



**House Bill 1414 (2020) Response and Evaluation Report
for Case Management of Children in Foster Care**



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House Bill 1414 (2020) Response and Evaluation Report for Case Management of Children in Foster Care

In 2020, the Missouri General Assembly and the Governor enacted §210.112 RSMo, House Bill 1414, into law. The law requires several reforms to Missouri's Child Protection System, including establishing a Research and Evaluation Team to review and evaluate foster care case management in Missouri for both Children's Division and its contracted case management agencies and subsidiaries which include Missouri Alliance for Children and Families, Missouri Alliance Permanency Program, Children's Permanency Partnership, St. Louis Partners, Crittenton, and KVC.

The purpose of this law is to implement objective metrics to measure the quality of services for Missouri's children in foster care. The key components of the law are the requirements for the Children's Division to:

- Consider the safety and welfare of children the most important goal
- Establish a Research and Evaluation Team composed of representatives from the Children's Division and key stakeholders
- Establish a uniform, transparent, objective, and consistent tool to evaluate foster care case management services
- Maximize successful outcomes for children and families served by the Children's Division

As part of the implementation process, regulation *13 CSR 35-35.100 Response and Evaluation Process for Case Management of Children in Foster Care* was developed and promulgated.

The purpose of this regulation is to implement the amendments to §210.112 RSMo, that were enacted into law in House Bill 1414 of the 2020 regular session of the Missouri General Assembly. This regulation applies to case management services, whether provided by employees of the Children's Division or by Foster Care Case Management Contractors (FCCM). In implementing this regulation, the safety and welfare of children shall be the paramount consideration.

In addition, the Children's Division in conjunction with the Response and Evaluation Team is required to develop and implement a standard report as outlined in the regulation. The purpose of the report is to share the data from the implemented processes outlined in the statute, to analyze the data, and to report lessons learned from the data. The statute includes that all metrics and performance measures shall be designed to take into consideration the following factors:

- Caseloads of Foster Care Case Management case managers are capped; and
- Foster Care Case Management Contracted Agencies may return cases to the Children's Division due to catastrophic costs or court order for case management.

As with any new reform implementation, there have been successes and unforeseen challenges the team continues to work through:

Successes:

- Development of a Tableau Foster Care Case Management Dashboard available to all case management agencies that will display monthly data reported by county and provider.
- Increased collaboration amongst all child welfare case management agencies to work towards improvement in child welfare, continuing through Phase II and Phase III development.
- Implementation of the Response and Evaluation Team.
- Implementation of the processes outlined in the regulation.
- Implementation of review structure within the quality assurance system including both Foster Care Case Management contractors and Children's Division staff for the implementation of House Bill 1414 work.

Challenges:

- House Bill 1414 was passed in the Missouri Legislature as a cost neutral project which meant no additional fiscal resources were given for implementation. The project has required significant hours by team members to promulgate the regulations, development of dashboards, and implementation of improvement efforts in the field in child welfare.
- The child welfare system has seen a staffing crisis in the past two years and assets have been critically low which has impacted the implementation and the outcomes that we are measuring.

The current system utilized for case management is Family and Children Electronic System (FACES). FACES was implemented in the mid-2000's. As such, the system is not able to keep up with demands and there are some pieces of data and metrics that are difficult to extract and for some data points, the system does not have the capability to capture. In 2022, the Children's Division began the exploration and development phase to replace FACES with a new Comprehensive Child Welfare Information Systems (CCWIS). FACES cannot be modified to capture additional data at this time as resources are being used for the development of the new CCWIS system, which will address identified constraints. Development and implementation is expected to occur by end of 2026.

Implementation of House Bill 1414 (2020)

In 2020, the Response and Evaluation Team began the implementation work of House Bill 1414. Three phases were designed to allow for integrated implementation with the current child welfare system. This report provides information concerning Phase I Metrics. Phase I Metrics as published July 31, 2022 include:

- Reports for children in foster care during a 12-month period, where allegations of abuse or neglect of a child were substantiated by a preponderance of the evidence.
- Healthy Children & Youth (HCY) program compliance (i.e. compliance with federal Early and Periodic Screening, Diagnostic and Treatment (EPSDT) requirements and standards). This includes timely completion of HCY/EPSDT screenings and also timely compliance with diagnosed and prescribed treatment.
- Caseloads, including caseloads per case manager and the number of changes in case managers a child may experience while a child is in care
- Worker/child visits
- Reentries to foster care
- Worker/parent visits
- Parent Visit with Child

The following is a complete list of all of the measures (Phases I-III) as directly stated in the regulation 13 CSR 35-35.100 that must be implemented by the end of Phase III no later than October 1, 2024:

1. Safety Domain

- (a) Worker/child visits
- (b) Reports of abuse and/or neglect of a child;
- (c) Sentinel events; and
- (d) Any other metrics and outcome goals that may be required by law or that the Children’s Division may decide are appropriate.

2. Well-Being Domain

- (a) Parent/child visits to the extent that they are not contrary to the orders of the court;
- (b) Healthy Child and Youth (HCY) program compliance (i.e. compliance with federal Early and Periodic Screening, Diagnostic and Treatment (EPSDT) requirements and standards). This will include timely completion of HCY/EPSDT screenings and also timely compliance with diagnosed and prescribed treatment;
- (c) Residential- Placement of a child in a residential or institutional setting shall be in compliance with the requirements of federal and state law;
- (d) Education, such as achievement of identified, developmentally and age appropriate educational milestones;
- (e) All case managers and supervisors successfully complete training in providing trauma informed and trauma based services; and
- (f) Any other metrics and outcome goals that may be required by law or that the Children’s Division may decide are appropriate.

3. Permanency Domain

- (a) Worker/parent visits;
- (b) Reentries into foster care;
- (c) Timely achievement of the child’s court approved permanency plan;
- (d) Stability of Placements;
- (e) Provision of services to meet the needs of older youth;
- (f) Timely development and effective implementation of a primary and concurrent permanency plan for each child;

- (g) Development and implementation of a social service plan to address the reasons why the child is in care; and
- (f) Any other metrics and outcome goals that may be required by law or that the Children’s Division may decide are appropriate.

4. Service Domain

- (a) Caseloads, including caseloads per case manager and the number of changes in case manager that a child may experience while a child is in care;
- (b) Effective ratio of supervisors to supervision of case managers;
- (c) Timely reporting of sentinel events;
- (d) Cases returned to the Children’s Division due to catastrophic costs or court order for case management by Foster Care Case Management agencies; and
- (e) Any other metrics and outcome goals that may be required by law or that the Children’s Division may decide are appropriate.

The above outlined metrics are directly from the regulation 13 CSR 35-35.100, pertaining to the implementation of HB1414. In order to be able to report on the metrics identified, the Response and Evaluation Team made the determination to utilize existing federal benchmarks and definitions, where available and appropriate. However, not all measures identified had corresponding federally defined benchmarks, therefore, the Response and Evaluation Team made determinations as how to define those measures. It is the responsibility of the Response and Evaluation Team as outlined in this regulation to continuously evaluate the most appropriate way to assess outcomes in child welfare.

One example of , the Response and Evaluation Team utilizing existing standards is by using the federal best practice standard when measuring worker with child visits. Federal best practice standard and Children’s Division policy indicate that a child in foster care should meet face-to-face with their worker a minimum of one time per month with the majority of the visits being in the child’s placement to monitor and assess the safety of the child.

In contrast, there is no federal standard to address the minimum number of case worker changes a child should experience while in foster care. While there is research and evidence to suggest case worker changes causes delays in permanency for children, it would not be feasible to set a standard requiring no change to a case worker working with a child throughout the life of the case. By identifying the current average number of case worker changes a child experiences in foster care and with best practices and research in mind, the Response and Evaluation Team will be able to better set the ‘standard’ for Missouri child welfare system practice, as it relates to the minimum number of case worker changes.

Evaluation Tool and Metrics (13 CSR 35-35.100)

Foster Care Case Management Dashboard (HB 1414, Section 210.112 Performance Data Indicators)

The Foster Care Case Management Dashboard (FCCMD), available to all case management agencies, will display Missouri’s data each month by circuit, case management provider, and

county. The data and metrics will apply to both the Children’s Division and its contracted case management agencies. Each agency’s leadership and quality teams, along with the Children’s Division’s contracted case management oversight team, will review the data and create improvement plans as indicated.

Child and Family Services Review

In order to comply with the requirements of case evaluation, the Response and Evaluation Team made the determination to utilize the existing Child and Family Services Review process and tools in the collection of information for purposes of HB 1414 evaluation of case management.

The Child and Family Services Review (CFSR) is a federally required process for evaluating child welfare systems nationwide. The Children's Bureau conducts the CFSRs, which are periodic reviews of state child welfare systems, to achieve three goals:

- Ensure conformity with federal child welfare requirements
- Determine what is actually happening to children and families as they are engaged in child welfare services
- Assist states in helping children and families achieve positive outcomes

The CFSR case review includes all children in foster care under the age of eighteen. Selection of cases for CFSR case review is completed randomly throughout the state, to include cases managed by Children’s Division and cases managed by Foster Care Case Management (FCCM) agencies. Foster care cases are randomly chosen following federally approved procedures each quarter for review. The number of foster care cases reviewed each quarter was negotiated and approved by the federal Child and Family Service Review Measurement and Sampling Committee (MASC). The CFSR case review tool is comprised of questions applied to the selected sample, which require the assessment of 18 items falling within the outcomes of safety, permanency, and child and family wellbeing.

Missouri implemented a review process in April 2018 that embraced the standards of the federal Child and Family Services Review. While the initial review system was built into the Children’s Division’s electronic case management system, it mirrored all aspects of the federal onsite review instrument (OSRI). In September 2022, Missouri made the transition from their internal system to the on line federal online monitoring system (OMS) due to:

1. Missouri would have had to make updates to their internal system that were not fiscally responsible or practical
2. The OMS allows Children’s Division to separate out reviews by provider and location where the internal system did not

The CFSR Online Monitoring System (OMS) is a web-based application consisting of the Onsite Review Instrument (OSRI), the Stakeholder Interview Guide (SIG), review and user management functions for OMS State Administrators, data indicator visualizations, and data analysis reports and tools. The OMS is used for both Children’s Bureau-led CFSRs and State-led

CFSRs. States can use the OMS for their own continuous quality improvement (CQI) and training/practice purposes.

The Onsite Review Instrument is the federal review tool used to review both foster care and in-home services cases during the onsite review component of the Child and Family Services Reviews. In completing the instrument, reviewers conduct case file reviews and case-related interviews with children, parents, foster parents, caseworkers, and other professionals involved with the child. The instrument is organized into a Face Sheet and three sections. On the Face Sheet, reviewers document general information about a case, such as the type of case. The three sections focus on the outcome domains that form the basis of the Child and Family Services Reviews: safety, permanency, and child and family well-being. For each outcome, reviewers collect information on a number of “items” related to that outcome.

In addition to data that is pulled from the OMS, the state is provided with CFSR Data Profiles. These are produced by the Children’s Bureau twice per year, typically in February and August. The profiles contain data relevant to this report. Data for the profiles is pulled from the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS).

AFCARS was established to provide data that would assist in policy development and program management. Data can be used by policymakers at the federal, Tribal, and state levels to assess how many children are in foster care, reasons why they enter, how they exit, and to develop strategies to prevent their unnecessary placement into foster care. Specifically, the data includes information about children who enter foster care, their entries and exits, placement details, and foster/adoptive parent information, which makes it possible to identify trends.

The data enables the Children’s Bureau to administer the federal title IV-E foster care and adoption assistance programs more effectively. The Children’s Bureau and Administration for Children and Families (ACF) use these data sets for several purposes, including:

- Responding to Congressional requests for current data on children in foster care or those who have been adopted.
- Responding to questions and requests from other Federal departments and agencies, including the General Accounting Office (GAO), the Office of Management and Budget (OMB), the Department of Health and Human Services’ Office of Inspector General (OIG), national advocacy organizations, States, Tribes, and other interested organizations.
- Developing short and long-term budget projections.
- Developing trend analyses and short and long-term planning.
- Targeting areas for greater or potential technical assistance efforts, for discretionary service grants, research and evaluation, and regulatory change; and
- Determining and assessing outcomes for children and families.

The National Child Abuse and Neglect Data System (NCANDS) is a voluntary data collection system that gathers information from all 50 states, the District of Columbia, and Puerto Rico about reports of child abuse and neglect. NCANDS was established in response to the Child

Abuse Prevention and Treatment Act (CAPTA) of 1988. The data are used to examine trends in child abuse and neglect across the country, and key findings are published in Child Welfare Outcomes Reports to Congress and annual Child Maltreatment reports.

Standardized Stakeholder Feedback Tool Data

In April 2022, a standardized tool currently used by the Children's Division was published as the beginning steps to meeting the requirement of 13 CSR 13 35-35.100 which outlines that all providers will be required to use a standardized stakeholder feedback tool. The Response and Evaluation Team began the work of aligning the survey process that exists in both the Children's Division and each Foster Care Case Management Agency.

The goal of these surveys is to collect data from stakeholders pertaining to the quantity, quality, and effectiveness of case management services provided by the Division and its Foster Care Case Management Agencies (FCCM). The Children's Division and all Foster Care Case Management Agencies will send consumer surveys to a sample selection of the following groups:

- Youth in Alternative Care (12+)
- Foster Parents & Resource Parents
- Adoptive Parents
- Parent(s) or Legal Guardian(s) of Children in Care
- Juvenile Officers
- Judges of the Juvenile and/or Family Court

At present, through the discussion and research of current process, it was found that both the Children's Division and Foster Care Case Management agencies currently utilize consumer surveys but they do not address the same items and, therefore, cannot be used comparatively. There have been significant challenges within this process:

- Access to the best electronic platforms to conduct a good survey process
- Differences in accreditation standards between agencies and requirements from those accrediting bodies
- Concerns from all parties about how the information is collected to be able to follow-up on collected information appropriately
- Understanding that overlapping populations may be over surveyed

From August to December 2022, the Children's Division and Foster Care Case Management Agencies met to work through aligning of surveys and process to move forward with the requirements of House Bill 1414. At current, there is research being conducted by the Children's Division to solidify and present options on how best to move forward with utilizing a standardized tool. In March 2023, the Response and Evaluation Team discussed the current constraints and suggestions have been made about how to move forward. As of September 2023, there is progress towards moving towards an electronic platform and implementation of the Standardized Stakeholder Feedback tool.

The Children’s Division currently has consumer survey data available for some of the measures throughout the three phases of implementation. Survey questions that are applicable to implemented measures will be presented in this report.

Other data sources (as listed in RSMo, 13 CSR 35-35.100)

- Data from surveys;
- Detailed case reviews of individual cases of children as described below;
- Data and information from federal onsite CSFR review;
- External audits and program reviews;
- Reports from an Council on Accreditation (COA); and
- Other sources of information as may be necessary.

Foster Care Case Management Agency Codes (FCCM)

The original performance based foster and adoption case management contracts were awarded to seven consortiums effective 6/1/05 in three regions St. Louis, Kansas City, and Springfield. Case assignment began 9/1/05. Subsequent contracts were awarded in 2008, expanding services to 12 additional counties in the central, south central and southwestern portions of the state. New contracts were awarded in 2012, 2016, and most recently October and November of 2020 in which the contract was expanded into 6 additional counties within the southeast region of the state.

Due to character limits across many data entry and reporting points, each contract held by a foster care case management agency is assigned an abbreviation and a three character code. The code consists of the number “6” followed by two letters. For any data that is sorted by agency, these codes will represent each contract held by a Foster Care Case Management agency. It should be noted that Missouri Alliance for Children and Families holds multiple contracts across Missouri.

- MACF (6AW): Missouri Alliance for Children and Families (MACF); Specialized Care Contract
- MAPP (6ZA) MO Alliance Permanency Program (MACF)
- CPP (6ZB) Children’s Permanency Partnership
- STLP (6ZC) St. Louis Partners
- CRIT (6ZO) Crittenton
- SPCC (6ZM) Springfield Children’s Coalition (MACF)
- SWCC (6ZL) Southwest Children’s Coalition (MACF)
- CCCC (6ZJ) Central Children’s Coalition (MACF)
- SOCC (6ZK) South Central Children’s Coalition (MACF)
- KCCC (6ZR) Kansas City Children’s Coalition (MACF)
- SECC (6ZS) Southeast Children’s Coalition (MACF)
- GC (6ZT) Great Circle (Discontinued 4-23)
- KVC (6ZV) KVC Missouri (Previously Great Circle 4-23)

Phase I Reporting (Reporting Period: July 1 to September 30, 2023)

Phase I Metrics as published July 31, 2022 include:

- Worker/child visits
- Reports for children in foster care during a 12-month period, where allegations of abuse or neglect of a child were substantiated by a preponderance of the evidence.
- Parent Visit with Child
- Healthy Children & Youth (HCY) program compliance (i.e. compliance with federal Early and Periodic Screening, Diagnostic and Treatment (EPSDT) requirements and standards). This includes timely completion of HCY/EPSDT screenings and also timely compliance with diagnosed and prescribed treatment.
- Worker/parent visits
- Reentries to foster care
- Caseloads, including caseloads per case manager and the number of changes in case manager that a child may experience while a child is in care

For each metric in the Phase I data sets, the available data resources were utilized to provide a comprehensive view of the child welfare system.. Each implemented item includes: the domain, definition, expected benchmark, pertinent notes, and available data. Each data set and its significance was outlined to provide context in the sections above. Finally, as required, a data analysis with general themes, overviews, trends, and significant findings is presented.

Missouri's on-site CFSR was held in July 2023. As such, the results from that review are reflected in the applicable items. For purposes of the on-site review, cases are pulled from only three circuits within the state. All cases are de-identified and there is no discernment between cases managed by Children's Division or Foster Care Case Management Agencies. The on-site CFSR data was included when reporting overall case review results along with the regular quarterly pulls.

The CFSR data is constructed from a random sampling of 13 cases from across the state and 40 cases selected for the on-site review in July. Those 40 cases were selected from a random sampling of cases from the 16th Circuit (20 cases), the 36th Circuit (10 cases), and the 45th Circuit (10 cases). The CFSR data reflects that a total of 53 cases were reviewed to determine whether or not the frequency and quality of worker/child visits was sufficient to ensure the safety, permanency, and well-being of children and promote achievement of case goals.

A. Safety Domain:

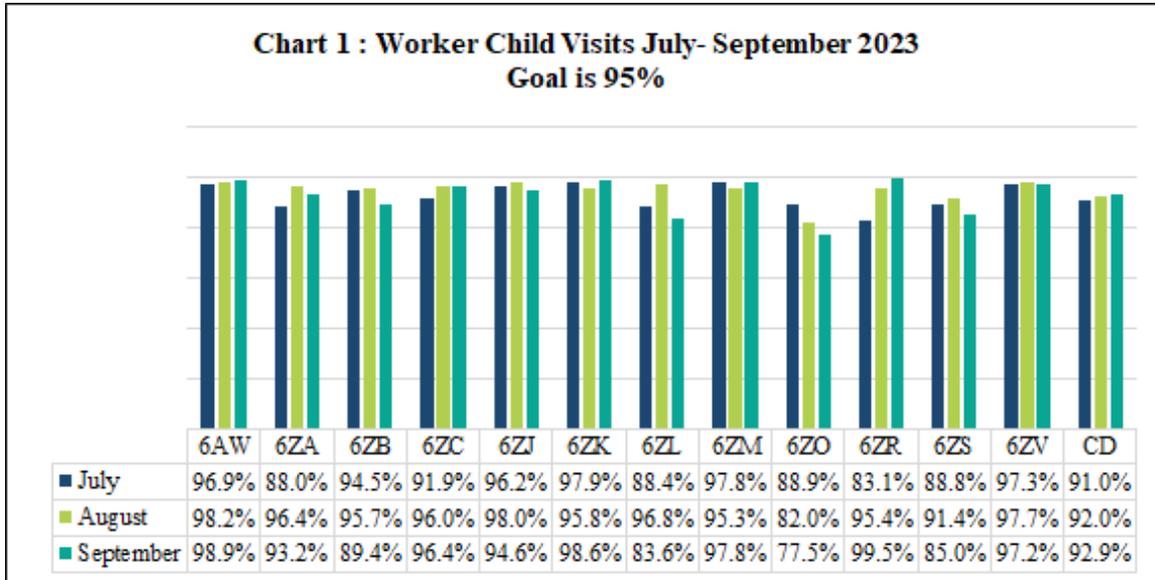
1. Metric: Worker/Child Visit:

- This measures the percentage of children in foster care seen by a worker during the calendar month. This measures children who are in foster care for the entire month.
- The expected performance benchmark for Phase I is 95%. As defined 95% of all children in foster care are seen by the worker monthly.

- Children’s Division policy indicates that the worker should meet face-to-face with the child a minimum of one time per month with the majority of the visits being in the placement to monitor and assess the safety of the child.

Foster Care Case Management Dashboard

Worker/child visits is a data report that Children’s Division produces to monitor frequency for federal reporting. Both Children’s Division and Foster Care Case Management staff receive monthly data by provider and county. In Chart 1, the data shows which children in foster care were visited.



*Source: DSS\Research Report RS5HBDM0, August 2023-October 2023

Chart 2 includes both Children’s Division and Foster Care Case Management agencies. It shows, for each month, how many circuits were meeting or exceeding the goal of 95% (E), how many are within 4% (D) of the goal, how many missed it by 4%-14% (C) how many missed it by 14%-24% (B), and how many missed it by 24%-36% (A).

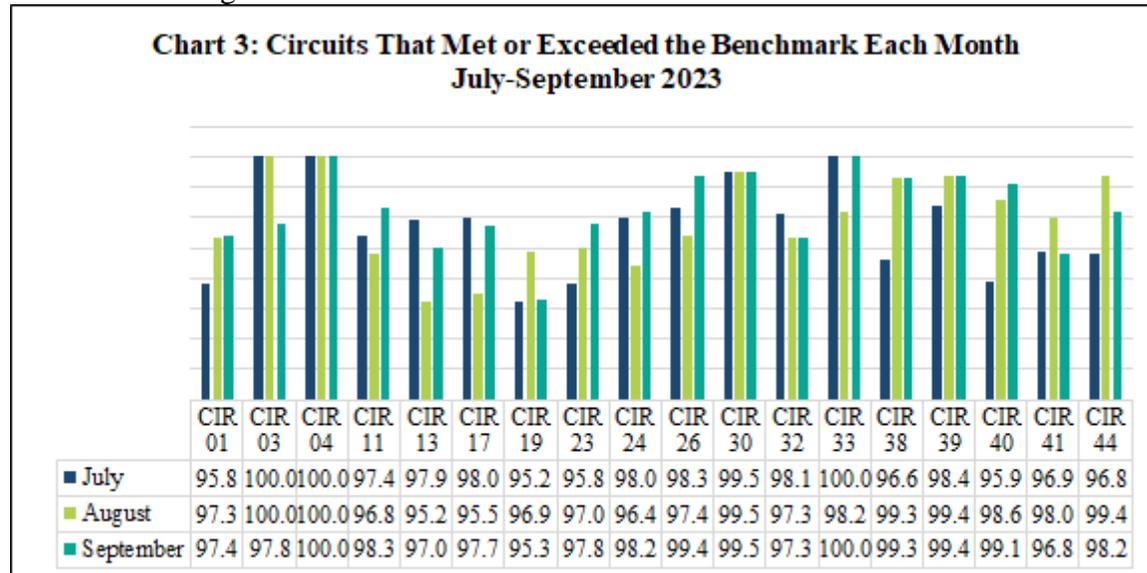
This is important because the few circuits missing the goal by 14%-36% heavily impacted the state’s overall percentage as is explained in the data analysis of this measure.

Chart 2: Percentage of Worker Child Visits Grouped by Circuit

	A	B	C	D	E
	59.0%-70.9%	71.0%-80.9%	81.0%-90.9%	91.0%-94.9%	95% or greater
July	0	3	9	9	25
August	0	2	8	5	31
September	0	1	12	7	26

*Source: DSS\Research Report RS5HBDM0, August 2023-October 2023

Chart 3 indicates which circuits consistently met the benchmark of 95% each of the three months, July 2023-September 30, 2023. This data includes both Children’s Division and Foster Care Case Management information.



* Source: DSS\Research Report RS5HBDM0, August 2023-October 2023

Child and Family Services Review Data

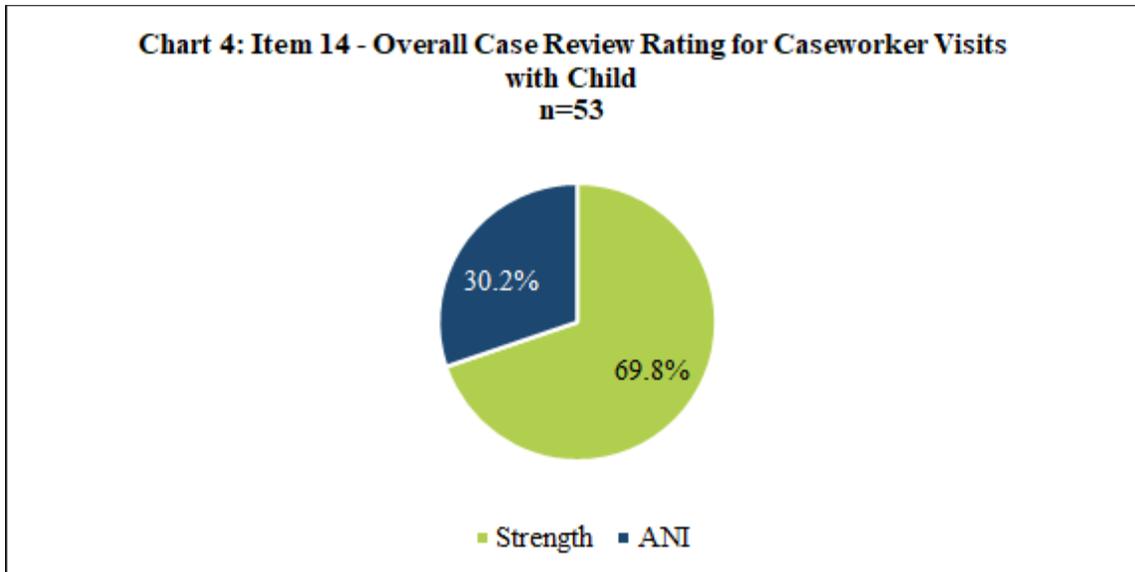
In reference to the eighteen CFSR case review items, the following items are applicable to this metric:

- Item 14: Caseworker visits with child.

Child and Family Services Reviews assess whether or not the frequency and quality of the worker’s visits with the child were sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals. The assessment of the frequency of the visits, or how often they occur, is not tied to compliance with the state’s policy. It is assessed based on the circumstances of the case, including the child’s age and whether or not there are safety concerns present that might warrant more frequent visits.

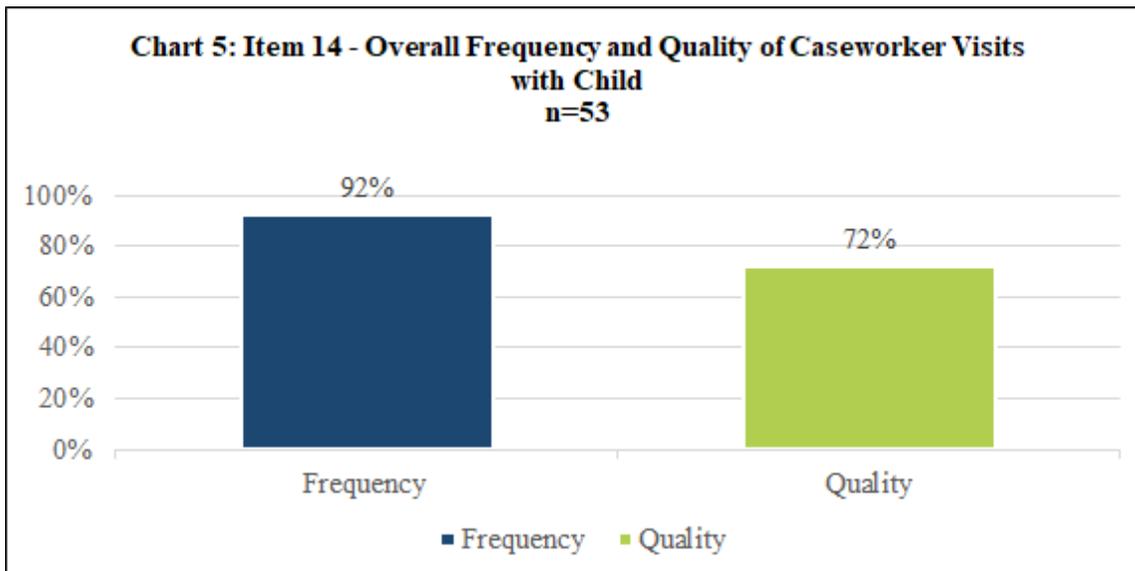
Factors considered in assessing the quality of the worker’s visits with the child include, but are not limited to, the duration of visits, whether or not the worker spoke with the child alone, and whether or not the worker addressed issues pertaining to the child’s needs, services, and case goals.

Chart 4 below indicates the percentage of cases that had an overall rating of “Strength” or “Area Needing Improvement” (ANI) regarding the caseworker’s visits with the child. All cases are applicable for this item. This chart reflects a statewide view that includes both Children’s Division and any Foster Care Case Management agencies who had cases reviewed.



*Source: Missouri CFSR-Item 14 Data, July-September 2023

Chart 5 below reflects the percentage of the number of cases reviewed where the worker’s visits with the child were of sufficient frequency or quality to ensure the safety, permanency, and well-being of the child and promote achievement of case goals.



*Source: Missouri CFSR-Item 14 Data, July-September 2023

Standardized Stakeholder Feedback Tool Data

None available during this reporting period for this measure.

Data Analysis

According to the dashboard data the measure, Worker with Child Visits, has not been met statewide July 2023- September 2023. Foster Care Case Management Dashboard data reflects that the Foster Care Case Management agencies 6AW, 6ZK, 6ZM and 6ZB met the benchmark of 95% in all three months, July 2023- September 2023. Foster Care Case Management agencies, 6ZC, 6ZJ and 6ZR met the benchmark two of the three months. Foster Care Case Management agencies, 6ZA, 6ZB and 6ZL met the benchmark one of the three months. Foster Care Case Management agencies, 6ZO and 6ZS did not meet the benchmark all three months. The Children's Division did not meet the benchmark all three months.

In July 2023, 25 Circuits met or exceeded the benchmark. In August 2023, 31 Circuits met or exceeded the benchmark. In September 2023, 26 Circuits met or exceeded the measure. 18 Circuits consistently met the goal all 3 months, which is an increase by four Circuits from the previous quarter (April-June 2023). Although statewide we are not yet meeting the benchmark, we have seen improvement in this measure. This could be due to education field staff are receiving regarding how to enter worker with child visits and the importance of entering the visit timely in our FACES electronic system. Last quarter there were seven Circuits whose performance was between 59.0%-70.9% and this quarter every Circuit was above 75.2% all three months.

During the month of July 2023, there were 12,618 required visits with children and their caseworker and the system reflects that 11,524 were seen and 1,094 children were not seen by their worker. In August 2023, there were 12,449 required visits with children and their caseworker and the system reflects that 11,555 were seen and 894 children were not seen by their worker. In the month of September 2023, there were 12,348 required visits with children and their caseworker and the system reflects that 11,451 were seen and 897 children were not seen by their worker. This data supports the improvement noted above.

Statewide, 37 of 53 cases received an overall rating of "Strength", indicating that both the frequency and quality of visits was sufficient. Of the 16 that were rated ANI (Area Needing Improvement), 13 received that rating at least in part because the quality of the visits was lacking due to the worker not visiting with the child alone.

2. Metric: Victimization in Foster Care

- Defined as a child in foster care where the state determined at least one preponderance of evidence finding for abuse or neglect.
- This indicator measures whether the child welfare system ensures that children do not experience abuse or neglect while in the State's foster care system.
- The expected Phase I performance benchmark is 9.07 or below. A lower value is desirable.
- Included population in this measure as a victim is a child in foster care where the state determined at least one preponderance of evidence finding for abuse or neglect. It includes children who died and the death was confirmed as a result of child abuse or neglect.
- Excluded from this measure are:

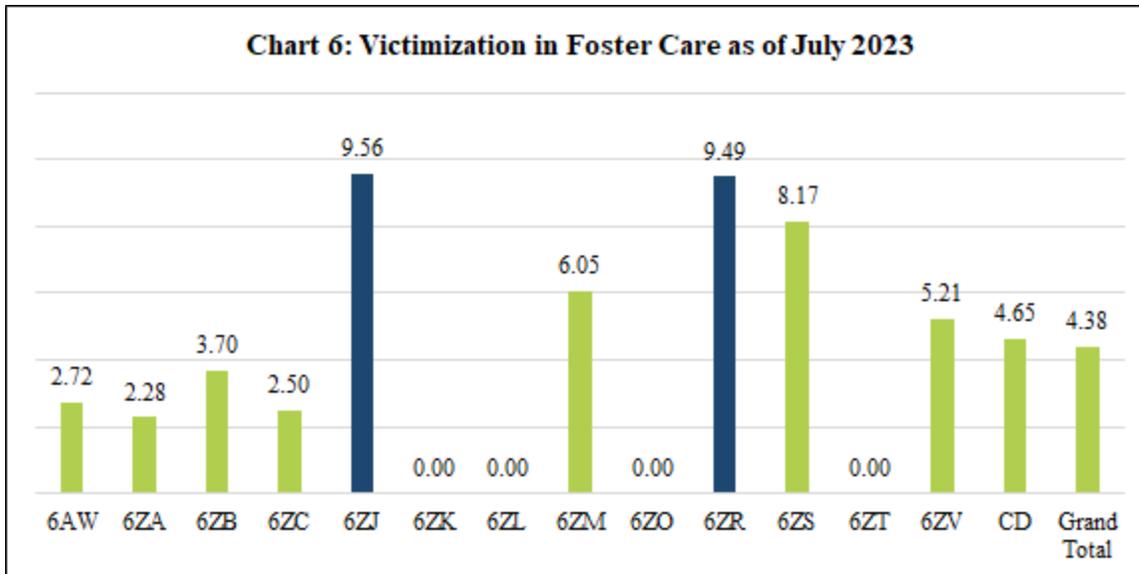
- Foster care episodes lasting less than nine days are excluded.
- Child Abuse and Neglect reports that occur within the first nine days of removal are excluded to prevent over counting of reports that are made when a child first enters foster care that reflect what may have occurred prior to the child’s foster care entry.
- Youth who enter care at age 18 or older are excluded. For youth who enter care at age seventeen and turn eighteen during the period, any time in care and victimizations that occur after the eighteenth birthday are excluded.
- Subsequent reports that occur within one day of the initial report are excluded.
- Reports with disposition or report dates falling outside of the twelve month period are excluded.
- This rate is calculated in the following manner:
 - A denominator is identified. Of the children in foster care during a twelve month period, the total number of days that these children were in foster care as of the end of the twelve month period.
 - A numerator is identified. Of the children in the denominator, the total number of substantiated reports of child abuse or neglect by any perpetrator during a foster care episode within the twelve month period.
 - In order to express the result as a rate per 100,000 days in care, an adjustment is made. The result of the numerator divided by the denominator is multiplied by 100,000 to produce larger numbers that are easier to understand. Because this indicator is intentionally capturing the maltreatment of a child while in the placement and care responsibility of the State, including when the child is visited by his/her parent or on a trial home visit, the entire length of the trial home visit until discharge is factored into the indicator. As such, a trial home visit adjustment is not applied.

*Source: CFSR statewide data indicator series, adjusted for Children’s Division language.

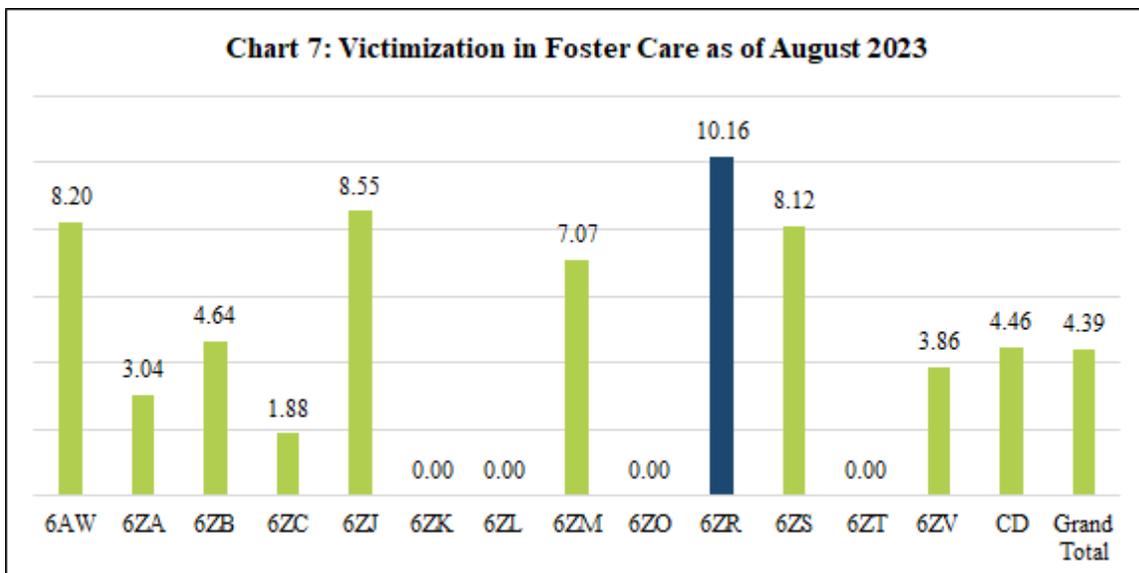
The intent of this metric is to capture the child’s experience in foster care and could include any alleged perpetrator.

Foster Care Case Management Dashboard Data

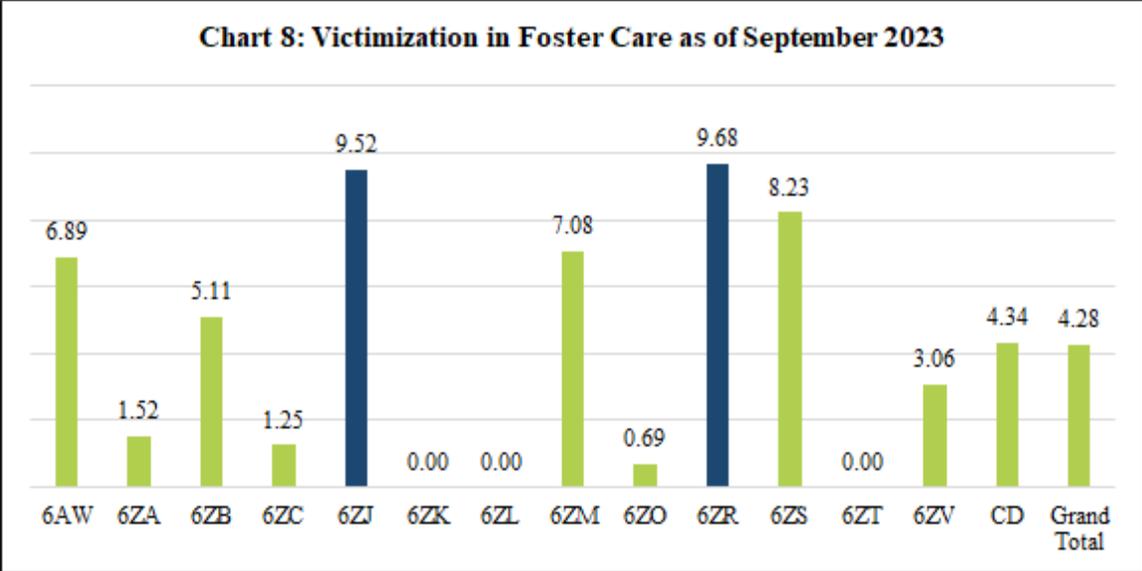
The following charts, 6-8, depict rates of victimization experienced by foster children for the months of April, May and June, broken down by agency. The goal is 9.07 or lower. It should be noted that this metric measures a rolling calendar year so a report counted in one month should be reflected in subsequent months until the twelve month time period has been reached for that report.



*Source: DSS\Research Report RS5HBAM0, 08AUG2023



*Source: DSS\Research RS5HBAM0, 11SEP2023



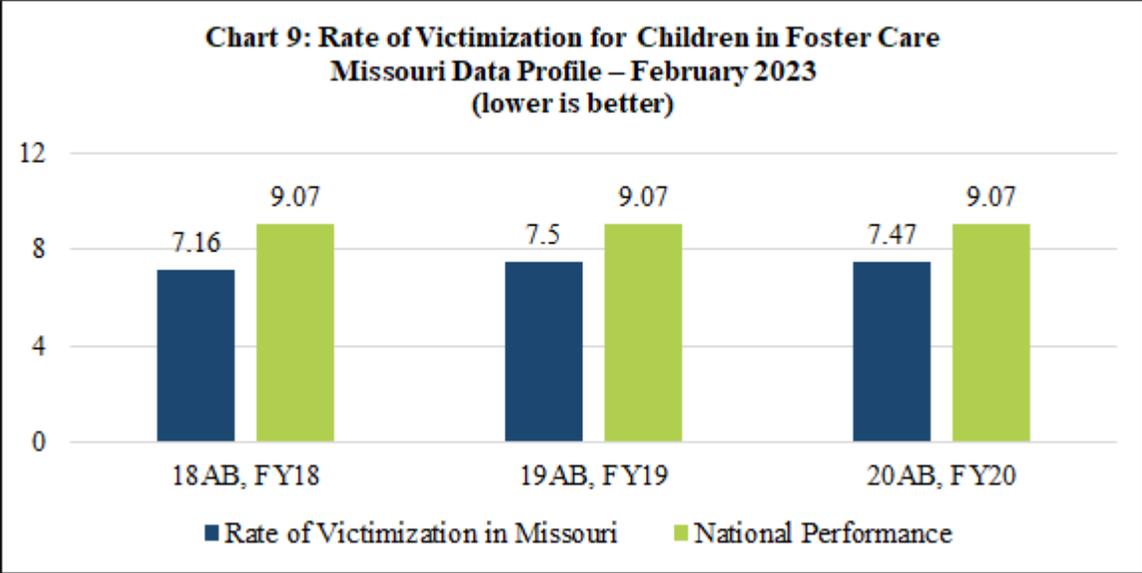
*Source: DSS\Research Report RS5HBAM0, 10OCT2023

Note: Reports are included every month in the data until the twelve month time period is reached.

Child and Family Services Review:

While the CFSR case review tool does not specifically address victimization, context data is provided by the Children’s Bureau through data profile measures to inform practice in this area. This report is provided to the Children’s Division twice per year, typically in February and August. The Children’s Bureau has continued to be delayed in providing the report that was expected in August. As such, this still reflects the most recent data provided, in February, 2023.

Chart 9, below compares the rate of victimization for children in foster care in Missouri to the rate of victimization for children in foster care in the nation as a whole. This chart utilizes Risk Standardized Performance (RSP) data which allows for a comparison of the state’s performance relative to states with similar foster children. Taking into account several factors, such as the number of children served by the state and the ages of those children. RSP adjusts to minimize differences in outcomes due to factors that are outside of the agency’s control. This adjustment is made by the Children’s Bureau and allows for a more fair comparison of the state’s performance against that of the nation. The reporting period for this report corresponds to the federal fiscal year, October- September.



*Source: MO CFSR 4 Data Profile, February 2023

Standardized Stakeholder Feedback Tool Data

Stakeholders will not be surveyed regarding victimization while in foster care.

Data Analysis

Foster Care Case Management Dashboard data indicates that, overall, this measure is being met statewide. For July and September 2023, 2 agencies did not meet this measure. In August, 1 agency did not meet this measure. For each agency, there is a victimization rate that ranges from 0.00 to 10.16. For this measure lower is better and the goal is 9.07 or lower.

Children’s Division has a rate of 4.65 in July 2023, which is slightly higher than the state’s overall rate of 4.38. The rate increased slightly in August 2023 and then decreased in September 2023 when the overall rate reached 4.28.

In July and September 2023, Children’s Division and 11 Foster Care Case Management agencies met the goal of 9.07 or lower. In August 2023, Children’s Division and 12 Foster Care Case Management agencies met the goal.

According to the CFSR Data Profile, this measure is being met as a state. As a whole, Missouri’s rate of victimization is 7.47, which is below the national performance of 9.07.

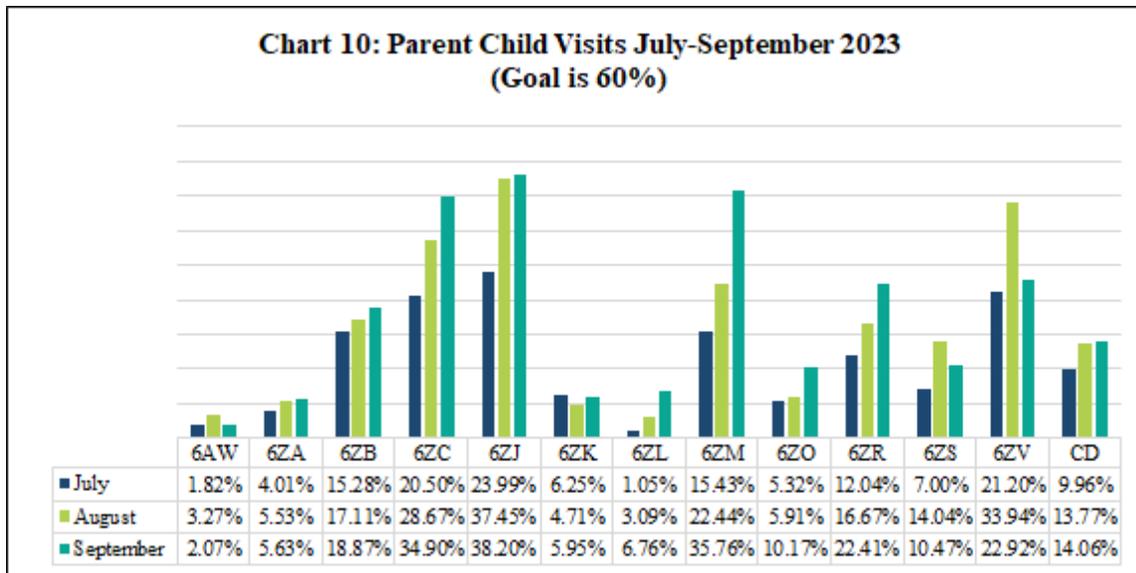
B. Well-Being Domain:

1. Metric: Parent/child visits completion to the extent that the visits are not contrary to the orders of the court:

- This measures the current Children’s Division policy requirement to facilitate at least one visit a month for each child for parents that are eligible to receive visits.
- The expected Phase I performance benchmark is 60%.

Foster Care Case Management Dashboard Data

The information is collected with regard to this metric; however, the information has proven difficult to identify and extract from the FACES and information technology system due to irregularities in documentation location within the system, which may be causing visits to be undercounted. At this time, the Department of Social Services Research and Evaluation team continues to make efforts to produce a solid set of data for use. In addition, Children’s Division and Foster Care Case Management staff work to validate and provide feedback on those efforts. Chart 10 shows the percentage of visits that have occurred.



*Source: DSS\Research Report RS5HBEM0, August 2023-October 2023

Child and Family Services Review Data

In reference to the 18 CFSR case review items, the following items are applicable to this metric:

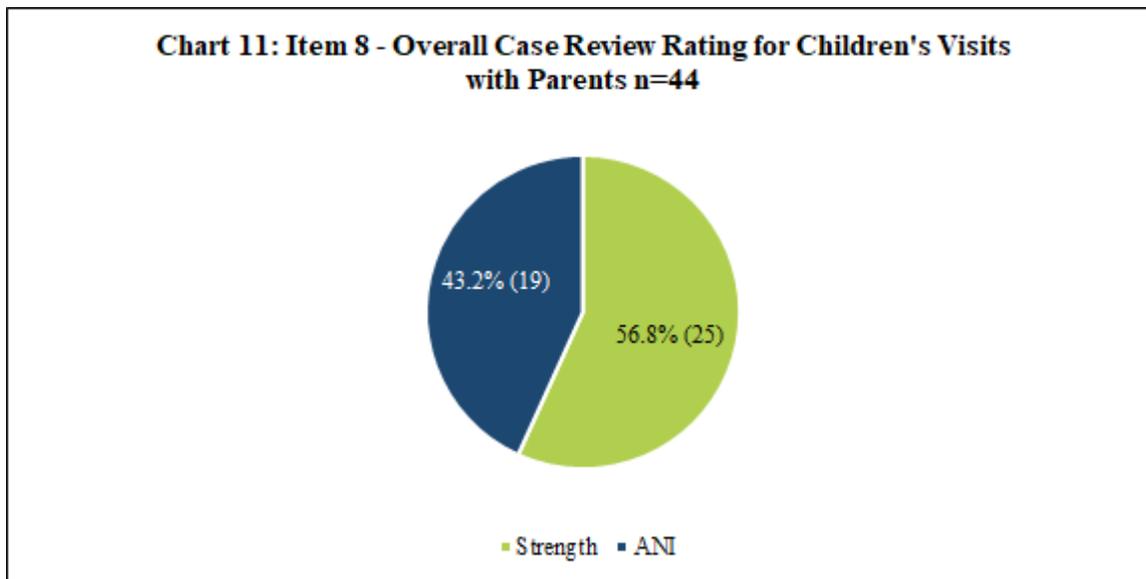
- Item 8: Visiting with Parents and Siblings in Foster Care. This is the Federal title of this item and visitation with siblings in foster care will not be evaluated in Phase I.

Child and Family Services Reviews assess whether or not the frequency and quality of the child’s visits with each of their parents was sufficient to promote continuity in the child’s relationships with them. To be applicable for review of this item, each parent must be either a

parent from whom the child was removed or who had a pre-existing relationship with the child, and with whom the agency is working toward reunification. Frequency of the visits, or how often they occur, is assessed based on the circumstances of the case, including the child’s age and imminence of reunification.

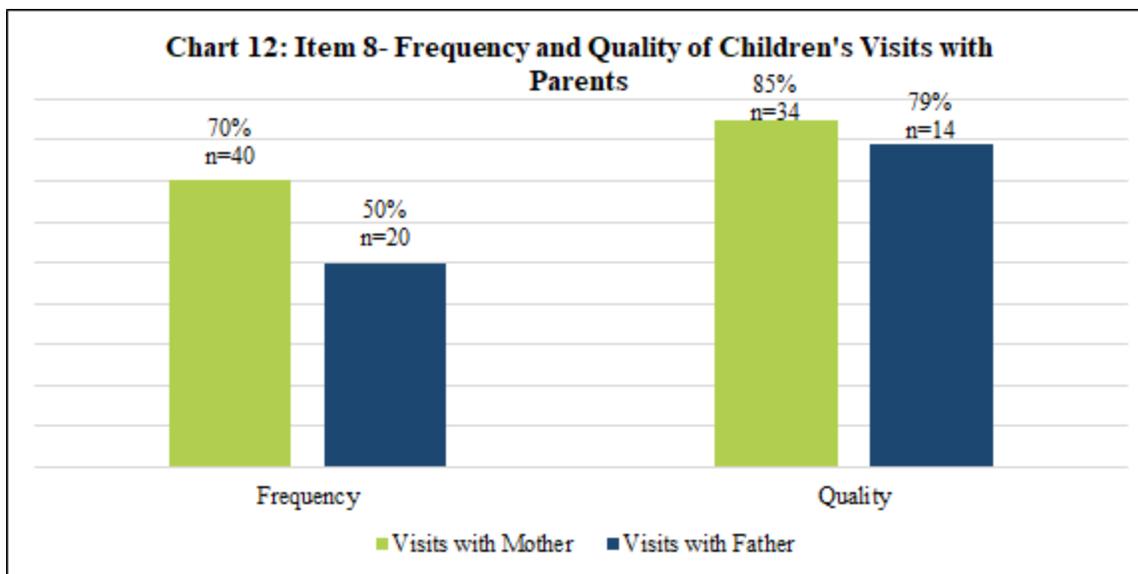
Factors considered in assessing the quality of the child’s visits with their parents include, but are not limited to, the duration of visits, whether or not they took place in a comfortable atmosphere that would encourage interaction, and whether unsupervised visits were allowed to take place in the parent’s home.

Chart 11 below indicates the percentage of cases that had an overall rating of “Strength” or “Area Needing Improvement” (ANI) regarding the child’s visits with the mother and father. In order to receive an overall rating of “Strength” all parents identified as applicable for review of this item must have received a “Strength” for both the frequency and quality of their visits with their children. This chart reflects a statewide view that includes both Children’s Division and any Foster Care Case Management agencies who had cases reviewed.



*Source: Missouri CFSR-Item 8 Data, July-September 2023

Chart 12 demonstrates the percentage of cases in which the children’s visits with their mother and father were of sufficient frequency or quality to promote continuity in the child’s relationships with them. It is important to note that the number of cases applicable for rating of each of these measures can differ. If, for example, the child never visited the mother or father, then the rating would reflect that the visits were not of sufficient frequency but the quality of the visits would not be rated as there were no visits during which the quality could have been demonstrated. Each bar indicates how many cases were applicable for rating (n) and the frequency or quality of those visits.



*Source: Missouri CFSR-Item 8 Data, July-September 2023

Standardized Stakeholder Feedback Tool Data

None available during this reporting period for this measure.

Data Analysis:

Foster Care Case Management Dashboard on Parent/Child Visits data reflects that no agency is meeting the benchmark of 60% for this measure. Performance ranges from 1.05%-38.20%. However, compared to the previous quarter this measure is gradually improving. The previous quarter (April-June 2023) performance ranged from 0.00% -36.00%. Throughout this quarter, the overall performance improved each month. In July, the overall performance was 10.57%. In August, the overall performance was 14.49%. In September, the overall performance was 15.39%.

Barriers to accurate data collections include:

1. There are a lot of options to select a relationship with a child and if not entered correctly the visit doesn't get counted in the data. There is more training that needs to occur for workers to have a better understanding of how to correctly enter the visits.
2. There are several steps that need to be taken in the FACES system for a parent/child visit to be captured in the data. It is believed that some staff are entering these visits elsewhere in FACES (as contacts) which does not give the option as parent/child for the purpose of the contact. Technical Assistance has been provided from the Quality Assurance teams to Children's Division and Foster Care Case Management staff in regards to how and where to enter the parent/child visits within the FACES and information technology system. This assistance will be ongoing.

Of the 44 cases reviewed, 25 (56.8%) received an overall rating of Strength. Common themes in these cases were visits being held at least once per week, for at least one hour, in a setting that

was conducive to bonding and comfortable interaction between the parent and the child. Increases in length and frequency of visits were common. In six of the 25 cases, the child had progressed to trial home visits by the time of the review. In another three instances, parents had unlimited visits, supervised by relative foster placements.

Nineteen (43.2%) of the 44 cases received an overall rating of ANI regarding the child's visits with their parents. Of the 19 cases, 18 received that rating due to inadequate frequency of the visits. In five cases, the child had no pattern of visits with the mother. In three cases, the child had no pattern of visits with the father. In another two, the child had no pattern of visits with the mother or the father.

Forty cases were applicable for review of the frequency of visits with the mother. It was found to be sufficient in 70% (28) of the cases. Twenty cases were applicable for review of the frequency of visits with the father. It was found to be sufficient in 50% (10) of the cases. Concerns identified were lack of concerted efforts to locate parents whose whereabouts were unknown, lack of concerted efforts to engage parents who were inconsistent in attending scheduled visits with their children, worker's not identifying other avenues of communication when in-person visits were not feasible, and no provision of transportation for visits when that was identified as a barrier.

Thirty-four cases were applicable for review of the quality of the child's visits with their mother. Visits with mothers were of sufficient quality to promote the continuity of the child's relationship with them in 29 (85%) of the 34 cases. Fourteen cases were applicable for review of the quality of the child's visits with their father. The quality of visits between the father and the child was sufficient in nine (79%) of the 14 cases.

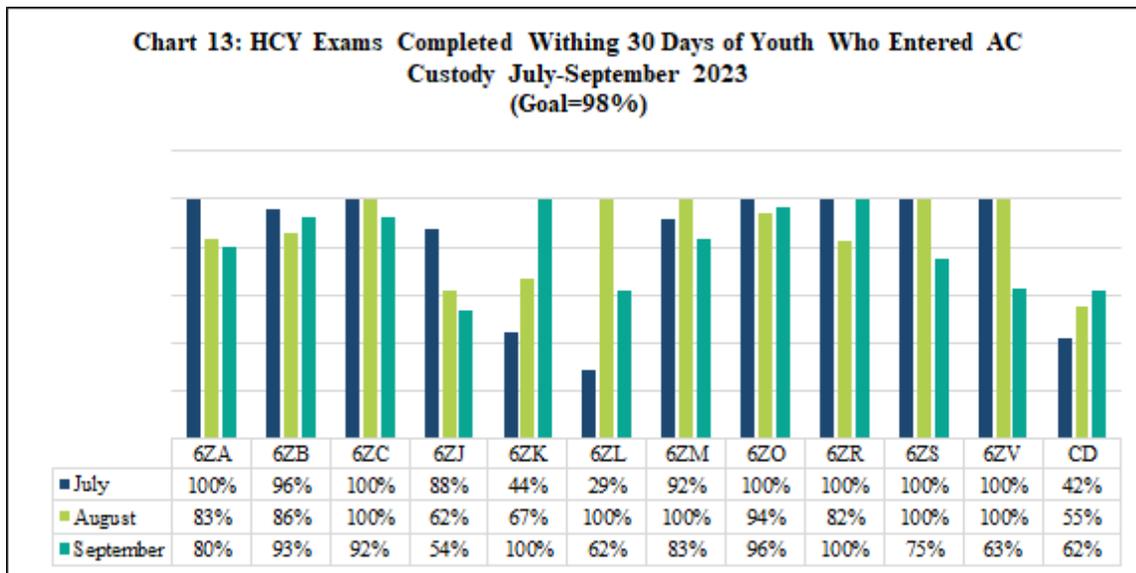
2. Metric: Healthy Child & Youth Exam (HCY/EPST) Completion:

- Every child is required to have a Healthy Child and Youth Exam within 30 days of entering into care which includes basic vision, hearing and dental examinations.
- The expected performance benchmark for Phase I is 98% of children or more will have completed a HCY exam within the time periods specified in policy.

It is important to note that this data could include children who were in care for less than 30 days. For example, if a child was in care for 10 days and was then released from care, they would be included in the number of children for whom an HCY was expected, even though the HCY is required within 30 days of the child's entry into foster care.

Foster Care Case Management Dashboard Data

Chart 13 below shows the percentage of children who entered care during the month evaluated who received a Healthy Child and Youth exam (HCY) within 30 days of the entry. The chart is broken down by agency. If an agency does not have an entry for the month, no data will show. It should be noted that 6AW does not get new entries and are not included in this measure.



*Source: DSS\Research Report RS5HBFM0, September 2023-November 2023

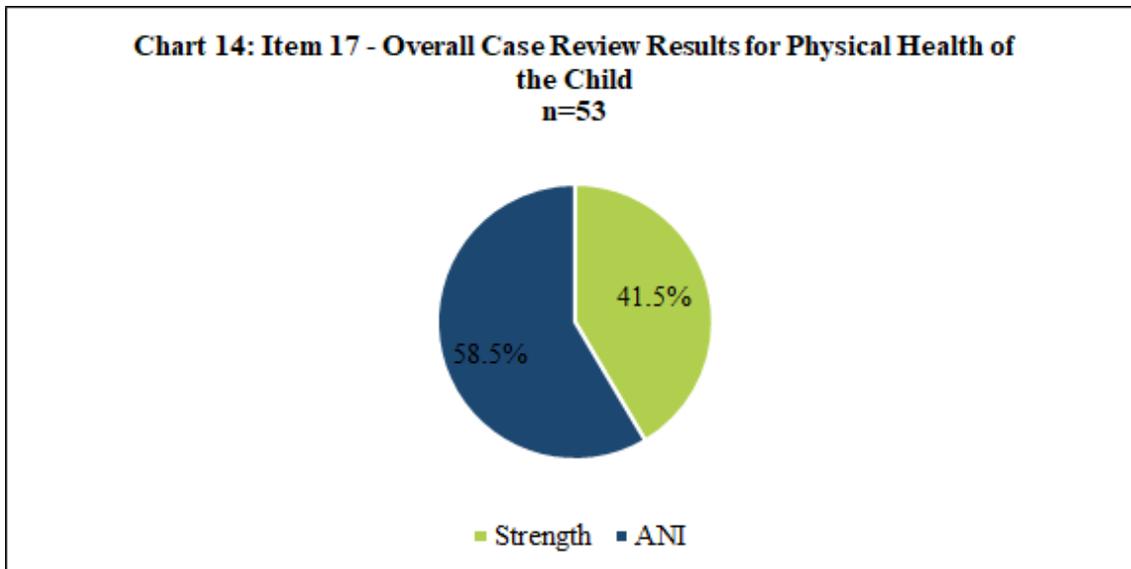
Child and Family Services Review Data

In reference to the 18 CFSR case review items, the following items are applicable to this metric:

- Item 17: Physical Health of the Child
- Item 18: Mental/Behavioral Health of the Child

In item 17, Child and Family Services Reviews assess whether or not the agency addressed the physical health needs of the child, including dental health needs. Factors considered in assessment of this item include whether or not the agency conducted accurate initial and on-going assessments of the child’s physical health needs, including dental health needs. Factors considered include, but are not limited to, whether or not the child received a comprehensive initial health screening upon entry into care and ongoing periodic preventative physical and dental screenings.

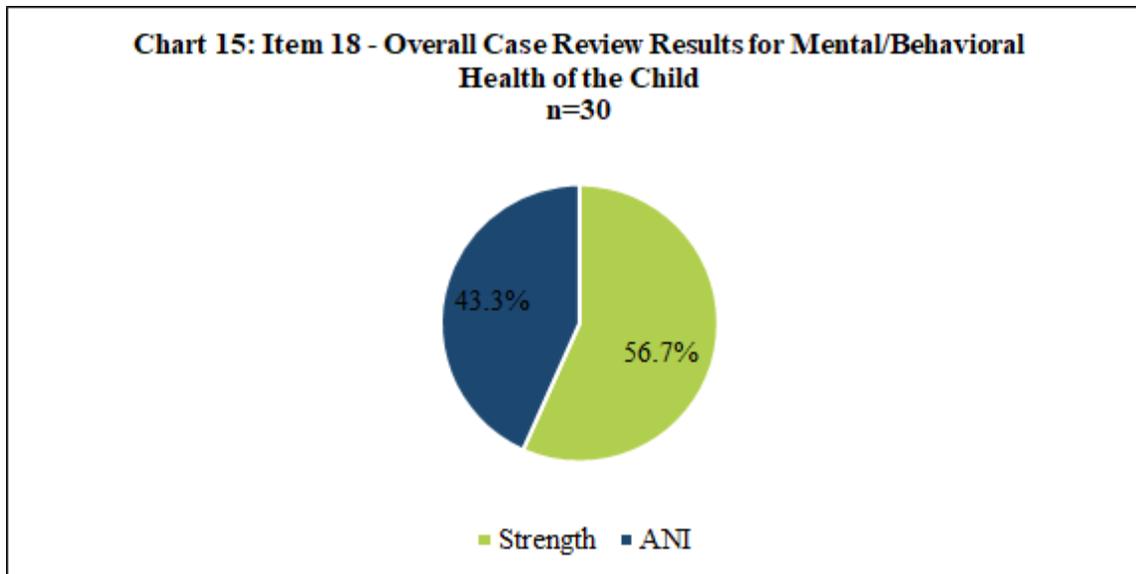
Chart 14 below indicates the percentage of cases that had an overall rating of “Strength” or “Area Needing Improvement” (ANI) regarding whether or not the agency addressed the physical health needs of the child, including dental health needs. This chart reflects a statewide view that includes both Children’s Division and any Foster Care Case Management agencies who had cases reviewed.



*Source: Missouri CFSR-Item 17 Data, July-September 2023

In item 18, Child and Family Services Reviews assess whether or not the agency addressed the mental/behavioral health needs of the child. Foster care cases are applicable for an assessment of this item if the reviewer determines that the child had existing mental/behavioral health needs, including substance abuse issues. Factors considered in assessment of this item include whether or not the agency conducted an accurate assessment of the child’s mental/behavioral health needs, facilitated access to all services needed to meet those needs, and provided appropriate oversight for any prescription medications taken to address mental/ behavioral health issues.

Chart 15 below indicates the percentage of cases that had an overall rating of “Strength” or “Area Needing Improvement” (ANI) regarding whether or not the agency addressed the mental/behavioral health needs of the child. This chart reflects a statewide view that includes both Children’s Division and any Foster Care Case Management agencies who had cases reviewed.



*Source: Missouri CFSR-Item 18 Data, July-September 2023

Standardized Stakeholder Feedback Tool Data

None available during this reporting period for this measure.

Data Analysis

Foster Care Case Management Dashboard data suggests that, the state as a whole is falling well short of the benchmark of 98% for timely completion of HCY exams when children enter foster care. In July, the total was 53% which shows that 228 out of 427 children that entered custody in that month did not receive their HCY exam timely. In August, the total was 63% which shows that 287 out of 453 children that entered custody in that month did not receive their HCY exam timely. In September, the total was 69% which shows that 312 out of 450 children that entered custody in that month did not receive their HCY exam timely. This is an improvement from the previous quarter (April-June 2023). The average performance for the previous quarter was 52%. The average performance for July-September was 61%. This is an increase of 9% from the previous quarter.

Of the 53 cases, 31 (58.5%) were rated ANI. In 20 of the 31 cases rated ANI, lack of dental screenings was the primary reason for the rating in all eight of the cases. In another six of the 31 cases, neither dental nor medical needs were assessed.

CFSR case review data from the OMS also indicates that 30 cases were applicable for review to determine whether or not the agency addressed the mental/behavioral health needs of the child. The data indicates that the child’s mental/behavioral health needs were met in 17 (56.7%) of the 30 cases. In all 17 cases, the agency accurately assessed the mental/behavioral health needs of the children and provided appropriate services to address any needs identified.

This area was rated an “Area Needing Improvement” (ANI) in 13 (43.3%) of the cases reviewed.

Five of the 13 cases rated ANI received that rating because the children in those cases had mental or behavioral health needs that were not appropriately assessed. In another five cases, the needs were assessed but there were no services provided to meet those needs. The remaining three cases were rated ANI because there was not appropriate oversight of psychotropic medications.

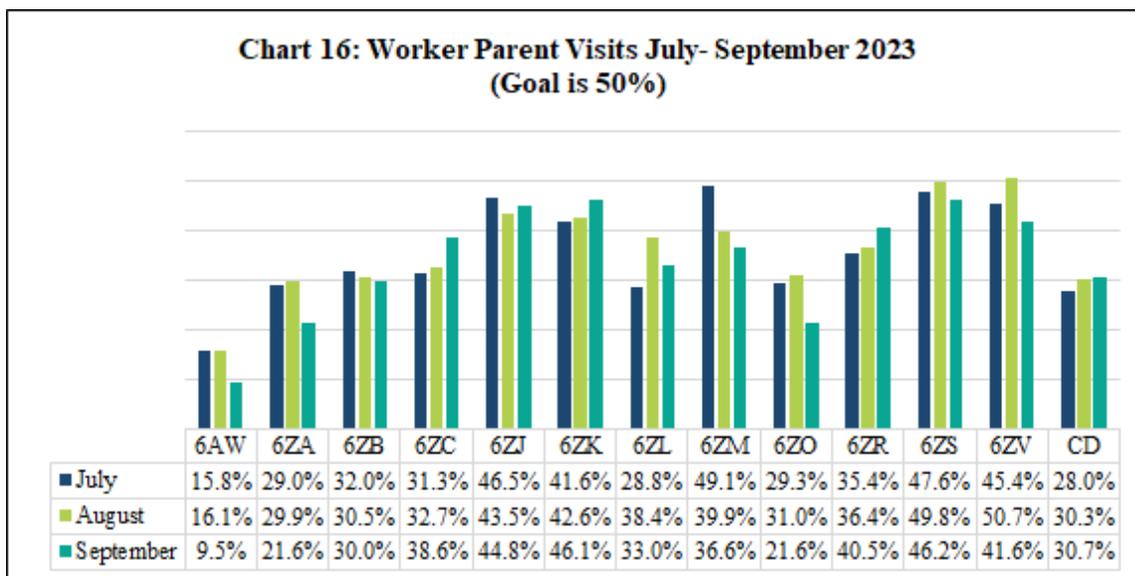
C. Permanency Domain

1. Metric: Worker/Parent Visit Completion:

- This is measured by each parent having a minimum of one visit per month with the worker.
- The expected performance benchmark in Phase I is 50%.

Foster Care Case Management Dashboard Data

Worker/parent visits is a data report that Children’s Division produces to monitor frequency for federal reporting. Both Children’s Division and Foster Care Case Management staff receive monthly data by provider and county. Chart 16 shows the percentage of parents of children in foster care that were visited.



*Source: DSS\Research Report RS5HBDM0, August 2023-October 2023

Child and Family Services Review Data

In reference to the 18 CFRS case review items, the following items are applicable to this metric:

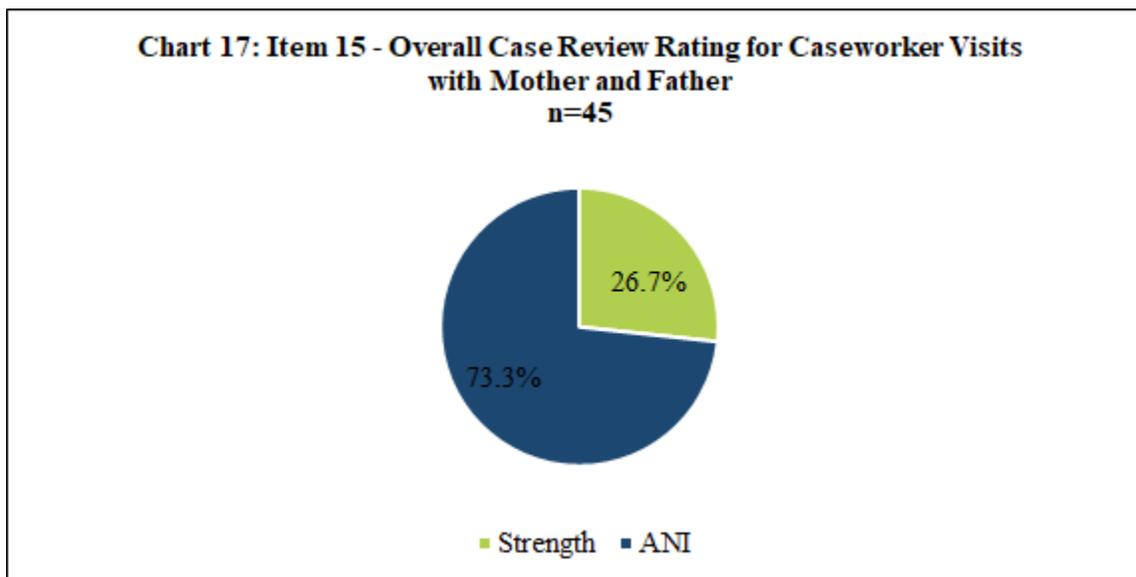
- Item 15: Caseworker Visits with Parents

Child and Family Services Reviews assess whether or not the frequency and quality of the worker’s visits with each of the parents was sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals. The assessment of the frequency of the visits, or how often they occur, is not tied to compliance with the state’s policy.

Factors considered in assessing the quality of the worker’s visits with the parents include, but are not limited to, the duration of visits, whether or not they took place in a location that would encourage open and honest conversation, and whether or not they focused on issues pertinent to case planning, service delivery, and goal achievement.

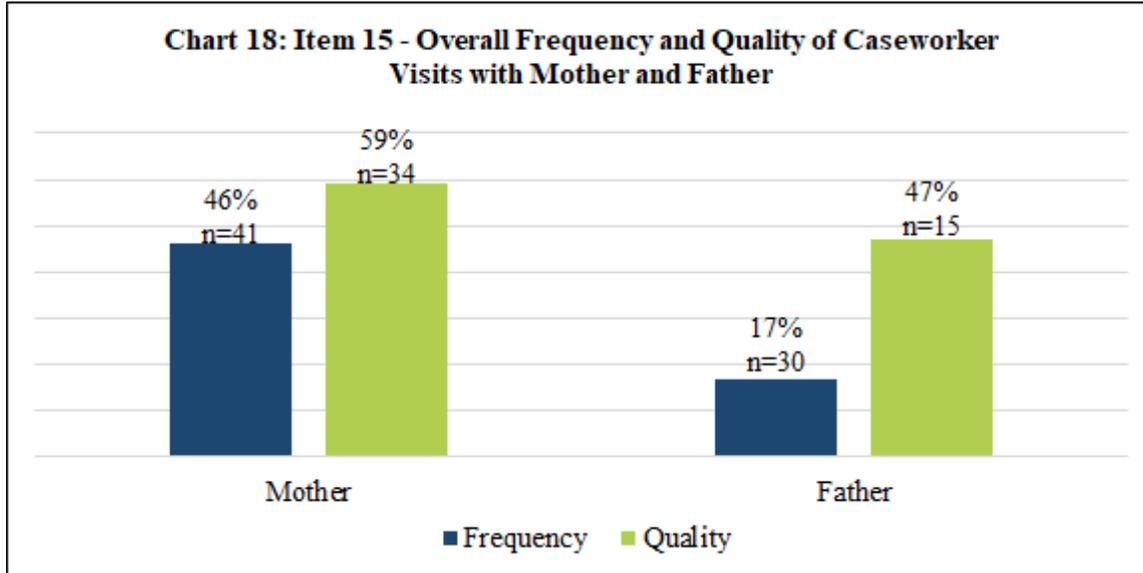
For purposes of this item, mother and father are defined as the parents/caregivers from whom the child was removed and whom the agency is working toward reunification. This item does include biological parents who were not the parents from whom the child was removed and adoptive parents, if the adoption has been finalized.

Chart 17 below represents, of cases reviewed, how many received an overall rating of “Strength” and how many were rated “Area Needing Improvement” (ANI) for this item. This chart is broken down by agency. Agencies not listed, had no cases included in the random pull for review during this period.



*Source: Missouri CFSR-Item 15 Data, July-September 2023

Chart 18 demonstrates the percentage of cases in which the caseworker’s visits with the mother and father were of sufficient frequency or quality to ensure the safety, permanency, and well-being of the child and promote achievement of case goals. It is important to note that the number of cases applicable for rating of each of these measures can differ. If, for example, the case manager never visited the mother or father, then the rating would reflect that the visits were not of sufficient frequency but the quality of the visits would not be rated as there were no visits during which the quality could have been demonstrated. Each bar indicates how many cases were applicable for rating (n).



*Source: Missouri CFSR-Item 15 Data, July-September 2023

Standardized Stakeholder Feedback Tool Data

None available during this reporting period for this measure.

Data Analysis

Foster Care Case Management Dashboard Data indicates no agency met the benchmark of 50% in all three months, July 2023-September 2023. The Children’s Division and Foster Care Case Management agencies 6AW, 6ZA, 6ZB, 6ZC, 6ZJ, 6ZK, 6ZL, 6ZM, 6ZO, 6ZR, 6ZS and missed the benchmark all three months. Foster Care Case Management agency 6ZV met the benchmark one of the three months in August 2023.

The data indicates that this benchmark is improving slightly from the previous quarter where the average total of worker with parent visits was 28.8% and for this reporting period, the average is 31.1%.

There were 41 cases applicable to be rated for the frequency of the worker’s visits with mothers. The frequency was sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals in 19 (46%) of those cases. There were 34 cases applicable to be rated for the quality of the worker’s visits with the mothers. The quality was sufficient in 20 (59%) of those cases.

There were 30 cases applicable to be rated for the frequency of the worker’s visits with fathers. The frequency of the worker’s visits with fathers was sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals in five (17%) of those cases.

There were 15 cases applicable to be rated for the quality of the worker’s visits with the fathers. The quality was sufficient in seven (47%) of those cases.

A common theme throughout 33 cases that received an overall rating of ANI was a lack of concerted efforts to engage one or both parents in visitation. If their whereabouts were not known, if they disengaged and started missing visits, or if they were incarcerated, there were no concerted efforts made to engage, or re-engage, them in visits. Concerns relating to the quality of visits included their location being outside of the home or in an environment that was not conducive to open and honest communication and insufficient duration.

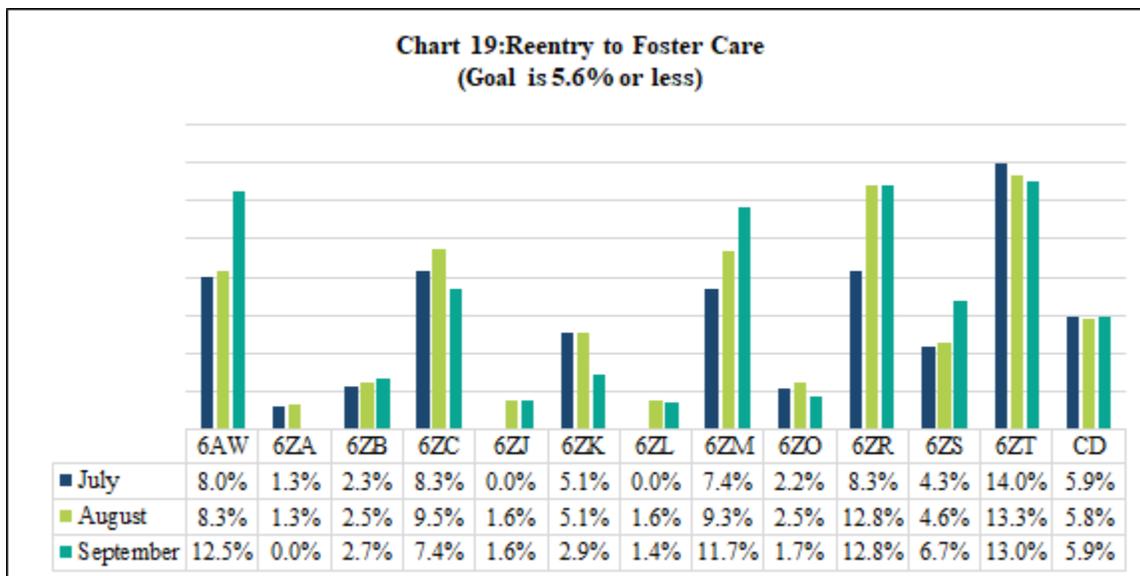
In the 12 cases where visits with both applicable parents were found to have been of sufficient frequency and quality, caseworkers met with them at least monthly, in their homes, for approximately one hour. The case manager discussed case plans, services, and goal achievement with the parents.

2. Metric: Reentry to Foster Care

- This measures children who have exited foster care who reentered care within 12 months of their exit from care.
- The expected performance benchmark for Phase I is 5.6% or lower of children who have exited foster care re-enter into foster care.

Foster Care Case Management Dashboard Data:

Chart 19 below represents the percentage of foster children who exited foster care and then re-entered within 12 months. It is broken down by agency. A lower percentage is desirable for this measure.



*Source: DSS\Research Report RS5HBCM0, August 2023-October 2023

Chart 20 below includes both Children’s Division and Foster Care Case Management. It shows, for each month, how many circuits were meeting or performing better than the goal of 5.6% (D), how many are within 4.4% (C) of the goal, how many missed it by 4.5%-9.4% (B), how many missed it by 9.5%-38.8% (A). This is important because the few circuits missing the goal by 9.5%-38.8% could heavily impact the state’s overall percentage, depending on the number of children in foster care in those circuits. For this measure, a lower percentage is desirable.

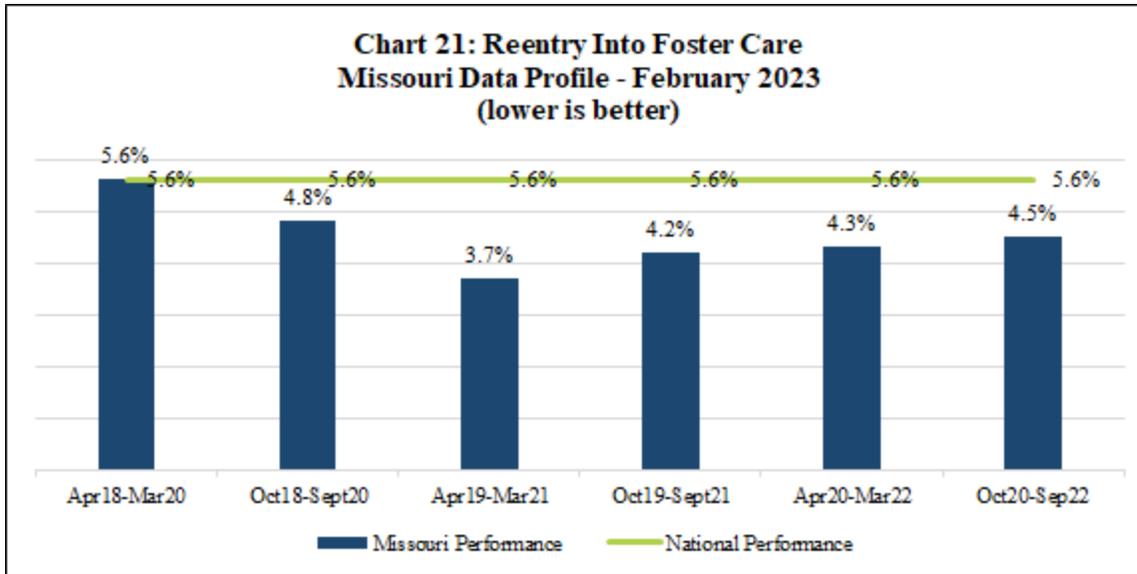
Chart 20: Percentage of Reentry Into Foster Care Grouped by Circuit				
	A	B	C	D
	15.1%-44.4%	10.1%-15%	5.7%-10%	0%-5.6%
July	3	5	11	27
August	3	5	12	26
September	3	5	13	25

*Source: DSS\Research Report RS5HBCM0, August 2023-October 2023

Child and Family Services Review Data

Chart 21 below compares the rate of reentry into foster care for children in Missouri to the rate of reentry into foster care for children in the nation as a whole. Because this data is provided twice per year, August is the most recent data available from this source. This chart utilizes Risk Standardized Performance (RSP) data which allows for a comparison of the state’s performance relative to states with similar foster children. Taking into account several factors, such as the number of children served by the state and the ages of those children, RSP adjusts to minimize differences in outcomes due to factors that are outside of the agency’s control.

This adjustment is made by Children’s Bureau and allows for a more fair comparison of the state’s performance against that of the nation. This measure requires two full years of AFCARS reporting data. The first year allows identification of the children who achieved permanency. The next year we are able to see which of those children came back into foster care. The reporting periods for this report correspond to the federal fiscal year. For each of the data points in the chart, the timeframes move forward one six-month period. A lower rate is desirable. This data does not differentiate between Children’s Division and Foster Care Case Management agencies.



*Source: MO CFSR 4 Data Profile, February 2023

Standardized Stakeholder Feedback Tool Data

In regards to this measure for Re-Entries into Foster Care, there is not a specific survey data set to present regarding this measure.

Data Analysis:

The target goal of a 5.6% reentry rate was met by over half of the circuits in all three months. The agencies ranged from 0.00% to 14.0% across all three months for all agencies. Some of the foster care case management agencies are represented under specialized case management which can see a higher frequency of re-entries. Among the circuits that did not meet the mark, an average of 12 circuits across the three months were within 4.3% of the goal, while 8 circuits missed the goal by 4.4% or more each month.

D. Service Domain:

1. Metric: Average Number of Workers Per Child in Care Less Than 12 Months and 12+ Months:

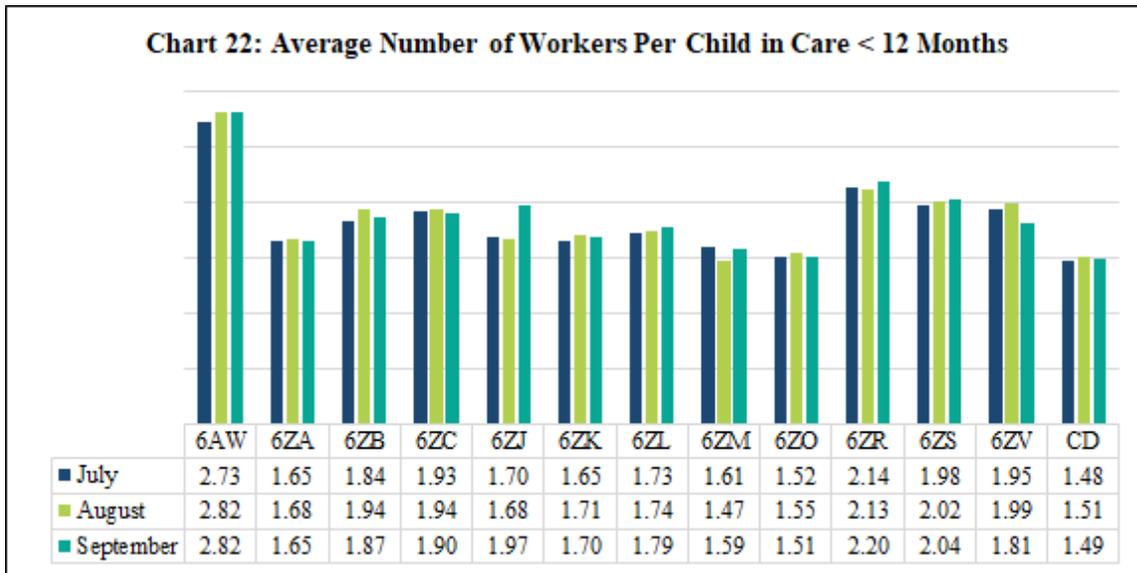
- This measure looks at the average number of workers assigned for Children’s Division and Foster Care Case Management for kids in foster care less than 12 months and over 12 months.
- The expected performance benchmark is currently undetermined. This has not been measured previously and the Research and Evaluation Team decided that it was appropriate to collect and analyze data for 3-6 months so that an informed, data driven a

baseline may be established. Challenges were addressed with data extraction at top of this report.

Foster Care Case Management Dashboard Data

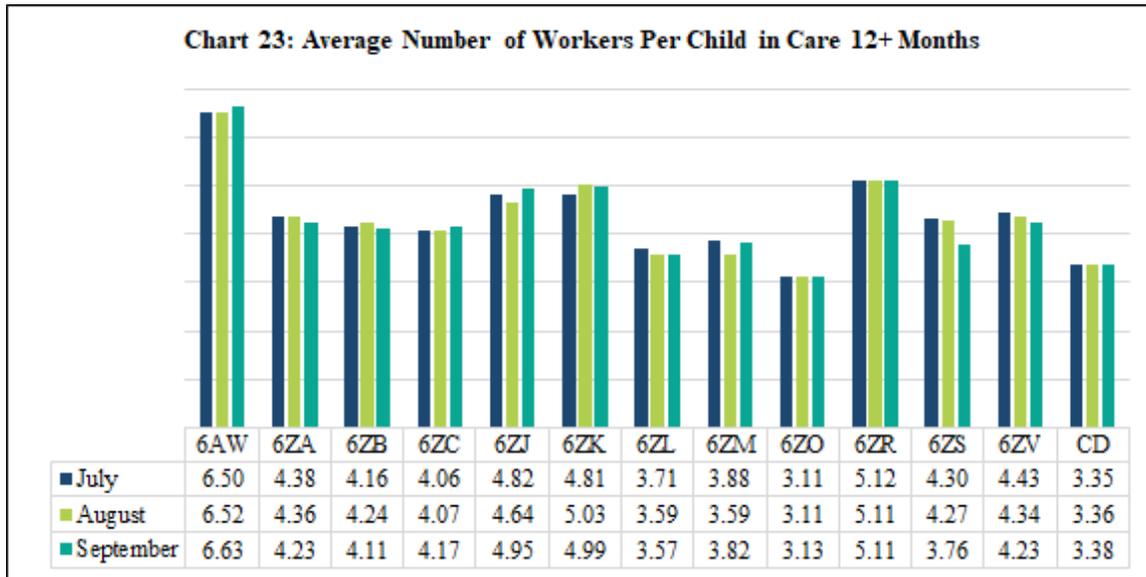
The data available for this measure presents the total number of case workers for any child in foster care. There are significant challenges with this data. First, it does not show within the dashboard where the changes happened. If the child experiences a change in the case management agency, the number of workers will be for the child’s experience versus representative for that single agency. This is the first time this is being measured and monitored this way and presents a number of challenges for the Response and Evaluation Team to discuss for solutions to better understand the experiences of children in foster care, and the challenges present in the child welfare workforce.

Chart 22 below depicts the average number of workers for each child who was in care less than 12 months. It is broken down by agency. A lower number is desirable for this measure.



*Source: DSS\Research Report RS5HBBM0, August 2023-October 2023

Chart 23 below depicts the average number of workers for each child who was in care longer than 12 months. It is broken down by agency. A lower number is desirable for this measure.



*Source: DSS\Research Report RS5HBBM0, August 2023-October 2023

Child and Family Services Review Data

There is no CFSR case review information that is applicable to this measure. Research does indicate that with each worker change children can experience serious delays in reaching permanency. The Research and Evaluation Team included this measure to help understand the functioning of the child welfare system in Missouri because continued changes can impact how children and families are served.

Standardized Stakeholder Feedback Tool Data

In regards to case worker changes, there is not a specific requirement of House Bill 1414 to survey the workforce; however, there has been discussion within the Research and Evaluation Team around surveying all workforce to move toward understanding this component better for the functioning of the child welfare system as a whole.

Data Analysis

Children who were in care for less than 12 months experienced anywhere from 1.47 to 2.82 workers during their first year in care. The median number of workers for all three months was 1.74. Four agencies, 6ZA, 6ZK, 6ZM, 6ZO, and Children’s Division performed at or below the median all three months. Two agencies, 6ZJ and 6ZL performed below the median in two of the three months. Six agencies, 6AW, 6ZB, 6ZC, 6ZV, 6ZS and 6ZR, performed above the median

all three months. It should be noted that 6AW has a specialized contract and takes on more difficult cases that could result in children staying in care longer due to the child's needs.

Children who were in care for more than 12 months experienced anywhere from 3.11 to 6.63 workers during their entire stay in foster care. The median number of workers for all three months was 4.23. Four agencies, 6ZC, 6ZL, 6ZM, 6Z0, and Children's Division performed below the median all three months. Four agencies, 6ZA, 6ZB, 6ZS and 6ZV performed at or below the median one of the three months. Four agencies, 6AW, 6ZJ, 6ZK and 6ZR, performed above the median all three months.

This data set as outlined to be presented in the Foster Care Case Management Dashboard is new and is proving to be challenging due to current system constraints. As such, data analysis is ongoing and will continue to be worked through for future reporting periods. At present, it would be premature to fully evaluate the data returned as it is known there needs to be further work on the extraction of the information for applicable future use.

Additional Data Applicable to All Domains

No other data sources during this reporting period.

Conclusion

House Bill 1414 Implementation is ongoing. Phase I began in October 1, 2022 and Phase II began in October 2023. There is progress being made in all areas of the work. As the data is collected, analyzed, and discussed, it is in the intent of this legislation and work to make systematic recommendations to improve outcomes for children and families involved in the child welfare system through the use of the Response and Evaluation team as outlined per the statute and regulation.

While House Bill 1414 was passed in August of 2020, the work is ongoing amongst the Children's Division and Foster Case Management Contracted Agencies to regularly discuss the performance of the systems and the impact on outcomes for children. Both the Response and Evaluation team, as well as subgroups of this team have met monthly or bi-monthly since the work began. This legislation has led to the implementation of continuous review processes in all case management agencies, and will require regular, ongoing discussion to continue to strive for improvement. As the work is implemented, all parts of the Quality Assurance system within child welfare for both Children's Division and Foster Care Case Management Agencies will be meeting quarterly to review data, discuss trends, provide feedback, and work through implementation strategies as the work continues.

The data implementation of Phase I started in March 2023 due to delays as listed previously. This is the fourth reporting period, and the improvement processes have begun within case management across the board. Implementation through the quality assurance processes with collaborative meetings occurring quarterly have begun, and the work of making system improvements will grow with each reporting period. Working through Phase II and Phase III

measures and implementation, while concurrently monitoring Phase I implementation, will require this type of structure to ensure that progress continues.

Quarterly reporting will occur in January, April, July, and October respective to their reporting periods. It is expected that the data reporting will continue to evolve and improve as collaboration amongst child welfare professionals continues. The next reporting period is October 1, 2023 to December 31, 2023 with the report to be published by April 1, 2024.