

**First Report to the Steering Committee on Performance
Outcomes and Service Results**

Children's Services Workgroup

January 27, 2011

Executive Summary

The 2009 State-County Results, Accountability, and Service Delivery Reform Act charged the Steering Committee of Performance and Outcome Reforms with:

- Developing a uniform process to establish and review performance and outcome standards for all essential human services, and
- Developing appropriate reporting measures and a uniform accountability process for responding to a county's or service delivery authority's failure to make adequate progress on achieving performance measures.

The Steering Committee established the Children's Services Workgroup (Workgroup). The Workgroup held its first meeting in September 2010. The Workgroup is required to provide suggestions for result statements, performance measures, and performance measurement standards to the Steering Committee. This is the Workgroup's first report to the Steering Committee and includes suggestions for result statements and performance measures for county provided social services. The second report, due in May 2011, will address performance measurement standards.

The scope of the work assigned to the Workgroup is limited to outcomes for the following services provided by counties or service delivery authorities:

- Child Protection (Investigation, Family Assessment, and Services)
- Child Welfare (Truancy, Minor Parent)
- Licensing (Child Foster Care, Child Care)
- Guardianship
- Adoption
- Children's Mental Health
- Children's Disability Services

Addressing the inter-relatedness of all public and private services in helping children was outside of the scope of the Workgroup's assignment.

Through a process of deliberation and consolidation the Workgroup has developed six result statements for consideration by the Steering Committee. Each result statement applies to all children regardless of the specific social service(s) they receive. The Workgroup has also identified a total of fourteen proposed measures for the result statements.

Result Statement #1: Children are safe from abuse and neglect.

Measure: *Repeat accepted maltreatment reports.*

Measure: *Repeat determination of maltreatment.*

Result Statement #2: Children are safe from self-harm.

Measure: *Functioning as measured by the CASII and SDQ scores.*

Result Statement #3: Children are stable in their living situation.

Measure: *# of out-of-home placement settings.*

Measure: *Repeat out-of-home placements.*

Result Statement #4: Children have permanent families.

Measure: *Timely establishment of permanency.*

Result Statement #5: Children's needs are met (individual, emotional and developmental).

Measure: *% receiving mental health screening.*

Measure: *frequency of social worker visits.*

Measure: *% of children placed out-of-home receiving physical exams.*

Result Statement #6: Children's important relationships are strengthened and maintained.

Measure: *Aging out of foster care.*

Measure: *Children placed due to child's disabilities.*

Measure: *Changes in school placements.*

Measure: *% of children placed with relatives.*

Measure: *Foster parent cultural and ethnic capacity is reflective of the child population.*

The Workgroup recognizes that not everything that affects children is addressed by the suggested result statements or measures. Furthermore, the result statements and measures are only an initial contribution to an evolving quality assurance process that will improve over time.

For the remainder of the Workgroup's duration it will focus on developing performance measurement standards to suggest to the Steering Committee.

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January 27, 2011

I. Introduction

Legislative authority: The 2009 State-County Results, Accountability, and Service Delivery Reform Act charged the Steering Committee of Performance and Outcome Reforms with:

Developing a uniform process to establish and review performance and outcome standards for all essential human services, and

Developing appropriate reporting measures and a uniform accountability process for responding to a county's or service delivery authority's failure to make adequate progress on achieving performance measures.

Children's Services Workgroup (Workgroup): The Steering Committee established three workgroups to develop and recommend result statements, performance measures, and standards for county performance. The three work groups are organized by the county services to be addressed: Children's Services, Income Supports, and Adult Services. Workgroups are chaired by one or two Steering Committee members. The Chairperson or Co-chairpersons are non-voting members of the workgroup. Up to nine additional members may be appointed with three representatives each from counties, DHS, and advocacy /nonprofit organizations. The workgroups are advisory to the Steering Committee. The suggestions of the workgroups will be reviewed and considered by the Steering Committee. The workgroups are required to make two reports to the Steering Committee. The first report is to include the suggested results statements and performance measures. The second report will include the suggestions on county performance standards. This report is the first of the two Children's Services Workgroup reports to the Steering Committee.

The Workgroup recognizes that the focus of the suggested result statements and measures is just a small part of what counties do, and what children need. Not everything that affects children is addressed by these result statements or measures. For example, the needs of children who are transitioning from foster care to independent living are not addressed. Likewise factors that have an economic impact on children are not addressed.

Although the Workgroup's efforts are targeted at identification of the responsibilities of county social services to children in our communities and suggestions of performance measures, there is a need to acknowledge the inter-relatedness of all public and private services in creating an environment that is safe and supportive for children.¹

II. Children's Services Workgroup Objectives

The Children's Services Workgroup began meeting in September, 2010 and is scheduled to complete its tasks by May 2011. The Workgroup was tasked with developing service result statements, performance measures, and performance standards for the following services provided by counties or service delivery authorities:

- Child Protection (Investigation, Family Assessment, and Services)
- Child Welfare (Truancy, Minor Parent)
- Licensing (Child Foster Care, Child Care)
- Guardianship
- Adoption
- Children's Mental Health
- Children's Disability Services

Volunteer members of the Children's Services Workgroup provided substantial time and effort to meeting the objectives assigned to the Workgroup. Additional support was provided to the Children's Workgroup by staff from Scott and Ramsey Counties.

III. Methodology for Developing Result Statements and Performance Measures

The Children's Service Workgroup approached their assignment with an understanding that the product of the Workgroup would be an initial step toward the establishment of a continuous quality improvement process for the delivery of county social services. Therefore, it is important to include a description of the process and reasoning that are the foundation of the Workgroup's recommendations to the Steering Committee.

The Children's Services Workgroup used an inductive approach to developing result statements for services provided by counties. The inductive method built on member deliberation regarding the benefits that children receiving a specific service should experience.

The results described by the Workgroup members were then consolidated into three community-level result statements that encompassed the more specific original results statements.

Appendix #1 provides a graphical description of the three step inductive process used to develop the result statements. The base layer of the pyramid includes results identified by Workgroup members for each of the service programs, (e.g., Child Protection) within the purview of the Children's Services Workgroup and share at least one dimension of expected result (e.g., child safety). The middle level of each pyramid includes result statements that are a consolidation of multiple result statements into one result statement.

For example, the base section of the first pyramid in Appendix 1 has seven (7) result statements that include some element of "safety" and that applies for one or more service programs. Those seven statements are consolidated into three (3) result statements in the middle section of the pyramid (e.g., Are safe from abuse, neglect or self-harm, Have an environment for both parent and child for safe & healthy development, Are in licensed child care homes that provide a safe environment). The result statements in the middle section are further summarized into a single result statement at the top of each pyramid (e.g., *Are safe from abuse, neglect or self-harm.*)

After a consensus was reached among the Workgroup members on the adequacy of the result statements to capture the full range of results expected for children in our communities, the Workgroup focused on the elements of each result statement that counties are responsible for achieving. The product of those discussions is contained in the three diagrams in Appendix #2.

One benefit of this process is that while the result statements emerged from discussions based on specific programs, they are no longer anchored to specific programs. The Workgroup believes that these result statements are more likely to remain valid over time. As counties and service delivery authorities are able to take advantage of the social service redesign authority granted to counties and service delivery authorities under the Act, there will be an additional need for a system of outcomes that remains valid as service programs and modes of service delivery change. In other words, the Community/State result statements being suggested by the Workgroup are intended to apply to all children in our community. The result statements for County Social Services describe county obligations for meeting the community-level results.

A list of proposed performance measures of the services provided by county social services was prepared by the Workgroup. Workgroup facilitators also met with DHS staff who are familiar with measures used for the Children and Family Service Review (i.e., CFSR) and with Children's Mental Health services. The result statements and measures being suggested by the Children's Service Workgroup are informed but not determined by mandated outcomes and performance measures currently being applied to county social services (e.g., CFSR). Therefore, the Workgroup has identified a set of results and indicators that is not dependant on other performance measurement systems.

As a practical issue, only those measures for which data was currently available, or there are indications that the data may be available in the near future, were retained for consideration as performance measures. In the future, data and measures that are superior to the ones being suggested by the Workgroup may become available.

Each proposed measure was assessed by the Workgroup according to a list of qualities associated with measurement, utility, and practicality for performance measures. Appendix #3 is a summary of the results of the preliminary assessment of each proposed measure. The primary purpose of the assessment process was to assemble pertinent

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information about each measure. The Workgroup did not prioritize the proposed measures. The Workgroup is in the process of confirming the preliminary assessment of the measures by testing the practical application of each measure.

IV. Workgroup Recommendations

The Children's Service Workgroup suggests that the Steering Committee consider six result statements that address the responsibility of counties to provide effective social services to children. Furthermore, for each suggested result statement there are one or more measures that are being suggested as performance measures which will indicate the effectiveness for which counties and service delivery authorities will be responsible.

- i. Children are safe from abuse and neglect
- ii. Children are safe from self-harm
- iii. Children are stable in their living situation
- iv. Children have permanent families
- v. Children's needs are met (individual, emotional and developmental)
- vi. Children's important relationships are strengthened and maintained

Fourteen measures are associated with the six result statements for county social services. Each measure was assessed using a list of twenty-one qualities for performance measures. Not all measures were found to be of equal merit. During the process of indentifying performance measures several measures were introduced that were subsequently determined to be more appropriate for community-level results or process indicators for county social service activities. Although the workgroup was not tasked with identifying community-wide measures or service indicators, that information has been included in the result statement diagrams to provide context and consideration by others (See Appendix 2).

Description of the Result Statements and Measures

County social services should increase the likelihood that children are safe from abuse and neglect (Result #1). The workgroup believes that counties have a responsibility to ensure that children who are the subject of a maltreatment report that merits acceptance by the county are safe from subsequent abuse or neglect. Although any specific report may, or may not, result in a determination of child maltreatment, in aggregate children who are the subject of repeat reports tend to be children who are at a greater risk of abuse or neglect. Children and families that come to the attention of children's services due to maltreatment reports should be receiving services specifically designed to ameliorate or mitigate the identified risks and increase safety. **Repeat maltreatment reports** for a child that are accepted by the county children's services (Result #1, Measure #1) indicate that children are not safe from abuse and neglect.

When a report of child abuse or neglect is determined to be valid there is a heightened responsibility of the county to mitigate the threat to children. Therefore, **repeat determination of maltreatment** (Result #1, Measure #2) indicates that the service provided following the previous determination was ineffective in protecting the child from abuse and neglect.

Counties have a responsibility to increase the likelihood that children are safe from self-harm (Result #2). Children who have been identified as engaging in self-harm, or are at greater risk of self-harm than other children, should be receiving county social services that are likely to reduce the risk of self-harm. Children who experience improved functioning following involvement of county social services are less likely to harm themselves. Therefore, **functioning as measured by the Child and Adolescent Service Intensity Instrument (CASII) and Strengths and Difficulties Questionnaire (SDQ)** indicates the chances of children harming themselves (Result #2, Measure #1).

County social services have a responsibility to minimize disruption in the lives of the children who they are serving. For those children for whom living at home is not a safe option, counties have a responsibility to maximize the stability of the children's experience while living out-of-home. The stability of their living situation in the context of out-of-home placements is indicated by **the number out-of-home placement settings experienced by each child** (Result #3, Measure #1). Children who are repeatedly removed from their home and placed in out-of-home settings are exposed to emotional trauma. Counties are responsible for ensuring that children are stable in their living situation (Result #3). **Repeat out-of-home placements** (Result #3, Measure #2) indicates that county social services may not be effective in promoting stability in children's living situation.

In addition to children having stable living situations, children also deserve to have a permanent family (Result #4). A child's permanent family may, or may not, be their birth family. For children who have been removed from their birth family, the **timely establishment of permanency** (Result #4, Measure #1) is an important indicator of county efforts to ensure that children have permanent families.

Clearly, communities have a responsibility to protect the safety of their children. Communities also have a responsibility to help their children get the opportunity to develop to their fullest potential. Both individual children and the community benefit when children are able to develop and mature into productive citizens. County social services have a responsibility to ensure that children's individual emotional and developmental needs are met (Result #5).

Children with unmet mental health issues may have difficulty developing to their fullest potential. County social services can initiate the mental health services that children may need by providing **mental health screening for children** (Result #5, Measure #1) who are involved with county services.

It is important that children engaged in county social services have frequent contact with social workers. The **frequency of social worker contact** (Result #5, Measure #2) is an indicator that the children in the social service system are getting the opportunity to have their needs identified and met.ⁱⁱ

The physical health of children is important for children to assure the opportunity to develop to their fullest potential. When children are placed out of their home the county has a responsibility to assure that each child has physical healthcare. For children who are placed out-of-home **receiving a physical exam** (Result #5, Measure #3) improves the chance that the children will have their medical needs met.

Children who receive county social services are often experiencing a tumultuous childhood. Long-term and stable personal relationships can be a substantial resource for children as they develop into adults. County social services have a responsibility to see that children's important relationships are strengthened and maintained (Result #6).

Children who age out of foster care (Result #6, Measure #1) are young adults who have not been adopted nor had legal custody transferred when they were children. The fewer children who age out of foster care the more children are developing and moving into adulthood with a supportive personal relationship that they can rely on.ⁱⁱⁱ

Children who are no longer able to remain with their birth family can suffer from the trauma of living in a different home and the disruption of important personal relationships. **Placement out-of-home due to the child's disability** (Result #6, Measure #2) indicates that the support or services provided by the county were not effective enough to permit the child to remain in their home.

The school environment is an important element of children's lives. Schools are often the setting for friendships, adult guidance, and learning community expectations. Each time a child changes school many of those supportive relationships need to be replicated at the new school.^{iv} Social services should support the maintenance of children's important relationships by working to provide out-of-home placement options that minimize the need for **changes in school placements** (Result #6, Measure #3).

Relationships with relatives are another source of continuity for children whose lives are being disrupted. An indicator of social service emphasis on establishing and supporting important relations in children's lives is the extent that **children are placed with relatives** (Result #6, Measure #4).^v

Through no fault of their own, children in foster care are confronted with a wide array of change in their personal lives. Children need to be able to look to foster parents as positive examples of how to live, sources of wisdom for dealing with problems, and understanding. Race and ethnicity are salient aspects of life for children and adults. Having a foster home resource pool that includes representation of families of race and

ethnicity similar to the race and ethnicity of the children allows for opportunity to exist for children to be placed with a foster family with similar life experiences. This can provide a foster care setting that is less disruptive for the child. Furthermore, the more that the child and foster family have a shared culture the fewer barriers there are to a trusting relationship emerging between the child and the foster family. Social service systems that have access to **foster parent cultural and ethnic capacity that is reflective of the child population** (Result #6, Measure #5) supports the development of important relationships in the children's lives.

Appendix 2 provides a summary of the logical relationship between community/state results, county social service results, county social service activity, and the environmental context in which those occur. The diagrams also indicate the relationship between result statements and proposed measures.

Equitable results across all demographic characteristics of children and families receiving county social services is a "result" that transcends all six of the county social service result statements. Services are not effective if they are effective for only specific subpopulations of our community. This concern will be directly addressed by the Workgroup during the next phase when the Workgroup develops recommendations for performance measurement standards.

V. Performance Measurement Standards

The next task for the Children's Service Workgroup is to develop suggested performance standards that may serve as indicators of satisfactory results for county provided social services. Pending the decision by the Steering Committee whether or not to accept the suggested result statements and measures, the Workgroup will begin the process of developing performance standards to recommend to the steering committee.

The first step will be to operationalize the measures being proposed to the Steering Committee. During the next step the Workgroup will review existing performance standards and assess the validity of those standards in the context of the 2009 State-County Results, Accountability, and Service Delivery Reform Act. For measures that do not have existing performance standards, the Workgroup will explore developing performance standards. Given the limited time and resources available for detailed data analyses, the Workgroup may be unable to develop empirically valid performance standards for each suggested measure. For those measures the Workgroup will suggest a process, or processes, for deriving the appropriate performance standards.

¹ A number of important issues regarding children's services were raised during Workgroup deliberations and in the feedback from the listening sessions that lay outside of the scope of the assignment to the workgroup. Although the scope of the Workgroup task is focused on effectiveness of services, a closely related topic is the access to those services. A comprehensive assessment of the social service delivery system will need to examine the extent to which the eligibility criteria excludes families or children who would benefit from services provided by the counties.

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ⁱⁱ "As evidenced by the Federal Children and Family Services Reviews (CFSR) completed in 2004, caseworker visits are linked to other positive outcomes for children, youth, and families engaged in child welfare systems. The reviews concluded that the 'quality and frequency of caseworker visits with children were strongly associated with adequately assessing risk of harm to children, identifying needs and provision of services for children, parents, and foster parents, and effectively involving children and parents in their case planning' (ACF/DHHS, 2008)." Sudol, Teija. Caseworker Visits with Families. National Resource Center for Family-Centered Practice and Permanency Planning, July, 2009., available at: http://www.hunter.cuny.edu/socwork/nrcfcpp/info_services/Sudol_Info%20Pack_Caseworker%20Visits_July%2009.pdf

ⁱⁱⁱ Dr. Mark Courtney of the University of Chicago's Chapin Hall Center for Children. His new research on foster youth after age 18 in the Midwest was just released the day before at a briefing to policymakers on Capitol Hill. The report detailed the second cohort of foster youth ages 18-19 in Illinois, Iowa and Wisconsin and found that foster youth at age 19 are worse off than their same-age peers. In addition, youth who remained in the foster care system after age 18 fared better than those who did not. On a whole, those youth remaining in state custody after 18 were more likely to be further along in their education, have stable housing, stay out of the juvenile justice system, receive more independent living services, and have greater access to health and mental health services. A third cohort of the study will occur at ages 21 and 22, and Dr. Courtney will further examine the impact of services to these foster youth on social, economic and health outcomes.

"Dr. Peter Pecora of Casey Family Programs provided additional information on research findings regarding youth aging out of foster care from his study in Oregon and Washington. The study examined former foster youth up to age 24 in a snapshot from Oregon and Washington and involved 659 case record reviews and 459 interviews. As in Dr. Courtney's study, Dr. Pecora's research offered insight on the status of the foster youth studied compared to the wider population. He found high incidences of post-traumatic stress disorder among other mental health problems, that many are enrolled in vocational or higher education but have low completion rates, and that one third are at or below poverty line and in fragile economic situations." NGA Center for Best Practices Youth Transitioning Out of Foster Care Initiative National Experts' Roundtable, Meeting Summary. May 20, 2005. <http://www.nga.org/Files/pdf/0505YOUTHROUNDTABLE.PDF>

^{iv} "On average, children in foster care endure one to two home placement changes per year while in foster care. Each time they change foster homes, they are often forced to change schools. Indeed, a study of over 400 foster care alumni in the Pacific Northwest found that 65% experienced seven or more school changes from elementary through high school." Peter J. Pecora et al., Improving Family Foster Care: Findings From the Northwest Foster Care Study, THE FOSTER CARE ALUMNI STUDIES, 35 (Mar. 14, 2005), available at http://www.casey.org/Resources/Publications/pdf/ImprovingFamilyFosterCare_FR.pdf

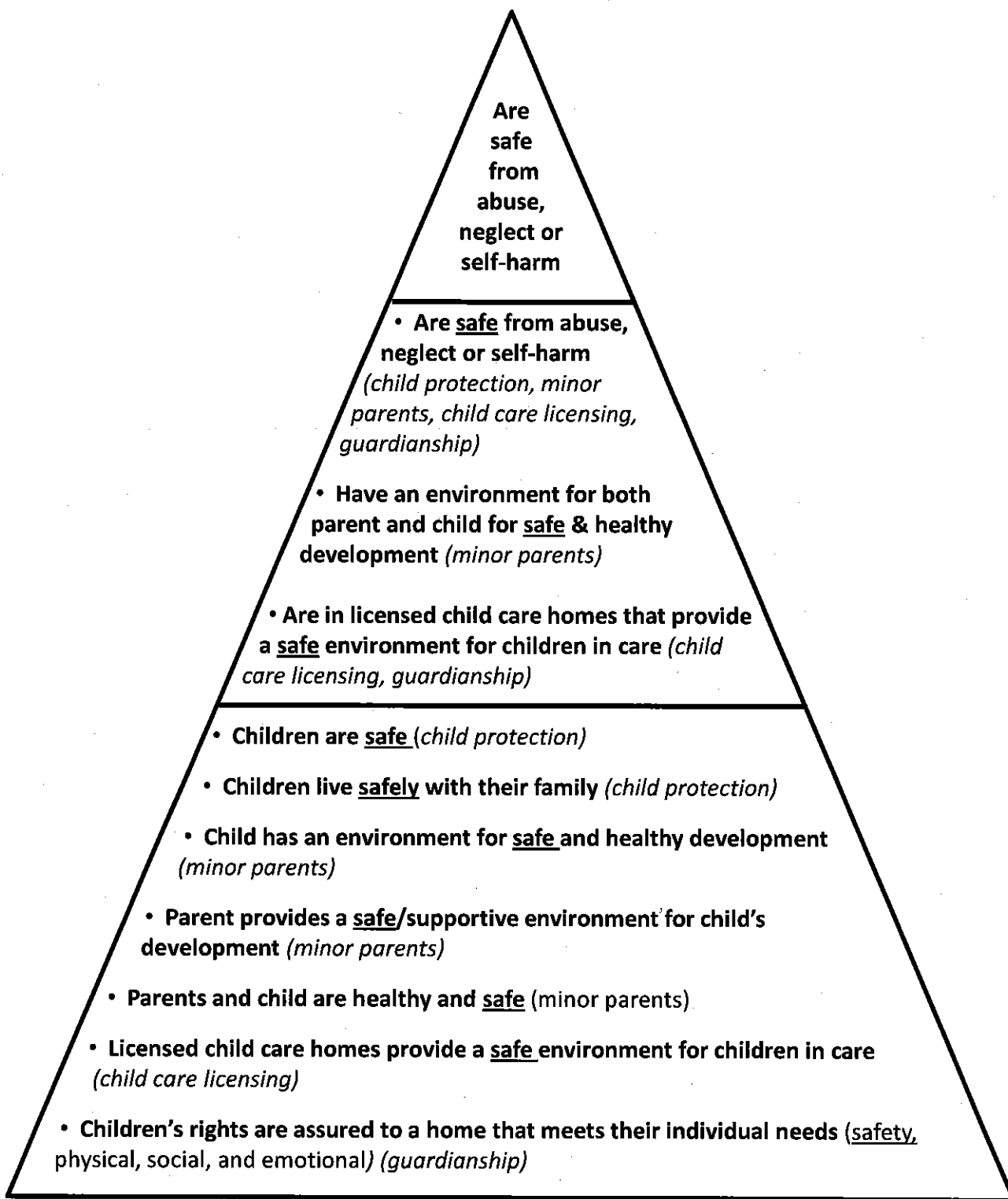
"The detrimental effects of frequent school mobility are well documented. Each unplanned move costs a child between four and six months of academic progress, and these costs multiply with each additional move. As a result, students in foster care are more likely to fall behind, repeat a grade, and drop out without earning a high school diploma. In addition to impeding a child's academic progress, multiple school changes have a negative

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effect on a child's social-emotional well-being. Children often rely on their school community to provide a strong support network of teachers and friends. Forcing a child to change schools after being removed from his or her home and separated from his or her family compounds the trauma, as it eliminates what may be the only source of support and stability in the child's life." Scott Jofus, *Educating Children in Foster Care: The McKinney-Vento and No Child Left Behind Acts*, CASEY FAMILY PROGRAMS, 11 (2007), available at http://www.nrcyd.ou.edu/resources/publications/pdfs/casey_NCLB.pdf.

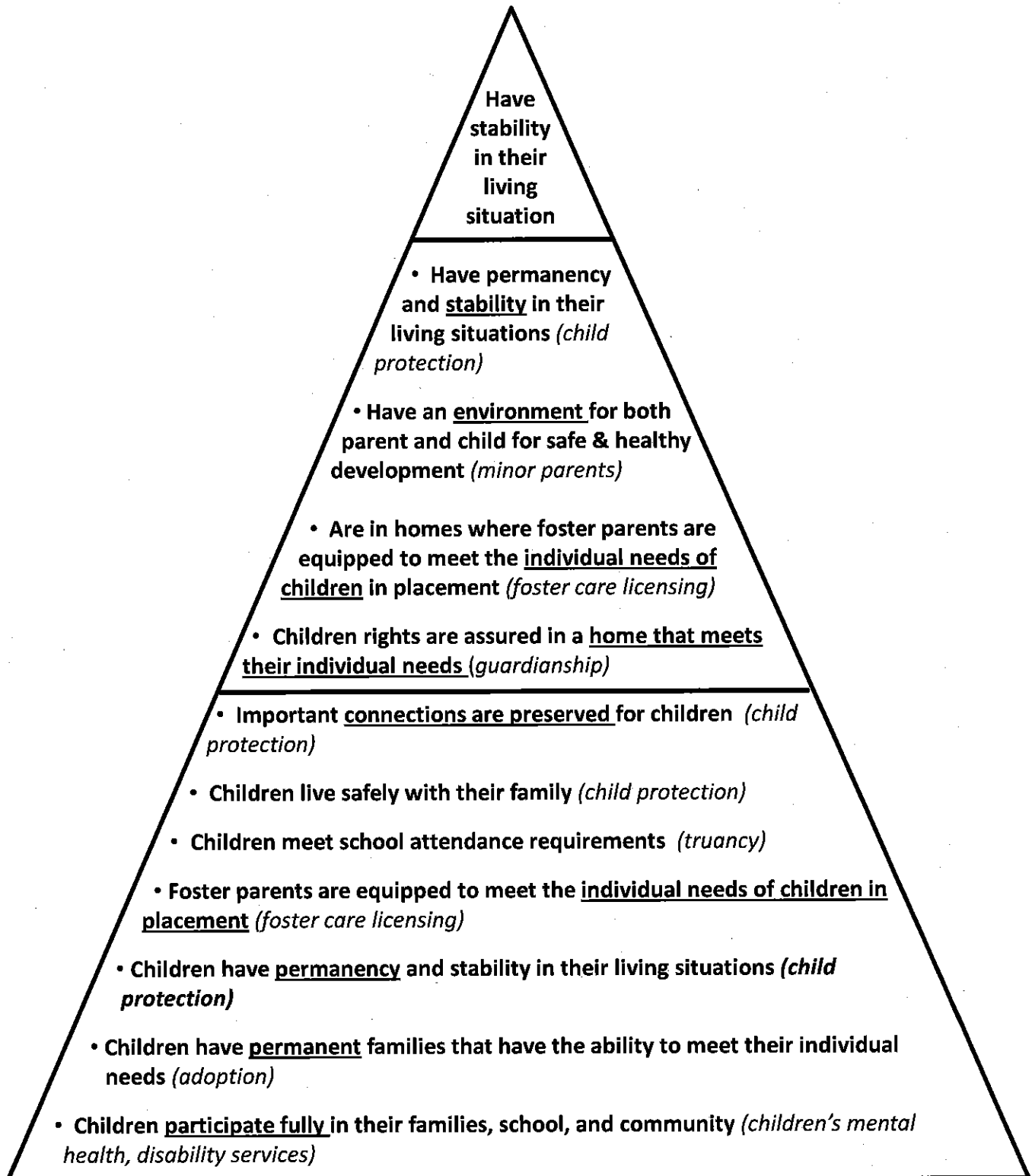
^v "Data suggest that children in kinship foster care experience better behavioral development, mental health functioning, and placement stability than do children in non-kinship foster care. Although there was no difference on reunification rates, children in non-kinship foster care were more likely to be adopted while children in kinship foster care were more likely to be in guardianship. Lastly, children in non-kinship foster care were more likely to utilize mental health services." Winokur M, Holtan A, Valentine D. Kinship care for the safety, permanency, and well-being of children removed from the home for maltreatment. *Cochrane Database of Systematic Reviews* 2009, Issue 1. Art. No.: CD006546. DOI: 10.1002/14651858.CD006546.pub2
<http://www2.cochrane.org/reviews/en/ab006546.html>

Results Pyramid All Children Served by Counties

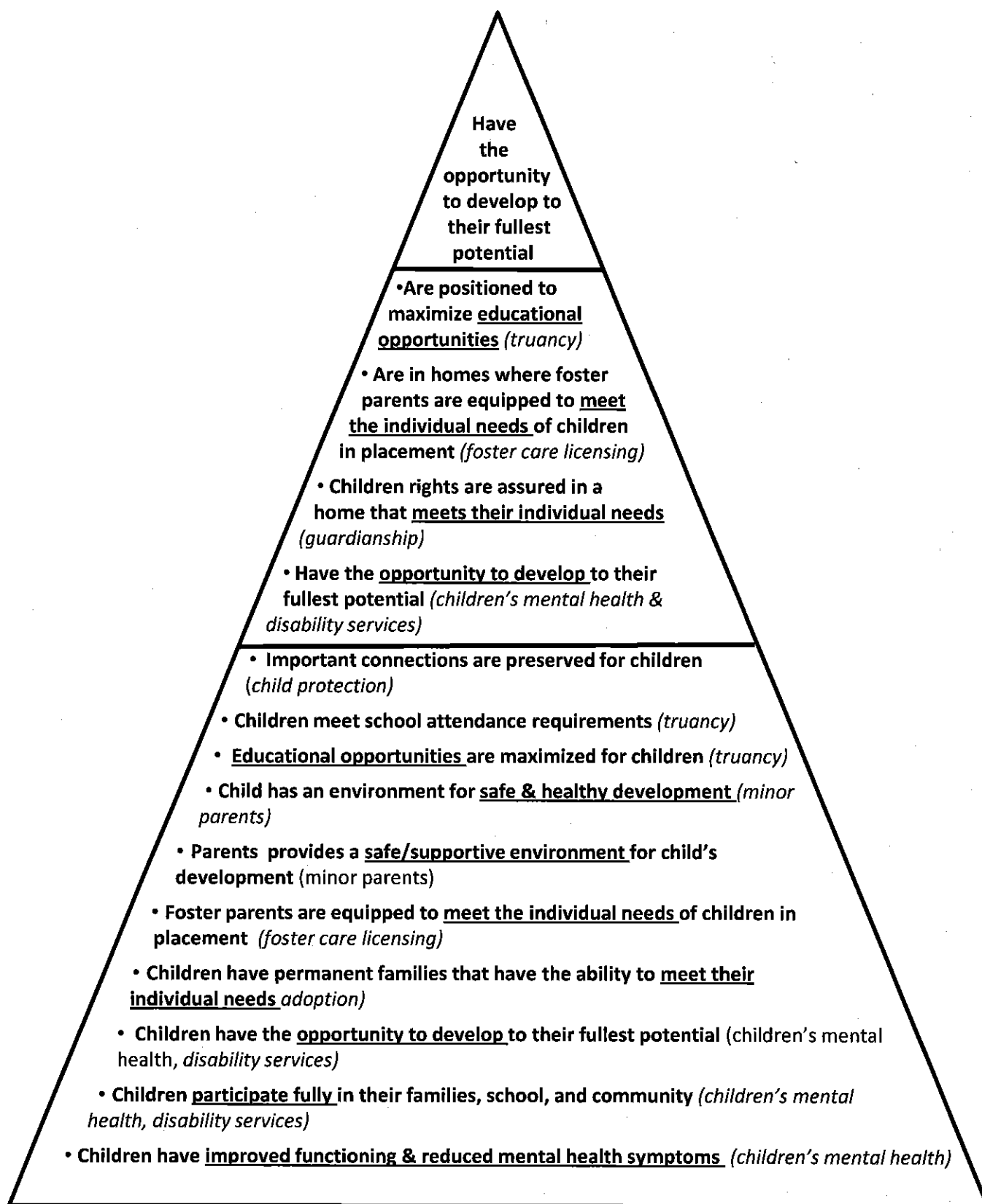


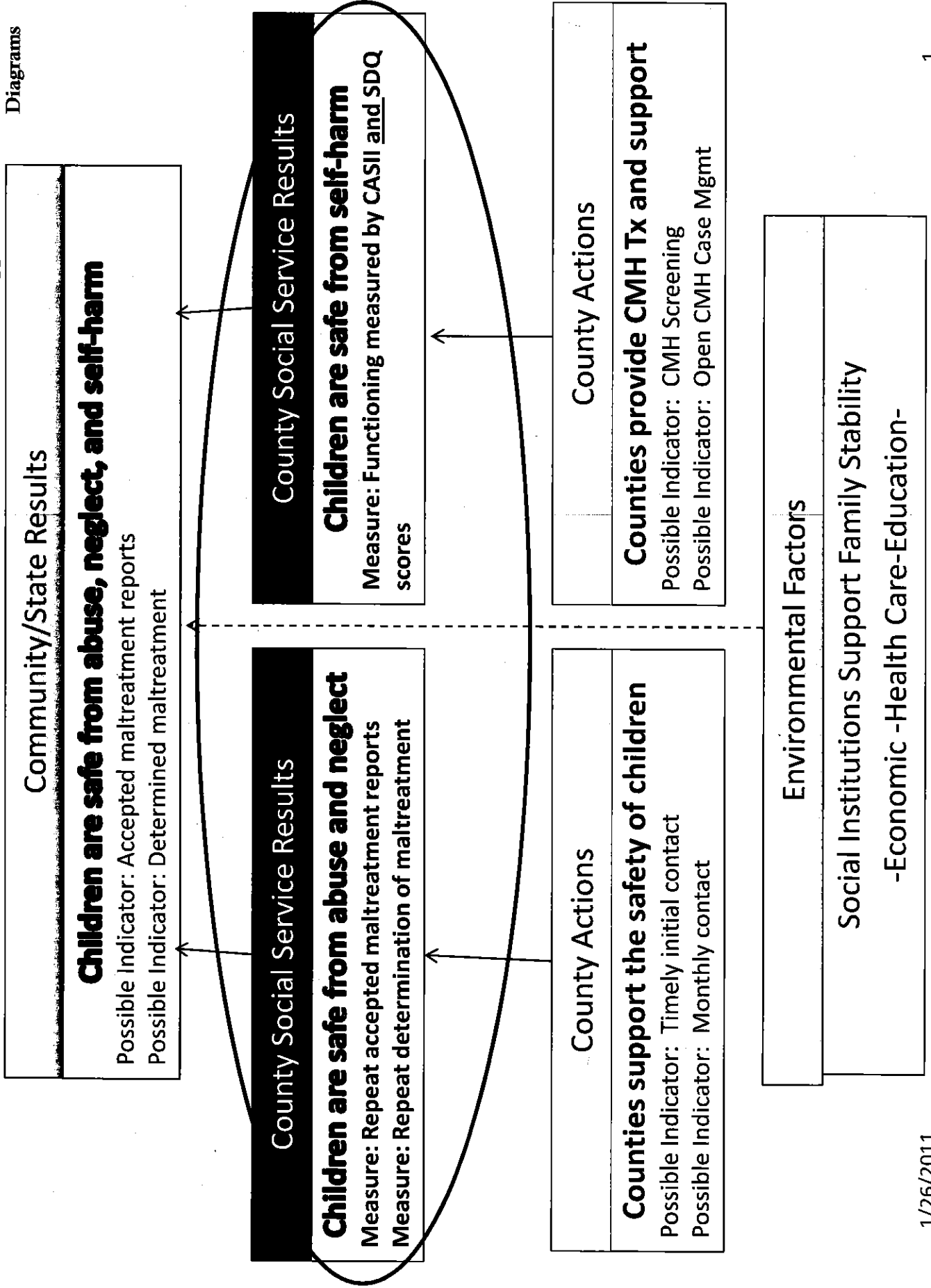
Results Pyramid

All Children Served by Counties



Results Pyramid All Children Served by Counties





Community/State Results

Children have stability in their living situation

Possible Indicator: Rate of entry into foster care
Possible Indicator: Rate of termination of parental rights

County Social Service Results

Children are stable in their living situation

Measure: # out-of-home placement settings
Measure: Repeat out-of-home placements

County Social Service Results

Children have permanent families

Measure: Timely establishment of permanency

County Actions

Counties support the stability of children

Possible Indicator: Monthly contact with children
Possible Indicator: Monthly contact with parents

County Actions

Counties provide guardianship & adoption

Possible Indicator: Concurrent planning
Possible Indicator: Relative placement

Environmental Factors

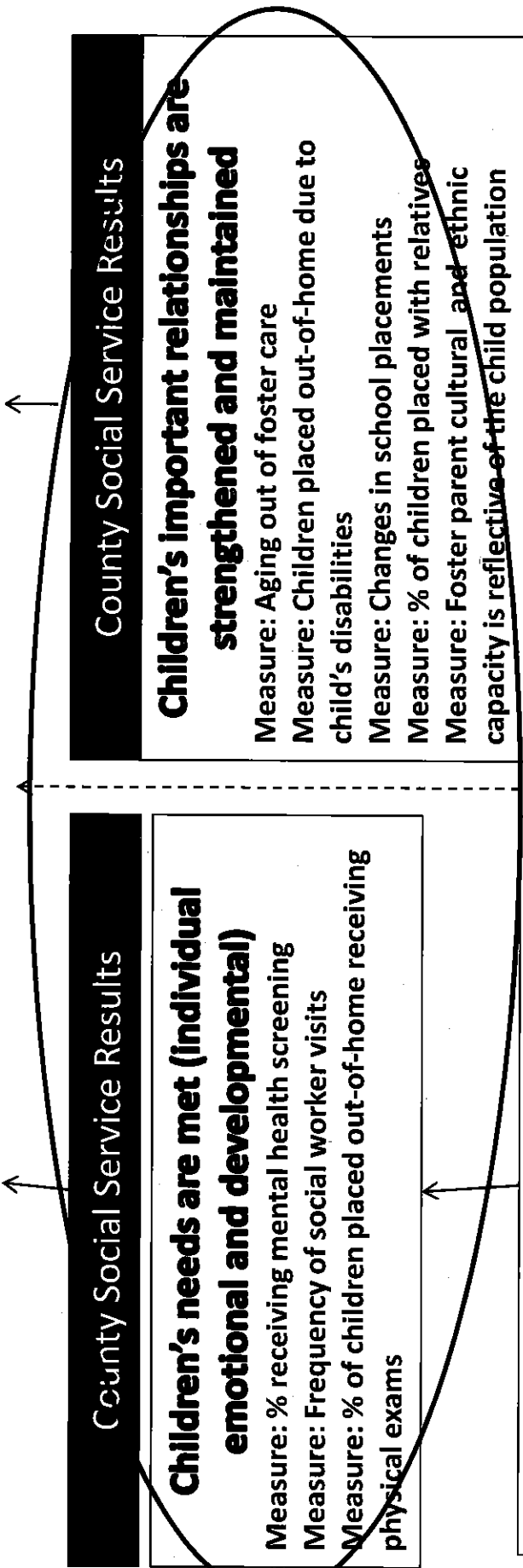
Social Institutions Support Family Stability

-Economic -Health Care-Education-

Community/State Results

Children have the opportunity to develop to their fullest potential

Possible Indicator: Rate of high school graduation
Possible Indicator: Rate of teen pregnancies



County Social Service Results

Children's needs are met (individual emotional and developmental)

Measure: % receiving mental health screening
Measure: Frequency of social worker visits
Measure: % of children placed out-of-home receiving physical exams

County Actions

Counties assess and coordinate services for children

Possible Indicator: individualized case plans

County Social Service Results

Children's important relationships are strengthened and maintained

Measure: Aging out of foster care
Measure: Children placed out-of-home due to child's disabilities
Measure: Changes in school placements
Measure: % of children placed with relatives
Measure: Foster parent cultural and ethnic capacity is reflective of the child population

County Actions

Counties assure children's needs are met when parents are unable or unwilling

Possible Indicator: transition planning

Environmental Factors

Social Institutions Support Family Stability
-Economic -Health Care-Education-

Appendix 3: Preliminary Assessment of Suggested Performance Measures

Performance Measures Worksheet – Children’s Services

County Social Service Results	Children are safe from abuse and neglect		Children are safe from self-harm		Children are stable in their living situation		Children have permanent families		Children’s needs are met (individual emotional and developmental)					Children’s important relationships are strengthened and maintained				
	Repeated Acceptance of Maltreatment Reports	Repeat Determination of Maltreatment	Improved Functioning Measured by CASI & SDQ	# of Placement Settings	Repeat Out of Home Placements	Timely Establishment of Permanency	% Receiving Mental Health Screening	Frequency of Social Worker Visits	% of Children Placed Receiving Physical Exams	# of Children Aging out of Foster Care	# of Children Placed Due to Disabilities	Changes in School Placements	% of Children Placed with Relatives	Foster Parent Ethnic Capacity Matched to Child Populations				
Mandated	Low	High	Medium (for service provider only-no penalty)	High	High	High	High	High	High	Low	Low	High	Low					
Validity: direct accurate measure	Medium	Medium	Med-accurate administration	High	High	High	Medium	Medium	High	Medium	Medium	High	Medium					
Reliability: same measure over time	Low (County practice)	High	Low-training needed	High	High	High	High	High	High	Low	Medium	High	Medium					
Objectivity	High	High	Low-training will improve	High	High	High*	High	High	High	Low	High	High	High					
Clarity: easily understood (needs definition)	Medium	High	Low	High	High	High	Medium	High	High	Medium	High	High	High					
Discriminates between good and poor performance	Medium	High	High-sub-scales, low for total scores, Med overall	Medium	Medium	Medium	High	High	High	Medium	Medium	Medium	Medium					
Client specific	High	High	High	High	High	High	High	High	High	High	High	High	Low					
Use across multiple service areas	Low (reports only of maltreatment to CP)	Low	High-for all children, data available only for CMH	High	High	High	Medium*	High	High	High	High	High	High					
Early warning- Program	Medium	Medium	Low	Medium	Medium	Medium	High	Medium	High	Medium	Medium	Medium	Medium					
Early warning- Client	Low	Low	High-potential if used	Low	Low	Low	High	Low	Low	Low	Low	Low	NA					
Valued by multiple stakeholders	High (defined so can be understood)	High	Low	High	High	Medium	High	High	High	Medium	High	High	High					
Management tool	High	High	Low	Medium	Medium	High	High	Medium	High	Medium	High	High	High					
Ability to conduct subgroup analysis	High	High	High	High	High	High	High	High	High	High	High	High	High					
Existing data	Yes	Yes	Yes (sub score)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Low (inconsistent)	Yes	Yes					
Cost	Low	Low	Low	Low	Low	Low	Low	Medium	Low	High	High	Low	Medium					
Data available in current data systems	Yes	Yes	Yes (if received from the provider)	Yes	Yes	Yes	Yes	Yes	Yes	Yes (data in SSIS not discrete field)	Yes (not required field or consistent use)	Yes (data in reports)	Yes (data in SSIS not in reports)					
Existing reports	Yes	Yes	No	Yes	Yes	Yes	Yes**	No	Yes	No	Yes (reports at district level)	No	No					
Data quality	High	High	Low (training needed)	High	High	High	Medium	Medium	High	Low	Low	High	Medium					
Centralized access to data	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes					
Technical resources required	Low	Low	High	Low	Low	Low	Medium	Medium	Low	High	High	Low	High					
Human resources required	Low	Low	High	Low	Low	Low	Medium	Medium	Low	High	High	Low	High					

COMMENTS:

Timely Establishment of Permanency Comments: There are a variety of current performance measures that fit the "timely establishment of permanency" description – some are based on the type of permanency (e.g. reunification, adoption, transfer of custody); some are based on the length of time a child has been in care and/or their age. Would suggest there's also a need to look at a performance measure related to children/youth who age out of care and for whom permanency was never achieved. *based on measure

% Receiving Mental Health Screening: "CMH Screening Exception Report" (General Report in SSIS) - Lists all children required to have a screening and "status" of the screening (e.g., completed, exempt, blank if not done). Limitations to current report: cannot set date parameters; does not provide overall percentages – have to manually calculate.

Frequency of Social Worker Visits: "SSIS reports currently available only for children in out-of-home placement. There is currently not a good SSIS report for getting this information on children who remain in their homes." **Current SSIS report lists each child individually – does not provide overall rates/percentages. Overall percentages are available from the CW Data Dashboard, but unable to access client specific data through that dashboard.

% of Children Placed Receiving Physical Exams: * Currently, data provided annually on this measure through the CCSA annual report. That data is not client specific, nor does it allow subgroup analysis.

Repeated accepted Maltreatment Reports: currently being collected from SSIS.

Repeat Determination of Maltreatment: currently being collected from SSIS

Improved Functioning measured by CASI & SDO: data entered in SSIS by case manager; administered by provider; scored thru MMIS; report sent to county

Foster Parent Ethnic Capacity matched to Service Population: No existing reports that I'm aware of. This would measure the % of children served by ethnic group and compare it to the % of licensed foster parents of each ethnic group. It would not be a measure of the ethnic match of individual children placed. Shows potential available pool to meet need. Difficult to assess number of mixed race children and/or home.

% of Children Placed with Relatives: SSIS General report-provides number/percentage of children in different placement settings (including relative foster care) CW Data Dashboard measure (for all placements in family foster care, what % were relative care?) CW Annual Report (for all placement settings, what % were relative care?) Individual needs of a child (best interest) may weigh against relative placement.

Changes in School Placements: no existing reports that I'm aware of. The data is available in SSIS, but in not a required field

of Children Placed Due to Disabilities: Current related reports: SSIS General Report- "count of children in out-of-home care by setting and reason"; Annual CW report – reasons for placement; worker judgment regarding reason for placement-lack of clear criteria for choice.

of Children Aging out of Foster Care: A number of reports exist that provide information on this measure: charting and analysis-Federal measure C3.3 (Aging out of care and in care for 3 years or longer); charting and analysis – State Indicator MINS (for all children in placement, what % had permanent foster care order?); CW dashboard measure #6 (% of children who reached their 18th birthday while in care and had been in care for at least one year)

of Placement Settings: Currently being collected in SSIS; current SSIS/Charting and Analysis reports. Unable from reports to determine moves made to help the child achieve case plan goals (e.g. move to a relative or adoptive home) vs. unplanned disruptions (e.g. foster parent request)

Repeat out-of-home Placements: Not all counties enter all placements (e.g. only those counties with N-E agreements with corrections or umbrella agencies are required to enter placements resulting from a delinquency order). This is tied closely to "timeliness of reunification" – data indicates that, when children stay in care longer, they are less likely to re-enter after reunification has occurred. What's better...getting children home as quickly as possible (increasing the possibility of re-entry) or having them remain in care longer than may be necessary for safety.

Appendix 4: Children's Services Workgroup

Linda Cassman	Director, Pine County
Dean Grace	Director, North Shore Collaborative
Shari Kottke	DHS
Lon Munsterman	DHS
Pat Nygaard	DHS
Irene M. Opsahl	Supervising Attorney, Legal Aid Society
Craig Sorensen	Manager, Anoka County
Tamara Stark	Director, Hubman Center
Kristina Thompson	Child Protection Supervisor, Chisago County
Judith Baumfield	Performance Steering Committee
Cam Counters	Facilitator – Ramsey County
Joan Meyer	Staff Support – Ramsey County
Becky Montgomery	Staff Support – Ramsey County
Amanda Van Wyhe	Intern – Ramsey County

