



CHILD AND FAMILY SERVICES REVIEWS

Arizona

FINAL REPORT

2023

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Final Report: Arizona Child and Family Services Review

INTRODUCTION

This document presents the findings of the Child and Family Services Review (CFSR) for the state of Arizona. 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 Arizona are based on:

- The Statewide Assessment prepared by the Arizona Department of Child Safety (DCS) and submitted to the CB on October 4, 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.
- The February 2023 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 at Maricopa, Pima, and Yuma counties in Arizona December 4–8, 2023, examining case practices occurring during December 2022 through December 2023.
- Interviews and focus groups with state stakeholders and partners, which included:
 - Attorneys for the agency
 - Attorneys for parents
 - Attorneys for children and youth and Guardians Ad Litem
 - Staff of Childcare Institutions
 - Child welfare agency caseworkers and supervisors
 - Child welfare agency statewide leadership, managers, and program supervisors
 - Child welfare service providers
 - Court Appointed Special Advocates (CASA) and Foster Care Review Board (FCRB) Members
 - Foster and adoptive parents and relative caregivers
 - Foster care licensing, recruitment, and retention staff and representatives of the state foster/adoptive parent association
 - Judges
 - Parents and parent advocates
 - Placement and Interstate Compact on the Placement of Children (ICPC) staff and Team Decision Making (TDM) staff
 - Tribal representatives and leaders
 - Youth

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 Child and Family Services Plan (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

Arizona 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

Outcome	Case Review Item(s)	Statewide Data Indicators
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
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

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

The following 3 of the 7 systemic factors were found to be in substantial conformity:

- Quality Assurance System
- Staff and Provider Training
- Agency Responsiveness to the Community

CB Comments on State Performance

Arizona DCS is the state-administered child welfare services agency responsible for title IV-B and IV-E programs including prevention; child protection; child safety; family support; family preservation and reunification; family foster and kinship care; services to promote safety, permanency, and well-being for children; and adoption promotion and support. The DCS partners and collaborates with stakeholders to ensure comprehensive service delivery.

In 2015, DCS conducted a State-Led Review for Round 3 of the CFSR. Arizona was found to be in substantial conformity with 1 of the 7 outcomes (Well-Being Outcome 2: Children receive appropriate services to meet their educational needs) and 4 of the 7 systemic factors (Statewide Information System, Quality Assurance System, Staff and Provider Training, and Agency Responsiveness to the Community).

Arizona’s Round 3 CFSR PIP was approved on January 19, 2017. The 2-year implementation period began on January 3, 2017. On August 9, 2018, the state was notified that it had completed all the benchmarks and action steps identified in the PIP, and on July 30, 2019, the CB determined that Arizona had successfully completed all the PIP activities and met all PIP measurement goals.

The Round 4 CFSR conducted by the CB in December 2023 found that Arizona is not in substantial conformity with any of the 7 outcomes and is in substantial conformity with 3 of the 7 systemic factors (Quality Assurance System, Staff and Provider Training, and Agency Responsiveness to the Community).

The CFSR found that DCS has a highly functioning quality assurance system and strong community engagement. These can serve as foundational elements to assist DCS in making meaningful advances in achieving positive safety, permanency, and well-being outcomes for children and families, and in improving system functioning.

The highest performing outcome for Arizona in CFSR Round 4 was Safety Outcome 1, Children are, first and foremost, protected from abuse and neglect. This outcome was substantially achieved in 88.6% of applicable cases. In the cases reviewed, 100% of investigations or assessments were initiated in accordance with Arizona’s policy and, in 88.6% of the cases reviewed, face-to-face contact was made with the children who were the subject of maltreatment reports within the required timeframe. Arizona performed statistically better than national performance on both Safety Outcome 1 statewide data indicators over the last 3 reporting years.

The next highest performing outcome was Well-Being Outcome 2, Children receive appropriate services to meet their educational needs, with 64.3% of the applicable cases rated as substantially achieved. Performance was better for foster care cases than in-home services cases for both the assessment of service needs and the efforts to address those needs.

Well-Being Outcome 3 assesses the agency's concerted efforts to assess and provide services to meet children's physical and dental health needs (Item 17) and mental/behavioral needs (Item 18). Of the applicable cases, 55% were rated as substantially achieved for this outcome. Regarding assessment practices, for children in foster care, agency efforts to assess the physical health needs of children were rated as a Strength in 97.5% of cases reviewed; and efforts to assess the dental health needs of children were rated as a Strength in 82.5% of the cases reviewed. For children in in-home cases efforts to assess the physical health needs of children were rated as a Strength in 85.7% of the cases reviewed; and efforts to assess the dental health needs of children were rated as a Strength in 50% of the applicable cases reviewed. Performance was also rated higher in foster care cases (82.8%) than in-home services cases (64.3%) for agency efforts to assess mental/behavioral health.

Ratings for the two items that comprise Safety Outcome 2, Children are safely maintained in their homes whenever possible and appropriate, differed depending on the case type, with stronger performance in foster care cases. For Item 2, Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care, 92% of applicable foster care cases were rated as a Strength, whereas in-home services cases were rated as a Strength in 63% of the applicable cases. The primary reason for an Area Needing Improvement (ANI) rating in the in-home services cases was that the agency did not provide appropriate services to protect children in their homes. Similarly, 70% of foster care cases received a Strength rating for Item 3, Risk and Safety Assessment and Management, compared to 44% of in-home services cases. In both foster care and in-home services cases, there were no maltreatment allegations about the family that were not formally reported or formally investigated/assessed. Across both types of cases, the most common reason that Item 3 was rated as an ANI was a lack of ongoing assessment of children in their homes or in foster care placement.

In cases where ongoing assessments were not occurring, there needed to be more quality caseworker visits with children, particularly in in-home services cases. When safety concerns were present, the agency developed appropriate safety plans with the families and continually monitored the safety plans as needed in 50% of the cases reviewed across both case types. Lastly, comprehensive assessments of safety/risks were not consistently completed at the time of case closure. Given how critically important it is to ensure the safety of children and families, these areas merit specific attention.

Permanency Outcome 2, The continuity of family relationships and connections is preserved for children, was substantially achieved in 50% of cases reviewed. (This outcome is only applicable to foster care cases.) Of the five items assessed in this outcome, Item 7, Placement with Siblings, was the highest performing, at 87%. The agency demonstrated efforts to place children with relatives whenever possible and appropriate. Preserving children's connections in foster care was rated as a Strength in 63% of the cases. The lowest performing items in this outcome were Items 8 and 11. Item 8, which was rated as a Strength in 56% of applicable foster care cases, assesses agency efforts to ensure frequent and quality visits between a child in foster care and parents and siblings. Ratings for mothers, fathers, and siblings were similar for this item regarding the frequency of visits, but there were notable improvements in efforts around ensuring the quality of visitation for both visits with mothers and siblings in care. For Item 11, which rates the agency's efforts to support or promote positive relationships between a child in foster care and parents, 40% of the applicable cases were rated as a Strength. Ensuring frequent and quality visits between children, parents, and siblings, and making concerted efforts to enhance their relationships, are essential to preserving children's connections and facilitating reunification.

Well-Being Outcome 1, Families have enhanced capacity to provide for their children's needs, was one of the lower performing outcomes, with 34% of cases rated as substantially achieved. Contributors to this lower performance included a lack of efforts to assess the needs of children, parents, and foster parents; insufficient provision of timely and appropriate services; a lack of engagement in case planning; and insufficient frequency and quality of visits.

Arizona's performance on Permanency Outcome 1, Children have permanency and stability in their living situations, was substantially achieved in 22.5% of foster care cases. This outcome comprises three items: Item 4, Stability of Foster Care Placement; Item 5, Permanency Goal for Child; and Item 6, Achieving Reunification, Guardianship, Adoption, or Another Planned Permanent Living Arrangement. Arizona received a Strength rating for placement stability in 75% of the cases. While 92.5% of the current placements were stable, in cases where the child's placement changed, 40% of those were done in furtherance of the child's needs or to achieve case goals. Arizona's performance was better than national performance on the Placement Stability statewide data indicator. Although placements were largely stable in Arizona, stakeholders across the state noted, with concern, that children were not being placed in their home counties, which affected their ability to receive services. Out-of-county placements can directly affect service delivery and visitation and may be limiting the achievement of timely permanency.

Arizona achieved a Strength rating for timely and appropriate permanency goals in 50% of the applicable cases. In 100% of the applicable cases, permanency goals were specified in the case files, and in 75% of the cases, those goals were appropriate to the child's needs and circumstances of the case. The Strength rating performance drops to 65% for the timeliness of establishing the goals that were in effect during the period under review. In the cases observed, often goals of reunification were in place longer than warranted by case circumstances, and concurrent goals were not always established or worked toward where appropriate.

Arizona's lowest performing item in Permanency Outcome 1 was the achievement of permanency, with 35% of the cases rated as a Strength. Notably, only 18% of cases with a goal of adoption and 35% of cases with a goal of reunification were rated as a Strength. As noted above, reunification goals were often in place for too long given the case circumstances, which resulted in reunification not being achieved within 12 months. The comparable statewide data indicator looks at permanency achieved within 12 months, which is most often reunification. For that metric, Arizona's most recent performance was statistically worse than national performance. With respect to the achievement of adoption, the practice of not filing termination of parental rights (TPR) petitions timely was a notable factor contributing to the lack of timely adoption. In some cases, TPR petitions were not filed timely although no exception existed; in others, although the TPR petition was filed, there were delays in getting the matter on the court's docket as well as significant delays in court determinations after filing of TPR petitions. DCS and its legal and judicial partners should focus in the PIP on achieving more timely permanency.

Parent engagement is foundational for improving safety, permanency, and well-being outcomes for children and families involved in the Arizona child welfare system. This will be a key practice area for DCS to address in its PIP. In addition to concerns around efforts to reunify families, case review results show a lack of concerted efforts to ensure that parents, especially fathers, have regular visitation with children in care and to maintain parents' relationships with their children in care outside of visitation. Improving how caseworkers assess parents' needs, ensure that they are provided necessary and appropriate services, and engage them in case planning is critical to achieving better outcomes.

Engaging with families to accurately assess needs and link families to appropriate services and supports is a critical practice in child welfare. Even when needs and services were appropriately identified, children and families being served by DCS faced a mixed array of available services, often stemming from their geographic location within the state. Stakeholders frequently cited gaps in the continuum of services for behavioral health services, including waitlists for behavioral health services and psychological evaluations. Stakeholders also noted gaps in the service array for other services related to transportation, domestic violence, crisis stabilization, housing, and substance use. A shortage of licensed foster homes and congregate care options resulted in usage of temporary housing and placing children/youth out of their counties of origin. Youth with behavioral concerns are more likely to need temporary housing. In addition, an overutilization of congregate care and quality disparities among congregate care options were reported. Compared to other states, recent data show that Arizona has the fourth-highest usage of congregate care. Nationally, 9% of children were in

congregate care on the last day of fiscal year (FY) 2021, whereas in Arizona, 17% of children were in congregate care on the last day of FY 2021.¹

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 some of these statewide indicators showed the following notable performance-related information by race/ethnicity in Arizona:²

- Black or African American children are disproportionately represented in maltreatment victimizations and foster care entries relative to their representation in the general child population. Black or African American children are almost twice as likely to be maltreatment victims and more than twice as likely to enter foster care.
- Black or African American children have the highest rate of placement moves in the state—about one additional move per 1,000 days in care compared to all other children.
- No other notable performance differences exist for other racial and ethnic groups.
- Arizona’s Adoption and Foster Care Analysis and Reporting System (AFCARS) data for FYs 2021–2022 are missing race and ethnicity data for 27% of reported foster care children. The submissions for FY 2023 are missing only about 1% of race data; however, the missing race data from prior years obscures analyses of change over time.

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. CFSR statewide data indicators provide performance information on states’ child safety and permanency outcomes. The statewide data indicators are aggregate measures calculated using information that states report to the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS). For general information on the statewide data indicators and their use, see the Capacity Building Center for States page, <https://capacity.childwelfare.gov/states/topics/cfsr/cfsr-data-syntax-toolkit>. For a detailed description of the statewide data indicators, see CFSR Technical Bulletin #13A, <https://www.acf.hhs.gov/cb/training-technical-assistance/cfsr-technical-bulletin-13a>. 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.

¹ Congregate care is reported to AFCARS as the current placement setting (“group home” or “institution”) at the time AFCARS data are submitted. These figures are from the FY 2021 AFCARS Report (<https://www.acf.hhs.gov/cb/report/afcars-report-29>), which was the most recent at the time of this report.

² The data described here are available in the Statewide Data Indicators Data Profile and Supplementary Context Data for February 2023 and August 2023.

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

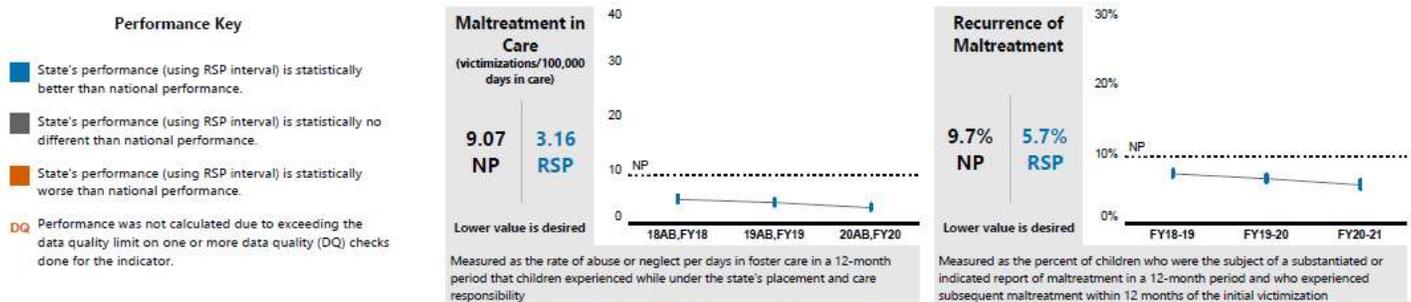
The CB determines whether a state is in substantial conformity based on the state’s RSP on two statewide data indicators and the state’s performance on Item 1: Timeliness of initiating investigations of reports of child maltreatment.

The state’s policy requires that DCS initiate investigations of reports of child maltreatment by having or attempting to have in-person contact with the alleged child victim at the child’s known or probable location in accordance with the response timeframe corresponding with the priority of the report. Reports assigned for a Priority 1 response are initiated within 2 hours, reports assigned for a Priority 2 response are initiated within 48 hours, reports assigned for a Priority 3 response are initiated within 72 hours, and reports assigned for a Priority 4 response are initiated within 7 days. The count for the report response timeframe begins when a local DCS office receives the DCS Report from the Hotline either by telephone notification or when the report is assigned to the local office, whichever occurs first.

Statewide Data Indicators

The chart below shows the state’s performance from the February 2023 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



Arizona 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	August 2023 Profile	Inclusion in PIP?
Maltreatment in Foster Care	Better	Better	No
Recurrence of Maltreatment in 12 months	Better	No Different	No

All results reported here are based on the August 2023 data profile and supplementary context data and thus may describe performance that is different from what is depicted in Figure 1 because that is from the February 2023 data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

Arizona performed statistically better than national performance on the statewide data indicator for maltreatment in care over the last 3 reporting years.

Although performance is statistically better than national performance, the rate of maltreatment per 100,000 days in care increased by 35% since FY 2019.

- Generally, the number of victimizations in care for any age or race/ethnicity is too small to reliably report on differences across these subpopulations.
- Maricopa County accounts for the majority of victimizations in care (59%), which is proportionate to the number of children in care in Maricopa.

Arizona performed no differently than national performance in the most recent reporting year (FY 2021) and better than national performance in the 2 preceding reporting years on the statewide data indicator for recurrence of maltreatment. Recurrence of maltreatment declined each of the last 3 reporting years, with a 24% decrease overall.

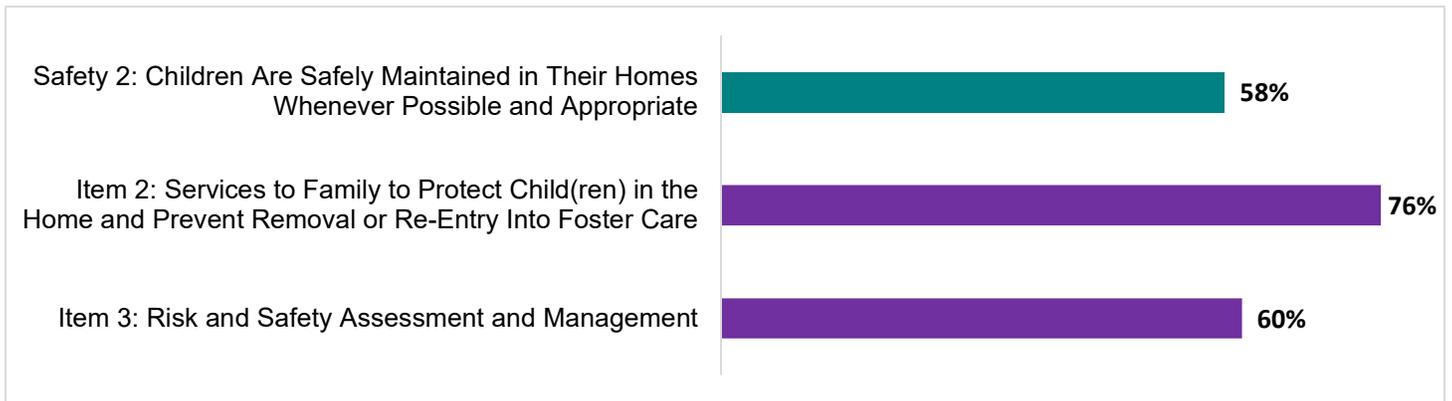
- Hispanic children are disproportionately represented in the recurring victims, as they are 31% of the initial victims and 36% of the recurring victims.
- There was a large decrease in the number of victims in FY 2021; however, this may be a result of inaccurately reported data, which the state acknowledged in its SWA.

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



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

- Less than 95% 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.

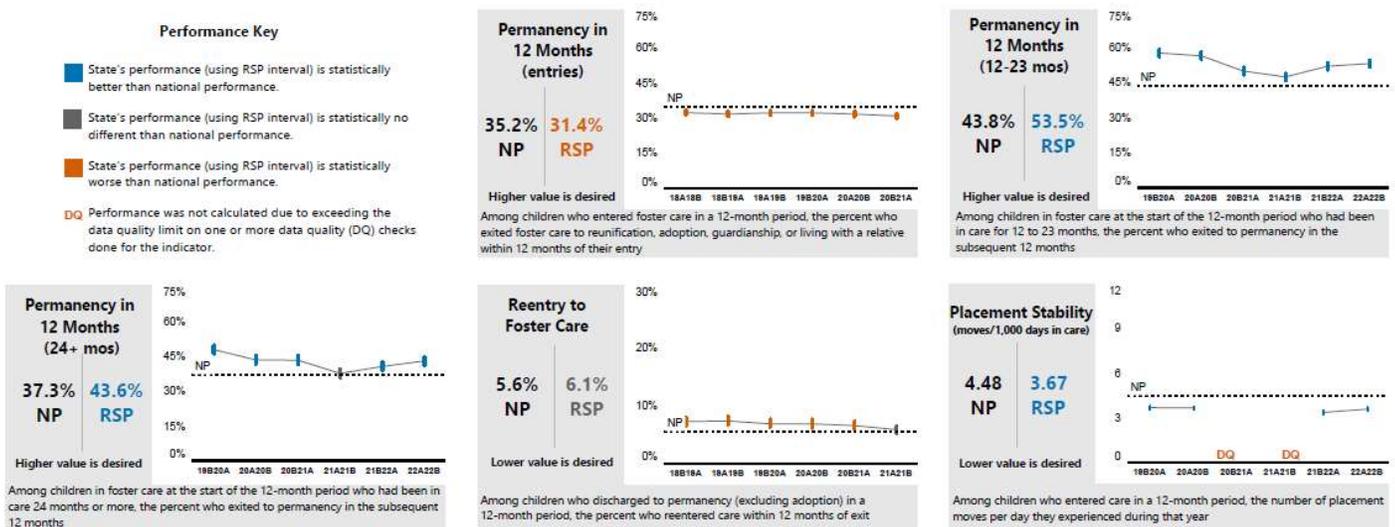
Permanency Outcome 1: Children have permanency and stability in their living situations.

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

Statewide Data Indicators

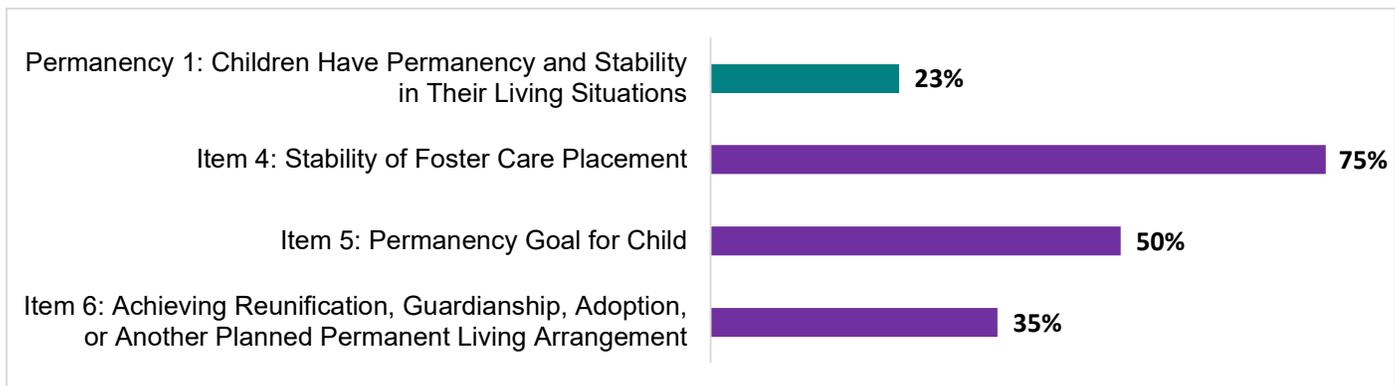
The chart below shows the state’s performance from the February 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Permanency Outcome 1.

Figure 4. State’s Performance on Permanency Outcome 1 Indicators



Case Review

Figure 5. Performance on Permanency Outcome 1 and Supporting Items



Arizona 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 better than national performance.
- The state’s performance on the “reentry to foster care in 12 months” data indicator was statistically no different than national performance.
- The state’s performance on the “placement stability” data indicator was statistically better than national performance.
- Less than 95% 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	August 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	Better	Better	No

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	August 2023 Profile	Inclusion in PIP?
Reentry to foster care in 12 months	No Different	No Different	No
Placement stability	Better	Better	No

All results reported here are based on the August 2023 data profile and supplementary context data and thus may describe performance that is different from what is depicted in Figure 4 because that is from the February 2023 data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

Arizona consistently performs statistically worse than the nation for permanency in 12 months for children entering care.

- Entry rate is an important component of assessing performance on permanency in 12 months for children entering care and is one of the factors that is used for calculating Risk-Standardized Performance.
- While the entry rate in Arizona is declining, it is high relative to national rates. For the AFCARS 19B20A reporting period, children entered care at a rate of 5.3 per 1,000 children in the population, which was 1.7 times the national rate of 3.1 per 1,000; and for 22B23A (the most recent period), it was 3.8 per 1,000, which remained 1.7 times the national rate of 2.3 per 1,000.
- For the 3 most recent reporting years, the entry rate in Arizona for children under 1 year old was 20 per 1,000, which is nearly two times the national under-1 entry rate of 10.3 per 1,000.
- As with the rest of the nation, children removed as infants in Arizona had a relatively low rate of permanency within 12 months of entry (25% for Arizona, 28% nationally) as infants were adopted more frequently than other age groups, a process that took longer than 12 months. Arizona's high entry rate for infants, coupled with their lower permanency rate, is notable.
- Black or African American children enter care in Arizona at a rate that is disproportionate to their representation in the overall child population. Black or African American children in Arizona are 5.4% of the child population but 11.6% of the entries to foster care.
- In FY 2022, 31.9% of entries were reported as having race and ethnicity that is unknown or unable to determine; in FY 2020, before Arizona's new Comprehensive Child Welfare Information System, it was 9%. Nationally, only 2.8% of children are reported with race and ethnicity that is unknown or unable to determine. Although in the most recent reporting period only 1.2% of entries were reported with race and ethnicity as unknown or unable to determine, the unknown race data for previous years obscures clear observations of changes over time.
- Maricopa accounts for 57% of the entries but 53% of the exits within 12 months, indicating that it is a large contributor to the state's overall low performance on this metric.

Arizona consistently performs better or no different than the nation for permanency in 12 months for children in care 12–23 months or 24 months or more.

- Overall, the number of children in care for 12 or more months is increasing. The number of children who were in care at the start of the first reporting period compared with the last increased by 5% for children in care 12–23 months and by 13% for children in care 24 months or more.
- Children aged 1 to 5 years and in care 24 months or more had a permanency rate of 68.3%. This is notably higher than the national level of 51.9%.

- A higher percentage of children entering foster care were adopted in Arizona than nationally. In Arizona, 7.5% of children were adopted within 2 years of entry, and this increased to 34.4% within 5 years of entry. Nationally these figures were 3.9% and 22.4%. Furthermore, for children under 1 year old, 64.1% of entries were adopted within 5 years compared to 45.3% nationally. These high adoption rates, combined with the high entry rate for children under 1, explain the low permanency rates within 12 months of entry and the high permanency rates for children in care 12–23 months and 24 months or more.

Arizona’s performance was no different than national performance on reentry to foster care in the two most recent time periods displayed in the data profile; however, it was consistently statistically worse than national performance for all previous time periods.

- Arizona’s reentry rate declined 23% overall across these three time periods.
- As with the other permanency indicators, it was unclear whether there were racial and ethnic disproportionalities because many children were reported with race or ethnicity as unknown or unable to determine.
- Maricopa county’s reentry rate declined by 27%; greater than the state’s overall decline.

Arizona’s placement stability was consistently better than national performance for all periods with data (data quality problems prevented placement stability calculations for two reporting periods).

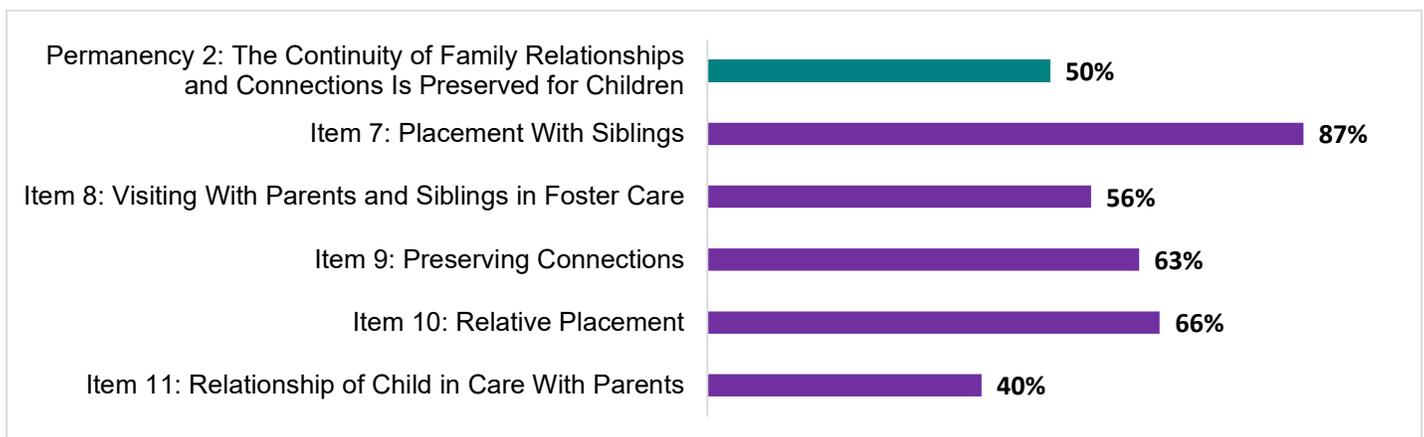
- Black or African American children had a 24% higher rate of moves than all other race/ethnic groups in Arizona (5 per 1,000 compared to 4.1 per 1,000).
- There were no notable differences based on age or county.

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



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

- Less than 95% 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.

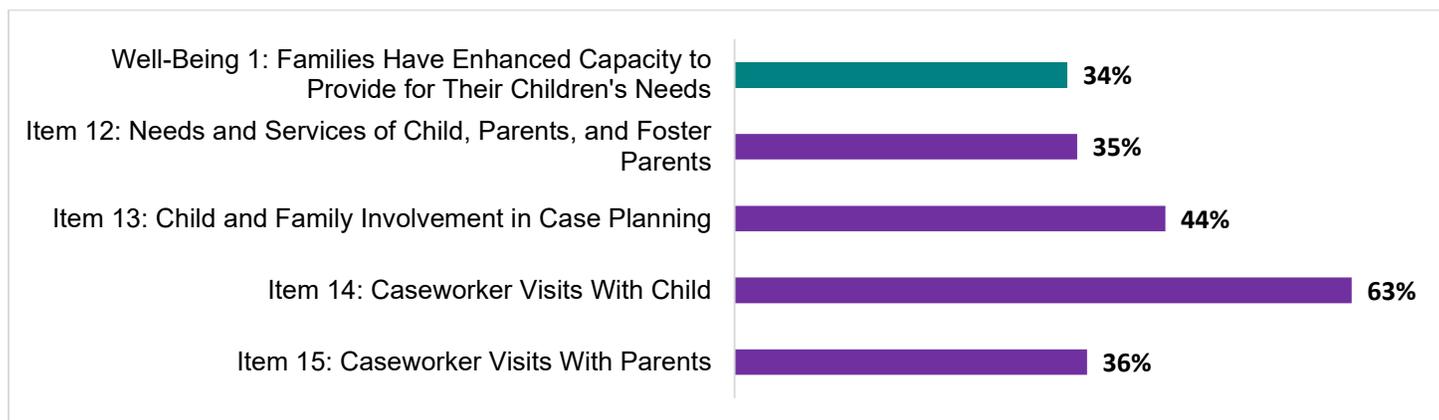
- Less than 90% of the cases were rated as a Strength on Item 9.
- Less than 90% of the cases were rated as a Strength on Item 10.
- Less than 90% of the cases were rated as a Strength on Item 11.

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



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

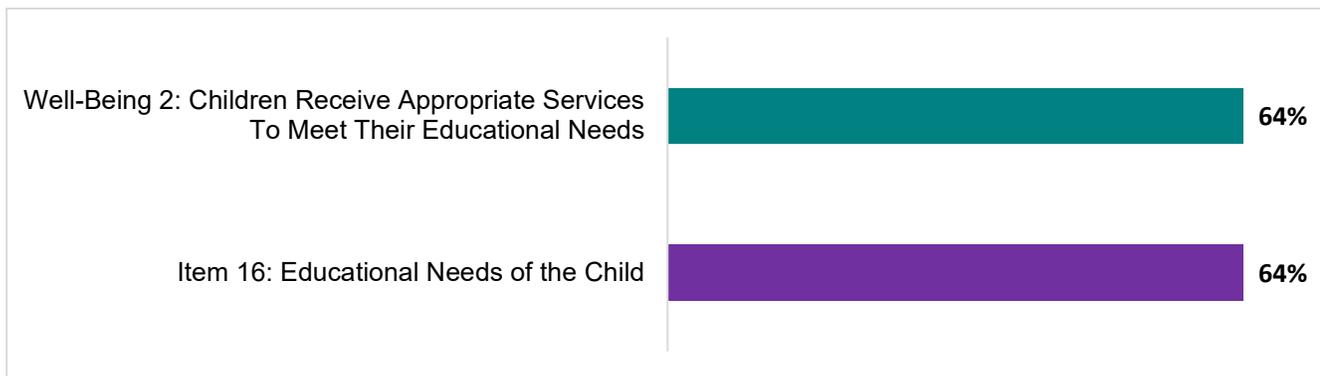
- Less than 95% of the cases reviewed were substantially achieved.
 - Less than 90% of the cases were rated as a Strength on Item 12.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12A.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12B.
 - Less than 90% of the cases were rated as a Strength on Sub-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



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

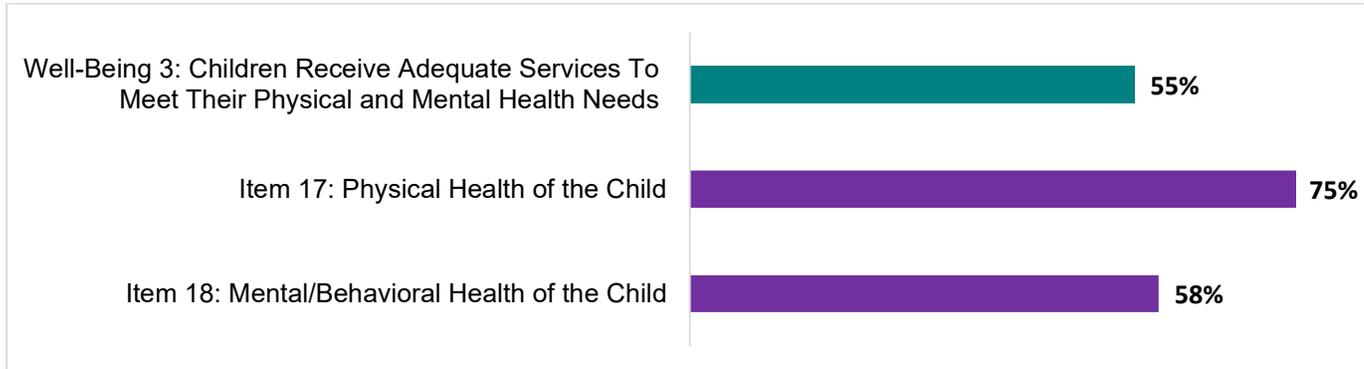
- Less than 95% of the cases were rated as a Strength on Item 16.

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



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

- Less than 95% 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	Area Needing Improvement

Arizona was found not 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.

- Arizona received an overall rating of Area Needing Improvement for Item 19 based on information from the Statewide Assessment. No stakeholder interviews were conducted per agreement with Arizona.
- Information provided in the Statewide Assessment showed that Arizona’s statewide information system, Guardian, is not functioning statewide to ensure that the status, demographic characteristics, placement location, and placement goals are readily identifiable. The state provided case review data showing that there was missing or incorrect data for each required area of this item, i.e., the data quality report and targeted case review data showed data quality concerns with the child location elements and demographic characteristics, specifically regarding race/ethnicity and legal status. The state identified delayed data entry, incorrect data entry, lack of prioritizing data entry, and programming issues as contributing to the data quality concerns. The state said that data quality monitoring is managed through their Data Governance Program and program supervision review.

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	Area Needing Improvement
Item 22: Permanency Hearings	Area Needing Improvement
Item 23: Termination of Parental Rights	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Area Needing Improvement

Arizona 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.

- Arizona received an overall rating of Area Needing Improvement for Item 20 based on information from the Statewide Assessment. No stakeholder interviews were conducted per agreement with Arizona.
- In the Statewide Assessment, Arizona described state policy that outlines the required elements of all case plans. The state provided data that showed a decline in the percentage of children in foster care with a written case plan. In the Statewide Assessment, the state provided case review and evidence from focus groups, which showed that parents were not involved in the development of most case plans. The state identified the following challenges in ensuring case plans are developed with parents: minimal conversations with parents regarding case planning, lack of efforts to locate missing parents (specifically fathers and incarcerated parents), and not communicating all the required elements when case planning with parents.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 21 based on information from the Statewide Assessment and stakeholder interviews.
- Information provided in Arizona's Statewide Assessment and collected during stakeholder interviews did not demonstrate that a periodic review, either by a court or through the state's Foster Care Review Board (FCRB), occurred for each child no less frequently than once every 6 months on an ongoing basis while the child was in foster care, either by a court or through the state's Foster Care Review Board (FCRB). While stakeholders interviewed asserted that periodic reviews were timely, the Statewide Assessment provided agency administrative data that showed a notable decline in periodic reviews from calendar year (CY) 2020 to 2022. Although data provided by the Administrative Office of Courts shows that in 2021–2022, the FCRB held initial 6-month periodic reviews timely for nearly all children entering foster care, the state did not provide evidence to show that subsequent periodic reviews were occurring timely for children already in care who were due for periodic review.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 22 based on information from the Statewide Assessment and stakeholder interviews.
- Information provided in Arizona's Statewide Assessment and collected during stakeholder interviews did not demonstrate that for each child, a permanency hearing occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter. While stakeholders interviewed asserted that there was timely occurrence of permanency hearings, the Statewide Assessment provided agency administrative data that showed a notable decline in permanency hearings from CY 2020 to 2022. Although data provided by the Administrative Office of Courts shows that in 2020–2021, an initial permanency hearing occurred timely for nearly all children who had entered foster care in that year, the state did not provide evidence to show that subsequent permanency hearings were occurring timely for children already in care who were due for hearings.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 23 based on information from the Statewide Assessment. No stakeholder interviews were conducted per agreement with Arizona.
- Information in the Statewide Assessment indicated that timely filing of termination of parental rights (TPR) petitions is not occurring statewide. Data provided by the state showed that most TPR petitions are not filed in accordance with Adoption and Safe Families Act (ASFA) timeline requirements. In addition, exceptions to filing TPRs in accordance with ASFA timeframes are not routinely documented.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 24 based on information from the Statewide Assessment. No stakeholder interviews were conducted per agreement with Arizona.
- Information in the Statewide Assessment showed that Arizona does not have a process to track whether foster parents, pre-adoptive parents, and relative caregivers have been notified of periodic reviews conducted by the FCRB or the courts, and permanency hearings related to the children in their care. It was unclear whether notices that were provided included notice of the rights of those individuals to be heard in court. Survey results reported in the Statewide Assessment found that most caregivers did not receive notice of court hearings and reviews.

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	Strength

Arizona was found 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.

- Arizona received an overall rating of Strength for Item 25 based on information from the Statewide Assessment.
- Information in the Statewide Assessment showed that Arizona's quality assurance (QA) system is functioning statewide in all jurisdictions where the services included in the CFSP are provided. The state provided a description of its QA and continuous quality improvement (CQI) system and structure, which is centrally administered and operating in all jurisdictions of the state. The state utilizes established standards, performance outcomes, and success indicators to evaluate quality of service. The state's Practice Improvement Unit provides relevant reports and utilizes ongoing case reviews and targeted case reviews to identify and evaluate Strengths and needs of the service delivery system. The case review instrument the state uses for in-home and foster care cases is similar to the federal case

review instrument and assesses safety, permanency, and well-being outcomes. The state uses case review data reports to improve practice, monitor practice metrics, and identify areas where further evaluation is needed.

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	Strength
Item 27: Ongoing Staff Training	Strength
Item 28: Foster and Adoptive Parent Training	Area Needing Improvement

Arizona was found 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.

- Arizona received an overall rating of Strength for Item 26 based on information from the Statewide Assessment.
- In the Statewide Assessment, Arizona described its 22-week initial, pre-service training requirements for new DCS staff. To ensure statewide consistency, initial training is provided by the state’s centralized Learning and Development training unit. Training courses are evaluated annually and updated, as needed. Training courses focus on the impact of trauma, permanency planning, and safety and well-being assessments, and include job shadowing and computer-based trainings. The state provided a description of all the pre-service training modules, field activity guides, computer-based training, credit hours, and timeframes for completion. The state tracks initial training of attendees to ensure completion of requirements within the 22 weeks. The state reported that, of those attendees who complete initial training, most complete it within the required timeframe. DCS is continually hiring, so the courses are offered on a frequent, ongoing basis. Trainees must successfully complete all training before being promoted to a full-time case-carrying specialist. Surveys completed by trainees showed that most felt that the training was relevant and that they could use what they learned in their roles.

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.

- Arizona received an overall rating of Strength for Item 27 based on information from the Statewide Assessment.
- In the Statewide Assessment, Arizona described the ongoing training requirements for child welfare staff responsible for investigating reports of abuse and neglect and those providing ongoing case management and described optional training opportunities available for all staff. The state provides a wide variety of optional ongoing computer-based training, in-person training, and training available through community partners. Training modules include topics such as investigation techniques, working with families in court, advanced forensic interviews, youth thrive, and behavioral health modules. The state utilizes an automated Learning Management System, TraCorp, to collect and monitor data on the number of staff who require ongoing training. The Learning and Development unit, employees, and

their direct supervisors have access to training records to determine what trainings have been completed. In addition, the system sends reminders when a yearly training is due. Supervisor training curricula are made available through the Supervision Coach Program. Areas of supervisor training include safety assessments, clinical case management, clinical and administrative supervision, coaching, and creating a learning culture. Trainee survey data indicates that most trainees find the ongoing trainings to be relevant and that the trainees could use their knowledge in their current position.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 28 based on information from the Statewide Assessment. No stakeholder interviews were conducted per agreement with Arizona.
- In the Statewide Assessment, Arizona described the pre-service training requirement for foster parents. Pre-service training is provided by a contracted provider and includes approximately 40 hours of training on a wide range of topics. The state reports that issuance of a license is considered proof of training completion and that random record checks are utilized to ensure completion of training. The state does not require training for prospective adoptive parents. The state did not provide sufficient evidence to demonstrate that initial and ongoing trainings addressed the skills and knowledge needed by foster and adoptive parents to carry out their duties with regard to foster and adopted children. The state has training requirements for staff of facilities that provide group and shelter care but did not provide evidence to demonstrate that compliance with these training requirements was being monitored.

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

Arizona 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.

- Arizona received an overall rating of Area Needing Improvement for Item 29 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Arizona described its policy to assess children and families for an array of services to achieve case plan goals and efforts to address gaps in services. However, stakeholders

reported significant service gaps and waitlists to access services in all areas of the state, especially for families in rural areas that included waitlists for behavioral health services and psychological evaluations. Rural areas of the state are more likely to face a lack of services and service providers, while more urban areas of the state struggle with waitlists to access needed services. Stakeholders also noted gaps in the service array for other services such as for transportation, domestic violence, crisis stabilization, housing, and substance use issues. A shortage of licensed foster homes and congregate care options results in usage of temporary unlicensed placement options and placing children/youth out of their counties of origin. In addition, an overutilization of congregate care and quality disparities among congregate care providers were reported.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 30 based on information from the Statewide Assessment and stakeholder interviews.
- While there is the ability to customize some services, Arizona did not demonstrate that the service array and resource development system is functioning statewide to ensure services can routinely be individualized to meet the unique needs of the children and families served by the state. During stakeholder interviews, stakeholders reported a lack of assessing for and providing individualized and culturally appropriate services and a lack of diversity within service providers. Stakeholders also noted challenges in locating placement and specialized services to address specific needs, such as for children with varying intellectual and developmental abilities as well as children and youth with behavioral health needs. Children/youth with high needs are often placed outside of their origin county which can cause placement disruptions.

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

Arizona 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.

- Arizona received an overall rating of Strength for Item 31 based on information from the Statewide Assessment.
- In the Statewide Assessment, Arizona described the process and structure for ongoing consultations related to developing the CFSP and APSR with a wide variety of regional partners, including Tribal

representatives, youth, parents, foster parents, adoptive parents, relative caregivers/kinship, legal/judicial partners, service providers, and other community-based services for children and families. Consultation and engagement included community forums and listening sessions, advisory groups, oversight committees, citizen review panels, focus groups, and targeted meetings with collaborative groups. In addition, the state described quarterly community forums with the Arizona council of human service providers' child welfare committee comprising state staff, behavioral health, substance use treatment services, and juvenile justice partners. The state described service provider feedback noting that the ongoing collaboration is helpful in addressing issues and increasing communication and support with the state.

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.

- Arizona received an overall rating of Strength for Item 32 based on information from the Statewide Assessment.
- In the Statewide Assessment, Arizona described regular, ongoing communication with other state agencies administering federal or federally assisted programs and services such as Temporary Assistance for Needy Families (TANF), FosterEd, Behavioral Health, Administrative Office of Courts, Department of Health, and the Federal Education and Training Voucher Program (ETV). Several DCS field offices are co-located at Multi-Service Centers to allow for better collaboration of services for families served by DCS, including but not limited to childcare, child support, and vocational rehabilitation services. Behavioral health providers are co-located at DCS's Welcome Centers, child-centered facilities for temporary stay while caregivers are being identified. The state collaborates closely with federally funded agencies such as the Department of Health and Human Services, Department of Education, U.S. Immigration and Customs Enforcement (ICE), and the Federal Bureau of Prisons to strengthen search efforts for missing parents. DCS also holds a Memorandum of Understanding with the Department of Education to give priority placement for foster children in Head Start services.

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	Area Needing Improvement
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

Arizona 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 childcare institutions receiving title IV-B or IV-E funds.

- Arizona received an overall rating of Strength for Item 33 based on information from Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Arizona asserted that standards are applied equally across licensed foster family homes and childcare institutions. Licensing and license renewal are completed and monitored by Arizona's Office of Licensing and Regulation (OLR). The regulations apply statewide, and licensing staff are centrally supervised. Licensing tools, quality assurance tracking, and monitoring are all housed within the OLR. The process for issuing and renewing licenses includes an annual site visit to each licensee to monitor compliance with licensing standards. Stakeholders interviewed described internal quality assurance measures and also reported that the assessment process and required documentation were clear and the licensing documentation is reviewed annually to ensure that standards and processes are applied equally to each provider and institution type. The state has an established process for issuing and documenting waivers and exceptions for both licensed and kinship homes.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 34 based on information from the Statewide Assessment. No stakeholder interviews were conducted per agreement with Arizona.
- In the Statewide Assessment, Arizona described state policy that outlines criminal background check regulations and standards for the various types of foster and adoptive placements, including childcare institutions. The state utilizes Quick Connect as its system of record. Quick Connect houses information on Central Registry checks and fingerprint-based criminal background checks. This system provides real-time daily results and status of fingerprint clearances for foster homes and employees of childcare institutions. The Department receives daily reports of arrests and expired or revoked fingerprint clearances. State policy prohibits the OLR from issuing, renewing, or continuing a license when a Level 1 Fingerprint Clearance Card is revoked or suspended. The state did not provide data to demonstrate the extent to which criminal background check requirements are met for the various types of foster and adoptive placements. Arizona's OLR monitors criminal background check clearances for foster home licenses, but the state did not provide evidence to demonstrate that such monitoring is occurring.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 35 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Arizona described a Diligent Recruitment Plan whose purpose is to recruit potential foster and adoptive families who reflect the ethnic and racial diversity of the children in foster care needing foster and adoptive homes. However, the state did not describe how the state's demographic data is used to drive and target recruitment efforts and the state's process for addressing gaps in the racial diversity of caregivers compared to the racial diversity of children/youth in foster care. Data presented in the Statewide Assessment and information received from stakeholders indicates that the state does not have a pool of available foster and adoptive families to meet the diversity needs of the children for whom foster and adoptive homes are needed.

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.

- Arizona received an overall rating of Area Needing Improvement for Item 36 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Arizona reports utilizing Children’s Heart Gallery, AdoptUSKids, Wednesday’s Child, contracted provider websites, and other cross-jurisdictional resources such as regional exchanges. However, the state did not provide evidence about the effectiveness of these resources. The state did not provide data to demonstrate the use of cross-jurisdictional resources to facilitate timely adoption or permanent placement within or outside of the state. Data provided by the state showed that Interstate Compact on the Placement of Children (ICPC) home study requests received by the state are not consistently completed timely. Stakeholders noted that staffing issues with contracted providers account for some of the delays in processing timely ICPC home studies. In addition, stakeholders noted challenges in finding urgent placements for children placed out of state who experience a sudden placement disruption.

IV. APPENDIX A

Summary of Arizona 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
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	Not in Substantial Conformity	89% Substantially Achieved
Item 1: Timeliness of investigations	Area Needing Improvement	89% 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	Lower	3.16	2.63–3.8	20A–20B, FY20–21
Recurrence of maltreatment	9.7%	Better	Lower	5.7%	5.1%–6.4%	FY20–21

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

Data Element	Overall Determination	State Performance
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	Not in Substantial Conformity	58% Substantially Achieved
Item 2: Services to protect child(ren) in the home and prevent removal or re-entry into foster care	Area Needing Improvement	76% Strength
Item 3: Risk and safety assessment and management	Area Needing Improvement	60% Strength

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

Data Element	Overall Determination	State Performance
Permanency Outcome 1: Children have permanency and stability in their living situations.	Not in Substantial Conformity	23% Substantially Achieved
Item 4: Stability of foster care placement	Area Needing Improvement	75% Strength
Item 5: Permanency goal for child	Area Needing Improvement	50% Strength
Item 6: Achieving reunification, guardianship, adoption, or another planned permanent living arrangement	Area Needing Improvement	35% 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	Higher	31.4%	30.4%–32.4%	20B–22B
Permanency in 12 months for children in foster care 12–23 months	43.8%	Better	Higher	53.5%	52.0%–55.0%	22A–22B
Permanency in 12 months for children in foster care 24 months or more	37.3%	Better	Higher	43.6%	41.9%–45.3%	22A–22B
Re-entry to foster care in 12 months	5.6%	No Different	Lower	6.1%	5.4%–6.8%	21A–22B
Placement stability (moves per 1,000 days in care)	4.48	Better	Lower	3.67	3.56–3.79	22A–22B

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

Data Element	Overall Determination	State Performance
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	Not in Substantial Conformity	50% Substantially Achieved
Item 7: Placement with siblings	Area Needing Improvement	87% Strength
Item 8: Visiting with parents and siblings in foster care	Area Needing Improvement	56% Strength
Item 9: Preserving connections	Area Needing Improvement	63% Strength
Item 10: Relative placement	Area Needing Improvement	66% Strength
Item 11: Relationship of child in care with parents	Area Needing Improvement	40% Strength

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

Data Element	Overall Determination	State Performance
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	Not in Substantial Conformity	34% Substantially Achieved
Item 12: Needs and services of child, parents, and foster parents	Area Needing Improvement	35% Strength
Sub-Item 12A: Needs assessment and services to children	Area Needing Improvement	74% Strength
Sub-Item 12B: Needs assessment and services to parents	Area Needing Improvement	39% Strength
Sub-Item 12C: Needs assessment and services to foster parents	Area Needing Improvement	79% Strength
Item 13: Child and family involvement in case planning	Area Needing Improvement	44% Strength
Item 14: Caseworker visits with child	Area Needing Improvement	63% Strength
Item 15: Caseworker visits with parents	Area Needing Improvement	36% Strength

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

Data Element	Overall Determination	State Performance
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	Not in Substantial Conformity	64% Substantially Achieved
Item 16: Educational needs of the child	Area Needing Improvement	64% Strength

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

Data Element	Overall Determination	State Performance
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	Not in Substantial Conformity	55% Substantially Achieved
Item 17: Physical health of the child	Area Needing Improvement	75% Strength
Item 18: Mental/behavioral health of the child	Area Needing Improvement	58% 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

Data Element	Source of Data and Information	State Performance
Statewide Information System	Statewide Assessment	Not in Substantial Conformity
Item 19: Statewide Information System	Statewide Assessment	Area Needing Improvement

CASE REVIEW SYSTEM

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

QUALITY ASSURANCE SYSTEM

Data Element	Source of Data and Information	State Performance
Quality Assurance System	Statewide Assessment	Substantial Conformity
Item 25: Quality Assurance System	Statewide Assessment	Strength

STAFF AND PROVIDER TRAINING

Data Element	Source of Data and Information	State Performance
Staff and Provider Training	Statewide Assessment	Substantial Conformity

Data Element	Source of Data and Information	State Performance
Item 26: Initial Staff Training	Statewide Assessment	Strength
Item 27: Ongoing Staff Training	Statewide Assessment	Strength
Item 28: Foster and Adoptive Parent Training	Statewide Assessment	Area Needing Improvement

SERVICE ARRAY AND RESOURCE DEVELOPMENT

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

AGENCY RESPONSIVENESS TO THE COMMUNITY

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

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

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

APPENDIX B: PRACTICE PERFORMANCE REPORT

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 Arizona CB-Led CFSR 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.cfsportal.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.	100% (35 of 35)
(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.	88.57% (31 of 35)
(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 4)
Item 1 Strength Ratings	88.57% (31 of 35)

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.	38.46% (5 of 13)	62.5% (10 of 16)	51.72% (15 of 29)

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) 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.	46.15% (6 of 13)	Not Applicable	46.15% (6 of 13)
(Questions 2A and 2B) Agency did not make concerted efforts to provide services and the child was removed without providing appropriate services.	7.69% (1 of 13)	Not Applicable	7.69% (1 of 13)
(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.	0% (0 of 13)	37.5% (6 of 16)	20.69% (6 of 29)
Item 2 Strength Ratings	92.31% (12 of 13)	62.5% (10 of 16)	75.86% (22 of 29)

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.	100% (40 of 40)	96% (24 of 25)	98.46% (64 of 65)
(Question 3A) The agency conducted an initial assessment that accurately assessed all risk and safety concerns.	100% (9 of 9)	71.43% (10 of 14)	82.61% (19 of 23)
(Question 3B) The agency conducted ongoing assessments that accurately assessed all risk and safety concerns.	72.5% (29 of 40)	48% (12 of 25)	63.08% (41 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.	50% (3 of 6)	50% (6 of 12)	50% (9 of 18)
(Question 3D) There were no safety concerns pertaining to children in the family home that were not adequately or appropriately addressed by the agency.	92.86% (13 of 14)	87.5% (7 of 8)	90.91% (20 of 22)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(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.	90.91% (30 of 33)	Not Applicable	90.91% (30 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	70% (28 of 40)	44% (11 of 25)	60% (39 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.	40% (6 of 15)	40% (6 of 15)
(Question 4C) The child's current or most recent placement setting is stable.	92.5% (37 of 40)	92.5% (37 of 40)
Item 4 Strength Ratings	75% (30 of 40)	75% (30 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.	65% (26 of 40)	65% (26 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) 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)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(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	50% (20 of 40)	50% (20 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.	35.29% (6 of 17)	35.29% (6 of 17)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve guardianship in a timely manner.	0% (0 of 2)	0% (0 of 2)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve adoption in a timely manner.	18.18% (2 of 11)	18.18% (2 of 11)
(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.	75% (3 of 4)	75% (3 of 4)
(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.	50% (3 of 6)	50% (3 of 6)
Item 6 Strength Ratings	35% (14 of 40)	35% (14 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.	52.17% (12 of 23)	52.17% (12 of 23)
(Question 7B) When all siblings were not placed together, there was a valid reason for the child's separation from siblings in placement.	72.73% (8 of 11)	72.73% (8 of 11)
Item 7 Strength Ratings	86.96% (20 of 23)	86.96% (20 of 23)

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.	30.77% (8 of 26)	30.77% (8 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was once a week.	26.92% (7 of 26)	26.92% (7 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a week but at least twice a month.	3.85% (1 of 26)	3.85% (1 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was less than twice a month but at least once a month.	11.54% (3 of 26)	11.54% (3 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a month.	11.54% (3 of 26)	11.54% (3 of 26)
(Question 8A1) Child never had visits with mother.	15.38% (4 of 26)	15.38% (4 of 26)
(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.	65.38% (17 of 26)	65.38% (17 of 26)
(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.	81.82% (18 of 22)	81.82% (18 of 22)
(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.	65.38% (17 of 26)	65.38% (17 of 26)
(Question 8B1) The usual frequency of visits between the child and father was more than once a week.	21.43% (3 of 14)	21.43% (3 of 14)
(Question 8B1) The usual frequency of visits between the child and father was once a week.	21.43% (3 of 14)	21.43% (3 of 14)
(Question 8B1) The usual frequency of visits between the child and father was less than once a week but at least twice a month.	14.29% (2 of 14)	14.29% (2 of 14)
(Question 8B1) The usual frequency of visits between the child and father was less than twice a month but at least once a month.	14.29% (2 of 14)	14.29% (2 of 14)
(Question 8B1) The usual frequency of visits between the child and father was less than once a month.	21.43% (3 of 14)	21.43% (3 of 14)
(Question 8B1) Child never had visits with father.	7.14% (1 of 14)	7.14% (1 of 14)
(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.	57.14% (8 of 14)	57.14% (8 of 14)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(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.	69.23% (9 of 13)	69.23% (9 of 13)
(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.	50% (7 of 14)	50% (7 of 14)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was more than once a week.	20% (2 of 10)	20% (2 of 10)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was once a week.	20% (2 of 10)	20% (2 of 10)
(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 10)	0% (0 of 10)
(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.	40% (4 of 10)	40% (4 of 10)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a month.	20% (2 of 10)	20% (2 of 10)
(Question 8E1) Child never had visits with siblings in foster care.	0% (0 of 10)	0% (0 of 10)
(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.	60% (6 of 10)	60% (6 of 10)
(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.	80% (8 of 10)	80% (8 of 10)
(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.	60% (6 of 10)	60% (6 of 10)
Item 8 Strength Ratings	55.88% (19 of 34)	55.88% (19 of 34)

Item 9: Preserving Connections

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(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).	62.5% (25 of 40)	62.5% (25 of 40)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 9 Strength Ratings	62.5% (25 of 40)	62.5% (25 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.	47.37% (18 of 38)	47.37% (18 of 38)
(Question 10A2) The child's current or most recent placement with a relative was appropriate to the child's needs.	100% (18 of 18)	100% (18 of 18)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Identify maternal relatives.	91.67% (11 of 12)	91.67% (11 of 12)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Locate maternal relatives.	91.67% (11 of 12)	91.67% (11 of 12)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Inform maternal relatives.	91.67% (11 of 12)	91.67% (11 of 12)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Evaluate maternal relatives.	83.33% (10 of 12)	83.33% (10 of 12)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Identify paternal relatives.	88.89% (8 of 9)	88.89% (8 of 9)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Locate paternal relatives.	88.89% (8 of 9)	88.89% (8 of 9)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Inform paternal relatives.	88.89% (8 of 9)	88.89% (8 of 9)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Evaluate paternal relatives.	77.78% (7 of 9)	77.78% (7 of 9)
Item 10 Strength Ratings	65.79% (25 of 38)	65.79% (25 of 38)

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.	42.31% (11 of 26)	42.31% (11 of 26)
(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.	50% (7 of 14)	50% (7 of 14)
Item 11 Strength Ratings	40% (12 of 30)	40% (12 of 30)

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	32.5% (13 of 40)	40% (10 of 25)	35.38% (23 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.	82.5% (33 of 40)	80% (20 of 25)	81.54% (53 of 65)
(Question 12A2) Appropriate services were provided to meet the children's needs.	77.42% (24 of 31)	58.82% (10 of 17)	70.83% (34 of 48)
Sub-Item 12A Strength Ratings	77.5% (31 of 40)	68% (17 of 25)	73.85% (48 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	51.72% (15 of 29)	66.67% (16 of 24)	58.49% (31 of 53)
(Question 12B3) Appropriate services were provided to meet the mother's needs.	42.86% (12 of 28)	69.57% (16 of 23)	54.9% (28 of 51)
(Questions 12B1 and B3) Concerted efforts were made to assess and address the needs of mothers.	41.38% (12 of 29)	66.67% (16 of 24)	52.83% (28 of 53)
(Question 12B2) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the father's needs.	34.78% (8 of 23)	47.06% (8 of 17)	40% (16 of 40)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B4) Appropriate services were provided to meet the father's needs.	30.43% (7 of 23)	43.75% (7 of 16)	35.9% (14 of 39)
(Questions 12B2 and 12B4) Concerted efforts were made to assess and address the needs of fathers.	30.43% (7 of 23)	47.06% (8 of 17)	37.5% (15 of 40)
Sub-Item 12B Strength Ratings	28.13% (9 of 32)	52% (13 of 25)	38.6% (22 of 57)

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.	79.41% (27 of 34)	79.41% (27 of 34)
(Question 12C2) The agency provided appropriate services to foster and pre-adoptive parents related to caring for children in their care.	79.31% (23 of 29)	79.31% (23 of 29)
Sub-Item 12C Strength Ratings	79.41% (27 of 34)	79.41% (27 of 34)

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.	77.27% (17 of 22)	55.56% (10 of 18)	67.5% (27 of 40)
(Question 13B) The agency made concerted efforts to actively involve the mother in the case planning process.	53.85% (14 of 26)	70.83% (17 of 24)	62% (31 of 50)
(Question 13C) The agency made concerted efforts to actively involve the father in the case planning process.	40.91% (9 of 22)	52.94% (9 of 17)	46.15% (18 of 39)
Item 13 Strength Ratings	43.24% (16 of 37)	44% (11 of 25)	43.55% (27 of 62)

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.	0% (0 of 40)	8% (2 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.	2.5% (1 of 40)	16% (4 of 25)	7.69% (5 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.	90% (36 of 40)	76% (19 of 25)	84.62% (55 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a month.	5% (2 of 40)	0% (0 of 25)	3.08% (2 of 65)
(Question 14A1) Caseworker never had visits with child(ren).	2.5% (1 of 40)	0% (0 of 25)	1.54% (1 of 65)
(Question 14A) The typical pattern of visits between the caseworker and the child (ren) was sufficient.	87.5% (35 of 40)	96% (24 of 25)	90.77% (59 of 65)
(Question 14B) The quality of visits between the caseworker and the child(ren) was sufficient.	79.49% (31 of 39)	52% (13 of 25)	68.75% (44 of 64)
Item 14 Strength Ratings	72.5% (29 of 40)	48% (12 of 25)	63.08% (41 of 65)

Item 15: Caseworker Visits With Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was more than once a week.	0% (0 of 26)	0% (0 of 24)	0% (0 of 50)
(Question 15A1) The typical pattern of visits between the caseworker and mother was once a week.	0% (0 of 26)	8.33% (2 of 24)	4% (2 of 50)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a week but at least twice a month.	3.85% (1 of 26)	12.5% (3 of 24)	8% (4 of 50)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than twice a month but at least once a month.	46.15% (12 of 26)	70.83% (17 of 24)	58% (29 of 50)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a month.	42.31% (11 of 26)	8.33% (2 of 24)	26% (13 of 50)
(Question 15A1) Caseworker never had visits with mother.	7.69% (2 of 26)	0% (0 of 24)	4% (2 of 50)
(Question 15A2) The typical pattern of visits between the caseworker and the mother was sufficient.	50% (13 of 26)	87.5% (21 of 24)	68% (34 of 50)
(Question 15C) The quality of visits between the caseworker and the mother was sufficient.	41.67% (10 of 24)	62.5% (15 of 24)	52.08% (25 of 48)
(Questions 15A2 and 15C) Both the frequency and quality of caseworker visitation with the mother were sufficient.	34.62% (9 of 26)	62.5% (15 of 24)	48% (24 of 50)
(Question 15B1) The typical pattern of visits between the caseworker and father was more than once a week.	0% (0 of 21)	0% (0 of 17)	0% (0 of 38)
(Question 15B1) The typical pattern of visits between the caseworker and father was once a week.	0% (0 of 21)	5.88% (1 of 17)	2.63% (1 of 38)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a week but at least twice a month.	0% (0 of 21)	0% (0 of 17)	0% (0 of 38)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than twice a month but at least once a month.	28.57% (6 of 21)	52.94% (9 of 17)	39.47% (15 of 38)

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 less than once a month.	57.14% (12 of 21)	29.41% (5 of 17)	44.74% (17 of 38)
(Question 15B1) Caseworker never had visits with father.	14.29% (3 of 21)	11.76% (2 of 17)	13.16% (5 of 38)
(Question 15B2) The typical pattern of visits between the caseworker and the father was sufficient.	28.57% (6 of 21)	52.94% (9 of 17)	39.47% (15 of 38)
(Question 15D) The quality of visits between the caseworker and the father was sufficient.	50% (9 of 18)	60% (9 of 15)	54.55% (18 of 33)
(Question 15B2 and 15D) Both the frequency and quality of caseworker visitation with the father were sufficient.	28.57% (6 of 21)	47.06% (8 of 17)	36.84% (14 of 38)
Item 15 Strength Ratings	22.58% (7 of 31)	52% (13 of 25)	35.71% (20 of 56)

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.	72.73% (24 of 33)	66.67% (6 of 9)	71.43% (30 of 42)
(Question 16B) The agency made concerted efforts to address the children's educational needs through appropriate services.	56.52% (13 of 23)	44.44% (4 of 9)	53.13% (17 of 32)
Item 16 Strength Ratings	69.7% (23 of 33)	44.44% (4 of 9)	64.29% (27 of 42)

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.	97.5% (39 of 40)	85.71% (6 of 7)	95.74% (45 of 47)
(Question 17B1) The agency provided appropriate oversight of prescription medications for the physical health issues of the target child in foster care.	75% (6 of 8)	Not Applicable	75% (6 of 8)
(Question 17B2) The agency ensured that appropriate services were provided to the children to address all identified physical health needs.	94.44% (34 of 36)	85.71% (6 of 7)	93.02% (40 of 43)
(Question 17A2) The agency accurately assessed the children's dental health care needs.	82.5% (33 of 40)	50% (1 of 2)	80.95% (34 of 42)
(Question 17B3) The agency ensured that appropriate services were provided to the children to address all identified dental health needs.	82.86% (29 of 35)	0% (0 of 1)	80.56% (29 of 36)
Item 17 Strength Ratings	75% (30 of 40)	75% (6 of 8)	75% (36 of 48)

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.	82.76% (24 of 29)	64.29% (9 of 14)	76.74% (33 of 43)
(Question 18B) The agency provided appropriate oversight of prescription medications for the mental/behavioral health issues of the target child in foster care.	80% (8 of 10)	Not Applicable	80% (8 of 10)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18C) The agency ensured that appropriate services were provided to the children to address all identified mental/behavioral health needs.	64.29% (18 of 28)	57.14% (8 of 14)	61.9% (26 of 42)
Item 18 Strength Ratings	58.62% (17 of 29)	57.14% (8 of 14)	58.14% (25 of 43)