PINNACLE PLAN MEASURES

SEMI-ANNUAL SUMMARY REPORT

February 2016

Overview

The Oklahoma Department of Human Services (DHS) 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. The OKDHS Metrics, Baselines, and Targets Agreement -3/7/13 outlines how the outcomes and other indicators are measured and reported. Monthly, Quarterly, 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 DHS provides an analysis in which the agency outlines: (1) the strategies being 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 DHS 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

DHS was the first state agency in the nation to have a federally approved Statewide Automated Child Welfare Information System (KIDS System) 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, DHS believes it is important to clarify how the various metrics relate to the levers that DHS can potentially influence to improve outcomes for children in care.

The CQI process is based on the premise that improving outcomes for children requires some degree of system reform and system reform 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 pertain 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 DHS' 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, exit, and caseload 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 care. These include indicators pertaining to **maltreatment in care, placement stability, shelter placement,** and **permanency**.

SECTION 3: Process and quality of care indicators. This section reports on metrics designed to measure the process and quality of certain case practices. These include indicators pertaining to the **frequency of worker contacts**.

SECTION 4: Capacity indicators. This section reports on metrics designed to measure DHS' capacity to deliver foster care services. These include metrics pertaining to **foster home development** and **caseload/workload.**

SECTION 1: Contextual information

Entry, exit, and caseload trends

DHS 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 care, and this number continued to rise before peaking at 11,303 in October of 2014. However, in November of 2014 the number started to decline for the first time since Pinnacle Plan implementation begam. As of December 2015, the number of children in care reached 10,324, an 8.66% percent decrease since October 2014. The reduction of children in care is continuing. The chart below, Section 1, Graph 1, shows the number of children removed and exiting care during each month from October 2014 through December 2015 that covers the time frame of this Semi-Annual report. During SFY2015, the total number of children exiting care outnumbered the children removed leading to the overall decrease in the number of children in care.
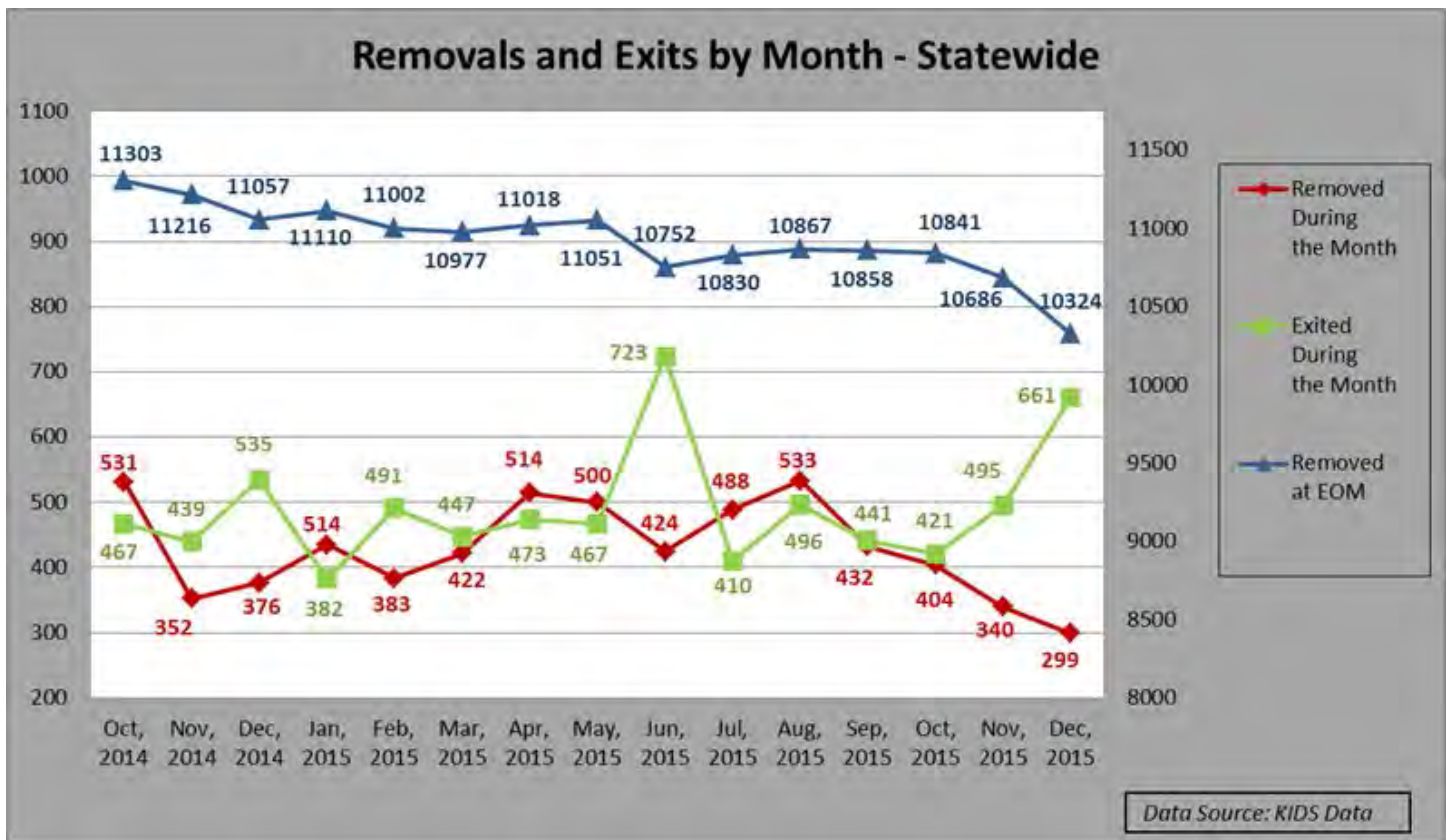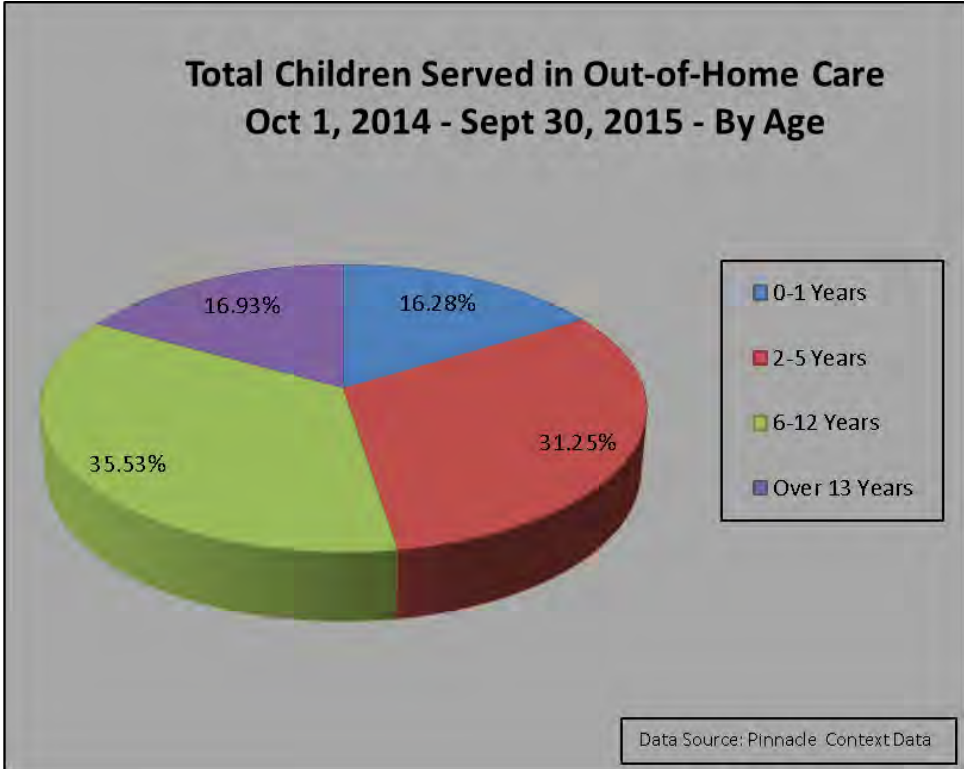

Section 1, Graph 1
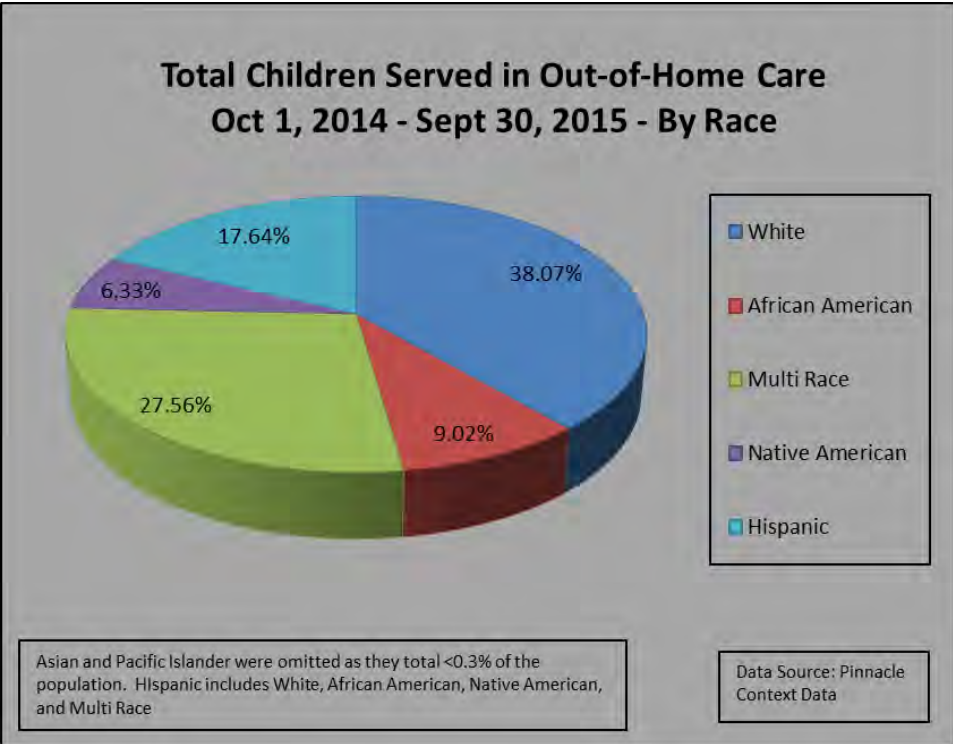
Demographic information by reporting period

During the reporting period October 1, 2014 through September 30, 2015, DHS served 16,808 children. The "served" population includes all children who were in 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 total population of 16,629 children.

Section 1, Charts 1 and 2 show the children's demographics by age and race as of September 30, 2015. For race, when a child claims more than one race, the child is counted in the "Multi-Race" category. Hispanic or Latino origin is not counted as a primary race, so when a client indicates that he or she is Hispanic, regardless of any other race selected,
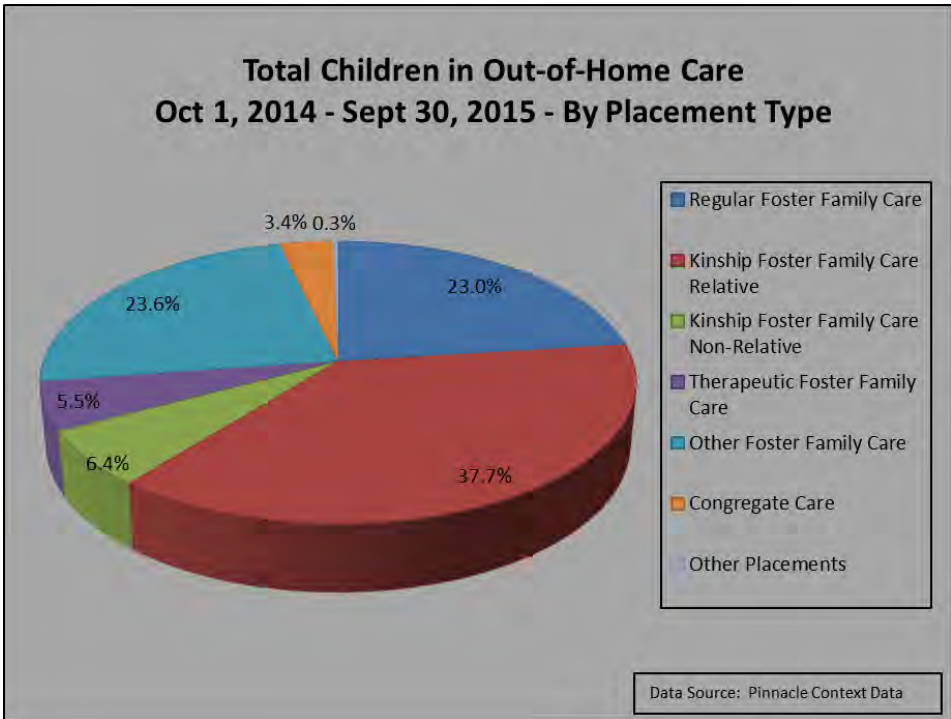
the client is reported in the "Hispanic" category. The other races: White, African American, Multi-Race, and Native American are all Non-Hispanic.

**Total Children Served in Out-of-Home Care
Oct 1, 2014 - Sept 30, 2015 - By Age**

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

16.93% 16.28% 31.25% 35.53%

Data Source: Pinnacle Context Data

Section 1, Chart 1

**Total Children Served in Out-of-Home Care
Oct 1, 2014 - Sept 30, 2015 - By Race**

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

17.64% 38.07% 6.33% 27.56% 9.02%

Asian and Pacific Islander were omitted as they total <0.3% of the population. Hispanic includes White, African American, Native American, and Multi Race

Data Source: Pinnacle Context Data

Section 1, Chart 2

Total Children in Out-of-Home Care
Oct 1, 2014 - Sept 30, 2015 - By Placement Type

Regular Foster Family Care

Kinship Foster Family Care Relative

Kinship Foster Family Care Non-Relative

Therapeutic Foster Family Care

Other Foster Family Care

Congregate Care

Other Placements

3.4% 0.3%

23.6%

23.0%

5.5%

6.4%

37.7%

Data Source: Pinnacle Context Data

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 uses the logic from the official federal metric. This measure uses a 12-month period based on the time frame of October 1 through September 30. Oklahoma used the two official state-submitted Adoption and Foster Care Analysis Reporting System (AFCARS) (15A & 15B) files combined with a non-submitted annual National Child Abuse and Neglect Data System (NCANDS) file (covering AFCARS 15A & 15B 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.

- 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 (out-of-home 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 that is collected from KIDS.
- The federal metric only counts a victim once during the 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.
- Also, 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 homes, group homes, shelters, and residential facilities. Oklahoma began including children substantiated of maltreatment by the Office of Client Advocacy (OCA) in institutional settings in March 2013.

Description of Denominator and Numerator for this reporting period:
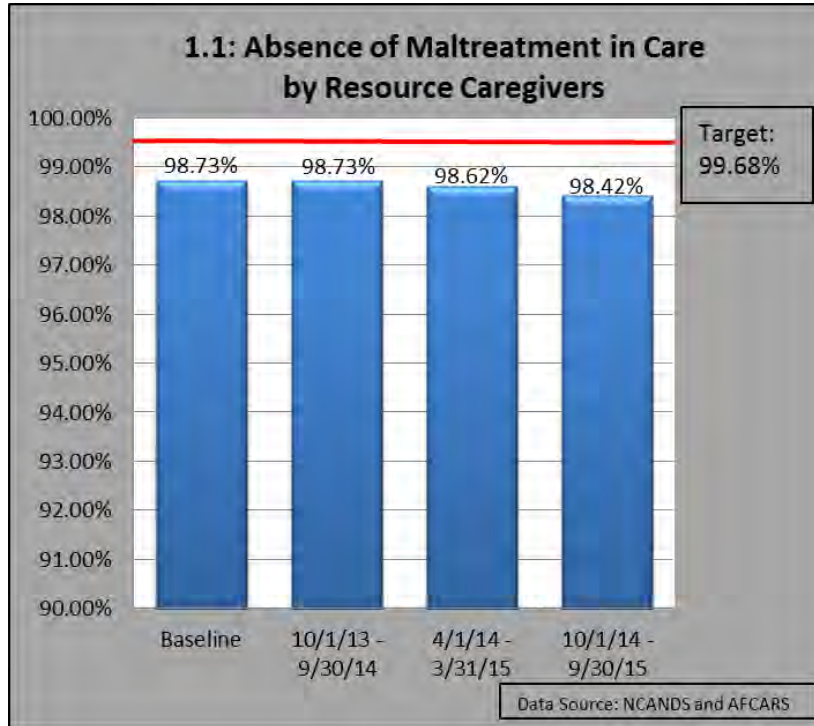**Denominator:** All children served in foster care between 10/1/2014 and 9/30/2015.

Numerator: The number of children served in foster care between 10/1/2014 and 9/30/2015 who did not have any substantiated or indicated allegations of maltreatment by a foster parent or facility staff member during that period.
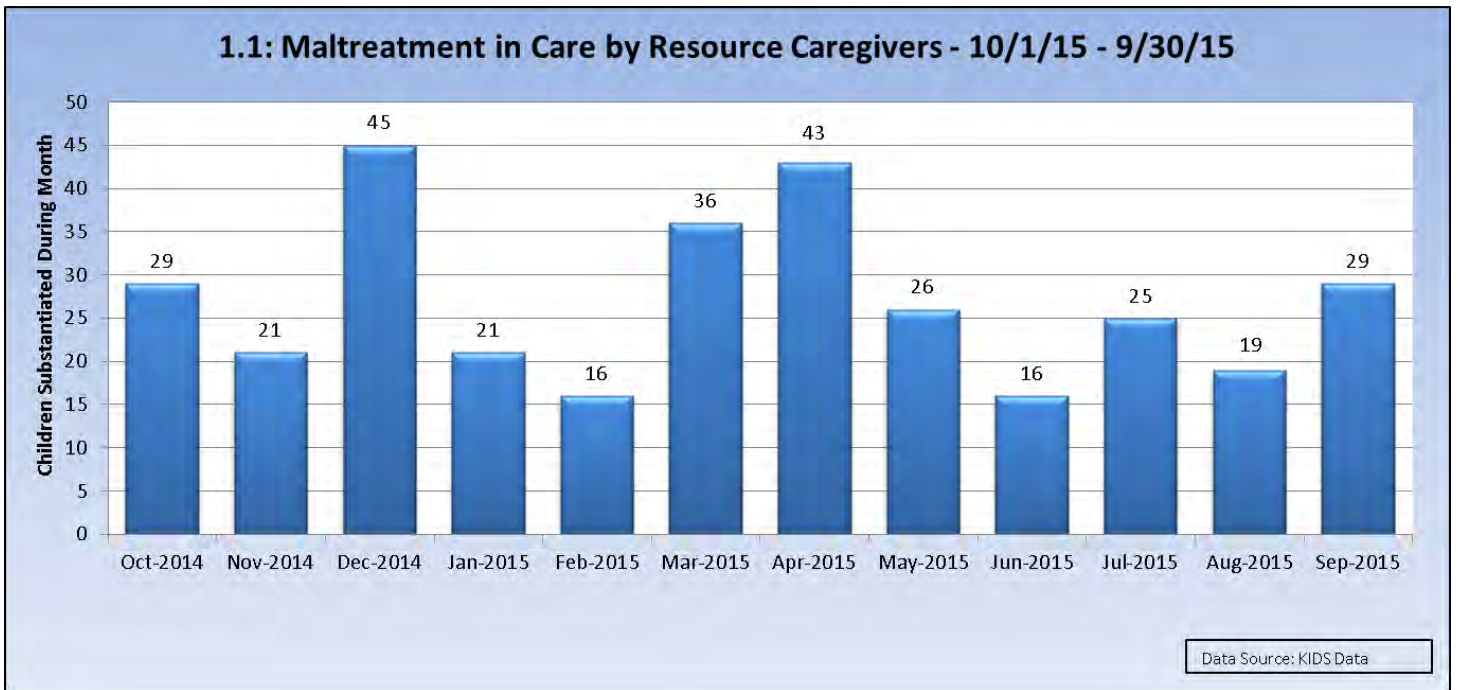
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014	15,605	15,806	98.73%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014	16,066	16,272	98.73%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015	16,410	16,640	98.62%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015	16,543	16,808	98.42%
Target				99.68%

Section 2, Table 1.1-1

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
	98.73%	98.73%	98.62%	98.42%

Data Source: NCANDS and AFCARS

Section 2, Graph 1.1-1

1.1: Maltreatment in Care by Resource Caregivers - 10/1/15 - 9/30/15

Children Substantiated During Month

Data Source: KIDS Data

	Oct-2014	Nov-2014	Dec-2014	Jan-2015	Feb-2015	Mar-2015	Apr-2015	May-2015	Jun-2015	Jul-2015	Aug-2015	Sep-2015
# of Substantiations	29	21	45	21	16	36	43	26	16	25	19	29

Section 2, Graph 1.1-2

Commentary:

This indicator is based on the federal measure for maltreatment in care and produces representative information about the incidence of maltreatment in care (MIC). Although the MIC rate for this semi-annual reporting period has increased, the data shows the total number of victims has decreased in the most recent six month time period.

For the reporting period October 1, 2014 through September 30, 2015, a total of 326 substantiations of maltreatment while in out-of-home care were reported in the monthly MIC Pinnacle Plan Measure. After discussions and further analysis of MIC, a detailed listing of referrals is provided in this report and subsequent semi-annual reports. These 326 victims were included in 178 separate referrals: 126 referrals for children in foster care and 52 referrals to OCA. Of the 326 victims placed in foster care:

- 122 children were in a Kinship Foster Care Home Relative (37.4%);
- 21 children were in a Kinship Foster Care Home Non-Relative (6.4%);
- 59 children were in a Traditional Foster Home or Contracted Foster Care Home (18.1%);
- 16 children were in a Traditional Foster Supported Homes (4.9%);
- 18 children were in a Therapeutic Foster Care Home (TFC) (5.5%);
- 8 children were in a Tribal Approved Foster Care or Foster Care Kinship Home (2.5%);
- 3 child were in a Developmental Disability Services (DDS) home or Agency Companion Home (0.9%);
- 1 child was in an Adoptive placement (0.3%);
- 45 children were in a Level D, D+, or E Resource Facility (13.8%);
- 14 children were in an Acute Psychiatric Hospital or Psychiatric Residential Treatment Center (4.3%);
- 6 children were in a Youth Services Shelter (1.8%);
- 11 children were in a DHS shelter (3.4%);
- 1 child was AWOL (0.3%); and
- 1 child was in Detention (0.3%).

For NCANDS reporting, 265 victims were reported. The difference between the two measures is explained above.

DHS remains committed to reducing maltreatment in out-of-home care in higher level settings and as a result developed core strategies intended to impact MIC that were approved by Co-Neutrals in August 2015. Efforts while multi-faceted are comprised of three major components: policy, practice, and technical enhancements; contract enhancements; and heightened monitoring of those facilities identified as having the highest number of maltreatment reports and maltreatment incidents.

Policy, Practice, and Technical Enhancements: Initiatives in this component seek to address concerns identified through DHS and Co-Neutral case reviews in the area of identification and execution of corrective actions to eliminate or decrease safety threats to children in higher level settings. Specific activities included multiple meetings between Specialized Placements and Partnerships Unit (SPPU), KIDS, and OCA leadership to review, revise, and develop enhanced policies, practice, and tools for staff to follow and use. Significant policies and practices were developed as a result of these meetings including:
- OCA policy enhancements to allow for more timely and documentable communication with SPPU staff when safety threats were identified;
- SPPU policy enhancements that decrease staff and provider response times in developing and implementing corrective actions;
- creation of a well-defined and delineated response and accountability framework consisting of the Plan for Immediate Safety (PFIS), Corrective Action Plan (CAP), Facility Action Step (FAS), Notice to Comply (NTC), and Written Plan of Compliance (WPC); and
- training 38 SPPU and OCA staff in Managing Aggressive Behavior (MAB) Plus that provided a comprehensive overview of the MAB philosophy and framework designed to assist SPPU personnel support providers in moving to a restraint freer environment. Through a review of policy, licensing standards, contract expectations, role-play, and case studies, participants explored ways to assess the proper use of prevention, intervention and postvention skills in an effort to reduce MIC.

Policy enhancements were submitted in accordance with the state's emergency rule-making guidelines and are expected to take effect in April or May 2016. Tools developed as a result of these efforts and in support of the described

policy and practices include creation of the CAP form, FAS form, Assessing Safety in Congregate Care Contact Guide, and KIDS screens. The KIDS screens in development will for the first time allow for SPPU staff to submit to a central location standardized documentation of all CAPs, FASs, referrals, Areas of Concern, WPCs, and related actions and responses for each provider. Additionally, the reports generated from this technical enhancement will assist staff in identification of issues impacting child safety within the broader agency's or provider's culture, hiring, training, supervision, services, or contract compliance by compiling a comprehensive report of all issues requiring remediation, agency response, and progress on remediation efforts. The KIDS screens are scheduled for inclusion in the April 19, 2016 KIDS release.

Contract Enhancements: Initiatives in this component address concerns identified through DHS and Co-Neutral case reviews regarding facility staff training in and utilizing appropriate positive behavior management to include prevention, de-escalation, and non-pain producing restraint. A review of contract language by SPPU leadership identified the absence of language that allowed DHS to hold providers financially accountable when significant non-compliance issues or ongoing safety-related issues are identified. Multiple meetings occurred between SPPU leadership, OCA, group home provider leadership, National Resource Center for Youth Services (NRCYS) leadership, contract and purchasing staff, and DHS legal. Of significant note is the engagement that happened with group home provider partners. SPPU leadership met regularly with a small set of group home provider leadership to review contract language and obtain feedback on 9/23/15, 10/07/15, 10/23/15, 11/18/15, 12/10/15, and 1/07/16. Furthermore, feedback from all group home providers was collected during quarterly group home administrator meetings held on 6/25/15, 9/25/15, and 12/04/15.

Significant contract enhancements resulted from these activities including the addition of language mandating the use of a single standardized and trauma-informed, responsive model of positive behavior management or MAB, as well as added language that allowed DHS to levy progressive fiscal consequences to providers outside of contract compliance when necessary. The contractual mandate of a single model of behavior management that both group home providers and DHS staff are trained in will allow for shared language, shared expectations, enhanced ability to monitor practice by DHS staff, and model fidelity. In support of building systematic MAB capacity, DHS modified its NRCYS contract to allow for monthly MAB training for provider staff, MAB trainer certification courses, and technical assistance related to MAB practice and implementation at no cost to the providers. The NRCYS contract modification was executed in December 2015. Group home contracts were sent to providers in January 2016 with an effective date of 2/01/16 and are currently in the signature routing process.

Heightened Monitoring: Initiatives in this component seek to develop a data-informed process of intensive intervention and remediation with providers identified as having the highest number of reports of maltreatment and maltreatment incidents during a specific period of review. Activities included meetings with KIDS staff to develop data identification and collection needed for these efforts as well as information and planning meetings between SPPU leadership, Child Care Licensing (CCL), Oklahoma Health Care Authority (OHCA) leadership, Oklahoma Commission on Children and Youth, Office of Juvenile Affairs leadership, and NRCYS on August 28, 2015 and October 2, 2015. Engagement of multiple agencies and programs was needed to present a unified and comprehensive effort when meeting with provider leadership. This group reviewed maltreatment data from May 2015 through July 2015 and identified 10 providers with whom to initiate heightened monitoring efforts. As a result, initial heightened monitoring meetings including representation from those agencies with a vested interest in the facility and provider leadership were held: 10/30/15, 11/4/15, 11/10/15, 11/12/15, 11/13/15, 11/18/15, and 11/24/15. At these initial meetings, the substantiated reports of maltreatment were discussed and any remaining safety issues stemming from these reports were addressed. In addition, SPPU requested all provider leadership to agree to partake in a program assessment conducted by NRCYS, regarding the operation of their facility in a trauma-informed manner. All group home providers and one higher level provider agreed to participate and to develop plans of improvement based upon the recommendations outlined in the assessment report. Program assessments were scheduled and completed with the agreeing providers with the last one occurring on 2/03/16; however, some finalized program assessment reports are still pending. Regular, ongoing monitoring of the agreements made during the initial heightened monitoring meetings are conducted by SPPU staff weekly and development of action plans to meet the recommendations of the program assessment are created jointly by SPPU staff, NRCYS, and the providers. Monitoring of plan completion is also conducted by SPPU staff weekly. Monthly progress reporting to the heightened monitoring team by SPPU staff on provider progress and performance

began February 3, 2016. A new maltreatment data set was received in early January 2016 for the time period of July 2015 through December 2015. This data was presented to the multi-agency heightened monitoring team on January 11, 2016 and led to the identification of only one new provider in need of heightened monitoring. The initial heightened monitoring meeting with that provider is scheduled for February 19, 2016. Efforts with the agencies originally identified in the initial data will continue and the newly identified agency will simply be incorporated.

MIC by Resource Caregiver

DHS is working on strategies to reduce MIC by resource caregivers using the information obtained from the Co-Neutral review of FFY 14 MIC substantiations, the DHS MIC qualitative review, and current data related to MIC by resource caregivers. Recent data analysis comparing percentages of children by placement type of all children served in care between October 1, 2014 to September 30, 2015, shows that the percentages of children placed in kinship placements is proportionate to the percentage of children who were victims of MIC and placed in kinship, Section 2, Table 1.1-2.

DHS developed and began implementation of strategies intended to reduce the MIC by resource caregivers following the MIC review by the Co-Neutrals as well as the internal qualitative review. These strategies include revisions to policy and Instructions to Staff (ITS) regarding background checks and child welfare history review during the initial and ongoing reassessment process; ongoing review of referrals, investigations, or policy violations regardless of disposition; and a higher level of review and oversight process on the overfilling of foster homes. All of these strategies require increased communication between foster care and permanency planning staff along with additional oversight of upper management, when needed. Because the implementation of the various strategies began September 2015, the results of these efforts are not apparent during this reporting period.

The policy and ITS changes for completing background checks and child welfare history review during the initial and ongoing assessment of families are in the emergency rule-making process. Since the final document would not be approved until summer 2016, a numbered memo was sent to all Child Welfare Services (CWS) staff on September 15, 2015 with ITS guidance effective September 1, 2015. This update included required oversight by the foster care field manager or higher level management as well as the district director for the child when a kinship resource is assessed and there are multiple previous referrals or concerning criminal or child welfare history.

The ongoing review of referrals, investigations, policy violations, and written plans of compliance on open foster and kinship homes were additionally addressed in a numbered memo sent to CW staff on October 5, 2015. This incorporated a review of DHS or private agency foster care workers and supervisors as well as permanency planning workers and supervisors of all referrals received, and joint development and monitoring of written plans of compliance, when applicable. With technical assistance from Annie E. Casey, training on how to prepare written plans of compliance was developed and provided to all foster care and private agency staff in October, 2015.

Additionally, a centralized background check process to review background checks and child welfare history is in development. Initially, CWS planned to manage this process internally; however, DHS determined it would be more effective to make this an agency-wide centralized process, managed by the Office of Inspector General. This decision delayed implementation since staff had to be hired and trained, agreements with the Oklahoma State Bureau of Investigations and others had to be revised, and an on-line system developed. The new process rolled out as a pilot in Cleveland County on January 17, 2016 and is in the initial stages. It includes a system that will identify the types of criminal or child welfare history resulting in a finding of: automatic denial (red light); proceed with caution (yellow light); or all clear to proceed with assessment of the family, (green light). This new process will also provide all of the documents to the staff for review and continues to require upper management involvement.

A strategy regarding requests to overfill foster homes was developed that included updates to policy and ITS. A numbered memo was sent to all CWS staff on September 10, 2015 with the draft policy and ITS regarding overfilling foster homes. This strategy involves additional assessment when a home is going to be overfilled, including the additional supports or services that would be provided to assist the family care for the children in the home. Additional

review and oversight by upper management is included in the new process along with ongoing monitoring to ensure provision of the needed services and supports.

DHS also reviewed and revised the criteria for a child to be eligible for a Difficulty of Care (DOC) payment which is a higher level of reimbursement due to special medical, psychological or behavioral needs. This update in policy and ITS has been submitted under CWS emergency rule-making.

Children in Out-of-Home Care Oct 1, 2014 - Sept 30, 2015					
Placement Type	Placement Days	Percent	Placement Type	MIC	Percent
Regular Foster Family Care	1175185	31.5%	Regular Foster Family Care	75	23.0%
Kinship Foster Family Care Relative	1417203	38.0%	Kinship Foster Family Care Relative	123	37.7%
Kinship Foster Family Care Non-Relative	363068	9.8%	Kinship Foster Family Care Non-Relative	21	6.4%
Therapeutic Foster Family Care	209342	5.6%	Therapeutic Foster Family Care	18	5.5%
Congregate Care	324706	8.7%	Congregate Care	77	23.6%
Other Foster Family Care	204551	5.5%	Other Foster Family Care	11	3.4%
Other Placements	33285	0.9%	Other Placements	1	0.3%
Total	3727340	100.0%	Total	326	100%
Data Source, Pinnacle MIC Data for 12 months ending Sept 30, 2015 and Placement Days by Resource Type Run date: Nov 1, 2015					

Section 2, Table 1.1-2

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 DHS 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 through September 30. Oklahoma used the two official state-submitted AFCARS (15A & 15B) files combined with a non-submitted annual NCANDS (Covering AFCARS 15A & 15B periods) file 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 January 31st each year, 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 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. Whereas in the monthly metric, children disclosing abuse that occurred prior to coming into care are excluded.

Description of Denominator and Numerator for this reporting period:
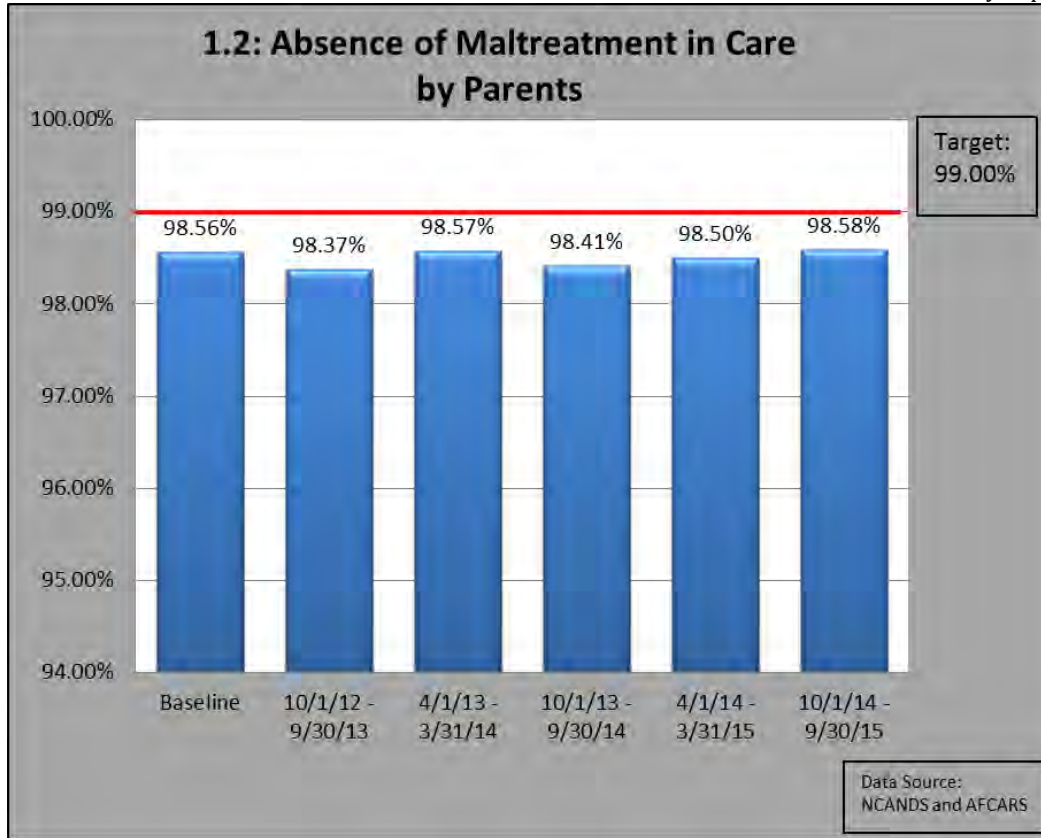**Denominator:**   All children served in foster care between 10/01/2014 and 9/30/2015.

Numerator: The number of children served in foster care between 10/01/2014 and 9/30/2015 that did not have any substantiated or indicated allegations of maltreatment by a parent during that period.
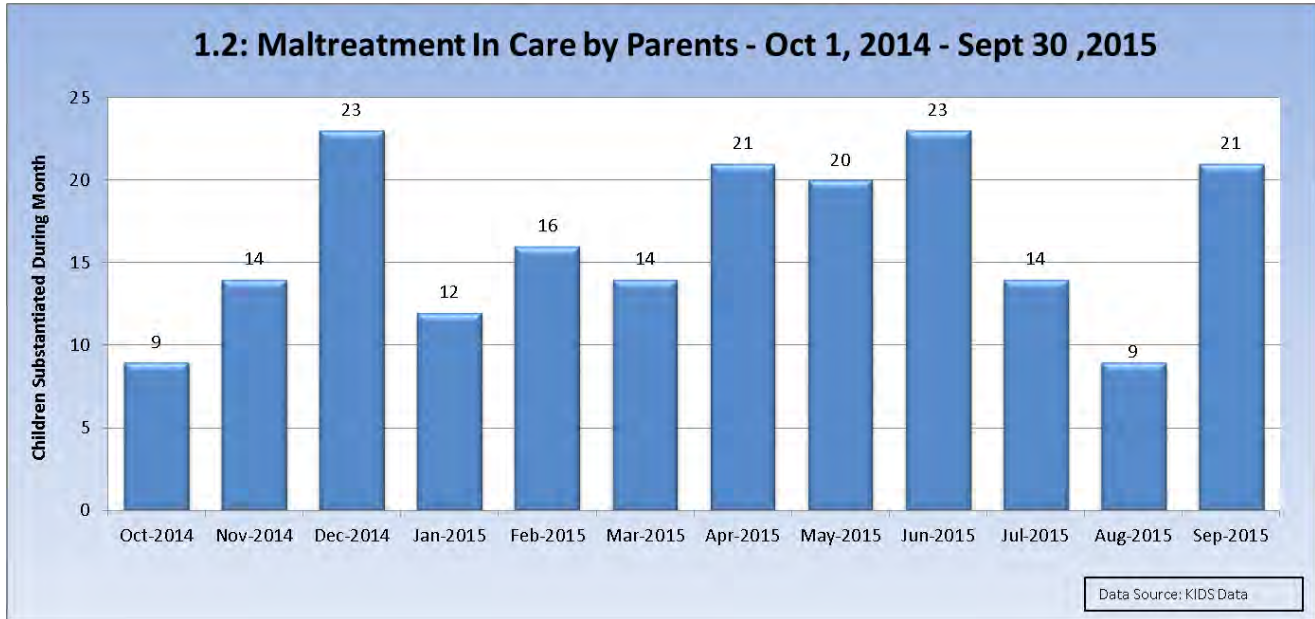
Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/10- 9/30/11	All children served between 10/1/2010 and 9/30/2011	12,352	12,533	98.56%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013	14,800	15,045	98.37%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014	15,580	15,806	98.57%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014	16,013	16,272	98.41%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015	16,386	16,640	98.47%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015	16,571	16,808	98.58%
Target				99.00%

Section 2, Table 1.2-1

1.2: Absence of Maltreatment in Care by Parents

Target: 99.00%

Data Source: NCANDS and AFCARS

Section 2, Graph 1.2-1

1.2: Maltreatment In Care by Parents - Oct 1, 2014 - Sept 30 ,2015

Children Substantiated During Month

Data Source: KIDS Data

	Oct-2014	Nov-2014	Dec-2014	Jan-2015	Feb-2015	Mar-2015	Apr-2015	May-2015	Jun-2015	Jul-2015	Aug-2015	Sep-2015
# of Substantiations	9	14	23	12	16	14	21	20	23	14	9	21

Section 2, Graph 1.2-2

Commentary:

This indicator is based on the federal measure for maltreatment in care and produces representative information about the incidence of maltreatment in care. The data above shows that the rate of maltreatment in care has improved from the baseline.

For the reporting period October 1, 2014 - September 30, 2015, a total of 301 substantiations of maltreatment while in out-of-home care by parents were reported in the monthly MIC Pinnacle Plan Measure. The 301 victims were included in 166 separate referrals. However, in the monthly reporting, 105 of these victims were excluded based on the alleged abuse/neglect occurring prior to the child coming into out-of-home care. These victims are still reported to NCANDS.

Of the 301 victims in out-of-home care by parents:
- 135 were in Trial Reunification (44.9%);
- 93 were in Kinship Foster Homes (30.9%);
- 45 were placed in Foster Homes (15.0%);
- 24 were placed in Above Foster Care or Other type settings (8.0%); and
- 4 were placed in other placements.

To address MIC in all placement types, DHS reviewed and updated the monthly contact guide in KIDS to include the results of an assessment of the child's safety during the monthly contact with the child. The change requires staff to document that the child was interviewed separately from the placement provider with a narrative discussing issues related to safety. On September 8, 2015, a memo was sent to staff outlining expectations for worker visits, assessments of safety, and separate interviews with children during monthly worker visits. The required changes in KIDS were released December 5, 2015.

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 – AFCARS 15A and 15B

- 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.

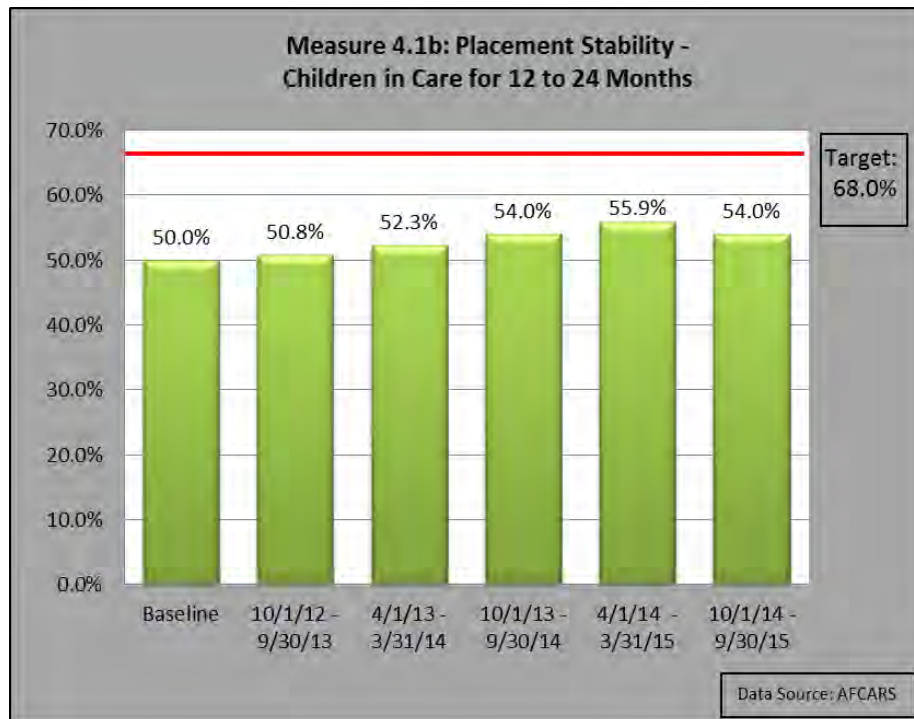## Description of Denominator and Numerator for this reporting period:

Denominator: All children served in foster care between 10/1/2014 and 9/30/2015 whose length of stay (LOS) as of 9/30/2015 was between (b/w) eight days and 12 months.

Numerator: All children served in foster care between 10/1/2014 and 9/30/2015 whose length of stay as of 9/30/2015 was between eight days and 12 months **and** who had two or fewer placement settings as of 9/30/2015.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011-9/30/2012	All children served between 10/1/2011 and 9/30/2012 with LOS b/w 8 days and 12 months			70.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS b/w 8 days and 12 months	4,396	6,031	72.9%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014 with LOS b/w 8 days and 12 months	4,564	6,136	74.4%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014 with LOS b/w 8 days and 12 months	4,513	5,933	76.1%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015 with LOS b/w 8 days and 12 months	4,297	5,564	77.2%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015 with LOS b/w 8 days and 12 months	3,981	5,585	71.3%
Target				88.0%

Section 2, Table 4.1a-1
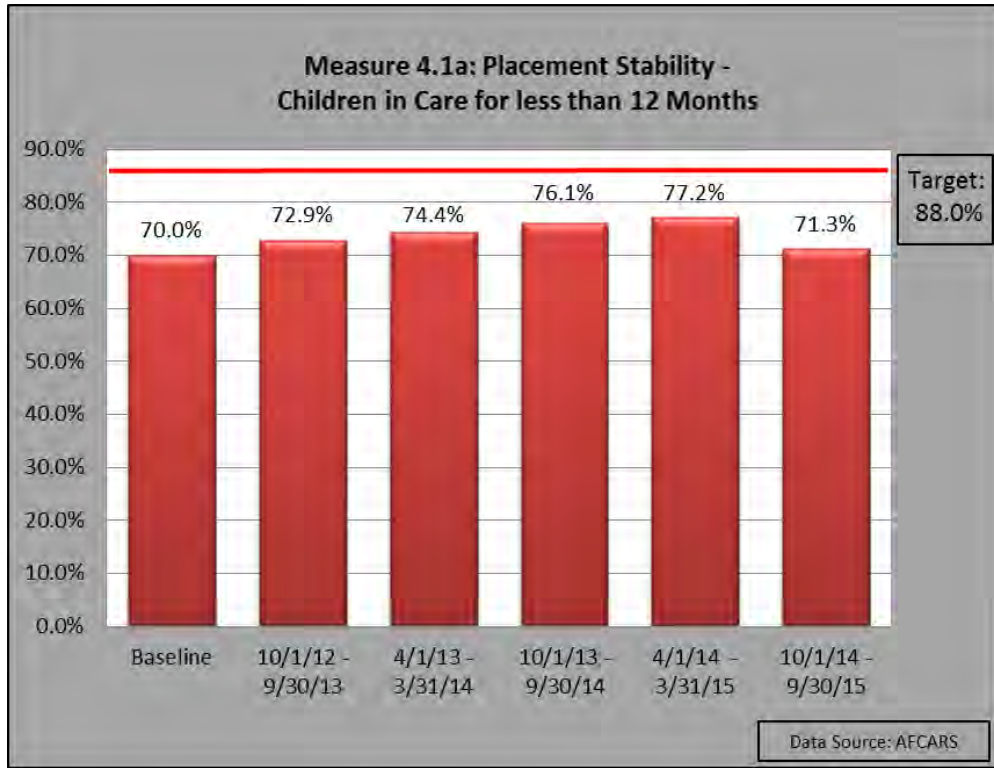
Section 2, Chart 4.1a-1

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 – AFCARS 15A and 15B
- 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:
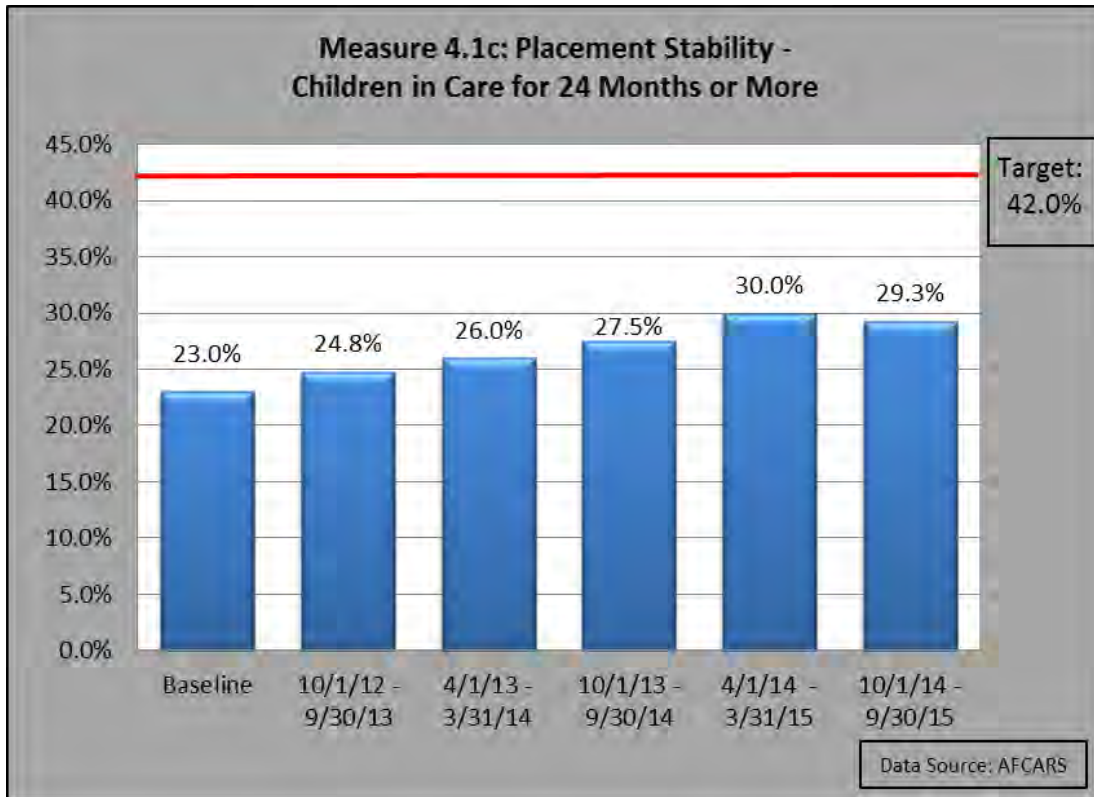**Denominator:**   All children served in foster care between 10/1/2014 and 9/30/2015 whose length of stay as of 9/30/2015 was between 12 months and 24 months.

Numerator: All children served in foster care between 10/1/2014 and 9/30/2015 whose length of stay as of 9/30/2015 was between 12 months and 24 months **and** who had two or fewer placement settings as of 9/30/2015.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011-9/30/2012	All children served between 10/1/2011 and 9/30/2012 with LOS b/w 12 months and 24 months			50.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS b/w 12 months and 24 months	2,292	4,514	50.8%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014 with LOS b/w 12 months and 24 months	2,569	4,909	52.3%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014 with LOS b/w 12 months and 24 months	2,795	5,174	54.0%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015 with LOS b/w 12 months and 24 months	3,034	5,430	55.9%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015 with LOS b/w 12 months and 24 months	2,844	5,271	54.0%
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 – AFCARS 15A and 15B

- 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 between 10/1/2014 and 9/30/2015 whose length of stay as of 9/30/2015 was 24 months or longer.

Numerator: All children served in foster care between 10/1/2014 and 9/30/2015 whose length of stay as of 9/30/2015 was 24 months or longer **and** who had two or fewer placement settings as of 9/30/2015.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 10/1/2011-9/30/2012	All children served between 10/1/2011 and 9/30/2012 with LOS 24 months or longer			23.0%
10/1/2012 – 9/30/2013	All children served between 10/1/2012 and 9/30/2013 with LOS 24 months or longer	1,002	4,035	24.8%
4/1/2013 – 3/31/2014	All children served between 4/1/2013 and 3/31/2014 with LOS 24 months or longer	1,112	4,277	26.0%
10/1/2013 – 9/30/2014	All children served between 10/1/2013 and 9/30/2014 with LOS 24 months or longer	1,303	4,731	27.5%
4/1/2014 – 3/31/2015	All children served between 4/1/2014 and 3/31/2015 with LOS 24 months or longer	1,576	5,260	30.0%
10/1/2014 – 9/30/2015	All children served between 10/1/2014 and 9/30/2015 with LOS 24 months or longer	1,632	5,572	29.3%
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 between 10/1/2014 and 9/30/2015 whose current removal was prior to 9/30/2015 and remained in care at least 12 months.

Numerator: All children served in foster care between 10/1/2014 and 9/30/2015 whose current removal was prior to 9/30/2015 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 between 10/1/2011 and 9/30/2012 with LOS at least 12 months			74.0%
10/1/2012 – 9/30/2013	All children served between 10/1/12 and 9/30/2013 with LOS at least 12 months	6,404	8,374	76.5%
4/1/2013 – 3/31/2014	All children served between 4/1/13 and 3/31/2014 with LOS at least 12 months	7,026	9,002	78.0%
10/1/2013 – 9/30/2014	All children served between 10/1/13 and 9/30/2014 with LOS at least 12 months	7,590	9,763	77.7%
4/1/2014 – 3/31/2015	All children served between 4/1/14 and 3/31/2015 with LOS at least 12 months	8,263	10,522	78.5%
10/1/2014 – 9/30/2015	All children served between 10/1/14 and 9/30/2015 with LOS at least 12 months	8,334	10,691	78.0%
Target				88.0%

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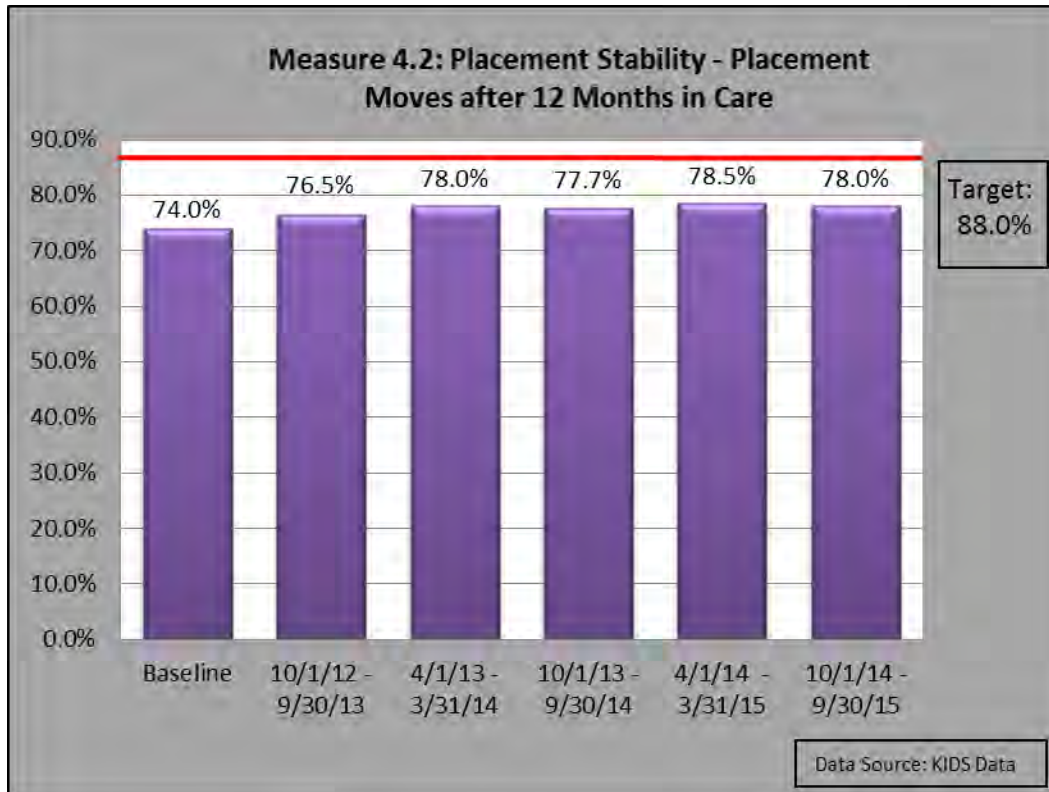
Section 2, Graph 4.2-1

Commentary:

DHS continues its commitment to increasing placement stability and understands the importance of the first placement being the best placement for children entering out-of-home care. During the reporting period between 10/1/2014 - 9/30/2015, DHS decreased shelter utilization and increased the number of foster homes. DHS worked diligently to place separated siblings together and move children closer to their communities. Additionally, DHS created and developed a strategy to reduce placement instability for children in out-of-home care. Although the strategy was created and developed during this reporting period, it was not implemented into the identified districts until September 2015 and did not have a statewide presence until November 2015.

DHS did not see an increase in Measures 4.1a, b, c, or 4.2 regarding placement stability. It is important to note, DHS did not see a substantial decrease in the measures and remained above the 10/1/2011-9/30/2012 baseline reporting period. The Co-Neutrals and DHS are conducting a review to examine the decrease in Measure 4.1a. The data covered in this reporting period goes through September of 2015. Therefore, because implementation of these strategies did not begin until September 2015, it was not expected that improvement in performance on these specific measures would occur during this review period.

The placement stability core strategy has three components intended to increase placement stability. Component one enhances the utilization of mobile stabilization and an embedded care coordinator to prevent placement instability by providing Systems of Care (SOC) to children and foster families in Region 4. Additionally, mobile stabilization is accessible in Region 3 and Tulsa County. Component two uses Comprehensive Home-Based Services (CHBS)-Maintain Placement (Managing Child Behavior (MOB)) to prevent placement instability and provide support and resources to children and foster families in each region. Component three is a long-term statewide approach to obtain and sustain placement stability for children in out-of-home care through the development of the statewide mobile stabilization team. Although, DHS and Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) were unable to develop a statewide mobile stabilization team due to budgetary constraints, a list of mobile stabilization providers were provided to CW staff and where mobile stabilization is not available, support is available through SOC and CHBS. DHS worked diligently to create reports reflecting the MCB effectiveness. However, DHS and ODMHSAS continue to work together to develop reports that accurately indicate SOC and mobile stabilization effectiveness within the CW system.

DHS made great strides in each of the three components related to the placement stability core strategies by creating a placement disruption protocol that includes each region. All district directors, supervisors, and community partners were trained on the protocol to assist with placement stability. The protocol addresses: placement stability beginning at removal; initial notification of placement issues; placement disruption when imminent; placement disruption occurred; and children exiting higher levels of care and entering into kinship, regular, and supported foster care. DHS provided CW staff with guidance on addressing and documenting placement stability at each worker visit to promote foster home stability.

To streamline placement and ensure the first placement is the right placement, DHS is piloting a placement phone line in Region 3. The new process will better serve children by more consistently and thoroughly collecting the information needed to select placements that can best meet their needs. The process is more worker-friendly since a personalized interview eliminates the need to complete a written placement request form. One call is all that is needed to begin a search for both DHS and private agency foster homes.

These strategies will help change child welfare's culture surrounding placement stability for children in out-of-home care. This strategy is intended to guide staff in identifying the first, best placement, along with providing support to the child and foster family long before the placement is at risk of disrupting. DHS completed an analysis regarding kinship, DHS, and supported homes from September 2015 through November 2015, as provided. The analysis found kinship foster homes are the most stable with DHS and supported homes having similar stability rates.

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 July 1, 2015 – December 31, 2015, how many nights were spent in the shelter?
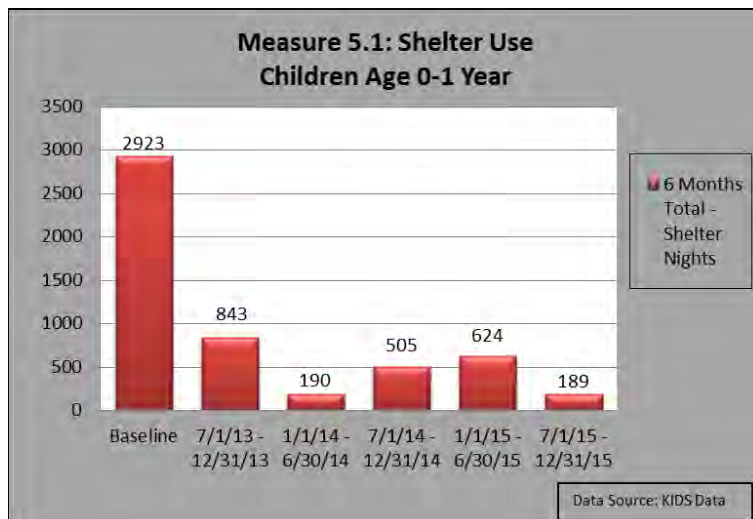
Data Source and Definitions:
Data shown is the total number of nights children ages 0-1 year old spent in the shelter during the time period from July 1, 2015 – December 31, 2015. The baseline for this measure was 2,923 nights with a target of 0 nights by 12/31/12. Automatic exceptions are made when 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 DHS custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in the shelter.

Trends:

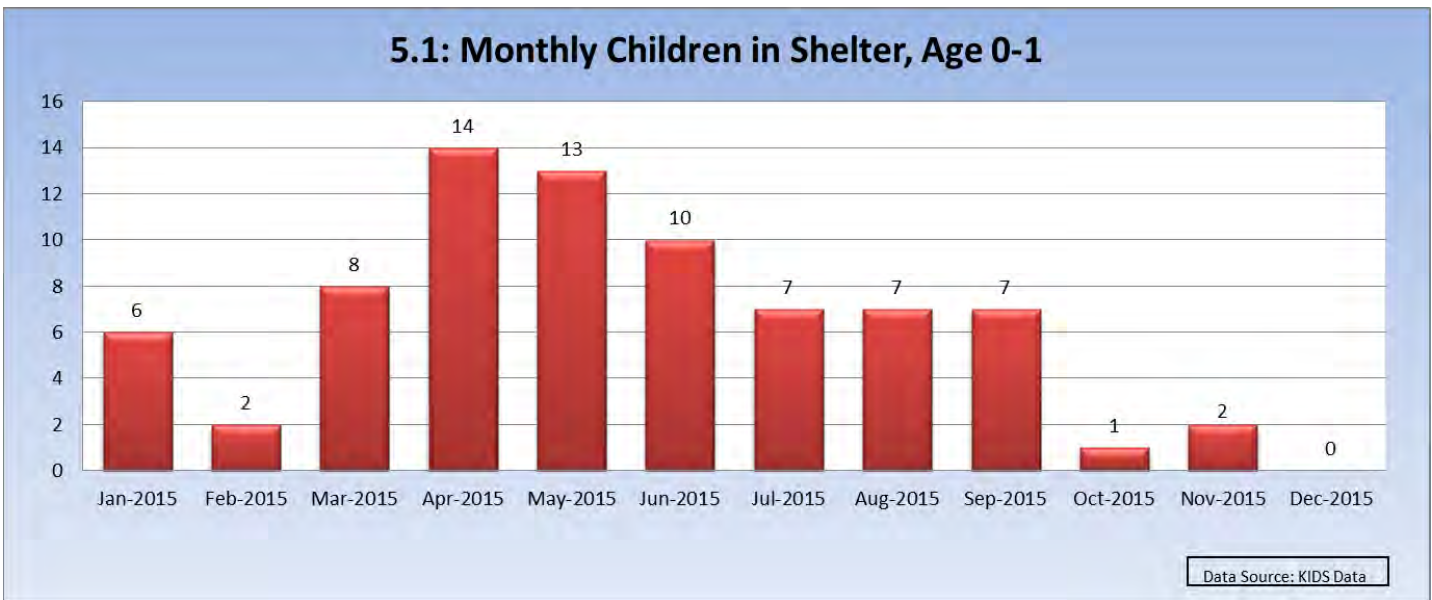| Reporting Period	Population	Result
Baseline: 1/1/2012-6/30/2012	All children age 0-1 year with an overnight shelter stay between 1/1/2012-6/30/2012	2,923 Nights
7/1/2013 – 12/31/2013	All children age 0-1 year with an overnight shelter stay between 7/1/2013 – 12/31/2013	843 Nights
1/1/2014 – 6/30/2014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

Section 2, Table 5.1-1

Section 2, Graph 5.1-1

5.1: Monthly Shelter-Nights, Age 0-1

Jan-2015: 58
Feb-2015: 52
Mar-2015: 94
Apr-2015: 140
May-2015: 188
Jun-2015: 92
Jul-2015: 86
Aug-2015: 73
Sep-2015: 22
Oct-2015: 6
Nov-2015: 2
Dec-2015: 0

Data Source: KIDS Data

Section 2, Graph 5.1-1

5.1: Monthly Children in Shelter, Age 0-1

Jan-2015: 6
Feb-2015: 2
Mar-2015: 8
Apr-2015: 14
May-2015: 13
Jun-2015: 10
Jul-2015: 7
Aug-2015: 7
Sep-2015: 7
Oct-2015: 1
Nov-2015: 2
Dec-2015: 0

Data Source: KIDS Data
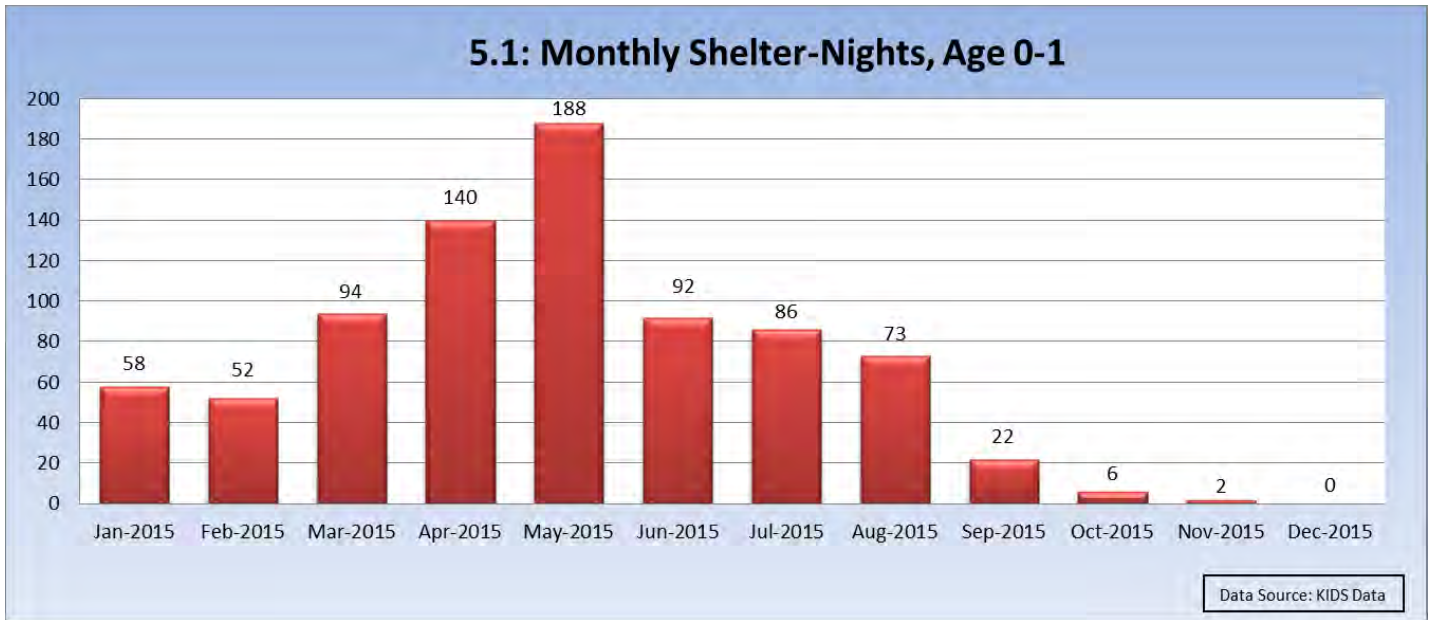
Section 2, Graph 5.1-2

Commentary:

A total of 20 children ages 0-1 year old spent 189 nights in the shelter from July 1, 2015 – December 31, 2015. Graph 5.1-2 identifies 24 children spending time in shelters between July and December 2015. In some cases, the child's shelter stay extended across two months and the child is included in the count for both months. Of these 20 unique children with an overnight shelter stay, 14 children, 70.0 percent, met an automatic exception: 10 children in a sibling set of four or more and 4 children with a minor parent who was also in custody. During this time period, 2,635 children ages 0-1 year were in care and 99.2 percent of those children did not have a shelter stay. Overall, 16,252 children were in care and 94.8 percent of all children in care did not have an overnight shelter stay during the reporting period.

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 July 1, 2015 – December 31, 2015, how many nights were spent in the shelter?
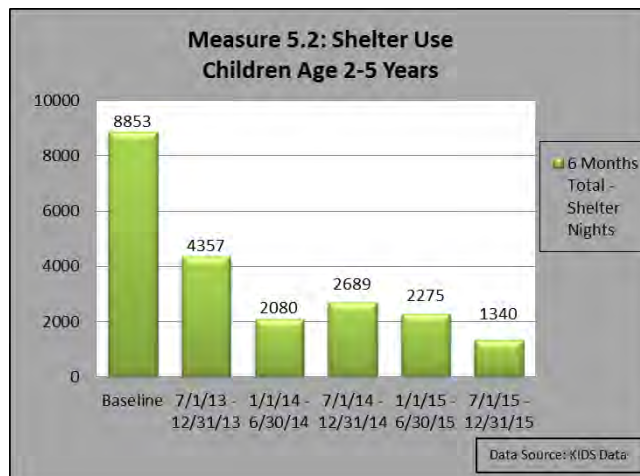
Data Source and Definitions:

Data shown is the total number of nights children ages 2-5 years old spent in the shelter during the time period from July 1, 2015 – December 31, 2015. The baseline for this measure was 8,853 nights with a target of 0 nights by 6/30/13. 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 DHS custody. Note: Children who meet automatic exceptions are still included in the count of total nights spent in the shelter.

Trends:

| Reporting Period	Population	Result
Baseline: 1/1/2012-6/30/2012	All children age 2-5 years with an overnight shelter stay between 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 between 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 between 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 between 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 between 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 between 7/1/2015 – 12/31/2015	1,340 Nights
Target		0 Nights

Section 2, Table 5.2-1

Section 2, Graph 5.2-1

5.2: Monthly Shelter-Nights, Age 2-5

Section 2, Graph 5.2-2

5.2: Monthly Children in Shelter, Age 2-5
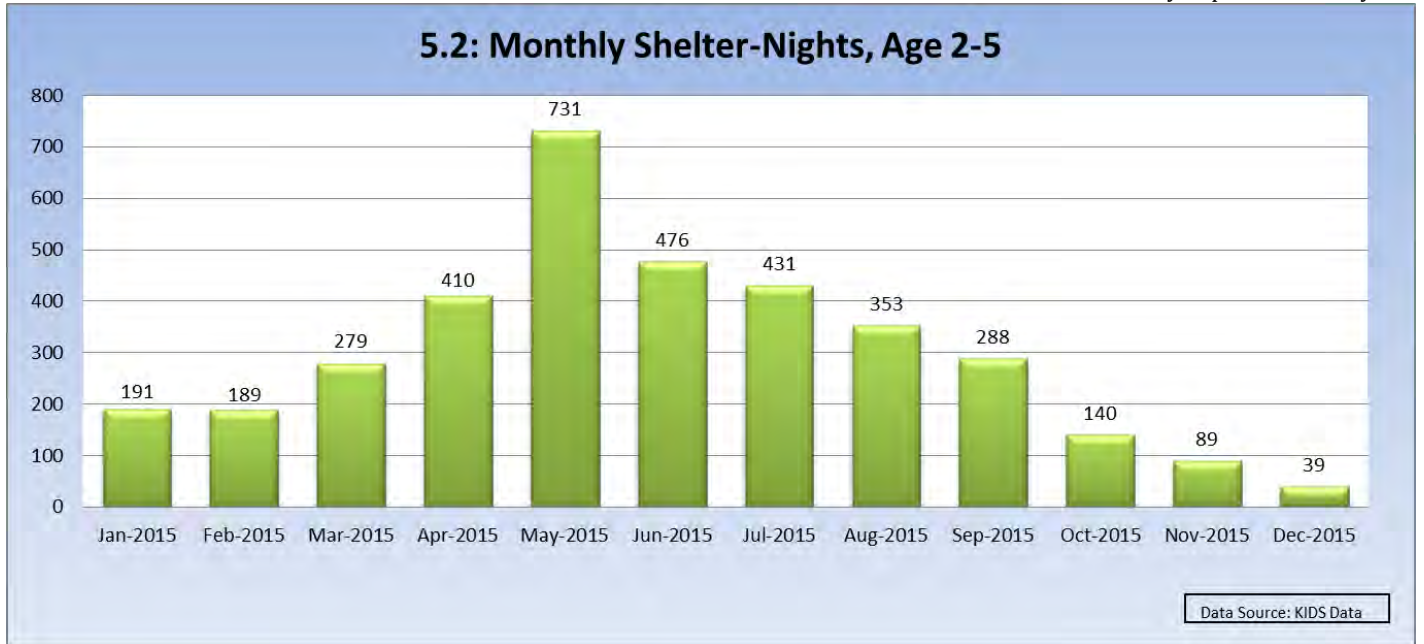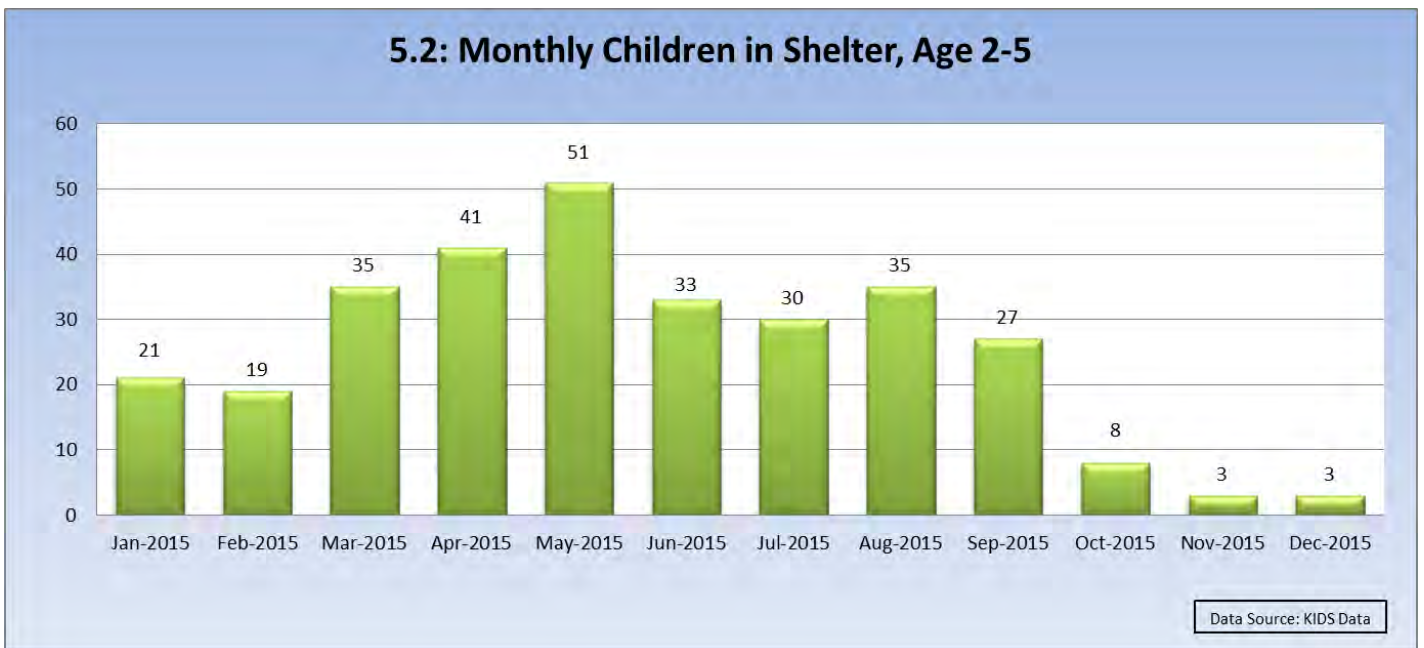
Section 2, Graph 5.2-3

Commentary:

A total of 69 children ages 2-5 years old spent a total of 1,340 nights in shelter care from July 1, 2015 – December 31, 2015. Section 2, Graph 5.2-3 identifies 106 children spending time in shelters between July and December 2015. In some cases, the child's shelter stay extended across two months. The child is included in the count for both months. Of the 69 unique children, 22 children, 31.9 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 5,059 children ages 2-5 years were in care and 98.6 percent of those children did not have a shelter stay. Overall, 16,252 children were in care and 94.8 percent of all children in care did not have an overnight shelter stay during the 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 July 1, 2015 – December 31, 2015, how many nights were spent in the shelter?
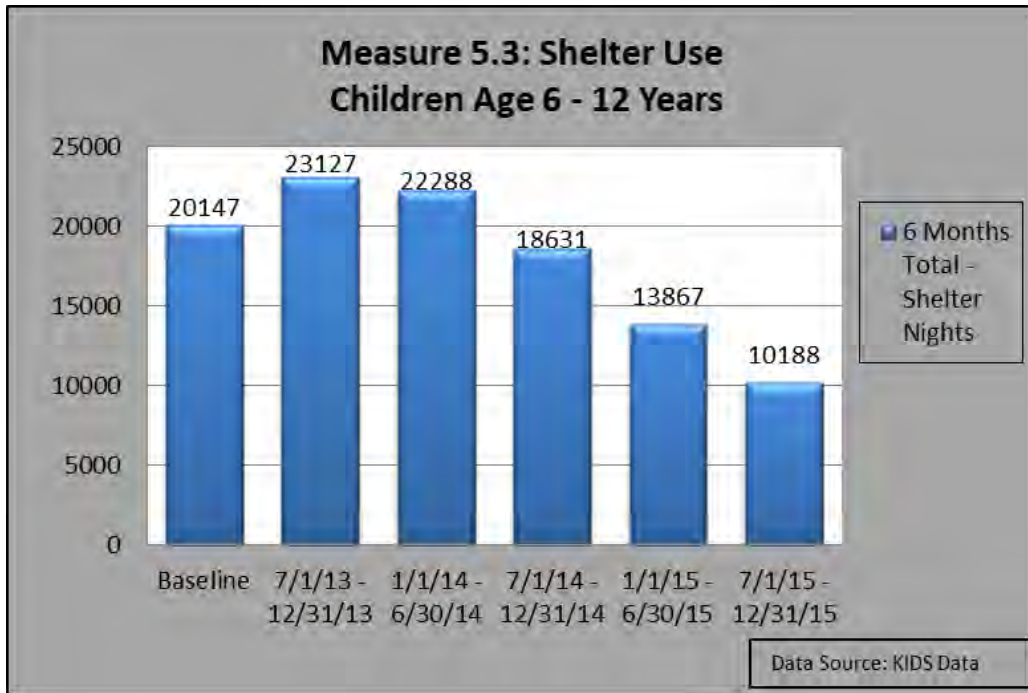
Data Source and Definitions:

Data shown is the total number of nights children ages 6-12 years old spent in the shelter during the time period from July 1, 2015 – December 31, 2015. 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 the shelter.
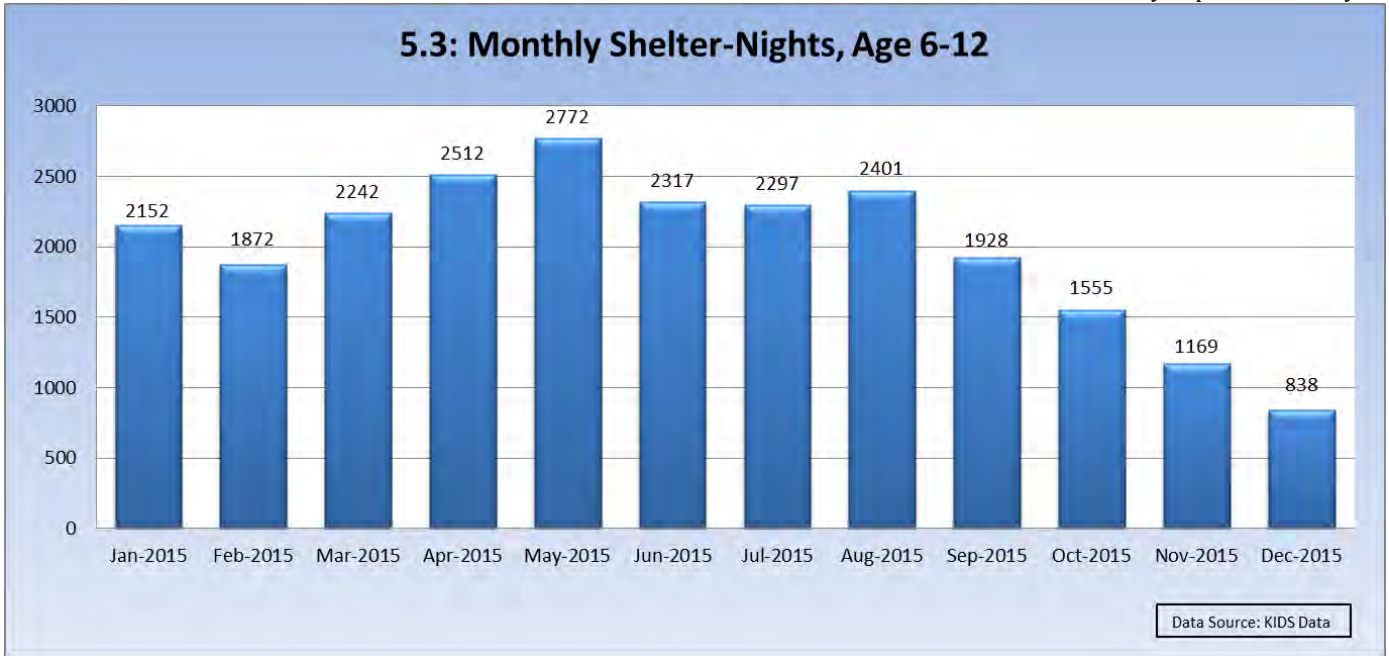
Trends:

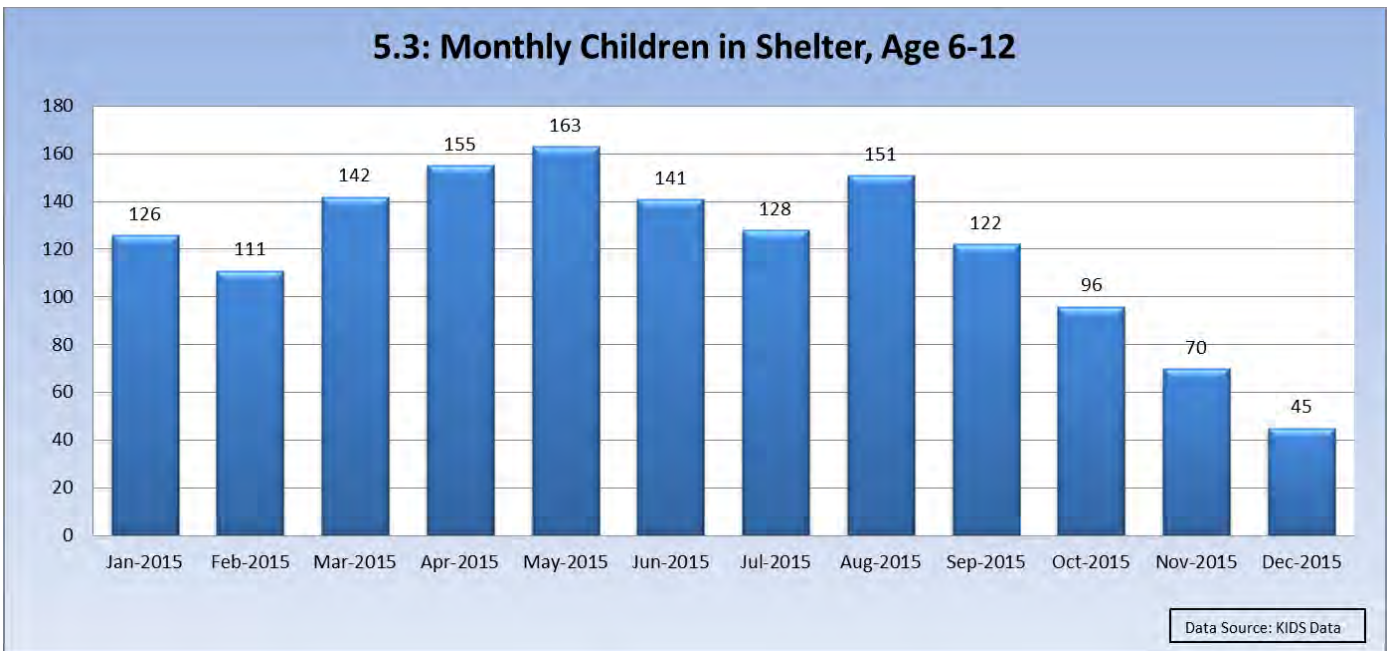| Reporting Period	Population	Result
Baseline: 1/1/2012-6/30/2012	All children age 6-12 years with an overnight shelter stay between 1/1/2012- 6/30/2012	20,147 Nights
7/1/2013 – 12/31/2013	All children age 6-12 years with an overnight shelter stay between 7/1/2013 – 12/31/2013	23,127 Nights
1/1/2014 – 6/30/2014	All children age 6-12 years with an overnight shelter stay between 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 between 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 between 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 between 7/1/2015 – 12/31/2015	10,188 Nights
Target		0 Nights

Section 2, Table 5.3-1

Section 2, Graph 5.3-1

5.3: Monthly Shelter-Nights, Age 6-12

Jan-2015: 2152
Feb-2015: 1872
Mar-2015: 2242
Apr-2015: 2512
May-2015: 2772
Jun-2015: 2317
Jul-2015: 2297
Aug-2015: 2401
Sep-2015: 1928
Oct-2015: 1555
Nov-2015: 1169
Dec-2015: 838

Data Source: KIDS Data

Section 2, Graph 5.3-2

5.3: Monthly Children in Shelter, Age 6-12

Jan-2015: 126
Feb-2015: 111
Mar-2015: 142
Apr-2015: 155
May-2015: 163
Jun-2015: 141
Jul-2015: 128
Aug-2015: 151
Sep-2015: 122
Oct-2015: 96
Nov-2015: 70
Dec-2015: 45

Data Source: KIDS Data

Section 2, Graph 5.3-3

Commentary:

A total of 311 children ages 6-12 years old spent a total of 10,188 nights in the shelter between July 1, 2015 – December 31, 2015. Section 2, Graph 5.3-3 identifies 612 children spending time in shelters between July and December 2015. In some cases, the child's shelter stay extended across two months. The child is included in the count for both months. Of these 311 children, 52 children, 16.7 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 5,785 children ages 6-12 years old were in care and 94.6 percent of those children did not have a shelter stay. Overall, 16,252 children were in care and 94.8 percent of all children in care did not have an overnight shelter stay during the reporting period.

5.4: Shelter Use—Children ages 13 and older

Operational Question:

Of all children ages 13 years or older with an overnight shelter stay from July 1, 2015 – December 31, 2015, how many nights were spent in the shelter?
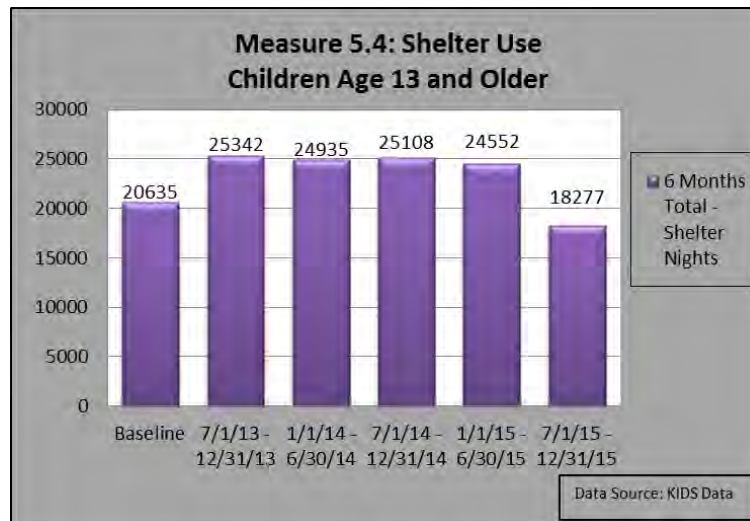
Data Source and Definitions:

Data shown is the total number of nights children ages 13 years or older spent in the shelter during the time period from July 1, 2015 – December 31, 2015. The baseline for this measure is 20,635 nights with a target of 13,200. Of the children 13 years and older placed in a shelter during this period, the target is 80 percent of the children will meet the criteria of Pinnacle Plan Point 1.17. An automatic exception is made for children in the following circumstance when the child is part of a sibling set of four or more. Note: Children who meet and automatic exception are still included in the count of total nights spent in the shelter.
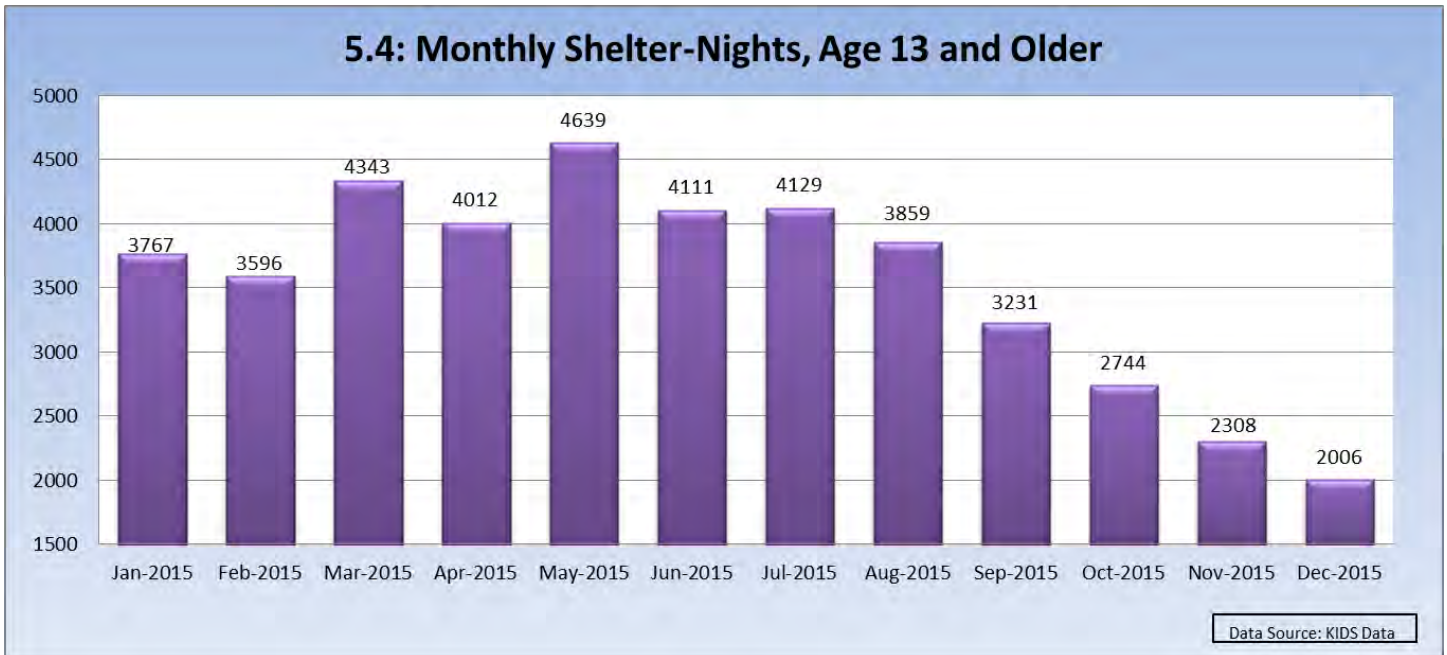
Trends:

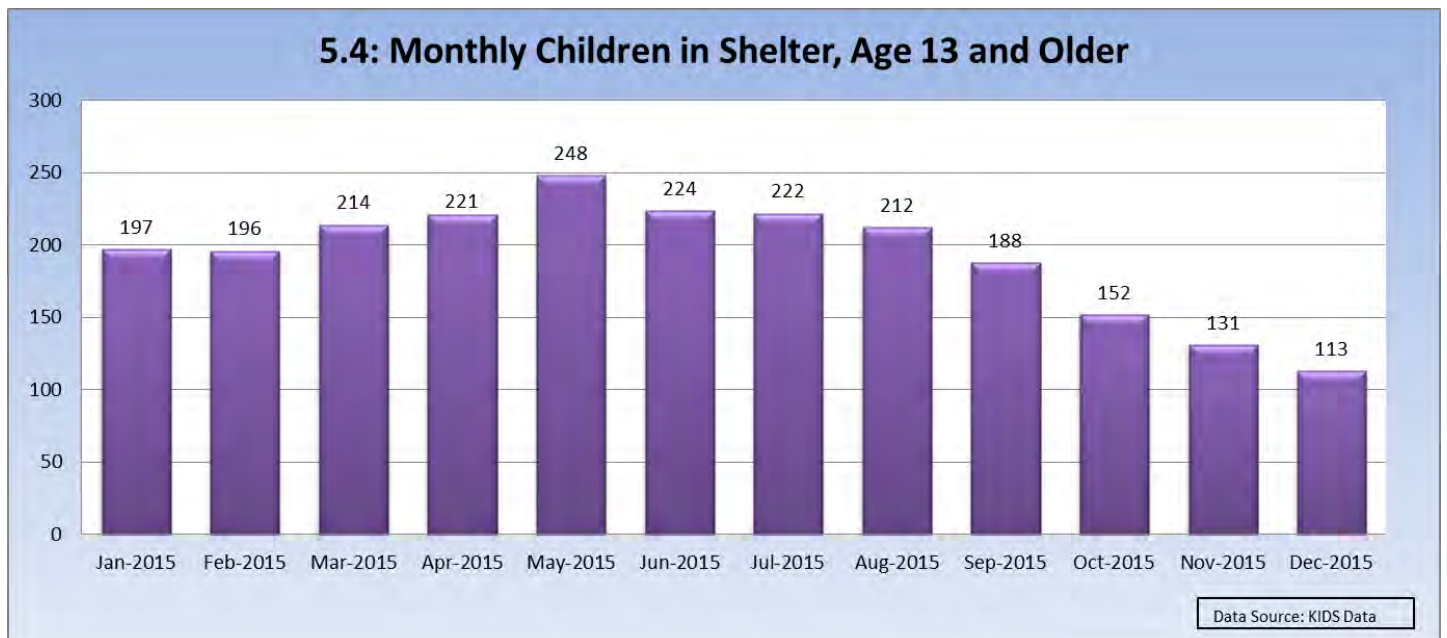| Reporting Period	Population	Result
Baseline: 1/1/2012-6/30/2012	All children age 13 or older with an overnight shelter stay between 1/1/2012-6/30/2012	20,635 Nights
7/1/2013 – 12/31/2013	All children age 13 or older with an overnight shelter stay between 7/1/2013 – 12/31/2013	25,342 Nights
1/1/2014 – 6/30/2014	All children age 13 or older with an overnight shelter stay between 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 between 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 between 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 between 7/1/2015 – 12/31/2015	18,277 Nights
Target		

Section 2, Table 5.4-1

Section 2, Graph 5.4-1

5.4: Monthly Shelter-Nights, Age 13 and Older

Month	Shelter-Nights
Jan-2015	3767
Feb-2015	3596
Mar-2015	4343
Apr-2015	4012
May-2015	4639
Jun-2015	4111
Jul-2015	4129
Aug-2015	3859
Sep-2015	3231
Oct-2015	2744
Nov-2015	2308
Dec-2015	2006

Data Source: KIDS Data

Section 2, Graph 5.4-2

5.4: Monthly Children in Shelter, Age 13 and Older

Month	Children in Shelter
Jan-2015	197
Feb-2015	196
Mar-2015	214
Apr-2015	221
May-2015	248
Jun-2015	224
Jul-2015	222
Aug-2015	212
Sep-2015	188
Oct-2015	152
Nov-2015	131
Dec-2015	113

Data Source: KIDS Data

Section 2, Graph 5.4-3

Commentary:

A total of 442 children ages 13 years or older spent a total of 18,277 nights in shelter care from July 1, 2015 – December 31, 2015. Section 2, Graph 5.4-3 identifies 1,018 children spending time in shelters between July and December 2015. In some cases, the child's shelter stay extended across two months. The child is included in the count for both months. Of the 442 children, 14 children, 3.2 percent, met the automatic exception as part of a sibling set of four or more. During this time period, 2,773 children ages 13 years or older were in care and 84.1 percent of those children did not have a shelter stay. Overall, 16,252 children were in care and 94.8 percent of all children in care did not have an overnight shelter stay during the reporting period.

Pauline E. Mayer Shelter
Efforts to begin the closure process for the Pauline E. Mayer (PEM) Shelter began in May 2015 and were considered Phase Two of the shelter closure implementation plan. The multi-disciplinary staffing team was put into action to assess each child for placement into a setting that was most appropriate for their specific needs. As noted in the previous report, five full-day staffing sessions with the multi-disciplinary team occurred between May and June 2015 to staff all the children placed at the PEM shelter. Once all staffings occurred, the team was able to begin movement of children from the shelter into appropriate placements through action steps that were created as part of the team staffing. This included a follow-up process on the action items recommended by the team to not only address the placement needs of the child, but also their safety, permanency, and overall well-being. In July 2015, the Shelter Lead, DHS Foster Care, the PEM Shelter Staff, and the CW specialists hosted an event held at the PEM shelter in collaboration with the resource family partner (RFP) agencies as an opportunity for them to learn more about the children in need of placement and what types of families would be a good match for these specific children. This event led to placement options for many of the children in the shelter at that time. The Shelter Lead closely worked with internal staff from Therapeutic Foster Care (TFC), the Developmental Disabilities Services program, and OCA as many of the residents in the PEM shelter were in need of services through those specific programs.

In July 2015, DHS saw a slight reduction in shelter use that encouraged the decision to move forward with the plan to end new admissions into the PEM shelter as of August 1, 2015. Prior to the final admissions into the PEM shelter, DHS hosted a meeting with representatives from local law enforcement agencies that had previously used the shelter for placement of children. During this meeting, DHS took the opportunity to update the law enforcement agencies on current joint response protocols, Interstate Compact on Juveniles/missing and runaway children issues, the current state of CW services in Oklahoma County, and any other issues the agencies needed to work through to secure an ongoing working relationship. By the August 1, 2015 target date, the PEM shelter no longer accepted admissions and remained so until final closure in November 2015. The Shelter Lead held weekly shelter calls with the CW specialists who still had children placed in the PEM shelter, and the calls continued until placement of the last child was secured. DHS set a goal to close the PEM shelter by October 1, 2015, but when that date arrived, a few remaining children had not been placed. As a result, the shelter remained open for 49 additional days until all children were placed in a setting that was best suited to meet their needs. The PEM Shelter was officially closed on November 18, 2015.

Laura Dester Children's Center
As the PEM closure process was underway in Oklahoma City, DHS began concurrent work on Phase Three of the shelter closure implementation plan that included the closure of the Laura Dester Children's Center (LDCC) in Tulsa. With a goal of ending admission at the LDCC by October 1, 2015, the multi-disciplinary shelter staffing model was immediately put into use in August 2015 and continued through November for a total of nine full-day staffings. From August 2015-December 2015, the population at the LDCC drastically reduced as the anticipated final closure date of December 31, 2015 remained in sight. By October 1, 2015, DHS implemented the plan of no further admissions to the LDCC, fully aware that very specific circumstances might require the CWS director's approval for placement into the LDCC to meet a child's specific need. Since October 1, 2015, 24 children were admitted to LDCC following a thorough review of all other placement options with final approval made by the CWS director.

Three foster care events were held in Tulsa with the RFP agencies and one event with the TFC agencies throughout the months of September-December 2015. These events directly resulted in the placement of several children into family-like settings that were selected for those specific children. The Shelter Lead worked closely with staff from the TFC and DDS programs, as well as with OCA to ensure the children at LDCC were utilizing these specific service opportunities. The Shelter Lead began the weekly shelter staffing calls the first week in November and the calls will remain ongoing until the last child is placed out of the shelter. DHS was not able to meet the goal of LDCC final closure by December 31, 2015; however, the population was drastically reduced. Work continues on placement resolution for the 15 children who are still being served at LDCC. DHS remains committed to leaving the shelter in operation until the final child has secured a placement. DHS hosted a meeting with representatives from the local law enforcement agencies that had previously used the shelter for the placement of children. This meeting was held in January 2016, where DHS updated the law enforcement agencies on current joint response protocols, ICJ/AWOL issues, the current state of child welfare

services in Tulsa County, and address any other issues the agencies need to work through to secure an ongoing working relationship. DHS fully anticipates LDCC final closure will be in the early months of 2016.

Modified Placement Protocols and Procedures
A few months prior to ending admissions into the PEM Shelter and the LDCC, DHS began thoroughly examining the protocols and procedures that were in place for a child to be admitted to a shelter anywhere across the state. This was done in anticipation that overall shelter utilization may increase once the two state-operated facilities were no longer accepting admissions. During this process, it was determined that a streamlined procedure was not in place when seeking placement for a child. Field staff could benefit from knowing exactly what is expected of them when seeking placement. DHS saw this as an opportunity to update the Shelter Authorization Form that had previously been in use for all children who were placed in a shelter that did not meet one of the designated "shelter exceptions." With the updated form in place, it would be used on all children who entered into any shelter across the state beginning October 1, 2015. The next step in the protocol change involved developing a Shelter Authorization Flowchart that detailed the step-by-step process on how to secure a child's placement. The CWS Executive Team, in conjunction with specific input received from field staff, SPPU, and the Foster Care program, developed a more streamlined process regarding placements for children based on need, not just availability. An additional level of accountability was put in place so that any staff seeking a shelter placement of a child 12 years old or younger would have to follow the protocol, participate in a conference call staffing, and seek admission clearance by the child welfare director. Staff who are seeking placement of a child 13 years old or older were instructed that they were to follow the exact same protocol, but admission clearance could be granted by the regional deputy director. District directors and supervisors were trained in the months of October and November on the new protocol that was scheduled to begin December 1, 2015.

The data indicates that with these intentional activities including the specific efforts associated with the closure of the PEM shelter and LDCC, DHS has seen a significant decline in shelter use across the state. DHS has not yet reached the goal of zero "child-nights," but the overall number of children using shelter care and the number of nights the children are placed in a shelter have steadily reduced during this reporting period. DHS is considering expanding some changes to shelter and other congregate care placements in the coming months to continue to support and encourage diligent efforts for least restrictive and true needs-based placements. Throughout Phases One-Three, the Shelter Lead had the opportunity to examine "lessons learned" from each of these phases and apply that information to improve the next phase of the implementation process. DHS has learned about the children's needs, placement availability or lack of specific resource types, necessary internal and external policies and procedures that need to be in place to ensure sustainability, and the importance of child, team, and community engagement to best serve the children. The Shelter Lead continued to hold monthly Shelter Implementation Team meetings from July-October 2015 that provided a forum for discussion about continuous quality improvement at all levels of the agency, directly resulting from lessons learned during the shelter closure experience.

As this work to decrease shelter utilization continues, it is important that DHS have good understanding of what the experiences of children coming into care look like without the provision of emergency shelter placement. The Department is currently conducting a quantitative and a qualitative review of placement stability and the possible impact, if any, of the purposeful reduction in the usage of shelters. The quantitative review consists of an analysis of data related to children and their placements during two comparison periods. The first period is a three month period prior to the restriction on new placements in the Pauline Mayer and Laura Dester Shelters. The second period is the 3 month period immediately following the implementation of the restrictions. The qualitative part of the review consists of case reviews and staff interviews regarding possible trends in placement decisions identified in the quantitative review phase. The review is being led by the Child Welfare Continuous Quality Improvement unit in conjunction with the Co-Neutrals, as well as with other Child Welfare state office and field staff.

Youth Services Shelters/Oklahoma Association of Youth Services (OAYS)
Over the past year, DHS has had the opportunity to expand its partnership with OAYS. As the two state-operated shelters come to a close, DHS recognized the need for continued and improved partnership with OAYS agencies on shelter care for several reasons. The foremost reason is because OAYS is perfectly situated in communities all across Oklahoma ensuring children are placed as close to their home and community connections as possible in the event

shelter care is absolutely needed. DHS reached out to two of the youth service organizations in November 2015, seeking commitment and contractual negotiations around a set number of "no eject/no reject" shelter beds to assist in the transition of the closure of the PEMS and LDCC shelters. As of the writing of the report, an agreement has not been reached. In recent months, DHS has seen a decrease in the number of rejected referrals for placement and a decrease in the number of children ejected from these shelters.

DHS is exploring how to structure Phase Four of the shelter closure implementation plan. Although DHS began some efforts to staff and move children out of Youth Service shelters in July 2015, much of the focus was on the PEMS and LDCC closure and the timing was not right to begin movement of these children. This phase will focus on continuing to reduce overall shelter care in Oklahoma and on children who are currently placed in Youth Service shelters across the state. DHS is also enacting a sustainable multidisciplinary staffing process that can be administered at the local or regional level. This will ensure for a child who does require a shelter stay for any number of reasons that the stay is time-limited and focused on the next steps for a needs-based placement. As the shelter population has significantly reduced, the time has come to implement the multidisciplinary shelter staffing model. During this round of staffings, the team approach will be used as a teaching mechanism for SPPU and other regional staff, who will be part of the ongoing effort to sustain reduced shelter usage. Shelter staffings for children in Youth Service shelters are scheduled to begin February 2016. In addition to discussing ongoing shelter care, DHS, in collaboration with OJA and OAYS, is working on a Youth Services Resource guide for field staff to be provided to all CW specialists in May 2016. This guide highlights many of the services OAYS offers in addition to shelter care in their many locations. DHS, in partnership with the Annie E. Casey Foundation, supports the work between OAYS and the Provider Exchange that began in August 2015. Several planning telephone calls occurred during this reporting period, with a goal of full kickoff by the end of January 2016. DHS continues to offer additional supports, trainings, and other programs to the OAYS organization to expand the working relationship.

Shelter Repurposing

As Phase Two and Three come to an end, the question remains what is in store for the facilities that the shelters once occupied. In May 2015, the Children and Family Council of Oklahoma County became the planning council for the repurposing effort in Oklahoma City. In collaboration with CWS and the DHS Community Partnerships Unit, the Council made a formal concept proposal to DHS leadership in September 2015, seeking authority to continue with planning efforts with public/private partnerships in mind. Authority was granted to continue moving forward and extensive work on the repurposing of the PEM Shelter has occurred. A final, detailed proposal will be presented to DHS for review at the end of February 2016. DHS has had conversations with the Child Protection Coalition in Tulsa throughout the LDCC closure process. The Coalition provided DHS with some recommendations for repurposing of the LDCC in November 2015. Although conversations are ongoing, at this time there is no set plan for the repurposing of the LDCC building once final closure occurs.

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.
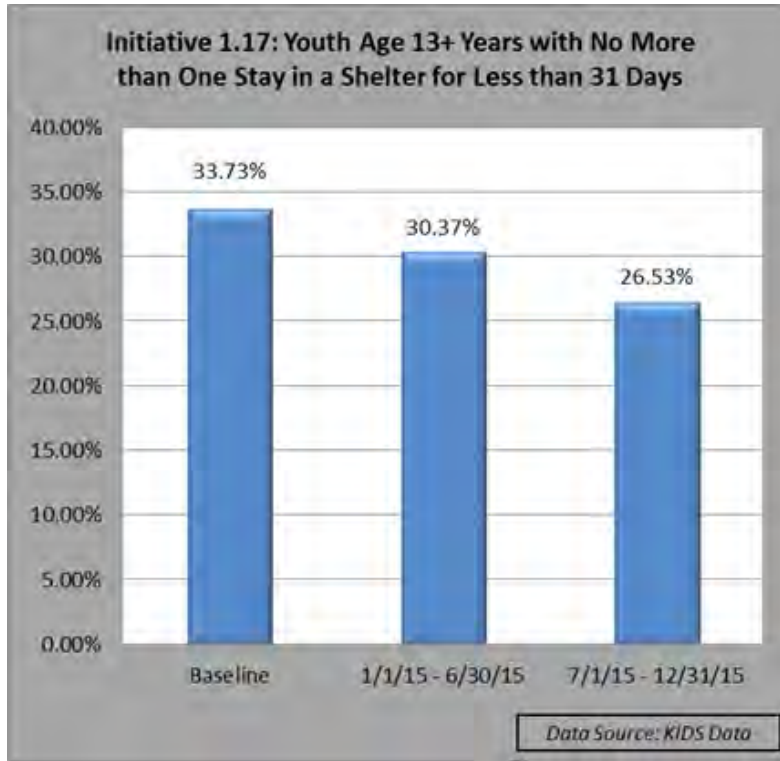
Commentary:

For the six-month period ending December 31, 2015, DHS experienced a decrease from the baseline established January 2015. Of the 441 children age 13 or over who had a shelter stay during the timeframe being reported, 117 children had 1 shelter stay lasting less than 31 days (26.53%). However, of the 441 children age 13 and up who had a shelter stay: 123 of the children had 1 stay greater than 31 days (27.89%); 43 children had 2 or more stays that totaled less than 31 days (9.75%); and 158 children had 2 or more stays that lasted more than 31 days in the shelter (35.83%).

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 AFCARS files.

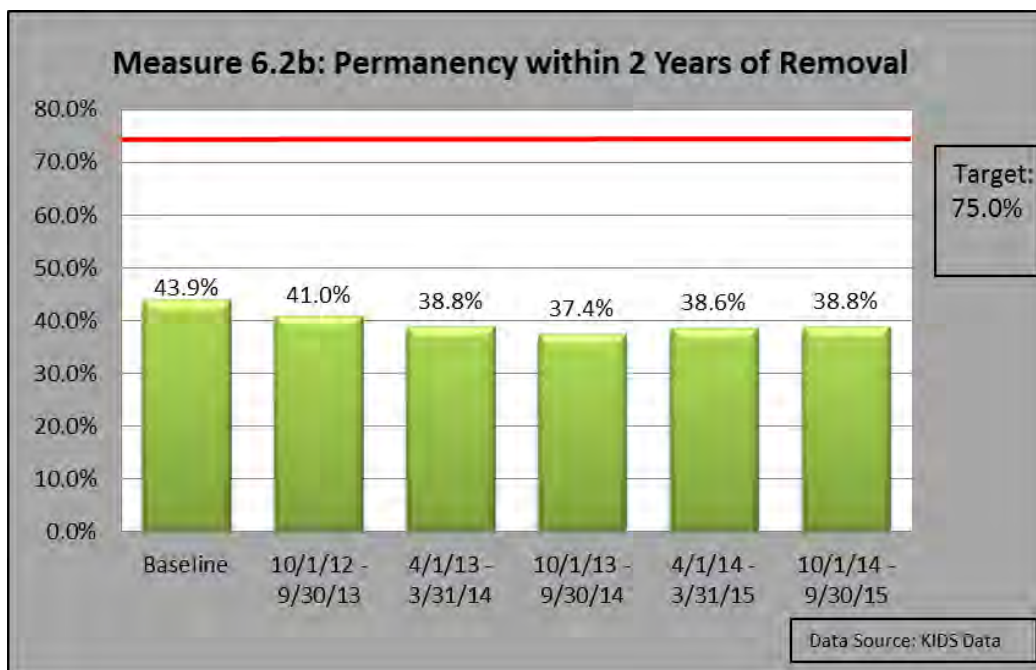### Description of Denominator and Numerator for this reporting period:
Denominator: All children who entered foster care between 4/1/2014 and 9/30/2014.
Numerator: The number of children who entered foster care between 4/1/2014 and 9/30/2014 and exited to a permanent setting within 12 months of removal.

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	2,962	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 10/1/2014 – 3/31/2014	748	2749	27.2%
10/1/2014 – 9/30/2015	All admissions from 4/1/2014 – 9/30/2014	764	2,705	28.2%
Target				55.0%

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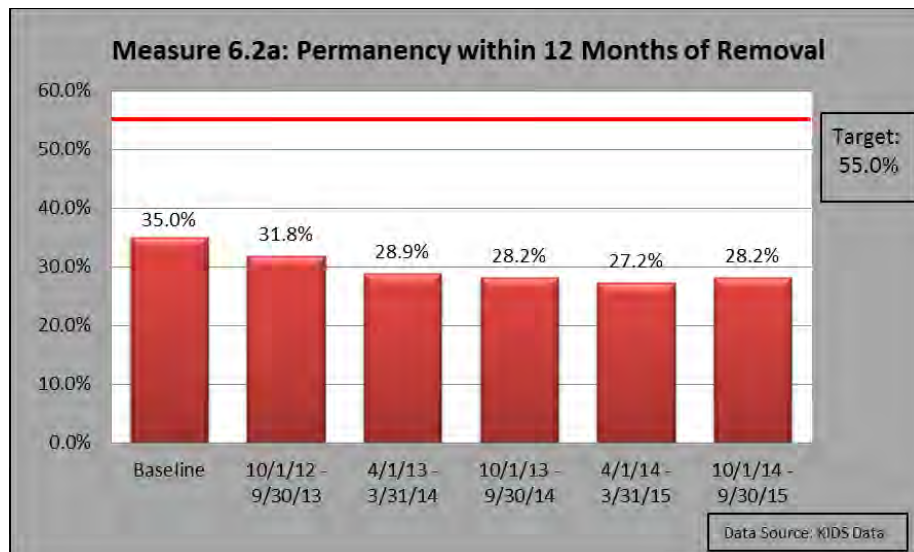
Section 2, Graph 6.2a-1

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. This data is pulled from the AFCARS files.

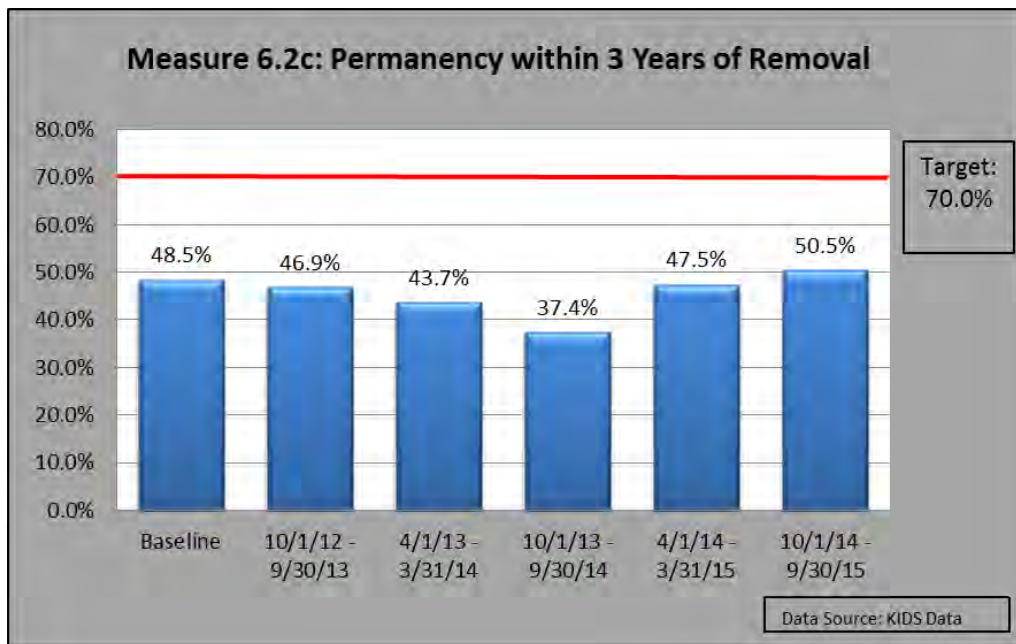Description of Denominator and Numerator for this reporting period:

Denominator: All children who entered foster care between 4/1/2013 and 9/30/2013.

Numerator: The number of children, who entered foster care between 4/1/2013 and 9/30/2013, 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%
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 AFCARS files.

Description of Denominator and Numerator for this reporting period:
Denominator: All children who entered foster care between 4/1/2012 and 9/30/2012.
Numerator: The number of children, who entered foster care between 4/1/2012 and 9/30/2012, 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 – 9/31/2014	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 – 9/31/2015	All admissions from 4/1/2012 – 9/30/2012	552	1,094	50.5%
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 AFCARS files.

Description of Denominator and Numerator for this reporting period:

Denominator: All children who entered foster care between 4/1/2011 and 9/30/2011.

Numerator: The number of children, who entered foster care between 4/1/2011 and 9/30/2011, 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%
Target				55.0%

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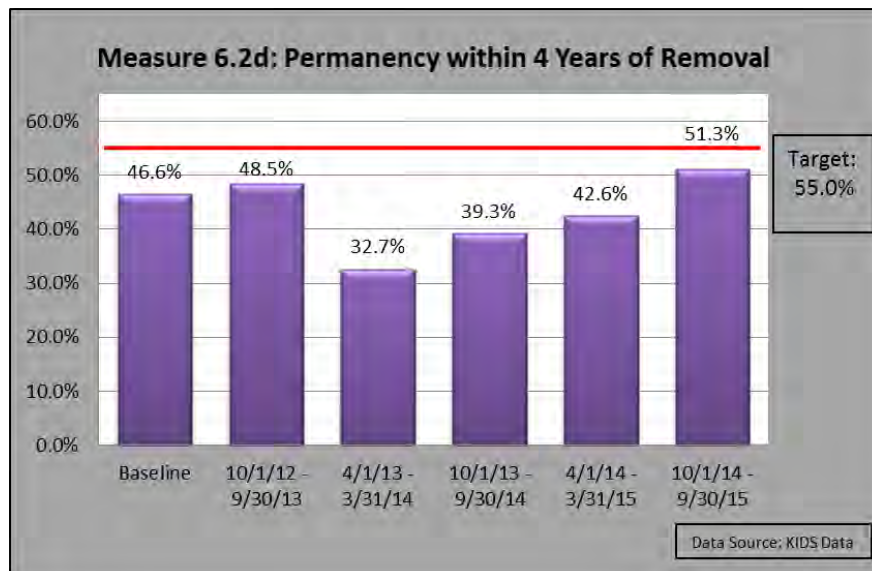
Section 2, Graph 6.2d-1
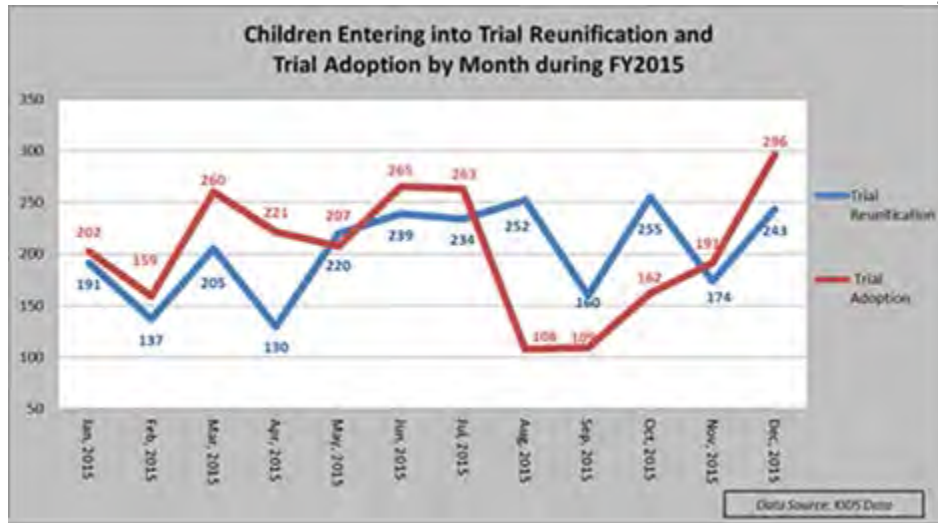
Section 2, Graph 6.2-1

The above graph is an unduplicated count of children who entered Trial Adoption or Trial Reunification for each month during the Fiscal Year 2015. This is not a summary count of all children placed in Trial Adoption or Trial Reunification during the month. Althouth not a Pinnacle Plan measure, DHS is tracking performance in these two areas, as it is reflective of real time progress on moving children to permanency.

Commentary:

Performance on Measures 6.2a and b declined from the original baseline. However, performance on both increased slightly from the last reporting period. Performance on Measures 6.2c and d increased from the original baseline. Performance in 6.2c increased by 3 percent from the last reporting period and performance in 6.2d increased by 8.7 percent since the last reporting period.

Increased performance in these measures are believed to be a result of the permanency core strategies and improved worker caseloads. While increased performances in 6.2a, b, c and d are positive, DHS recognizes the need for significant and continued improvement in these measures.

To improve exits to permanency, DHS implemented the Permanency Safety Consultations (PSCs) in July 2015. PSCs were developed by district directors and permanency program staff to assist supervisors in the identification of barriers to achieving permanency for children within 12, 24, 36, and 48 months of removal. This strategy focused on creating a formal consultation process to enhance safety-focused case planning and increase the sense of urgency in achieving permanency for children in DHS custody. Implementation began in two districts in Region 4 and continued with two additional districts per month for five consecutive months. In December 2015, the PSCs were implemented in all 5 regions. As of January 15, 2016, PSCs were conducted on 589 cases with an average of 200 completed each month.

On January 8, 2016, a convening was held with the 10 PSC districts and representatives from Casey Family Programs and Annie E. Casey to assess the core strategy process and plan for improvement, embedment, and sustainability. Initial results reported by the districts are improved worker assessment of ongoing safety, increased understanding of safety threats and their impact on reunification, and improved worker ability to articulate safety in court reports. The recent implementation ramp-up and the legal steps that must be implemented on specific cases to result in an exit to permanency post-PSC must be considered. However, continuing with the PSCs will improve systemic function around achieving permanency, building agency capacity, and improving outcomes for children and families.

During the course of the PSC implementation and review process, the lack of consistent parental involvment and engagement was identified as one large systemic barrier contributing to delayed permanency outcomes. To address this barrier, DHS is creating a report that will track the worker-parent contact due dates. This report will be used by management-level staff to track worker contact with parents.

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 AFCARS data.

Description of Denominator and Numerator for this reporting period:
Denominator: All children who exited foster care between 10/1/2013 and 9/30/2014.
Numerator: All children who exited foster care between 10/1/2013 and 9/30/2014 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 between 10/1/2010 and 9/30/2011			10.3%
10/1/2012 – 9/30/2013	All exits between 10/1/2011 and 9/30/2012	234	2,334	10.0%
4/1/2013 – 3/31/2014	All exits between 4/1/2012 and 3/31/2013	223	2,375	9.4%
10/1/2013 – 9/30/2014	All exits between 10/1/2012 and 9/30/2013	225	2,638	8.5%
4/1/2014 – 3/31/2015	All exits between 4/1/2013 and 3/31/2014	230	2,682	8.6%
10/1/2014 – 9/30/2015	All exits between 10/1/2013 and 9/30/2014	223	2,756	8.1%
Target				8.2%

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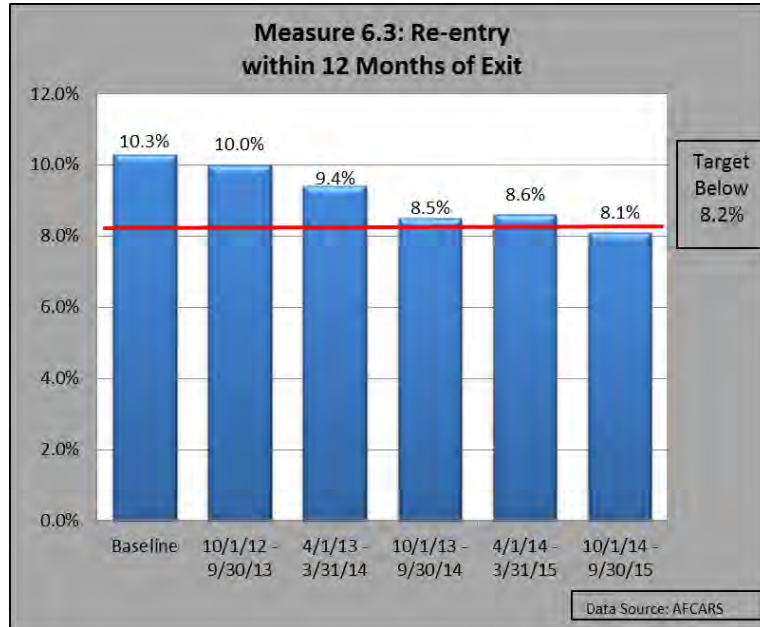
Section 2, Graph 6.3-1

Commentary:

The number of children re-entering out-of-home care within a 12-month period dropped 0.5 percent and is now at 8.1 percent which is 0.1 percent below the set target of 8.2 percent. Performance in this area improved in 4 out of 5 of the reporting periods and currently exceeds the target of 8.1 percent. The PSCs are believed to have contributed to the positive performance on this measure.

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 AFCARS for both mother and father.

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

Denominator: All children in care who turned 16 between 10/1/2012 and 9/30/2013 and were legally free at the time they turned 16.

Numerator: The number of children, who turned 16 between 10/1/2012 and 9/30/2013, 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 between 10/1/2009 and 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 between 10/1/2010 and 9/30/2011 and were legally free at the time they turned 16.	29	140	20.7%
4/1/2013 – 3/31/2014	All children in care who turned 16 between 4/1/2011 and 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 between 10/1/2011 and 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 between 4/1/2012 and 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 between 10/1/2012 and 9/30/2013 and were legally free at the time they turned 16.	33	126	26.2%
Target				50.0%

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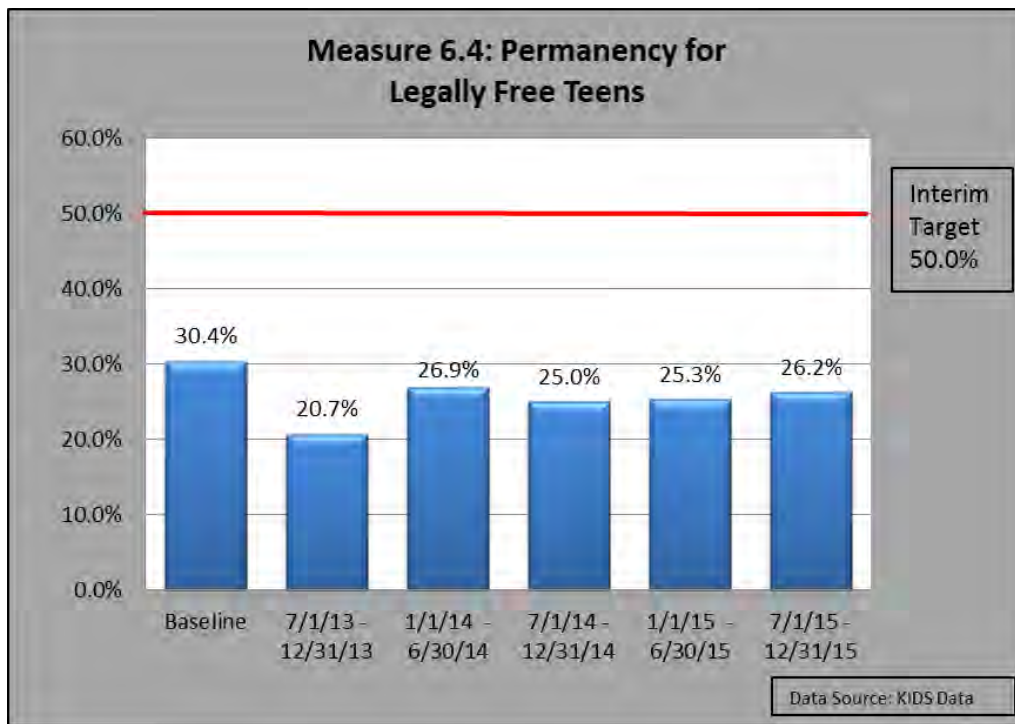
Section 2, Graph 6.4-1

Commentary:

Between October 1, 2012 and September 30, 2013, a total of 126 legally free youth turned 16 years of age. Of those youth, 33 exited to permanency: 4 youth, 3.2 percent, through reunification; 24 youth, 19.0 percent, through adoption; and 5 youth, 4.0 percent, through guardianship or custody to relative. Of the remaining 93 youth, 85 exited care prior to reaching permanency: 83 youth, 65.9 percent, through emancipation/aged out and 2 youth, 1.6 percent, transferred to another agency. The remaining 8 youth, 6.3 percent, were still in care on the last day of the reporting period, September 30, 2015.

Performance in this measure increased slightly since the last reporting period. DHS recognizes that current performance is not sufficient and has taken several steps to improve permanency for legally free teens at risk for exiting care without permanency.

The PSCs and Targeted Family Finding core strategies were also implemented to impact this population. In addition to these efforts, DHS is exploring reinstatement of parental rights as an option for achieving permanency. A monthly report was created to identify youth that meet time frame requirements for reinstatement of parental rights so CWS leadership can assess this permanency option on an ongoing basis. DHS also contracted with Youth Villages Inc. to provide LifeSet services to all legally free youth 17 years of age and older. As of January 2016, Youth Villages was providing LifeSet services to 17 youth in Oklahoma City and 4 youth in Tulsa. By the end of the ramp-up process, LifeSet will have the capacity to serve 192 youth across the state. Although Youth Villages is not a permanency option, research indicates their services impact youth's adulthood outcomes and helps with transitioning out of care by offering weekly case management and mentoring services while also helping youth identify relatives and community assistance.

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 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 between 10/1/2013 and 9/30/2014
Numerator: The number of children who became legally free for adoption between 10/1/2013 and 9/30/2014 **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 between 10/1/10 and 9/30/2011			54.3%
10/1/2012 – 9/30/2013	All children who became legally free between 10/1/11 and 9/30/2012	898	1,474	60.9%
4/1/2013 – 3/31/2014	All children who became legally free between 4/1/12 and 3/31/2013	857	1,540	55.6%
10/1/2013 – 9/30/2014	All children who became legally free between 10/1/12 and 9/30/2013	839	1,618	51.9%
4/1/2014 – 3/31/2015	All children who became legally free between 4/1/13 and 3/31/2014	935	1,797	52.0%
10/1/2014 – 9/30/2015	All children who became legally free between 10/1/13 and 9/30/2014	1,200	2,099	57.2%
Target				75.0%

Section 2, Table 6.5-1
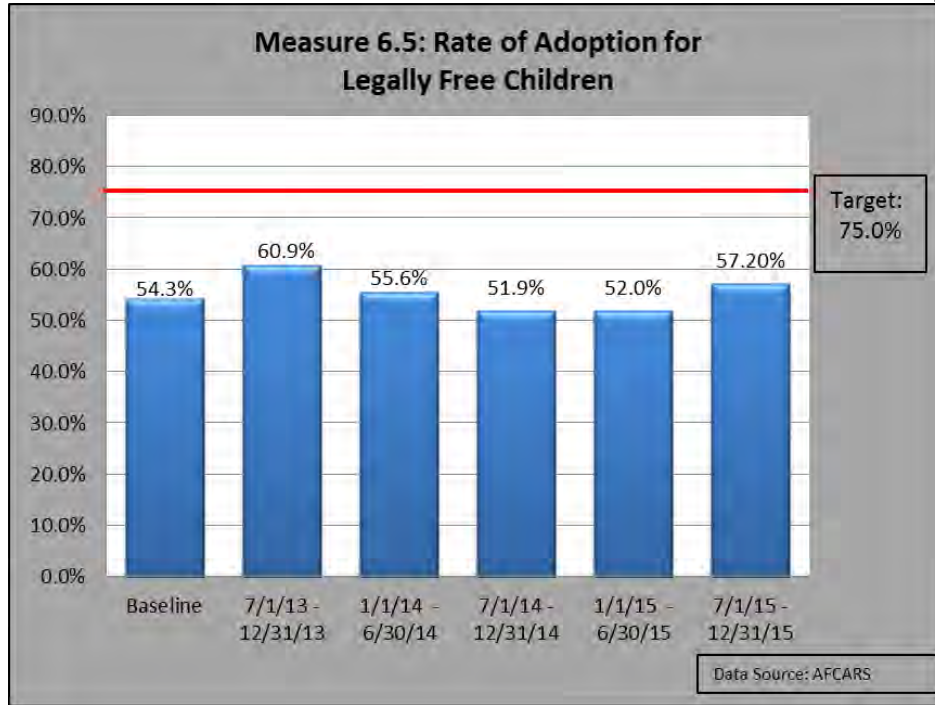
Section 2, Graph 6.5-1

Commentary:

DHS continues to see an increase in the number of children becoming legally free for adoption. A 5.2 percent increase occurred from the last reporting period in the number of children who were discharged from care to a finalized adoption within 12 months from the date they became legally free.

In October 2015, DHS leadership decided to remove the targeted district pairings and to expand the strategy to include all Quad 1 designated children in Region 1. By December 1, 2015, a review of the Adoption Timeliness Accountability Team (ATAT) pilot in Region 1 was conducted and a determination was made to implement regional ATATs statewide. On December 15, 2015, an explanation sheet on how to create a regional ATAT, along with a request to identify team members, was provided to CWS deputy director's in each region. By December 31, 2015, each region across the state selected members to participate in regional ATATs. By January 31, 2016, Regions 2, 3, 4, and 5 had scheduled and completed initial face-face meetings with their ATATs. All data measures, purpose/frequency of team meetings, and tools to identify and reduce barriers to adoption were discussed and provided during the initial meeting. The "Road to Finalization" map was also provided and explained during the initial meeting to allow team members to become more familiar with adoption processes. Follow up face-face meetings are currently scheduled for each regional ATAT for February 2016.

In addition, a timeline to the adoption report that calculates projected target completion dates from the date of adoption consultation to adoption finalization, was created and is scheduled for availability to the ATATs by February 29, 2016. This report will assist the ATATs in tracking/monitoring timely completion of adoption activities for each identified Quad 1 child. The adoption timeline calculator will be used by each ATAT to project activity completion dates and establish action plans when any barriers to completion are identified. February meetings will focus on reports utilized in tracking progress and initial reviews of Quad 1 children in each region. By March 31, 2016, a review of the ATAT statewide practice will be completed to ensure process fidelity and increased timeliness to adoption.

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 January 10, 2014, what number of children has exited care to a permanent placement?

Data Source and Definitions:
All children who were legally free for adoption as of January 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 by June 30, 2016. "Legally Free" means there is a parental rights termination date reported to 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: 1/10/14				292 Children
1/10/2014 – 6/30/2014	All Quad 2 children age 0-12 as of 1/10/14 with a case plan goal of adoption	8	207	3.9%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	47	207	22.7%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	78	207	37.7%
	All Quad 2 children age 13 or older as of 1/10/14 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 1/10/14 with a case plan goal of adoption	119	207	57.5%
	All Quad 2 children age 13 or older as of 1/10/14 with a case plan goal of adoption	23	85	27.1%
Target		90.% (Age 0-12 Years)	80.0% (Age 13+ Years)	

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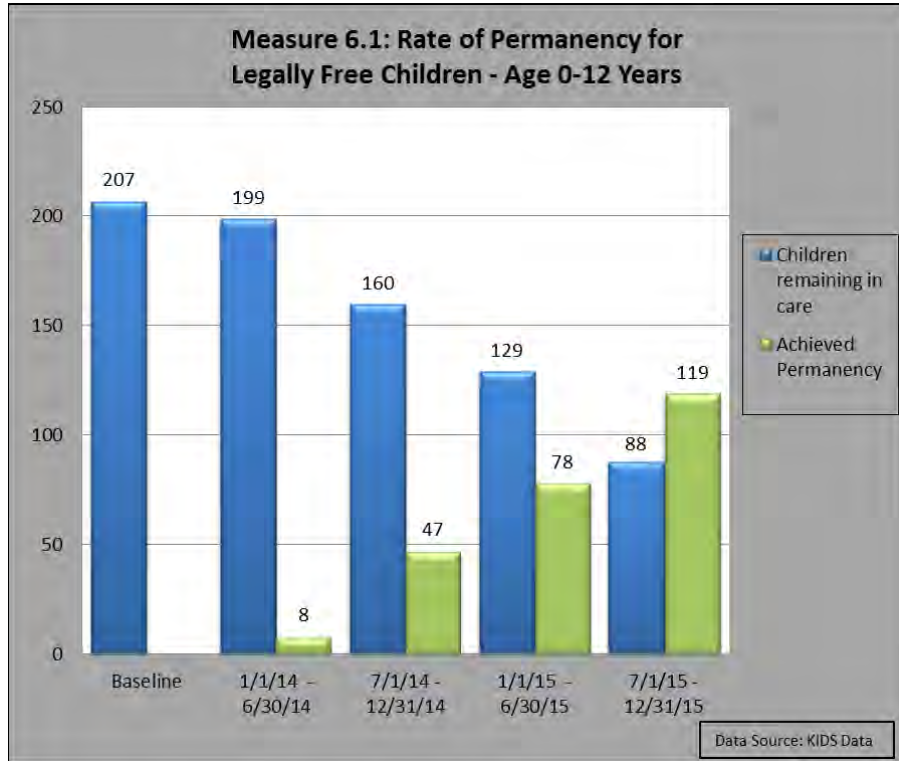
Section 2, Graph 6.1-1

Section 2, Graph 6.1-2

Measure 6.1 - Legally Free Cohort - All Ages
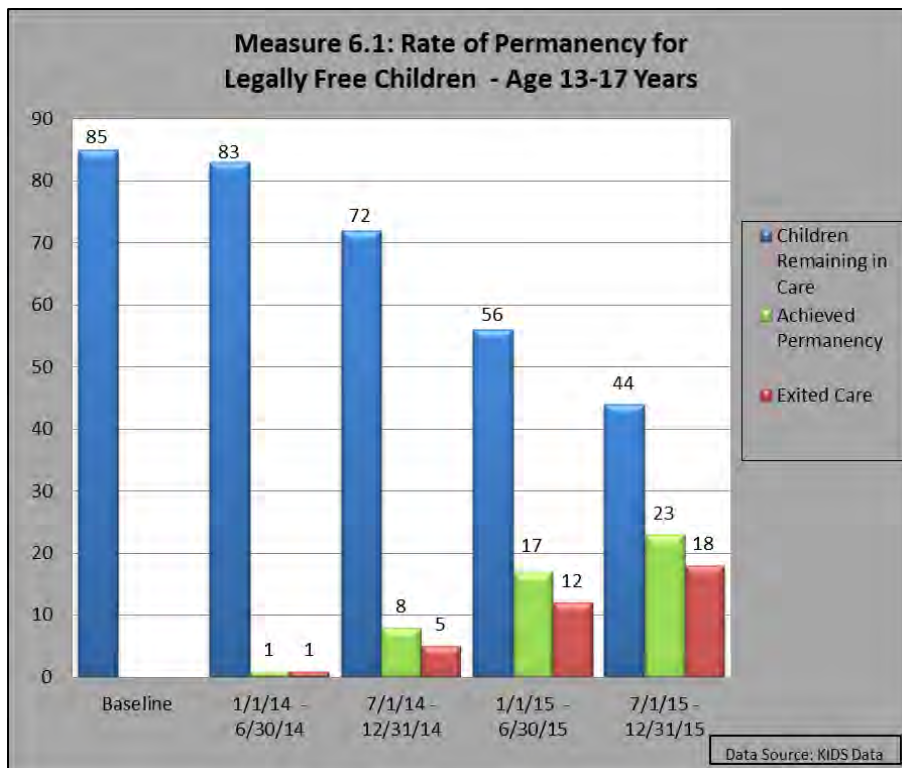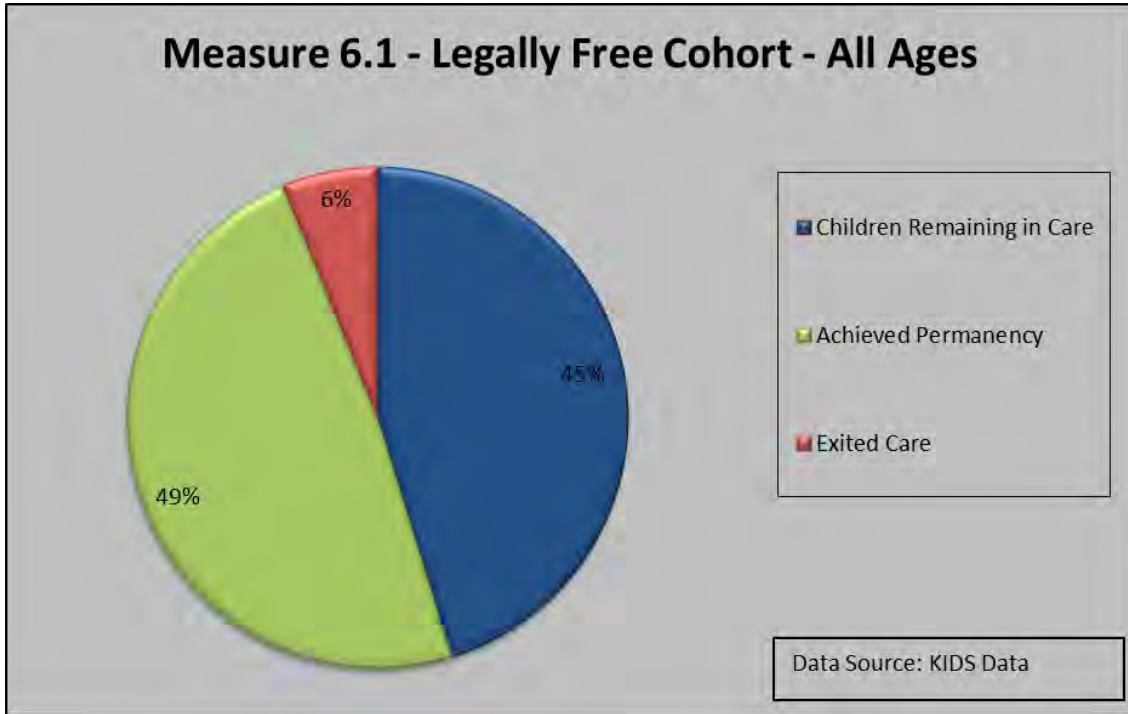
Section 2, Chart 6.1-1

Commentary:

As of December 31, 2015, 142 children, 49.0 percent, achieved permanency and 18 children, 6.0 percent, aged out of custody. Of the 18 children aged out of custody, 14 left care with documented transition plans describing what will happen when DHS is no longer involved and defining the support that committed to them: 7 with permanency pacts; 2 were reunified with parents with services; and 9 signed themselves back into care.

Over the last six months, DHS made documentation of adoption efforts a priority. DHS believes good faith efforts are going on with each child and that those efforts have not historically been reflected in the case contacts. Supervisors are responsible for reviewing and assuring accuracy and timeliness in the contacts.

Other efforts included engaging in meaningful conversation with the youth as well as with the important people in that youth's life and assisting and following up from the statewide staffings to assure family home studies are read, considered and recommended. The NON ID Resource report was introduced to the Adoption Transition Unit and the staff were trained on how to do "reverse searches" and make contact with the adoption specialist to determine status, appropriateness, and review the study. This new process resulted in one placement that should be finalized in the next several months.

A special permanency meeting was held in August with a foster care alumnus as a special guest speaker who addressed permanence with the youth, staff, and potential parents. Invitations were sent to resource families who have a desire to adopt teens. Three news stations aired stories on 60 of the baseline youth across the state. DHS also determined that the field needs some help with youth who are TFC and above placement level. DHS recently arranged with a practicum student from OU to facilitate "grand" staffing's with several disciplines to see if there are other efforts that can be made for each individual child.

The Targeted Family Finding and Engagement core strategy was initiated June 2015 and is ongoing. Diligent searches were initially conducted on 25 children from Region 2 in the Quad 2 baseline cohort and were expanded to the remaining children and youth in the cohort who did not have an identified placement in October 2015. This strategy

focused on identifying adoptive resources for children who are legally free with no identified placement through intensive, focused family finding and engagement activities. Engagement in diligent searching and family finding on this cohort identified the need for a consistent family engagement process. A work group was formed to assess current policy and practice and to make revisions based on the information gathered from the core strategy. This next step is intended to be proactive and prevent children from becoming legally free with no identified placement by better engaging families and kinship placement and pursuing permanency options from the onset of DHS involvement.

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 between 10/1/2013 – 9/30/2014

Numerator: Number of children that entered trial adoption between 10/1/2013 – 9/30/2014 **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 between 10/1/2010 – 9/30/2011			97.1%
10/1/2012 – 9/30/2013	All children who entered TA between 10/1/2011 – 9/30/2012	1,433	1,489	96.2%
4/1/2013 – 3/31/2014	All children who entered TA between 4/1/2012 – 3/31/2013	1,366	1,417	96.4%
10/1/2013 – 9/30/2014	All children who entered TA between 10/1/2012 – 9/30/2013	1,197	1,241	96.5%
4/1/2015 – 3/31/2015	All children who entered TA between 4/1/2013 – 3/31/2014	1,252	1,297	96.5%
10/1/2014 – 9/30/2015	All children who entered TA between 10/1/2013 – 9/30/2014	1,477	1,549	95.4%
Target				97.3%

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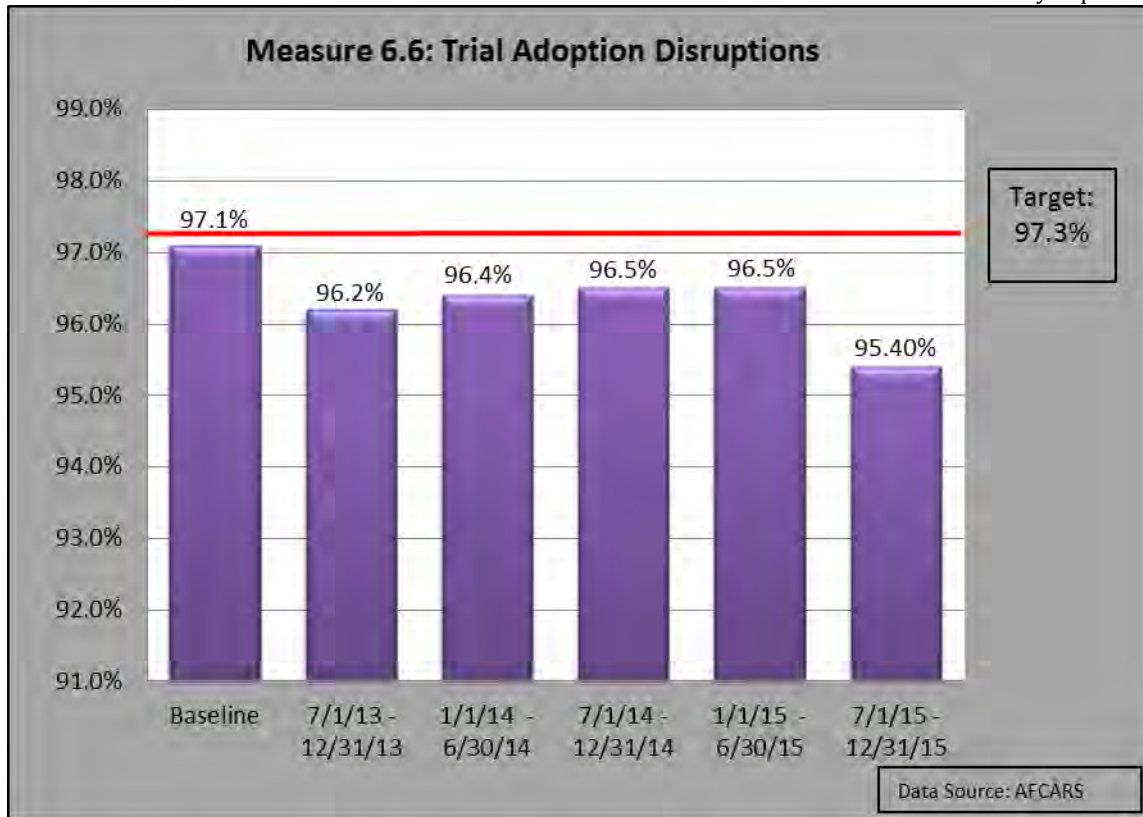
Section 2, Graph 6.6-1

Commentary:

Since the last reporting period, performance declined 1.1 percent from the previous reporting period in the number of children that disrupted in trial adoptive placement within 12 months of being placed.

To improve performance and decrease the rate of adoption disruptions, DHS formed "The Upright Team" committee to look at this performance measure over the last six months. DHS also developed an Adoption Post Placement Service Plan Guide levels of intervention tool and a tracking system for families at a high risk for disruption. In addition, the team is looking at the family survey to address the family needs and how DHS and the family can be proactive in preventing disruptions or dissolutions. The team is looking at pre-placement and placement service options including, but not limited to, providing the Oklahoma 2-1-1: www.211oklahoma.org information to families prior to finalization. Adoption disclosures were expanded to involve adoption transition, permanency, and other appropriate staff assigned to the case so that all relevant information is available and discussed at the time of disclosure. Some regions trained staff regarding the mobile stabilization providers through Systems of Care to provide to families earlier in the placement before family needs escalate to the point of disruption.

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 September 30, 2013.
Numerator: All children who had a legalized adoption during the 24 months ending September 30, 2013 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 between 10/1/2008 and 9/30/2010			99.0%
10/1/2012 – 9/30/2013	All children with a legalized adoption between 10/1/2009 and 9/30/2011	2,969	2,979	99.7%
4/1/2013 – 3/31/2014	All children with a legalized adoption between 4/1/2010 and 3/31/2012	3,055	3,063	99.7%
10/1/2013 – 9/30/2014	All children with a legalized adoption between 10/1/2010 and 9/30/2012	2,856	2,865	99.7%
4/1/2014 – 3/31/2015	All children with a legalized adoption between 4/1/2011 and 3/31/2013	2,945	2,950	99.8%
10/1/2014 – 9/30/2015	All children with a legalized adoption between 10/1/2011 and 9/30/2013	2,846	2,849	99.9%
Target				99.0%

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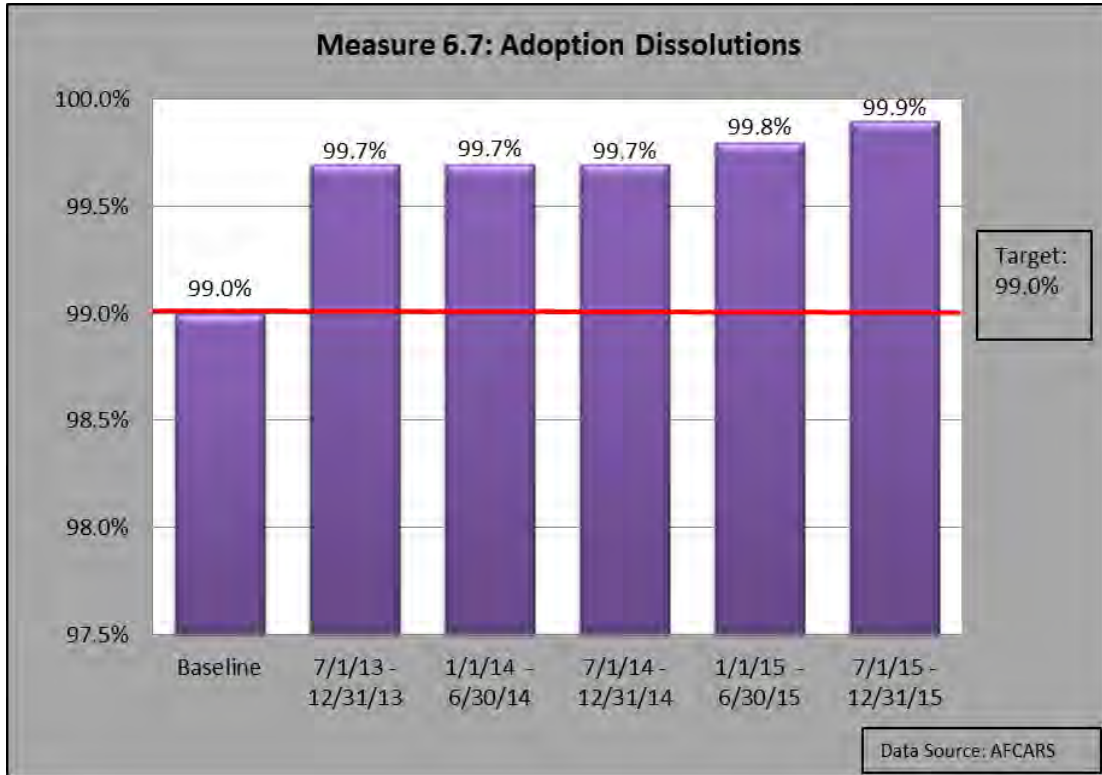
Section 2, Table 6.7-1

Commentary:

DHS continued to exceed the goal of 99.0 percent success rate for adoption placement stability with less than .1 percent in dissolutions.

Post Adoption Services met with the Post Adoptions Advisory Committee to formulate a plan to address the needs of adoptive parents who had problems obtaining services and assistance for children in crisis. The overall needs assessment determined a statewide service directory was the best approach to address the problems families were experiencing in their attempts to access services. A compilation of 600+ service providers is now available in the Post Adoption Services Statewide Service Directory to provide to families and field staff. Networking with other DHS offices, web searches, and direct calls to hundreds of service providers, will cut down on workers' time spent on the telephone with exasperated families. As families finalize an adoption, the Directory will be sent to the families and Post Adoptions staff can make appropriate referrals to assist.

SECTION 3: Process and Quality Indicators

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 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 been made during the month.

Description of Denominator and Numerator for this reporting period:
**Denominator:** The number of required monthly contacts due between January 1, 2015 and December 31, 2015.
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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 1/1/2015 - 12/31/2015	121,799	125,417	97.1%
Target				95.0%

Section 3, Table 3.1-1
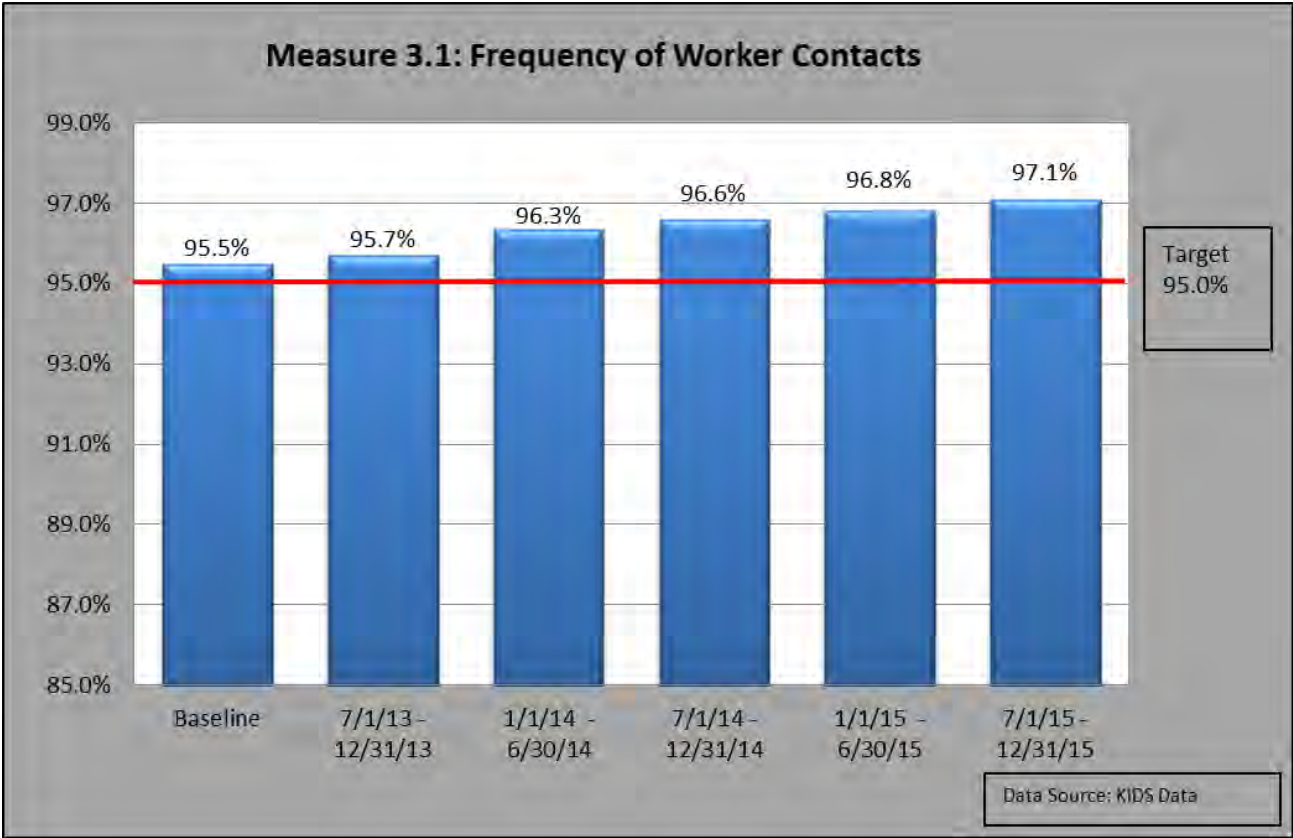
Section 3, Graph 3.1-1
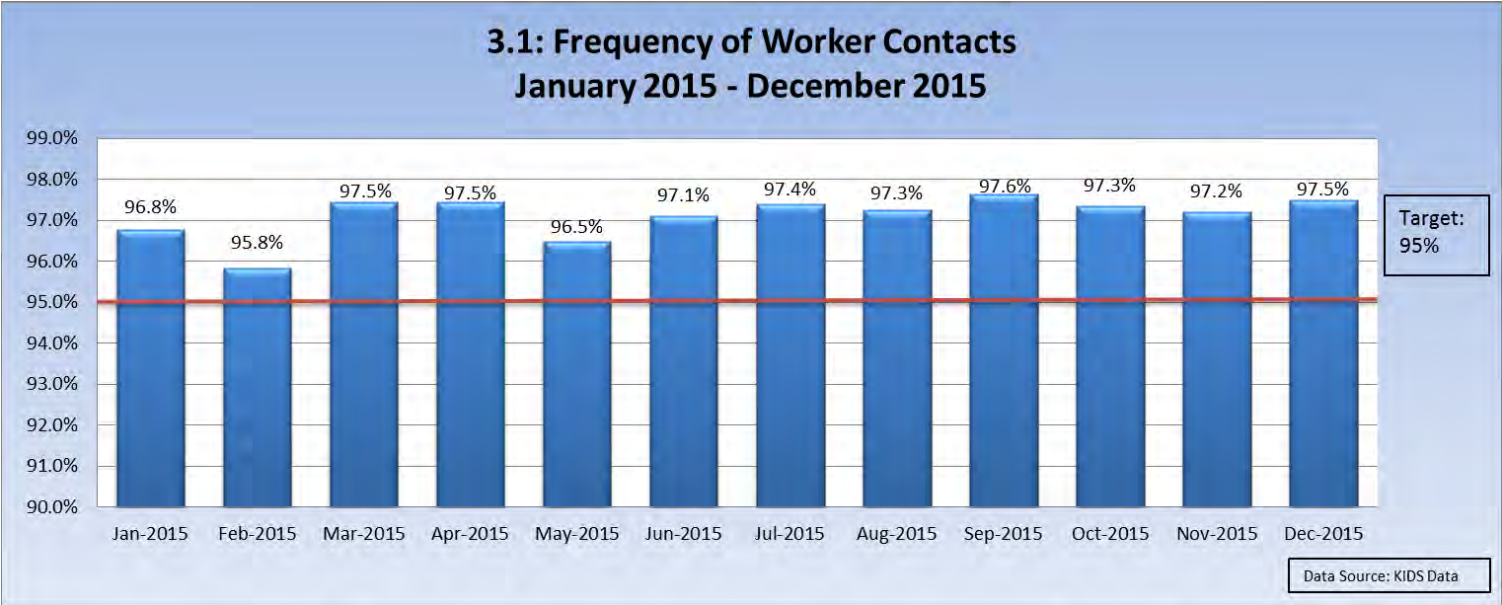
Section 3, Graph 3.1-2

Commentary:
The baseline for this measure was 95.5 percent and the target is to sustain 95.0 percent. Over the 12-month period from January 1, 2015 - December 31, 2015, 125,417 monthly contacts were required and 121,799 monthly contacts resulted in a rate of 97.1 percent. At the time the baseline was established in SFY12, there were 94,639 required monthly visits. With the current reporting period, an additional 30,500 visits were required over the baseline. DHS continued to meet the standard for this measure.

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 worker 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 case worker. For children in trial adoption cases, the monthly contact must have been completed by the Adoption worker with a primary assignment. Beginning with the semi-annual reporting period of January 1, 2015 – December 31, 2015, children who were placed in out-of-state placements will be excluded from the primary worker visitation measure.

- The Data reflects the total number of required monthly contacts due to children in out-of-home care over the course of 12 months and the number of total required monthly contacts made by the primary assigned worker.
- 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 worker, the worker 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 between 1/01/2015 and 12/31/2015.
Numerator: The number of qualifying monthly visits made by a primary worker.

Trends:

Reporting Period	Population	Numerator	Denominator	Result
Baseline: 7/1/2011 – 6/30/2012	All children due a visit who were in care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 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 care at least a full calendar month between 1/1/2015 – 12/31/2015	108,935	121,139	89.9%
Target				80.0%

Section 3, Table 3.2-1
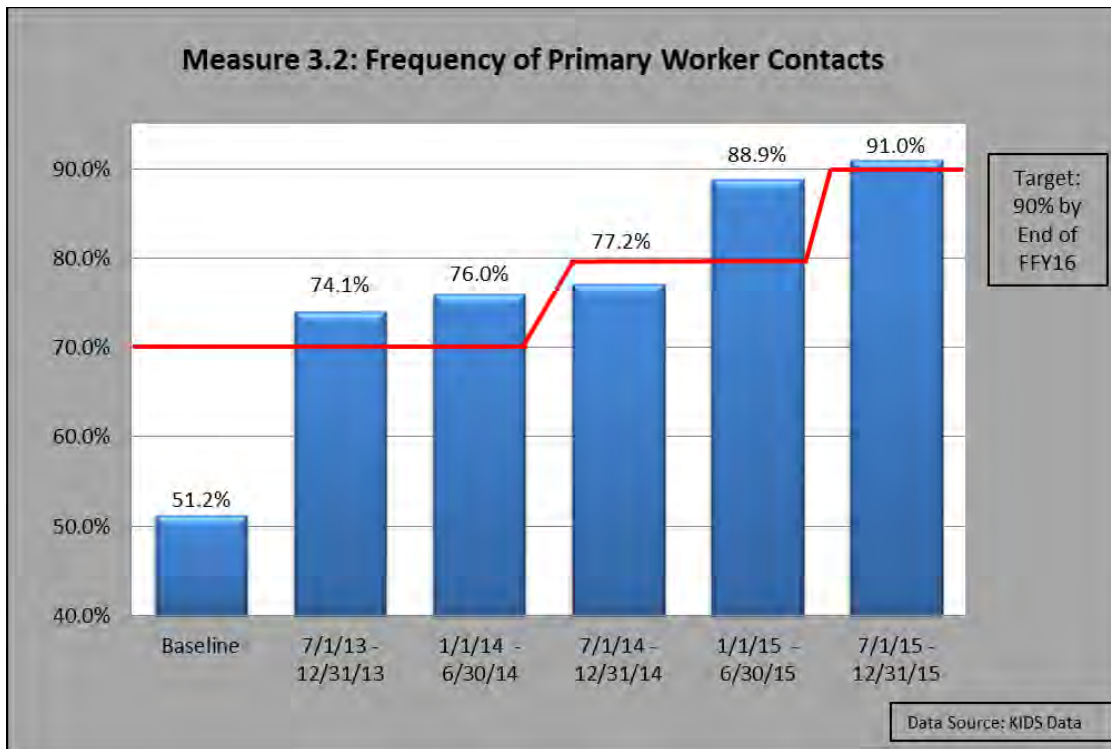
Section 3, Graph 3.2-1
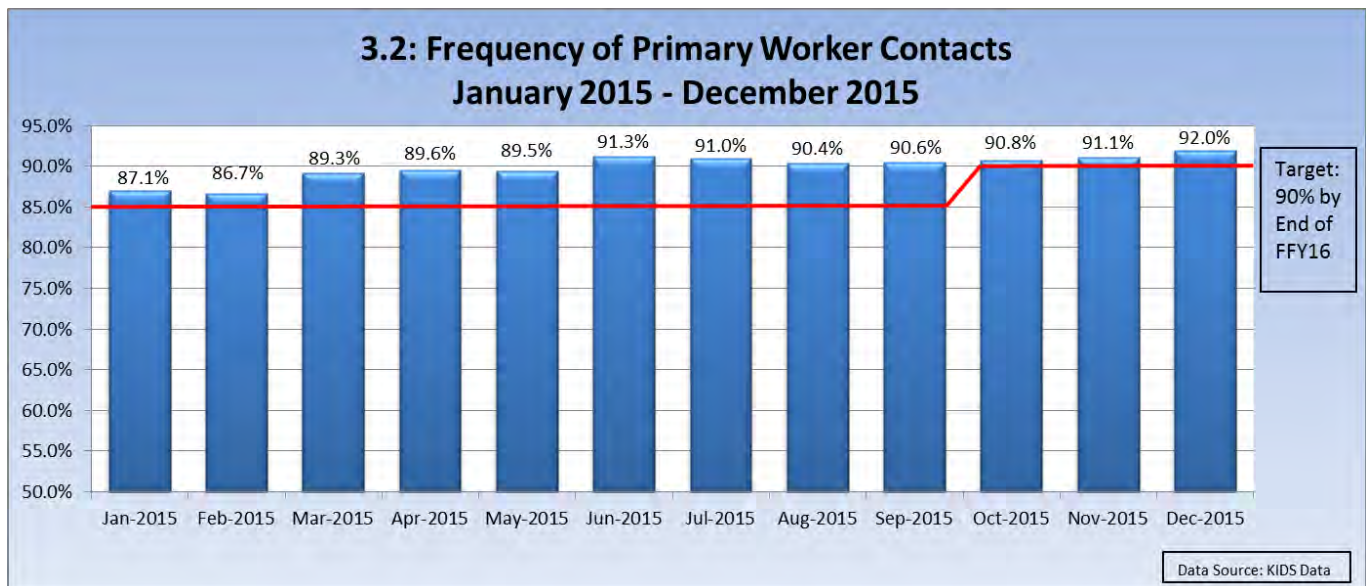
Section 3, Graph 3.1-2

Commentary:

The baseline for this measure was 51.2 percent and the final target is 90.0 percent to be met by the end of June 30, 2016. Over the 12-month period from January 1, 2015 – December 31, 2015, 121,139 primary monthly contacts were required and 108,935 of those were monthly contacts made by the primary worker for a rate of 89.9% percent. At the time the baseline was established using SFY12 data, 48,497 monthly contacts were made by primary workers. During the current reporting period, an increase of over 60,438 monthly contacts were made over the last 12 months by the primary worker for over a 100 percent increase in the number of contacts made by the primary worker.

3.3: Continuity of Worker Contacts by Primary Workers

Operational Question:

What percentage of children in 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 DHS 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 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 DHS 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 workers.
- To be counted as a valid monthly contact completed by a primary worker, the worker 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 worker 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 July 1, 2015 – December 31 2015.

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 DHS 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 care at least 6 full calendar months between 1/1/2015 – 6/30/2015	5,135	10,349	49.6%
7/1/2015 – 12/31/2015	All children in care at least 6 full calendar months between 7/1/2015 – 12/31/2015	5,259	9,997	52.6%
Target				65.0%

Section 3, Table 3.3-1
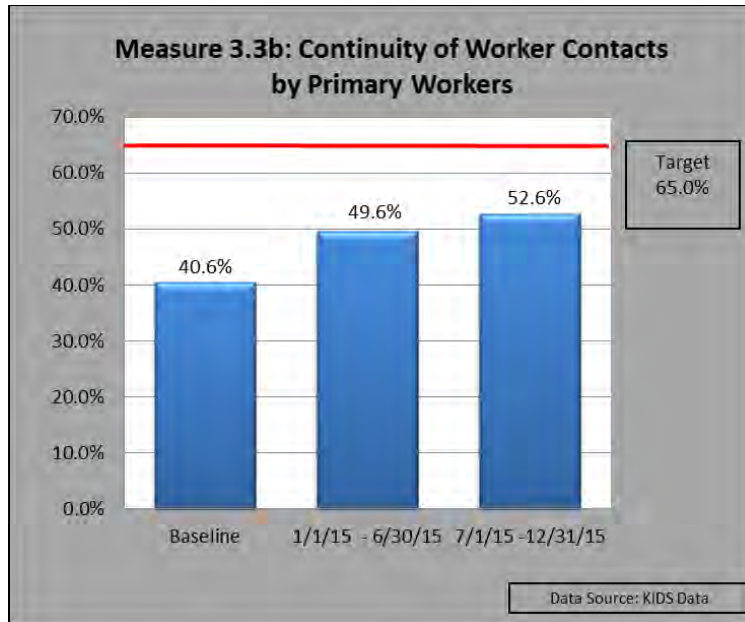
Section 3, Graph 3.3-1

Commentary:

This is the second reporting period for the Worker Continuity measure and there was a 3 percent increase since the first reporting period. The baseline was set at 40.6 percent. In the reporting period July 1, 2015 – December 31, 2015, 52.6 percent of the children in care were seen by the same primary worker for six consecutive months. The target for this measure is 65.0 percent. The elimination of secondary assignments is ongoing and is expected to continue to impact this performance measure's positive trending. As progress in staff hiring and retention is made, continuity over a six-month time period will continue to improve. In an effort to increase the quality of contacts made by primary workers, changes to the contact guide in the child welfare information system were made. These changes included: a requirement to interview children alone and to specifically address the medical needs of the child; methods, frequency and purpose of discipline used by the caregiver; caregiver supervision of the child; sleeping arrangments; and visitation events.

SECTION 4. Capacity indicators

2.1: New Family Foster Care Homes

Operational Question:
How many new foster homes, including Family Foster Homes and Supported Homes were opened during SFY16?

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 July 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	
Baseline		1898 Foster Homes open as of 7/1/2015	
7/1/2013 – 12/31/2013	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the first half of SFY14	346 Homes	763 Total Homes opened in SFY14
1/1/2014 – 6/30/2014	All CFC, Foster Family Homes, EFC, SHH, and Supported Foster Homes opened during the second half of SFY14	417 Homes	
7/1/2014 – 12/31/2014	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY15	409 Homes	780 Total Homes opened in SFY15
1/1/2015 – 6/30/2015	All Foster Family Homes and Supported Foster Homes opened during the second half of SFY15	371 Homes	
7/1/2015 – 12/31/2015	All Foster Family Homes and Supported Foster Homes opened during the first half of SFY16	385 Homes	385 Homes as of 12/31/2015
1/1/2016 – 6/30/2016	All Foster Family Homes and Supported Foster Homes opened during the Second half of SFY16		
Target		1,054 New Foster Homes opened by 6/30/2016	

Section 4, Table 2.1-1
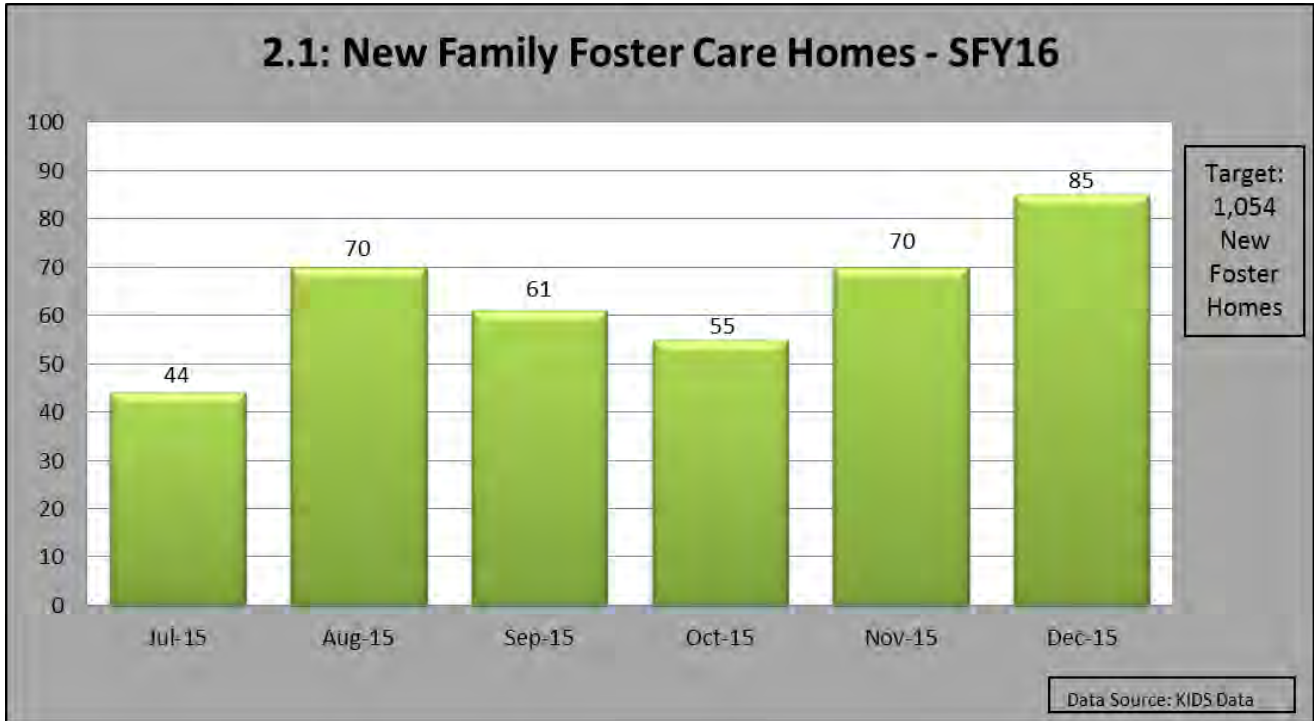
Section 4, Graph 2.1-1

Commentary:

A total of 385 new homes were opened during the first half of SFY16 with a net gain of 107 homes. The target for new homes for SFY16 is 1,054 homes. There were 1,854 homes open on July 1, 2015. During the first half of the year, 465 homes were opened and 380 homes were closed, leaving 1,961 homes open on December 31, 2015. The count of net gain 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. DHS continued the implementation of core strategies to increase the development of new foster homes and better support existing and future foster homes.

DHS recognized the need for additional recruitment efforts and coordination; therefore, two foster care staff in each region were identified to serve as regional recruitment coordinators. The recruitment coordinator serves as a liaison between the RFP agencies/subcontactors, tribes, and community entities. The coordinator secures and shares data regarding the children and youth in need of foster homes with the agencies, tribes, and communities. The coordinator identifies, schedules and coordinates recruitment activities in the region, and serves as a representative of the DHS foster care program in the assigned area. The coordinator also assists the family through the approval process when the family selects DHS rather than an RFP agency. The regional recruitment coordinators were put in place and relieved of their other workloads July 1, 2015. The regional recruitment coordinators received specialized recruitment training from Annie E. Casey.

Based on the SFY16 target of 1054 new foster homes, the monthly goal was set at 87 – 88 new homes. After reviewing the number of new homes developed in July and August 2015, DHS made the decision to increase internal efforts for recruitment and development of foster homes. This new activity included the development of a team of recruitment staff for each region. DHS identified 15 foster care workers, in addition to the regional recruitment coordinators, and five foster care supervisors to develop a supervisory unit in each region of the state to focus on recruitment and development of new foster homes. These teams are supervised by foster care program staff to closely monitor the progress of this new effort. Each regional recruitment unit is staffed with five workers and a supervisor and the units were put in place on October 15, 2015, with specialized training provided the following week. The recruitment staff are responsible for developing recruitment plans, recruiting families based on identified placement needs and working with the family through the approval process. Once a DHS foster home is approved by the recruiter, the foster home is

transferred back to the county office foster care staff to be supported by the local foster care worker where the family resides.

The recruitment staff received specialized training from Annie E. Casey regarding recruitment, the use of data for recruitment, and the development of regional recruitment plans. Fifteen of the recruitment staff completed the "Training of Trainers for Guiding Principles" which is the foster and adoptive parent pre-service training. The intent of having recruitment staff trained as trainers was to ensure training would not become a barrier in the approval process. During December 2015, the recruitment staff opened 149 new pre-resources or active inquiries, referred 13 potential applicants to RFP agencies, converted two adoptive homes, denied 7 pre-resources, and approved 10 new foster homes. DHS anticipates the number of new home approvals to steadily increase as more families enter the pipeline.

DHS developed a statewide contract offered to any licensed child-placing agency interested in recruitment, approval, and support of foster families. The new RFP contract was sent to the current contractors and subcontractors for review on December 2, 2015. The quarterly RFP meeting was December 15, 2015 and agencies had the opportunity to ask questions regarding the new contract. Following this meeting, DHS revised the contract by incorporating some of the agencies' suggestions. The revised contract was forwarded again to the interested parties on December 30, 2015. The new contract requires the RFP agency to submit a targeted recruitment plan based on data provided by DHS within 30 days of the signed contract. DHS, in collaboration with Annie E. Casey, scheduled a recruitment plan training on January 25, 2016 to assist RFP agencies with the development of the required recruitment plan. DHS shares data each month with the RFP agencies, tribes, and DHS recruitment staff. The data includes information pertaining to separated sibling groups, the demographics of the children by county/region, and children placed out of their home county. As of February of 2016, DHS is contracted with 18 provider agencies for the recruitment and retention of foster families.

The Oklahoma Fosters campaign, a joint initiative with DHS, the Governor's office, the faith-based community, 111 Project, and other community partners, launched November 12, 2015. The initiative is an effort to bring all of the partners together to increase awareness of the need for additional foster families to serve children in DHS custody. The kick-off event received significant media coverage in the Oklahoma City metro-area. The Governor also invited foster families to attend the Governor's Christmas tree lighting ceremony where she highlighted a family that had recently adopted. The number of inquiries received through the Foster Care and Adoption Support Center increased following the launch of Oklahoma Fosters:

Month	Year	# Total Inquiries Rec'd	Increase Over Previous Year	# of web-based OKFosters
November	2015	475	+169	180
	2014	306	+5	-
December	2015	448	+79	110
	2014	369	+21	-

Data provided by Foster Care and Adoption Support Center 2/9/15

The Oklahoma Fosters campaign is a three-year project to assist with meeting the number of homes identified through the Foster Home Needs Analysis. The Governor will have secondary campaign launches in Tulsa and Lawton, February 2016 and March 2016 respectively. February 1, 2016, the Oklahoma Fosters campaign launched a "100 families in 100 days" social media campaign, highlighting a foster and/or adoptive family each day for 100 days. There will be additional activities in different regions of the state each month following the last launch. The expectation is that

inquiries from persons interested in fostering will continue to increase due to consistent media and community exposure generated by Oklahoma Fosters.

DHS understands the importance of recruiting and developing foster families who will serve the children in need of placement; therefore, DHS completed a Foster Home Needs Analysis in December 2015. This analysis was based on the actual placement needs for children in DHS custody using the current data, rather than DHS' capacity to recruit, with the understanding that this would result in a multi-year plan.   The analysis started by looking at the number of children in care and how many of those children were currently placed in foster homes. Each day that a child was placed in a foster home counted as a "bed day". Over a one year period, the total number of bed days spent in foster care was totaled to determine the current need. In order to project future need, trending data over the last three years was also factored in. The analysis took into account that the average number of beds in an approved home is 1.9. The following contributing factors were also considered: waiting lists for appropriate level of care, separation of siblings, children placed outside of their primary county, choice factor/placement type, home utilization and closure rates. As of December 2015, the analysis identified the need for 2407 new foster homes. DHS is setting a three-year goal for recruiting foster homes. Over that time period, the DHS will need to re-evaluate the number of children in care and placed in foster care settings, assess the closure rate of foster homes, and assess the utilization rate of the open homes to ensure this overall calculation continues to meet the needs.

DHS previously agreed to conduct weekly reviews of foster home applicants engaged with private agencies to evaluate the timeliness of the home approval process. DHS continues to conduct these weekly reviews to address issues that may be delaying an applicant's approval as well as overall systemic issues. The oversight of the Field Administrator during this weekly review process assists in identifying barriers, to keep the process moving as efficiently as possible. DHS also conducts a weekly review of foster home applicants on the DHS recruiters' workloads for the same purposes. Since additional RFP agencies will be contracting with DHS, a decision was made to reinstate the barrier buster workgroup based on its earlier positive outcomes. The workgroup, co-facilitated by DHS and Annie E Casey, is scheduled to meet on February 25, 2016 and will include RFP agencies, tribes, foster parents, and other partners.

DHS recognizes the importance of supporting existing and future foster families and implemented several activities to assist in this effort.   DHS in partnership with Annie E. Casey established the Foster Parent Support workgroup to identify foster parent needs and develop identified supports. This workgroup is comprised of foster parents, public/private foster care staff, tribes, CWS district directors, permanency, and CPS staff. The initial focus of this workgroup was to develop materials for the "Support Is Everyone's Job" campaign. The campaign is a program presented to all CW staff to help them understand how in their present CW position they may easily support foster parents with no additional time, paperwork, or inconvenience. The presentations are two hours long and include a foster parent panel. The campaign is rolling out in Region 4 in February 2016 and will roll-out statewide in the following months.

In an effort to support foster families that may have questions or concerns, DHS assigned a program field representative (PFR) to monitor foster parent social media sites to identify and address concerns and provide additional supports to foster families. When the foster parent posts a question or concern on the social media site, the PFR contacts the foster parent directly to gather information, answer questions, and assist with problem resolution. The PFR maintains a tracking log of these issues to assist with the identification of trends or systemic issues that need to be addressed. Families that have been contacted seem to appreciate the additional effort to support them.

To solicit further information from foster parents as to their experiences and needs, a customer service survey was created for foster care supervisors and field managers to administer. The supervisors and field managers contact two foster families from a random sample each month and have conversations with them while completing the survey. At the time of the call, the information is entered into the survey in the Business Enterprise Survey Tool system. The survey system allows DHS to pull the quantitative data for analysis. The supervisor or field manager has the opportunity to address any issues that are presented by the foster parent when they are case specific, helping to build a trusting and supportive relationship with the family. This data will be provided to foster care leadership as well as the Foster Parent Support workgroup for additional action. The survey system will be online February 2016.

NRCYS established five support networks in three regions of the state with meetings held monthly. The networks are facilitated by a foster or adoptive parent trained by NRCYS and the programming is identified by the group of parents involved in the network. Other ongoing foster parent support groups are present across the state as well, many of which are attended by foster care staff in an effort to support the families.

The faith community stepped up to assist with meeting the needs of birth, foster, and adoptive families by launching the CarePortal. The CarePortal is an online church engagement tool that connects the CW workers to the church. When a CW worker identifies a need for a family, the worker goes on to the CarePortal and submits a request. The churches are informed of the need and given the opportunity to meet the need. The CarePortal launched in Stephens County in October 2015. The local CW staff reported the CarePortal has met each of the needs that have been submitted. The CarePortal launched in Tulsa January 2016. At this point, nearly every request for specific needs have been met.There are several other counties currently working on developing the network through the local faith based community and will be included in the CarePortal over the next year.

The CarePortal has three levels of involvement, the first being meeting physical needs such as beds, car seats, or other needs for new foster families or situations with special circumstances, along with assisting families to prevent removal or to assist with reunification efforts. The second level includes providing more of a relationship support for foster families, such as volunteers to assist with specific needs, including transportation, tutoring, financial training, etc. The final level is about providing foster or adoptive placements. The church determines how involved their organization will become, but the long term goal is that through supporting foster, adoptive and bio families, the church and the community will become more involved with helping families in need through fostering as well as supporting families in general.

DHS and the University of Oklahoma's Center for Public Management are presently working together to update the Foster Care and Adoption Support Center website. The website's redesign is to be more user friendly with multiple resources and supports for prospective and approved foster and adoptive parents. The new website will include materials in Spanish as well as English through translation services from the Annie E. Casey consultants. The website update is tentatively scheduled to launch in February 2016.

To streamline processes, better serve families and children, and improve utilization of resources, DHS committed to moving to a resource family model that focuses on families serving children in DHS custody. DHS received feedback from foster, kinship, and adoptive families as well as RFP agencies that many of the processes for approval seem redundant and confusing. The resource family model will look at reconfiguring the current staff structure and streamlining the process by more fully integrating the foster care and adoption program and staff. In addition to submitting an inquiry through the state foster care and adoption managers listserve, DHS is communicating with the National Resource Center for Diligent Recruitment about other states with similar resource family models. DHS is using technical assistance from Annie E. Casey with meetings scheduled in January and February 2016. The first move toward this resource family model includes identifying two adoption staff from each region to move to the regional recruitment units and changing the language during the inquiry process. The conversation with potential applicants when they inquire will focus more on the needs of the children in care and less about the potential applicant clearly identifying a specific adoption or foster care track. The next meetings will focus on the staff framework, work processes, and timelines.

2.3: New Therapeutic Foster Care Homes

Operational Question:
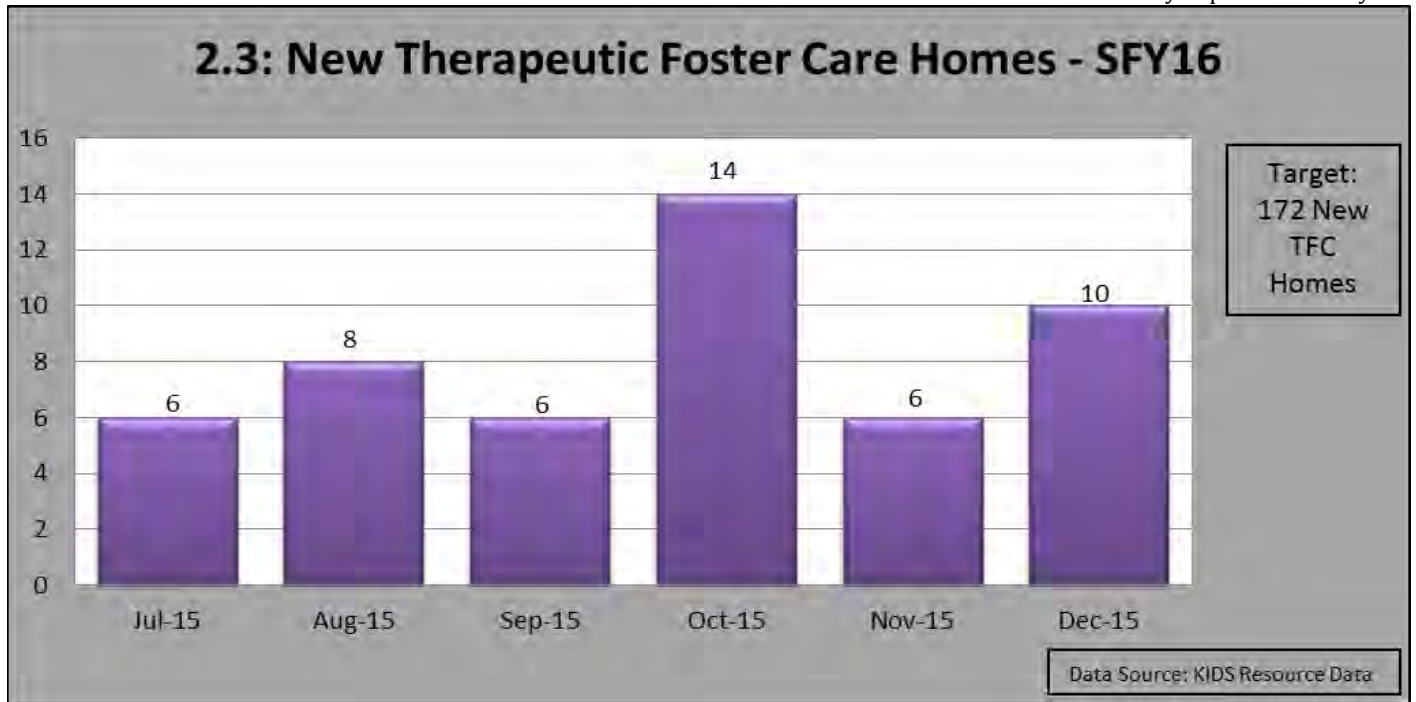How many new Therapeutic Foster Care homes were opened in SFY16?

Data Source and Definitions:
Total count of new Therapeutic Foster Homes (TFC) includes all new TFC Homes, by month that they were opened using the agreed upon criteria.

Trends:

Reporting Period	Population	Result	
Baseline		461 TFC homes open as of 7/1/2015	
7/1/2013 – 12/31/2013	All new TFC homes opened in the first half of SFY14	55 TFC Homes	107 Total TFC Homes opened in SFY14
1/1/2014 – 6/30/2014	All new TFC homes opened in the second half of SFY14	52 TFC Homes	
7/1/2014 – 12/31/2014	All new TFC homes opened in the first half of SFY15	66 TFC Homes	137 Total TFC Homes opened in SFY15
1/1/2015 – 6/30/2015	All new TFC homes opened in the second half of SFY15	71 TFC Homes	
7/1/2015 – 12/31/2015	All new TFC homes opened in the first half of SFY16	50 TFC Homes	50 Homes as of 12/31/2015
1/1/2016 – 6/30/2016	All new TFC homes opened in the second half of SFY16		
Target		172 New TFC homes opened by 6/30/2016	

Section 4, Table 2.3-1

Section 4, Graph 2.3-1

Commentary:

A total of 446 Therapeutic Foster Care (TFC) homes were open on July 1, 2015. During the first half of SFY16, 72 TFC homes were opened and 115 TFC homes were closed, leaving 403 homes open on December 31, 2015, for a net gain of -43 homes. Of the 70 total TFC homes that opened during SFY16, 50 of these TFC homes were counted as new homes according to the Pinnacle Plan criteria. The net gain only counts unique homes even though a resource family may provide more than one type of foster care.

DHS remains committed to the recruitment and development of TFC resources sufficient to meet the behavioral health needs for children in custody who require this level of care. Multiple efforts by TFC program staff were undertaken in this regard. The first of those efforts included multiple meetings between TFC program staff and TFC provider leadership to share data and recruitment opportunities, provide training in recruitment and development planning, and issue pointed challenges to providers in meeting the recruitment goals established by Co-Neutral and DHS analysis. Unfortunately, these efforts proved ineffective in realizing the established goals. As a result, DHS developed additional initiatives using fiscal incentives and the offer of funding for a specialized recruitment and retention liaison to provide support to TFC agencies in creating intentional recruitment plans, related data analysis, and technical assistance related to resource recruitment and retention. Fiscal incentives aimed at supporting TFC providers in this area included incentivizing the development of resource homes willing to accept placement of teens by raising the reimbursement rate an additional $5 per day and reimbursing contractors at a fixed rate, up to $1500, for costs related to new home development beginning December 1, 2014. Subsequent data analysis regarding the effectiveness of the reimbursement approach indicated minimal to no impact in new home development and consequently was discontinued June 30, 2015. The impact of providing a specialized recruitment and retention liaison for the recruitment and development of new homes could not be determined since TFC providers declined this offer of support.

The monies available from not funding the specialized recruitment and retention liaison and the discontinuation of reimbursement for new home development were re-purposed to provide additional fiscal incentives as part of the enhanced TFC performance-based contracts beginning July 1, 2015. Contract incentives were designed to encourage specific recruitment and development of homes willing and able to serve children predominantly underserved by TFC, teens and youth stepping down from higher levels of care, by offering higher daily reimbursement and the potential to earn additional payment for consistently serving these youth. Additionally, a tiered reimbursement structure was also established that set time frames for each tier to focus TFC provider services on remediation of the child's behavioral

health needs and to allow for timely step down to less restrictive levels of care. A revision of the performance-based contract is under development to require more specific recruitment efforts and outcomes that may include the addition of recruitment and retention performance standards and the ability to leverage fiscal consequences against those providers not meeting established criteria. The targeted effective date of these contractual changes is July 1, 2016.

DHS shares data related to recruitment efforts with TFC providers regularly. Data shared includes: quarterly data regarding the number of TFC homes per county along with the number of children per county in need of TFC placement; monthly data on the number of open homes per contractor; and weekly data on provider vacancy reports and children on the TFC waiting list.   TFC liaisons meet regularly with TFC contractors to review the data for accuracy and make adjustments in KIDS to improve data reliability. TFC program staff met and worked closely with KIDS staff to develop reports and programs to assist in program function and monitoring of TFC contractor performance data. Recent report enhancements allow for improved ability to monitor and ensure accuracy of the TFC waiting list. A marked decrease has occurred in the average number of children shown waiting on a TFC placement.

DHS is meeting with all TFC contractors on February 12, 2016 to immediately implement new approaches for targeted recruitment to serve children currently waiting for TFC placement as well as possible approaches to expand TFC into areas of the state that have little or no TFC presence. As a result of this meeting and other efforts, revised TFC core strategies will be provided shortly after the release of this Semi-Annual Report.

DHS is also in the process of designing a revised placement protocol for TFC to help ensure that children referred for TFC placement have needs that can be effectively met through the TFC service model and to ensure that the child's needs cannot be met in less restrictive level of care with specific supports. This would allow some children to remain in less restrictive placements and also focus TFC contractors and homes on serving children whose needs require TFC level of care.

To address children presenting with complex medical needs and intellectual disabilities who are not eligible for any current specialized placement types, DHS, OHCA, and ODMHSAS have been exploring the possibility of a state plan amendment in tandem with a Medicaid waiver. Medicaid billing codes and state dollar matches were part of the initial discussion held in the early fall, with the next meeting scheduled for February 18, 2016 to focus on deliverables for change.

7.1 Worker Caseloads

Operational Question:
What percentage of all Child Welfare 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 child welfare workers. The entire workload of workers with a qualifying case assignment of CPS, PP, FCS, Adoption, and Resource 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 child welfare specialists, is broken into multiple categories. This measure will look specifically at all child welfare workers (total), Permanency Planning, Preventive/Voluntary, Investigation, Adoption, Bridge, and Comprehensive workers.

Description of Denominator and Numerator for this reporting period:
Denominator: The number of worker days worked by all child welfare workers in Bridge - Adoptions, Bridge – Foster Care, FCS, Investigation, and Permanency Planning between 7/1/2015 - 12/31/2015.
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: 4/1/2014 – 6/30/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP			27.0%
7/1/2014 – 9/31/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	28,187 Days	105,965 Days	26.6%
10/1/2014 – 12/31/2014	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	35,267 Days	114,190 Days	31.2%
1/1/2015 – 3/31/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	53,149 Days	122,745 Days	46.2%
4/1/2015 – 6/30/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	64,452 Days	131,266 Days	49.1%
7/1/2015 – 9/30/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	64,327 Days	128,142 Days	50.2%
9/30/2015 – 12/31/2015	All caseload carrying workers with a worker type of Adoptions, Foster Care, FCS, CPS, and PP	75,845 Days	136,657 Days	55.5%
Target				90.0%

Section 4, Table 7.1-1
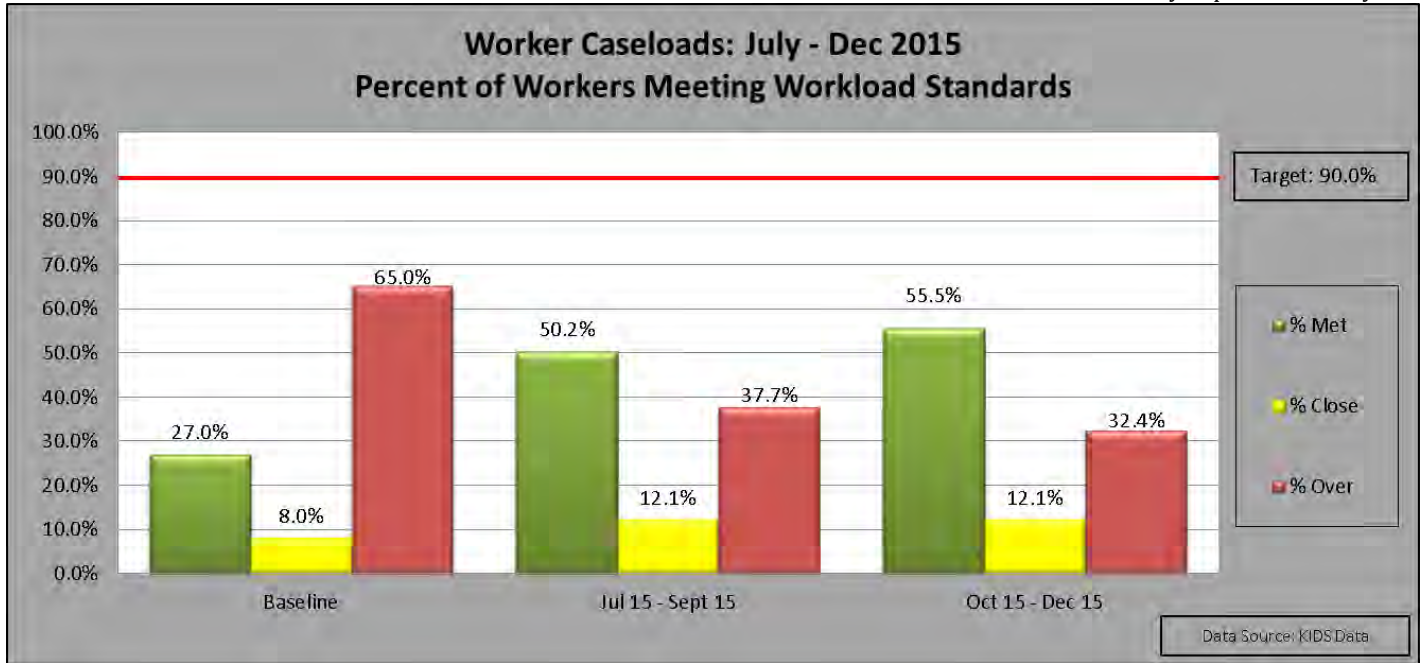
Section 4, Graph 7.1-1
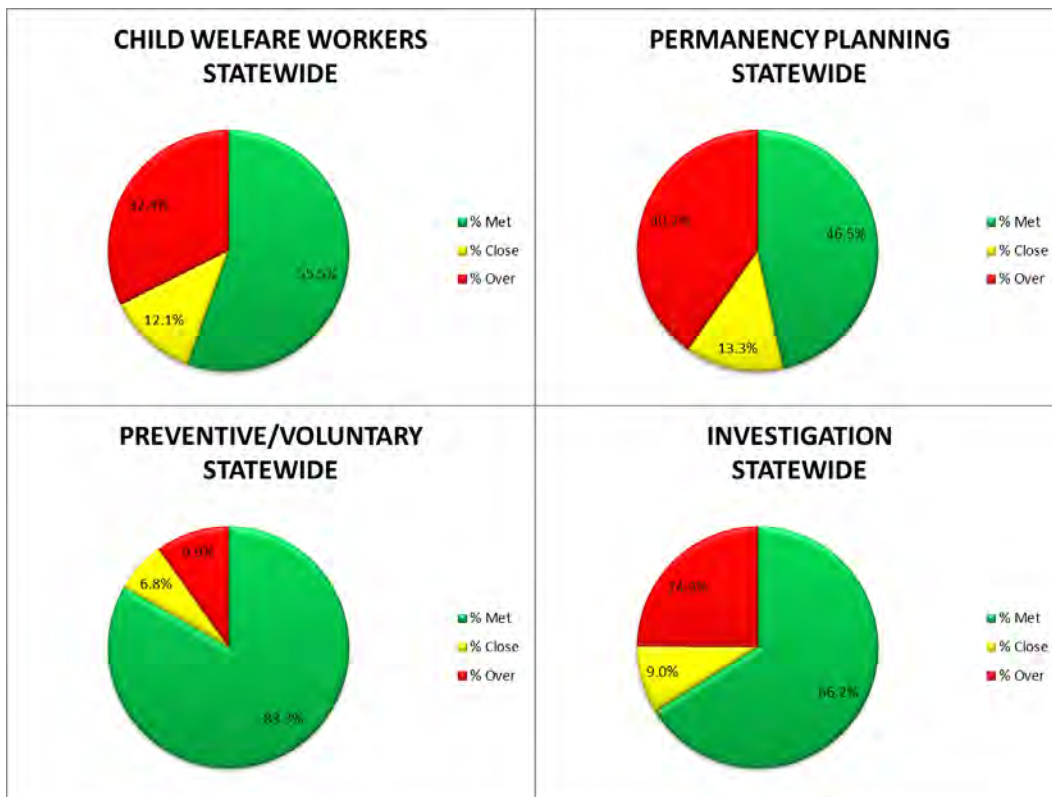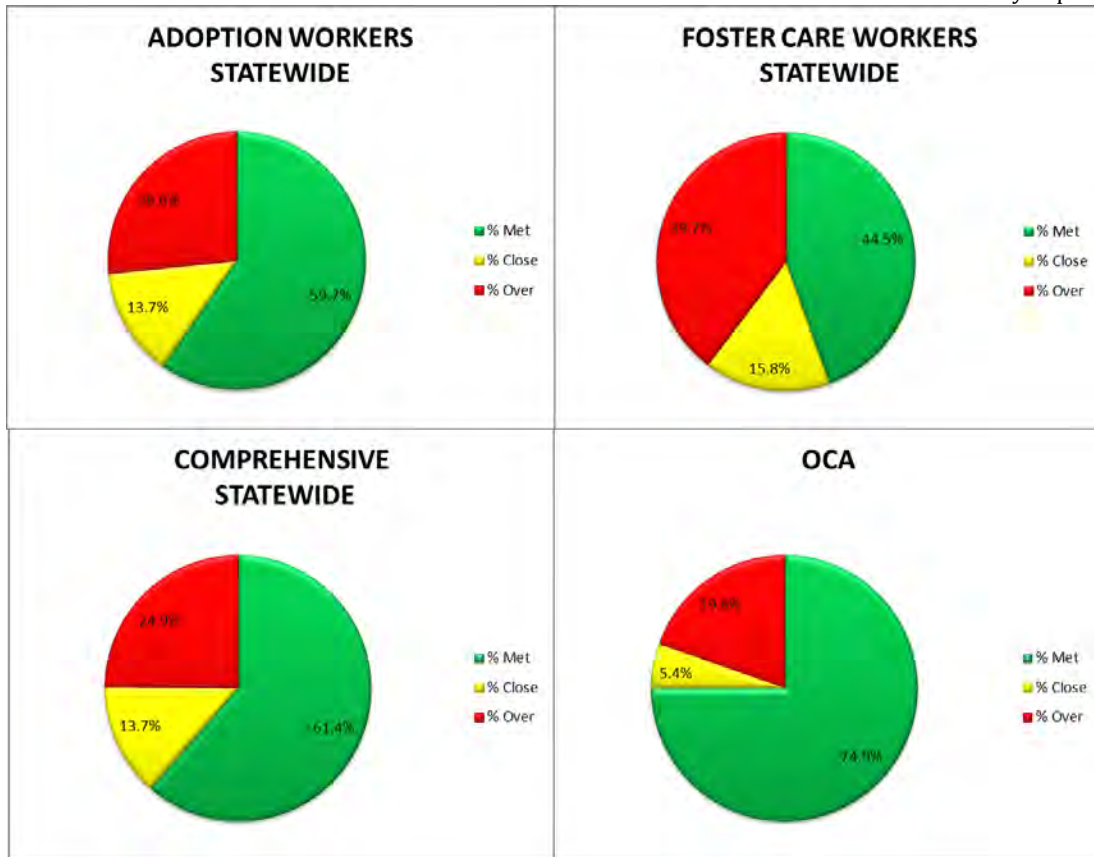
Section 4, Chart 7.1-1

Workers Meeting Workload Standards Oct 1, 2015 - Dec 31, 2015				
Worker Type	**Worker Days**	**% Met**	**% Close**	**% Over**
BRIDGE - ADOPTION	8076	59.7%	13.7%	26.6%
BRIDGE - FOSTER CARE	14580	44.5%	15.8%	39.7%
COMPREHENSIVE	9826	61.4%	13.7%	24.9%
PERMANENCY PLANNING	58551	46.5%	13.3%	40.2%
PREVENTIVE/VOLUNTARY	5975	83.3%	6.8%	9.9%
INVESTIGATION	38671	66.2%	9.0%	24.9%
OCA	978	74.9%	5.4%	19.6%
STATEWIDE TOTAL	136657	55.5%	12.1%	32.4%

Section 4, Table 7.1-2

Commentary:

The quarter ending on December 31, 2015 marks the fifth straight quarter of steady increases in meeting caseloads standards with over 55 percent of workers meeting caseload standards. DHS continues to hire staff and had a net increase of over 160 caseload carrying positions since July 1, 2015 and over 330 since January 1, 2015. The steady net increase in caseload carrying staff directly led to the increasing success of meeting workload standards. Hiring is the obvious way to increase staff but retaining staff prevents the need to rehire for positions that is a very costly and time-consuming process. DHS was successful in both increasing the number of staff and reducing turnover.

DHS continues to use the weekly caseload and position management report and to hold weekly calls with priority districts to identify and breakdown specific barriers that the priority districts encounter while trying to increase the number of staff in their respective districts. As a result of these efforts, DHS went from 77 percent of caseworker positions filled at the beginning of July 2015 to 85 percent at the end of December 2015. This correlates to additional districts being fully staffed in either the level II or level III caseworker positions and are only hiring to fill vacancies from turnover.

DHS implemented retention strategies aimed at retaining both caseworkers just entering the agency at entry level caseworker levels and caseworkers who are experienced and have significant longevity with DHS. The strategies include caseworker pay raises, the educational pay incentive for staff with a BSW or MSW, and graduated caseloads for new caseworkers. Preliminary turnover data suggests that DHS experienced drops in turnover in caseload carrying positions, most notable is a 5 percentage point drop in level II caseworkers and an over 3 percentage point drop in level I caseworkers. The turnover rate improves with these caseworkers as DHS continues to implement the graduated caseloads.

Graduated caseloads is a strategy that reduces the maximum caseload new workers are allowed to carry based on completing training and time with the agency. A worker doesn't carry a caseload until he or she has successfully completed training and passed Hands on Testing (HOT). One hundred percent of workers in this category are meeting this standard. Once the worker completes HOT, he or she is assigned no more than 25 percent of a full caseload for the following three months, and 73.6 percent of workers in this category are meeting the standard. The following three months is the final stage of the graduated caseload with the worker carrying 50 percent of a full caseload, and 79.9 percent of workers in this category are meeting the standard.

Graduated caseloads is the most impactful new staff retention strategy because it puts the caseworker in a position to fully understand the job before being asked to carry the burden of a full caseload. However, graduated caseloads have an initial negative effect on meeting the Pinnacle Plan caseload standards as measured here. When the number of cases for one worker are reduced, then the remaining cases must be assigned to another worker and experienced staff take on those cases. When a district is understaffed, it is not hiring only to replace positions open from turnover. An understaffed district must hire new staff along with hiring to replace turnover vacancies resulting in more staff in the graduated caseload standards than if the district was fully staffed experiencing normal turnover. This in turn causes more cases to be shifted from the new workers to the experienced workers thus causing an increase of experienced workers who do not meet caseload standards. Although the graduated caseload strategy has an initial negative impact, the long term reduction in turnover and staff better prepared to take on a full caseload outweighs the negative impact. The success in meeting standards is more noteworthy than the numbers indicate.
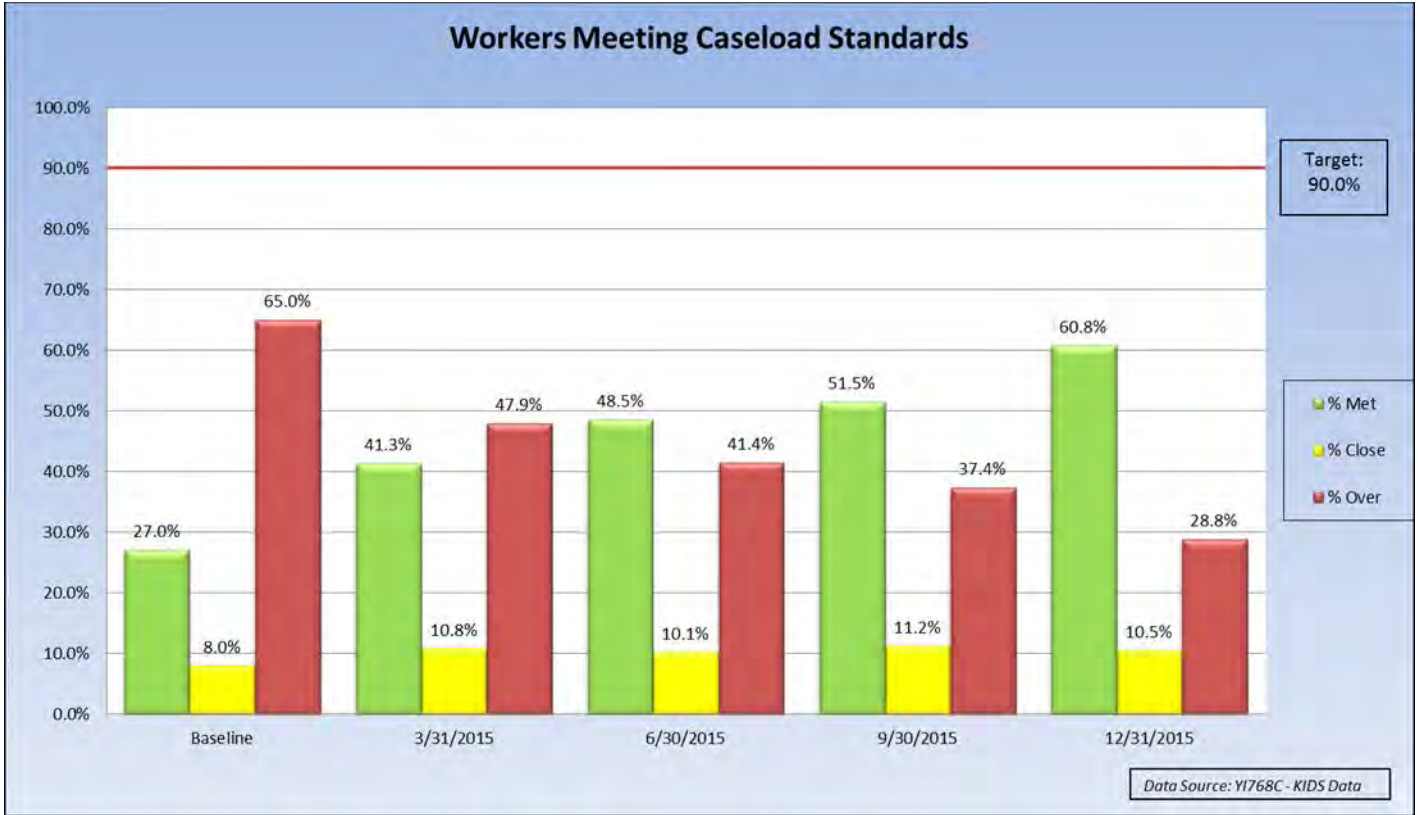
Section 4, Graph 7.1-2

Commentary:

A one day snapshot of the quarterly workload data during the quarter is represented in Section 4, Graph 7.1-2. As of January 4, 2016 using the point in time YI768C Workload data report, the total number of CW workers meeting the standard is 60.8 percent with 10.5 percent "Close" and 28.8 percent "Over Standard". Of the 1501 workers, 912 workers were meeting workload standards, 157 workers were close, and 432 workers were over the standard.

7.1 Continued - Supervisor Caseloads

Operational Question:
What percentage of Child Welfare 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 their 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 being 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, Investigation, 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 case load carrying workers			58.8%
7/1/2014 – 9/30/2014	All supervisors with a unit currently supervising case load carrying workers	197 - Met	296 Units	66.6%
10/1/2014 – 12/31/2014	All supervisors with a unit currently supervising case load carrying workers	217 - Met	306 Units	70.9%
1/1/2015 – 3/31/2015	All supervisors with a unit currently supervising case load carrying workers	220 - Met	315 Units	69.8%
4/1/2015 - 6/30/2015	All supervisors with a unit currently supervising case load carrying workers	264 - Met	351 Units	75.2%
7/1/2015 – 9/30/2015	All supervisors with a unit currently supervising case load carrying workers	279 - MET	364 Units	76.7%
10/1/2015 – 12/31/2015	All supervisors with a unit currently supervising case load carrying workers	297 - Met	372 Units	79.8%
Target				90.0%

Section 4, Table 7.1-3
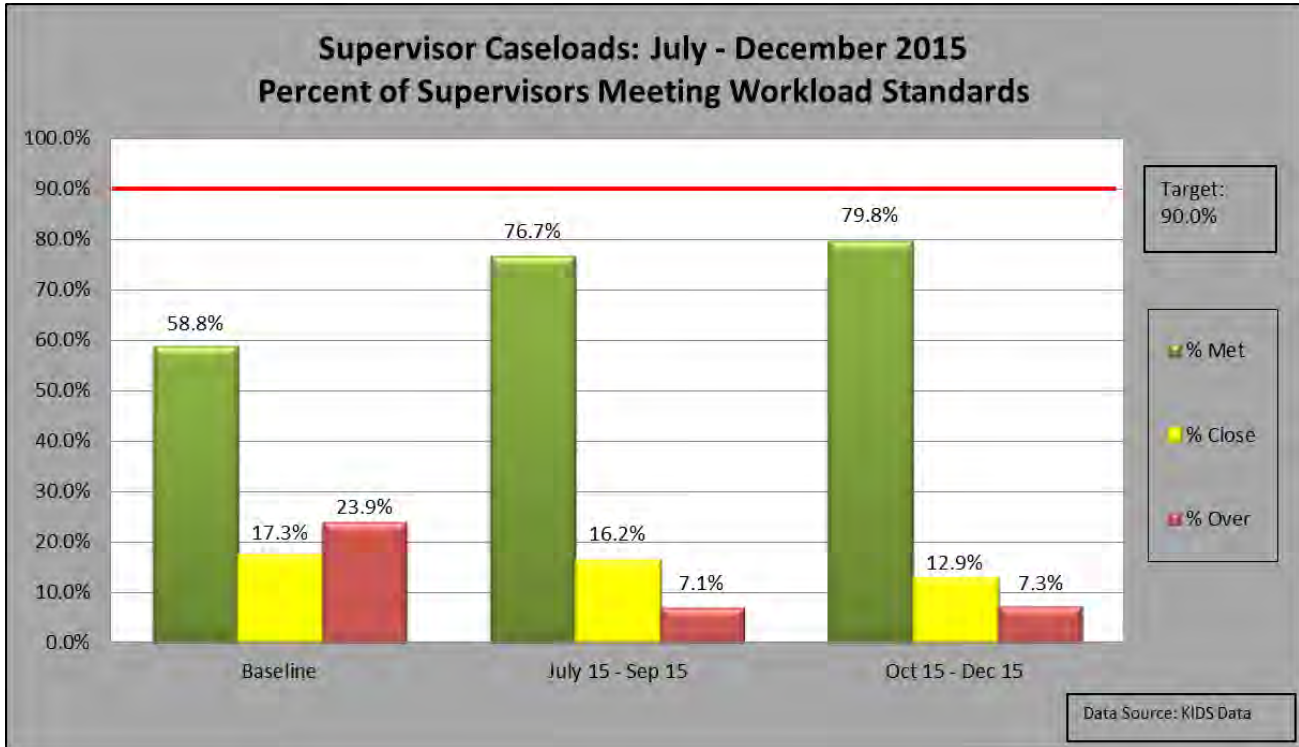
Section 4, Graph 7.1-2

Commentary:

For the current quarter, there are a total of 372 Supervisor Units. As of December 31, 2015, there were 1,732 CW specialists I, II, and III's. This calculated to a statewide worker to supervisor ratio of 4.66: 1. There were 297 supervisor units that met the workload standard, 48 units were close to meeting the standard, and 27 units were over the standard. As part of this measure, supervisor workloads must also be calculated into the workload standard. There were 66 supervisors with at least one assignment on his or her caseload and 21 of those supervisors had more than two assignments. In the previous quarter, 83 supervisors had at least one assignment and 27 of those had more than two assignments. With performance on this measure at 79.8 percent of supervisors meeting standards, up from a baseline of 58.8 percent, positive trending continues to occur.