

Settlement Agreement Second Semi-Annual Report  
January 2006 – December 2006

Including Semi-Annual Outcomes for the Period July 2006 – December 2006

## Process Indicators and Outcomes



For Informational Purposes Only

Division of Children and Family Services  
Bureau of Milwaukee Child Welfare (BMCW)  
Prepared by the BMCW Program Evaluation Managers

March 19, 2007

**Please note this information is embargoed  
from public release or publication until 1:30 p.m. on March 19, 2007.**

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**Process Indicators at a Glance**

January – December 2006  
 Informational Purposes Only

<b>Process Indicators and Outcomes</b>	<b>Period 1 Result (CY 2003)</b>	<b>Period 2 Result (CY 2004)</b>	<b>Period 3 Result (CY 2005)</b>	<b>CY 2006 Result</b>
<b>Family assessments completed within 90 days</b>	96%	97%	95%	95%
<b>Initial health screens – within 5 business days</b>	58%	76%	67%	75%
<b>Placement packets to Foster Parents</b>	91%	85%	97%	73%
<b>Annual medical exam</b>	75%	74%	73%	85%
<b>Annual dental exam</b>	57%	65%	64%	78%
<b>Initial Permanency Plans within 60 days</b>	97%	97%	98%	95%
<b>Annual and administrative Permanency Plan reviews</b>	77%	77%	92%	91%
<b>Re-entry within 12 months of a prior out-of-home care episode</b>	9%	7%	7%	10.0%
<b>BMCW turnover</b>	30%	39%	33%	25.5%
<b>Children per caseload (December 31 point in time)</b>	19.5	18.5	17.0	18.4

## Introduction – Process Indicators and Outcomes

As of December 31, 2005, the BMCW reached the conclusion of the third year of the Settlement Agreement between Children’s Rights, Inc., on behalf of the plaintiffs and other State defendants.

Consistent with Section III.C of the Agreement, the requirement to conduct reviews and produce reports under this section terminated on December 31, 2005. The BMCW is continuing to report to and inform the community on the progress toward achieving identified process indicators and outcomes.

The content of this report is for informational purposes only.

## Data Source

The performance data represent the results of the efforts of the Bureau of Milwaukee Child Welfare during January 1, 2006 – December 31, 2006. The data in this report is for process indicators and outcomes inclusive of safety, well-being and permanence objectives, formerly identified as the “monitoring items.”

The following performance data represent the results of the efforts of the Bureau of Milwaukee Child Welfare during January 1, 2006–December 31, 2006. The data presented in this report relates to items on which the BMCW and Plaintiffs have reached mutual agreement. The BMCW was released from these provisions.

Most of the data presented in this report has been generated from the electronic Wisconsin Statewide Automated Child Welfare Information System (eWiSACWIS). To consistently and systematically assess the Agreement outcomes, a process was undertaken to identify the data elements that could be generated using the eWiSACWIS system and identify required system enhancements. This included changes designed to measure many of the Agreement elements. Work continues on managing artifact data and data validation issues within the eWiSACWIS system. The quality of the data is dependent upon complete and accurate data entry by staff, system conversions, and system builds/updates. When identified, improvements to the data system are made as soon as possible to improve the accuracy and consistency of reporting.

## Timeliness of completing initial family assessments

*BMCW provision of an initial family assessment for all children within 90 days of their first placement.*

Throughout CY 2006, 95% (519 of 549) family assessments were completed within 90 days.

### Timeliness of Initial Family Assessments

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	CY 2006
<b>Region 1 (CFCP) Family Assessments due (N)</b>	23	20	7	12	20	12	13	12	12	12	15	11	169
<b>Family Assessments completed within 90 days</b>	20	20	7	12	19	12	13	12	12	12	15	9	163
<b>Percentage (point in time)</b>	87%	100%	100%	100%	95%	100%	100%	100%	100%	100%	100%	82%	96%
<b>Region 2 (CFCP) Family Assessments due (N)</b>	15	13	15	23	35	10	9	12	15	13	17	19	196
<b>Family Assessments completed within 90 days</b>	12	13	15	21	35	10	9	9	10	12	17	10	173
<b>Percentage (point in time)</b>	80%	100%	100%	91%	100%	100%	100%	75%	67%	92%	100%	53%	88%
<b>Region 3 (La Causa) Family Assessments due (N)</b>	10	10	14	12	11	23	15	17	14	18	19	21	184
<b>Family Assessments completed within 90 days</b>	10	10	14	12	11	23	15	16	14	18	19	21	183
<b>Percentage (point in time)</b>	100%	100%	100%	100%	100%	100%	100%	94%	100%	100%	100%	100%	99%
<b>BMCW – New families entering Ongoing Case Management services (N)</b>	48	43	36	47	66	45	37	41	41	43	51	51	549
<b>Family Assessments completed within 90 days</b>	42	43	36	45	65	45	37	37	36	42	51	40	519
<b>BMCW Percentage (point in time)</b>	88%	100%	100%	96%	98%	100%	100%	90%	88%	98%	100%	78%	95%

***Semi-Annual and Annual Performance for Initial Family Assessment***

	January – June	July - December	Annual
<b>BMCW Period 1 (2003)</b>	95%	98%	96%
<b>BMCW Period 2 (2004)</b>	98%	97%	97%
<b>BMCW Period 3 (2005)</b>	95%	95%	95%
<b>BMCW CY 2006</b>	97%	92%	95%

During CY 2006, 95 % (519 of 549) initial family assessments were completed within 90 days.

## Timeliness of initial health screens for children entering out-of-home care

*BMCW provision of an initial medical examination for all children within five business days of their first placement, except for children discharged from hospital to placement.*

### Initial health screens for children entering care CY 2006

	Jan.	Feb.	Mar.	Apr.	May.	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<b>Region 1</b>												
<b>Within 5 business days</b>	34	22	35	22	9	15	23	19	23	22	18	12
<b>Total children</b>	46	24	45	31	17	20	35	24	35	30	30	28
<b>Monthly %</b>	74%	92%	78%	71%	53%	75%	66%	79%	66%	73%	60%	43%
<b>Cumulative YTD %</b>	74%	80%	79%	77%	75%	75%	73%	74%	73%	73%	72%	70%
<b>Region 2</b>												
<b>Within 5 business days</b>	10	20	26	16	25	14	13	19	27	13	13	13
<b>Total children</b>	15	24	36	21	27	16	18	20	35	13	21	14
<b>Monthly %</b>	67%	83%	72%	76%	93%	88%	72%	95%	77%	100%	62%	93%
<b>Cumulative YTD %</b>	67%	77%	75%	75%	79%	80%	79%	81%	80%	81%	80%	80%
<b>Region 3</b>												
<b>Within 5 business days</b>	18	20	30	25	12	31	20	24	13	20	16	24
<b>Total children</b>	25	25	33	25	20	33	27	24	21	27	31	39
<b>Monthly %</b>	72%	80%	91%	100%	60%	94%	74%	100%	62%	74%	52%	62%
<b>Cumulative YTD %</b>	72%	76%	82%	86%	82%	84%	83%	85%	83%	82%	79%	77%
<b>BMCW (N)</b>												
<b>Within 5 business days</b>	62	62	91	63	46	60	56	62	63	55	47	49
<b>Total children</b>	86	73	114	77	64	69	80	68	91	70	82	81
<b>BMCW % (Month)</b>	72%	85%	80%	82%	72%	87%	70%	91%	69%	79%	57%	60%
<b>BMCW % (YTD)</b>	72%	78%	79%	79%	78%	80%	78%	80%	78%	78%	76%	75%

### Semi-annual and annual performance – Initial health screens

	January - June	July - December	Annual Performance
<b>BMCW Period 1 (2003)</b>	44%	68%	58%
<b>BMCW Period 2 (2004)</b>	82%	71%	76%
<b>BMCW Period 3 (2005)</b>	59%	77%	67%
<b>BMCW CY 2006</b>	80%	70%	75%

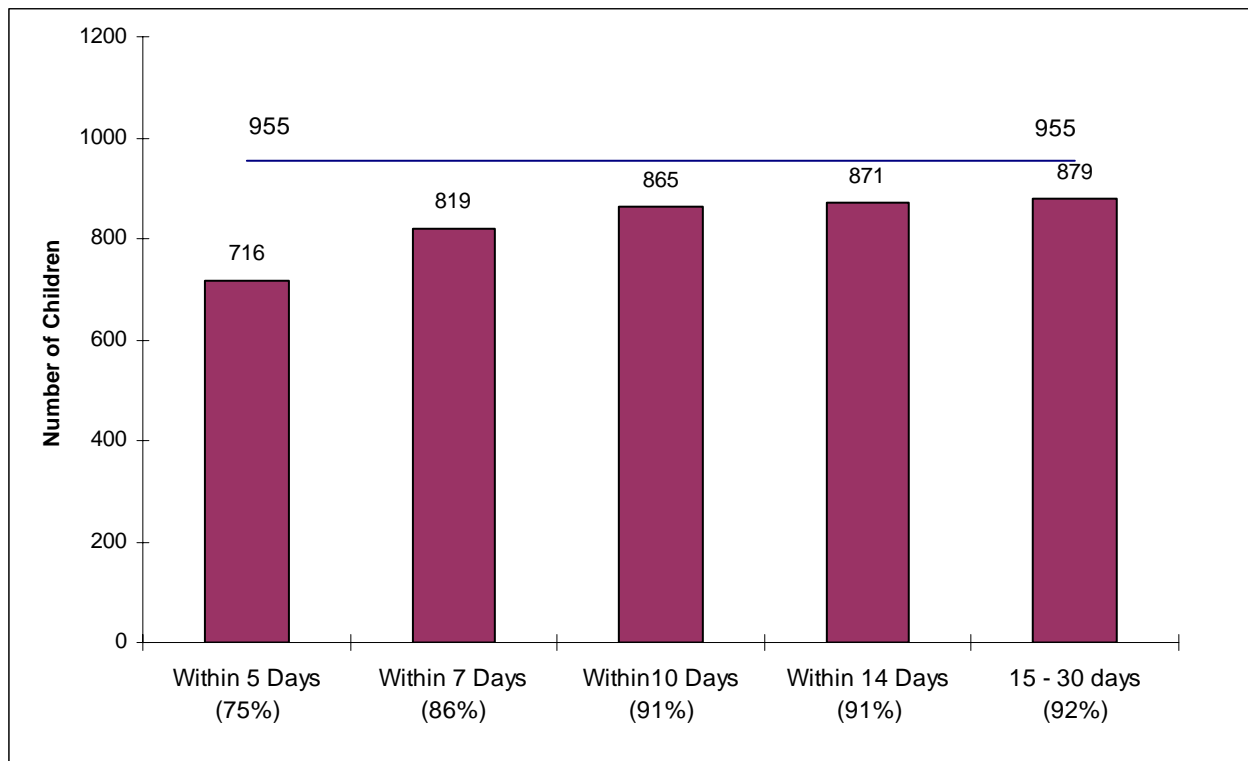
During the second six months of CY 2006, the BMCW showed a 7% percentage decrease in the timeliness of initial health screens compared to the second six month period in CY 2005.

In addition to tracking children receiving an initial medical examination within five business days of their first placement, the BMCW tracks all children in their first placement to verify they have an exam or the reason such exams are not completed. The information below details this tracking.

## Discussion

The following chart provides a picture of the timelines for the cumulative number of children receiving an initial health screen examination.

### **Cumulative total of children requiring initial health screens**



The data in the table show:

- 716 of the 955 children (75%) received their initial health screen within 5 business days of their first placement.
- 819 of the 955 children (86% - cumulative total) received their initial health screen within 7 days of their first placement.
- 871 of the 955 children (91% - cumulative total) received their initial health screen within 14 days of their first placement.
- 879 of the 955 children (92% - cumulative total) received their initial health screen within 30 days of entering care.

76 of the 955 (8%) children did not receive a timely initial health screen. However, most of these children, received a medical evaluation at a later date.

The most frequently cited reasons for children not receiving an initial health screen within five business days include:

- Children who are placed in the hospital for injuries, and are subsequently placed in out-of-home care. These hospital stays and medical treatment received are not counted as health screenings for our reporting purposes.
- Children who were involved in a forensic exam and subsequently placed, do not count for our reporting purposes as a health screen.
- A child may have been placed at home receiving services through Wraparound Milwaukee. The child may subsequently be placed in an residential care center or group home. The child is required to have an updated physical exam prior to or at the time of entering such placements. These exams do not count as medical screenings for our reporting purposes.
- A child may be at home on a court order of supervision. The child is be removed by an ongoing case manager, not necessarily for a reason of maltreatment, but because of circumstances of risk. This action for some children has delayed the scheduling of a health screen. The BMCW is working with the ongoing programs, providing guidelines of when to schedule the child for a timely health screen.

- Children excluded from initial health screenings

The following table provides the status for the 314 children who did not require an initial health screen.

***Children who were exceptions and did not require an Initial Health Screen***

January to December 2006	Newborns	ICPC/Intra-state or corrections	AWOL or Refused to participate	Returned home or with relative before fifth business day	Not 1st placement	TOTAL
<b>BMCW</b>	85	8	24	179	18	314
<b>Number of children who received a health screen but are not included in the total (N)</b>	NA	2	5	53	2	62

- 85 children (newborns) were placed from the hospital to out-of-home-care placements and are not included in the total number of children.
- The first table shows that 91% of the children who required an initial health check had it completed within the first two weeks of entering an out-of-home-care placement.
- For 4% of the children, information was not available to determine if the child received an initial health check.
- Of the 179 children who returned home prior to the fifth business day, 53 (30%) of the children had an initial health check before returning home. These 53 children are not included in the performance standard totals.

## Placement packet information

*BMCW provision of a complete placement information packet regarding a child's health and educational background for a random sample of at least 50 children being placed with a new caretaker.*

### Placement packets provided to sample group

	Jan. to June 2006 (N)	Completed	Jan. to June Result	July to Dec. 2006 (N)	Completed	July to Dec. Result	Annual Result
Region 1 (CFCP) (N)	17	11	65%	17	14	82%	73.5%
Region 2 (CFCP) (N)	17	8	47%	17	10	59%	52.9%
Region 3 (La Causa) (N)	17	15	88%	17	16	94%	91.2%
<b>BMCW %</b>	51	34	67%	51	40	78%	72.5%

### Semi-annual and annual performance – placement packets

	January - June	July – December	Annual Performance
BMCW Period 1 (2003)	82%	100%	91%
BMCW Period 2 (2004)	98%	72%	85%
BMCW Period 3 (2005)	96%	98%	97%
<b>BMCW CY 2006</b>	67%	78%	73%

During the second six months of CY 2006, a random sample was drawn of 17 cases per region where a child's placement began on or after July 1, 2006. Each region was required to provide verification that the caregiver received and signed for a copy of the placement checklist (CFS-2238).

The review showed that the largest number of instances where a placement packet was not verified as having been received related to children who moved from one placement to another placement. The BMCW notified the partner agencies, and they will follow-up to ensure that the placement packet follows the child.

## Children with an updated annual physical & dental examination

*BMCW referral of children in BMCW custody to health care services and utilization of health care services, including regular pediatric medical and dental examinations.*

### Annual Medical and Dental Exams

#### January 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	860	930	92.5%	92.5%	700	817	85.7%	85.7%
Region 2	720	823	87.5%	87.5%	549	696	78.9%	78.9%
Region 3	573	730	78.5%	78.5%	444	619	71.7%	71.7%
Administrative	52	91	57.1%	57.1%	35	74	47.3%	47.3%
<b>BMCW</b>	<b>2205</b>	<b>2574</b>	<b>85.7%</b>	<b>85.7%</b>	<b>1728</b>	<b>2206</b>	<b>78.3%</b>	<b>78.3%</b>

#### February 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	845	943	89.6%	91.0%	686	820	83.7%	84.7%
Region 2	707	824	85.8%	86.6%	525	696	75.4%	77.2%
Region 3	549	721	76.1%	77.3%	405	608	66.6%	69.2%
Administrative	37	60	61.7%	58.9%	28	54	51.9%	49.2%
<b>BMCW</b>	<b>2138</b>	<b>2548</b>	<b>83.9%</b>	<b>84.8%</b>	<b>1644</b>	<b>2178</b>	<b>75.5%</b>	<b>76.9%</b>

#### March 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	815	902	90.4%	90.8%	645	773	83.4%	84.3%
Region 2	805	890	90.4%	88.0%	608	758	80.2%	78.2%
Region 3	625	739	84.6%	79.8%	474	608	78.0%	72.1%
Administrative	4	13	30.8%	56.7%	2	9	22.2%	47.4%
<b>BMCW</b>	<b>2249</b>	<b>2544</b>	<b>88.4%</b>	<b>86.0%</b>	<b>1729</b>	<b>2148</b>	<b>80.5%</b>	<b>78.1%</b>

April 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	780	883	88.3%	90.2%	625	762	82.0%	83.7%
Region 2	799	912	87.6%	87.9%	621	763	81.4%	79.1%
Region 3	632	734	86.1%	81.4%	473	598	79.1%	73.8%
Administrative	15	18	83.3%	59.3%	13	17	76.5%	50.6%
<b>BMCW</b>	<b>2226</b>	<b>2547</b>	<b>87.4%</b>	<b>86.3%</b>	<b>1732</b>	<b>2140</b>	<b>80.9%</b>	<b>78.8%</b>

May 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	744	864	86.1%	89.4%	593	739	80.2%	83.1%
Region 2	784	892	87.9%	87.9%	611	744	82.1%	79.7%
Region 3	639	721	88.6%	82.8%	468	587	79.7%	75.0%
Administrative	19	25	76.0%	61.4%	13	16	81.3%	53.5%
<b>BMCW</b>	<b>2186</b>	<b>2502</b>	<b>87.4%</b>	<b>86.5%</b>	<b>1685</b>	<b>2086</b>	<b>80.8%</b>	<b>79.2%</b>

June 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	737	850	86.7%	89.0%	586	726	80.7%	82.7%
Region 2	762	903	84.4%	87.3%	600	763	78.6%	79.5%
Region 3	617	704	87.6%	83.6%	455	569	80.0%	75.8%
Administrative	12	23	52.2%	60.4%	9	21	42.9%	52.4%
<b>BMCW</b>	<b>2128</b>	<b>2480</b>	<b>85.8%</b>	<b>86.4%</b>	<b>1650</b>	<b>2079</b>	<b>79.4%</b>	<b>79.2%</b>

July 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	718	824	87.1%	88.8%	563	701	80.3%	82.4%
Region 2	761	903	84.3%	86.8%	599	761	78.7%	79.4%
Region 3	604	696	86.8%	84.0%	440	560	78.6%	76.1%
<b>BMCW</b>	<b>2083</b>	<b>2423</b>	<b>86.0%</b>	<b>86.7%</b>	<b>1602</b>	<b>2022</b>	<b>79.2%</b>	<b>79.6%</b>

August 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %		Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	694	827	83.9%	88.2%		544	692	78.6%	82.0%
Region 2	749	888	84.3%	86.5%		566	748	75.7%	78.9%
Region 3	581	684	84.9%	84.1%		407	546	74.5%	76.0%
BMCW	2024	2399	84.4%	86.4%		1517	1986	76.4%	79.2%

Sept 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %		Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	668	788	84.8%	87.8%		523	662	79.0%	81.7%
Region 2	751	914	82.2%	86.0%		586	770	76.1%	78.6%
Region 3	529	655	80.8%	83.8%		362	516	70.2%	75.4%
BMCW	1948	2357	82.6%	86.0%		1471	1948	75.5%	78.8%

Oct 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %		Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	679	800	84.9%	87.6%		530	674	78.6%	81.4%
Region 2	744	901	82.6%	85.7%		571	754	75.7%	78.3%
Region 3	543	653	83.2%	83.7%		359	505	71.1%	75.0%
BMCW	1966	2354	83.5%	85.8%		1460	1933	75.5%	78.5%

Nov 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (% of children up to date)	YTD medical exam compliance %		Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
Region 1	668	811	82.4%	87.1%		515	676	76.2%	81.0%
Region 2	729	896	81.4%	85.3%		552	754	73.2%	77.8%
Region 3	496	663	74.8%	83.0%		373	510	73.1%	74.8%
BMCW	1893	2370	79.9%	85.3%		1440	1940	74.2%	78.1%

Dec 2006

	Number of up to date annual medical exams	Number of children	Medical exam compliance % for month (up to date)	YTD medical exam compliance %	Number of up to date annual dental exams	Number of children (> 3 yrs)	Dental exam compliance % for month	YTD dental exam compliance %
<b>Region 1</b>	668	811	82.4%	86.7%	515	676	76.2%	80.6%
<b>Region 2</b>	729	902	80.8%	84.9%	552	755	73.1%	77.4%
<b>Region 3</b>	496	667	74.4%	82.3%	346	512	67.6%	74.3%
<b>BMCW</b>	1893	2380	79.5%	84.8%	1413	1943	72.7%	77.7%

\* In January 2006, the BMCW changed from a structure of five sites to three regions. As a result, when changes to case information were entered, some children were temporarily assigned to the administrative region. These children were then reassigned to the region of their case.

### ***Semi-Annual and Annual Performance - Medical***

	June YTD Average (Semi-Annual)	December Average (Annual)
<b>BMCW Period 1 (2003)</b>	65%	75%
<b>BMCW Period 2 (2004)</b>	73%	74%
<b>BMCW Period 3 (2005)</b>	69%	73%
<b>BMCW CY 2006</b>	86%	85%

### ***Semi-Annual and Annual Performance - Dental***

	June YTD Average (Semi-Annual)	December Average (Annual)
<b>BMCW Period 1 (2003)</b>	25%	57%
<b>BMCW Period 2 (2004)</b>	62%	65%
<b>BMCW Period 3 (2005)</b>	63%	64%
<b>BMCW CY 2006</b>	79%	78%

The tables above present the monthly percentages by region for children who were current with their annual physical and dental exams, as indicated in eWiSACWIS.

- During CY 2006, there was noticeable improvement showing a higher percentage of children on a monthly basis who were current with their annual physical and dental exams.
- At year end CY 2006, 85%, on average, of the children in care during the year were current with their annual physical exam compared to 73% during CY 2005.

- At year end CY 2006, 78%, on average, of the children in care during the year were current with their annual dental exam compared to 64% during CY 2005.

## Timeliness of completing the initial permanency plan

*BMCW compliance with the federal standard for an initial case plan/permanency plan to be in place for all children within 60 days of a child entering BMCW custody.*

### Timeliness of completing initial permanency plan

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	CY 2006
<b>Region 1 (CFCP -</b>													
Number of Perm Plans due during period) (N)	14	20	13	31	31	15	33	17	24	24	25	18	265
Number of initial Perm Plans completed on time	13	20	12	26	27	15	33	17	22	24	23	17	249
Percentage (point in time)	93%	100%	92%	84%	87%	100%	100%	100%	92%	100%	92%	94%	94%
<b>Region 2 (CFCP -</b>													
Number of Perm Plans due during period) (N)	27	31	25	30	59	18	16	22	46	20	25	25	344
Number of initial Perm Plans completed on time	22	31	25	27	59	18	14	22	43	20	23	25	329
Percentage (point in time)	81%	100%	100%	90%	100%	100%	88%	100%	93%	100%	92%	100%	96%
<b>Region 3 (La Causa -</b>													
Number of Perm Plans due during period) (N)	6	13	34	24	24	28	22	38	30	33	31	29	312
Number of initial Perm Plans completed on time	6	13	32	22	23	28	20	36	28	33	31	26	298
Percentage (point in time)	100%	100%	94%	92%	96%	100%	91%	95%	93%	100%	100%	90%	96%
BMCW (point in time)	87%	100%	96%	88%	96%	100%	94%	97%	93%	100%	95%	94%	95%

### Semi-annual and annual performance on timeliness of permanency plans

	January – June	July - December	YTD Average
<b>BMCW Period 1 (2003)</b>	95%	99%	97%
<b>BMCW Period 2 (2004)</b>	97%	97%	97%
<b>BMCW Period 3 (2005)</b>	99%	98%	98%
<b>BMCW CY 2006</b>	95%	96%	95%

Throughout CY 2006, 95% (876 of 921) of all initial Permanency Plans were completed within 60 days of a child entering out-of-home-care.

## Timeliness of judicial or administrative permanency plan reviews

*State compliance with the federal requirement for a judicial or administrative permanency plan review every 6 months and at least one judicial permanency plan review annually.*

### **Timeliness of judicial or administrative permanency plan reviews**

BMCW	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	CY 2006
(N)	507	376	447	439	464	417	430	381	376	423	418	329	5007
Current PPRs & APPR's	468	350	402	393	427	380	388	342	330	401	373	298	4552
Percentage Completed	92.3%	93.1%	89.9%	89.5%	92.0%	91.1%	90.2%	89.8%	87.8%	94.8%	89.2%	90.6%	91%

	January to June Average	July to December Average	YTD Average
BMCW Period 1 (2003)	77%	89%	77%
BMCW Period 2 (2004)	75%	82%	77%
BMCW Period 3 (2005)	91%	93%	92%
BMCW CY 2006	91%	90%	91%

\*APPR – Permanency Plan heard in court

PPR – Permanency Plan heard by Court Commissioner

During CY 2006, 91% of the scheduled permanency plans were conducted in a timely manner.

## Children re-entering out-of-home care within 12 months of leaving a prior out-of-home care episode

*The percentage of children re-entering BMCW out-of-home care within the period who have re-entered care within 12 months of a prior BMCW out-of-home care episode.*

Of the 1,180 children who were placed in out-of-home care between January and December 2006, 195 children re-entered care after a prior episode. Of the 195 children who re-entered care, 118 (61%) did so within 12 months of a prior foster care episode.

### Re-entry into out-of-home care

Month (2006)	Number of children who entered out-of-home-care - Jan. to Dec. (2006)	Number of children who re-entered OHC within 12 months of a prior OHC episode – Jan. to Dec. (2006)
January	71	20
February	83	8
March	126	20
April	112	14
May	77	6
June	75	3
July	123	12
August	102	4
September	107	10
October	102	10
November	108	7
December	94	4
<b>2006 Total</b>	<b>1180</b>	<b>118</b>

### Semi-annual and annual performance – children entering care after previous episode

	January - June	July - December	Year Ending
Period 1 (2003)	*	*	9.0%
Period 2 (2004)	7.9%	5.3%	6.6%
Period 3 (2005)	5.9%	8.4%	7.0%
CY 2006	13.0%	7.4%	10.0%

\* For Period 1, only the year end performance was reported.

### Discussion

During the first six months of CY 2006, the BMCW observed a notable increase in the number of children who re-entered out-of-home care in 12 or fewer months of a previous out-of-home care (ongoing services) episode:

- Between January and June 2006, 71 children re-entered out-of-home care in 12 or fewer months of a previous out-of-home care (ongoing services) episode.
- During the second six months of CY 2006, the number of children who re-entered out-of-home care in 12 or fewer months of a previous out-of-home care (ongoing services) episode was lower than the first six months and more closely resembled numbers of children observed during the previous three second six month periods.

The following table provides, by six month periods and annual, the number of children who re-entered an out-of-home care placement within 12 months of a previous episode.

**Number of children who re-entered within 12 months**

	2006	2005	2004	2003
Jan. to June	71	40	52	32
July to Dec,	47	43	34	47
<b>Total Children</b>	118	83	86	79

The next table shows initial primary issues that lead to the children returning to an out-of-home care placement during CY 2006. A return to out-of-home care often includes multiple issues involving the caretakers, the child and the changing dynamics within the family. The data below may not provide the specific reason for the return to out-of-home care, but does capture the general issues within the family structure that led to the child’s return to out-of-home care. This information provides an opportunity to understand several of the initial reasons a child returned to out-of-home care; however, keeping in mind that each family situation is unique.

**Primary issues which lead to a return to out-of-home care placement**

Reason as reported by case manager	2004 (N)	2005 (N)	2006 (N)
Parents' unstable living environment, which includes parent relapsed, domestic violence, untreated mental health issues	48	39	44
Needs of child exceeded that of parent/caretakers ability to care for the child (to include emotional and behavioral)	14	12	25
Parent unwilling to care for child, abandonment	0	8	11
Parent incarcerated	6	5	15
Neglect	6	5	1
Physical abuse	9	3	9
Medical neglect	0	1	0
Death of primary caretaker	0	1	0
Sexual abuse	0	1	0
Teen mother unable to adequately provide for child – neglect	3	0	3
Parent absconded out of state with children	0	0	3
<b>Subtotal (available information):</b>	86	75	111
<b>Information not available at time of report</b>	0	8	7
<b>Total children</b>	86	83	118

**Note:** Primary Issues relating to return to care were not collected in CY 2003.

During CY 2006, the most frequent issue cited for children who re-entered out-of-home care was related to the parent’s unstable living environment, parent relapsed, domestic violence, and untreated mental health.

- For 24 (reported) of the children who re-entered care, their parents relapsed with substance abuse problems.
- Eight who re-entered were involved in domestic violence situations within the home.

For several children, parental AODA relapse, involvement in domestic violence and other parental mental health issues were all present to some degree at the time of re-entry.

Two issues reported that increased in CY 2006 were those where the child re-entered care because the parent was incarcerated (15 children) and where the parents were unable to care for the child because of the child’s extensive emotional and or behavior needs (25 children).

- The number of children who re-entered care in CY 2006 because of parental incarceration tripled when compared to the number reported in CY 2005.
- The number of children who re-entered care in CY 2006 because their parents were unable to care for the child because of the child’s extensive emotional and or behavior needs, doubled compared to the number reported in CY 2005.

There were 67 children who were part of a sibling group that re-entered out-of-home care in 12 or fewer months of a prior BMCW out-of-home care episode during CY 2006.

***Sibling Groups re-entering between CY 2004 and CY 2006***

	2 children in Sibling Group	3 children in Sibling Group	4 children in Sibling Group	5 children in Sibling Group	6 children in Sibling Group
<b>CY 2006</b>	18	4	2	1	1
<b>CY 2005</b>	10	1	0	0	1
<b>CY 2004</b>	8	5	0	1	1

- During CY 2006 YTD, there was a notable increase in the number of children who are members of sibling groups who re-entered OHC. These 67 children (26 sibling groups) accounted for 57% of all children who re-entered out-of-home care in 12 or fewer months.
- During Period 3, there were 29 children (12 sibling groups) who re-entered care, accounting for 33% of all children who re-entered care.
- During Period 2, there were 42 children (15 sibling groups) who re-entered out-of-home care in 12 or fewer months of a prior BMCW out-of-home care episode, accounting for 49% of the re-entries.

**Children on a court order or in an open family case at time of re-entry**

	Children Re-Entered	Child on a Court Order of Supervision	Family Case Open at time of Re-entry
<b>CY 2006</b>	118	84	94
<b>CY 2005</b>	83	51	60
<b>CY 2004</b>	86	69	71

- 84 of the 118 (71%) children who re-entered out-of-home care were on a court order of supervision at the time of re-entering care. This is a 10% increase from CY 2005.
- 94 of the children who re-entered care were in an open family case at the time of their re-entry. In these cases, an ongoing case manager was supervising the family.
- The average age of a child re-entering care was 9.9 years old during CY 2006. This compares to 11.2 yrs old in CY 2005 and 7.7 yrs old in CY 2004.

## Ongoing case manager turnover

*Ongoing case manager turnover rates per BMCW case management site, identifying the number of ongoing case managers carrying cases at the beginning of the reporting period, the number of ongoing case managers carrying cases who leave for any reason during the reporting period, and the number of ongoing case managers carrying cases added during the period.*

Monthly turnover is calculated by identifying the number of case-carrying workers who terminated employment for any reason (including internal promotions, retiring, relocating, and going back to school) during the month divided by the number of case-carrying workers at the beginning of the month, plus the case-carrying workers added during the month. Using this methodology to determine a BMCW turnover rate for CY 2006, the calculation would reflect a 25.5% turnover rate (63 workers exited /217 workers as of Jan 1st + 30 hires = 25.5%).

The BMCW and its private partner agencies continue to recognize the importance and value of a diverse, competent, trained, and supported child welfare workforce. Recognizing the integral role that the BMCW staff performs in the delivery of services to children and families, workforce development continues to have a prominent position in quality improvement efforts. The BMCW management understands, however, that some turnover is inevitable due to changes in the life circumstances of staff. The BMCW and its private partner agencies remain committed to addressing and reducing preventable turnover, defining career ladders for staff, providing additional support through increased mentoring and on-the-job training, and other recruitment and retention initiatives.

Reviews completed by the University of Wisconsin-Milwaukee and the Child Welfare League of America (CWLA) by researchers Flower, McDonald and Sumski in January 2005 took a comprehensive look at turnover among case managers in the BMCW to help improve the recruitment and retention of child welfare staff.

## Staff development opportunities

During CY 2006, the BMCW continued to develop ways to not only maintain a stable workforce, but also enhance the professional development and maturity of the workforce. This included the development of the Workforce Steering Committee and its many subcommittees comprised of staff from across all program areas. Staff input into this crucial issue has provided the BMCW with a list of recommendations that it has begun implementing. These include such things as providing tablet computers so staff may document cases as they make their home visits, to creating a BMCW-wide newsletter, and developing cross program teams to share expertise and information.

The BMCW in partnership with University of Wisconsin-Milwaukee Helen Bader School of Social Welfare established a part-time Master of Social Work (MSW) program. This program is for State and private agency staff who want to earn their

MSW degree while continuing to work full-time. Classes are usually held each semester and are offered at BMCW office locations in the evening or on weekends. It takes four years to complete the curriculum in the part-time program. For three semesters during the third and fourth years, participants drop to half-time employment while completing the required field internships.

Staff who are admitted receive full tuition (subject to the continuing availability of federal Title IV-E funds) plus an allowance for books. In return, they must sign a contract with the University agreeing to maintain one semester of full-time equivalent employment for each semester they complete a class.

There is also a two-year full-time MSW program option for BMCW staff. Participants receive a stipend and a book allowance and must sign a contract to return to BMCW for at least two years after receiving their degree.

Ongoing and regular collaboration with the Milwaukee Child Welfare Partnership Council to develop and incorporate additional strategies identified to enhance the BMCW workforce.

The following set of tables illustrates the flow of ongoing case managers hired at each region, as well as those who terminated their employment. Data for CY 2006 is with corroborating information provided by each region.

**Ongoing Case Manager Employment by Region**

<b>Region 1 (CFCP) 2006</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July.</b>	<b>Aug.</b>	<b>Sept.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Annual</b>
<b>Ongoing Case Managers at Start of Month</b>	74	69	68	66	68	71	72	70	64	64	63	62	
<b>Ongoing Case Managers Hired During Month</b>	0	1	1	3	3	1	1	0	0	0	0	0	10
<b>Ongoing Case Managers Terminated During Month</b>	5	2	3	1	0	0	3	6	0	1	1	1	23
<b>Turnover %</b>	6.8%	2.9%	4.3%	1.4%	0.0%	0.0%	4.1%	8.6%	0.0%	1.6%	1.6%	1.6%	27.4%

<b>Region 2 (CFCP) 2006</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July.</b>	<b>Aug.</b>	<b>Sept.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Annual</b>
<b>Ongoing Case Managers at Start of Month</b>	81	80	78	77	77	79	76	77	74	73	70	68	
<b>Ongoing Case Managers Hired During Month</b>	0	0	0	2	3	0	2	0	0	0	0	0	7
<b>Ongoing Case Managers Terminated During Month</b>	1	2	1	2	1	3	1	3	1	3	2	1	21
<b>Turnover %</b>	1.2%	2.5%	1.3%	2.5%	1.3%	3.8%	1.3%	3.9%	1.4%	4.1%	2.9%	1.5%	23.9%

<b>Region 3 (La Causa) 2006</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>July.</b>	<b>Aug.</b>	<b>Sept.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Annual</b>
<b>Ongoing Case Managers at Start of Month</b>	62	61	61	58	60	61	61	62	59	54	57	57	
<b>Ongoing Case Managers Hired During Month</b>	1	0	0	2	3	1	1	1	0	3	1	0	13
<b>Ongoing Case Managers Terminated During Month</b>	2	0	3	0	2	1	0	4	5	0	1	1	19
<b>Turnover %</b>	3.2%	0.0%	4.9%	0.0%	3.2%	1.6%	0.0%	6.3%	8.5%	0.0%	1.7%	1.8%	25.3%

**Turnover BMCW Ongoing Case Management Staff, Jan.-Dec. 2006**

<b>BMCW - 2006</b>	<b>Number of OCM's terminated for any reason during period</b>	<b>Number of OCM's at beginning of month (and AVG)</b>	<b>Number of OCM's hired during period</b>	<b>Turnover Rate for Period - Per Definition used in Settlement</b>
January	8	217	1	3.7%
February	4	210	1	1.9%
March	7	207	1	3.4%
April	3	201	7	1.4%
May	3	205	9	1.4%
June	4	211	2	1.9%
July	4	209	4	1.9%
August	13	209	1	6.2%
September	6	197	0	3.0%
October	4	191	3	2.1%
November	4	190	1	2.1%
December	3	187	0	1.6%
	<b>63</b>	<b>202.8</b>	<b>30</b>	<b>25.5%</b>
<b>CY 2005</b>	113	217.7	132	30.1%
<b>CY 2004</b>	131	219	100	38.6%
<b>CY 2003</b>	98	226.1	108	30%

Discussion

- In CY 2005, 23.8% (27 of 113) ongoing case managers who left employment had three or more years of experience when they ended their employment (this includes those who transferred to another area of child welfare practice or were promoted).
- In CY 2006 YTD, 14.2% (9 of 63) ongoing case managers who left employment had three or more years of experience when they ended their employment (this includes those who transferred to another area of child welfare practice or were promoted).
- The range of experience for the nine workers spanned from three years to six years, with an average of four years. The reasons they left the workforce include:
  - Terminated (3)
  - Left for parenting/child rearing responsibilities (1)
  - Accepted a job in social services not related to child welfare (3)
  - To attend graduate school full-time (1)
  - Unknown (1)
- During CY 2006, 25% (16) of the ongoing case managers who left employment did so within 12 months of being hired. In CY 2005, 37.1% of the ongoing case managers who left employment did so within 12 months of being hired. This compares to 33.8% of all ongoing case managers who left during Period 2, and 33.6% from Period 1.

The table below shows, by employment category, the length of employment for ongoing case managers as of December 31, 2006:

### ***Length of Employment (years)***

<b>CY 2006</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Average</b>
<b>Terminated Employees</b>	0.01	6.0	1.7
<b>Active Employees – End of Year</b>	0.11	8.9	2.6
<b>Active Employees - Start of the Year</b>	0.01	8.0	1.8

Previous reports discussed the importance of a stepped progression in the length of employment data as the year moves forward. The table below provides the breakout by length of employment with current agency (If an employee moved to a new agency during the regional transition in January 2006, the employee maintained their original date of hire at the new agency). This data represents all active ongoing case managers active as of December 31, 2006.

### ***Number and percentage of active ongoing case managers at end of review periods***

<b>Time LOE</b>	<b>2004'</b>	<b>% of total</b>	<b>2005'</b>	<b>% of total</b>	<b>2006 YTD</b>	<b>% of total</b>
<b>0 - 6 months</b>	50	22.8%	54	24.0%	9	4.8%
<b>7 to 12 months</b>	33	15.1%	60	26.7%	16	8.5%
<b>13 – 18 months</b>	21	9.6%	28	12.4%	37	19.6%
<b>19 to 24 months</b>	28	12.8%	17	7.6%	42	22.2%
<b>25 to 36 months</b>	40	18.3%	21	9.3%	29	15.3%
<b>37 + months</b>	47	21.5%	45	20.0%	56	29.6%

As the data demonstrate in the tables above and below, the workforce has continued to show progress toward maturing (longer periods of employment for ongoing case managers). The number of ongoing case managers with six or fewer months experience at their current agency dropped significantly (19.2%). When examining active workers with 12 or fewer months experience, there was a 34.7% percentage decrease between CY 2006 and CY 2005.

As of December 31st, 2005, 63.1% of the active ongoing case manager workforce had 18 or fewer months of employment with their current agency. By December 31, 2006, only 32.9% of the same workforce had 18 or fewer months of employment with their current agency. The level of staff retention (and unique job experience) is reflected in the percentage of workers at the end of CY 2006 with over 18 months of experience, which is 67.1% compared to 36.9% in CY 2005.

The next table provides a look at the workforce by years of experience with their current agency. We continue to see growth in the percentage of workers with two or more years of employment.

**Length of Employment 2004-2006 by years**

	% of OCM's with one year or less LOE	% of OCM's with two years or less LOE	% of OCM's with more than two years LOE
<b>CY 2006 YTD</b>	13.3%	55.1%	44.9%
<b>CY 2005</b>	50.7%	70.7%	29.3%
<b>CY 2004</b>	37.9%	60.3%	39.7%

The table below illustrates a historical comparison of the different reasons ongoing case managers provided when they separated their employment from the agency (or were promoted).

**Reasons for employment separation by years**

Reason for employment separation	Period 1 (N)	Period 1 % of Exits	Period 2 (N)	Period 2 % of Exits	Period 3 (N)	Period 3 % of Exits	CY 2006 (N)	CY 2006 % of Exits
Voluntary resignation reason not provided (unknown)	41	40.1%	36	28.6%	3	2.7%	15	23.8%
Another position in soc. services- not child welfare	6	5.8%	3	2.4%	22	19.5%	13	20.6%
Terminated by agency	14	13.8%	9	7.1%	5	4.4%	8	12.7%
Full-time graduate education and IVE - program	7	6.8%	12	9.5%	15	13.3%	8	12.7%
Spousal job relocation - moved out of area (other)	5	4.9%	23	18.3%	14	12.4%	7	11.1%
Job dissatisfaction - general	6	5.8%	7	5.6%	5	4.4%	6	9.5%
Unknown	11	10.8%	9	7.2%	11	9.7%	0	0.0%
Parenting/child rearing	0	0.0%	0	0.0%	14	12.4%	3	4.8%
Promoted within the agency	0	0.0%	0	0.8%	12	10.6%	2	3.2%
Transferred within agency	2	1.9%	9	7.1%	3	2.7%	1	1.6%
Another position outside of social services	4	3.9%	10	7.9%	5	4.4%	0	0.0%
Job dissatisfaction - not what expected	0	0.0%	0	0.0%	2	1.8%	0	0.0%
Job Dissatisfaction - pay related	0	0.0%	0	0.0%	1	0.9%	0	0.0%
Accepted a job with the State of Wisconsin	1	0.9%	5	4.0%	1	0.9%	0	0.0%
Transferred to another site with BMCW	3	2.9%	2	1.6%	0	0.0%	0	0.0%

In CY 2006, the largest number of employees left employment (15) and did not provide a reason. For three of the past four years, this has been the most frequent category regarding employee separation.

Consistent with employees who exited in CY 2005 (19.5% of separations), the second most frequent separation category cited was that the worker left for another position in social services, not in the area of child welfare.

The information and figures in the following section are provided for a comparative analysis and in no way are intended to replace or supersede any of the information required by the Settlement Agreement.

This section again presents calculations of turnover within the BMCW using three of the four additional measures identified within the report *Workforce Recruitment and Retention in the Bureau of Milwaukee Child Welfare: Results From Staff Surveys and Focus Groups* (October 2005) t (Authored by Helen Bader School of Social Welfare - UWM, Child Welfare League of America, Chapin Hall Center for Children – University of Chicago).

The three measures used for the comparative analysis to determine a turnover rate are described in “Appendix D – Human Resource Functions: Calculation of Worker Turnover” of the above mentioned report. The method to determine the calculation and collection of data specific to the fourth measure is still being validated at this time.

### Recommended Turnover Calculations

As a result of the above considerations, we recommend a multi-pronged approach to analyzing turnover within the BMCW. This approach involves four separate analyses:

- Total turnover by position;
- Turnover resulting from internal transfers and promotions;
- Turnover deemed non-preventable (using the APhSA definition); and
- A measure of the direct effect of turnover on clients (i.e., the number of case managers a client experiences during a given year).
- A calculation of total turnover by position for any reason;
- Number of annual separations from the specified position; and
- Average number of filled positions at the beginning of each month.

The table below reflects the calculation by region for CY 2006. In CY 2006, there has been solid progress in staff retention. Comparing CY 2005 to CY 2006, this turnover calculation shows a 16.5% decrease in percentages between the two periods.

### Staff stability by region YTD 2006

	Separations Jan to Dec 2006	Average Filled Positions Jan to Dec 2006	Turnover Percentage January to Dec 2006
Region 1	23	68	33.8%
Region 2	21	76	27.6%
Region 3	19	59	32.2%
<b>BMCW 2006</b>	<b>63</b>	<b>202</b>	<b>31.2%</b>
BMCW 2005	113	218	51.8%

## Turnover due to promotions and transfers

The data used in the following calculation was provided from each agency's description of the reasons employees terminated their position at each region.

### ***Turnover due to promotions and transfers***

<b>CY 2006</b>	Annual
<b>Region 1 (N=1)</b>	4.3%
<b>Region 2 (N=1)</b>	4.7%
<b>Region 3 (N=0)</b>	NA
<b>BMCW (N=2)</b>	3.1%

- During CY 2006, two ongoing case managers had an internal transfer.
- During CY 2006, 3.1% of the turnover was attributed to internal transfers; during CY 2005, 14.2% (16 ongoing case managers) of the turnover was attributed to promotions or transfers.

## Turnover Deemed Non-Preventable

The data used in the following calculation was provided from each agency's description of the reasons employees terminated their position at each region. It provides the number of annual separations from the specified position for non-preventable reasons

### ***Non-Preventable Turnover***

<b>CY 2006</b>	Annual
<b>Region 1 (N=5)</b>	22%
<b>Region 2 (N=13)</b>	62%
<b>Region 3 (N=0)</b>	NA
<b>BMCW (N=18)</b>	29%

During CY 2006, 29% of the ongoing case manager turnover experienced was considered "non-preventable" (using the APHSA definition) or turnover that occurred for reasons that do not directly relate to the current job or agency. Non preventable turnover includes an employee who retired, passed away, left the workforce for parenting/child rearing responsibilities (3), spousal job relocation (7) or attending school full-time (8).

### Average number of children per caseload

BMCW	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<b>Number of children</b>	3497	3532	3485	3465	3423	3367	3336	3245	3157	3141	3202	3131
<b>Number of active ongoing case managers</b>	202	196	191	191	192	196	187	179	174	172	170	170
<b>Average children per caseload</b>	17.3	18.0	18.2	18.1	17.8	17.2	17.8	18.1	18.1	18.3	18.8	18.4

The above data show, by month, the average number of children on each ongoing case managers caseload (mentors are not included in the number) during CY 2006.