

# Measuring Our Performance:

## Child and Family Services Review (CFSR)

***“If you can’t measure it, you can’t manage it.”***

*If you want to manage your organization – be it an automobile assembly plant, or a child-welfare agency – argued [Peter] Drucker, you have to be able to measure what you are doing. And why measure performance? Because such measures help managers do many tasks from evaluating how well the organization has done in the past to learning how to improve in the future.”* Bob Behn’s Public Management Report, *On the philosophical and practical: Resistance to Measurement*, Kennedy School of Government, Harvard University, November 2005.

From automobile assembly plants to child welfare agencies, performance measures are regularly required, reviewed and used for continuous quality improvement and ongoing investment decisions. Ohio and the nation have adopted a set of measures to track our work in child protection.

Always a leader in child protection, Ohio created its own performance measurement system, CPOE (Child Protection Oversight and Evaluation) in 1992. County agencies were used to reviewing their performance and developing local Quality Improvement Plans (QIP) to address weak areas of performance.

In 1997, Congress enacted the federal Child and Family Services Review (CFSR) into law and Ohio’s first state review was in 2002 by the US Department of Health and Human Services. Ohio’s CFSR Round Two concluded in late 2008. Like many new initiatives, there was a strong consensus about what to measure (i.e., child safety,

stability and timely permanency), but controversy over the details.

Nevertheless, CFSR Round One moved ahead with benchmarks set so high that no States were able to meet them. Thus, each State had to develop a statewide Program Improvement Plan (PIP) to address their areas of weakness.

Ohio’s CFSR Round One Program Improvement Plan emphasized several elements:

- **Local Focus** – Each of Ohio’s 88 counties modified their own local QIP to contribute to the statewide Program Improvement Plan.
- **Involving the Courts** – The Supreme Court of Ohio and the Ohio Department of Job and Family Services have shown exceptional partnership and leadership. Most notable is their statewide effort to educate, and offer technical assistance and support to local courts and children services agencies for improved procedures and practices as they work together on child safety, stability and permanency. Ohio’s improvements for timely adoptions are a testament to the value of these state and local efforts.

- **Targeted Investments** – Ohio created the Kinship Permanency Incentive program (supporting a diversion and permanency option with kin caregivers), and invested additional funds for adoption placement and finalization activities, as well as funds for current and former foster youth.
- **Evidence Based Practice** – Ohio’s Child Welfare Research Partnership has been working to better inform the field of child protection. Through careful analysis of existing research and child welfare data, plus evaluating promising and new policies and programs, this group has made important information available to the field in the areas of kinship care, screening practices, and the relationship between reunification and foster care re-entry.

Ohio met our CFSR Round One Program Improvement Goals. However, we still have improvements to make in key areas of performance and thus, will be developing a CFSR Round Two Program Improvement Plan.

The Child and Family Services Review Round Two data measurements have evolved to create a more robust, yet more complex system of outcome indicators. In order to provide a baseline, apples to apples comparison, PCSAO is presenting Ohio data reflecting Round One measures for 2000 and 2007/08. We will present the new outcome indicator measurements in future publications, once a baseline exists for context.

## Percentage of children who did not experience recurring maltreatment within six months

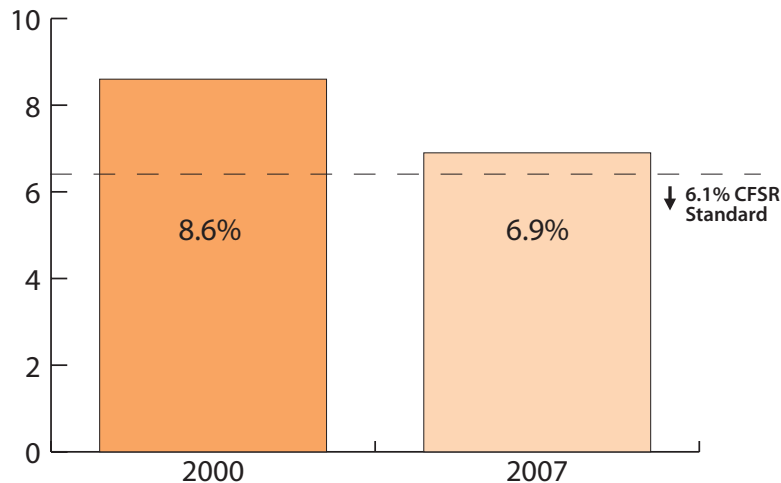
CFSR Round One Standard 6.1% or less  PIP Goal Met

Time Periods Measured April 1-March 31, 2007 and 2000

### WHAT DOES THE DATA REVEAL?

The chart below shows the percentage of children who had previously been victims of substantiated or indicated abuse or neglect who did not experience a recurrence of maltreatment within six months. From 2000 to 2007, Ohio successfully decreased the percentage of children that did not experience recurring maltreatment, demonstrating substantial progress, thus meeting the state's Program Improvement Plan (PIP) goal.

**PERCENTAGE OF CHILDREN STATEWIDE**



## Percentage of children who did not experience maltreatment in foster care

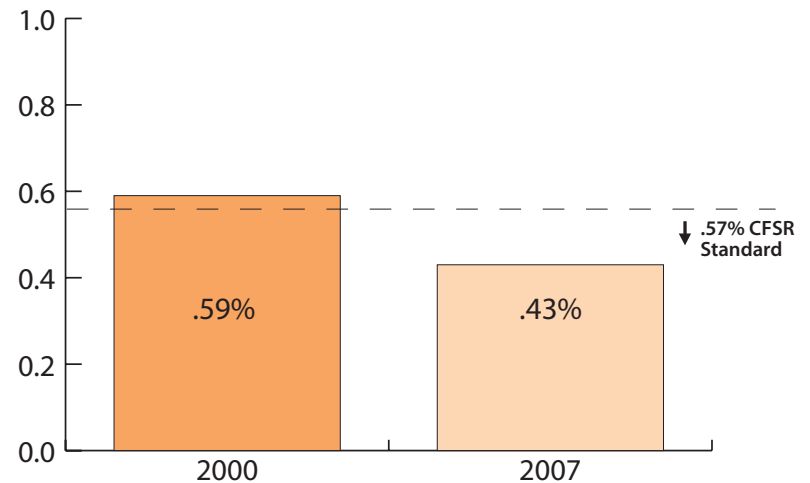
CFSR Round One Standard .57% or less  PIP Goal Met

Time Periods Measured April 1-March 31, 2007 and 2000

### WHAT DOES THE DATA REVEAL?

The chart below shows the percentage of children who were in foster care during the reporting period and did not experience a new incident of maltreatment. A child is considered a victim of maltreatment if the perpetrator was a foster care parent or residential facility staff. Ohio has demonstrated steady progress on this National Standard, thus meeting the state's Program Improvement Plan goal.

**PERCENTAGE OF CHILDREN STATEWIDE**



## Placement stability for foster children

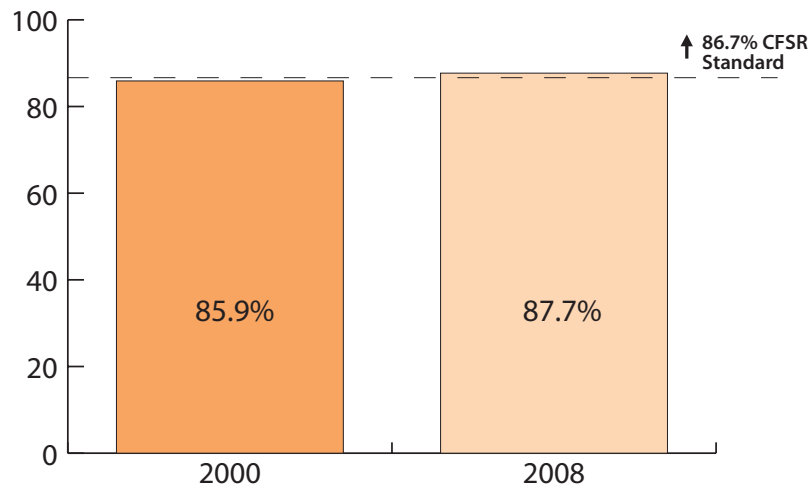
CFSR Round One Standard 86.7% or more  PIP Goal Met

Time Periods Measured April 1-March 31, 2008 and 2000

### WHAT DOES THE DATA REVEAL?

The chart below shows the percentage of children in foster care placement for less than 12 months who experienced two placement settings or less, demonstrating foster care stability. Ohio improved in recent years, and is in compliance with this measure.

#### PERCENTAGE OF CHILDREN STATEWIDE



## Re-entries to foster care after reunification

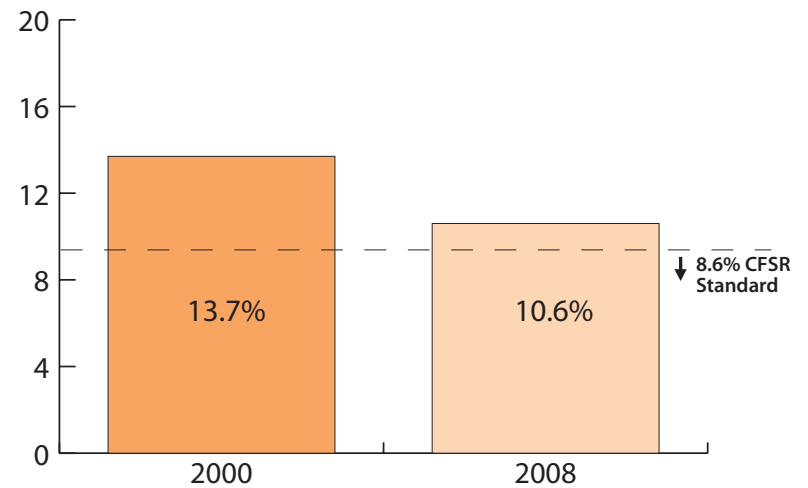
CFSR Round One Standard 8.6% or less  PIP Goal Met

Time Periods Measured April 1-March 31, 2008 and 2000

### WHAT DOES THE DATA REVEAL?

The graph reports the percentage of children who left foster care to reunify with family during the year prior, and within 12 months of exiting care re-entered into foster care during the year shown. Ohio has struggled with this measure, but is demonstrating steady progress, thus meeting our Program Improvement Plan Goal.

#### PERCENTAGE OF CHILDREN STATEWIDE



## Timeliness of reunification for foster children

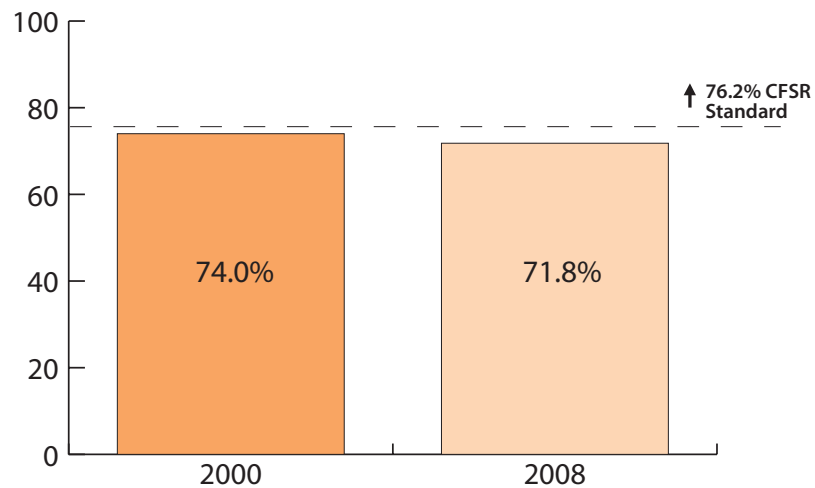
CFSR Round One Standard 76.2% or more  PIP Goal Met

Time Periods Measured April 1-March 31, 2008 and 2000

### WHAT DOES THE DATA REVEAL?

For all children that exited care in the year shown, the graph reports the percentage of reunifications that occurred within 12 months of initial entry into custody. Despite a slight decline in performance, Ohio accomplished certain activities and met our Program Improvement Goals.

#### PERCENTAGE OF CHILDREN STATEWIDE



## Timeliness of adoptions for foster children

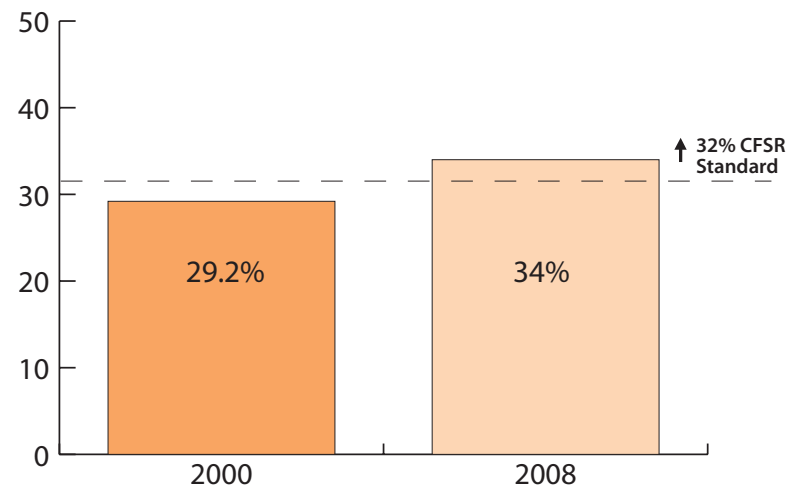
CFSR Round One Standard 32% or more  PIP Goal Met

Time Periods Measured April 1-March 31, 2008 and 2000

### WHAT DOES THE DATA REVEAL?

The graph reports the percentage of finalized adoptions that occurred within 24 months of children entering foster care. Ohio exceeded the national goal, at 34%. The Ohio Supreme Court and local Juvenile Courts partnered with state and local child welfare leadership to significantly improve Ohio's timeliness.

#### PERCENTAGE OF CHILDREN STATEWIDE



# Children growing up in foster care

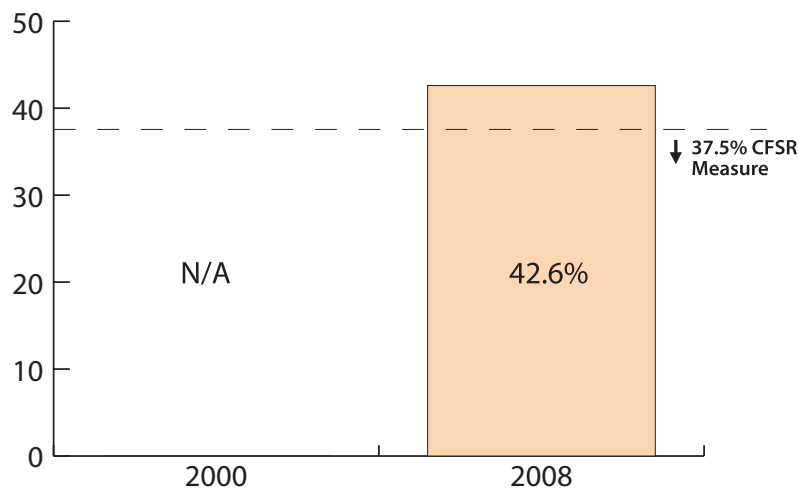
CFSR Round Two Measure 37.5% or less  Goal Not Met

Time Periods Measured April 1-March 31, 2008 and 2000

## WHAT DOES THE DATA REVEAL?

The chart reveals the percentage of youth who emancipated out of foster care, after being in foster care for three years or longer. Ohio especially struggles with permanency for adolescents, and too many youth (about 1,200 per year) age out of foster care at age 18 or older, without a permanent family. This measure was not included in Round One of the CFSR.

### PERCENTAGE OF CHILDREN STATEWIDE



The 2009-2010 PCSAO Factbook, 9th Edition

# Reasons for foster children leaving placement

CFSR Standard N/A

Time Periods Measured July 1, 2007 – June 30, 2008

## WHAT DOES THE DATA REVEAL?

The chart reveals the reasons why children leave placement as a percentage of all children leaving custody during that time period. During this time, 12,043 children left care.

### DEFINITIONS

**Reunification** – Children are reunified with their parents, caregivers or other relatives.

**Aging out** – Children age out of custody at age 18 or older.

**Legal Custody/Guardianship** – Children leave care because legal custody or guardianship is awarded to a relative or other caregiver.

**Adoption** – Adoptions are finalized.

**Other** – Includes appealed dispositions, children entering custody of the Ohio Department of Youth Services, runaways / AWOLs, or other.

