



# CHILD AND FAMILY SERVICES REVIEWS

## Missouri

# FINAL REPORT

## 2023



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# Final Report: Missouri Child and Family Services Review

## INTRODUCTION

This document presents the findings of the Child and Family Services Review (CFSR) for the state of Missouri. The CFSRs enable the Children’s Bureau (CB) to: (1) ensure conformity with certain federal child welfare requirements; (2) determine what is happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Federal law and regulations authorize the CB, within the U.S. Department of Health and Human Services’ Administration for Children and Families, to administer the review of child and family services programs under titles IV-B and IV-E of the Social Security Act. The CFSRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes.

The findings for Missouri are based on:

- The Statewide Assessment prepared by the Missouri Department of Social Services, Children’s Division, and submitted to the CB on May 22, 2023. The Statewide Assessment is the state’s analysis of its performance on outcomes and the functioning of systemic factors in relation to title IV-B and IV-E requirements and the title IV-B Child and Family Services Plan (CFSP).
- The August 2022 State Data Profile, prepared by the CB, which provides the state’s Risk-Standardized Performance (RSP) compared to national performance on 7 statewide data indicators.
- The results of case reviews of 65 cases (40 foster care and 25 in-home), conducted via a CB-Led Review process in Circuit 16 (Jackson County), Circuit 36 (Butler and Ripley Counties), and Circuit 45 (Lincoln and Pike Counties) in Missouri July 24–28, 2023, examining case practices occurring July 2022 through July 2023.
- Interviews and focus groups with state stakeholders and partners, which included:
  - Agency Director, Deputy and Regional Directors, Unit Managers, and Circuit Managers
  - Agency Quality Assurance staff, Training Unit staff, and Foster Home Licensing staff
  - Agency caseworkers and supervisors
  - Parents and youth with lived experience
  - Foster and adoptive parents
  - Court Appointed Special Advocates (CASAs)
  - Attorney guardians ad litem
  - Judges
  - Juvenile Officers
  - Parent attorneys
  - Agency attorneys
  - Service providers

## Background Information

The Round 4 CFSR assesses state performance with regard to substantial conformity with 7 child and family outcomes and 7 systemic factors. Each outcome incorporates 1 or more of the 18 items included in the case review, and each item is rated as a Strength or Area Needing Improvement based on an evaluation of certain child welfare practices and processes in the cases reviewed in the state. With two exceptions, an item is assigned an overall rating of Strength if 90% or more of the applicable cases reviewed were rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies to those items. For a state to be in substantial conformity with a particular outcome, 95% or more of the cases reviewed must be rated as having substantially achieved the outcome. In addition, for Safety Outcome 1 and Permanency Outcome 1, the state’s RSP on

applicable statewide data indicators must be better than or no different than national performance. This determination for substantial conformity is based on the data profile transmitted to the state to signal the start of that state’s CFSR. The state’s RSP in subsequent data profiles will be factored into the determination of indicators required to be included in the state’s Program Improvement Plan (PIP).

Eighteen items are considered in assessing the state’s substantial conformity with the 7 systemic factors. Each item reflects a key federal program requirement relevant to the CFSP for that systemic factor. An item is rated as a Strength or an Area Needing Improvement based on how well the item-specific requirement is functioning. A determination of the rating is based on information provided by the state to demonstrate the functioning of the systemic factor in the Statewide Assessment and, as needed, from interviews with stakeholders and partners. For a state to be in substantial conformity with the systemic factors, no more than 1 of the items associated with the systemic factor can be rated as an Area Needing Improvement. For systemic factors that have only 1 item associated with them, that item must be rated as a Strength for a determination of substantial conformity. An overview of the pathways to substantial conformity for the CFSR outcomes and systemic factors is in Appendix B of the Round 4 *CFSR Procedures Manual*.

The CB made several changes to the CFSR process, items, and indicators that are relevant to evaluating performance, based on lessons learned during the third round of reviews. As such, a state’s performance in the fourth round of the CFSRs may not be directly comparable to its performance in the third round.

## I. SUMMARY OF PERFORMANCE

### Missouri 2023 CFSR Assessment of Substantial Conformity for Outcomes and Systemic Factors

The CB has established high standards of performance for the CFSR based on the belief that because child welfare agencies work with our country’s most vulnerable children and families, only the highest standards of performance should be considered acceptable. The high standards ensure ongoing attention to achieving positive outcomes for children and families regarding safety, permanency, and well-being. This is consistent with the CFSR’s goal of promoting continuous improvement in performance on these outcomes. A state must develop and implement a PIP to address the areas of concern identified for each outcome or systemic factor for which the state is found not to be in substantial conformity. The CB recognizes that the kinds of systemic and practice changes necessary to bring about improvement in some outcome areas often take time to implement. The results of this CFSR are intended to serve as the basis for continued improvement efforts addressing areas where a state still needs to improve.

Table 1 provides a quick reminder of how case review items and statewide data indicators are combined to assess substantial conformity on each outcome:

**Table 1. Outcomes, Case Review Items, and Statewide Data Indicators**

Outcome	Case Review Item(s)	Statewide Data Indicators
Safety Outcome 1	Item 1	Maltreatment in foster care Recurrence of maltreatment
Safety Outcome 2	Items 2 and 3	N/A
Permanency Outcome 1	Items 4, 5, and 6	Permanency in 12 months for children entering foster care Permanency in 12 months for children in foster care 12–23 months Permanency in 12 months for children in care 24 months or more Reentry to foster care in 12 months Placement stability

Outcome	Case Review Item(s)	Statewide Data Indicators
Permanency Outcome 2	Items 7, 8, 9, 10, and 11	N/A
Well-Being Outcome 1	Items 12, 13, 14, and 15	N/A
Well-Being Outcome 2	Item 16	N/A
Well-Being Outcome 3	Items 17 and 18	N/A

Missouri was found in substantial conformity with none of the 7 outcomes:

The following 2 of the 7 systemic factors were found to be in substantial conformity:

- Statewide Information System
- Agency Responsiveness to the Community

## CB Comments on State Performance

During the CFSR in Round 3 in 2017, Missouri was not in substantial conformity with any of the 7 outcomes and was in substantial conformity with 2 of the 7 Systemic Factors: Statewide Information System and Agency Responsiveness to the Community. Missouri entered its PIP to address the areas of nonconformity and has been able to build on some of the key cross-cutting themes identified during that review. In the Round 4 CFSR conducted by the Children’s Bureau in July 2023, Missouri remains out of conformity for all 7 outcomes and the same 5 Systemic Factors: Case Review System; Quality Assurance System; Staff and Provider Training; Service Array and Resource Development; and Foster and Adoptive Parent Licensing, Recruitment, and Retention. Evidence provided in the Statewide Assessment showed that Missouri is in substantial conformity with the same Systemic Factors as the previous round: Statewide Information System and Agency Responsiveness to the Community.

Missouri is performing better than national performance on two safety Statewide Data Indicators (SWDIs); Maltreatment in Care and Recurrence of Maltreatment. Data from the case reviews for Timeliness of Initiating Investigations of Reports of Child Maltreatment (Item 1) show performance at 72% during this review. For cases applicable for Item 1, case review data shows that Missouri was able to initiate the reports of maltreatment that were received; however, there were typically delays in making face-to-face contact with alleged victims in accordance with state policy, which led to ratings of Area Needing Improvement. Missouri particularly struggled with response to cases assigned a priority 2 level response, requiring initiation within 24 hours according to state policy. In fact, all of the cases that resulted in an Area Needing Improvement rating involved a report with a priority 2 response. Case review data also showed that Missouri performed well in ensuring safety for children in foster care, including conducting initial risk and safety assessments, ensuring safety during visitation with parents, and ensuring safety in foster homes. However, performance was not as strong for conducting risk and safety assessments on an ongoing basis for both foster care and in-home cases. Stakeholder interviews conveyed that performance for ongoing risk and safety assessments is linked to staffing issues and training on engagement of parents, which will be addressed later in this report.

Missouri continued to have strong performance from the Round 3 CFSR in preserving connections for children in foster care, highlighting efforts to place siblings in foster care together when appropriate. The case reviews showed that in 71% of applicable cases, the target child was placed with all siblings in foster care. When they were not placed together, there was typically a valid and documented reason for the separation. Additionally, in 73% of the applicable cases to Item 9, Preserving Connections, Missouri received a Strength rating for making concerted efforts to maintain the child’s important connections. In Round 3 of the Missouri CFSR, it was also noted that there were strong outcomes for children placed with relatives, and the CB encouraged the state to build on this practice area. This continues to be an area of strong practice in Missouri in Round 4. Fifty-four percent of the cases reviewed showed the target child’s current or most recent placement was with a relative and 100% of those placements were noted as being appropriate to the child’s needs. This practice of utilizing relative and/or kin placements largely contributed to the performance on Item 4, Stability of Foster Care Placement. Overall performance on this item was 80%, and 95% of the current or most recent placements were noted as being stable. While case review findings indicate that Missouri had relatively strong performance

in the area of placement stability, performance on the SWDIs shows worse than national performance on this indicator for the past 3 years, and performance is trending in a negative direction. It's important to note that Item 4 of the Onsite Review Instrument considers the reason for any placement changes for children in placement during the period under review (PUR), whereas the Placement Stability measure on the Data Profile measures the number of moves per 1,000 days in care for children who enter care in a 12-month period. Although Missouri is doing well utilizing relative caregivers, the support for these placements is not as strong. When looking at Item 12C, Needs Assessment and Services to Foster Parents, the Round 4 review found that support/services for relative caregivers was worse than when the placement provider was a traditional foster parent. In many cases, the agency was not conducting quality needs assessments for relative foster parents. When a quality assessment of needs was conducted, appropriate services were not always provided to address the identified needs. In some cases, the relative caregivers expressed being overwhelmed and needing support such as respite and/or child care, but the agency was not able to address those needs.

Some of the other key practice areas identified for improvement from the CFSR in Round 3 were parent engagement, quality safety and needs assessments, and reducing various delays to timely permanency. The review found that there has not been substantial progress in these areas. Engagement with families, particularly with parents, is an overarching issue within child welfare practice and was revealed within the case reviews in Missouri in several ways. The Round 4 review found that 56% of the in-home cases showed that visits with parents were conducted with sufficient frequency and quality during the PUR, compared with only 24% of foster care cases. When just considering the frequency of the visitation with mothers, the review found that the agency had sufficient visitation in 80% of applicable in-home cases, compared to only 41% of applicable foster care cases. The data also showed that the typical pattern of contact between the agency and parents was at least monthly in most of the cases for both mothers and fathers in in-home cases. However, in foster care cases, a significant portion of the contacts for both parents were less than monthly, leading to those cases being rated as an Area Needing Improvement. Some of the barriers to frequent and quality face-to-face visits noted in the case reviews were relying on phone/email/other virtual methods of contact, not visiting with incarcerated parents, and sometimes just a lack of concerted efforts to locate and make contact with a parent (particularly with non-custodial parents). This continued to be a trend with performance on in-home cases surpassing performance of foster care cases by a wide margin when looking at parent involvement in case planning and assessing/providing services to parents. Enriching and deepening parent engagement will be critical to improvement of the outcomes for children and families in Missouri and, as such, should be included in program improvement planning.

The lack of engagement of parents was also noted by various stakeholder groups. Many acknowledged that such engagement is difficult due to staffing shortages throughout the state, but also recognized that initial training of staff is itself a concern. Evidence from stakeholder interviews included observations that staff appeared to be lacking motivational interviewing skills and sometimes struggled to engage with parents. In 2022, due to an extreme staffing shortage, Missouri's Children's Division shortened its training for new workers. While allowing newer staff to complete their training and receive cases sooner, this change reduced opportunities for mentoring and for newer staff to shadow more experienced staff. Surveys conducted by Missouri found that some staff were feeling ill-prepared for their work in the field and reported having difficulty translating the information gathered during training sessions to their daily practice. As a result of this and other feedback, Missouri recently implemented a new training model in July 2023 that focuses on critical thinking, assessment, and engagement skills. Included in this new curriculum are elements such as simulations, on-the-job training, and built-in mentoring time.

As mentioned above, timely permanency continues to be an area of concern in Missouri. During the onsite review, performance was lowest on Item 6, Achieving Reunification, Guardianship, Adoption, or APPLA, at just under 28%. Although the case reviews showed that there were some delays with finalizing guardianships as noted below, overall, the practice of identifying relatives willing to take guardianship is a strong practice area within the system. Guardianship was discussed with relatives and parents early in the process in the event a shift from reunification to guardianship was necessary. Further, the procedures for establishing permanency goals and concurrent goals during the Family Support Team meetings appeared effective at setting goals that were both timely and appropriate. However, case reviews revealed that when adoption was the goal, fewer concerted efforts were made to effectuate the goal whether it was changed to adoption as the primary or

concurrent goal or was initially established as the concurrent goal. There was notably less effort with placement resources to concurrently plan for adoption than when guardianship was the concurrent goal. Case reviews showed evidence that, in some cases, the goal of reunification or guardianship should have been changed sooner to adoption. By way of example, reunification goals were not changed in cases where the biological parents expressed that they did not want to engage in reunification services. Cases reflected that both the agency and the judiciary were often slow in making these changes, which could have allowed children to be adopted within the Adoption and Safe Families Act (ASFA) timeframes. Because Missouri does such a good job placing children with relatives, which is an exception to having to file termination of parental rights (TPR) petitions within 15 out of the most recent 22 months, there were not a lot of cases during the CFSR in which to observe the timeliness of the filings. In nine cases, the case met the statutory timeframe for filing a TPR and no exception to the mandatory filing existed. Of those nine cases, TPR petitions were filed timely in six cases. Additionally, both the CB and Missouri rated Item 23, Termination of Parental Rights, as an Area Needing Improvement in the Statewide Assessment, citing agency and court data showing that only 7.6% of children statewide who were in care for the requisite timeframe and did not have an exception to filing had timely TPR filings. As a result of these practices, concerted efforts to achieve the goal of adoption were not made by the courts and agency for 12 of the 16 cases observed during the review. Missouri must address the timely filing of TPRs in its Program Improvement Plan.

Beyond permanency by adoption, timely achievement of all permanency outcomes continues to be a challenge across Missouri as evidenced by the SWDIs in combination with the case reviews. Performance on the SWDIs shows Missouri trending in a negative direction for all three Permanency in 12 months indicators (entries, 12-23 months, and 24+ months). In the cases observed, even where the goals identified were appropriate, the achievement of those goals often missed the federal timeframes. Examples from the case review where the 18-month mark for achieving permanency by guardianship was missed demonstrated some process issues that included delays in the licensing process and in filing subsidy paperwork. It should be noted, however, that in the guardianship delays, the case reviews largely did not uncover underlying reasons, and Missouri should explore the barriers to timely finalization of guardianships. For purposes of program improvement planning, Missouri must address timely reunification within 12 months of entry into care as well as timely adoption within 24 months of entry into care.

Some bright spots emerged in practice that resulted in the effective and timely deployment of services and more timely permanency that should be examined for broader applicability. First is the Family Treatment Court. The cases reviewed where Family Treatment Court was provided experienced expedited access to services, and the outcomes were achieved in a timelier manner than observed in other cases. This enhanced access to services and elevated support was confirmed in stakeholder interviews as well. Participants in stakeholder interviews who were in Family Treatment Court said that they received access to needed services with minimal waitlists, if any, and that the team was available to respond to their needs in a timely manner. This contrasts with other individuals with similarly identified needs who did not have the benefit of Family Treatment Court and who described difficulties in finding and accessing services and supports. Another targeted program for youth with an APPLA goal, Regional Older Youth Advancement of Life Skills (ROYALS), was described during stakeholder interviews by those engaged in the program as completely meeting their needs for both services and support. This was in stark contrast to other youth not afforded access to that program who expressed frustration with a lack of services and responsiveness to their expressed needs. Missouri should take note of these promising practices and look to replicate them to serve a greater number of individuals who could benefit from the programs.

As noted in the Final Report issued after Missouri's Round 3 CFSR, Missouri has a unique structure through the use of a Juvenile Office and Juvenile Officers not typically observed in other states' child welfare systems. The Juvenile Office is a part of the Missouri judiciary, and the Juvenile Officers are employees of the court. It appears that the Juvenile Officers are functioning in a dual role. When they are interacting with the court, they are assuming the role traditionally held by the child welfare agency, and when they are interacting with the child welfare agency, they are assuming a role more traditionally held by judges. The Round 3 Final Report noted that this additional level within the court system had a negative impact on the timely achievement of permanency, and we see no improvement in the areas noted in that report. Various stakeholders held different perspectives on the role of the Juvenile Office and the Juvenile Officers, and those differences revealed



tensions and relationship challenges between systems. It appears that often the court is denied the benefit of hearing from individuals within the child welfare agency who possess the skills, knowledge, and training necessary to discuss the functioning of individual families, including critical issues of risk and safety. While the Juvenile Office is deeply established in Missouri's child welfare statutes, the state is encouraged to examine the roles and responsibilities of the Juvenile Office to ensure that the agency has the appropriate authority it needs to fulfil its obligation to safeguard the health and safety of children and that the court is positioned to respond to the actions of the agency.

Missouri was found to be in substantial conformity with two Systemic Factors: Statewide Information System and Agency Responsiveness to the Community. Several active collaboratives within the state involve multiple key stakeholders, including youth with lived experience, members of the legal and judicial communities, service providers, caregivers, and more. One of these groups is the Missouri CFSR Advisory Committee, which helps to promote cross-system collaboration. This committee is a multi-disciplinary team tasked with assisting with the CFSR process (including the statewide assessment process and PIP development/monitoring), identifying resources/services within the state, and providing feedback on the CFSP, among other things. Missouri is restructuring the Advisory Committee with the assistance of the Capacity Building Center for States to ensure it continues to be effective and meaningful. Another strong area that Missouri was able to show in the review was in gathering and producing quality data. Missouri's Children's Division has continued to build on its existing Quality Assurance System structure with a unit that includes dedicated staff completing case reviews and staff who extract data from these reviews and combine them with various other data measures to lead program improvement efforts. While these data are available to leadership in each Region and/or Circuit within the state, it was not as clear how the data were used to identify specific areas for practice improvement and for monitoring those ongoing efforts.

As in Round 3, Missouri did not meet the requirements to be in Substantial Conformity for the Service Array and Resource Development Systemic Factor in Round 4. The review found that although there are some areas of the state with great service availability and accessibility, much of the state is experiencing gaps in service delivery. It was determined that several critical services across the state have long waitlists before families can get engaged, including but not limited to psychological and other mental health evaluations, mental health therapy for both children and adults, substance use evaluations, inpatient and outpatient substance use treatment for children and adults, and transportation services. Some of these waitlists ranged from several months up to 1 year or more. Even when a service was available, accessibility became a factor as well since a family may have had to travel long distances to engage with the service provider.

When considering assessment and provision of educational, physical health, and mental health services for children, Missouri performed worse with children in foster care than they did with children in in-home cases. While the agency mostly completed accurate assessments for these services, the delivery of needed services was an area of concern due to the service array limitations. Ultimately, these delays in service delivery and barriers to access were shown to contribute negatively to permanency efforts in foster care cases and contributed to longer than necessary agency involvement in in-home cases.

As Missouri begins to organize itself to address the concerns highlighted in the CFSR, the state should build on its existing foundation of teaming and collaboration that was a feature during the statewide assessment process. Missouri should look to further engage people with lived experience, its legal and judicial partners, and other community partners in the process of PIP development to ensure that any systemic change is meaningful across the state. Involving partners and stakeholders in a collaborative way has been shown to contribute to authentic and lasting change for those who interact with the child welfare system.

## Equity Observations and Considerations

Ensuring that child welfare is serving all people equitably and with respect for all individuals is essential to the work in child welfare and is a focused priority at the Children's Bureau. To create a system that is effective and equitable for all, states must pay particular attention to variation in performance metrics because disparity in outcomes could signal inequity that should be explored and addressed. During Round 4 of the CFSR, there is



a focus on using data and evidence to identify disparities in services and outcomes; to understand the role that child welfare programs, policies, and practices may play in contributing to those disparities; and to inform and develop system improvements to address them.

As noted below in the sections on notable changes and observations in performance on the Safety Outcome 1 and Permanency Outcome 1 data indicators during Round 4, the data for these statewide indicators showed the following performance-related information by race/ethnicity in Missouri:

**Maltreatment in care:** White children accounted for nearly two-thirds of the days in care for all children, and while that number increased over the last 3 reporting years, the number of victimizations for White children decreased. In contrast, Black children experienced the opposite: while the number of days in care decreased, the number of victimizations experienced by Black children more than doubled in the same timeframe.

**Recurrence of maltreatment:** While White children comprised more than two-thirds of both initial and recurring victimizations, Black children were the only race/ethnicity group with an increase in the number of recurrent victims over the last 3 reporting years.

**Timeliness to permanency:** Black children were over-represented in the proportion of children entering foster care compared to the overall child population and consistently experienced lower percentages of permanency compared to state performance across reporting periods regardless of length of stay. White children consistently comprised a greater proportion of children exiting care than being in care, regardless of the length of stay. In contrast, Black children consistently made up a greater proportion of children in care across all lengths of stay than the proportion of children exiting care.

**Reentry into care:** Black children were over-represented in the total percentage of reentries compared to exits, and the percentage of Black children reentering care within 12 months doubled from the last reporting year to the most recent.

**Placement stability:** While overall state performance worsened over the last 3 reporting periods, children of two or more races had the largest increase (40%) in the rate of placement moves per 1,000 days. Black children (19%) and Hispanic children (21%) also had disproportionately large increases compared to White children (7%).

Case reviews conducted during the onsite review showed additional evidence of disparity related to appropriate permanency goals being established timely. Overall, 53% of the cases were rated as a Strength for this item. However, the review found that over 65% of cases involving White children were rated as a Strength for Item 5, Permanency Goal, whereas performance was only 30% for Black children.

It should also be noted that in Missouri, because of the way Missouri's Family and Children Electronic System (FACES) interfaces with the Department of Social Services, some children who may be identified as multiracial are captured in FACES as "Unable to Determine." The population of children entering care with this determination has increased over the last 5 reporting periods—from 5.7% to 9.5% of all foster care entries in the state—which is above the average seen nationally at 2.9% for the most recent reporting period. Missouri should consider how the equity observations noted above would be affected when considering this population.

## II. KEY FINDINGS RELATED TO OUTCOMES

For each outcome, we provide the state's performance on the applicable statewide data indicators from the data profile that was transmitted to the state to signal the launch of the CFSR and performance summaries from the case review findings of the onsite review. Results have been rounded to the nearest whole number. A summary of the state's performance for all outcomes and systemic factors is in Appendix A. Additional information on case review findings, including the state's performance on case review item rating questions, is in the state's practice performance report in Appendix B.

## Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

The CB determines whether a state is in substantial conformity based on the state’s RSP on two statewide data indicators and the state’s performance on Item 1: Timeliness of initiating investigations of reports of child maltreatment.

The state’s policy requires that the Missouri Department of Social Services, Children’s Division, initiate all reports by attempting contact with the child(ren) or family within 24 hours. The policy requires that face-to-face contact with the victim child(ren) must be made by the investigator or a multi-disciplinary team member within the priority level timeframes described below. Face-to-face contact with non-victim children must be made within 72 hours of the report.

Priority Level 1 = 3 hours

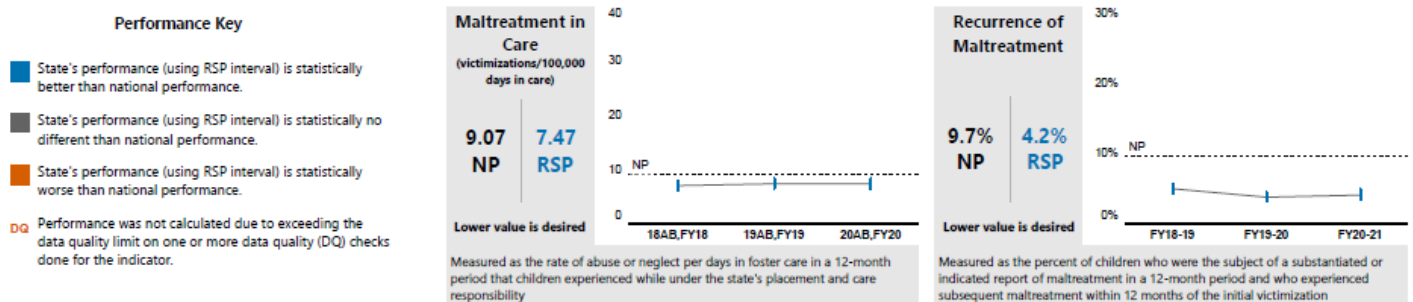
Priority Level 2 = 24 hours

Priority Level 3 = 72 hours

### Statewide Data Indicators

The chart below shows the state’s performance from the August 2022 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Safety Outcome 1.

**Figure 1. State’s Performance on Safety Outcome 1 Indicators**



### Case Review

**Figure 2. Performance on Safety Outcome 1 and Supporting Items**



Missouri was found not to be in substantial conformity with Safety Outcome 1:

- The state’s performance on the “Maltreatment in Foster Care” data indicator was statistically better than national performance.
- The state’s performance on the “Recurrence of Maltreatment” data indicator was statistically better than national performance.

- Less than 95% of the cases were rated as a Strength on Item 1.

## Notable Changes and Observations in Performance on the Safety Outcome 1 Data Indicators During Round 4

**Table 2. Risk-Standardized Performance Compared to National Performance—Safety 1 Data Indicators**

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	February 2023 Profile	Inclusion in PIP?
Maltreatment in Foster Care	Better	Better	No
Recurrence of Maltreatment in 12 months	Better	Better	No

Missouri has performed better than national performance over the past 3 reporting years on both indicators associated with Safety Outcome 1. For Maltreatment in Care, both the total number of days children were in care and the number of victimizations have remained relatively unchanged between fiscal years (FYs) 2018 and 2020.

- While there is substantial variation by county in the rate of maltreatment in care, 12 counties account for half the total days in care experienced by children in the state and 46% of total victimizations.
- For the last 3 reporting years, children entering care aged 6–16 years experienced the highest rates of maltreatment in care and, in particular, children aged 11–16 years accounted for nearly one-third of total days in care but more than half of all victimizations.

For Recurrence of Maltreatment, the number of children with an initial substantiated or indicated maltreatment report decreased by 19% between FY 2018–19 and FY 2020–21, and the number of children who experienced recurrence of maltreatment within 12 months decreased by more than 35% during the same timeframe.

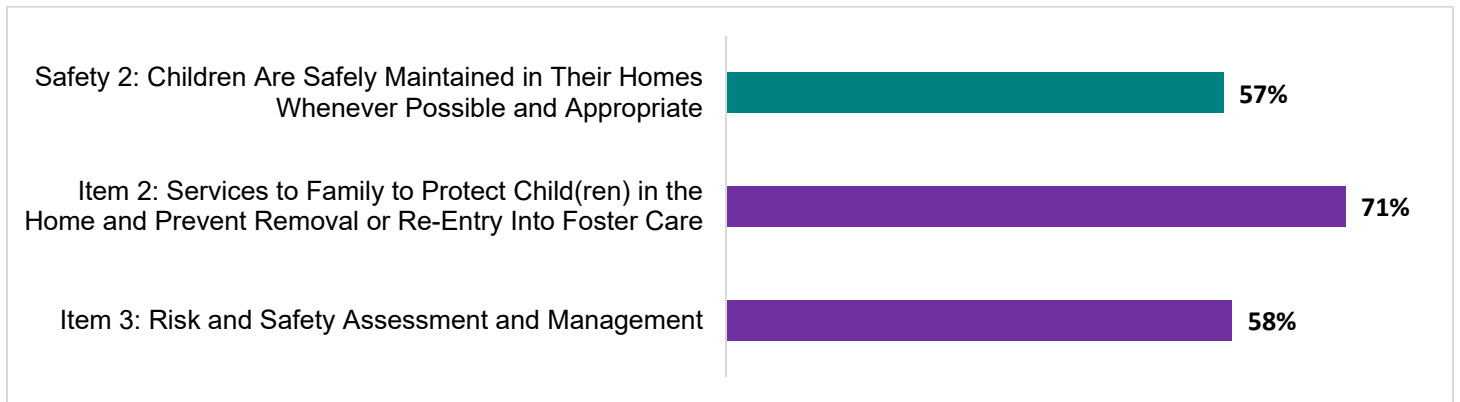
- Children aged 6–16 at the first victimization experienced the highest rates of subsequent victimization in the latest reporting period.
- There is substantial variation by county in the percentage of recurrence of maltreatment and performance across the past 3 reporting years, largely due to the low number of children experiencing a recurrent victimization.

## Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 2 and 3.

## Case Review

**Figure 3. Performance on Safety Outcome 2 and Supporting Items**



Missouri was found not to be in substantial conformity with Safety Outcome 2:

- Less than 95% or more of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 2.
- Less than 90% of the cases were rated as a Strength on Item 3.

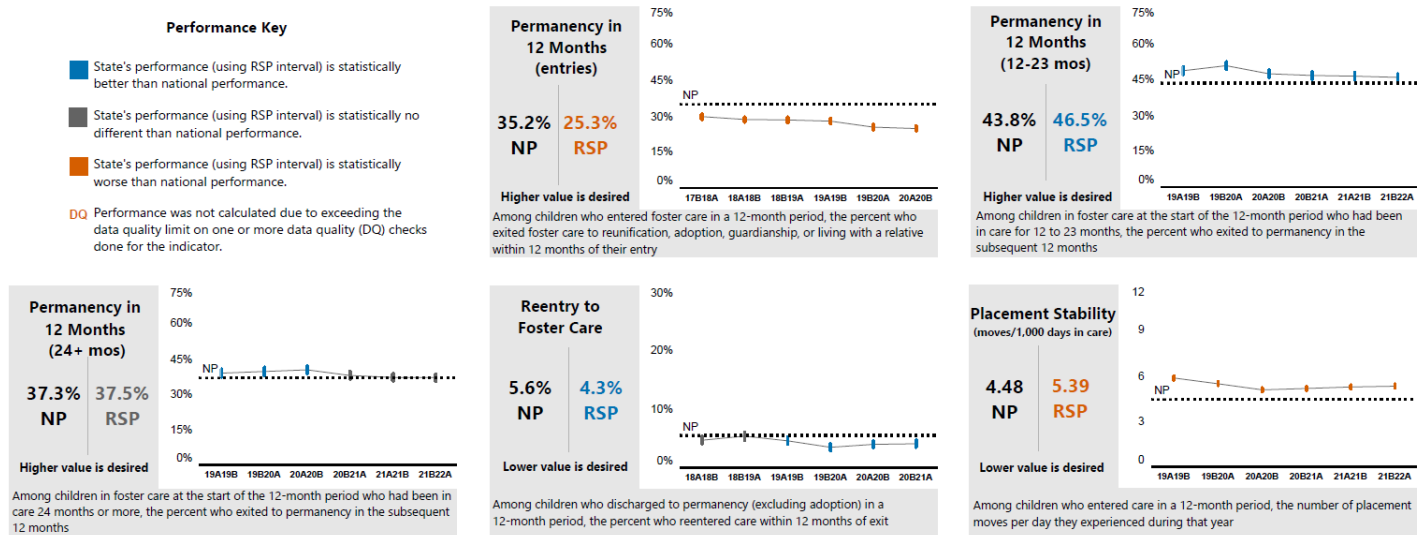
## Permanency Outcome 1: Children have permanency and stability in their living situations.

The CB determines whether a state is in substantial conformity based on the state's RSP on 5 statewide data indicators and the state's performance on Items 4, 5, and 6.

### Statewide Data Indicators

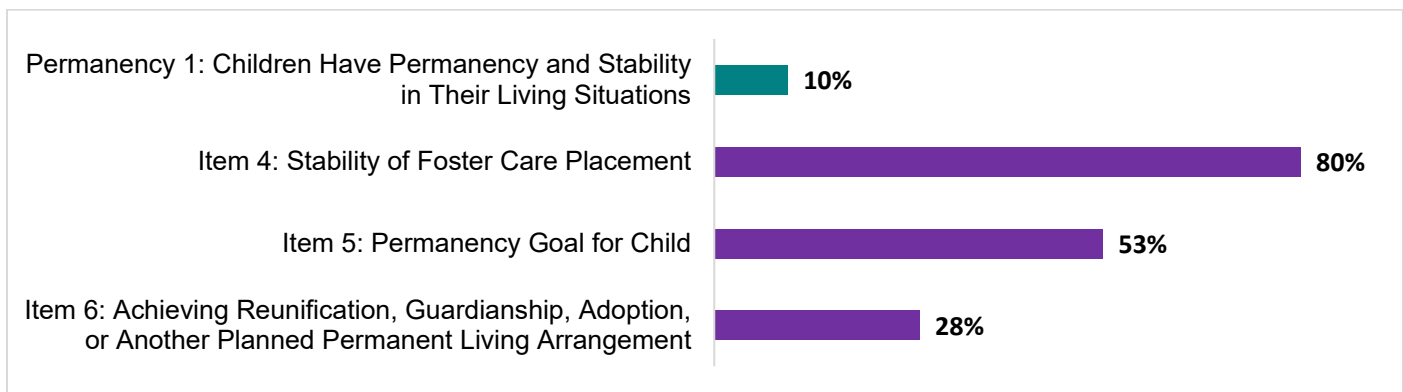
The chart below shows the state's performance from the August 2022 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Permanency Outcome 1.

**Figure 4. State's Performance on Permanency Outcome 1 Indicators**



**Case Review**

**Figure 5. Performance on Permanency Outcome 1 and Supporting Items**



Missouri was found not to be in substantial conformity with Permanency Outcome 1:

- The state's performance on the "permanency in 12 months for children entering foster care" data indicator was statistically worse than national performance.
- The state's performance on the "permanency in 12 months for children in foster care 12–23 months" data indicator was statistically better than national performance.
- The state's performance on the "permanency in 12 months for children in foster care 24 months or more" data indicator was statistically no different than national performance.
- The state's performance on the "reentry to foster care in 12 months" data indicator was statistically better than national performance.
- The state's performance on the "placement stability" data indicator was statistically worse than national performance.
- Less than 95% or more of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 4.
- Less than 90% of the cases were rated as a Strength on Item 5.
- Less than 90% of the cases were rated as a Strength on Item 6.

## Notable Changes and Observations in Performance on the Permanency Outcome 1 Data Indicators During Round 4

**Table 3. Risk-Standardized Performance Compared to National Performance—Permanency 1 Data Indicators**

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	February 2023 Profile	Inclusion in PIP?
Permanency in 12 months for children entering care	Worse	Worse	Yes
Permanency in 12 months for children in care 12–23 months	Better	Better	No
Permanency in 12 months for children in care 24 months or more	No Different	No Different	No
Reentry to foster care in 12 months	Better	Better	No
Placement stability	Worse	Worse	Yes

While Missouri’s performance on achieving permanency in 12 months for children in care 12–23 months and 24 months or more has been better or no different than national performance, it is worth noting that the state’s observed performance for all three indicators on timely permanency has trended downward over the last 6 reporting periods. While the number of children entering care has decreased over the last 3 reporting years, the number of children in care 12–23 months has remained relatively the same, and the number of children in care 24 months or more has increased.

- Children less than a year old have the lowest permanency rate among children entering care, while children aged 11–17 years have consistently lower permanency rates when compared to state performance for children in care 12–23 months and 24 months or more.
- Black children consistently have lower permanency rates across all three indicators when compared to state performance.

Performance on Placement Stability has continued to worsen over time. While the number of total days children spend in care has decreased by 17% over the last 6 reporting periods, the rate of placement moves per 1,000 days has been incrementally increasing.

- Children aged 11–16 experienced the highest rate of placement moves in each of the last 3 reporting years, and children of two or more races had the largest increase in placement moves (40% change) of any race/ethnicity group over the last 3 reporting years.
- Of the top 10 counties by total days in care, all but one had worsening performance over the last 3 reporting years.

While the rate of children reentering care within 12 months has consistently been better or no different than national performance, it has steadily increased over the last 2 reporting years.

- Children less than 1 year old or aged 11–16 years at exit had reentry rates worse than the state performance for each of the last 3 reporting years.

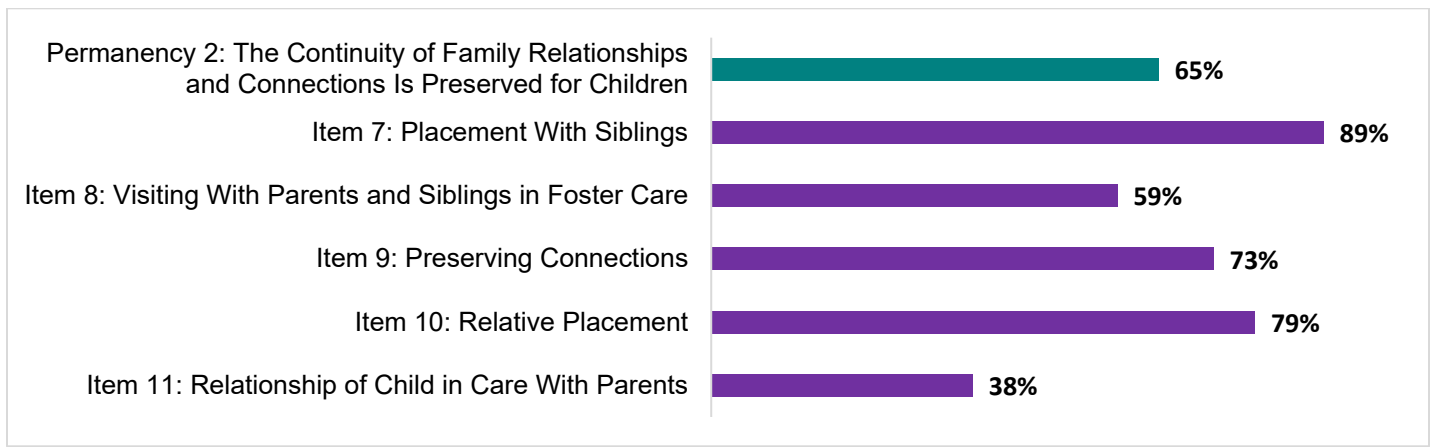
- While the number of children exiting to reunification, living with relative, and guardianship has decreased overall over the last 3 reporting years, nearly a quarter of counties had an increase in the number of children reentering care during that timeframe, including Jackson County (metro), which had twice as many exits as the next largest county.

## Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 7, 8, 9, 10, and 11.

### Case Review

**Figure 6. Performance on Permanency Outcome 2 and Supporting Items**



Missouri was found not to be in substantial conformity with Permanency Outcome 2:

- Less than 95% or more of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 7.
- Less than 90% of the cases were rated as a Strength on Item 8.
- Less than 90% of the cases were rated as a Strength on Item 9.
- Less than 90% of the cases were rated as a Strength on Item 10.
- Less than 90% of the cases were rated as a Strength on Item 11.

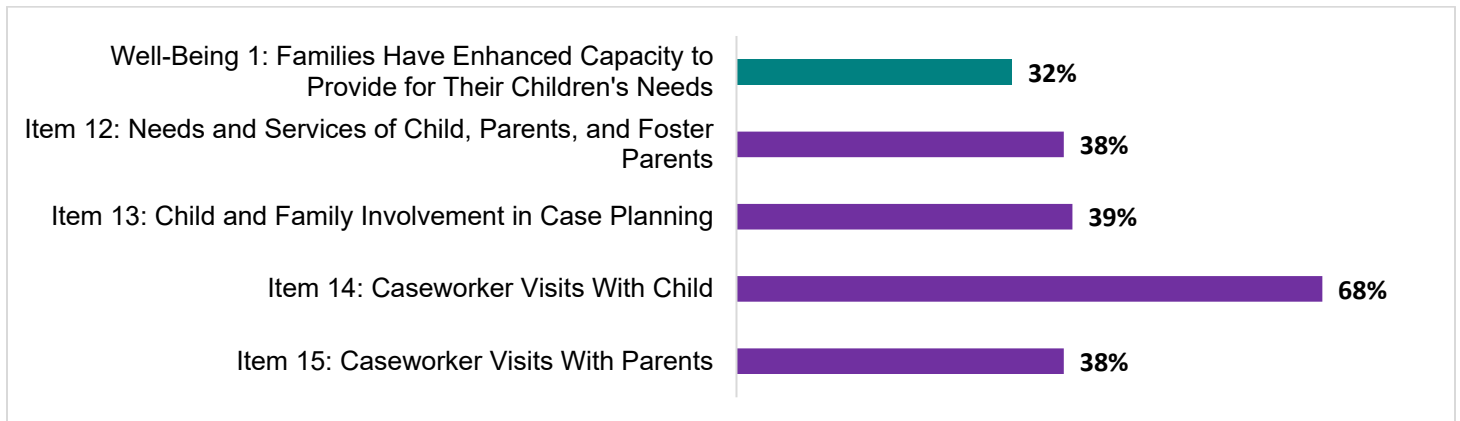
## Well-Being Outcome 1: Families have enhanced capacity to provide for their children’s needs.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 12, 13, 14, and 15.



## Case Review

**Figure 7. Performance on Well-Being Outcome 1 and Supporting Items**



Missouri was found not to be in substantial conformity with Well-Being Outcome 1:

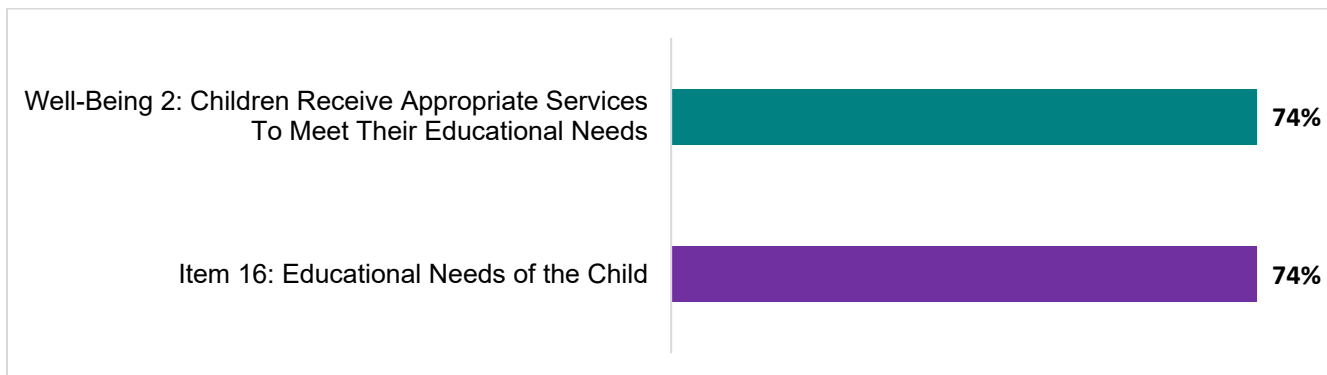
- Less than 95% or more of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 12.
  - Less than 90% of the cases were rated as a Strength on Item 12A.
  - Less than 90% of the cases were rated as a Strength on Item 12B.
  - Less than 90% of the cases were rated as a Strength on Item 12C.
- Less than 90% of the cases were rated as a Strength on Item 13.
- Less than 90% of the cases were rated as a Strength on Item 14.
- Less than 90% of the cases were rated as a Strength on Item 15.

## Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Item 16.

## Case Review

**Figure 8. Performance on Well-Being Outcome 2 and Supporting Items**



Missouri was found not to be in substantial conformity with Well-Being Outcome 2:

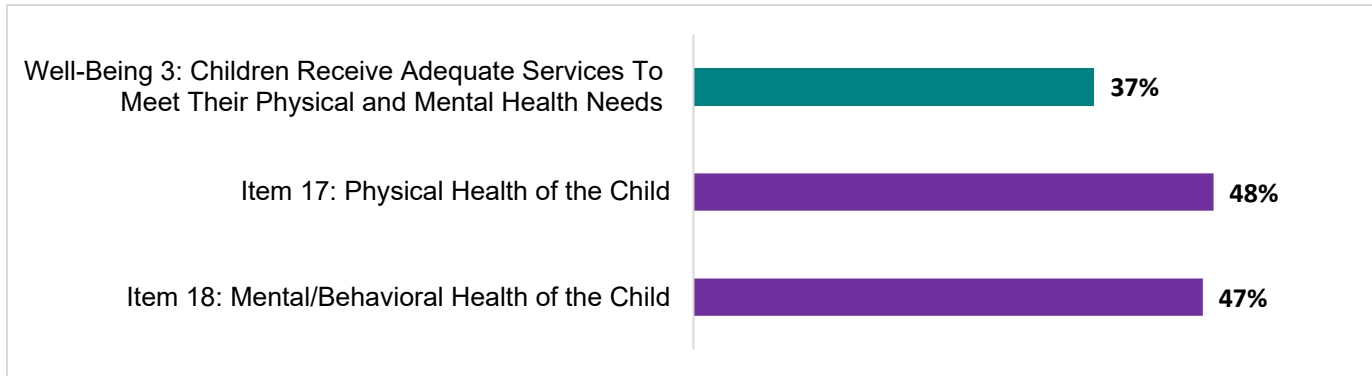
- Less than 95% of the cases were rated as a Strength on Item 16.

## Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 17 and 18.

### Case Review

**Figure 9. Performance on Well-Being Outcome 3 and Supporting Items**



Missouri was found not to be in substantial conformity with Well-Being Outcome 3:

- Less than 95% or more of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 17.
- Less than 90% of the cases were rated as a Strength on Item 18.

## III. KEY FINDINGS RELATED TO SYSTEMIC FACTORS

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined based on ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required. For each systemic factor below, we provide performance summaries and a determination of whether the state is in substantial conformity with that systemic factor. In addition, we provide ratings for each item.

### Statewide Information System

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 19.

Item	Rating
Item 19: Statewide Information System	Strength

Missouri was found to be in substantial conformity with the systemic factor of Statewide Information System.

#### Item 19: Statewide Information System

**Description of Systemic Factor Item:** The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals

for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care.

- Missouri received an overall rating of Strength for Item 19 based on information from the Statewide Assessment.
- A functional statewide information system is foundational to a modern child welfare system and supports the agency’s efforts to monitor safety, provide appropriate services, and manage continuous quality improvement. Missouri’s FACES houses administrative data for children and families receiving services in the state’s child welfare system. In the statewide assessment, Missouri provided a description of the statewide information system—FACES—as well as the process for collecting and maintaining important information in the electronic case record within the system. Some of the information in the system is linked to other program functionality within FACES, such as foster home licensing, and some of the demographic information is linked to individual client numbers shared across agency divisions. Information in FACES is used to support the agency’s efforts to deliver appropriate services, to inform quality assurance and improvement, and to comply with federal reporting requirements. Missouri provided results from targeted reviews of random statewide samples of children—one sample for children currently in foster care and another for children who recently exited foster care during a specified period. These findings demonstrate that the statewide information system is functioning statewide to ensure Missouri can readily identify the status, demographic characteristics, placement location, and permanency goals for all children in foster care or who had been in foster care within the immediately preceding 12-month period.

## Case Review System

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 20, 21, 22, 23, and 24.

Items	Rating
Item 20: Written Case Plan	Area Needing Improvement
Item 21: Periodic Reviews	Strength
Item 22: Permanency Hearings	Strength
Item 23: Termination of Parental Rights	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Area Needing Improvement

Missouri was found not to be in substantial conformity with the systemic factor of Case Review System.

### Item 20: Written Case Plan

**Description of Systemic Factor Item:** The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child’s parent(s) and includes the required provisions.

- Missouri received an overall rating of Area Needing Improvement for Item 20 based on information from the Statewide Assessment.
- All states are required to have a written case plan for children in foster care, and initial case plans must be developed within 60 days of a child’s removal from the home. Developing case plans jointly with a child’s parents recognizes them as key partners and decision-makers, builds engagement, and improves planning. In the statewide assessment, Missouri provided general information about the state’s case planning process and timelines. Missouri requires both the Social Service Plan (SSP) and the Child Assessment and Service Plan (CS-1) to be completed within 30 days of a child’s entry into foster care and to be updated at regular intervals. Together, these two plans contain all of the required

provisions of a case plan identified within the Social Security Act. However, administrative data from Missouri indicates that not all children in foster care have a written case plan. In a cohort of children who entered foster care during a sample period (and who remained in foster care at least 60 days), less than one-half of the children had both required written case plan documents. Additionally, while the case plan should be developed jointly with the child's parents, survey results from parents included in the Statewide Assessment indicated that parents often were not meaningfully engaged or authentically involved in case planning and development of the case plan.

## **Item 21: Periodic Reviews**

**Description of Systemic Factor Item:** The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

- Missouri received an overall rating of Strength for Item 21 based on information from the Statewide Assessment and stakeholder interviews.
- Periodic reviews help evaluate progress toward case plan goals and achieving permanency as well as the safety and appropriateness of foster care placements. Information provided in the statewide assessment and gathered during interviews with stakeholders demonstrates that periodic reviews are routinely conducted in Missouri at least every 6 months. The frequency of periodic reviews is based on the circumstances of each case. It is not uncommon for courts to hold periodic reviews even more frequently during the first year of a case. Missouri has an established process for tracking and monitoring the timeliness of periodic reviews by the Office of State Courts Administrator (OSCA), which regularly provides data to the local judicial circuits if any periodic review has not occurred at least once every 6 months.

## **Item 22: Permanency Hearings**

**Description of Systemic Factor Item:** The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

- Missouri received an overall rating of Strength for Item 22 based on information from the Statewide Assessment.
- The first permanency hearing must be held within 12 months after a child enters foster care, and subsequent permanency hearings must be held at least every 12 months thereafter. In the Statewide Assessment, Missouri described the state's process for monitoring the timeliness of all hearings for all circuits by the OSCA. In this process, the presiding judge within each judicial circuit is required to report hearings not held timely. The data are compiled and widely shared in a quarterly report. In the Statewide Assessment, data provided for a sample period demonstrates that initial permanency hearings are routinely occurring within 12 months of entry into foster care and subsequent permanency hearings are routinely occurring at least every 12 months thereafter. These data are consistent with survey responses from judges, juvenile officers, and attorneys who represent children and parents showing considerable agreement that both initial and subsequent permanency hearings are held timely.

## **Item 23: Termination of Parental Rights**

**Description of Systemic Factor Item:** The case review system is functioning statewide to ensure that the filing of termination of parental rights proceedings occurs in accordance with required provisions.

- Missouri received an overall rating of Area Needing Improvement for Item 23 based on information from the Statewide Assessment.
- In Missouri, termination of parental rights (TPR) proceedings may be initiated by request from a child's parent(s) choosing to voluntarily relinquish parental rights or from another party. In the Statewide

Assessment, Missouri described the process to request TPR. Juvenile Offices in Missouri have statutory authority to file a TPR petition. The public child welfare agency is also authorized to file a TPR petition with legal support and assistance from either the Permanency Attorney Unit or the Division of Legal Services. The agency may also work with the Juvenile Office and request that a TPR petition be filed. However, the state does not have an established process for routinely identifying and reviewing cases when children have been in foster care for 15 of the most recent 22 months and children who meet other Adoption and Safe Families Act (ASFA) criteria. In the Statewide Assessment, Missouri provided administrative data for samples of children in foster care for 15 months and on whether a petition for TPR was filed. However, the state does not track how many children meet other ASFA criteria and whether there is a documented exception for filing TPR or a compelling reason not to file. Consequently, Missouri is unable to demonstrate that the filing of TPR proceedings routinely occurs in accordance with required provisions.

## Item 24: Notice of Hearings and Reviews to Caregivers

**Description of Systemic Factor Item:** The case review system is functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

- Missouri received an overall rating of Area Needing Improvement for Item 24 based on information from the Statewide Assessment and stakeholder interviews.
- Ensuring that caregivers are aware of court hearings helps provide them with support to remain informed and involved. Their contributions may positively influence permanency outcomes for children in their care. Information provided in the Statewide Assessment and gathered during interviews with stakeholders revealed that Missouri does not have a consistent process for notifying foster parents, pre-adoptive parents, and relative caregivers of hearings and their right to be heard. Although a state statute places responsibility for notifying caregivers with the juvenile court, court personnel may not have access to information about the caregiver—particularly when caregivers are not present at previous hearings and when placement changes occur between hearings. In an effort to address these limitations, agency caseworkers also help communicate information about upcoming hearings with caregivers during regularly scheduled visits, meetings, and other case contacts. As evidenced by information in the Statewide Assessment and gathered during interviews with stakeholders, relying on efforts by multiple parties to provide notification has not ensured that all caregivers routinely receive notification of all hearings and reviews. For caregivers, if, when, and from whom they receive notification of upcoming hearings widely varies by the judicial circuit with jurisdiction over the case.

## Quality Assurance System

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 25.

Item	Rating
Item 25: Quality Assurance System	Area Needing Improvement

Missouri was found not to be in substantial conformity with the systemic factor of Quality Assurance System.

## Item 25: Quality Assurance System

**Description of Systemic Factor Item:** The quality assurance system is functioning statewide to ensure that it (1) is operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures.

- Missouri received an overall rating of Area Needing Improvement for Item 25 based on information from the Statewide Assessment and stakeholder interviews.
- Implementing an effective quality assurance and continuous quality improvement system ensures that the state’s services are increasingly beneficial and support safety, permanency, and well-being for children and families. In the Statewide Assessment, Missouri described the Quality Assurance System’s (QAS) structure and process. The state’s Quality Assurance System is operating in all the jurisdictions where the services included in the CFSP are provided. The Quality Assurance System also uses standards and case review processes—based on the CFSRs—to evaluate the quality of services and to identify strengths and needs of the service delivery system. The state’s Quality Assurance System provides relevant management reports and maintains data dashboards accessible to staff at all levels within the agency—from caseworkers and supervisors all the way to the executive leadership team. The state uses data and information to understand performance and manage the agency’s operations and resources. However, the information in the Statewide Assessment and gathered during interviews with stakeholders did not demonstrate that Missouri is effectively using evidence collected through its quality assurance activities to design, implement, and assess program and practice improvement strategies selected to improve service delivery and outcomes for children and families. Recent changes have been made to decentralize some functions of the Quality Assurance System, but the regional improvement cycles and feedback loops have not yet been fully developed and implemented.

## Staff and Provider Training

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 26, 27, and 28.

Items	Rating
Item 26: Initial Staff Training	Area Needing Improvement
Item 27: Ongoing Staff Training	Area Needing Improvement
Item 28: Foster and Adoptive Parent Training	Strength

Missouri was found not to be in substantial conformity with the systemic factor of Staff and Provider Training.

### Item 26: Initial Staff Training

**Description of Systemic Factor Item:** The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

- Missouri received an overall rating of Area Needing Improvement for Item 26 based on information from the Statewide Assessment and stakeholder interviews.
- Providing effective initial training builds the capacity of staff and prepares them to better support children and their families. In the Statewide Assessment, Missouri described the initial, pre-service training requirements for new caseworkers. Missouri statute requires that caseworkers responsible for completing child maltreatment investigations and family assessments receive no less than 40 hours of pre-service training on the identification and treatment of child abuse and neglect. The duration of the state’s initial training program was reduced from 10 weeks to 5 weeks in 2022. Recent revisions to the initial training, made in mid-2023, were designed to promote developing and supporting the skills needed by staff providing services to children and families. Nine courses comprise the initial training program. Staff must complete initial training within the first 4 months of employment and before assignment of cases. The training curriculum and requirements for new staff are consistent across the public child welfare agency and the state’s foster care case management providers. However, information provided in the Statewide Assessment and gathered during interviews with stakeholders

demonstrates that staff are not routinely receiving all initial training within the state's timeframes, and that the training curriculum may not address all the basic skills and knowledge needed by staff to carry out their duties. Nearly one-fourth of the agency's new staff did not complete initial training within 4 months of employment. Recent changes to the state's training program may be more related to the agency's staffing needs rather than initial training needs of staff. Additionally, the data and information indicate mixed levels of confidence about the training's effectiveness in preparing new staff for their role and duties. This may be especially true when staff transition roles—for example, moving from conducting investigations and assessments to foster care case management—and may need additional training.

## **Item 27: Ongoing Staff Training**

**Description of Systemic Factor Item:** The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

- Missouri received an overall rating of Area Needing Improvement for Item 27 based on information from the Statewide Assessment.
- Ongoing training allows staff to gain knowledge and improve skills over time, building their capacity to effectively support the unique strengths and needs of children and families. In the Statewide Assessment, Missouri described ongoing training requirements for caseworkers and supervisors. All supervisors across the larger umbrella agency must complete a specified number of hours of leadership training. The number of hours was reduced to 40 from 52 in state FY 2022. However, even before this change, Children's Division supervisors were routinely meeting the required amount of leadership training. Missouri statute requires caseworkers responsible for completing child maltreatment investigations and family assessments to receive no less than 20 hours of training annually on the identification and treatment of child abuse and neglect. However, in state FY 2022, more than one in four applicable caseworkers did not complete the minimum amount of ongoing training. Ongoing training requirements for staff in case management roles and the supervisors at contracted foster care case management providers are unclear. Due to workforce shortages increasing the number of new staff requiring initial training and decreasing the number of available trainers, the capacity for staff to participate in ongoing training and the training unit's capacity to provide ongoing training have been limited. Out of necessity, trainers have had to prioritize provision of initial staff training. As a result, the training unit has less opportunity to provide existing ongoing trainings and decreased capacity to develop new trainings for staff to meet identified needs.

## **Item 28: Foster and Adoptive Parent Training**

**Description of Systemic Factor Item:** The staff and provider training system is functioning statewide to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

- Missouri received an overall rating of Strength for Item 28 based on information from the Statewide Assessment.
- Ensuring that foster parents, adoptive parents, and staff at state-licensed facilities receive effective training prepares them with the skills and knowledge base needed to provide care for children and youth. In the Statewide Assessment, Missouri described the state's training program, process, and requirements for current and prospective foster parents, adoptive parents, and staff at state-licensed facilities. Foster parents must complete 27 hours of pre-service training before a foster home license will be issued and at least 30 hours of in-service training every 2 years before the license may be renewed. Currently, Missouri provides three approved pre-service training programs (STARS, STRONG, and NTDC). One pre-service training program is available in each of the six regions across



the state. Prospective adoptive parents must complete the same pre-service training as foster parents. They also must complete an additional 12 hours of Spaulding’s Making the Commitment to Adoption pre-service training before receiving approval as an adoptive home. Information provided in the Statewide Assessment demonstrates that prospective foster parents routinely complete pre-service training before the state issues a foster home license. Likewise, Missouri provided evidence demonstrating that prospective adoptive parents routinely complete all required pre-service training before receiving state approval as an adoptive home. Employees at state-licensed facilities must complete 40 hours of training during the first year of employment and 40 hours annually thereafter. Direct care staff and their supervisors also must maintain specified certifications in areas such as first aid and CPR. Missouri has an established process for ensuring that staff at state-licensed facilities complete the required training. This process includes an onsite visit to each licensed facility during every 2-year licensing period. During the onsite visit, a random sample of employee files are reviewed for compliance, and a corrective action plan may be required when non-compliance with training requirements is identified. Finally, information in the Statewide Assessment also indicates that the state’s training is effective and helps foster and adoptive parents provide appropriate care for children and youth.

## Service Array and Resource Development

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 29 and 30.

Items	Rating
Item 29: Array of Services	Area Needing Improvement
Item 30: Individualizing Services	Area Needing Improvement

Missouri was found not to be in substantial conformity with the systemic factor of Service Array and Resource Development.

### Item 29: Array of Services

**Description of Systemic Factor Item:** The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) services that assess the strengths and needs of children and families and determine other service needs, (2) services that address the needs of families in addition to individual children in order to create a safe home environment, (3) services that enable children to remain safely with their parents when reasonable, and (4) services that help children in foster and adoptive placements achieve permanency.

- Missouri received an overall rating of Area Needing Improvement for Item 29 based on information from the Statewide Assessment and stakeholder interviews.
- Child welfare systems are responsible for developing, maintaining, and monitoring a service array system that meets the needs of children and families in all jurisdictions of the state. Information in the Statewide Assessment and gathered during interviews with stakeholders indicates Missouri lacks a robust array of services to ensure children and families can receive services they need when and where they need them. As a result, the child welfare system is not routinely able to provide children and families with services essential to their safety, permanency, and well-being. Through the statewide assessment process and interviews with key stakeholders, substantial gaps in available services and extensive barriers in accessing fundamental services were identified. The clearest deficit between what children and families in Missouri need and what is available and accessible to them exists in mental and behavioral health services. There are widespread waitlists for nearly all mental health services—from psychological evaluations to family therapy, to even basic therapeutic services for children and parents. And when children and youth are able to access therapy, therapists do not always have capacity to provide services at the frequency needed to address their needs. These waitlists create significant barriers for families needing mental health services so that children can safely remain with

their parents or for families needing services to create safe home environments so that children in alternative care may return home.

Substance use services were also notably insufficient, as these services are regularly required, frequently not available or accessible, and often pivotal to safety and permanency outcomes. In general, information indicates that rural areas of the state face more challenges in locating available services, while urban centers of the state face more barriers in accessing services. Additionally, families are often required to pay for services on their own and without concrete financial support from the agency. This alone creates another barrier for families trying to access services—one that may ultimately be impossible for families with limited means and resources to overcome.

For children and youth in foster care, the state does not have a sufficient array of placement resources available to meet their needs. This is particularly true for youth needing higher levels of care and children with medical needs. Family Treatment Courts are a bright spot in the state. Family Treatment Courts provide a collaborative, multidisciplinary approach to families affected by parental substance use. In Missouri, Family Treatment Courts help remove barriers, allowing parents more timely access to treatment services, which may help open the door for more timely permanency through reunification. However, Family Treatment Courts often have limited capacity, which affects the number of families enrolled in the program, and only a small number of judicial circuits in the state operate a Family Treatment Court.

### Item 30: Individualizing Services

**Description of Systemic Factor Item:** The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

- Missouri received an overall rating of Area Needing Improvement for Item 30 based on information from the Statewide Assessment and stakeholder interviews.
- Tailored, individualized services help the agency respond to the unique strengths and needs of children and families. Individualized services that are culturally relevant, linguistically competent, and responsive to disability and special needs can enhance safety, permanency, and well-being outcomes as well as strengthen families’ capacity to care for their children. Information in the Statewide Assessment and gathered during interviews with stakeholders indicates the state’s service array and resource development system is not functioning statewide to ensure services can routinely be individualized to meet the unique needs of the children and families served by the agency. Although some individual caseworkers are flexible and creative and strive to individualize services as much as they can, some families are provided generic resource lists without any regard for tailoring services or families’ unique needs. The state does not have established practices or procedures to help ensure that services are individualized in response to family needs. Staff do have access to a phone-based translation service, but there is an insufficient number of providers available to conduct assessments and deliver services to non-English speakers—which results in limited prevention services in some cases and delayed permanency in others. The service array and resource development system also needs to be strengthened to ensure that services may be individualized for children with disabilities and special needs and for youth identifying as LGBTQ.

### Agency Responsiveness to the Community

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 31 and 32.

Items	Rating
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Strength

Missouri was found to be in substantial conformity with the systemic factor of Agency Responsiveness to the Community.

### Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

**Description of Systemic Factor Item:** The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related Annual Progress and Services Reports (APSRs), the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

- Missouri received an overall rating of Strength for Item 31 based on information from the Statewide Assessment.
- Public child welfare agencies do not serve children and families in isolation. Therefore, it is critical for child welfare agencies to actively consult and collaborate with system partners and those with lived expertise and a vested interest in the child welfare system who can help achieve positive and equitable outcomes for children and families. This is grounded in the belief that the state's child welfare system is most effective in achieving its vision and goals when all partners have a role and contribute to the system's design and service delivery. In the Statewide Assessment, Missouri described the state's established processes and mechanisms that facilitate ongoing consultation and collaboration with key partners. Missouri also described some of the state's important collaborations, such as the Juvenile Court Improvement Project (CIP) Steering Committee, the Partnership for Child Safety and Wellbeing (PSCW), the State Youth Advisory Board (SYAB), the Missouri State Foster Care and Adoption Board, the Social Work Advisory Group (SWAG), and the Healthcare Coordination Committee.

The state's CFSR Advisory Committee was developed during CFSR Round 3, and the committee has continued to hold regular meetings. According to the committee's charter, the CFSR Advisory Committee is designed to support cross-system collaboration and to function as an advisory body. The committee regularly reviews case review data and the CFSR statewide data indicator measures. Committee members also help review drafts of the state's CFSP and APSR. During fall 2022, Missouri began restructuring the CFSR Advisory Committee. The committee's membership was refined to ensure targeted representation from key partners and individuals and families with lived expertise. Current members include youth in foster care, a parent with lived expertise, a foster/relative caregiver, members of the legal and judicial communities, agency and contract staff, and representatives from the Missouri Department of Health and the Department of Elementary and Secondary Education's Office of Childhood. The charter was also updated for the first time since 2011. These changes support the state's consultation and collaboration with system partners.

### Item 32: Coordination of CFSP Services With Other Federal Programs

**Description of Systemic Factor Item:** The agency responsiveness to the community system is functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

- Missouri received an overall rating of Strength for Item 32 based on information from the Statewide Assessment.
- Coordination between child welfare agencies and federal or federally assisted programs is essential for responsiveness to the complex needs of children and families and their frequent involvement in multiple services. In the Statewide Assessment, Missouri described the state's coordination of services and benefits of relevant federal and federally assisted programs for children, families, and youth transitioning out of foster care. Examples of federal and federally assisted programs with which Missouri coordinates services include Temporary Assistance for Needy Families (TANF), Medicaid/MO

HealthNet, Child Care, Head Start, Housing and Urban Development (HUD) programs, Social Security, Child Support, Youth Services, and community-based child abuse prevention programs. The state’s process for partnering with federal programs serving the same population involves several different methods. Coordination with some programs involves developing Memoranda of Understanding and the sharing of data to coordinate services. Other coordination occurs through establishing protocols for referrals, shared funding streams, joint initiatives with shared metrics, increasing access to services for children and families served by the child welfare agency, and efforts made to reduce duplication of services. Missouri described coordination with other programs occurring at all levels within the agency, from the Children’s Division Director and executive leadership team addressing coordination at the systemic level all the way to local collaborations and case-level coordination by supervisors and caseworkers.

## Foster and Adoptive Parent Licensing, Recruitment, and Retention

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 33, 34, 35, and 36.

Items	Rating
Item 33: Standards Applied Equally	Strength
Item 34: Requirements for Criminal Background Checks	Strength
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Area Needing Improvement
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Area Needing Improvement

Missouri was found not to be in substantial conformity with the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention.

### Item 33: Standards Applied Equally

**Description of Systemic Factor Item:** The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child-care institutions receiving title IV-B or IV-E funds.

- Missouri received an overall rating of Strength for Item 33 based on information from the Statewide Assessment.
- Having established standards for placements is essential for ensuring that children in foster care are provided safe, healthy, and stable environments. Applying these licensing standards equally to all licensed or approved foster homes and child-care institutions promotes consistency and safety for children in foster care. In the Statewide Assessment, Missouri described the licensing qualifications and standards, outlined in state regulation, that are applied to all licensed and approved foster family homes and child-care institutions receiving title IV-B or IV-E funds. There are 13 non-safety standards that may be waived for a relative home to be licensed. Requests for the waivers are documented, tracked, and require approvals by the supervisor and the regional office. In the most recent full calendar year, Missouri granted a small percentage of waivers for relative homes, with a physician’s statement confirming immunizations as the most frequently approved non-safety relative waiver. Missouri utilizes a multi-level review and approval process before a license is issued, and functionality in the statewide information system prevents licensure without entering documentation of approvals. Licensing staff visit foster and relative homes every quarter, and licenses must be renewed every 2 years. Missouri currently has 57 licensed residential care facilities for children and youth. Residential Program Unit staff conduct supervisor visits during the 2-year licensing period for all licensed residential facilities.

## Item 34: Requirements for Criminal Background Checks

**Description of Systemic Factor Item:** The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

- Missouri received an overall rating of Strength for Item 34 based on information from the Statewide Assessment.
- Requirements for criminal background checks on all prospective foster and adoptive parents for licensing or approval helps protect the safety and well-being of children in foster care placements. In the Statewide Assessment, Missouri described the state's background check requirements for applicants seeking to become foster or adoptive parents. The requirements for background checks meet federal requirements for criminal background clearances in title IV-E of the Social Security Act. In addition to the federal requirements, Missouri completes several state and local background checks and completes checks on all household members aged 17 years and older. When a child is placed with an unlicensed relative or kinship home for an initial emergency placement, local law enforcement completes a name-based background check on all household members and conducts a safety walkthrough of the home. All household members aged 17 and older must then complete fingerprinting as necessary for remaining background checks within 15 days of placement.

Functionality built into the statewide information system helps ensure that background check requirements are met by prohibiting the licensing, approval, and renewal of foster and relative homes that do not have current background screenings entered. As a participant in the federal Rap Back program, Missouri is alerted when subsequent criminal charges, convictions, or incarcerations occur after the initial federal criminal background check. In the Statewide Assessment, Missouri provided results from a review of a small sample of case records. The findings of the review demonstrate routine compliance with background check requirements and documentation in the reviewed files. In addition to background checks, Missouri has established processes and procedures—such as quarterly licensing visits to foster homes—that support monitoring the ongoing safety of placements for children in foster care.

## Item 35: Diligent Recruitment of Foster and Adoptive Homes

**Description of Systemic Factor Item:** The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

- Missouri received an overall rating of Area Needing Improvement for Item 35 based on information from the Statewide Assessment and stakeholder interviews.
- The diligent recruitment of foster and adoptive families who reflect the racial and ethnic diversity of the children in care can support children's connections, permanency, and well-being. Information in the Statewide Assessment and gathered during interviews with stakeholders reveals a discrepancy between the racial and ethnic diversity of children in foster care and that of the state's current pool of foster and adoptive homes. Missouri provides local circuits with localized data sets annually to inform recruitment planning. However, local recruitment plans, strategies, and efforts predominantly focus on general recruitment or on older youth needing higher levels of care rather than intentionally, strategically, and diligently recruiting foster and adoptive homes based on the racial and ethnic diversity of the children in foster care. Because Missouri does not have a sufficient number of placements to meet the needs of children in foster care, staff feel compelled to focus on general recruitment and do not believe there is sufficient capacity for targeted, diligent recruitment of foster homes. Diligent recruitment cannot and should not replace general recruiting activities. The diligent recruitment of foster and adoptive homes reflecting the diversity of children in foster care should occur alongside or in

addition to general recruiting of placement resources. Although Missouri has data confirming that the state's current pool of foster and adoptive homes does not reflect the diversity of children in foster care, the state does not have an established process for using this information to intentionally and effectively address this gap.

### **Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements**

**Description of Systemic Factor Item:** The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

- Missouri received an overall rating of Area Needing Improvement for Item 35 based on information from the Statewide Assessment.
- Utilizing placement and relative resources in other states and territories can help children in foster care achieve permanency. Many cross-jurisdictional assessments and placements are made through the Interstate Compact on the Placement of Children (ICPC). In the Statewide Assessment, Missouri described the structure of the state's ICPC structure and processes. Missouri utilizes the National Interstate Electronic Compact Enterprise (NIECE) for processing and securely exchanging information with other member states. Notably, Missouri also has a border agreement with Kansas facilitating timely emergency placements with relatives and in licensed facilities located near the border between the two states.

Missouri was not able to provide aggregate data calculating the length of time it takes to complete assessments for interstate placement when Missouri is the sending state and when Missouri is the receiving state. However, polling and survey data included in the Statewide Assessment appear to indicate that these assessments are not completed timely. Missouri is not routinely completing assessments for other states timely, and the assessments Missouri requests from other states are not routinely completed timely. More evidence is necessary to determine whether the state is routinely utilizing cross-jurisdictional placements. Missouri makes far fewer cross-jurisdictional placements compared with the number of cross-jurisdictional placements made in Missouri by other states, even though Missouri requests more assessments from other states than it receives.

## IV. APPENDIX A

### Summary of Missouri 2023 Child and Family Services Review Performance

#### I. Ratings for Safety, Permanency, and Well-Being Outcomes and Items and Performance on Statewide Data Indicators

**Outcome Achievement:** Outcomes may be rated as in substantial conformity or not in substantial conformity. 95% of the applicable cases reviewed must be rated as having substantially achieved the outcome for the state to be in substantial conformity with the outcome.

**Item Achievement:** Items may be rated as a Strength or as an Area Needing Improvement. For an overall rating of Strength, 90% of the cases reviewed for the item (with the exception of Item 1 and Item 16) must be rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies.

**Statewide Data Indicators:** For Safety Outcome 1 and Permanency Outcome 1, the state's performance is also considered against the national performance for each statewide data indicator. State performance may be statistically better, worse, or no different than the national performance. If a state did not provide the required data or did not meet the applicable item data quality limits, the CB did not calculate the state's performance for the statewide data indicator.

**RSP** (Risk-Standardized Performance) is derived from a multi-level statistical model, reflects the state's performance relative to states with similar children, and takes into account the number of children the state served, the age distribution of these children and, for some indicators, the state's entry rate. It uses risk adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a fairer comparison of state performance against national performance.

**RSP Interval** is the 95% confidence interval estimate for the state's RSP. The values shown are the lower RSP and upper RSP of the interval estimate. The interval accounts for the amount of uncertainty associated with the RSP. For example, the CB is 95% confident that the true value of the RSP is between the lower and upper limit of the interval.

**Data Period(s) Used** refers to the initial 12-month period and the period(s) of data needed to follow the children to observe their outcomes. The FY or federal fiscal year refers to NCANDS data, which spans the 12-month period October 1–September 30. All other periods refer to AFCARS data. "A" refers to the 6-month period October 1–March 31. "B" refers to the 6-month period April 1–September 30. The 2-digit year refers to the calendar year in which the period ends.

#### ***SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.***

Data Element	Overall Determination	State Performance
<b>Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.</b>	Not in Substantial Conformity	72% Substantially Achieved
<b>Item 1: Timeliness of investigations</b>	Area Needing Improvement	72% Strength



**DATA INDICATORS FOR SAFETY OUTCOME 1**

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Maltreatment in foster care (victimizations per 100,000 days in care)	9.07	Better Than National Performance	Lower	7.47	6.62-8.43	20A-20B, FY 20-21
Recurrence of maltreatment	9.7%	Better Than National Performance	Lower	4.2%	3.6%-5.0%	FY 20-21

**SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.**

Data Element	Overall Determination	State Performance
<b>Safety Outcome 2:</b> Children are safely maintained in their homes whenever possible and appropriate.	Not in Substantial Conformity	57% Substantially Achieved
<b>Item 2:</b> Services to protect child(ren) in the home and prevent removal or re-entry into foster care	Area Needing Improvement	71% Strength
<b>Item 3:</b> Risk and safety assessment and management	Area Needing Improvement	58% Strength

**PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.**

Data Element	Overall Determination	State Performance
<b>Permanency Outcome 1:</b> Children have permanency and stability in their living situations.	Not in Substantial Conformity	10% Substantially Achieved
<b>Item 4:</b> Stability of foster care placement	Area Needing Improvement	80% Strength
<b>Item 5:</b> Permanency goal for child	Area Needing Improvement	53% Strength
<b>Item 6:</b> Achieving reunification, guardianship, adoption, or another planned permanent living arrangement	Area Needing Improvement	28% Strength

**DATA INDICATORS FOR PERMANENCY OUTCOME 1**

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Permanency in 12 months for children entering foster care	35.2%	Worse Than National Performance	Higher	25.3%	24.3%–26.4%	20A–22A
Permanency in 12 months for children in foster care 12–23 months	43.8%	Better Than National Performance	Higher	46.5%	45.0%–48.0%	21B–22A
Permanency in 12 months for children in foster care 24 months or more	37.3%	No Different Than National Performance	Higher	37.5%	35.9%–39.0%	21B–22A
Re-entry to foster care in 12 months	5.6%	Better Than National Performance	Lower	4.3%	3.7%–5.0%	20B–22A
Placement stability (moves per 1,000 days in care)	4.48	Worse Than National Performance	Lower	5.39	5.26–5.53	21B–22A

**PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.**

Data Element	Overall Determination	State Performance
<b>Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.</b>	Not in Substantial Conformity	65% Substantially Achieved
<b>Item 7: Placement with siblings</b>	Area Needing Improvement	89% Strength
<b>Item 8: Visiting with parents and siblings in foster care</b>	Area Needing Improvement	59% Strength
<b>Item 9: Preserving connections</b>	Area Needing Improvement	73% Strength
<b>Item 10: Relative placement</b>	Area Needing Improvement	79% Strength
<b>Item 11: Relationship of child in care with parents</b>	Area Needing Improvement	38% Strength

**WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.**

<b>Data Element</b>	<b>Overall Determination</b>	<b>State Performance</b>
<b>Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.</b>	Not in Substantial Conformity	32% Substantially Achieved
<b>Item 12: Needs and services of child, parents, and foster parents</b>	Area Needing Improvement	38% Strength
<b>Sub-Item 12A: Needs assessment and services to children</b>	Area Needing Improvement	66% Strength
<b>Sub-Item 12B: Needs assessment and services to parents</b>	Area Needing Improvement	40% Strength
<b>Sub-Item 12C: Needs assessment and services to foster parents</b>	Area Needing Improvement	67% Strength
<b>Item 13: Child and family involvement in case planning</b>	Area Needing Improvement	39% Strength
<b>Item 14: Caseworker visits with child</b>	Area Needing Improvement	68% Strength
<b>Item 15: Caseworker visits with parents</b>	Area Needing Improvement	38% Strength

**WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.**

<b>Data Element</b>	<b>Overall Determination</b>	<b>State Performance</b>
<b>Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.</b>	Not in Substantial Conformity	74% Substantially Achieved
<b>Item 16: Educational needs of the child</b>	Area Needing Improvement	74% Strength

**WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.**

<b>Data Element</b>	<b>Overall Determination</b>	<b>State Performance</b>
<b>Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.</b>	Not in Substantial Conformity	37% Substantially Achieved
<b>Item 17: Physical health of the child</b>	Area Needing Improvement	48% Strength
<b>Item 18: Mental/behavioral health of the child</b>	Area Needing Improvement	47% Strength

**II. Ratings for Systemic Factors**

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the

systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined on the basis of ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required.

### **STATEWIDE INFORMATION SYSTEM**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Statewide Information System</b>	Statewide Assessment	Substantial Conformity
<b>Item 19: Statewide Information System</b>	Statewide Assessment	Strength

### **CASE REVIEW SYSTEM**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Case Review System</b>	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
<b>Item 20: Written Case Plan</b>	Statewide Assessment	Area Needing Improvement
<b>Item 21: Periodic Reviews</b>	Statewide Assessment and Stakeholder Interviews	Strength
<b>Item 22: Permanency Hearings</b>	Statewide Assessment	Strength
<b>Item 23: Termination of Parental Rights</b>	Statewide Assessment	Area Needing Improvement
<b>Item 24: Notice of Hearings and Reviews to Caregivers</b>	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

### **QUALITY ASSURANCE SYSTEM**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Quality Assurance System</b>	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
<b>Item 25: Quality Assurance System</b>	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

### **STAFF AND PROVIDER TRAINING**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Staff and Provider Training</b>	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
<b>Item 26: Initial Staff Training</b>	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
<b>Item 27: Ongoing Staff Training</b>	Statewide Assessment	Area Needing Improvement

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Item 28: Foster and Adoptive Parent Training</b>	Statewide Assessment	Strength

### **SERVICE ARRAY AND RESOURCE DEVELOPMENT**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Service Array and Resource Development</b>	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
<b>Item 29: Array of Services</b>	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
<b>Item 30: Individualizing Services</b>	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

### **AGENCY RESPONSIVENESS TO THE COMMUNITY**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Agency Responsiveness to the Community</b>	Statewide Assessment	Substantial Conformity
<b>Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR</b>	Statewide Assessment	Strength
<b>Item 32: Coordination of CFSP Services With Other Federal Programs</b>	Statewide Assessment	Strength

### **FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION**

<b>Data Element</b>	<b>Source of Data and Information</b>	<b>State Performance</b>
<b>Foster and Adoptive Parent Licensing, Recruitment, and Retention</b>	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
<b>Item 33: Standards Applied Equally</b>	Statewide Assessment	Strength
<b>Item 34: Requirements for Criminal Background Checks</b>	Statewide Assessment	Strength
<b>Item 35: Diligent Recruitment of Foster and Adoptive Homes</b>	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
<b>Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements</b>	Statewide Assessment	Area Needing Improvement

## APPENDIX B: PRACTICE PERFORMANCE REPORT Missouri CFSR (CB-Led) 2023

The Practice Performance Report provides an aggregated summary of practice performance for all 18 items in the Onsite Review Instrument and Instructions (OSRI) for all approved and final cases from all the sites in the Missouri CFSR (CB-Led) and includes a breakdown of performance by case type. Please refer to the Rating Criteria section at the end of each item in the OSRI to identify which responses to questions will result in a Strength rating. For more information on the OSRI, see

<https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/cfsr-round-4-instruments-tools-and-guides>

### Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

#### Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment

Practice Description	All Case Types— Performance of Applicable Cases
(Question 1A) Investigations or assessments were initiated in accordance with the state’s timeframes and requirements in cases.	88% (22) of 25
(Question 1B) Face-to-face contact with the child(ren) who is (are) the subject of the report were made in accordance with the state’s timeframes and requirements in cases.	72% (18) of 25
(Question 1C) Reasons for delays in initiation of investigations or assessments and/or face-to-face contact were due to circumstances beyond the control of the agency.	0% (0) of 7
Item 1 Strength Ratings	72% (18) of 25

### Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

#### Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Agency made concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry or reentry into foster care.	33.33% (5) of 15	68.75% (11) of 16	51.61% (16) of 31
(Questions 2A and 2B) Although the agency did not make concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry into foster care, the child(ren) was removed from the home because this action was necessary to ensure the child’s safety.	26.67% (4) of 15	Not Applicable	12.9% (4) of 31
(Questions 2A and 2B) Agency did not make concerted efforts to provide services and the child was removed without providing appropriate services.	20% (3) of 15	Not Applicable	9.68% (3) of 31
(Questions 2A and 2B) Concerted efforts were not made to provide appropriate services to address safety/risk issues and the child(ren) remained in the home.	6.67% (1) of 15	31.25% (5) of 16	19.35% (6) of 31

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 2 Strength Ratings	73.33% (11) of 15	68.75% (11) of 16	70.97% (22) of 31

### Item 3: Risk and Safety Assessment and Management

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3A1) There were no maltreatment allegations about the family that were not formally reported or formally investigated/assessed.	100% (40) of 40	100% (25) of 25	100% (65) of 65
(Question 3A1) There were no maltreatment allegations that were not substantiated despite evidence that would support substantiation.	97.5% (39) of 40	100% (25) of 25	98.46% (64) of 65
(Question 3A) The agency conducted an initial assessment that accurately assessed all risk and safety concerns.	88.89% (8) of 9	60% (6) of 10	73.68% (14) of 19
(Question 3B) The agency conducted ongoing assessments that accurately assessed all risk and safety concerns.	65% (26) of 40	64% (16) of 25	64.62% (42) of 65
(Question 3C) When safety concerns were present, the agency developed an appropriate safety plan with the family and continually monitored the safety plan as needed, including monitoring family engagement in safety-related services.	25% (1) of 4	54.55% (6) of 11	46.67% (7) of 15
(Question 3D) There were no safety concerns pertaining to children in the family home that were not adequately or appropriately addressed by the agency.	77.78% (7) of 9	72.73% (8) of 11	75% (15) of 20
(Question 3E) There were no concerns related to the safety of the target child in foster care during visitation with parent(s)/caregiver(s) or other family members that were not adequately or appropriately addressed by the agency.	93.94% (31) of 33	Not Applicable	93.94% (31) of 33
(Question 3F) There were no concerns for the target child's safety in the foster home or placement facility that were not adequately or appropriately addressed by the agency.	95% (38) of 40	Not Applicable	95% (38) of 40
Item 3 Strength Ratings	60% (24) of 40	56% (14) of 25	58.46% (38) of 65

## Permanency Outcome 1: Children have permanency and stability in their living situations.

### Item 4: Stability of Foster Care Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4B) Placement changes for the child were planned by the agency in an effort to achieve the child's case goals or to meet the needs of the child.	30% (3) of 10	30% (3) of 10



Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4C) The child's current or most recent placement setting is stable.	95% (38) of 40	95% (38) of 40
Item 4 Strength Ratings	80% (32) of 40	80% (32) of 40

### Item 5: Permanency Goal for Child

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 5A3) Permanency goal(s) is (are) specified in the case file.	100% (40) of 40	100% (40) of 40
(Question 5B) Permanency goals in effect during the period under review were established in a timely manner.	77.5% (31) of 40	77.5% (31) of 40
(Question 5C) Permanency goals in effect during the period under review were appropriate to the child's needs for permanency and to the circumstances of the case.	75% (30) of 40	75% (30) of 40
(Question 5D) Child has been in foster care for at least 15 of the most recent 22 months.	60% (24) of 40	60% (24) of 40
(Questions 5E and 5F) Child meets other Adoption and Safe Families Act criteria for termination of parental rights (TPR).	6.25% (1) of 16	6.25% (1) of 16
(Questions 5F and 5G) The agency filed or joined a TPR petition before the period under review (PUR) or in a timely manner during the PUR or an exception applied.	79.17% (19) of 24	79.17% (19) of 24
Item 5 Strength Ratings	52.5% (21) of 40	52.5% (21) of 40

### Item 6: Achieving Reunification, Guardianship, Adoption, or Another Planned Permanent Living Arrangement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve reunification in a timely manner.	50% (2) of 4	50% (2) of 4
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve guardianship in a timely manner.	11.11% (1) of 9	11.11% (1) of 9
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve adoption in a timely manner.	12.5% (1) of 8	12.5% (1) of 8
(Questions 6A4 and 6C) The agency and court made concerted efforts to place a child with a goal of Another Planned Permanent Living Arrangement (APPLA) in a living arrangement that can be considered permanent until discharge from foster care.	100% (1) of 1	100% (1) of 1
(Questions 6A4 and B or 6A4 and C) The agency and court made concerted efforts to achieve concurrent goals. If one of two concurrent goals was achieved during the period under review, rating is based on the goal that was achieved.	33.33% (6) of 18	33.33% (6) of 18
Item 6 Strength Ratings	27.5% (11) of 40	27.5% (11) of 40

## Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

### Item 7: Placement With Siblings

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 7A) The child was placed with all siblings who also were in foster care.	71.43% (20) of 28	71.43% (20) of 28
(Question 7B) When all siblings were not placed together, there was a valid reason for the child's separation from siblings in placement.	62.5% (5) of 8	62.5% (5) of 8
Item 7 Strength Ratings	89.29% (25) of 28	89.29% (25) of 28

### Item 8: Visiting With Parents and Siblings in Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8A1) The usual frequency of visits between the child and mother was more than once a week.	35.71% (10) of 28	35.71% (10) of 28
(Question 8A1) The usual frequency of visits between the child and mother was once a week.	25% (7) of 28	25% (7) of 28
(Question 8A1) The usual frequency of visits between the child and mother was less than once a week but at least twice a month.	10.71% (3) of 28	10.71% (3) of 28
(Question 8A1) The usual frequency of visits between the child and mother was less than twice a month but at least once a month.	3.57% (1) of 28	3.57% (1) of 28
(Question 8A1) The usual frequency of visits between the child and mother was less than once a month.	7.14% (2) of 28	7.14% (2) of 28
(Question 8A1) Child never had visits with mother.	17.86% (5) of 28	17.86% (5) of 28
(Question 8A) Concerted efforts were made to ensure that the frequency of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	67.86% (19) of 28	67.86% (19) of 28
(Question 8C) Concerted efforts were made to ensure that the quality of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	82.61% (19) of 23	82.61% (19) of 23
(Questions 8A and 8C) The frequency and quality of visitation between the child and mother was sufficient to maintain and promote the continuity of the relationship.	64.29% (18) of 28	64.29% (18) of 28
(Question 8B1) The usual frequency of visits between the child and father was more than once a week.	30.77% (4) of 13	30.77% (4) of 13
(Question 8B1) The usual frequency of visits between the child and father was once a week.	15.38% (2) of 13	15.38% (2) of 13
(Question 8B1) The usual frequency of visits between the child and father was less than once a week but at least twice a month.	7.69% (1) of 13	7.69% (1) of 13
(Question 8B1) The usual frequency of visits between the child and father was less than twice a month but at least once a month.	7.69% (1) of 13	7.69% (1) of 13

<b>Practice Description</b>	<b>Foster Care— Performance of Applicable Cases</b>	<b>All Case Types— Performance of Applicable Cases</b>
(Question 8B1) The usual frequency of visits between the child and father was less than once a month.	15.38% (2) of 13	15.38% (2) of 13
(Question 8B1) Child never had visits with father.	23.08% (3) of 13	23.08% (3) of 13
(Question 8B) Concerted efforts were made to ensure that the frequency of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	61.54% (8) of 13	61.54% (8) of 13
(Question 8D) Concerted efforts were made to ensure that the quality of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	90% (9) of 10	90% (9) of 10
(Questions 8B and 8D) The frequency and quality of visitation between the child and father was sufficient to maintain and promote the continuity of the relationship.	61.54% (8) of 13	61.54% (8) of 13
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was more than once a week.	0% (0) of 8	0% (0) of 8
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was once a week.	37.5% (3) of 8	37.5% (3) of 8
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a week but at least twice a month.	0% (0) of 8	0% (0) of 8
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than twice a month but at least once a month.	0% (0) of 8	0% (0) of 8
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a month.	37.5% (3) of 8	37.5% (3) of 8
(Question 8E1) Child never had visits with siblings in foster care.	25% (2) of 8	25% (2) of 8
(Question 8E) Concerted efforts were made to ensure that the frequency of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	37.5% (3) of 8	37.5% (3) of 8
(Question 8F) Concerted efforts were made to ensure that the quality of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	66.67% (4) of 6	66.67% (4) of 6
(Questions 8E and 8F) The frequency and quality of visitation with siblings in foster care was sufficient to maintain and promote the continuity of the relationship.	37.5% (3) of 8	37.5% (3) of 8
Item 8 Strength Ratings	59.38% (19) of 32	59.38% (19) of 32

### Item 9: Preserving Connections

<b>Practice Description</b>	<b>Foster Care— Performance of Applicable Cases</b>	<b>All Case Types— Performance of Applicable Cases</b>
(Question 9A) Concerted efforts were made to maintain the child's important connections (for example, neighborhood, community, faith, language, extended family members including siblings who are not in foster care, Tribe, school, and/or friends).	72.5% (29) of 40	72.5% (29) of 40

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 9 Strength Ratings	72.5% (29) of 40	72.5% (29) of 40

### Item 10: Relative Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 10A1) The child's current, or most recent, placement was with a relative.	53.85% (21) of 39	53.85% (21) of 39
(Question 10A2) The child's current or most recent placement with a relative was appropriate to the child's needs.	100% (21) of 21	100% (21) of 21
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to <b>Identify</b> maternal relatives.	57.14% (4) of 7	57.14% (4) of 7
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to <b>Locate</b> maternal relatives.	57.14% (4) of 7	57.14% (4) of 7
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to <b>Inform</b> maternal relatives.	57.14% (4) of 7	57.14% (4) of 7
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to <b>Evaluate</b> maternal relatives.	100% (7) of 7	100% (7) of 7
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to <b>Identify</b> paternal relatives.	100% (6) of 6	100% (6) of 6
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to <b>Locate</b> paternal relatives.	83.33% (5) of 6	83.33% (5) of 6
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to <b>Inform</b> paternal relatives.	83.33% (5) of 6	83.33% (5) of 6
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to <b>Evaluate</b> paternal relatives.	83.33% (5) of 6	83.33% (5) of 6
Item 10 Strength Ratings	79.49% (31) of 39	79.49% (31) of 39

### Item 11: Relationship of Child in Care With Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 11A) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her mother.	44.44% (12) of 27	44.44% (12) of 27
(Question 11B) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her father.	38.46% (5) of 13	38.46% (5) of 13
Item 11 Strength Ratings	37.93% (11) of 29	37.93% (11) of 29

**Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.**

**Item 12: Needs and Services of Child, Parents, and Foster Parents**

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 12 Strength Ratings	35% (14) of 40	44% (11) of 25	38.46% (25) of 65

**Sub-Item 12A: Needs Assessment and Services to Children**

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12A1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the children's needs.	77.5% (31) of 40	68% (17) of 25	73.85% (48) of 65
(Question 12A2) Appropriate services were provided to meet the children's needs.	60% (18) of 30	52.38% (11) of 21	56.86% (29) of 51
Sub-Item 12A Strength Ratings	70% (28) of 40	60% (15) of 25	66.15% (43) of 65

**Sub-Item 12B: Needs Assessment and Services to Parents**

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the mother's needs	51.52% (17) of 33	72% (18) of 25	60.34% (35) of 58
(Question 12B3) Appropriate services were provided to meet the mother's needs.	50% (16) of 32	54.17% (13) of 24	51.79% (29) of 56
(Questions 12B1 and B3) Concerted efforts were made to assess and address the needs of mothers.	48.48% (16) of 33	56% (14) of 25	51.72% (30) of 58
(Question 12B2) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the father's needs.	32% (8) of 25	64.29% (9) of 14	43.59% (17) of 39
(Question 12B4) Appropriate services were provided to meet the father's needs.	32% (8) of 25	33.33% (4) of 12	32.43% (12) of 37
(Questions 12B2 and 12B4) Concerted efforts were made to assess and address the needs of fathers.	32% (8) of 25	42.86% (6) of 14	35.9% (14) of 39
Sub-Item 12B Strength Ratings	34.29% (12) of 35	48% (12) of 25	40% (24) of 60

**Sub-Item 12C: Needs Assessment and Services to Foster Parents**

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12C1) The agency adequately assessed the needs of the foster or pre-adoptive parents related to caring for children in their care on an ongoing basis.	74.36% (29) of 39	74.36% (29) of 39
(Question 12C2) The agency provided appropriate services to foster and pre-adoptive parents related to caring for children in their care.	58.06% (18) of 31	58.06% (18) of 31
Sub-Item 12C Strength Ratings	66.67% (26) of 39	66.67% (26) of 39

**Item 13: Child and Family Involvement in Case Planning**

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 13A) The agency made concerted efforts to actively involve the child in the case planning process.	70% (14) of 20	58.82% (10) of 17	64.86% (24) of 37
(Question 13B) The agency made concerted efforts to actively involve the mother in the case planning process.	48.28% (14) of 29	72% (18) of 25	59.26% (32) of 54
(Question 13C) The agency made concerted efforts to actively involve the father in the case planning process.	27.27% (6) of 22	42.86% (6) of 14	33.33% (12) of 36
Item 13 Strength Ratings	35.9% (14) of 39	44% (11) of 25	39.06% (25) of 64

**Item 14: Caseworker Visits With Child**

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was more than once a week.	0% (0) of 40	0% (0) of 25	0% (0) of 65
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was once a week.	2.5% (1) of 40	4% (1) of 25	3.08% (2) of 65
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a week but at least twice a month.	20% (8) of 40	16% (4) of 25	18.46% (12) of 65
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than twice a month but at least once a month.	72.5% (29) of 40	64% (16) of 25	69.23% (45) of 65

<b>Practice Description</b>	<b>Foster Care— Performance of Applicable Cases</b>	<b>In-Home Services— Performance of Applicable Cases</b>	<b>All Case Types— Performance of Applicable Cases</b>
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a month.	5% (2) of 40	16% (4) of 25	9.23% (6) of 65
(Question 14A1) Caseworker never had visits with child(ren).	0% (0) of 40	0% (0) of 25	0% (0) of 65
(Question 14A) The typical pattern of visits between the caseworker and the child (ren) was sufficient.	90% (36) of 40	80% (20) of 25	86.15% (56) of 65
(Question 14B) The quality of visits between the caseworker and the child(ren) was sufficient.	67.5% (27) of 40	72% (18) of 25	69.23% (45) of 65
Item 14 Strength Ratings	65% (26) of 40	72% (18) of 25	67.69% (44) of 65

### Item 15: Caseworker Visits With Parents

<b>Practice Description</b>	<b>Foster Care— Performance of Applicable Cases</b>	<b>In-Home Services— Performance of Applicable Cases</b>	<b>All Case Types— Performance of Applicable Cases</b>
(Question 15A1) The typical pattern of visits between the caseworker and mother was more than once a week.	0% (0) of 29	0% (0) of 25	0% (0) of 54
(Question 15A1) The typical pattern of visits between the caseworker and mother was once a week.	0% (0) of 29	4% (1) of 25	1.85% (1) of 54
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a week but at least twice a month.	10.34% (3) of 29	20% (5) of 25	14.81% (8) of 54
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than twice a month but at least once a month.	27.59% (8) of 29	60% (15) of 25	42.59% (23) of 54
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a month.	48.28% (14) of 29	12% (3) of 25	31.48% (17) of 54
(Question 15A1) Caseworker never had visits with mother.	13.79% (4) of 29	4% (1) of 25	9.26% (5) of 54
(Question 15A2) The typical pattern of visits between the caseworker and the mother was sufficient.	41.38% (12) of 29	80% (20) of 25	59.26% (32) of 54
(Question 15C) The quality of visits between the caseworker and the mother was sufficient.	54.17% (13) of 24	78.26% (18) of 23	65.96% (31) of 47
(Questions 15A2 and 15C) Both the frequency and quality of caseworker visitation with the mother were sufficient.	41.38% (12) of 29	76% (19) of 25	57.41% (31) of 54



Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15B1) The typical pattern of visits between the caseworker and father was more than once a week.	0% (0) of 22	0% (0) of 14	0% (0) of 36
(Question 15B1) The typical pattern of visits between the caseworker and father was once a week.	0% (0) of 22	0% (0) of 14	0% (0) of 36
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a week but at least twice a month.	4.55% (1) of 22	14.29% (2) of 14	8.33% (3) of 36
(Question 15B1) The typical pattern of visits between the caseworker and father was less than twice a month but at least once a month.	13.64% (3) of 22	42.86% (6) of 14	25% (9) of 36
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a month.	27.27% (6) of 22	28.57% (4) of 14	27.78% (10) of 36
(Question 15B1) Caseworker never had visits with father.	54.55% (12) of 22	14.29% (2) of 14	38.89% (14) of 36
(Question 15B2) The typical pattern of visits between the caseworker and the father was sufficient.	18.18% (4) of 22	57.14% (8) of 14	33.33% (12) of 36
(Question 15D) The quality of visits between the caseworker and the father was sufficient.	50% (5) of 10	66.67% (8) of 12	59.09% (13) of 22
(Question 15B2 and 15D) Both the frequency and quality of caseworker visitation with the father were sufficient.	18.18% (4) of 22	57.14% (8) of 14	33.33% (12) of 36
Item 15 Strength Ratings	24.24% (8) of 33	56% (14) of 25	37.93% (22) of 58

## Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

### Item 16: Educational Needs of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 16A) The agency made concerted efforts to accurately assess the children's educational needs.	79.41% (27) of 34	80% (4) of 5	79.49% (31) of 39
(Question 16B) The agency made concerted efforts to address the children's educational needs through appropriate services.	65.22% (15) of 23	80% (4) of 5	67.86% (19) of 28
Item 16 Strength Ratings	73.53% (25) of 34	80% (4) of 5	74.36% (29) of 39



## Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

### Item 17: Physical Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 17A1) The agency accurately assessed the children's physical health care needs.	82.5% (33) of 40	80% (8) of 10	82% (41) of 50
(Question 17B1) The agency provided appropriate oversight of prescription medications for the physical health issues of the target child in foster care.	78.57% (11) of 14	Not Applicable	78.57% (11) of 14
(Question 17B2) The agency ensured that appropriate services were provided to the children to address all identified physical health needs.	80% (28) of 35	80% (8) of 10	80% (36) of 45
(Question 17A2) The agency accurately assessed the children's dental health care needs.	61.54% (24) of 39	100% (4) of 4	65.12% (28) of 43
(Question 17B3) The agency ensured that appropriate services were provided to the children to address all identified dental health needs.	41.67% (15) of 36	100% (2) of 2	44.74% (17) of 38
Item 17 Strength Ratings	40% (16) of 40	80% (8) of 10	48% (24) of 50

### Item 18: Mental/Behavioral Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18A) The agency accurately assessed the children's mental/behavioral health needs.	72.73% (16) of 22	81.25% (13) of 16	76.32% (29) of 38
(Question 18B) The agency provided appropriate oversight of prescription medications for the mental/behavioral health issues of the target child in foster care.	16.67% (1) of 6	Not Applicable	16.67% (1) of 6
(Question 18C) The agency ensured that appropriate services were provided to the children to address all identified mental/behavioral health needs.	52.38% (11) of 21	56.25% (9) of 16	54.05% (20) of 37
Item 18 Strength Ratings	40.91% (9) of 22	56.25% (9) of 16	47.37% (18) of 38