

Settlement Agreement Second Semi-Annual Report
January 2007 – December 2007

Semi-Annual Outcomes
for the Period July 2007 – December 2007



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

Introduction

Background to Jeanine B. Settlement Agreement

This report provides information on the progress of the Bureau of Milwaukee Child Welfare in meeting the requirements of the Jeanine B. Settlement Agreement. It includes the performance outcomes from July 1, 2007 to December 1, 2007.

In 1993, the American Civil Liberties Union (ACLU) Children's Rights Project (now Children's Rights, Inc.) filed an action in the Federal District Court for the Eastern District of Wisconsin on behalf of an estimated class of approximately 5,000 children who were receiving, or should have been receiving, child welfare services in Milwaukee County. The Milwaukee County Executive, the Director of Milwaukee County Human Services Division, the Governor, and the Secretary of the Department of Health and Social Services (now DHFS) were named as defendants.

The complaint was a broad-based challenge to the administration of the Milwaukee County child welfare system, stating that it failed in its obligation to provide adequate child welfare services to children and families. The complaint alleged that the state failed to adequately supervise and fund the Milwaukee County system.

In response to the lawsuit, the State of Wisconsin assumed direct responsibility and funding of Milwaukee County Child Welfare effective January 1, 1998 to improve the safety and well-being of children. In 2002, the parties reached a settlement of the litigation. The Settlement Agreement requires the BMCW to attain specific outcomes regarding the permanency, safety, and well-being of children in out-of-home care in Milwaukee County.

This report summarizes the progress made by the Bureau of Milwaukee Child Welfare on the items of the settlement agreement.

Format of Progress Report

This is the second semi-annual report for 2007 and includes outcomes of the BMCW's performance from July 1, 2007 through December 31, 2007.

This report is divided into three sections, with the first section reporting on the **remaining enforceable provisions** categorized and reported under the following groupings:

- Provisions the BMCW (and partner agencies) met or exceeded during the second six months of CY 2007;
- Provisions previously met but not yet released;
- Provisions the BMCW (and partner agencies) did not meet during the second six months of CY 2007.

The second section includes the **provisions that are no longer subject to enforcement** because the defendants were in compliance with the provisions for two consecutive six-month periods, as agreed upon.

Provisions that are no longer operable are being excluded from this report. For example, Section I.B.5 of the Agreement is inoperative because the Subsidized Guardianship waiver was not obtained before January 1, 2003, so the controlling requirement is I.B.4.

The provisions no longer subject to enforcement are:

§I.B.1 Negotiation with Milwaukee District Attorney to ensure adequate legal representation for the prosecution of termination of parental rights (TPRs) petitions, consistent with ASFA requirements;

§I.B.3 Belated compliance with Adoption and Safe Families Act (ASFA) requirements;

§I.B.4 Length of Stay while in out-of-home care;

§I.C.2 Timeliness of processing referrals to independent investigator;

§I.C.3 Timeliness of making case assignments and completing investigations;

§I.C.4 Timeliness in making determination of independent investigations;

§I.D.1- 2 BMCW shall ensure that ongoing case managers have caseloads not to exceed an average of 11 families per case-carrying manager per Site;

§I.D.3 Contract hold-back for monthly face-to-face contacts;

§I.D.4 Monthly face-to-face contacts;

§I.D.8 The Division of Children and Family Services shall make its best efforts to seek legislative approval of foster parent reimbursement rates consistent with USDA standards.

The third section includes the process indicators and outcomes provided as additional information to the community. It completes the overall assessment of the system.

Beyond the Settlement Agreement

It is essential to always remind ourselves of our greater mission of serving children and families. We need to look at the overall state of child welfare in Milwaukee County to see where we are headed.

Demographic data gives some clear indicators of what we can expect in the future.

- The number of families with children in out-of-home care has remained around 1,800 for the past three years.
- The number of families whose children entered care during calendar year 2007 was 555, consistent with the previous four years when the number ranged from 508 to 584.

- The majority of children coming into care are age birth to 4, the most vulnerable age group.

The data indicate that the number of families receiving Ongoing Case Management services is somewhat stable, as is the number of children in BMCW care. This information can guide our program management in the future.

We know that removing children from their homes is always traumatic for them. When there is no imminent threat to the children's safety, BMCW provides in-home safety services. In 2007, for every one family entering Ongoing Case Management under the CHIPS order, 1.5 families were referred to the voluntary Safety Services program. Program enhancements and training of staff have been implemented to clarify the intent and expectations of voluntary services, and strengthen the delivery and effectiveness of safety services practice.

Permanency achieved: All children have a right and need to live and develop within safe, secure, and permanent families. Children experience psychological and developmental disruption with extended separation from family. The 2007 data shows that reunifications are happening in a timely manner within 12 months of the child entering care. BMCW also continues to successfully place children in adoptive homes in a timely manner when safe and timely reunification is not possible. In 2007, 291 children came to permanence through adoption.

Focus on quality beyond compliance: Every child welfare system must focus on quality. No matter how much a system has improved, there is always further work to do. March 3–14, 2008, marked the second Quality Service Review (QSR) of BMCW. This extensive review of 24 cases by a team of outside evaluators is very important to providing staff with a clear assessment of how they are doing, what is working and why. In addition, 34 focus groups were held to allow all key players an opportunity to discuss service provision in Milwaukee County. This provides a macro view of the service provision of the BMCW. The recommendations of the QSR will go into planning for the next two years, after which another review will be conducted to assess progress.

For the past six months, BMCW has been implementing the Milwaukee Child Welfare Safety Plan released by Department of Health and Family Services Secretary Kevin Hayden in September 2007. The plan followed a review of Initial Assessment cases done in response to the deaths of two children with whom the BMCW had contact. The Safety Plan combines several quality improvement measures and provides clear direction for improving performance specifically in the area of ensuring that children are safe.

Implementation of practice model: Recognizing that the primary responsibility of ensuring the safety and well-being of children lies with the parent, BMCW has been training staff on the comprehensive initial assessment process using the Protective Capacity Family Assessment. This model of practice identifies the ability of parents to recognize safety threats and their own strengths in protecting children. The model is used during the assessment process by Initial Assessment social workers to determine if

a family managed plan will work and what resources and services need to be in place to help it work. Ongoing Case Management staff use the model to assess the changes the family is making with a long term view toward self-sufficiency and independence from the system.

Continuous case planning: Because the BMCW uses a family-centered approach, it is important to include the family and their supports regularly in developing and adjusting the case plan throughout the life of the case. Coordinated service team meetings are a family-centered approach that involves everyone working with the family and ensuring the family understands the goals of the case plan and is receiving and cooperating with assistance to meet those goals. Similarly, permanency staffings are conducted regularly to review concurrent planning for the child and ensure the child reaches timely permanence. In 2007, a total of 6,746 coordinated service team meetings and permanency staffings were conducted.

This report provides a comprehensive overview of the progress and outcomes of the BMCW as evaluated by the program evaluation managers over the past year. Past reports, as well as the results of other extensive reviews of BMCW activities, are available on the BMCW web site at <http://dhfs.wisconsin.gov/bmcw/>. Questions can be directed to BMCW via the Contact Us e-mail address of the web page.

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Data source

Most of the data presented in this report was generated from the electronic Wisconsin Statewide Automated Child Welfare Information System (eWiSACWIS). Data elements generated using eWiSACWIS were identified and developed for consistent and systematic assessment of the Agreement outcomes. The BMCW continues to work to manage artifact data and validate data accuracy. The quality of the data is dependent upon complete and accurate data entry by staff, legacy data system conversions, and data system updates. Improvements to the data system are continually identified and completed to enhance the accuracy and consistency of reporting.

To create a more streamlined document for the reader, in some instances the rounding of performance percentages (past and present) occurs. If the reader identifies slight differences in reporting due to rounding, please refer to the original document or numbers for the exact calculations.

BMCW Demographic and Descriptive Data

Table 1.1: Number of families with children in out-of-home care at end of period, January 2003 to December 2007

	Dec. 31, 2003	Dec. 31, 2004	Dec. 31, 2005	Dec. 31, 2006	Dec. 31, 2007
Number of families receiving Ongoing case management program services	2,081	1,948	1,899	1,777	1,863
Number of children in out-of-home care placements	3,489	3,151	2,825	2,621	2,907

Note: The figures in the above table represent point-in-time data on December 31 of each year.

Table 1.2: Number of children who achieved permanency or exited care, January to December 2007

Permanency achieved through:	Number of children
Reunification	671
Adoption	291
Transfer of guardianship	95
Subsidized Guardianship	10
Age of majority reached	153
TOTAL	1,220

Subsidized guardianship – 134 children currently enrolled in the program

Table 1.3: Age of children at time of removal, CY 2003 to CY 2007

Age at removal (years)	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007
Birth to 4	44%	40%	41%	53%	47%
5 to 11	32%	32%	29%	26%	30%
12 to 15	17%	20%	20%	10%	15%
16+	7%	8%	10%	11%	8%
Total number of children removed	1,123	1,308	1,179	1,180	1,236

Table 1.4 below provides the number of families who entered Ongoing Case Management services since CY 2003 and further identifies the number of these families with three or more children.

Table 1.4: Families whose children entered out-of-home care

Number of children in family	Number of families CY 2003	Number of families CY 2004	Number of families CY 2005	Number of families CY 2006	Number of families CY 2007
< 3 children per family	411	435	422	420	436
3	55	76	80	63	65
4	21	32	37	36	37
5	8	16	19	15	9
6	9	15	4	3	5
7	2	4	1	4	2
8	0	1	2	5	1
9	2	5	1	1	0
11	0	0	0	1	0
Total families whose children entered out-of-home care	508	584	566	548	555
Families with three or more children whose children entered out-of-home care	97	149	144	128	119

Section 1: Remaining enforceable provisions

This section includes outcomes of the BMCW from July 1, 2007 through December 31, 2007 on the enforceable provisions.

The remaining enforceable provisions are categorized and reported under the following groupings:

- Provisions the BMCW (and partner agencies) met or exceeded during the second six months of CY 2007;
- Provisions previously met but not yet released;
- Provisions the BMCW (and partner agencies) did not meet during the second six months of CY 2007.

Provisions the BMCW (and partner agencies) met or exceeded during the second six months of CY 2007

§I.B.6 At least the following percentages of children who are reunified with parents or caretakers at the time of discharge from BMCW out-of-home care within the period shall be reunified within 12 months of entry into out-of-home care. . . .

During the second six months of CY 2007, 74% of all children reunified were reunified within 12 months of entry into out-of-home care compared to the performance standard of 71%.

§I.B.7 At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care. . . .

The BMCW was successful in meeting the following performance standard for three consecutive six-month periods (the second six-month period in CY 2006, the first six-month period in 2007, and the second six-month period in 2007.)

The performance goal was for 30% of all adopted children to have a finalized adoption within 24 months of entering care. The actual performance was 35.5% for the second six months of 2006, 34.8% for the first six months of CY 2007, and 32.8% for the second six months of CY 2007.

Provisions previously met but not yet released

§I.D.5 The use of shelter placements shall be phased out entirely.

The BMCW phased out all shelter placements by December 31, 2003.

§I.D.6 By December 31, 2003, and thereafter, no child shall be placed in a shelter.

The BMCW no longer uses shelters as a placement for children.

Provisions the BMCW (and partner agencies) did not meet during the second six months of CY 2007

The BMCW (and partner agencies) was not successful in meeting the following performance standards for the second six-month period in CY 2007:

§I.B.2 At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of the fifteenth month in care. . . .

During the CY 2007, the BMCW demonstrated a performance level of 85% compared to the standard that at least 90% of children in out-of-home care for 15 of 22 months must have a termination of parental rights (TPR) petition filed on their behalf, or an ASFA exception documented in their case by the end of the 15th month in care.

§I.C.1 No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility to be licensed. . . .

The BMCW demonstrated a performance measure of 0.93% maltreatment in out-of-home care; the requirement is that no more than 0.60 % of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations by a foster parent or staff of a facility required to be licensed.

§I.D.7 By December 31, 2003, BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days, or 60 days if the placement is extended in accordance with applicable state law.

The BMCW developed special Diagnostic/Assessment Centers for children over age 12 before December 31, 2003. These centers function to determine the appropriate placement for these children based on individual needs.

The BMCW met the 30-day limit (and two additional approved 15-day extension requests) for 84.3% (323) of the 383 pre-dispositional children, and exceeded the 30-day limit (and two additional approved 15-day extension requests) for 15.7% (60) of the children.

Of the 644 placement episodes with a post dispositional legal status, there were 461 (71.6%) episodes of placement in a center for 20 days or less, and 183 (28.4%) episodes of placement beyond 20 days.

§I.D.9 At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-home episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.

During the CY 2007, 75% of the children in an out-of-home care placement were in three or fewer placements, compared to the standard that at least 90% of children in out-of-home care within the period shall have three or fewer placements.

BMCW Performance January through December 2007 on remaining enforceable items – At a Glance

§ I.B.2 At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a Termination of Parental Rights (TPR) petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care.*									
CURRENT PERFORMANCE 2007 – The BMCW did not meet this requirement in the second six months of CY 2007 (81%).		Past Performance							
Performance Standard	CY 2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Standard	CY 2006 Result
>= 90%	85%	>= 65%	77%	>=75%	88%	>= 90%	29%	>= 90%	79%

* The method for calculating the performance standard for this measure (beginning with CY 2005 and going forward) was adjusted to meet the recommendations by the Legislative Audit Bureau in the February 2006 audit report.

§I.B.6 Of all reunifications with parents/caregivers, at least the following percentages of children shall be reunified within 12 months of entry into care.									
CURRENT PERFORMANCE 2007 - The BMCW met this requirement in the second six month period (74%).		Past Performance							
Performance Standard	CY 2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Standard	CY 2006 Result
>= 71%	69%	Monitor Only	45%	>= 65%	63%	>= 71%	72%	>= 71%	71%

§I.B.7 At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care.									
CURRENT PERFORMANCE 2007 - The BMCW met this requirement in the second six month period (32.8%).		Past Performance							
Performance Standard	CY 2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Standard	CY 2006 Result
>= 30%	33.6%	>= 20%	14.2%	>= 25%	15.5%	>= 30%	21.7%	>=30%	32.1%

<p>§I.C.1 No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed.</p>									
<p>CURRENT PERFORMANCE 2007 – The BMCW did not meet this requirement in CY 2007.</p>		<p>Past Performance</p>							
Performance Standard	CY 2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Standard	CY 2006 Result
<= 0.60%	0.93%	<= 0.70%	0.57%	<= 0.65%	0.79%	<= 0.60%	0.81%	<= 0.60%	0.15%
<p>§I.D.5 The use of shelter placements shall be phased out entirely. The BMCW phased out all shelter placements by December 31, 2003.</p>									
<p>§I.D.6 By December 31, 2003, and thereafter, no child shall be placed in a shelter. The BMCW no longer uses shelters as a placement for children.</p>									
<p>§I.D.7 Diagnostic/Assessment Centers. By December 31, 2003, the BMCW developed special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days, or 60 days if the placement is extended in accordance with applicable state law. During CY 2007, 60 children stayed in a center beyond 60 days, and 183 children stayed in a center beyond 20 days.</p>									
<p>§I.D.9 At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.</p>									
<p>CURRENT PERFORMANCE 2007 - The BMCW did not meet this requirement in the second six months of CY 2007 (75.1%).</p>		<p>Past Performance</p>							
Performance Standard	CY 2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Standard	CY 2006 Result
>= 90%	75%	>= 80%	76%	>= 82%	72%	>= 90%	72%	>= 90%	73%

Provisions the BMCW met or exceeded during the second six months of CY 2007

Reunification within 12 months of placement in out-of-home care

§I.B.6. At least the following percentages of children who are reunified with parents or caretakers at the time of discharge from BMCW out-of-home care within the period shall be reunified within 12 months of entry into out-of-home care. . . .

Period goal: 71% (or above)
July to December, 2007: 74%

During the second six months of CY 2007, 74% (249 of 337) of the children reunified were reunified within 12 months of entering out-of-home care. The BMCW met the standard for the second six month period of 2007.

Table 1.6: Reunification: Semi-annual and annual performance, CY 2003 to CY 2007

	January - June	July - December	Annual
BMCW CY 2003	44%	47%	45%
BMCW CY 2004	59%	68%	63%
BMCW CY 2005	69%	75%	72%
BMCW CY 2006	70%	72%	71%
BMCW CY 2007	64%	74%	69%

NOTE: During CY 2003, there was no established performance standard. Period 2 was the first year when there was an enforceable performance standard (65%).

Annual Performance January 1 to December 31, 2007: 69%

Table 1.5: Reunification January through December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
CFCP – Region 1													
Reunifications (N)	19	14	14	9	15	10	17	20	21	33	22	16	210
Number of children reunified within 12 or fewer months	10	7	6	7	6	6	10	14	15	26	15	10	132
Percentage reunified in 12 or fewer months	53%	50%	43%	78%	40%	60%	59%	70%	71%	79%	68%	63%	63%
CFCP – Region 2													
Reunifications (N)	20	16	19	17	27	16	15	16	22	19	17	14	218
Number of children reunified within 12 or fewer months	11	9	15	11	15	9	8	10	17	14	13	12	144
Percentage reunified in 12 or fewer months	55%	56%	79%	65%	56%	56%	53%	63%	77%	74%	76%	86%	66%
La Causa – Region 3													
Reunifications (N)	30	24	14	22	28	20	30	27	14	9	13	12	243
Number of children reunified within 12 or fewer months	16	17	13	13	28	14	27	20	10	6	12	10	186
Percentage reunified in 12 or fewer months	53%	71%	93%	59%	100%	70%	90%	74%	71%	67%	92%	83%	77%
BMCW Totals													
BMCW Reunifications (N)	69	54	47	48	70	46	62	63	57	61	52	42	671
Number of children reunified within 12 or fewer months	37	33	34	31	49	29	45	44	42	46	40	32	462
Percentage reunified in 12 or fewer months	54%	61%	72%	65%	70%	63%	73%	70%	74%	75%	77%	76%	69%
Six month performance						64%						74%	

Discussion

In CY 2006, children under age 12 accounted for approximately 70% of the children who were reunified within 12 or fewer months of entering out-of-home care. In 2007, this increased to 74% of the children reunified.

The number of children who were part of a sibling group and were reunified showed a slight decrease in CY 2007 (394 children) when compared to CY 2006 (437 children).

97% (448) of the children reunified within 12 or fewer months of entry into out-of-home care had three or fewer placements at the time of their reunification.

Adoption within 24 months of removal

§I.B.7 At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care. . . .

Period Goal: 30% (or above)
July to December, 2007: 32.8%
Annual Performance January to December 2007: 33.6%
Total Number of Finalized Adoptions: 291

The BMCW and its private partner agencies **met the performance standard** of 30% or above for this measure during the last six months of 2006, the first six months of CY 2007, and the second six months of 2007.

Table 1.7: Adoptions: January to December 2007

Time to Adoption	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Within 24 months (Monthly percentage)	4 25%	4 21%	12 32%	12 39%	13 54%	4 27%	13 57%	5 16%	12 40%	9 32%	7 32%	3 20%	98 34%
More than 24 months (Monthly percentage)	12 75%	15 79%	25 68%	19 61%	11 46%	11 73%	10 43%	26 84%	18 60%	19 68%	15 68%	12 80%	193 66%
Total number of finalized adoptions	16	19	37	31	24	15	23	31	30	28	22	15	291

Table 1.8: Adoption within 24 months: Semi-annual and annual performance, CY 2003 to CY 2007

	January – June	July – December	Annual
BMCW CY 2003	8.9%	18.8%	14.2%
BMCW CY 2004	13.8%	17.8%	15.5%
BMCW CY 2005	20.6%	23.5%	21.7%
BMCW CY 2006	28.3%	35.5%	32.1%
BMCW CY 2007	34.8%	32.8%	33.6%

Discussion

Table 1.9 below shows general descriptive data about the children adopted during CY 2007.

Table 1.9: Length-of-stay (LOS) in out-of-home care for children adopted, January to December 2007

		LOS in out-of-home care				
		Within 24 Months	24-36 Months	37-48 Months	49-60 Months	61 + Months
Number of Children (N=291)		98	91	52	19	31
Gender	M (144)	43	46	28	12	15
	F (147)	55	45	24	7	16
Age	0 to 5	85	47	23	2	2
	6 to 11	10	37	25	11	14
	12 to 15	2	5	2	5	11
	16+	1	2	2	1	4

During CY 2007, the BMCW and its private partner agency, Children’s Service Society of Wisconsin, continued to show progress for children achieving timely adoption for the fifth consecutive year.

Of the children adopted in CY 2007:

- Approximately 55% were 5 years of age or younger;
- 33% were between the ages of 6 and 11;
- 9% were between the ages of 12 and 15;
- 3% of the children adopted were 16 years old or older.

Permanency Counselor, Children’s Court: The BMCW funds a Permanency Counselor staff position at Milwaukee County Children’s Court. The Permanency Counselor meets with parents regarding issues of permanency and helps them with their options related permanency, including the voluntary termination of their parental rights.

The following information (Table 1.10) is provided for informational purposes only and shows the involvement of the Permanency Counselor during 2007.

Table 1.10: Activity of Permanency Counselor at Children's Court, January to December 2007

Meetings to monitor and facilitate timely permanency	Number of meetings
Meetings scheduled	585
Total number of children	1,015
New meetings	126
Court only	61
Meetings cancelled/missed	12
Referral Sources	Number of referrals
Total new referrals (family cases)	126
Judges	10
Court Commissioner	0
Ongoing case managers	60
Region 1	16
Region 2	18
Region 3	26
Assistant District Attorney	11
Public Defender	43
Guardian ad Litem	3
Permanency Meeting Participants	Number of Participants
Fathers	173
Mothers	400
Foster Parent	7
Other	4
Voluntary TPRs	Number of TPRs
Children	113

Performance standards previously met but not yet released

BMCW met the following standards, but has not yet been released from reporting and enforcement under the Settlement Agreement:

Shelter placements phased-out

§I.D.5. The use of shelter placements shall be phased out entirely.

The BMCW phased out all shelter placements by December 31, 2003.

No children placed in shelters

§I.D.6. By December 31, 2003, and thereafter, no child shall be placed in a shelter.

The BMCW no longer uses shelters as a placement option for children.

Provisions the BMCW did not meet during the second six months of CY 2007

Timeliness of ASFA compliance

§I.B.2. At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care

Period goal: 90% (or above)
July to December, 2007: 81%
Annual Performance January to December 2007: 85%

Table 1.11: Number and percent of children in ASFA compliance, January to December 2007

Month	Number of children with available exception or TPR (N = 581)	Number of children reaching 15 of 22 months in OHC (N = 685)	Monthly Performance %	YTD/Annual Performance %
January	73	78	93.5%	93.5%
February	29	35	82.8%	90.2%
March	37	44	84.1%	88.5%
April	57	64	89.1%	88.7%
May	62	71	87.3%	88.4%
June	47	53	88.7%	88.4%
July	47	50	94.0%	89.1%
August	60	72	83.3%	88.2%
September	37	49	75.5%	87.0%
October	43	55	78.2%	86.2%
November	46	58	79.3%	85.5%
December	43	56	76.8%	84.8%

Table 1.12: ASFA compliance: Semi-annual and annual performance, CY 2003 to CY 2007

	January to June	July to December	Annual Performance
BMCW CY 2003	70%	84%	77%
BMCW CY 2004	87%	90%	88%
BMCW CY 2005	29%	29%	29%
BMCW CY 2006	77%	80%	79%
BMCW CY 2007	88%	81%	85%

The BMCW and its private partner agencies did not meet the performance standard of 90% during the second six months of CY 2007 as discussed below.

Discussion

The data in Table 1.11 above show that 581 of the 685 children subject to ASFA requirements had documentation supporting timely ASFA compliance during CY 2007. There were 104 children who did not have documentation support timely ASFA compliance between January and December 2007.

Table 1.13 below shows how the 581 children met ASFA compliance during CY 2007, compared to CY's 2005 and 2006.

Table 1.13: Children who met ASFA compliance, January to December 2007

Month	Number of TPRs Filed	Number of "Relative Placement" Exceptions	"Not in Best Interest" Exception
CY 2007	97 (17%)	234 (40%)	250 (43%)
CY 2006	124 (22%)	252 (45%)	180 (32%)
CY 2005	23 (11%)	91 (45%)	88 (44%)

During CY 2005 and CY 2006, the "relative placement" exception was the most frequently used compelling reason not to file a TPR petition. In CY 2007 use of the "not in best interest..." exception was the most frequently used compelling reason not to file a TPR petition.

The data in Table 1.14 show by age the percentage of all children when they reached the ASFA threshold of 15 of 22 months in out of home care and the percentage of all children in out of home care including those who exceeded 15 of 22 months.

Table 1.14: Summary statistics: Children in out-of-home care and children reaching the ASFA threshold (15 of 22 months), January to December 2007

Age of child	Percentage of children by age who reached the ASFA threshold, CY 2007	Percentage of all children in OHC (by age) on Dec. 31, 2007
0 to 4	43%	28%
5 to 11	30%	30%
12 to 15	16%	23%
16 +	11%	19%

The data in Table 1.14 suggests that children 12 and younger achieve timely permanency. Reunification data, for example, consistently has shown that typically children 12 or younger make up a larger percentage of children reunified than those children 13 or older. Similarly, the larger percentage of children adopted are under 13 years of age. Therefore, the information may suggest that children over 12 years old who have been in care over 15 months may take longer to achieve permanence than younger children who have recently entered out of home care.

Strategies to address meeting the ASFA requirement

Training: Updated training for staff is being conducted to clarify and explain ASFA requirements and to review the concepts of the permanency goals, permanency planning, and the connection to the necessary documentation at 15 of 22 months in care. Milwaukee Child Welfare Partnership for Professional Development at the University of Wisconsin–Milwaukee conducted three training sessions in CY 2007.

Coordinated Service Team meetings: Coordinated Service Team meetings (CSTs) are held to support families in achieving and maintaining safety, well-being, and permanency for their children. The CST meetings involve communication and collaboration with all BMCW partners, service providers, family members, community resources, and natural supports. The meetings help develop case plans and assess the family’s progress towards safe case outcomes. The BMCW policy is to facilitate CST meetings on all Ongoing Case Management cases on a quarterly basis, at a minimum. In 2007 there were 4,095 CSTs held.

Table 1.15 provides the number of CSTs conducted by month during CY 2007.

Table 1.15: Coordinated Service Team (CST) meetings conducted by month, January to December 2007

Month (2007)	Number of CST Meetings Conducted
January	350
February	299
March	340
April	333
May	364
June	365
July	350
August	328
September	343
October	352
November	378
December	293
Total	4,095

Permanency consultants assist in planning by giving focus to the variety of permanency options that need to be considered as a child’s permanency options are explored, which includes the use of concurrent planning. In CY 2007, permanency consultants attended 990 CST meetings.

Permanency staffings: During 2007, the BMCW continued to hold internal permanency staffings for children in care nine months or more as part of the case process. The purpose of the meeting is to expedite permanency by examining all

permanency options, including adoption, as early as possible, to identify the best permanency goal suited to meet the child's needs and to establish a realistic plan to achieve this goal. The staffings include children in care between nine and 13 months who have not yet reached the ASFA threshold and who may or may not have an allowable exception indicated or a TPR petition filed, and also children who have passed the ASFA threshold but who have not yet reached permanence. Between January and December 2007, 2,651 permanency staffings were completed.

Modifications to eWiSACWIS: An enhancement was made on January 7, 2008, to eWiSACWIS that allows the documentation of Termination of Parental Rights (TPR) exceptions to be entered without the need to generate a new permanency plan document. Previously, the only way to document an ASFA exception was to create a new permanency plan document. See DCFS Memo Series 2007-18 for additional information at the following web site:

http://dhfs.wisconsin.gov/dcfs_info/num_memos/2007/2007-18.pdf

Previously, one barrier to the timely filing of the TPR requirement was the practice that the exception to filing the TPR needed to be approved by the courts at the time the exception was documented. Further clarification indicated that the courts do not need to approve the exception at the time it is documented. This clarification in practice should improve the timeliness of documenting the exception to filing for a TPR.

Maltreatment while in out-of-home care

§I.C.1 No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed. . . .

Period goal: 0.60% (at or below)
Annual Performance January to December 2007: 0.93% (36 children)

Table 1.16: Maltreatment while in out-of-home care, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2007
Substantiated Allegations (children maltreated by foster parent or agency staff)	2	2	2	*1	3	*4	*7	*6	1	2	*2	4	36
Completed investigations – determinations	31	27	24	27	31	31	16	34	26	27	21	30	325
Number of children entering care	99	84	114	102	124	108	90	118	119	113	96	69	1,236
Cumulative children in OHC (2,621 as of 01/01/2007) BMCW YTD performance	2,720	2,804	2,918	3,020	3,144	3,252	3,342	3,460	3,579	3,692	3,788	3,857	0.93%

*NOTE: The data provided for the first six months of 2007 was adjusted to reflect the removal of two children from the first six-month total. The substantiation of the maltreatment was reversed through the CAPTA (Child Abuse Prevention and Treatment Act) appeal process. Also, during the second six months of CY 2007 an additional 5 children were not included in the total because the substantiation of the maltreatment was reversed through the CAPTA appeal process.

The measure was calculated by first identifying all children in out-of-home care during the year (3,857). To calculate the performance standard, we divided the number of children with a substantiated allegation of maltreatment (36) by the total of all children who were in an out-of-home placement during the year (3,857).

Discussion

During CY 2007, thirty-six children were victims of a substantiated allegation of maltreatment by their caregivers while in an out-of-home care placement. Thirty of the children were removed from the placement, four children remained in their placement after a safety assessment was completed and the children were deemed to be safe, and the remaining two were child fatalities. One child committed suicide in November 2006, and the independent investigation was completed on January 26, 2007. The second child died in her sleep in March, and the independent investigation was completed on May 18, 2007.

Table 1.17 below shows the types of substantiated maltreatment that occurred by type of placement.

Table 1.17: Substantiated maltreatment by type of placement, January to December 2007

Relationship to Victim	Neglect - General Lack of Care	Physical Abuse	Lack of Supervision	Medical Neglect	Total
Foster Parent	9	3	1	1	14
Treatment Foster Parent	7	4	3	1	15
Staff at child caring institution or other licensed facility	7*	0	0	0	7
Total	23	7	4	2	36

* Includes two child maltreatment-related fatalities.

Substantiated maltreatment and licensing status

Twenty-nine providers were found to be maltreators of thirty-six children. The substantiated allegations included neglect, physical abuse, lack of supervision, and medical neglect. Twenty-two maltreators were foster parents or treatment foster parents, and of those, twenty had their licenses revoked by the licensing agency, and two are awaiting appeals on their revocation.

Fourteen children were victims of substantiated maltreatment by their foster parents. The substantiated allegations included neglect, physical abuse, medical neglect, and lack of supervision.

Fifteen children were the victims of substantiated maltreatment by their treatment foster parents. The substantiated allegations included neglect, physical abuse, medical neglect, and lack of supervision.

Seven children were the victims of substantiated maltreatment by staff at a licensed facility. Each of these cases involved substantiated neglect allegations. Both child deaths occurred at residential care centers.

Maltreatment by age group and type

The number of substantiated allegations for “neglect – general lack of care” remained the most frequent form of substantiated maltreatment. In CY 2007, this category accounted for 64% of the substantiated allegations compared to 50% in CY 2006 and 65% in CY 2005.

Of the 36 victims of substantiated allegations in CY 2007, 11 were six years of age or younger; 18 of the 36 children (50%) were between the ages of 5 to 11 years of age.

Table 1.18: Substantiated maltreatment type by age of child, January to December 2007

Maltreatment Type	Age Group					Grand Total
	2 and under	3 to 4	5 to 11	12 to 15	16+	
Neglect - General Lack of Care	1	1	8	6	7	23
Physical Abuse	1	0	6			7
Lack of Supervision		1	2	1		4
Other Medical Neglect			2			2
Total	2	2	18	7	7	36

All seven children who were the victims of physical abuse were 11 years of age or younger.

Table 1.19: Maltreatment by type, January to December 2007

Type of substantiated maltreatment	Number of substantiations	Percentage of total substantiations
Neglect - general lack of care	23	64%
Physical abuse	7	19%
Lack of supervision	4	11%
Other medical neglect	2	6%
Total	36	100%

- The percentage of substantiated allegations for physical abuse in CY 2007 (19%) was lower than CY 2006 (33%).
- The percentage of substantiated allegations for lack of supervision in CY 2007 (11%) was similar to CY 2005 (10%).

The following descriptions provide detail on each foster child who was the victim of substantiated maltreatment in out-of-home care *during the second six months of CY 2007*:

Neglect – General Lack of Care (14 children)

- A teenager sustained injuries as a result of being attacked by peers due to lack of supervision in a group home. The group home was not adequately staffed during this incident, and they failed to contact the police and 220-SAFE in a timely manner.
- Two group home residents engaged in a physical altercation requiring one to be hospitalized. The group home did not accompany the teenager to the hospital and allowed her to receive treatment without an adult present.
- A resident of a group home was punched in the face by another resident, resulting in an eye injury. The group home staff failed to obtain medical treatment for the eye injury in a timely manner.
- A foster parent failed to protect her foster child when she allowed his older brother to bathe with him and share a bedroom with him after she was made aware that the older brother had sexually perpetrated on the younger child.
- A foster parent was neglectful to the two foster children in her home, failing to provide adequate supervision, to obtain appropriate alternative care for the children in her absence, and to follow through on therapy and medication management for one of the children.
- A foster parent allowed her foster child to have unsupervised visits with her biological mother without BMCW approval or knowledge.
- A treatment foster care provider left her two foster children home alone for an undetermined amount of time.
- A treatment foster care provider was arrested and spent three days in jail. She failed to provide the necessary care and supervision of her foster child by not informing her licensing agency and social workers of her situation.
- A foster parent did not attend to the educational needs of a child in her care. The child missed numerous days of school, and the foster parent failed to meet with the school social worker for IEP planning.
- A treatment foster care provider allowed an adult, who was knowingly on probation, to watch her foster child while she was away from the

home. After the foster child alleged that the adult touched her inappropriately, the foster parent failed to notify the BMCW and Milwaukee Police Department in a timely manner.

- A treatment foster care provider allowed another adult, who was not approved by the treatment foster care agency, to watch her foster child and respite child while she was working. During this time the other adult verbally threatened the children, and both children sustained injuries. The treatment foster care provider did not seek medical care for the respite child, even after witnessing his injuries.

Physical Abuse (5 children)

- The foster parent used physical discipline, which consisted of hitting the child on the hand and arm area with a plastic golf club.
- The treatment foster care providers physically disciplined the two foster children in their home by striking them with a belt when they misbehaved.
- Two foster children were subjected to physical discipline from their foster parent. The foster parent was observed physically disciplining them, shaking them, and saying inappropriate things to them.

Lack of Supervision (2 children)

- A treatment foster care provider failed to provide a safe environment for his two foster children when he allowed them to play in a bedroom alone without supervision, despite previous reports that the children were sexually inappropriate, during which time sexual contact occurred between the children.

Medical Neglect (1 child)

- A treatment foster care provider failed to follow through on both getting a prescription filled and administering the medication in a timely manner.

Strategies to address maltreatment of children in out-of-home care

The BMCW and its partner agencies consider the safety and well-being of children to be its primary responsibility. Efforts to reduce the number of children who suffer maltreatment while in out-of-home care are continuous. In 2007, several strategies were implemented or expanded, including:

Mobile Urgent Treatment Team for Foster Families (MUTT-FF): Please refer to page 40 for details on the MUTT-FF activity in 2007.

Stabilization meetings: Within the first week of a new placement, ongoing case managers and licensing specialists conduct a joint home visit (initial stabilization meeting) with the foster family to identify potential behaviors or other issues that may stress the family's capacity to nurture the child and maintain the placement. Together, with the foster family, a plan is developed to enable a smooth transition of the child to his or her new home. Between January and December 2007, approximately 299 initial stabilization meetings were held and 795 quarterly meetings were held for a total of 1,094 meetings during the period.

To strengthen and better customize support plans, Children's Service Society of Wisconsin (CSSW) continues to audit case files ensuring that support plans are complete. In CY 2007, CSSW updated 640 support plans and created 491 emergency support plans to maintain stability of the child's placement, for a total of 1,131 plans developed during the period.

Foster parent training: Beginning in January 2007, foster and adoptive parent training has been provided by the Milwaukee Child Welfare Partnership for Professional Development (MCWPPD) in the Helen Bader School of Social Welfare, University of Wisconsin-Milwaukee. Since assuming responsibility for the foster and adoptive parent training program, MCWPPD has initiated changes to the general approach taken in training, as well as the content and delivery of particular training offerings.

- Increased the range and depth of trainer expertise by recruiting, screening, training, scheduling, and evaluating 34 new community partners, BMCW staff, and foster/adoptive parents as Partners in Alternative Care Education (PACE) - (pre-service) trainers;
- Enhanced the coherence of foster parents' pre-service learning by increasing the percentage of participants completing the series in order by requiring they begin with modules 1 and 2;
- Graduated 196 participants from PACE in 2007;
- Ran one full series of PACE in Spanish;
- Integrated representatives from MUTT into PACE to deliver information on MUTT for Foster Families;
- Enhanced key PACE curriculum modules to more fully and precisely address expectations and needs of relative caregivers;
- Made available free online sessions for foster/adoptive parents through Foster Parent College;
- Initiated discussion series based on Foster Parent College modules. Discussion series co-facilitated with CSSW staff; Discussion sessions provide a forum for advanced examination of topics by more experienced foster parents;

- Initiated cross-training with BMCW staff and foster/adoptive parents; Held joint session on attachment led by expert therapist; Additional sessions on ADHD planned for 2008;
- Implemented an in-service schedule that provides routine offerings related to culture, behavior management, and a variety of “special topics”;
- Through the Foster/Adoptive Parent Training Advisory Council (FAPTAC) developed a Statement of Commitment and Purpose;
- Through FAPTAC devised a plan for community outreach in order to gain routine input from key stakeholders related to foster parent training;
- Designed and completed a year-end satisfaction survey distributed November through December 2007;
- Developed and maintained ongoing communication and collaboration with CSSW management regarding training needs, barriers, and initiatives.

Group Settings and Treatment Foster Homes: The BMCW has been working with the Bureau of Regulation and Licensing around the issue of standards for both group homes and treatment foster homes. BMCW’s expectations include additional services and requirements beyond the regulatory requirements.

The BMCW and the child placing agency coordinate quarterly on-site visits with each registered group setting facility to assure quality services for children in care. Bi-monthly meetings are held with the group facilities to discuss and clarify issues and expectations.

BMCW is working with agencies who license treatment foster homes to reduce the maltreatment of children, and ensure that all of their homes are safe and equipped to care for the specific needs of the children they serve. In October of 2007 a meeting was held with all of the treatment foster care agencies that had a substantiated maltreatment finding in one of their homes to discuss preventing maltreatment. In addition, each of these agencies submitted a Corrective Action Plan, that is being monitored, which describes how they will identify and prevent maltreatment and improve the quality of care for children. Strategies that address maltreatment were also discussed with all of the registered treatment foster care agencies at the regularly scheduled bi-monthly BMCW/TFC meeting.

Development of special diagnostic assessment centers

I.D.7. By December 31, 2003, the BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days or 60 days if the placement is extended in accordance with applicable state law.

BMCW complied with the requirement to develop special diagnostic/assessment centers for children over 12 years of age.

- Legal status of the Child in Need of Protection and Services (CHIPS) petition/order has a direct impact on the length-of-stay in an assessment center or placement stabilization center. Consistent with the Department's administrative rule, adolescents who are "pre-disposition" (under a Temporary Protective Custody order with a disposition of the CHIPS petition pending) may be placed in a center for 30 days per episode and two additional approved 15-day extension requests (60 total days). By statute, adolescents who are "post-disposition" (under an active CHIPS order) may be placed in a center for no more than 20 days per episode.

In 2007, there were 515 adolescents who were placed in an Adolescent Center.

- The 515 adolescents accounted for 1,027 placement episodes;
- Of the 383 placement episodes with a pre-dispositional legal status, there were 323 (84.3%) episodes of placement in a center for 60 days or less, and 60 (15.7%) episodes of placement beyond 60 days;
- Of the 644 placement episodes with a post dispositional legal status, there were 461 (71.6%) episodes of placement in a center for 20 days or less, and 183 (28.4%) episodes of placement beyond 20 days.

Many adolescents who remained in centers beyond the prescribed time limits demonstrated a number of challenging behaviors requiring close supervision. These behaviors may include a severe mental illness compounded by non-compliance with medications, substance abuse, physical aggression, fire setting, self-harming behaviors, and physical and/or sexual abuse of younger children and animals. Other adolescents demonstrated delinquency behaviors, such as stealing, physical aggression, truancy, violation of curfew, and running away.

Overall, the majority of the adolescents (317, or 61.6%) were placed in a center once. There were 198 adolescents with multiple placement episodes, meaning that they entered adolescent center care more than once during 2007.

Running away represented 39% of all discharges from placement episodes at centers.

Strategies to address the length of stay in Special Diagnostic Centers

Group setting registration process: Effective April 2007, the BMCW began using a new group settings registration process. This initiative assures enhanced programming

and specialized settings to meet children’s individual needs, including those awaiting placement in the centers. All registrants are required to provide general programming including independent living skills, reproductive health, domestic violence awareness training, AODA issues, and assistance with continued contact with children’s birth families. Specialized group settings provide additional programming focusing on the needs of pregnant and parenting teens, chronic runaways, sibling groups, or youth struggling with AODA issues.

Thirty six facilities completed the group setting registration process during CY 2007. Of the thirty six facilities registered in CY 2007, four are licensed as treatment foster homes and thirty two are licensed as group homes. Table 1.20 shows specialty areas of registrants in CY 2007.

Table 1.20: Registered group settings by specialty, 2007

Specialty	Number of Registered Facilities
General	22
Independent living	3
Sibling groups	2
Chronic runaway	3
Pregnant and parenting teens	6
Total	36

BMCW staff examine each registration application before approving a facility as a registered group setting. Fiscal program evaluation managers examine each agency’s budget and financial information. Program and fiscal evaluation managers conduct on-site visits in coordination with the child placing agency and discuss programming at each facility. The BMCW and the child placing agency coordinate quarterly on-site visits with each registered facility to assure quality services for children in care.

Central Staffing Process: A revised central staffing process is in development. The revised procedures will allow the Central Staffing Committee to make more timely and appropriate placement decisions. Procedures have also been developed to conduct emergency staffings for children that may require an immediate higher level of care based on the child’s needs. This will help prevent unnecessary and extended stays in centers when adolescents are in need of a higher level of care placement. The revised central staffing process will be in effect by the end of the first quarter of 2008.

Matching Process: The Foster Placement Supervisor meets with the Ongoing Case Management program managers on a weekly basis to discuss the adolescents who are residing in centers and any barriers to placement or strategies for identifying appropriate placement matches beyond the center. Following these meetings, the

results of the discussion, including action steps and timelines to identify placements, are documented and shared with the Ongoing Case Management program managers.

Daily prioritization is given to youth in centers beyond the prescribed time limits in an effort to identify a long term placement match. In addition, through collaborative reviews and central staffing activities, discussions are held early on in the placement regarding the need to pursue higher level of care, as appropriate, and regarding availability of resources and use of group homes and specialized group homes.

Placement stability

§I.D.9 At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-home episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.

Period goal: 90% (or above)
July to December, 2007: 75.1%
Annual Performance January to December 2007: 74.7%

Table 1.21: Placement stability by month, January to December 2007

Placements	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Three or Fewer (N)	1,669	1,668	1,695	1,698	1,736	1,771	1,744	1,752	1,772	1,812	1,824	1,809
Percentage	73.4%	73.7%	73.9%	74.2%	75.1%	75.3%	75.0%	74.5%	75.1%	75.5%	75.0%	75.2%
Four or More (N)	604	596	600	589	576	580	581	599	586	587	609	597
Percentage	26.6%	26.3%	26.1%	25.8%	24.9%	24.7%	25.0%	25.5%	24.9%	24.5%	25%	24.8%
Percentage (Annual)	74.7%											

Table 1.21 above, provides, on a month-by-month basis, the number of children with three or fewer placements. During CY 2007, on average, 74.7% of the children in out-of-home care had three or fewer placements.

The BMCW did not meet the expected performance standard of 90% or above during the second six months of 2007.

Table 1.22 below summarizes the semi-annual and annual performance from CY 2003 through CY 2007.

Table 1.22: Placement stability: Semi-annual and annual performance, CY 2003 to CY 2007

	January - June	July - December	Annual Performance
BMCW CY 2003	75%	77%	76%
BMCW CY 2004	71%	73%	72%
BMCW CY 2005	71%	72%	72%
BMCW CY 2006	73%	73%	73%
BMCW CY 2007	74.3%	75.1%	75%

Discussion

Table 1.23: Placement movement as of December 31, 2007: Children entering out-of-home care (OHC), January to December 2007

Current Number of Placements	Number of children	Percent of children
1	733	59.3%
2	359	29.1%
3	93	7.5%
4	27	2.2%
5 +	24	1.9%
Total	1,236	100.0%

Table 1.23 above shows the placement movement of children who entered OHC during CY 2007.

- Of the 1,236 children, 1,092 children (88.3%) experienced two or fewer placements since they entered out-of-home care.
- 93 children (7.5%) experienced three moves since entering out-of-home care.
- 51 children (4.1%) experienced four or more moves since entering out-of-home care.

Although the majority of the children who entered out-of-home care in 2007 have had 2 or fewer placements, the 51 children with four or more placements demonstrate rapid placement movement in a short period of time.

Table 1.24: Placement over time as of December 31, 2007:

Number of Placements	Average age	Average length of time in out-of-home care (months)	Mean length of placement (months)	Median length of placement (months)	Mode length of placement (months)
2 or fewer placements	7 (range: 1 to 18)	18 months	18	7	10
3 placements	11.3 (range: 1 to 18)	51 months	29	13	19
4 to 10 placements	12 (range: 1 to 18)	53 months	53	26	35
11 or more placements	16 (range: 8 to 18)	93 months	93	87	55

The data in Table 1.24 suggests that the longer a child remains in out-of-home care the more likely the child will experience multiple and rapid placement changes. As an example, a child who is between 8 and 18 years of age may experience 11 or more placements over 93 months but may experience multiple placements in as little as 55 months.

Strategies to address placement stability

Mobile Urgent Treatment Team – Foster Families (MUTT-FF): In October 2005, BMCW worked with the Milwaukee County Human Services, Behavioral Health Division, and expanded its crisis intervention services for foster families provided by their Mobile Urgent Treatment Team (MUTT).

The mobile crisis team is dedicated to providing immediate mental health services 24 hours-a-day to foster children and their families. In addition, the team develops a 21-day response plan, which includes any follow-up visits to the foster home to evaluate how the child and foster family are doing and identify other mental health service needs. The team also prepares a long-term crisis plan for children who are at risk for a recurring mental health, emotional, or behavioral crisis. The use of the service from January to December 2007 was as follows:

- 64 children were enrolled in MUTT-FF program;
- 10 children completed services in 2007;
- 54 children were successfully managed in their existing foster home and remained in the program as of December 31, 2007;
- Eight children transitioned to an appropriate level of care, such as relative placement, pre-adoptive home, residential treatment center, group home, treatment foster care, or reunification;
- Two children were returned to their parent or primary caregiver.

Since the inception of the MUTT-FF team 93% of the children were either stabilized in their placement or moved to an appropriate level of care.

More recently the BMCW and MUTT-FF developed a more proactive response to children at risk of placement instability. For example, the MUTT-FF team would be contacted when: 1) the licensing specialist believes a disruption is imminent, 2) the foster parent requests an immediate removal of the child, or 3) a 30 Day Notice of Request for Removal by the Foster Parent is requested by the foster parent.

In addition, MUTT-FF will participate in the initial stabilization meeting at the child's next placement. If the child is disrupting from a non-licensed placement, the ongoing case manager will also contact MUTT-FF for stabilization services.

Child Placement Activities: Children's Service Society of Wisconsin is focusing placement activities in several areas to enhance placement stability:

- **Review of placement requests for change:** Placement requests that involve moving a child from one foster home to another are reviewed by program management. The purpose of the review is to prevent unnecessary moves. Problem-solving and stabilization meetings and/or

updated placement provider support plans are tools that assist in supporting placements and avoiding unnecessary placement changes for children. Any services needed to support the stability of the placement and the placement provider are identified in the plan and put in place.

- **Enhanced placement matching:** When a placement change is necessary, the placement team is focused on carefully matching children and placement resources. A child's needs are reviewed and that information is shared with potential caregivers. The circumstances necessitating a placement change are reviewed and consideration is given to whether or not the child requires a higher level of care to achieve placement stability. The team also takes the opportunity to search out siblings who may be in care to see if children can be placed together.
- **Unlicensed caregiver assessment process:** The BMCW continues the process for assessing potential caregivers early in the life of the case. The procedure for this process was finalized in May of 2007. The permanency consultants meet with a potential caregiver to explain the benefits of licensing and to assess the ability of the caregiver to meet the child's needs for both the short and long term. During the discussions, the caregiver learns the benefits of becoming licensed including the support services available. The intent of the process is to assess caregivers prior to the child being placed, with an eye to permanence for the child, discussing with relatives that being licensed also establishes their eligibility for subsidized guardianship. Since June 1, 2007, a total of 209 screenings were completed.
- BMCW has now implemented the registration process for group homes and group settings. These facilities provide at-risk youth additional services to meet their needs and increase stability.

Recruitment efforts: There are multiple factors related to instability of placements. A contributing factor may be the limited placement options for children. Children's Service Society of Wisconsin continues to implement an aggressive recruitment campaign to meet the needs of children and teens in out-of-home care.

Strategies for enhanced recruitment include:

- Raising general awareness of the need for safe, nurturing, and culturally competent foster and adoptive homes with a particular emphasis on recruiting homes for teens and sibling groups. This will be accomplished through attendance at events and in many venues throughout the year and will include targeted community education.
- Keeping consistent visible messages in the public, promoting a positive image of the child welfare system. This will be done through sharing various foster care and adoption success stories in print, radio and television media. Key message points have been developed regarding the need for foster/adoptive parents, explaining what people can do to help.

- CSSW has partnered with Liberty and Truth Ministries and Faith Partnership Network to promote awareness and recruit families who are willing to help. This initiative includes raising awareness within the community of the need for relatives to take an active role in helping family members who have children in care. The Faith Consortium has hired a faith recruiter who has been making contact with various churches in the community, doing short presentations at church services to share information about foster care and adoption. In addition, a city-wide faith-based foster care and adoption Recruitment Advisory Council has been established and will guide the work of the Faith Consortium.
- The Foster/Adoptive Parent Ambassador program continues. It utilizes active foster/adoptive parents as formal recruiters. The ambassadors are paired with staff to be present for events, presentations, and festivals to share their experiences in foster care and adoption.

The following table shows the number of new homes licensed in CY 2006 and in CY 2007. There was an increase of 41 new homes in CY 2007 compared to CY 2006.

Table 1.25: Newly Licensed Homes

	CY 2006	CY 2007
Newly licensed homes	120	161

Section 2: Provisions no longer subject to enforcement

Plaintiffs and defendants agreed that the Article I provisions, as listed below, are no longer subject to enforcement because the defendants were in compliance with the provisions.

Provisions that are no longer operable are being excluded from this report. For example, Section I.B.5 of the Agreement is inoperative because the Subsidized Guardianship waiver was not obtained before January 1, 2003, so the controlling requirement is I.B.4.

Released provisions

§I.B.1 Negotiation with Milwaukee District Attorney to ensure adequate legal representation for the prosecution of termination of parental rights (TPRs) petitions, consistent with ASFA requirements (Memorandum of Understanding (MOU) executed by BMCW and District Attorney's office on July 28, 2003) (Released – June 6, 2006)

§I.B.3 Belated compliance with Adoption and Safe Families Act requirements (Released – June 6, 2006)

§I.B.4 Length-of-stay in care - (Released August 29, 2006)

§I.C.2 Timeliness of processing referrals to independent investigator (Released – June 6, 2006)

§I.C.3 Timeliness of making case assignments and completing investigations (Released – June 6, 2006)

§I.C.4 Timeliness in making determination of independent investigations (Released – June 6, 2006)

§I.D.1- 2 Ongoing case managers' caseload size - (Released August 29, 2006)

§I.D.3 Contract hold-back for not meeting requirements of monthly face-to-face contacts (Released – June 6, 2006)

§I.D.4 Monthly face-to-face contacts (Released – June 6, 2006)

§I.D.8 The Division of Children and Family Services shall make its best efforts to seek legislative approval of foster parent reimbursement rates consistent with USDA standards (Met through AB 100 (2005-07 budget) signed by Governor Doyle on July 25, 2005 included a 5% rate increase in CY06 (beginning January 1, 2006); (Released – June 6, 2006)

Previously released provisions – At a Glance

(These are no longer enforceable provisions; there is no current performance standard for these items.)

§I.B.3 At least the following percentages of children in BMCW custody for more than 15 of the last 22 months in out-of-home care without a TPR previously filed or an available exception previously documented shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case by the end of the period.

Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
90%	>= 75%	88%	>= 85%	93%	>= 90%	93%	89%

§I.B.4 If the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than the following percentages of children in BMCW out-of-home care within the period shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5,533 children in BMCW out-of-home care.

Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
18%	<=40%	44%	<=35%	30%	<=25%	23%	18%

§I.C.2 At least the following percentages of reports within the period alleging abuse or neglect of a child in BMCW custody shall be referred to the independent investigation agency for independent investigation within three business days.

Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
98%	>=80%	99%	>=85%	99%	>=90%	99%	97%

§I.C.3 At least the following percentages of reports referred for independent investigation within the period shall be assigned to an independent investigation agency within three business days of the independent investigation agency's receipt of the referral from BMCW.

Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
98%	>=80%	99%	>=85%	99%	>=90%	99%	96%

§I.C.4 Determination of the independent investigations within 60 days of receipt of the referral.							
Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
96%	>= 80%	98%	>= 85%	98%	>= 90%	99%	98%

§I.D.1-2 The BMCW shall ensure that Ongoing case managers have caseloads not to exceed 11 families per case carrying manager per site . . . (the data provided is the BMCW performance for December 2007).							
Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
12	<= 13	9.6	<= 11	10	<= 11	10	10

§I.D.3 By January 1, 2003 and thereafter for the duration of the agreement, the BMCW will include a contract holdback provision in its Site case management contracts ... that will impose a sufficient holdback on each site that does not meet 90% compliance with monthly face-to-face contact							
Current Performance	Past performance						
2007 Result	CY 2003 Standard	CY 2003 Result	CY 2004 Standard	CY 2004 Result	CY 2005 Standard	CY 2005 Result	CY 2006 Result
96%	>= 90%	90%	>= 90%	97%	>= 90%	97%	97%

Information regarding the released provisions

“Belated” ASFA compliance

I.B.3 At least the following percentages of children in BMCW custody for more than 15 of the last 22 months in out-of-home care without a TPR previously filed or an available exception previously documented shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case by the end of the period. . . .

The percentage is calculated against the baseline of 162* children at the beginning of the period.

* NOTE: The baseline initially provided in the Settlement Agreement was 1,146 children, but was modified November 14, 2003, to provide the actual number of children out of compliance with ASFA as identified at the start of each Period (January 1st).

This section is a cumulative measure: As a child subsequently moves “belatedly” into compliance, the measure shows cumulative performance over the course of 12 months.

Performance January to December 2007: 90%

Table 1.26: Belated ASFA compliance, January to December 2007

Children who subsequently achieved “belated” compliance with ASFA	(N)	CY 2007 (Cumulative Percentage)
145	162	90%

Table 1.27: Belated ASFA compliance: Semi-annual and annual performance, January 2003 to December 2007

	January - June (Cumulative)	July - December (Cumulative)	YTD (Cumulative Total)
BMCW CY 2003	56%	88%	88%
BMCW CY 2004	56%	93%	93%
BMCW CY 2005	68%	93%	93%
BMCW CY 2006	66%	89%	89%
BMCW CY 2007	62%	90%	90%

Length-of-stay

I.B.4 If the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than the following percentages of children in BMCW out-of-home care within the period shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5,533 children in BMCW out-of-home care. . . .

Performance January to December 2007: 18%
 (as calculated against the baseline of 5,533)

Table 1.28: Length-of-stay in out-of-home care, January to December 2007

Month	Number of children in OHC more than 24 months	Baseline	Compliance percentage for month (as calculated against baseline)	YTD average compliance percentage
January	952	5,533	17.2%	17.2%
February	953	5,533	17.2%	17.2%
March	955	5,533	17.3%	17.2%
April	967	5,533	17.5%	17.3%
May	957	5,533	17.3%	17.3%
June	972	5,533	17.6%	17.3%
July	985	5,533	17.8%	17.4%
August	979	5,533	17.7%	17.4%
September	973	5,533	17.6%	17.5%
October	967	5,533	17.5%	17.5%
November	956	5,533	17.3%	17.4%
December	977	5,533	17.7%	17.5%

Table 1.29: Length-of-stay, January 2003 to December 2007 (average compliance percentage)

	January – June	July – December	YTD Performance
BMCW CY 2003	49%	38%	44%
BMCW CY 2004	32%	28%	30%
BMCW CY 2005	26%	21%	23%
BMCW CY 2006	19%	18%	18%
BMCW CY 2007	17%	18%	18%

Discussion

Children who were in out-of-home care 24 or more months as of December 2007:

- On December 31, 2007, 37% of all children in out-of-home care (regardless of length-of-stay) were 12 years or older, yet a disproportionate percentage of children 12 and older (approximately 61%) account for all children in out-of-home care for 24 months or more.

Table 1.30: Percent of children in care 24 or more months by age group

Age at Period End	Dec '05 N=1,076	Dec '06 N=948	Dec '07 N=977
2 to 4 yrs.	5.2%	8.0%	10.7%
5 to 11 yrs.	26.3%	27.5%	28.6%
12 to 15 yrs.	35.6%	33.6%	28.4%
16 + yrs.	32.8%	30.8%	32.3%

Table 1.30 shows that the percentage of children in care 24 or more months between the ages of 2 to 4 years has increased since CY 2005.

Table 1.31 below provides the number of children in an out-of-home care placement for 24 or more months as a percentage of the actual number of children in out-of-home care.

Table 1.31: Actual percentage of children in an out-of-home care placement for at least 24 months

	Jan 03	June 03	Dec 03	June 04	Dec 04	June 05	Dec 05	June 06	Dec 06	June 07	Dec 07
Children LOS* greater than 24 months	2,810	2,413	1,967	1,668	1,534	1,292	1,073	1,015	948	972	977
Actual number of children in an OHC placement	4,472	3,981	3,489	3,345	3,151	3,044	2,825	2,742	2,521	2,617	2,907
Percent of children in an OHC placement 24 months or more	62.8%	60.6%	56.4%	49.9%	48.7%	42.4%	38.0%	37.0%	37.6%	37.1%	33.6%

*LOS – Length-of-stay: The values presented for each identified month represent the number of children in an out-of-care placement 24 or more months on the last day of the month (point-in-time measurement).

Timeliness of referrals from the Access unit to the independent investigation agency

I.C.2 At least the following percentages of reports within the period alleging abuse or neglect of a child in BMCW custody shall be referred to the independent investigation agency for independent investigation within three business days. . . .

Performance January to December 2007: 98%

Table 1.32: Reports from Access to independent investigation within three days, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of reports requiring Independent Investigations during period	34	26	27	25	26	27	24	38	16	31	25	15	314
Number referred to Independent Investigations agency within three business days	33	24	27	25	25	26	24	38	15	30	25	15	307
Percentage of reports referred to Independent Investigation within three days	97%	92%	100%	100%	96%	96%	100%	100%	94%	97%	100%	100%	98%

Table 1.33: Semi-annual and annual performance: Timely referrals for independent investigation

	Jan. – June	July – Dec.	Annual Performance
BMCW CY 2003	99%	100%	99%
BMCW CY 2004	99%	99%	99%
BMCW CY 2005	98%	99%	99%
BMCW CY 2006	98%	97%	97%
BMCW CY 2007	97%	99%	98%

Between January and December 2007, there were 314 reports that required an independent investigation. Of that total, 307 (98%) were referred by the BMCW Access unit to the independent investigation contract agency (Community Impact Program) within three business days.

Timeliness of the assignment by the independent investigation agency to an independent investigator

I.C.3 At least the following percentage of reports referred for independent investigation within the period shall be assigned to an independent investigator by the independent investigation agency within three business days of the independent investigation agency's receipt of the referral from BMCW. . .

Performance January to December 2007: 98%

Table 1.34: Assignment to independent investigator within three days, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of referrals to independent investigations agency	34	26	27	25	26	27	24	38	16	31	25	15	314
Number assigned within three business days	32	25	26	25	26	27	24	38	15	31	24	15	308
Percentage of referrals assigned to investigator within three days	94%	96%	96%	100%	100%	100%	100%	100%	94%	100%	96%	100%	98%

Table 1.35: Assignment to independent investigator within three days

	Jan. to June	July to Dec.	Annual performance
BMCW CY 2003	98%	100%	99%
BMCW CY 2004	99%	100%	99%
BMCW CY 2005	99%	99%	99%
BMCW CY 2006	97%	95%	96%
BMCW CY 2007	98%	99%	98%

Between January and December 2007, 98% (308) of all reports (314) were assigned to an independent investigator within three business days.

Timeliness of the independent investigation agency completing the independent investigations

I.C.4 The determination required by section 48.981(3)(c)4 of the Wisconsin Statutes must be made within 60 days of receipt of the referral by the independent investigation agency in at least the following percentages of independent investigations referred by BMCW. . . .

Performance January to December 2007: 96%

Table 1.36: Timeliness in completing independent investigations, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Total number of determinations completed for the period	31	27	24	27	31	31	16	34	26	27	21	30	325
Number of determinations completed within 60 business days during the period	30	25	23	25	28	29	16	33	26	26	21	30	312
Percentage of investigations completed within 60 days	97%	93%	96%	93%	90%	94%	100%	97%	100%	96%	100%	100%	96%

Table 1.37: Completion of timely independent investigations

	Jan. – Jun.	Jul. – Dec.	Performance
BMCW CY 2003	97%	98%	98%
BMCW CY 2004	99%	98%	98%
BMCW CY 2005	100%	99%	99%
BMCW CY 2006	100%	96%	98%
BMCW CY 2007	94%	99%	96%

Of the 325 independent investigations completed during CY 2007, 312 (96%) were completed within 60 days of receipt of referral.

Caseload size for Ongoing Case Management program

§I.D.1 BMCW shall ensure that ongoing case managers have caseloads not to exceed an average . . . of 11 families per case-carrying manager. Compliance with this requirement at any given point in time shall be measured by averaging each Site’s current monthly caseload average with the corresponding Site averages for the preceding two months.

§I.D.2 The above provision shall be phased in incrementally and shall be fully effective by January 1, 2004, but not enforceable until April 1, 2004. During the phase-in period, commencing January 1, 2003, no Site shall have average caseloads of over 13 families per case-carrying ongoing case manager.

The table below shows monthly performance illustrating the rolling calculation of caseload size January to December 2007.

Table 1.38: Average caseload size per Ongoing case manager (OCM) by region, three month rolling averages

	Jan (Nov. '06 – Jan. '07)	Feb (Dec '06 – Feb. '07)	Mar (Jan. '07 – Mar. '07)	Apr (Feb. '07 – Apr. '07)	May (Mar. '07 – May '07)	Jun (Apr. '07 – Jun. '07)	Jul (May '07 – Jul. '07)	Aug (Jun. '07 – Aug. '07)	Sep (Jul. '07 – Sep. '07)	Oct (Aug. '07 – Oct. '07)	Nov (Sep. '07 – Nov. '07)	Dec (Oct. '07 – Dec. '07)
Region 1 (CFCP)	10.1	10.0	10.3	10.7	10.5	10.7	11.0	11.1	11.0	10.6	10.4	10.4
Region 2 (CFCP)	10.6	10.7	10.8	11.1	11.4	11.6	11.5	11.0	10.4	10.2	10.3	10.6
Region 3 (La Causa)	10.3	10.4	10.3	10.4	11.1	11.7	12.4	12.6	13.1	13.7	14.4	14.7
All Regions	10.5	10.5	10.5	10.7	11.0	11.4	11.6	11.5	11.4	11.3	11.5	11.6

The data in Table 1.38 above provides monthly rolling caseload calculations. The three months used for each calculation are listed.

The data reflect only the OCMs with an active caseload. Mentors who are carrying cases, typically with a reduced caseload, or supervisors who may temporarily be carrying a case, are not included in the computation of the caseload statistics. By design, the mentors carry lower caseloads because they have other duties and responsibilities; therefore, including the mentors in the calculation might artificially reduce the average caseload numbers at each region. Although the mentors are not included in the measurement, the cases that they carry are included in the overall three-month rolling average.

Discussion

The data in the following table show, by region, the three-month rolling average caseload rating (average number of family cases per worker over a three-month period) per OCM from January to December 2007.

Between July and December, the number of family cases open in Ongoing Case Management services increased. During this same period, the average caseload rating for Region 3 also steadily increased.

Table 1.39: Average caseload per OCM by region, CY 2007

	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07
Region 1														
Open Cases			529	561	517	520	530	549	561	558	568	575	571	595
Active OCMs			55	52	49	49	51	49	49	52	52	57	56	55
Monthly Average	11	9.7	9.6	10.8	10.6	10.6	10.4	11.2	11.4	10.7	10.9	10.1	10.2	10.8
Average Rating			10.1	10.0	10.3	10.7	10.5	10.7	11.0	11.1	11.0	10.6	10.4	10.4
Region 2														
Open Cases			663	615	652	647	632	618	609	600	613	612	621	625
Active OCMs			62	58	58	57	54	52	56	59	61	59	59	58
Monthly Average	10.1	10.9	10.7	10.6	11.2	11.4	11.7	11.9	10.9	10.2	10.0	10.4	10.5	10.8
Average Rating			10.6	10.7	10.8	11.1	11.4	11.6	11.5	11.0	10.4	10.2	10.3	10.6
Region 3														
Open Cases			573	568	565	585	591	590	587	595	612	640	645	634
Active OCMs			53	56	56	53	49	49	45	47	45	43	44	44
Monthly Average	9.9	10.3	10.8	10.1	10.1	11.0	12.1	12.0	13.0	12.7	13.6	14.9	14.7	14.4
Average Rating			10.3	10.4	10.3	10.4	11.1	11.7	12.4	12.6	13.1	13.7	14.4	14.7
BMCW Totals														
Open Cases			1,765	1,744	1,734	1,752	1,753	1,757	1,757	1,753	1,793	1,827	1,837	1,854
Active OCMs			170	166	163	159	154	150	150	158	158	159	159	157
Monthly Average	10.5	10.5	10.4	10.5	10.6	11.0	11.4	11.7	11.7	11.1	11.3	11.5	11.6	11.8
Average Rating			10.5	10.5	10.5	10.7	11.0	11.4	11.6	11.5	11.4	11.3	11.5	11.6

Face-to-face contact

I.D.3 By January 1, 2003, and thereafter for the duration of this agreement, BMCW will include a contract holdback provision in its BMCW Site case management contracts for each BMCW case management Site that will impose a sufficient holdback on each site that does not meet 90% compliance with monthly face-to-face visits of children in BMCW custody by their case manager.

I.D.4 BMCW will enforce the monthly face-to-face visit holdback provisions in case of noncompliance for months beginning with July, 2003.

Performance January to December 2007: 96%

Table 1.40: Face-to-face contact by OCMs by region, January to December 2007

Month 2007	Region 1 (CFCP)	Region 2 (CFCP)	Region 3 (La Causa)
January	97%	96%	97%
February	96%	96%	98%
March	97%	97%	96%
April	97%	96%	95%
May	97%	96%	98%
June	96%	96%	97%
July	96%	95%	95%
August	96%	95%	96%
September	96%	96%	96%
October	97%	94%	96%
November	91%	86%	92%
December	94%	93%	94%

Table 1.41: Face-to-face contacts: Semi-annual and annual performance, January 2003 to December 2007

	January to June	July to December	Annual
BMCW CY 2003	84%	96%	90%
BMCW CY 2004	97%	97%	97%
BMCW CY 2005	97%	97%	97%
BMCW CY 2006	97%	97%	97%
BMCW CY 2007	96%	95%	96%

Section 3: Process indicators and outcomes

Information regarding process indicators and outcomes

Timeliness of completing initial family assessments

The BMCW monitors the timely completion (within 90 days of their first placement) of the initial family assessments.

Table 1.42: Timeliness of initial family assessments, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Region 1 (CFCP)													
Family assessments due (N)	15	12	11	12	16	11	8	24	23	41	11	8	192
Family assessments completed within 90 days	14	11	10	11	15	8	7	20	18	37	10	4	165
Percentage (point in time)	93.3%	91.7%	90.9%	91.7%	93.8%	72.7%	87.5%	83.3%	78.3%	90.2%	90.9%	50.0%	85.9%
Region 2 (CFCP)													
Family assessments due (N)	17	12	4	8	17	19	17	18	10	15	15	13	165
Family assessments completed within 90 days	17	11	4	8	15	14	14	13	6	12	13	6	133
Percentage (point in time)	100%	91.7%	100%	100%	88.2%	73.7%	82.4%	72.2%	60.0%	80.0%	86.7%	46.2%	80.6%
Region 3 (La Causa)													
Family assessments due (N)	22	26	34	46	19	22	27	21	13	18	31	37	316
Family assessments completed within 90 days	20	26	32	44	16	20	27	20	13	17	29	32	296
Percentage (point in time)	90.9%	100%	94.1%	95.7%	84.2%	90.9%	100%	95.2%	100%	94.4%	93.5%	86.5%	93.7%
BMCW													
New families entering Ongoing Case Management services (N)	54	50	49	66	52	52	52	63	46	74	57	58	673
Family assessments completed within 90 days	51	48	46	63	46	42	48	53	37	66	52	42	594
BMCW percentage (point in time)	94.4%	96.0%	93.9%	95.5%	88.5%	80.8%	92.3%	84.1%	80.4%	89.2%	91.2%	72.4%	88.3%

During CY 2007, 88% (594 of 673) of the family assessments were completed within 90 days.

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

*To identify any existing or possible health concerns, *all children who enter out-of-home care will have an initial health screen. The BMCW expects children to have an initial health screen within five business days of entering out-of-home care, when possible.*

*With the exception of newborns detained directly from the hospital and children returned home prior to the fifth business day.

Table 1.43: Initial health screens completed within five days of entering care, CY 2007

Region 1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Health screens within five business days	10	23	26	18	25	12	18	26	18	17	14	15
Total children	22	28	36	29	38	33	36	39	36	37	21	22
Monthly performance	45.5%	82.1%	72.2%	62.1%	65.8%	36.4%	50.0%	66.7%	50.0%	45.9%	66.7%	68.2%
Annual Performance Percentage												58.9%
Region 2												
Health screens within five business days	8	3	12	19	23	9	9	21	16	15	14	15
Total children	20	8	22	25	34	21	13	27	22	33	25	24
Monthly performance	40.0%	37.5%	54.5%	76.0%	67.6%	42.9%	69.2%	77.8%	72.7%	45.5%	56.0%	62.5%
Annual Performance Percentage												59.9%
Region 3												
Health screens within five business days	21	22	16	16	24	22	18	17	29	20	13	17
Total children	40	35	26	20	34	35	22	26	39	39	25	24
Monthly performance	52.5%	62.9%	61.5%	80.0%	70.6%	62.9%	81.8%	65.4%	74.4%	51.3%	52.0%	70.8%
Annual Performance Percentage												64.4%
BMCW												
Health screens within five business days	39	48	54	53	72	43	45	64	63	52	41	47
Total children	82	71	84	74	106	89	71	92	97	109	71	70
Monthly performance	47.6%	67.6%	64.3%	71.6%	67.9%	48.3%	63.4%	69.6%	64.9%	47.7%	57.7%	67.1%
Annual Performance Percentage												61.1%

Discussion

In addition to tracking the number of children who receive initial health screen examinations within five business days of their first placement, the BMCW also tracks all children in their first placements to verify if and when they have exams, as well as reasons for exams not being completed. The information below details this process:

- 621 of the 1,016 children (61%) received their initial health screen within five business days of their first placement;
- 802 of the 1,016 children (79% - cumulative total) received their initial health screen within seven days of their first placement;
- 897 of the 1,016 children (88% - cumulative total) received their initial health screen within 14 days of their first placement;
- 960 of the 1,016 children (94% - cumulative total) received their initial health screen within 30 days of entering care; and
- 56 of the 1,016 (6%) children did not receive an initial health screen within 30 days of entering care. However, all of these children received a medical evaluation at a later date.

The BMCW receives daily reports from the Child Protection Center (CPC) in an effort to improve the receipt of initial health screens for children entering out-of-home care. These reports contain information regarding health screens scheduled for the following day, missed health screens, and rescheduled health screens. BMCW staff follow up with caregivers to ensure that the appointments for the following day are kept. BMCW staff assist in arranging transportation and accommodations to allow the appointments to be kept within five business days, when possible. In addition, staff follow up with caregivers to reschedule missed health screens within the designated five business days, if possible.

Placement packet information

To provide exceptional care, foster parents need up-to-date health and educational information regarding the children in their homes. The BMCW monitors that caregivers are receiving this information in a placement packet through reviewing a random sample of at least 50 children placed with a new caretaker.

During the second six months of CY 2007, a random sample of 17 cases per region (a total of 51 cases) was drawn where a child's placement began on or after July 1, 2007. Each region was required to provide verification that the caregiver received and signed for a copy of the Information for Foster Parents Face Sheet and Checklist (CFS-0872).

Table 1.44: Placement packets completed among sample group, CY 2007

BMCW Region	CY 2007					
	Jan to June completed N=17	Jan to June result	Jul to Dec completed N=17	Jul to Dec result	Annual Completed N=34	Annual Result
Region 1 (CFCP) (N=34)	11	65%	15	88%	26	76%
Region 2 (CFCP) (N=34)	15	88%	15	88%	30	88%
Region 3 (La Causa) (N=34)	15	88%	17	100%	32	94%
BMCW percent completed placement packets (N=102)	41	80%	47	92%	88	86%

Children with updated annual physical and dental examinations

Medical and dental health care are an integral part of a child's care. The BMCW expects all children in care to be current with their annual pediatric medical and dental exams.

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

Table 1.45: Annual medical exams, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Region 1 (CFCP)												
Number Children with Up-to-Date Annual Medical exams	756	738	679	669	657	635	637	719	706	675	661	612
Number of children	828	824	757	755	765	776	792	828	826	802	807	797
% of children up-to-date with annual medical exam	91.3%	89.6%	89.7%	88.6%	85.9%	81.8%	80.4%	86.8%	85.5%	84.2%	81.9%	76.8%
Annual Performance												85.2%
Region 2 (CFCP)												
Number Children with Up-to-Date Annual Medical exams	731	696	735	696	653	621	668	744	725	715	705	703
Number of children	852	850	926	915	885	865	878	893	887	902	916	918
% of children up-to-date with annual medical exam	85.8%	81.9%	79.4%	76.1%	73.8%	71.8%	76.1%	83.3%	81.7%	79.3%	77.0%	76.6%
Annual Performance												78.5%
Region 3 (La Causa)												
Number Children with Up-to-Date Annual Medical exams	579	559	535	532	496	489	475	504	479	459	434	447
Number of children	654	661	688	702	720	704	709	736	732	740	740	782
% of children up-to-date with annual medical exam	88.5%	84.6%	77.8%	75.8%	68.9%	69.5%	67.0%	68.5%	65.4%	62.0%	58.6%	57.2%
Annual Performance												69.9%
BMCW (N)												
Number Children with Up-to-Date Annual Medical exams	2,066	1,993	1,949	1,897	1,806	1,745	1,780	1,967	1,910	1,849	1,800	1,762
Number of children	2,334	2,335	2,371	2,372	2,370	2,345	2,379	2,457	2,445	2,444	2,463	2,497
% of children up-to-date with annual medical exam	88.5%	85.4%	82.2%	80.0%	76.2%	74.4%	74.8%	80.1%	78.1%	75.7%	73.1%	70.6%
Annual Performance												78.2%

Table 1.46: Annual dental exams, January to December 2007

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Region 1 (CFCP)												
Number children with current annual dental exams	600	570	522	498	484	458	444	534	509	484	471	462
Number of children	693	684	633	636	636	653	664	694	684	664	664	662
% of children current with annual dental exam	86.6%	83.3%	82.5%	78.3%	76.1%	70.1%	66.9%	76.9%	74.4%	72.9%	70.9%	69.8%
Annual Performance												75.8%
Region 2 (CFCP)												
Number children with current annual dental exams	536	509	534	493	446	398	439	508	483	482	467	424
Number of children	706	706	770	761	742	716	718	735	725	738	752	750
% of children current with annual dental exam	75.9%	72.1%	69.4%	64.8%	60.1%	55.6%	61.1%	69.1%	66.6%	65.3%	62.1%	56.5%
Annual Performance												64.8%
Region 3 (La Causa)												
Number children with current annual dental exams	392	372	371	363	341	347	307	330	313	289	292	290
Number of children	524	520	529	549	565	561	551	573	569	563	563	560
% of children with current annual dental exam	74.8%	71.5%	70.1%	66.1%	60.4%	61.9%	55.7%	57.6%	55.0%	51.3%	51.9%	51.8%
Annual Performance												60.5%
BMCW (N)												
Number children with current annual dental exams	1,528	1,451	1,427	1,354	1,271	1,203	1,190	1,372	1,305	1,255	1,230	1,176
Number of children	1,923	1,910	1,932	1,946	1,943	1,930	1,933	2,002	1,978	1,965	1,979	1,972
% of children current with annual dental exam	79.5%	76.0%	73.9%	69.6%	65.4%	62.3%	61.6%	68.5%	66.0%	63.9%	62.2%	59.6%
Annual Performance												67.3%

Note: Children three years of age and older in BMCW custody are required to receive annual dental examinations.

Timeliness of completing the initial permanency plan

The BMCW monitors that an initial permanency plan be in place for all children within 60 days of a child entering BMCW custody, as according to the federal standard.

Table 1.47: Timeliness of completing initial permanency plan, January to December 2007

Region 1 CFCP	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Number due during period (N)	25	18	15	22	32	21	9	35	32	22	18	31	280
Number completed on time	24	17	14	21	32	20	9	35	32	20	18	30	272
Percentage (point in time)	96.0%	94.4%	93.3%	95.5%	100%	95.2%	100%	100%	100%	90.9%	100%	96.8%	97.1%
Region 2 CFCP													
Number due during period (N)	25	18	17	6	31	42	26	42	20	25	28	25	305
Number completed on time	25	17	17	6	31	40	25	42	20	24	28	23	298
Percentage (point in time)	100%	94.4%	100%	100%	100%	95.2%	96.2%	100%	100%	96.0%	100%	92.0%	97.7%
Region 3 (La Causa)													
Number due during period (N)	37	55	22	24	20	28	22	30	15	24	44	48	369
Number completed on time	32	33	20	20	19	25	21	27	14	22	38	19	290
Percentage (point in time)	86.5%	60.0%	90.9%	83.3%	95.0%	89.3%	95.5%	90.0%	93.3%	91.7%	86.4%	39.6%	78.6%
BMCW													
Number due during period (N)	87	91	54	52	83	91	57	107	67	71	90	104	954
Number completed on time	81	67	51	47	82	85	55	104	66	66	84	72	860
Percentage (point in time)	93.1%	73.6%	94.4%	90.4%	98.8%	93.4%	96.5%	97.2%	98.5%	93.0%	93.3%	69.2%	90.1%

Timeliness of judicial or administrative permanency plan reviews

The BMCW monitors the federal requirement that a judicial or administrative permanency plan review occurs every 6 months and at least one judicial permanency plan review occurs annually.

Table 1.48: Timeliness of judicial or administrative permanency plan reviews, January to December 2007

Perm. Plan Reviews	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2007
(N)	546	430	395	402	399	427	344	475	359	419	368	282	4,846
Current permanency plan reviews *	504	388	357	355	363	412	318	447	333	379	335	262	4,453
Percentage Completed	92%	90%	90%	88%	91%	96%	92%	94%	93%	90%	91%	93%	92%

* Includes permanency plans heard in court and permanency plans heard by a Court Commissioner

Throughout CY 2007, 92% 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 BMCW monitors the percentage of children re-entering out-of-home care within the period who have re-entered care within 12 months of a prior out-of-home care episode.

Of the 1,236 children who were placed in out-of-home care between January and December 2007, 237 children re-entered care after a prior episode in out-of-home care. Of the 237 children who re-entered care, 137 (58%) did so within 12 months of a prior foster care episode.

Table 1.49: Re-entry into out-of-home care, January to December 2007

Month (2007)	Number of children who entered OHC	Number of children who re-entered OHC within 12 months of a prior OHC episode	Percent of entries into OHC that were within 12 months of a prior OHC episode
January	99	18	18.2%
February	84	8	9.5%
March	114	13	11.4%
April	102	8	7.8%
May	124	16	12.9%
June	108	14	13.0%
July	90	12	13.3%
August	118	14	11.9%
September	119	12	10.1%
October	113	9	8.0%
November	96	7	7.3%
December	69	6	8.7%
Total	1,236	137	11.1%

NOTE – The table was adjusted to update information provided in the first CY 2007 six month report. One additional child who re-entered was added to the number of children in April 2007, increasing the number of re-entries within 12 months from 7 to 8 children.

Turnover within Ongoing Case Management programs

The BMCW provides information about turnover within its Ongoing Case Management workforce using multiple methods and calculations. However, when reporting turnover related to each ongoing region, the BMCW continues to use the method described in the settlement agreement for purposes of internal consistency, so that the same measure can be used to compare performance each year. To calculate turnover:

- First, identify the number of ongoing case managers who separated employment for any reason, including internal promotions, retiring, relocating, and going back to school, during the period.
- Second, the number of separations is divided by the sum of the number of ongoing case managers at the beginning of the period plus the ongoing case managers hired during the period. Using this calculation to determine turnover, CY 2007 shows a 34.2% turnover rate (90 workers exited / (180 workers as of Jan. 1, 2007 + 83 hires) = 34.2%).

Table 1.50: Ongoing case manager (OCM) employment by region, January to December 2007

Region 1 (CFCP)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
OCMs at start of month	58	58	58	56	56	55	54	57	57	58	60	60	
OCMs hired during month	0	3	0	2	0	2	5	2	5	3	3	0	25
OCMs terminated during month	0	3	2	2	1	3	2	2	4	1	3	2	25
Turnover % by month	0.0%	4.9%	3.4%	3.4%	1.8%	5.3%	3.4%	3.4%	6.5%	1.6%	4.8%	3.3%	30.1%
Region 2 (CFCP)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
OCMs at start of month	69	65	68	67	67	61	59	65	62	63	65	65	
OCMs hired during month	0	4	0	1	0	3	7	3	2	3	0	0	23
OCMs terminated during month	4	1	1	1	6	5	1	6	1	1	0	2	29
Turnover % by month	5.8%	1.4%	1.5%	1.5%	9.0%	7.8%	1.5%	8.8%	1.6%	1.5%	0.0%	3.1%	31.5%
Region 3 (La Causa)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
OCMs at start of month	53	59	59	60	57	56	57	57	51	52	55	54	
OCMs hired during month	8	1	2	0	1	4	4	3	2	6	4	0	35
OCMs terminated during month	2	1	1	3	2	3	4	9	1	3	5	2	36
Turnover % by month	3.3%	1.7%	1.6%	5.0%	3.4%	5.0%	6.6%	15.0%	1.9%	5.2%	8.5%	3.7%	40.9%
BMCW	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
OCMs at start of month	180	182	185	183	180	172	170	179	170	173	180	179	
OCMs hired during month	8	8	2	3	1	9	16	8	9	12	7	0	83
OCMs terminated during month	6	5	4	6	9	11	7	17	6	5	8	6	90
Turnover % by month	3.2%	2.6%	2.1%	3.2%	5.0%	6.1%	3.8%	9.1%	3.4%	2.7%	4.3%	3.4%	34.2%

Discussion

The BMCW recognizes that its workforce is its most significant asset and understands the importance of maintaining a competent and stable workforce. When reviewing turnover within an agency, there is no single measure which adequately or completely portrays what is occurring within a workforce. For this reason, the BMCW has historically used a variety of methods to describe turnover in the Ongoing Case Management workforce.

Understanding the ongoing difficulties of maintaining a stable workforce may create an opportunity to explore other short-term strategic approaches to manage an understaffed workforce, while solid efforts to recruit and retain staff continue. When possible, transition planning between the workers and supervisors is used to help minimize any controllable effects which may impact the families and children.

Table 1.51 provides a look at turnover during CY 2007. The top section of Table 1.51 shows, by month, the number of employees who separated employment, for any reason, the number of ongoing case managers at the beginning of each month, and the number of ongoing case managers hired during the month. The last column provides the calculation of a monthly turnover percentage. The second part of Table 1.51 shows, by year, the same information, except it provides the annual totals and performance calculation.

Table 1.51: Ongoing case management turnover, January to December 2007

2007	Number of OCMs ending employment for any reason	Number of OCMs at beginning of month/period	Number of OCMs hired during period	Turnover rate for Period - per definition used in Settlement
January	6	180	8	3.2%
February	5	182	8	2.6%
March	4	185	2	2.1%
April	6	183	3	3.2%
May	9	180	1	5.0%
June	11	172	9	6.1%
July	7	170	16	3.8%
August	17	179	8	9.1%
September	6	170	9	3.4%
October	5	173	12	2.7%
November	8	180	7	4.3%
December	6	179	0	3.4%
CY 2007	90	180	83	34.2%
CY 2006	63	217	30	25.5%
CY 2005	113	206	132	33.4%
CY 2004	129	233	101	38.6%
CY 2003	98	218	108	30.1%

NOTE – Two changes were made to the above table from previous reports. First, all of the percentages, which provide a turnover rate, were extended out to one decimal point, and were not rounded up or down. Second, the information provided in the latter part of the table was amended to show the number of ongoing case managers at the beginning of the period. Previously this table showed the annual “average” number of OCMs during the year. This adjustment was made to ensure an accurate calculation could be made if someone wanted to use the data in the lower section of the table to re-create the turnover percentages from previous periods.

- Over the past five years, on average, 99 ongoing case managers separated from their position each year. In CY 2007, the BMCW was just under the average with 90 ongoing case managers ending their employment.
- On average, since CY 2003 there were 91 ongoing case managers hired each year. Again, the BMCW was just under this average hiring 83 ongoing case managers in CY 2007.

What do we know about retention of our ongoing case manager workforce? Table 1.52, below, illustrates the retention rates of ongoing case managers. This very basic example of a retention model includes:

- *Employees hired as an entry cohort group.* For example, in CY 2003 there were 108 ongoing case managers hired. At the end of CY 2004, 68% (73 of 108) remained employed in the same capacity they were hired. If we follow that group out to CY 2007, we see that only 9 of the original 108 (8%) remain in the same job position.
- It is important to note that Table 1.52 does not take into consideration any ongoing case managers who were promoted or moved to a different position within the agency. If the model accounted for employees who remained with the agency, but not in the capacity of a case manager, the observed retention rate would be higher.

Table 1.52: Net retention rates of Ongoing case managers by entry cohort groups (year hired)

	Net Retention of Employees - end of year cohort								
	Hires	2004		2005		2006		2007	
		#	net %	#	net %	#	net %	#	net %
CY 2003	108	73	67.6%	21	19.4%	15	13.9%	9	8.3%
CY 2004	101			45	44.6%	28	27.7%	14	13.9%
CY 2005	132					79	59.8%	44	33.3%
CY 2006	30							15	50.0%

Table 1.53: Reasons Ongoing case managers provided when leaving employment, 2003 to 2007

Reason for Ending Employment	CY 2003 Period 1 % of Exits N=98	CY 2004 Period 2 % of Exits N=131	CY 2005 Period 3 % of Exits N=113	CY 2006 % of Exits N=63	2007 YTD % of Exits N=90
Different position in social services	5.8%	2.4%	19.5%	20.6%	26.7% (24)
Voluntary resignation (reason unknown)	50.9%	35.8%	12.4%	23.8%	18.9% (17)
Attend graduate school	6.8%	9.5%	13.3%	12.7%	17.8% (16)
Spousal job relocation	4.9%	18.3%	12.4%	11.1%	7.8% (7)
Terminated by agency	13.8%	7.1%	4.4%	12.7%	7.8% (7)
Job dissatisfaction	5.8%	5.6%	7.1%	9.5%	5.6% (5)
Different position (not social services)	3.9%	7.9%	4.4%	N/A	4.4% (4)
Parenting/child rearing	N/A	N/A	12.4%	4.8%	4.4% (4)
Promoted within the agency	N/A	0.8%	10.6%	3.2%	3.3% (3)
Transferred to another BMCW region	2.9%	1.6%	N/A	N/A	2.2% (2)
Transferred within agency	1.9%	7.1%	2.7%	1.6%	1.1% (1)
New job with the State of Wisconsin	0.9%	4.0%	0.9%	N/A	NA

- Obtaining a job in social services not in child welfare was the most frequent reason provided (27%) by ongoing case managers when they were leaving.
- Ongoing case managers who left to attend graduate school increased to account for 18% (16 of 90) of the exits.
- Despite a 30% increase in the number of employees who separated between CY 2006 and CY 2007 (from 63 to 90), there was a 4% decrease in the percentage who indicated that the reason they left was because they were dissatisfied with the job.

Supplemental information – calculation of turnover

The BMCW continues to make available additional information relating to turnover in the ongoing case manager workforce, and the use of other significant measures to help describe the movement and issues within the workforce. Previous reports have

included the use of three measures recommended specifically for the BMCW from the report entitled *Workforce Recruitment and Retention in the Bureau of Milwaukee Child Welfare: Results From Staff Surveys and Focus Groups* (October 2005, Authored by Helen Bader School of Social Welfare - UWM, Child Welfare League of America, Chapin Hall Center for Children – University of Chicago).

Details for the three measures used are described in “Appendix D – Human Resource Functions: Calculation of Worker Turnover,” of the above mentioned report.

The following three turnover measures, 1) staff stability by region, 2) turnover due to promotions and transfers, and 3) turnover deemed not preventable, have been provided in previous reporting. It is generally accepted that there is not one single turnover measure which, when used alone, provides an adequate picture of a workforce. In addition to the measures already used in this report, the combination of the three measures mentioned above provides more knowledge about the workforce.

Table 1.54 shows a calculation of turnover based on stability. In literature related to turnover, it is one of the frequently cited examples used to explain the measurement of turnover. The formula includes the number of OCMs who left employment, the average number of positions filled each month, and the calculation percentage (summation of the monthly total separations divided by the annual average monthly employed).

Table 1.54: Staff stability by region, CY 2003 through CY 2007

	Number of OCMs ending employment for any reason	Average Number of Positions Filled	Percent Turnover
2007 data			
Region 1 (CFCP)	25	57	43.9%
Region 2 (CFCP)	29	65	44.6%
Region 3 (La Causa)	36	56	64.3%
BMCW 2007	90	178	50.6%
BMCW 2006	63	202	31.2%
BMCW 2005	113	218	51.8%
BMCW 2004	129	219	58.9%
BMCW 2003	98	226	43.4%

- The data show that by percentage the BMCW experienced almost 51% turnover within the ongoing case manager positions during CY 2007.
- The 51% for CY 2007 is above the five year average of 47%, and it is the third highest percentage in the past five years.

- Between CY 2006 and CY 2007 there was a 19.4% increase in turnover, using the above measure.

Turnover due to promotions and transfers

Internal promotions and transfers were responsible for a small portion of the turnover within the workforce in CY 2007. Although this turnover affects the families (changes in ongoing case managers), the BMCW retains the benefits of the employee’s work history, experience, and knowledge.

Table 1.55: Turnover due to promotions and transfers, CY 2007

	Percent of total turnover due to promotions and transfers
Region 1 (N=1)	4.0%
Region 2 (N=2)	6.9%
Region 3 (N=3)	8.3%
BMCW (N=6)	6.7%

During CY 2007, transfers or promotions accounted for 6.7% (6) of the turnover.

Non-Preventable Turnover

Some turnover at each region was caused by circumstances that may be deemed non-preventable. Turnover may have occurred for reasons that do not directly relate to the current job or agency [using the APHSA (American Public Human Service Association) definition]. This would include an employee who retired, passed away, left the workforce for parenting or child rearing responsibilities, left due to spousal job relocation, left to attend school full-time, or was promoted or transferred within the agency.

Table 1.56: Percent of turnover deemed non-preventable, January to December 2007

	Percent of total turnover deemed non-preventable
Region 1 (N=15)	60%
Region 2 (N=8)	28%
Region 3 (N=7)	19%
BMCW (N=30)	33%

During CY 2007, 33% (30) of the OCM turnover is described as “non-preventable.” Sixteen employees left to attend school full-time, seven left because of spousal job relocation, four left the workforce for parenting and child rearing responsibilities, and three were promoted.

Strategies to decrease staff turnover

The BMCW and its private partner agencies recognize the importance and value of a diverse, competent, trained, and supported child welfare workforce. Recognizing the integral role that the BMCW staff perform 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 remains committed to retention of staff by defining career ladders for staff and to addressing and reducing preventable turnover by providing additional support through increased mentoring and on-the-job training, along with developing other recruitment and retention initiatives.

Average number of children per caseload, January to December 2007

The BMCW monitors the monthly caseload averages of children per Ongoing case manager for those who are carrying cases.

Table 1.57: Average number of children per caseload

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of children	3,131	3,147	3,105	3,150	3,167	3,205	3,236	3,252	3,310	3,380	3,443	3,442
Number of active Ongoing case managers	170	166	163	159	154	150	150	158	158	159	159	157
Average children per caseload	18.4	19.0	19.0	19.8	20.6	21.4	21.6	20.6	20.9	21.3	21.7	21.9

Throughout CY 2007, the average number of children per caseload increased for the ongoing case managers. The divergent trends observed in the first six months continued throughout CY 2007: The number of children in care increased and the number of ongoing case managers decreased.