Wisconsin Department of Children and Families

Annual Progress and Services Report, Fiscal Year 2021

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Glossary of Acronyms and Terms

Act 109 = 2001 Wisconsin Act 109 enacted in July 2002 that provided additional state statutory direction for implementation of the Adoption and Safe Families Act and Federal Title IV-E requirements.

AFCARS = Adoption and Foster Care Analysis and Reporting System. The Federal foster care data system, where states submit information, is a source of permanency and placement data.

AODA = Alcohol and Drug Abuse

ASFA = Adoption and Safe Families Act, particularly the ASFA requirement to pursue termination of parental rights after a child has been in Out-of-Home Care (OHC) for 15 months.

BCRA = Bureau of Child Welfare Research and Analytics (BCRA) is responsible for the oversight and management of the data analytics and program integrity of DSP programs and policies related to child welfare to ensure compliance with Federal Title IV-E requirements.

BITS = Bureau of Information Technology Services in the Division of Management Services (DMS).

BOS = Balance of State refers to information and/or data that describes the counties outside Milwaukee.

BPOHC = Bureau of Permanence and Out-of-Home Care that coordinates the state adoption program, provides technical assistance on foster care, out-of-home care, independent living services, and licenses child welfare facilities.

BPM = Bureau of Performance Management in the Division of Management Services is responsible for continuous quality improvement, performance review and evaluation, and research/program evaluation.

BRO = Bureau of Regional Operations in the Division of Management Services works with local agencies administering DCF programs, including child welfare, childcare subsidy, child support, and W-2 financial assistance.

BSWB = Bureau of Safety and Well Being in the Division of Management Services is the state unit responsible for child welfare program policy and practice standards.

BYS = The Bureau of Youth Services (BYS) is responsible for the Chafee Programs recently renamed the Chafee Foster Care Program for Successful Transition to Adulthood, Brighter Futures Initiative, Runaway and Homeless Youth Programs, community-based Youth Justice programs, and other youth development initiatives.

CFSR = Federal Child and Family Services Review.

CFS 40 = Division of Safety and Permanence form used to collect information on child abuse and neglect investigations previously used by Wisconsin to collect data for the National Child Abuse and Neglect Data System.

Ch. DCF 43 = Division of Safety and Permanence administrative rule on child welfare staff training.

Ch. DCF 56 = Division of Safety and Permanence administrative rule on foster home licensing.

Chapter 48 = Wisconsin Children's Administrative Code.

Chapter 938 = Wisconsin Juvenile Justice Administrative Code.

CANPB = Child Abuse and Neglect Prevention Board

CFA = Children and Family Aids is a state level block grant funding source distributed to counties.

CFSP = Child and Family Services Plan

CCIP = Children's Court Improvement Program

COKC = Court-Ordered Kinship Care placements for which providers receive a monthly payment.

CPS = Child Protective Services.

CQI = Continuous Quality Improvement, DCF's Quality Assurance System

CY = Calendar Year (January – December).

DCF = Department of Children and Families. The Department was created in July 2008 and includes child welfare services, prevention services, Temporary Assistance for Needy Families (W-2), childcare regulation and licensing, child support, and youth development initiatives.

DCFS = Former Division of Children and Family Services in the Department of Health and Family Services. In July 2008, the division moved, in its entirety, to the new Department of Children and Families and its name was changed to the division of Safety and Permanence. In addition, child welfare programming originally coordinated by DCFS was spread out amongst several divisions/offices in the new department.

DHCAA = Division of Health Care Access and Accountability in the Department of Health Services, the state Medicaid agency in Wisconsin.

DHFS = Former Department of Health and Family Services. Prior to July 2008, child welfare services were part of the Department of Health and Family Services.

DHS = Department of Health Services. Department that coordinates health services for the state of Wisconsin, including Medicaid, mental health and substance abuse services, and the Food Share program.

DMS = Division of Management Services is responsible for finance, information technology, performance management, and regional operations.

DMCPS – Division of Milwaukee Child Protective Services directly operates child welfare services in Milwaukee and coordinates with DSP and DCF in state child welfare planning.

DSP = Division of Safety and Permanence in the Department of Children and Families, the state child welfare agency in Wisconsin.

dWiSACWIS = DCF's system that works with Business Intelligence (BI) staff to maintain current BI reporting tools and to implement enhancements to its BI data warehouse.

eWiSACWIS = Wisconsin Statewide Automated Child Welfare Information System (SACWIS system)

eWiSACWIS Project Team = Staff supporting operations of eWiSACWIS system

ETV = Education Training Voucher

FFPSA = Family First Prevention and Services Act.

FFY = Federal Fiscal Year (October – September).

FCARC = Foster Care and Adoption Resource Center; statewide resource center that provides information and materials on foster care and adoption.

GPR = General Purpose Revenues from state tax revenue.

GPRS = State Geographic Placement Resources system

ICPC = Interstate Compact for the Placement of Children

ICWA = Indian Child Welfare Act.

Kinship Care = Payment program to support children living with relatives.

NCANDS = National Child Abuse and Neglect Data System. The Federal child abuse and neglect data system is a source of safety data submitted by states.

NYTD = National Youth in Transition Data Base

Ongoing Services Standards = The five Child Protective Services Standards and Practice Guidelines issued by DSP that establish program standards for ongoing child welfare services.

OHC = Out-of-Home Care including children placed under court order in foster care, group homes, residential care centers and kinship care. This is equivalent to the federal definition of foster care.

PACE = Partners in Alternate Care, now Foundations Training, which is a competency-based pre-service training curriculum for foster and adoptive parents.

PDSA = Plan Do Study Act – a continuous quality improvement approach to improving practices that incorporates extensive feedback.

PIP = Wisconsin Program Improvement Plan for Round 3 of the Federal CFSR.

QIC-AG = Quality Improvement Center for Adoption and Guardianship (QIC-AG). WI implemented an Adoption and Guardianship Enhanced Support (AGES) program.

QRTP = Qualified Residential Treatment Program

Rate Regulation = Payment system that ensures that providers are licensed to provide a certain level of care, based on the types of services they offer, and receive a pre-defined amount for providing those services to a child who needs them.

SAFE = Structure Analysis Family Evaluation

SFY = State Fiscal Year

TPR = Termination of Parental Rights.

WAFCA = Wisconsin Association of Child and Family Agencies

WCWPDS = Wisconsin Child Welfare Professional Development System is Wisconsin's School of Social Work operated training system that operates at the state level.

WCWPDS Steering Committee – leadership entity comprised of UW School of Social Work, WCWPDS, DCF, DMCPS and counties charged with oversight of the Professional Development System.

WiAPS - Wisconsin Adoption and Permanency Supports

WICWA = Wisconsin Indian Child Welfare Act

YAC = Youth Advisory Council

YJ = Youth Justice, this is Wisconsin's preferred term for Juvenile Justice.

YLT = Youth Leadership Team

1. Overview and Agency Administering the Child and Family Services Plan

Overview

In this document, the Wisconsin Department of Children and Families (DCF) provides its annual update on the 2020-2024 five-year plan. This report is jointly guided by the Child Welfare Model for Practice and the recently approved Program Improvement Plan (PIP), which builds on the most recent Child and Family Services Review Process in 2018. Over the last year, DCF engaged in a department-wide strategic planning process that aligns with the Children's Bureau focus on strengthening families through primary prevention as articulated in the CB Call to Action from November 2018 and the goals of the Family First Prevention and Services Act (FFPSA). It is also consistent with guidance offered through federally sponsored state team planning meetings, the Adoption Call to Action, the 2019 National Judicial Summit on Child Welfare and the growing emphasis to empower, engage, and apply the voice of lived experience through family and youth voice. The plan is data-driven and informed by stakeholders.

Administering Agency for Title IV-B, Title IV-E, CAPTA, Chafee and ETV

Wisconsin Department of Children and Families
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The Wisconsin Department of Children and Families (DCF) is the state agency dedicated to promoting the social and economic well-being of Wisconsin's children and families. The department is committed to protecting children, strengthening families, and building communities. DCF is responsible for the human service program areas of child and family services, child welfare, community-based youth justice, child care subsidy, child care licensing, Temporary Assistance for Needy Families, refugee services, child support, and youth development initiatives. The department organizational chart is available at https://dcf.wisconsin.gov/about-us

Organizational Structure

Division of Safety and Permanence
Children, youth, and family services are located in the Division of Safety and Permanence (DSP), the unit within the department responsible for Title IV-B Subpart 1, Stephanie Tubbs Jones (Child Welfare Services), IV-B Subpart 2 (Promoting Safe and Stable Families) and Monthly Caseworker Visit grant programs, Title IV-E (Foster Care and Adoption Assistance), Child Abuse Prevention and Treatment Act (CAPTA), Chafee Foster Care Program for Successful Transition to Adulthood ("Chafee," formerly known as Chafee Foster Care Independence Program (CFCIP) and Chafee Education and Training Vouchers (ETV).

DSP is responsible for supervising Wisconsin's child welfare system. Services are delivered through county and tribal-administered child welfare programs, except in Milwaukee County and for the public adoption program, both of which are operated by the state.

Bureau of Safety and Well Being
The Bureau of Safety and Well Being (BSWB) within DSP provides policy guidance and statewide leadership on child protective services, including matters related to CAPTA. The bureau manages statewide prevention programs for the department, including Promoting Safe and Stable Families (IV-B Subpart 2), domestic violence programs, and the Wisconsin Trauma Project. BSWB staff collaborate with the Department of Health Services (the State Public Health Agency) to manage the Maternal Infant Early Childhood Home Visiting Programs. BSWB administers Wisconsin's current IV-E Demonstration Project, the Post-Reunification Supports program, and is responsible for Continuous Quality Improvement (CQI) for the statewide child welfare system.

Bureau of Permanence and Out-of-Home Care
The Bureau of Permanence and Out of Home Care (BPOHC) within DSP is responsible for oversight and licensing of child placing agencies, group homes, shelter care facilities, and residential care centers for children and youth. It also provides policy guidance and statewide leadership on foster care and kinship care programs. BPOHC administers the public adoption program, the adoption search program, and the Interstate Compact on the Placement of Children (ICPC). BPOHC also administers the Permanency Roundtable program and the initiatives related to health outcomes for children involved in the child welfare system.

Bureau of Child Welfare Research and Analytics
This Bureau of Child Welfare Research and Analytics within DSP is responsible for the oversight and management of the data analytics and program integrity of DSP programs, as well as policy and DSP compliance with federal Title IV-E requirements.

Bureau of Youth Services
The Bureau of Youth Services (BYS) within DSP is responsible for overseeing and supporting youth development initiatives and programs. BYS has administration and oversight responsibility for the community-based juvenile (Youth Justice or YJ). The bureau also oversees the Federal Chafee Transition to Independence Program, the Educational and Training Vouchers Program (ETV), the Wisconsin Brighter Futures Initiative, the National Youth in Transition Database (NYTD) program, Runaway and Homeless Youth Programs, and other youth development efforts.

Division Administrator's Office
In addition to providing overall leadership for the division, the Administrator's Office is responsible for working with tribes in Wisconsin to address tribal child welfare issues, including implementation of the Wisconsin Indian Child Welfare Act (WICWA), oversight of eWiSACWIS, the state child welfare data system, tracking state and federal legislative issues, leading child welfare strategic planning efforts and major federally-required projects, including preparation for the Children and Family Services Review (CFSR) and PIP development.

Division of Management Services
The Bureaus of Finance, Regional Operations and Performance Management are part of DMS. Additionally, the Bureau of Regional Operations located in DMS is involved in child welfare program quality assurance on behalf of DCF. The Bureau of Regional Operations (BRO) provides technical assistance and training to counties in child welfare, communicates and collaborates with the state's eleven federally-recognized tribes and connects child welfare to other areas of DCF programming (child care, employment services, child support and refugee services). In addition to providing regional support to child welfare agencies, BRO staff coordinate with other human services programs.

Division of Milwaukee Child Protective Services
The Division of Milwaukee Child Protective Services (DMCPS) administers child welfare services in Milwaukee County, the state's largest county. DMCPS administers initial assessment and ongoing services for child welfare in Milwaukee County and collaborates with DSP on statewide child welfare issues.

Programs Included in the Child and Family Services Five Year Report
This report provides an update on the state goals and objectives established in the 2020-2024 Child and Family Services Plan (CFSP) submitted in 2019. It details the activities DCF supports through Titles IV-B Subparts 1 and 2, Adoption, Chafee and Education and Training Vouchers, Indian Child Welfare, Kinship Care, and Title IV-E Foster Care programs. Additionally, this report includes CAPTA updates, information concerning Juvenile Justice Transfers, information required by the Child and Family Services Innovation Act, and all requirements related to 45 CFR 1357. Information and data on state achievement of national performance standards and case-related outcomes are also included in the report.

Data Sources
In accordance with 45 CFR 1355.53, Wisconsin utilized its Statewide Automated Child Welfare Information System (eWiSACWIS) in developing this Annual Progress and Services Report (APSR). In addition, the following data sources were used by the division to evaluate Wisconsin's APSR:

- Continuous Quality Improvement (CQI) Data
- Children's Court Improvement Project (CCIP) Review Data
- Information and reports from counties, tribes, and others
- Data from DCF KidStat Performance Measurement Process

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Collaboration

Over the next year, DCF will continue to build on the extensive collaboration that serves as the hallmark of DCF operations and its coordination of the state child welfare system. The purpose of this collaboration is to meaningfully engage families, youth, partner agencies, counties and tribes in working toward shared goals for improving the child welfare system and providing child and family safety, permanency, and well-being outcomes. Some of the ways in which DCF assures collaboration include:

- Soliciting input on federal and state plans and reviews, in part by sharing relevant federal, state and administrative data about child welfare system trends and issues and requesting feedback on data and information shared to prioritize data-driven decision-making, examples include input on the CFSR, the CFSP, APSR, the PIP and current DCF strategic planning efforts;
- Coordinating, facilitating, and/or participating in standing bimonthly meetings with the Indian Child Welfare (ICW) directors and with a subset of county directors through the Wisconsin County Human Services Association's Policy Advisory Committee (WCHSA PAC);
- Actively engaging individuals and families with lived experience in policy and procedural development and decision-making;
- Effectively collaborating with judges and other legal stakeholders; and,
- Participating on a wide range of cross-sector workgroups chaired by other partners.

As part of the department's strategic planning efforts, staff are identifying areas where collaboration could be streamlined or strengthened.

COVID-19 Response and FFPSA Planning
DCF is partnering with the Wisconsin child welfare agencies and workforce to plan for the impact of COVID-19 on the child welfare system. Key efforts included tracking data patterns, identifying tribal, county and provider needs (including foster homes, relatives, residential providers, and contracted partners), and providing resources, guiding documents and policy, and other supports.

Wisconsin appreciates the infusion of federal dollars to support the state's response to COVID-19 and help address needs related to the child welfare system, domestic violence prevention, and others. DCF worked closely with stakeholders to identify and prioritize high need areas resulting from the impact of the public health crisis. To address these identified needs, it deployed resources including, but not limited to, one-time extraordinary payments for licensed foster homes as well as group homes and residential care centers, and similar payments to counties and contracted independent living partners.

DCF rooted its collaborative efforts regarding COVID-19 in weekly regional communication opportunities with counties, tribes, and contracted providers to both share and receive information and gauge the need for resources, guidance, and/or training. The department provided specific guidance and resources relative to child welfare which is catalogued on the DCF website at https://dcf.wisconsin.gov/covid-19/guidance. See also Attachment A, which is a DCF PowerPoint that includes an overview of COVID-19 data trends and a summary of DCF's response.

In the last six months, DCF has made significant progress on the plan for child welfare system transformation. DCF continues to carefully plan for the use of federal Family First Transition Act funds to best position DCF to be prepared for implementation in October 2021. Coordination of these funds to maximize effective use will be a critical focus of state efforts.

Collaboration Specific to Federal Plans and Reviews
As articulated in the Child Welfare Model for Practice - https://dcf.wisconsin.gov/cwportal/model - DCF encourages stakeholder feedback in the development of all federal planning documents, including the CFSP and APSR, as well as federal review and planning processes such as the CFSR and the PIP. In addition to posting the CFSP and APSR online for public comment and general information-sharing, DCF briefs its standing advisory bodies and stakeholder groups on these plans to provide updates and secure feedback on DCF efforts. Wisconsin posts all current federal plans at https://dcf.wisconsin.gov/reports.

To help inform its current federal review planning process, DCF actively engaged key stakeholders. Over the last three years, the department collaborated with various groups to collect feedback important for completing the CFSR statewide assessment and in developing the Program Improvement Plan (PIP) approved in May 2020. For more information, please visit https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/plans/cfsr-swa.pdf.

Engagement with Federally Led Collaborations
DCF actively participated in federally sponsored state team planning meetings, the Adoption Call to Action, and the 2019 National Judicial Summit on Child Welfare. These efforts are described in sections of the report and were central to planning used to shape current practices and efforts. For example, the foster and adoptive systemic factor and collaboration with the courts described later in this section. DCF has collaborated with Region V child welfare directors on COVID-19 calls and presented on the Wisconsin response to national groups of child welfare leaders.

Ongoing Strategic Planning
Over the last year, DCF continued to flesh out a statewide strategic planning initiative that builds on the collaborative work and feedback the department solicited throughout the 2018 CFSR development process, two years of work done by the PIP Advisory Council. and a year of extensive stakeholder engagement that helped the department define its vision, develop work teams, and articulate strategies to achieve improved safety, permanency and well-being outcomes. Central to DCF's strategic plan are efforts to fully employ the tools and philosophy shift created by the FFPSA. See Section 2 for more details on DCF's current efforts to develop its strategic plan.

Collaboration to Support State Policies and Programs

Wisconsin will continue to collaborate with other agencies and partners to ensure an inclusive and shared vision and ongoing coordination across systems. As part of its strategic planning, DCF continually evaluates the role of stakeholder groups to continue to ensure effective use of partner time as it relates to department priorities and projects. That process may also identify additional partnerships that would provide fruitful and necessary to support future policymaking and program development.

DCF staff currently chair the following collaborative groups: Casework and Out-of-Home Care (OHC)/Adoption Committees, Rate Regulation Advisory Committee, Continuous Quality Improvement (CQI) Advisory Committee, and others. In addition to these efforts, the agency communicates with county child welfare agencies through department regional meetings for local child welfare agency foster care coordinators, child welfare program supervisors, and fiscal managers to keep them updated about policy and procedures and provide a forum for both state and local child welfare agencies to discuss current child welfare issues. When DCF issues a policy that affects counties or tribes, DCF provides the draft policy for comment to counties through the Wisconsin County Human Services Association (WCHSA) and the Indian Child Welfare directors prior to finalizing policy. Comments are

solicited and included in updated policy guidance. This process is specified in the state/county contracts. DCF efforts to collaborate and coordinate with Wisconsin tribes are detailed in Section 6 of this report.

The department regularly works with groups representing key constituencies to develop program and policy initiatives to strengthen the child welfare system. These groups include, but are not limited to, WCHSA, the Wisconsin Foster/Adoptive Parent Association, the Wisconsin Association of Family and Children's Agencies (WAFCA), the Great Lakes Inter-Tribal Council, the Children's Court Improvement Program, the Child Abuse and Neglect Prevention Board (CANPB), the Early Childhood Advisory Council (ECAC), Relative Caregiver Stakeholder group and other state agencies. DCF also supports a statewide Youth Advisory Council (YAC) for current and former foster youth. The statewide YAC meets about six times a year and includes members from across the state. In addition, local YAC groups are active in each of the seven youth services regions and meet monthly to work on local projects, influence policy change, and to educate communities and local partners about the child welfare system. Collectively, the local and statewide YACs help inform DCF about youth experiences in foster care and prioritize the voices of those with lived experience.

Standing Advisory Bodies for DCF

DCF established the following standing advisory bodies to provide oversight, direction and support to the agency to inform its development of policies and programs that support and frame an effective child welfare system. The first two councils described below, the Secretary's Council on Child Welfare and the Secretary's Council on Youth Justice were about to be restarted when the COVID-19 crisis hit Wisconsin. In the future, these councils and the frequency that they are being convened are being re-evaluated to determine that they are effectively providing guidance to the child welfare system.

Secretary's Advisory Council on Child Welfare
In 2008, DCF's secretary established an Advisory Council on Child Welfare that convenes key leaders involved with the child welfare system. The purpose of the council to provide advice and counsel to the department on matters related to protecting vulnerable children and strengthening the child welfare system. The council meets quarterly and is composed of county and tribal representatives, private sector service providers, advocates, representatives from the mental health and correctional systems, former foster youth, and foster parents. The purpose of the Secretary's Council on Child Welfare is to advise the department's secretary regarding policy, budget, and program issues that impact the safety, permanence, and well-being of Wisconsin's children and families.

Secretary's Advisory Council on Youth Justice
In April 2016, DCF established the Secretary's Advisory Council on Youth Justice. The council is composed of key youth justice leaders from state agencies, county-based youth justice system stakeholders, prevention service providers, and affected youth and families. The council was meeting quarterly to advise DCF on matters related to supporting a stronger community-based youth justice system. Council members are appointed by and serve at the pleasure of the secretary of DCF.

Milwaukee Child Welfare Partnership Council
Through the Division of Milwaukee Child Protective Services (DMCPS), DCF directly administers the child welfare system in Milwaukee County, the state's largest county. The Milwaukee Child Welfare Partnership Council is a broad-based advisory body, established by statute in 1998, which advises the department on its administration of the system in Milwaukee County. The Partnership Council meets four times per year and is composed of state legislators, county elected officials, members of the judicial and legal systems, health care and child welfare service providers, partners in the birth to five system,

advocates, community members, representatives from the K-12 educational system, and representatives from the mental health and alcohol and other drug abuse (AODA) systems. Wisconsin statute 48.562 specifies the charge of the Partnership Council, which is to recommend policies and plans for the improvement of Milwaukee County child welfare system including outcome measures and recommending processes to evaluate its effectiveness and funding priorities.

Cross-Systems Collaborations Targeted to Well-Being Outcomes

DCF regularly convenes or partners with other organizations and subject matter experts to assure there is cross-system dialog about issues affecting families involved with the child welfare system. In the past these have included efforts related to anti-human trafficking, trauma, the opioid crisis, and children with disabilities in the child welfare system. Lessons learned from these efforts are incorporated in DCF's ongoing work.

To continually shape child welfare policies and programs in the best way possible, DCF will be involved with the following issue-specific collaborations related to the following areas of focus.

Health
DCF collaborates with the Department of Health Services (DHS) for the purpose of improving the quality, access, and timeliness of healthcare services to children and youth in out-of-home care (OHC). One example of this work is through the implementation of a Medicaid medical home service delivery model called Care4Kids. The Care4Kids program provides comprehensive, coordinated care for children and youth in foster care tailored to each child's individualized needs. Other collaborative health projects include automation of Foster Care State Medicaid certification for children in out-of-home care, and an ongoing DataMart project to track healthcare usage and medication management through the matching of child welfare data from eWiSACWIS with Medicaid utilization data in ForwardHealth. DCF also works with DHS to ensure access to Coordinated Service Teams to coordinate care for children and youth in multiple systems of care.

Education
DCF collaborates with the Department of Public Instruction (DPI), the state education agency, for the purpose of improving educational outcomes of children in child welfare and coordination of services and supports that enhance educational needs. Examples of joint efforts include data matching focused on connecting the child welfare and education data systems. Specifically, collaboration continues on the education portal that is designed to facilitate improved understanding and information sharing of the educational needs and experiences of children. In partnership with the University of Wisconsin-Madison, DCF and DPI also continue to engage in research about the educational outcomes of children in OHC to inform policy development.

Youth Employment and Post-Secondary Education
DCF coordinates with, and provides support to, the Foster Youth to College (FYC) advisory group that is composed of professionals from child welfare, private colleges, technical colleges, the state university system, former foster youth and DPI. The purpose of this group is to improve access and supports for youth in the child welfare system accessing and succeeding in higher educational opportunities. The group oversees grants to students and institutions for this purpose and has been primary in continuing the conversation to not only increase youth access to postsecondary programs, but success and retention within those, whether via robust programs like Fostering Success (which continues to proliferate on Wisconsin campuses) or smaller – though no less important – efforts like food pantries, mentorships, and/or increased housing options for youth with no alternative address. Over the past

year, the group did considerable work to better identify existing individuals and programs involved with these efforts and better support them by developing tangible resources (e.g. tip lists for working with foster youth populations, trainings for existing Foster Youth Campus Contacts, and more). Their efforts are further described in more detail in the Chafee section of the report. Additionally, Transition Resource Agencies (TRAs) also assist in these areas because of the pro-youth network of partners and providers they are expected to foster to help youth achieve IL goals and needs, two of which are employment and education.

Early Childhood

DCF collaborates with the Department of Public Instruction for the purpose of ensuring that young children have access to high-quality learning opportunities and other supports for families with young children, such as home visiting. An example of coordination in this area includes the Early Childhood Advisory Council (ECAC) which is co-chaired by the DCF secretary and DPI superintendent. The ECAC is a high-level stakeholder group comprised of public and private leaders that provides advice on the strategic direction for the state's efforts to promote early childhood development. The ECAC has developed a cross-system agenda with the overall goal of having all young children be safe, healthy, and successful. DCF anticipates that its strategic planning efforts may uncover other potential areas of overlap and focus between child welfare and early childhood that could be elevated and discussed by this advisory body. In the last year, DSP assisted the Division of Early Care and Education (DECE) in writing and securing a Professional Development Grant. This will be another resource to continue to strengthen coordination between early childhood and child welfare systems. Efforts to address the birth to five population are further described in section 5 of this report.

Child Abuse and Neglect Prevention Board (CANPB)

DCF is the state agency charged in Wisconsin statute to lead primary child maltreatment prevention efforts and improve coordination among state agencies providing prevention services. To assist in this, the department coordinates with the Child Abuse and Neglect Prevention Board (CANPB), who is the designated Community-Based Child Abuse Prevention (CBCAP) lead in Wisconsin, to assure connection to critical primary prevention resources. The DCF secretary is a director on the CANPB and has a designee that serves on her behalf. CANPB and DCF collaborate to leverage resources and implement prevention initiatives. DCF and the Prevention Board will continue collaborations related to abusive head trauma prevention, child sexual abuse prevention, parenting education and engaging parent voices.

Collaboration to Strengthen Parent and Youth Voice

DCF collaborates with entities that are focused on more strongly engaging parent voice in child welfare programming. In addition to coordination with CANPB, DCF continues to participate in the Wisconsin Children's Mental Health Collective Impact Initiative led by the Office of Children's Mental Health to integrate parent and youth voices in policy and program decisions. The collective impact framework brings staff from a wide variety of organizations together, including staff from several state departments and agencies, to use data to identify root causes, develop a common agenda and identify and gauge progress on shared measures across systems.

DCF has significantly strengthened efforts to more meaningfully engage all forms of youth and family voice in its programs and services. This is accomplished through discussion and eliciting feedback about DCF policies, programs and emerging issues and using this feedback to improve DCF's response. More specifics about incorporating feedback are described with respect to each objective in this report's section three, the Update on the Plan for Enacting the State's Vision.

Youth Advisory Council

DCF continues to support the Wisconsin Youth Advisory Council (YAC). The purpose of the YAC is to engage youth who have touched the child welfare system (past or present) to advise and contribute to DCF policy and practice as well as strengthen youth advocacy skills. Efforts of the YAC were previously identified as a strength in the Wisconsin CFSR, particularly as it relates to efforts to empower youth to organize and testify around key legislative issues. An example of an annual event planned by the YAC is Hands Around the Capitol . The event aims to draw attention to the needs of youth in the child welfare system and advocates for solutions to address these needs. DCF will continue to support the local and statewide YACs to participate in similar future opportunities. The YAC will also assist DCF in a specific youth engagement strategy that is described in section 3, the Update on the Plan for Enacting the State's Vision.

Youth Leadership Teams

The purpose of DCF's Youth Leadership Teams are to engage more youth across the state who have experience with the state justice system (past or present) and want to share their perspectives and provide input to DCF. Thirteen founding partners that were either county agencies or youth-serving organizations continue to support these teams and their members. Adult supporters from these agencies and organizations host quarterly meetings, transport youth to and from meetings, and facilitate transportation for panel discussions as needed. More details on the teams and their work is available athttps://dcf.wisconsin.gov/files/cwportal/yj/pdf/ylt-youthvision.pdf. DCF will continue to use these advisory bodies to ensure broader and consistent youth voice in DCF policies and programs. DCF supports youth from the leadership teams to assist with the Governor's Juvenile Justice Commission, a requirement of Office of Juvenile Justice and Delinquency Prevention (OJJDP) funding from the Department of Justice.

Relative Caregiver Stakeholders

DCF formed a relative caregiver workgroup for the purpose of having more consistent input from relative caregivers in DCF programs. This effort was initiated in 2019 using FY 2018 Kinship Navigator Funding under title IV-B, subpart 2. The group is comprised of family members who are involved in child welfare and those who are not. It also includes families both temporarily and permanently providing care to relative children. This group meets in person on a bimonthly basis and subcommittees meet as needed. Efforts were guided by using the 2020-2024 Child and Family Services Plan and the 2020 PIP as a guide to focus relative caregiver activities. This group assisted DCF with the following activities: developing a relative caregiver support group application process; evaluation of the support group applications; sharing information that should be included in a relative caregiver portal; planning for, and participating in, the first relative caregiver conference attended by more than 300 individuals; development of training for relative caregivers and agency caseworkers, and various other activities.

Engaging Families with Lived Experience

DCF is committed to more actively engaging the voice of lived experience in all program efforts to support effective and appropriate approaches to assisting families. One example is the implementation team for Parents Supporting Parents that is based on the evidence-based Parent Partners model in Iowa. This effort is designed to support specific and tangible opportunities for input into child welfare policy, program design and processes and is further described in this report, Wisconsin's Program Improvement Plan, and the Update on the Plan for Articulating the State's Vision.

Collaboration to Support the Child Welfare Workforce

DCF's child welfare division (DSP) works with the Department's Bureau of Regional Operations (BRO) for the purpose of coordinating technical assistance to counties related to child welfare topics as well as related to coordination of key services with child welfare including child care and Wisconsin Works (the Wisconsin program for Temporary Assistance to Needy Families – TANF.) BRO regularly shares information with county child welfare supervisors and convenes quarterly meetings to offer child welfare supervisors the opportunity to receive DCF updates and guidance, discuss child welfare workforce recruitment and retention issues, provide peer support to each other, and provide information about child welfare worker training. BRO convenes more frequent calls as needed, for example responding to the COVID-19 crisis.

The Wisconsin County Human Services Association's (WCHSA) Policy Advisory Committee (PAC) is a critical collaboration mechanism for coordination with the counties for the state child welfare system. The WCHSA's PAC functions as a steering committee for high level child welfare policy and program development and is comprised of the leadership of a subset of counties in the state. Examples of collaboration include working with PAC on DCF's strategic plan, collaboration related to all federal plans including the development of the 2020 Program Improvement Plan (PIP), providing input on a workload study for the state, and other efforts that help shape the state child welfare system and vision.

Other Cross-System Collaborative Efforts
The DCF secretary or secretary's designee will continue to serve on additional statewide councils and workgroups that promote cross-system collaboration and coordination. Some of these include the State Council on Alcohol and Other Drug Abuse, the Wisconsin Council on Mental Health, the Council on Offender Reentry, and the Criminal Justice Coordinating Council.

DCF staff have served on the Department of Justice Multidisciplinary State Task Force on Children in Need, as required under sections 107(b)(2) and 107(c)(1) since 1991. This is a key component of Wisconsin's plan to comply with the Children's Justice Act.

Citizen Review Panels
Consistent with CAPTA requirements for citizen review panels (CRP), Wisconsin has eight panels:

- Jefferson County Citizen Review Panel
- Langlade County Citizen Review Panel
- Marathon County Citizen Review Panel
- Milwaukee Partnership Council
- Outagamie County Citizen Review Panel
- Polk County Citizen Review Panel
- St. Croix County Citizen Review Panel
- Wisconsin Youth Advisory Council

All panels fulfilled their responsibilities as required by CAPTA regarding meetings, mission, and submission of annual reports. Each panel received CAPTA funds in the amount of $10,000 to support their activities, which includes sending panel members to the annual National Citizen Review Panel Conference. The panels engage and coordinate local activities and benefit from attending the national conference, where they can make connections, learn about other states' CRP initiatives, and bring ideas back to Wisconsin. DCF will continue to support the CRP efforts in the next year. For more information about each panel's 2019 activities, please see the citizen review panels' annual reports and DCF responses online at https://dcf.wisconsin.gov/prevention/crp.

Court System Collaboration

DCF coordinates with the court system in multiple ways for the purpose of ongoing coordination with judicial and legal partners. The Judicial Court Orders Workgroup is currently staffed by DCF's Bureau of Youth Services and facilitates efforts in coordination with Children's Court Improvement Program. This group includes 10 judges and a representative of the University of Wisconsin Law School. The focus of this group was developing an effective court order for use in Wisconsin's youth justice system. Members have advised the DCF on the effort to pilot tailored and effective court orders in youth justice. This process has been piloted in two counties. This group will be providing additional expertise to DCF and CCIP in the Tailored Court Order Project for child welfare that is part of Wisconsin's Program Improvement Plan.

CCIP coordinates with DCF on a wide range of additional projects and collaborations. Under the Wisconsin Director of State Courts Office (DSCO), DCF will continue a long-standing, strong collaboration to support the jointly held goal of improving the safety, permanency, and well-being of children, youth, and families in our state. The two entities are regularly engaged in joint child welfare program planning, policy and legislative development, and improvement activities. Current joint projects include the TPR Timeliness Project, the Tailored Dispositional Orders Project, Adoption Call to Action, Wisconsin Indian Child Welfare Act (WICWA) Continuous Quality Improvement Project and co-sponsoring the biennial Conference on Child Welfare and the Courts.

In the last year, DCF collaborated with the CCIP in September 2019 and sent a seven-person team to the National Judicial Summit on Child Welfare in Minneapolis. The Wisconsin team included a judge, CCIP representative, Guardian ad Litem, prosecutor, public defender, a Supreme Court designee, and DCF attorney. The team discussed current joint DCF and CCIP projects such as the TPR Timeliness Project, the Conference on Child Welfare and the Courts, and the Tailored Dispositional Court Order Project within the proposed Program Improvement Plan. The team focused on the summit's themes to develop short-term ideas and bold strategies to advance Wisconsin's work. The team's ideas were then shared with various DCF and CCIP workgroups. CCIP also partnered with DCF to participate in two state team planning meetings and the Adoption Call to Action. Planning from these meetings has been incorporated into Wisconsin's PIP and overall strategic planning efforts.

Ongoing collaborative efforts are varied and extensive. For example, the DCF secretary serves as a member of the Wisconsin Commission on Children, Families and the Courts, which is a broad-based stakeholder advisory body that provides input on court improvement projects and child welfare related policies and activities. The commission, chaired by the Wisconsin Supreme Court Chief Justice, is charged with developing and institutionalizing meaningful collaboration across systems to identify and address barriers to safety, permanency, and child and family well-being at the state and local levels.

Additionally, DCF is active on the Child Safety Decision-Making Subcommittee of the Wisconsin Commission established to educate child welfare, court, and legal professionals on child safety; create common language across these disciplines regarding child safety; and implement consistent child safety practices across the state of Wisconsin. This multidisciplinary committee is comprised of DCF, county, and tribal representatives working in the child welfare and court systems. The Child Safety Decision-Making Model was piloted in three counties, with additional multi-disciplinary training sessions continuing to occur in several other counties and conferences. The commission and subcommittee members also serve in a leadership and advisory role and make recommendations related to the development of policies, resource materials, statutory changes, and training curricula.

DCF will continue to utilize the Wisconsin Commission, the Wisconsin Judicial Committee on Child Welfare, and other committees staffed by the Children's Court Improvement Program (CCIP) to provide agency updates to and solicit input from judicial officers, attorneys, and other stakeholders regarding legislation and policies. Discussion topics have included the Anti-Human Trafficking Task Force, youth justice issues, Three Branch Institute on Improving Safety and Preventing Child Fatalities, Every Student Succeeds Act, Child and Family Services Review (CFSR), Program Improvement Plan (PIP), foster parent/caregiver recruitment and support initiatives, and the Family First Prevention Services Act. These committees have also provided input on the Child and Family Services Plans (CFSPs) and Annual Progress and Services Reports (APSRs), and recently provided input on DCF's current strategic planning process.

In addition, staff from CCIP and/or circuit court judicial officers participated in a number of ongoing committees staffed and led by DCF, such as the Child Welfare Continuous Quality Improvement Advisory Committee, the Out of Home Care and Adoption Committee, the Program Improvement Plan Advisory Group, and the Cross System Process Strategy Team. The Secretary's Council on Youth Justice and Secretary's Council on Child Welfare also have CCIP and judicial representation.

The department values and is committed to strong collaboration with the judicial branch and the CCIP. The department will continue to include CCIP representatives as part of CFSR/PIP and Title IV-E activities and the development of the CFSP and DCF's strategic planning efforts. DCF also shares AFCARS and eWiSACWIS administrative data with CCIP on an ongoing basis.

Vision Statement

DCF's plan for enacting the state's vision is built around the April 2020 proposed Program Improvement Plan that is framed by the Wisconsin Child Welfare Model for Practice and aligned with the Children's Bureau focus on strengthening families through primary prevention of child maltreatment while securing permanency for all children and youth. Further, it is aligned with the strategic planning process DCF initiated in 2019 with new Gubernatorial and DCF leadership. As a result of this strategic planning process, DCF leadership developed an overall framework for the future of child welfare that includes a vision that:

> "All Wisconsin children are safe and loved members of thriving families and communities. The Wisconsin Child Welfare System will strengthen all Wisconsin families to support their children because children belong with their families."

Implementing this framework requires transformational change in Wisconsin's child welfare system. Key planning related to the following is already under way:

- building local prevention services in part through increasing state investment in prevention services;
- increasing children served in family settings by expanding the use of relative and foster parent settings; and,
- reducing congregate care stays to short, clinical bursts of treatment by supporting providers to transition to the Qualified Residential Treatment Program (QRTP) service model and planning for the development of high-quality clinical care when clinically necessary.

A visual depiction of strategic planning is attached to this APSR as Attachment A. To advance more intensive and necessary planning, DCF has formed three strategic teams that will identify detailed timelines and workplans related to strategic planning goals and requirements. These are driven by new requirements of the Family First Prevention and Service Act and encompass initiatives in the CFSP and the approved 2020 PIP. Specific activities of the three teams are detailed at https://dcf.wisconsin.gov/family-first/teams.

Interactions and services in the child welfare system are based on the principles of trust, engagement, accountability, trauma-informed, culturally responsive, workforce support, and family-centered practices. The Wisconsin Child Welfare Model for Practice is the compass that guides DCF's work and decision-making and can be viewed at https://dcfweb/childwelfare/practice-model.

2. Update on the Assessment of Current Performance in Improving Outcomes

Context for State's Current Performance

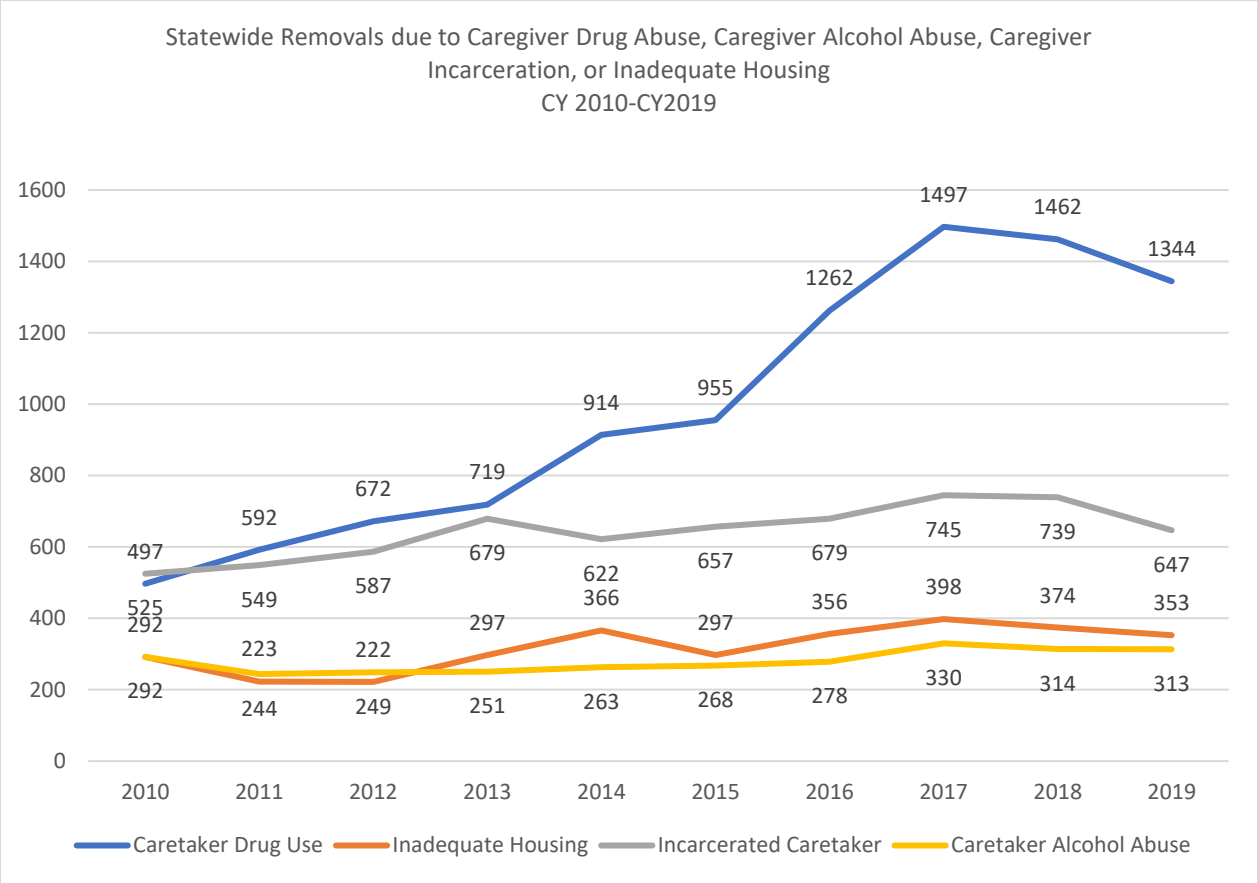
This section captures data related to the performance outcomes related to safety, permanency, and well-being, notes trends with respect to the seven CFSR outcomes and three national performance standards, and highlights initiatives to address each area.

Data presented includes:

- the most recently available case review data using the federal On-site Review instrument (OSRI);
- state administrative data when available;
- data on federal performance data; and,
- where data is available, information from research partners on specific topics.

Overall trends of note in the last decade include a growth in out-of-home care cases; however, in very recent years there has been a slight decrease in the number of unique child removals to out-of-home care. Based on analysis of eWiSACWIS administrative data shown in the graph on the following page, the factor contributing most significantly to the rise in child welfare cases is parental drug abuse, which reflects the significant rise in opioid and methamphetamine use in the state. Research has shown that parental drug abuse-related child welfare cases are generally more complex than other child welfare cases, and therefore more costly in terms of caseworker time and services than other child welfare cases. [1] Due to the rise in caseload, workload on child welfare workers has increased significantly. Based on the discussions with stakeholders prior, during, and after the CFSR, including county caseworkers and managers, a major root cause of any weaknesses in performance on case practice items is the increased demand workload and caseloads place on child welfare workers. Efforts to address this systemic concern are described in the DCF vision statement in the previous section and are incorporated in Section 3, Wisconsin's update on the plan for improvement.

[1] R. Ghertner, M. Baldwin, G. Crouse, L. Radel, and A. Waters, "The Relationship between Substance Use Indicators and Child Welfare Caseloads," *ASPE Research Brief*, Washington, DC: U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, revised March 9, 2018. Available at https://aspe.hhs.gov/pdf-report/relationship-between-substance-use-indicators-and-child-welfare-caseloads.



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Caretaker Drug Use	497	592	672	719	914	955	1262	1497	1462	1344
Inadequate Housing	292	223	222	297	366	297	356	398	374	353
Incarcerated Caretaker	525	549	587	679	622	657	679	745	739	647
Caretaker Alcohol Abuse	292	244	249	251	263	268	278	330	314	313
Unique Child Removals	4735	4728	4471	4949	4976	4942	4993	5277	5100	4833

Child and Family Outcomes

The section that follows represents data specific to each of the 18 safety, permanency, and well-being case review data. These include the State 2018 CFSR results, performance on the CFSR national standards and available state administrative data for areas of safety, permanence, and well-being that show performance over the last five years. Wisconsin does not currently have new 2019 Case Review Data to report but plans to report baseline case review with our Program Improvement Plan in July of 2020.

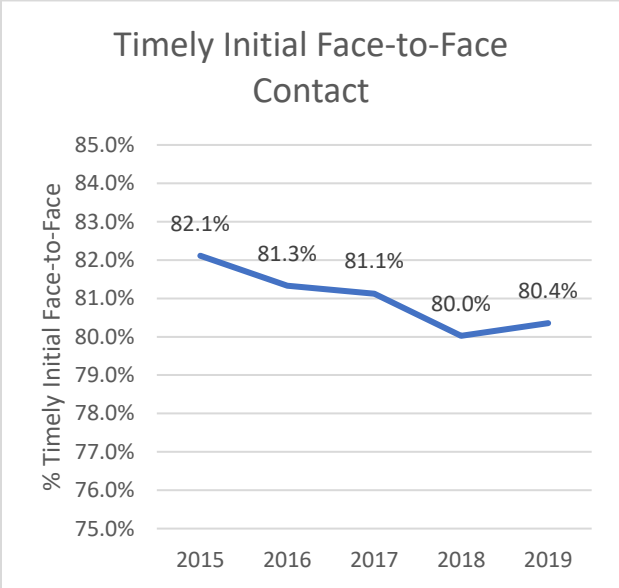
Safety Outcomes 1 and 2

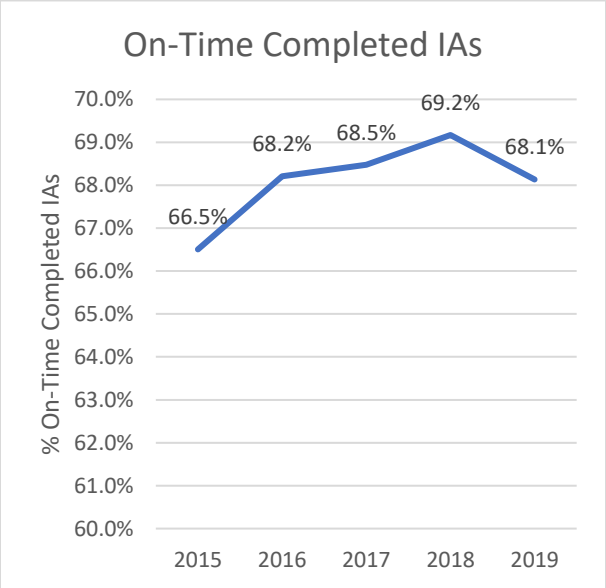
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Item 1: Timelines of Initiating Investigations of Reports of Child Maltreatment. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 1	76%	76%	76%	49%	93%

Administrative Data





	2015	2016	2017	2018	2019
On Time Face-to-Face %	82.1%	81.3%	81.1%	80.0%	80.4%
Total IAs Completed	26,956	26,456	26,188	27,148	25,352

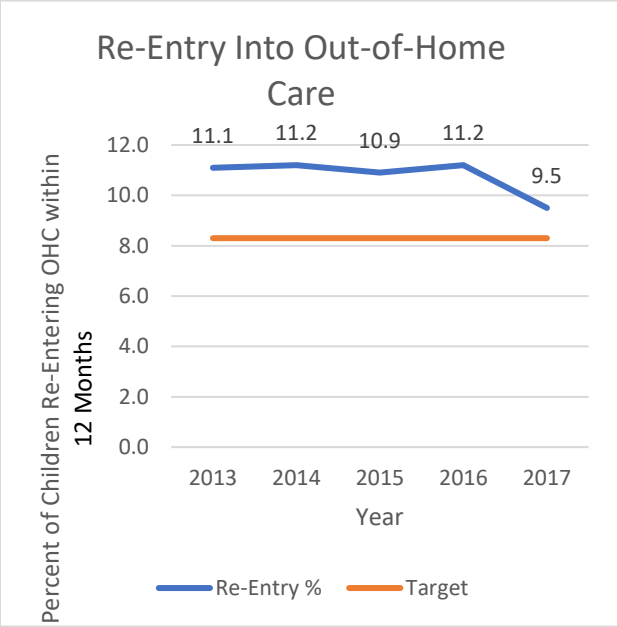
	2015	2016	2017	2018	2019
On Time IAs	66.5%	68.2%	68.5%	69.2%	68.1%
Total IAs Completed	26,956	26,456	26,188	27,148	25,352

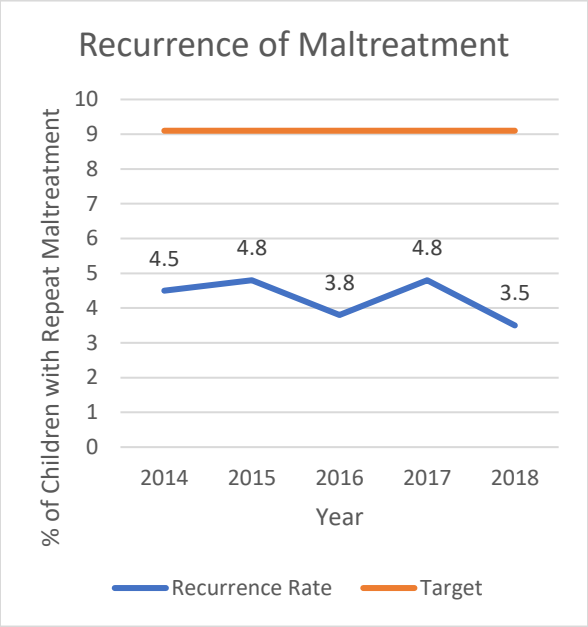
Safety Outcome 2: Children are Safely maintained in their homes whenever possible and appropriate.

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 2	88%	86%	82%	83%	58%

National Performance Data-CFSR 3 Measures

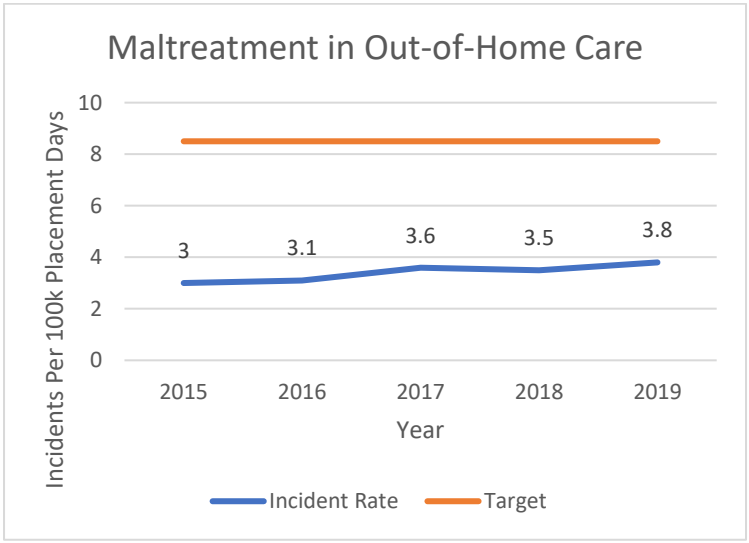




Item 3: Risk and Safety Assessment and Management. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 3	64%	72%	70%	64%	35%

National Performance Data-CFSR3 Measures

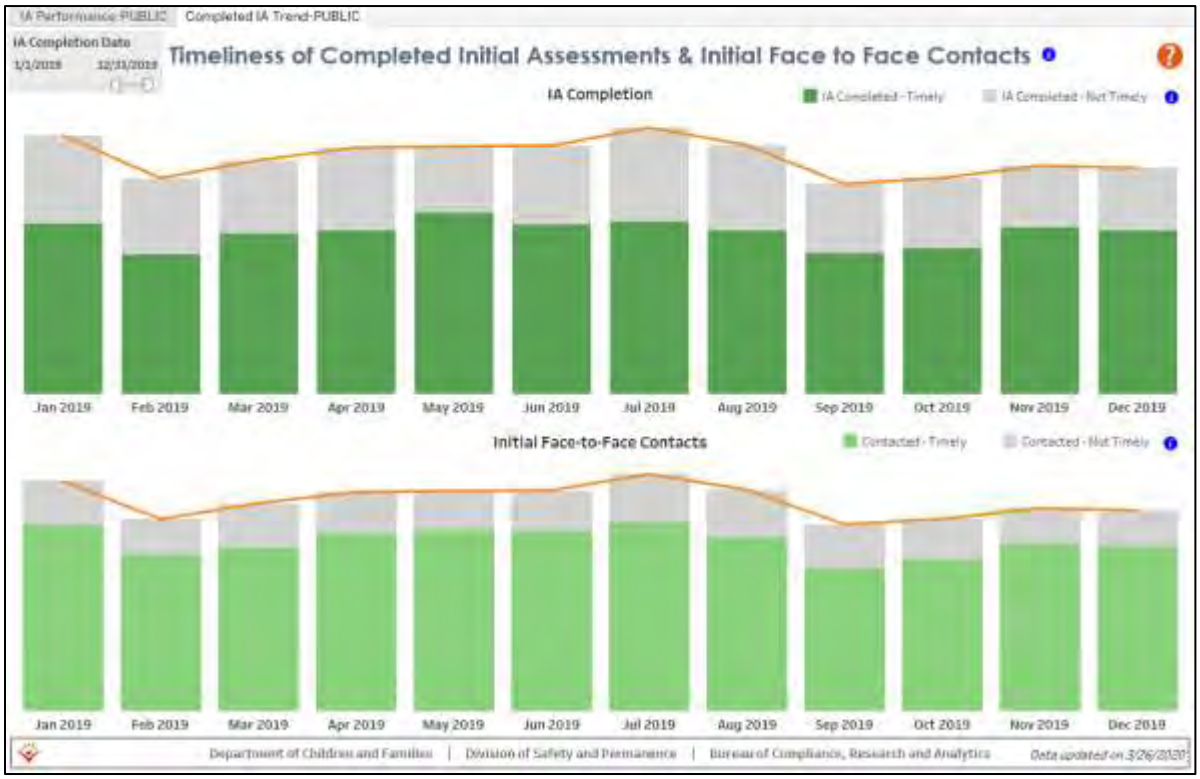


Administrative Data

Safety Decision by Initial Assessment Disposition for Primary Caregiver CPS Initial Assessments: Calendar Year 2018

Initial Assessment Disposition	Safe		Unsafe		No Safety Decision		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Case Closed	17,482	70.3%	122	0.5%	207	0.4%	17,811	71.6%
Case Closed – Child Safe and Referred to Community Services	2,703	10.9%	70	0.3%	167	0.3%	2,940	11.8%
Case Opened – Ongoing CPS Services: Petition	375	1.5%	1,979	8.0%	76	0.2%	2,430	9.8%
Case Already Opened – Ongoing CPS Services	319	1.3%	281	1.1%	21	0.0%	621	2.5%
Case Closed – Child Safe and Referred to Community Response Program	320	1.3%	6	0.0%	10	0.0%	336	1.4%
Case Opened – Ongoing CPS Services: Voluntary	271	1.1%	224	0.9%	5	0.0%	500	2.0%
Case Opened – Non-CPS Services	134	0.5%	19	0.1%	3	0.0%	156	0.6%
Case Opened – DMCPS Safety Services	9	0.0%	66	0.3%	0	0.0%	75	0.3%
Total	21,613	86.9%	2,767	11.2%	489	0.9%	24,869	100.0%

Initial Assessment Dashboard



Safety Outcomes Strengths and Challenges

The department is orienting the child welfare system toward the goal of keeping children supported in their homes and communities. The safety data captured prior reflect the child welfare system's ability to maintain children safely in their home and assess and address safety concerns. Administrative data show performance holding relatively steady over the last five years as it relates to timeliness of face-to-face contacts and timely completion of initial assessments. National Performance Data suggest Wisconsin continues to exceed federal standards by limiting the recurrence of maltreatment and the incidents of reported maltreatment in out-of-home care. While the re-entry of children in out-of-home care does not meet the CFSR 3 target, Wisconsin's performance did improve in the most recently reported year.

Both here and in the sections that follow, we highlight new dashboards released by the department to support our partners across the state in understanding and serving their caseload. In building a strategic plan aimed at keeping children safe and supported in their homes, there was an explicit recognition that innovation would be an essential component in supporting the needs of our workforce across the state. The nimble, on-demand reporting reflected in these new dashboards assists the child welfare workforce in understanding the populations they serve and their efficiency and effectiveness in serving those populations. These resources also reflect Wisconsin's commitment to monitoring and understanding the child welfare system's performance.

Initiatives to Address Safety

- DCF Initial Assessment Standards spell out policies and practices to support meeting federal safety guidelines.
- Safety Services is an initiative that provides supports for families to address safety needs and other needs that may interfere with safety.
- Applied Learning Communities (ALCs) provided by the Wisconsin Child Welfare Professional Development System have focused on improving safety practices through a collaborative learning model that includes a peer support Plan Do Study Act (PDSA) approach and supported in regions across the state,
- Required initial and ongoing training in safety decision making is another key initiative focused on safety practices.
- Dashboards are a valuable tool to help both DCF and counties track safety outcomes and patterns and identify areas where performance is strong, or improvements are needed. As part of the 2020 PIP, DCF will continue the practice of reviewing of these dashboards and providing feedback to counties about performance expectations.

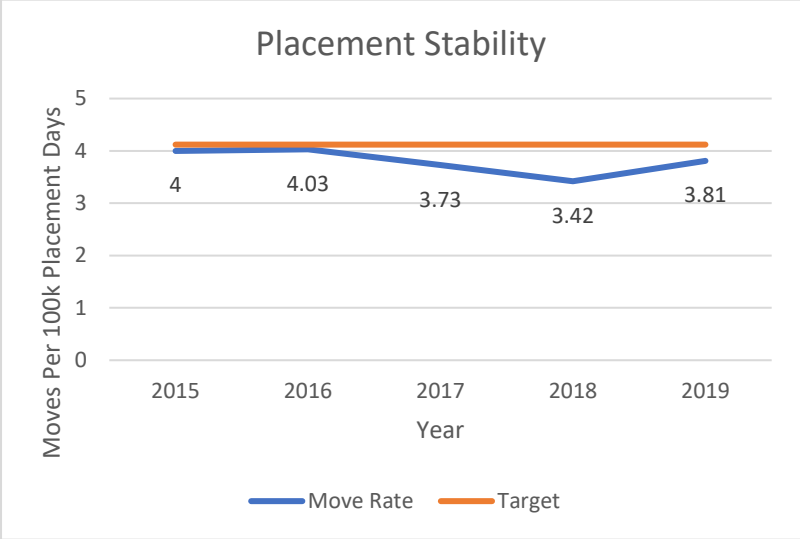
Permanency Outcomes 1 and 2

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

Item 4: Stability of Foster Care Placement. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 4	82%	71%	72%	61%	88%

National Performance Data- CFSR 3



Item 5: Permanency Goal for Child. Case Record Review Results.

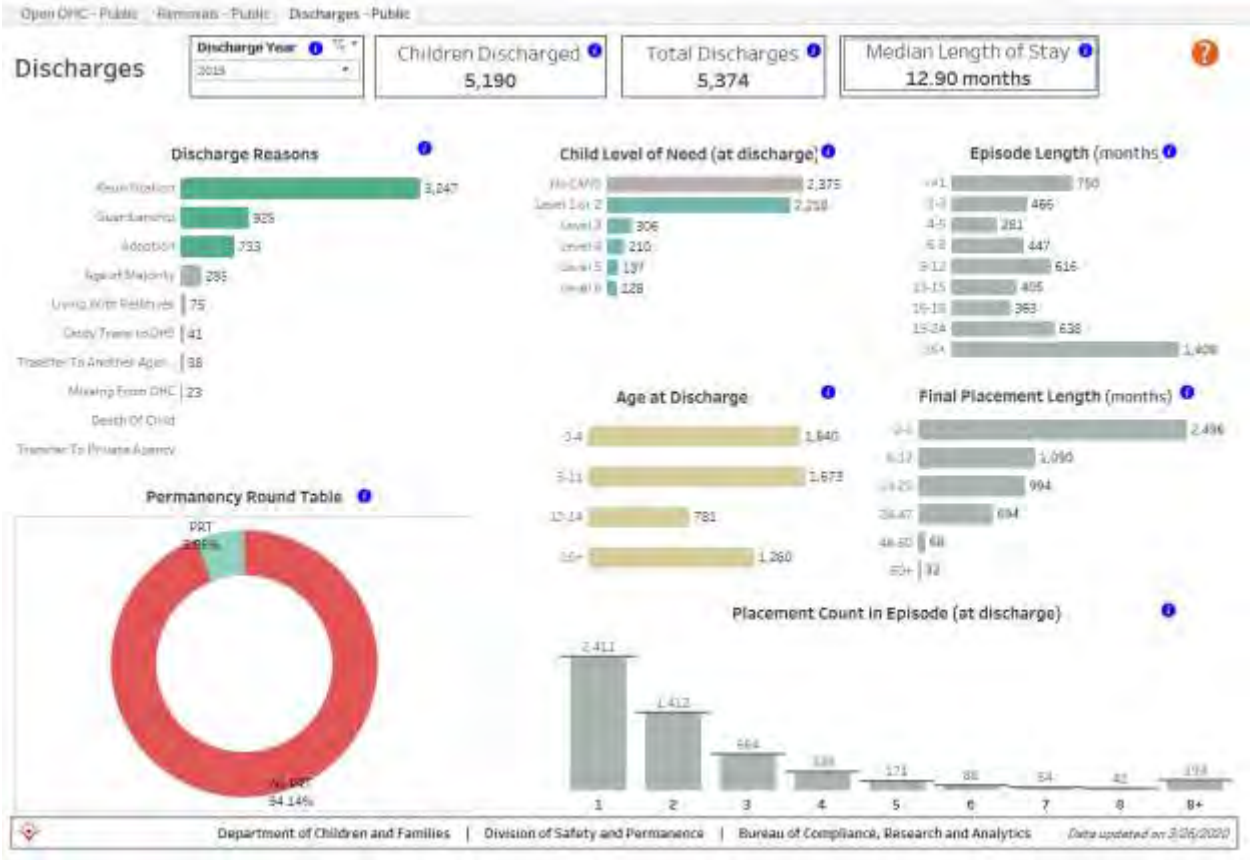
	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 5	54%	67%	59%	56%	59%

Administrative Data

Permanency Plan Goals

	2013	2014	2015	2016	2017
Adoption	1,175	1,172	1,343	1,545	1,678
Reunification	3,966	4,034	4,344	4,498	4,954
Guardianship	513	598	719	852	887
Permanent Placement with a Fit and Willing Relative	193	149	150	164	141
Alt. Perm Plan	102	6	2	2	0
OPPLA	457	438	401	335	313
No Perm Plan Goal Listed	1,433	1,901	1,704	1,627	1,686
Total	7,839	8,298	8,663	9,023	9,659

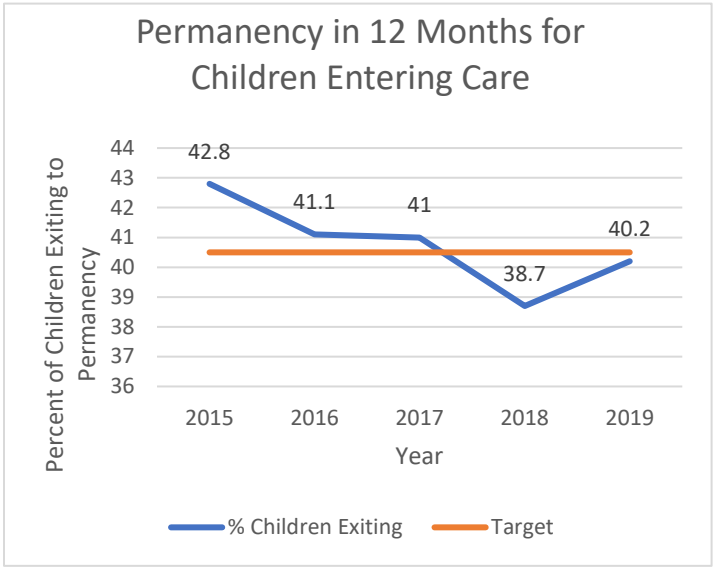
OHC Discharge Dashboard

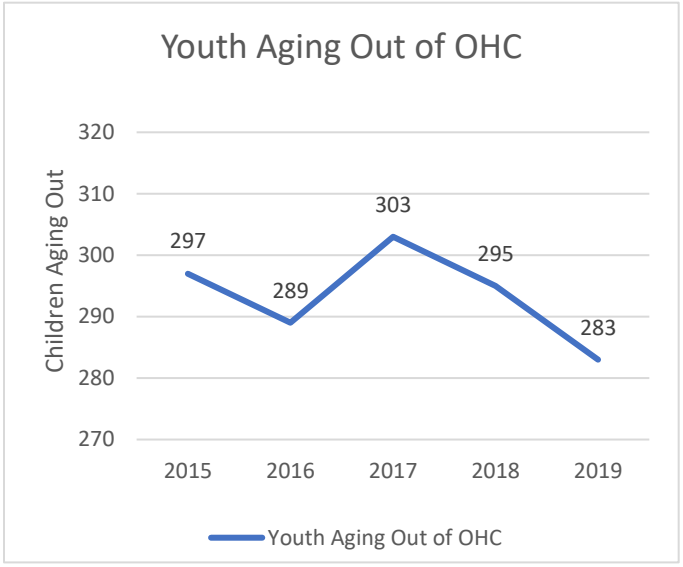


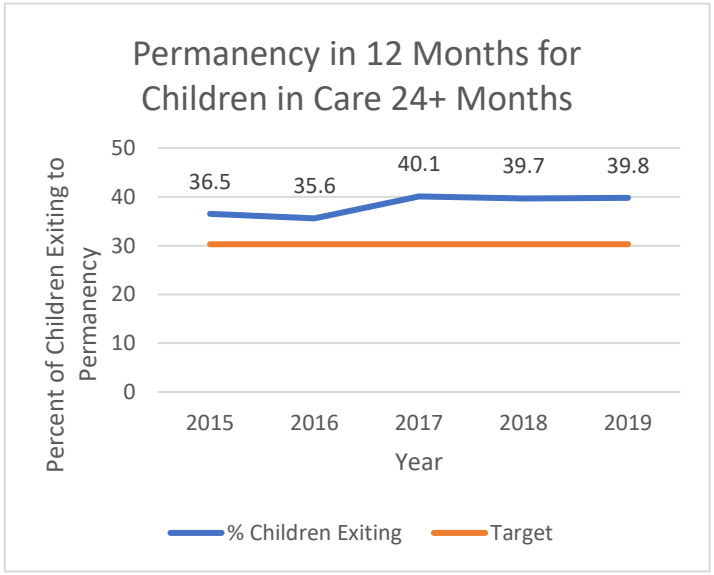
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement. Case Record Review Results.

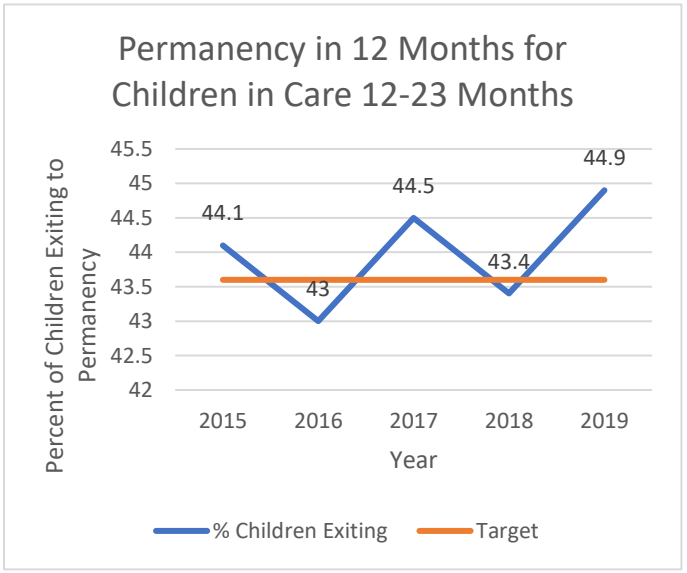
	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 6	66%	59%	50%	46%	48%

National Performance Data – CFSR 3 and Administrative Data

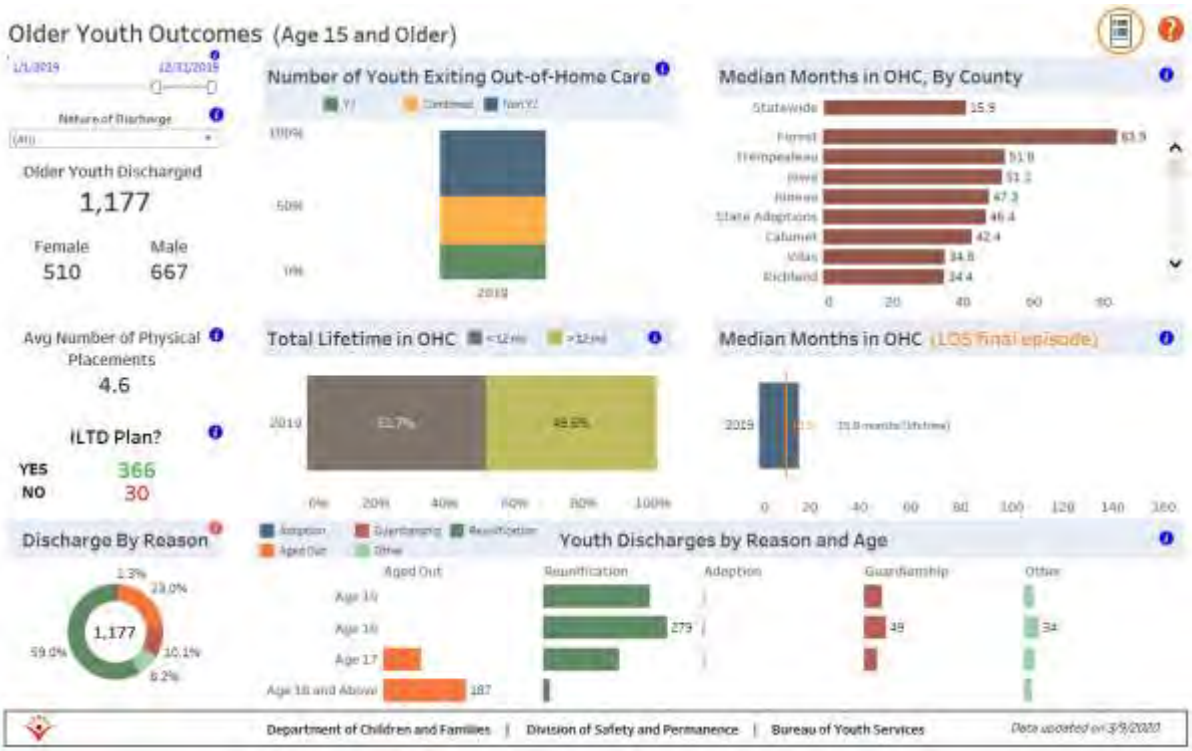








Older Youth Outcomes Dashboard



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

Item 7: Placement with Siblings. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 7	86%	84%	90%	93%	83%

Administrative Data—Number of Perm Plans Including Child Placed with Siblings

2015	**2016**	**2017**	**2018**	**2019**
2741	2885	3206	3385	3320

Item 8: Visiting with Parents and Siblings in Foster Care. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 8	57%	68%	65%	58%	66%

Item 9: Preserving Connections. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 9	75%	81%	78%	64%	65%

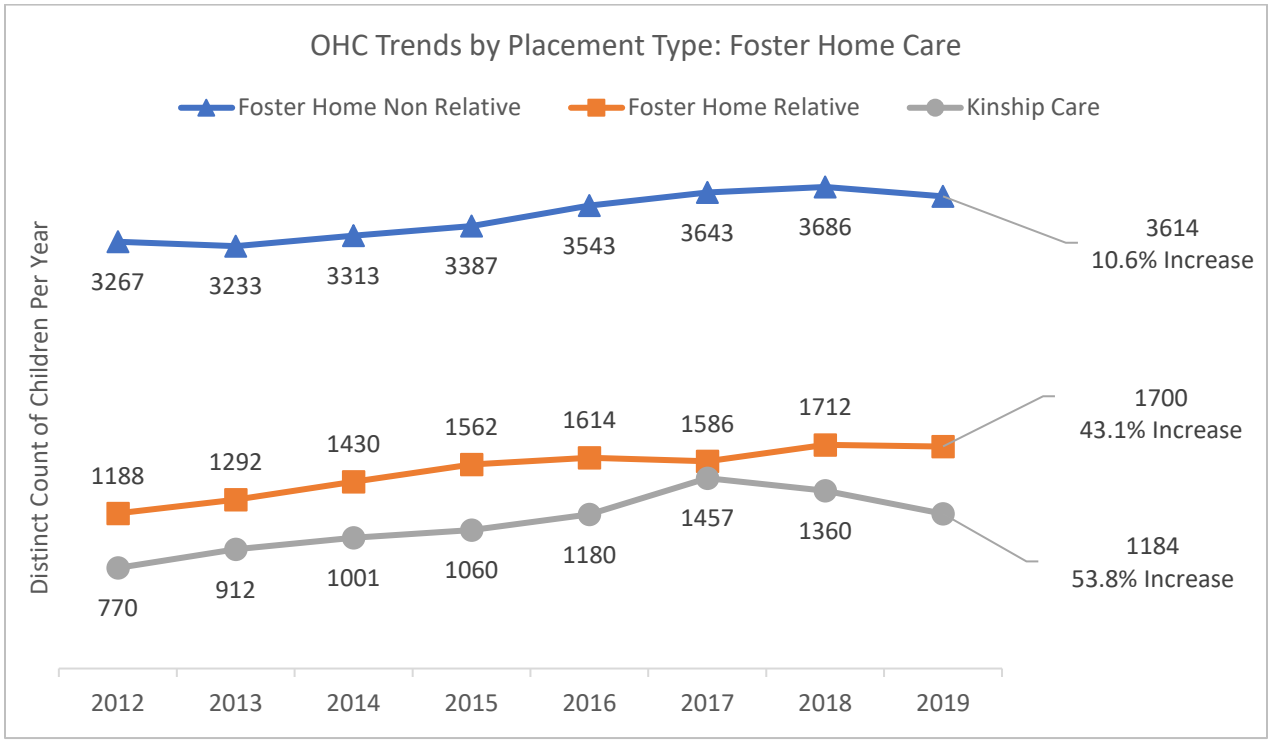
Administrative Data

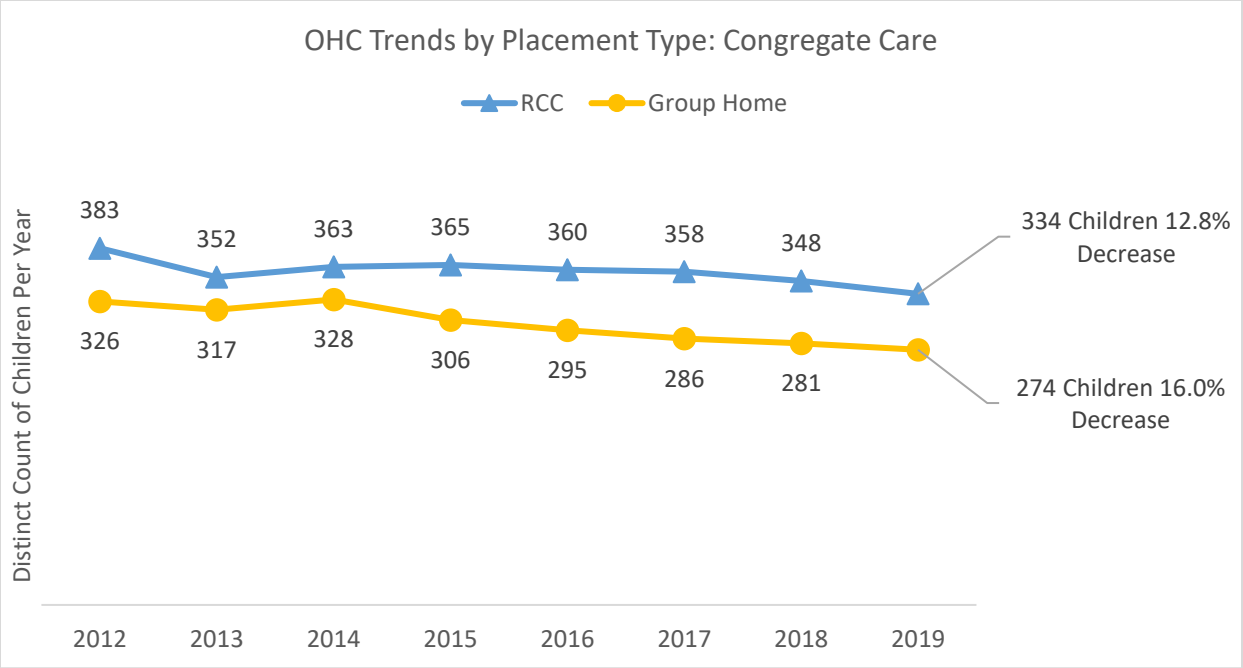
	Number of Children Placed in Homes (at Removal) Within 60 Miles of Home				
	2015	**2016**	**2017**	**2018**	**2019**
Children Removed	4,008	4,094	4,442	4,229	4,098
Total Removals	4,183	4,292	4,597	4,439	4,303
Median Distance (miles) from Home	7.73	7.14	7	6.82	6.41

Item 10: Relative Placement. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 10	62%	70%	82%	57%	68%

Administrative Data





Item 11: Relationship of Child in Care with Parents. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 11	67%	67%	72%	65%	65%

Summary of Performance on Permanency Outcomes

Wisconsin's vision for child welfare strongly emphasizes the role of relatives and like-kin in caring for all children and youth who cannot be safely maintained in their home. This focus is reflected in the substantial increase in children placed in relative foster homes and in kinship care since 2012. Wisconsin's focus on keeping children connected to their families and communities aligns with the good practices of relative placement and placement with siblings. Wisconsin is also working toward a vision in which we safely reduce the use of congregate care; the system has made measurable progress as the number of children placed in Residential Care Centers and Group Homes has steadily declined since 2012.

Initiatives to Address:

- Ongoing Standards spell out comprehensive policies to assure alignment with federal and state permanency guidelines and requirements focused on promoting timely and safe permanency for children.
- A key component of standards focuses on the Permanency Plan ("Written Case Plan") Development to identify and address permanency, child and family support needs.
- Family Find and Engagement is a DCF initiative that has worked to significantly expand the pool of relatives to care for children in the OHC system. This initiative is a key focus of the Wisconsin 2020 PIP.
- The Relative Caregiver Initiative or sometimes called the "Kinship Navigator" project is bolstering ongoing efforts to help caregivers best care for children in their families. This is also a key initiative of the Wisconsin PIP.

- Permanency Roundtables are an initiative to focus on youth that have had challenges achieving permanency and focuses on community and other supports to achieve permanency. Over time data show that this has been a successful means of improving long term permanency goals as evidenced by the improvements in the longer than 24-month placements in OHC indicator for CFSR 3.
- The TPR Timeliness Project is a collaboration with the Children's Court Improvement Project and the University of Wisconsin's Institute for Research on Poverty to explore data and practice that will assist with timelines. This and additional collaborative training and resources developed with the Children's Court Improvement Project are described in case review items 21-24 in the systemic factors overview in the systemic factors part of this section following the data**.**

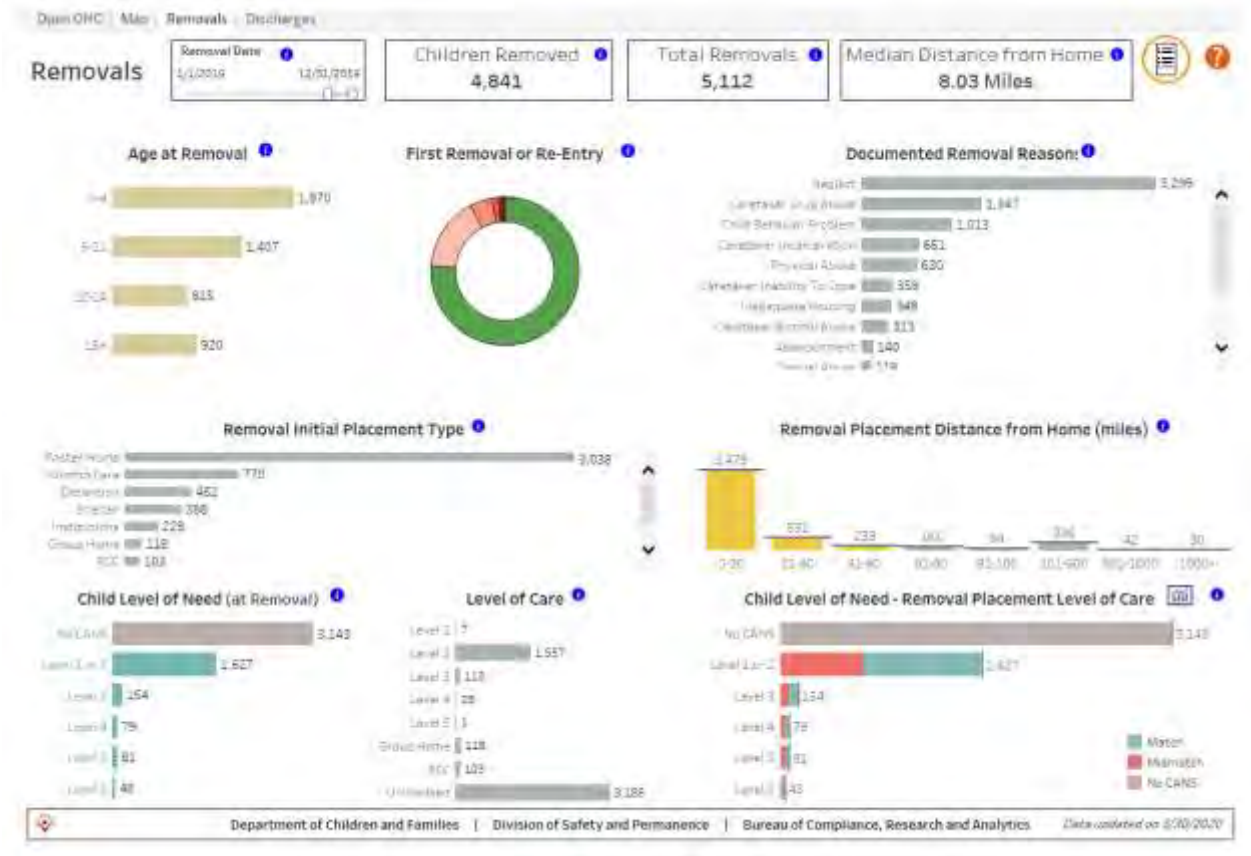
Well-Being Outcomes 1, 2, and 3

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

Item 12: Needs and Services of Child, Parents, and Foster Parents. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 12	52%	60%	54%	36%	43%

Removals Dashboard



Confirming a Safe Environment

Confirming Safe Environment (CSE) is an assessment used to confirm a safe environment prior to placing a child in OHC. If there is a pre-existing approved CSE, a Reconfirming Safe Environment (RCSE) is completed. CSEs are due 10 calendar days past the placement begin date, and RCSEs are due 180 calendar days after the previous RCSE or CSE approval date.

- Of 4,711 CSEs due from January 1, 2019 to December 31, 2019, 3,833 (81.4 percent) were completed. Of the total number of RCSEs due from January 1, 2019 to December 31,2019, all were completed (3,899).

Risk Management Services by Child/Provider Match Category

When a risk is identified during a CSE/RCSE, a risk management plan must be created to mitigate the risk and ensure the environment is safe for the child. Considerations for a risk management plan include, but are not limited to, the following:

- Additional or special training for placement providers
- Additional contact by agency or other providers
- Re-arranging the living environment

The table below shows the number of risk management services provided to each child/provider match category determined by a child's approved CSE/RCSE. The table also shows what percentage of the service was received by each match category.

The definition of Child/Provider match category is whether the child's level of need (LON) matches the provider's level of care (LOC). These data include the most recently completed CSE/RCSE for each child's placement with identified risk assessment and management from January 1, 2019 to December 31, 2019.

Risk Management Services Provided

	Child/Provider Match Category							
Risk Management Services	LOC Exceeds LON (n=396)		LOC matches LON (n=691)		LON exceeds LOC (n=530)		N/A (n=1051)	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Special Training	145	36.6	162	23.4	76	14.3	228	21.7
Additional Contact	122	30.8	154	22.3	153	28.9	220	20.9
Rearrange Living	61	15.4	89	12.9	50	9.4	97	9.2
Closer Supervision	207	52.2	369	53.4	301	56.8	553	52/6
Additional Rules	33	8.3	81	11.7	57	10.8	94	8.9
Special Equipment	30	7.6	45	6.5	47	8.9	63	6.0

Services Provided to Child Welfare Families

Service Category	Count
Case Management Services	4653
Individual Therapy	2063
Medical/Dental Services	1623
Educational Assessment/Services	769
Developmental Assessment/Services	620
Basic Home Management	217
Psychiatric Assessment/Services	186
Family Therapy	165
Juvenile Justice Services/Activities	158
Social Supports	147
Parenting Services	142
Psychological Assessment	79
Independent Living	68
AODA Assessment/Services	67
Recreational Activities	63
Mentoring	51
Occupational/Physical Therapy (OT/PT)	51
Group Therapy	39
Crisis Services	29
Daycare	29
Spiritual/Cultural Supports	15
Legal Services	14
Work Related Services	9
Respite	2
Housing Assistance	1

Item 13: Child and Family Involvement in Case Planning. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 13	80%	61%	67%	49%	42%

Item 14: Caseworker Visits with Child. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 14	69%	69%	68%	60%	55%

Administrative Data

Monthly Caseworker Visits with Children in Foster Care; October 1, 2018-September 30, 2019

	Cumulative Number of Children in Foster Care	Number of Required Visits	Number of Successful Contacts	Percent	Number of Visits in Child's Residence	Percent
State Total	11,139	89,172	86,774	97.30%	75,113	86.60%

Item 15: Caseworker Visits with Parents. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 15	48%	49%	49%	42%	41%

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

Item 16: Educational Needs of the Child. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 16	88%	90%	84%	70%	87%

High School Educational Outcomes[2]

DCF contracted with the Institute for Research on Poverty (IRP) at the University of Wisconsin-Madison in order to better understand education outcomes of youth experiencing out-of-home care (OHC); IRP investigated several potential links between OHC and the reduced likelihood of high school graduation. Analysis of education outcomes for students was considered for three different groups:

(1) "Never SNAP, SI, OHC": These students came from families did not receive SNAP assistance, had no history of a screened-in CPS report, and were not in OHC;
(2) "SNAP Only": These students have families who received SNAP but who had no history of a screened-in CPS report or OHC;
(3) "SI Only": These students had a screened-in CPS report but did not experience OHC.

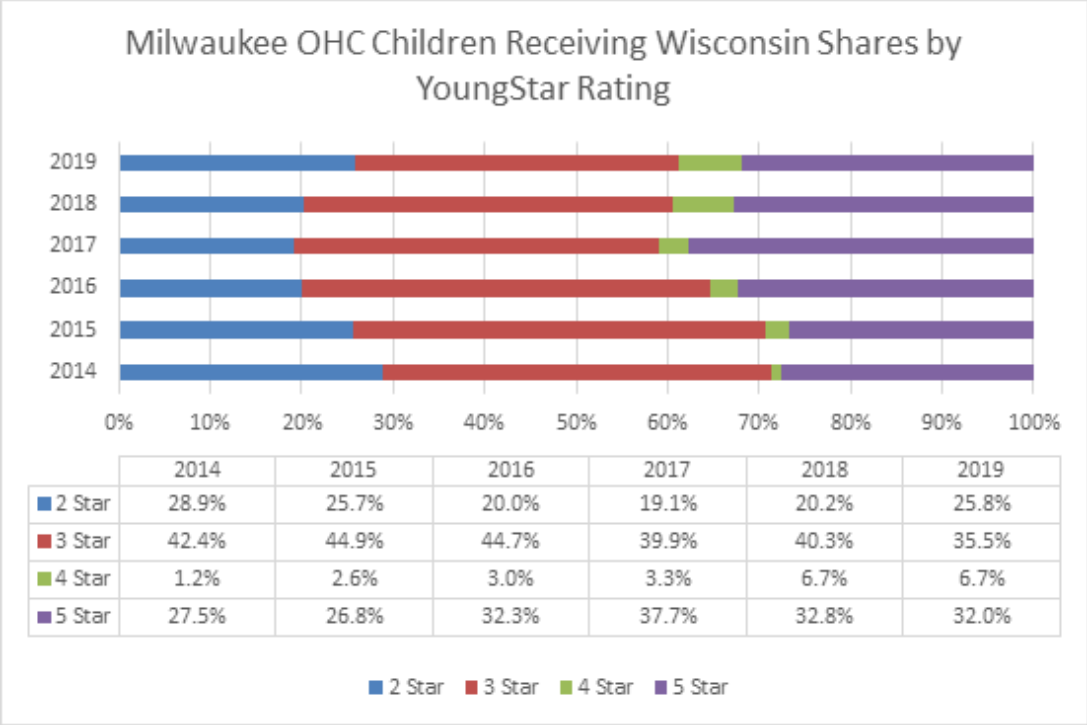
IRP's work, part of which is captured in the figures below, suggests students in OHC experience a greater number of school moves than other similar students. Additionally, OHC students have fewer accumulated credits and graduation.

DCF recently received these findings and is continuing to analyze data to understand deeper lessons learned and implications for practice. Overall findings are that students in OHC move schools more often than students who are not in OHC. Additionally, OHC students have fewer accumulated credits which is a barrier to graduation. Both trends are tied to poor educational outcomes.

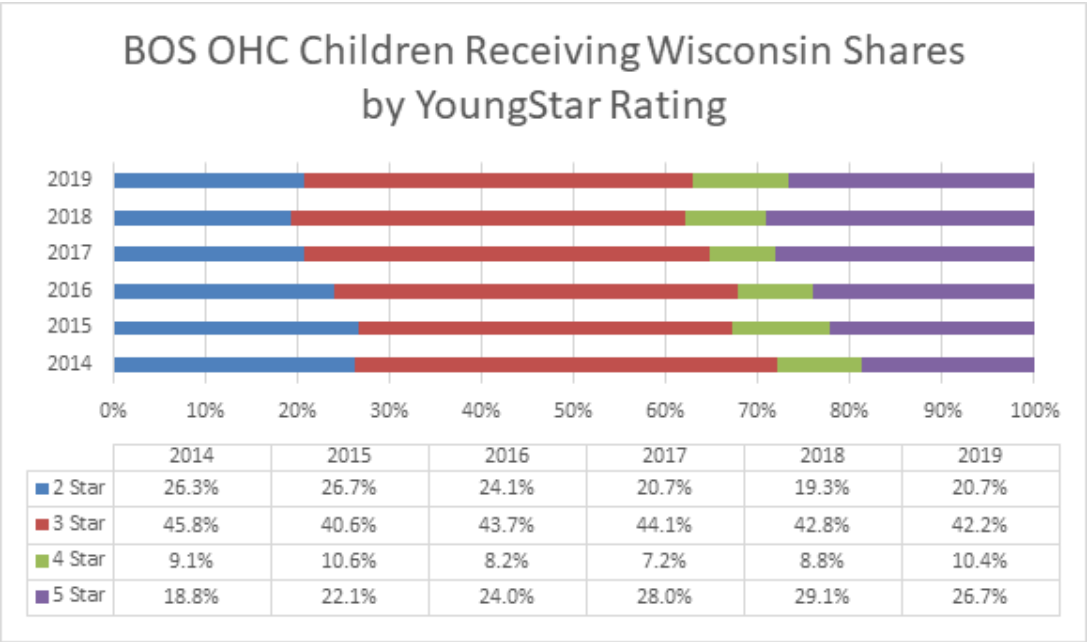
[2] L. Berger and H. Kim, "Credit Transfer and High School Graduation Among Wisconsin's Out-of-Home Care Population." Report submitted to the Wisconsin Department of Children and Families, February, 2020.

Early Education Data

It is critical that early education experinces are high quality to help children get off to a strong start. The Wisconsin Shares Child Care Subsidy Program supports low-income working families by subsidizing a portion of the cost of quality child care so that parents or other approved caregivers may work, go to school, or participate in approved work training programs. Families who utilize Wisconsin Shares must attend a program who is participating in YoungStar, which is Wisconsin's child care quality rating and improvement system. Data visualizations on the following page show over-time improvement and sustained improvements in the number of children in OHC that are participating in higher quality early childhood programs.



	2014	2015	2016	2017	2018	2019
2 Star	28.9%	25.7%	20.0%	19.1%	20.2%	25.8%
3 Star	42.4%	44.9%	44.7%	39.9%	40.3%	35.5%
4 Star	1.2%	2.6%	3.0%	3.3%	6.7%	6.7%
5 Star	27.5%	26.8%	32.3%	37.7%	32.8%	32.0%



	2014	2015	2016	2017	2018	2019
2 Star	26.3%	26.7%	24.1%	20.7%	19.3%	20.7%
3 Star	45.8%	40.6%	43.7%	44.1%	42.8%	42.2%
4 Star	9.1%	10.6%	8.2%	7.2%	8.8%	10.4%
5 Star	18.8%	22.1%	24.0%	28.0%	29.1%	26.7%

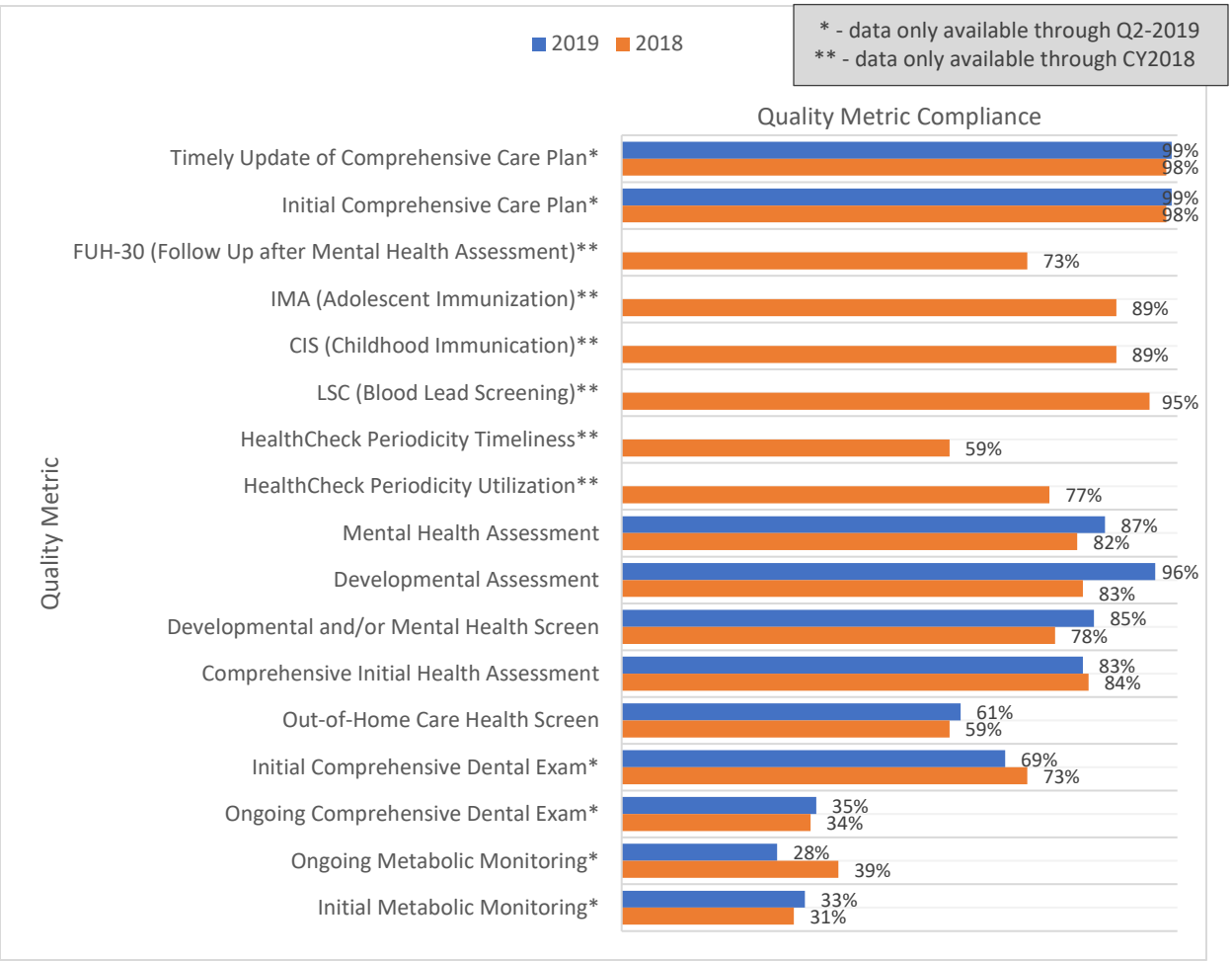
Well Being 3: Children receive adequate services to meet their physical and mental health needs.

Item 17: Physical Health of the Child. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 17	61%	60%	60%	53%	72%

Care 4 Kids Quality Metric Compliance

DCF and the Wisconsin Department of Health Services (DHS) closely collaborate to improve the quality, access, and timeliness of health care services to children and youth in OHC through the implementation of a Medicaid medical home service delivery model called Care4Kids. The Care4Kids program provides comprehensive, coordinated care for children and youth in foster care tailored to each child's individualized needs.



Item 18: Mental/Behavioral Health of the Child. Case Record Review Results.

	2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
Item 18	77%	72%	66%	54%	55%

Summary of Well-being Performance

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to child and family well-being. DCF was noted for performing well in meeting the educational needs of children in OHC in the 2018 CFSR. Additional areas of strength

are that DCF continues to maintain a high proportion of children in OHC accessing high-quality child care through the state's YoungStar program. Also, the number of children aging out of care has declined. The Child Adolescent Needs and Strengths Tool (CANS) has been an effective tool in helping identify needs and connecting youth and their families to resources. Areas of challenge continue to be around access to mental health resources for children and access to dental care.

Initiatives to Address:

- The CANS assessment tool provides a comprehensive assessment of youth and parent needs and helps identify services that will meet the level of need for children and families in the system.
- Care4kids initiative focuses on physical health and mental health and is a critical resource for children in OHC.
- Birth to Five Sections describe collaborations that provide comprehensive services focused on the well-being of the birth to five population including home visiting, Connections Count, and the Wisconsin Trauma and Recovery Project. An automated link from the child welfare system to the Birth to 3 program is a critical resource to assure efficient referral for services for children with disabilities who may be at heightened risk for abuse and neglect.
- Title IV-B servces provide supports to runaway and homeless youth to address educational and well-being needs.
- The Chafee program has a Transitional Regional Agency structure that offers a range of educational, social and well-being initiatives designed to assist youth in successfully transitioning to adulthood.

Systemic Factors

The following section outlines an annual update to the 2020-2024 CFSP on the seven systemic factors for state child welfare system functioning. Information is presented for each item that are part of the seven systemic factors. For each of the systemic factors, there is a description of what the factor is, a description of available and most current data to demonstrate functioning and a summary of initiatives to address each systemic factor.

Management Information System (Item 19)

The Wisconsin SACWIS system, known as eWiSACWIS, provides child welfare case management functionality for statewide OHC and adoption services. All 72 Wisconsin counties, selected state agencies, and other external partners use the application statewide. The system supports programs promoting conditions that keep children safe, strengthen families, and provide a permanent and nurturing family home for children. Over the next year Wisconsin will continue to focus on elements required to come into compliance with CCWIS rule. Wisconsin has a robust Management Information System (MIS) to build the CCWIS system on.

Available Data or Information that Demonstrates System Functioning

Users of the eWiSACWIS system must undergo a security clearance that includes a signed confidentiality agreement. Once it is established that their specific child welfare functions require access, the individual is eligible to access and enter data into the system. There are 11 federally recognized tribes in Wisconsin. All tribes have the option of using the system, but not all of them currently choose to use that option. In most cases, tribes have read-only access and are able to enter case notes. If a tribal child is under a county court order, the county provides services and enters all eWiSACWIS information.

In the case of private child-placing agencies that issue foster care licenses, a state-approved contractor enters information into the system. This information relates to the licensing process and can include background checks, home studies, or other important information.

All eWiSACWIS users are required to follow Wisconsin CPS practice standards for timeliness and casework process requirements. The system has built-in reminders and other edit/check functionality based on the creation of certain required documents that remind workers and supervisors of work that needs to be documented and approved. An example of a timeliness reminder is the six-month reminder for periodic reviews. DCF has developed several such reminders and tools to improve child welfare system functioning.

The eWiSACWIS application includes a reporting platform called eWReports, in which development staff create a wide variety of reports regarding child welfare activity. An issue tracker function allows for local users to continually identify issues requiring attention that are then addressed by the design or report development teams. Over 200 corporate level reports support the monitoring of state and local program, fiscal, and management activities. These reports include summary and detailed information related to critical child welfare service activity and practice requirements, such as CPS referrals, CPS initial assessment decisions, and OHC placement, including client characteristics and location of services/placement, etc. Other reports in development track certain child well-being data, such as medical and dental information, education data, and mental health screenings. Additional reports are used to support local and state level fiscal management and payment activities and to manage provider-

related responsibilities such as licensing and foster home rate setting. For more information about DCF eWReports, please visit https://dcf.wisconsin.gov/knowledgeweb/reports.

Wisconsin's eWiSACWIS database can identify the status, demographics, locations, and goals for the placement of all children in OHC.

DCF has a history of AFCARS data reports that are compliant with federal standards. The following excerpt from a 2016 review by the Federal ACF of Wisconsin's eWiSACWIS system shows a strong foundation for current practice.

> *"The team met with staff from six counties via conference call and conducted in-person interviews with staff from two counties.*
>
> ***Observations***
> *During our review, we made the following observations:*
> - *In general, eWiSACWIS is well integrated into the state's child welfare practice model. Staff reported daily use of eWiSACWIS and the system's reports to manage child welfare related tasks. In particular, we confirmed the consistent exchange of financial data in the eight counties reviewed – all counties automatically uploaded eWiSACWIS financial data to the county financial systems, which returned check numbers and issuance dates.*
> - *eWiSACWIS supports the counties' preference for multiple reviews of financial data prior to issuing payments. eWiSACWIS generates three consecutive batch runs the last three business days of each month as well as a preliminary and final check runs on the first two business days of the following month*
> - *County staff use a variety of manual process to validate financial data, invoices, and preliminary check registers before payments are generated. Financial staff report discovered errors to the responsible staff for correction."*

Brief Assessment on Progress to Date

While the 2018 CFSR noted the Management Information System as an area needing improvement, DCF stakeholders provided positive feedback on efforts to date and have been very engaged in providing feedback and ongoing planning to comply with the CCWIS rule. DCF also heard issues about timing or releases and other areas to consider that will be considered in future efforts. DCF engaged in extensive stakeholder engagement over the last several years to solicit feedback from eWiSACWIS users. Generally, the feedback is very positive with users noting that extensive functionality options including dashboards and over 200 reports are available. In addition, counties report the ease of sharing data across counties for families that may live and be served in different counties. A challenge that DCF will work on as it implements the CCWIS rule is the current development cycle that occurs around three times a year because of the extensive work involved.

Initiatives to Address

- A child welfare data warehouse, referred to as dWiSACWIS, which includes data related to CPS Access and Initial Assessment casework, caseload demographic and case history information, OHC placements, pre-finalized adoptions, OHC providers, Child and Family Services Review (CFSR) Round 3 outcome measures, child and adolescent needs and strengths (CANS) information, and Title IV-E eligibility and claiming data and reports. Technical enhancements to the data warehouse have included the automation of data repository naming conventions, development of an audit tracking report to support statewide implementation, and evaluation of data management and design documentation tools. The data warehouse also includes a report design platform, which has allowed DCF to enhance its reporting capabilities. The data warehouse reports include embedded charts and figures and allow DCF to run some reports for specific geographic regions on demand.

- Continued expansion of data available within dWiSACWIS from both eWiSACWIS and from other administrative data and information gathering systems, such as child educational and medical information from other state agencies, and from the Child Welfare CQI case record reviews. To further supplement and advance use of the above technical and reporting functionality, DCF has implemented interactive dashboards which are available to the public via the DCF website. These same dashboards are available to eWiSACWIS users with additional data to promote the use of the dashboards at the local child welfare agency levels to further analyze, monitor, and support data-driven decision-making.

- Ongoing Stakeholder Engagement continues particularly as a part of DCF's work toward compliance with the CCWIS rule. DCF will continue to solicit stakeholder feedback and work on making the current system more responsive to user needs. The eWiSACWIS superuser groups are comprised of county-level staff charged with serving as experts in the eWiSACWIS system to support local data entry and use of data for decision making. Superuser groups meet on a regional basis. Regional information sharing serves as a way of addressing emerging challenges and assuring that all training and technology needs are met. In addition, the state eWiSACWIS team plans an annual conference to provide detailed information and support about new upgrades to the system. DCF's Bureau of Regional Operations provides a regional forum where child welfare policies and supports are discussed at least quarterly with child welfare directors. This also provides a venue and opportunity to discuss eWiSACWIS capacity and emerging training or other needs. Other statewide stakeholder groups that DCF engages in discussions about the eWiSACWIS system are the Children, Youth, and Families Policy Advisory Committee of the Wisconsin Counties Human Services Association; the Inter-Tribal Child Welfare Directors group; and the CQI Advisory Committee. Discussions are focused on ensuring that appropriate supports and training are being provided and that system needs are being met.

- Additional activities to implement and comply with CCWIS are continuing. In addition to the feedback described above, a key component of CCWIS planning has been to develop and implement a comprehensive data quality program over the next year. This will include continued consultation with internal and external stakeholders to develop a data quality plan. Efforts in the future will include using extensive input gathered over the last year to inform an internal DCF planning group that will develop a data quality plan to include metrics and processes. Plans will be developed for monitoring the data quality plan and adjusting the plan based on emerging information gathered and related trends.

Case Review System (Items 20-24)

Written Case Plan (Item 20)

Available Data or Information that Demonstrates System Functioning

Wisconsin has a robust and comprehensive process in place for developing a case plan for families in the child welfare system that receive services in OHC. In Wisconsin, the case plan is called a permanency plan. Specific details of this process can be found in Wisconsin's Ongoing Standards at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf.

CPS intervention standards are also used to assess safety and in-home case planning. These standards are available at https://dcf.wisconsin.gov/cwportal/policy.

Detailed guidance has been developed for assuring that written case plans for tribal children meet Wisconsin Indian Child Welfare Act (WICWA) guidelines. To view the WICWA desk aid, please visit https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf.

The Foster Parent Handbook provides critical information on how foster parents are engaged in developing the case plan. The handbook is available at https://dcf.wisconsin.gov/fostercare/handbook.

Data on Wisconsin's Performance

The most recent data available are key findings from Wisconsin's 2015-2016 case review process where data from a representative sample were analyzed. Based on these data, key strengths and challenges in Wisconsin's case review process are:

- Goals were appropriate to the child 94% of the time.
- Permanency goals were specified in the case record 98% of the time.
- However, permanency goals were established in a timely manner only 60% of the time.
- Wisconsin is engaging mothers most effectively in the case planning process: 83% of the time in all cases, 88% of the time in in-home cases, and 80% of the time in OHC cases.
- Children are engaged in the planning process 73% of the time for all cases: 86% of the time for OHC cases and 66% for in-home cases.
- Fathers are engaged at an overall rate of 71%, with the rate for in-home cases being higher at 75% and lower for OHC cases at 68%.

Birth parent interviews during the 2018 CFSR noted that goals could be made clearer to help achieve permanency in a timelier way.

Initiatives to Address

In the last year, as part of DCF's planning to respond to CFSR 3 Final Report findings, the Program Improvement Plan and DCF's strategic planning initiative has focused on how to improve the permanency plan which is Wisconsin's term for the written case plan. Discussions are underway about how to improve the permanency plan; these are detailed in DCF's Approach as part of in Section 3 and include:

- Possible improvements based on ongoing strategic planning efforts that include the goal of workers' spending more time with families and less time on paperwork and data entry requirements and processes. The workload study detailed in Section 3 also has an overall aim of

workers being able to spend more time with families and less on documentation. If feasible and consistent with federal documentation requirements, this may result in re-organization or possible changes to the permanency plan.

- The Tailored Court Order project that is part of Wisconsin's PIP may result in changes in how the written case plan/permanency plan is laid out; key changes may include increased clarification and understanding of court-ordered conditions so that permanency is achieved in a timelier way.
- If any potential changes progress to actual implementation, DCF will align them with federal requirements and ensure they are consistent with the comprehensive requirements and standards that DCF has in place.

Comprehensive DCF Standards Guide Written Case Plan Development/Permanency Plan

DCF has rigorous standards for ensuring a comprehensive written case plan, or a permanency plan as it is called in Wisconsin. These standards are detailed on the following several pages and assure compliance with federal requirements, emphasis on detailed planning and assessment, identification of what changes are needed and how they need to change, collaboration and team meetings for families, family interaction, identification of services needed, specific requirements related to when a case is closed, rigorous documentation required, and other measures to assure an effective and comprehensive written case plan/permanency plan. Changes made to the permanency plan through Ongoing Services Standards as a result of the Round 2 CFSR are detailed in a memo available at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2013-02.pdf

Child and Family Team Meetings
Child and family team meetings engage families in case planning in comprehensive and meaningful ways to assure youth and family voice in this process. Child and family team meetings use a strength- and needs-based, solution-focused approach that incorporates the values and principles of family centeredness, respectful interaction, cultural responsiveness, and partnership.

The size, composition, function, and goals of the family team must be driven by the underlying needs and safety concerns of the family. The team must be identified by the family and consist of extended family members, the caseworker, informal/formal supports and service providers.

Determining What Must Change
An essential safety intervention responsibility at this stage is to evaluate caregiver protective capacity since impending danger is controlled by the safety plan. Information from the initial assessment provides the foundation for determining caregiver protective capacities. Throughout the assessment process, the caseworker clarifies and gathers additional information, and collaborates with parents, relatives, and informal and formal supports to gain consensus regarding the changes necessary to achieve a safe, stable, and permanent home, thereby allowing for safe case closure.

Tribal caseworkers follow the requirements specified in WICWA which are summarized in the DCF Wisconsin Indian Child Welfare Act Desk Aid available at https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf.

Case Assessment and Plan Documentation
When there is an in-home safety plan, the caseworker must complete and document the case plan no later than 60 days from the case transition to staffing. All case assessment and plan requirements must

be documented in the family case record in the eWiSACWIS case plan (DCF-F-CFS2132-E). The case plan must include:

- General person management and case maintenance information to ensure the case record is up to date (family demographics, agency, and legal).
- Child functioning, adult functioning, parent functioning and parenting practices, and family functioning information.
- Criteria based goals (focused on diminished caregiver protective capacities that are behaviorally stated, understandable to the family, specific and measurable).
- Services for the child and family.
- Safety assessments, plans, and conclusions.

Case Closure
Case closure for in-home child welfare cases is appropriate when child welfare services are no longer needed, the family declines further intervention, or the family is not engaged in services, provided there is no court order.

Documentation of Face-to-Face Contacts
The caseworker or designee must document both completed and attempted face-to-face contacts with parents/caregivers and children in eWiSACWIS as a case note. The case note must include, at a minimum, the following information describing the face-to-face contact:

- The date, time, and duration of the visit.
- The participants involved.
- The location of the visit.
- The type of contact.
- The purpose and summary of the results of the contact including:
    - A review and evaluation of the child's safety to ensure conditions have not changed in the household that would make the child unsafe.
    - Progress in the case plan (i.e., are parents engaged and involved in the process).
    - Understanding of the case plan (do parents understand what is expected of them in terms of meeting the case plan and what their responsibility is in relation to following through with their part of the case plan).

Overall Documentation in Case Plan
Requirements of the In-Home Child Welfare case must be documented in the Case Plan (DCF-F-2828 E) in the family eWiSACWIS case record and approved by a supervisor or her/his designee.

Permanency Planning for Children in Out-of-Home Care (OHC)
The permanency planning process for children in OHC has similar components to in-home case planning in terms of introducing the change process and the timeframe for initial contacts. For children in OHC, case planning focuses on a permanency plan to assure efforts are focused on an appropriate permanency goal for the child. In addition, cases for children in OHC must use a Child and Adolescent Needs and Strengths (CANS) assessment to determine service needs and goals for the child and family to facilitate reunification.

To ensure that safety is prioritized throughout an out-of-home placement, a thorough understanding of child safety decisions and actions is essential for caseworkers. Safety assessment, analysis, planning, and the management of child safety occurs in every aspect of CPS involvement with a family.

Ongoing Services has the following fundamental intervention responsibilities:

- Evaluating the existing safety plan developed during initial assessment/investigation.
- Managing child safety through continuous assessment, oversight, and adjustment of safety plans that ensure child safety and are as minimally intrusive to the family as possible.
- Engaging families in the permanency planning process, which identifies underlying needs and directs services to address threats to child safety.
- Measuring progress related to enhancing parent/caregiver protective capacities and eliminating safety-related issues.
- Achieving timely permanence.

Timeframe for Initial Contacts

The caseworker must have face-to-face contact within seven business days of the case transition staffing with the parents/caregivers and children unless a safety plan dictates more immediate contact. Within this timeframe the caseworker must communicate with safety plan participants and providers to:

- Provide the caseworker's name and contact information.
- Elicit understanding regarding the reason for the safety plan.
- Clarify individual roles in the safety plan with respect to ensuring child safety.
- Confirm the initial family interaction plan is working.
- Confirm continued commitment and ability to remain actively involved in meeting the expectations of the safety plan.

The initial contact with the family is to introduce the caseworker, explain both the changing role of the agency and the assessment and planning process. Whenever possible, the first face-to-face contact with the family should occur in the family's home and include the entire household. In families where domestic violence has been identified or is suspected, the agency should assess whether scheduling family meetings will jeopardize the safety of a family member or any other participant, including agency staff.

Requirements for the Family Interaction Plan

The agency is responsible for ensuring initial face-to-face family interaction occurs within five working days of the child(ren)'s placement in OHC.

The agency shall, no later than 60 calendar days after placement, establish and document a family interaction plan that outlines the anticipated interaction for the child with parents, siblings, and other identified participants.

Frequency

- Facilitating face-to-face family interaction is the responsibility of the agency and must occur weekly, at a minimum.
- When siblings are not placed together, sibling face-to-face interaction must, at minimum, occur monthly. Additionally, children shall have other family interaction (e.g., telephone calls, letters, etc.) with their parents weekly.

Additional Requirements

- Family interaction can only be prohibited by the agency if a court finds continued contact is not in child's best interests.

- Family interaction can be decreased or suspended if there is evidence that the contact is contrary to the safety of the child(ren) and this information is documented in the case record.
- Family interaction cannot be used as a punishment, reward, or threat for a child.
- The agency cannot restrict or suspend family interaction to control or punish a parent for failure to work with agency or community providers or to comply with conditions of the case or permanency plan.
- The OHC provider cannot prohibit family interaction.

Documentation
The family interaction plan and content must be documented in the eWiSACWIS Family Interaction section. For additional information, refer to page 172 of DCF Ongoing Standards at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf .

Assessment Process
Based on information discovered throughout the assessment process, the caseworker and parents or caregivers continue with discussions about a change strategy to result in a safe household.

Information is gathered and assessed from the following areas:
- Whether a child has American Indian heritage in accordance with WICWA and if steps have been taken to notify and involve the tribe.
- Child functioning and well-being, including school/child care setting, learning and development, medical/dental/mental health needs, physical/emotional/behavioral functioning, familial relationships, social skills, impact of trauma on the child, risk behavior, strengths, considerations for prudent parenting decisions, and the effects of the culture of the child and family on service provision.
- Adult functioning (physical/emotional/behavioral functioning, etc.).
- Parenting practices (discipline/approach to parenting/expectations, etc.).

Family functioning (current service provision, individuals the child and family identifies as supports and resources, social activities).

Sharing information with children and families to:
- Identify family strengths, supports, and existing parent/caregiver protective capacities that contribute to child protection.
- Understand what parents/caregivers identify as strengths about themselves as individuals and in their caregiving role.
- Examine the relationship between diminished parent/caregiver protective capacities and impending danger.
- Determine the family's perception and level of agreement with the caseworker regarding diminished protective capacities and impending danger.
- Assess if parents/caregivers are ready, willing, and able to consider necessary change related to diminished protective capacities.
- Identify the needs and strengths of children and parents/caregivers and identify ways in which parents/caregivers can be involved in meeting the needs of their children or how the needs will otherwise be met.
- Determine whether any professional evaluations (i.e. mental health; medical; and/or educational) are needed for the child or parents/caregivers to inform case plan services.

- Determine with the family the most logical place to begin focusing on change, setting goals and identifying potential service options.
- Confirm impending danger is controlled and managed with a sufficient, feasible, and sustainable safety plan.
- Ensure the child has opportunities to engage in age and developmentally appropriate activities following the Reasonable and Prudent Parent Standard.
- If applicable, determine with the family the need for any remedial services and rehabilitation programs required under Wis. Stats. sec. 48.028(4) (d)2. to prevent the breakup of the American Indian family.
- Gathering and assessing information about the functioning of the out-of-home caregiver in relation to the specific child placed in their care through the CANS tool under the "Current Caregiver" in the following areas:

    - Supervision
    - Problem solving
    - Involvement with the child's care
    - Parenting knowledge
    - Empathy with the child
    - Organization
    - Social resources
    - Physical health, mental health, substance use, or other possible disability
    - Family stress
    - Cultural congruence
- Use information from the CANS tool about the child, the child's family, and the child's OHC provider to:
    - Evaluate the match between the knowledge, skills, and abilities of a foster parent or OHC provider and the needs and strengths of the child.
    - Assist in the development of services and supports needed for a specific child and the OHC provider to promote the stability of the placement.
- Independent Living (IL) Plans and Independent Living to Discharge (ILTD) planning.

Developing the Permanency Plan

When a case is opened for ongoing services, case goals focus on enhancing parent/caregiver protective capacities to eliminate impending danger so the family can adequately manage child protection without intervention. The permanency plan serves as a tool for communicating with parents/caregivers, children, their family members, court parties, and other individuals involved in providing supports and services to the family.

The caseworker is responsible for overseeing the implementation of the permanency plan and working with parents/caregivers to facilitate change. Managing the permanency plan and change strategies involves ensuring the plan targets goals associated with enhancing diminished caregiver protective capacities and achieving permanence. The permanency plan identifies steps toward establishing a safe and permanent home.

Planning and Developing Goals with the Child and Family

The team must determine the order in which diminished parent/caregiver protective capacities are addressed in the plan. If the child is 14 years of age or over and has been in OHC for six months, the permanency plan must be developed in consultation with the youth and two other individuals selected

by the youth who are not the youth's caseworker or foster parent. The agency may reject a person selected by the youth if the agency has good cause to believe that the person would not act in the best interests of the youth. This process with the family includes:

- Identifying behaviors needing change and the behaviors to be demonstrated and sustained to achieve safety without agency involvement.
- Developing behaviorally stated, measurable goals related to enhancing parent's/caregiver's protective capacity that are phrased in the family's own terminology.
- Confirming specific needs and strengths for children and parents or caregivers and how those needs will be addressed.
- Identifying supports and change strategies to assist the family in achieving stability and safe case closure.
- Ensuring the child has opportunities to engage in age and developmentally appropriate activities following the Reasonable and Prudent Parent Standard.
- Identifying services and activities that are acceptable, accessible, and appropriately matched with what must change.
- Ensuring goals establish a sufficient behavioral benchmark for evaluating change including determining permanence goals, need for concurrent goals, and establishing a plan to achieve permanence for the child.
- Caseworkers with the assistance of permanency consultants must rate the legal permanency status within 60 days if: a concurrent plan is required, and the Permanency Plan is anything other than reunification or guardianship. See below for excerpt or see Appendix IV, page 287 for Legal Permanency Status indicators: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf.

Legal Permanency Status Figure:

Current Child Legal Permanency Status *Rate the child's current permanency status as described below based on existing evidence*		
Child has legal permanency (reunification with safe case closure expected, adoption or legal guardianship)	Permanency achieved	☐
Child is in a family setting that the child, the caregivers and the casework team believe is lifelong, and the caregivers and child are committed to formalizing the relationship through adoption or transfer of guardianship; – OR – Child is in stable living situation with own parents (not a trial reunification) and identified safety threats have been eliminated.	Very good permanency status	☐
Child is in a family setting that the child, caregivers and case workers believe is lifelong; a plan is in place to maintain safety and stability; the child, if old enough, and the caregiver(s) are committed to the plan; and adoption/guardianship issues, if any, are near resolution. – OR – Child is in stable living situation with own parents (not a trial reunification) and identified safety threats are being controlled through an in-home safety plan.	Good permanency status	☐
Child is in a family setting that the child, caregivers and case workers believe could endure lifelong; a plan is in place to ensure safety and stability is achieved, and the child, if old enough, and the caregiver(s) are committed to the plan; and adoption/guardianship/reunification issues, if any, are being addressed. – OR – Child is in temporary placement but transition is planned and child is ready to move to identified safe, appropriate, caregivers who are willing to provide legal permanency; a child and family plan for safety and permanency is being implemented; and the child, if old enough, and caregiver(s) are committed to the plan.	Fair permanency status	☐
Child is in a family setting that the child, caregivers and casework team feel could endure lifelong; they are developing a plan to achieve safety and stability, and it is uncertain if the relationship will be formalized legally; – OR – Child is in a temporary placement, and likelihood of reunification or a legally permanent home is uncertain; adoption/guardianship issues are being assessed; and concurrent Permanency Plan(s), if any, are uncertain or problematic.	Uncertain permanency status	☐
Child is living in a home that is not likely to endure or is moving from home-to-home due to safety and stability problems, failure to resolve adoption/guardianship issues, or because the home is unacceptable to the child; – OR – Child remains in temporary home without a realistic or achievable legal permanency goal; and concurrent Permanency Plan(s), if any, have stalled or failed.	Poor permanency status	☐

- Caseworkers must also identify, locate, and involve absent parents and relatives as resources for permanency options for children. For additional information, refer to page 180 of our Ongoing Services Standards available athttps://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf. Caseworkers must also use, if applicable, planning to ensure continued active efforts as defined in WICWA for eligible American Indian children. See also the WICWA desk guide at[https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf.](https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf)

As with families receiving services in their home, families with children in OHC are supported by individual and family team meetings. Additionally, caseworkers work with families to identify sibling and parent visits, caseworker contacts, access to recreational and other support needs as needed to achieve permanency goals. Requirements for evaluating the permanency plan are specified in Wisconsin's Ongoing Standards.

For CPS cases and cases where one or more children are placed in OHC, the case planning practices are prescribed by the state's Ongoing Services Standards. A child's case plan or permanency plan identifies specific goals and objectives, describes the services or resources needed to achieve those goals and objectives, and defines family and provider responsibilities in the case planning process.

When children are placed in OHC, the case plan and case plan progress evaluations support the identification or modification of the permanency goal and permanency planning efforts. For Youth Justice cases, Chapter 938 governs permanency plan goal development, permanency plan review requirements, and court determinations regarding child, family, and agency efforts to achieve the permanency goal. State policy and statutes also specify requirements under the federal Adoption and Safe Families Act (ASFA) that requires the state to pursue termination of parental rights (TPR) for children who have been in OHC for 15 of the most recent 22 months with certain exceptions.

The state's eWiSACWIS system supports permanency planning and the federal ASFA practice requirements and documentation needs. The application has been modified to synthesize and

streamline some documentation functionality related to assessment and planning. In addition, reports based on permanency planning and ASFA are available to state and local child welfare agencies to monitor monthly performance related to these requirements. Based on eWiSACWIS data, as of December 2016, of the 6,783 children in OHC for more than 60 days, 94% of the children had a permanency plan and goal documented, and 6% did not have a permanency goal documented as required.

In addition to DCF data, DCF works closely with the Children's Court Improvement Program (CCIP) in the Director of State Courts Office to share data to improve services for families served in both systems. Following is data that demonstrates functioning on periodic review, permanency hearings, the WICWA CQI project, and termination of parental rights.

Periodic Review (Item 21)

DCF works closely with CCIP to assess, measure and address Items 21-24 as they relate to processes that occur in the court system but impact child welfare families. Data are available and presented for each item related to child welfare families and for tribal populations.

Data or Information Demonstrating Functioning

Of kids in care on December 31, 2019; there were 5,583 children that had been in care for at least 6 months (from the date of their removal), and 4,197 children that had been in care for at least one year (again, from the date of their removal). Of the children in care for at least one year, 61.4% had hearings that occurred within a year of the child's removal, or within a year of the child's last hearing. Of the children that had been in care for six months, 45.8% had hearings or reviews within six months of their removal, or within six months of their last hearing or review.

DCF has certain reminder functions within the eWiSACWIS system to help ensure that the required periodic reviews are completed on time. Workers can enter ticklers into the system and set up reminders of upcoming due dates for permanency reviews. The information system can show workers tasks as lists or in calendar view. The system also color codes information by type of task, as well as reflecting whether the task was completed on time. Supervisors have an option to view their caseworkers' workloads as a tool for ensuring compliance.

DCF provides workers with the DCF Ongoing Services Standards, which provide extensive information regarding how an agency can conform to this requirement. Specifically, the Standards require caseworkers to participate in training on the permanency statutes under Section 48.38, Wis. Stats.

In Wisconsin, over half of the jurisdictions utilized an administrative panel for some or all of the six-month reviews. In the other counties, a court commissioner or a judge conducts the six-month review, without distinguishing between the periodic (six-month) review or an annual permanency hearing. If it is conducted by a judicial officer on the record, the court record event is a Permanency Hearing regardless of the time interval.

The federally funded Children's Court Improvement Program (CCIP) and DCF have worked together to develop and promote the awareness of the following resources and policies to ensure that all case review standards are met.

Permanency Hearings (Item 22)

Data or Information Demonstrating Performance.

This area of performance was found to be a strength during Wisconsin's 2018 CFSR. CCIP has worked to obtain data related to the timeliness of Permanency Reviews and Hearings in Wisconsin. Practice varies around the state as to whether the court or an administrative panel conduct the six-month permanency review, while the court always hears the 12-month review. It is important to note that when the court reviews the permanency plan, the court record event reflects that a Permanency Hearing occurred without distinguishing whether it was a six-month review or a 12-month hearing.

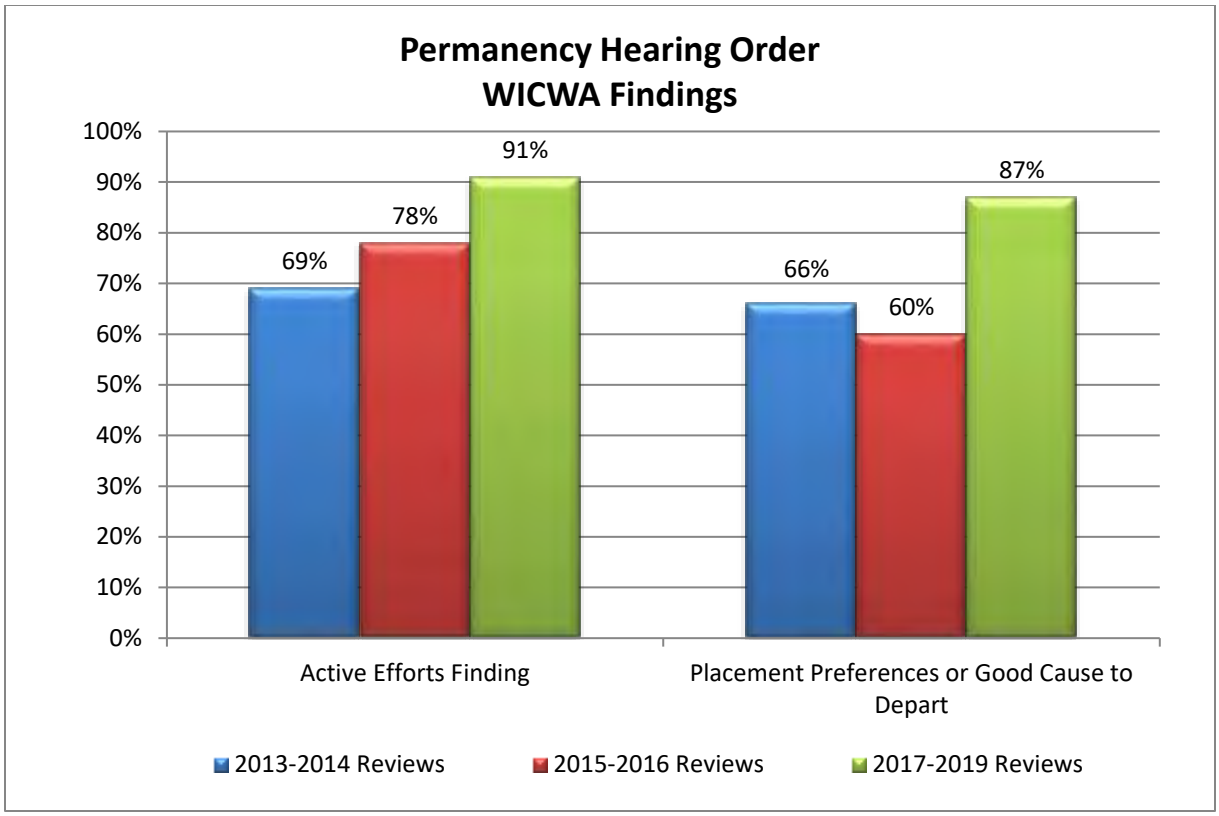
In FFYs 2012-2019, CCIP contracted with the University of Wisconsin's Institute for Research on Poverty (IRP) to assist with third-party matching of juvenile court records from the Consolidated Court Automation Programs (CCAP), the judicial branch's automated system, and data from eWiSACWIS to enable CCIP to report on five timeliness measures required under the federal Court Improvement Program grant, including the time to the first permanency hearing and the time to subsequent permanency hearings. IRP achieved a 93-94 percent match rate between the cases in CCAP and eWiSACWIS.

Most recently, IRP generated reports on the five timeliness measures for children who achieved a permanent placement (i.e., reunification, adoption, or guardianship) in calendar years 2015-2018. The table below illustrates that a Permanency Hearing occurred no later than 12 months from the date of the child's removal and within 12 months from the date of the previous Permanency Hearing in almost all the of cases (92%-98.1%).

Table: CCIP Performance Measures by Thresholds for Cohort Children

	2015	2016	2017	2018
Children having first permanency hearing within 12 months of removal	93.3%	92.6%	92.7%	93.0%
Children having second permanency hearing within 12 months of previous permanency hearing	98.0%	97.4%	98.1%	98.2%

In addition, data on whether the required WICWA findings (i.e., active efforts and placement preferences) are made on Permanency Hearing Orders is captured as part of the WICWA CQI reviews conducted in 2013-2019. As illustrated in the graph below, there has been an increase in the documentation of the WICWA findings on the Permanency Hearing Orders.



Termination of Parental Rights (Item 23)

Data or Information to Demonstrate System Functioning

TPR Timeliness Project

The program instruction for the CCIP grant requires a joint, data-driven project with the Wisconsin Department of Children and Families (DCF) that focuses on improving a specific safety, permanency, or well-being outcome. CCIP and DCF partnered to develop and provide best practice protocols, statutory recommendations, tools, training, and peer support to improve the timeliness to adoption through faster resolution of termination of parental rights (TPR) cases. Specifically, attorneys, caseworkers and judicial officers will improve their knowledge and skills and improve practice and oversight to ensure that concurrent planning is meaningful, effective, and actively engaged in earlier so that permanency can be achieved more quickly if reunification is not in the child's best interests.

To identify solutions that are evidence-based and not founded solely on anecdotal information, data from the court and child welfare statewide automated case management systems (i.e., CCAP and eWiSACWIS) was analyzed to identify factors that have a correlation with timeliness of TPR and adoption. The notable findings from the first report produced by IRP include:

- Moving from filing a TPR Petition to having a TPR Order ranges from 29 days to 239 days.
- Moving from a TPR Order to a Finalized Adoption ranges from 103 days to 386 days.
- Characteristics associated with time to setting adoption as a permanency goal:
    - Children with longer times tend to have more child welfare workers, more judicial officers, and more court cases involving the same child. Youth justice involvement is also associated with longer times to adoption.

    - Older children, African American children, and American Indian children that are identified as tribal members have longer times to achieve TPR/adoption.
    - Child and Adolescent Needs and Strengths (CANS) assessment score does not have an impact on timeliness except for those children with highest CANS scores (50+), who show longer times to setting an adoption goal.
    - Previous removals and time in previous out-of-home placements are not strongly associated. If adoption was a permanency goal in the previous removal, time to permanency was shorter in the current removal.
    - ASFA exceptions that are recorded are associated with longer times. Alternative permanency plan goals besides adoption and reunification were associated with longer times.
- Characteristics associated with time from adoption goal to final adoption:
    - Longer times for children with more case workers, more judicial officers, four or more total court cases, and if the child has a youth justice case.
    - Longest times for children aged 4-6, oldest and youngest children have short times.
    - African American, American Indian, and Hispanic children have longer times to adoption as well as WICWA cases.
    - Times to adoption lengthen as CANS scores get higher.
    - No notable relationship between previous removals and time to adoption.
    - When ASFA exceptions are recorded, it takes longer to move to adoption as do those with reunification or other goals previously listed on the permanency plan. Time to adoption is short for cases with adoption listed as the current permanency goal, rather than as a concurrent or proposed goal.

The CCIP entered into an additional contract with IRP in FY 2019 to assist with the data exploration and analysis for additional time intervals and characteristics including:

- Time between date of removal and date TPR petition is filed;
- Time between date TPR petition is filed and date counsel is appointed for the parents;
- Timeliness of the underlying CHIPS case;
- Whether parents had counsel during the CHIPS case;
- Whether a jury trial was scheduled or held during the TPR case;
- Whether an adoptive resource was identified for the child before the TPR petition was filed;
- Whether the TPR case was appealed;
- Number of voluntary TPRs and involuntary TPRs; and
- Whether the same judge was on both CHIPS and TPR case.

The next step will be to conduct specialized case file reviews, surveys, and onsite reviews to examine the practices that both expedite and delay timeliness. Using the reports produced by IRP, the CCIP and DCF TPR Timeliness Implementation Workgroup will conduct surveys, focus groups, and/or file reviews in both counties that are performing well in achieving TPR outcomes and counties that have the longest timeframes. An overview of the protocol is provided below.

Lowest timeframe / well-performing counties to learn from:

1) Create online survey for well-performing counties regarding court, legal, and agency practices to be completed by stakeholders.
2) Contact well-performing counties to inform them about the project and send an online survey to stakeholder groups to request their feedback.

3) Compile survey feedback into a report to identify best practices and develop suggestions to share with high timeframe counties.

Highest timeframe counties/ counties performing at the lowest level:

1) Share data templates with chosen counties, containing county-specific outcome measures with statewide comparison.
2) Contact identified counties to inform them about the project and that DCF would like to schedule focus groups with each stakeholder group.
3) Schedule and conduct stakeholder focus groups in each county; done jointly with CCIP and DCF.
4) Compile focus group feedback.
5) If needed, conduct additional county data and analysis (e.g., file reviews) after receiving focus group insight.
6) Compile data and further analysis into a report to share with each county.
7) Present focus group feedback, data, and suggestions from counties with the lowest timeframes from TPR Petition to TPR Order. Offer technical assistance from CCIP and DCF.
8) Schedule three-month follow-up to learn about any changes that have been made.
9) Prepare quarterly data reports for each county to highlight positive improvements and/or areas that need improvement.

The following data is from a variety of sources, including the Institute for Research on Poverty, CCAP statistical reports, and DCF.

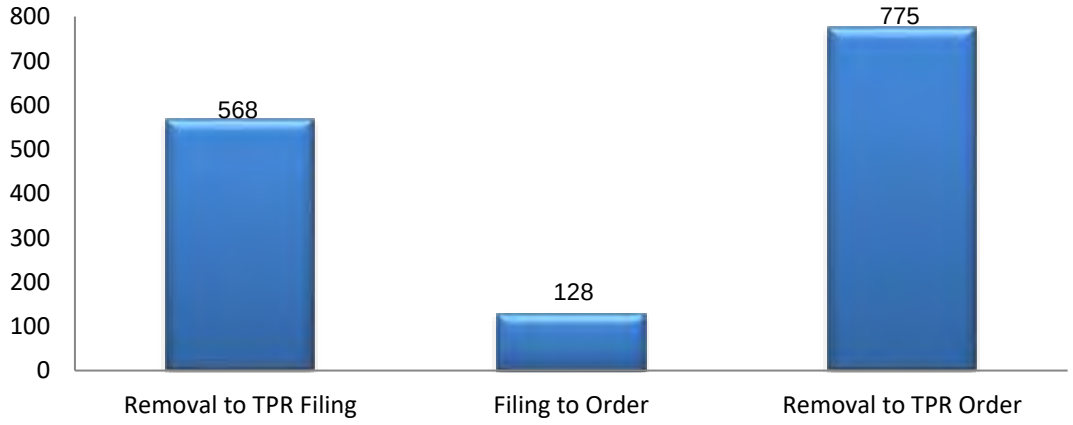
Table: TPR Timeliness from Most Recent Removal (mean number of days)

	Time to TPR Petition Filing	Time to TPR Order
2015	654	840
2016	590	799
2017	668	871
2018	682	877

Table: TPR Timeliness from Most Recent Removal by Thresholds

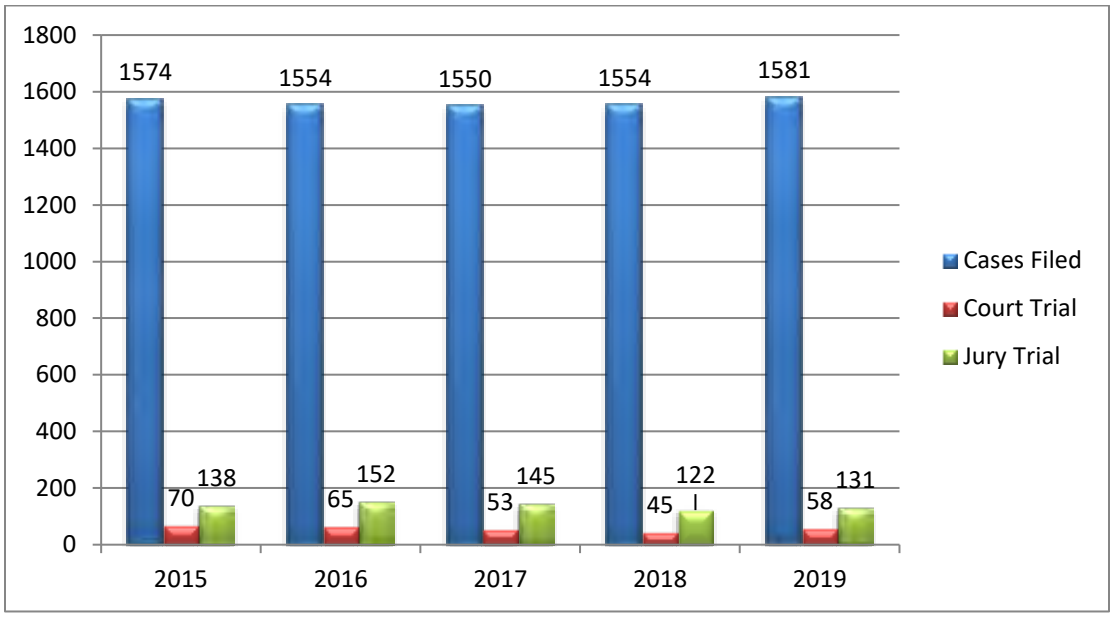
	2015	2016	2017	2018
1. Time to TPR petition				
Children with TPR petition filed within 15 months of removal	32.5%	35.8%	27.1%	25.8%
Children with TPR petition filed within 24 months of removal	58.4%	68.2%	59.%	54.5%
2. Time to TPR order				
Children with TPR order within 15 months of removal	10.7%	13.2%	8.8%	9.1%
Children with TPR order within 24 months of removal	29.5%	29.7%	27%	28.8%

Figure: TPR Timeliness using Median Number of Days (Wisconsin Data from Institute for Research on Poverty)*



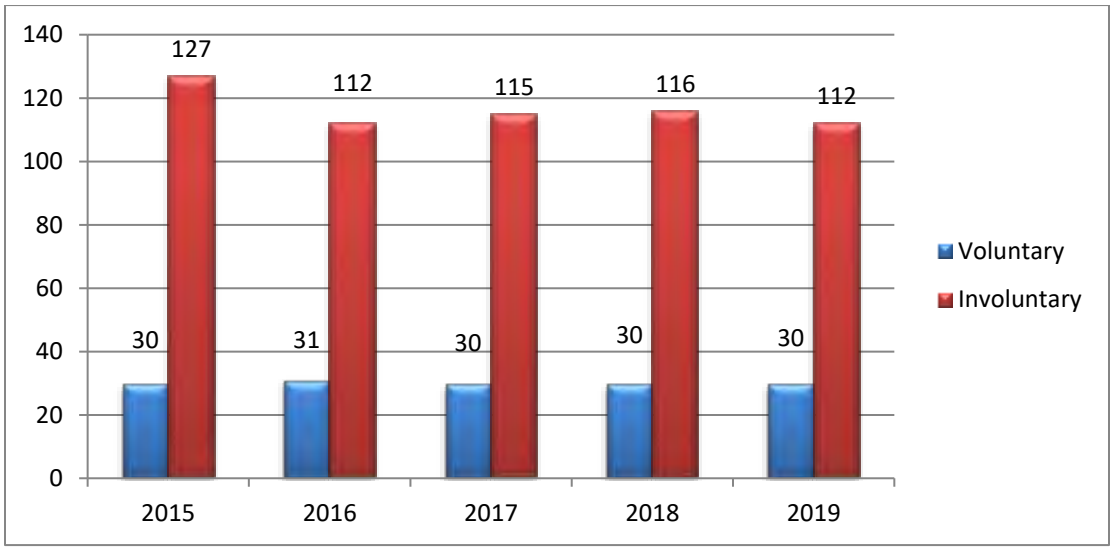
*The data sample includes children with adoption as a permanency goal anytime in 2010-2018, leaving out-of-home care in 2018. Note: the federal standard of 15 months for TPR filing is equivalent to 450 days.

*Figure: TPR Caseload Summary Statewide (CCAP Statistical Reports) **



*Includes both child welfare and private TPR cases.

*Figure: Median Age at TPR Disposition (CCAP Statistical Reports) **



*Includes both child welfare and private TPR cases. Data is measuring the median length of time between TPR and disposition.

Adoption and Safe Families Act Wisconsin Data

The data below show that ASFA exceptions were filed timely 96 percent of the time (3,292 of 3,446 cases) and TPR referrals were filed 98 percent of the time (82 of 84 cases).

Figure: ASFA Exceptions Summary for Calendar Year 2019

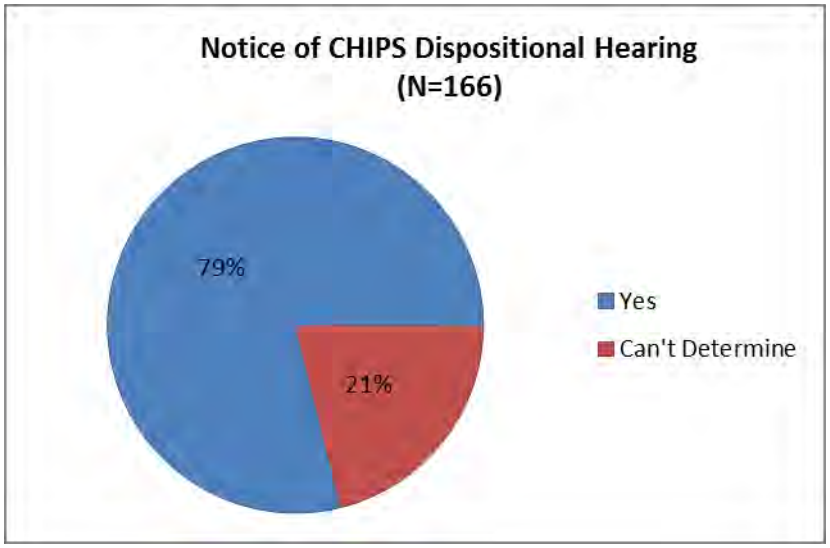
Wisconsin Indian Child Welfare Act (WICWA) Data

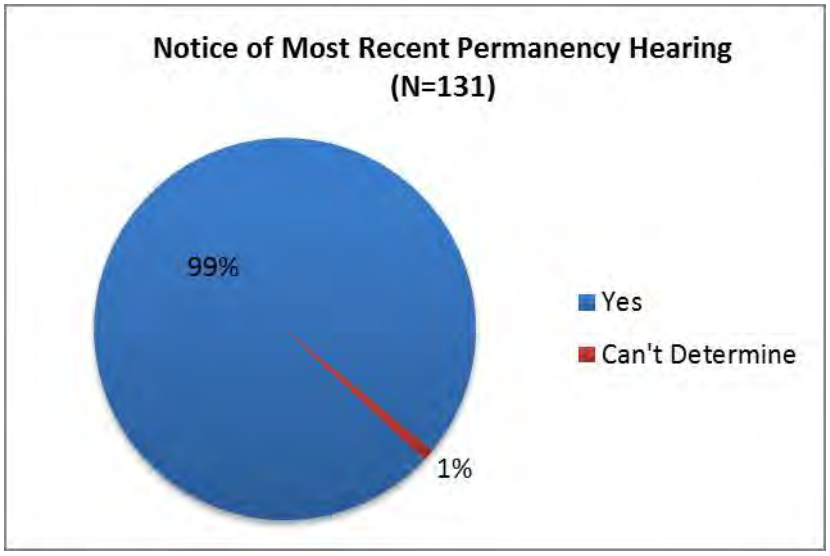
An additional source of data is the Wisconsin Indian Child Welfare Act (WICWA) Continuous Quality Improvement Project through CCIP. The WICWA Continuous Quality Improvement project measures compliance with key WICWA requirements in both voluntary and involuntary TPR cases to prevent unnecessary permanency and case delays, motions to invalidate the proceeding, and appeals. In 2013-2014, the eight counties with the greatest number of circuit court cases subject to WICWA were reviewed jointly by CCIP and DCF. In 2015-2016, court file reviews were conducted by CCIP in 12 additional counties that had a minimum number of WICWA cases that had a threshold number of WICWA cases. In 2017-2019, the second round of onsite reviews occurred in the following counties: Shawano, Milwaukee, Bayfield, Jackson, Brown, Forest, Vilas, and Burnett. The result of these reviews was included in Wisconsin's 2020-2024 Child and Family Services Plan. In 2020, CCIP plans to conduct court file reviews in additional counties with a threshold number of WICWA cases, that data will be shared in DCF's next annual report.

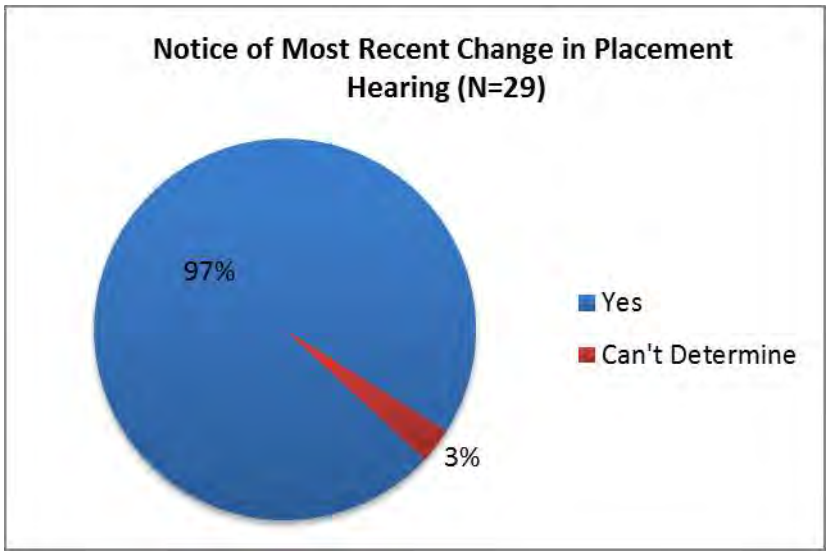
Notice of Hearings and Reviews to Caregivers (Item 24)

Data or Information Demonstrating System Performance

Notice of hearings to caregivers is documented for individual cases in the Circuit Court Access Program (CCAP) but is not available in the aggregate. The most recent data available for this item is from CCIP. A manual review of 180 circuit court cases was conducted for children placed in foster care or with a relative in child in need of protection or services (CHIPS) cases from six counties: Dodge, Dunn, Manitowoc, Milwaukee, Waukesha, and Wood. The sample counties include representation from all five regions of the state, plus Milwaukee County. There were 30 cases reviewed from each county: 15 cases filed in 2016 and 15 counties filed in 2017. The counties (for each of the five regions) and the cases were selected randomly using an online randomization program. The results from the court file review are provided below. Note that "Can't Determine" means that it was not possible to determine whether the caregiver received notice from the documentation contained in court file. It is important to note that notice may have been provided in these cases, but not documented in the court file. Collateral sources, such as the child welfare agency's and prosecutor's case files, were not examined as part of this review.

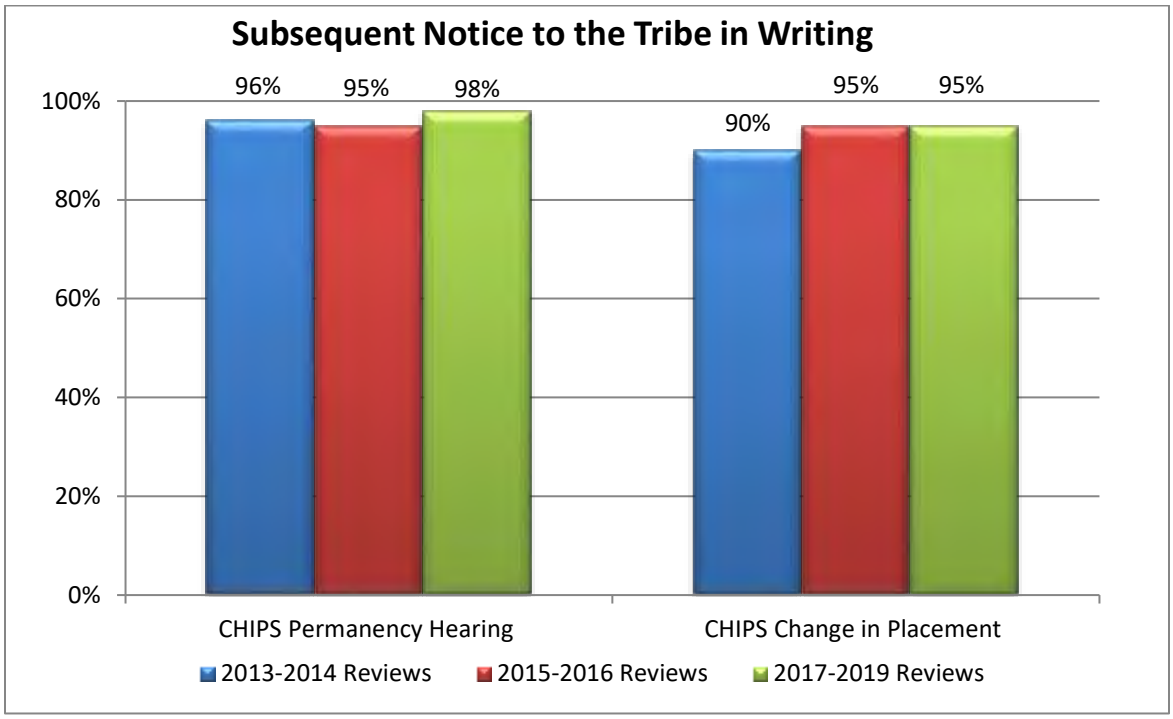






In addition, data related to notice to parents and tribes are available based on file reviews conducted as part of the WICWA CQI project. Under WICWA, notice of subsequent hearings in a case must be provided to the parents and tribe in writing through mail, personal delivery, or fax. As illustrated in the following chart, providing notice of hearing in writing is an area that continues to be a strength for permanency hearings and change in placement hearings.

Figure: Notice of Post-Disposition Hearings for WICWA



Case Review System (Items 20-24) Brief Assessment on Progress to Date

DCF has worked extensively with the CCIP, judicial and legal stakeholders and other stakeholders to identify strengths and weaknesses in the case review system. This feedback is incorporated in the initiatives described throughout the case review description. DCF will continue to use this feedback as it further shapes future initiatives and supports for the case review system identified in Wisconsin's PIP, the CFSP Plan for Enacting the State Vision and in future DCF strategic planning.

- Item 20 (written case plan) was found to be an Area Needing Improvement during the 2018 CFSR.
- Item 21 was also found to be an area needing improvement, efforts to improve this area of performance are found in the summary of Item 21. Efforts identified below have been designed to address this factor.
- Item 22 was found to be a strength in Wisconsin's CFSR
- Item 23 was found to be an Area Needing Improvements, efforts related to TPR timeliness are addressed in the Item 23 summary.
- Item 24 was also found to be an ANI, efforts to address foster and adoptive hearing rights are described in the Item 24 summary.

Initiatives to Address Items 20-24

- Areas of focus in the PIP and Standards for the Written Case Plan are described with respect to Item 20.
- Wisconsin's PIP Strategy of the Tailored Court Order project will also address other aspects of the case review system related to timeliness and quality of hearings.

- Wisconsin's PIP strategy to develop dashboards to better measure the timeliness of six-month permanency reviews as well as improve the quality of administrative review panels utilized in Wisconsin are described in Section 3, project approach.
- CCIP has an ongoing collaboration with DCF about updates to standards such as the Ongoing Standards – CCIP has worked with DCF to identify and articulate comprehensive requirements for the six- and 12-month court reviews, how requirements are documented in the permanency plan, how to comply with timeliness requirements for the Adoption and Safe Families Act, and other areas of legal practice important for child welfare policies.
- Development of resources such as Circuit Court Form JD-1700, Notice of Permanency Hearing, to provide notice and advisement. This form is available at www.wicourts.gov/formdisplay/JD-1700.pdf?formNumber=JD-1700&formType=Form&formatId=2&language=en. DCF has a guide and form available for the child's physical custodian to provide written comments at Permanency Reviews, Permanency Hearings, and other court hearings. This is available at http://dcf.wisconsin.gov/files/forms/doc/2474.docx.
- The Juvenile Clerks Workgroup managed by CCIP is made up of experienced juvenile clerks throughout the state, CCIP staff, a CCAP representative, and an Office of Court Operations representative. The workgroup creates and modifies the Juvenile Model Recordkeeping Procedures, CCAP codes, and circuit court forms as a result of statutory changes, issues brought to CCIP's attention, and requests received from various stakeholders. Juvenile clerks have been trained on new court record event codes in CCAP to better monitor the timeliness of the six-month permanency reviews that are conducted by administrative panels in some counties. Juvenile clerks are also directed to enter a court record event in the child's case via CCAP indicating each time a six-month administrative panel review occurs, as well as when the review summary is filed with the court. The Juvenile Clerks Workgroup provides advice on ways to improve the thoroughness of the court's findings at hearings and on written orders, accuracy of data entry in CCAP, and notice to all parties.
- The CCIP E-Learning Project, a web-based, self-directed training program that addresses Wisconsin statutes, case law, and best practices, was released in early FFY 2014. The CCIP E-Learning Project is intended to be a tool that judges, court commissioners, attorneys, caseworkers/social workers, and other individuals can access at any time to obtain information on conducting key court hearings in child welfare cases, including statutory requirements, applicable case law, and recommended best practices. The overall goal of the project is to improve the quality of hearings in CHIPS, termination of parental rights, and adoption proceedings. There is a learning activity specifically related to Permanency Hearings available at http://wicciptraining.com/Content/permanency_latest/story_html5.html. Between December 1, 2013 and May 1, 2019, there have been 20,002 unique visitors (IP addresses), with 51,714 page views, on the CCIP E-Learning Activity website.
- The long-standing Judicial Engagement program in eight counties focuses on supporting children to remain safely in their homes, timely exits to permanency, full consideration of well-being, and compliance with the Indian Child Welfare Act (ICWA). Casey Family Programs, with assistance from CCIP, is providing court-focused resources that support best practice implementation with the goal of safe reduction of the number of children in OHC.
- DCF and CCIP work together to respond to legislative changes that affect child welfare and local court systems. In the last year, this included a range of bills that made changes to the state adoption process through a legislative Adoption Task Force.

- Joint Initiatives with DCF such as the Tailored Court Orders as part of the PIP and the TPR timeliness project described under item 23 earlier in this section are examples of how DCF and CCIP are working together to address each of the case review items.
- CCIP and DCF collaborated on the "Adoption Call to Action" planning that is described in the Foster and Adoptive Recruitment systemic factor.

Quality Assurance System (Item 25)

Data or Information Demonstrating Performance and Initiatives to Address

Wisconsin's approach to CQI is articulated in the following mission statement.

> *Wisconsin is committed to a Continuous Quality Improvement (CQI) system that supports the assessment and improvement of child welfare practice, processes, and outcomes at the state and local level. Wisconsin DCF fulfills this mission by providing resources, tools, and processes to build and sustain CQI at the state and local level.*

Over the next year, DCF will continue to advance the efforts of the Child Welfare CQI Advisory Committee, which is made up of representatives from DCF, local agencies across the state, the UW School of Social Work and the Children's Court Improvement Program. This committee is responsible for serving as the primary feedback loop, using data and information from the key sources described below, to prioritize and advise the division on program improvement initiatives such as improvements to policy and practice, workforce support and training, as well as information system refinements.

Case Reviews
As part of the new Child Welfare CQI System, case reviews play a different role from the way in which quality improvement or assurance activities were carried out previously. One major shift is in how data from multiple sources are considered as part of the quality improvement process, rather than simply operating from a single conclusion, source of information, or judgement upon which to act. DCF conducted several rounds of case reviews related to CPS Access, Initial Assessment and Ongoing Services, each representing reviews of statewide statistically significant samples over the last five years.

In the last FFY, DCF focused their efforts on conducting ongoing case reviews required as part of the PIP Monitoring plan, which was approved by the CB in April 2019. The PIP Baseline is on track to be completed in June 2020. This will include a total of 65 cases randomly selected from across the state; 40 are foster care (i.e. out-of-home care) cases and 25 are in-home cases.

Initial reports related to the results of Wisconsin's case record reviews can be viewed at https://dcf.wisconsin.gov/cqireports. The other CQI Case Record Review tools used are based on Wisconsin's Child Welfare Access and Initial Assessment Standards, Ongoing Standards, and Safety Intervention Standards which specify the requirements necessary to perform child protective services in the state of Wisconsin. These CQI Case Record Review tools can be found in the Appendix D of each respective report.

To maintain fidelity and reliability of case record reviews, DCF has implemented a stringent quality management plan that includes strict reviewer prerequisites, training, double-blind and secondary reviews, and regular reviewer check-in meetings. The quality management plans can be found in the appendices of each respective report.

In addition to the case reviews use as a mechanism to understand and address program and practice improvements over the last five years, DCF has several additional tools to measure, assure, and identify ways to improve the child welfare system.

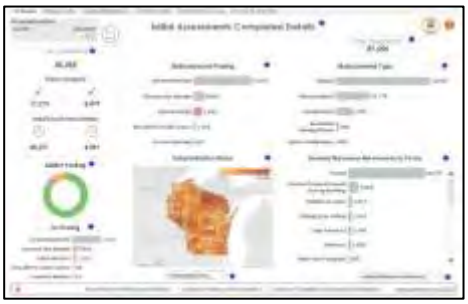
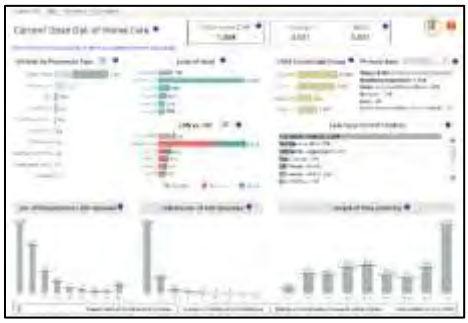
Additional Systemic Quality Improvement Initiatives
In addition to the case review system, DCF uses data on a regular basis to assess, provide to the public, request feedback, and analyze for implications to policy and practice to improve the child welfare system.

KidStat

When KidStat was first introduced in 2009, each division identified areas to measure that capture DCF's commitments to the population it serves while also tracking results and progress in critical areas related to child safety, permanency, and well-being. DCF is in the process of relaunching KidStat after a brief hiatus under the agency's new administration. The KidStat metrics traditionally leveraged by DSP align with both Wisconsin's Child Welfare Practice Model—the purpose of which is "to keep children safe and to support families to provide, safe, permanent and nurturing homes for their children," and the three pillars of child welfare: Safety, Permanence, and Well-being. Further detail regarding DCF agency participants and their roles and responsibilities are presented in previous 2015-2019 CFSP Annual Reports. As DCF re-launches KidStat in 2020, the division will continue to use KidStat measures to understand, assess and monitor local agency performance.

Performance Dashboards

Child welfare dashboards are another component of DCF's child welfare CQI system. They are visual reports showing statewide and local agency child welfare performance summary data. DCF launched several new dashboards in January 2020; these dashboards are updated daily and allow for nimble, real-time reporting. Examples of the breadth of data available in our dashboards are shown on the following page. For links to all dashboards please visit https://dcf.wisconsin.gov/reports.

Child Protective Services Reports	Initial Assessment
	
Out of Home Care	Older Youth Outcomes
	
Provider Performance Based Measures	Caseworker Contacts
Worker Dashboard	

Training System (initial, Ongoing and Foster Parent Training, Items 26-28)

Training System Overview

DCF has a robust child welfare training system that provides high quality, uniform training statewide. DCF contracts with the Wisconsin Child Welfare Professional Development System (WCWPDS), which is housed in the University of Wisconsin-Madison's School of Social Work, to provide job-specific professional development opportunities for over 4,377 state, county, tribal, and private agency child welfare workers and over 8,188 foster parents throughout the state of Wisconsin. The contract is primarily funded by DCF with some funding provided by county child and tribal welfare agencies. WCWPDS subcontracts with the University of Wisconsin-Milwaukee to develop, deliver, and support all required foundational and special topics training for child welfare workers and supervisors in Milwaukee, and for foster parents statewide. The WCWPDS delivers training in locations throughout the state to ensure training is accessible to workers and foster parents.

The WCWPDS provides a continuum of services intended to facilitate and sustain positive change and support improved outcomes within Wisconsin's child welfare system. Those services include education, training, transfer of learning, technical assistance, coaching, project management, organizational effectiveness and development, research and evaluation, parent voice and research to practice.

Data or Information to Demonstrate Overall System Functioning (Items 26-28)

This report uses data from the training system's Learning Management System, WCWPDS Online, with crossover data collected through the State of Wisconsin's eWiSACWIS database. WCWPDS Online is based in Cornerstone's proprietary Learning Management System, which tracks certifications and compliance for state of Wisconsin child welfare workers. The report includes data collected from July 1, 2018 to June 30, 2019 (SFY 2019). Additional data is provided with respect to areas of training described under initiatives.

2019 Data Figure:

FY2019 by the numbers

21,741	Total trainees
1122	Total professional development opportunities provided
543	Case-worker professional-development opportunities provided
11474	Case-worker trainees
579	Foster-parent professional-development opportunities provided
10267	Foster-parent trainees

Initiatives to Address Overall Training System Functioning

- DCF contracts with the Wisconsin Child Welfare Professional Development System to assure that the state is responsive and provides access to training needs throughout the state.

Recent enhancements to the training system include:

- Dedicated staff to organizational development and statewide process improvement projects including evaluation components

- Quarterly compliance reports being sent to counties and private providers to inform them of staff compliance with DCF foundation and ongoing training requirements
- Development of compliance reporting for foster parent licensure and provision of those reports to DCF staff to address with providers
- Initiation of cohorts of Applied Learning Communities to support local implementation of policy and practice
- Development and roll out of data in supervision training to encourage child welfare supervisors to utilize data as part of their staff development and system enhancement processes
- Continued enhancement of the statewide calendaring system
- Development of more flexible learning alternatives
- Enhanced coordination of Organizational Effectiveness (OE) activities with CQI processes
- Initiation of a Parent Supporting Parents initiative to include lived experience in WI child welfare practice
- Development of a Plan Do Study Act process to assist counties with improving the quality of caseworker visits

Initial Training Initiatives (Item 26)

1. *Pre-Service Training*

Administrative rules require new child protective services caseworkers and supervisors to complete the caseworker pre-service training as part of their initial development. The web-based pre-service training offered by the Wisconsin Child Welfare Professional Development System, combined with the agency-specific orientation plan that may include job shadowing, agency orientation and other related activities, introduces new caseworkers to the basic skills and knowledge they need to carry out their child protective services responsibilities. Because the pre-service training is web-based, all new caseworkers can begin the training immediately upon hire and the system tracks their completion.

To assure that the modules are consistent with state policies, initiatives, and standards, DCF staff review and update the modules as new state policies, initiatives, and standards are released. Additionally, staff review each module on a three-year cycle to include updated research and best practice guidance.

Prior to being assigned as a primary worker in the statewide automated child welfare system, eWiSACWIS, caseworkers must complete, or be exempted from, the pre-service training that consists of 12 modules:

- Introduction to Child Protective Services
- Engaging in Child Protective Services
- Safety
- Child Abuse and Neglect
- Access
- Court
- Initial Assessment
- Ongoing Services
- Trauma
- Placement
- Confirming Safe Environments
- Permanence

These modules can be viewed at: https://wcwpds.wisc.edu/

Pre-Service Compliance and Data
To support supervisors and agencies with onboarding their new access, initial assessment, and ongoing child protective services staff and ensure those staff meet their training requirements, the Wisconsin Child Welfare Professional Development System reaches out to new caseworkers to share the Welcome Packet and Professional Development Plan and introduce the new caseworker to the Wisconsin Child Welfare Professional Development System. The Welcome Packet identifies the pre-service, foundation, and ongoing training requirements and provides information on training policies, procedures, registration, and the Learning Management System (WCWPDS Online). Compliance with the pre-service training requirement for FY2019 is as follows: of the 223 CPS workers who started during that time period, 181 workers completed (81%), 13 workers were in progress of completing (6%), and 29 workers did not complete the requirement (13%).

2. *Foundation Training*

Administrative rules require new child protective services caseworkers who have access, investigation/initial assessment, and ongoing child protectives services responsibilities to complete, unless exempted with county approval, 15 days (90 hours) of caseworker foundation training within their initial two years of employment. Dependent upon job function, new caseworkers are required to complete from 9-11 days of training on topics related to engaging families, safety assessment, ICWA/WICWA, and placement. The additional 4-6 days of training are chosen from a menu of foundational training courses that are designed to meet job-specific competencies.

The foundation training curricula provides the bedrock of knowledge, awareness, skill development, and values for child welfare staff. The foundation training is evidence-informed and heavily focuses on skill development and application; multiple opportunities for practice are integrated into each skill-focused foundation training session. Foundation training is provided in eight locations around the state throughout the year, with multiple offerings throughout the year in Milwaukee, making the training accessible to caseworkers in all counties across the state.

The required foundation courses include:
- Engaging to Build Trusting Relationships (2 days)
- Supporting Change Through Engagement (2 days)
- Case Practice with American Indian Tribes (2 days)
- Placement (2 days)
- Safety in Child Protective Services – Present Danger (1 day)
- Safety in Child Protective Services – Impending Danger (2 days) (not required for Access workers)

The menu option foundation courses include:
- Trauma Informed Practice (2 days)
- In the Best Interest of the Child: Making the Most of Family Interaction (2 days)
- Access (1 day)
- Initial Assessment (3 days)
- Ongoing Case Planning (2 days)
- Concurrent Permanency Planning (2 days)

Foundation Training Compliance and Data
Like pre-service trainings, DCF staff review and update foundation courses as new state policies, initiatives, and standards are released, thereby ensuring that the courses are consistent with state policies, initiatives, and standards. Additionally, staff review each course on a three-year cycle to include updated research and best practice guidance as well as enhanced skill application.

The training rule is written to require those with the primary job functions of access, investigation/initial assessment, and ongoing child protectives services to complete foundation training. Some workers have multiple child protective services responsibilities; others have both child protective services and other child welfare, or human services related responsibilities (such as youth justice, children's long-term support, foster care, after hours). Caseworkers with primary foster care, after hours, youth justice, and children's long-term support responsibilities are not required to complete foundation training based upon the requirements within the training rule, even if they have some access, investigation/initial assessment, and ongoing child protectives services responsibilities.

The most recent cohort for which DCF has complete foundation training data includes those new child welfare workers who started their employment in FY 2017 and had until FY2019 to complete their two-year training requirements. Within that cohort, overall compliance with the training rule, including all 90 hours as well as the required course offerings, was 51 Percent. It is important to note that during this two-year timeframe, DCF and WCWPDS introduced changes to the foundation training requirements; as a result, a portion of the new worker cohort was unable to meet the requirements due to limited course offerings. This may have contributed to a depressed completion rate. For the workers who were able to complete the requirements, it took them an average of 14 months to complete all 90 training hours.

As part of the 2020 PIP, DCF is working with WCWPDS on processes to better track completion of foundation training for all caseworkers with primary job functions of access, initial assessment, and ongoing child protective services. Part of this effort includes Wisconsin Child Welfare Professional Development System following up about DCF 43 training rule. For example, as of January 2018, WCWPDS sends quarterly reports outlining worker compliance to each county human services supervisor in Wisconsin. These reports outline the compliance level for each supervisor's direct reports and what courses a given worker still needs to take to comply with the training requirement.

3. Basic Intake Training

DCF and WCWPDS continue to take on a significantly larger role in the youth justice arena; this is the direct result of oversight for the community-based Youth Justice system transferring from the Department of Corrections (DOC) to DCF in January 2016. As a result, Basic Intake Training is a responsibility of WCWPDS, and the training system works closely with DCF to continue and refine the development and delivery of this professional development service.

Wisconsin tatutes require that any county staff that provide intake services under either of these chapters must successfully complete 30 hours of Basic Intake Training. The format for providing the required 30 hours of training is through an 18-hour face-to-face training in which participants learn about relevant statutes, court processes, youth engagement, adolescent brain development, trauma, and family dynamics. The initial 18 hours are followed up approximately six weeks later with a 12-hour practical application component. Participants involved in this interactive component learn how to best match services to the individuals and families they are dealing with. The new philosophy for this training

is to help learners understand not only what they *can* do but also what should they do and how should they do it.

Because county on-call workers perform custody intake, part of intake services, most child welfare social workers in the state are required to complete this training. As part of completing this requirement, the worker must achieve a score of 70 percent or higher on an exam taken at the end of the 30 hours; after doing so, they receive a certificate of completion. Between July 1, 2018 and June 30, 2019, 312 individuals completed the Basic Intake Worker Training.

Ongoing Training (Item 27)

Data or Information to Demonstrate Functioning and Initiatives to Address

Special skills and topics training builds upon the knowledge, awareness, skill development and values included in foundation training by providing in-depth knowledge, awareness, values and skill development training around a specific child welfare topic. Different forms of input gathering help shape the suite of special skills and training topics available to caseworkers statewide. These include, but are not limited to, direct feedback from training participants by way of course evaluations, the statewide training needs flash survey, DCF defined priorities, and feedback provided at regional supervisor meetings. Trainers with specific expertise in the specialized topic areas facilitate many of the ongoing training courses.

In addition to the ongoing training opportunities provided for access, initial assessment, and ongoing child protectives services staff, courses specifically designed for foster care coordinators are offered regularly. These include DCF 56 Training: New Licensors (DCF 56 outlines the licensing requirements for foster homes), SAFE Structured Analysis Family Evaluation Training, and Foster Parent Foundation Training of Content.

In addition to the training requirements already listed, state licensing rules require licensed social workers to complete four hours of Ethics and Boundaries training during each two-year licensing period. Based upon county-identified priority, the Wisconsin Child Welfare Professional Development System develops and delivers a new Ethics and Boundaries training topic to caseworkers and supervisors every two years. WCWPDS provides over 60 sessions of Ethics and Boundaries training to caseworkers and supervisors around the state each licensing period.

In order to meet the in-time learning needs of caseworkers and decrease workers' time outside of the office, WCWPDS and DCF developed the following web-based learning courses: Understanding Child Sex Trafficking in Wisconsin, Transition to Adulthood, Safety Overview for Non-CPS Staff, Confirming Safe Environments, Alternative Response Orientation, and CANS Tool Training and Certification. Caseworkers can complete these web-based courses via WCWPDS Online; this allows for ease of access and tracking on their training transcripts. The collection of available online trainings continues to grow with new web-based courses developed each year. Descriptions about the web-based courses are available via https://wcwpds.wisc.edu/web-based-courses/.

In addition to the training provided by the Wisconsin Child Welfare Professional Development System, caseworkers and supervisors can attend training offered by other organizations and apply it to their ongoing training requirements. As part of this process, caseworkers and supervisors are then required to

enter these sessions into WCWPDS Online as an external training so that their PDS Online transcript captures all their completed training hours. In-service/ongoing training hour requirements cannot be exempted by a county agency, so these outside trainings cannot supersede those training requirements.

Special Skills and Topics/In-Service Training Compliance and Data

Based upon WCWPDS Online completion reports, all caseworkers with the primary job functions of access, investigation/initial assessment, and ongoing child protective services are not in 100% compliance with their 30-hours of required in-service/ongoing training. Caseworkers with other child welfare primary job functions, such as foster care and after-hours, are not required to complete ongoing training per the training rule (DCF 43) unless they are also licensed by the state as social workers, and not all counties require their child welfare staff to be licensed social workers.

DCF and WCWPDS have taken several steps to improve training completion and documentation. For example, in response to the 2018 CFSR and included in the 2020 PIP, WCWPDS improved the training compliance documentation system for trainings it offers. It is now working to ameliorate the issue of non-WCWPDS trainings being underreported because many are not currently included in the database that WCWPDS uses to complete compliance training reports.

Additionally, as it does for initial training requirements, WCWPDS sends quarterly reports to each county human services supervisor in Wisconsin outlining worker compliance with ongoing training requirements and what courses the worker needs to complete to comply with the requirement. As previously noted, the hope is that this process increases completion and compliance rates. WCWPDS is also working on additional means of improving compliance documentation. The most recent compliance data for the ongoing training component indicates that of the 793 workers who were required to complete the 30 hours of ongoing training, 338 completed (43%) and 455 did not complete (57%). The next two-year timeframe for workers to complete their ongoing requirements ends on February 28, 2021; DCF and WCWPDS will be able to determine after that date if efforts to improve compliance are effective.

Tribal Training

Wisconsin is committed to ensuring that it meets the training needs of Indian Child Welfare (ICW) caseworkers in the 11 tribes. As sovereign nations, each tribe is responsible for establishing training requirements for its staff. As a result, there are no state training requirements for ICW caseworkers unless the caseworker is a social worker certified by the state of Wisconsin. However, ICW caseworkers have job responsibilities or training needs that can be addressed through WCWPDS. To identify these training needs, the Intertribal Child Welfare Steering Committee made up of all 11 ICW Directors, meets with a representative of WCWPDS every other month. Together, the group develops a list of training topics and the tribes vote on which topics to focus on each year. There are typically three identified training topics offered to tribal staff each year.

Supervisor Training

Administrative rule requires that new child protective services supervisors, unless exempted, complete the caseworker pre-service and foundation training as part of their initial training. They must complete the caseworker pre-service training before providing direct supervision to a child protective services caseworker and must also complete 15 days of the caseworker foundation training within 12 months of hire. In addition, child protective services supervisors, like their staff, are required to complete 30-hours of in-service (special skills and topics/ongoing) training related to their professional responsibilities during each two-year state licensing period.

In addition to offering caseworker pre-service, foundation and ongoing training, as described in previous sections, WCWPDS offers annual supervisor foundation and supervisor-specific ongoing training topics.

The supervisor foundation training focuses on both child welfare specific supervision issues and basic elements of effective supervision. While new supervisors are required to complete the caseworker foundation training, they are not required to complete supervisor foundation training.

The supervisor foundation training is continually developed and has been offered statewide on a regular basis since July 2017. The supervisor foundation training series includes:

- Stepping Up to Supervision: Supervisor Orientation (1 day) – pre-requisite to attend any of the foundation courses; offered monthly;
- Supervisor Foundation - Administrative Supervision: Supervisor as Manager (2 days);
- Supervisor Foundation - Educational Supervision: Supervisor as Coach (2 days);
- Supervisor Foundation - Supportive Supervision: Supervisor as Team Leader (2 days); and
- Supervisor Foundation - Clinical Supervision: Supervisor as Critical Thinker (2 days).

The following training and partnership efforts are several special initiatives that DCF works with WCWPDS on.

Organizational Effectiveness

Description:
Organizational Effectiveness (OE) is a systemic and systematic approach to organizational improvement. DCF instituted this process as part of its response to the 2010 CFSR in 2011. DCF, in conjunction with WCWPDS, adopted the American Public Human Services Association's DAPIM™ model for continuous improvement. It is not an initiative or a single event or program; it is a way to provide system support to county human/social service agencies interested in solving a concrete problem or implementing a change related to child welfare.

The seven-day, team-based experience is facilitated by skilled and seasoned professionals from WCWPDS and spans four months. Organizational Effectiveness services are offered on a range of issues organizations involved in public child welfare typically experience. These include:

- Policy Alignment
- Performance Management
- Leadership Development
- Translating Mission, Vision, Values into Practice
- Employee Engagement
- Organizational Structure/Work Process/Job Design
- Strategic Planning
- Implementation Support
- Capacity Building
- Program Improvement

The OE process looks at areas that need to be improved and makes a conscious effort to stratify task work (structures, polices, procedures, processes and methods) with relational items (culture, values, trust, politics, communication, teamwork and collaboration). Through the development of a Desired Future State (DFS), a team defines what it wants the identified area to look and feel like when the OE process is completed. The team then implements the model by listing strengths and gaps, prioritizing gaps, defining root causes, and developing workable remedies. They also stratify remedies according to quick-wins and mid- and long-term fixes (see DAPIM model).

Objectives:
Organizational Effectiveness seeks to strengthen county organizations by improving performance, performance capacity, and outcomes for the children, youth, and families served by the agency. It builds capacity by taking a systematic (step-by-step approach) with a goal of impacting the entire system systemically (staff, client, and community). This is accomplished by having teams develop the ability to reflect on, process, and learn tools to put into application.

Data:
In 2011, Wisconsin piloted OE in four counties (stratified by small, medium, and large size). Since that time, OE projects have been completed in 32 more counties. Some of the chosen topics include: reduction in OHC costs, redesign of crisis on-call, employee retention and recruitment, integration of children's long-term care waiver, redesign of child welfare service delivery system, implementing and integrating trauma-informed care, integrating child welfare and behavioral health, developing more comprehensive youth services, integrating child welfare and juvenile justice services, building agency morale and developing trust-based relationships.

In 2016, storyboards were created for some counties that had completed OE; these are shared on the WCWPDS website at https://wcwpds.wisc.edu/organizational-effectiveness.htm. The purpose of sharing these storyboards was to share the projects that counties have worked on including DFS, priority gaps, root causes, remedies, and recommendations made by the OE facilitation team.

Annually, the Organizational Effectiveness process is provided to six to eight new counties based on identified need and length of time required for each project. The WCWPDS staff assigned to this project make efforts to develop differing programming levels depending on topics to be addressed and county need. The original seven-day format has worked very well for many counties, but some agencies have been unable to participate due to the significant time commitment required by their staff. DCF and WCWPDS hope that by offering differing levels, it will be possible to offer this OE process to more county agencies throughout the state. In addition to county-level trainings, it should be noted that WCWPDS staff worked with the Wisconsin County Human Service Association (WCHSA) on an OE project intended to assist WCHSA with developing processes and protocols for decision-making among their diverse membership.

Critical Incident Review

As of 2016, DCF contracts with Collaborative Safety, LLC to provide training and support in implementing a new review protocol to evaluate and address systemic factors affecting child maltreatment fatalities and near fatalities based on a safety science approach. The "*Developing Champions for Change: A Scientific Approach to the Review of Critical Incidents*" Training Institute is a four-day training institute designed to provide a formal skill set to professionals in the area of organizational safety and quality assurance in child welfare.

The *Developing Champions for Change Training Institut*e is comprised of four courses:

- *Introduction to Human Factors and Systems Safety (Day 1)*
  This course provides a framework of system safety and is designed to engage participants with a comprehensive and holistic introduction to human factors and system safety. Contrasting models and approaches are presented to give participants an increased command of relevant scientific literature.
- *Human Factors Debriefing (Day 2)*
  This course examines the child welfare system and those who interact within it. Participants leave with the ability to independently use Human Factors principles in their workplace. They will understand the human contribution to success and failure as well as how to build systems that promote safe decisions and actions of the people who work within them.
- *Accident Analysis (Day 3)*
  The course is designed to give participants the skillsets to independently analyze critical incidents common in the child welfare system. Participants leave with practical tools to use in their analysis, including skills specific to report writing. Participants will be able to take the results from the accident analysis and generate findings and conclusions that will strategically support systemic change.
- *Implementation and System Change (Day 4)*
  This course focuses on leveraging the skillsets provided in the first three courses for system change. Participants will learn to analyze findings for underlying systemic themes. The course then provides insight on how to develop effective recommendations and provide meaningful feedback to the organization regarding system improvements and valuable learning opportunities.

Conferences

DCF works collaboratively with the WCWPDS and the University of Wisconsin-Madison to plan, deliver, and support several conferences. These include:

- Public Child Welfare Conference
- Statewide Conference on Child Welfare and the Courts
- Youth Services Conference
- Adoption Conference

Public Child Welfare Conference
The Public Child Welfare Conference targets agency directors, managers, and supervisors and is held every other year. Themes vary for each conference, but have the common thread of supporting statewide initiatives, county needs, and state and national trends. The conference historically reaches 500 state child welfare leaders.

Statewide Conference on Child Welfare and the Courts
The Statewide Conference on Child Welfare and the Courts targets circuit court and tribal court judges, tribal chairpersons, circuit court commissioners that hear juvenile cases, district attorneys, corporate counsels, tribal attorneys, private bar attorneys that represent parents and youth, and guardian ad litem. Participant composition is designed to bring together county, state, and tribal leaders from multidisciplinary backgrounds to contribute to a dialogue and developing pragmatic approaches to their work serving youth. Presentations and workshops are subsequently aimed at solutions-based approaches for serving youth in the child welfare and youth justice systems. The conference provides substantive training in a multi-disciplinary setting on topics that impact child welfare, legal and judicial practice to improve safety, permanence, and well-being outcomes for Wisconsin's children and families. Conference capacity is generally 500 participants.

Youth Services Conference
The Youth Services Conference targets independent living coordinators, social workers working with older youth and youth as they age out of care, Bureau of Youth Services grantees, congregate care providers, and youth justice workers and providers. The conference addresses issues relevant to the wide range of youth currently or formerly served in OHC, with topics focusing on supporting youth while they are in care, as well as in their transition to independence. Conference capacity grew from 150 the first year to 300 participants the second year and to 600 participants in 2019. Applications for Continuing Education and Judicial Education credits are available. Social workers can also receive Continuing Education Hours. The UW-Madison Division of Continuing Studies is an approved continuing education provider through the Association of Social Work Boards.

Adoption Services Conference
Wisconsin's Adoption Conference targets social workers from public and private agencies, adoption workers, Public Adoption Program workers, and private child placement agencies. The focus of this conference is to improve services and supports for Wisconsin adoption workers. Capacity for this event is generally 250 participants.

Foster Parent Training (Item 28)

Data or Information to Demonstrate System Functioning and Initiatives to Address

Required training by Level of Care certification

<table>
<tr><th></th><th></th><th>Level 1</th><th>Level 2</th><th>Level 3</th><th>Level 4</th></tr>
<tr><td rowspan="5">Pre-Placement Curriculum</td><td>Foster Care Overview</td><td rowspan="5">Pre-Placement:

6 hours</td><td rowspan="5">Pre-Placement:

6 hours</td><td rowspan="13">Pre-Placement:

36 hours</td><td rowspan="10">Pre-Placement:

36 hours</td></tr>
<tr><td>Expectations of Foster Care</td></tr>
<tr><td>Caring for Children in Foster Care</td></tr>
<tr><td>Developing and Maintaining Family Connections</td></tr>
<tr><td>Foster Family Self-Care</td></tr>
<tr><td rowspan="8">Foundation Curriculum</td><td>Permanency</td><td rowspan="8">Initial Licensing:

Not Required</td><td rowspan="8">Initial Licensing:

30 hours (to be done in first licensing period)</td></tr>
<tr><td>Cultural Dynamics</td></tr>
<tr><td>Child Abuse and Neglect</td></tr>
<tr><td>Effects of Maltreatment on Development</td></tr>
<tr><td>Attachment</td></tr>
<tr><td>Separation and Placement</td></tr>
<tr><td>Importance of Family Connections</td></tr>
<tr><td>Guidance and Positive Discipline</td></tr>
<tr><td>Access to Resources</td><td>Plus 4 hours of Child-Specific Training</td></tr>
<tr><td rowspan="7">Various curriculums</td><td>Crisis Management</td><td rowspan="7">Not Required</td><td rowspan="7">Topics Not Required</td><td rowspan="7">Initial Licensing:

24 hours</td><td rowspan="6">Initial Licensing:

24 hours</td></tr>
<tr><td>Sexuality and Sexual Development</td></tr>
<tr><td>Sexual Abuse</td></tr>
<tr><td>Effects of Maltreatment and Trauma on Child Development</td></tr>
<tr><td>Building Life Skills</td></tr>
<tr><td>Building Birth Family Connections</td></tr>
<tr><td>Other Topics Required by Licensing Agency</td><td>Plus 6 hours of Child-Specific Training</td></tr>
<tr><td></td><td>Ongoing:

Not Required</td><td>Ongoing:

10 hours each year of licensure beyond the initial licensing period</td><td>Ongoing:

18 hours each year of licensure beyond the initial licensing period</td><td>Ongoing:

24 hours each year of licensure beyond the initial licensing period</td></tr>
</table>

DCF contracts with WCWPDS for the curriculum development and maintenance for the Pre-Placement training and the Foundation curriculum and for the development of various ongoing trainings. Additionally, WCWPDS conducts Train the Trainer sessions of the Foundation curriculum for foster care coordinators from county and private child placing agencies. Private child placing agencies generally license foster homes with a Level of Care of 3 or 4 and conduct their own training of the required curriculum for their licensed foster homes. Private child placing agencies receive financial support to implement training as an included item in their administrative rates for foster care placements.

In addition to the trainings conducted through WCWPDS, DCF has other resources to support foster parent training. Per its contract with DCF, the Foster Care and Adoption Resource Center is required to provide up to six webinar trainings a year for foster parents. These webinar trainings have an interactive capacity to give foster parents an opportunity to ask questions and provide input during the training. County agencies also provide foster parent training that is financially supported using Title IV-E pass through funding. Forty-four counties utilized pass-through funding in CY2018 to support additional foster parent training. County agencies can access this funding for mileage reimbursement, child care, materials costs, and other allowable costs related to the provision of foster parent training. This can be used for pre-placement, if provided face-to-face, and foundation training to support attendance at the training and ongoing trainings. DCF also provides financial support to the Wisconsin Foster and Adoptive Parent Association for a spring and a fall conference for foster and adoptive parents.

As previously mentioned, the WCWPDS subcontracts with UW-Milwaukee Child Welfare Partnership (MCWP) to oversee and deliver training to county, tribal and DMCPS-licensed foster families licensed at Levels 1 and 2. Increasingly, private Child Placing Agencies (CPAs) licensing families at Levels 3 and 4 have the option to send families to MCWP-sponsored trainings as well.

The foster care licensing agency reviews foster care providers' training compliance during the licensing period and at time of renewal. If a foster parent is not in compliance with the licensing regulations, he/she may request an exception. The DCF Exceptions Panel must approve any request for an exception or waiver to pre-placement or initial licensing training at all Levels of Care certification. However, the licensing agency may grant an exception or a waiver for ongoing training at any level. The table below lists the exceptions the DCF Exceptions Panel and licensing agencies granted for foster parent training since 2011, when the training requirements went into effect. Exceptions are time-limited and may include additional conditions.

WAIVER/EXCEPTION DESCRIPTION	2019	2018	2017	2016	2015	2014	2013	2012	2011
56.13(4)(a) 2. LEVEL 2 Initial Licensing	71	79	54	52	21	32	21	1	0
56.13(4)(a) 3. LEVEL 2 Ongoing	37	22	25	15	21	7	10	4	1
56.13(4)(b) LEVEL 2 Child-Specific Pre-Placement	0	0	2	3	0	0	0	0	0
56.13(5)(b) 1. LEVEL 3 Pre-Placement	0	0	0	1	1	0	6	0	0
56.13(5)(b) 2. LEVEL 3 Initial Licensing	2	0	0	0	2	0	0	0	0
56.13(5)(b) 3. LEVEL 3 Ongoing	6	5	3	6	17	8	7	0	6
56.13(6)(b) 3. LEVEL 4 Ongoing	0	0	1	1	1	1	5	0	0

Pre-Placement

Foster parents can complete all pre-placement requirement for Levels 1 and 2 and six hours of the pre-placement training requirement for Levels 3 and 4 by completing the online course at https://wcwpds.wisc.edu/Pre-Placement.htm. Some efforts to make this training more accessible include in-person sessions, or a combination of online and in-person options are also available dependent on county preference. An in-person pre-placement series, specifically adapted to relative caregivers, is offered in Milwaukee, and the pre-placement transcript is available in Spanish.

Data described in all the charts and narrative below were taken from WCWPDS Online.

Pre-Placement Level 1 and Level 2 Compliance

This data set consists of information about foster parents with an initial licensure dates between 2016 and 2017 and the pre-placement they registered for or completed prior to 2019.

Level 1 Foster Parents

	Foster parents who completed all training requirements for pre-placement	Foster parents who did not complete all training requirements for pre-placement
BOS (3 parents)	**0**	**3 / 100%**
Milwaukee (3 parents)	**3 / 100%**	**0**
No Agency Listed (6 parents)	**4 / 67%**	**2 / 33%**
Total (12 parents)	**7 / 58%**	**5 / 42%**

Level 2 Foster Parents

	Foster parents who completed all training requirements for pre-placement	Foster parents who did not complete all training requirements for pre-placement
BOS (404 parents)	**155 / 38 %**	**249 / 62%**
Milwaukee (252 parents)	**157 / 62%**	**95 / 38%**
Tribe (1 parent)	**0**	**1/ 100%**
No Agency Listed (40 parents)	**19 / 48%**	**21 / 52%**
Total (697 workers)	**331 / 47%**	**366 / 52%**

Foster Parent Foundation Training

The Number of Participants at the following foster parent foundation trainings

The report pulls the number of seats taken between July 1, 2018 and June 30, 2019. This pertains to instructor-led trainings.

Foster Parent Foundation Training	Total Participants
Foster Parent Foundation Module 1: Partners in Permanency	951
Foster Parent Foundation Module 2: Cultural Dynamics in Placement	953
Foster Parent Foundation Module 3: Maintaining Family Connectedness	999
Foster Parent Foundation Module 4a: Dynamics of Abuse and Neglect Part 1	1,017
Foster Parent Foundation Module 4b: Dynamics of Abuse and Neglect Part 2	1,001
Foster Parent Foundation Module 5: Impact of Maltreatment on Child Development	936
Foster Parent Foundation Module 6: Attachment	934
Foster Parent Foundation Module 7: Separation and Placement	919
Foster Parent Foundation Module 8: Guidance and Positive Discipline	1,036
Foster Parent Foundation Module 9: Effects of Fostering on the Family	1,041
Overview of the Children's Court System for Foster Parents	100

Foster parents who completed TIP:

The report captures foster parents who registered for and attended the Trauma Informed Parenting trainings offered between July 1, 2018 and June 30, 2019.

Trauma Informed Parenting (T.I.P)	Total Participants
Trauma Informed Parenting (T.I.P)	379
Fostering Traumatized Kids Series	141

MCWP, in close collaboration with DCF, also develops and delivers "Training of Content" (TOC) sessions to prepare trainers offering the Initial Licensing/Foundation modules through county, CPAs, or tribes. TOC sessions are offered at least annually and more often after curriculum revisions.

Initial Licensing

Foster parents licensed at Level 2 and above must complete initial licensing training. Administrative Rule (DCF 56) specifies the topics that must be covered, all of which are covered by the "Wisconsin Foundation Training for Foster Parents" curriculum that MCWP offers throughout the state. The Foundation curriculum has also been translated into Spanish and Spanish-speaking trainers provide the training when the need arises.

Initial Licensing Levels 2-4 Compliance

This data set consists of foster parents with an initial licensure date between 2016 and 2017 and their fulfillment of Initial Licensing requirements prior to 2019.

Level 2 Foster Parents
Initial Licensing training for Level 2 includes 30 hours of Foundation (modules 1-9).

	Foster parents who completed all Initial Licensing training requirements	Foster parents who didn't complete all Initial Licensing training requirements	Total # of Foster Parents	Percentage Completed Initial Licensing
Grand Total	448	232	680	66%

Level 3 Foster Parents
Initial Licensing training for Level 3 includes 24 hours of training.

	Foster parents who completed all Initial Licensing training requirements	Foster parents who didn't complete all Initial Licensing training requirements	Total # of Foster Parents	Percentage Completed Initial Licensing
Grand Total	48	10	58	83%

Level 4 Foster Parents
Initial Licensing training for Level 4 includes 30 hours of training.

	Foster parents who completed all Initial Licensing training requirements	Foster parents who didn't complete all Initial Licensing training requirements	Total # of Foster Parents	Percentage Completed Initial Licensing
Grand Total	11	1	12	92%

Ongoing Foster Parent Training Requirements

Foster parents are required to complete ongoing training in each licensing period that follows the initial period. The training completed should be based on a plan created for each family that reflects its needs and the needs of children in its care. Ongoing training requirements vary by Level of Care certification and can be satisfied in several ways through WCWPDS and MCWP, community agencies, educational institutions, and web-based sources. Options for ongoing training include face-to-face consultation with professionals with expertise about specific topics; video, audio, and web-based presentations and resources; support groups; adult education courses; books and periodicals; television and radio presentations; mentor family consultations; and conferences, workshops, seminars, and webinars. Books, periodicals, web-based and broadcast materials can only account for a maximum of 20 percent of the total required hours.

More detailed descriptions of all foster parent trainings can be found at:
http://uwm.edu/mcwp/programs/foster-and-adoptive-parents-training-program/.

Ongoing Foster Parent Training Compliance Level 2-4

This data set consists of foster parents with an initial licensure prior to 2016 and their ongoing training requirements they registered for or completed prior to 2019.

Level 2 Foster Parents
Ongoing training for Level 2 includes 10 hours of training.

	Foster parents who completed ongoing training requirements	Foster parents who didn't complete ongoing training requirements	Total # of Foster Parents	Percentage Completed Ongoing
Grand Total	1,146	1,149	2,295	50%

Level 3 Foster Parents
Ongoing training for Level 3 includes 18 hours of training.

	Foster parents who completed ongoing training requirements	Foster parents who didn't complete ongoing training requirements	Total # of Foster Parents	Percentage Completed Ongoing
Grand Total	48	10	58	83%

Level 4 Foster Parents
Ongoing training for Level 4 includes 24 hours of training.

	Foster parents who completed ongoing training requirements	Foster parents who didn't complete ongoing training requirements	Total # of Foster Parents	Percentage Completed Ongoing
Grand Total	159	60	219	73%

Assessing Foster Parent Training Needs

In 2017, University of Wisconsin-Madison Survey Center collaborated with DCF to develop a survey about the training system; the purpose was to identify the training needs, strengths, and challenges Wisconsin foster parents and use that information to inform departmental strategic planning experience. The survey was sent via email to 5,031 licensed foster parents in Wisconsin on September 22, 2017. About 1,400 foster parents submitted a response, which is a 28% response rate. Collectively, responses informed decisions about new ongoing training curriculum development and which topics from the current offerings to provide in 2018 and beyond.

Like efforts to better document and track child welfare agencies' training completion and compliance, DCF is working with WCWPDS to determine more effective ways of tracking foster parents' training completion.

Brief Assessment of Progress Toward Outcomes for Items 26-28

Within the 2018 CFSR, Items 26-28 were all identified as "Areas Needing Improvement." Related, stakeholder comments feedback about initial and ongoing training note that though available trainings are robust and comprehensive, more options would be helpful –particularly in rural areas of the state. DCF will consider this feedback as it refines its ongoing strategic planning process. As part of this, the department continues to work with WCWPDS to most effectively track future initial, ongoing, and foster parent trainings.

Service Array Systemic Factor (Items 29-30)

Overview

Wisconsin has a state-supervised, county-administered service delivery system; the exception is Milwaukee County, which is state-administered through DCF's Division of Milwaukee Child Protective Services. The state-supervised, county-administered structure offers many benefits, including the ability for local jurisdictions to develop and deliver services tailored to meet the needs of children and families. This includes, but is not limited to, tailoring culturally specific services and supports for non-English speaking populations, tribal populations and different races and ethnicities represented in the state.

A key goal of Wisconsin's service model is to keep children and youth safely in their own home, family, tribe, and community whenever possible. As such, services and supports are designed to work with children, youth, and families to expand healthy connections to supports and individuals in their communities and tribes and bolster resiliency in families to help them thrive. Wisconsin strengthened and reissued its Child Welfare Model for Practice in 2016. This was possible through a collaborative partnership with tribes, counties, and other stakeholders and by abiding by the guiding principle that services be based on trust, engagement, accountability, trauma-informed, culturally responsive, workforce support, and family-centered practices. The Wisconsin Child Welfare Model for Practice is the compass which guides the state's child welfare work and decision-making. Especially over the past year, DCF has increased its emphasis on developing a continuum of services for families serving children in their home, children in out-of-home care placements, supports for children who will be served in the QRTP settings, and supports needed when children transition out of a QRTP setting. These collective efforts will help strengthen the statewide service array.

Wisconsin conformity with service array standards both frames and is reinforced by required state policies and practices, DCF-delivered programs and supports, DCF collaborations with stakeholders to meet service array needs, and referrals to other providers' key statewide efforts.

Data or Information to Address System Functioning

Case review and administrative data related to well-being outcomes can be found in the Assessment of Progress Toward Outcomes section related to Well-Being Outcome 1, on pages 30-33. Key assessment data are available related by way of the Child and Adolescent Needs and Strengths (CANS). In Wisconsin, children in OHC must undergo a CANS evaluation and the tool requires that goals be developed any identified need(s). Progress on and/or completion of these goals must be tracked as part of the case planning and service provision processes. A worker must complete the CANS within 30 days of an out-of-home placement

and every six months thereafter while the child is in OHC; re-assessment must occur sooner if the child's placement changes. In these ways, the CANS is a valuable tool to customize services for all families in OHC. Dashboards provide valuable information about youth needs and services that help workers to develop plans that meet families' needs.

The Child and Adolescent Needs and Strengths (CANS) assessment process and tool is used to:

- Identify the needs and strengths of the child.
- Determine the ability of the provider to meet the child's needs.
- Evaluate the stability of the placement.

How DCF Supports Plan Development to Ensure Access to the Service Array

DCF provides training, technical assistance, and support to help supervisors and caseworkers follow DCF standards; these are described below.

The Ongoing Services Standards, available via https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf, details requirements related to assessing service needs, when services should be provided, and how they may address issues regarding a child's safety, permanence, and well-being.

The Ongoing Services Standards also include requirements that relate to service array; specifically, that the child welfare caseworker gather and document information pertaining to child and caregiver needs and strengths, develop a case plan to identify goals and corresponding services needs that support safe case closure, and routinely monitor goal achievement to ensure adequate service provision and desired change. This must be done within six months after development of the initial case plan and every six months thereafter.

The CPS Safety Intervention Standards, available via https://dcf.wisconsin.gov/cwportal/policy, detail policy and provide additional guidance to workers on how to assess the safety of children who are living in their familial homes or have been placed in OHC, as well show to provide services. The standards address situations where a child welfare caseworker must determine whether a child can safely remain in his or her familial home or must be removed from the home for safety reasons. They further provide guidance with respect to measures that may allow a child to remain in his or her familial home, such as developing a protective plan or in-home safety plan that identifies services that will control for or manage threats to safety. Additional guidance includes how services may be used to manage impending danger threats as part of an in-home or out-of-home safety plan.

In addition, DCF staff developed a Foster Parent Handbook, available via https://dcf.wisconsin.gov/fostercare/handbook, to provide critical information to foster parents and children in care about training services and supports.

Fundamental Intervention Responsibilities of Ongoing Services related to meeting service needs include the following.

- Evaluating the existing safety plan developed during initial assessment/investigation.
- Ensuring child safety through continuous assessment, oversight, and adjustment of safety plans.
- Engaging families in the case planning process that identifies underlying needs and directs services to address threats to child safety.
- Measuring progress related to establishing parent/caregiver protective capacities and eliminating safety related issues.
- Achieving stability for all in-home child protective services cases.

- Promoting well-being of children in in-home and OHC cases.

Individualized planning and services are used to determine service needs and supports. DCF meets the service array needs of child welfare families through:

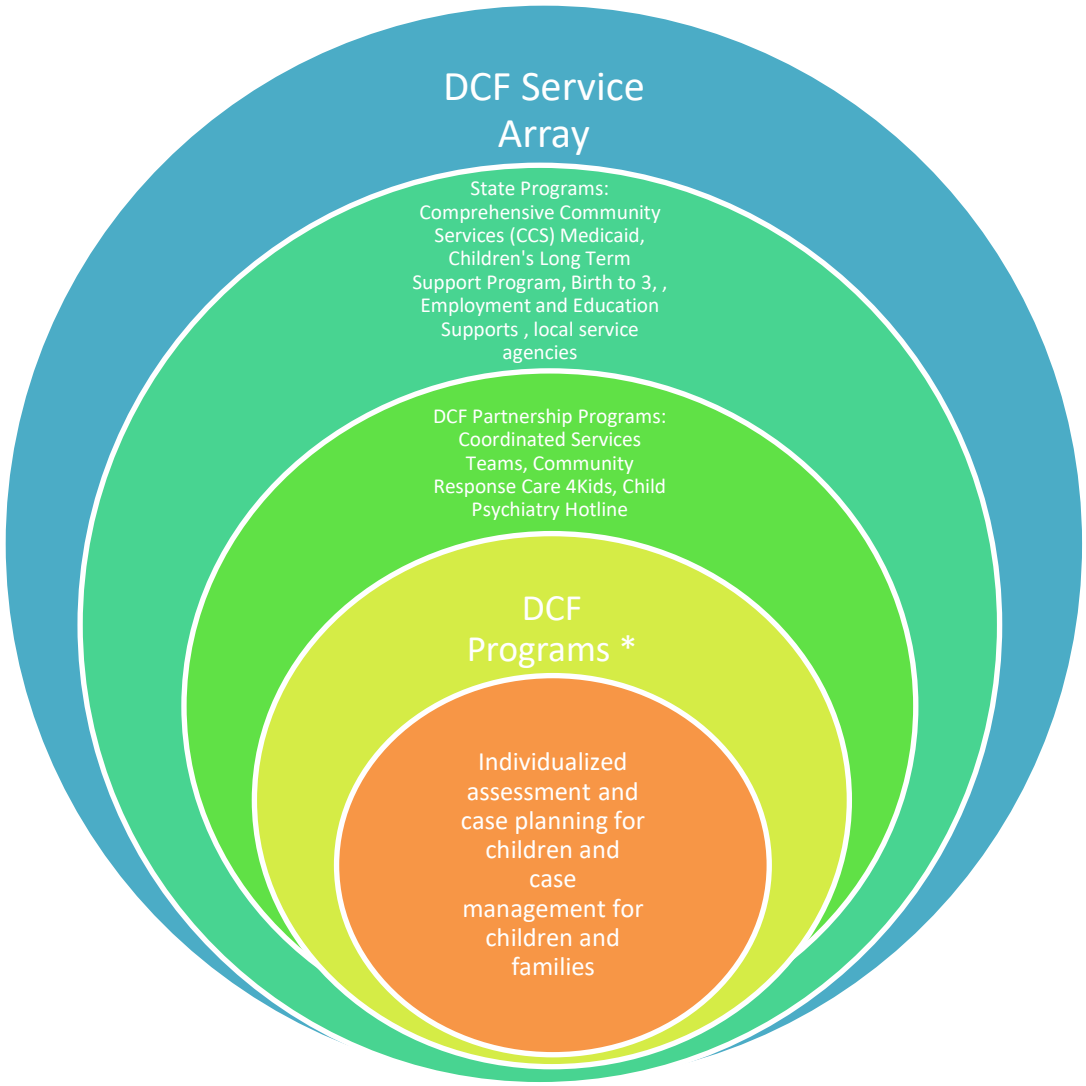
- Individualized case planning and case management and direct service provision through DCF administered programs. Please note that individualized case planning is addressed in systemic factor 30 in the following section – individualizing services;
- DCF collaborations with other state agencies to meet needs; and,
- Referral and follow up with other state agency and local programs that meet identified family needs.

Service Array and Wisconsin Tribes

Wisconsin is home to 11 federally recognized tribes. Wisconsin passed the Wisconsin Indian Child Welfare Act Law (WICWA) and has developed specific guidance for how child welfare agencies must comply with WICWA as well as guidance around "active efforts" to identify tribal heritage. These documents are critical resources for counties and tribes in assuring culturally competent service delivery to Wisconsin's tribal populations. Key resources include:

- WICWA Desk Aid - https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf
- Active Effort guide - https://dcf.wisconsin.gov/files/publications/pdf/464.pdf

The diagram on the following page depicts the different DCF efforts, DCF partnership efforts, and other agency services that make up Wisconsin's Child Welfare Services Array.



***All Families**

- In-Home Safety Services
- Alternative Response
- Wisconsin Trauma and Recovery Project (WTRP)
- Domestic Violence
- Prevention Services
- Anti-Human Trafficking Services
- Foster and Adoptive Resource Center
- Post Adoption Resource Centers
- Permanency Roundtables
- Foster parent training and support

Birth to Five Services

- Connection to Quality Child Care
- Home Visiting

Older Youth Services

- Runaway and Homeless Youth Services
- Independent Living
- Youth Justice

DCF continually works to better understand and assess the needs of children, youth, and families; this is a cornerstone of its strategic planning efforts related to the in-home continuum of services. This is also a Program Improvement Plan initiative. Additional programs focused on the service array are The Care4Kids program that provides comprehensive, coordinated care for children and youth in foster care and is tailored to each child's individualized needs. Other programs to meet the service array include: automation of Foster Care State Medicaid certification for children in out-of-home care; the Children's Behavioral Health Project, which encourages appropriate utilization of psychotropic medications for Medicaid children and youth; and the use of Coordinated Service Teams to coordinate care for children and youth in multiple systems of care.

In addition, the Wisconsin Trauma and Recovery Project is a collaborative project funded through a five-year grant from the Substance Abuse and Mental Health Services Administration (SAMSHA) that will provide services until September 2022. The project promotes accessible, coordinated, and effective trauma-focused treatments for children and families that are in the child welfare system – or are at risk of entering the system – in Milwaukee and Racine counties. DCF oversees the grant and collaborates with several partners that contribute to the work of the grant, including Children's Hospital of Wisconsin, the Wisconsin Office of Children's Mental Health, and the University of Wisconsin-Milwaukee. These partners work together to fortify and coordinate systems of care; increase the pool of clinicians trained in evidence-based practices; and increase the number of children and caregivers that receive appropriate screening, assessment, and trauma-responsive services.

The project reduces health disparities among underserved racial and ethnic minority groups by expanding capacity in three National Children Traumatic Stress Network (NCTSN)-endorsed treatments:

1. Trauma-focused cognitive behavioral therapy (TF-CBT), which is an evidence-based, short-term treatment model for children ages five to 18, that is highly effective at improving youth posttraumatic stress disorder (PTSD) symptoms and other trauma impacts, including affective, cognitive and behavioral problems, as well as improving the participating caregiver's personal distress about the child's traumatic experience, effective parenting skills, and supportive interactions with the child.
2. Parent-child interaction therapy (PCIT), which is an evidence-based treatment for young children, typically ages two to seven, with behavioral problems. PCIT is conducted through coaching sessions with the child and child's primary caregiver where skills on how to manage the child's behavior are taught to the caregiver. A focus is placed on improving the quality of the parent-child relationship and changing parent-child interaction patterns in order to strengthen the parent-child relationship.
3. Child-parent psychotherapy (CPP), which is an evidence-based, trauma-informed, and relationship-based psychotherapy treatment for children ages birth to six who have experienced trauma and/or are experiencing emotional, behavior, attachment, and/or mental health problems. Services are provided in the context of the child's primary caregiver with a goal of strengthening that relationship to promote safety, healing, emotional regulation, mental health, and a return to normal developmental trajectory.

At the end of our second year of the five-year grant, 124 clinicians working in Milwaukee and Racine counties had been trained in one of the three evidence-based practices. Using evidence-based tools, these clinicians assisted in screening over 800 children for trauma and mental health symptoms. And, in two years, over 700 children in Milwaukee and Racine counties received TF-CBT, PCIT, or CPP.

See also Wisconsin's Plan for Improvement for full descriptions of the In-home Safety Services Program. The Birth to Five section of this plan also provides information on the Connections Count initiative, child abuse prevention grants, and efforts to ensure family connections to quality childcare and home visiting services.

Summary of Progress Toward Outcomes for Items 29 and 30

Items 29 and 30 were also found to be an "Area Needing Improvement" during the 2018 CFSR. DCF has worked to gather feedback over the last several years to determine what is working well and what gaps exist in the state's service array. Counties and other stakeholders noted that home Safety Services program, home visiting, and the Trauma Project are helpful initiatives that meet the needs of families. However, it was identified both through CFSR and other stakeholder interviews that access to mental health services, dental care, alcohol and drug treatment and other supports for families is an ongoing challenge. In addition, stakeholders identify the need for more preventive services, whether available in- or out-of-home, so that fewer children enter the child welfare system. As previously described, DCF's strategic vision uses the FFPSA as a tool and includes including workgroups tasked with defining a more responsive service continuum. These efforts are more fully described in Sections 2 and 3 of this report.

Agency Responsiveness (Items 31-32)

The 2018 CFSR concluded that Items 31 and 32 were a strength. This is due to extensive collaboration that is a hallmark of DCF policymaking and program development. Data or information regarding performance and initiatives that address Item 31 are described in detail in the Collaboration section of this plan beginning on page 8.

Coordination of CFSP Services with Other Programs (Item 32)

Data or Information to Demonstrate Performance and Initiatives to Address

In addition to child welfare, DCF administers the following key federal programs that serve children and families: childcare, Temporary Assistance to Needy Families or TANF, named Wisconsin Works (W-2), and child support. Co-location of these programs in the department promotes collaboration and alignment. In addition, DCF works closely with other state programs to ensure eligible individuals' access to key benefits such as Medicaid. To support collaborative efforts, DCF has spearheaded and launched data exchanges designed to improve information available about, and services provided to, families in the child welfare system and other state systems. The individualized planning for child welfare families and the use of the CANS for children in OHC (described in Item 29) are the primary way that families are identified as eligible for, and subsequently connected to, appropriate programs and services.

The Wisconsin Shares Child Care Subsidy Program provides childcare subsidies to low-income working parents. The Wisconsin Shares program is connected to the YoungStar Quality Rating and Improvement system. Parents receive higher rates of reimbursement for choosing higher quality programs as determined through a star level system using research-based criteria to determine the child care provider's level of quality. To further support the use of high-quality programs, DCF established a policy that requires foster parents use child care rated as three stars or higher, as determined by a scale of 1-5, with 3-5 stars being established as high-quality – unless there are extenuating circumstances such as lack of availability or emergency child care needs that make such a choice impossible.

Access to Work Support Benefits

The Wisconsin Works (W-2) Temporary Assistance to Needy Families (TANF) program provides support to working families. Information on programs that a family may be eligible for are provided to families that

receive in-home services. In addition, when a child is temporarily absent from the home due to being in an OHC placement, Wisconsin policy is that the family can secure a W-2 benefit for up to six months under the Temporary Absence Policy. For both in-home and OHC cases, DCF works with agencies administering services to ensure information is provided to families that are eligible.

Access to Medicaid
DCF works closely with DHS to assure children and families in the child welfare system have access to physical, behavior, and dental health care through Medicaid. This includes the Care4Kids program. Both planning with families that receive in-home services and use of the CANS tool with children in OHC help workers and families identify healthcare needs. To support these efforts, DCF and DHS collaborated to link the eWiSACWIS and Wisconsin Medicaid enrollment system and facilitate immediate enrollment in Medicaid when a child enters OHC. This policy is described in in a memo available at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2015-21i.pdf.

Access to the Supplemental Nutrition Assistance Program (SNAP) and Women Infants and Children (WIC) Nutrition Program
As part of a family's individualized case plan, it is determined if the family is eligible for SNAP or the WIC program, both programs are administered at the state level by the Department of Human Services (DHS).

Access to Birth to 3
As required by federal law, all children substantiated for child maltreatment who are age birth to three are referred to Wisconsin's program for the Individuals with Disabilities Education Act (IDEA), Part C which is called the Birth to 3 Program in Wisconsin. Local counties and tribes work with their local county-based Birth to 3 system to assure that children who are eligible for Birth to 3 have access to programs and services to meet their needs.

Improving Access to Education
DCF works with the Department of Public Instruction (DPI) to implement key elements of the Every Student Succeeds Act (ESSA). DCF and DPI leadership issued joint guidance to promote best practices around school stability. This guidance named core factors that should be considered, such as student and parent preferences, student safety and educational needs, in addition to supplemental considerations such as how many schools the student has attended, meaningful relationships with staff and peers at a school, travel time to a school, and what schools a child's sibling(s) attends.

Access to Employment Services and Supports
DCF also works regularly with the Department of Workforce Development (DWD), the state's administrative home for workforce initiatives and workforce development boards, on efforts related to youth employment initiatives. DCF collaborates with DWD by serving on inter-departmental workgroups focused on promoting employment. DCF also redesigned the Independent Living Program to better connect youth in the Independent Living Program to regional employment services. As a result, three of the state's current regional contracts for Independent Living are coordinated by regional Workforce Development Boards that are strengthening connections to critical employment and skill building opportunities for youth and young adults.

Technological Connections to Promote Service Access
In addition to the education portal described earlier in this section, DCF has also spearheaded several data exchanges to better identify information about child welfare families in other state systems and to improve services and coordination with other state systems. DCF has established data sharing agreements with the

Department of Health Services (DHS) to share data on immunizations and Medicaid certification and develop a joint data warehouse.

A significant investment of DCF technological resources allowed DCF to bring together data previously housed in "separate silos" in a DCF enterprise data warehouse called "LIFT," which stands for Longitudinal Information of Family Touchpoints.

Funding for this effort came from the Wisconsin Race to The Top Early Learning Challenge (RTTT-ELC), a federal grant that ended in December 2016. One of the major RTTT-ELC projects was to create an Early Childhood Integrated Data System, or ECIDS, to connect data from three participating state agencies. For DCF to participate in the ECIDS, it was critical to integrate DCF data.

LIFT is working on several program views, a Distinct Count Dashboard, and the capability for overview reports. The Distinct Count Dashboard will allow viewers to look at participation information by one or more combinations of programs. For example, a researcher could look at how many children under the age of five are participating in two or more DCF programs. The programs included in LIFT are child welfare Initial Assessment, child welfare OHC, Wisconsin's TANF program - Wisconsin Works (W2), and Wisconsin's CCDBG child care program- Wisconsin Shares. Having access to de-identified information about children receiving services from multiple DCF program areas allows DCF program managers to make data-driven policy decisions. An automated link between child welfare and the Birth to 3 program providing information between the two programs is another example of using technology to improve performance.

Brief Assessment of Progress Toward Outcomes

Stakeholders note that DCF's strong partnerships contribute to an inclusive and collaborative child welfare infrastructure that listens and incorporates the feedback of multiple stakeholders through multiple avenues. DCF's strong partnerships with other state agencies facilitates coordination around families' access to benefits and services.

Foster and Adoptive Recruitment Systemic Factor (Items 33-36)

Standards Applied Equally (Item 33)

Data or Information to Demonstrate Performance and Initiatives to Address

Under Wisconsin statutes, DCF is responsible for the development of administrative rules related to licensure of OHC placements for children. The department currently licenses child placing agencies (DCF 54), group foster homes (DCF 57), shelter care (DCF 59), and residential care centers (DCF 52). DCF staff evaluate these agencies at least twice a year to ensure compliance with licensing rules. Licensing staff also investigate all complaints against rule violations and take appropriate action as necessary. Additional visits are conducted based on complaints/other concerns, or technical assistance.

Foster homes are licensed and monitored by a county, tribe, or private child placing agency according to DCF 56 (foster homes). Individuals must pass background checks, physical plant checks of the home, and complete an assessment process with the licensing agency in order to become a licensed foster home. DCF OHC staff are responsible for training licensing staff across the state, providing technical assistance, and reviewing licensing situations as requested.

DCF developed the standards for the administrative code for all licenses using national standards, the Child Welfare League of America standards, federal laws, State Law, Chapter 48, stakeholder feedback, and legislative input. These administrative codes are minimum standards that each licensed facility must follow. The state always encourages providers to operate above the minimum standards.

OHC facilities may only be licensed under rules promulgated by DCF. Complete foster home licensing requirements are listed in Wisconsin Administrative Code Chapter DCF 56. Foster home licensing standards apply equally to all potential foster homes, regardless of the provider's relationship to the child. Foster home licenses are issued as regular licenses with an expiration date of no later than two years from date of issuance. Probationary licenses are not issued.

Exceptions may be made to requirements in Ch. DCF 56 if there is a plan in place to meet the intent of the requirement or a plan to come into compliance with the code is made with the foster home. As an alternative to compliance, an agency may require the licensee to meet certain conditions within a specified time period; this must include the requirement for which an exception has been granted. No agency, including the Department of Children and Families, can grant an exception to a requirement in the rule that is also a statutory requirement (e.g. building code regulations). All exceptions, whether granted by the licensing agency or the Department of Children and Families, need to be documented on the license of the foster home. The exception shall remain in effect only if the conditions under which the exception was granted remain, but no longer than two years from the date on which the exception was granted. Like exceptions, DCF has incorporated non-safety related waivers into Ch. DCF 56 for relatives who seek licensure.

Regarding foster care, a county, tribe, private child placing agency, or the DCF Exceptions Panel may grant exceptions or waivers to certain aspects of the licensing rules if the exception is not contrary to the health, safety, and welfare of a child. DCF has issued an annotated version of the licensing rule that describes situations in which an exception or waiver may be appropriate. This results in uniform application of the licensing standards.

Under Wisconsin Statutes Chapter DCF 56.10, Administrative Code, a foster parent may appeal any decision of a licensing agency to the State Division of Hearings and Appeals (a state agency external to the Department of Children and Families). This appeal process provides added accountability to assure that a licensing agency appropriately applies licensing standards.

Once the base licensing standards are applied to all applicants for foster care, all foster parents are designated a Level of Care Certification 1-5 during the foster care licensing process. This Certification is based on meeting the following:

- Qualifications
- Training
- Foster parent references
- Foster parent experience

Each of the five Level of Care Certifications has a specified number of training hours, personal references, knowledge, and experience requirements. Foster parents must comply with the training requirements in accordance with their Level of Care certification. Training requirements fall into three categories: pre-placement, initial licensing, and ongoing. The training requirements are explained in depth in Item 28 of this document. The five Levels of Care are:

Level of Care	Description
Level 1: Child-Specific Foster home	Pre-existing relationship with child relative and non-relative; minimal training required.
Level 2: Basic Foster Home	Requires additional training and positive references. General foster care.
Level 3: Moderate Treatment Foster Home	Provides treatment service levels for children with more significant needs. Must meet additional training and experience requirements.
Level 4: Specialized Treatment Foster Home	Provides treatment service levels for children with more significant needs. Must meet additional training and experience requirements.
Level 5: Exceptional Treatment Foster Home	Provides skilled staffing in addition to foster parents for children with significant needs (i.e. medically fragile or those who will continue into long-term adult services).

The Level of Care certification does not necessarily need to match the Level of Need of a child placed in the home. The Child and Adolescent Needs and Strengths (CANS) tool will help determine the type of service provision needed to support a placement at a lower assessed level for a child.

The CANS tool is described in Section 2 and is used to comprehensively addressed the needs of children.

To ensure that all licensors receive adequate training and support on licensing requirements, DCF holds quarterly trainings on Ch. DCF 56, the administrative rule for foster homes. Attendance at the training is mandated for licensors in the State of Wisconsin. All training participants are provided a copy of Ch. DCF 56, as well as all the resources and forms required to license a home. The two-day training covers all aspects of rule, policy, and guidance, which ensures consistent application across counties and private child placing agencies.

Since October 1, 2016, DCF requires the use of the Structured Analysis Family Evaluation (SAFE) home study as the standard assessment tool for all foster care licenses and adoption approvals. Use of the SAFE home study assessment requires that anyone who will administer, approve, and supervise the SAFE home study attend mandatory training. The required SAFE trainings include two-day Initial SAFE Training and SAFE Supervisors Training. Additionally, supervisors and caseworkers may attend an optional SAFE Booster Training. There are also quarterly SAFE Technical Assistance (TA) conference calls, which supervisors and caseworkers may participate in if additional TA is needed. DCF has supported all costs of this training for all foster care and adoption staff statewide and will continue to do so as funds are available. Trainings are held quarterly to support the need.

In order to monitor licensing agencies' processes and practices throughout the state, DCF holds regular meetings for Foster Care Coordinators so the latter can receive updates, clarifications, and technical assistance from state policy staff. DCF also holds monthly teleconferences to keep workers up to date on policies or guidance that impact the licensing process. Coordinators are also given time to seek assistance on licensing scenarios or barriers that they are facing. Regional and statewide meetings take place so that coordinators can have face-to-face learning opportunities that provide a consistent message on rules, policies, and guidance.

DCF also has several reports that monitor compliance with licensing. These reports are used by DCF and can be used at the local level by agency staff. The reports – and some notable statistics are included below.

- PM04A100 - Level of Care Monitoring: provides information to better manage the timely provision of conversions of court-ordered Kinship Care (COKC) providers to licensed foster parents.
- PM04A103 - Licensing Timeliness Report: provides information related to licensing decisions and the timeliness of those decisions. Contains information regarding all decisions for initial and renewal license applications that are due within the reporting period. The report also contains information regarding licenses that are revoked, closed, or expired within the reporting period.
    - In calendar year 2019 there were 2,841 licensing decisions made.
        - 65% of the 2,841 licensing decisions were made timely.
        - 150 licensing decisions were over 30 days overdue; all other overdue licensing decisions were completed within 30 days of the date they were due.
        - Of the 2,841 license applications, 2,680 licenses were issued, 18 denied, 143 application withdrawn, and 14 revoked.
- ADHOC501 Federal Waiver – Non-Safety Licensing Standards: provides a list of the number of exceptions or waivers granted by Ch. DCF 56 code citations for the reporting period.
    - In calendar year 2019 there were 2,263 exceptions or waivers granted for foster care licensure.
        - Of those granted exceptions the most common exception, granted 1,515 times is to Ch. DCF 56.09(2)(b) Supervision of children which allows both foster parents to work outside of the foster home.

Requirements for Criminal Background Checks (Item 34)

Data or Information Demonstrating Performance and Initiatives to Address

Wisconsin complies with federal requirements for criminal background clearances that relate to licensing or approving foster and adoptive placements. Licensing agencies must conduct background checks before licensing foster and adoptive parents. The background checks have different expiration dates. The background checks must be done on foster parents, any residents of the home who are 12 or older and are non-client residents, and any employees who will have regular, direct contact with a foster child. For a child under 18 years old, the licensing agency is not required to obtain further information if the child's background information disclosure does not indicate an offense that would be a bar. Comparable convictions from other states or U.S. jurisdictions are treated the same as if they were in Wisconsin.

Foster home licensing agencies conduct background checks at initial and re-licensure. There are six required types of background checks:

- Adam Walsh (FBI)
- Adam Walsh Child Protective Services (CPS)
- Wisconsin Department of Justice (DOJ)
- Caregiver or Integrated Background Information System (IBIS) Check
- Reverse Address Sex Offender registry check
- Local Law Enforcement Checks

Following is a resource developed for foster care coordinators regarding each type of background check:

Background Checks

Type of Check	Timeframe	What is checked?	How do you do it?	Expiration	Resources
Adam Walsh: **FBI** **(Federal Bureau of Investigation)**	Initial Licensure: Required for prospective foster and adoptive parents who are caring for children from the public child welfare system. It does not apply to adoptive families seeking domestic or international adoptions unless the child qualifies for Adoption Assistance.	Check of the Federal Bureau of Investigation (FBI) records; not all arrests or convictions are reported to the FBI.	• Agency must have an account with the WI Dept. of Justice (DOJ). • DOJ will provide fingerprint cards once agency has an approved policy on record with DOJ regarding consent and records management. Or the agency may have the applicant complete an electronic capture of their fingerprints for submission. • Agency must obtain a signed consent, previously approved by DOJ, from each applicant and submit with the completed fingerprint card. • Results will be sent through the agencies on-line account. • Results must be scanned into eWiSACWIS.	This check is valid as long as the foster or adoptive parent is continually licensed. If there is a break in licensure, the applicant must be re-fingerprinted and the checks completed before a license can be renewed.	DCF Memo Series 2007-16: Adam Walsh Requirements State Child Abuse and Neglect Registry Info Memo 2008-03i: Adam Walsh Child Protection and Safety Act Questions and Answers
Adam Walsh: **Child Protective Services (CPS) Checks**	Initial Licensure: Required for prospective foster and adoptive parents.	Check of Child Protective Service records in each county or state the person has lived in for the last 5 years.	• Agency requests records from each county/state the applicant has lived in for the last five years. • It is not enough to just check eWiSACWIS records, as those records only go back to when each county agency or DMCPS (Division of Milwaukee Child Protective Services) began using eWiSACWIS - typically only back through 2001. • DMCPS and county agencies are required to comply with requests for CPS records for the purposes of foster care licensing. To complete checks outside of WI there is a resource created with each state's process – the State Child Abuse and Neglect Registry. • Results must be scanned into eWiSACWIS	4 years, although many licensing agencies complete this at each re-licensing period.	

Type of Check	Timeframe	What is checked?	How do you do it?	Expiration	Resources
WI Dept. of Justice (DOJ) and Caregiver	Initial Licensure: Required for prospective foster and adoptive parents.	Check of arrests and convictions submitted to WI DOJ, not all local arrests and convictions are submitted to DOJ. This is a name-based check.	• Applicant completes the Background Information Disclosure form or BID. • The agency completes the Single or Multiple Name based check form for each applicant. • Agency submits request to DOJ. • DOJ results will be sent through the agencies online account. • Results must be scanned into eWiSACWIS.	4 years, although many licensing agencies complete this at each re-licensing period.	Forms: Background Information Disclosure form DCF-F-2978 WI Criminal History Single Name Record Request form DJ-LE-250 WI Criminal History Single Name Record Request form DJ-LE-250A
IBIS or Caregiver	Initial Licensure: Required for prospective foster and adoptive parents.	Check of entity records for persons who have been denied, revoked, or otherwise prohibited from working with children or vulnerable populations. *Note:* this does not check child abuse and neglect records in WI.	• Applicant completes the Background Information Disclosure form or BID. • The agency completes the Single or Multiple Name based check form for each applicant. • Agency submits request to DOJ. • DOJ will automatically send the request to review the Children's Licensing Denial System. • The agency will receive notification from the Department of Health Services whether or not the name submitted is included in the system. This is known as the IBIS letter. • Results must be scanned into eWiSACWIS.	4 years, although many licensing agencies complete this at each re-licensing period.	Forms: Background Information Disclosure form DCF-F-2978 WI Criminal History Single Name Record Request form DJ-LE-250 WI Criminal History Single Name Record Request form DJ-LE-250A

Type of Check	Timeframe	What is checked?	How do you do it?	Expiration	Resources
Reverse Address Sex Offender Registry Check	Initial Licensure and Relicensure: Required for prospective foster and adoptive parents.	The database checks nationwide sex offenders. This check indicates where registered sex offenders have reported to authorities they are living. This is an address check, not a name-based check. Sometimes people are not forthright about who lives in their home.	• The Sexual Offender Registry Check shall be done on the Wisconsin DOC website: http://offender.doc.state.wi.us/public/ • Agencies shall use the "Geographical Search" function and check all address within a 1 mile radius. Agencies shall use the "List" view when checking the results and ensure that no address on the list matches the provider's address. • Agencies shall print and save the entire list in the provider file, and scan the entire list into eWiSACWIS.	2 years or the end of the licensing period, whichever occurs first. Must be completed at each licensing renewal.	DSP Numbered Memo Series 2015-01: Reverse Sex Offender Checks
Local Law Enforcement Checks	Initial Licensure: Required for prospective foster and adoptive parents.	Due to the fact that not all local contact with law enforcement is reported to DOJ, agencies must run local checks to determine the complete understanding of the background. This is done through CCAP (Consolidated Court Automation Programs) and checks with local law enforcement agencies where the applicant has lived for at least the last five years.	• CCAP checks are run through this website: http://wcca.wicourts.gov/index.xsl, which contains most records handled through Wisconsin Circuit Courts. • Local law enforcement agency checks are completed by contacting each law enforcement agency in the city where the person has lived. Some law enforcement agencies have specific processes for requesting such information.	4 years, although many licensing agencies complete this at each re-licensing period.	

Section 48.685, Wis. Stats., Ch. DCF 56.055 and Ch. DCF 12 Administrative Codes set forth criminal history and child abuse record search requirements, including barred crimes and other offenses that prohibit licensing a person as a foster parent, allowing a person to live in a foster home, or employing a person as a caregiver. Some offenses are a permanent bar, some are a bar for five years with rehabilitation approval, and some are a bar unless the person obtains rehabilitation approval. The procedures for obtaining rehabilitation approval are in Ch. DCF 12 Administrative Code.

In order to receive a rehabilitation review, the applicant must submit a Rehabilitation Review Application Packet. The applicant may submit the application packet to the foster home licensing agency, if they are seeking regulatory approval for foster care only. If the applicant is seeking regulatory approval for foster care and adoption through the Public Adoption program, or the applicant is seeking foster home licensure from the DMCPS, DCF must complete the Rehabilitation Review.

The agency will appoint a rehabilitation review panel once the application and all requested documents are received. The application will be denied if all requested documents are not provided within 90 days of the receipt of the rehabilitation review application. The panel may also request information from other agencies or people who are familiar with the applicant.

A rehabilitation review meeting will be scheduled after the panel receives all requested information. The applicant will receive notice of the date, time, and location of the meeting by mail. The applicant is not required to appear at the rehabilitation review meeting, but it is recommended that the applicant appears in person or via phone. At this meeting, the applicant will have the opportunity to answer questions from the panel. The applicant must provide convincing evidence that the applicant has been rehabilitated.

The panel will decide whether the applicant is present at the meeting or not. If the panel decides it does not have enough information to make a decision, it may defer a final decision for up to six months. The applicant will receive the panel's decision in the mail. The panel's decision may be a rehabilitation approval, denial, or deferral.

In addition to the crimes and offenses listed in the statute, section 48.685 (5m), of the Wisconsin Statutes provides that the licensing agency must review the circumstances of convictions of any offense that is not barred by the statute to determine if the crime is substantially related to the care of a foster child. Section DCF 12.06 provides factors for the licensing agency to consider in determining whether a crime is substantially related. Rehabilitation approval is not available for crimes that are substantially related.

A licensing agency must make a reasonable effort to contact the potential licensee to obtain further information if any of the following apply:

- The statute specifically requires a determination on whether the circumstances of certain convictions are substantially related to the care of a foster child. If a person was convicted of any of the following crimes less than five years before the background check, the licensing agency must obtain a copy of the criminal complaint and judgement of conviction and make the substantially related determination:

940.19(1)	Misdemeanor battery
940.195	Battery to an unborn child
940.20	Battery, special circumstances

941.30	Reckless endangerment
942.08	Invasion of privacy
947.01(1)	Disorderly conduct
947.013	Harassment

- If the DOJ criminal history indicates a charge of a crime that would be a bar, but does not clearly indicate whether there was a conviction, the person was found not guilty, or the charge was dropped or dismissed, the licensing agency must make reasonable efforts to determine the final disposition of the charge.
- If the person's background information disclosure indicates a charge or conviction of a barred crime but the DOJ criminal history does not include the charge or conviction, the licensing agency must make every reasonable effort to contact the clerk of courts to obtain a copy of the complaint and the final disposition.
- A military discharge was other than "honorable."

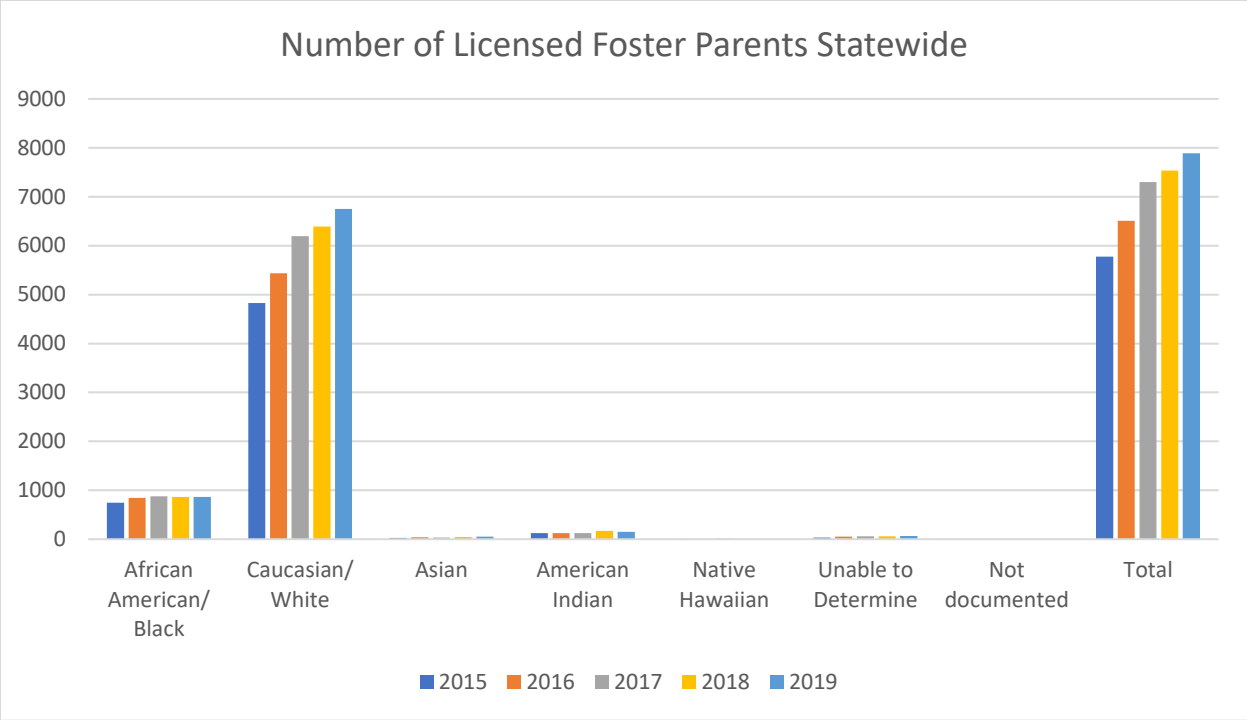
All background checks must be scanned into the eWiSACWIS system and all results of the background checks must be documented in the home study report the agency completes. Any conviction or finding must be mitigated in the home study if the person is licensed.

Wisconsin contracts for Title IV-E determination services which reviews all placements and associated necessary licensing requirements, including background checks, for foster care and treatment foster care. This third-party check allows for ongoing quality assurance of licensing determinations as related to background checks. In addition, eWiSACWIS functionality was enhanced to include electronic records of background check results. DSP staff meet monthly with the contractor to review any compliance issues. If a problem is noted, the contractor works with the foster care licensing agency to obtain the necessary information. In the rare circumstances that issues arise that are not resolved with the local agency and the contractor, DSP OHC staff will engage in corrective action planning with the agency to ensure they comply with the background check rules and regulations. Additionally, DSP runs a monthly check of all OHC providers with the Sex Offender Registry in Wisconsin and if there are any matches found, DSP OHC staff work with the local agency to identify a resolution.

Diligent Recruitment Plan - Strategies to Reach all Parts of the Community (item 35)

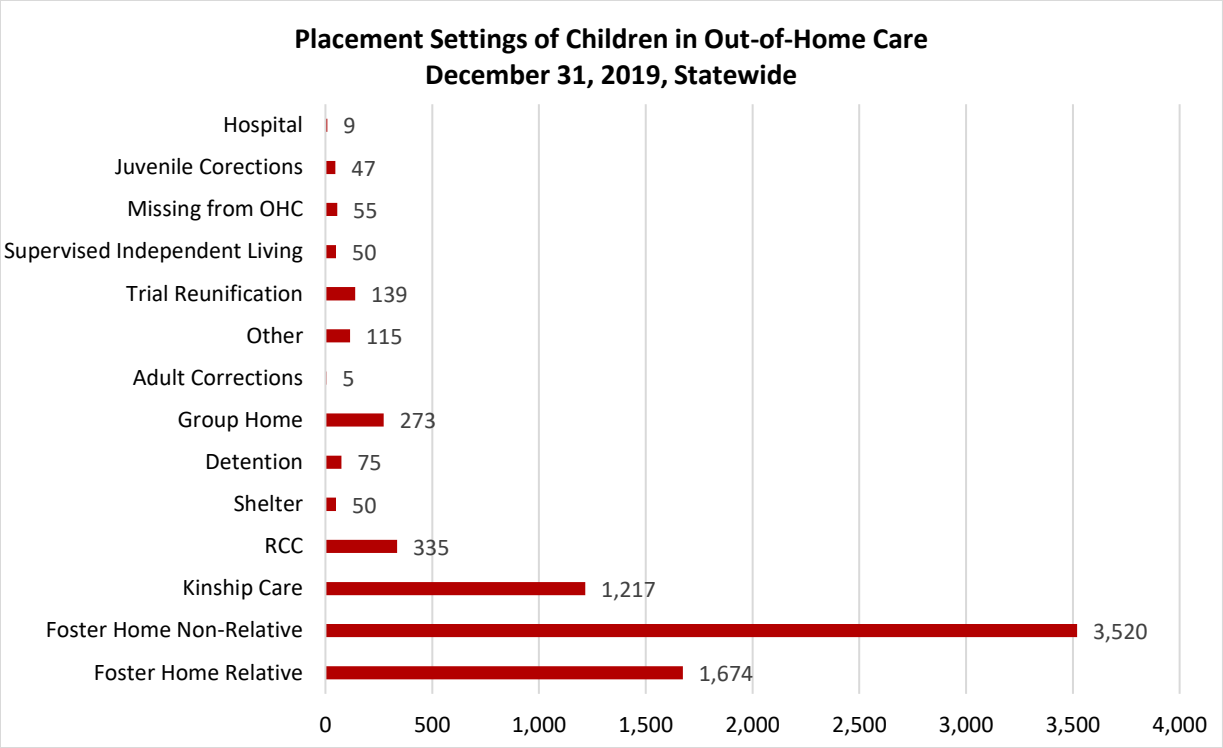
Data to Demonstrate Performance

	African American/ Black	Caucasian/ White	Asian	American Indian	Native Hawaiian	Unable to Determine	Not documented	Total
2015	748	4829	29	122	7	35	3	5773
2016	844	5439	39	123	9	55	2	6511
2017	875	6195	36	123	12	61	1	7303
2018	861	6394	46	168	7	56	2	7535
2019	867	6748	50	154	7	63	0	7889



Recruitment Activities Agency Data -CHILDREN IN OUT-OF-HOME CARE

- Statewide: Total Number of Children in Out-of-Home Care on December 31, 2019: 7,578



Initiatives to Address

Wisconsin has a process for and is committed to recruiting foster and adoptive parents that reflect the racial, ethnic, and cultural diversity of the children in OHC. Local child welfare agencies, including the state's Division of Milwaukee Child Protective Services and the public adoption programs, counties, and private child placing agencies are responsible for recruiting families for the children living in OHC. The department continues to increase resources to all licensing and placing agencies to support their efforts to recruit foster and adoptive parents who reflect the children in our care.

State staff called permanency consultants work with counties to identify children needing child-specific recruitment efforts so that these children can move to permanence in a timelier fashion. To help facilitate the timely movement of children to permanence, the department required all foster care and adoption agencies to use the Structure Analysis Family Evaluation (SAFE) foster and adoption family assessment format. This ensures that the completion of an adoptive home study is not a barrier to a timely adoption. DSP supports SAFE trainings each year for new licensors and their supervisors.

Recruitment and Retention

Wisconsin Statewide Recruitment Goals
In collaboration with counties and tribes, DSP works with public, private, and tribal agencies to develop a pool of families to meet the diverse needs of children in OHC (OHC). DCF continues to work toward increasing the racial and ethnic diversity of foster families. Specific strategies that are used include the following:

- Sustain a consistent, statewide recruitment campaign with materials that can be used by local agencies to build on the recognition gained from the statewide activities. During 2018, DCF, in collaboration with Wisconsin's tribes, created and released billboards to publicize the

recruitment of foster homes for American Indian children. During another collaboration with the tribes in 2017-18, DCF developed a new and more expansive tribal campaign; this launched in May 2018 at the same time a refreshed general foster parent recruitment campaign began. DCF efforts to promote the need for families within and among the tribal community continue.

- Continue to improve the use of recruitment and retention data to enable agencies to make program improvement decisions based upon current and accurate data concerning family recruitment and retention. DCF is implementing a Geographic Placement Resource System (GPRS) to target recruitment and better identify areas in need and where foster children are removed. Being able to visualize on a map where foster children come from and where they are placed will improve the identification of areas in need of recruitment efforts by local agencies. The GPRS will display the race, ethnicity, relationship status, level of care certification, and provider characteristics. There were delays in the implementation of the targeted recruitment in GPRS due to state level changes to the geographic information system used by GPRS at DCF. GPRS became available to agencies in 2013. In 2015, licensing agencies were required to enter more specific provider characteristics into eWiSACWIS to improve the information available to improve the match between the child and potential foster homes. Beginning in 2019, DCF began making improvements to GPRS to increase usability of the system and ensure data quality.
- Promote State Permanency Consultant (SPC) work with counties, tribes, and private agencies to facilitate timely, quality permanence for children. The SPCs are available to provide child-specific recruitment efforts, which include Family Finding and Engagement, Permanency Roundtables, photo listing, creating recruitment videos, etc. Since 2015 the SPCs have been available to public child welfare agencies to request Family Finding and Engagement for children needing a permanent resource and they provide consultation and coaching to workers and supervisors trained in Family Finding and Engagement. Statewide training of Family Finding and Engagement was provided in 2019 to all counties and tribes who wanted to participate.
- Collaborate with counties, tribes, and private agencies to develop policies and procedures that increase the identification of relatives as placement resources. In 2016, DCF released a desk guide to assist caseworkers in Family Finding and Engagement efforts. This includes having the legal authority to contact relatives in Wisconsin and tips to involve relatives in case planning.
- Provide support and training to counties, tribes, and private agencies to improve community and cultural responsiveness to recruitment and retention activities, including access to services.
- Implement a dual licensing process (SAFE) to help facilitate quality and timely permanence by having studied and approved foster/adopt families as resources for children in need of permanence. Legislation was passed in 2016 via Act 378, which requires a standardized home study for all foster and adoptive parents in Wisconsin.

The Foster Care and Adoption Resource Center (FCARC) produces a variety of recruitment resources for agencies to use at the local level. Local agencies also use resource center brochures and information to connect with families. In addition, the resource center has supported the recruitment and retention of foster and adoptive families through the annual foster care coordinators' conference. In 2016, the focus of the conference was emotional regulation for secondary trauma and targeted recruitment of foster homes. DCF is committed to assisting local agencies with targeted and child-specific recruitment. Beginning in 2010 and continuing through the present, the FCARC created new resources for relative caregivers, especially those who become licensed families. FCARC created a resource guide to assist workers working with relative caregivers and DCF approved the guide for issuance in 2013. In 2014, a

training was conducted on the relative caregiver guide and in 2018 the guide was incorporated into the caseworker on-line placement training.

In 2017, to assist foster home licensing agencies in recruiting qualified foster parents, DCF implemented a recruitment plan that went into effect on July 1, 2017, and will continue until at least December 31, 2020. DCF, in partnership with FCARC, hosted a series of recruitment activities in coordination with the Coalition for Children Youth and Families, which sought to increase the capacity within child welfare agencies to recruit. These activities were open to all foster home licensing agencies throughout the state, including county agencies, private child placing agencies, and tribal agencies. A total of 43 agencies voluntarily participated in the activities with the in SFY 2018, and in SFY 2020, an additional eight agencies participated in the recruitment activities.

Agencies that chose to participate were expected to:

- Assess of needs specific to their agency.
- Create a recruitment plan with assistance from FCARC.
- Learn how to use their current licensed foster homes as a recruitment resource.

DCF produced a data summary specific to each participating agency. For example, DCF provided county child welfare agencies a breakdown of the demographics for the children currently in care within their county, as well as demographics on the agency's currently licensed foster parents. The data were provided as a tool to allow agencies to see how well their foster families were currently meeting the needs of the children in their care and whether there were gaps that needed to be targeted as part of the recruitment efforts.

In addition to the recruitment activities, FCARC trained and coached licensed foster parents to recruit foster homes within the participating communities. Each participating agency identified at least one foster parent champion to be an active member of their recruitment efforts. Foster parent champions gathered for a day-long conference to learn about recruitment strategies and how they could be an asset to their agency's recruitment goals. To acknowledge foster parents for their efforts, DCF provided licensing agencies reimbursement funds for time, travel, childcare, and/or mileage costs incurred by their licensed foster parents who participated in recruitment activities. DCF will continue to reimburse these costs until at least the end of SFY 2020. Agencies submit requests for reimbursement and DCF provides the funds to the agency. Once awarded, the agency provides a stipend to reimburse their licensed foster parents.

DCF continues to support child welfare agencies in their recruitment of new licensed foster homes by providing licensed foster parents with an acknowledgement gift card with a value of $100 for successfully recruiting new licensed foster parents. This is open to any foster parent licensed by a public, private, or tribal licensing agency. Foster parents are the greatest recruiter of new foster parents. DCF will provide foster parents who successfully recruit new foster parents with this gift through at least the end of SFY 2020.

The Recruitment Activities are further explained in Memo Series 2019 -18i.

Tribal Recruitment Efforts

In addition to the recruitment activities offered to all counties and private child placing agencies, DCF has provided additional targeted recruitment assistance to tribal agencies. The tribal recruitment

workgroup provides technical assistance to the tribes and helps to identify barriers and gaps in the licensing process. Tribes were provided in-depth assistance to identify child needs within the population they serve and received support with developing strategies for reaching families that will best meet those needs. The group has also worked closely with DCF and FCARC to develop materials for recruitment purposes, such as lawn signs, brochures, and billboards, and continued work is being done to develop trainings and tribal resources for families. Furthermore, DCF and FCARC worked alongside tribal stakeholders to create a video detailing the need for licensed foster parents and preserving culture within the tribal communities of Wisconsin. The launch of the recruitment campaign took place in the spring of 2018. Additionally, five tribes created specific recruitment plans and increased their foster home licensed or certified capacity by 100 percent in 2018. In 2019, efforts began on tribal-specific guides to serve as placement resources. These were created with each participating tribe and can be shared with families who may not be tribal members but are caring for tribal children.

	Number of Homes (Prior to Initiative)	Number of New Inquiries (Since Initiative Began)	Likely Newly Licensed*	Total of Current Likely Licensed*	Conversion Success (Inquiry to Likely Licensed)	Total Percent Increase
Oneida	11	14	11	22	79%	**100%**
Sokaogon	1	9	2	3	22%	**200%**
Red Cliff	22	19	11	33	58%	**50%**
Lac Courte Oreilles	1	2	7	8	NA**	**700%**
Menominee (County Licensed)	6	17	10	16	59%	**167%**
Overall	41	53	41	82	77%	**100%**

Staff at the resource center continue to operate a 1-800 toll-free recruitment line and have enhanced their website to accept electronic inquiries regarding foster care and adoption. FCARC will continue to meet with local county and tribal agencies to gather information and ideas about how to expand services to meet the needs of local agencies.

The department continues to maintain and refresh a recruitment campaign to garner interest, counter negative images of foster care, and redefine what it means to be a foster parent in Wisconsin. This public awareness campaign was refreshed in 2018 in celebration of National Foster Care Month and continued throughout the year. Interest in foster care has risen as a result of the media campaign. In late 2020 or early 2021 DCF will refresh the campaign again.

DCF also supports the Wisconsin Foster and Adoptive Parent Association through funding and technical support for a statewide newsletter created by foster parents, the Foster and Adoptive Support and Preservation Program, and the biannual conferences. The support includes foster parents who are trained to respond to other foster parents' concerns, specifically around circumstances of allegations of abuse and neglect. DSP meets quarterly with foster parents from across Wisconsin in the Foster Parent

Advisory Committee to gather input on pending policies and legislation and to allow foster parents to bring forward concerns they have or hear from other foster families.

Quality Parenting Milwaukee

Wisconsin has also been working on the Quality Parenting Milwaukee (QPM) with oversight of the Division of Milwaukee Child Protective Services (DMCPS). DMCPS contracts with two agencies to deliver child welfare services in Milwaukee. The two contract agencies, Children's Wisconsin Community Services and SaintA are providing services through the QPM program. This effort emphasizes using a shared parenting model especially with new foster parents with the goal of developing effective working relationships between families of origin and foster parents.

Adoption Training Program

Legislation passed in 2016 increased the training requirements for adoptive parents from 16 hours to 25 hours. DCF worked with the UW-Milwaukee Training Partnership to develop new curriculum for families adopting through public adoption. The new training was implemented in September 2018 and includes an ongoing evaluation process to ensure families understand the training competencies.

Related, in September 2018, DCF brought together public, international, and domestic adoption agency staff to discuss issues related to adoption at a statewide conference**.** The focus of the conference was on transracial adoptions, the impact of trauma on children, and treatment services available within Wisconsin.

Wisconsin Adoption and Permanency Supports (WiAPS)

Wisconsin Adoption and Permanency Supports (WiAPS) are funded by federal IV-B, Subpart 2 funds and state funding, and are available to all adoptive and guardianship families, including parents of children who are adopted through domestic and international adoption programs. Adoptive families' contact information is shared with WiAPS at the time of adoption finalization, unless the family opts not to have their contact information shared. DCF continues to work with WiAPS to develop outreach plans for families with guardianships or providing kinship care.

DCF also participated in the Quality Improvement Center for Adoption and Guardianship (QIC-AG). WI implemented the Adoption and Guardianship Enhanced Support (AGES) program as a pilot in the Northeast region of the state. This initiative tested a promising practice designed to help adoptive and guardianship families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin counties and three tribes in the Northeastern Region. It will also determine whether the enhanced response to the emerging needs of adoptive and guardianship families is effective in increasing the capacity of adoptive parents and guardians to address the needs of their children and equipping parents and guardians to better manage family stress. Program evaluation found that families participating in the AGES program saw great benefits for their family and highly recommended continuing the program. More about the program, as well as the final Wisconsin Site Report, can be found at https://qic-ag.org/wi-site/.

Though the AGES pilot concluded on September 30, 2019, DCF continues to explore if it is feasible to continue the program in whole or in part through the WiAPS contract. The department is using lessons learned to enhance services provided by the WiAPS and continues to work with the QIC-AG on additional capacity building activities, including surveying post-permanency families on their needs and

disseminating information learned about post-permanency families during their participation in the QIC-AG.

Adoption Call to Action

In response to the Children's Bureau Adoption Call to Action, Wisconsin has taken time to assess the data provided, compare it to in-house data, and add additional data points to evaluate where delays in adoption finalization could be improved. One important distinction Wisconsin made is between delays pre-termination of parental rights and post-termination of parental rights. The barriers to adoption in Wisconsin are different for those populations. Under the Adoption Call to Action, DCF has chosen to focus on children who are post-termination of parental rights and began two different initiatives. The first is to create a formalized, internal process to review cases post-TPR and ensure barriers to finalization are being addressed quickly. The second initiative is in collaboration with the Children's Court Improvement Program and is focused on developing education and resources to help judicial partners understand the nuances and barriers of a case post-TPR.

Interstate Compact for the Placement of Children (ICPC) – Item 36

The Division of Safety and Permanence (DSP) is responsible for processing requests for the placement of children across state lines under the Interstate Compact of the Placement of Children (ICPC) and Wisconsin law under s. 48.988 (the proposed ICPC has been included in s. 48.99). The Wisconsin ICPC specialists work with other states as well as Wisconsin's local agencies to process incoming and outgoing requests.

Data or Information to Demonstrate Performance and Initiatives to Address
Until recently, Wisconsin had a process of receiving paper ICPC request packets from local agencies through mail and sending incoming requests from other states through mail to Wisconsin local agencies. Wisconsin was one of the six original states to pilot the National Electronic Interstate Compact Enterprise (NEICE) beginning in November 2013 and continued beyond the pilot with NEICE in 2015. Wisconsin has since used the NEICE Web-based Case Management System.

In May 2015, DSP participated in a LEAN project pertaining to the ICPC to review all the steps involved in Wisconsin's process, determine what issues could be addressed, and create a plan to address and improve the ICPC process to ensure timely placement of children across state lines. The resulting plan included updating eWiSACWIS functionality, which would eliminate duplicative work and reduce paper, as well as decrease the amount of time that the ICPC specialists spend on individually educating workers on the ICPC process.

From 2015 to 2019, eWiSACWIS enhancements completely changed Wisconsin's process for requesting placements under the ICPC. Under the new process, local agencies are required to submit any outgoing ICPC requests through eWiSACWIS (except for private adoption agencies that do not have access to eWiSACWIS). The local agency is only able to electronically submit the request if all necessary information and required documentation is included. The system now requires information regarding the participants in the request, helps the worker determine the ICPC regulation type, gathers information regarding the proposed placement resource, and requires all documentation specific to the type of request. Requiring this information prior to submitting the request to the Wisconsin ICPC office has helped local agencies understand what they need for a request and reduced the time ICPC specialists spend explaining ICPC requirements to workers. The ICPC specialists use the same

functionality to upload incoming ICPC requests into eWiSACWIS for assignment and review by Wisconsin local agencies. The system now allows for all ICPC information to be in one place, which improves communication between the local agencies and the Wisconsin ICPC specialists.

In order to support local agencies in preparing outgoing ICPC requests and responding to incoming ICPC requests, policy and procedures for ICPC were documented more thoroughly in Wisconsin's Ongoing Services Standards in June 2017. Online training and other supporting materials were developed in 2018. These resources will allow local workers to quickly access the information they need about the ICPC to facilitate timely placement of children in and out of Wisconsin.

Prior to the updates to eWiSACWIS, Wisconsin had limited data for both incoming and outgoing ICPC requests. Since the June 2017 eWiSACWIS updates, Wisconsin has been collecting significantly more data about both incoming and outgoing requests. Since the original eWiSACWIS release, DCF has continued with system updates to improve functionality. Wisconsin will create reports that reflect accurate and comprehensive ICPC data. This data will be used to further evaluate the effectiveness and efficiency of our ICPC process in Wisconsin. Once finalized, this data will inform planning for program improvement, including the timeliness of home studies conducted in Wisconsin.

Brief Assessment of Progress Toward Outcomes for Systemic Factor (Items 33-36)

Items 33 and 34 were found to be a strength during the 2018 CFSR; this is due to comprehensive standards being in place and followed to assure compliance.

Item 35 was found to be an "Area Needing Improvement" during the 2018 CFSR. However, DCF data over time shows that DCF foster parents' races and ethnicities are increasingly matching the race and ethnicity of children in the OHC system. In addition, recent efforts to recruit tribal foster parents have been very successful - more than doubling the number of tribal foster parents as noted in Item 35. These efforts will continue. DCF will continue to build on overall efforts to recruit and support foster parents as described in Item 35.

Item 36 was found to be an "Area Needing Improvement" because DCF's ability to track the timeliness home studies was found to be insufficient. DCF continues to work on a technical fix so that this functionality will be available in the future. In addition, DCF's role as a leader in the NIECE system has been recognized nationally and by stakeholders. Please refer to specific item descriptions for initiatives to address each of the items.

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3. Update to the Plan for Enacting the State's Vision

DCF's vision is articulated in section 2 beginning on page 17. DCF's plan for enacting the state vision is built around the approved 2020 Program Improvement Plan. This plan is aligned with the Children's Bureau's focus on strengthening families through primary prevention of child maltreatment while securing permanency for all children and youth. The overarching vision for DCF's plan is that:

- All Wisconsin Children are safe, and loved members of thriving families and communities; and,
- the Wisconsin child welfare system will strengthen all Wisconsin children to support their children, because children belong with their families.

The following goals and objectives were adjusted from the 2020-2024 CFSP to align with and include new strategies incorporated in the PIP as well as DCF's strategic vision and planning process. An overall theme that emerged in the strategic planning process was that Family First Prevention and Services Act (FFPSA) requirements provide an important vehicle for DCF to achieve overall child welfare system goals. Goals and objectives are responsive to the 2018 CFSR and information provided on child welfare outcomes and systemic factors described in Section 2 of this APSR.

The 2021 APSR provides an update on five overall goals:

1. To improve the quality, effectiveness and availability of safety services.
2. To improve the quality and effectiveness of permanency services for children and families.
3. To engage children and families in more effective and meaningful ways.
4. To improve access to services and supports for youth and families by building community capacity.
5. To assure a healthy, stable inclusive and strong child welfare system and infrastructure that improves the safety, well-being and permanency of families.

For each goal, strategies are articulated that are designed to move DCF toward meeting the overall goal. For each of the strategies, DCF notes the corresponding CFSR performance outcome and systemic factors being addressed as well as the rationale for selecting the objective. Information is also provided about activities that will be undertaken, staff training and technical assistance, and implementation supports needed to pursue strategies as well as feedback loops. Additionally, new strategies added for alignment with the approved PIP and strategic planning are noted in italics. Please note that for PIP specific strategies, more specific updates will be incorporated in Wisconsin's PIP reporting process.

Goal 1: Improve the quality, effectiveness and availability of safety services for children and families.

Objective 1.1 To improve safety supports for children being served in the home (Name has changed from Safety Services to Targeted Safety Services) (Addresses Items 2, 3 and 12, 29 and 30). (2020 PIP)

Rationale: Children and families identified as unsafe in the child welfare system have specific needs that must be met in order to avoid further engagement in the child welfare system. These needs include access to services to meet a variety of family needs and identification of specific needs that must be addressed to assure child and family safety and well-being.

In the last year, DCF was involved in the following activities:

- DCF issued an RFP to date and there are now 63 counties and two tribal child welfare agencies participating, an increase of 22 counties and one Tribe.
- All counties and tribes that applied for funding received support.

Staff Training and Technical Assistance:

- Training and technical assistance will be provided as articulated in the PIP. DCF will work with the Professional Development System to provide appropriate training at the county level to support implementation and ongoing efforts.
- Calls are held every other month with participating counties for technical assistance.

Measures of Progress:

- Regular reports are created and reviewed for purposes of evaluating the services provided to children and families.
- DCF will use the six-month reports required by the PIP to document numbers of new programs, number of counties participating, establishing and reporting on fidelity to program model. During the two-year time frame DCF will identify and measure more specific outcomes.
- Outcomes to date include services to 480 individuals to meet needs.

Implementation Supports:

- Possible IT upgrades and assistance to new counties that may need help developing and implementing policies.

Feedback Loops:

- DCF will continue to request feedback and provide updates about the progress on this initiative with the Wisconsin County Human Services Association Policy Advisory Council (WCHSA PAC), the Continuous Quality Improvement (CQI) Advisory Council, and the Secretary's Child Welfare Advisory Council, and work with DCF's Bureau of Regional Operations to provide feedback to counties on evolving issues, data and trends to be responsive to.

Objective 1.2: Enhance use of technology to promote timely initiation of safety investigations. (Added for Alignment with Approved 2020 PIP)

Rationale: The timeliness of initial investigations is critically important. Technology is available to track timeliness and share data with counties and their staff to ensure they meet federal and state required timelines.

Ongoing activities to meet this objective include:

- DCF continues to use its initial timeliness dashboard to track performance on this indicator.
- Counties with performance below standards are identified and assisted to improve performance.
- Quarterly calls are held with participating counties for technical assistance around identified issues.

Staff Training and Technical Assistance:

- Existing staff and supervisors are trained in this tool. As new child welfare staff are hired, they will be provided support in how to use these tools.

Measures of Progress:

- DCF will analyze trends in data shared through dashboards.
- Reports will be included in PIP status reports.

Implementation Supports

- DCF will provide continued technical support for the platform that supports DCF dashboards.

Feedback Loops:

- DCF's Bureau of Regional Operations works with counties that are performing below expectations by providing information about performance and technical assistance on how to improve performance.
- DCF's Bureau of Compliance and Research Analytics displays dashboards for public viewing and monitors statewide performance and trends.

Goal 2: To improve the quality and effectiveness of permanency services for children and families.

Objective 2.1 To develop a tailored dispositional orders and conditions for return project for timely permanence. (Items 2, 3, 5, 6, 12, 21 and 23). 2020 PIP

Rationale: DCF worked with the Children's Court Improvement Project (CCIP) to develop a strategy that addresses concerns with the current court report and dispositional order, which contain the conditions for return and rules of supervision. It has been found that these are not tailored to each parent and are not based on the specific circumstances and behaviors that must occur for the child to be returned home safely. This project will address how to improve this report and processes and supports relevant to it.

In the last year, DCF has been engaged in the following activities:

- DCF and CCIP have identified and convened a work group comprised of representatives from DCF, the Children's Court Improvement Project, the University of Wisconsin's Institute for Research on Poverty, and the Wisconsin Professional Development System to outline a workplan for program implementation.
- The group is working on identifying pilot counties using data and stakeholder feedback from legal and other stakeholders.
- In addition, training topics and resources are also being identified by engaging legal and other stakeholders. These topics will be used to shape resources and training developed.

Staff Training and Technical Assistance:

- CCIP will continue to work with judicial stakeholders and DCF to create multi-disciplinary training focused on the purpose of dispositional orders and how to work effectively with partners to improve outcomes.
- Training will also cover a range of key topics necessary for effective dispositional order planning. These include assuring child safety, trauma-informed approaches, parent protective capacities, how to write effective dispositional orders, services available and those needed, among other important areas.

Measures of Progress:

- DCF will use the six-month PIP reports to work with CCIP on identification of policies, procedures and court documents that need to be adjusted.

Implementation Supports:

- Possible eWiSACWIS changes and changes to CCAP may be needed.
- Other technical changes may be deemed necessary for DCF and/or court forms and processes.

Feedback Loops:

- DCF will continue to request feedback and provide updates about the progress on this initiative with the Wisconsin County Human Services Association, Policy Advisory Council (WCHSA PAC), the Continuous Quality Improvement (CQI) Advisory Council, the Secretary's Child Welfare Advisory Council, the Judicial Workgroup on Effective Court Orders, and the Judicial Committee

on Child Welfare. These cross-sector bodies work directly with county, legal and judicial stakeholders across the state.

Objective 2.3: To implement claiming procedures for legal fees using IV-E Funding (Items 5,6, 22, 23, 24)

Rationale: Research shows that quality legal representation leads to better outcomes for families. Greater availability of legal counsel and support for child welfare families will lead to improved outcomes for families. Some counties in Wisconsin already use this benefit.

Key Activities:

- DCF continues to work with the Children's Court Improvement Project to identify the most effective approach as federal guidance and requirements change.
- DCF consulted with the Wisconsin Commission on Children and the Courts and the Judicial Committee on Child Welfare to secure input on how this process was implemented.
- DCF will solicit feedback from Wisconsin counties regarding current processes and potential changes
- An updated application will be developed for all counties; counties will be able to apply annually for projected reimbursement costs.
- DCF will measure the use of this benefit and outcomes for children and families.

Measures of Progress:

- Use of IV-E Reimbursement by counties.
- Over time, DCF will examine how to document improvements in child and family outcomes.

Staff Training and Technical Assistance:

- The application process details what processes and costs are allowable. DCF staff are available for follow up questions.

Implementation Supports:

- Technical assistance will be provided to counties around eligible costs for reimbursement.
- DCF's current technology supports the use of the benefit.

Feedback Loops:

- Information and updates about the use of this benefit are discussed at WCHSA PAC, Wisconsin County Human Services Financial Manager's Association (WHSFMA) and through DCF's Bureau of Regional Operations (BRO) Financial Managers Regional Meetings. As noted above, two key statewide Judicial Stakeholder groups have also been provided the opportunity to provide feedback on DCF practice.
- DCF will continue to inform these advisory groups about the use of this benefit and related issues.

Goal 3: Engaging children and families in more effective and meaningful ways.

Objective 3.1: To expand Family Find and Engagement (FFE) statewide. (Items 7, 9, 10, 11) 2020 PIP

Rationale: Due to lack of knowledge and consistent application of family engagement techniques by caseworkers, family members and important adults are not always informed about or provided the opportunities to remain connected with, be considered placements for, or reviewed as permanent homes for children living in out-of-home care. Family Find and Engagement is a research-based approach to finding and engaging more relatives.

In the last year:

- DCF issued a memo addressing the process and requirements for expansion of FFE. It is available at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2019-08i.pdf.
- Significant efforts and supports were provided to support statewide expansion.

Staff Training and Technical Assistance:

- Training was provided across the state in a wide range of topics that will be detailed more specifically in the PIP.
- Ongoing support and training will be provided as identified.

Measures of Progress:

- DCF will use the six-month PIP reporting to update the CB on measures established that include number of programs, number of new counties participating and other possible activities.

Implementation Supports:

- eWiSACWIS upgrades will be needed related to identifying relative connections including a genogram.

Feedback Loops:

- DCF sought regular feedback and worked closely with the WCHSA PAC and the Foster Parent Advisory Council to develop and roll out this program statewide.

*Objective 3.2 To improve the quality of caseworker engagement with families through use of improvement science and rapid-cycle change (e.g., Plan Do Study Act (PDSA) cycles) (*Addresses 2, 3, 4, 5, 12, 13, 14 and 15 and service array). *2020 PIP*

Rationale: the quality of caseworker visits was identified as an area of concern in the state CFSR process in 2018. DCF learned from extensive stakeholder outreach that a lack of training and inconsistencies in knowledge and standards around what constitutes a quality contact and how to document such a contact exist. Thus, caseworkers are not always aware of the characteristics and goals to achieve when attempting a quality contact. This more systematic, data-informed approach will address quality as well as better engagement in caseworker engagement with children and families.

Activities:

In the last year DCF worked on the following:

- Creating a Quality Engagement Plan Do Study Act (PDSA) toolbox for agency staff to select tools and resources to improve the quality of caseworker engagement. This has been posted online for agency staff to utilize. The toolbox should be provided online in upcoming months.
- Initial planning for Implementing a Quality Engagement PDSA innovation zones with partners has occurred. There were 13 applications from agencies. Ten applications were approved and now make up the innovation zones. Plans are being made to gather the agencies together to engage in collaborative training and work on the PDSA process.
- Identify and implement practice improvements learned through innovation zones and CQI analysis.

Staff Training and Technical Assistance:

- An online training will be created.
- Technical Assistance will be provided by the WCWPDS and DCF.

Measures of Progress:

- DCF will use the six-month reports through the PIP period to report on the development, training and improvements and adjustments to caseworker visits related to this initiative.

Implementation Supports

- Development of training and technical assistance to support practice.

Feedback Loops

- DCF will continue to work with the CQI Advisory Committee to provide updates and secure feedback from local county members about lessons learned, practice changes, challenges and successes.

Objective 3.4: To establish a parent voice model through parent mentoring and leadership development called Parents Supporting Parents Model. (Items 9, 10, 11, 14, 15, 29 and 30 and Service Array) – *2020 PIP*

Rationale: The CFSR findings showed that Wisconsin needs to improve how to more systematically and effectively engage families, particularly fathers. Feedback from the Wisconsin birthparent stakeholder group held during the Wisconsin CFSR reflected inconsistency in the level of involvement parents. They also noted concerns of being distrustful or intimated by the child welfare system as well as not being well-informed about how the process works. Wisconsin's parent voice model is based on an evidence-based parent partner model from Iowa shown to more effectively engage parents in the child welfare system.

Activities:

- Distributed application materials for and awarded contracts in three innovation zones.

- Through an Implementation Advisory Group comprised of DCF, Innovation Zones, PDS, and parents with lived experience, Wisconsin is in the process of adapting Iowa's Parent Partner model for Wisconsin.
- Selected evaluation partner to consult on Wisconsin's adaptation of Iowa's model and develop a Wisconsin program evaluation.

Measures of Progress:

- DCF will use the six-month PIP reports to identify progress toward program outcomes.

Staff Training and Technical Assistance

- DCF and PDS will work on identifying and providing training and technical assistance needed to implement program.
- DCF will consult with Iowa and an evaluation partner on model adaptation and implementation to fidelity.

Implementation Supports:

- DCF will issue an RFP and select three counties for initial engagement in this initiative.

Feedback Loops:

- Implementation teams will be an ongoing source of feedback for this effort as well as sharing updates with the WCHSA PAC and other DCF Partners.

Objective 3.5: Increase support and engagement for relative caregivers. Addresses 4, 5, 6, (8?) 9, 10 and 11 (P 1, WB 1) 2020 PIP

Rationale: Wisconsin's CFSR found that the state performs well in identifying and using relative caregivers for placing children. DCF is committed to strengthening performance in this area of practice including providing more support and training for relative caregivers to help them become better prepared to support children in their care and improve permanency outcomes.

In the last year, DCF was involved in the following activities:

- DCF will continue to support a relative caregiver workgroup launched in 2019 to advise the department on specific needs, challenges, and what additional supports will help relatives care for their children.
- DCF continues to inventory evidence-based practices that could be utilized to support relative caregiver based on analysis, identify and implement specific practices.
- Two web-based curricula were developed.
- Tip sheets for relative caregivers focused on access to health care, educational advocacy, and parenting children with severe behaviors were developed.
- A web-based portal was developed that assists with accessing services such as Medicaid, child care, educational assistance and other services.
- A relative caregiver conference was hosted by DCF that included more than 300 relatives who were brought together to discuss issues with each other, receive training and provide critical input to DCF.
- See annual report in Attachment B for more details.

Staff Training and Technical Assistance:

- Activities noted above include web-based curricula, tip sheets and other support materials.
- DCF will work with WCWPDS and relative stakeholders on developing these materials.

Measures of Progress:

- DCF will use the six-month PIP reports to identify progress toward program outcomes.
- See also Kinship Navigator in Attachment B with other data collected on this initiative.

Implementation Supports:

- This will include technical support required to develop web-based portal and other online resources described above.

Feedback Loops:

- DCF has a very engaged relative caregiver workgroup that helped shape resources described under activities.
- This workgroup will also be tapped to identify a more comprehensive and effective continuum of services to better serve more children in their homes as DCF further articulates the details of the child welfare system strategic plan.

Objective 3.6 To further strengthen and build youth voice and engagement through state and local Youth Advisory Councils, Youth Leadership Teams, and Runaway and Homeless Youth (RHY) and family listening sessions.

Rationale: DCF has established a strong youth voice infrastructure. Strengthening the support of current youth voice initiatives and expanding opportunity to others at-risk of entering formal systems is critical to ensuring sustained and meaningful input from those the child welfare or youth justice system may touch.

Activities:
DCF continues to:

- Support youth involvement through training and technical assistance.
- Develop and provide resources that help more fully engage youth in these advisory groups.
- Find new ways to solicit youth feedback as DCF develops its strategic plan and future opportunities to provide input on policies and practices.

Staff Training and Technical Assistance:

- DCF staff will continue to work with the different youth advisory groups to support the development of advocacy efforts they are interested in and assist with their own personal leadership development.

- DCF will identify and provide training and technical assistance, including the development of additional resources, to support the regional Youth Advisory Councils, the Youth Leadership Teams, and child welfare/youth justice professionals.

Measures of Progress:

- Participation in engagement efforts includes the statewide Youth Advisory Council, composed of 18 youth who meet roughly every other month. The Youth Leadership Teams are active groups of 20 total youth across the state that meet regionally on a quarterly basis.
- Documentation of youth advisory/advocacy opportunities that shape legislation or DCF polici~~es~~, e.g., testifying at legislative meetings, contributing to policy drafts, reviewing grant applications, participating in program design sessions, providing "change presentations" to targeted stakeholders, etc.
- These youth were consulted around impacts of COVID-19 and helped to shape the state response around providing resources and supports to youth.
- DCF will continue to use youth evaluations to document what is working, areas of improvement and future items of interest.

Implementation Supports:

- To be determined based on emerging needs and priorities identified by the group.

Feedback Loops:

- Generating feedback and engaging youth is a critical component of this objective. Those activities are described with respect to the project work under "activities."
- The YAC and Youth Leadership Teams will also be tapped for feedback relating to the details of shaping a more effective youth service delivery system as DCF further articulates the details of the child welfare system strategic plan.

Objective 3.7: Assess the timeliness of six-month Permanency Reviews and improve the quality of administrative review panels conducting permanency reviews. (Items 4, 5, 21) Added for alignment with the 2020 PIP

Rationale: A finding in the 2018 CFSR was that six-month permanency reviews were not conducted in a timely way. Another identified need was to improve the quality and consistency of Wisconsin's administrative review panels as an option for counties to conduct six-month reviews.

Activities:

In the next year, DCF will:

- Assess current data and reporting process to determine how to update current reports so that information on timeliness of the 60-day Permanency Plan and six-month permanency review/hearing are available on a regular basis statewide and by county.
- Design a new reporting mechanism.
- Identify training needs to promote consistency in administrative review panels.

Training:

- DCF will begin discussions with the WCWPDS to identify what training needs will help support a more consistent role for administrative review panel members.
- Technical materials will be developed for the support of improving administrative review panel practices.

Measures:

- When the six-month timeliness dashboard is completed in 2021, it will be used as a more consistent way to measure timeliness of these reviews.
- As part of the PIP process, more specific measures will be developed around gauging the quality and consistency of administrative review panels.
- More specific information will be reported through Wisconsin's PIP.

Implementation Supports:

- Technology updates will be identified to support this new level of reporting that will include updates to the eWiSACWIS system.
- A quarterly review process will be established by DCF that will deploy Bureau of Regional Operations staff to provide ongoing technical assistance around performance issues once the dashboard is completed.
- Training described above will be important for implementation.

Feedback Loops:

- DCF will make this dashboard public when completed.
- Dashboard information and processes created will be shared with DCF stakeholders such as the WCHSA PAC, different judicial stakeholder groups and others that may be identified through the PIP process.

Goal 4: Improve access to services and supports for youth and families by building community capacity.

Objective 4.1. Better understand the landscape for prevention services through assessing the current array of prevention services for children and families in the child welfare system. (Items 1, 12, 17, 18, 29 and 30)

Rationale: This strategy will provide DCF with the data necessary to strengthen prevention services throughout the state. There are a wide range of partners and projects or initiatives in Wisconsin aimed at the prevention of child abuse and neglect. This has led to considerable variance across counties in what services are available. Because Wisconsin is primarily a locally administered service system, our state lacks a comprehensive and holistic understanding of the full spectrum of prevention and early intervention activities across the state. The results of the prevention and early intervention scan will help DCF and key prevention partners and providers identify opportunities for collaboration and other strategies to create a robust continuum of programs and services to prevent child abuse and neglect and, for some families, entry into the child welfare system.

Key Activities in the last year:

- DCF contracted with the University of Wisconsin as a partner to conduct the prevention scan.
- Stakeholders have been engaged in the process of reviewing goals for the prevention scan, recommending literature to inform the project, identifying sources of data and refining information gathering processes, participating in data review and analysis activities, interpreting results, and preparing a communication strategy for report dissemination.
- Key policy, programmatic and scholarly documents have been developed by UW to identify options, parameters and methods for developing the scan.
- These resources have been shared with stakeholders and DCF to inform project design and implementation.
- The process of information gathering included key informant interviews, formal sources, experiential information (surveys, interviews, focus groups, etc.), and promising practice case studies.
- Information gathered was reviewed, analyzed and interpreted by advisory committee.
- Based on the scan findings, needs and opportunities to strengthen the prevention continuum in Wisconsin will be identified. DCF, with stakeholder input, will develop and implement a plan to disseminate the scan findings.

Staff Training and Technical Assistance:

- These needs may emerge when study findings are complete.

Measures of Progress:

- A prevention scan report will be completed and shared with stakeholders by June 2021.
- The report will include data on the availability of prevention services across the state, the accessibility of available services, as well as an analysis of needs and opportunities for strengthening the prevention continuum for future program and policy decisions.

Implementation Supports:

- Findings may lead to upgrades to information systems and possibly other implementation supports.

Feedback Loops:

- Efforts to engage and inform stakeholders are described under the project activities.

Objective 4.2. Improve understanding of educational outcomes and needs through continuing work on Institute for Research on Poverty (IRP) Educational Research Project. (Item 16)

Rationale: It is important to understand trends and issues related to the educational outcomes of children in out-of-home care. Over time, data finds that children in out-of-home care and children who age-out of the system have poorer educational outcomes than their peers who do not have OHC experience. There is a need to identify barriers to high school graduation so that targeted interventions can be utilized to improve educational outcomes.

Key Activities:

- DCF contracted with IRP to conduct a study related to the impact of credit transfer issues on high school graduation for youth aging out of foster care.
- IRP has published the study and shared with DCF.
- DCF and IRP will review findings and identify patterns or trends, e.g., multiple school changes, credit transfers, educational challenges and other barriers to high school graduation.
- Based on patterns and trends identified, DCF will consider adjustments to practice.

Staff Training and Technical Assistance:

- Training and technical assistance needs may be identified as further analysis of findings progresses.

Measures of Progress:

- Overall findings are that students in OHC move schools more often than students who are not in OHC. Additionally, OHC students have fewer accumulated credits than their peers which is a barrier to graduation. Both trends are tied to poor educational outcomes.

- DCF is in the process of identifying more specific findings from this research to identify possible follow up questions for IRP and adjustments to practice in partnership with the Department of Public Instruction (DPI).

Implementation Supports:

- DCF will work with IRP and DPI to analyze and share appropriate and necessary data to inform future policy and practice changes.

Feedback Loops:

- DCF initiated this study after hearing extensively from youth who have aged out of care and older youth in foster care that credit transfer issues posed significant barriers to educational achievement and timely graduation.

- Further analysis will allow for feedback from youth members of the Youth Advisory Council and the Youth Leadership Teams across the state (described in the collaboration section). By doing so, youth with lived experience will have the opportunity to consider the research findings and help identify implications and possible changes to policy and practice that best address the issues. This will require continued collaboration with the Department of Public Instruction as policies and programs cross both state agencies.

Objective 4.3. Better understand needs and services of youth and families in child welfare system (Item 12, 13 and Service Array) 2020 PIP

Rationale: It is critical to understand comprehensive needs of child welfare population to better address needs of the child welfare population.

Activities:

- As part of DCF strategic planning, intensive planning is underway to identify the range of needs for Wisconsin families as well as the range of tools that could be used to assess families.

Staff Training and Technical Assistance:

- Training needs will be identified when strategic planning recommendations are made.

Implementation Supports:

- Will be determined based on recommendations made.

Measures of Progress:

- Will be determined and reported on as part of Wisconsin's 2020 PIP.

Feedback Loops:

- Stakeholder feedback will be solicited as a key part of this objective.

Goal 5: The safety, permanency and well-being of children and families is improved assuring a healthy, stable, inclusive and strong child welfare system.

Objective 5.1: *To establish an overall vision and strategies to transform the child welfare system to support a more robust in-home infrastructure, and infrastructure and workforce through a comprehensive strategic planning process (Items 29-30/Service Array; 31-32 – Agency Responsiveness, 25-Quality Assurance)*

Rationale: DCF believes that FFPSA presented an opportunity to rethink the out-of-home care system. The process for planning for FFPSA will help DCF better understand both prevention and intervention services, service capacity, and how to redirect resources so that more youth are served in the community and have better, more tailored access to the range of services that will best meet their needs consistent with the strategic vision that was described in Section 2, DCF Vision. More details are provided about DCF's strategic planning in Attachment A.

In the last year, DCF was engaged in the following activities:

- Used the Child Welfare Model for Practice as a framework for an overall strategic planning process.
- Worked at a department level to define DCF's overall vision for transformation of the child welfare system.
- Solicited and included feedback from tribes, counties and other stakeholders, including those with lived experience.
- Formed strategic planning workgroups described in Section 2 and further in Attachment A.
- Identified specific opportunities for stakeholder feedback for all elements of the plan to help further define specific decisions and required activities. The stakeholder groups for which DCF is still fleshing out more plans include counties, residential and in-home service providers, youth and parents with lived experience, and other keep system partners such as health, workforce and schools. DCF will continue to work closely with the Indian Child Welfare Directors to assure coordination with Tribal governments.

Continuing activities will include:

- Identifying policy, practice and statutory changes required to implement FFPSA.
- Specifically identifying how to utilize resources available through the Family First Transition Act to support implementation activities.
- Identifying state budget requests to support ongoing projected needs.
- Articulating which specific policies, practices, and activities will be defined and implemented as DCF moves its strategic vision forward.
- Effectively communicating about the state's approach through strategic planning updates; providing opportunities for stakeholder engagement, including planning efforts; and implementing FFPSA through DCF's website and other communication platforms.
- Articulate more specifics about how Wisconsin will be ready to implement FFPSA by October 1, 2021.

Staff Training and Technical Assistance:

- To be determined based on goals and strategies identified or adjusted based on agreed-upon strategic plan.

Measures of Progress:

- Articulation of a shared vision.
- Development of a robust strategic plan.
- Development of a more detailed implementation plan.
- Over time documentation of practice shifts that show more children being served in the community and children in residential treatment are more successful as a result of targeted and effective clinical and trauma-informed treatment.

Implementation Supports:

- To be determined based on goals and strategies identified or adjusted according to agreed-upon strategic plan.
- DCF has requested funding through the 2019-2021 biennial budget.

Feedback Loops:

- Activities described above address how feedback from multiple stakeholder groups drives the strategic plan and how planned efforts to secure a wide range of feedback in the future will progress.

Objective 5.2 To assess workload and caseload for the state child welfare system through collaboration with counties and tribes to complete a workload study to better understand system needs and direct future planning efforts. (Items 1, 2, 4, 5, 26, 27, 28, 29, 30)

Rationale: Because of Wisconsin's sharp rise in caseload size, workload responsibilities on child welfare workers has increased significantly. Based on the feedback from stakeholders prior, during, and after the CFSR, this increased workload and caseloads on child welfare workers is a major root cause of weaknesses in case practice items. DCF's current approach is to obtain information about caseworkers, supervisors, case aides, and other child welfare staff's existing workload and caseloads. This information-gathering will help inform decision-making and planning at both county and state levels.

Key Activities:

- A competitive bid resulted in a contract awarded to ICF Incorporated.
- An oversight committee comprised of DCF staff and nine other agencies from across the state was created. This committee met regularly in 2019 in order to oversee ICF's work on the study design.

Measures of Progress:

- Survey design was completed in early 2020.

- The workload study timeline was affected by the COVID-19 public health emergency. ICF has created options for next steps that DCF is currently considering.
- Analysis of the workload study to determine patterns, findings and possible adjustments to improve performance and system outcomes.

Technical Assistance:

- DCF continues to work with the vendor to help them understand Wisconsin's child welfare system and best assure the study's design is efficient and appropriate.

Implementation Supports

- These will be defined based on the new timeline established for planning.

Feedback Loop:

- DCF worked extensively with counties and tribes to shape the purpose, parameters and design of the study.
- Once it is completed, DCF will work closely with counties, tribes and other child welfare stakeholders to analyze findings and determine the best approach to effectively respond to findings through policy, program, training or other improvements.

Objective 5: Assure child welfare staff are prepared through an improved training monitoring system. Added for alignment with the 2020 PIP (Training and Management Information System Systemic Factors)

Rationale: In the 2018 CFSR, state tracking of training requirements was found to be an Area Needing Improvement (ANI)

Activities:

- Modifications to the information system have been made to better track data on worker training to assure that workers complete required training.
- Performance on training compliance is being shared and reviewed at quarterly steering committees.

Training:

- WCWPDS and DCF use compliance information to work with counties to reinforce understanding about and compliance with training requirements.

Measures:

- DCF will use the PIP process to provide updates on improvements related to workforce training compliance performance.

Implementation Supports:

- Enhancements were made to the eWiSACWIS and WCWPDS system for nightly transfer of data to support this activity.

Feedback Loops:

- See “activities” for description of sharing feedback at PDS quarterly Steering Committee and “training” for ongoing information sharing about performance and requirements with counties.

4. Quality Assurance System

Current Review Instrument/State Efforts to Conduct Case Review

DCF continues to use the CFSR tool, which was adopted by the state in 2015. Additional details on the case review process are also available in Section 2, Update on Assessment of Performance Quality Assurance section beginning on page 61. CFSR findings are used to assist in the development of key outcomes to be reviewed and inform improvement projects such as the PDSA Collaborative, which focuses on improving caseworker contacts with children and parents (Items 14 and 15). DCF conducts case record reviews in Access (i.e. intake), Initial Assessment (i.e. investigation), and Ongoing Services annually. Access case record reviews focus primarily on learning about information collection and documentation, screening decisions, identification of present danger and possible/likely Impending danger, and response time. In the last FFY, DCF completed a representative sample (approximately 300) of Access case reviews for calendar year 2019. DCF also developed and published an Access Case Review Dashboard that shows the consistency in which the state is making decisions at Access. Additionally, the Access case record reviews were used for analysis that helped demonstrate what pieces of information add value at Access. A summary of this analysis, which used data from 2015-2018, can be found at https://dcf.wisconsin.gov/files/bpm/qrpa/summary-of-access-case-record-review-results-2015-2018.pdf.

Progress on Planned CQI/QA Enhancements

The CQI Advisory Committee made significant contributions as to what, how, and when information is shared with child welfare professionals across the state. In the last FFY, DCF also automated the Initial Assessment review instrument, trained certified peer reviewers (which are made up of current county child welfare staff) and completed a representative sample (approximately 300) of Initial Assessments (IA) approved in calendar year 2019. The results of these reviews will be developed into a dashboard and be used for further analysis like access; this is expected to be completed in June 2020. The outcomes the review assesses include assessment of present danger, information gathering and documentation, safety assessments, maltreatment determinations, and case disposition. DCF plans to make enhancements to the IA review instrument based on lessons learned from this most recent review, as it was the first conducted using an automated review instrument. These enhancements will address cosmetic issues and provide clarity to reviewers in effort to ensure accurate, reliable and consistent results. Feedback from certified peer reviewers has been positive – overwhelmingly, reviewers have reported they have adopted lessons learned from reviewers into their own practice. This has helped promote internal continuous quality improvements at the local level. DCF is currently in the process of reviewing IA cases with expected preliminary results to be provided in June 2020.

DCF also continues to use the CFSR and Online Monitoring System (OMS) to conduct Ongoing reviews. DCF adopted the CFSR in 2015 and routinely makes improvements to internal case review processes. Specific improvements made in the last year include additions to review supplements, updating frequently asked questions, and improvements to making diligent efforts to obtain family voice.

PIP Measurement Plan Development of Baseline

In addition to state efforts using the federal instrument above, DCF focused efforts during the last FFY on conducting Ongoing case reviews. These are required as part of the PIP Monitoring plan, which was approved by the Children's Bureau in April 2019. The PIP Baseline is on track to be completed in June 2020. This will include a total of 65 cases randomly selected from across the state; 40 are foster care (i.e. out-of-home care) cases and 25 are in-home cases.

Finally, DCF routinely conducts specialized/targeted reviews. Examples of these reviews from the last FFY include a review on pre-adoption placement disruptions (i.e. placement changes that children experience after parental rights' have been terminated and prior to adoption finalization), county-specific reviews, and a review of permanency support in the Division of Milwaukee Child Protective Services (DMCPS).

Section 3 indicates how feedback loops are used to revise goals, objectives and interventions. Further information about how CQI supports these improvements as a system include the following.

How CQI Supports Feedback Loops and is Used to Revise Approaches and Measure Progress in Achieving Goals

Section 3 includes information on feedback loops as they relate to the specific CFSP and PIP objectives concerning adjusting approaches, soliciting feedback and measuring progress. Additional mechanisms used to support feedback loops in achieving goals include the following examples.

CQI Advisory Committee

This committee is comprised of DCF staff and county leaders with the purpose of continual information sharing about all aspects of the child welfare service delivery system and working towards an over-riding goal of gathering continual feedback to inform improved practices. This committee is used to formulate CQI guidance related to data analysis and key takeaways. For example, the CQI Advisory Committee provided feedback on the initial assessment case review process and will provide feedback on the analysis once the reviews are completed. The CQI Advisory Committee also assists in determining what key outcomes to review.

Applied Learning Communities

In 2019, DCF partnered with WCWPDS to offer a unique approach to professional development, called Applied Learning Communities (ALC's). ALC learners self-select to participate on agency teams and enroll in a regional learning cohort. The focus in 2019 was to study the Child Protective Services (CPS) practice requirements for the Case Transition Process outlined in the CPS Safety and Ongoing Standards. The outcomes the ALCs are two-fold. First, for participating agency teams to apply the PDSA model to team ideas on how to increase alignment between written policy expectations and implementation in practice. Second, for policymakers to hear from the people implementing it, specific to what works and what gets in the way. The ALC's are conducted in regions throughout the state and meetings occur throughout the year. A report was generated that details was learned during the process and what recommendations should be considered for continued improvement. DCF received these recommendations in early 2020 and expects to review and analyze them for consideration.

Systems Change Review

An ad hoc workgroup of the CQI Advisory Committee, called the Safety Action Workgroup, was established to focus on assessing aggregate information gathered and compiled from the Systems Change Review process. This is the process in which DCF conducts practice reviews on serious incidents. The Safety Action Workgroup will identify readily actionable practice and program improvement opportunities to be considered by the Child Welfare CQI Advisory Committee. The CQI Advisory Committee will evaluate considerations to determine what system changes may warrant further action.

5. Update on the Service Description

The following section describes how DCF uses specific federal funding streams to support the state child welfare system in alignment with federal rules and policies and DCF's strategic plan.

Stephanie Tubbs Jones Child Welfare Services Program

IV-B, Subpart 1 - Homeless and Runaway Youth Funding

The goal of the Runaway and Homeless Youth (RHY) Program is to prevent and reduce the number of youths experiencing homelessness in Wisconsin by ensuring that youth and their families have the services and supports that they need. The target population of the RHY Program is youth and young adults ages 12-21 that have run away, are at-risk of running away, who are homeless, or who are at imminent risk of becoming homeless. DCF recognizes the needs of RHY program participants are varied, and as such has identified outcomes that respond to the unique needs of different subsets of the RHY population. All programs effectively demonstrate the capacity to implement a holistic RHY Program that targets the following RHY Program Outcomes.

Promote Safe and Stable Housing
Youth are supported and stabilized so that whenever possible, youth stay connected with their families. Youth can live in safe, stable, and affordable housing and have access to a range of housing options as they transition to adulthood.

Programs services must provide:

- Runaway youth
  Youth in crisis are stabilized and remain with family or are stabilized to reunify with family as soon as possible. Whenever possible, youth must be stabilized through formal options such as shelter or host homes. When not possible, the program will work with the youth to identify stable and potentially sustainable housing options.

- Homeless youth with families
  Coordinate with local Continuum of Care as well as McKinney Vento and other service providers who can meet presenting needs.

- Unaccompanied homeless youth
  Youth in crisis are stabilized through formal options when consent can be obtained. When consent cannot be obtained or youth are not willing to utilize formal options, the program will work with the youth to identify stable and potentially sustainable housing options.

If a program provides housing, it must demonstrate knowledge of and commitment to a Housing First approach along with an understanding of the developmental, social and legal needs of young people.

In the last year, DCF developed a detailed plan for additional funding provided through the state budget. DCF staff engaged in a comprehensive analysis of effective services for youth identified as homeless or runaway, with an emphasis on effective rural programming. This analysis included a review of the literature pertaining to RHY service delivery (including aftercare), consent, and use of informal supports (including respite); a review of service delivery methods in other states; and listening sessions

throughout the state with youth, family, like kin, and other informal supports. As a result of this analysis, DCF determined that an effective strategy would be to support collaboration with McKinney-Vento liaisons in the schools, youth service providers, and county/tribal child welfare agencies through grants. These projects are underway and DCF will provide support and technical assistance as grant activities commence.

Services for Children Adopted from Other Countries

DSP has a limited role in international adoptions. Parents adopting children internationally can access services through their county department of human services, through their private insurance, and through the Wisconsin Adoption and Permanency Support (WiAPS) programs. The services that WiAPS offers to support families are described in Item 35, pages 102-103.

Services for Children under the age of 5

Wisconsin continues to follow Wisconsin's Act 181, "Best Outcomes for Children" legislation, which went into effect in 2012 and provides for better case planning to reduce the length of time that young children under the age of five in foster care are without a permanent family. The act establishes procedures regarding concurrent planning and requires that the child welfare agency determine whether concurrent planning should be used in a particular case. In addition, in certain cases, the agency must engage in concurrent planning unless the court orders the agency to do otherwise.

DCF will continue birth to five efforts it has been engaged in over the past five years and use its strategic planning process to provide more of a focus on the continuum of services for that age group. The agency recognizes the critical window of opportunity during children's early years for healthy brain development and how investment in those years supports the state's goal to reduce children in OHC and ensure more children are served in their family home. These efforts therefore align with the Child and Family Services Improvement and Innovation Act that requires states to expand information relating to health care coordination and oversight for children in foster care. This section describes Wisconsin's planned efforts over the next year to reduce the length of time children under the age of five are in foster care without a permanent family and how DCF's work helps meet the developmental needs of children under the age of five who receive services under the Title IV-B or IV-E programs. The chart below reflects recent data for this population. This population will continue to be a focus in the future.

Table: Demographics of Children aged 0-5 in OHC

Children aged 0-5 in OHC on December 31 of each Year

Child Gender	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Female	1,339	1,430	1,522	1,651	1,629	1,525
Male	1,426	1,464	1,539	1,739	1,716	1,627
Child Primary Race	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Black/African American	1,002	983	977	1,080	1,022	976
White	1,482	1,607	1,764	1,927	1,885	1,740
American Indian/Alaskan Native	193	227	229	267	293	266
Other	89	77	91	116	145	170
Child Hispanic	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Yes	285	269	294	301	304	311

No	2,408	2,572	2,705	3,017	2,955	2,723
Unknown	73	53	62	72	86	118
Total	**2,761**	**2,894**	**3,061**	**3,390**	**3,345**	**3,152**

Activities Targeted to Addressing the Developmental Needs of Young Children in Out-of-Home Care or Adoptive Families

To address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs, Initial Assessment and Ongoing staff provide two days of training on the effect maltreatment has on child development. Participants actively explore the developmental needs of infants, children, and toddlers and the consequences of child abuse and neglect in children from birth to adolescence. They then use that information to establish a framework to recognize potential developmental problems early, thereby enhancing their ability to develop appropriate family service plans.

Wisconsin's Foster Parent training also addresses the developmental needs of children.

The foster parent pre-placement training includes:

- An Overview of Foster Parenting
- Expectations of Foster Parents
- Caring for Children in Foster Care (including the developmental needs of infants, children and adolescents)
- Developing and Maintaining Family Connections
- Foster Family Self Care

The foster parent Foundation training includes:

- Attachment
- Cultural Dynamics in Placement
- Dynamics of Abuse and Neglect: Contributing Factors
- Dynamics of Abuse and Neglect: Signs and Indicators
- Effects of Fostering on the Family
- Guidance and Positive Discipline
- Impact of Trauma on Child Development
- Maintaining Family Connectedness
- Overview of Children's Court System
- Partners in Permanence
- Separation and Placement

Adoptive Parent Training

DCF continues to follow rule 51.10, implemented in 2018, which requires that adoptive parents need to receive at least 16 hours of training. These training topics are relevant to the needs of young children and help the child transition to the adoptive home. Some of the content covered includes:

- grief and loss;
- previous abuse and neglect;

- impact of trauma;
- understanding the child's culture;
- how trauma affects the normal stages of development for young children; and,
- additional adoption competencies outlined in Administrative Rule.

Improving Support for Foster and Adoptive Parents

The department will continue to support efforts that strengthen critical linkages between the success of children served within the child welfare system and the supports provided to those who care for them to ensure that the children's development needs are met. DCF has worked throughout the past year to better support foster families and improve the foster care system to better meet all children's developmental needs in several ways. These include increased foster care reimbursement, continued work with and by the Foster Care and Adoption Resource Center, revisions to training for foster families, and changes to licensing code. Additionally, DCF uses the Child and Adolescent Needs and Strengths tool (CANS) to identify cases where a foster parent has a Level of Care Certification lower than the child's assessed level of need. In those instances, a plan of support and/or services is put in place to support the placement of that specific child with that provider. Per policy, the CANS assessment must be done upon change of placement and every six months by the case manager and entered into eWiSACWIS.

Additionally, in April 2018, the governor signed 2017 Wisconsin Act 260 into law as part of the Speaker's Task Force on Foster Care legislative package. This act provided $400,000 in funding to DCF in SFY 2019 to finance grants to county agencies, private child placing agencies, and tribal agencies that support foster parents and normalcy activities for children in out-of-home care. Qualifying expenses under the grant may include incentives for the support and retention of foster parents.

Collaboration with Early Care and Education to Improve Quality of Early Learning Experiences

In response to the ample and growing evidence that quality early learning improves the social, emotional, physical, and academic outcomes of children - particularly for those affected by trauma and poverty.

Preschool Development Grant

DSP staff worked with the Division of Early Care and Education to develop a Preschool Development Grant which the department received in 2019. This grant identified the need to further develop and implement a successful model for birth to five children and focused on improving quality child care availability and an array of supports for children and families, including those connected to the child welfare system. Child welfare staff incorporated feedback from communities about the most important priorities for developing a more comprehensive early childhood system. Stakeholder feedback will remain a component of further implementation efforts.

DCF also continues to make a concerted effort to connect children in OHC with quality early learning experiences. Key efforts were launched in Milwaukee and statewide to strengthen the connections between the child welfare and child care divisions in the department and the services that support children and families.

In the next year, DCF will continue its efforts to maintain a high proportion of children in out-of-home care being matched with high quality options using Wisconsin's Child Care Quality Rating System. YoungStar uses a 5-star rating system with the level 5 as the highest level of quality; overall, 3-5 stars are

considered elevated quality and a desirable goal for placement of children. Wisconsin instituted a policy with child welfare agencies that children in OHC should only be placed in higher quality setting programs, namely those that are rated 3-5 stars. In addition, DCF created capacity through the Geographic Placement Resources (GPRS) to map high quality centers around where parents live. As a result of its efforts, Wisconsin has maintained a high level of children in OHC programs in higher quality programs. For children OHC also in Wisconsin Shares, the percentage of children attending 3-5 Star rated providers increased from 56.8 percent to 79.3 percent over the last six years.

DCF will also continue its collaborative work the Department of Public Instruction's Head Start Collaboration Office to coordinate and identify more specific opportunities to increase the enrollment of children in OHC in Head Start programs. Recent research underscores that this program provides important benefits to children in the child welfare system, which can be seen athttps://www.childtrends.org/news-release/new-research-shows-early-head-start-plays-a-key-role-in-reducing-child-maltreatment. DCF staff from DSP and the Division of Early Care and Education jointly presented at the Wisconsin Head Start Association conference in 2020 to discuss efforts to improve early care and education with a focus on children served through the child welfare system.

Collaboration with Birth to 3 Program

The Department of Children and Families (DCF) and the Department of Health Services' (DHS) Bureau of Children's Services collaborated to automate CAPTA referrals from Child Protective Services to the Birth to 3 Program. The agencies made this change in recognition of the heightened vulnerability of children with disabilities face and the potential benefits that children with substantiated cases of abuse and neglect can receive from participating in Birth to 3 Programs. The automated CAPTA referrals to the Birth to 3 Program went live on October 31, 2019. A memo describing the automation can be viewed at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2019-33i.pdf

Community Based Supports and Services

In addition to prioritizing quality early learning opportunities and supports to assure that foster and adoptive parents are prepared to meet early childhood needs and that the needs of children in child welfare met both in the home and out of the home, DCF has a variety of community based initiatives to serve families in their homes and in communities.

Infant and Early Childhood Mental Health (IECMH) Consultation

The work of developing a system of IECMH Consultation in Wisconsin was initially supported by a technical assistance grant from the Center of Excellence at the Substance Abuse and Mental Health Services Administration. This grant has since ended but the work is continuing under the facilitation and sponsorship of the Office of Children's Mental Health Collective Impact Infant Toddler Policy group. The Infant Toddler Policy group is a collaborative group representing multiple state agencies, systems, and organizations. Between 2017 and 2020, this group established a universal model framework for a system of IECMH Consultation informed by existing evidence-based models in other states; adopted a set of national competencies for IECMH Consultants; developed a set of core communication documents to communicate what consultation is to key stakeholders; and began outreach to pre-service and in-service partners to build career pathways and support in Wisconsin to build and sustain an IECMH Consultation workforce. Most recently, in early 2020, the Governors Early Childhood Advisory Council

has voted to adopt IECMH Consultation as a recommendation to put forth to the governor for consideration in the next biennium.

DCF will continue efforts to develop more infant mental health consultation support for families in the child welfare system. This will be done primarily through participating in the Wisconsin Office of Children's Mental Health's Children's Mental Health Collective Impact Infant Toddler Policy Group. Thus far, the group's work has focused on building a model and framework for a system of Infant and Early Childhood Mental Health Consultation (IECMHC). The vision is to develop a structure that can be universally resourced to all systems where children and families are, such as child welfare (including foster and adoptive care), home visiting, early care and education (including public pre-k), early intervention, and the medical field. The goal is to create an IECMH Consultation system in Wisconsin where consultants help adults support the healthy growth and development of children in their care, preventing expulsion from early care and education settings, increasing stability of placement for children in out of home care, nurturing young learners, and keeping their parents at work.

IECMH Consultation is an evidence-based service provided by a professional consultant with mental health expertise and with the objective of building the capacity of adults in a child's life so they can best strengthen and support the child's social and emotional health and development. IECMH Consultation can address a range of risk factors related to while simultaneously increasing protective factors against child abuse and neglect. First and foremost, it is focused on children under the age of five, and especially children under one year of age, who are at greatest risk of maltreatment. Though IECMH, consultants are licensed or licensed-eligible mental health clinicians, they do not provide direct mental health therapy to children but they do have the professional capacity to recognize if and when a child shows signs of mental health issues (a known risk factor for child abuse and neglect) and subsequently refer the child to mental health services. IECMH consultants can increase a parent's knowledge and understanding of their young child's social emotional development, recognizing what is typical and atypical, knowing how to respond to a child's challenging behaviors in supportive and nurturing ways, and increasing the quality of parent-child relationships. All of these constitute important protective factors against child abuse and neglect. Most importantly, nurturing these skills can lead to reduced parental stress levels that protect against the risk of child abuse and neglect.

Wisconsin Home Visiting Program

DCF contracts with city and county health and human services departments, tribal organizations, and non-profit agencies to provide evidence-based home visiting services; in Wisconsin, this is called Family Foundations Home Visiting (FFHV). These contracts specify the number of families to be served and other service-related requirements. DCF supports and monitors the contracted agencies to ensure high-quality services are available for families. Services are targeted toward families facing multiple life stressors such as poverty, substance use, domestic violence, history of child maltreatment, and low education levels. The program prioritizes prenatal enrollment, with a goal of 75 percent.

Contracted agencies select evidence-based home visiting models that they feel best meet their communities' needs. Currently, agencies use one or more of the following: Early Head Start (EHS), Healthy Families America (HFA), Parents as Teachers (PAT), and Nurse-Family Partnership (NFP). Each model has guidelines that programs follow to ensure that they implement the models with fidelity. Additionally, all models include some type of individualized goal plan that the home visitor and the client develop together to guide the work with the client.

The State provides funding to support contracted program staff training and technical assistance. Specifically, Wisconsin has been developing in-state model expertise to deliver technical assistance resources for contracted agencies using the HFA and PAT models. These in-state resources (such as in-state trainers) help to reduce training costs and travel burden on the contracted agencies and allow for more timely trainings. The State also continues to improve its training offerings to home visiting program supervisors and staff members.

Home visiting programs serve many of Wisconsin's most vulnerable families. Contracted agency managers and staff members report it can be hard to support and work with families facing multiple challenges such as housing instability, substance abuse, mental health issues, and domestic violence. The professional development system, Wisconsin Alliance for Infant Mental Health, and external evaluators with University of Wisconsin-Milwaukee work with DCF on several initiatives to support contracted agencies' work with families. Contracted agencies regularly participate in quality improvement projects to improve their processes and outcomes with families.

Additional Prevention Programs

DCF provides a variety of prevention programs and services specifically focused on families with children pre-natal to five years of age. Through new child abuse and neglect prevention grants that began in January 2019 (one in each of the six DCF regions of the state) and on-going Connections Count grants in two counties, families with young children can access services such as, but not limited to: New Baby Visits, Newborn Behavioral Observations, parent skill building and parent groups, basic needs and employment support services, family stabilization support, and home visiting services specifically targeting families with heightened risk of child abuse and neglect.

Coordination with the Child Abuse and Neglect Prevention Board (CANPB) on Primary Prevention

CANPB is the lead entity implementing the Period of PURPLE Crying® via four grantees. The Prevention Board has made funds available for DCF to integrate the Period of PURPLE Crying into the MIECHV funded home visiting programs (a statutory requirement for home visiting programs). For the past seven years, the Prevention Board has funded evidence-informed parent education programs through a competitive grant-making process. One of the programs funded is Triple P (Positive Parenting Program). The Prevention Board supports Levels 1, 2, 3, and 4, which include Stepping Stones and Teen, and are primary prevention focused. DCF was able to expand its evidence-informed parent education efforts including Triple P Level 5 using new DCF TANF funding dedicated to secondary prevention programs and services specifically focused on families with children pre-natal to five years of age.

The Prevention Board also coordinates building parent voice into community-based prevention programming and training. The Prevention Board will partner with DCF to share lessons learned as DCF develops their new Parents Supporting Parents family voice initiative; this is described in the Plan for Enacting the State's Vision. This ongoing partnership will assure that efforts are connected to existing programming.

Wisconsin Trauma and Recovery Project

This project is detailed in the service array section and addresses the trauma needs of young children and families who have parents affected by substance abuse in Racine and Milwaukee counties, two of Wisconsin's larger counties. This initiative is described on page 85.

Preventing Entry to the Child Welfare System

DCF continued its work on the Predictive Risk Model designed to identify and ideally re-refer families to the child welfare system and the services it offers. Based on a competitive procurement process, DCF selected the Children and Family Research Center (CFRC) out of the University of Illinois in May 2017, began the contract with this entity in January 2018, and concluded its contract with CFRC in July 2019. The model, which uses data entered into eWiSACWIS, is designed to provide additional information to local child welfare agency staff and supervisors for use in the child protective service report screening process. In 2019, DCF continued to meet regularly with the contractor to complete model development and validate its statistical integrity, to determine the visual presentation and system logic components with the division's analytic staff and with the eWiSACWIS design team, and to introduce the model to DCF staff and to the state's Child Welfare CQI Advisory Committee. The review of the model with DCF staff and leadership, as well as key stakeholders, highlighted several practice and outcome improvements, such as more consistent, accurate, and efficient use of historical information to screen decision-making; and better identification of the children and families most in need of intervention. In addition, stakeholders advised the division about potential administrative complexities that may result from incorporating the model and its accompanying impact on the screening process. At this time, the division is considering where and how use of the model can advance its strategic vision to increasingly serve children in their family homes, reduce bias in child welfare decision-making processes, and improve downstream outcomes for children and families involved with the child welfare system.

Efforts to Track and Prevent Child Maltreatment Deaths

Wisconsin Act 78 and Systems Change Review

CAPTA funds continue to support Wisconsin's efforts to track and prevent child maltreatment deaths. The 2009 Wisconsin Act 78 became effective on February 1, 2010, requiring the Department of Children and Families (DCF) to share information with the public in instances of child death, serious injury, and egregious incidents due to suspected or confirmed child maltreatment and in cases where a child in out-of-home care placement is suspected to have committed suicide. Additionally, in 2016, Wisconsin developed a Systems Change Review (SCR) process to align with the Child Welfare Model for Practice.

Within Wisconsin's county-administered, state-supervised service model, Act 78 directs the local child welfare to notify DCF when there is suspicion that one of the following incidents have occurred. Key references from the Act are included below:

> Child death or serious injury is defined as "an incident in which a child has died or been placed in serious or critical condition, as determined by a physician, as a result of any suspected abuse or neglect that has been reported under this section or in which a child who has been placed outside the home by a court order under this chapter or Ch. 938 is suspected to have committed suicide."
>
> Egregious incident is defined as "an incident of suspected abuse or neglect…involving significant violence, torture, multiple victims, the use of inappropriate or cruel restraints, exposure of a child to a dangerous situation, or other similar, aggravated circumstances."

Once the local child welfare agency determines an incident likely meets the above threshold(s), Act 78 requires the local child welfare agency to submit specific case information to DCF within two working

days. The specific information required is outlined in 48.987 (7) (cr) (a), (b), (c), (d), and (e), (f). The information the local child welfare agency submits to DCF is transmitted via eWiSACWIS.

DSP within DCF has the primary responsibility to review and analyze these submissions. Specifically, DSP is responsible for the qualification and public notification of incidents, as well as determination and facilitation of review. In Wisconsin, there are two levels of review that can be assigned to an incident. One is a "Summary" review; the second is a "Practice Review."

Summary Review

All cases that qualify for public notification receive a Summary Review, which consists of reviewing the electronic case record. DCF communicates results of this review to the public through a "90 Day Summary."

Practice Review

Incidents that involve significant or current CPS intervention receive a level of review in addition to the Summary Review and are referred to as a Practice Review. When cases qualify for a Practice Review, DSP is responsible for determining a method for review. In 2015, DCF adopted a new approach to analyzing cases qualifying for a Practice Review.

This method is formally referred to as the Systems Change Review process and is a methodical approach to analyzing cases assigned to a Practice Review. The steps of a Systems Change Review include:

- Review of the case record and development of key observations
- Interview of relevant staff (i.e., *Debriefing*)
- Discussion and analysis of system influences on key observations (i.e., *Mapping*)
- Documentation of contextual information and analysis to inform and understand key observations (i.e., *Second Story*)
- Scoring of documentation and conversion to data points (i.e., *Scoring*)
- Sharing of the score with local agency management
- Recommend program and practice improvements for the Wisconsin child welfare system

At the completion of the Systems Change Review, the public is notified in the form of a document referred to as the "6 Month Summary." DCF implemented the Systems Change Review on November 1, 2016 in the balance of the state and on June 1, 2018 in the Division of Milwaukee Child Protective Services (DMCPS). As part of this, DCF provides additional and detailed information and training to local child protective service agencies. DCF has developed and implemented the Safety Action Workgroup which will analyze, synthesize, and provide conclusions related to practice and program improvements based on the findings of the Systems Change Review to the Child Welfare CQI Advisory Committee for further consideration and prioritization. Key findings and next steps in advancing the learnings from the Systems Change Review process part provided in the following DCF website https://dcf.wisconsin.gov/files/cwportal/access-ia/pdf/a78-systemschangeresults.pdf.

Additional information related to understanding and responding to child maltreatment can be found in the state's annual Child Abuse and Neglect Report which can be found at https://dcf.wisconsin.gov/files/cwportal/reports/pdf/can.pdf.

MaryLee Allen Promoting Safe and Stable Families

Wisconsin's Promoting Safe and Stable Families program (PSSF) is administered by the Division of Safety and Permanence (DSP) and has four components: family preservation, family support, time limited-reunification services and adoption promotion and support. Each of these components receives at least 20 percent of funds for service delivery.

Specific percentage of Title IV-B, Subpart 2 funds spent on Service Delivery

Title IV-B, Subpart 2 funds are allocated to counties for the operation of local PSSF programs. Of the total PSSF funds, approximately 20 percent is used by DCF for state-level adoption promotion and support services activities, while approximately 5 percent is used by DCF for state operations, including training and technical assistance to counties and tribes. Approximately 10 percent of PSSF funds are used to support the statewide Wisconsin Trauma Project. The remaining 65 percent of PSSF funds are allocated to counties and tribes to fund support, preservation, and reunification programs. Local agencies are required to apply federal funding requirements for family support, preservation, and reunification services to meet PSSF spending requirements for those service areas.

Planning and service coordination amounts are described in the CFS 101 documents attached to this plan. Services in the first three components are primarily delivered by 70 county agencies. The Division of Milwaukee Child Protective Services and Menominee County do not receive annual PSSF allocations. In Menominee County, the tribal agency receives PSSF grant funds directly from the federal government and Milwaukee County does not receive an allocation because DCF operates the child welfare system. Adoption promotion and support services to the counties are provided at the state level through the public adoption program. A portion of the federal award is also used to fund regional or statewide family preservation, family support and time-limited activities (including funding programs for Wisconsin's 10 remaining tribes and the DMCPS).

Service Decision-Making Process for Family Support Services

For the adoption promotion and support services portion of PSSF, funds are directed toward promoting and supporting adoption as a permanency outcome for children. The PSSF funds for adoption services are used in two ways: 1) to support part of the public adoption program to finalize adoptions of children in OHC and 2) to support the statewide Post Adoption Resource Centers (WI-APS) that provide resources and supports to adoptive families. The funds to the public adoption program are used to finance adoption caseworker staff salaries and recruitment activities for adoptive families.

For the PSSF funds allocated to counties, county agencies determine and report to DCF how funds are used including support to local organizations and agencies used and information that helps to track relevant outcomes for the use of these funds. This county-led use of PSSF funds ensures that family support services, as well as preservation and reunification services, are community-based and best able to meet the needs of children and families within Wisconsin's child welfare system. Under state policy for the PSSF program, local agencies are required to spend at least the minimum amount required for preservation, support, and reunification. In order to build on local collaboration and community-wide planning efforts, PSSF program service delivery involves various stakeholders within each county. Strong collaboration at the local level is critical to ensure that the populations at greatest risk of maltreatment are identified, supported, and served in a timely and effective manner. Strong coordination regarding training and direct service efforts at the community level further assists community stakeholders, including child welfare, law enforcement, education and community-based providers, in identifying and targeting services to those with the greatest needs.

As DCF develops and implements new child welfare policies, standards, and procedures statewide (with the goal of improving safety, permanence, and the well-being of children and families), PSSF service providers are expected to coordinate services and target populations in ways that improve child welfare program outcomes. Counties are also encouraged to align PSSF program outcomes with other county or state initiatives to improve coordination of efforts. For example, counties use PSSF funds to better support local home visitation, child abuse prevention efforts, coordinated service teams, family resource centers, community response programs or reunification services. Finally, counties are encouraged to align their PSSF funds with evidence-based programming or other promising approaches in the areas of home visiting, trauma-informed care and youth development in an effort to create a better coordinated system of care for children and families who are most at-risk and in need of services. This coordination and collaboration will continue to guide the use of PSSF over the next year.

Examples of local PSSF programs in the last year include the following:

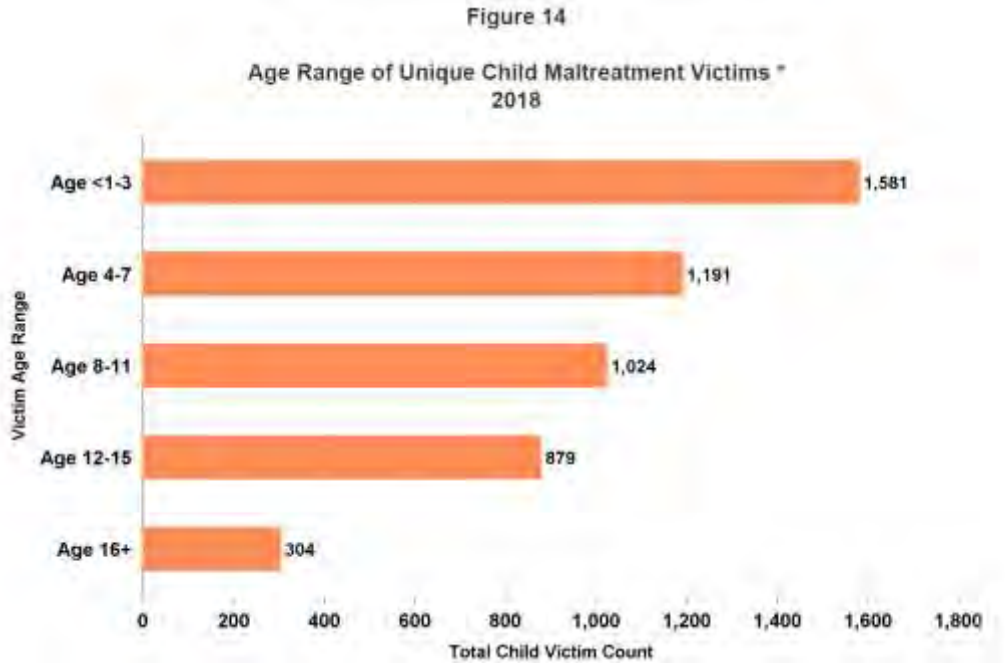
- Calumet County used PSSF funds to support the Smart Start program, which aims to provide education and resources to prevent child abuse and neglect and future foster care placements. The county reported that in 2019 it had only 18 children in out-of-home placements throughout the year. Calumet also reported that it continues to have a low rate of placement in foster care, with a reentry rate of 12.5 percent.
- Bayfield County used PSSF funds to support its Intensive Wraparound Program for Family Preservation. Bayfield continues to work collaboratively with Red Cliff ICW staff to support the Tribe in providing safety on the reservation. Monthly meetings are held to staff cases and quarterly meetings occur with the state permanency specialist to promote permanency options for young people. The Tribe utilizes Bayfield County CPS workers to do forensic interviews, license foster homes and enter all placement data in eWiSACWIS.
- Buffalo County used PSSF funds to support its Child Abuse and Neglect Support Services. In 2019, Buffalo County provided support services to 10 families under PSSF. Services included parent aide, respite, and sobriety monitoring. In 2019, of the 10 families served, no additional CPS referrals were received on behalf of six of them. Of the remaining four families, one required removal from the home, two required information disposition agreements, and one family had subsequent CPS referrals.
- Burnett County used PSSF funds to support the Burnett County Family Resource Center, which provides a myriad of services spanning all PSSF funding categories. Prevention and family support services included 48 family fun activities and 96 playgroups at which parent education was also provided. The Family Resource Center offers “Baby Go Round,” which provides gently used items to families, and served 191 families (196 children). Additionally, voluntary home visiting education was provided to 10 families (21 children). The Family Resource Center also provides miscellaneous services such as breastfeeding support, car seat checks, and resource information which was provided to 44 families (75 children).
- Winnebago County used PSSF funds to support its Family Training Program. In 2019, there were no substantiated recurrences of maltreatment for any of the seven families (12 children) served by the Family Training Program. Therefore, this goal was achieved with 100 percent of the families without any substantiated recurrences of maltreatment.

Population at Greatest Risk of Maltreatment

Under section 48.981(9) of Wis. Stats, Wisconsin provides an annual report to the governor and the legislature on child abuse and neglect; this is called the Wisconsin Child Abuse and Neglect Report. The report includes information about which populations are at the greatest risk of maltreatment, as

identified by substantiated maltreatment claims. Each section of the report also includes information concerning identification and services to at-risk populations. The report can be found at https://dcf.wisconsin.gov/files/cwportal/reports/pdf/can.pdf. In 2018, children under age four accounted for 31.7 percent of victims and children under age eight accounted for 55.7 percent, as shown in the graph below.

Figure 14



Section 5, services for Birth to Five beginning on page 126 describes how DCF and its partners identify, provide, and coordinate services to meet the needs of vulnerable children under the age of five, including both children in foster care and those served in-home or in a community-based setting. The uptick in parental drug addiction and use is a growing concern and continues to frame many of these efforts. More information about DCF's efforts focused on drug affected children is included in the CAPTA section of this report that begins on page 153. In addition, DCF continues to work with DHS on the Care4Kids program to identify and address the healthcare needs of children in out-of-home care. This collaboration includes providing and tracking services to young children including, but not limited to, information about childhood immunizations, health check periodicity timelines and utilization, developmental assessments, and comprehensive health assessments for children in OHC. The Birth to Five section also describes the Predictive Risk Model project that will use the historical and current information in eWiSACWIS to identify families most at-risk for a future referral to CPS. This predictive tool will be used at Access to aid supervisors when making screening decisions.

Kinship Navigator Funding

DCF employs a variety of activities focused on the Kinship Navigator Program, which is a key objective of the approved 2020 PIP. Information about efforts made in this area of focus can be found in the Collaboration Section. That section includes details about the formation of a robust and engaged relative caregiver workgroup on page 13. Additionally, the Approach section includes a summary of key efforts related to the Kinship Navigator Objective (see page 110) and a detailed report can be found in Attachment B.

Monthly Caseworker Visits

DCF continues to follow the standards established in the 2006 Child and Family Services Improvement Act to report on monthly caseworker visits. DCF will report the updated number in December 2020 per plan instructions. In FFY2019, caseworker contact requirements continued to improve and were met for 97.3 percent of the children subject to this measure, which exceeds the federal regulation requirement of 95 percent. Of these contacts, 86.6 percent were made with the child in the placement location. DCF continues to monitor performance on this practice requirement and to provide statewide, regional, and local training and technical assistance to ensure compliance with this performance expectation.

In the last year, DCF supported activities focused on improving the timeliness and quality of caseworker visits such as the quality caseworker PDSA's described in Section 3, that is using the DCF CQI system to identify, support and disseminate best practices that improve the quality of caseworker visits. As already noted, this includes collaboration with evaluation of WCWPDS to identify avenues to improve caseworker practice, as well as funded state training positions.

Child Welfare Waiver Demonstration Activities

DCF no longer conducts a waiver demonstration program.

Adoption and Legal Guardianship Incentive Payments

In the next year, DCF plans to continue using these resources for the following activities.

Annual membership dues and conference participation, including:

- American Association for the Interstate Compact for the Protection of Children (AAICPC)
- National Electronic Interstate Compact Enterprise (NEICE) project
- Interstate Compact on Adoption and Medical Assistance (ICAMA)

Participation of DCF staff in leadership meetings and conferences, including:

- Deputy compact administrator attending the annual ICAMA conference and board meeting
- Deputy compact administrators attended the annual ICPC conference and board meeting
- Adoption and interstate services section manager and supervisor attended the North American Council on Adoptable Children Conference

Supporting program functions including:

- Funding LTE positions in DCF's adoption section to assist staff with the daily adoption program operations.
- Funding LTE positions to conduct quality assurance reviews of foster care and adoption cases.
- Funding Internet searches for the Family Find and Engagement programs.
- Funding County Human Service Agencies to contract for services to complete foster care licensing for relatives.

Supporting DCF conferences and training

- DCF has an annual "Changing the Face of Adoption" conference for professionals that work in the area of adoption. Approximately 185 professionals attend the conference each year.
- Funded SAFE trainings for licensors and supervisors.
- Funded the ongoing statewide rollout of the Family Find and Engagement training.
- Funded the development of the new Pre-Adoptive Parent training.

Adoption Training Program

The Public Adoption Program recognizes that there are several options for families to receive adoption training and, when possible, gives credit when a family completes training through another avenue. This limits the number of required extra hours of training hours that a family must complete also allows the Program to advise them on what training topics must still be covered.

Adoption Savings

In the next year, Wisconsin expects to use adoption savings funds to support the Wisconsin Adoption and Permanency Support contract (previously known as the Post Adoption Resource Center) as well as the public adoptions service contracts. These activities are described in the previous section.

Challenges in Accessing/Spending Previous and Future Funds

DCF did not have unspent funds to use from previous years. However, due to recent legislative changes in the state, the Wisconsin Legislature must now approve budget increases and this change may impact the feasibility of funding increases for contracts and DCF's ability to spending adoption savings.

John H. Chafee Foster Care Program for Successful Transition to Adulthood

Chafee Program (Chafee) and Educational and Training Voucher (ETV) program:
Wisconsin's Independent Living (IL) Program is designed to help system-involved youth age 14 and older develop crucial life skills and achieve outcomes like their non-system involved peers. The Positive Youth Development philosophy is embedded in all services available in the Chafee program. In addition to the IL supports young people receive while in out-of-home care (OHC), youth who exit OHC at age 18 or older, or after age 16 via an adoption or court-ordered guardianship, are supported by the program until age 21. The department also receives approximately $700,000 in Chafee Education and Training Voucher (ETV) funds annually to support youth in achieving their postsecondary goals. IL eligible youth can access this funding for five years or up to age 23, whichever occurs first. Services provided are in alignment with the requirements of the federal John H. Chafee Foster Care Program for the Successful Transition to Adulthood. This plan addresses both Sec. 477 (42 U.S.C. 677) (a) of the Social Security Act and Wisconsin's progress on the Children and Family Services Plan (CFSP) goals.

<u>Administration</u>
In 2016, the department intentionally shifted the use of Chafee funds from the county human services agencies to regional Transition Resource Agencies (TRAs) in order to provide eligible youth with continued support after exiting OHC. The implementation of the regional model was phased, with the last regional agency becoming operational January 2019. As a result of that final phase, all Wisconsin counties are served by a TRA; no counties currently operate on the prior service model. All TRAs are selected through a competitive procurement process and there is one TRA per Youth Services Region. Counties utilize their Child and Family Allocation to provide services to youth 14 and over while they are in OHC, while TRAs use Chafee funds to provide services at the regional level. Taken together, the efforts at both the county and regional levels, and the efforts DCF puts forth to support and oversee its partner agencies, ensure that there is a continuum of IL service provision for youth 14 to 21 (or 23 for ETV). Currently, no state funds support Wisconsin's IL program.

To ensure equity in youth accessing services, some Chafee dollars have historically been utilized to support tribes and the Division of Juvenile Corrections (DJC) in providing IL programming to their youth as well. In 2019, DJC elected to no longer receive Chafee funds from DCF starting in 2020, choosing to instead leverage other funding sources to serve its youth in OHC. However, until that change, DJC had a method like what the five Wisconsin tribes with IL programs currently do to serve their eligible young people. This is described in the remainder of this paragraph and support for tribal IL program is detailed later in this section. Tribes currently receive funds through a direct allocation, rather than a competitive process. They submit an annual plan to the department that details how they identify the youth they intend to serve and the services they will provide. Each tribe completes a budget that identifies what is needed to fund their IL program; thus far DCF has been able to fully fund tribal requests for funding in addition to providing Chafee funds to the TRAs.

Description of Eligibility, Continuum of Services and Linkages to Other Services
Wisconsin's IL and ETV programs provided services and supports to youth aged 14-21 years. Eligibility for Wisconsin's Chafee services while youth are in care includes the following:

- those youth who are in out-of-home care for at least 6 months any time after the age of 14, for as long as they remain in care; and
- those youth who turn 17.5 while in out-of-home care or who are 17.5 or older when they enter care are automatically eligible for as long as they remain in care.

Eligibility for Wisconsin's Chafee services after a youth exits from care and up to age 21 (23 for ETV) includes the following:

- those youth who are adopted after age 16 (not eligible for room and board supports);
- those youth who enter guardianship under Chapter 48 or long-term kinship care after age 16; and
- those youth who exit out-of-home care at age 18 or older, including youth justice youth living in and aging out of an out-of-home care placement setting.

The assessments used by CW agencies to determine the level of life skills development are the Casey Life Skills Assessment and Daniel Memorial Assessment. The Child and Adolescent Needs and Strengths (CANS) assessment, required of all Wisconsin children in OHC, provides further information about the youth's level of overall functioning, impact of trauma, strengths, needs, and more. Many agencies will also use information from a youth's Special Education Transition Assessment (if they have one) to inform decisions around appropriate activities. DCF's strategic planning committee focused on articulating a home-like continuum has reached out to youth to secure feedback on needs and resources that will assist them in more successful transitions to the community.

Services provided by the county focus on promoting normalcy and providing youth with opportunities to learn skills associated with daily living, job readiness, interpersonal relationships, etc. Youth are also supported with obtaining employment, housing, identifying and pursuing education related goals, and remaining connected to caring adults and their communities for ongoing support. TRAs are a resource for county workers serving youth in care, as they are responsible for being aware of and connected to community resources. Youth being served by the county are also encouraged to become involved with the regional Youth Advisory Councils (YACs), which the TRAs coordinate.

Wisconsin currently permits extended foster care for youth 18-21 who have an Individualized Education Program (IEP) and are still in high school. The regional IL service model allows youth eligible for

extended care, but electing not to participate in it, to be supported through a type of community-based extension of care. In this arrangement, youth are no longer required to be connected to "the system" but they still receive similar supports, such as individual coaching/case management; support with job readiness and employment; connections to housing and financial assistance, when needed; access to the resources needed to pursue post-secondary educational goals; support and guidance with regard to health, well-being and relationships; and advocacy opportunities through regional YACs. Youth participation in any TRA service is voluntary and can be as robust or minimal as the youth chooses. At age 17.5, the county-level caseworker, TRA IL Coordinator, youth, and other supportive adults identified by the youth create the Independent Living Transition to Discharge (ILTD) plan and complete the required activities in the 90 days prior to a youth exiting OHC. This process is in line with the requirements defined in the federal Fostering Connections and Increasing Adoptions Act as well as Wisconsin Statutes 48.39 and 938.38. For youth who elect to remain in extended care, their ILTD is still started at age 17.5 and is updated as relevant as they continue their time in care.

Philosophy and Goals

DCF's goal is for all youth to thrive in adulthood. Services to help youth meet this goal should be provided in a timely, flexible, coordinated, and developmentally appropriate way building on the strengths of youth, families, the community and cultural groups, and utilizing the expertise within the home, school, and community. Efforts aligned with these objectives are described throughout this report.

It is expected that the bulk of life-skills development occurs in the natural setting of the home, school and community as foster parents create teachable moments in the home, encourage involvement in extracurricular activities, and meet with the youth and school counselor for career and college advising, etc. For youth in group and residential settings, life skills development should be provided by the group care provider or social worker, as agreed upon by the county agency, provider, youth, and other supportive adults as relevant.

For young people who never achieve permanence, it is critical that significant transition activities and supports are available to meet their individualized needs as they exit care and enter adulthood. These supports, at minimum, are started at time of transition when the TRA participates in the ILTD process and continue for as long as the youth wants to receive services from the TRA, up to age 21 (23 for ETV). Even if a young person does not choose to engage with a TRA immediately after leaving OHC, they have the option to do so later, prior to turning age 21. The TRAs work to remind young people of the services for which they qualify by checking in on a regular basis, leveraging social media platforms, providing birthday cards, and more.

The overarching goals of the Wisconsin CFCPSTA are outlined in the Youth Services Framework and include:

- Connections: Youth are connected to supportive adults and to their community. The youth defines what community means to them.
- Education: Every youth has a high school diploma or is on track to receive a high school diploma and has the support to pursue and complete post-secondary education, training, and employment that aligns with the youth's needs and goals.
- Employment: All youth have had at least one paid job opportunity before they turn 18 years old. Through training and employment opportunities, all youth have obtained the skills needed for employment that pays a living wage with benefits and a career path.

- Health and Well-being: Youth have the opportunity and support for their well-being in its many forms, including social, emotional, mental, intellectual, and physical.
- Housing: All youth are in safe, stable and affordable housing and have access to a range of housing options.

Services and Outcomes Data

DCF collects and records data related to its IL program in three primary ways: service information documented in eWiSACWIS, TRAs' biannual data outcomes reporting, and National Youth in Transition Database (NYTD) survey data (see Attachment C for the statewide NYTD data report for Wisconsin for FFY2018). Specific to NYTD, DCF continues to survey all 17-year-olds eligible for the NYTD survey every year and administers the follow-up surveys to those same youth at ages at 19 and 21. Staff are working with its contracted partner to maximize its outreach efforts directly to young people and the workers and supportive adults with whom they are connected in hopes of increasing youth participation. Additionally, staff are currently revamping existing and creating new NYTD resources and processes to support the state's efforts. Some of those that are in development include outward facing resources such as a revised NYTD overview presentation and creation of an FAQ document, internal process guidelines that detail required timeline and processes for the different cohorts, as well as valuable templates to assist with outreach and follow-up. Together these will make DCF's NYTD efforts, in collaboration with the contracted University of Wisconsin's Survey Center's efforts, more robust.

DCF uses this collective information to identify areas to improve its oversight via continuous quality improvement measures and training and resource needs, as well as identify and address issues at the county, regional, and state levels. The three most common areas that youth identify as challenges on their NYTD surveys are related to employment, homelessness and housing stability, and access to health care. DCF will work to identify additional opportunities to report and share NYTD data both internally and externally and will cooperate in any national evaluation related to the objectives of the Chafee program.

The department has and will continue to partner with agencies at all levels of government and in the community, both in the public and private realms, to record, track, and share youth outcomes information to inform best next steps for its IL program, service providers, and target population.

A current strength of the program is the number of youth continuing to receive services after exiting OHC. This is due in part to enhancements made to the transition process since regionalization began – namely, requiring collaboration between the county and regional-level workers, TRAs building rapport with young people prior to transition, and TRAs continued outreach efforts. An identified weakness is an ongoing lack of available and affordable housing resources in the state, which increases the difficulty in ensuring young people with no credit or poor credit have access to stable, quality housing. This continues to be a challenge even as material supports for housing (e.g. the FYI housing vouchers) increase. For example, most TRAs are already starting conversations with Public Housing Authorities to refer youth for FYI vouchers and secure support, but the next step – identifying and securing a safe and affordable housing location – is still a struggle. Overall, DCF continues to evaluate if the current regional service model and funding structure are the best option to ensure a continuum of IL services for eligible young people.

IV-E Foster Care Assistance After Age 18

Wisconsin passed legislation to extend foster care for youth who have not graduated from high school, who have an active IEP and are full-time students. This legislation was effective August 2014. All costs

related to the extended OHC placement for youth are paid for with state and county dollars, with matching IV-E funds as applicable. Life skills development and practice opportunities continue to be made available, with young people taking on increased responsibilities commensurate with their age and developmental abilities. Currently, few Wisconsin youth are in extended foster care. In addition to supported extended care when appropriate, the department is seeking to expand the use of Supervised Independent Living (SIL) placements where youth can gradually transition from their time in care. One of the means by which DCF has worked to increase SIL capacity is to facilitate information sharing between counties that currently offer SIL and those may want to – whether via learning exchanges or information-sharing via other means.

Coordination and Consultation with Stakeholders

DCF's efforts to best execute its IL program require collaboration at various levels of government, educational systems, and individuals in the youth's life; these are documented throughout this plan. Of special note are the following collaborative efforts, many of which are ongoing:

1) BYS regularly convenes or attends gatherings with representatives from other divisions within DCF, as well as Wisconsin's other state agencies, in order to share information about services available to the state's young people, including those eligible for IL. These interactions help BYS staff map resource availability and needs, youth services and uptake, and funding throughout the state to assess areas in which to partner, streamline services, and/or address system needs/gaps.

2) The regional TRAs are required to build pro-youth public/private networks of services, providers, and supports to respond to the needs of the youth living throughout the region who qualify for their services. As a result, regional partnerships in the areas of education, employment, housing, health and social/emotional well-have grown and strengthened in recent years to provide IL-eligible youth with resources both while in care and after exiting care.

3) BYS staff hold monthly conference calls with at least one representative from each of the IL regions. These serve as an opportunity for DCF to offer direct updates to contracted partners, while also asking and responding to questions. Contracted partners also can network with each other and troubleshoot difficult issues. DCF also invites subject matter experts (e.g. Department of Workforce Development, Department of Corrections, Department of Health Services, and University of Wisconsin partners) to participate on the call to share out information that will help inform contracted partners' practices.

4) BYS staff hold quarterly conference calls with staff in supervisory roles with the TRAs. The objective of these calls is similar to that of the monthly coordinator calls mentioned above in that they are meant to facilitate connections between agencies and offer opportunities to connect directly with DCF, but are different in that they are focused on higher-level programmatic considerations, input gathering, and decision-making.

5) BYS staff hold conference calls with tribes with IL programs every 2-3 months. Like those provided with TRA staff, these calls are an opportunity for participants to hear from each other about recent updates, successes and challenges, best practices and innovations, while also connecting with and receiving information directly from DCF.

6) From July 2018 through December 2019, BYS staff held regular calls with agencies that received an IL Innovation Grant. DCF awarded four 18-month grants to agencies committed to trying

innovative practices to meet youth's ongoing independent living needs in the area of driving and transportation, employment, system improvements, or permanent connections. These phone calls allowed BYS staff to gauge the progress of these awards while also providing an opportunity for grantees to share and collaborate with each other.

7) BYS staff hold summits in each of the IL regions. BYS staff facilitate these meetings, but the intent is that they provide an opportunity for different individuals involved with IL service provision to receive updates directly from DCF, ask questions, troubleshoot issues, provide feedback, etc. The summits are held in each region at least once per year and include county and regional staff providing IL services to youth in each region. All attendees are encouraged to provide input on the meeting content and structure to ensure that each summit is as valuable as possible for the given region. In addition, the questions and conversations that have come up during these gatherings have informed DCF's work (including updates to eWiSACWIS). County, regional, and tribal partners are all invited to attend.

8) In late 2019, BYS staff facilitated the first TRA convening meeting to provide an opportunity for all TRA staff involved with the IL programs to meet in-person for a day of information-sharing, networking, and case scenario discussions. This built upon the existing monthly and quarterly phone calls for coordinators and supervisors, respectively, and occurred as a direct result of TRA agencies' eagerness to interface with each other in-person more often. The hope is to continue this meeting annually.

9) Throughout the second half of 2019 and start of 2020, DCF has been in regular contact with its HUD regional contact to identify the best way to introduce and have agency take-up on the federal FYI housing voucher initiative. As a result, DCF has been able to localize its outreach, information-gathering and sharing, and process structure while aligning with HUD and FYI voucher program expectations. This includes DCF releasing an agency info memo specific to the initiative, ongoing information-sharing with and gathering from TRAs, and continued collaboration and consultation with HUD.

10) DCF contracts with the University of Wisconsin Madison's Survey Center to get assistance in achieving greater and more consistent participation in the NYTD Survey.

11) BYS hosts a biennial Youth Services Conference which brings together DCF staff, county agency staff, contracted providers, and community partners for two days of sessions focused on improving youth outcomes and rooted in the bureau's youth framework.

12) BYS hosts a biennial grantee meeting (alternating years with the Youth Services Conference), which includes at least one representative from each of the agencies contracted to provide services via BYS's Independent Living, Brighter Futures, and Runaway and Homeless Youth Initiatives. In the future, this will also include service providers in the area of Anti-Human Trafficking. This is part of an intentional effort to better connect the bureau's service partners to each other to both strengthen and align the different providers our young people interact with, sometimes simultaneously or concurrently.

13) BYS staff facilitate the Foster Youth to College (FYC) advisory group that is made up of high school and postsecondary representatives, as well as DCF and Department of Public Instruction staff. This group works to identify the challenges youth formerly in out-of-home care face to

enter and succeed in postsecondary programs and develop resources to increase positive outcomes. Over the past few years, the group has focused on leveraging existing postsecondary supports to assist this population while also developing resources and creating training opportunities to increase the supports available to the youth. In the future, BYS hopes to also have a rotating youth member attend these meetings and share their postsecondary experiences with the group.

14) DCF established a strategic plan with the Department of Public Instruction in order to implement the requirements of the Every Student Succeeds Act (ESSA) which became effective December 2016. Members of each department meet monthly, at minimum, and work to support the local education agencies and county/tribal child welfare agencies to improve educational outcomes for youth in out-of-home care. Joint research projects have been developed to support this work as well.

15) BYS's most important stakeholders are the young people it serves. To this end, BYS staff support two youth councils, the Youth Advisory Council (young people with child welfare experience) and the Youth Leadership Teams (young people with youth justice experience), to ensure youth voice is represented in the bureau's, division's, and department's work.

16) BYS intentionally creates other opportunities for youth input and empowerment as well. Some examples include sponsoring two FosterClub All-Star internship slots, youth attendance at the national IL/ETV Coordinator meeting, and youth serving as consultants for BYS document development (including, but not limited to, an IL Roadmap and an ETV guidelines document).

17) To support its youth engagement efforts, BYS is currently contracted with the Foster Youth in Action organization, which provides resources and national connections related to adolescents in care and young adults who experienced foster care.

The Wisconsin Youth Advisory Council (W-YAC) is the primary youth stakeholder group that DCF consults with on issues related to OHC and CFCPSTA. Wisconsin encourages youth participation in the Wisconsin State Youth Advisory Council (YAC) consisting of current and former foster youth. Subsidiary YAC groups, supported by Independent Living Transition Resource Agencies (TRAs) are also located in each of the seven Youth Services Regions across Wisconsin. Regional YACs meet monthly to influence policy change and to educate communities and DCF about youth experiences in foster care. Their mission is reaching out to and advocate for young people currently in the foster care system. They do so through presentations, meetings with legislators, participating in trainings and events, coordinating their annual Hands Around the Capitol event, contributing to community campaigns and efforts, and participating in panels with different stakeholders. The state's YAC is also a Citizen Review Panel, so its work and efforts also overlap with the requirements of being a panel and allows for interactions with other panels in the state and even nationally. The current YAC membership as of April 2020 includes 22 individuals that represent all regions of the state. The group is racially and ethnically diverse and includes one tribal member.

Taken together, key youth engagement opportunities include:

1. Six statewide meetings per year, as well as monthly regional council meetings.
2. YACs continued service as a Wisconsin Citizen Review Panel under Child Abuse Prevention and Treatment Act (CAPTA), attending the National Conference annually and making recommendations to DCF.

3. DCF sponsoring two Wisconsin foster youth alumni for participation in the Foster Club All-Star Internship. Interns may return to Wisconsin and become an active member of YAC (if not already), and serve as a mentor to peers regarding advocacy, outreach and leadership.
4. The planning and implementation of the annual Hands Around the Capitol event that occurs as part of National Foster Care Month in May.
5. Continued engagement at the state and local level, including meetings with legislators, panels at conferences, and regular consultation regarding child welfare policy.

Coordination and Consultation with Tribes

Of the 11 federally recognized tribes in Wisconsin, five currently receive IL funding. They are Bad River, Ho-Chunk, Lac Courte Oreilles, Menominee, and Red Cliff tribes. Except for Lac Courte Oreilles and Ho-Chunk, these tribes started their IL programs in 2018. DCF continues to offer this funding opportunity to other tribes in the state should they also be interested in starting an IL program. Four of the five tribes receiving IL funds have access to the eWiSACWIS Independent Living page, enabling them to directly enter service information for their youth. Like the TRAs, they also submit data outcome information to DCF twice a year.

Tribes receiving IL funds directly from DCF participate in training and receive one-on-one technical assistance from DCF including support for new programs in developing policies and procedures, annual program visits, data outcome reporting, notifications of resources and culturally relevant trainings, and confirming youth eligibility for services. Tribes have discretion to tailor their IL programs according to their population needs, with some targeting their IL program towards younger youth who qualify for Chafee services and others focusing more on young people posed to exit care at age 18 or older.

Tribes also connect with each other via regular conference calls that DCF coordinates every 2-3 months. Additionally, DCF invites tribal representatives to its annual regional IL summits. As previously described, the department holds summits throughout the state to discuss policy/programming initiatives and issues and to provide technical assistance and consultation to agency IL coordinators; some tribes have elected to attend, providing a good opportunity for them to network with each other, if in the same area, as well as TRA and county partners.

Additionally, in 2018, DCF awarded an IL innovation grant to the Lac Courte Oreilles Tribe to address barriers to driving and transportation for IL-eligible tribal youth. The Lac Courte Oreilles reservation is in northern Wisconsin where public transportation is not easily accessible and the cost of adding a youth to their insurance is unrealistic for many kinship providers. Under this grant, Lac Courte Oreilles subsidized the insurance cost for care providers, covered the cost of driver's education for youth, and taught basic car maintenance to youth. This grant opportunity was open to both counties and tribes, with awards being made in July of 2018 and extending through December 2019. The hope is that Lac Courte Oreilles, and other innovation grant recipients, can continue their efforts and share with their networks to scale up innovative practices.

Tribal youth in Wisconsin who are not able to access IL services directly through their tribe are able to receive services through the child welfare agency in their resident county while in out-of-home care, and through a regional Transition Resource Agency upon "aging out." All county agencies serving tribal children confirm collaborative efforts with local tribes. DCF is not aware of any tribes planning to apply directly to ACF for funds. All tribes, whether they receive funding directly from DCF or services from the

county agency, are made aware of IL policies and procedures, including eligibility through DCF's Policy and Informational Memo process.

Health Care Coordination for Youth Aging Out-of-care:
DCF, TRAs, counties, and tribes, in collaboration with the youth, their supportive adults, and other state and community agencies, as appropriate, work to facilitate youth access to high-quality and affordable healthcare. Some of the ways in which they do so are:

- Local child welfare agencies work with youth prior to their exit from care to ensure that the youth understands their medical needs, signs up for Badger Care Plus (Wisconsin's Medicaid), and understand how to recertify their enrollment each year. At minimum, these steps part of the ILTD planning process.
- DCF collaborated with DHS to ensure proper implementation of the provision of the Affordable Care Act relating to former foster youth. Youth will be able to sign up electronically, over the phone, or by filling out a paper enrollment form. Regional Transition Resource Agencies and local DHS entities are available to assist former foster youth in the process. DCF and DHS also established an agreement allowing all youth who aged out of care in another state and subsequently move to Wisconsin health care coverage under this provision. The agencies continue to consult on how to better facilitate youth's continued enrollment.
- The Medicaid Care4Kids program provides coordinated and comprehensive physical, behavioral and dental care during the period a youth is in out-of-home care and for a year after a youth leaves care, thus providing continuity of care and the benefit of a health coordinator for youth who age out of care.

Education and Training Vouchers

Wisconsin's ETV Program eligibility requirements are:

- Education and training vouchers (ETV) will be available to all youth that exit out-of-home care at age 18 or older or those that exited care after age 16 due to adoption or guardianship for costs associated with postsecondary attendance and participation up to age 23, or for a maximum of five years.
- Continued eligibility is dependent on a recipient's enrollment in an accredited or pre-accredited postsecondary program and satisfactory academic progress toward the completion of that program.

Services, equipment and other items beneficial to youth accessing and participating in higher education and training programs are regularly identified and incorporated into the ETV pProgram. When DCF transitioned to its regional IL model in 2016, it designated some ETV responsibilities to the newly contracted TRAs. They were responsible for allocating "local ETV funding," while DCF remained responsible for its DCF Scholarship using another portion of its state ETV allocation and targeting only a few ETV-eligible cost categories. Starting in 2019, DCF streamlined its ETV program to eliminate the DCF Scholarship and have TRAs responsible for ETV fund allocation. As a result, the agencies have the flexibility to provide eligible youth with ETV funds, now known in Wisconsin as Brighter Star, for the whole spectrum of qualifying postsecondary needs. TRAs now serve as "one-stop-shops" for youth eligible for independent living services and supports. All youth eligible for independent living services until age 21 are also eligible for Brighter Star up to age 23, or a maximum of up to 5 years, if they meet the school type and academic requirements. TRAs also collaborate with Wisconsin's tribes to provide ETV funding to qualifying youth, whether those youth are being served via their tribe's IL program or a TRA's IL program.

In addition to the program criteria, defined in section 102 of the Higher Education Act of 1965, Wisconsin instituted the following guidelines in 2018 and these remain in place:

- Brighter Star/ETV assistance will not exceed the lesser of $5,000 per year or the total cost of attendance as defined in section 472 of the Higher Education Act.
- Brighter Star may provide funding for any direct costs (e.g. tuition, books, and fees) associated with attending an institution of higher learning. Funds may also be used for the purchase of technical equipment or assistance to include, but not be limited to computers, books, and supplies associated with coursework.
- Local agencies may provide additional assistance or support necessary to mediate barriers that risk compromising successful completion of higher education; these include, but are not limited to tutoring, transportation, childcare, housing, program entry testing, registration fees, equipment needs, and vocational training activities.
- Brighter Star funds may not be used to pay for any degree beyond a bachelor's.

The state method to ensure the total amount of educational assistance does not exceed the total cost of attendance and efforts to avoid duplication of benefits for this or other federal benefit programs is implemented through the Wisconsin's larger independent living services model. Because of the steps taken in 2018 to streamline the state's ETV program starting in 2019, a youth's ETV eligibility and funding is more fully integrated with other IL supports and assistance. Its inclusion is therefore part of the TRA's broader conversations with and service planning alongside the young people. This includes looking at and supporting their ETV and IL needs in full, including overall financial needs for school. Because the TRA IL Coordinator works with the youth and is aware of the full spectrum of their IL and educational needs, the coordinator is familiar with young person's postsecondary costs. They and/or their agency are in close connection with the youth and the schools themselves about cost of attendance, including any other forms of aid the youth may be receiving to avoid duplication or overpayment. Our contracted agencies provide funds directly to schools according to DCF guidelines, federal regulations regarding ETV funds, uniform guidelines, and other requirements as necessary. ETV funds should be applied as a last resort – after other educational aid has been applied. It may be applied prior to or instead of loans. In their role and through collaboration with youth, the TRAs are in a great position to maximize ETV funds that are flexible and responsive to youth needs. One result has been an uptick in ETV expenditures.

State and local agencies partner with secondary and postsecondary institutions and each other to increase awareness of the educational challenges faced by youth aging out of out-of-home care and the Brighter Star through collaborations with DPI and local school districts.

Training

- In 2019, DCF partnered with the Wisconsin Child Welfare Professional Development System to create a training to assist workers in completing the credit check process and remediating credit.
- In 2019, BYS cooperated with the department's Bureau of Permanence and Out-of-Home Care to better incorporate IL considerations and training needs in trainings for foster care and other OHC providers.
- DCF will partner with the University of Wisconsin – Madison's Division of Continuing Studies will create training for county and tribal CW agencies, foster parents, and contracted providers on the topic of creating the Independent Living Transition to Discharge Plan. Preliminary conversations have taken place.

- DCF staff also hope to work with the University of Wisconsin – Madison's Division of Continuing Studies to revamp its NYTD overview presentation to educate its partners on the importance of the NYTD survey. Additionally, staff hope to create training resources specific to OHC providers and the role they play in the surveying process.
- DCF staff hope to create an Independent Living 101 training for county and tribal child welfare agencies.
- DCF does not anticipate any specific training needs from the Children's Bureau to support program activities.

6. Consultation and Coordination with Tribes

Introduction

The Wisconsin Indian Child Welfare Act passed in 2009 specifies the responsibilities of the state and counties regarding American Indian children, as well as protections for American Indian children under state court jurisdiction. The law can be found at http://docs.legis.wisconsin.gov/statutes/statutes/48/I/028. DCF and the tribes located in Wisconsin collaborate closely to make sure lines of communication remain open and share the goal of supporting the safety, health, and well-being of tribal children, families, and communities.

The 11 federally recognized tribes in Wisconsin are sovereign nations and therefore able to establish and administer tribal codes, policies, procedures and programming related to child welfare. Because of their sovereignty, their codes, policies, and procedures may differ from state statute and policies – and from each other's. For example, some tribal codes and standards have a lower threshold than state statute to screen in cases for further assessment in order to allow for earlier intervention with their families; in these cases, the Tribe is solely responsible for managing the case. In other situations where county/DMCPS child welfare workers have primary case management responsibility, tribal child welfare workers may collaborate to advocate for an American Indian child's best interests and ensure that tribal identification, tribal notification, and other requirements are followed in compliance with ICWA and WICWA. County and DMCPS child welfare workers also collaborate with the tribal child welfare workers to identify and provide culturally appropriate and effective services and supports to American Indian children and families involved in the child welfare system.

Relative to funding, DCF provides limited child and family service (child welfare, child care, domestic violence) funding directly to tribes through a consolidated Family Services program with multiple funding streams. Specifically, tribes have received funding to operate in-home safety services, Brighter Futures programming, Independent Living programming, and home visiting programs. They also have the option to receive TANF funding to operate the Kinship Care program and/or enter into a Title IV-E pass through agreement. There are 7 tribes who have entered IV-E pass-through agreements. All eleven tribes operate a kinship program. Menomonie Tribe directly oversees their own kinship program.

Process Used to Gather Input from Tribes

Consultation with Tribes

Wisconsin Executive Order #18 dictates each Wisconsin state government agency's consultation purpose with the tribes located within the state. In line with this order and in the spirit of collaboration, DCF is committed to maintaining positive government-to-government relationships with the tribal governments and achieving positive outcomes for individuals involved with the child welfare system. To this end, and as directed by the federal Administration for Children and Families, DCF developed a policy committing the department to good faith negations with tribes and tribal consortia on child and family-related issues. This was done in consultation with the ICW Directors and can be found in informational memo 2015-03 at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2015-03i.pdf

- DCF has several ways in which it executes its policy to work alongside the tribes. The primary method by which it does so is via annual consultation sessions where DCF leadership convenes with their tribal counterparts. Parties jointly develop the agenda and, broadly, focus on the

addressing issues or concerns regarding department policies, implementation plans, services and challenges
- Enhance the overall relationship between the DCF and the tribes
- Identify actions that will improve conditions of and services for American Indian children and families

The most recent consultation was held in May 2019. The 2020 consultation meeting was scheduled for May 12 but was postponed due to the COVID-19 pandemic. Therefore, in lieu of an-person meeting, the DCF decretary held individual conference calls with each tribe. The DSP administrator is also hosting individual conference calls with any of the ICW directors interested in participating.

Aside from annual consultation meetings, DCF staff also consult with Tribes via bimonthly ICW directors meetings, which include the DCF tribal affairs specialist, tribal liaison, and child welfare managers as well as tribal directors. The ICW directors or designee are also invited to participate and serve on committees and workgroups established by the DCF as projects and tasks require. Currently, tribal staff are involved in the department's ongoing strategic planning efforts.

The contact list for Tribal Officials is available at
http://witribes.wi.gov/docview.asp?docid=19085&locid=57

A list of ICW directors is available at https://dcf.wisconsin.gov/files/cwportal/wicwa/wifedrectribes.pdf

Tribal Foster Parent Recruitment

In addition to the consultation opportunities described above, DCF initiated a tribal foster care recruitment campaign in 2017 with the intent to address the need for American Indian foster homes, state-wide. Foster care coordinators from all 11 federally recognized tribes in Wisconsin were invited to assist in the development of campaign materials targeted to recruit American Indian foster homes. The tribes worked very closely with DCF on this campaign that is more fully described under the foster and adoptive recruitment section on pages 100-101. Building on the success of this effort will continue in the next year.

Ongoing coordination and collaboration with tribes in the implementation and assessment of the CFSP/ APSR

The bi-monthly ICW Director's meetings are crucial to DCF collaboration with tribes, specific to its CFSP and APSR, and in general. This group broadly discusses child welfare-related issues, including but not limited to policy and procedure changes and development. Because travel costs can be a barrier to tribal participation, meetings rotate among tribal communities around the state and DCF covers meeting expenses as well as lodging, per diem, and/or mileage costs for tribal attendees. It also covers the costs of ICW directors to attend meetings. DCF and ICW directors exchanged plans in June 2020 for review and comment.

In addition to the large group, DCF, tribal child welfare, and legal staff and professionals from related organizations (e.g., Children's Court Improvement Program) comprise the Tribal/State Child Welfare Policy & Law (PALS) Workgroup; this group meets upon request of the ICW. This workgroup focuses on policy and legal issues, including:

- Interpretation of and answers to questions related to ICWA and WICWA;
- The relationship between Wisconsin's infant relinquishment law and the Indian Child Welfare Act;
- Notification of tribes in voluntary child custody proceedings;
- The intersection of tribal authority to perform child welfare functions and county responsibility under state statute;
- Input on the DCF strategic planning process and issues related to FFPSA implementation
- Potential program and policy implementation or changes;
- Legislative updates;
- WICWA compliance;
- County compliance with state standards and policies;
- Independent living services; and
- Youth justice Issues.

In existence since March 2016, this group is believed to be an effective and efficient way for key DCF's and tribes' legal staff to communicate.

Compliance with ICWA in Consultation with Tribes

The codification of the federal Indian Child Welfare Act into state statute was an important step to improving ICWA compliance in Wisconsin. After a four-year effort that included considerable discussion and negotiation, 2009 Wisconsin Act 94 passed unanimously in the Wisconsin Legislature, and codified the Wisconsin Indian Child Welfare Act (WICWA). The process of developing and passing the Wisconsin Indian Child Welfare Act is shown in a following documentary video available at https://www.youtube.com/watch?v=ZCLUbS4FxWo.

Following the codification of WICWA, DCF worked with WCWPDS to develop the "Case Practice with American Indian Tribes" training. This training reviews the reason and legislative intent of the Indian Child Welfare Act, how workers shall comply with WICWA, and important considerations related to tribal culture and working effectively with tribal families. The training was since updated to include eWiSACWIS documentation and 2016 ICWA Regulation requirements. The re-designed curriculum was piloted in June 2018 with follow up training that same month.

DCF also collaborated with WCWPDS in 2016 to develop an online training resource for county workers that provides a basic understanding of ICWA elements such as active efforts, notification, and more, as well as direction on how to document such information in eWiSACWIS. After being piloted in seven different counties and all 11 tribes, the training was finalized and published January 2018. It can be accessed anytime through WCWPDS online at https://media.wcwpds.wisc.edu/foundation/WICWA_Online_Resource/.

In addition to these specific trainings, DCF staff also offer ongoing and as needed technical assistance and desk guides to aid workers' efforts and compliance. These desk guides consist of the following:

- A Child Welfare Practitioner's Guide for Meeting the WICWA Active Efforts Requirement - https://dcf.wisconsin.gov/files/publications/pdf/464.pdf
- WICWA eWiSACWIS Desk Aid - https://dcf.wisconsin.gov/files/publications/pdf/423.pdf

Quality Oversight - Compliance with ICWA through the Wisconsin Indian Child Welfare Act (WICWA)

Another attempt to monitor WICWA compliance consists of the WICWA Continuous Quality Improvement project through the Children's Court Improvement Program (CCIP). This project is designed to improve adherence to WICWA requirements in the circuit court system, including use of qualified expert witnesses, providing notice, documenting active efforts, and complying with placement preferences in CHIPS, JIPS, TPR, guardianship, and adoption cases. In addition, the project aims to increase collaboration and cooperation among the circuit courts, tribes, county child welfare agencies, attorneys, and other stakeholders.

The following data collection methods may be utilized as part of the WICWA Continuous Quality Improvement project:

1. **Court File Review.** The case sample contains circuit court cases subject to WICWA in the following case types: CHIPS, JIPS, TPR, guardianship, and adoption. The case must be filed within the last three years. In situations where a sibling group is involved, a maximum of two sibling cases will be reviewed.
2. **Focus Groups.** Each focus group includes questions to assess WICWA compliance and to learn more about the relationships between the tribes and other child welfare stakeholders. Focus groups are typically conducted with the following individuals:
    a. Circuit court staff (e.g., judges, circuit court commissioners, and juvenile clerks)
    b. Tribal representatives (e.g., attorneys and child welfare staff)
    c. County child welfare agency staff (e.g., directors, supervisors, caseworkers, and initial assessment workers)
    d. Attorneys (e.g., district attorneys, corporation counsel, GALs, and defense attorneys)
3. **Surveys.** Written surveys are completed by individuals who are unable to attend the focus group in person. The survey covers key questions from the applicable focus group. An online survey tool (e.g., SurveyMonkey) may be used to collect the responses from participants.

The impact and success of the WICWA Continuous Quality Improvement project's goals is done through onsite county reviews. When schedules permit, staff from CCIP and the Department of Children and Families (DCF) conduct simultaneous WICWA reviews of the same counties.

Chafee Foster Care and Independence Act/Educational and Training Vouchers (Tribal)

See the Chafee Foster Care Independence and Education and Training Vouchers Program Section prior to this section, pages 145-146 for information relating to Tribal consultation, eligibility for benefits and services, and ensuring fair and equitable treatment for American Indian youth under the Chafee Foster Care Independence Act and ETV.

Section D CAPTA Requirements and Updates

2021 Annual CAPTA Report

Substantive changes, if any, to state law or regulations that could affect the state's eligibility for the CAPTA State Grant

There were no substantive changes in state laws or regulations. An update on Wisconsin's program improvement plan related to good faith immunity is detailed later in this section.

Significant changes from the state's previously approved CAPTA plan

There have been no significant changes from the state's previously approved CAPTA plan in how the state proposes to use funds to support the 14 program areas enumerated in CAPTA.

How CAPTA Funds Used

In the last year, due to additional funding, DCF has been able to support the Parents Supporting Parents program. This initiative is part of Wisconsin's PIP and is shaped by the department's goal to comprehensively and systematically incorporate the voices of those who experienced the child welfare system. This initiative is further described in Section 3, pages 111-112 in Wisconsin's update to the plan for improvement.

Additional uses of CAPTA funds In FFY 2019 consistent with the purpose of CAPTA include the following.

Alternative Response (AR)

Alternative Response (AR) began as a pilot initiative in Wisconsin in 2010 that established a two-pathway response system for screened-in child protective services cases. Historically, in all CPS cases, workers make a maltreatment determination (whether child abuse and/or neglect occurred) and a maltreater determination (abuse or by whom). This pathway is called a Traditional Response (TR). With AR, there is a second pathway involving CPS cases with less severe allegations and concerns that are less likely to need collaboration with law enforcement or courts. This type of response allows the focus to be on the family and removes the substantiation finding (both maltreatment and maltreater). In either pathway, child safety remains paramount and is assessed in order to make decisions of whether a child needs protection.

Wisconsin Act 78 and Systems Change Review

CAPTA funds continue to support the Wisconsin Systems Change Review process that is detailed in the "Efforts to Track and Prevent Child Maltreatment Deaths" section of the APSR on page 132.

Wisconsin Child Welfare Model for Practice

CAPTA Funds are used to support the Wisconsin Child Welfare Professional Development System and its role in implementing the Child Welfare Model for Practice; this is described in Section 3, Wisconsin's Vision and is also available at https://dcfweb/childwelfare/practice-model.

Multi-Disciplinary Outreach, Consultation, and Coordination

In addition to the initiatives listed on the following pages, review the collaboration section that begins on page 8 for additional information about DCF's many collaborations over the last year.

HEALthy Initiative Study - HEAL Collaborative

A recent collaboration is focused on engaging the voice of pregnant or parenting mothers that have substance abuse disorder. This engagement is part of an 18-month grant received by the University of Wisconsin to focus on the needs of this population. DCF is a member of the Stakeholder Advisory Committee HEAL (SAC) The HEAL SAC is a diverse group of people, including both professionals who work with pregnant or parenting women with Substance Abuse Disorder and women in recovery with lived experience of opioid/addiction-exposed pregnancies or motherhood. The committee also includes 4 Wisconsin state representatives and Senator Baldwin for connecting to federal and state policy input. The efforts of the HEAL Collaborative will complement those of the Parents Supporting Parents project, which also seeks to significantly increase the inclusion of input from those with lived experience in the child welfare system, especially as it relates to substance abuse and other issues and challenges.

CPS and Law Enforcement Agencies

DCF continues to be a member of the Wisconsin Alliance for Drug Endangered Children (WIDEC) and the DEC Steering Committee. WIDEC is a multidisciplinary partnership that assists communities in assessing service needs, coordinating efforts, and keeping children safe and free from exposure to dangerous drug environments. DEC efforts in Wisconsin exists on three levels - county/tribal, state, and national. As a member of the DEC Steering Committee, DCF collaborates with partners from local, state, and federal agencies, including child protective services, sheriff and police departments, district attorney offices, prevention services, law enforcement, health departments, American Family Children's Hospital, the WI Department of Justice, WI Department of Health Services, and the Federal Bureau of Investigation.

The WIDEC supports DEC programs to better serve the children in Wisconsin by expanding DEC programs, offering basic DEC training and providing an annual DEC conference. In addition to serving as a Steering Committee member, the DCF allocates CAPTA funding to support the conference each year. The DEC Steering Committee organizes the statewide conference where local DEC programs are formally recognized. National and state experts are brought in to educate Wisconsin on current issues and promising practices.

CPS and Child Abuse Prevention

DCF serves as a member of the Child Abuse Prevention Month workgroup; this is in partnership with the Child Abuse and Neglect Prevention Board and the Prevent Child Abuse Wisconsin program through Children's Hospital.

Together for Children Conference

CAPTA funding continues to support the Together for Children Conference, the annual Wisconsin child abuse and neglect prevention conference. The conference, which DCF regularly sponsors and helps plan, strives to improve prevention, treatment, investigation, and prosecution of child abuse and neglect by providing training that addresses emerging issues and increases the knowledge and skills of attendees. The 33nd annual conference was scheduled for April 2020 but had to be rescheduled due to COVID-19.

Child Abuse and Neglect Prevention Month

DCF coordinates with the Child Abuse and Neglect Prevention Board on activities related to Child Abuse Prevention month. The month provides an opportunity to acknowledge the collective efforts of families,

caregivers, communities, and agencies to prevent child maltreatment.

CPS and Domestic Abuse Programs

There is a well-established overlap between domestic abuse and the maltreatment of children both in the literature and in practice experience in Wisconsin. In 2018, DCF supported development of a memorandum of understanding (MOU) between counties and domestic abuse programs to permanently elevate collaboration between child protective services agencies and domestic abuse programs. Three counties completed this initiative in 2018: Dunn, Washington, and Wood counties.

Each county created year-long calendars to implement the specific tasks and deliverables identified in the MOU's. Some of the common elements in each MOU include:

- Commitment to cross-training, with specific training topics identified
- Identification of a process and hierarchy of persons to be involved in "conflict resolution" situations between the agencies
- Process for reporting of child abuse and neglect by the domestic abuse agency
- Joint referral protocols between the agencies
- Clear and specific recognition of relevant confidentiality laws and requirements, how they will affect collaborative work, and how potential problems may be addressed
- Plan for sustaining the on-going relationship, including the identification of agency liaisons or an on-going committee

Thus far, participating agencies' feedback is overwhelmingly positive. They state that working relationships are stronger as a result and that they follow the MOU. DCF continues to encourage other counties to create a similar MOU specific to their community's needs and collaborative relationships. To help with the process, DCF has created a resource guide on the creation of an MOU.

CPS and Health Care Professionals

The Department of Children and Families also uses CAPTA funding to support the Wisconsin Child Abuse network (WI CAN), an inter-disciplinary public-private partnership formed in 2009 and dedicated to improving the accuracy of child abuse investigations. It is led by representatives of The Medical College of Wisconsin; Child Advocacy Centers of Wisconsin; Children's Hospital of Wisconsin; the Wisconsin Coalition Against Sexual Assault; the Child Abuse and Neglect Prevention Board; and the Departments of Children and Families, Health Services and Justice.

WI CAN works to improve interagency responses to child maltreatment through ongoing education and a web-based peer review network. It connects professionals statewide to medical expertise to improve access to medical input in child maltreatment investigations.

The WI CAN Educational Series consists of statewide, web-based lectures and case-based discussions on various topics related to child maltreatment delivered and led by subject matter experts. The target audience consists of physicians, advanced practice providers, nurses, other allied health professionals, law enforcement officials, social workers, and attorneys. The goal of the educational series is to help health care professionals improve their recognition of child maltreatment and management of cases when child maltreatment is a concern. Webinars are held on the third Friday of each month. Throughout 2020, DCF will continue to support the effort through the WI CAN Educational Series. WI-CAN established a website, which can be viewed at http://www.wichildabusenetwork.org/.

CPS and Tribal Child Welfare Agencies - Tribal coordination efforts are described in several places of this report, the most detailed description Is in the Tribal Section that begins on page 149 as well as a specific tribal foster care recruitment effort described on pages 102-103.

CPS and the Judicial System

Please see the Collaboration Section for an update on DCF's collaborative efforts with the judicial system starting on pages 15-16.

Citizen Review Panels

Citizen Review Panels are also supported through Wisconsin's CAPTA. They are described in detail in the collaboration section, see Section 1, page 14, and a link is provided for all reports.

Update on the state's continued efforts to support and address the needs of substance-exposed infants

The following section describes the efforts to support and address the needs of infants born that are identified as being affected by substance abuse or withdrawal symptoms resulting from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder. Information follows about how the state is following requirements of CAPTA that were included as amendments to the Comprehensive Addiction and Recovery Act (CARA). These efforts include:

- Any changes made to policy or practice and/or lessons learned from implementation of plans of safe care.
- Information on the current monitoring processes for plans of safe care to determine whether and in what manner local entities provide referrals to and delivery of appropriate services for substance-exposed and affected family members and caregivers.
- Processes for ongoing monitoring of the plans of safe care.
- Challenges in implementing the provisions of CARA and any technical assistance the state has determined is needed to remove or mediate those challenges.

Overview of Policy and Practice

Effective June 25, 2004, DCF issued an addendum, "Assessing the Safety of Drug Affected Infants," to the Child Protective Services Standards. This policy required Wisconsin CPS agencies to develop a plan of safe care for an infant born and identified as being affected by illegal substance abuse or withdrawal symptoms. The policy includes procedural instructions, directing CPS agencies to screen in these reports for child welfare services rather than child protective services cases, unless the report is accompanied by allegations of abuse or neglect. The policy also references section 46.238 of Wis. Stats., which states the county department shall offer to provide appropriate services and treatment to the child and the child's mother. In compliance with federal laws, DCF has policies and procedures in place to address the needs of drug-affected infants. In April 2014, 2013 Wisconsin Act 260 was enacted, bringing state statutes in compliance with CAPTA requirements regarding the evaluation of infants for fetal alcohol spectrum disorders (FASD) and the requirement that CPS agencies offer to provide, or make arrangements for, the provisions of those services and treatment to the infant and the infant's mother.

The legislation requires a physician to evaluate an infant if there is a serious risk that an infant has FASD. If FASD is diagnosed, the physician is required to report that diagnosis to the CPS agency. In addition, s.146.0255 requires health care providers of substance-exposed infants to notify CPS of the infants' condition. The CPS agency is required to offer, provide, or arrange for the provision of services and treatment for the infant and the infant's mother.

The Child Protective Services Access and Initial Assessment Standards and Safety Intervention Standards issued by DCF include requirements and guidance regarding CPS agencies' responsibility for the development, monitoring, and follow-up of a plan of safe care (safety plan) for a drug-affected infant or an infant with FASD known to the child welfare system. At this time, DCF has not identified any technical assistance required to improve practice and implementation to address the needs of drug affected infants.

Wisconsin's Statewide Automated Child Welfare Information Systems (eWiSACWIS) allows for data collection related to the monitoring of the safe plan of care for families involved in the state child welfare system. eWiSACWIS allows agencies and the state to gather information documented in the case record (i.e. Access/Intake Report and Safety Plan) as to the reason why the case is open and service type categories identified for the families (within the safe plan of care).

In addition, two recent executive orders relate to this important issue. The first, Governor's Executive Order #214 issued in September 2016, mandated the formation of a Governor's Task Force on Opioid Abuse and the formation of Steering Committees by several state agencies. Soon thereafter, Governor's Executive Order #273 on January 19, 2018, directed DCF to improve documentation in the eWiSACWIS system about substance use issues in child welfare cases.

Related to Executive Order #273, in a memorandum dated February 20, 2018, DCF informed local child welfare agencies of the changes that had been made to eWiSACWIS in order to improve documentation of substance use issues in child welfare cases. When removing a child from the home, one or more of 16 unique reasons for the child's removal from the home are required to be documented in eWiSACWIS, which are much like the descriptions chosen when adding maltreatment allegations. Prior to the changes, caregiver substance use was not included as reference values to be selected to describe the result(s) of or condition(s) associated with an allegation of maltreatment.

Maltreatment descriptions provide further information about allegations and can help convey the underlying challenges for families. Using this information DCF updated the description reference values that can be documented as part of the Descriptions page to both enhance and streamline this list of values to improve the availability and quality of the resulting data. In addition, two new descriptions better capture the influence of alcohol and drug use in relationship to an allegation of maltreatment. These added descriptions include Caregiver Alcohol Abuse and Caregiver Drug Abuse. Lack of Medical Care was also added to encompass multiple aspects of medical neglect as a description of a result of the neglect of a child or infant.

The removal reasons are documented in eWiSACWIS at the point of a child's placement in out-of-home care and are specific to the federal Adoption and Foster Care Analysis and Reporting System (AFCARS) required data elements and cannot be altered. In order to assist agencies with the selection of these reasons, definitions are now provided in eWiSACWIS under the resources flare on the removal address and reasons page and on our Child Welfare Worker Portal at https://dcf.wisconsin.gov/cwportal/ongoing/ohc. DCF strongly encourages child welfare staff to select the main maltreatment allegation (i.e. neglect, physical abuse, sexual abuse) and, where applicable, also select the underlying factor(s) that may have contributed to the child's removal (i.e. caretaker alcohol abuse, caretaker drug abuse, inadequate housing, incarceration of caretaker(s)).

Updates to Practice

Two recent pieces of state legislation passed in April 2018, 2017 Act 261 and 2017 Act 262, provide additional supports to address the issue of substance use disorder. Specifically, these bills direct and

provide funding to DCF to establish opioid-related training for child welfare workers, provide grants for youth prevention programs, and provide grants for Family Drug Treatment Courts. DCF has implemented these efforts.

In addition, a project in 2019 incorporated what was previously an addendum regarding procedures and practices pertaining to drug-affected infants into DCF's child welfare standards. As a part of this project, an effort was made to eliminate language perceived to be ambiguous and to clarify state expectations around the handling of these cases. DCF continues to consider additional changes to its child welfare standards. DCF also collaborated with the University of Wisconsin's Child Welfare Professional Development System to develop an online training addressing the critical intersect between alcohol and other substance use disorders and child welfare. This training is expected to go live in 2020.

Monitoring Plans of Safe Care

As a county-administered state, monitoring of processes of plans of safe care continues to be a function that county agencies perform consistent with policy and training support from the state. This function includes determining whether and in what manner local entities provide referrals to, and delivery of, appropriate services for substance-exposed infants and affected family members and caregivers.

Challenges to Implementation

As noted throughout this report, the ability to prescribe policy can be challenging. This is especially true in a county-administered, state-supervised state like Wisconsin where responses rely even more heavily on individual county, community, family, and child circumstances. Given these challenges, DCF continues to prioritize high-quality and comprehensive collaboration with its systems partners and stakeholders, especially those related to the voices of those with lived experience.

Children's Bureau (CB) Site Visit

The state has not participated in a Children's Bureau site visit regarding the development of plans of safe care for infants born and identified as being affected by substance abuse or withdrawal symptoms resulting from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder.

Compliance with New Federal Legislation

Wisconsin law already provides immunity from civil and criminal liability in the child protective services context. Specifically, Wis. Stat. § 48.981(4) provides that:

"Any person or institution participating in good faith in the making of a report, conducting an investigation, ordering or taking photographs or ordering or performing medical examinations of a child or of an expectant mother under this section shall have immunity from liability, civil or criminal, that results by reason of the action. For the purpose of any proceeding, civil or criminal, the good faith of any person reporting under this section shall be presumed. The immunity provided under this subsection does not apply to liability for abusing or neglecting a child or for abusing an unborn child." Wis. Stat. § 48.981(4).

The scope of immunity under Wis. Stat. § 48.981(4) already covers much of the expanded scope of legal immunity provided in the Victims of Child Abuse Act Reauthorization Act of 2018, § 106(b)(2)(B)(vii). To ensure that Wisconsin law provides for the full scope of the expanded immunity now provided under federal law, Wisconsin continues to work with the Children's Bureau to develop a Program Improvement Plan that will involve passage of legislation by the Wisconsin legislature that further expands the immunity provision in state law. In 2020, DCF developed and advanced legislation that addressed the

changes needed to come into compliance with federal law. Due to the legislature ending its regular session early because of the COVID-19 Crisis, DCF will need to re-introduce legislation as soon as possible so that it can be considered in upcoming legislative sessions.

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Section E - Targeted plans with the 2021 APSR

See below for transmittal of plans within APSR and those provided as separate documents and included in the June 30, 2020 transmittal e-mail.

- Foster and Adoptive Parent Diligent Recruitment Plan – on the following pages
- Disaster Plan – Updates provided on page 171
- Health Care Oversight Plan (HCOP) – separately attached PDF document sent with APSR transmittal e-mail. Please note that there are no changes or updates to the HCOP. In addition, relative to progress and accomplishments in implementing the state's Health Care Oversight and Coordination Plan. Quality metrics can be found on page 40 of this document. DCF and the Wisconsin Department of Health Services (DHS) closely collaborate to improve the quality, access, and timeliness of health care services to children and youth in OHC through the implementation of a Medicaid medical home service delivery model called Care4Kids. Results related to the impact of protocols for the appropriate use and monitoring of psychotropic medications have had on the prescription and use of these medications among children and youth in foster care are not available from the state Department of Health Services. DCF will work with DHS to determine when this information would be available in the future.
- Training Plan – separately attached excel document sent with transmittal e-mail

Section E - Foster and Adoptive Training Update

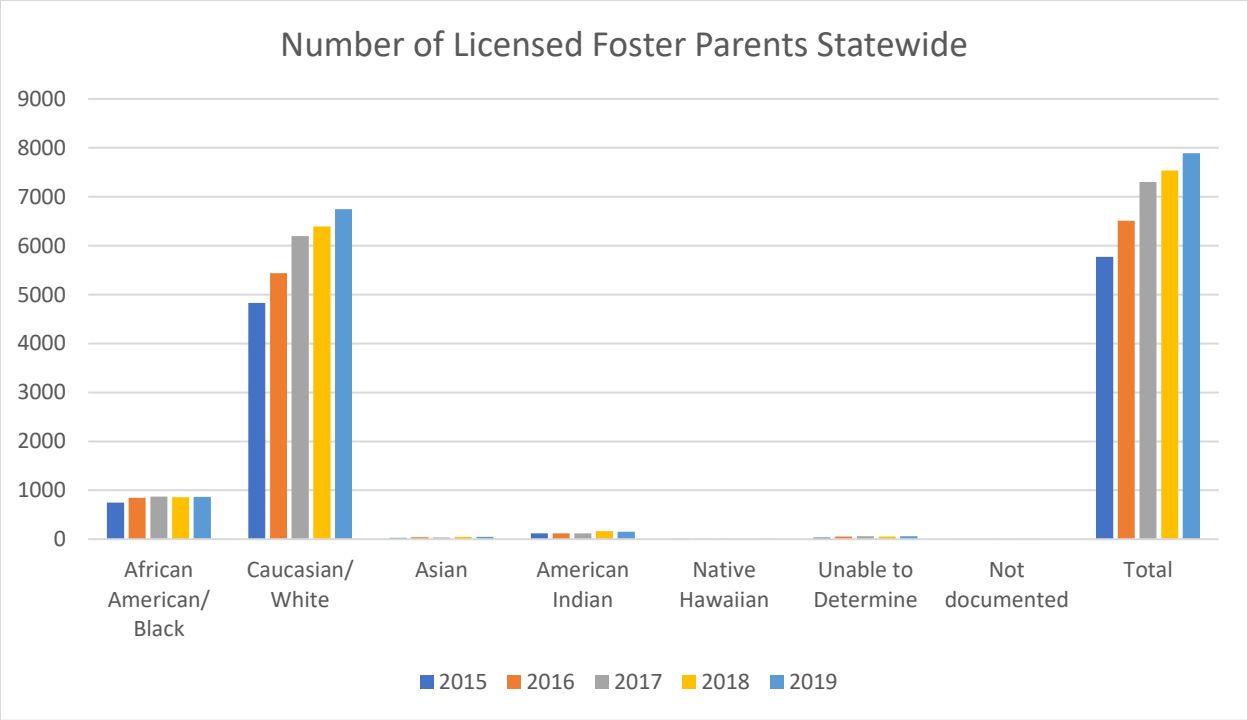
Foster and Adoptive Recruitment Plan

Diligent Recruitment Plan - Strategies to Reach all Parts of the Community

Data to Demonstrate Performance

Data shows that Wisconsin has been successful in increasing the number of licensed foster parents in each year.

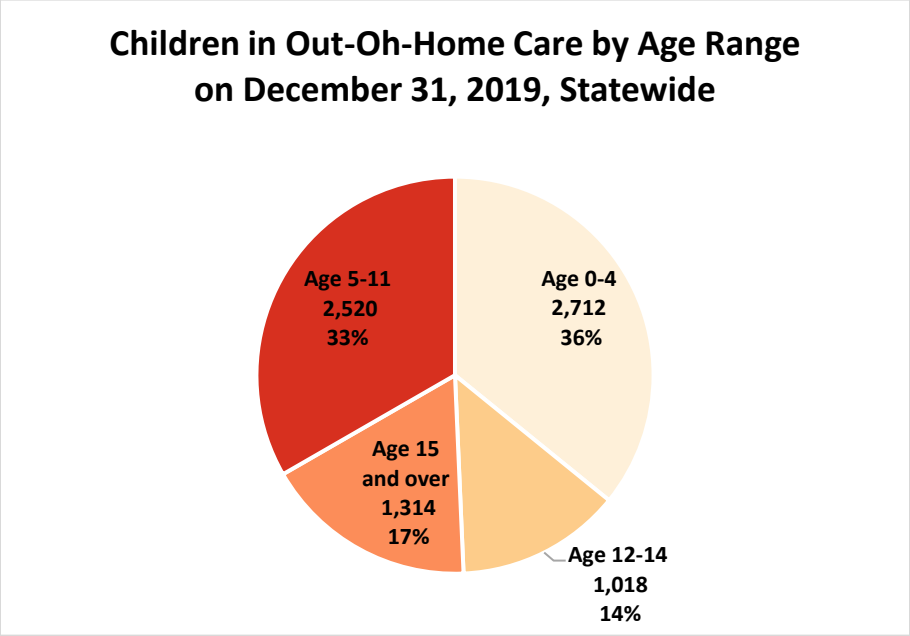
	African American/ Black	Caucasian/ White	Asian	American Indian	Native Hawaiian	Unable to Determine	Not documented	Total
2015	748	4829	29	122	7	35	3	5773
2016	844	5439	39	123	9	55	2	6511
2017	875	6195	36	123	12	61	1	7303
2018	861	6394	46	168	7	56	2	7535
2019	867	6748	50	154	7	63	0	7889

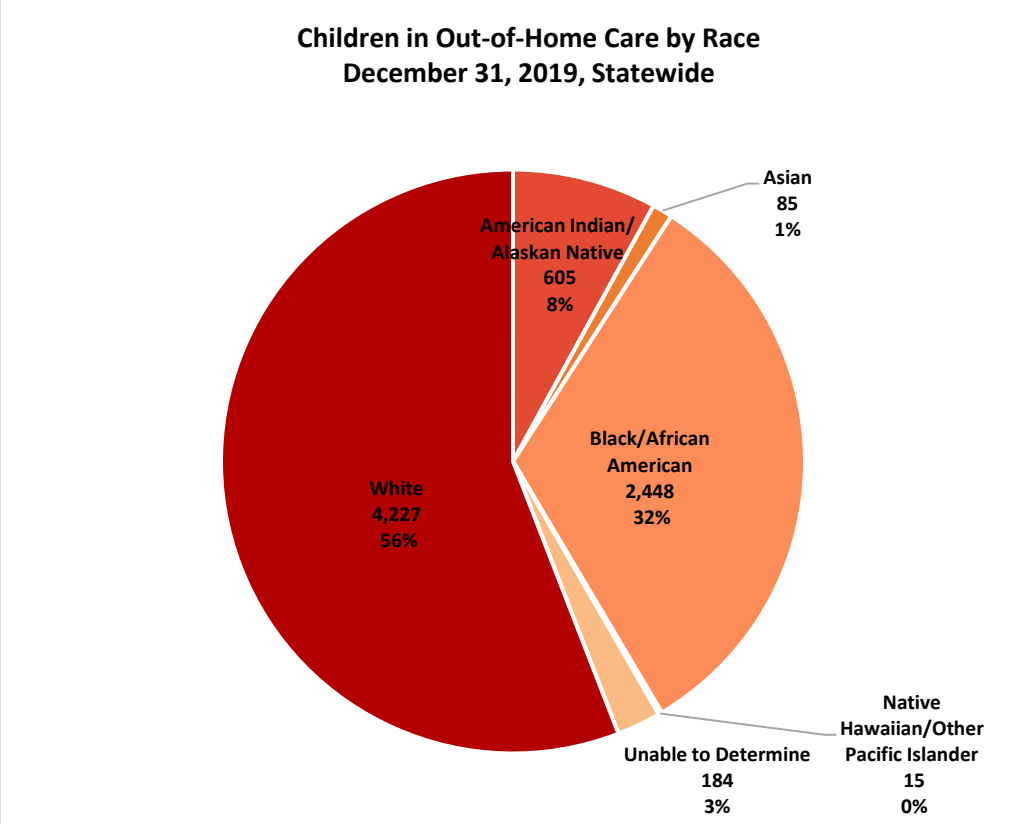


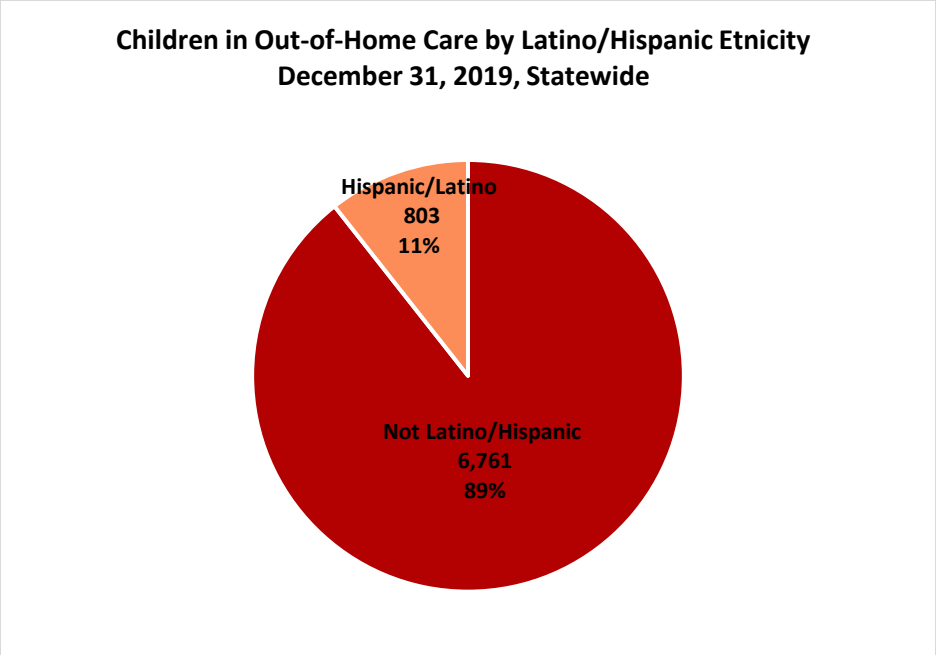
Recruitment Activities Agency Data -CHILDREN IN OUT-OF-HOME CARE

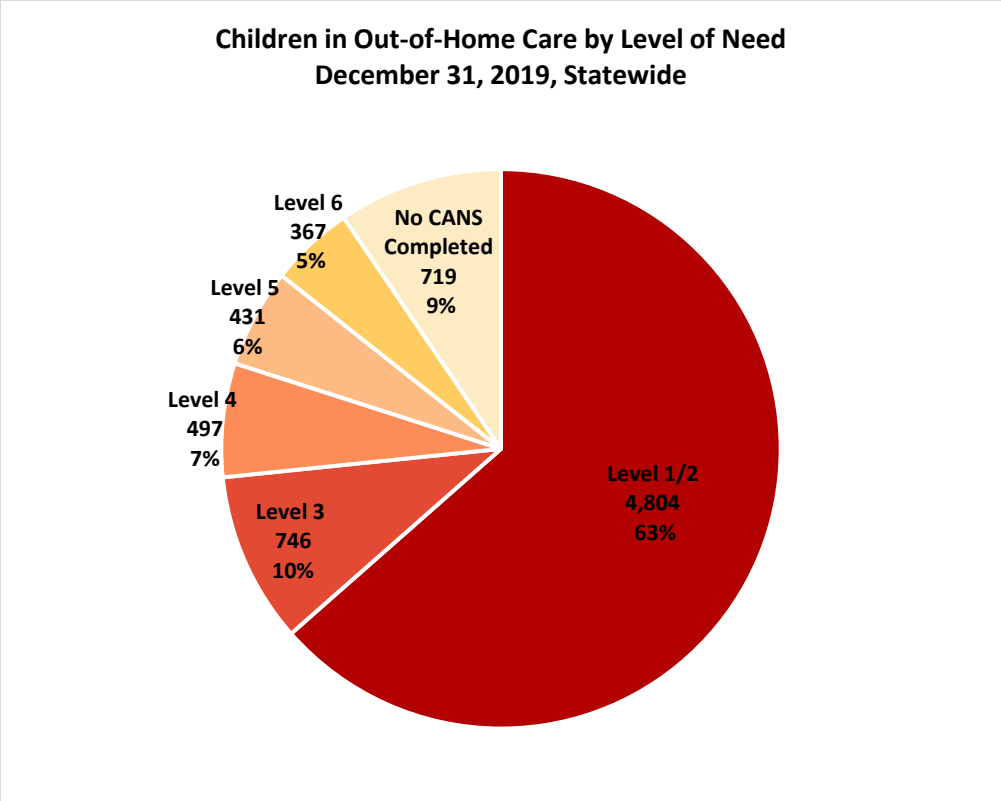
- Statewide: Total Number of Children in Out-of-Home Care on December 31, 2019: 7,578

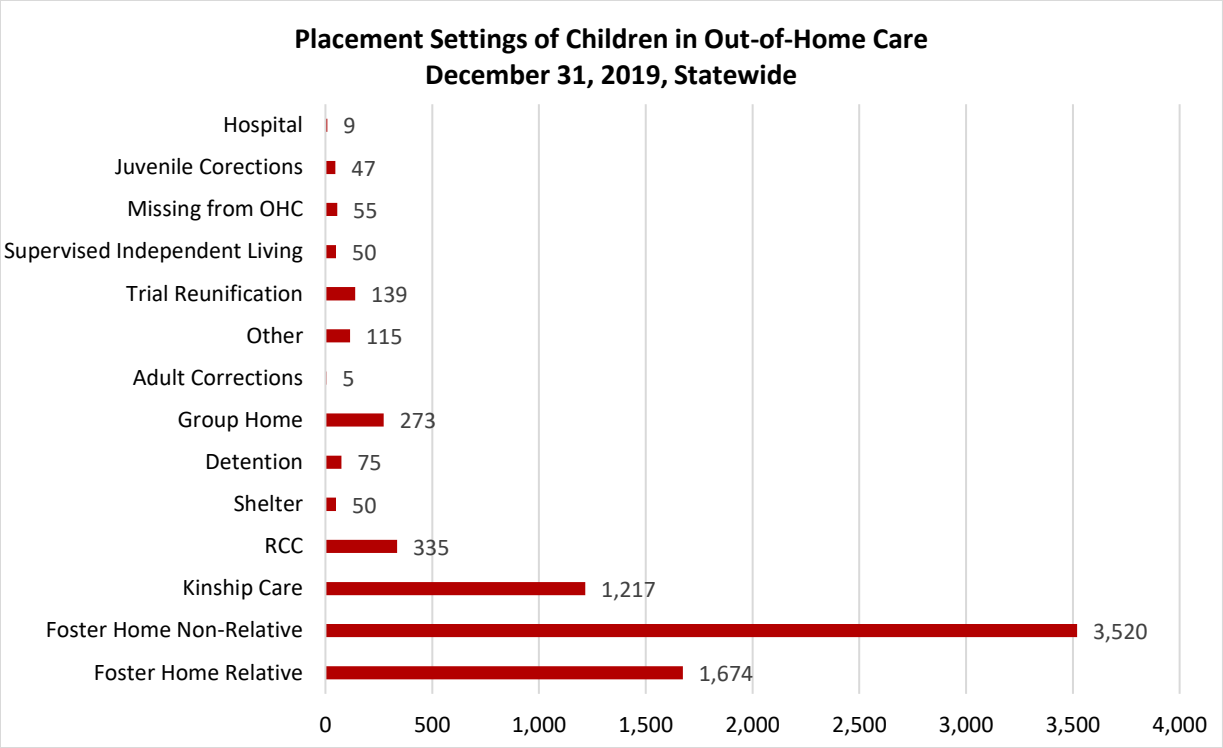
Child Demographics: Children in Out-of-Home Care by Age Range






Children in Out-of-Home Care by Latino/Hispanic Etnicity
December 31, 2019, Statewide
Hispanic/Latino
803
11%
Not Latino/Hispanic
6,761
89%


Children in Out-of-Home Care by Level of Need
December 31, 2019, Statewide
Level 6
367
5%
No CANS
Completed
719
9%
Level 5
431
6%
Level 4
497
7%
Level 3
746
10%
Level 1/2
4,804
63%



Initiatives to Address

Wisconsin has a process for and is committed to recruiting foster and adoptive parents that reflect the racial, ethnic, and cultural diversity of the children in OHC. Local child welfare agencies, including the state's Division of Milwaukee Child Protective Services and the public adoption programs, counties, and private child placing agencies are responsible for recruiting families for the children living in OHC. The Division continues to increase resources to all licensing and placing agencies to support their efforts to recruit foster and adoptive parents who reflect the children in our care.

State staff called Permanency Consultants work with counties to identify children needing child-specific recruitment efforts so that these children can move to permanence in a timely fashion. To help facilitate the timely movement of children to permanence, the Division required all foster care and adoption agencies to use the Structure Analysis Family Evaluation (SAFE) foster and adoption family assessment format. This ensures that the completion of an adoptive home study is not a barrier to a timely adoption. DSP supports SAFE trainings each year for new licensors and their supervisors.

Recruitment and Retention

Wisconsin Statewide Recruitment Goals
In collaboration with counties and tribes, DSP works with public, private, and tribal agencies to develop a pool of families to meet the diverse needs of children in OHC (OHC). Specific strategies that are used include the following:

- Sustain a consistent, statewide recruitment campaign with materials that can be used by local agencies to build on the recognition gained from the statewide activities. During 2019, billboards were used to support the recruitment of foster homes for Indian children through

collaboration with Wisconsin tribes. In collaboration with the tribes in 2017-18, DCF developed a new and more expansive tribal campaign, which was launched in May 2018 and continued throughout 2019 at the same time a refreshed general foster parent recruitment campaign began. Efforts to promote the need for families among the tribal community continue.

- Continue to improve the use of recruitment and retention data to enable agencies to make program improvement decisions based upon current and accurate data concerning family recruitment and retention. DCF is implementing a Geographic Placement Resource System (GPRS) to target recruitment and better identify areas in need and where foster children are removed. Being able to visualize on a map where foster children come from and where they are placed will improve the identification of areas in need of recruitment efforts by local agencies. The GPRS will display the race, ethnicity, relationship status, level of care certification, and provider characteristics. There were delays in the implementation of the targeted recruitment in GPRS due to state level changes to the geographic information system used by GPRS at DCF. GPRS became available to agencies in 2013. In 2015, licensing agencies were required to enter more specific provider characteristics into eWiSACWIS to improve the information available to improve the match between the child and potential foster homes. Beginning in 2019, DCF began making improvements to GPRS to increase usability of the system and ensure data quality that will be launched in the fall of 2020.

- Promote State Permanency Consultant (SPC) work with counties, tribes, and private agencies to facilitate timely, quality permanence for children. The SPC are available to provide child specific recruitment efforts which include Family Finding and Engagement, Permanency Roundtables, photo listing, creating recruitment videos, etc. Since 2015 the SPCs have been available to public child welfare agencies to request Family Finding and Engagement for children needing a permanent resource and they provide consultation and coaching to workers and supervisors trained in Family Finding and Engagement. Statewide training of Family Finding and Engagement occurred in 2019 with all counties and tribes, who wanted to, participating. The SPC's continue to coach and mentor staff trained in the Family Find and Engagement model to search and engage relatives for children in the child welfare system.

- Collaborate with counties, tribes, and private agencies to develop policies and procedures to increase the identification of relatives as placement resources. In 2016 DCF released a desk guide to assist caseworkers in Family Finding and Engagement efforts which includes having the legal authority to contact relatives in Wisconsin and tips to involve relatives in case planning. In 2019, DCF released a more general guide on working with relatives throughout a case and applicable considerations for relatives for different programs.

- DCF launched the Kinship Navigator program which includes a Kinship Navigator Portal, support groups for relative caregivers, a statewide conference, and trainings specific to relative caregivers and working with relative caregivers. More specifics on each of these efforts are described in a report attached as Attachment B.

- Provide support and training to counties, tribes, and private agencies to improve community and cultural responsiveness to recruitment and retention activities, including access to services.

- Implement a dual licensing process (SAFE) to help facilitate quality and timely permanence by having studied and approved foster/adopt families as resources for children in need of permanence. Legislation was passed in 2016, Act 378, which requires a standardized home study for all foster and adoptive parents in Wisconsin.

DCF has a contract with the Foster Care and Adoption Resource Center (FCARC) to produce a variety of recruitment resources for agencies to use at the local level. Resource Center brochures and information are also being used by local agencies to connect with families. In addition, the Resource Center has supported the recruitment and retention of foster and adoptive families through the annual foster care coordinators' conference. In 2019, the focus of the conference was Retention of Foster Families with a keynote speaker from AdoptUS Kids, Barb Clark. The Division is committed to assisting local agencies with targeted and child-specific recruitment. Beginning in 2010 and continuing through the present, the FCARC created new resources for relative caregivers, especially those who become licensed families. FCARC created a resource guide to assist workers working with relative caregivers and DCF approved the guide for issuance in 2013. In 2014, a training was conducted on the relative caregiver guide and in 2018 the guide was incorporated into the caseworker on-line Placement training. In 2019, the guide materials were used with other resources by WCWPDS to create on-line trainings for caseworkers working with relative caregivers and for relative caregivers.

In 2017, to assist foster home licensing agencies in recruiting qualified foster parents, DCF implemented a recruitment plan that went into effect on July 1, 2017 and will continue until at least December 31, 2020. DCF, in partnership with FCARC, hosts a series of recruitment activities, which seek to increase the capacity within child welfare agencies to recruit. These activities are open to all foster home licensing agencies throughout the state, including county agencies, private child placing agencies, and tribal agencies. A total of 43 agencies voluntarily participated in the activities with the Coalition in state fiscal year 2018, and in state fiscal year 2019, an additional 21 agencies participated in the recruitment activities.

Agencies that chose to participate were expected to:

- Conduct an assessment of needs specific to their agency.
- Create a recruitment plan with assistance from FCARC.
- Learn how to use their current licensed foster homes as a recruitment resource.

For all participating agencies, DCF produces a data summary specific to each agency. For example, county child welfare agency is provided a breakdown of the demographics for the children currently in care within their county, as well as demographics on the agency's current licensed foster parents. The data is provided as a tool to allow agencies to see how well their foster families were currently meeting the needs of the children in their care and whether there were gaps that needed to be targeted in recruitment efforts. They are also taught how to pull this data themselves moving forward using eWiSACWIS reports available to their agency.

In addition to the recruitment activities, FCARC trains and coaches licensed foster parents to recruit foster homes within the participating communities. Each participating agency identifies at least one Foster Parent Champion to be an active member of their recruitment efforts. Foster Parent Champions are gathered for a day-long conference to learn about recruitment strategies and how they could be an asset to their agency's recruitment goals. Additional Champions virtual classrooms are available to them on an ongoing basis. To acknowledge foster parents for their efforts, DCF provides participating

licensing agencies reimbursement funds for costs incurred by their licensed foster parents who participate in recruitment activities for their time, travel, childcare, and mileage. DCF will continue to reimburse these costs as funds allow. Agencies submit requests for the reimbursement and DCF provides the funds to the agency. Once awarded, the agency provides a stipend to reimburse their licensed foster parents.

DCF is continues to support child welfare agencies in their recruitment of new licensed foster homes by providing licensed foster parents with an acknowledgement gift card with a value of $100 for successfully recruiting new licensed foster parents. This is open to any foster parent licensed by a public, private, or tribal licensing agency. Foster parents are the greatest recruiter of new foster parents. Foster parents who successfully recruit new foster parents throughout the state will receive a gift card with a $100 value from the Department as funds allow. The Recruitment Activities are explained in Memo Series 2019 -18i.

In addition to the recruitment activities being offered to all counties and private child placing agencies, DCF has provided additional targeted recruitment assistance to tribal agencies. The tribal recruitment work group meets quarterly and provides technical assistance to the tribes and helps to identify barriers and gaps in the licensing process. Tribes are provided in-depth assistance in the identification of child needs within the population they serve and support in developing strategies for reaching families that will best meet those needs. The group has also worked closely with DCF and FCARC to develop materials for recruitment purposes, such as lawn signs, brochures, and billboards, and continued work is being done to develop trainings and tribal resources for families (Resources: https://wifostercareandadoption.org/worker-toolbox/fnf-campaign-materials/).

DCF and FCARC are worked alongside tribal stakeholders to create a video detailing the need for licensed foster parents and preserving culture within the tribal communities of Wisconsin (see https://firstnationsfostering.org/). The launch of the recruitment campaign took place in the spring of 2018. Additionally, 5 tribes created specific recruitment plans and increased their foster home licensed or certified capacity by 100% in 2018. In 2019, efforts began on tribal specific guides for placement resources created with each participating tribe that they can share with families who may not be tribal members who are caring for tribal children.

	Number of Homes (Prior to Initiative)	Number of New Inquiries (Since Initiative Began)	Likely Newly Licensed*	Total of Current Likely Licensed*	Conversion Success (Inquiry to Likely Licensed)	Total Percent Increase
Oneida	11	14	11	22	79%	**100%**
Sokaogon	1	9	2	3	22%	**200%**
Red Cliff	22	19	11	33	58%	**50%**
Lac Courte Oreilles	1	2	7	8	NA**	**700%**
Menominee (County Licensed)	6	17	10	16	59%	**167%**

Overall	41	53	41	82	77%	**100%**

Staff at the Resource Center continue to operate a 1-800 toll-free recruitment line and have enhanced their web site to accept electronic inquiries regarding foster care and adoption. FCARC will continue to meet with local county and tribal agencies to gather information and ideas about how to expand services to meet the needs of local agencies throughout 2019 and beyond.

The Department continues to maintain and refresh a recruitment campaign to garner interest, counter negative images of foster care, and redefine what it means to be a foster parent in Wisconsin. This public awareness campaign was refreshed in 2018 in celebration of National Foster Care Month and continues throughout the year. Interest in foster care has risen as a result of the media campaign. In late 2020 or early 2021 the campaign will be refreshed.

DCF also supports the Wisconsin Foster and Adoptive Parent Association through funding and technical support for a statewide newsletter created by foster parents, the Foster and Adoptive Support and Preservation Program, and the biannual conferences. The support includes foster parents who are trained to respond to concerns by other foster parents specifically around circumstances of allegations of abuse and neglect. DSP meets quarterly with foster parents from across Wisconsin in the Foster Parent Advisory Committee to gather input on pending policies and legislation and to allow foster parents to bring forward concerns they are hearing from other foster families.

Adoption Training Program

Recent legislation passed in 2016 increased the training requirements for adoptive parents from 16 hours to 25 hours. DCF worked with the UW-Milwaukee Training Partnership to develop new curriculum for families adopting through public adoption. The new training was implemented in September 2018, with ongoing evaluation to ensure families are understanding the competencies. DCF is currently evaluating the training curriculum and discussing recommended modifications for improvement with UW-Milwaukee Training Partnership for anticipated roll out in 2021.

DCF brought together public, international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in September 2019. The conference combined the public adoption program, domestic/international and foster care adoption to address common themes and training topics. The focus of the conference was on transracial adoptions, the impact of trauma on children, relative adoption, supporting LGBTQ parents, and treatment services available within WI. DCF will incorporate these learnings in future efforts to support the adoption system.

Wisconsin Adoption and Permanency Supports (WiAPS)

DCF ended the use of 6 regional Post Adoption Resource Centers PARCS on June 30th, 2019. Beginning July 1st, 2019, DCF began contracting with one service provider to implement a new types of service for post-adoption, guardianship and kinship families. The new program was named Wisconsin Adoption and Permanency Supports (WiAPS). These services are funded by federal IV-B, Subpart 2 funds and state funding, and are available to all adoptive and guardianship families, including parents of children who are adopted through domestic and international adoption programs. The contact information of adoptive families is shared with WiAPS at the time of adoption finalization, unless the family opts not to have their contact information shared. DCF continues to work with WiAPS to develop outreach plans for families with guardianships or providing kinship care.

DCF also participated in the Quality Improvement Center for Adoption and Guardianship (QIC-AG). WI implemented the Adoption and Guardianship Enhanced Support (AGES) program as a pilot in the Northeast region of the state. This initiative tested a promising practice designed to help adoptive and guardianship families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin Counties and three Tribes in the Northeastern Region. It will also determine whether the enhanced response to emerging needs of adoptive and guardianship families is effective in increasing the capacity of adoptive parents and guardians to address the needs of their children and equipping parents and guardians to better manage family stress. Program evaluation found that families participating in the AGES program saw great benefits for their family and highly recommended continuing the program. More about the program, as well as the final Wisconsin Site Report can be found on the Wisconsin Site Page: https://qic-ag.org/wi-site/.

WI ended the AGES pilot on September 30, 2019, but is continuing to explore it's feasibility through the WiAPS contract, and is using information learned to enhance services provided by the WiAPS. WI is continuing to work with the QIC-AG on additional capacity building activities, including surveying post-permanency families on their needs and disseminating information learned about post-permanency families through participation in the QIC-AG.

Adoption Call to Action

In response to the Children's Bureau Adoption Call to Action, Wisconsin has taken time to assess the data provided, compare to in-house data, and add additional data points to evaluate where delays in adoption finalization could be improved. One important distinction Wisconsin has made is between delays pre-termination of parental rights and post-termination of parental rights. The barriers to adoption in Wisconsin are different for those populations. Under the Adoption Call to Action, Wisconsin has chosen to focus on children who are post-termination of parental rights. DCF has begun two different initiatives. The first is to create a formalized, internal process to review cases post-TPR and ensure barriers to finalization are being addressed quickly. The second intuitive is in collaboration with the Children's Court Improvement Program to develop education and resources for judicial partners to understand the nuances and barriers of a case post-TPR.

Section E – Disaster Plan Update

- There are no updates to the state disaster plan as submitted in the 2020-2024 CFSP. DCF applied for disaster relief funds in Wisconsin in 2020 for resources that were available through the IV-B program affected by federally-declared disasters in FFY 2019. The application process was released in June 2020 and is detailed at https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2020-20i.pdf.

Section F: Statistical and Supporting Information

1. CAPTA Annual Data Report Items

This section provides annual updates to the CAPTA Annual State Report as required in the 2021 APSR instructions.

Child Welfare Workforce Data

Table 40:

Target Group	***Primary Employees***	***All Employees***
Child Protective Services (CPS)	1536	4918
Child Welfare	225	478
Youth Justice (YJ)	560	1514
2019 Worker Total	**2321**	**6,910**

Table 41:

Function	***Primary Employees***	***All Employees***
CPS Access	125	1248
CPS Initial Assessment	428	1373
CPS Ongoing	729	1719
CPS Supervisor	254	578
Foster Care Coordinator	120	373
Case Aide/Management	105	105
YJ Worker	478	1224
YJ Supervisor	82	290
2019 Worker Total	**2,321***	**6,910***

* These numbers are based on projections informed by data collected by the WCWPDS Online Learning Management System. Not all staff represented are assigned to child welfare related functions as an FTE, particularly in medium and smaller sized counties; in these jurisdictions some or all of child welfare staff also perform other human or social service functions not specific to child welfare. Individual workers may also provide more than one function within the child welfare service array.

Information on Child Protective Services Workforce

Wisconsin is a state-supervised, county-operated child welfare system for all counties other than Milwaukee where the state administers the Child Welfare System through the Division of Milwaukee Child Protective Services. As a result, the processes to recruit, hire, and make case assignments are based on agency specific human resource policies and procedures. The Division of Milwaukee Child Protective Services must follow the process outlined by the Wisconsin Office of State Employee Relations.

Wisconsin child welfare workers are not required to have a social work degree and have degrees from a variety of fields. However, in order to use the title "Social Worker," staff must hold a valid certification through the Wisconsin Department of Safety and Professional Services.

As in the past, Wisconsin does not track statewide data on the supervisor to worker ratio, staff turnover or vacancy rates, or caseload size for the balance of the state outside of Milwaukee County. As a county-administered state, there are no statutory requirements and CPS Practice Standards do not include requirements or guidance regarding the agencies' staff ratios, caseloads or other workload management. Within the county-administered child welfare system, the size, and population of each county impacts the local agency's staffing needs and caseload ratios.

Duties for the local child welfare workforce also vary based on the needs of the agency and community. For example, in a smaller county, the supervisors, social worker, caseworker, and/or other paraprofessional staff are likely to have other child welfare program responsibilities in addition to CPS duties. Workers in a larger county may be assigned to one specific function within the local agency, rather than assume responsibilities across the entire scope of child welfare and/or human service areas.

In the state-operated Division of Milwaukee Child Protective Services, the supervisor to worker ratio is 1 to 6, and the targeted caseload for ongoing services caseworker staff is no more than 15 children in OHC and 8 families receiving intensive in-home services.

DCF, in partnership with the University of Wisconsin, has collected additional information about the child welfare workforce. As previously mentioned, DCF has collected this additional workforce data using flash surveys. For example, the Child Welfare and Youth Justice Continuous Quality Improvement (CQI) Workforce Surveys cover a wide range of topics pertaining to case workers and supervisors in Wisconsin. Survey responses go to centralized database managed by University of Wisconsin-Madison Survey Center (UWSC), where they are aggregated and kept confidential.

These flash surveys are intended to be very brief. They are designed to gauge:

- Workforce knowledge of specific issues or topics
- Professional needs and challenges
- Strengths and gaps in practice and policy areas

The purpose of these flash surveys was to identify:

- Strengths and challenges faced by the child welfare/youth justice workforce in Wisconsin
- Ensure this information is representative of the workforce as a whole

The input and feedback helped DCF:

- Identify and refine priorities
- Influence policy development and implementation efforts
- Provide input into developing other initiatives to improve the child welfare system.

DCF worked with the Wisconsin Counties Human Services Association to form a worker recruitment and retention work group in 2016. The workgroup used survey results to frame its focus, which resulted in the following state-wide efforts to improve worker recruitment/retention:

- Development of a realistic job preview video
- State-wide recruitment site
- Supervisors/leadership development

- Training and partnering with universities on internships

You can find the flash survey results at https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cps-itl-rpt.pdf.

An additional survey on training needs was administered in 2015. The results incorporated information from 837 workers and 179 supervisors as well as Tribal leadership. DCF and partners have used this survey to set up a training agenda that is responsive to Wisconsin's child welfare workforce needs. The final report on the findings from this survey can be found at https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cpstraining-rpt.pdf.

Youth Justice Transfer

The CAPTA Amendments of 2003 require states, to the extent possible, to collect information on children under the care of the state child protective services (CPS) system who are transferred to the custody of the state youth justice system. In Wisconsin, under the supervision of the Department of Children and Families (DCF), county human service departments and DMCPS operate the Child Protective Services (CPS) program. County human service departments also typically operate community-based youth justice programs, although some youth justice programs are attached to courts. In most counties, child welfare workers carry a mix of CPS and youth justice cases. Beginning in January 2016, the state supervision of the youth justice system was divided in that DCF is now responsible for oversight of the community-based youth justice system. The Wisconsin Department of Corrections (DOC) retained responsibility for juvenile correctional facilities and aftercare programs for juvenile offenders.

Wisconsin counties are required to use the eWiSACWIS system to record all activity for child protective services cases. DCF is in the process of developing a youth-specific case management system which will be used for collecting and tracking all youth system activity including the data that derives from the Youth Assessment Screening Instrument (YASI). Currently counties are required to record youth intake and referrals with eWiSACWIS. DCF is in the process of moving toward a system that will track all youth justice program activity. The only youth justice placements counties are required to record in eWiSACWIS are non-secure placements in settings where the placements are subject to federal Title IV-E and AFCARS reporting requirements.

For a child to transfer from the custody of the state child protection system to the custody of the state youth justice correctional system, the child would have to be placed in a juvenile correctional facility after having a history of out-of-home placements in an open CPS case. Most of the children transferred to the DOC have patterns of delinquency and youth justice-related services at the county level before being transferred from the county agency to juvenile correctional facilities.

To calculate an estimated number of children under the care of the CPS system who transferred into the custody of the state youth justice system, eWiSACWIS records for Calendar Year 2018 were queried to identify children who were placed in a juvenile correctional facility (using the service ending reason in eWiSACWIS) after having been in out-of-home placement in an open CPS family case. This method used for the prior CFSP annual update identified 23 children meeting the transfer criteria.

Education Training Voucher

As per APSR PI, please see Children's Bureau Attachment D on page 194 of this report.

Adoption Disruptions and Dissolutions

There were 62 international adoptions in fiscal year 2019. Data for Federal Fiscal Year 2019 of disruptions and dissolutions follows.

Between October 1, 2018 and September 30, 2019, nine internationally adopted children entered OHC. Of these nine children, no adoptions dissolved.

Country of Birth	**Number of children**
Russia	4
Nepal	1
Ukraine	1
China	1
South Korea	1
Guatemala	1
Adoption Agency	
Unknown	7
Lifelink International Adoption	1
Reason for disruption	
Delinquency/Runaway	1
Aggression and violence towards family	5
Parents Unwilling/Unable	2
Mental Health/Substance Abuse Treatment	1
Plans for the child	
Reunification	
Reunified	6
Age Out (OPPLA)	1
Guardianship	1

There were nine disrupted international adoptions in federal fiscal year 2019:

- The first disruption occurred on 10/30/2018 when the child entered a residential facility to address aggressive behaviors that the parent could not address in the home. This child was adopted as a young child from the Ukraine through Lifelink International adoption agency. The child has since reunified.
- The second disruption occurred on 12/11/2018 when the child's mother was hospitalized, and no one was able to care for him. The child was adopted from Russia at 18 months through an unknown agency. The plan for the child is OPPLA and the child is currently missing from out-of-home care.
- The third disruption occurred on 1/21/2019 after the adoptive parents requested the child be admitted to a facility for mental health treatment. The child was adopted from Russia as a young child through an unknown agency. The child has since reunified.

- The fourth disruption occurred on 1/21/2019 following delinquent acts by the child. The child was adopted from Nepal at 1-year-old through an unknown agency. The child has since reunified.
- The fifth disruption occurred on 2/13/2019 when the child became aggressive to his parents. The child was adopted from Russia at the age of 1 through an unknown agency. The child has since reunified.
- The sixth disruption occurred on 4/3/2019 when the child became dangerous to the family. The child was adopted from China at ten years old through an unknown agency. The child has since reunified.
- The seventh disruption occurred on 4/11/2019 after the parents request his removal as they felt unable to meet his special needs. The child was adopted from Guatemala at the age of 2 through an unknown agency. The permanency plan for the child is guardianship.
- The eighth disruption occurred on 4/16/2019 when the child became violent in the home. As a result of the child's behavior, the family was unable and unwilling to care for the child and there were concerns of neglect. The child was adopted from South Korea as an infant through an unknown agency. The child has since reunified.
- The ninth disruption occurred on 5/13/2019 after the child became aggressive and harmed family. The child was adopted from Russia at 8 years old through an unknown agency. The plan for the child is reunification.

Monthly Caseworker Visits

As per APSR 2021 Program Instruction, DCF will provide this data to the Children's Bureau as required on December 15, 2020.

Section G: Financial Information

Payment Limitations – Title IV-B, Subpart 1:

In FY 2018, Wisconsin did not spend any IV-B subpart 1 funds on child care, foster care maintenance or adoption assistance.

Child Care: $0
Foster Care Maintenance: $0
Adoption Assistance: $0

Non-Federal funds that were expended for foster care maintenance payments in Wisconsin were not used to match title IV-B subpart 1 funds in FY 2005. In FY 2018, Wisconsin did not expend any non-federal funds for foster care maintenance payments that were used to match title IV-B subpart 1 funds, and thus did not exceed the amount of FY 2005 level. Other allocated state and local funds are used for matching purposes. Wisconsin plans to spend less than ten percent of title IV-B, subpart 1 Federal funds for administrative costs (section 424(e) of the Act) in FY 2019.

Payment Limitations – Title IV-B, Subpart 2

Each of the four service categories of PSSF - family preservation, community-based family support, time-limited family reunification, and adoption promotion and support services - had a minimum of twenty percent of the total title IV-B subpart 2 funds allocated to provide services in each category. The amounts allocated to each service category are specified in the CFS-101, Part II. Wisconsin plans to spend less than 10 percent of federal funds for both PSSF and monthly caseworker visits under title IV-B, subpart 2 for administrative costs in FY 2019.

Wisconsin's accounting and reporting procedures and processes do not support the classification of child welfare costs financed with state and local county funds into categories that align with subpart 2 programs for a complete comparison of state and local share spending for subpart 2 programs when comparing FY 2018 costs to the FY 1992 base year.

The Community Aids program in Wisconsin was established in 1980 and provided state and federal funding to counties to use for social, mental health, alcohol/drug abuse, disability, and child welfare services. These funds were distributed to counties in the form of one general unrestricted block grant that could be used for any local social service and child welfare activities. Such services included, at each county's discretion, subpart 2-type services.

As part of the creation of the new Department of Children and Families in 2008, the Community Aids GPR funds were divided into two separate allocations. DCF was provided with $28,959,400 GPR for child welfare services and the Department of Health Services was allocated GPR for local social services, AODA, developmental disabilities, and mental health services.

In 2019, counties reported spending a total of $185.9 million on child abuse and neglect services and services for children and families. These expenditures were supported by $74.8 million in state general purpose revenue fund and federal IV-E, IV-B, and SSBG funds for the Children and Families Allocation to counties to support local child welfare costs. The balance, $111.1 million, is local funding. This increase in expenditures from 1992 to 2019 was greater than the change in federal funds received for child welfare services, resulting in the state/local share accounting for a greater proportion of the total

expenditures. The portion of these State and local funds used for IV-B subpart 2 services is estimated to be at least $3.1 million.

Wisconsin does assure that subpart 2 funds provided to the State will not be, and have not been, used to supplant Federal or non-Federal funds for existing services and activities which promote the purposes of subpart 2.

Wisconsin also funds family support services through programs administered by the Child Abuse and Neglect Prevention Board. Those programs are summarized below.

Table 44: Child Abuse and Neglect Prevention Board Programs (SFY 2019)

Program	Category of Service	Funding	Geographic Distribution	Target Group
Community Response Program	Prevention/Support Services	$875,000	7 programs in 16 counties	Families at risk of child maltreatment
Community Based Programs	Prevention/Support Services			
a. Evidence-informed Parent Education	Prevention/Support Services	$900,000	5 funded programs; 3 partner programs; 2 start-up programs 23 counties	Universal
b. Abusive head trauma prevention	Prevention/Support Services	$172,000	4 programs in 3 counties	Universal (for all new births)
c. Child Sexual Abuse Prevention	Prevention/Support Services	$200,000	Statewide	Professionals

Table 45: General data for Community Based Prevention Programs from (July 1, 2018 – June 30, 2019)

Program	**# Caregivers**	**# Families**	**# Children**	**# Professionals**
Parent Education	1,348		3,097	98
Community Response Program		466	1,111	
Abusive Head Trauma	8,391	5,850	5,850	600
Child Sexual Abuse Prevention				843
Protective Factors				281
Totals	**9,739**	**6,316**	**10,058**	**1,822**

Summary of caregivers who participated in Parent Education:
Race/ethnicity: 52% white, 16% African American, 10% Hispanic/Latino, 14% American Indian, 3% Asian, 4% multi-racial, and 1% did not respond or selected preferred not to answer

Summary of caregivers who participated in Community Response Program:
Race/ethnicity: 63% white, 21% African American, 8% Hispanic/Latino, 2% American Indian, 1% Asian, 3% multi-racial, and 2% did not respond or selected preferred not to answer

State Match Requirement

The Title IV-B program requires a 25% state match for Subpart 1 and 2 funds. The Chafee program requires a 20% match for CCFCIP and ETV funds. No match is required for CAPTA funds.

Attachment A

Strategic Plan and DCF COVID-19 Response

Separately Attached

Attachment B

Kinship Navigator Report

Type	Resource	Detail
Information and Referral	*Kinship Navigator Portal*	Wisconsin successfully launched the Wisconsin Kinship Navigator Portal on **January 15, 2020.** The portal is a resource for any relative caregiver throughout Wisconsin, regardless of if they have any involvement with the child welfare system. Caregivers are asked a series of questions to assist in understanding their caregiving situation and are then provided information about resources and eligibility for state-sponsored services based on their specific situation. As of **March 31, 2020,** there have been ***1,805 unique visits*** to the portal**.**
	Kinship Navigator Portal Enhancements	Wisconsin is working with United Way – 211 Wisconsin to enhance the Kinship Navigator Portal by providing caregivers with information specific to their local community. A partnership with 211 Wisconsin will ensure that the Kinship Navigator Portal has accurate, localized information about community resources and services that may be available to caregivers.
	Informational Print Materials	Wisconsin has developed and issued six (6) "KinFACTS Information Guides" to help caregivers answer questions about service availability; topics include: • Child Support, • Child Care Options, • Education, • Healthcare Coverage, • Legal Resources, and • Permanency Options. The final versions of each of the above KinFACTS Information Guides can be accessed on the Wisconsin Kinship Navigator Portal and have been accessed ***312 times*** as of **March 31, 2020**. A booklet of all KinFACTS Information Guides will also be printed and made available to caregivers at local agencies who serve relatives.
Caregiver Education	*Kinship Navigator Training for Relative Caregivers*	On **January 22, 2020**, Wisconsin launched the web-based Kinship Navigator Training for Relative Caregivers. This training is available to caregivers through the Kinship Navigator Portal, on various pages of DCF's general website, and through the Wisconsin Child Welfare Professional Development System (WCWWCWPDS) website. The purpose of the training is to normalize relative caregiver's complex feelings about caregiving and highlight challenges they may face in that role. In addition, the training introduces the Wisconsin Kinship Navigator Portal, and provides caregivers with information about how to access services and supports.
	Families Like Mine: Wisconsin Relative Caregivers for Children Conference	On **September 14, 2019**, Wisconsin held the inaugural *Families Like Mine: Wisconsin Relative Caregivers for Children Conference* with 326 relative caregivers registered. This conference was held **free-of-charge** to any relative caregiver in Wisconsin. Post-conference surveys indicate that 81% of respondents were "*extremely satisfied*" with the

		conference, and 84% felt that the information provided was "*extremely helpful*." Currently, Wisconsin is in the process of planning the *2nd Annual Families Like Mine: Wisconsin Relative Caregivers for Children Conference*. This conference will also be held **free-of-charge** for any relative caregiver in Wisconsin and is currently scheduled for **September 11-12, 2020**. Wisconsin chose to add a pre-event for the night prior to the conference to allow for additional networking opportunities. ***While COVID-19 may impact our ability to hold this event, no decisions have been made about cancelling; to date, the planning committee is working to identify options to hold the conference in a virtual manner, or continue the conference "as-is" while following CDC guidelines for social distancing, if possible. Decisions about this will be made in the coming months.***
Caregiver Support	*Relative Caregiver Support Groups*	Wisconsin has also utilized Kinship Navigator funding to support start-up and/or maintenance costs for Relative Caregiver Support Groups throughout the state. In FFY2019, Wisconsin used funding to support 12 agencies in various regions of the state to support a total of sixteen (16) groups; maintaining four (4) already established groups and starting-up an additional twelve (12) groups. Agencies that received funding were county agencies (6) and private agencies (6); one of the county agencies partnered with their local tribe to provide support groups and to maximize the funding they received. Over the course of the funding period (*January 1, 2019 – September 30, 2019*), these groups met a total of **83 times** and provided support to **1,083 relative caregivers and children**. With subsequent funding, Wisconsin was able to continue to fund support groups throughout the state. During the second funding period (October 1, 2019 – September 30, 2020), twenty (20) agencies received funding to support a total of twenty-two (22) groups; maintaining fourteen (14) already established groups and starting-up an additional eight (8) groups. Agencies that received funding were county agencies (12) and private agencies (8); three of the county agencies have partnered with their local tribes to provide support groups and to maximize the funding they received. These agencies submit quarterly reports to DCF. Between October 1, 2019 – March 31, 2020, these groups met a total of **42 times**, and provided support to **494 relative caregivers and children.** ***While COVID-19 has made it difficult for agencies to continue to hold support groups in the same manner, agencies have been thinking creatively in order to ensure the caregivers in their community continue to receive support. Agencies have continued to provide outreach to families via phone and video, and many have developed "family fun" activity packages and ideas to support families through this unprecedented time. A few of the agencies (2) that planned to begin*

		*new groups this year have been unable to do so because of agency constraints around COVID-19. All other agencies have continued to provide support in other ways.***
Caseworker Education	*Kinship Navigator Training for Caseworkers*	On **January 22, 2020**, Wisconsin launched the web-based Kinship Navigator Training for Caseworkers. This training is available to caseworkers on various pages of DCF's general website, and through the Wisconsin Child Welfare Professional Development System (WCWWCWPDS) website. The purpose of the training is to highlight the importance of relative caregivers, to underscore the unique perspectives that relative caregivers provide, and to emphasize the complex emotions and challenges they may face. In addition, the training introduces the Wisconsin Kinship Navigator Portal, and provides caseworkers with information about how to access services and supports for families they are working with.
Outreach and Evaluation	*Relative Caregiver Stakeholder Group*	The Relative Caregiver Stakeholder Group is made up of twenty-six (26) relative caregivers from various regions in Wisconsin. The relative caregivers bring various types of caregiving experience to the group; some caregivers are working within the child welfare system, while others are caregiving on a more informal basis. This group meets in-person on a bi-monthly basis to review Kinship Navigator Program development, and to provide guidance to DCF on future projects and policy updates in order to better serve the relative caregiver population. ***Due to the COVID-19 pandemic, this group was unable to meet in-person in March or May 2020, however, those meetings were still held in teleconference format. ***
	State System Stakeholder Group	The Out-of-Home Care and Adoption Committee continues to advise the development of the Kinship Navigator Program from a state-systems perspective. This group meets on a quarterly basis, and reviews progress at each meeting. ***Due to the COVID-19 pandemic, this group was unable to meet in-person in March, however, did review progress during a meeting held via teleconference. ***
	Program Evaluation	Wisconsin has worked with internal partners in the Bureau of Performance Management at DCF to develop an evaluation of the Kinship Navigator Program with hopes that this evaluation will support HHS criteria to be approved by the Title IV-E Prevention Services Clearinghouse. At this time, the evaluation is ongoing, and is considering all aspects of the program to understand their effectiveness with the relative caregiver population.

Attachment C - NYTD By The Numbers

Statewide Data for FFY 2018

Numbers for regional areas area available upon request.

2021 ANNUAL PROGRESS AND SERVICES REPORT DATA

NYTD DATA FISCAL YEAR 2018

Department of Children and Families

Demographic Information

343 17-year olds participated; **219** 19-year olds participated; and **200** 21-year olds participated

Race and Ethnicity

	17-year olds	19-year olds	21-year olds
White	204 (59%)	136 (62%)	126 (63%)
Black/African American	110 (32%)	73 (33%)	60 (30%)
Asian	1 (0%)	1 (0%)	2 (1%)
American Indian	18 (5%)	7 (3%)	8 (4%)
Hawaiian/Pacific Islander	2 (1%)	0 (0%)	1 (1%)
Unable to determine race	6 (2%)	1 (0%)	2 (1%)
Unknown race	1 (0%)	1 (0%)	1 (1%)
Hispanic	19 (6%)	14 (6%)	7 (4%)
Non-Hispanic	324 (94%)	205 (94%)	191 (96%)

Education

Highest Educational Degree or Certification	17-year olds	19-year olds	21-year olds
High School diploma/GED	22 (6%)	125 (57%)	162 (81%)
Vocational Certificate	1 (0%)_	2 (1%)	2 (1%)
Vocational License	0 (0%)_	0 (0%)	0 (0%)
Associate Degree	1 (0%)_	0 (0%)	5 (3%)
Bachelor's Degree	1 (0%)	0 (0%)	0 (0%)
Higher Degree	1 (0%)_	0 (0%)	0 (0%)
None of the above	314 (92%)	91 (42%)	30 (15%)

Currently Enrolled in School	17-year olds	19-year olds	21-year olds
Yes	313 (91%)	104 (47%)	50 (25%)
No	27 (8%)	113 (52%)	149 (75%)

If Enrolled, Type of School	17-year olds	19-year olds	21-year olds
High School	287 (84%)	48 (22%)	4 (2%)
GED Program	15 (4%)	22 (10%)	7 (4%)
Vocational School	2 (1%)_	3 (1%)	4 (2%)
Community, Junior or Two-Year College	2 (1%)_	16 (7%)	20 (10%)
Four-Year College or University	3 (1%)	15 (7%)	14 (7%)

Employment

	17-year olds	19-year olds	21-year olds
Full-Time*	22 (6%)	51 (23%)	72 (36%)
Part-Time	96 (28%)	57 (26%)	51 (26%)
Not Working at All	223 (65%)	111 (51%)	76 (38%)
Not Working and Not in School	17 (5%)	56 (26%)	56 (28%)

*Full-Time means working at least 35 hours per week at one or more multiple jobs.

	17-year olds	19-year olds	21-year olds
Less than 3 months	55 (16%)	51 (23%)	40 (20%)
3 months to 7 months	34 (10%)	33 (15%)	35 (18%)
8 months to 11 months	14 (4%)	10 (5%)	15 (8%)
12 months or more	13 (4%)	14 (6%)	34 (17%)

In the past year, did you complete an apprenticeship, internship, or other on-the-job training, either paid or unpaid?

	17-year olds	19-year olds	21-year olds
Yes	122 (36%)	63 (29%)	68 (34%)
No	217 (63%)	156 (71%)	131 (66%)

Housing and Transportation

Current Living Situation

	17-year olds	19-year olds	21-year olds
Foster Home	131 (38%)	18 (8%)	0 (0%)
Birth or Adoptive Parents	23 (7%)	37 (17%)	22 (11%)
Other Family Members	49 (14%)	26 (12%)	30 (15%)
Former Foster Parents	5 (1%)	8 (4%)	5 (3%)
Friends or Roommate(s)	0 (0%)	31 (14%)	37 (19%)
Group Care Setting	82 (24%)	14 (6%)	11 (6%)
College Dorm or Residence Hall	0 (0%)	8 (4%)	7 (4%)
Military Barracks	1 (0%)	0 (0%)	0 (0%)
Hospital or Treatment Center	37 (11%)	2 (1%)	1 (1%)
Detention, Jail, Prison or Other Correctional Facility	6 (2%)	8 (4%)	20 (10%)
Own Apartment, House, or Trailer	0 (0%)	45 (21%)	59 (30%)
Moving from House to House	3 (1%)	10 (5%)	3 (2%)
Homeless	1 (0%)	9 (4%)	5 (3%)

Over a quarter of 17-year olds reported that they were homeless *at some point in their lives*; over a quarter of 19-year olds reported being homeless *at some point in the past two years*. For 21-year olds, the percentage that reported being homeless at some point in the past two years increased by 10 percent to 38%.

	17-year olds	19-year olds	21-year olds
Homeless	93 (27%)	62 (28%)	76 (38%)
Not Homeless	245 (71%)	154 (70%)	123 (62%)

54% of 17-year olds reported moving from house to house *at some point in their lives* because they didn't have a permanent place to stay. 19 and 21 year olds, the percentages were 41% and 46%, respectively, reporting that they moved from house to house *at some point in the past two years*.

	17-year olds	19-year olds	21-year olds
Moved from House to House	184 (54%)	90 (41%)	92 (46%)
Did Not Move from House to House	153 (45%)	126 (58%)	106 (53%)

As youth age, reliable transportation decreases. 86% of 17-year olds reporting having reliable transportation; for 19 and 21-year olds, the percentages decrease to 66% and 68%, respectively.

	17-year olds	19-year olds	21-year olds
Has Reliable Transportation	295 (86%)	144 (66%)	135 (68%)
Does Not Have Reliable Transportation	40 (12%)	72 (33%)	62 (31%)

Health

29% of 21-year olds reported not having Medicaid.

	17-year olds	19-year olds	21-year olds
Has Medicaid	195 (57%)	123 (56%)	113 (57%)
Does Not Have Medicaid	41 (12%)	38 (17%)	58 (29%)

54% of 21-year olds reported not having other health insurance.

	17-year olds	19-year olds	21-year olds
Has Other Health Insurance	104 (30%)	58 (26%)	46 (23%)
Does Not Have Other Health Insurance	110 (32%)	90 (41%)	107 (54%)

11-12% of youth (17, 19, and 21-year olds) reported receiving counseling or other treatment for alcohol or substance abuse. A majority of the 17-year old youth (63%) reported receiving counseling or other treatment for a psychological or emotional problem. The percentage decreases to 48% for 19-year olds, and 33% for 21-year olds.

Counseling for Alcohol or Substance Abuse	17-year olds	19-year olds	21-year olds
Yes	47 (14%)	26 (12%)	17 (9%)
No	288 (84%)	189 (86%)	178 (89%)
Counseling for Psychological/Emotional Problem	**17-year olds**	**19-year olds**	**21-year olds**
Yes	197 (57%)	105 (48%)	71 (36%)
No	138 (40%)	109 (50%)	126 (63%)

For youth not currently receiving counseling, 36% of 17-year olds reported that they think they would benefit from it. 32% of 19-year olds and 33% of 21-year olds reported that they think they would benefit from counseling.

	17-year olds	19-year olds	21-year olds
Yes – Counseling	125 (36%)	69 (32%)	66 (33%)
No – Counseling	91 (27%)	73 (33%)	70 (35%)
Do Not Know – Counseling	78 (23%)	57 (26%)	45 (23%)

41% of 17-year olds reported that they have been confined in a jail, prison, correctional facility, or juvenile or community detention facility, in connection with allegedly committing a crime. For 19 and 21-year olds, the question was “In the past two years, were you confined in a jail, etc.”

	17-year olds	19-year olds	21-year olds
Yes – Incarceration	140 (41%)	54 (25%)	66 (33%)
No – Incarceration	196 (57%)	162 (74%)	133 (67%)

6% of 17-year olds reported that they have given birth or fathered children. 19 and 21-year olds were asked, “In the past two years, did you give birth to or father any children that were born?” 14% of 19-year olds responded yes, and 23% of 21-year olds responded yes.

	17-year olds	19-year olds	21-year olds
Yes – Children	19 (6%)	30 (14%)	46 (23%)
No - Children	316 (92%)	185 (84%)	153 (77%)

Relationships

Youth reported having close relationships with the following biological family members.

17-year olds

First Most Checked	Second Most Checked	Third Most Checked
Sibling	**Grandparent**	**Mother**
205	156	152
60%	45%	44%

19-year olds

First Most Checked	Second Most Checked	Third Most Checked
Sibling	**Mother**	**Aunt/Uncle**
98	87	58
45%	40%	26%

21-year olds

First Most Checked	Second Most Checked	Third Most Checked
Sibling	**Mother**	**Grandparent**
101	84	77
51%	42%	39%

17-year old responses to the question: “How much has been done while in foster care to help maintain or strengthen your relationship with the biological family members to whom you feel close?” are below.

19 and 21-year old response to the question: “In the past two years, how much has been done to maintain or strengthen your relationships with the biological family members to whom you feel close?” are below.

	17-year olds	19-year olds	21-year olds
A Lot	163 (48%)	96 (44%)	90 (45%)
Some but Not Enough	110 (32%)	69 (32%)	57 (29%)
Nothing was Done	65 (19%)	52 (24%)	51 (26%)

Responses to the question “Which of the following adults provide a trusting, supportive, and unconditional relationship for you?” are below. Youth selected all that applied.

17-year olds

First most checked	Second most checked	Third most checked
Sibling	**Caseworker**	**Birth Parent**
177	166	153

52%	48%	45%

19-year olds

First most checked	Second most checked	Third most checked
Birth Parent	**Sibling**	**Grandparent**
91	84	67
42%	38%	31%

21-year olds

First most checked	Second most checked	Third most checked
Birth Parent	**Sibling**	**Grandparent**
94	91	76
47%	46%	38%

Children's Bureau Attachment D – Annual Reporting of Education and Training Vouchers

Attachment D

Annual Reporting of Education and Training Vouchers Awarded

Name of State/Tribe:

Wisconsin

	Total ETVs Awarded	Number of New ETVs
Final Number: 2018-2019 School Year (July 1, 2018 to June 30, 2019)	170	91
2019-2020 School Year* (July 1, 2019 to June 30, 2020)	164	65

Comments:

In January 2019, Wisconsin implemented changes to its ETV program to streamline the process for the Department, its partner agencies, and youth recipients. Prior that date, youth could receive ETV funds via a DCF scholarship, local ETV funds, or some combination of both. This resulted in duplicated efforts, confusion, time delays, and, at times, underspending. As a result of the changes, the Department phased out the DCF scholarship so that young people can access the same amount of funds for the same suite of supports more directly through the Wisconsin service agencies, Transitional Regional Agencies (TRAs), that are already serving many of the eligible youth. The result has been a smoother process, more timely and efficient services for the youth, and an uptick in ETV spending.