	4,599	7,726	59.5%

1/1/2019 – 6/30/2019	All children in OOH care at least 6 full calendar months from 1/1/2019 – 6/30/2019	4,393	7,405	59.3%
7/1/2019 – 12/31/2019	All children in OOH care at least 6 full calendar months from 7/1/2019 – 12/31/2019	4,216	7,297	57.8%
1/1/2020 – 6/30/2020	All children in OOH care at least 6 full calendar months from 1/1/2020 – 6/30/2020	4,491	7,214	62.3%
7/1/2020 – 12/31/2020	All children in OOH care at least 6 full calendar months from 7/1/2020 – 12/31/2020	4,510	7,242	62.3%
1/1/2021 – 6/30/2021	All children in OOH care at least 6 full calendar months from 1/1/2021 – 6/30/2021	4,483	7,147	62.7%
Target				65.0%

Section 2, Table 3.3-1
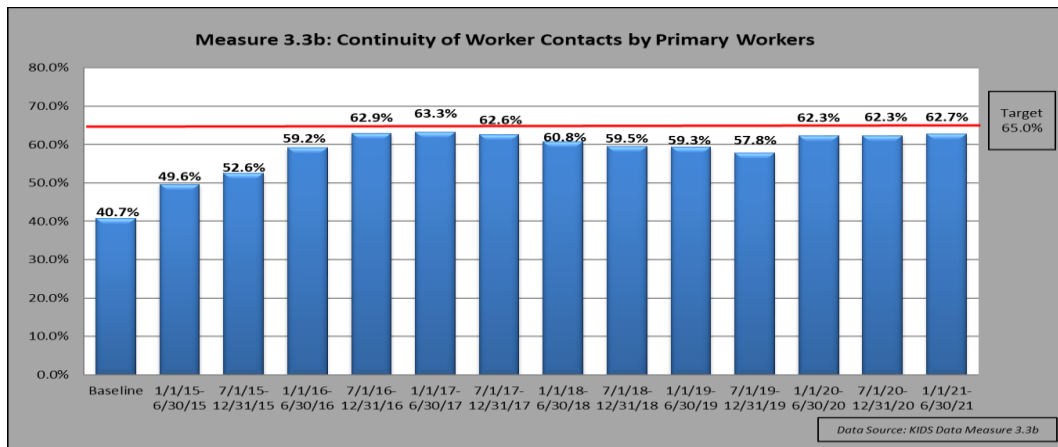
Section 2, Graph 3.3-1

Data Commentary
From 1/1/2021 – 6/30/2021, 62.7 percent of the children in OOH care were seen by the same primary caseworker for six consecutive months. Child Welfare Services saw a slight increase in the overall outcome of this measure. The baseline was set at 40.6 percent.

Reporting Period Progress
Efforts continued to reduce caseloads, improve staff hiring, and retaining staff as these directly support increased performance in Measures 3.1, 3.2, and 3.3. Staff retention and development, as seen in this Semi-Annual Report under **Section 3, 7.1, Worker Caseloads**, remains a focus in increasing workforce stability and decreasing turnover. The Supervisory Framework continues to be evaluated for effectiveness as it was designed to enhance a child welfare (CW) supervisor's ability to support and coach staff, thus also improving worker retention and directly impacting Measures 3.1, 3.2, and 3.3. As CW staff continued to telework due to the COVID-19 pandemic, along with the elimination of some CW offices due to closure of OKDHS buildings, the Supervisory Framework remains especially important as these measures rely on staff retention through supportive coaching to keep staff engaged. Turnover data indicates an increase in turnover rates for all CW specialist I – IV positions from SFY 2020 to SFY 2021. This data will continue to be analyzed and used to focus efforts on staff retention.

4.1a: Placement Stability—Children in Care for Less than 12 Months

Operational Question

Of all children served in foster care during the 12-month reporting period that were in care for at least eight days but less than 12 months, what percent had two or fewer placement settings to date?

Data Source and Definitions

Timeliness and Permanency of Reunification – Adoption and Foster Care Analysis Reporting System (AFCARS) 20B and 21A

- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 4/1/2020 – 3/31/2021 whose length of stay (LOS) as of 3/31/2021 was between eight days and 12 months.
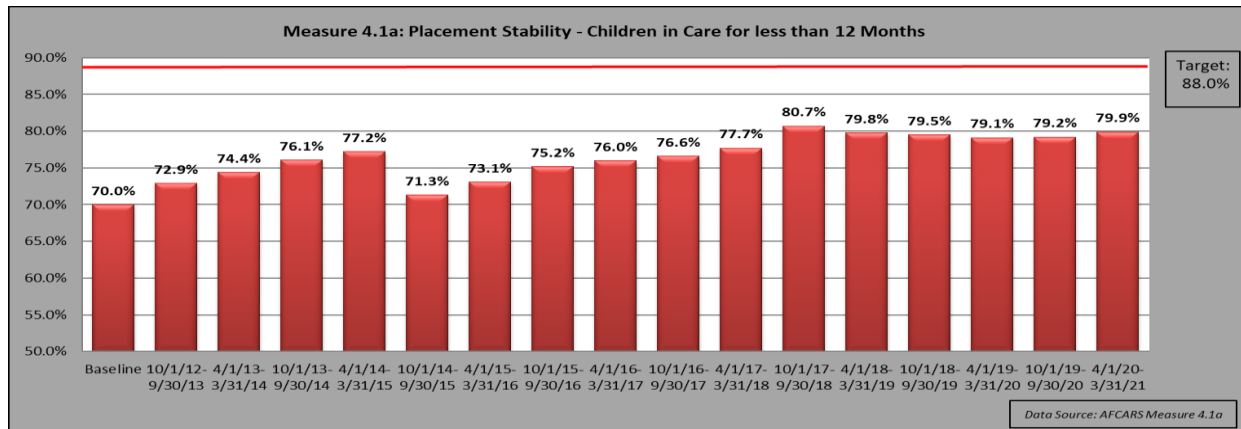
Numerator: All children served in foster care from 4/1/2020 – 3/31/2021 whose LOS as of 3/31/2021 was between eight days and 12 months **and** who had two or fewer placement settings as of 3/31/2021.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with LOS between 8 days and 12 months			70.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS between 8 days and 12 months	4,396	6,031	72.9%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS between 8 days and 12 months	4,564	6,136	74.4%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS between 8 days and 12 months	4,513	5,933	76.1%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS between 8 days and 12 months	4,297	5,564	77.2%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS between 8 days and 12 months	3,981	5,585	71.3%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS between 8 days and 12 months	4,048	5,537	73.1%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS between 8 days and 12 months	4,106	5,462	75.2%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS between 8 days and 12 months	4,271	5,617	76.0%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS between 8 days and 12 months	4,219	5,506	76.6%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS between 8 days and 12 months	4,039	5,196	77.7%

10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS between 8 days and 12 months	4,048	5,017	80.7%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS between 8 days and 12 months	3,971	4,975	79.8%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS between 8 days and 12 months	3,873	4,869	79.5%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS between 8 days and 12 months	3,812	4,817	79.1%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS between 8 days and 12 months	3,432	4,332	79.2%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS between 8 days and 12 months	3,111	3,896	79.9%
Target				88.0%

Section 2, Table 4.1a-1

Section 2, Graph 4.1a-1

4.1b: Placement Stability—Children in Care for 12 to 24 Months

Operational Question
Of all children served in foster care during the 12-month reporting period that were in care for at least 12 months but less than 24 months, what percent had two or fewer placement settings to date?

Data Source and Definitions
Timeliness and Permanency of Reunification – Adoption and Foster Care Analysis Reporting System (AFCARS) 20B and 21A
- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period
Denominator: All children served in foster care from 4/1/2020 – 3/31/2021 whose length of stay (LOS) as of 3/31/2021 was between 12 months and 24 months.
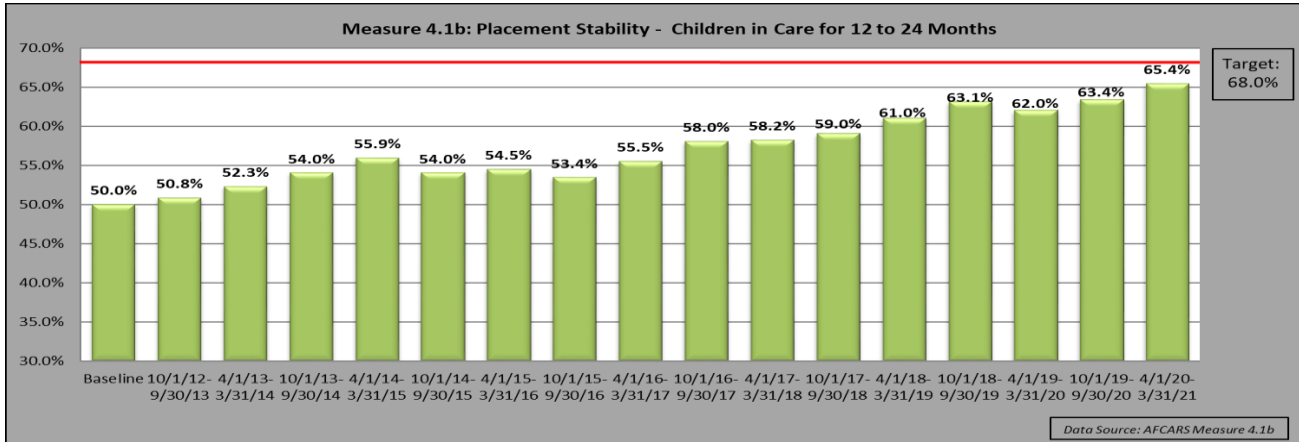
Numerator: All children served in foster care from 4/1/2020 – 3/31/2021 whose LOS as of 3/31/2021 was between 12 months and 24 months **and** who had two or fewer placement settings as 3/31/2021.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with LOS between 12 and 24 months			50.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS between 12 and 24 months	2,292	4,514	50.8%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS between 12 and 24 months	2,569	4,909	52.3%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS between 12 and 24 months	2,795	5,174	54.0%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS between 12 and 24 months	3,034	5,430	55.9%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS between 12 and 24 months	2,844	5,271	54.0%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS between 12 and 24 months	2,710	4,977	54.5%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS between 12 and 24 months	2,636	4,935	53.4%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS between 12 and 24 months	2,620	4,717	55.5%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS between 12 and 24 months	2,719	4,684	58.0%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS between 12 and 24 months	2,766	4,750	58.2%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS between 12 and 24 months	2,767	4,686	59.0%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS between 12 and 24 months	2,698	4,426	61.0%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS between 12 and 24 months	2,719	4,309	63.1%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS between 12 and 24 months	2,584	4,169	62.0%

10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS between 12 and 24 months	2,683	4,229	63.4%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS between 12 and 24 months	2,641	4,037	65.4%
Target				68.0%

Section 2, Table 4.1b-1

Section 2, Graph 4.1b-1

4.1c: Placement Stability—Children in Care for 24 Months or More

Operational Question

Of all children served in foster care during the 12-month reporting period that were in care for at least 24 months, what percent had two or fewer placement settings to date?

Data Source and Definitions

Timeliness and Permanency of Reunification – Adoption and Foster Care Analysis Reporting System (AFCARS) 20B and 21A

- Measures 4.1a, b, and c are based on the Permanency Federal Composite 1 measures C1-1, C1-2, and C1-3. The data looks at the number of children with two or fewer placement settings during the different time periods.

Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 4/1/2020 – 3/31/2021 whose length of stay (LOS) as of 3/31/2021 was 24 months or longer.

Numerator: All children served in foster care from 4/1/2020 – 3/31/2021 whose LOS as of 3/31/2021 was 24 months or longer **and** who had two or fewer placement settings as of 3/31/2021.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with LOS 24 months or longer			23.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS 24 months or longer	1,002	4,035	24.8%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS 24 months or longer	1,112	4,277	26.0%

10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS 24 months or longer	1,303	4,731	27.5%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS 24 months or longer	1,576	5,260	30.0%
10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS 24 months or longer	1,632	5,572	29.3%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS 24 months or longer	1,688	5,677	29.7%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS 24 months or longer	1,676	5,486	30.6%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS 24 months or longer	1,524	5,051	30.2%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS 24 months or longer	1,324	4,630	28.6%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS 24 months or longer	1,236	4,129	29.9%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS 24 months or longer	1,207	3,913	30.8%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS 24 months or longer	1,244	3,772	33.0%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS 24 months or longer	1,213	3,669	33.1%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS 24 months or longer	1,186	3,475	34.1%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS 24 months or longer	1,237	3,495	35.4%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS 24 months or longer	1,308	3,570	36.6%
Target				42.0%

Section 2, Table 4.1c-1
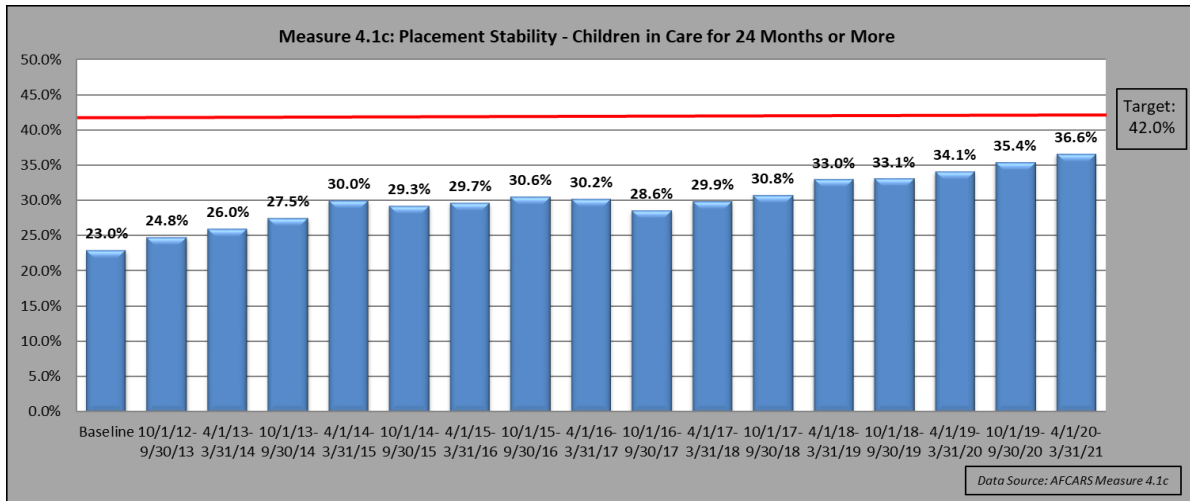
Section 2, Graph 4.1c-1

4.2: Placement Stability—Placement Moves After 12 Months in Care

Operational Question

Of all children served in foster care for more than 12 months, what percent of children experienced two or fewer placement settings after their first 12 months in care?

Data Source and Definitions

Measure 4.2 looks at placement stability that occurs after the child's first 12 months in care. The placement that the child is placed in 12 months after their removal date counts as the first placement, and then the metric shows how many children had two or fewer placement settings after that time.

Description of Denominator and Numerator for this reporting period

Denominator: All children served in foster care from 4/1/2020 – 3/31/2021 whose current removal was prior to 3/31/2021 and remained in care at least 12 months.

Numerator: All children served in foster care from 4/1/2020 – 3/31/2021 whose current removal was prior to 3/31/2021 and remained in care at least 12 months **and** had two or fewer placement settings.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children served from 10/1/2011 - 9/30/2012 with length of stay (LOS) at least 12 months			74.0%
10/1/2012 – 9/30/2013	All children served from 10/1/2012 - 9/30/2013 with LOS at least 12 months	6,404	8,374	76.5%
4/1/2013 – 3/31/2014	All children served from 4/1/2013 - 3/31/2014 with LOS at least 12 months	7,026	9,002	78.0%
10/1/2013 – 9/30/2014	All children served from 10/1/2013 - 9/30/2014 with LOS at least 12 months	7,590	9,763	77.7%
4/1/2014 – 3/31/2015	All children served from 4/1/2014 - 3/31/2015 with LOS at least 12 months	8,263	10,522	78.5%

10/1/2014 – 9/30/2015	All children served from 10/1/2014 - 9/30/2015 with LOS at least 12 months	8,334	10,691	78.0%
4/1/2015 – 3/31/2016	All children served from 4/1/2015 - 3/31/2016 with LOS at least 12 months	8,122	10,445	77.8%
10/1/2015 – 9/30/2016	All children served from 10/1/2015 - 9/30/2016 with LOS at least 12 months	7,871	10,172	77.4%
4/1/2016 – 3/31/2017	All children served from 4/1/2016 - 3/31/2017 with LOS at least 12 months	7,479	9,583	78.0%
10/1/2016 – 9/30/2017	All children served from 10/1/2016 - 9/30/2017 with LOS at least 12 months	7,112	9,071	78.4%
4/1/2017 – 3/31/2018	All children served from 4/1/2017 - 3/31/2018 with LOS at least 12 months	6,888	8,711	79.1%
10/1/2017 – 9/30/2018	All children served from 10/1/2017 - 9/30/2018 with LOS at least 12 months	6,659	8,349	79.8%
4/1/2018 – 3/31/2019	All children served from 4/1/2018 - 3/31/2019 with LOS at least 12 months	6,360	7,996	79.5%
10/1/2018 – 9/30/2019	All children served from 10/1/2018 - 9/30/2019 with LOS at least 12 months	6,172	7,737	79.8%
4/1/2019 – 3/31/2020	All children served from 4/1/2019 - 3/31/2020 with LOS at least 12 months	5,883	7,390	79.6%
10/1/2019 – 9/30/2020	All children served from 10/1/2019 - 9/30/2020 with LOS at least 12 months	5,992	7,430	80.6%
4/1/2020 – 3/31/2021	All children served from 4/1/2020 - 3/31/2021 with LOS at least 12 months	5,950	7,321	81.3%
Target				88.0%

Section 2, Table 4.2-1
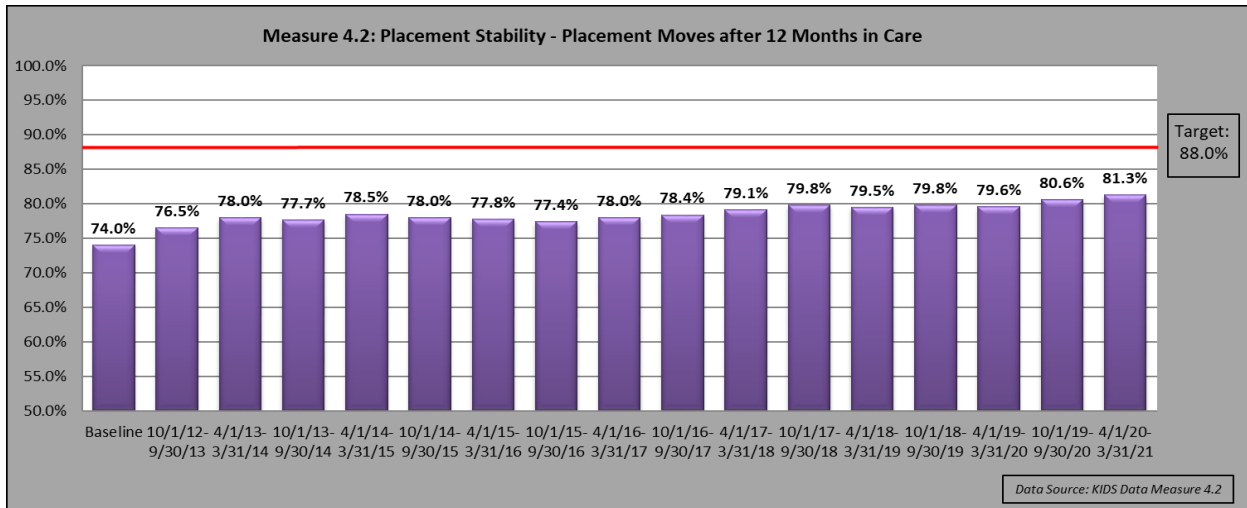
Section 2, Graph 4.2-1

First Placement Kinship			
Removal Month	Children Placed in Kinship as 1st Placement	Children Removed during Month and Entered in Countable Placement	% of Kinship as 1st Placement
Baseline: Jul - Dec 2016	878	2540	34.6%
Jan - Jun 2017	1001	2598	38.5%
Jul - Dec 2017	1009	2264	44.6%
Jan - Jun 2018	1049	2138	49.1%
Jul - Dec 2018	959	2113	45.4%
Jan - Jun 2019	974	2045	47.6%
Jul-19	126	331	38.1%
Aug-19	205	435	47.1%
Sep-19	152	363	41.9%
Oct-19	182	379	48.0%
Nov-19	126	296	42.6%
Dec-19	145	303	47.9%
Jul - Dec 2019	936	2107	44.4%
Jan-20	169	359	47.1%
Feb-20	169	332	50.9%
Mar-20	139	297	46.8%
Apr-20	104	225	46.2%
May-20	147	306	48.0%
Jun-20	162	336	48.2%
Jan - Jun 2020	890	1855	48.0%
Jul-20	149	324	46.0%
Aug-20	167	341	49.0%
Sep-20	184	325	56.6%
Oct-20	159	288	55.2%
Nov-20	148	274	54.0%
Dec-20	119	218	54.6%
Jul - Dec 2020	926	1770	52.3%
Jan-21	113	237	47.7%
Feb-21	107	212	50.5%
Mar-21	169	332	50.9%
Apr-21	125	279	44.8%
May-21	134	274	48.9%
Jun-21	112	227	49.3%
Jan - Jun 2021	760	1561	48.7%

Data Source: Baseline-YiB44; Run Date: 7/19/2017. YiB67: Jan-Sept 2017; Run Date: 10/19/17, Oct 17–Dec 20th; Run Date: 10th of each month (report on 45 day lag).

Section 2, Table 4.2-2

Placement Stability						
Placement Stability Efforts	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**	**Jun-21**
Resource Check-In Call	90.8%	87.6%	91.9%	75.6%	81.5%	88.0%
Initial Meeting	88.1%	87.3%	89.3%	77.6%	76.7%	70.9%
First Placement Kinship	47.7%	50.5%	50.9%	44.8%	48.9%	49.3%
Quarterly Visit	95.3%	95.9%	97.2%	96.4%	95.2%	95.0%
Check-in Call for Subsequent Move	44.7%	49.0%	56.8%	54.2%	50.4%	57.2%
Subsequent Initial Meetings	61.8%	60.8%	64.3%	71.1%	60.5%	55.6%
Data Source: YI867 & YI827; Run Date: 10th of each month. Data on 45 day lag. YI840 monthly after 5th for Quarterly Visits.						

Section 2, Table 4.2-3

Data Commentary

During this reporting period, Child Welfare Services (CWS) improved in all four measures for placement stability. CWS experienced an increase of 0.7 percent in Measure 4.1a. Performance is now 9.9 percent above the baseline data. Measure 4.1b saw an increase of 2.0 percent from 63.4 percent to 65.4 percent, which is the highest overall percentage during this measure's reporting. Both Measures 4.1a and 4.1b have two consecutive reporting periods of positive trending. Measure 4.1c increased by 1.2 percent, for an overall total of 36.6 percent, which is the seventh period of consecutive, positive trending. Measure 4.2 saw an increase of 0.7 percent making the overall performance 81.3 percent, which is 7.3 percent above the original baseline. This reporting is the highest overall percentage seen in three of the four placement stability measures, 4.1b, 4.1c, and 4.2, since Pinnacle Plan reporting began.

Reporting Period Progress

Placement stability efforts are continually examined and explored to ensure continuous qualitative improvement betters the experience of children in the child welfare (CW) system and overall outcomes. In October 2020, placement stability strategies were aligned with Continuum of Care (COC) and timely permanency efforts to design focused activities that impact multiple outcomes. Striving towards a proactive, self-correcting system is vital to encourage forward-thinking and continued improvement in placement stability. These efforts are supported through qualitative and quantitative data analysis to identify needed supports and enhancements to practices and processes to address improvement areas.

The placement stability leads continue meeting monthly to focus on data trends and strategies. CWS regional and Foster Care and Adoptions (FC&A) deputy directors are actively engaged as the regional placement stability leads since August 2020. At each meeting, the leads review the most recent placement stability data related to initial meetings (IMs), resource parent check-in calls, kinship as first placement, top exit types, and subsequent efforts. During the review, the leads discuss regional self-correcting strategies to positively impact the strategy outcomes. Examples include quality assurance processes over documentation, district plans, or communication efforts. This information sharing highlights the importance of data utilization and is an opportunity for examining qualitative information to target any needed trainings or process enhancements that positively impact placement stability and promote positive trending in data and outcomes for children and families.

The Placement Stability Missing Efforts Report is sent to regional leadership on a weekly basis. Updates to the report include a spreadsheet that identifies the specific CW specialist with missing documentation in KIDS related to IMs, resource parent check-in calls, or subsequent efforts. This change was made to assist CW supervisors in tracking and identifying practice trends within their unit. On 3/17/2021, an email communication was sent to the placement stability regional leads regarding the change in the documentation process for resource parent check-in calls. This communication included the revised *Placement Stability Documentation Guide* that contained screen-prints of how documentation of check-in calls are entered into KIDS. During the June 2021 placement stability leads monthly meeting, it was determined that missing documentation of resource parent check-in calls for April 2021 was a result of the documentation process change. Thorough discussion during the meeting included quality assurance efforts related to the updated documentation requirements and utilizing the weekly Placement Stability Missing Efforts Report to identify when unintended documentation errors are the reason for missing information. Additional discussion focused on top exit type reasons shifting from "other" as the reason type in past monthly analysis to "kinship" as the reason type in the most recent April

2021 analysis, and pursuing additional data to better understand barriers to kinship as first placement, including analysis of after-hours protocols.

The YI827 Placement Stability Move Report continues to be used to identify children with a move from their first placement with the exit reason of "placement cannot meet child behavioral treatment needs" or "provider requested change of placement" to identify children who could benefit from Enhanced Foster Care (EFC) services and supports. The COC programs team emails all CW specialists, CW supervisors, and district directors with a child identified on the report for the previous month, notifying them about EFC and how to make a referral for services. As regional supports for EFC continue to increase, further assessment and communication over the use of the Move Report to expeditiously refer children for EFC services and supports will be conducted.

The review process for any previous kinship placements continues to occur for all youth 16 and 17 years old who are not currently residing in a kinship placement. After completing additional assessments to determine if additional supports can result in a successful kinship placement subsequently results in a denial of placement, the request is elevated to the assistant CWS Director for Field Operations to review and track on the Elevated Kinship Disposition Excel Spreadsheet. The assistant CWS Director for Field Operations has conducted 25 elevated reviews since July 2020. This process resulted in 16 approvals, in which 15 youth were placed with kin. Currently, six of the 15 youth remain in the kinship placement. Additionally, three youth were moved due to the exit reason of "provider requested a change of placement," two youth aged out, one youth was placed in an adoptive home, two youth were moved due to a court order, and one youth went missing from care (MFC), after which the kin would not allow the youth to return.

In April 2021, the Permanency Planning (PP) program team began reviewing the approved elevated kinship requests on a weekly basis. The purpose of frequent reviews is to capture any missing efforts related to service delivery to stabilize the youth and support the resource parent(s) if the youth remains in the kinship placement. Each week, the reviews are sent to the placement stability leads for follow-up when action needs to be taken, such as ensuring an EFC referral is completed if one was not made, or a youth's individualized service plan (ISP) is updated to include the services needed to stabilize the youth. In the May and June 2021 Placement Stability leads meeting, discussion of this strategy included a conversation about developing a supportive guide for CW specialists. The guide is to address when elevated kinship approvals are made so that CW specialists know how to immediately refer for EFC services and supports and provide quality support to the kinship placement. Additional discussion is occurring around staffing youth, beginning at the age of 14 years old, through this process.

The quality review process for initial meetings (IMs) and subsequent IMs was revised in September 2020. The process, referred to as an IM review consultation, was altered to improve the quality and frequency of Child and Resource Family Support Plans created during IMs. The IM review consultation consists of Quality Assurance (QA) staff reviewing support plans and then going over the plan jointly with the assigned CW specialist's supervisor who facilitated and documented the IM support plan. The QA staff, CW supervisor, and CW specialist are to jointly determine any strengths or areas needing improvement. When a support plan was not created during an IM, the consultation review includes guidance or support as to the importance and purpose of creating an IM support plan. The new process instructs the CW supervisor to review the IM or subsequent IM with the CW specialist to continue the transfer of learning (TOL) with QA assistance upon request. The district director is included in the feedback loop process by being copied on emails sent by QA staff to the CW supervisor and specialist notifying them of the scheduled review consultation meeting, as well as the review's conclusion. The support plan is attached to the emails for reference. QA staff also provide feedback to leadership during the monthly regional leadership meetings. QA program supervisors determined after this process was implemented over the course of 90-calendar days it would be beneficial to extend the process an additional 90-calendar days for gathering more qualitative information, as well as to allow for more repetition of the process to create a positive shift in practice related to quality support plan development.

Implementation of this new process resulted in 148 IM review consultations and 154 subsequent IM review consultations for a total of 302 review consultations statewide. The information collected from the IM review consultation process

resulted in opportunities for enhancement as well as positive trends. Notable highlights in practice indicate that when an IM is facilitated by a Family Meeting (FM) facilitator, the quality information gathered and documented in the support plans improved.

There continues to be a need for enhancement surrounding engagement and conversations with parents, children, and resource parents. Most of the documentation in support plans contain blank sections, information is surface level, and not all of the children for whom the IM is held are addressed. It also appears there is opportunity for follow-up discussions to gather more in-depth information to determine child and foster parent needs in order to potentially stabilize placements. This practice trend will be monitored as the Family Meeting Continuum (FMC) continues to be implemented in Regions 1 and 2 through fidelity reviews completed the FMC coordinator.

In February 2021, COC, PP, and FC&A programs were included in discussions with the Oklahoma Human Services (OKDHS) Clinical team regarding the use of Mobile Crisis Response for children in need of mental health intervention services for stabilization. To ensure CW staff and resource parents are aware of Mobile Crisis Response and its benefits, ongoing conversations occurred with CW program staff and the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) regarding a re-launch of Mobile Crisis information including visual fliers and communication emails to staff. Additionally, in March 2021, OKDHS in partnership with ODMHSAS, began follow-up with CW staff assigned to children where Mobile Crisis was accessed within the last 24 hours of notification. Beginning in April 2021, ODMHSAS started sending weekly lists of children who received Mobile Crisis Response. COC program field staff identify the child's primary CW specialist and supervisor and email a notification that provides information regarding follow-up and EFC referrals. When the child accesses Mobile Crisis Response while in therapeutic foster care (TFC) or a congregate care setting, Placement program staff are also included in the notification. This process's intent is to ensure that the CW specialist is aware of the need for crisis intervention and understands follow-up requirements to ensure the child's ongoing mental health needs are met.

From 3/15/2021 – 4/25/2021, Mobile Crisis Response was utilized with 72 children in OKDHS custody. Nine of the 72 children could not be identified in the information sent by ODMHSAS, which resulted in the inability to identify or contact the CW specialist. Additional tracking efforts occurred beginning 4/26/2021. From 4/26/2021 – 6/21/2021, Mobile Crisis Response was used with 82 children. The data below reflects information on the 82 children served during this time frame:

- 9 children could not be identified in the KIDS system based ODMHSAS information, resulting in the inability to identify or contact the assigned CW specialists.
- 6 children were not currently in OKDHS custody, but had an open referral or Family-Centered Services (FCS) case. Communication was sent to the assigned CW specialists.
- 1 child was MFC. Communication was sent to the assigned CW specialist.
- 2 children were in trial reunification. Communication was sent to the assigned CW specialists.
- 1 child was in detention. Communication was sent to the assigned CW specialist.
- 34 children were placed in family-like settings. Communication was sent to the assigned CW specialists. EFC referrals were completed for 24 children and eight children were currently receiving EFC services and supports at the time Mobile Crisis Response was accessed.
- 28 children were placed in group homes, shelters, or inpatient. Communication was sent to the assigned CW specialist and program staff.
- 1 child was placed in an Interstate Compact on the Placement of Children (ICPC) placement from Missouri. Communication was sent to the ICPC office who sent the family information about a local service provider in the placement area.

Training
The online Placement Stability training, located in the OKDHS Learning Management System (LMS), was made available to all CW staff in January 2021. The CW 5403 Placement Stability training is one component of a four-part training series.

The other three trainings are: (1) CW 5073 Introduction to Actively Seeking KINnections (ASK); (2) CW 5122 Child Behavioral Health Screener (CBHS); and (3) CW 5200 Treatment Placement Best Practices. Additional communication was provided to the deputy directors during the Placement Stability leads meeting in June 2021 about ensuring that all CW staff complete the series trainings. TOL sessions began in June 2021. The virtual session focuses on the application of placement stability strategies through quality supervision and a thorough discussion of how the training series connects to supporting best practice and placement stability outcomes. District directors, field managers, and supervisors are all required to participate in the TOL session. Key topics of discussion include:

- how supervisors manage the completion and quality of initial and subsequent IMs and resource parent check-in calls;
- utilization of supportive reports, including Missing Efforts Report, Connections Report, and the Child Behavioral Health Screener TASSC Report, in supervision;
- qualified residential treatment programs (QRTP) requirements related to best practices in treatment foster care; and
- utilization of the CHBS to ensure treatment plans address a child's current behavioral health needs.

During TOL sessions, CW supervisors often express that the FMC is supporting the consistent completion of IMs, but that subsequent IMs require multiple reminders and oversight for completion by CW staff. TOL conversations emphasize how placement stability efforts are best when a proactive approach to building connections and supporting families upfront is made, rather than a reactive approach once a disruption occurs. The Placement Stability program leads facilitate the TOLs and share identified practice trends with the regional Placement Stability leads to connect strategy challenges field supervisors are experiencing to enhance the quality of strategy processes. The TOLs will be fully completed with all regional leadership teams in August 2021. Information gathered will be utilized to guide enhancements to ongoing placement stability efforts.

Kinship, Resource Parent Check-In Call, IM, and Resource Quarterly Visits
The emphasis on initially placing children with kinship remains a significant focus for placement stability efforts. When children are in stable placements, CW staff are better able to engage parents in services and visitations, which contributes to permanency. Child safety meeting (CSM) monthly data usage informs an awareness of placement recommendations for child removal. A meeting was held in January 2021 to discuss progression of the FMC implementation, which encompasses CSMs as the first meeting in the FMC as the CSM is a critical moment to engage families regarding the best placement for the child should removal occur. Each regional CSM supervisor attended the January 2021 meeting and the discussion included plans for revamping the back-to-basics training as it applies to each region and district, as necessary. An initial target date for completion of the back-to-basics training is August 2021 to allow time for CW staff to complete all required trainings, including the Placement Stability training series.

Regions 3, 4, 5 and designated districts in Regions 1 and 2 that implemented the FMC were trained on the FMC with the expectation of conducting a CSM within the two-business days. A completed Important People in a Child's Life form remains mandatory on all cases where an intervention is under consideration or implemented. The form is required to be completed prior to the CSM or during the CSM. This practice took effect on 9/28/2020 per CWS Numbered Memo 20-11, Update on Important People in a Child's Life/Family Tree and remains a key piece in quality engagement with families.

CWS continues learning and self-correcting placement stability practices as more qualitative and quantitative trends are collected and analyzed. CWS stays focused on coaching CW staff on the importance of early family engagement and identification of services, resources, and supports. This focus aligns with efforts included in the timely permanency strategies, such as the FMC with the overall goal to increase family engagement through frequent and purposeful family meetings. Both the IM and subsequent IM meetings are critical for the family to come together and support the child's placement as stability can impact permanency. A KIDS generated report, launched in April 2021, tracks when each meeting included in the FMC is due or overdue. Additionally, the FMC report captures mother and father participation at each meeting in the FMC including the IM. Parent engagement is a core effort for timely permanency and parent participation

at each family meeting will be analyzed for trends and used to train CW staff.

As part of the FMC efforts, a fidelity review tool was created and tested during this reporting period. The review tool will be finalized in July 2021 and entered in Qualtrics to show overall trends related to CSMs and IMs quality. The FMC coordinator will complete the fidelity review tool for both CSMs and IMs in every region per month and enter the review results in Qualtrics. Information gathered from the reviews, including practice notes, will be shared with the PP and Placement Stability leads to ensure ongoing communication regarding observed practice, which will also be used to determine the need for additional trainings and supports based on the FMC coordinator's observations. Additionally, as part of the FMC efforts, a survey is in development to solicit feedback from FM participants regarding their experience during the meetings. Information gathered from families, service providers, and court partners who attend FMs will be compiled and analyzed to determine what enhancements are needed for CSMs and IMs.

Conclusion

Positive trending in measurement performance can be attributed to the focused placement stability efforts related to enhanced strategies with an emphasis on kinship placement, data-driven planning, and leadership involvement. CWS remains committed to streamlining these efforts with PP and COC development while continuously examining opportunities for enhancements to the quality of work conducted to achieve the targeted goals. Follow-up regarding the outcome of the quality review process of initial and subsequent efforts will be assessed through the Placement Stability leads team for process evaluation and strategy modification. Additional efforts include identifying those with lived experience and including them in assessment processes, strategy enhancements, and decision-making. Strategy leads will continue to utilize TOL sessions to actively engage with regional leadership about placement stability efforts and jointly address identified barriers that prevent the quality completion of placement stability strategies.

5.1: Shelter Use—Children ages 0 to 1 year old

Operational Question

Of all children ages 0-1 year old with an overnight shelter stay from 1/1/2021 – 6/30/2021, how many nights were spent in the shelter?
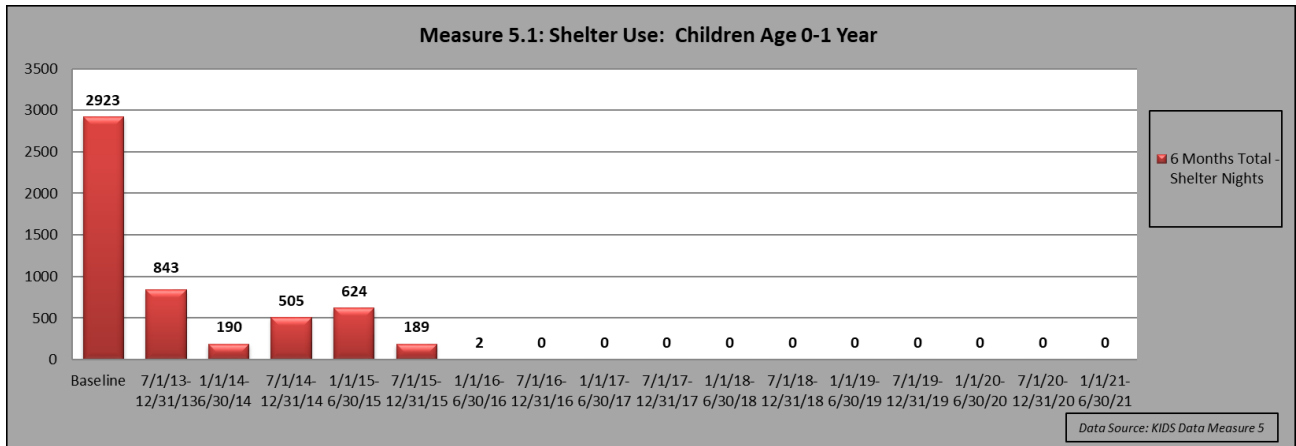
Data Source and Definitions

Data shown is the total number of nights children ages 0-1 year old spent in a shelter during the time period from 1/1/2021 – 6/30/2021. The baseline for this measure was 2,923 nights with a target of 0 nights by 12/31/2012. Automatic exceptions are made when the child is part of a sibling set of four or more or when a child is placed with a minor parent who is also in the Oklahoma Human Services (OKDHS) custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in a shelter.

Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 0-1 year with an overnight shelter stay from 1/1/2012 – 6/30/2012	2,923 Nights
7/1/2013 – 12/31/2013	All children age 0-1 year with an overnight shelter stay from 7/1/2013 – 12/31/2013	843 Nights
1/1/2014 – 6/30/2014	All children age 0-1 year with an overnight shelter stay from 1/1/2014 – 6/30/2014	190 Nights
7/1/2014 – 12/31/2014	All children age 0-1 year with an overnight shelter stay from 7/1/2014 – 12/31/2014	505 Nights
1/1/2015 – 6/30/2015	All children age 0-1 year with an overnight shelter stay from 1/1/2015 – 6/30/2015	624 Nights
7/1/2015 – 12/31/2015	All children age 0-1 year with an overnight shelter stay from 7/1/2015 – 12/31/2015	189 Nights

1/1/2016 – 6/30/2016	All children age 0-1 year with an overnight shelter stay from 1/1/2016 – 6/30/2016	2 Nights
7/1/2016 – 12/31/2016	All children age 0-1 year with an overnight shelter stay from 7/1/2016 – 12/31/2016	0 Nights
1/1/2017 – 6/30/2017	All children age 0-1 year with an overnight shelter stay from 1/1/2017 – 6/30/2017	0 Nights
7/1/2017 – 12/31/2017	All children age 0-1 year with an overnight shelter stay from 7/1/2017 – 12/31/2017	0 Nights
1/1/2018 – 6/30/2018	All children age 0-1 year with an overnight shelter stay from 1/1/2018 – 6/30/2018	0 Nights
7/1/2018 – 12/31/2018	All children age 0-1 year with an overnight shelter stay from 7/1/2018 – 12/31/2018	0 Nights
1/1/2019 – 6/30/2019	All children age 0-1 year with an overnight shelter stay from 1/1/2019 – 6/30/2019	0 Nights
7/1/2019 – 12/31/2019	All children age 0-1 year with an overnight shelter stay from 7/1/2019 – 12/31/2019	0 Nights
1/1/2020 – 6/30/2020	All children age 0-1 year with an overnight shelter stay from 1/1/2020 – 6/30/2020	0 Nights
7/1/2020 – 12/31/2020	All children age 0-1 year with an overnight shelter stay from 7/1/2020 – 12/31/2020	0 Nights
1/1/2021 – 6/30/2021	All children age 0-1 year with an overnight shelter stay from 1/1/2021 – 6/30/2021	0 Nights
Target		0 Nights

Section 2, Table 5.1-1

Section 2, Graph 5.1-1

Data Commentary
There were zero children, age 0-1 year, who spent zero nights in shelter care from 1/1/2021 – 6/30/2021. During this time period, 1,887 children, ages 0-1 year, were in out-of-home care and 100 percent of those children did not have a shelter stay. A child under the age of 2 years old has not been placed overnight in a shelter since January 2016.

5.2: Shelter Use—Children ages 2 to 5 years old

Operational Question
Of all children ages 2-5 years old with an overnight shelter stay from 1/1/2021 – 6/30/2021, how many nights were spent in the shelter?
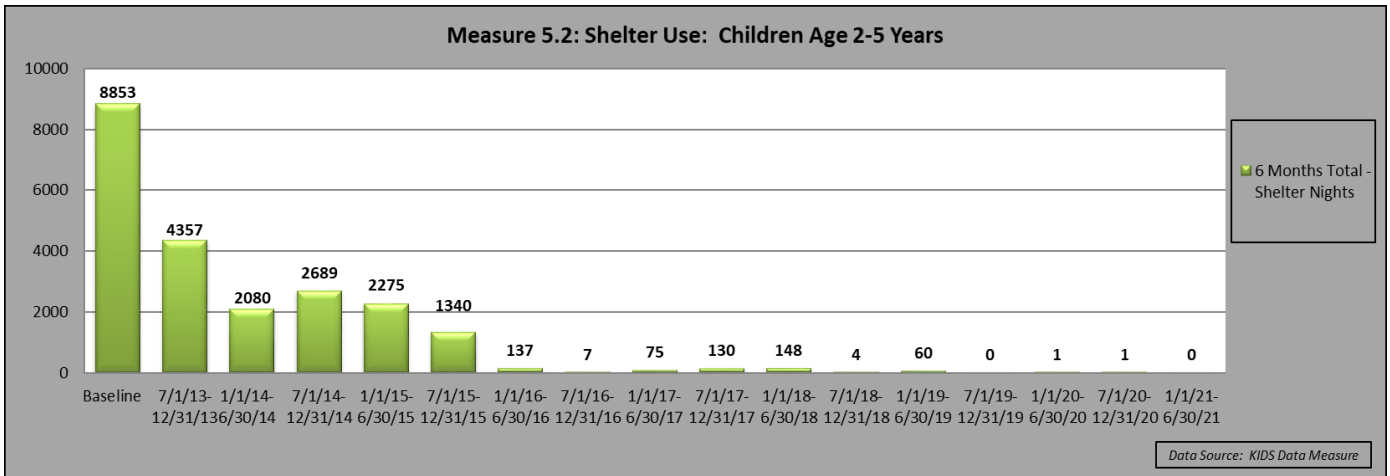
Data Source and Definitions

Data shown is the total number of nights children ages 2-5 years old spent in a shelter during the time period from 1/1/2021 – 6/30/2021. The baseline for this measure was 8,853 nights with a target of 0 nights by 6/30/2013. Automatic exceptions are made when the child is part of a sibling set of four or more or a child is placed with a minor parent who is also in OKDHS custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in a shelter.
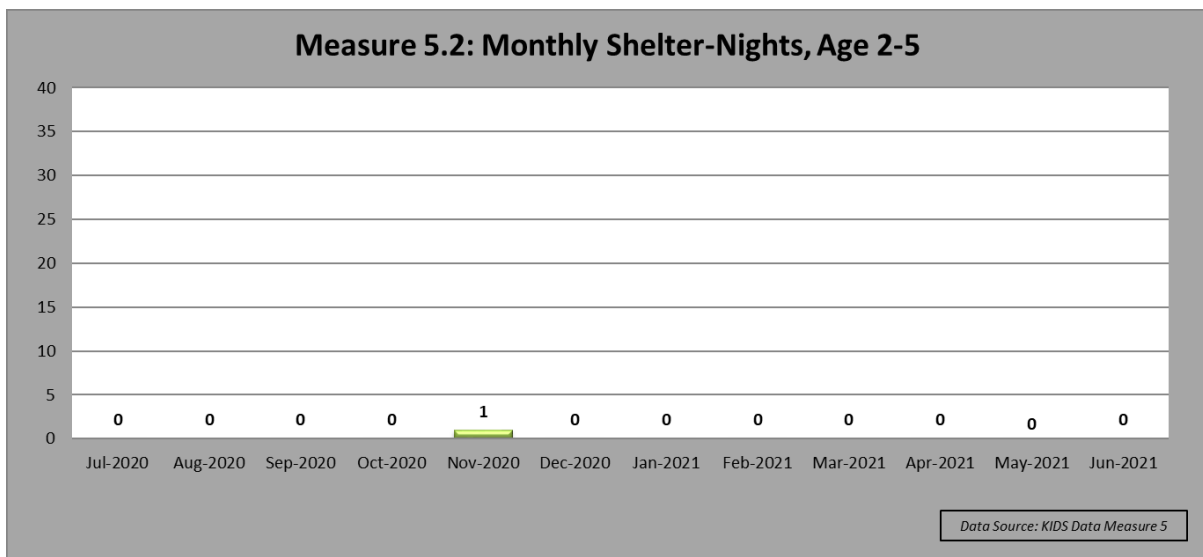
Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 2-5 years with an overnight shelter stay from 1/1/2012 – 6/30/2012	8,853 Nights
7/1/2013 – 12/31/2013	All children age 2-5 years with an overnight shelter stay from 7/1/2013 – 12/31/2013	4,357 Nights
1/1/2014 – 6/30/2014	All children age 2-5 years with an overnight shelter stay from 1/1/2014 – 6/30/2014	2,080 Nights
7/1/2014 – 12/31/2014	All children age 2-5 years with an overnight shelter stay from 7/1/2014 – 12/31/2014	2,689 Nights
1/1/2015 – 6/30/2015	All children age 2-5 years with an overnight shelter stay from 1/1/2015 – 6/30/2015	2,275 Nights
7/1/2015 – 12/31/2015	All children age 2-5 years with an overnight shelter stay from 7/1/2015 – 12/31/2015	1,340 Nights
1/1/2016 – 6/30/2016	All children age 2-5 years with an overnight shelter stay from 1/1/2016 – 6/30/2016	137 Nights
7/1/2016 – 12/31/2016	All children age 2-5 years with an overnight shelter stay from 7/1/2016 – 12/31/2016	7 Nights
1/1/2017 – 6/30/2017	All children age 2-5 years with an overnight shelter stay from 1/1/2017 – 6/30/2017	75 Nights
7/1/2017 – 12/31/2017	All children age 2-5 years with an overnight shelter stay from 7/1/2017 – 12/31/2017	130 Nights
1/1/2018 – 6/30/2018	All children age 2-5 years with an overnight shelter stay from 1/1/2018 – 6/30/2018	148 Nights
7/1/2018 – 12/31/2018	All children age 2-5 years with an overnight shelter stay from 7/1/2018 – 12/31/2018	4 Nights
1/1/2019 – 6/30/2019	All children age 2-5 years with an overnight shelter stay from 1/1/2019 – 6/30/2019	60 Nights
7/1/2019 – 12/31/2019	All children age 2-5 years with an overnight shelter stay from 7/1/2019 – 12/31/2019	0 Nights
1/1/2020 – 6/30/2020	All children age 2-5 years with an overnight shelter stay from 1/1/2020 – 6/30/2020	1 Night
7/1/2020 – 12/31/2020	All children age 2-5 years with an overnight shelter stay from 7/1/2020 – 12/31/2020	1 Night
1/1/2021 – 6/30/2021	All children age 2-5 years with an overnight shelter stay from 1/1/2021 – 6/30/2021	0 Nights
Target		0 Nights

Section 2, Table 5.2-1
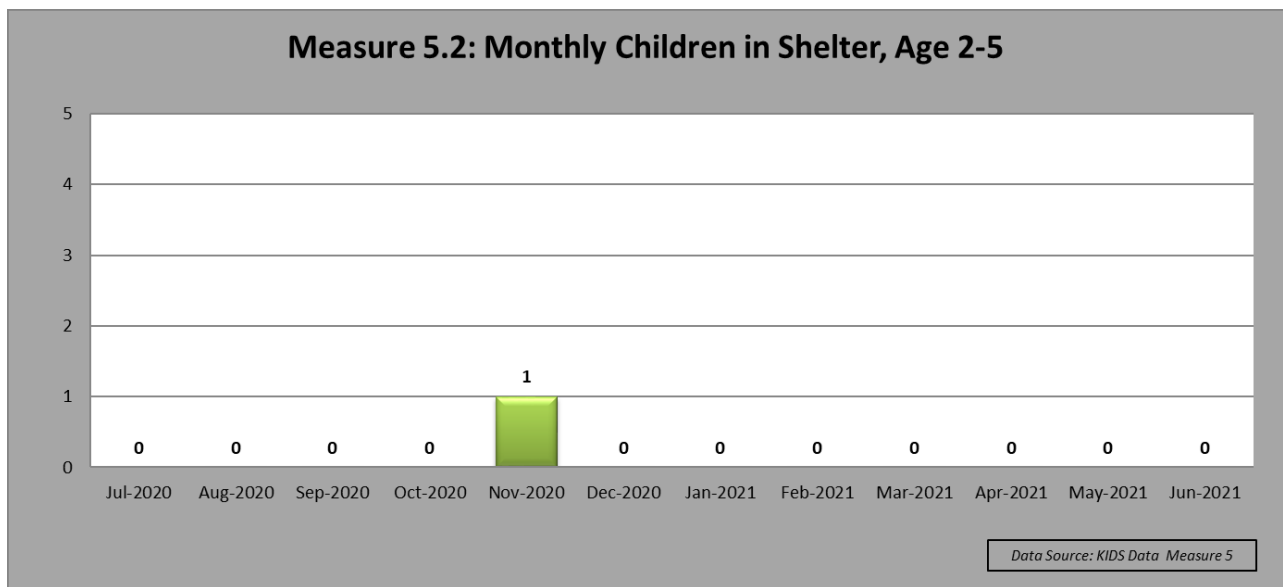
Measure 5.2: Shelter Use: Children Age 2-5 Years

Section 2, Graph 5.2-1

Measure 5.2: Monthly Shelter-Nights, Age 2-5

Section 2, Graph 5.2-2

Measure 5.2: Monthly Children in Shelter, Age 2-5

Section 2, Graph 5.2-3

Data Commentary

There were zero children, age 2-5 years, who spent zero nights in shelter care from 1/1/2021 – 6/30/2021. During this time, 2,947 children, ages 2-5 years, were in out-of-home care and 100 percent of those children did not have a shelter stay.

Reporting Period Progress

No child age 2-5 years spent a night in shelter care during this reporting period.

5.3: Shelter Use—Children ages 6 to 12 years old

Operational Question

Of all children ages 6-12 years old with an overnight shelter stay from 1/1/2021 – 6/30/2021, how many nights were spent in the shelter?

Data Source and Definitions

Data shown is the total number of nights children ages 6-12 years old spent in a shelter during the time period from 1/1/2021 – 6/30/2021. The baseline for this measure was 20,147 nights with an interim target of 10,000 nights by 12/31/2013. An automatic exception is made when the child is part of a sibling set of four or more. Note: Children who meet an automatic exception are still included in the count of total nights spent in a shelter.

Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 6-12 years with an overnight shelter stay from 1/1/2012 – 6/30/2012	20,147 Nights
7/1/2013 – 12/31/2013	All children age 6-12 years with an overnight shelter stay from 7/1/2013 – 12/31/2013	23,127 Nights
1/1/2014 – 6/30/2014	All children age 6-12 years with an overnight shelter stay from 1/1/2014 – 6/30/2014	22,288 Nights
7/1/2014 – 12/31/2014	All children age 6-12 years with an overnight shelter stay from 7/1/2014 – 12/31/2014	18,631 Nights
1/1/2015 – 6/30/2015	All children age 6-12 years with an overnight shelter stay from 1/1/2015 – 6/30/2015	13,867 Nights
7/1/2015 – 12/31/2015	All children age 6-12 years with an overnight shelter stay from 7/1/2015 – 12/31/2015	10,188 Nights
1/1/2016 – 6/30/2016	All children age 6-12 years with an overnight shelter stay from 1/1/2016 – 6/30/2016	4,158 Nights
7/1/2016 – 12/31/2016	All children age 6-12 years with an overnight shelter stay from 7/1/2016 – 12/31/2016	5,052 Nights
1/1/2017 – 6/30/2017	All children age 6-12 years with an overnight shelter stay from 1/1/2017 – 6/30/2017	6,232 Nights
7/1/2017 – 12/31/2017	All children age 6-12 years with an overnight shelter stay from 7/1/2017 – 12/31/2017	8,048 Nights
1/1/2018 – 6/30/2018	All children age 6-12 years with an overnight shelter stay from 1/1/2018 – 6/30/2018	7,085 Nights
7/1/2018 – 12/31/2018	All children age 6-12 years with an overnight shelter stay from 7/1/2018 – 12/31/2018	5,453 Nights
1/1/2019 – 6/30/2019	All children age 6-12 years with an overnight shelter stay from 1/1/2019 – 6/30/2019	4,581 Nights
7/1/2019 – 12/31/2019	All children age 6-12 years with an overnight shelter stay from 7/1/2019 – 12/31/2019	5,064 Nights

| 1/1/2020 – 6/30/2020	All children age 6-12 years with an overnight shelter stay from 1/1/2020 – 6/30/2020	3,915 Nights
7/1/2020 – 12/31/2020	All children age 6-12 years with an overnight shelter stay from 7/1/2020 – 12/31/2020	5,306 Nights
1/1/2021 – 6/30/2021	All children age 6-12 years with an overnight shelter stay from 1/1/2021 – 6/30/2021	4,561 Nights
Target		0 Nights

Section 2, Table 5.3-1
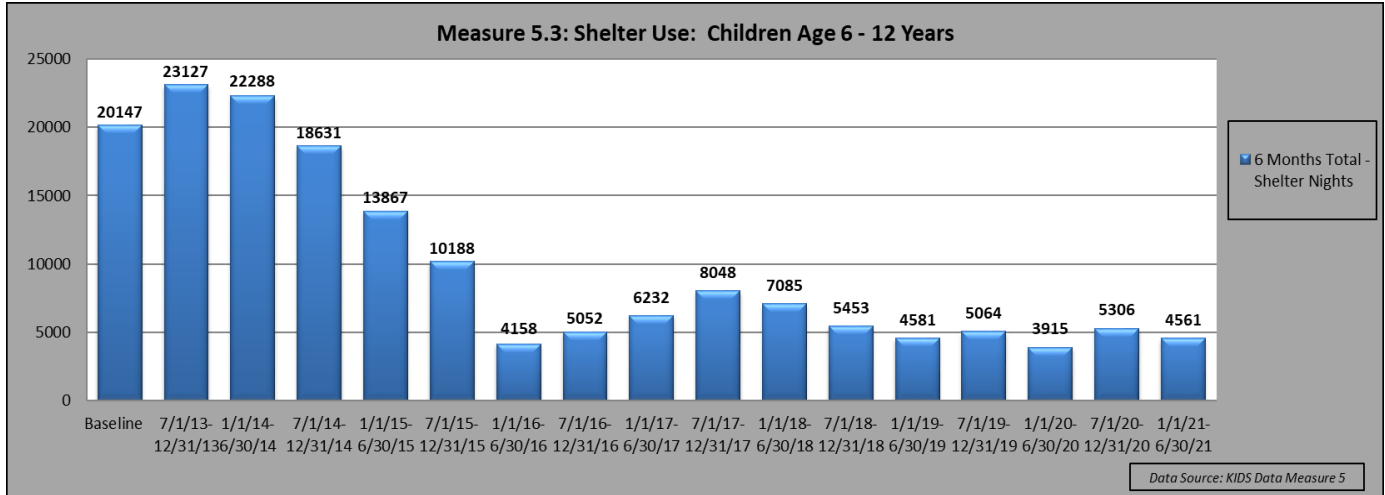
Section 2, Graph 5.3-1
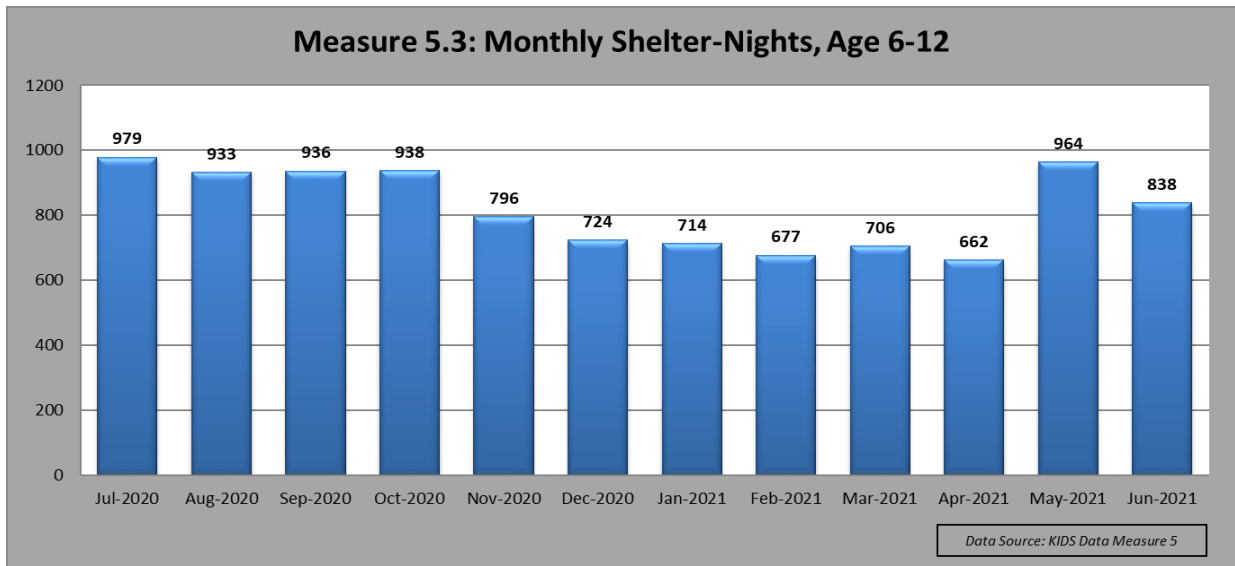
Section 2, Graph 5.3-2
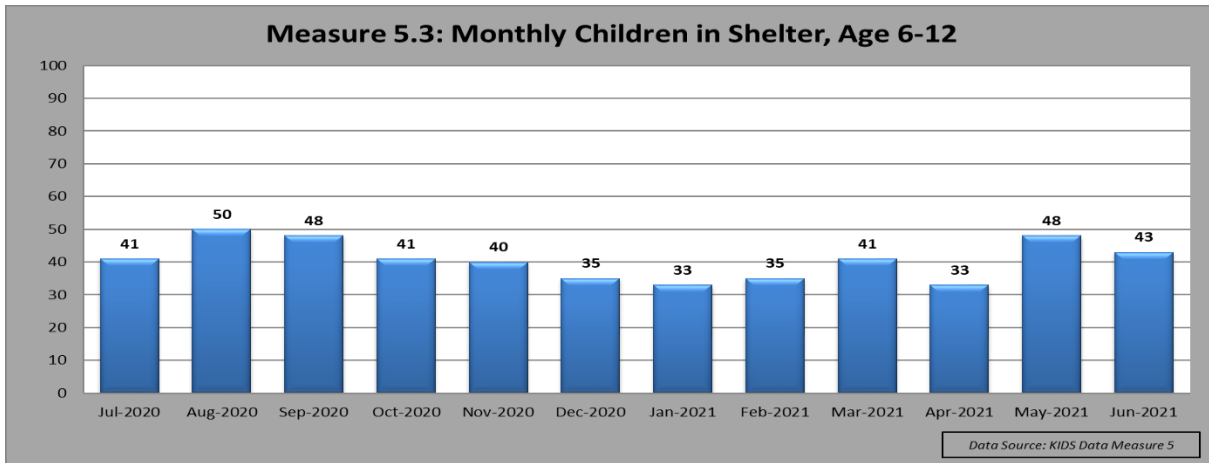
Section 2, Graph 5.3-3

Data Commentary

A total of 103 distinct children, ages 6-12 years old, spent a total of 4,561 nights in shelter care from 1/1/2021 – 6/30/2021. Section 2, Graph 5.3-3 identifies 233 children spending time in shelters from January – June 2021. In some cases, the child's shelter stay extended across multiple months, thus the child is included in the count for each month. During this time period, 2,843 children ages 6-12 years old were in out-of-home care, and 96.4 percent of those children did not have a shelter stay.

Reporting Period Progress

For children ages 6-12 years old, the number of total shelter nights for this reporting period decreased by 745 nights from the previous reporting period. Child Welfare Services (CWS) continues to demonstrate its ability to self-correct using existing practice and ongoing shelter reduction strategies to keep the number of shelter nights trending downward. The move towards shelter usage elimination for children ages 6-10 years old continues. While the goal of eliminating shelter usage for children ages 6-12 years old has not been achieved, this ongoing practice shift continues to involve regional and shelter program leadership engaged in discussion, planning, and evaluating all options before placing a child under age 10 in shelter care. One child age six years old, one child age eight years old, three children ages nine years old, and five children ages 10 years old were in shelter care based on the shelter report of 7/22/2021. All of these children have some type of unique behavioral, emotional, or developmental need that has been a barrier to placement in a family-like setting and no appropriate residential level of care is available. One of these children has been identified for placement in a center specifically for children and youth with developmental disabilities, but an admission date has not been established. This ongoing strategy demonstrates efficacy in focused efforts by both regional and program staff to identify and support avenues in eliminating shelter placements for children ages 10 years old and younger; and, when a child of this age does enter a shelter, to quickly identify and place in the most appropriate level of care for that child's unique needs.

Several Youth Service Agency (YSA) shelters continue to care for OKDHS custody children with developmental disabilities and autism. One particular shelter increased their capacity to serve children with intellectual disabilities and autism by expanding staffing ratios, actively engaging in additional training and support from the CWS Developmental Disabilities Services (DDS) program field representatives (PFRs) as well as outside training and collaboration with community partners, and also ensuring children have access to appropriate education and medical services. The majority of children served by this shelter have unique or higher levels of need that are often a barrier to traditional family-based placements or higher levels of care, but are successfully served in this shelter. During this reporting period, the child with the longest shelter stay achieved to the stability level of exiting shelter care and entered placement into an OKDHS DDS program.   Another child from this same shelter is waiting for a vacancy to open at a previously mentioned center specifically for children and youth with developmental disabilities. This shelter remains a strong partner in serving the needs of this small group of children, primarily within the 6-12 years of age cohort.

A collaborative partnership continues to progress between the CWS Specialized Placements and Partnership Unit (SPPU) and the Therapeutic Foster Care (TFC)/Intensive Treatment Family Care (ITFC) program staff. When children and youth entering shelter care receive a "sounds like" for TFC but no TFC homes are available, further conversations are held between SPPU and TFC program staff. This approach is child-specific and recognizes that it is not always possible to achieve a TFC/ITFC placement due to the lack of available TFC/ITFC homes. This intentional child-specific approach results in more thoughtful and planned discharges from shelter placement. The timeframe to achieve this is difficult to project, as the evolution of both the TFC/ITFC programs and traditional foster homes receiving enhanced foster care services impacts families' ability to meet the often elevated needs of long-staying shelter children. At least one child, 9 years of age, was diverted from group home placement to a TFC placement by these and CWS leadership collaborations.

5.4: Shelter Use—Children ages 13 and older

Operational Question
Of all youth ages 13 years or older with an overnight shelter stay from 1/1/2021 – 6/30/2021, how many nights were spent in the shelter?

Data Source and Definitions
Data shown is the total number of nights youth ages 13 years or older spent in a shelter during the time period from 1/1/2021 – 6/30/2021. The baseline for this measure is 20,635 nights with a target of less than 8,850 nights. Of the youth 13 years and older placed in a shelter during this period, the target is 80 percent of the youth will meet the criteria of Pinnacle Plan Point 1.17. An automatic exception is made for children when the youth is part of a sibling set of four or more. Note: Youth who meet an automatic exception are still included in the count of total nights spent in a shelter.

Trends

Reporting Period	Population	Result
Baseline: 1/1/2012 – 6/30/2012	All children age 13 or older with an overnight shelter stay from 1/1/2012 – 6/30/2012	20,635 Nights
7/1/2013 – 12/31/2013	All children age 13 or older with an overnight shelter stay from 7/1/2013 – 12/31/2013	25,342 Nights
1/1/2014 – 6/30/2014	All children age 13 or older with an overnight shelter stay from 1/1/2014 – 6/30/2014	24,935 Nights
7/1/2014 – 12/31/2014	All children age 13 or older with an overnight shelter stay from 7/1/2014 – 12/31/2014	25,108 Nights
1/1/2015 – 6/30/2015	All children age 13 or older with an overnight shelter stay from 1/1/2015 – 6/30/2015	24,552 Nights
7/1/2015 – 12/31/2015	All children age 13 or older with an overnight shelter stay from 7/1/2015 – 12/31/2015	18,277 Nights
1/1/2016 – 6/30/2016	All children age 13 or older with an overnight shelter stay from 1/1/2016 – 6/30/2016	10,478 Nights
7/1/2016 – 12/31/2016	All children age 13 or older with an overnight shelter stay from 7/1/2016 – 12/31/2016	12,048 Nights
1/1/2017 – 6/30/2017	All children age 13 or older with an overnight shelter stay from 1/1/2017 – 6/30/2017	14,893 Nights
7/1/2017 – 12/31/2017	All children age 13 or older with an overnight shelter stay from 7/1/2017 – 12/31/2017	14,021 Nights
1/1/2018 – 6/30/2018	All children age 13 or older with an overnight shelter stay from 1/1/2018 – 6/30/2018	12,058 Nights
7/1/2018 – 12/31/2018	All children age 13 or older with an overnight shelter stay from 7/1/2018 – 12/31/2018	10,178 Nights

| 1/1/2019 – 6/30/2019	All children age 13 or older with an overnight shelter stay from 1/1/2019 – 6/30/2019	9,118 Nights
7/1/2019 – 12/31/2019	All children age 13 or older with an overnight shelter stay from 7/1/2019 – 12/31/2019	11,413 Nights
1/1/2020 – 6/30/2020	All children age 13 or older with an overnight shelter stay from 1/1/2020 – 6/30/2020	11,452 Nights
7/1/2020 – 12/31/2020	All children age 13 or older with an overnight shelter stay from 7/1/20120 – 12/31/2020	10,076 Nights
1/1/2021 – 6/30/2021	All children age 13 or older with an overnight shelter stay from 1/1/2021 – 6/30/2021	8,691 Nights
Target		8,850 Nights

Section 2, Table 5.4-1
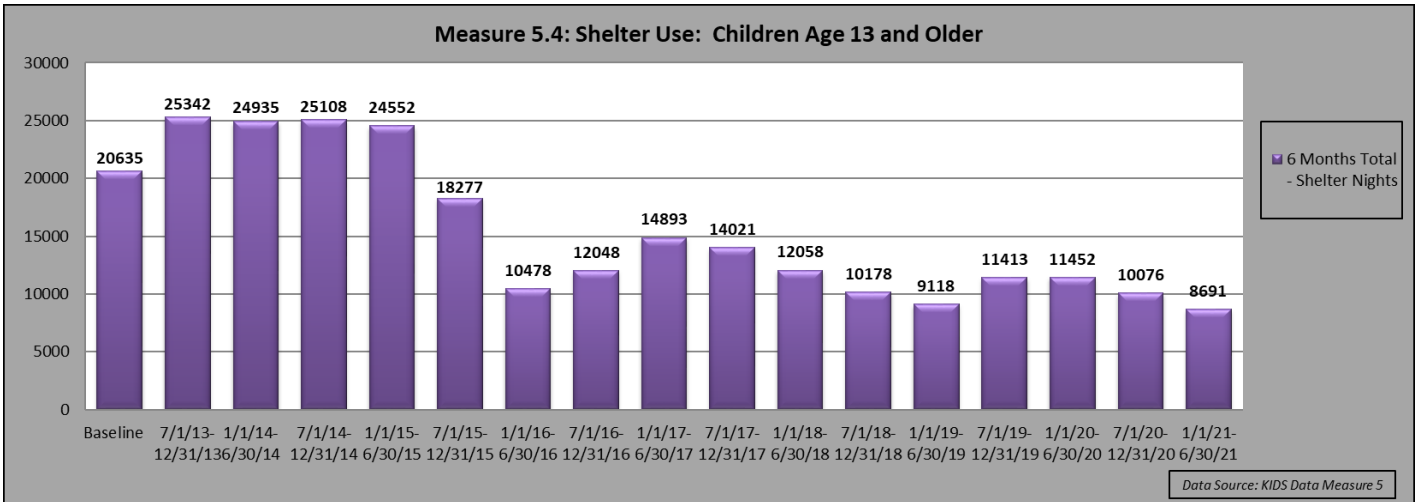
Section 2, Graph 5.4-1
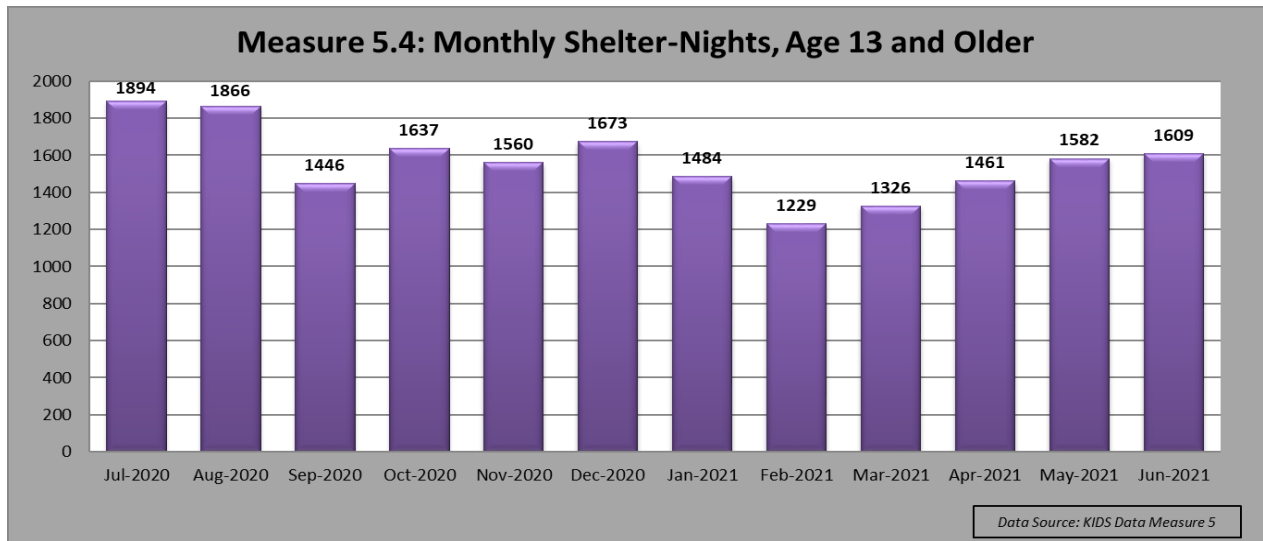
Section 2, Graph 5.4-2
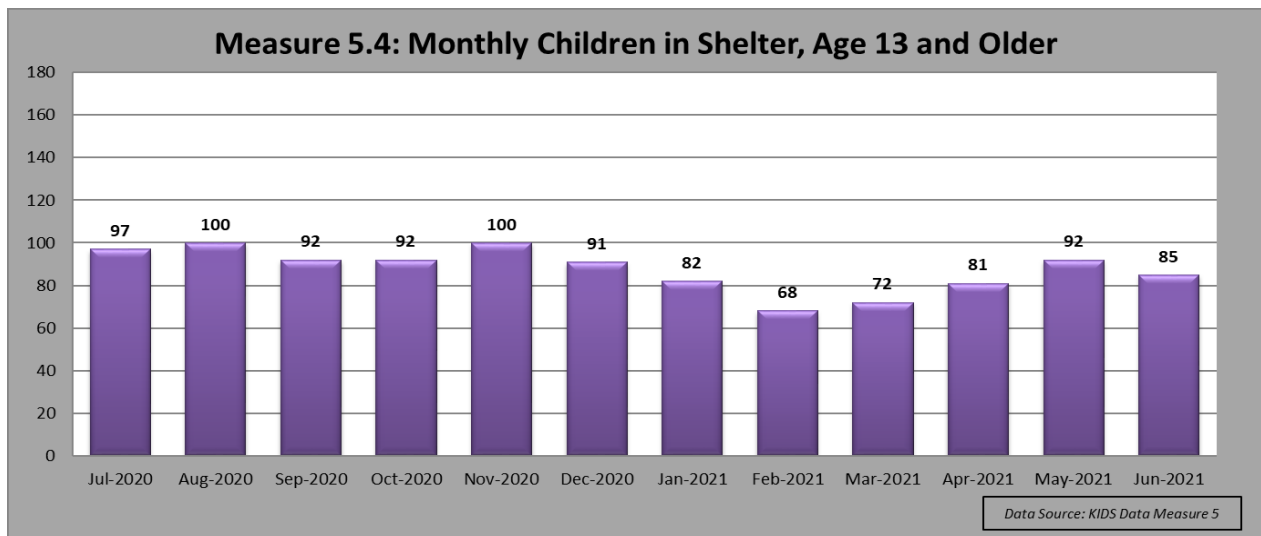
Section 2, Graph 5.4-3

Data Commentary

A total of 217 distinct youth, ages 13 years or older, spent a total of 8,691 nights in shelter care from 1/1/2021 – 6/30/2021. Section 2, Graph 5.4-3 identifies 480 youth spending time in shelters from January – June 2021. In some cases, the youth's shelter stay extended across multiple months; thus, the youth is included in the count each month. During this time period, 1,538 youth, ages 13 years or older, were in out-of-home care and 85.9 percent of those youth did not have a shelter stay.

For youth ages 13-17, the number of shelter nights decreased by 1,385 total shelter nights from the previous reporting period. During this reporting period, the number of nights for this cohort also was at its highest level in June 2021 with 1,609 nights. Individual youth in this cohort increased to 92 in May 2021, but dropped to 85 in June 2021.

Reporting Period Progress

A review of previously denied kinship placements for youth ages 16 and 17 years old moved from strategy into practice. When a youth, age 16 or 17 years old, has a potential kinship placement denied due to a concern that may be controlled with the right supports or oversight, the placement is always elevated to the next level for review by the district director and field manager. When the decision is made at that level to deny the kinship placement, the regional deputy director and Foster Care and Adoptions deputy director review the denial. When the denial is still recommended, the assistant CWS Director for Field Operations reviews the denial. The assistant CWS Director for Field Operations determines if the youth's protective capacities and needs, family situation, proximity to age 18 years old, and other factors allow for placement with this kinship provider. As of the 7/23/2021 daily shelter report, six youth, age 17 years old, are in shelter care. The effectiveness of this strategy for 16 year olds is still not clear, as the number of 16 year olds does not appear to have decreased significantly over this reporting period.

Two additional level C group homes continue to provide options for males, ages 16.5 and 17 years old. These program beds are consistently in use and focus on a youth's success in the community by creating unique plans to support educational goals while ensuring a youth has a focused opportunity for gainful employment. A bed can only be filled after the youth completes interviews with the program director to ensure that the program can fit the individual's goals. These programs focus on listening to the youth for guidance on programming and services. Overall, these programs support youth, who do not have a desire to live in family placements or have no identified family placement, be more prepared for adulthood.

CWS will continue to provide support and oversight to develop appropriate programing to meet the needs of older youth. Oklahoma has two Job Corps programs that also meet a need for a small population of youth in OKDHS custody, typically

as a shelter discharge placement or shelter diversion; however, these programs remain on hold for placements due to COVID-19 concerns. These programs will be supported through the SPPU liaison staff as soon as they resume considering youth for placement.

SPPU program staff partners with and supports the regional multidisciplinary teams (MDTs) to engage in thoughtful and intentional discharge planning for youth ages 16 and 17 years old in shelter care.   The decision on when to elevate potential placement options for this specific cohort of youth is primarily made outside of SPPU.

Initiative 1.17: Youth 13 years and older not to be placed in a shelter more than one time within a 12-month period and for no more than 30 days in any 12-month period.
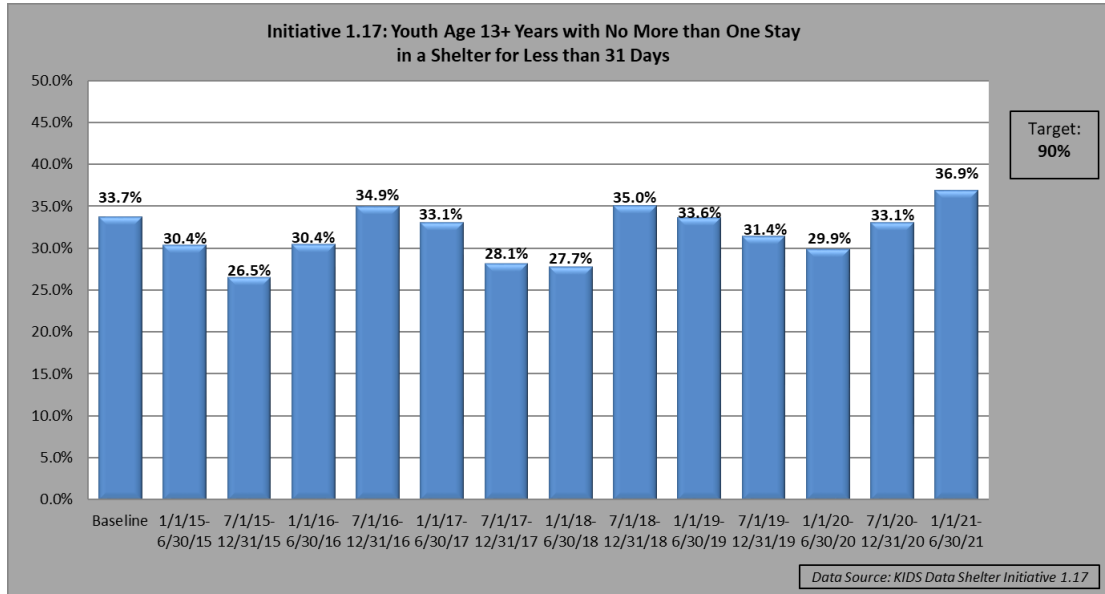
Section 2, Graph 5.4-4

Data Commentary
For the six-month period ending 6/30/2021, 36.9 percent of youth, age 13 years and older, experienced no more than one shelter stay lasting less than 31 days. Of the 217 youth, age 13 years and older, who had a shelter stay during the reporting period, 80 youth had one shelter stay lasting less than 31 days. Of the remaining 137 youth, age 13 years and older, who had a shelter stay: 56 youth, or 25.81 percent, had one stay that lasted longer than 31 days; 18 youth, or 8.29 percent, had two or more stays that lasted less than 31 days; and 63 youth, or 29.03 percent, had two or more stays that lasted more than 31 days in a shelter. CWS had an improvement of 3.8 percent from the last reporting period.

Reporting Period Progress
SPPU program staff is not currently reviewing all shelter authorization forms but continues to ensure that one is completed for every shelter entry. Responsibility for rapid authorization review has now shifted fully to the regional MDT leads, with SPPU program staff functioning in a supportive or consulting role when called upon. The regional MDT leads also now enter data from this form into the shelter survey database that assists in identifying trends and needs for youth entering shelter care, which can be disseminated to the field. The YI891 WebFOCUS report is available to CWS leadership and others who can use it to enhance the efficacy of their work.

Several shelter strategies designed to not only reduce shelter usage, but also increase prevention of shelter usage continue. The training of and messaging to CWS field staff about appropriate use and prevention of shelter care continues. This training is included in the CWS Supervisor Academy in addition to regional leadership and supervisory teams, so the messaging can be reinforced and presented to new supervisors to guide their teams and improve practice. CWS continues

using the Child Behavioral Health Screeners to best identify and meet the needs of children and youth in shelter care for both short- and long-term stays and helps children and youth in shelter care transition better into their next placement. Usage of the shelter discharge planning tool is increasing, which has been helpful in providing information to the child or youth's next placement or in an initial meeting. CWS continues to engage Oklahoma Association of Youth Services (OAYS) partners in using this tool more consistently across shelters to gather appropriate information that supports children and youth with planned discharges into family placements or share with the next placement provider when the discharge was unplanned.

OKDHS continues to communicate frequently with OAYS and the Oklahoma Office of Juvenile Affairs (OJA) regarding improvements in shelter supports provided to custody youth. SPPU staff participates in treatment team meetings and discharge planning, as well as continuing to work on contract monitoring enhancements and completing quarterly facility reviews. On 7/21/2021, an 'innovation roundtable' meeting was conducted by OKDHS Innovation Services. Leaders from CWS, OJA, and OAYS were in attendance with the goal of adjusting, learning about, and improving relationships between agencies to better serve youth and children who enter shelter care. The next meeting to begin to discuss and form more concrete plans is scheduled for 8/5/2021. Shelters continue to provide same-day admission for children and youth; however, CWS experienced some difficulties in obtaining shelter placements for some children and youth who had multiple shelter stays, have primarily delinquent and/or disruptive behaviors, and frequently go missing from care. The innovation roundtable could be considered a first step to begin to work through these difficulties and create a process where no child or youth is denied a shelter placement when needed.

The enhanced shelter reduction plan was completely moved to the regional MDTs for oversight and responsibility. SPPU program staff now function in a supportive role to the regional MDTs by participation in regional MDT's and supporting CWS regional leadership in their decision-making process about the needs and options for placement of children and youth in shelter care.

Direct Care Authorization and Other Supports
The contract with four YSA shelter providers continues; however, the need for the shelters decreased. The direct care per diem's goal was to be a short-term support while CWS worked to put into place a best-fit service array for children and youth who could not maintain safely with typical shelter staffing ratios and services. During this reporting period, only one YSA accessed funding for one-on-one staffing. The additional supports of working with the OKDHS DDS division, the CWS Nurses, and providing additional one-on-one unique training opportunities for shelter staff continue unchanged from previous reporting periods.

OJA
Beginning 1/1/2020, OJA contracted with 23 YSAs for shelter care. The contracts now include a tier system for rates based on a child or youth's needs. The SPPU shelter PFRs and shelter liaisons are available to gather additional information for any YSA shelter and/or OJA when determining the most appropriate tier level for a youth in OKDHS custody. Continued collaboration occurs between CWS and OJA. Currently, three SPPU liaisons are assigned to the YSA shelters to provide support to the children and youth in shelter care, the child or youth's assigned child welfare (CW) specialist, and the shelter providers. Two shelters closed during this reporting period, decreasing the number of available shelters to 21.

Impact of COVID-19 Pandemic
A contract to open a second COVID-19 shelter was initiated in January 2021, which provides another quarantine option for COVID-19 exposed or COVID-19 positive youth. CWS and OJA partners continue meeting by conference call every four- to six-weeks to address any ongoing concerns, new protocols, and/or needs related to the COVID-19 pandemic. CWS continued to provide tangible support to shelters, such as tablets to ensure youth could have video contact with their CW team and family members, and through providing personal protective equipment and cleaning supplies, as needed. Increased accessible testing in the Oklahoma City area made a positive impact on the ability to keep youth out of the COVID-19 shelter and closer to their communities of origin or their most appropriate placement. As testing continued to be readily available and Oklahoma saw positive COVID-19 numbers trend down in 2021, CWS began to re-think the need

to place youth in either of the COVID-19 shelters. However, June 2021 saw an increase in youth who needed quarantine due to positive COVID-19 testing or direct exposure. In August 2021, CWS will initiate bi-weekly and then once monthly provider check-in calls arranged by the National Resource Center for Youth Services. The CWS Nurses program administrator will be engaged in these calls to support providers in educating youth who are eligible for the COVID-19 vaccine.

A trend has emerged in the recent increased number of children and youth who enter OKDHS custody through abandonment. There is reason to believe this is a direct result of the COVID-19 pandemic. The pandemic significantly impacted both the natural and professional support systems that families previously would have used to care for their children. When those supports shifted due to the COVID-19 pandemic, the burden of caring for these children, who have unique and often times high-level emotional, behavioral, and sometimes legal challenges related to delinquent behavior, fell on the family who then became overwhelmed and simply refused to pick up their children from inpatient programs, emergency youth shelters, and/or detention facilities. A growing percentage of these youth appear to experience their first placement episode in either shelter, acute or residential psychiatric care, or a juvenile detention center. Data provided by CWS KIDS staff shows an increase from 30 percent to 44 percent in the number and percentage of first placements in shelters, residential treatment, and detention in the second half of SFY 2021 when looking at first placement with a removal condition of abandonment. This data indicates there is an opportunity for CWS to provide a different type of service to families to prevent shelter care in these circumstances. It is not yet clear exactly what interventions or strategies CWS could use to prevent this type of shelter entry. Further analysis and discussion will occur over the next reporting period.

Conclusion
The CWS shelter program team, in collaboration with the CWS and the OKDHS Executive Teams, continues to focus on reducing the use of shelter placements through building a robust continuum of care with family-based placements to best meet the needs of each specific child and youth in out-of-home care. The CWS Executive Team receives weekly updates on the number of children and youth in shelter care with the ability to follow-up with their regional teams for case and child-specific information, when needed. The cohorts of children ages 6-12 and youth 13-17 years old decreased in both nights and number this reporting period, indicating CWS' ability to modify existing practice and create new strategies to reduce shelter use and enhance practice with some measure of success. Data indicates children and youth continue to enter shelter care for various reasons, including disruption of kinship or foster care placement, upon initial removal, discharge from higher levels of care, and discharge from OJA custody/placement, and so forth.

Roles and responsibilities within SPPU continue to evolve, moving into more of a consultation and supportive role to the regional MDT teams to reduce barriers to children and youth exiting shelter care, while continuing efforts with the regional teams to find the appropriate level of placement for each individual child and youth who enters a shelter. The shelter staff also engages with the child or youth's assigned CW specialist to meet any specific needs, increase opportunities for visitation with people important to the child or youth, and support the shelter in times of crisis. The CWS shelter team will continue to assess the interventions and supports available to CW staff and shelters so that the best outcomes can be achieved for children and youth.

6.2a: Permanency Within 12 Months of Removal

Operational Question
Of all children who entered foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within 12 months of removal?
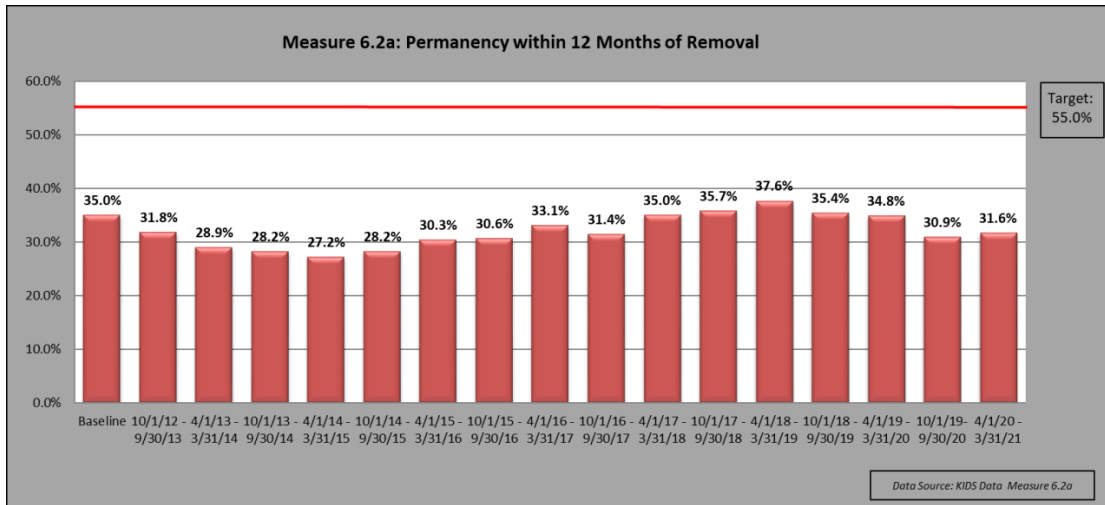
Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

Description of Denominator and Numerator for this reporting period

Denominator: All children who entered foster care from 10/1/2019 – 3/31/2020.

Numerator: The number of children who entered foster care from 10/1/2019 – 3/31/2020 and exited to a permanent setting within 12 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2011 – 9/30/2011			35.0%
10/1/2012 – 9/30/2013	All admissions from 4/1/2012 – 9/30/2012	856	2,692	31.8%
4/1/2013 – 3/31/2014	All admissions from 10/1/2012 – 3/31/2013	782	2,707	28.9%
10/1/2013 – 9/30/2014	All admissions from 4/1/2013 – 9/30/2013	818	2,901	28.2%
4/1/2014 – 3/31/2015	All admissions from 10/1/2013 – 3/31/2014	748	2,749	27.2%
10/1/2014 – 9/30/2015	All admissions from 4/1/2014 – 9/30/2014	764	2,705	28.2%
4/1/2015 – 3/31/2016	All admissions from 10/1/2014 – 3/31/2015	714	2,359	30.3%
10/1/2015 – 9/30/2016	All admissions from 4/1/2015 – 9/30/2015	840	2,741	30.6%
4/1/2016 – 3/31/2017	All admissions from 10/1/2015 – 3/31/2016	774	2,340	33.1%
10/1/2016 – 9/30/2017	All admissions from 4/1/2016 – 9/30/2016	788	2,512	31.4%
4/1/2017 – 3/31/2018	All admissions from 10/1/2016 – 3/31/2017	832	2,375	35.0%
10/1/2017 – 9/30/2018	All admissions from 4/1/2017 – 9/30/2017	847	2,372	35.7%
4/1/2018 – 3/31/2019	All admissions from 10/1/2017 – 3/31/2018	792	2,105	37.6%
10/1/2018 – 9/30/2019	All admissions from 4/1/2018 – 9/30/2018	795	2,247	35.4%
4/1/2019 – 3/31/2020	All admissions from 10/1/2018 – 3/31/2019	701	2,017	34.8%
10/1/2019 – 9/30/2020	All admissions from 4/1/2019 – 9/30/2019	669	2,165	30.9%
4/1/2020 – 3/31/2021	All admissions from 10/1/2019 – 3/31/2020	626	1982	31.6%
Target				55.0%

Section 2, Table 6.2a-1

Section 2, Graph 6.2a-1

6.2b: Permanency Within 2 Years of Removal

Operational Question
Of all children who entered their 12th month in foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within two years of removal?

Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively.

Description of Denominator and Numerator for this reporting period
Denominator: All children who entered foster care from 10/1/2018 – 3/31/2019.

Numerator: The number of children, who entered foster care from 10/1/2018 – 3/31/2019, were removed at least 12 months, and exited to a permanent setting within 24 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2010 – 9/30/2010			43.9%
10/1/2012 – 9/30/2013	All admissions from 4/1/2011 – 9/30/2011	667	1,626	41.0%
4/1/2013 – 3/31/2014	All admissions from 10/1/2011 – 3/31/2012	577	1,487	38.8%
10/1/2013 – 9/30/2014	All admissions from 4/1/2012 – 9/30/2012	669	1,787	37.4%
4/1/2014 – 3/31/2015	All admissions from 10/1/2012 – 3/31/2013	713	1,846	38.6%
10/1/2014 – 9/30/2015	All admissions from 4/1/2013 – 9/30/2013	780	2,008	38.8%
4/1/2015 – 3/31/2016	All admissions from 10/1/2013 – 3/31/2014	886	1,944	45.6%
10/1/2015 – 9/30/2016	All admissions from 4/1/2014 – 9/30/2014	821	1,865	44.0%
4/1/2016 – 3/31/2017	All admissions from 10/1/2014 – 3/31/2015	769	1,570	49.0%

10/1/2016 – 9/30/2017	All admissions from 4/1/2015 – 9/30/2015	961	1,793	53.6%
4/1/2017 – 3/31/2018	All admissions from 10/1/2015 – 3/31/2016	831	1,493	55.7%
10/1/2017 – 9/30/2018	All admissions from 4/1/2016 – 9/30/2016	891	1,640	54.3%
4/1/2018 – 3/31/2019	All admissions from 10/1/2016 – 3/31/2017	776	1,504	51.6%
10/1/2018 – 9/30/2019	All admissions from 4/1/2017 – 9/30/2017	781	1,472	53.1%
4/1/2019 – 3/31/2020	All admissions from 10/1/2017 – 3/31/2018	680	1,281	53.1%
10/1/2019 – 9/30/2020	All admissions from 4/1/2018 – 9/30/2018	715	1,435	49.8%
4/1/2020 – 3/31/2021	All admissions from 10/1/2018 – 3/31/2019	538	1,297	41.5%
Target				75.0%

Section 2, Table 6.2b-1
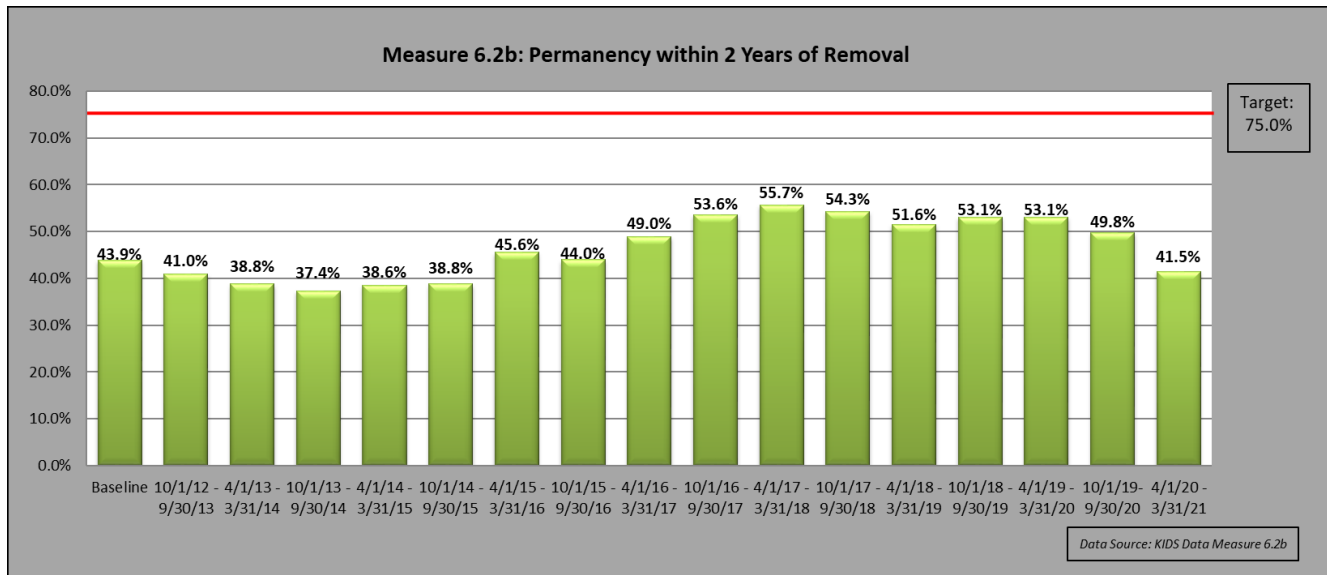
Section 2, Graph 6.2b-1

6.2c: Permanency Within 3 Years of Removal

Operational Question
Of all children who entered their 24th month in foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within three years of removal?

Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

Description of Denominator and Numerator for this reporting period
Denominator: All children who entered foster care from 10/1/2017 – 3/31/2018.

Numerator: The number of children, who entered foster care from 10/1/2017 – 3/31/2018, were removed at least 24 months, and exited to a permanent setting within 36 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2009 – 9/30/2009			48.5%
10/1/2012 – 9/30/2013	All admissions from 4/1/2010 – 9/30/2010	350	746	46.9%
4/1/2013 – 3/31/2014	All admissions from 10/1/2010 – 3/31/2011	286	654	43.7%
10/1/2013 – 9/30/2014	All admissions from 4/1/2011 – 9/30/2011	346	924	37.4%
4/1/2014 – 3/31/2015	All admissions from 10/1/2011 – 3/31/2012	414	872	47.5%
10/1/2014 – 9/30/2015	All admissions from 4/1/2012 – 9/30/2012	552	1,094	50.5%
4/1/2015 – 3/31/2016	All admissions from 10/1/2012 – 3/31/2013	586	1,095	53.5%
10/1/2015 – 9/30/2016	All admissions from 4/1/2013 – 9/30/2013	653	1,174	55.6%
4/1/2016 – 3/31/2017	All admissions from 10/1/2013 – 3/31/2014	558	1,002	55.7%
10/1/2016 – 9/30/2017	All admissions from 4/1/2014 – 9/30/2014	633	989	64.0%
4/1/2017 – 3/31/2018	All admissions from 10/1/2014 – 3/31/2015	445	742	60.0%
10/1/2017 – 9/30/2018	All admissions from 4/1/2015 – 9/30/2015	443	781	56.7%
4/1/2018 – 3/31/2019	All admissions from 10/1/2015 – 3/31/2016	378	642	58.9%
10/1/2018 – 9/30/2019	All admissions from 4/1/2016 – 9/30/2016	405	726	55.8%
4/1/2019 – 3/31/2020	All admissions from 10/1/2016 – 3/31/2017	405	720	56.3%
10/1/2019 – 9/30/2020	All admissions from 4/1/2017 – 9/30/2017	406	656	61.9%
4/1/2020 – 3/31/2021	All admissions from 10/1/2017 – 3/31/2018	315	583	54.0%
Target				70.0%

Section 2, Table 6.2c-1
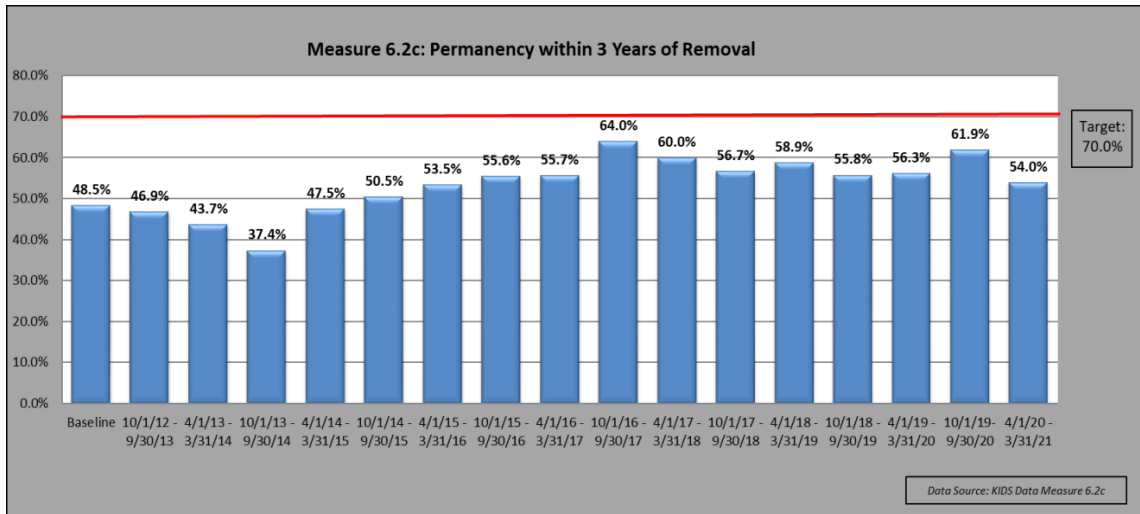
Section 2, Graph 6.2c-1

6.2d: Permanency Within 4 Years of Removal

Operational Question
Of all children who entered their 36th month in foster care between 12 and 18 months prior to the end of the reporting period, what percent exited to a permanent setting within 48 months of removal?

Data Source and Definitions
Measures 6.2a, b, c, and d cover the number and percent of children who entered foster care during a designated time frame from the removal date and reached permanency within 12, 24, 36, or 48 months respectively. This data is pulled from the Adoption and Foster Care Analysis Reporting System (AFCARS) files.

Description of Denominator and Numerator for this reporting period
Denominator: All children who entered foster care from 10/1/2016 – 3/31/2017.
Numerator: The number of children, who entered foster care through 10/1/2016 – 3/31/2017, were removed at least 36 months, and exited to a permanent setting within 48 months of removal.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All admissions from 4/1/2008 – 9/30/2008			46.6%
10/1/2012 – 9/30/2013	All admissions from 4/1/2009 – 9/30/2009	128	264	48.5%
4/1/2013 – 3/31/2014	All admissions from 10/1/2009 – 3/31/2010	91	278	32.7%
10/1/2013 – 9/30/2014	All admissions from 4/1/2010 – 9/30/2010	141	359	39.3%
4/1/2014 – 3/31/2015	All admissions from 10/1/2010 – 3/31/2011	146	343	42.6%
10/1/2014 – 9/30/2015	All admissions from 4/1/2011 – 9/30/2011	285	556	51.3%
4/1/2015 – 3/31/2016	All admissions from 10/1/2011 – 3/31/2012	206	415	49.6%
10/1/2015 – 9/30/2016	All admissions from 4/1/2012 – 9/30/2012	278	503	55.3%

4/1/2016 – 3/31/2017	All admissions from 10/1/2012 – 3/31/2013	252	458	55.0%
10/1/2016 – 9/30/2017	All admissions from 4/1/2013 – 9/30/2013	264	482	54.8%
4/1/2017 – 3/31/2018	All admissions from 10/1/2013 – 3/31/2014	228	412	55.3%
10/1/2017 – 9/30/2018	All admissions from 4/1/2014 – 9/30/2014	190	330	57.6%
4/1/2018 – 3/31/2019	All admissions from 10/1/2014 – 3/31/2015	168	279	60.2%
10/1/2018 – 9/30/2019	All admissions from 4/1/2015 – 9/30/2015	192	321	59.8%
4/1/2019 – 3/31/2020	All admissions from 10/1/2015 – 3/31/2016	126	247	51.0%
10/1/2019 – 9/30/2020	All admissions from 4/1/2016 – 9/30/2016	156	299	52.2%
4/1/2020 – 3/31/2021	All admissions from 10/1/2016 – 3/31/2017	167	300	55.7%
Target				55.0%

Section 2, Table 6.2d-1
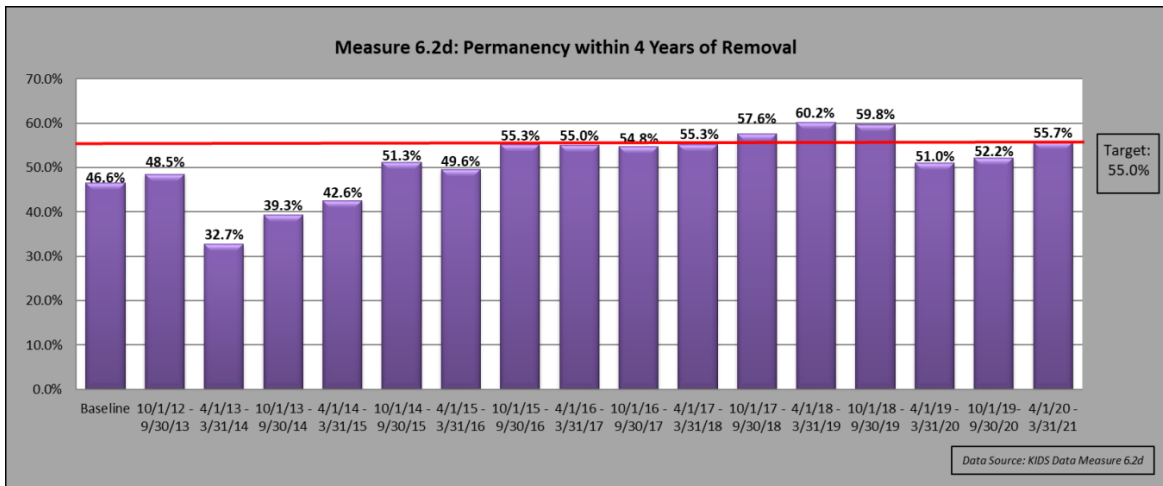
Section 2, Graph 6.2d-1
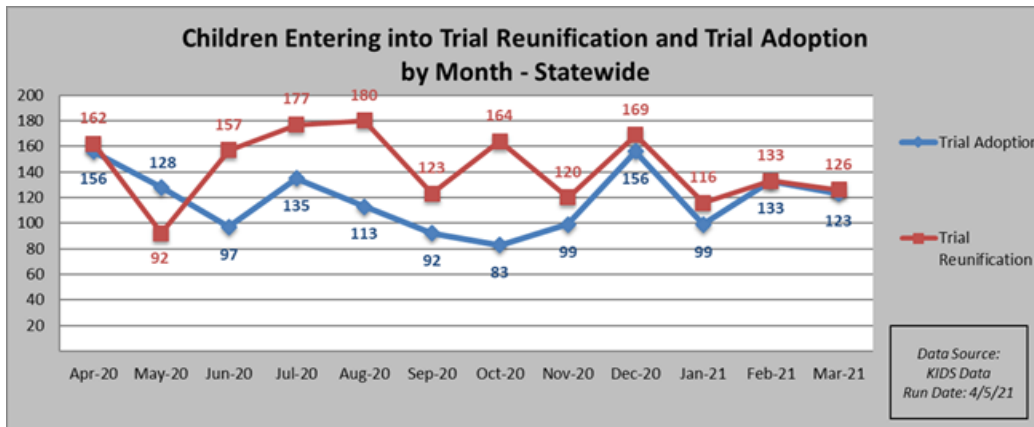
Section 2, Graph 6.2d-2

Section 2, Graph 6.2d-2 is an unduplicated count of children who entered trial adoption (TA) or trial reunification (TR) for each month during the last 12 months ending March 2021. This is not a summary count of all children placed in TA or TR during the month. Although not a Pinnacle Plan measure, Child Welfare Services (CWS) tracks performance in these two areas, as it is reflective of real-time progress on moving children to permanency.

Permanency Safety Consultations of Children in Care on 3/31/21 with Goal of Return to Own Home	
Children in Care 90+ Days with Goal of Return to Own Home	2,918
Children with Permanency Safety Consultation	2,842
% with Permanency Safety Consultation	97.4%
Data Source: KIDS Data YI104; Run Date: 4/1/21	
*Data only includes children that have been in care at least 90 days	

Section 2, Table 6.2d-3

Permanency Safety Consultations (PSC) for Children with a Case Plan Goal of Return to Own Home Oct 2020 - Mar 2021				
Month of PSC	# of PSC	# of Children with PSC	PSC Recommendation Safe	PSC Recommendation Unsafe
Oct-20	315	573	199	374
Nov-20	334	574	142	432
Dec-20	513	922	260	662
Jan-21	469	836	221	615
Feb-21	406	700	204	496
Mar-21	463	823	227	596
Quarterly Total	**2500**	**4428**	**1253**	**3175**
Data Source: YI838 - Permanency Safety Consultations; Run Date: 11/10/20, 12/7/20, 1/5/21, 2/5/21, 3/5/21, 4/5/21				
**Children in Trial Reunification are excluded from the population.				

Section 2, Table 6.2d-4

	Number of Family Meetings (FM) Held	Unique Count of Children Included in FM's	Total Children Served in Care	% of Children with FM
4/1/20- 3/31/21	7,283	8,291	11,685	70.95%
Data Source: KIDS Data- FTM Types Included, FTM FTM- Alt. Perm Plan, FTM- Concurrent Planning, FTM- ISP Development, FTM- Safety Planning, FTM- 6 Month, FTM- Reasonable Efforts NR Court Finding, FTM- Placement Stability, and FTM- Progress to Permanency.				

Section 2, Table 6.2d-5

As reflected in Section 2, Table 6.2d-3, as of 3/31/2021, 2,842 children had a Permanency Safety Consultation (PSC) completed out of 2,918 children who were eligible with the case plan goal (CPG) of return to own home. Fifty-four children were excluded from the population without a PSC as they were currently placed in trial reunification. Per Section 2, Table 6.2d-4, during the review period of October 2020 – March 2021, a total of 2,500 PSCs were completed and those PSCs included 4,428 children. This number only includes children with a CPG of return to own home.

As seen in Section 2, Table 6.2d-5, 70.95 percent of children had a completed family meeting (FM) compared to the previous reporting period in which 57.98 percent of children had a completed FM.

Data Commentary

During this review period, CWS improved in two of the four permanency measures. Measure 6.2a increased by 0.7 percent, and is the first increase in this measure in three reporting periods. A total of 626 children, 31.6 percent, achieved permanency within the first 12 months in out-of-home care. Performance Measure 6.2b declined 8.3 percent for an overall result of 41.5 percent. A total of 538 children achieved permanency within 24 months. Performance in Measure

6.2c decreased by 7.9 percent, with 315 children achieving permanency within 36 months. Measure 6.2d increased by 3.5 percent for an overall percentage of 55.7 percent which is above the Pinnacle Plan target.

Of the 4,162 children included in all of the 6.2 permanency measures, 1,646 children achieved timely permanency. An additional 348 children achieved permanency after the timeliness target dates.   Ninety-four children left to non-permanent exits, leaving 2,074 children remaining in out-of-home care that did not achieve permanency as of 3/31/2021, out of the original population of 4,162 children. Of those 2,074 children, 216 children were placed in trial reunification and 145 children were in trial adoption for a total of 361 children close to achieving permanency.

Data Analysis
Children in Measure 6.2 were removed during the months of October 2019 – March 2020 and almost all would have been impacted by the COVID-19 pandemic. Of the 4,162 children that were a part of these four cohorts, 3,858, 93 percent, were either removed beginning in March 2020 or were still in out-of-home care.   Prior to March 2020, 304 children exited prior to March 2020. As previously discussed in the February 2021 Semi-Annual Report, Oklahoma was placed on an emergency "shelter in place" order which shut down court houses, service providers, and many other services around the state. It took several months for everyone to adapt, which resulted in unfortunate permanency delays as time was required for services and court houses to reopen or move to virtual platforms.

CWS KIDS staff reviewed the impact of the pandemic-related court closues on the delay in children achieving permanency. Of the 4,162 children in these cohorts, there are 2,362 cases, 1,902 of which experienced at least one court continuance from March 2020 – June 2021. Specific guidance to CW staff on how to document pandemic-related court continuances was not initially provided; however, 1,178 children or 1,025 cases had at least one documented court continuance in which the hearing notes specifically indicated it was related to the COVID-19 pandemic. Additional court delays are likely attributable to the COVID-19 pandemic, but documentation in the child's electronic case was not specific as to the reason for the continuance.

There were 348 children that achieved permanency following their target timeliness date in the four cohort groups. A total of 188 children experienced at least one court continuance during this time and for 125 of these children, the continuance noted COVID-19 as the reason for the delay. If an additional 90-calendar day grace period to achieve permanency accounted for those delays, an additional 85 children would have achieved permanency. Also, 216 of the children still in out-of-home care at the end of the period were placed in TR. CWS was granted permission by the Co-Neutrals to include children placed in TR by the set target timeliness date as also achieving timely permanency. Of the 216 children in TR, 117 of those children had at least one court continuance, 62 or 28.7 percent of those were noted to be related to the pandemic. Thirty-one children entered TR within 90-calendar days of their target with a continuance related to the pandemic. If these two additional groups, 85 children with delayed permanency 1-90 days and 31 children in TR, were included in the overall outcomes, the permanency rate is higher as shown in Section 2, Table 6.2d-6.

			# and % of Children	Reunification	Custody to Relative	Adoption	Guardianship	Trial Reunification	Permanency 1-90 Days after Target	Trial Reunification 1-90 Days after Target
**Measure 6.2 Additional Permanency Outcomes for Children with COVID-19 Court Continuance Hearings**
6.2a	Permanency in less than 12 Months	Children removed from October 2019 through March 2020 reaching permanence in less than 12 months.	1982	434	22	38	53	79	30	25
			34.4%	21.9%	1.1%	1.9%	2.7%	4.0%	1.5%	1.3%
6.2b	Permanency in 12 to less than 24 Months	Children removed from October 2018 through March 2019, removed at least 12 months and reaching permanence in less than 24 months.	1297	246	4	227	36	25	37	3
			44.6%	19.0%	0.3%	17.5%	2.8%	1.9%	2.9%	0.2%
6.2c	Permanency in 24 to less than 36 Months	Children removed from October 2017 through March 2018 and reaching permanence in less than 36 months.	583	62	1	228	24	0	18	3
			57.6%	10.6%	0.2%	39.1%	4.1%	0.0%	3.1%	0.5%
6.2d	Permanency in 36 to less than 48 Months	Children removed from October 2016 through March 2017, removed at least 36 months and reaching permanence in less than 48 months.	300	13	1	147	3	3	0	0
			55.7%	4.3%	0.3%	49.0%	1.0%	1.0%	0.0%	0.0%

Data Source: Measure 6.2; Run Date: 6/10/21

Section 2, Table 6.2d-6

CWS is taking proactive steps in tracking Measure 6.2. During this reporting period, child welfare (CW) staff began utilizing the monthly 6.2a Monitoring Report. This current report includes all children that were in out-of-home care for less than 12 months. The report highlights the factors noted as areas that can delay permanency so that these children can be staffed or reviewed to ensure all efforts are made to achieve timely permanency. CWS is currently focusing on children in the upcoming 6.2a populations. This new tracking tool appears to be positively impacting the progress in this measure as preliminary numbers are showing current performance for the next reporting period has already closely matched the current outcomes, with three remaining months to continue permanency efforts for these chlidren.

The preliminary numbers for the upcoming 6.2 Measure that ends in September 2021 are displayed in Section 2, Table 6.2d-7. These numbers will continue to update before the final reporting.

Measure 6.2 Preliminary Outcomes for Period Ending September 2021			# and % of Children	Reunification	Custody to Relative	Adoption	Guardianship	Trial Reunification	PENDING	Not Timely
6.2a	Permanency in less than 12 Months	Children removed from April 2020 through September 2020 reaching permanence in less than 12 months.	1855	290	20	22	43	193	765	522
			30.6%	15.6%	1.1%	1.2%	2.3%	10.4%	41.2%	28.1%
6.2b	Permanency in 12 to less than 24 Months	Children removed from April 2019 through September 2019 reaching permanence in less than 12 months.	1471	220	5	222	44	113	515	352
			41.1%	15.0%	0.3%	15.1%	3.0%	7.7%	35.0%	23.9%
6.2c	Permanency in 24 to less than 36 Months	Children removed from April 2018 through September 2018, removed at least 12 months and reaching permanence in less than 24 months.	705	64	1	213	15	32	220	160
			46.1%	9.1%	0.1%	30.2%	2.1%	4.5%	31.2%	22.7%
6.2d	Permanency in 36 to less than 48 Months	Children removed from April 2017 through September 2017, removed at least 24 months and reaching permanence in less than 36 months.	240	3	1	90	10	1	77	58
			43.8%	1.3%	0.4%	37.5%	4.2%	0.4%	32.1%	24.2%

Data Source: Pinnacle Context Data; Run Date: 6/21/21

Section 2, Table 6.2d-7

Reporting Period Progress
Family Meeting Continuum (FMC)
Prior to this reporting period, the FMC was implemented in all districts within Regions 3, 4, and 5 and in the following districts within Regions 1 and 2:

Region 1
- District 2 (Beckham, Custer, Ellis, Roger Mills, Washita, and Blaine Counties)
- District 26 (Alfalfa, Dewey, Major, Woods, and Woodward Counties)

Region 2
- District 3 (Greer, Kiowa, Jackson, Harmon, and Tillman Counties)
- District 5B (Comanche County) Family-Centered Services (FCS) cases only at this time
- District 21B (Garvin and McClain Counties)

During this reporting period, the FMC expanded to:

Region 1
- District 4B (Canadian County) Training staff 7/21/2021
- District 9 (Logan and Payne Counties)

Region 2
- District 20B (Johnston, Marshall, Murray Counties)
- District 23A (Lincoln County)

The following districts remain to implement the FMC as capacity and resources expand:

Region 1
- District 1 (Beaver, Cimarron, Harper, and Texas Counties)
- District 4A (Garfield, Grant, and Kingfisher Counties)
- District 8 (Kay and Noble Counties)

Region 2
- District 5A (Comanche County) court-involved cases
- District 6 (Caddo, Grady, Cotton, Jefferson, and Stephens Counties)
- District 20A (Carter and Love Counties)
- District 21B/C (Cleveland County)
- District 23B (Pottawatomie County)

In April 2021, the FMC report went live in WebFOCUS. Previously, facilitator units compiled the number of facilitated meetings in an Excel spreadsheet that was sent to the FMC lead monthly for analysis and reporting to leadership. With the FMC report's launch, facilitator units are better equipped to track completions as each meeting has a due date and overdue meetings are highlighted. The FMC report also tracks parent participation at each meeting, which will be used to influence future CW staff trainings regarding parent engagement and link to other strategies, such as placement stability. To eliminate any confusion for facilitators moving forward when documenting the FMs, an FMC purpose type was added to KIDS in April 2021. This change was communicated to the facilitators, so the FMC report pulls accurately for meeting completions and due dates.

Beginning in January 2021, the FMC large group that consists of facilitators, facilitator supervisors, district directors, permanency leads, and other program leadership met in a forum for information sharing about implementation and to serve as an ongoing quality assurance (QA) process. These meetings are held quarterly with the last meeting on 4/20/2021 and the next scheduled meeting is 7/20/2021. The FMC lead also continues to meet monthly with facilitator supervisors to address any barriers that arise as more districts implement the FMC. The supervisory small group also shares successes observed within the districts as well as development of ongoing FMC efforts. As part of the supervisory small group, four sub-groups previously established remain tasked with the creation and implementation of a parent and community survey about FMs, ongoing training for staff/community partners/service providers, ongoing workload analysis for capacity expansion, and a QA fidelity review tool. Each sub-group includes a regional FM facilitator, facilitator supervisor, CW field staff, and program staff.

The FMC lead observes a minimum of five different FMs per week in each region to provide feedback on FM practice. The FMC lead is testing the FMC fidelity review tool for child safety meetings (CSMs) and ongoing FMs. In July 2021, the FMC fidelity review tools, *CSM Fidelity Review Tool* and *Post-CSM Questions for Fidelity Review*, were finalized and will be added to the online Qualtrics system to capture practice trends and areas for improvement surrounding family engagement and FM quality.

The FMC lead, along with FM supervisors, provide ongoing training as requested to district and regional staff in regard to each CW specific role, as well as the overall purpose of FMs. Additionally, the FMC was presented to tribal partners in May 2021.

The Permanency Planning (PP) program administrator and a Continuous Quality Improvement (CQI)/QA program staff member, continue to meet with the FMC lead twice a month to review data, and discuss any concerns that arise and communication needs. The FMC remains a standing agenda item on the monthly permanency leads meeting to ensure implementation and expansion of this strategy is successful.

Worker/Parent Contacts
Contacts with parents is one of the measures determined to be a factor in timely permanency and tracked by the 6.2a

Monitoring Report. The Monitoring Report is useful to CW field staff and from a programs perspective in identifying individual cases or districts/regions needing special attention and efforts to achieve timely permanency when poor or ineffective practice occurs. Including worker/parent contacts as a measure tracked by the Monitoring Report further reinforces the connection between early, ongoing parent engagement and timely permanency. Overall, the combination of newly implemented accountability measures resulted in a significant increase in worker/parent contacts in this review period.

To ensure worker/parent contacts are occurring and are as equally valued as worker/child contacts, a target of 95 percent completed, attempted, or approved exceptions was established. Regional and statewide accountability plans regarding worker/parent contacts were implemented in March 2021 as part of the 6.2a Monitoring Plan. Missed worker/parent visit documentation now requires an explanation to the regional director as well as the assistant CWS Director for Field Operations. The explanations for the missing contacts are categorized as "documentation error" or "not attempted" for further insight into what type of additional support to provide staff and in which districts or regions the support may be needed. The statewide total of worker/parent contact efforts in April 2021 was the highest ever reported, with 94.7 percent of parents having a completed contact, attempted contact, or contact exception documented. For comparison, total contact efforts in December 2020 was 76.3 percent with only 5.6 percent improvement over the previous three months. The explanations for missed worker/parent contacts February 2021 – April 2021 reveal that approximately 75 percent were due to documentation error and 25 percent were due to no attempts made. The explanations for missed worker/parent contacts in May 2021 attributed to documentation errors decreased, while those visits not attempted increased. District leadership follows up with the assigned CW supervisors and staff to address the parents with no attempted contact.   Resources, such as virtual KIDS training and PP programs assistance, are utilized to reduce documentation errors.

The Parent Visit Report is pulled three times a month and sent to CW supervisors, district directors, and regional leadership. Reports are sent the first of each month and mid-month to provide status updates on the percentage of documented contacts. The final report is sent to district and regional leadership after the fifth day of each month, along with visual charts representing statewide, regional, and district level data. The Parent Visit Report was updated this review period, so it now displays a total percentage that reflects all documented parent engagement efforts, including attempted, completed, and parents with documented contact exceptions. Separate percentages are displayed for the categories within the total. Although completed contacts with parents is the desired goal, including attempted contacts in the total percentage monitors all efforts to engage a parent, such as attempts to identify, locate, and visit parents.

The "Parent Visit Summary" that contains parent input collected during worker/parent visits was a critical piece of parent engagement efforts in the now completed Child and Family Services Review Program Improvement Plan. It continues as a current goal in the Oklahoma Human Services (OKDHS) 2020-2024 Child and Family Services Plan. The August 2021 KIDS release will add a node for documenting the "Parent Visit Summary" content.

Parent Engagement
The Parent Exit Survey includes questions that focus on experiences related to the court, family time, caseworker visits, and services with the intent of raising parent voices to impact practice. The February 2021 Semi-Annual Report noted CWS anticipated the survey to be ready for dissemination to families in March 2021; however, the target was delayed due to issues that arose when pulling the population of survey recipients. Other delays in launching the survey included decisions regarding race and ethnicity questions to address racial disparity, as well as questions seeking parents who are interested in advisory groups. While speaking with representatives from the state of Iowa about their parent mentor program, CWS learned that talking with parents at case closure was one opportunity for partnering with parents moving forward in an advisory or mentor role. This approach will now be captured in the exit survey. The Parent Exit survey was successfully deployed in April 2021 and is now sent every 30-calendar days. The survey is sent to parents with known email addresses who exited the CW system within 30-calendar days from the population pull. The survey captures feedback from parents who were successfully reunified with their children and those who did not reunify or had their rights terminated. As of

this report's writing, the response rate was relatively low. Therefore, PP program staff will begin sending out additional communication to parents via email about the importance of using parent voices to impact practice changes.

PP program staff continues to oversee a specific email inbox for parents to use for any questions they may have about their case or child. This email inbox was created as an additional support for PP specialists, as PP program staff collaborates with CW regional staff when parents send questions to the inbox. The email address is included in each monthly parent newsletter. The parent newsletter continues to feature relevant content based on the calendar year. The newsletter's delivery system compiles a report of how many emails were received or bounced back, as well as how many emails were opened and the link accessed to view the newsletter. Parent email addresses are pulled from KIDS and compiled in the parent contact information report. As of 6/17/2021, 1,325 parents have a valid email address entered in the parent demographic information and 231 do not have a valid email. "No valid email" is still entered in the demographic screen to indicate the CW specialist inquired of the parent and they were not able to or did not wish to provide an email address. The newsletter is sent to all CW staff to ensure CW specialists are aware of what is communicated to parents and can follow up on or answer questions related to the newsletter topics. Reminders are included in the CW staff's newsletter emails to continue documenting parent email addresses as the parent newsletter is a valuable tool to engage and communicate with parents. Additionally, the newsletter is also sent to the Court Improvement Project (CIP) lead who shares the newsletter with judges. This additional dissemination effort ensures all parties who work with a parent are aware of the information communicated to parents to further support parent engagement efforts. In May 2021, PP programs contacted *Rise Magazine* in New York to inquire about sharing content and resources written by parents to parents. The request was granted and the May 2021 parent newsletter contained information from parents in New York. Monthly newsletter topics were:

- January 2021 – Setting Goals in the New Year
- February 2021 – The Year of Hope
- March 2021 – What a Foster Parent wants You to Know
- April 2021 – Supporting Families, Child Abuse Prevention Month
- May 2021 – Rise Tip Sheets, Getting Started on Service Planning
- May 2021 – Children and Family Service Plan Survey sent for CQI
- June 2021 – Kith Care and Child Care Subsidy information
- July 2021 – Reunification Hero for National Reunification Month

During this reporting period, parents involved in Family-Centered Services (FCS) or prevention cases were added to the parent contact information report to collect their email addresses. This was done in preparation to send newsletters to families working prevention cases to promote the importance of parent engagement at every level of CWS involvement. In May 2021, feedback from regional deputy directors regarding completion of monthly contact with incarcerated parents included communication barriers with case managers and parents. To follow-up on this feedback, PP program staff met with a representative of the Oklahoma Department of Corrections (DOC) to discuss methods that would assist CW staff in contacting and speaking with incarcerated parents on their caseloads. DOC is willing to work through these barriers and plans are underway to address them.

Court Improvement Program (CIP)
In the *COVID-19 Impact Analysis* which was submitted to the Co-Neutrals in February 2021, the number of court continuances related to the COVID-19 pandemic was quite high, particularly the total number of continuances during March – October 2020. In March 2021, CWS Leadership presented the analysis results to the Juvenile Justice Oversight and Advisory Committee to bring awareness to court partners the impact that court continuances could potentially have on permanency outcomes for children both from the last year, presently, and in the future. The PP and CIP leads continue meeting quarterly with the CIP multidisciplinary team to build relationships, and to work with external partners on ways to improve systemic barriers to permanency. Efforts regarding the CIP joint project were reported on in previous Semi-Annual Reports, detailing the nature of the joint project and outcomes achieved. OKDHS has another opportunity to partner with CIP for a second joint project targeted at improving safety and permanency for children in foster care. In

June 2021, conversations began with CIP staff regarding data utilization to select districts for participation, as well as the composition of the CIP team. The joint project will officially begin in August 2021 and efforts will be documented in future reports, as CWS is excited about this continued partnership and opportunity with CIP to positively impact court relationships to improve outcomes for children and families.

Family Time

Parent engagement through frequent and intentional parent/child family time remains an identified key component to timely permanency. Family Time training occurred virtually, was completed first in Tulsa County, expanded to the rural areas of Region 5, and concluded 1/13/2021. The FMC and Family Time planning go hand-in-hand with engaging parents and families. Because these efforts overlap, the other four regions began Family Time implementation planning. The FMC and Family Time teams attended the final Region 5 training in January 2021. The regional Family Time teams will be responsible for training their own regional staff, as CW field staff training peers was instrumental in Region 5's success. All regions are projected to complete Family Time trainings by the fall of 2021. With many permanency strategies underway and due to the challenging content related to Family Time on unsupervised visits at a case's beginning, this effort has an extended deadline for completion. The regional trainings will include Foster Care and Adoptions (FC&A) staff so that Resource specialists will be equipped to support foster parents with any questions they may have about their own role related to Family Time. The Family Time team in Region 3 created, with OKDHS Design Services, a two-sided brochure, *Family Time*, highlighting certain concepts about Family Time, which was distributed to Region 3 court partners. This pamphlet was shared with the other regional Family Time teams in April 2021 to disburse to partners as needed.

In April 2021, the Region 5 programs analyst presented Family Time to tribal partners to communicate the importance of this progressive way of thinking when evaluating the time spent between a child and their parent(s). In May 2021 PP program staff presented Family Time to FC&A leadership and provided the pamphlet as well. FC&A program staff reviewed the Family Time trainings and the feedback indicated that the content was geared towards PP staff. PP program staff will be recording a Family Time training video for resource parents at a later date. Additionally, the revised *Family Time Plan* tool is more user-friendly and engaging for families. The tool encourages safety conversations between CW staff and the family with a section for identifying the current safety threat and how it meets the threshold. This tool can be reviewed and updated at FMs in addition to worker visits, as FMs will be held more frequently as part of the FMC. Since CW staff are asked to review safety threats and application of the threshold during PSCs, CW staff will be better equipped and prepared to review the safety threats/threshold with the family during Family Time planning. Safety review with the family assists in accurate safety versus risk identification, action planning to address any safety threats listed, and better outcomes for children and families.

PSCs

PSCs remain a strategy to impact outcomes in Pinnacle Plan Measures 6.2a, b, c, and d. While this strategy has been implemented for quite some time, ongoing analysis of the strategy's effectiveness continued in this reporting period that resulted in enhancements to further support achieving timely permanency outcomes.

Beginning in March 2020 due to the COVID-19 pandemic, guidance was given to CW field staff to conduct PSCs virtually. As a result, PSCs remained primarily virtual during this review period. Although a few districts have consistently resumed in-person PSCs, some districts offer blended formats. Combining in-person and virtual attendance provides additional opportunity for participation by those to whom geographical distance or COVID-19 precautions pose barriers to attendance. The flexibility to offer in-person, virtual, or a combined format also allows districts to hold PSCs in a format that best suits their group's needs. Although the PSC Coordinator's role during site visits remains focused on providing help, as needed, in guiding the conversation surrounding safety threat identification, barriers to permanency, and action steps to achieve permanency, the lingering complexities presented by the COVID-19 pandemic added new context and challenges to these conversations. Overall assessment of a family's needs and service identification must be completed within the context of the COVID-19 pandemic to consider not only the challenges, but also the opportunities for services or supports made possible in the pandemic response. Disruptions to services resulting in inconsistent treatment during the pandemic are evaluated in PSC conversations regarding the person responsible for the child (PRFC's) behavioral

changes and desire to achieve timely permanency. Although court systems and service provision are returning to pre-COVID-19 capacities, the effects of extended closures at the pandemic's peak are long-lasting. The backlog in many juvenile courts necessitates much forethought and communication with court partners in regard to court recommendations that will move cases towards reunification, and exploration of guardianship as an alternative permanency goal.

Monthly virtual meetings with the regional permanency leads continue. Identified trends in PSC practice are provided, which in turn are shared by the leads with their leadership teams. The permanency leads also provide feedback on the strategies, which is taken into consideration when making any program changes or improvements to permanency efforts.

A report identifying upcoming and overdue PSCs in the 6.2a cohort is updated and emailed weekly to CW district directors and regional directors. In addition, the report includes a breakdown of the information by region and district. The weekly report will combine all cohorts beginning in July 2021, to ensure the focus on PSC efforts within other cohorts is not diminished. PSC timeliness is a factor in the 6.2a Monitoring Report that began in March 2021. An overdue PSC can cause a case to be flagged in the report; thus, indicating the case is at risk of untimely permanency. Incorporating PSCs as a factor in the monitoring report reinforces the connection between PSCs and safe, timely permanency. So far, accountability efforts appear to be successful at improving PSC timeliness within the 6.2a cohort. On 12/7/2020, 622 children and youth within the 6.2a cohort were overdue for a PSC. As of 6/28/2021, 62 children and youth within the 6.2a cohort were overdue for a PSC. As shown in Section 2, Table 6.2d-4, the number of completed monthly PSCs were consistently higher since the accountability efforts began in early December 2020.

Guardianship Expansion
This reporting period ongoing training and messaging continued to clarify the overall message and understanding of when a guardianship might be an appropriate permanency option for a child and family, as well as when it is in their best interest. A guardianship training was recorded in December 2020 as a frequently asked questions (FAQ) session and made available to all regional CW staff through the Learning Management System (LMS) on 3/1/2021. The FAQ training session was to be completed by all regional PP and FC&A staff by 6/30/2021. As part of completing the training session, a survey was given that also requested feedback.

Training feedback was very positive and staff requested a live platform to ask case specific questions; therefore, in May 2021, PP program staff, in collaboration with FC&A program staff, began offering live "Town Hall" sessions. These sessions are an optional opportunity for staff to join a virtual meeting and ask questions about children that could be eligible for guardianship as a permanency option. The presence of FC&A program staff reinforces CWS' commitment to exploring all permanency options for children including guardianship. If adoption is the appropriate case plan goal then the FC&A staff are able to answer questions during the live sessions. Town Hall sessions now occur monthly around the second Friday of each month, and all staff are welcome to attend, participate, or listen to the information presented. Reminder emails are sent to regional leadership with an attachment containing the Y104, Child Information Report filtered to show children and youth designated as Quad 3, which are children not legally-free, but residing in an identified adoptive placement. The Child Information Report is also filtered for children and youth designated as Quad 3 who were removed for nine months or longer and currently reside in a kinship home. The first Town Hall session had approximately 50-60 staff call in to listen and ask case-specific questions. Additional informal trainings were held for tribal partners on 3/17/2021, as well as specific FM coordinators in Region 3 on 3/11/2021, Region 4 PP supervisors on 2/25/2021, and Region 4 FCS, Child Protective Services (CPS), and PP supervisors on 4/7/2021. These trainings were informal and did not include a PowerPoint presentation; however, the *Planning for Permanency* pamphlet and the guardianship request form handouts were provided. PP program staff will provide a guardianship presentation at the annual District Attorney Council conference in July 2021.

As of March 2021, monthly emails are sent to regional leadership to focus on possible guardianship as a permanency option for a set criteria of Quad 3 children removed for nine or more months and placed in kinship homes. The *Guardianship Quick Facts* flyer is included in the monthly Quad 3 emails as well as the *Planning for Permanency* pamphlet.

Additionally, a *Guardianship FAQ* sheet was sent to all CW staff when the May 2021 Town Hall virtual meeting was scheduled. An email was sent to all CW staff on 2/4/2021, informing those with Quad 3 youth on their caseload who are 16 and older to consider guardianship as a permanency option. A permanency story involving a child in custody achieving permanency through guardianship was shared with all CW staff on 5/6/2021 to again reiterate the importance of exploring all permanency options for children.

A *Guardianship Qualifications Check Sheet* was created to help the guardianship leads when reviewing qualifications, and a *Guardianship Paperwork Check Sheet* was created and emailed to the leads on 3/17/2021 to show what documents are needed for each funding type. Some of the guardianship forms required for funding were also updated, *Title IV-E Subsidized Guardianship Agreement* and *Request for Title IV-E Subsidized Guardianship Assistance*, to make it easier for staff to navigate and understand. A new supported guardianship request form was created; however, it is still in draft form and does not have a projected release date at this time. This new request will be completed by staff in KIDS and sent directly to the guardianship liaison for review. This process change will eliminate the use of an additional form and will pull information from KIDS to help staff make requests. This new process, when implemented, should help staff in making timely requests and streamline data tracking. In addition, a supported guardianship process flow chart is currently in draft form and will be disbursed once completed to all CW staff. This flow chart will show the guardianship process, starting from requesting funding approval to the guardianship being ordered by the court. The flow chart's purpose is to give staff a quick guide for understanding the overall guardianship process from start to finish.

The guardianship liaison remains part of an adoption Quad 3 focus group to discuss permanency barriers for Quad 3 children and youth. Discussions within the group focus on different ideas related to adoptions, guardianships, and PSCs for Quad 3 children and youth as they make up the largest adoption quad group. The ongoing collaboration between PP and FC&A programs resulted in adding two mandatory guardianship questions within the adoption criteria staffing section in KIDS under the node Connections/Relatives. The first question inquires if guardianship was discussed with the family and their connections. CW staff entering the adoption criteria staffing contact are expected to select a radio button of yes or no. Another follow-up question allows CW staff to provide additional information about any discussions and/or meetings where guardianship was considered. This section is mandatory regardless if the previous question is answered yes or no. This addition to the adoption criteria staffing contacts in KIDS was released in May 2021. Additionally, a guardianship information email was sent to all kinship resource homes on 3/31/2021 with the *Guardianship Quick Facts* flyer and the *Planning for Permanency* pamphlet attached. The email stated that during the month of April 2021 a Resource specialist would be in contact to discuss guardianship as a permanency option.

Conversations with the permanency and guardianship leads are ongoing to identify and discuss any barriers to children achieving permanency through guardianship when it is an appropriate permanency option. The guardianship lead positions continue to be merged with the permanency leads. One monthly call is conducted with the combined leads, as guardianship expansion is now a primary strategy for improving permanency outcomes.

The log to track supported guardianship requests is continually updated as efforts to offer guardianships increased; this process also expanded to better monitor children who exit care due to a supported guardianship. The guardianship liaison continues to answer emails and questions from foster parents and CW field staff as to when guardianship might be a good permanency option, or what steps are needed to achieve permanency through guardianship. The guardianship liaison also attends FMs, when available, or conducts a staffing with the coordinators when they have questions prior to or after their meetings. The guardianship liaison participates in the supportive transfer of learning sessions conducted by the PSC Coordinator to further support facilitation of ongoing guardianship conversations.

During this reporting period, guardianship requests continued to increase and average approximately 12 requests per month. Intermittent court delays and a large number of continuances happened due to exposure to or positive cases of COVID-19. Additional delays occurred for more recent guardianship requests as the courts are prioritizing other backlogged cases due to COVID-19 pandemic-related court shut down in 2020. During this reporting period, 116 children exited to guardianship as seen in Section 2, Table 6.2d-6 with 112 children exiting to guardianship in the September 2021

preliminary data as seen in Section 2, Table 6.2d-7. Feedback from the field continues to indicate more families are choosing to pursue a guardianship rather than an adoption as the result of court delays for jury trials to terminate parental rights, as those typically take longer than achieving guardianship finalization.

Analysis of Permanency Outcomes

CWS leadership participated in many conversations with the Co-Neutrals about continued exploration of the children and youth who are not exiting to permanency in a timely manner, as well as those who exited to permanency timely for each reporting period, in order to gain a better understanding of what practices are impacting outcomes. With learning and understanding comes profound conversations not just with CWS leadership, but also with Oklahoma community partners who play a role in achieving timely permanency for children.

From the collection of this reporting period's permanency measures, it was evident another robust COVID-19 pandemic impact analysis was critical. As noted in Section 2, Table 6.2d-8, copied from the attached *Impacts of the COVID-19 Pandemic on Permanency Measures*, permanency exits increased in the past two years for the reasons of reunification and guardianship/custody to relative. Reunification saw an almost 4 percent increase in the number of children returning home and guardianship/custody to relative had almost a 2 percent increase. The one area in permanency that decreased is the percentage of children exiting to adoption. Adoptions decreased 7 percent in the past year. Although some of this decline in adoptions is accounted for with increases in reunifications and guardianships, there is also an increase in children aging out in SFY 2021.

Children Exiting Care by SFY						
	SFY19		SFY20		SFY21 (YTD)	
Permanency	4676	95.6%	4132	95.3%	3444	94.1%
Reunification	2219	45.4%	1946	44.9%	1804	49.3%
Adoption	2063	42.2%	1855	42.8%	1281	35.0%
Guardianship/ Custody to Relative	394	8.1%	331	7.6%	359	9.8%
Non Permanent Exit	213	4.4%	204	4.7%	215	5.9%
Child Aged Out/Emancipation	169	3.5%	154	3.6%	185	5.1%
All Other Exit Reasons	44	0.9%	50	1.2%	30	0.8%
Total Exits	4889		4336		3659	
Data Source: YI706; Run Date: 6/22/21						

Section 2, Table 6.2d-8

To understand the decline in the permanency outcomes, specifically adoption, the following areas were reviewed as these all impact the percentage of children being adopted:

- legally-free children;
- children entering trial adoption; and
- children exiting to adoption.

These three processes all involve steps for children to achieve permanency through adoption and two of the three areas must have court approval to proceed. In order for a child to be adopted, the child must first become legally-free. A child is considered legally-free when all parental relationships are terminated. As seen in Section 2, Graph 6.2d-3, copied from the attached *Impacts of the COVID-19 Pandemic on Permanency Measures* completed by KIDS staff on 6/22/2021, CWS had a significant decline in the number of children becoming legally-free in the year following the COVID-19 pandemic. In the 12-month period prior to the pandemic, April 2019 – March 2020, the monthly average of children becoming legally-free was 157 children. For the 12-month period following the onset of the COVID-19 pandemic, this monthly average decreased by 47 children per month, for a monthly average of 110 children. With less children becoming legally-free each month, less children are able to begin the adoption process.

The number of children becoming legally-free each month is beginning to return back to where the numbers were prior to the COVID-19 pandemic. In April and May 2021, the average monthly number of children becoming legally-free is 160 children. Even though the monthly number of children becoming legally-free is closer to pre-pandemic numbers, the significant reduction during the COVID-19 pandemic directly impacted the number of children exiting to permanency through adoption.
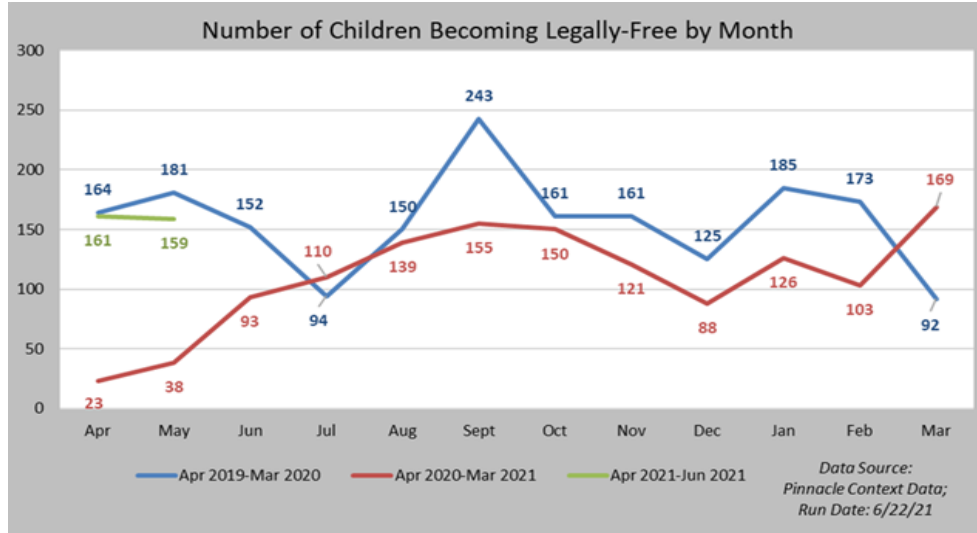
Section 2, Graph 6.2d-3

Similar to the data for children becoming legally-free, CWS saw a significant decrease in the number of children entering TA as shown in Section 2, Graph 6.2d-4 and Section 2, Table 6.2d-9. In the 12 months prior to the COVID-19 pandemic, 16 percent of the population served entered into TA; however, in the 12 months following this percentage dropped to 12 percent of the population. This is a change of almost 24 percent of children entering TA in the year and a monthly average of 50 less children.
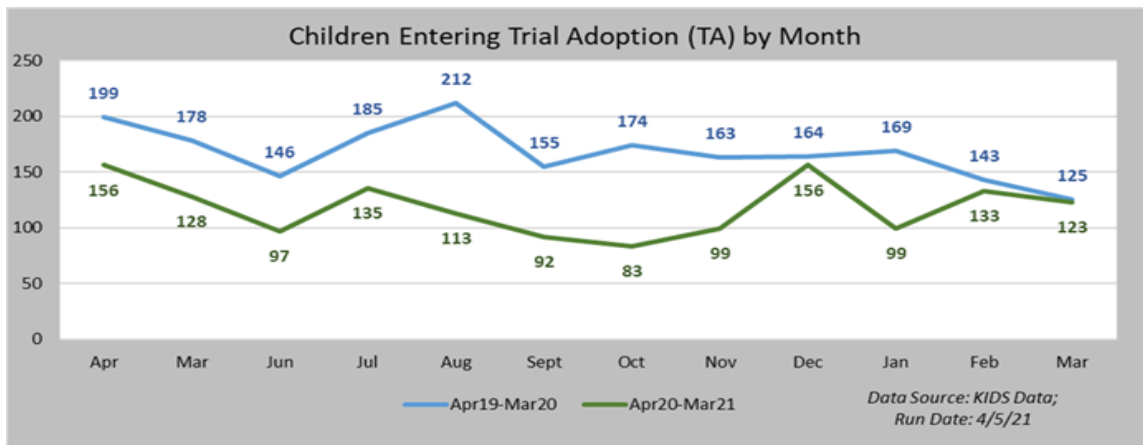
Section 2, Graph 6.2d-4

Children Entering Trial Adoption (TA)		
Month	Apr19-Mar20	Apr20-Mar21
Apr	199	156
May	178	128
Jun	146	97
Jul	185	135
Aug	212	113
Sept	155	92
Oct	174	83
Nov	163	99
Dec	164	156
Jan	169	99
Feb	143	133
Mar	125	123
TOTAL Entering TA	2013	1414
Served Children	12328	11360
% Entering TA	16.3%	12.4%
% Change	-23.8%	
Monthly Average	168	118
Data Source: KIDS Data; Run Date: 4/5/21		

Section 2, Table 6.2d-9

Over the past year, a significant decline occurred in the number of children finalizing to adoption as seen in Section 2, Graph 6.2d-5. Prior to the COVID-19 pandemic, an average of 168 children exited to adoption each month. Over the past year, the average dropped to 118 children per month and in the most recent two months, the average is 112 children.
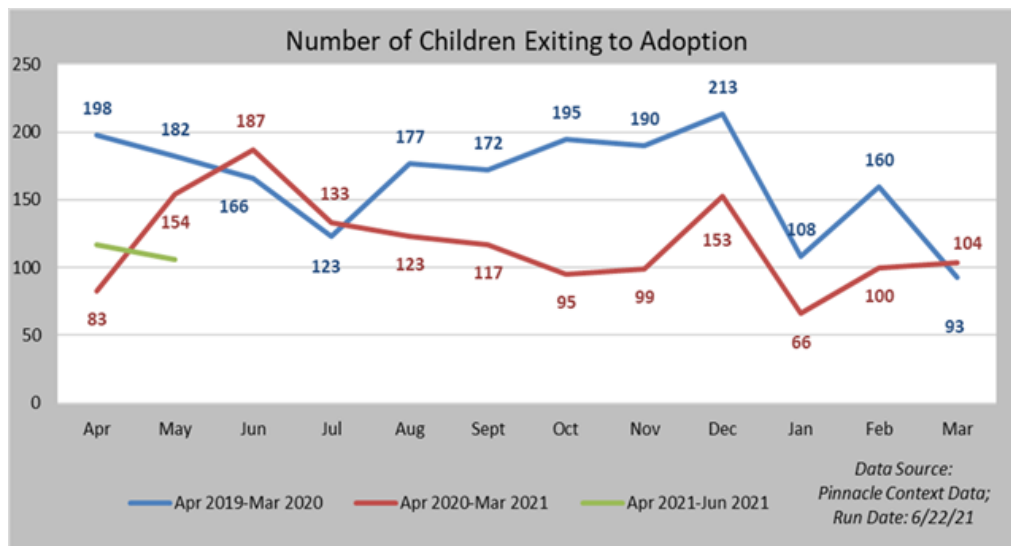
Section 2, Graph 6.2d-5

As previously mentioned, the February 2021 *COVID-19 Impact Analysis* contained significant data surrounding court continuances specific to the COVID-19 pandemic. For this reporting period, the data was again evaluated to see what impact, if any, court hearing continuances had on timely permanency. As seen in Section 2, Table 6.2d-10, copied from the attached ***Impacts of the COVID-19 Pandemic on Permanency Measures*** completed by KIDS staff on 6/22/2021, the number of total continuances decreased from 580, 458 COVID-19 pandemic-related in March 2020 to 206, one COVID-19

pandemic-related, in March 2021. While this is a substantial decrease over the last year, there were peak months, such as December 2020 and February 2021, where the total number of continuances spiked but may not have been captured accurately due to a lack of documentation.

Number of Court Continuances in FFY21			
Month	TOTAL Continuances	COVID-19 Related	% COVID-19
Mar 2020	580	458	79.0%
Apr 2020	705	645	91.5%
May 2020	441	295	66.9%
Jun 2020	262	40	15.3%
Jul 2020	203	25	12.3%
Aug 2020	233	17	7.3%
Sep 2020	229	14	6.1%
Oct 2020	259	16	6.2%
Nov 2020	202	15	7.4%
Dec 2020	342	87	25.4%
Jan 2021	282	56	19.9%
Feb 2021	513	18	3.5%
Mar 2021	206	1	0.5%
TOTAL	4457	1687	37.9%

Data Source: KIDS Data– Court Continuances; Run Date: 6/18/21

Section 2, Table 6.2d-10

Backlog in many juvenile courts necessitates much forethought and communication with court partners in regard to court recommendations that will move cases towards reunification, and exploration of guardianship as an alternative permanency goal. The information shared in this analysis section will be critical in continued conversations with court partners about what CWS is learning from the data and in action planning for what Oklahoma partners can feasibly do to address the evident need for timely court hearings. While the COVID-19 pandemic stabilized somewhat in more recent months, the aftermath will be felt for more months to come. Resiliency is paramount which is why CWS faced this adversity with resolve and will continue to do so.

6.3: Re-entry Within 12 Months of Exit

Operational Question
Of all children discharged from foster care in the 12-month period prior to the reporting period, what percentage re-entered care within 12 months of discharge?

Data Source and Definitions
Re-entry within 12 months measures all children discharged to permanency, not including adoption, from foster care in the 12-month period prior to the reporting period and the percentage of children who re-enter foster care during the 12 months following discharge. This is the same as the Federal Metric and this data is pulled from Adoption and Foster Care Analysis Reporting System (AFCARS) data.

### Description of Denominator and Numerator for this reporting period
Denominator: All children who exited foster care from 4/1/2019 – 3/31/2020.
Numerator: All children who exited foster care from 4/1/2019 – 3/31/2020 and re-entered care within one year of exit.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All exits from 10/1/2010 - 9/30/2011			10.3%
10/1/2012 – 9/30/2013	All exits from 10/1/2011 - 9/30/2012	234	2,334	10.0%
4/1/2013 – 3/31/2014	All exits from 4/1/2012 - 3/31/2013	223	2,375	9.4%
10/1/2013 – 9/30/2014	All exits from 10/1/2012 - 9/30/2013	225	2,638	8.5%
4/1/2014 – 3/31/2015	All exits from 4/1/2013 - 3/31/2014	230	2,682	8.6%
10/1/2014 – 9/30/2015	All exits from 10/1/2013 - 9/30/2014	223	2,756	8.1%
4/1/2015 – 3/31/2016	All exits from 4/1/2014 - 3/31/2015	218	2,869	7.6%
10/1/2015 – 9/30/2016	All exits from 10/1/2014 - 9/30/2015	238	2,822	8.4%
4/1/2016 – 3/31/2017	All exits from 4/1/2015 - 3/31/2016	207	2,828	7.3%
10/1/2016 – 9/30/2017	All exits from 10/1/2015 - 9/30/2016	187	3,004	6.2%
4/1/2017 – 3/31/2018	All exits from 4/1/2016 - 3/31/2017	185	2,879	6.4%
10/1/2017 – 9/30/2018	All exits from 10/1/2016 - 9/30/2017	165	2,622	6.3%
4/1/2018 – 3/31/2019	All exits from 4/1/2017 - 3/31/2018	155	2,482	6.2%
10/1/2018 – 9/30/2019	All exits from 10/1/2017 - 9/30/2018	181	2,486	7.3%
4/1/2019 – 3/31/2020	All exits from 4/1/2018 - 3/31/2019	201	2,576	7.8%
10/1/2019 – 9/30/2020	All exits from 10/1/2018 - 9/30/2019	169	2,307	7.3%
4/1/2020 – 3/31/2021	All exits from 4/1/2019 - 3/31/2020	161	2,114	7.6%
Target				8.2%

Section 2, Table 6.3-1
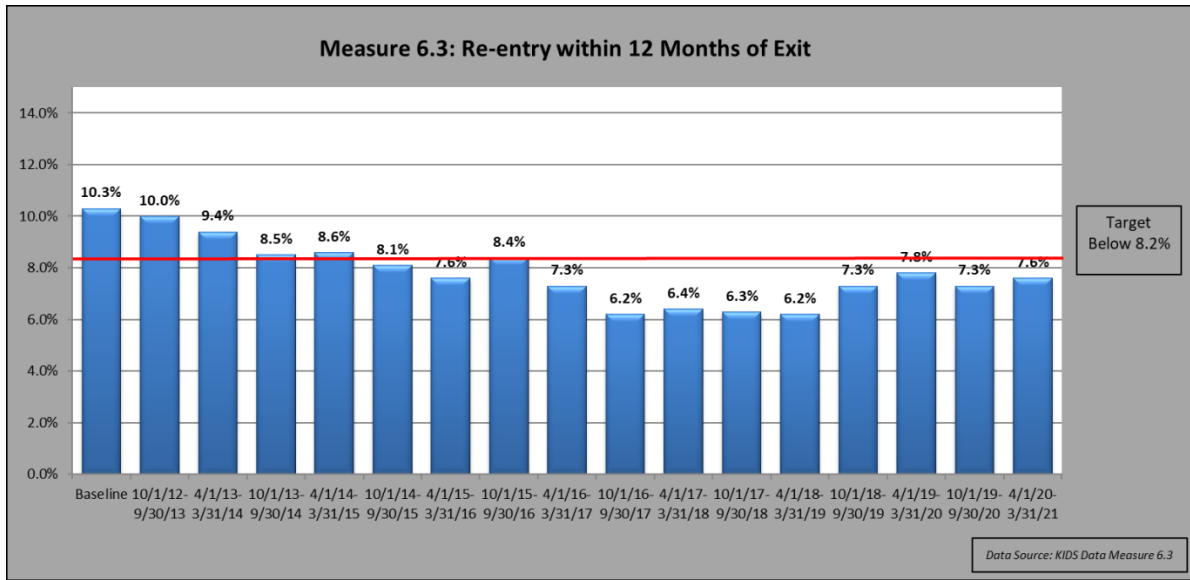
Section 2, Graph 6.3-1

Data Commentary

The number of children re-entering out-of-home care within a 12-month period is currently at 7.6 percent, which remains below the set target of 8.2 percent. The measure is 2.7 percent lower than the original baseline and exceeds the target by 0.6 percent. This is the ninth consecutive reporting period where performance on this measure successfully remained below the Pinnacle target.

Reporting Period Progress

Permanency Safety Consultations (PSCs) continue to be utilized to maintain reduced re-entry rates. PSCs with a safe recommendation continue to include the completion and documentation of an Assessment of Child Safety prior to reunification as an action step. Additional follow-up activities are developed and identified with the district director and PSC team to support safe family reunification, as needed. Quality action steps further support the child welfare specialist in adequately assessing safety to determine if any safety threats are still present. PSCs remain a group safety discussion with the district director present to support increased quality decision-making. Services, such as Comprehensive Home-Based Services, Intercept®, and Systems of Care, continue to be used to support families during trial reunification.

In November 2020, the Family Meeting Continuum (FMC) was implemented in all districts of Regions 3, 4, and 5 and specific districts in Regions 1 and 2. As capacity grew to expand the FMC in Regions 1 and 2, additional districts were included in the FMC implementation plan this reporting period. The FMC has two main purposes: more frequent and intentional family meetings and the use of the same facilitator at each meeting for the duration of the case. The FMC will continue to support reduction of re-entry rates through successful identification of needed services for families with frequent quality meetings and facilitator consistency.

6.4: Permanency for Legally-Free Teens

Operational Question

Of all legally-free foster youth who turned age 16 in the period 24 to 36 months prior to the report date, what percent exited to permanency by age 18?

Data Source and Definitions

Among legally-free foster youth who turned 16 in the period 24 to 36 months prior to the report date, Measure 6.4 reports the percent that exited to permanency by age 18. An "Exit to Permanency" includes all youth with an exit reason of

adoption, guardianship, custody to relative, or reunification. "Legally-free" means a parental rights termination date is reported to Adoption and Foster Care Analysis Reporting System (AFCARS) for both mother and father.

Description of Denominator and Numerator for this reporting period

Denominator: All children in care who turned 16 from 4/1/2018 – 3/31/2019 and were legally-free at the time they turned 16.

Numerator: The number of children, who turned 16 from 4/1/2018 – 3/31/2019, were legally-free at the time they turned 16, **and** reached permanency prior to their 18th birthday.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children in care who turned 16 from 10/1/2009 - 9/30/2010 and were legally-free at the time they turned 16.			30.4%
10/1/2012 – 9/30/2013	All children in care who turned 16 from 10/1/2010 - 9/30/2011 and were legally-free at the time they turned 16.	44	170	25.9%
4/1/2013 – 3/31/2014	All children in care who turned 16 from 4/1/2011 - 3/31/2012 and were legally-free at the time they turned 16.	36	134	26.9%
10/1/2013 – 9/30/2014	All children in care who turned 16 from 10/1/2011 - 9/30/2012 and were legally-free at the time they turned 16.	37	148	25.0%
4/1/2014 – 3/31/2015	All children in care who turned 16 from 4/1/2012 - 3/31/2013 and were legally-free at the time they turned 16.	37	146	25.3%
10/1/2014 – 9/30/2015	All children in care who turned 16 from 10/1/2012 - 9/30/2013 and were legally-free at the time they turned 16.	33	126	26.2%
4/1/2015 – 3/31/2016	All children in care who turned 16 from 4/1/2013 - 3/31/2014 and were legally-free at the time they turned 16.	29	105	27.6%
10/1/2015 – 9/30/2016	All children in care who turned 16 from 10/1/2013 - 9/30/2014 and were legally-free at the time they turned 16.	35	123	28.5%
4/1/2016 – 3/31/2017	All children in care who turned 16 from 4/1/2014 - 3/31/2015 and were legally-free at the time they turned 16.	41	132	31.1%
10/1/2016 – 9/30/2017	All children in care who turned 16 from 10/1/2014 - 9/30/2015 and were legally-free at the time they turned 16.	59	136	43.4%
4/1/2017 – 3/31/2018	All children in care who turned 16 from 4/1/2015 - 3/31/2016 and were legally-free at the time they turned 16.	84	162	51.9%
10/1/2017 – 9/30/2018	All children in care who turned 16 from 10/1/2015 - 9/30/2016 and were legally-free at the time they turned 16.	73	139	52.5%
4/1/2018 – 3/31/2019	All children in care who turned 16 from 4/1/2016 - 3/31/2017 and were legally-free at the time they turned 16.	64	122	52.5%

10/1/2018 – 9/30/2019	All children in care who turned 16 from 10/1/2016 - 9/30/2017 and were legally-free at the time they turned 16.	66	125	52.8%
4/1/2019 – 3/31/2020	All children in care who turned 16 from 4/1/2017 - 3/31/2018 and were legally-free at the time they turned 16.	65	118	55.1%
10/1/2019 – 9/30/2020	All children in care who turned 16 from 10/1/2017 - 9/30/2018 and were legally-free at the time they turned 16.	60	108	55.6%
4/1/2020 – 3/31/2021	All children in care who turned 16 from 4/1/2018 - 3/31/2019 and were legally-free at the time they turned 16.	54	123	43.9%
Target				80.0%

Section 2, Table 6.4-1
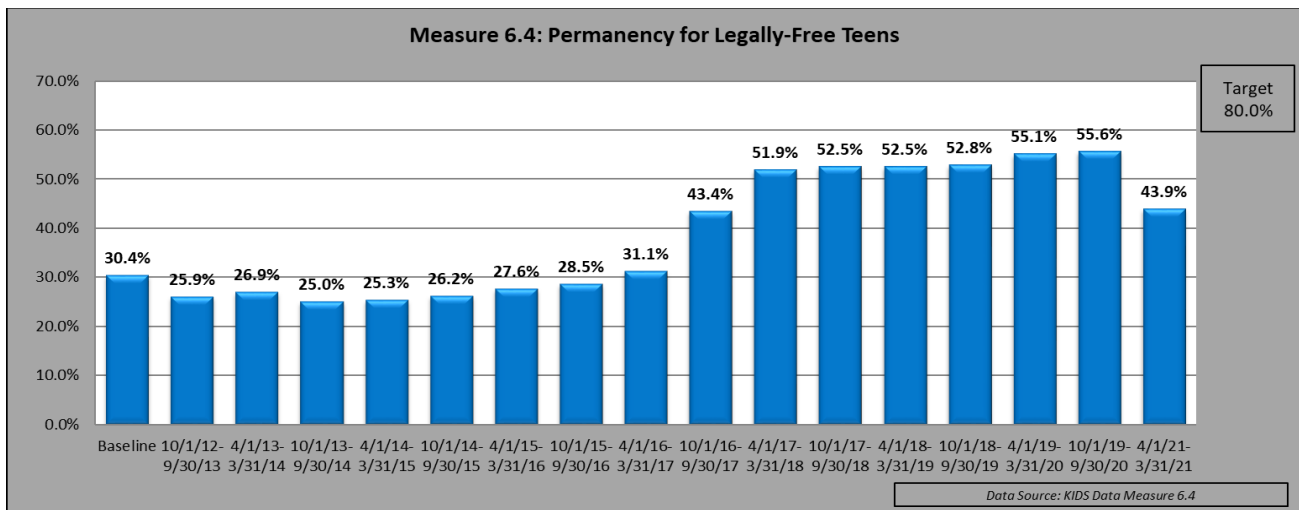
Section 2, Graph 6.4-1

Pinnacle Plan Measure 6.4 - Number and Percent of Children who Turned 16 while in Foster Care and Legally-Free											
Exit Reason	REGION 1		REGION 2		REGION 3		REGION 4		REGION 5		TOTAL	
ADOPTION	10		15		11		7		20		63	
REUNIFICATION	0	28.3%	0	30.2%	0	25.9%	0	25.0%	1	36.9%	1	29.8%
GUARDIANSHIP	3		1		3		4		3		14	
CHILD AGED OUT / OTHER	3	6.5%	8	15.1%	14	25.9%	9	20.5%	9	13.8%	43	16.4%
Still in Care	30	65.2%	29	54.7%	26	48.1%	24	54.5%	32	49.2%	141	53.8%
TOTAL	46		53		54		44		65		262	
Data Source: Totals include Measure 6.4 for reporting periods ending 9/30/21, 3/31/22, 9/30/22 and 3/31/23. Run Date: 4/14/2021											

Section 2, Table 6.4-2

Data Commentary

From 4/1/2018 – 3/31/2019, a total of 123 legally-free youth turned 16 years of age. Of these youth, 54 or 43.9 percent achieved permanency and 69 or 56.1 percent exited care prior to reaching permanency.

Achieved Permanency:
- 46 youth were adopted (37.4%);
- 7 youth were placed in guardianship (5.7%); and
- 1 youth was placed in custody to a relative (0.8%).

Exited Care Prior to Reaching Permanency:
- 69 youth exited care through emancipation/aging out (56.1%).

This reporting period ended with 43.9 percent of legally-free 16-17 year old young people achieving legal permanency, as seen in Section 2, Graph 6.4-1. This percentage is a decrease for this reporting period, but still 13.5 percent above the baseline.

Section 2, Table 6.4-2 captures the next four cohorts for Measure 6.4. The data includes children that would be in the periods ending September 2021, March and September 2022, and March 2023. This data will be used to assist in monitoring youth remaining in out-of-home care as youth are more likely to achieve permanency in the first year of this measure, at age 16, than during the second year, at age 17.

Data Analysis

Child Welfare Services (CWS) has seen a decline in the overall performance of Measure 6.4 in the last two reporting periods. To better understand the decline, the data was reviewed to see which factors may have impacted the likelihood of a youth achieving permanency after 16 years of age. Measure 6.4 looks at a cohort of legally-free youth over a di-month period to see if the youth achieves permanency before turning age 18. Six months of the cohort overlaps each reporting period. The 12-month period was broken down into six-month cohorts, as shown in Section 2, Table 6.4-3, to see the impact each set of youth had on the measure.

Measure 6.4- Legally-Free Youth Age 16 who Achieve Permanency by Age 18 Broken Out in Six Month Periods												
6 Month Period Ending:	**Ending Mar 2020**			**Ending Sept 2020**			**Ending Mar 2021**			**Ending Sept 2021**		
EXIT REASON	**#**	**%**	**Overall**	**#**	**%**	**Overall**	**#**	**%**	**Overall**	**#**	**%**	**Overall**
ADOPTION	28	56.0%		26	44.8%		20	30.8%		18	36.7%	
GUARDIANSHIP	1	2.0%	62.0%	2	3.4%	50.0%	5	7.7%	38.5%	3	6.1%	44.9%
CUSTODY TO RELATIVE	2	4.0%		1	1.7%		0	.0%		1	2.0%	
REUNIFICATION	0	.0%		0	.0%		0	.0%		0	.0%	
CHILD AGE OUT/ OTHER	19	38.0%	38.0%	29	50.0%	50.0%	40	61.5%	61.5%	11	22.4%	22.4%
STILL IN CARE	0	.0%	.0%	0	.0%	.0%	0	.0%	.0%	16	32.7%	32.7%
TOTAL		**50**			**58**			**65**			**49**	

Data Source: Measure 6.4- Upcoming Periods; Run Date: 4/14/21

Section 2, Table 6.4-3

Looking at the last four cohorts of six months, as shown above in Section 2, Table 6.4-3, there was a decline in the periods ending September 2020 and March 2021. These two periods make up the most recent 12-month reporting period that resulted in an overall outcome of 43.9 percent, as seen in Section 2, Table 6.4-4, which is when CWS experienced the significant decline. The upcoming six months ending September 2021 shows an improvement from 38.5 percent the last six months to 44.9 percent ending in September 2021.

Measure 6.4- Legally-Free Youth Age 16 who Achieve Permanency by Age 18									
12 Month Period Ending:	**Ending Sept 2020**			**Ending Mar 2021**			**Ending Sept 2021**		
EXIT REASON	**#**	**%**	**Overall**	**#**	**%**	**Overall**	**#**	**%**	**Overall**
ADOPTION	54	50.0%		46	37.4%		38	33.3%	
GUARDIANSHIP	3	2.8%		7	5.7%		8	7.0%	
CUSTODY TO RELATIVE	3	2.8%	55.6%	1	0.8%	43.9%	1	0.9%	41.2%
REUNIFICATION	0	0.0%		0	0.0%		0	0.0%	
CHILD AGE OUT/ OTHER	48	44.4%	44.4%	69	56.1%	56.1%	51	44.7%	44.7%
STILL IN CARE	0	0.0%	0.0%	0	0.0%	0.0%	16	14.0%	14.0%
TOTAL		**108**			**123**			**114**	

Data Source: Measure 6.4- Upcoming Periods; Run Date: 4/14/21

Section 2, Table 6.4-4

To understand the cohort of children in this most recent reporting period, different factors were reviewed to determine if they had any correlation to the children achieving permanency prior to their 18th birthday. The following factors appear to have an impact on youth achieving permanency if legally-free after their 16th birthday:

- Number of Moves Youth Experienced from Age 16-18 (or Exiting Care)
A correlation exists between the number of moves youth experience after 16 years of age and if they achieve permanency before their 18th birthday. Youth that experience no moves or only one move following their 16th birthday are more likely to achieve permanency. With each subsequent move, the likelihood of achieving permanency significantly decreases. For youth who did not achieve permanency in the 12-month period ending March 2021, they experienced an accumulated total of 390 placement moves or an average of 5.7 moves. Additionally, 53 youth, 77 percent, experienced two or more placement moves during age 16 to 18 and of those, 16 youth experienced 10 or more placement moves. For the youth who achieved permanency in the 12-month period ending March 2021, from age 16 to 18, the youth experienced an accumulated total of 62 placement moves and an average of 1.1 moves. Additionally, 12 youth, 22 percent, experienced two or more placement moves during age 16 to 18 and of those, only one youth experienced 10 or more placement moves.

Since the number of moves youth experience after the age of 16 impacts the likelihood of youth achieving permanency, the 12-month period ending in March 2021 was broken out into the two, six-month periods to further examine how the populations varied during the two periods. As shown in the Section 2, Table 6.4-5, youth in the six-month period ending in March 2021 experienced more moves in the last two years of custody than youth in the six-month period ending in September 2020.

Measure 6.4- Likelihood of Youth Achieving Permanency							
Number of Moves from Age 16-18	Apr 2020- Sept 2020				Oct 2020-Mar 2021		
	Perm Achieved		Aged Out		Perm Achieved		Aged Out	
	#	%	#	%	#	%	#	%
No Moves	18	85.7%	3	14.3%	14	63.6%	8	36.4%
1 Move	7	77.8%	2	22.2%	3	50.0%	3	50.0%
2 Moves	2	40.0%	3	60.0%	3	37.5%	5	62.5%
3 to 5 Moves	1	11.1%	8	88.9%	4	26.7%	11	73.3%
6 or More Moves	1	7.1%	13	92.9%	1	7.1%	13	92.9%
TOTAL	29	50.0%	29	50.0%	25	38.5%	40	61.5%
Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21							

Section 2, Table 6.4-5

- Youth with a Removal Condition of Abandonment
A significant influence on whether youth will achieve permanency is based on if the removal condition involved abandonment. Youth with a removal condition of abandonment are much less likely to achieve permanency than a youth without that removal condition. In most abandonment circumstances, CWS provides efforts to prevent removal and only requests custody due to the parent/legal guardian not allowing the youth to return home, an inability or unwillingness to make alternate living arrangements, or a systematic issue of ensuring the youth receives quality mental health treatment. Abandonment creates additional challenges for the youth to create trust with a new family and agree to legal permanency.

Measure 6.4- Likelihood of Youth Achieving Permanency							
Abandonment Removal Condition	Apr 2020- Sept 2020				Oct 2020-Mar 2021		
	Perm Achieved		Aged Out		Perm Achieved		Aged Out	
	#	%	#	%	#	%	#	%
No	25	56.8%	19	43.2%	21	47.7%	23	52.3%
Yes	4	28.6%	10	71.4%	4	19.0%	17	81.0%
TOTAL	29	50.0%	29	50.0%	25	38.5%	40	61.5%
Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21							

Section 2, Table 6.4-6

There was an increase of seven additional youth, for a total of 21 youth, removed for abandonment in the most recent six-month period ending in March 2021. Having more youth removed due to abandonment explains part of the reason for the continued decline in this overall measure.

Percentage of Youth in Measure 6.4 with a Removal Condition of Abandonment						
Abandonment Removal Condition	April 2020- September 2020			October 2020-March 2021		
	Perm Achieved	Aged Out	TOTAL	Perm Achieved	Aged Out	TOTAL
No	86.2%	65.5%	75.9%	84.0%	57.5%	67.7%
Yes	13.8%	34.5%	24.1%	16.0%	42.5%	32.3%
Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21						

Section 2, Table 6.4-6

- Youth with a Mental Health Diagnosis or Disabled
  If a youth has either a mental health diagnosis or a disability, this can also strongly impact the likelihood of achieving permanency prior to his or her 18th birthday. Having either of these elements will reduce the likelihood of a youth achieving permanency. Slightly more youth had a mental health diagnosis in the second period, 58 compared to 65 youth.

Measure 6.4- Likelihood of Youth Achieving Permanency								
Mental Health DX	Apr 2020- Sept 2020				Oct 2020-Mar 2021			
	Perm Achieved		Aged Out		Perm Achieved		Aged Out	
	#	%	#	%	#	%	#	%
No	26	56.5%	20	43.5%	25	50.0%	25	50.0%
Yes	3	25.0%	9	75.0%		0.0%	15	100.0%
TOTAL	29	50.0%	29	50.0%	25	38.5%	40	61.5%
Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21								

Section 2, Table 6.4-7

Measure 6.4- Likelihood of Youth Achieving Permanency								
Disabled	Apr 2020- Sept 2020				Oct 2020-Mar 2021			
	Perm Achieved		Aged Out		Perm Achieved		Aged Out	
	#	%	#	%	#	%	#	%
No	9	75.0%	3	25.0%	12	75.0%	4	25.0%
Yes	20	43.5%	26	56.5%	13	26.5%	36	73.5%
TOTAL	29	50.0%	29	50.0%	25	38.5%	40	61.5%
Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21								

Section 2, Table 6.4-8

- Inpatient/Psychiatric Treatment Stays
  A major contributor to a youth achieving permanency is whether or not the youth experienced psychiatric stays while in out-of-home care. Youth that did not experience inpatient treatment are much more likely to achieve permanency than youth who have multiple stays.

Measure 6.4- Likelihood of Youth Achieving Permanency								
Inpatient Stays	Apr 2020- Sept 2020				Oct 2020-Mar 2021			
	Perm Achieved		Aged Out		Perm Achieved		Aged Out	
	#	%	#	%	#	%	#	%
No Inpatient	18	78.3%	5	21.7%	13	50.0%	13	50.0%
1 Stay	5	41.7%	7	58.3%	5	62.5%	3	37.5%
Multiple Stays	6	26.1%	17	73.9%	7	22.6%	24	77.4%
TOTAL	29	50.0%	29	50.0%	25	38.5%	40	61.5%
Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21								

Section 2, Table 6.4-9

As seen in Section 2, Table 6.4-9, of the 69 youth who did not achieve permanency in the 12-month period ending March 2021, 51 youth, 74 percent, received in-patient care at some point during their time in foster care for an accumulated total of 358 inpatient stays, totaling 18,258.5 days. For the 54 youth who exited to permanency in the 12-month period ending March 2021, 23 youth or 43 percent, received in-patient care at some point during their time in foster care for an accumulated total of 85 inpatient stays, totaling 2,382.8 days. As noted in Section 2, Table 6.4-10, the population of youth in the second six-month period ending in March 2021 had a larger portion of youth with multiple inpatient stays than the six month-period ending in September 2020.

Measure 6.4 Population Experiencing Inpatient Stays												
Inpatient Stays	**April 2020- September 2020**						**October 2020-March 2021**					
	Perm Achieved		**Aged Out**		**TOTAL**		**Perm Achieved**		**Aged Out**		**TOTAL**	
No Inpatient	18	62.1%	5	17.2%	23	39.7%	13	52.0%	13	32.5%	26	40.0%
1 Stay	5	17.2%	7	24.1%	12	20.7%	5	20.0%	3	7.5%	8	12.3%
Multiple Stays	6	20.7%	17	58.6%	23	39.7%	7	28.0%	24	60.0%	31	47.7%
TOTAL	**29**	**100.0%**	**29**	**100.0%**	**58**	**100.0%**	**25**	**100.0%**	**40**	**100.0%**	**65**	**100.0%**
										Data Source: KIDS Data- KAHD 106158; Run Date: 5/17/21		

Section 2, Table 6.4-10

Data Conclusion

Many factors impact youth achieving permanency. For youth who did not achieve permanency for the period ending March 2021, 29 or 42 percent were placed in a family-like setting; 27 or 39 percent were placed in a congregate care setting and 13 or 19 percent were missing from care on their 18th birthday. Additionally, 27 youth or 39 percent had at least one delinquent case compared to eight youth or 15 percent from the youth population who did achieve permanency. However, a few elements appear to have a stronger influence on whether or not a youth will achieve permanency before reaching 18 years of age. A youth removed due to abandonment has a much more difficult time achieving permanency than a youth with other removal conditions. When a youth has a mental health diagnosis or disability and requires residential psychiatric treatment, this increases the likelihood of aging out of care. These factors likely impact a youth's placement stability and the more moves experienced in the last two years of care at age 16-18, the less likely a youth is to achieve permanency.

In the last reporting period, CWS saw an increase in the population for several of these indicators which could contribute to the reason for the decrease in the overall measure from 50.0 percent to 38.5 percent of youth achieving permanency in the six months ending in March 2021. As CWS experiences an increase in youth with these indicators, more in-depth reviews will be needed to find solutions to assist these youth in achieving permanency.

Even though this upcoming six-month period ending September 2021 has already seen an improvement of 6.4 percent, the most recent six-month period ending March 2021 at 38.5 percent will be included in this 12-month period which will ultimately impact this measure's overall outcome. CWS will need to continue to monitor youth that are removed for these conditions or indicators and find new ways to assist them in achieving permanency.

A total of 154 youth aged out of care in State Fiscal Year (SFY) 2020, which was the lowest number since SFY 1999.

Number of Youth Aged Out in Recent Years
- SFY 2015 – 311
- SFY 2016 – 273
- SFY 2017 – 255
- SFY 2018 – 214
- SFY 2019 – 169

For SFY 2021, 192 youth aged out. While SFY 2021 ended with an increase compared to the past two SFYs, CWS remains on track to demonstrate fewer youth aging out compared to historical outcomes.

Reporting Period Progress

Statewide efforts continue to support Pinnacle Plan Measure 6.4. These efforts include:
- Staffing of any youth 13 years and older with the district director when there is a potential for the youth coming into custody.
- Multi-level permanency staffings include the district director to begin at age 15 and continue at 15 years and 6 months, 16 years, 16 years and 6 months, 17 years, and every quarter thereafter until the youth exits care. A monthly report identifies youth that are due a monthly staffing and can be filtered by region and district director.

- Intentional permanency staffings occur monthly between the primary child welfare (CW) specialist and supervisor with a focus on legal and relational permanency.

CWS demonstrates its continued commitment to build the statewide Youth Transition Services (YTS), formerly known as Adoption Transition Unit (ATU), structure and team of CW specialists and supervisors dedicated to achieving permanency for children and youth without identified permanent homes. In addition to building a strong YTS team, the Dave Thomas Foundation for Adoption collaborated and shared resources with Oklahoma Human Services (OKDHS) to implement the foundation's Wendy's Wonderful Kids (WWK) evidence-based adoption model.

For the last several years, the permanency expediters (PEs) supported Measure 6.4 efforts by assisting district directors with the multi-level staffings to ensure they occurred and were documented at each critical point starting at 15 years of age through a youth exiting care to legal permanency or until turning 18 years of age. CWS recognizes the value of the PEs' efforts in reducing the planned alternative permanent placement's (PAPP) usage as a case plan goal (CPG), as well as the PEs' role in messaging the importance of legal and relational permanency to field staff. During this SFY, the number of PEs were reduced as the youth with a PAPP CPG were assigned to YTS. CWS leadership determined the PE's role had ended and further efforts were needed for the youth in Measure 6.4.

Since August 2020, higher leadership level reviews are required for denied kinship placements or previously failed kinship placements for youth 16 and 17 years of age. Effective August 2021, the elevated reviews are also required for youth 15 years of age. When a kinship placement for youth 15 years of age or older is denied, it is always elevated to the next level for review by the district director and field manager. When the decision is made at that level to deny the kinship placement, the regional deputy director and Foster Care and Adoptions (FC&A) Deputy Director review the denial. When denial is still recommended, the assistant CWS Director for Field Operations reviews the denial. The multi-level review's purpose is to consider the youth's placement preferences and to ensure all efforts to support the kin are identified and provided. This review happens quickly when the youth is in immediate need of placement. The youth's specific case and circumstances are always considered in the kinship assessment process, especially in regards to the youth's functioning and vulnerability, while ensuring that efforts and supports to mitigate risks are evaluated to work toward kinship placement and permanency for older youth. This strategy applies to all youth 15 years of age and older, not only those identified as the 6.4 cohort; therefore, this effort is aimed at increasing the relational and legal permanency rates for all older youth and decreasing the rate of all children aging out of foster care, which demonstrates CWS' commitment to be self-correcting.

Beginning in January 2021, the multi-level staffing for all 17 year olds in the 6.4 cohort is by the regional multidisciplinary team (MDT) quarterly until the youth exits care. Starting in May 2021, the multi-level staffing for all 16 year olds in the 6.4 cohort is staffed by the regional MDT quarterly until the youth exits care. A quarterly multi-level staffing for 16 year olds is an increase compared to the semi-annual staffings that occurred over the past four years. The MDT lead facilitates the multi-level staffing, which addresses barriers to achieving permanency and identifies steps needed to ensure the youth is on a progressive track to legal and relational permanency and adulthood. Initially, CWS had three MDT leads for the state, but as of April 2021, CWS has five MDT leads with one MDT lead assigned to each region. All MDT leads meet weekly with the assistant CWS Director for Field Operations, who is also the state lead for Pinnacle Plan Measure 6.4. MDT core team members include Permanency Planning (PP) programs, Resource specialist, Foster Care Recruitment, YTS, Specialized Placements and Partnership Unit (SPPU), Oklahoma Successful Adulthood (OKSA), Resource Family Partner (RFP) liaison, Education Services and Developmental Disabilities Program, CW Nurse, mental health consultant, Therapeutic Foster Care, OKDHS Clinical Team, Oklahoma Health Care Authority, Tribal liaison, Continuum of Care (COC)/Enhanced Foster Care, and Community Partnerships. The youth's PP and YTS specialists, supervisors, and district director all remain as required participants.

Beginning August 2021, each regional MDT Lead will hold a quarterly multi-level staffing for all legally-free 15 year olds. The weekly regional MDT's currently do not have capacity to staff these youth; therefore, the MDT Lead will schedule individual multi-level staffings with the youth's assigned CW specialist(s), supervisor(s), and district director. This effort is

aimed at decreasing the number of youth entering the Measure 6.4 cohort as well as increasing the permanency rate for legally-free youth.

The MDT lead facilitates the staffing with a focus on legal and relational permanency first and foremost for every single youth. Second, the focus is on the best placement option that promotes well-being and the youth's permanency path. The MDT lead is expected to be a champion for best practices, models creative and critical thinking, and celebrates successes among the team. The MDT lead documents a summary of the MDT staffing with identified action steps in KIDS case contacts and in the MDT database within five-business days. The MDT lead engages the entire team to ensure team members support and help the youth's CW specialist complete action steps and to ensure all core team members are actively contributing to the team's success. The MDT lead explores ways for the youth's voice to be heard during the MDT staffing. A contact purpose of multi-level staffing in KIDS was released in May 2021. A WebFOCUS report, YI136-Multi Level Staffing Report, was created and released in June 2021 to track completion of all multi-level staffings, and is aimed at improving accountability. The YI136-Multi Level Staffing Report updates include:
- Multi-Level Staffing due date
- Completion date
- Number of multi-level staffing contacts
- If the youth is part of the 6.4 cohort
- If the youth is eligible for parental reinstatement

Per Section 1-4-909 of Title 10A of the Oklahoma Statutes, a child 14 years of age or older may, by an application signed by the child and the child's attorney, request the court reinstate the child's parent's previously terminated parental rights when the:
- child was previously found to be a deprived child;
- parent's rights were terminated in a deprived proceeding under Title 10 or 10A of the Oklahoma Statutes; and
- child has not achieved his or her permanency plan within three years of a final order of termination.

The statute initially went into effect in 2009 with the minimum age set at 15. However, the law was amended and effective 11/1/2019, the minimum age for parental reinstatement was lowered to 14. The MDT leads are expected to discuss parental reinstatement as a potential legal permanency option for each applicable youth.

CWS is in the process of revising the *Intentional Permanency Planning Staffing Guide*, which is a form currently included in the Safety through Supervision Framework, to be added as a full section specifically for Permanency for Legally-Free Teens. CWS will then eliminate the forms *MDT Staffing* and *Teen Permanency Planning Guide*. The MDT lead will also utilize the *Intentional Permanency Planning Staffing Guide* when facilitating the multi-level staffing, which allows the MDT lead to model to CW specialists the form's and the Safety through Supervision Framework's importance. It will also combine three forms into one, which reduces confusion and additional work for the CW specialists.

Beginning January 2021, the CPG of PAPP for any youth 16 and 17 years of age is now approved by the CW supervisor and district director. For 16 year olds, the regional director and assistant CWS Director for Field Operations must now also give approval. Youth with a current PAPP goal prior to January 2021 were excluded from the enhanced leadership approval. This new practice and expectation further heighten the importance of exhausting reasonable efforts to achieve permanency for every teen and continue to shift agency culture and practice. As of 6/23/2021, five youth age 16 and 41 youth age 17 have the CPG of PAPP. All youth with the CPG of PAPP are assigned to YTS.

In March 2021, CWS began discussions on how to develop and implement a quality assurance process to review a sample of cases involving youth in the Measure 6.4 cohort. The review's focus will be on legal and relational permanency efforts and OKSA efforts. The tentative projection for the sample case reviews to occur is July 2021. CWS will determine how to embed trends identified from the case reviews into transfer of learning.

The OKSA program is currently restructuring how it provides supports to the field to ensure transition planning for teens takes place, starting at 14 years of age, and includes the participation of supportive adults in the young person's life and permanent connections. CW staff will be able to simultaneously include youth engagement to help young people achieve their permanency plan goals. Ensuring relational permanency is addressed early, and often, positively affects legal permanency rates. OKDHS Innovation Services developed a platform for OKSA that makes information and tools for youth transition more accessible to staff. The platform was made available to CW field staff in February 2021.

OKSA continues to actively promote youth engagement at all levels of CWS' decision-making process to include the youth voice in advocating for programs and services that support young people in foster care. OKSA is working with its Oklahoma Foster Youth Advocates to identify young people in and out of foster care who would like to a be part of meetings and focus groups aimed at improving the foster care experience for young people and their families. These young people are mentored and prepared to "Present with Purpose" and are compensated monetarily for their time. Improving the foster care experience for teens in the areas of behavioral health, placement stability, and peer support can potentially improve legal permanency outcomes for teens in OKDHS custody.

OKSA is actively participating in the CWS COC work to improve the providers' capacity and service support array that offer behavioral health services to young people. Currently, a "Children in Foster Care" video is available on the Oklahoma Fosters website, which allows families to hear from teens directly about their experience and needs in the CW system. OKSA is providing young people for focus groups in partnership with the Center for States to address foster home placement support and explore foster parent mentorship for foster parents willing to take teens. Young people also participate to give youth a voice.

The statewide Permanency for Teens face-to-face training is converting to an online training in the OKDHS Learning Management System and is expected to be finalized by August 2021. CW staff will begin the training in September 2021. OKSA will continue to provide technical assistance to staff about benefits a young person can receive upon achieving legal permanency. The overall messaging of the importance of legal and relational permanency for legally-free teens will continue to be infused into program messaging.

OKSA initiated a pilot project to test and validate youth assessment and planning tools based on the Science of Hope. OKSA staff began training CW specialists in District 9 on the Science of Hope, as well as its application to working with youth in OKDHS custody and out-of-home placement. As part of this process, CW staff will also receive specific training and ongoing technical assistance on the Hope assessment and planning tools created in partnership with the Hope Research Center of the University of Oklahoma. During a six-month pilot process, CW specialists will implement these tools in their work with youth with a specific emphasis on increasing Hope and positive youth outcomes. The OKSA program will schedule structured opportunities for feedback that will help inform revision and eventual finalization of the assessment and planning tools. The goal is rollout of this process statewide at the pilot's conclusion.

On 12/27/2020, the Consolidated Appropriations Act Legislation was signed into law. Division X, Section 4 specifically outlines "Preventing Aging out of Foster Care during the Pandemic" that includes funding resources for youth, as well as additional measures to help address youth safety, permanency, and well-being. CWS, as a state-operated program under Title IV-E, may not require a youth in OKDHS custody who is in foster care to leave foster care solely by reason of his or her age before 10/1/2021. Additionally, OKDHS must permit any youth who left foster care due to age during the COVID-19 pandemic to voluntarily re-enter foster care. CWS is in the process of conducting a public awareness campaign about the option to voluntarily re-enter foster care and provide notice to eligible youth. As of 6/23/2021, 37 youth are in OKDHS voluntary custody.

The 2021 Oklahoma legislation session passed House Bill 1709, which positively impacts foster care youth and alumni. The Successful Adulthood Act was amended with new language that lowers the age for foster care youth to receive federal funding from 18 to 16. Prior to the bill, only youth who aged out on their 18th birthday, or those who were adopted or went into guardianship after turning 16, could continue to receive state funding and services. Foster youth who were

reunified with their families before turning 18 now have access to state funding and services. CWS never wants there to be barriers to youth achieving permanency, especially reuniting with a parent.

Impact of COVID-19 Pandemic
Based on information gathered through the MDT staffings for youth in the 6.4 cohort, delayed court hearings due to the COVID-19 pandemic does not appear, at this time, to have a direct impact on legal permanency for youth or cause the decrease this reporting period. However, the COVID-19 pandemic does appear to impact a youth's relationships and preferred method of service delivery. Some youth indicated they preferred in-person therapy and were perhaps less engaged with virtual therapy. During the COVID-19 pandemic, youth in congregate care settings were less likely to experience consistent in-person caseworker visits with their PP and/or YTS specialists. Moreover, youth in congregate care settings experienced decreased community activities and restrictions on other visitors, such as kin, court-appointed special advocate volunteers, and meeting potential adoptive families. YTS was trained on the WWK model in August 2019. YTS began implementing WWK in September 2019, with the first 60 days consisting of data entry into the WWK database. After a few months of beginning to utilize WWK, the COVID-19 pandemic occurred, which created challenges for YTS to apply the model. For example, one WWK component consists of relationship building with the youth, which was challenging when caseworker visits were moved to a virtual platform March – May 2020. Beyond May 2020, congregate care settings continued to implement COVID-19 pre-cautions, which restricted YTS from in-person access to many youth served in the 6.4 cohort.

Decreased social contact, virtual therapy when in-person is preferred, and decreased contact with important people in a youth's life can impact placement stability and a youth's overall well-being, which impacts relational and legal permanency. During this reporting period and the entirety of SFY 2021, CWS was not only navigating the pandemic but restructuring processes meant to increase relational and legal permanency for youth and embedding the WWK model into practice.

Conclusion
CWS significantly decreased the number of youth with the PAPP CPG, which signals a cultural and practice shift with a heightened focus on relational and legal permanency for teens. CWS continues to demonstrate a commitment to dedicate resources to improve permanency outcomes that includes building a robust YTS team; implementation of the evidence-based model, WWK; MDTs; and higher-level leadership involvement in a youth's removal and permanency efforts. The data analysis indicates CWS is on the best course of action to continue to build a COC that stabilizes youth in a family-like setting to promote permanency, decreases the number of placement moves, provides quality mental health treatment to address the youth's trauma history, decreases delinquent involvement, and decreases inpatient stays. CWS will continue to embed the Science of Hope when working with youth and the youth's assigned CW specialist(s) and explore and exhaust kinship options for youth. CWS will continue to evaluate the current strategies, resources, and efforts to increase legal permanency for teens.

6.5: Rate of Adoption for Legally-Free Children

Operational Question
Of all children who became legally-free for adoption in the 12-month period prior to the year of the reporting period, what percentage were discharged from foster care to a finalized adoption within 12 months of becoming legally-free?

Data Source and Definitions
All children who became legally-free for adoption in the 12-month period prior to the year of the reporting period with the percentage who were discharged from foster care to a finalized adoption in less than 12 months from the date of becoming legally-free are reported in Measure 6.5. "Legally-Free" means there is a parental rights termination date reported to Adoption and Foster Care Analysis Reporting System (AFCARS) for both mother and father. This measure is federal metric C 2.5.

## Description of Denominator and Numerator for this reporting period

Denominator: All children who became legally-free for adoption from 4/1/2019 – 3/31/2020.

Numerator: The number of children who became legally-free for adoption from 4/1/2019 – 3/31/2020 **and** were discharged from care to a finalized adoption in less than 12 months from the date they became legally-free.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children who became legally-free from 10/1/2010 - 9/30/2011			54.3%
10/1/2012 – 9/30/2013	All children who became legally-free from 10/1/2011 - 9/30/2012	898	1,474	60.9%
4/1/2013 – 3/31/2014	All children who became legally-free from 4/1/2012 - 3/31/2013	857	1,540	55.6%
10/1/2013 – 9/30/2014	All children who became legally-free from 10/1/2012 - 9/30/2013	839	1,618	51.9%
4/1/2014 – 3/31/2015	All children who became legally-free from 4/1/2013 - 3/31/2014	935	1,797	52.0%
10/1/2014 – 9/30/2015	All children who became legally-free from 10/1/2013 - 9/30/2014	1,200	2,099	57.2%
4/1/2015 – 3/31/2016	All children who became legally-free from 4/1/2014 - 3/31/2015	1,459	2,304	63.3%
10/1/2015 – 9/30/2016	All children who became legally-free from 10/1/2014 - 9/30/2015	1,567	2,355	66.5%
4/1/2016 – 3/31/2017	All children who became legally-free from 4/1/2015 - 3/31/2016	1,754	2,558	68.6%
10/1/2016 – 9/30/2017	All children who became legally-free from 10/1/2015 - 9/30/2016	1,886	2,734	69.0%
4/1/2017 – 3/31/2018	All children who became legally-free from 4/1/2016 - 3/31/2017	1,770	2,577	68.7%
10/1/2017 – 9/30/2018	All children who became legally-free from 10/1/2016 - 9/30/2017	1,674	2,395	69.9%
4/1/2018 – 3/31/2019	All children who became legally-free from 4/1/2017 - 3/31/2018	1,669	2,319	72.0%
10/1/2018 – 9/30/2019	All children who became legally-free from 10/1/2017 - 9/30/2018	1,634	2,208	74.0%
4/1/2019 – 3/31/2020	All children who became legally-free from 4/1/2018 - 3/31/2019	1,596	2,129	75.0%
10/1/2019 – 9/30/2020	All children who became legally-free from 10/1/2018 - 9/30/2019	1,525	2,084	73.2%
4/1/2020 – 3/31/2021	All children who became legally-free from 4/1/2019 - 3/31/2020	1,352	1,915	70.6%
Target				75.0%

Section 2, Table 6.5-1

Section 2, Graph 6.5-1

Adoption Finalization Timeliness
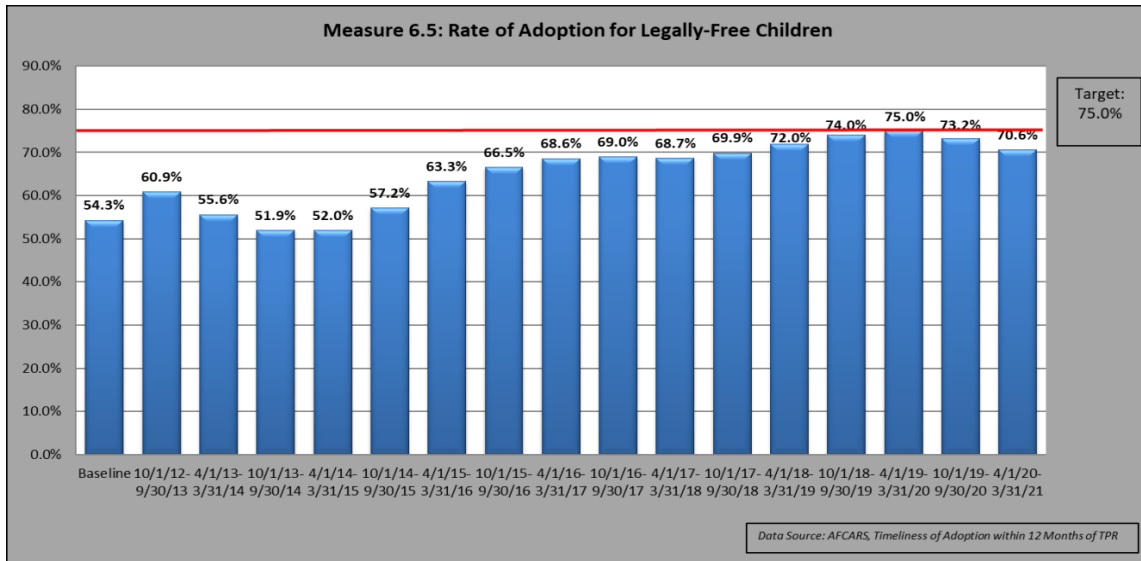
Region	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Region 1	20.0%	63.6%	34.8%	0.0%	12.5%	11.8%
Region 2	66.7%	40.9%	71.4%	45.0%	30.8%	56.5%
Region 3	50.0%	57.1%	55.6%	62.5%	38.9%	62.1%
Region 4	38.1%	73.3%	61.5%	22.2%	60.0%	31.6%
Region 5	11.8%	11.8%	25.0%	22.2%	40.0%	0.0%
Total	33.7%	51.1%	51.1%	37.1%	36.8%	39.0%

Data Source: YI818-Finalized; Run Date: 4/6/21
This data is based on finalizing the child within 120 days of the child becoming legally free for adoption.

Section 2, Table 6.5-2

Data Commentary

During this review period, performance on this measure decreased 2.6 percent. Of the 1,915 children that became legally-free, 1,352 children had a finalized adoption within 12 months of becoming legally-free resulting in an overall outcome of 70.6 percent. Overall, performance is 16.3 percent above the baseline.

Reporting Period Progress

The Adoption Timeliness Accountability Team (ATAT) regional teams consist of: a regional ATAT lead, Foster Care and Adoption (FC&A) supervisors, field managers, Oklahoma Human Services (OKDHS) adoption attorneys, and the Interstate Compact on the Placement of Children (ICPC) compact administrator. Designated district directors and Permanency Planning (PP) supervisors participate on an as needed basis. Their involvement and communication is beneficial when specific barriers are identified that they can impact. District director involvement and awareness of the process increased the PP communication and participation. Each region holds monthly ATAT calls virtually or by conference call. These regions staff the Quad 1 children in the following cohorts until the barrier is resolved and the child moves to permanency, except Region 3 which continues to staff all Quad 1 children. The cohorts are staffed as follows:

- Quad 1 for 60-calendar days or more and not yet authorized.
- Authorized 14-calendar days or more and not in trial adoption (TA).
- TA 30-calendar days or more not finalized.

At the FC&A supervisor meeting on 2/23/2021, KIDS staff trained on the YI602L report, Goal of Adoption Detail Summary. The training discussed how to use the report to conduct monthly meetings with child welfare (CW) specialists, forecast next steps, and assist in accountability.

Current Barriers

Each region reports the same barriers overall. The most reported barrier is court-related delays due to the impact of the COVID-19 pandemic over the past 15 months. Other identified barriers are pending paperwork; waiting for finalization dates; families requesting to wait for various reasons; competing adoptions; all siblings are not legally-free; the lack of a court order approving sibling separation; the lack of a termination order; tribal issues; delays in subsidy agreements and approval; lack of completed medical exams for adoptive parents; timely amended birth certificates; expired child profiles; and ICPC. Each region reports ICPC as a barrier for the following number of children to achieve adoption finalization.

- Region 1 – 15
- Region 2 – 6
- Region 3 – 6
- Region 4 – 6
- Region 5 – 4

While the numbers appear low, one finalization, after a long delay, raises the overall finalization average length of time. The ICPC compact administrator attends the ATAT monthly calls and provides updates on the ICPC-related barriers.

The newest barrier to timely permanency is the COVID-19 pandemic. As children became legally-free between April 2019 and March 2020, their finalization target dates were all impacted by the COVID-19 pandemic. Due to the decline, starting in the last reporting period and continuing in this reporting period, CWS KIDS staff reviewed the impact of the COVID-19 pandemic on these children achieving finalization within 12 months of becoming legally-free. Of the 1,915 children in the 6.5 cohort, an additional 175 children finalized their adoption after 365 days of being legally-free, and 110 of those children were within 15 months of becoming legally-free. Oklahoma was placed on an emergency "shelter in place" order, which shut down court houses, service providers, and many other services around the state. CWS did not provide guidance on how to document pandemic-related court continuances until February 2021, so continuance data may not include all COVID-19 pandemic-related issues within this report. Of the 110 children with an adoption finalizing between 366-485 days, 43 children or 39.1 percent, had a court continuance and 37 of those or 33.6 percent were noted due to the COVID-19 pandemic. If the additional 37 children with a continuance due to the COVID-19 pandemic were included in the overall outcome, 1,389 children would have finalized their adoption timely for a percentage of 72.5 percent.

Measure 6.5 Additional Permanency Outcomes for Children with COVID-19 Court Continuance Hearings					
# Months from Legally Free to Finalization	TOTAL Achieving Permanency	Court Continuance		COVID Related	
Under 12 Months	1352	201	14.9%	103	7.6%
Over 12 Months	175	62	35.4%	48	27.4%
13 Months	29	13	44.8%	13	44.8%
14 Months	43	13	30.2%	9	20.9%
15 Months	38	17	44.7%	15	39.5%
16+ Months	65	19	29.2%	11	16.9%
TOTAL	1527	263	17.2%	151	9.9%
Data Source: Measure 6.5; Run Date: 6/14/21					

Section 2, Table 6.5-2

Measure 6.5 Additional Permanency Outcomes for Children with			
	Achieved	TOTAL	%
Achieved Timely	1352		70.6%
Achieved within 90 days and COVID Continuance	37	1915	1.9%
TOTAL	1389		72.5%

Data Source: Measure 6.5; Run Date: 6/14/21

Section 2, Table 6.5-3

Barrier Tracking and Reporting

CWS continues to work on a KIDS enhancement that will provide opportunities for CW staff to document barriers. This major update to KIDS was delayed due to programming issues. KIDS staff is working diligently to resolve these issues with a new tentative release date of September 2021. When this enhancement is released, the ATAT lead and KIDS staff will train CW field specialists on the update. While CWS is waiting for barrier tracking in KIDS, each region has accountability and follow-up built into their action steps and ATAT process. Action steps are put in place as needed at each ATAT staffing.

Adoption Attorneys

The OKDHS adoption attorneys participate in monthly ATAT calls statewide. Since the OKDHS adoption attorneys joined the monthly ATAT calls, their use has increased. The OKDHS adoption attorney information is provided to resource families to raise awareness of their availability. ATAT leads report the adoption attorneys give general legal advice for CW specialists to pass on to adoptive families, and the OKDHS adoption attorneys assist in follow-up with courts when CW specialists have struggled to receive needed documents. The OKDHS adoption attorneys are experts in adoptions as well as CWS policy and requirements. Open communication with the OKDHS adoption attorneys improves barrier resolution. The assistant CWS Director for Field Operations emailed information **OKDHS Adoption Legal Services Email**, **OKDHS Adoption Attorney Contact Sheet**, and **Adoption Program Letter** on 4/12/2021 to all CW staff reminding them of OKDHS Legal Services. The email discussed how OKDHS adoption attorneys can assist with both adoption cases and uncontested guardianships free of charge. In June 2021, Resource specialists reviewed the information provided about OKDHS Adoption Legal Services with all foster and adoptive families during their monthly contact or quarterly visit.

Resource Home Annual Updates

Overdue annual updates can delay the adoption process. Annual updates that were overdue increased slightly at the end of 2020 and into January 2021 due to the state's increased number of positive COVID-19 cases. CW specialists worked diligently to improve the timeliness of completed annual updates. The monthly totals for this reporting period of overdue annual updates are as follows:

- January – 114
- February – 79
- March – 80
- April – 80
- May – 66
- June – 78

Guardianships and Adoptions

The strategy leads for ATAT and PP work together to explore new ways to assist children reaching permanency in a timely manner. The strategy lead for ATAT joins the PP strategy lead and the guardianship program field representative (PFR) on a monthly Microsoft Teams video call where CW specialists can join as needed to ask questions regarding guardianships and adoptions. These video calls began in May 2021 and received positive feedback from the field. All identified Quad 3 children in relative placements who meet the requirements for a guardianship found on the YI101 Judicial Report and YI104 Child Information Report are sent to PP specialists on the fifth of each month. The virtual monthly meeting is held on the second Friday of the month for specialists to join and discuss these children. Guardianship questions will be embedded into the adoption criteria staffing node within KIDS when the barrier tracking update is completed. The PP, Adoption, and the Resource specialists will review the questions during the adoption criteria staffing to determine the

best permanency goal for the child. In previous reports, the release date was estimated to occur in June 2021. Due to multiple glitches within the update release, the newly estimated release for the adoption node updates is now September 2021. Creating all of the KIDS updates related to adoptions is extensive.

Conclusion

The COVID-19 pandemic caused permanency delays across the state for all children in out-of-home care. The delays can be seen in adoption and reunification efforts. The impact is detailed in the ***Impacts of the COVID-19 Pandemic on Permanency Measures*** data analysis completed for this Semi-Annual Report. Across the state, OKDHS saw a significant decrease in the number of children entering TA. In the 12 months prior to the COVID-19 pandemic, 16 percent of the population served entered into TA; however, in the 12 months following, it dropped to 12 percent of the served population. This is a change of almost 4 percent of children entering TA in the year and a monthly average of 50 less children. The number of children entering TA dropped significantly from September 2020 – January 2021. During this time, Oklahoma was hit hard with positive cases from the COVID-19 pandemic. There was difficulty related to court hearing continuances and jury trials for terminating parental rights, all due to the COVID-19 pandemic. Prior to the COVID-19 pandemic, an average of 165 children exited through adoption each month. Over the past year, this average dropped to 118 children per month and in the most recent two months, the average is 112 children. While the children staffed in ATAT are already legally-free, these children are still impacted by court delays related to adoption finalizations. During the heightened months of the COVID-19 pandemic, it was difficult for an adoption finalization date to be set. Many court hearings are required by law to occur within a defined time frame; however, this requirement does not apply to adoption finalization hearings. Courts struggled in remaining open, working with limited staff, and prioritizing which hearings to set. The results of this can be seen in Section 2, Table 6.5-4 that shows the number of adoptions finalized and the number of children legally-free prior to and during the COVID-19 pandemic.

Rate of Adoption for Legally-Free Children			
Reporting Period	# Finalized	# Legally-Free	% Timely
4/1/19-3/31/20	1596	2129	75.0%
10/1/19-9/30/20	1525	2084	73.2%
4/1/20-3/31/21	1352	1915	70.6%
Data Source: Measure 6.5; Run Date: 4/27/20, 6/10/26/20, & 6/14/21			

Section 2, Table 6.5-4

Despite all of this, the embedded ATAT process has made a positive impact to keep the adoption process moving for children. CWS believes that while the time to reach permanency increased due to the COVID-19 pandemic, the ATAT process prevented that timeframe from growing exponentially.

6.1: Rate of Permanency for Legally-Free Children with No Adoptive Placement

Operational Question
Of children who were legally-free but not living in an adoptive placement as of 1/10/2014, what number of children exited care to a permanent placement?

Data Source and Definitions
All children who were legally-free for adoption as of 1/10/2014 and did not have an identified adoptive family with the percentage who have since achieved permanency, either through adoption, guardianship, or reunification, are reported in Measure 6.1. The target for this measure is that 90.0 percent of the children age 0-12 years, and 80.0 percent of the children age 13+ years will achieve permanency. "Legally-free" means there is a parental rights termination date reported to Adoption and Foster Care Analysis Reporting System (AFCARS) for both mother and father or for one parent when the child was previously adopted by a single parent. In the KIDS system, these children are classified as "Quad 2" children, indicating that these children are legally-free and have no identified adoptive placement.

Description of Denominator and Numerator for this reporting period

Denominator: All Quad 2 children with a case plan goal of adoption as of 1/10/2014.
**Numerator:**   The number of Quad 2 children with a case plan goal of adoption who achieved permanency.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Cohort Baseline 1/10/2014				292 Children
1/10/2014 – 6/30/2014	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	8	207	3.9%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	1	85	1.2%
7/01/2014 – 12/31/2014	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	47	207	22.7%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	8	85	9.4%
1/01/2015 – 6/30/2015	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	78	207	37.7%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	17	85	20.0%
7/01/2015 – 12/31/2015	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	119	207	57.5%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	23	85	27.1%
1/01/2016 – 6/30/2016	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	137	207	66.2%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	32	85	37.6%
7/01/2016 – 12/31/2016	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	156	207	75.4%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	34	85	40.0%
1/01/2017 – 6/30/2017	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	162	207	78.3%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	37	85	43.5%
7/01/2017 – 12/31/2017	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	167	207	80.7%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	39	85	45.9%
1/01/2018 – 6/30/2018	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	171	207	82.6%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	39	85	45.9%
7/01/2018 – 12/31/2018	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	174	207	84.1%
	All Quad 2 children age 13 or older as of 1/10/2014 with a case plan goal of adoption	42	85	49.4%

1/01/2019 – 6/30/2019	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	176	207	85.0%
7/01/2019 – 12/31/2019	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	178	207	86.0%
1/01/2020 – 6/30/2020	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	181	207	87.4%
7/01/2020 – 12/31/2020	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	182	207	87.9%
1/01/2021 – 6/30/2021	All Quad 2 children age 0-12 as of 1/10/2014 with a case plan goal of adoption	182	207	87.9%
Target		90.0% (Age 0-12)		80.0% (Age 13+)

Section 2, Table 6.1-1
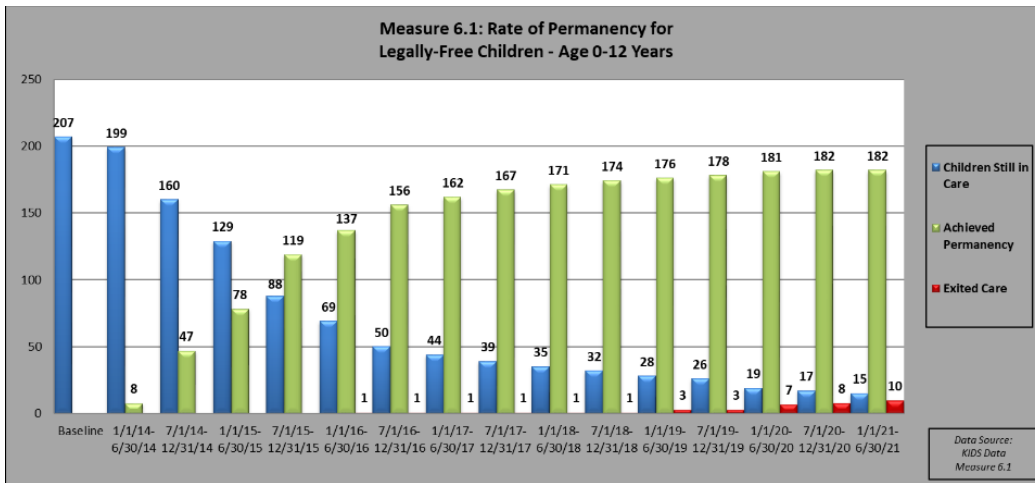
Section 2, Graph 6.1-1
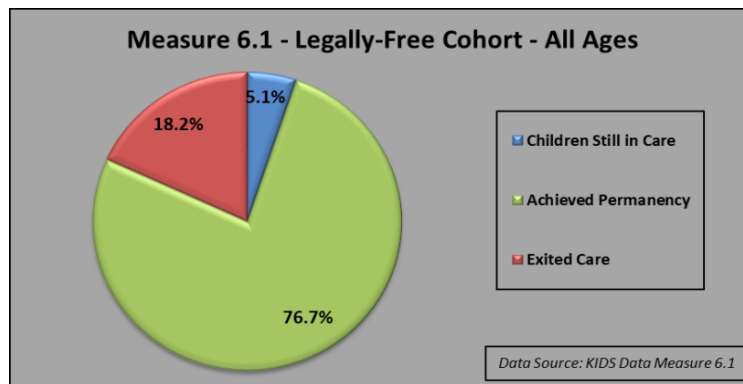
Section 2, Chart 6.1-1

Data Commentary

Of the 292 children in the original cohort from 1/10/2014, a total of 224 children or 76.7 percent achieved permanency, 53 children or 18.2 percent left out-of-home care to non-permanent exits, and 15 children or 5.1 percent remain in out-of-home care, as seen in Section 2, Chart 6.1-1.

As of 6/30/2021, for the cohort of 207 children age 0-12, who were legally-free without an identified placement, 182 or 87.9 percent reached permanency, as seen in Section 2, Graph 6.1-1. Of those remaining in out-of-home care, 14 youth have a case plan goal (CPG) of adoption, and one youth has a CPG of return to own home.

During this reporting period, zero youth from the cohort achieved permanency. Two youth from the baseline cohort left out-of-home care via emancipation at age 18:

- One youth transitioned into a relative's home on their 18th birthday.
- One youth was Missing from Care (MFC) for 22 months at the time of their 18th birthday.

Reporting Period Progress

Child Welfare Services (CWS) Youth Transition Services (YTS) works with youth across the state, engaging in a variety of child-focused permanency efforts customized for children or youth, utilizing the evidence-based Wendy's Wonderful Kids (WWK) model. Working with young people to build connections as a conduit to permanency can be a lengthy process. The data for this reporting period is the first since the COVID-19 pandemic began that YTS experienced a decline in achieving permanency for the 6.1 cohort. The youth in this cohort face a number of complex barriers to permanency including developmental disabilities, longer and more frequent inpatient stays, and complex mental health diagnoses. At the onset of the COVID-19 pandemic, YTS staff was learning the WWK model and general recruitment efforts were being trimmed. At the same time, there was a shift to telework, virtual visits with youth, and general disruptions for both child welfare (CW) staff and youth in out-of-home care. A combination of these factors created impediments to permanency for these youth that could not be overcome during this reporting period. Moving forward to the next reporting period, YTS anticipates three of the remaining 15 youth in the 6.1 cohort will achieve permanency.

Permanency efforts undertaken within the WWK model include diligent search and case record review, network building, child-specific recruitment planning, building a strong relationship with children and youth, and assessment of adoption readiness for both the child and any identified families. Given the identified barriers in the above 6.1 Data Commentary, YTS will focus on helping youth understand the importance of permanency, the long-term impact permanency will have on their life, and how to live within a family unit using the YTS booklet and WWK tools. YTS specialists continue discussions with kin and positive adult connections about barriers to providing permanency. These intentional and customized team conversations with relatives and kinship families attempt to barrier-bust hesitancy articulated by families and explore other family who may provide legal permanency. Other ongoing efforts discussed previously and implemented during this reporting period include:

- ongoing skill development and knowledge for working with older youth;
- ongoing use of the *Let's Talk* booklet with older youth regardless of CPG; and
- further expansion of YTS' work to include all select cases where YTS carries primary assignment.

For State Fiscal Year (SFY) 2021, 3 percent of children and youth who experienced a finalized adoption were authorized with a source of statewide family staffing (SWS); one of these finalizations was a sibling group of seven. This number is an increase from the two previous years, 1.7 percent SFY 2020 and 2 percent in SFY 2019. During this reporting period, an average of 48 non-unique "adoption only" families were presented at SWS.

As YTS works within the WWK model, CWS continues scaling back generalized recruitment efforts. Internal and community partnerships illuminate permanency possibilities for children and youth in out-of-home care partnerships, including a number of inquiries on youth publicly featured on partner websites. These account for less than 1 percent of finalized adoptions.

- Oklahoma Heart Gallery activities and online presence: Photography and videography of children was limited due to the COVID-19 pandemic restrictions; however, through creative measures, this partnership videoed 23 new children and youth during this reporting period.
- AdoptUSKids.org (AUSK): YTS staff registered 31 additional children and youth during this reporting period.
- Raise the Future (formerly The Adoption Exchange): During this period, YTS listed 37 new children on Raise the Future, and re-listed 70 children.
- News Media features:
  > a) KFOR, Oklahoma City station, videoed and featured 10 children during this reporting period, and added six re-features.
  > b) KTUL, Tulsa station, has not featured any children since the COVID-19 pandemic began.

c) KSWO, Lawton station, did not video or feature any new children during this reporting period.

From January – June 2021, the Foster Care and Adoption Support Center reported receiving 2,197 inquiries. The Referral Source was specified on 1,031 or 46.93 percent of inquiries. The inquiry numbers for this reporting period are on par with those reported for the January – June 2020 period, which totaled 2,146. The numbers for Inquiry Channel, Specified Interest, and Referral Source are represented in Section 2, Table 6.1-2.

Inquiry Channel			Referral Source		
Internet	1805	82.16%	Other	252	24.44%
Hotline	194	8.83%	Friend	133	12.90%
AdoptUSKids	94	4.28%	Faith Based	77	7.47%
OKBenefits App	65	2.96%	Facebook	75	7.27%
Email	18	0.82%	Adopt US Kids	69	6.69%
Be a Neighbor Website	15	0.68%	Internet	65	6.30%
Direct Phone	5	0.23%	Foster Parent	59	5.72%
TFC/ITFC Recruitment Event	1	0.05%	Relative	58	5.63%
Total	2197		TV	53	5.14%
Specified Interest			Adoptive Parent	43	4.17%
Resource Parent	764	34.77%	OKDHS Employee/Website	36	3.49%
Adoption	758	34.50%	OK Benefits	30	2.91%
Fostering	660	30.04%	Life Church	23	2.23%
Kinship	9	0.41%	OK Fosters Website	17	1.65%
Other	4	0.18%	Billboard	12	1.16%
Respite	2	0.09%	One Church	7	0.68%
DDSD	0	0.00%	OKDHS Recruiter	7	0.68%
TFC	0	0.00%	Informational Meeting	6	0.58%
OK Fosters	0	0.00%	Be a Neighbor	6	0.58%
ITFC	0	0.00%	Radio	3	0.29%
			Private Recruiter	0	0.00%
			Total	**1031**	100.00%

Table 6.1-2

The YTS Quad 2 Adoption Timeliness Accountability Team (ATAT) process continues to be a primary strategy in assisting CW staff achieve permanency for children and youth. Participants include both YTS and Permanency Planning staff assigned to the case, their supervisors, regional managers or district directors, and any resource or other partners involved, specific to the child or youth. Quad 2 ATAT phone calls for each child or youth take place every other month, with some flexibility. Older youth may be reviewed more frequently and children or youth with an impending permanency plan are staffed monthly to ensure action steps are completed. Due to the COVID-19 pandemic, new barriers arose, and some tasks were paused, but ongoing review helps CW staff process through barriers. To ensure efforts remain under strict scrutiny, a monthly update from each YTS supervisor and Quad 2 ATAT information are synthesized into one report for full review by YTS leadership. Another function of these phone calls is to help track the WWK work and progress on these children and youth. The program field representative (PFR) ensures that WWK efforts on these children and youth are a priority by following up on established target dates and due dates. Progress is made through ongoing follow-up on action steps and assigned tasks for other children to eliminate barriers, as well as through support from other programs.

During this reporting period, CWS staffed a total of 30 children and youth via the Quad 2 ATAT process. Of those 30 children and youth, 17 were from the 6.1 baseline cohort, four experienced adoption disruptions over the previous six months, and six were slated for discharge from a non-Oklahoma Human Services (OKDHS) facility. Three children were added as a special request. As the circumstances of the children in the disruption cohort and non-OKDHS facility cohort change, they may be removed from being staffed via this process. Overall, 22 children are currently on the list for Quad 2 ATAT staffing.

This reporting period marks one full year in which YTS carried assignment of all youth with a goal of planned alternative permanent placement (PAPP). YTS staff received training on Oklahoma Successful Adulthood (OKSA) and the ongoing in-house OKDHS trainings to support permanency efforts for youth with this CPG. Additionally, YTS staff participate in the regional multidisciplinary team (MDT) staffing for youth with a PAPP goal as an additional effort to identify permanency pathways, pinpoint and maneuver around barriers, and navigate the chaos the COVID-19 pandemic brought into their lives. Within the WWK model, direct practice work with youth includes helping them understand the importance of permanency; the long-term impact permanency will have on their life; and how to live within a family unit through use of the new YTS booklet and WWK tools, as well as permanent connections group meetings.

Due to the increase in MDT meetings, which include the 6.4 cohort, some MDT and Quad 2 ATAT calls were combined to prevent duplicate staffings, and no additional youth were added to the ATAT list due to a disruption. Of those youth who experienced a disruption, four met some parameter for an MDT staffing and were not included in the ATAT staffing process.

YTS staff use KIDS data reports on a daily basis to identify and track youth who meet criteria for various staffing processes including, but not limited to Quad 2 ATAT, 6.4 cohort, and youth with the CPG of PAPP. The YTS field administrator ensures the daily reports accurately reflect the youth in each designated staffing process. The YTS field administrator also ensures that YTS workload assignments are distributed to YTS staff in a manner to best meet the needs of the assigned youth.

This reporting period included two permanent connections meetings (PCMs) held by YTS staff in collaboration with the National Resource Center for Youth Services. Moving forward, due to the increase of YTS primary case assignments and expanded roles, two YTS teams will take the lead on a statewide virtual PCM, which is anticipated to be held in the next reporting period. This statewide meeting will be held via Zoom with youth, CW specialists, and group home staff, and include games, competition for prizes, an encouraging keynote speaker, an informational segment, and an educational element. Discussion topics include the importance of building long-term positive connections with compassionate adults, developing goals with those connections, and the ability to maintain connections that provide supports for the youth while learning independent living skills.

Personnel
During this reporting period, YTS lost three CW specialists. One through transfer to another program, and two resigned from OKDHS. One vacancy was filled and two are in pending status.

The YTS total staff capacity is one field administrator, one programs PFR, eight CW specialist IVs, seven CW specialist IIIs, and 36 full-time CW specialist I and IIs. YTS also has administrative staff consisting of one administrative assistant II, one part-time staff person who serves as statewide internet liaison, and one part-time person who is statewide staffing coordinator for a total of 56 staff. Each of the eight full-time YTS CW specialist IV supervisors supports a team of four to six staff. YTS continues to have one team without a CW specialist III; therefore, this team extends offers of additional duties to select CW specialist II staff that want to build leadership capacity. YTS currently has no staff on graduated caseloads, and during the majority of this reporting period, all staff met workload standards.

As part of the onboarding process and to aid with retention, all new YTS staff complete the National Training Institute Adoption Competency and Mental Health training through the Center of Adoption Services and Education. In addition, YTS management developed an ***Onboarding Checklist for Adoption Transition Services*** for new staff to navigate visits at

a variety of placement types, and includes online training webinars created by AdoptUSKids. Since the COVID-19 pandemic, YTS staff are also required to attend virtual WWK training.

Support

In previous reporting periods, CWS revamped the process to triage children and youth for involvement with the mental health consultant (MHC) team, and created a process to involve the Education Services and Developmental Disabilities Program staff in the disclosure process for children and youth with higher-level needs. During this reporting period, CW specialists requested MHC attendance at 30 disclosures for children and youth meeting the parameters discussed in the 6.6 Trial Adoption Disruptions section of this Semi-Annual Report; MHCs attended 23 of these disclosures. The MHCs conducted disclosure follow-up calls with the family on four of the seven not attended. Additionally, the Dave Thomas Foundation for Adoption staff is a constant, daily support to YTS staff in maintaining fidelity to the WWK model. Oklahoma's grant manager has direct, regular contact with YTS specialists, supervisors, program staff, and the administrator.

YTS staff participated in two full-day staff development meetings on 3/31/2021 and 6/30/2021. The meetings trained on improving efficiency of general recruitment efforts, OKSA protocol and policy, new OKDHS processes, and improving documentation of monthly visitation. YTS staff also participated in monthly adoption trainings along with Resource specialists who work with non-identified families, as an effort to ensure staff are apprised of new processes and protocol to support and preserve Quad 2 adoptive placements. The presented material informs discussions with foster and adoptive families about realistic expectations of the adoption process, trauma-focused approaches to parenting/discipline, and bonding and attachment during those early days of trial adoptive placement.

Conclusion

In past reports, YTS claimed itself to rely on data as a measure of programmatic health. While an evaluation of data during this reporting period does not necessitate course correction, it does, however, require a heightened focus on identifying and overcoming barriers to assist young people in their customized path to permanency. As YTS continues to evolve to meet more of the needs of children and youth in out-of-home care, its growth continues. With the lessening of COVID-19 pandemic restrictions and adjustment to a "new normal," the impact of YTS's child-focused approach to advocacy will continue to be seen across the 6.1 cohort and with children and youth assigned to YTS staff, regardless of CPG or Quad designation.

YTS strives to find effective ways to support staff and achieve permanency for children and youth. Primary next steps include:
- Re-engagement with staff at in-person meetings and trainings;
- Revisit Dr. Paul Shawler's training *The Promise of Adolescence* with all YTS staff, particularly those working with youth with delinquent charges;
- Explore trainings available for staff working with children and youth with major mental health diagnoses;
- Continue CW staff development for supervisors and staff working with youth with a PAPP goal, staff carrying primary assignments, and staff working with adoption hesitant youth; and
- Continue the process of streamlining the child profile update and WWK assessments.

6.6: Trial Adoption Disruptions

Operational Question

Of all children who entered trial adoptive placements during the previous 12-month period, what percent of adoptions did not disrupt over a 12-month period?

Data Source and Definitions

A trial adoption (TA) placement is defined as the time between when a child is placed into an adoptive placement until the adoption is legally finalized. A trial adoption disruption is defined as the interruption of an adoption after the child's

placement and before the adoption finalization.

## Description of Denominator and Numerator for this reporting period

Denominator: Number of children that entered trial adoption from 4/1/2019 – 3/31/2019.

Numerator: Number of children that entered trial adoption from 4/1/2019 – 3/31/2020 **and** the trial adoption did not disrupt within 12 months.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children who entered TA from 10/1/2010 – 9/30/2011			97.1%
10/1/2012 – 9/30/2013	All children who entered TA from 10/1/2011 – 9/30/2012	1,433	1,489	96.2%
4/1/2013 – 3/31/2014	All children who entered TA from 4/1/2012 – 3/31/2013	1,366	1,417	96.4%
10/1/2013 – 9/30/2014	All children who entered TA from 10/1/2012 – 9/30/2013	1,195	1,239	96.4%
4/1/2014 – 3/31/2015	All children who entered TA from 4/1/2013 – 3/31/2014	1,252	1,297	96.5%
10/1/2014 – 9/30/2015	All children who entered TA from 10/1/2013 – 9/30/2014	1,477	1,549	95.4%
4/1/2015 – 3/31/2016	All children who entered TA from 4/1/2014 – 3/31/2015	1,938	2,020	95.9%
10/1/2015 – 9/30/2016	All children who entered TA from 10/1/2014 – 9/30/2015	2,138	2,189	97.7%
4/1/2016 – 3/31/2017	All children who entered TA from 4/1/2015 – 3/31/2016	2,337	2,403	97.3%
10/1/2016 – 9/30/2017	All children who entered TA from 10/1/2015 – 9/30/2016	2,413	2,513	96.0%
4/1/2017 – 3/31/2018	All children who entered TA from 4/1/2016 – 3/31/2017	2,511	2,615	96.0%
10/1/2017 – 9/30/2018	All children who entered TA from 10/1/2016 – 9/30/2017	2,437	2,516	96.9%
4/1/2018 – 3/31/2019	All children who entered TA from 4/1/2017 – 3/31/2018	2,206	2,276	96.9%
10/1/2018 – 9/30/2019	All children who entered TA from 10/1/2017 – 9/30/2018	2,162	2,235	96.7%
4/1/2019 – 3/31/2020	All children who entered TA from 4/1/2018 – 3/31/2019	2,127	2,196	96.9%
10/1/2019 – 9/30/2020	All children who entered TA from 10/1/2018 – 9/30/2019	2,044	2,118	96.5%
4/1/2020 – 3/31/2021	All children who entered TA from 4/1/2019 – 3/31/2020	1,940	2,017	96.2%
Target				97.3%

Section 2, Table 6.6-1
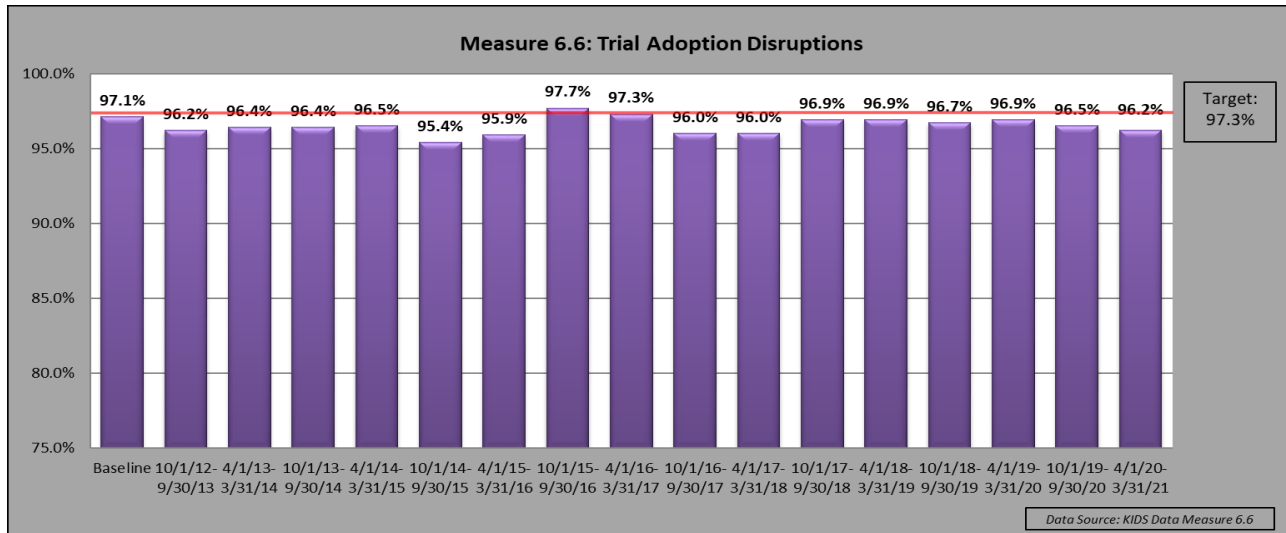
Section 2, Graph 6.6-1

Data Commentary

Child Welfare Services (CWS) performance on this measure slightly decreased by 0.3 percent for this reporting period with 2,017 children entering into TA and 1,940 or 96.2 percent not experiencing a disruption while in TA placement.

Section 2, Table 6.6-2 shows the breakdown of identified placement and non-identified placement children with a disruption during this reporting period.

Trial Adoption Disruptions						
Relationship of Adopting Placement	# of Disrupted Cases	Total Cases	% Disrupted	# of Kids Disrupted	Total Kids	% Disrupted
ID Placement	39	1267	3.1%	47	1903	2.5%
Non-ID Placement	27	80	33.8%	30	114	26.3%
Total	**66**	**1347**	**4.9%**	**77**	**2017**	**3.8%**
					Data Source: Measure 6.6; Run Date: 6/10/21	
*ID Placement includes relationships of Non-Relative Foster Parent, Relative Foster Parent, and Relative Not Receiving Foster Care Payment. Non ID Placement is Other Non- Relative (highlighted pink on report detail) *Two families are counted in both relationships for case types as they had children from ID and Non-ID adoptions.*						

Section 2, Table 6.6-2

Of children placed with an identified adoptive placement, 47 of 1,903 children experienced a TA disruption and 30 of 114 children placed with a non-identified adoptive placement experienced a disruption. Additional factors contribute to the higher disruption rate in the non-identified resource homes, such as these children are older, possibly have increased special needs, and are placed with families with no previously established relationship with the children. CWS continues to seek ways to better support these families.

Reporting Period Progress

The CWS adoption disruptions strategy lead and the Youth Transition Services (YTS) program field representative (PFR) worked continuously to review Quad 2 adoption disruptions and determine where additional assistance and training is needed for child welfare (CW) field specialists. The adoption disruption expanded strategies and activities were implemented between March – July 2020. A focus group is working on development of the Adoptive Parent Handbook which is the only expanded strategy activity remaining to be completed. The expanded strategies are still relatively new; however, COVID-19 played a large role in the delay of initiating timely services and providing the desired support to families and children in TA. This resulted in the slight 0.3 percent decrease in performance.

The top reasons for adoption disruptions remain the same for Quad 2 children, which are "Caregiver Request" or "Caregiver Cannot Meet the Child's Behavioral/Emotional needs." CWS is aware of the contributing factors for disruption and works together as a team consisting of YTS, Non-ID Resource specialist, and Permanency Planning to support the family and the child through the adoption process. Having the right adoption-competent service providers in place from the beginning is also vital to the family's and child's success. The CWS team maintains regular communication with each other to discuss the case and any signs of struggle. CWS works persistently to embed the new expanded strategies and activities into daily case practice. The strategy lead and the YTS PFR continue to advise staff in the field on the importance of the expanded strategies and activities through their monthly virtual office hours.

The YTS PFR continues to review all Quad 2 children who disrupt from the adoptive placement. In July 2021, the YTS PFR will begin to review successful Quad 2 adoptions. The strategy lead and the YTS PFR will look for trends that lead to successful adoptions and incorporate this information into further training for CW field staff.

Mental Health Consultants (MHCs)
The MHCs continue to attend adoption disclosures based on the following parameters:
- children with multiple removals of three or more;
- children who experienced a previous disruption or dissolution;
- children with 10 or more placements;
- all Quad 2 baseline children; and
- children with two or more diagnoses.

From January – June 2021, 30 children met the parameters for a MHC to attend the adoption disclosure. The MHCs were unable to attend seven of those disclosures. Of the seven disclosures the MHCs missed, the MHCs completed follow-up phone calls with four of those families to discuss any questions. The Post-Adoptions Services field service workers were able to attend all 30 adoption disclosures. Not all children fall into the above parameters and an MHC is not requested to attend those adoption disclosures. On these cases, the strategy lead encourages the Non-ID Resource specialist to contact the regional MHC when the family has any questions or concerns after the adoption disclosure. While it is not feasible for the MHCs to attend every adoption disclosure because of time constraints, the MHCs are always willing to consult on any specific case or issue.

Training and Support
The strategy lead and YTS PFR continue to educate and support CW field specialists through trainings and virtual office hours. The monthly training listed was conducted thus far in 2021.

DATE	TOPIC	PRESENTERS
January 12, 2021	- Question and Answer over the previous year's training - Discussion on learning styles - Discussion on where specialists need more training	Ashley Hairod, PFR
February 9, 2021	- Enhanced Foster Care - Question and Answer over Adoptive Family Service Plan (AFSP) - Adoption Disruptions vs Declines	Maegan Wiss, Program Administrator Tracy Chaufty, PFR Ashley Hairod, PFR
March 9, 2021	- Resource Family Packets - Question and Answer over Adoption Disclosures	Tracy Chaufty, PFR Ashley Hairod, PFR
April 13, 2021	- Examples AFSP - Adoption Disruption Case Review Checklist	Tracy Chaufty, PFR Ashley Hairod, PFR
May 11, 2021	Trial Adoption Planning Call	Tracy Chaufty, PFR

		Question and Answer over Preparing for Adoption Disclosure	Ashley Hairod, PFR
June 8, 2021	•	Family Expectations and Child with Trauma	Tracy Chaufty, PFR Ashley Hairod, PFR

CW specialists guided the training topics throughout this reporting period by requesting additional training in areas of need. In January 2021, YTS staff and Non-ID Resource specialist staff reported the best way that they learn is through open discussion and question and answers on scenarios. During the last three months, CW specialists held incredible discussions regarding adoption disclosures, as well as the hard conversations with families about services and the Adoptive Family Service Plan. Through those discussions, it was evident that the trainings are helping CW specialists build skills needed to be successful in the field. YTS staff and Non-ID Resource specialist staff received training from the strategy lead and PFR who also conducted question and answer follow-ups to ensure the CW specialists had a thorough understanding of all new processes. Initially, the monthly trainings were critical as YTS staff and Non-ID Resource specialist staff implemented the new processes, and the trainings helped to keep it fresh in the CW specialists' minds. The strategy lead, field managers, and CW supervisors observed staff building additional skills, and training was moved to every other month starting 7/1/2021. While training will be every other month, the strategy lead and the YTS PFR will continue to hold monthly virtual office hours where YTS and Non-ID Resource specialists can join to ask questions related to any training topics or case-specific questions for education and support.

Adoption Disclosure Brochure
Adoption disclosures can be overwhelming for even the most prepared individual. The strategy lead partnered with the Statewide Coordinator for Adoption Preservation to create a brochure that will be sent to adoptive families once they are authorized for a child. The brochure, *Adoption Disclosure: What Should I Expect?*, is not complete yet and is still in the draft phase. The brochure was sent to Oklahoma Human Services (OKDHS) Design Services for approval. The brochure's goal is to explain to the family what an adoption disclosure is, the importance of the disclosure, what to expect, and how to prepare.

Adoptive Parent Handbook
In April 2021, a focus group was created including CW field specialists, the strategy lead, the YTS PFR, Post-Adoptions Services, and the Statewide Coordinator for Adoption Preservation. The focus group was created to develop a new and updated Adoptive Parent Handbook that will be interactive for adoptive families. The vision is to fashion a book that not only has information about resources and contact information for Post-Adoptions Services, but also includes information on attachment through the adoption process, trauma triggers with timelines a family can record and refer back to, how to find support groups, how to create support groups, and more. The handbook will be interactive and the family will be able to write down questions, feelings, thoughts, and track experiences to reflect back on in difficult times to remember why the adoptive child or youth is expressing behaviors in a certain way or time. Currently, the focus group is creating the handbook's potential sections. The next meeting is scheduled for July 2021, at which time the group plans to begin piecing the sections together.

National Training and Development Curriculum (NTDC)
The NTDC pilot is currently in year three of the five-year pilot. CWS is excited to participate in this project to help potentially shape a cutting edge, trauma-based curriculum for foster and adoptive parents. The NTDC trainings are currently in-person trainings. CWS is looking forward to seeing the outcomes from families attending the NTDC training and their preparedness for foster and adoptive placements. During this pilot, Spaulding presented Oklahoma and other pilot sites with an additional opportunity and evaluation they would like to conduct. NTDC has built in "right time" trainings for families following completion of the pre-service training and upon approval. Once the pilot is completed and the NTDC training is available nationwide, the "right time" training can be accessed by foster and adoptive parents at any point. These trainings can be viewed on either a computer or a smartphone/tablet. The topics are related to situations or issues a family may see during placement and offers educational support to families.

Impact of COVID-19 Pandemic

In the beginning of this reporting period, face-to-face visits continued to be a challenge for adoptive pre-placement visits for children and families. Many times the only possible way to conduct visitations between children and families were virtually. That condition is not ideal for creating a solid foundation to begin the attachment process for families and children moving into adoption. Services and supports remained delayed throughout this reporting period and the platform for services is ever changing as well. Longer waiting periods from service providers continue to be experienced. Virtual platforms are still available to assist in providing mental health services to families and children. While this is beneficial for many families, it is not always the best course of action for Quad 2 children and families navigating new relationships and developing attachments. Crisis intervention when needed is a struggle due to COVID-19 restrictions. The COVID-19 pandemic is an enormous stressor to families. Things are constantly changing, and trying to build connections and attachment as a new family during this time is difficult. All of the constant changes impact jobs and families and affect everyone differently. Even a year after the COVID-19 pandemic first began, the barriers that families and children are navigating on a daily basis while trying to develop healthy attachments with each other are still present. CWS is working closely with families, children, and mental health providers to navigate these continued stressful times and to assist in any way possible.

Conclusion

The number of children in out-of-home care continues to decrease. Due to an increase in children reaching permanency through reunification and guardianship, fewer children reached permanency through adoption. The number of children that disrupted over the previous reporting periods remained relatively the same. This can be seen as an increase in the number of disruptions because of fewer children reaching permanency by means of adoption. The expanded strategies for adoption disruptions are applied and discussed regularly. Wendy's Wonderful Kids is fully implemented and CWS is working diligently to create connections for Quad 2 children with the intent of producing a successful permanency option for the children through adoption. The strategy lead will continue to observe and monitor the expanded strategies to determine effectiveness and areas of self-correction needed. The expanded strategies were fully implemented and CWS is now in the monitoring stage of expanded strategies to determine the effectiveness. Over time, CWS expects a decrease in adoption disruptions as the new strategies are fully embedded in practice. Adoption competency continues to be in the forefront of conversations held with services providers by CW specialists and adoptive families.

6.7: Adoption Dissolutions

Operational Question

Of all children whose adoptions were finalized over a 24-month period, what percentage of those children did not experience dissolution within 24 months of finalization?

Data Source and Definitions

A finalized adoption is defined as the legal consummation of an adoption. Adoption dissolution is defined as the act of ending an adoption by a court order terminating the legal relationship between the child and the adoptive parent. This term applies only after finalization of the adoption.

Description of Denominator and Numerator for this reporting period

Denominator: All children who had a legalized adoption during the 24 months ending 3/31/2019.

Numerator: All children who had a legalized adoption during the 24 months ending 3/31/2019 that did not dissolve in less than 24 months.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011 – 9/30/2012	All children with a legalized adoption from 10/1/2008 - 9/30/2010			99.0%
10/1/2012 – 9/30/2013	All children with a legalized adoption from 10/1/2009 - 9/30/2011	2,969	2,979	99.7%

4/1/2013 – 3/31/2014	All children with a legalized adoption from 4/1/2010 - 3/31/2012	3,055	3,063	99.7%
10/1/2013 – 9/30/2014	All children with a legalized adoption from 10/1/2010 - 9/30/2012	2,856	2,865	99.7%
4/1/2014 – 3/31/2015	All children with a legalized adoption from 4/1/2011 - 3/31/2013	2,945	2,950	99.8%
10/1/2014 – 9/30/2015	All children with a legalized adoption from 10/1/2011 - 9/30/2013	2,846	2,849	99.9%
4/1/2015 – 3/31/2016	All children with a legalized adoption from 4/1/2012 - 3/31/2014	2,697	2,702	99.8%
10/1/2015 – 9/30/2016	All children with a legalized adoption from 10/1/2012 - 9/30/2014	2,737	2,741	99.9%
4/1/2016 – 3/31/2017	All children with a legalized adoption from 4/1/2013 - 3/31/2015	3,086	3,093	99.8%
10/1/2016 – 9/30/2017	All children with a legalized adoption from 10/1/2013 - 9/30/2015	3,647	3,655	99.8%
4/1/2017 – 3/31/2018	All children with a legalized adoption from 4/1/2014 - 3/31/2016	4,312	4,317	99.9%
10/1/2017 – 9/30/2018	All children with a legalized adoption from 10/1/2014 - 9/30/2016	4,721	4,727	99.9%
4/1/2018 – 3/31/2019	All children with a legalized adoption from 4/1/2015 - 3/31/2017	5,035	5,041	99.9%
10/1/2018 – 9/30/2019	All children with a legalized adoption from 10/1/2015 - 9/30/2017	5,109	5,119	99.8%
4/1/2019 – 3/31/2020	All children with a legalized adoption from 4/1/2016 - 3/31/2018	5,025	5,036	99.8%
10/1/2019 – 9/30/2020	All children with a legalized adoption from 10/1/2016 - 9/30/2018	4,836	4,849	99.7%
4/1/2020 – 3/31/2021	All children with a legalized adoption from 4/1/2017 - 3/31/2019	4,637	4,647	99.8%
Target				99.0%

Section 2, Table 6.7-1
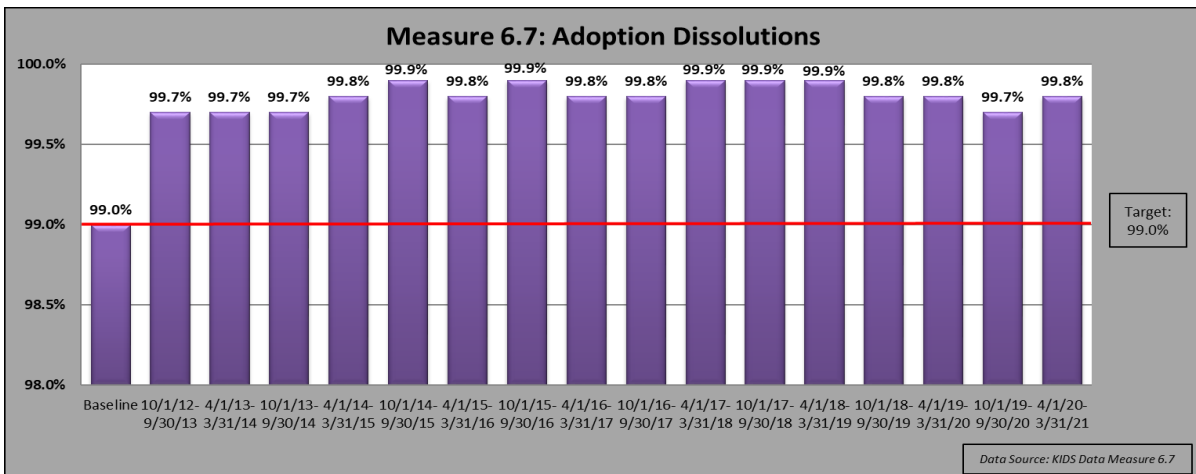
Section 2, Graph 6.7-1

Data Commentary

Child Welfare Services (CWS) continued to exceed the goal of a 99.0 percent success rate for adoption stability with less than 0.2 percent in dissolutions. There were 4,647 children with a legalized adoption during the 24 months ending 3/31/2019 and 4,637 or 99.8 percent of those adoptions did not dissolve within 24 months. CWS has exceeded the Pinnacle target since reporting began.

Reporting Period Progress

CWS put forth every effort to ensure families' needs are met and that they have access to specialists in each program area. In an effort to further support post-adoptive families, Post-Adoptions Services began a continuum assessment in December 2020 with the Quality Improvement Center for the Adoption and Guardianship Support and Preservation (QIC-AG). QIC-AG's goal is to develop evidence-based models of support and interventions for child welfare (CW) systems to achieve long-term, stable permanency in adoptive and guardianship homes. This project's focus is to identify and implement interventions to address gaps in services and supports for post-adoptive families. Post-Adoptions Services has teamed with the Statewide Coordinator for Adoption Preservation on this QIC project to further develop and shape the role of Post-Adoption Services. One improvement is that Post-Adoptions Services will soon update its webpage. The redesigned and interactive webpage will allow parents to learn more about their child's mental health diagnoses and easily access Medicaid-approved service providers in their area. In tandem with QIC-AG, Post-Adoptions Services is providing a transparent look into effective practices and areas other states found to be successful. This project is expected to continue through September 2021.

Post-Adoptions Services is currently collaborating with Foster Care and Adoption programs to develop training for Resource and Adoption specialists. The first section of training will include an overview of the Post-Adoption Services program. The second section of training will be specific to Adoption specialists, supervisors, and field managers. The focus will be on adoption assistance applications, adoption assistance agreements, final case reviews, and transmittal of cases to Post-Adoptions Services.

Post-Adoption Services specialists no longer process all annual reviews manually as full automation was attained with the electronic annual reviews. Every family with an active e-mail address receives their review electronically. The electronic review mirrors the paper form and concludes with an optional parent survey. This electronic format is now the standard operation for obtaining yearly information from families and is a time saver. However, Post-Adoptions Services will continue to serve families who are not technology driven by providing a manual or paper annual review form by mail.

Engagement between Post-Adoptions Services and other CWS programs continues to be positive. For example, Post-Adoptions Services is witnessing greater internal collaboration with Child Protective Services (CPS) and consistently receives emails that support the needs of families. When an abuse or neglect report is screened out, CPS notifies Post-Adoptions Services, who in turn connects with the family to discuss any challenges or needs they may have.

Field service workers (FSWs) are available to families and are an integral part of Post-Adoptions Services. FSW work diligently to enhance stability and achieve family preservation and are responsive both reactively and proactively to serve families in crisis. Proactively, FSWs attend Adoption Disclosures and Family Team Meetings (FTMs), providing information about the Post-Adoptions Services program and what to expect post finalization.

Post-Adoptions Services continues to receive invitations to Adoption Disclosures, FTMs, Child Safety Meetings, and Multi-Disciplinary Team Meetings. FSWs also actively participate in the requested meetings to answer any questions the CW specialist and the prospective adoptive parents may have.

In a commitment to learning and improving for the children and families served, Post-Adoptions Services is embarking on an endeavor to receive ongoing trauma education and training. This training will further develop specialist skills, build competencies, and better equip specialists when responding to crisis situations that many families often experience. The Adoption Competency Series is offered to all Post-Adoptions Services staff by the Statewide Coordinator for Adoption

Preservation. The first training occurred in March 2021. The second meeting was held in May 2021 and the meetings will continue bi-monthly as ongoing education.

SECTION 3. Capacity Indicators

2.1: New Family Foster Care Homes

Operational Question
How many new foster homes, including foster family homes and supported foster homes were opened during State Fiscal Year (SFY) 2021?

Data Source and Definitions
Total count of new foster homes includes all foster family homes and supported foster homes by the month that the family assessment was approved using the agreed upon criteria. As of 7/1/2014, this measure does not include kinship, contracted foster care (CFC) homes, emergency foster care (EFC), shelter host homes (SHH), adoptive, or tribal foster homes.

Trends

Reporting Period	Population	Result	
SFY 2021 Baseline		2,106 Foster Homes open as of 7/1/2020	
7/1/2013 – 12/31/2013	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the first half of SFY 2014	346 Homes	763 Total Homes opened in SFY 2014
1/1/2014 – 6/30/2014	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the second half of SFY 2014	417 Homes	
7/1/2014 – 12/31/2014	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2015	409 Homes	780 Total Homes opened in SFY 2015
1/1/2015 – 6/30/2015	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2015	371 Homes	
7/1/2015 – 12/31/2015	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2016	387 Homes	1,080 Total Homes opened in SFY 2016
1/1/2016 – 6/30/2016	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2016	693 Homes	
7/1/2016 – 12/31/2016	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2017	431 Homes	884 Total Homes opened in SFY 2017
1/1/2017 – 6/30/2017	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2017	453 Homes	
7/1/2017 – 12/31/2017	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2018	365 Homes	728 Total

1/1/2018 – 6/30/2018	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2018	363 Homes	Homes opened in SFY 2018
7/1/2018 – 12/31/2018	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2019	366 Homes	810 Total Homes opened in SFY 2019
1/1/2019 – 6/30/2019	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2019	444 Homes	
7/1/2019 – 12/31/2019	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2020	410 Homes	832 Total Homes opened in SFY 2020
1/1/2020 – 6/30/2020	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2020	422 Homes	
7/1/2020 – 12/31/2020	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY 2021	339 Homes	720 Total Homes opened in SFY 2021
1/1/2021 – 6/30/2021	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY 2021	381 Homes	
Target		880 New Foster Homes opened by 6/30/2021	

Section 3, Table 2.1-1
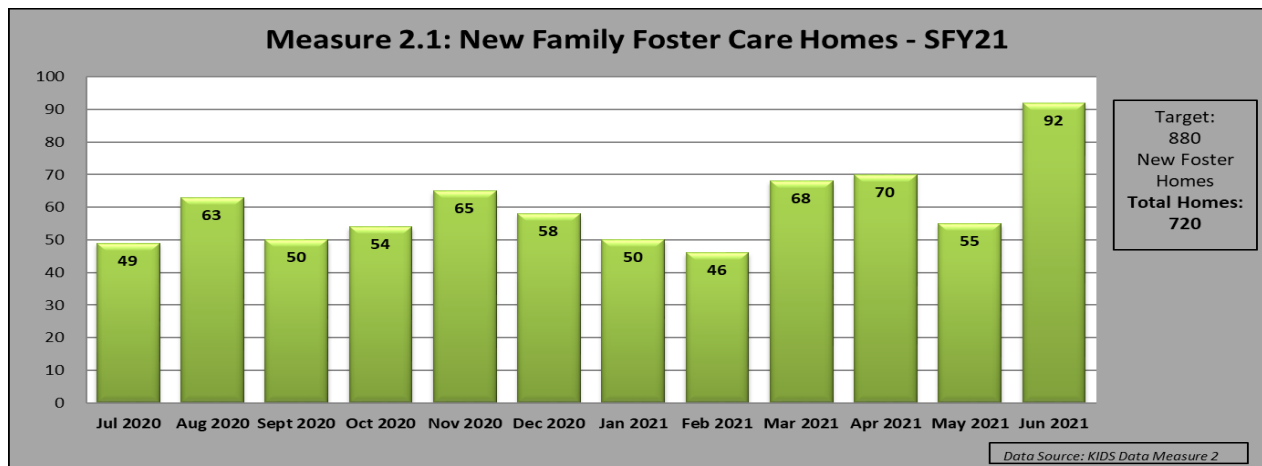
Section 3, Graph 2.1-1

Data Commentary

As of 6/30/2021, Child Welfare Services (CWS) opened 720 foster family homes and supported/resource family partner (RPF) homes were counted as new according to Pinnacle Plan criteria. The target for new homes by the end of SFY 2021 was 880 homes, of which CWS achieved 81.8 percent. As of 7/1/2020, 2,106 homes were open. During SFY 2021, 770 homes were opened and 844 homes were closed, leaving 2,032 homes open as of 6/30/2021 for a net loss of 74 homes. Net gain or loss only counts unique homes even though a resource family may provide more than one type of foster care. This measure also excludes any out-of-state foster homes or homes open to provide respite-only care. Homes that move out-of-state are included through the end of the current SFY, but will be excluded for the starting baseline for the next SFY.

Reporting Period Progress
Recruitment and Retention
The organizational structure remains the same with one Foster Care and Adoptions (FC&A) Recruitment field administrator providing leadership for 10 Recruitment units throughout the state. Each CWS Recruitment unit prepared a SFY 2021 recruitment plan that was updated quarterly with the final update provided in July 2021. These plans focused on ways to increase the number of resource homes available to accept, but not limited to, children with special behavior or medical considerations, sibling groups, and teens. In the updates, Recruitment supervisors and staff provided information on each completed activity and outcomes. Each unit carried out both recruitment and retention activities in their respective regions.

Current foster families continue to assist CWS Recruitment staff with recruitment efforts in multiple ways, including radio speaking engagements, presentations for groups and churches, and sharing fostering journeys at large-scale events. During the second half of SFY 2021, foster families continued to be a part of news articles, media interviews, and social media highlights. FC&A recognizes that current foster parents are excellent recruitment partners because they can speak from their own fostering experience. In SFY 2021, CWS Recruitment staff continued developing additional virtual recruitment options for current and former foster parents and staff to collaborate. Virtual informational events are taking place for new and prospective families where a portion of the meeting is dedicated to allowing current families to share their experiences. In-person recruitment opportunities once again became available in the spring of 2021. CWS Recruitment staff were able to attend community festivals and events as in previous years and felt an immediate reconnection with prospective families.

In response to the ongoing COVID-19 pandemic, CWS Recruitment and RFPs are focusing on alternative ways to recruit families, such as using social media; contacting previous foster families to see if they want to re-open; and reaching out to families previously interested in fostering who did not follow through at the time. CWS is also leveraging social media, including the Oklahoma Fosters Facebook and Instagram accounts, to keep a strong online presence. Interactions with the Oklahoma Fosters social media pages increased when CWS Recruitment staff began creating site content. The new content allowed CWS Recruitment to not only share the need for additional foster families, but also quickly disseminate information about upcoming events and remind current families about benefit partners or important safety and health information. In addition, public service announcements for local radio stations are in development and families in the assessment pipeline are asked about their friends or relatives who might be interested in fostering. In June 2021, CWS Recruitment staff began regularly utilizing the Be a Neighbor platform to promote events, informational meetings, and community partnerships. CWS Recruitment will continue to provide a combination of in-person and virtual options to all those requesting informational meetings on the continued need for resource families in Oklahoma.

FC&A leadership continuously monitors the progress of opening new homes along with the recruitment and retention activities throughout the state. The overall CWS recruitment goal was separated into smaller, manageable regional goals. Region 5, with its previously lower recruitment numbers, experienced supervisor stability and was able to increase their previous year's goal. Regions 2 and 4 experienced lower than average recruitment outcomes; however, their numbers were similarly decreased from last year's goal. CWS Recruitment units continue to recruit for all CWS and RPF agencies, through their use of the Oklahoma Fosters website, associated materials, and the site's social media platforms. The website directs prospective families to the Oklahoma Fosters Foster Care & Adoption Support Center to choose their preferred agency.

Oklahoma Human Services (OKDHS) statewide, performance-based contracts for any agency interested in the recruitment, approval, and support of foster families were in place with 16 agencies during this reporting period. This number included a new agency that was previously a subcontractor for an existing contracted RFP agency.

With the implementation of the new agency contract, discussion was held between CWS RFP program staff, the existing RFP agency, and the new RFP agency regarding SFY 2021 recruitment goals for both agencies. It was determined that

the goal of the existing agency would be lowered from 85 to 72. The goal for the new agency was set at 13. An abbreviated SFY 2021 recruitment plan for the new agency was finalized in February 2021. All other agencies continued to implement their previously finalized SFY 2021 recruitment plans. The second quarter recruitment plan updates were received by February 2021 and third quarter updates were received by May 2021. The fourth quarter updates are in progress and are due in July 2021.

January – June 2021 preliminary data indicates RFP agencies recruited 208 new homes. This number brings the total homes recruited by RFPs in SFY 2021 to 376, or 85.5 percent, of the goal of 440. Seven agencies met or exceeded their goals. Of the remaining nine agencies, three reached at least 80 percent of their goal. The other six agencies reached between 28.6 percent and 70 percent of their goal.

The CWS RFP unit continued to hold monthly Recruitment Progress Collaboration meetings with agencies that fell behind on their recruitment progress. These meetings, implemented in October and November 2020, were attended by CWS RFP unit staff and applicable agency staff. Each identified agency had an individual meeting to discuss recruitment goal progress, ongoing recruitment efforts, and barriers to recruitment. CWS RFP unit staff provided feedback and offered suggestions and ideas when appropriate. These meetings continued through April 2021 but were not held in May and June 2021 to allow the agencies to focus on approving homes in the pipeline. These meetings will resume in the first quarter of SFY 2022 with agencies that fell well below their SFY 2021 recruitment goal and those who do not make progress in recruiting new families during the first quarter of SFY 2022.

Follow-up contact with RFP agency foster parent applicants in the approval process for over 90-calendar days continues. From January – June 2021, 66 families completed surveys. Four families reported agency barriers and 14 families reported personal barriers. The remaining 48 families did not report any barriers. Furthermore, 89.4 percent of those that completed the survey rated their experience as either "excellent" or "good." The survey results continue to indicate no ongoing systemic issues, which is consistent with surveys completed over the last several years. The survey is a permanent part of the RFP process, and the responses will continue to be used to address concerns reported by applicants on a case-by-case basis. If a trend or systemic issue is identified, CWS RFP staff and individual agency partners work together to immediately address it.

CWS Recruitment units continue event partnerships with RFP agencies, Therapeutic Foster Care (TFC), and Developmental Disabilities Services (DDS) recruitment staff. Regional CWS Recruitment units are setting up ongoing collaboration meetings with agencies in their areas, with Regions 1 and 4 already having successful meetings in place. A CWS recruitment liaison group was created to streamline information regarding TFC/Intensive Treatment Family Care (ITFC) resources with prospective families and agencies. These teams meet at least once monthly to discuss ways to recruit additional TFC/ITFC homes, and ways to better partner with TFC/ITFC agencies.   The CWS recruitment liaison group and the TFC/ITFC agencies attended two large-scale meetings together. One meeting was held to introduce the agencies and recruiters who would be working closely together and to share recruitment ideas. The second meeting was presented by the TFC/ITFC agencies as an overview of their programs and to discuss ideal resource families for these needs. These partnerships will continue to grow in SFY 2022, with the continued sharing of event space and collaboration on recruitment efforts.

A meeting between CWS recruiters and DDS staff was held in February 2021 to bring awareness to specialized foster care requirements. CWS Recruitment staff continue to speak with all prospective specialized foster care families and act as a liaison between the family and DDS staff.

CWS Recruitment units across the state continue to engage in retention activities. In April 2020, recruiters collaborated with the National Resource Center for Youth Services (NRCYS) to develop an online support group meeting in lieu of in-person meetings due to the COVID-19 pandemic. This online support group format allows resource families to continue to interact with other resource parents and receive required annual training credit on topics useful to them. CWS Recruitment staff continued to meet quarterly with NRCYS to discuss ways to improve online trainings and potential

topics. At the quarterly meeting in June 2021, CWS Recruitment staff and NRCYS decided online training meetings would continue through December 2021 and be reevaluated again at that time. It was also determined that in-person meetings would start to occur again in SFY 2022, with the help of CWS Recruitment staff.   CWS Recruitment staff works with local businesses to increase the number of supports in the community for families through offering assistance or discounted goods and services. The Oklahoma Fosters social media page made it a priority to highlight these businesses to bring community awareness to them. CWS recruiters across the state also continue follow-ups with newly approved family's 90-calendar days post-approval to identify potential problems or issues the family may have encountered and to provide additional support and continuity.

Communication and Supports

The OK Benefits foster parent portal continues to be the preferred avenue for prospective CWS foster and non-ID adoptive parents to submit their resource family applications. Future enhancements to OK Benefits are still paused at the request of the executive steering committee, as efforts remain focused on the new Comprehensive Child Welfare Information System (CCWIS). The OK Benefits system is still utilized by prospective and existing foster and adoptive parents. Existing foster parents have access to critical information regarding children placed in their home, including medical, education, and court hearing information. The information is displayed in a user-friendly manner and can be accessed via a cell phone. Development of the new CCWIS is still in the planning stages.

The CWS Community Partnerships team continues its work with the faith-based community through the CarePortal in partnership with the non-profit 111Project in 23 counties statewide. No new counties were added during this reporting period. Through the Community Partnerships team, training and technical assistance is available to all OKDHS staff in an effort to strengthen and expand the program statewide.

From 1/1/2021 – 6/30/2021, 1,824 children benefited from requests or needs met by churches and their members. The estimated economic impact of these met requests was $663,096. Child welfare (CW) specialists entered 1,198 requests and 908, 75.8 percent, were met. Twenty-two outstanding requests are still open from this time period, so this rate may slightly change when the requests from June 2021 are completed and closed. To-date, the CarePortal partnership allowed 363 churches to serve a total of 12,336 children since 2015 with a total economic impact value of $4,833,722.

OKDHS' partnership with the CarePortal also allows 23 other agencies statewide to be requesting partners on the platform. This aspect of the partnership ensures that helping families is proactive, which allows families to be assisted before they reach the point of necessary CWS intervention. The Community Partnerships team worked with the University of Oklahoma (OU) to create online self-paced, modular staff training; it was released in March 2021 for use by all staff in the eligible 23 counties. One of the interesting trends in the data is that the largest number of met requests was for help strengthening biological families, which accounted for just over 33 percent of all met requests. This data indicates not only are the local community faith-based partners meeting needs, but also the largest portion is aligned with the OKDHS goal of strengthening biological families. Another notable data point is that requests were met and closed from the CarePortal system within an average of 14.1 days.

Prior to the onset of the COVID-19 pandemic, NRCYS supported and coordinated 24 Network Support Groups, serving 32 counties within the five regions of the state. Network Support Groups were actively engaged with resource families when they were suspended in March 2020. Planning is underway to resume Network Support Groups in the first quarter of SFY 2022. In the meantime, through CWS and NRCYS partnership, resource parents in each of the Oklahoma five FC&A regions had opportunities to participate in monthly support group meetings via Zoom. Three meetings are held at different times throughout each month with the same presenter and topic. The January 2021 topic was Crisis Intervention. A total of 145 individuals attended virtually including 121 resource parents. In February 2021, the topic was Mobile Response Teams with a total attendance of 43, including 25 resource parents. In March 2021, the topic was Managing Skin and Hair for Children in Care and attendance for these virtual groups totaled 57, including 33 resource parents. In April 2021, the topic was Cyber Security, Keeping Kids Safe Online; attendance for these three events in total was 89, including 63 resource parents. The topic for the final virtual support groups in May 2021 was Advocating

Without Being Adversarial and these groups had a total of 87 attendees, including 69 resource parents. The plan is to continue offering virtual support groups in the first quarter of SFY 2022 on a more limited schedule as the in-person groups resume operation. Families are informed of these support groups during their initial Resource Family Training (RFT) session and as new dates are scheduled NRCYS provides them to CWS and RFP recruitment staff to share with their families and staff.

Potential resource families are required to complete pre-service training either through in-person or online formats. From January – June 2021 a total of 31 in-person trainings were held, 27 Guiding Principles trainings, and four National Training and Development Curriculum (NTDC) trainings. Two additional trainings were offered virtually, Guiding Principles in Spanish and NTDC. A total of 263 individuals completed training using the Guiding Principles or NTDC curricula.

The Guiding Principles online training format does remain the primary format used by potential resource parents to meet their pre-service training requirement. From January – June 2021, 1,405 prospective resource parents enrolled in online training:
- 1,148 individuals completed the training;
- 261 individuals withdrew from the training; and
- 330 individuals continued their participation in online trainings.

The number of completions, withdrawals, and pending completions exceeds the number of enrollees due to carryover from earlier reporting periods.

The following captures the reasons given by the 261 individuals who withdrew from the January – June 2021 online training, regardless of enrollment date:
- for 101 individuals, the trainer was never able to establish contact or contact ceased;
- for 47 individuals, the children were either returned home or were moved from the resource home due to other reasons;
- 10 individuals closed their home or withdrew their application to become a foster or adoptive home;
- 7 individuals lacked internet availability or had issues with technology;
- 43 individuals had a variety of circumstances, such as health issues (including contracting COVID-19), moving, or working out-of-state; and
- 53 individuals transferred to live training.

Oklahoma, a pilot site for the NTDC for Foster and Adoptive Parents, sponsored by the Administration for Children and Families and the Children's Bureau, is currently in year three of a five-year grant. NRCYS staff and their contracted trainers worked since January 2020 on preparation to begin the pilot in Canadian, Cleveland, Lincoln, Logan, Oklahoma, Payne, and Pottawatomie Counties. The pilot was delayed due to the COVID-19 pandemic; however, NTDC trainings began in August 2020, and the pilot will run from August 2020 – September 2022. The plan is to offer at least one NTDC pre-service training each month in the designated pilot counties. In June 2021, NTDC training via Zoom was offered for the first time. The plan is to continue to offer one Zoom class each month, in addition to the in-person classes in the pilot counties. Concurrently, OKDHS, through NRCYS, continues to train the Guiding Principles curriculum in the rest of the state. In December 2020, OKDHS began using the Guiding Principle's trainings conducted in Tulsa County as the NTDC pilot's comparison group.

The NRCYS Resource Family Training and Support program offers all CWS and RFP resource families a variety of virtual trainings to meet their annual in-service training requirement on topics of relevance to the families and children in care. During this reporting period, six webinars were provided. The topics were: The Growing Brain, Zero to Three, What Resource Parents Need to Know About Policy and Procedure, Cut It Forward, Hair Care for Children of Color, Trauma Informed Parenting and Secondary Trauma, Discipline for Younger Children, and Stubbornness is a Virtue. All

webinars are recorded and posted on the NRCYS website for ongoing access to this information. All resource parents are informed of the website during training and from their foster care workers as the families complete their in-service training. Additionally, NRCYS is providing expanded training options from a collaboration involving all the OKDHS-funded programs called Build Capacity to Support Children, Youth, and Families. The trainings provided under this program are all currently virtual and available to all CWS resource parents. Included topics during this reporting period were a repeat of Don't Panic! They're Our Kids! Children with Problematic Sexual Behavior, Crisis Prevention Basics, and Adolescent Brain Development.

CWS made, and continues to make, communication improvements through its various programs to provide a better customer service experience for resource parents. Monthly meetings occur between the FC&A, Permanency Planning, and Child Protective Services programs to assess ways to improve the communication and positive information flow between the programs. CWS emphasizes the value of communication among specialists prior to completing monthly contacts with the child and resource family. To ensure foster parents are provided all information known about a child at the time of the placement, a new placement process centered on the Child Placement Interview between the child or youth's CW specialist and the placement line was fully implemented as of March 2021. The placement line completes the request and emails a PDF-formatted copy to the respective regional placement team where the child or youth's case is assigned. This document is provided to the foster parent interested in placement and includes the child or youth's needs, behaviors in context of their recent actions and what led to them, diagnoses, developmental narrative, medical history, school performance, and placement history.

As previously reported, through collaboration with the OU Center for Public Management (CPM), FC&A program staff developed an annual survey. The survey's themes center around burnout, congruency between CWS values and the family's values, satisfaction, support, training, and communication. Each quarter approximately one-fourth of the current, approved foster parent population receives the annual survey electronically from OU CPM. The types of foster care included are CWS foster family, RFP, all types of kinship, TFC, and ITFC. The survey was designed as a high-level view of all foster care experiences, rather than resource specific experiences. Data will also be used to measure the impact of changes in practice, policy, and training. Eventually, the use of predictive analytics will allow analysts to identify patterns, make predictions, and establish causation and correlation about why foster families no longer provide services. Annual reports will be created by OU CPM and distributed by FC&A program staff.

For the period covering January – June 2021, the annual survey was sent to 1,484 foster parents with 400 responding, a 27 percent participation rate. This is a slight drop from previous periods, which will be monitored to determine ways to increase the participation rate if it does not rebound. Of the 400 responding foster parents, 72 percent were with CWS and 28 percent with an RFP agency. The length of time as a foster parent for this sample group indicated the following:
- 27.4 percent were a resource parent for less than two years;
- 61.4 percent for longer than two years up through seven years; and
- 11.2 percent reaching greater than eight years as a foster parent.

The survey includes questions that focus on retention, support, and communication. The data will be monitored quarterly, semi-annually, and annually to guide new strategies CWS uses in ongoing efforts to better serve and support resource families. A sample of the questions with responses are as follows.

To what degree do you feel that you receive the recognition you deserve:
- *21.5 percent responded with "a lot"*
- *42.4 percent responded with "some"*
- *20.4 percent noted "only a little"*
- *15.7 percent indicated "not at all"*

In the past year did you receive adequate support for your role as a foster parent:
- *31.2 percent responded "extremely adequate"*
- *40.3 percent responded "somewhat adequate"*
- *8.4 percent were neutral at "neither adequate nor inadequate"*
- *13.1 percent responded "somewhat inadequate"*
- *7 percent responded "extremely inadequate"*

When I need to communicate information or ask a question, I am able to reach the person that can help me:
- *36.1 percent noted "strongly agree"*
- *39.8 percent noted "somewhat agree"*
- *7 percent noted "neither agree nor disagree"*
- *9.7 percent noted "somewhat disagree"*
- *7.4 percent noted "strongly disagree"*

The information that I receive from OKDHS, or my agency, about children or potential placements, such as medical, behavioral, developmental, and educational needs is accurate.
- *17.8 percent marked "strongly agree"*
- *37.9 percent marked "somewhat agree"*
- *16.4 percent were neutral with "neither agree nor disagree"*
- *17.5 percent marked "somewhat disagree"*
- *10.4 percent marked "strongly disagree"*

Would you recommend fostering with OKDHS (or agency) to a friend:
- *74.8 percent responded with "yes"*
- *25.2 percent responded with "no"*

As of this report, the first 12 months of annual reports are complete and the first annual summary report is being compiled. The annual summary report will be provided to OKDHS at approximately the end of September 2021. When this report is received, a baseline will be created to help FC&A further evaluate current practices and make recommendations to increase foster family satisfaction and retention.

CWS continues to use both the WebFOCUS YI023 Open Resource report and YI035 Closed Resource report to monitor retention contacts. In January – June 2021, per the YI023 Open Resource report, two homes received a retention contact and remained open. Per the YI035 Closed Resource report, 26 homes received a retention contact and eventually closed. This is a slight decrease from the last reporting period. FC&A program staff emailed retention call reminders to FC&A field staff in February 2021, as well as met with CWS field leadership staff to discuss the continued decrease. It was determined that the current retention call process will be re-evaluated, in its entirety, over the next few months to determine a more effective and responsive way to serve resource families.

Midway through 2020, CWS created a FC&A specialist position to monitor social media sites under the acting title of social media liaison. By the end of April 2021, the focus of this position shifted from a hybrid goal of report generation and customer service to that of more direct and nuanced customer service and retention of foster families. This position continues to quickly address concerns and questions of foster families by working as a direct communication channel between the families who report concerns and the associated CW field staff and supervisors, field managers, and district directors.

Impact of COVID-19 Pandemic
In late August 2020, a letter was sent to resource families as well as FC&A staff regarding an in-home child care option that became available through the Child Care Development Block grant. By including foster families as essential

workers, this option, Kith Care, allowed families to use a relative to provide in-home childcare for children in OKDHS custody placed in their home. The program's requirements were provided in the letter, as well as on the Kith Care website. This program was originally approved until 12/31/2020 and later extended until 8/31/2021 with some groups extended to May 2022.

In December 2020, correspondence was sent to foster and adoption resource homes, as well as to TFC, ITFC, and Specialized Foster Care homes, about a one-time emergency relief payment from OKDHS of $250 per custody child. On 3/25/2021, an email was sent to CWS and RFP resource families informing them of the Federal Emergency Management Agency (FEMA) advisory to help pay funeral costs for COVID-19 related deaths. This information was not specific to resource parents but was forwarded to them as a resource.

To assist CWS and RFP agency staff in addressing some of the uncertainty surrounding children returning to school in the midst of the COVID-19 pandemic, return to school guidance was provided to CW field staff and agency partners in August 2020. The guidance is again being utilized by staff to have ongoing conversations with families as the new school year is set to begin in August 2021. The Oklahoma Department of Education website offers schools and parents guidance that involves layered prevention strategies while at the same time allowing the greatest likelihood of in-person instruction. As the state monitors cases of the current and new variant strains of the COVID-19 virus, FC&A staff, CWS foster families, and RFP foster families are better prepared to handle any changes or challenges that will arise in school attendance.

Several RFP agency partners stated that the COVID-19 pandemic had an effect on their recruitment and certification processes; however, with the vaccine rollout, there was some improvement. Efforts to mitigate some of the previous challenges continued during this reporting period.

A regularly scheduled meeting with RFP agency partners to answer questions and provide updates on COVID-19 was implemented in March 2020. These calls started as weekly, transitioned to bi-weekly in the summer of 2020, and are now held monthly. The COVID-19 updates and questions significantly decreased over the course of this reporting period. Previously implemented efforts to assist agencies during the COVID-19 pandemic are ongoing. Digital signature capabilities, which were added to numerous forms, are still in place. Agencies continue to be allowed to complete quarterly face-to-face in-home visits instead of monthly face-to-face in-home visits. Caseworker visits that are not completed in-home are to be completed via a face-to-face virtual platform. The transition back to monthly face-to-face in-home visits will occur on 8/15/2021.

Resource Family Assessment (RFA) training, which is required before RFP staff can write home studies or annual updates, was unavailable from March 2020 – March 2021. To alleviate some of the potential delays in certification of new families that this might have caused, a training waiver was implemented. To obtain the waiver, RFP agency directors were required to send a request for each staff member who needed a waiver explaining why the waiver should be granted. The requests were reviewed and approved or denied by the CWS RFP field administrator or a program field representative. When granted a waiver, the RFP agency staff were to be trained by an experienced trainer within their agency who had completed RFA training. The trainer was asked to follow the training waiver guide that was created and provided to all RFP agency partners. Anyone granted a waiver was required to attend RFA training once it became available. A modified RFA training was held in early March 2021 for those that were granted a waiver. RFA training for those who had not had RFA training and were not granted a RFA training waiver was held in late March 2021 and regular RFA trainings are now held.

Additionally, RFT – Training of Trainers (TOT) was unavailable. Since RFP agency staff train their own families, this caused some challenges. Most RFP resource family applicants choose to complete RFT training online which requires session review calls completed at designated points in the training. Instructions for completion of these calls is covered in RFT TOT. To help resolve this potential barrier, NRCYS created a training focused on how to guide families through online RFT training. Sessions specifically for RFP agencies were offered approximately once per quarter in SFY 2021.

CWS continued to utilize pre-service training waivers and fingerprint exceptions for kinship resource approval in limited instances. Approval for pre-service training waivers was given on 4/28/2020 for individuals who experienced barriers due to English literacy and technology requirements. CWS utilized these pre-service training waivers through 6/1/2021 in limited instances. From 5/4/2020 – 6/1/2021, pre-service training waivers were granted to 51 families. The issuance of new pre-service training waivers ended on 6/1/2021. As of 6/30/2021, 38 of those families completed training, four are at varying stages in the training, and nine closed their resource without completion. Approval for Stafford Act fingerprint exceptions was given on 3/13/2020 for individuals who are part of a vulnerable population or access to a fingerprint location is over an hour away from their residence. From 3/13/2020 – 6/30/2021, Stafford Act fingerprint exceptions were granted to 20 individuals. Of those individuals, as of 6/30/2021, six individuals have since completed printing, six individuals closed their resource without completion, one remains pending, and the remaining seven are noted as permanent exceptions.

Conclusion

Through the dedication and work of staff, in conjunction with the implemented Core Strategies, the number of new recruited homes opened strengthens how CWS meets the needs of children in OKDHS custody. The global COVID-19 pandemic created many new and unique hurdles to interacting with the public and recruitment efforts. That impact evolved and adapted with the changes in the COVID-19 pandemic. During the entire period of SFY 2021, the COVID-19 pandemic continued to affect people's lives, finances, family health, and social interactions as the number of active cases increased and limited access and interaction. Despite the hurdles, CWS and RFPs managed to achieve the notable accomplishment of reaching 81.8 percent of the 880 targeted goal for newly recruited homes. CWS continued to refine the approval process and worked to make the process and forms more accessible, as well as utilizing social media via Oklahoma Fosters, the OK Benefits platform, and working with partners, such as the Be a Neighbor program.

2.3: New Therapeutic Foster Care Homes

Operational Question
How many new Therapeutic Foster Care (TFC) homes were opened in State Fiscal Year (SFY) 2021?

Data Source and Definitions
Total count of new TFC homes includes all new TFC homes by month that were opened using the agreed upon criteria.

Trends

Reporting Period	Population	Result	
SFY 2021 Baseline		109 TFC homes open as of 7/1/2020	
7/1/2013 – 12/31/2013	All new TFC homes opened in the first half of SFY 2014	55 TFC Homes	107 Total TFC Homes opened in SFY 2014
1/1/2014 – 6/30/2014	All new TFC homes opened in the second half of SFY 2014	52 TFC Homes	
7/1/2014 – 12/31/2014	All new TFC homes opened in the first half of SFY 2015	66 TFC Homes	137 Total TFC Homes opened in SFY 2015
1/1/2015 – 6/30/2015	All new TFC homes opened in the second half of SFY 2015	71 TFC Homes	
7/1/2015 – 12/31/2015	All new TFC homes opened in the first half of SFY 2016	43 TFC Homes	105 Total TFC Homes opened in SFY 2016
1/1/2016 – 6/30/2016	All new TFC homes opened in the second half of SFY 2016	62 TFC Homes	
7/1/2016 – 12/31/2016	All new TFC homes opened in the first half of SFY 2017	36 TFC Homes	

1/1/2017 – 6/30/2017	All new TFC homes opened in the second half of SFY 2017	23 TFC Homes	59 Total TFC Homes opened in SFY 2017
7/1/2017 – 12/31/2017	All new TFC homes opened in the first half of SFY 2018	17 TFC Homes	36 Total TFC Homes opened in SFY 2018
1/1/2018 – 6/30/2018	All new TFC homes opened in the second half of SFY 2018	19 TFC Homes	
7/1/2018 – 12/31/2018	All new TFC homes opened in the first half of SFY 2019	7 TFC Homes	16 Total TFC Homes opened in SFY 2019
1/1/2019 – 6/30/2019	All new TFC homes opened in the second half of SFY 2019	9 TFC Homes	
7/1/2019 – 12/31/2019	All new TFC homes opened in the first half of SFY 2020	34 TFC Homes	63 Total TFC Homes opened in SFY 2020
1/1/2020 – 6/30/2020	All new TFC homes opened in the second half of SFY 2020	31 TFC Homes	
7/1/2020 – 12/31/2020	All new TFC homes opened in the first half of SFY 2021	15 TFC Homes	25 Total TFC Homes opened in SFY 2021
1/1/2021 – 6/30/2021	All new TFC homes opened in the second half of SFY 2021	10 TFC Homes	
Target			165 New TFC homes opened by 6/30/2021

Section 3, Table 2.3-1
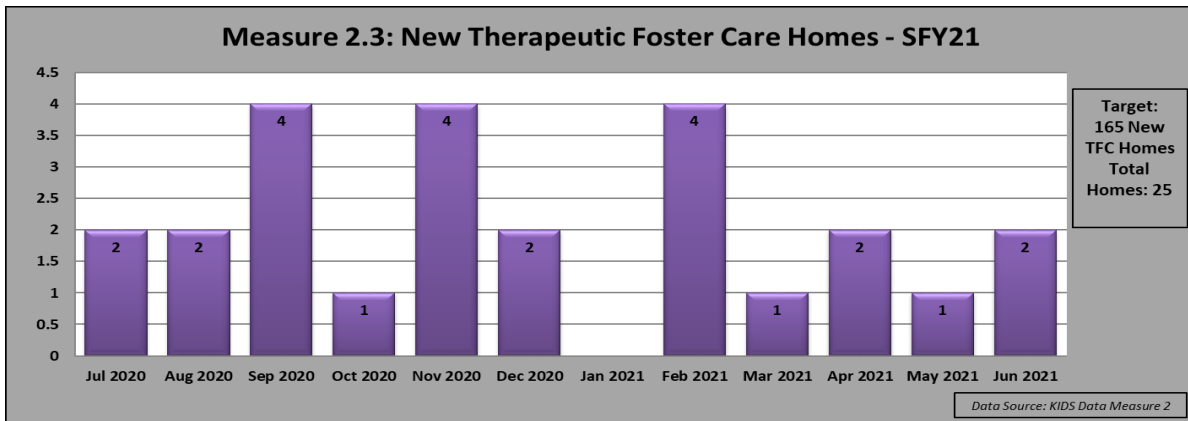
Section 3, Graph 2.3-1

Data Commentary

As of 6/30/2021, Child Welfare Services (CWS) opened 25 homes that were counted as new according to Pinnacle Plan criteria. Of these 25 homes, 22 were opened as TFC, and three opened as Intensive Treatment Family Care (ITFC). The target for new TFC homes by the end of SFY 2021 was 165. As of 7/1/2020, 109 TFC homes were open statewide. During SFY 2021, 28 TFC homes opened and 41 TFC homes closed, leaving 96 TFC homes open as of 6/30/2021, for a net loss of 13 homes.

From January 2021 – June 2021, preliminary data indicates TFC/ITFC agencies recruited nine new TFC homes bringing the total TFC homes recruited in SFY 2021 to 22, which is 19.1 percent of the goal of 115. One new ITFC home was opened during the reporting period. These numbers are reflected in Section 3, Graph 2.3-1. This brings the total ITFC homes opened in SFY 2021 to three, which is 6 percent of the goal of 50. Two agencies reached at least 26 percent of their goals. The remaining three agencies reached between 16 percent and 4.3 percent of their TFC goal. Two agencies met 9.1 percent of their ITFC goal, and the remaining agencies met 0 percent of their ITFC goal.

Reporting Period Progress

CWS, in coordination with agency partners, continues to focus on increasing the capacity of both the TFC and ITFC programs to serve children with behavioral health needs in a family-like setting. TFC/ITFC programs fully merged into the Resource Family Partnerships (RFP) unit. This process began in December 2020 and efforts are ongoing to further streamline the TFC/ITFC programs and supported agencies.

One new agency joined the TFC/ITFC team of providers during this reporting period. The new agency was awarded a TFC/ITFC contract effective January 2021. Another agency signed TFC/ITFC contracts at the end of June 2021 to start services in July 2021. Two other agencies ended their contracts for TFC and ITFC.   One ended mid-January and the other ended 1/31/2021.

TFC and ITFC Waiting Lists

TFC program staff continues the practice of not ending a line of authorization when the Certificate of Need (CON) expires at 45-calendar days. TFC program staff collaborated with KIDS staff to create an email notification reminder that is automatically sent to child welfare (CW) specialists and supervisors when children or youth are still on the waiting list at 15-, 30-, and 45-calendar days. These email reminders were implemented effective 4/15/2021. The waiting list is monitored daily by TFC program staff. The entire waiting list is sent weekly to all agency partners to identify potential treatment beds for children or youth who remain on the waiting list. When children on the waiting list near their CON expiration, TFC program staff correspond with the assigned CW specialist to assess if the child or youth is still in need of a treatment bed.

On 2/1/2021, a new placement process was implemented that includes the TFC application information. The CW specialist calls the placement line to have the Child Placement Interview (CPI) completed and when the CW specialist requests TFC or ITFC, the placement line staff forward the CPI to the CWS programs placement eligibility email address. TFC program staff monitor the CWS programs placement eligibility email box and review the CPI for a "sounds like" or "does not sound like" determination. The CW specialists complete and submit the cover sheet to the TFC email address. If the CON is expiring and there is new information regarding the child or youth, TFC program staff direct the CW specialist to contact the placement line to have the CPI updated to reflect the child's most current information. This updated information is then reviewed to ensure the child or youth still meets criteria for TFC or ITFC and efforts continue to seek a treatment bed.

Since the previous report, within the "sounds like" and "does not sound like" determination process, there have not been any first or second level requests for the reconsideration process. Collaboration with the Oklahoma Health Care Authority (OHCA) is ongoing. A monthly virtual meeting is held to discuss processes, barriers, and potential solutions identified for the TFC/ITFC program.

QUALITY SERVICES WITHIN THE TFC PROGRAM

Treatment Team Meetings

The TFC liaisons, along with agency partners, attend treatment team meetings with the assigned CW specialist. This allows collaboration between the CW specialist, TFC program staff, and agency partners to discuss progress made towards the child's permanency goal. TFC program staff addresses steps for successful discharge from TFC/ITFC and what steps were taken to secure placement. As TFC program staff continue attending treatment team meetings, different ways to promote conversations around permanency and transition to lower level of care plans are addressed.

The treatment team meeting guide is under review for possible revision and/or enhancement. Additionally, a quality assurance (QA) component will be implemented to provide further evaluation and oversight. The goal is for these changes to go into effect during the first quarter of SFY 2022.

Mental Health Consultations

The mental health consultation process was reviewed to assess if there were potential areas for streamlining since the

Enhanced Foster Care (EFC) program and multidisciplinary teams (MDTs) meetings were not in place when the process was implemented. The review found there was process duplication; therefore, the mental health consultation process was simplified. TFC/ITFC treatment requests are assessed by TFC program staff through the placement process. All "sounds like" and "does not sound like" determinations are then referred to EFC to assess for services. The mental health consultant (MHC) is included on all TFC/ITFC determination emails. The MHC is responsible for sending the determinations to the EFC email box. When it is determined that EFC services apply, the EFC process is followed. When EFC services do not apply, the MHC determines if the child is staffed through an MDT because of shelter placement, or in a group home, or inpatient treatment facility with no discharge plan. If the child does not meet EFC qualifications and is not being staffed by an MDT or have a discharge plan, he or she is referred for a mental health consultation.

Recruitment Efforts

The combined SFY 2021 recruitment goals for TFC and ITFC was 165. With two agencies ending their contracts, the recruitment goals for SFY 2021 was recalculated and distributed between the remaining agencies.

In February 2021, for one agency, an abbreviated SFY 2021 recruitment plan was finalized. All other agencies continued to implement their previously finalized SFY 2021 recruitment plans. Second quarter recruitment plans were received by February 2021 and third quarter updates were received by May 2021. Fourth quarter updates are in progress and are due in July 2021.

TFC program staff continued to hold monthly Recruitment Progress Collaboration meetings with agencies that fell behind on their recruitment progress. These meetings, implemented in October and November 2020, were attended by TFC program staff and applicable agency staff. Each identified agency had an individual meeting to discuss recruitment goal progress, ongoing recruitment efforts, and barriers to recruitment. TFC program staff provided feedback and offered suggestions and ideas, when appropriate. The meetings continued through April 2021, but were not held in May and June 2021 to allow the agencies to focus on their homes in the pipeline. These meetings will resume in the first quarter of SFY 2022 with all TFC/ITFC agencies.

Internally, Foster Care and Adoptions (FC&A) and the Oklahoma Human Services (OKDHS) Office of Communications collaborated on a recruitment campaign to increase awareness of the different levels of foster care and illustrate the importance of TFC in the foster care framework. The campaign, which was titled "It Takes All Kinds. Why Not You?" kicked off on 3/15/2021. TFC partners assisted in locating TFC foster parents within their agency to participate in media interviews across the state to provide real-time TFC stories. The plan was designed to have collaborative outreach, earned and owned media, and paid media. There is a tentative plan to run the campaign again in fall 2021.

TFC/ITFC agencies collaborated to create and provide recruitment training for CWS foster care recruitment. The goal of this meeting was to increase the partnership between agencies and CWS Recruitment. This meeting sought to enhance the knowledge of the TFC/ITFC program among CWS Recruitment staff and explore other creative ways to recruit families for the TFC/ITFC programs. To ensure that the information remained readily available to CWS Recruitment staff and agency partners, the agencies collaborated to create a PowerPoint presentation that was provided to all participants to use as they recruit TFC/ITFC families. This training was held on 6/2/2021 and the following topics were included in the presentation:
- Unique aspects about each TFC/ITFC agency partner;
- TFC/ITFC parent qualification/what it takes to be a treatment parent;
- How to review profiles of foster parents to learn to identify potential TFC/ITFC parents;
- Behaviors of children that meet TFC/ITFC criteria;
- Basic overview of the TFC/ITFC Treatment Programs;
- Therapeutic services offered to children in TFC/ITC; and
- Recruitment successes.

Child and Adolescent Needs and Strengths (CANS) Assessment
Members of the OKDHS Clinical Team continue to work closely with the Praed Foundation to finalize the algorithm of Oklahoma's version of the CANS. The contract with the third-party assessor, the University of Oklahoma Health Sciences Center (OU-HSC), was finalized and efforts are underway to hire 10 clinical assessors. The goal at this time is to utilize the CANS with children and youth placed in EFC or higher level of care. The Continuum of Care (COC) program administrator and OKDHS clinical psychologist are currently working on developing a process to prioritize CANS administration to this population to ensure that children and youth are captured prior to placement. Establishing additional processes is underway to ensure that children and youth already placed in these levels of care are assessed in a timely manner to support current treatment and successful transition to a lower level of care.

Information regarding CANS assessment utilization was provided to CWS regional leadership teams during the Placement Stability transfer of learning (TOL) sessions. These sessions began in June 2021 and will be completed by district directors, field managers, and supervisors by August 2021. Training was also offered at the CWS Statewide Leadership Meeting in July 2021. Efforts to begin training Judges on CANS utilization for the court process required for Qualified Residential Treatment Programs (QRTP) began as court partners were trained during the Annual Statewide Judicial Conference. The COC program administrator and Permanency Planning (PP) program administrator will train in August 2021 during a Virtual Rapid Fire Judicial Training and in November 2021 during the Annual Court Improvement Program (CIP) Conference. Efforts to develop QRTP champions are underway, as leadership teams were asked to identify a QRTP champion for each judicial district. These champions will become experts in every piece of QRTP, including the CANS, and will be expected to directly communicate with their judicial districts regarding required QRTP process. The champions will be required to take virtual training, completed over a six-week period, during which CANS will be highlighted in one of the sessions. These training webinars will be recorded and accessible to all CW staff.

Next steps for the CANS include hiring of the third-party clinicians and beginning utilization of the CANS with the populations listed above. During this time, a thorough assessment will be completed over the updated algorithm to ensure that the tool's use is effective in communicating the level of need for a child or youth. By October 2021, the CANS and administration process will be established and effectively completed. All KIDS changes are scheduled to be in place by September 2021, allowing CW staff to directly access the completed CANS within the child or youth's case. The CANS assessment will also populate a completed report that will be provided to service providers and court partners.

COC Update
The COC established a set of strategies in November 2019. Key items, such as developing a regional MDT recruiting effort for TFC/ITFC homes, EFC, and shelter and congregate care reduction strategies were established. As a result of these efforts, seven workgroups were created to move the strategies forward. Many successes were accomplished through the workgroup's efforts including:
- Contracts for the CANS third-party assessors;
- Development of an internal/external communication plan for all COC efforts;
- Partnerships with the Building Bridges Initiative to develop ways to reduce missing from care episodes and enhancing group home contracts;
- Implementation of a statewide unified placement request process;
- Development and Implementation of EFC program pieces, such as the EFC Service and Support Plan and Treatment Team Meetings; and
- Development of Bios Neighborhood Homes for specialized foster care youth, which currently serves three youth with the goal of expanding to five within the next several months.

The COC Steering Committee will regroup in September 2021 to reflect on the past 18 months of accomplishments and establish new strategies that will continue to address gaps within levels of care, effective placement processes, and the service array quality.

EFC

The EFC program began in December 2019 and expanded rapidly since that time to support the complex needs and placement stability of children in family-based placements. As of 6/30/2021, 393 children were actively served through the EFC program. During SFY 2021, 651 total children were served in the EFC program and 258 children exited the EFC program. CWS continues to focus EFC efforts on placement stability and is working to gather specific data to track placement stability for children in EFC and those who exited EFC. CWS plans to implement a tracking process for the exit reasons from the EFC program to assess disruptions and identify any trends. The COC team continues discussions as to the best approach for developing a QA process regarding disruptions that best informs program improvements. The COC team reviews these cases periodically to ensure the child or youth's needs are met with the appropriate level of services and supports.

Ongoing efforts to target children or youth at-risk of placement instability include utilization of the Placement Stability Move Report and the four or more elevated CANS reports to communicate with primary CW specialists monthly about the utilization of EFC services and supports. Children or youth denied for TFC or on the TFC waitlist continue to be evaluated for EFC services and supports when placed in a family-based setting. In May 2021, an additional effort was implemented to communicate with primary CW specialists about children or youth served in a shelter placement in the prior month who subsequently exited to a kinship or traditional resource home.

A current focus of CWS is the EFC program infrastructure and identification of additional staff to support the program's rapid growth. In April 2021, an FC&A programs supervisor was special-detailed to assist with programmatic work, implementation, and supervision of the COC program field representatives (PFRs). In June 2021, four CW specialists and one TFC/RFP PFR temporarily joined the team as EFC regional field coordinators. The EFC coordinators shadowed the COC PFRs and completed training regarding EFC processes, forms, documentation, service array, and a Pressley Ridge Treatment Parent Training overview. The EFC regional field coordinator role assists with case-specific EFC components after the initial consultation for services, supports staff in ongoing EFC efforts, and builds and sustains relationships with service providers.

In this reporting period, the COC programs team completed a joint case review with the Co-Neutrals for children approved for EFC from July – December 2020. Several trends were identified during the review and the EFC Program Description was updated in June 2021 to clarify expectations, *Enhanced Foster Care (EFC) Program Description 6.14.21* The trends included requirement of an individualized treatment plan and crisis plan for each child approved for EFC, and a consultation for each new child approved for EFC and new placement for an EFC-approved child. The updated EFC Program Description also includes new information related to the roles and responsibilities of CW field specialists and program staff, including the EFC regional field coordinators, and additional components related to the EFC service and support plan and EFC treatment team meeting. The following forms were updated in June 2021 to reflect programmatic changes:

- Form 04EF001E, *Enhanced Foster Care Service & Support Plan;*
- Form 04EF002E, *Enhanced Foster Care Assessment Addendum;*
- Form 04EF003E, *Enhanced Foster Care Referral; and*
- Form 04EF004E, *Enhanced Foster Care Treatment Team Meeting Documentation*.

KIDS and the COC program staff also created an *Enhanced Foster Care Documentation Guide* for field staff and an *Enhanced Foster Care Program Documentation Guide* for COC program staff to utilize. The guide provides KIDS documentation instructions and OnBase document storage instructions.

CWS developed and implemented the EFC program components over the last 18 months to provide an enhanced level of services and supports for children with complex needs and the families caring for them. CWS needs this level of care for children and youth who consistently experience placement disruptions and struggle to find stability in a family-like setting that can meet their needs. Placement stability requires CWS to move upstream and focus on preventing disruptions by

equipping caregivers to meet the needs of children in out-of-home care. With additional steps and collaboration, CWS can limit the number of placements children have early in their case, prevent additional trauma, and improve well-being. The EFC program is expected to experience continue growth as evidenced in the prior reporting periods and improved outcomes for children with complex needs.

Communication
CWS recognizes the value of ongoing communication and information sharing regarding the EFC program. From December 2020 – February 2021, COC program staff held meetings with leadership teams in every region to discuss the EFC program description and how to utilize the services and supports for stabilizing placements and promoting permanency. A focus of the discussions included CPS referrals to ensure that services are put in place at the first placement. In January 2021, the COC program administrator trained FC&A leadership teams and received feedback on the EFC Service and Support Plan and roles and responsibilities of FC&A and PP staff. Many supervisors shared success stories, reporting they saw firsthand how EFC adds an elevated level of support and services and stabilized placements for children and youth with challenging behaviors.

Recruitment efforts began in March 2021 through the Foster Care Association of Oklahoma's social media page in which the COC program administrator discussed on video, the need for foster parents to take placement of children and youth with complex needs, as well as the ways in which a child or youth may qualify for EFC services. The COC team will focus on recruitment efforts and strategies with the help of the FC&A field and recruitment teams.

In June 2021, COC programs began preparing for the EFC Service and Support Plan implementation, EFC Treatment Team Meeting, and EFC training. On 7/16/2021, the FC&A Placement programs administrator emailed all CW staff regarding EFC team updates, EFC training, CW specialist roles and updates, and upcoming deadlines for EFC approvals prior to 7/12/2021. The email included links to updated forms and EFC training on the OKDHS Learning Management System (LMS), and contact information for COC program staff. The information was emailed to RFP agency partners on 7/16/2021 and the EFC training link was provided on 7/22/2021. Staff must complete an EFC Service and Support Plan, and EFC Treatment Team Meeting for all children and families currently involved with EFC by August 2021.

In June and July 2021, COC program staff attended leadership meetings in all regions to discuss the EFC criteria, service array, staff roles and responsibilities, and possible concerns and benefits of EFC. The FC&A program supervisor attended meetings in June and July 2021 with the FC&A field deputy director and field managers to discuss new EFC requirements for resource staff. In June 2021, the FC&A program supervisor completed EFC training for RFP/TFC/ITFC program staff and liaison supervisors. The FC&A program supervisor also presented information regarding implementation to RFP agency directors on 6/16/2021.

Training
A recorded, webinar-style EFC training was developed and deployed to staff in July 2021. It provides an overview of the EFC program, including criteria, services and supports, and responsibilities. The training is required to be completed in August 2021 by CW specialists and RFP agency staff assigned to children and families currently receiving EFC services. It is also required for all CWS supervisors, district directors, field managers and RFP agency equivalents to fully support field staff and quality casework. The training is in the OKDHS LMS and is available to all CWS and RFP agency staff but is not required for all CW specialists. The training will also be available for resource parents to learn more about the EFC program but completion is not required. Each time a child or youth is approved for EFC, training completion within 30-calendar days will be required of the primary CW specialists responsible for the children, youth, and families receiving EFC services and supports.

Resource parents who receive EFC services and supports are required to complete 15 hours of the Pressley Ridge Treatment Parent training. The COC team, along with support from other CWS Programs staff, began Pressley Ridge trainings sessions for EFC parents in March 2021. COC program staff held a debriefing in May 2021 to discuss the first session of training; positive feedback was reported by trainers and engagement tips were shared by all. A second training

session was held in June and July 2021. As of 7/26/2021, 49 resource parents completed all required modules of training and 111 signed up for training but did not complete all modules. Additional sessions of Pressley Ridge are planned for the fall of 2021.

KIDS
COC Programs and KIDS staff continue to develop tracking mechanisms and reports to support documentation and provide data for program improvement. The first enhancement is a picklist choice for EFC that allows for easier tracking of EFC-specific efforts. The second enhancement is implementation of a tracking process for the exit reasons from the EFC program to assess disruptions and identify any trends. The third enhancement is tracking the disposition of an EFC referral or request for EFC services for children to inform the initial assessment process. This enhancement will track if a child does not qualify or if the family declines to participate in the EFC program. All KIDS enhancements discussed are scheduled for release in February 2022. KIDS staff are currently developing an EFC report for program and field staff utilization to project due dates and completion of specific components of the EFC process, including consultation, EFC service and support plan, and treatment team meetings. The report is anticipated to be completed and released for use by September 2021.

Service Array
COC program staff continues close collaboration with the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) to ensure that initial consultations occur timely and that providers are expediting service initiation. OKDHS continues ongoing discussions with ODMHSAS about a qualitative review process of the individualized service array for children receiving EFC. COC program staff and ODMHSAS staff meet at least monthly for ongoing discussions to identify strengths and areas for focused improvement regarding the service array and EFC program.

The FC&A programs supervisor presented information to ODMHSAS staff and mental health agency project directors on 6/24/2021 regarding the updated EFC Program Description and expectations of service providers. The participants provided positive feedback about the program and highlighted a need for increased collaboration and sessions with biological families when the case plan goal is reunification. On 7/5/2021, the COC PFRs presented a Pressley Ridge Treatment Parent Training Overview to service provider staff who work directly with families as part of wraparound treatment. The participants can reinforce tools and techniques for de-escalation the resource family learns during training. The feedback from the training was positive.

COC program staff continue building and sustaining relationships with individual service providers via meetings to educate about the EFC program. COC program staff held several meetings with service provider agencies during this reporting period to further educate about the EFC program and meet staff. COC program staff continue to build capacity with private providers as well to increase the pool of providers offering EFC services and supports.

MDT
The MDT process shifted from a statewide team to regional teams between June – September 2020. Since that time, five PFRs onboarded, and were assigned regionally, to focus on the facilitation, follow-up, and data analysis of the meetings. Each regional MDT is composed of program leads from PP, Specialized Placements and Partnership Unit (SPPU), Resource specialists, Foster Care Recruitment, Youth Transition Services, Oklahoma Successful Adulthood (OKSA), RFP liaison, COC/EFC programs, the OKDHS Clinical Team, Community Partnerships, Developmental Disabilities Services, Education Services and Developmental Disabilities Program, tribal liaison, CW Nurse, MHCs, TFC agencies, ODMHSAS, OHCA, and other key external partners.

In January 2021, a meeting was held with KIDS staff to develop a more sophisticated regional data collection and tracking mechanism for the population size and identifying trends. A new database was developed and the MDT PFRs have used it since February 2021. The following data represents the approximate number children and youth staffed through the regional MDT process from January – June 2021. Represented in this data are some youth staffed via both the 6.4 cohort and shelter populations.

Region 1: 150 total MDTs
- 29 – 6.4 cohort;
- 44 – shelter new admits;
- 64 – shelter follow-up;
- 6 – group home; and
- 7 – field request.

Region 2: 151 total MDTs
- 54 – 6.4 cohort;
- 40 – shelter new admits;
- 48 – shelter follow-up;
- 1 – residential;
- 7 – field request; and
- 1 – programs request

Region 3: 158 total MDTs
- 48 – 6.4 cohort;
- 44 – shelter new admits;
- 56 – shelter follow-up; and
- 10 – field request.

Region 4: 118 total MDTs
- 37 – 6.4 cohort;
- 25 – shelter new admits;
- 35 – shelter follow-up;
- 15 – field request;
- 3 – group home;
- 2 – residential; and
- 1 – programs request.

Region 5: 151 total MDTs
- 40 – 6.4 cohort;
- 51 – shelter new admit;
- 50 – shelter follow-up;
- 3 – group home; and
- 7 – field request.

The regional MDTs focus on children and youth who experience a shelter placement by staffing the children and youth within a week of initial placement and then in ongoing intervals every 30-calendar days until the child or youth exits shelter care. During this review period, data shows that children and youth spent fewer nights in a shelter setting. In January 2021, the regional MDT leads began staffing the 6.4 cohort of 17 year olds and those youth will be staffed at MDTs quarterly until they achieve permanency or turn 18 years of age. In May 2021, 16 year olds in the 6.4 cohort were added for quarterly MDT staffing. Many successes occurred while staffing these populations through the MDT process, as the CW specialist has a regional team supporting them in identifying service array, the most appropriate level of care, and PP efforts. Different staff members gave feedback on the MDT's supportiveness; bringing hope in establishing goals to assist the specific child they are assigned. MDT leads are experiencing more field requests due to staff seeing some of the positive results from these MDT staffings. Additionally, this team of individuals works closely together to streamline

efforts for the child/youth by identifying actionable goals for completion to support placement, permanency, and well-being goals. The regional MDTs also staffed children and youth with specialized needs, such as DDS, and requests made by the regional leadership. SPPU staff refers youth to the MDT lead to schedule a MDT staffing when children and youth with no post-placement plan are in group home placement over four months, and children or youth who are in residential settings over 90-calendar days.

Data collection continues to be critical and the new sophisticated MDT report that is now in use will support tracking outcomes and trends for MDT staffed children and youth. The populations for MDT staffing will continue to be children experiencing a shelter placement and the youth in the 6.4 youth cohort. In March 2021, the MDT leads began reviewing the shelter authorization form prior to sending it on to shelter authorizations to ensure it was completed accurately and MDT leads also started entering the child or youth's information into Qualtrics when a child or youth enters the shelter.

Impact of COVID-19 Pandemic
Several agency partners articulated that the COVID-19 pandemic influenced their recruitment and certification processes; however, the vaccine rollout brought some improvement. Efforts to mitigate some of the previous challenges continued during this reporting period.

TFC and ITFC providers continue to use telehealth to provide their individual and family counseling appointments, facilitate treatment team meetings and Pressley Ridge training. Feedback from providers was positive about this experience of virtual services overall. Discussion occurred about allowing some of these virtual platforms to continue when the COVID-19 pandemic is resolved; those determinations will be made later.

A regularly scheduled meeting with agency partners to answer questions and provide updates on COVID-19 was implemented in March 2020. These calls started as weekly, transitioned to bi-weekly in the summer of 2020 and are now held monthly. The COVID-19 updates and questions decreased dramatically.

Previously implemented efforts to assist agencies during the COVID-19 pandemic are continuing. Digital signature capabilities, which were added to numerous forms, are still in place. Agencies continue to be allowed to complete quarterly face-to-face in-home visits instead of monthly face-to-face in-home visits. Caseworker visits that are not completed in-home are to be competed via a face-to-face virtual platform. Additional discussion is being held to determine when the appropriate time is to transition back to monthly face-to-face in-home visits.

7.1: Worker Caseloads

Operational Question
What percentage of all child welfare (CW) workers meet caseload standards, are close to meeting workload standards, or are over workload standards?

Data Source and Definitions
Utilizing the standards set forth in the Pinnacle Plan, each individual type of case is assigned a weight and then the weights are added up in order to determine a worker's caseload. The consolidated workload tracking process allows Oklahoma to factor in the worker's "Workload Capacity." The chart below represents the consolidated workload tracking process. A snapshot is taken every morning at 12:00 am of the workload of all CW workers. The entire workload of workers with a qualifying case assignment of Child Protective Services (CPS), Permanency Planning (PP), Family-Centered Services (FCS), Adoption, and Foster Care are calculated and compared against the caseload standards. The workload is classified as meeting standards if it is 100 percent at or below a caseload. When the workload is over 100 percent but less than 120 percent of a caseload, it is considered to be "over but close"; otherwise, the workload is considered to be over the standard. The measure tracks each worker each day to determine if they meet the standard, and this is called a "worker day." Work performed by CW specialists is broken into multiple categories. This measure looks specifically at all CW workers (total), PP, FCS, CPS, Adoption, Foster Care, and Comprehensive workers. As of 12/31/2016, Oklahoma Human

Services (OKDHS) began using the YI768C as the data source for the Workloads reporting measure, which is a point in time number of workers who are meeting workload standards on the last day of the reporting period. All previous reporting periods were updated to reflect this data.

Description of Denominator and Numerator for this reporting period

Denominator: The number of all CW workers in Adoptions, Foster Care, FCS, CPS, and PP that were caseload carrying eligible on the last day of the reporting period with at least one assignment on their workload.

Numerator: Number of worker days where workers met the standard carrying a caseload of 100 percent or less of their calculated workload capacity.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 1/1/2013 – 6/30/2013	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP			27.0%
1/1/2014 – 6/30/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	359 Workers	1219 Workers	29.5%
7/1/2014 – 12/31/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	419 Workers	1227 Workers	34.2%
1/1/2015 – 6/30/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	658 Workers	1345 Workers	48.9%
7/1/2015 – 12/31/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	912 Workers	1501 Workers	60.8%
1/1/2016 – 6/30/2016	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1176 Workers	1656 Workers	71.0%
7/1/2016 – 12/31/2016	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1274 Workers	1651 Workers	77.2%
1/1/2017 – 3/31/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1212 Workers	1644 Workers	73.7%
4/1/2017 – 6/30/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1299 Workers	1621 Workers	80.1%
7/1/2017 – 9/30/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1037 Workers	1562 Workers	66.4%
10/1/2017 – 12/31/2017	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1097 Workers	1555 Workers	70.5%
1/1/2018 – 3/31/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1113 Workers	1546 Workers	72.0%

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4/1/2018 – 6/30/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1106 Workers	1545 Workers	71.6%
7/1/2018 – 9/30/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	934 Workers	1490 Workers	62.7%
10/1/2018 – 12/31/2018	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1250 Workers	1451 Workers	86.1%
1/1/2019 – 3/31/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1312 Workers	1487 Workers	88.2%
4/1/2019 – 6/30/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1295 Workers	1490 Workers	86.9%
7/1/2019 – 9/30/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1150 Workers	1486 Workers	77.4%
10/1/2019 – 12/31/2019	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1314 Workers	1516 Workers	86.7%
1/1/2020 – 3/31/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1411 Workers	1572 Workers	89.8%
4/1/2020 – 6/30/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1473 Workers	1570 Workers	93.8%
7/1/2020 – 9/30/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1392 Workers	1560 Workers	89.2%
10/1/2020 – 12/31/2020	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1433 Workers	1522 Workers	94.2%
1/1/2021 – 3/31/2021	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1353 Workers	1495 Workers	90.5%
4/1/2021 – 6/30/2021	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	1314 Workers	1427 Workers	92.1%
Target				90.0%

Section 3, Table 7.1-1
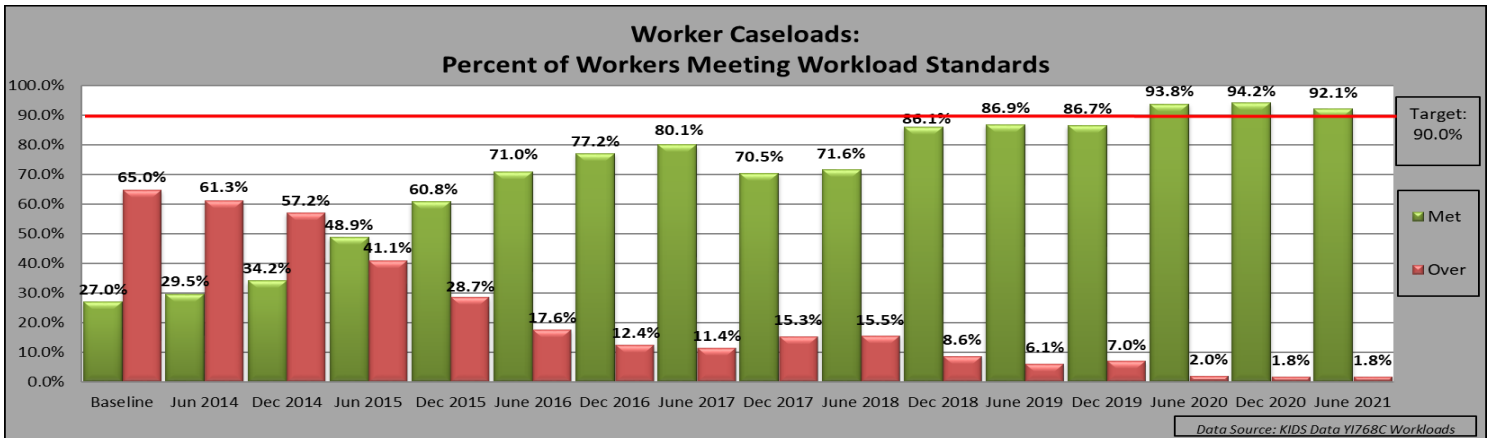
Section 3, Graph 7.1-1

Data Commentary

A one-day snapshot of the workload data is represented in Section 3, Graph 7.1-1. As of 6/30/2021, using the point-in-time YI768C Workload data report, the percentage of CW workers meeting the standard is 92.1 percent, with 6.1 percent close, and 1.8 percent over the standard. Of the 1,427 workers, 1,314 workers were meeting workload standards, 87 workers were close, and 26 workers were over the standard. This is the third consecutive reporting period where the target of 90.0 percent was achieved.
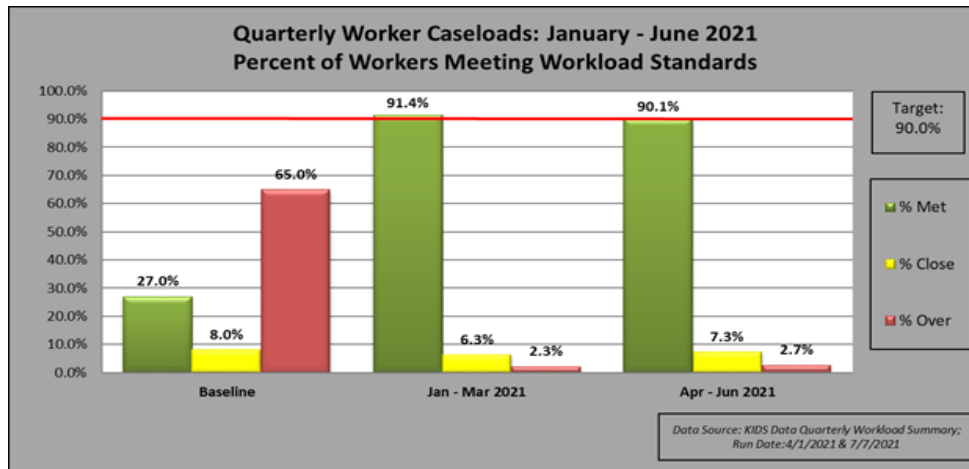
Section 3, Graph 7.1-2

Quarterly Workload Standards Report				
April 1, 2021 - June 30, 2021				
Worker Type	**Worker Days**	**% Met**	**% Close**	**% Over**
ADOPTION SPECIALIST	4590	98.3%	1.2%	.4%
RESOURCE FAMILY SPECIALIST	17637	87.4%	10.2%	2.5%
COMPREHENSIVE	4408	87.7%	9.8%	2.5%
PERMANENCY PLANNING	54889	93.1%	5.7%	1.2%
PREVENTIVE/VOLUNTARY	6321	96.9%	2.4%	.7%
INVESTIGATION	38504	83.4%	10.6%	6.0%
RECRUITMENT	3694	100.0%	.0%	.0%
ADOPTION TRANSITION SPECIALIST ATU	3832	98.3%	1.7%	.0%
TOTAL	**133875**	**90.1%**	**7.3%**	**2.7%**
Data Source: Quarterly Workload Summary, Run Date 7/7/21				

Section 3, Table 7.1-2

In addition to the point-in-time reporting of workloads, a snapshot of each worker's workload is captured for each day during the quarter. The total days during the quarter that each worker met, were close, or was over workload standards is then reported in the Quarterly Workload Standards Report as seen in Section 3, Graph 7.1-2 and Section 3, Table 7.1-2. This number differs from the point-in-time report taken from the YI768C, as this quarterly report reflects all days during the quarter. This report also counts the number of days workers met, were close, or over workload standards, whereas the YI768C report is reporting on the number of workers. For the quarter of 4/1/2021 – 6/30/2021, there were a total of 133,875 worker days. Of those days, workers met workload standards 90.1 percent of the worker days, workers were close to workload standards 7.3 percent of the worker days, and workers were over workload standards 2.7 percent of the worker days.

Reporting Period Progress
CASELOADS

Leadership Oversight of Caseloads
Child Welfare Services (CWS) leadership continues to utilize the Workload Trends Report and the Workload Dashboard, which updates daily, to track workload trends. The Workload Trends Report is provided to CWS leadership once a week. The report is the focus point of the CWS Executive Team's weekly workload calls. Each deputy director communicates with his or her leadership teams weekly to discuss local progress and identify barriers. The Workloads Trends Report has a variety of data to assist in workload management. District-specific data includes capacity percentage; compliance percentage; number of employees in the met, close, and over workload categories; total work percentage; eligible work percentage; number of staff not eligible to carry work; number of staff that will promote to the next graduated standard, 50 percent to 75 percent or 75 percent to 100 percent, each month and eligible to carry cases; number of staff over 150 percent, 175 percent, and 200 percent; and eligible workloads leaving the agency due to employee separations.

CW supervisors, district directors, and field managers are expected to complete workload training, which is offered by KIDS staff. From January – June 2021, 15 virtual sessions of workload training were offered, with 279 CW staff in attendance. As of 7/20/2021, 445 CW staff are required to take the training and 418, or 94 percent, completed the training. Going forward, the training will be offered at least once per quarter.

While CWS met and exceeded the caseload standard statewide during this reporting period, focused efforts continue on targeted districts not meeting caseload standards. The consistent districts for focused efforts were Districts 2, 4B, 20A, 20B, 21A, 23A, 23B, and 25. Other districts moved in and out of focused efforts. The majority of the consistent focused districts are within Region 2. Therefore, in late August 2020, a weekly workload call was established for any district in Region 2 with less than 80 percent meeting the specialist caseload standard. The district director for each district is a required participant and the calls are led by Region 2 deputy director and assistant CWS Director for Field Operations. In December 2020, in addition to the weekly Monday workload call, when a district's gap is greater than 20 percent between workload capacity and workload compliance, the district director is now required to send the deputy director a daily email update the following Tuesday – Friday listing concrete steps to close this gap.

During this reporting period, the following strategies are some of the efforts begun to support the focused districts:
- December 2020: Youth Transition Services (YTS) became the primary specialist for 22 youth from focused districts. Additionally, YTS expanded their secondary role for 19 children and youth, which consists of completing the worker visits and court reports for the PP specialist;
- February 2021: one vacant position each was transferred to District 20A, Carter County and to District 23B, Pottawatomie County, in Region 2;
- June 2021: Foster Care and Adoption (FC&A) specialists were assigned 80 children and youth from PP cases in which the children or youth were legally-free and placed in their identified adoptive placement. The FC&A specialist is expected to remain assigned until the child or youth exits to adoption. This pertains to the following districts:
  - District 2, Beckham/Blaine/Custer/Ellis/Roger Mills/Washita Counties, Region 1: 10 children;

- - District 4B, Canadian County, Region 1: 23 children;
  - District 20A, Carter County, Region 2: 17 children;
  - District 23A, Lincoln County, Region 2: 4 children; and
  - District 23B, Pottawatomie County, Region 2: 26 children;
- July 2021: one vacant position was transferred to District 20B, Johnston/Marshall/Murray Counties, in Region 2;
- CPS teaming was utilized in focused districts;
- PP cases were assigned to neighboring districts with greater workload capacity; and
- A team of CPS specialists traveled to a focused district and assisted in completing CPS cases. The team received paid overtime and direct-billed lodging.
- CPS, PP and FCS Overtime Plans were approved for the following districts:
  - District 2 – Beckham/Blaine/Custer/Ellis/Roger Mills/Washita Counties – Region 1;
  - District 3 – Greer/Harmon/Jackson/Kiowa/Tillman Counties – Region 2;
  - District 4B – Canadian County – Region 1;
  - District 6A – Jefferson/Stephens/Cotton Counties – Region 2;
  - District 7 – Oklahoma County, Region 3;
  - District 8 – Kay/Noble Counties, Region 1;
  - District 12 – Rogers/Mayes – Region 5;
  - District 13 – Ottawa/Delaware Counties – Region 5;
  - District 14 – Tulsa County – Region 5;
  - District 15 – Muskogee County – Region 4;
  - District 20A – Carter/Love Counties, Region 2
  - District 20B – Johnston/Marshall/Murray Counties – Regions 2;
  - District 21A – Cleveland County – Region 2;
  - District 21B – Garvin/McClain Counties, Region 2;
  - District 23A – Lincoln County – Region 2;
  - District 23B – Pottawatomie County – Region 1;
  - District 24 – Creek/Okfuskee Counties – Region 4;
  - District 25 – McIntosh/Okmulgee Counties – Region 4;
  - District 27A – Cherokee/Wagoner – Region 4; and
  - District 27B – Adair/Sequoyah Counties, Region 4.
- A statewide Overtime Plan was approved for FC&A staff to assist with PP activities.

Net Gain/Stability

From 1/1/2021 – 6/25/2021, CWS experienced a net loss of 91 CW specialist II's, a net loss of two CW specialist III's, and neither a gain nor loss of CW specialist IV's. However, CWS started State Fiscal Year (SFY) 2022 with improved net gain outcomes. From 6/25/2021 – 7/2/2021, CWS experienced a net gain of 44 CW specialist II's and a net gain of 20 CW specialist III's.

OKDHS experienced a decline in the number of applicants for all positions within the agency. OKDHS Human Resources staff reviewed national reports and held discussions with other agency Human Resources recruiters who are experiencing a similar decline in applications. A few noticeable trends exist, but OKDHS can only speculate to what extent they are influencing a decrease in applications. The trends include: 1) an increase in people seeking unemployment reduced total applications; 2) enrollment in graduate level programs at universities nationwide increased by over 4.5 percent; 3) potential applicants with bachelor's degrees may be opting for school over work; and 4) concerns about available child care may impact potential applicants. When child care is not available, it is more common for women to remain home and provide child care. Since the majority of OKDHS applicants are female, about 70 percent, OKDHS experiences a greater impact than other organizations.

CWS leadership also received anecdotal feedback from district directors regarding a decrease in the number of employment applications for CW specialist positions. Virtual interviews for the counties in the number Quality Improvement Center for Workforce Development (QIC-WD) project resulted in fewer applicant interviews on any given day. Due to the COVID-19 vaccine's availability in Oklahoma, the significant decrease of positive COVID-19 cases, the soft re-opening of OKDHS buildings, the greater flexibility for employees to work in an OKDHS building, and the need to increase the hiring rate, CWS leadership approved in-person interviews to resume effective 4/23/2021.

Effective 6/27/2021, Oklahoma no longer participates in federal unemployment benefits, including Pandemic Unemployment Assistance, Pandemic Emergency Unemployment Compensation, and Federal Pandemic Unemployment Compensation. The decision was based on the Return to Work Incentive to encourage Oklahomans return to work due to a workplace shortage. The first 20,000 Oklahomans on unemployment who return to the workforce will receive a $1,200 incentive through the American Rescue Plan. In an effort to serve Oklahoma children and families, OKDHS is offering 60-calendar days of subsidized child care to Oklahomans who are job searching due to the loss of employment and federal unemployment benefits during the COVID-19 pandemic. Unlike other child care subsidies, the program does not have an income qualification, so two-parent households are eligible if one parent is working. Those parents eligible for the 60-day job search subsidy will be approved at a weekly rate. Families may also use as much child care subsidy as necessary for job search activities. On 9/1/2020, OKDHS launched a program, Kith Care, to assist working parents including frontline CW specialists and supervisors, who need help providing child care to young children, by paying a relative to provide child care. Kith Care is currently available through May 2022.

CW specialist turnover since SFY 2013 is outlined in Section 3, Table 7.1-3. Turnover is calculated by dividing the number of separations by the average number of employees. SFY 2021 turnover for CW specialist I increased slightly by 0.8 percent but remained steady alongside SFY 2020, which was the lowest turnover for CW specialist I's since SFY 2013. SFY 2021 turnover for CW specialist II increased the most with 12.1 percent and is consistent with yearly turnover prior to SFY 2020. Turnover for CW specialist III is the lowest it has been since SFY 2013.

CW specialists experienced significant change during SFY 2021, including navigation of the COVID-19 pandemic in their personal and professional lives, telework, introduction of new technology, virtual trainings, and adapting to OKDHS building closures and the Service First model. CWS leadership will review the annual employee survey and exit surveys to help in evaluating the reasons for increased separations.

CWS leadership received feedback that the virtual CORE training was not as effective for newly hired CW specialists to learn and develop their skills. Therefore, while existing groups were virtually completing the CORE training, all new CORE groups began in-person training starting 7/12/2021. Level courses for CW specialists are gradually returning to in-person.

Stability measures turnover and office churn, with churn defined as promotions, transfers, and demotions that an office experiences. Stability is calculated by dividing the number of separations, promotions, transfers, and demotions by the average number of employees. For SFY 2021, the stability rate for all CW specialists I – IV was 50.6 percent.

Based on previous survey results and feedback, exhaustion and burnout are some of the top reasons CW specialists resign. On 5/6/2021, OKDHS launched an expansion to the existing Employee Assistance Program (EAP), with Immediate Support Sessions that are available 24/7. This means an OKDHS employee can talk with a counselor by voice or Zoom immediately and directly from their cellphone. Immediate Support Sessions are not therapy sessions, but for in-the-moment situations. The session's maximum length is 30 minutes. Immediate Support Sessions do not count against an employee's six annual EAP visits to a licensed counselor. The sessions are for any situation, such as work, personal, or family, and should not circumvent the employee-supervisor relationship. The first three months, May – July 2021, also serve as a test period with the EAP provider to determine how much staffing is needed. Although it rarely happens, without adequate staff, an employee's call may go to voicemail if several others are calling at the same time. OKDHS and EAP will be analyzing the real-world utilization of the service. Immediate Support Sessions are confidential and no one at OKDHS will know of an employee's usage of the service unless the employee self-discloses.

CW specialist I turnover remains the highest, occurring during the first year of employment. This data further supports the QIC-WD project. QIC-WD is a competency-based selection intervention with a goal to consistently hire the right staff in the right places. QIC-WD is discussed further in a following section.

Child Welfare Specialist Turnover

Position	SFY	Average Number of Employees	Percentage
CW Specialist I	2021	346	19.94%
	2020	324	19.1%
	2019	259	37.5%
	2018	219	34.2%
	2017	281	24.6%
	2016	437	36.2%
	2015	412	38.3%
	2014	448	40.2%
	2013	204	53.4%
CW Specialist II	2021	1,223	23.1%
	2020	1,180	11.0%
	2019	1,130	29.2%
	2018	1,223	28.5%
	2017	1,280	20.9%
	2016	1,098	20.2%
	2015	837	18.6%
	2014	693	21.5%
	2013	334	26.6%
CW Specialist III	2021	426	3.3%
	2020	414	5.1%
	2019	368	14.9%
	2018	384	13.5%
	2017	406	10.3%
	2016	360	10.0%
	2015	287	7.3%
	2014	239	13.4%
	2013	109	18.3%
	2012	N/A	N/A
	2011	N/A	N/A
CW Specialist IV	2021	438	6.9%
	2020	423	2.1%
	2019	369	8.9%
	2018	378	9.3%
	2017	430	5.6%
	2016	412	5.8%
	2015	359	5.8%
	2014	295	6.4%
	2013	143	7.0%
CW Specialist I – IV	2021	2,433	17.4%
	2020	2,344	9.5%
	2019	2,126	24.2%
	2018	2,203	23.2%
	2017	2,396	16.8%
	2016	2,305	19.0%
	2015	1,894	18.8%
	2014	1,675	22.7%
	2013	790	28.9%

Section 3, Table 7.1-3   *Date Source: Turnover Report; Run Date: 7/7/2021*

Workload Reduction

To address if CW specialists meet the workload standard, a weekly report containing the workload details is sent to every district director, regional director, and the assistant CWS Director for Field Operations. Each regional director or district director responds weekly with an explanation for any excessive workload and a plan to reduce it to the standard by a

specified date. Report monitoring includes assessing the progress made on each identified specialist and ensuring timely action occurs to prevent additional specialists from reaching a 200 percent workload. CWS is committed to lowering workloads from 200 percent to 175 percent, from 175 percent to 150 percent, and finally below 150 percent. Data collected on 10/4/2018 showed 40 specialists over 200 percent. On 11/8/2019, 34 specialists were over 150 percent of the standard, three were over 175 percent, and no specialist was over 200 percent. On 12/30/2020, a data snapshot showed 10 specialists over 150 percent of the standard and no specialist was over 175 percent. On 7/1/2021, a data snapshot showed three specialists over 150 percent of the standard and one specialist was over 175 percent. The significant decrease in the number of employees over 150 percent is evidence that CWS is self-correcting.

RECRUITMENT

QIC-WD
CWS experiences a workforce challenge in having too many staff with a workload that exceeds the standards for their program area due to turnover. Through a competency-based selection intervention, CWS hopes to begin consistently hiring the *right* staff in the *right* places, bringing parity to workload distribution.

To design the competency-based selection intervention, OKDHS conducted an in-depth job analysis to better define optimal performance and the characteristics required to perform the CW job well. The job analysis process included interviews and surveys with the experts of the job – workers and supervisors themselves. This analysis guided the development of a tailored selection strategy for the CW workforce.

The intervention consists of two parts, both enhancing and creating a more robust selection tool. First, the interview questions and scoring criteria are standardized and targeted at identifying the skills and competencies an individual needs to bring with them to the job, in contrast to the skills and competencies that the individual will gain through training and on the job experience. A typing, writing, and computer literacy attestation portion is included that goes along with the traditional interview. The second part involves testing and validating individual difference measures through assessments, such as the Hope Scale, Public Service Motivation Scale, and Watson-Glaser Critical Thinking Appraisal. When these measures are validated, they will be incorporated into the hiring process to better inform the selecting officials. Additionally, QIC-WD received approval to conduct a sub-study in which previous applicants' applications will be reviewed to see how screening criteria relates to who is interviewed and hired. As of June 2021, the QIC-WD team is receiving applications to review and analyze correlating data.

Since this project is being completed as a part of the QIC-WD work through the Children's Bureau's grant, the stated expected results are:
- the traits and competencies that should be present at the time of hire in order for a job candidate to be successful in doing CW work;
- how competency-based and standardized selection procedures affect worker proficiency, confidence, job satisfaction, commitment to the agency, and intention to stay;
- how increasing the number of staff who are a better fit for their positions and more likely to stay could reduce stress on existing employees and agency wide turnover; and
- how an increase in staff who are a better fit to CW work and a decrease in turnover can improve outcomes for children and families.

This project consists of a randomized control trial and a control group to evaluate the results of the intervention. Several previous Semi-Annual reports provided the visual representation of the randomized areas, the control groups, and the projected timeline, none of which has changed during this reporting period.

The project is underway and experienced some changes due to the COVID-19 pandemic that affected the implementation timeframes. The team completed the Standardized Hiring Protocols training in March 2020 and the three initial

implementation counties began utilizing the new process. The pandemic began to impact the project in mid-March when the CW workforce moved to teleworking and in-person meetings were discontinued. The QIC-WD team explored developing the intervention to a virtual and paperless process that can be used in different work arrangements. This virtual Standardized Hiring Protocols option allows for greater flexibility in hiring under different work conditions. In May 2021, OKDHS lifted restrictions and offices now have the option to conduct in-person or virtual interviews. The paperless process remains in effect regardless of the type of interview completed.

Over 25 training sessions were held and 274 staff completed training. All required standardized hiring process training was completed in March 2021. Following training, the counties began to implement the new interview protocol in hiring new CW specialist I's and CW specialist II's for PP, CPS, FCS, FC&A positions. New CW supervisors were hired and training dates will be scheduled to train them in August and September 2021. CW program analysts completed training on coaching and fidelity observation to the structured hiring protocol and began observing interviews. Statewide implementation of the standardized hiring protocol is pending the results of the study.

The QIC-WD grant was originally scheduled to end September 2021, but was extended due to the COVID-19 pandemic and its effects on all project sites. A final date has yet to be determined, but the project extension was federally approved.

Service First Model
In May 2020, OKDHS launched its Service First Model. To stay mission-focused in a changing world and prioritize customers and workforce over physical structures, a number of OKDHS buildings closed and employees were assigned a new duty station. For counties with building closures, OKDHS secured office locations with community partners and OKDHS employees were embedded within those communities. These new locations are collaborative spaces shared by OKDHS employees. OKDHS closed 48 buildings as of July 2021.

On 4/12/2021, OKDHS launched a soft re-opening of OKDHS county offices to the public. CWS employees now have greater flexibility working in an OKDHS building two days per week or more, if needed, for CW emergency situations, such as a child entering out-of-home care, a child needing placement, or attending a family meeting. In May 2021, CWS leadership set an expectation that CW supervisors work in the OKDHS office or Service First partner location at least two days per week to provide in-person coaching and support to CW specialists. On 6/21/2021, OKDHS Human Resources provided tips for frontline supervisors to help them stay connected to CW staff working remotely. The document, ***Stay Connected – Best Practices for Leading Remotely***, offers tips for a supervisor to stay connected to his/her team and provide stronger one-on-one supervision.

Telework and Flexible Scheduling
OKDHS remains committed to teleworking and flexible scheduling being the new workforce standard. Telework continues to be performed outside of the employee's assigned duty station/office. The duties, obligations, and responsibilities of a teleworking employee are the same as if working at his or her assigned duty station. Compressed scheduling continues to be available for employees with a desire to work an alternate workweek (AWW). Both of these options require the employee to create a permanent schedule and select the same AWW day or half day each week, as well as obtain supervisory approval for their scheduling.

COVID-19 Vaccine for Employees
On 1/4/2021, OKDHS provided a letter template to CWS employees that is approved for their use to indicate first responder status. OKDHS sponsored several COVID-19 vaccine clinics for OKDHS employees and approximately 1,660 employees received a vaccine through these clinics. This included employees from all OKDHS divisions. Additionally, local county health departments hosted vaccine clinics across the state. Indian Health Services (IHS)/tribal health systems received doses and many operated robust local vaccine clinics for those eligible for IHS. The vaccine is currently readily available throughout Oklahoma.   The vaccine is not required by OKDHS and each employee is encouraged to consider their own circumstances. OKDHS seeks to provide every opportunity for employees to be well and safe while performing critical social work. Employees are not required to take leave and may file a travel claim when being vaccinated.

7.1: Supervisor Caseloads

Operational Question
What percentage of child welfare (CW) supervisors meet caseload standards, are close to meeting workload standards, or are over workload standards?

Data Source and Definitions
This measure looks at supervisor units in regards to the worker standard per unit. There are two parts to determine if a supervisor unit meets the standard. First, the measure looks at the number of CW workers each supervisor is currently supervising in his or her unit. The target is for each unit to have a ratio of five CW workers to one supervisor. When a unit has a ratio of 5:1 or less, they are considered to meet the standard. Units are "close" when they have a ratio of 6:1. All units with a ratio of 7:1 or over are considered "over." Each worker accounts for 0.2 percent of a supervisor's workload capacity. Secondly, the measure looks at any of those supervisors who are currently supervising caseload carrying workers and also have primary assignments on his or her own workload. Because these workload assignments deduct from a supervisor's capacity to supervise their workers, the additional caseload must be factored into the measurement. When a supervisor has less than two case assignments, the case assignments will not be calculated into the measurement. Any other assignments on a supervisor's caseload will be calculated at the same weight as a worker's caseload and then added to the supervisor capacity, which includes the number of workers supervised. With this combined calculation of the supervisor's workload capacity, it is then determined how many of these supervisor units are meeting the workload standard.

Description of Denominator and Numerator for this reporting period
Denominator: All current supervisor units currently supervising caseload carrying workers in Adoptions, Foster Care, Family-Centered Services, Child Protective Services, and Permanency Planning.

**Numerator:** All current supervisors with a combined workload of 100 percent or less.

Trends

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2014 – 6/30/2014	All supervisors with a unit currently supervising caseload carrying workers			58.8%
7/1/2014 – 12/31/2014	All supervisors with a unit currently supervising caseload carrying workers	217 – Met	306 Units	70.9%
1/1/2015 – 6/30/2015	All supervisors with a unit currently supervising caseload carrying workers	259 – Met	345 Units	75.1%
7/1/2015 – 12/31/2015	All supervisors with a unit currently supervising caseload carrying workers	297 – Met	372 Units	79.8%
1/1/2016 – 6/30/2016	All supervisors with a unit currently supervising caseload carrying workers	308 – Met	379 Units	81.3%
7/1/2016 – 12/31/2016	All supervisors with a unit currently supervising caseload carrying workers	330 – Met	387 Units	85.3%
1/1/2017 – 3/30/2017	All supervisors with a unit currently supervising caseload carrying workers	317 – Met	376 Units	84.3%

4/1/2017 – 6/30/2017	All supervisors with a unit currently supervising caseload carrying workers	313 – Met	375 Units	83.5%
7/1/2017 – 9/30/2017	All supervisors with a unit currently supervising caseload carrying workers	301 – Met	368 Units	81.8%
10/1/2017 – 12/31/2017	All supervisors with a unit currently supervising caseload carrying workers	319 – Met	377 Units	84.6%
1/1/2018 – 3/31/2018	All supervisors with a unit currently supervising caseload carrying workers	318 – Met	375 Units	84.8%
4/1/2018 – 6/30/2018	All supervisors with a unit currently supervising caseload carrying workers	312 – Met	373 Units	83.6%
7/1/2018 – 9/30/2018	All supervisors with a unit currently supervising caseload carrying workers	339 – Met	379 Units	89.4%
10/1/2018 – 12/31/2018	All supervisors with a unit currently supervising caseload carrying workers	334 – Met	377 Units	88.6%
1/1/2019 – 3/31/2019	All supervisors with a unit currently supervising caseload carrying workers	316 – Met	364 Units	86.8%
4/1/2019 – 6/30/2019	All supervisors with a unit currently supervising caseload carrying workers	307 – Met	368 Units	83.4%
7/1/2019 – 9/30/2019	All supervisors with a unit currently supervising caseload carrying workers	313 – Met	376 Units	83.2%
10/1/2019 – 12/31/2019	All supervisors with a unit currently supervising caseload carrying workers	265 – Met	378 Units	70.1%
1/1/2020 – 3/31/2020	All supervisors with a unit currently supervising caseload carrying workers	295 – Met	373 Units	79.1%
4/1/2020 – 6/30/2020	All supervisors with a unit currently supervising caseload carrying workers	341 – Met	383 Units	89.0%
7/1/2020 – 9/30/2020	All supervisors with a unit currently supervising caseload carrying workers	318 – Met	378 Units	84.1%
10/1/2020 – 12/31/2020	All supervisors with a unit currently supervising caseload carrying workers	348 – Met	383 Units	90.9%
1/1/2021 – 3/31/2021	All supervisors with a unit currently supervising caseload carrying workers	326 – Met	379 Units	86.0%

4/1/2021 – 6/30/2021	All supervisors with a unit currently supervising caseload carrying workers	350 – Met	383 Units	91.4%
Target				90.0%

Section 3, Table 7.1-3
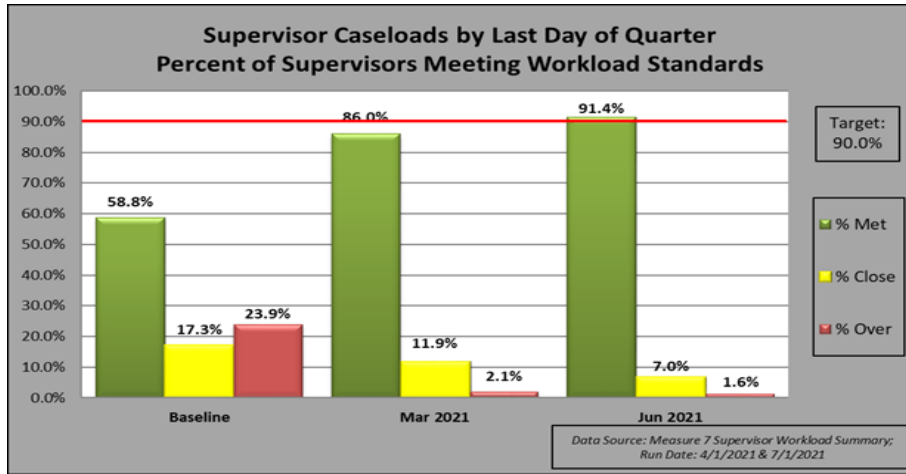
Section 3, Graph 7.1-5

Data Commentary

For the current quarter, 383 supervisor units in total were counted comprised of 1,609 CW specialist I, II, and IIIs. This calculates to a statewide worker to supervisor ratio of 4.20. As of 6/30/2021, 350 supervisors or 91.4 percent met the workload standard, 27 supervisors or 7.0 percent were close to meeting the standard, and six supervisors or 1.6 percent were over the standard, as seen in Section 3, Graph 7.1-5. As part of this measure, the work assigned to supervisor's workloads must also be calculated into the workload standard. Seventy supervisors had at least one assignment on his or her caseload. This is the second time since Pinnacle Plan reporting began that the target of 90 percent was met.

Reporting Period Progress

A supervisor caseload report, updated daily, is available to all CWS employees. Additionally, CWS leadership continues to receive a more detailed supervisor caseload data report monthly. The data is reviewed near the beginning of each month by the CWS Executive Team. An explanation for why a supervisor is not meeting caseload standard must be provided to the deputy director and assistant CWS director for review, discussion, and direction. During this reporting period, two new supervisor positions were created, one assigned to District 14, Tulsa County, Region 5, and one assigned to District 21, Cleveland County, Region 2, to increase the number of supervisors assigned no more than five specialists. Statewide adjustments were made to some supervisory units to more equally distribute the number of specialists assigned to each supervisor. Deputy directors are responsible for approving direct assignments made to a supervisor. Direct assignments are defined as assignments made to supervisors for the purpose of the supervisor doing the casework directly. This type of assignments is what CWS expects to reduce and eliminate. Due to these efforts, CWS demonstrated 98.4 percent of supervisors meeting or close to meeting the target, which provides more supervisors with greater opportunities to coach, support, and mentor the CW specialists assigned to them.

Effective 8/1/2021, CW frontline supervisors are now approved to accrue compensatory time for time worked greater than 40 hours per week. CW frontline supervision and support of frontline CW specialists often occurs beyond a normal 40-hour work week, especially if the supervisor is helping with after-hours investigations, placement transitions, or the myriad of other CW emergencies that can happen after-hours. The numerous hours that CW supervisors work beyond their regular 40-hour work week historically was not recognized or rewarded. Accrual of compensatory time is a significant system change to support frontline CW supervisors, who in turn support frontline CW specialists.

Conclusion

Since reform began, OKDHS has evolved into a self-correcting system and caseload management is one example of that system. The baseline data ending June 2013, showed 27 percent of workers meeting caseload standards compared to the recent period ending June 2021 with 92.1 percent meeting caseload standards. While caseload compliance ebbed and flowed over the reporting periods from 2013 – 2021, it is evident that OKDHS demonstrates substantial improvement in not only the metrics, but in identifying activities, efforts, and strategies resulting in enhanced caseload compliance. Furthermore, OKDHS self-corrected during times of increased work. Retention is key to not only meeting workload standards but more importantly building a robust CW system with quality experience and best practices and outcomes for children and families. In order to develop, adjust, and transform retention efforts, OKDHS and CWS leadership will continue to evaluate employee experiences and feedback. The last day of the report period ending June 2021 marks the second consecutive reporting period OKDHS has met the target of 90 percent for both worker and supervisor caseloads.