

Settlement Agreement First Semi-Annual Report

Process Indicators and Outcomes
for the Period January 1 – June 30, 2007



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

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Table 3.1: Process indicators at a glance

Process Indicators and Outcomes	2003 Result	2004 Result	2005 Result	2006 Result	2007 YTD Result
Family assessments completed within 90 days	96%	97%	95%	95%	92%
Initial health screens – within five business days	58%	76%	67%	75%	61%
Placement packets to foster parents	91%	85%	97%	73%	80%
Annual medical exam	75%	74%	73%	85%	81%
Annual dental exam	57%	65%	64%	78%	71%
Initial Permanency Plans within 60 days	97%	97%	98%	95%	90%
Annual and administrative Permanency Plan reviews	77%	77%	92%	91%	92%
Re-entry within 12 months of a prior out-of-home care episode	9%	7%	7%	10.0%	12.0%
BMCW turnover	30%	39%	30.1%	25.5%	19.5%
Children per caseload (average point in time)	19.5	18.5	17.0	18.4	19.7

Introduction

The performance data represent the results of the efforts of the Bureau of Milwaukee Child Welfare between January 1, 2007 and June 30, 2007. The data in this report includes process indicators and outcomes inclusive of safety, well-being, and permanence objectives; this report was formerly identified as the “monitoring items.”

As of December 31, 2005, the BMCW reached the conclusion of the third year of the Settlement Agreement between Children’s Rights, Inc., on behalf of the plaintiffs, and other State defendants. Consistent with Section III.C of the Agreement, the requirement to conduct reviews and produce reports under this section terminated on December 31, 2005. The BMCW is continuing to report to and inform the community on the progress toward achieving identified process indicators and outcomes.

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. The quality of the data is dependent upon complete and accurate data entry by staff, system conversions, and system builds and updates. Improvements to the data system are continually identified and completed, enhancing the accuracy and consistency of reporting.

Information Regarding Process Indicators and Outcomes

Timeliness of completing initial family assessments

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

During the first six months of CY 2007, 92% (296 of 323) of the family assessments were completed within 90 days.

Table 3.2: Timeliness of initial family assessments, January to June 2007

	Jan	Feb	Mar	Apr	May	June	2007 YTD
Region 1 (CFCP)							
Family assessments due (N)	15	12	11	12	16	11	77
Family assessments completed within 90 days	14	11	10	11	15	8	69
Percentage (point in time)	93.3%	91.7%	90.9%	91.7%	93.8%	72.7%	89.6%
Region 2 (CFCP)							
Family assessments due (N)	17	12	4	8	17	19	77
Family assessments completed within 90 days	17	11	4	8	15	14	69
Percentage (point in time)	100%	91.7%	100%	100%	88.2%	73.7%	89.6%
Region 3 (La Causa)							
Family assessments due (N)	22	26	34	46	19	22	169
Family assessments completed within 90 days	20	26	32	44	16	20	158
Percentage (point in time)	90.9%	100%	94.1%	95.7%	84.2%	90.9%	93.5%
BMCW							
New families entering Ongoing Case Management services (N)	54	50	49	66	52	52	323
Family assessments completed within 90 days	51	48	46	63	46	42	296
BMCW percentage (point in time)	94.4%	96.0%	93.9%	95.5%	88.5%	80.8%	91.6%

Table 3.3: Initial family assessments: semi-annual and annual performance, January 2003 to June 2007

	January – June	July - December	Annual Performance
BMCW Period 1 (2003)	95%	98%	96%
BMCW Period 2 (2004)	98%	97%	97%
BMCW Period 3 (2005)	95%	95%	95%
BMCW 2006	97%	92%	95%
BMCW 2007 YTD	92%	NA	92% (YTD)

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

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

Table 3.4: Initial health screens completed for children entering care, January to June 2007

Region 1 (CFCP)	Jan.	Feb.	Mar.	Apr.	May	Jun.
Health screens within five business days	10	23	26	18	25	12
Total children	22	28	36	29	38	33
Monthly percent	45.5%	82.1%	72.2%	62.1%	65.8%	36.4%
Cumulative YTD percent	45.5%	66.0%	68.6%	67.0%	66.7%	61.3%
Region 2 (CFCP)						
Health screens within five business days	8	3	12	19	23	9
Total children	20	8	22	25	34	21
Monthly percent	40.0%	37.5%	54.5%	76.0%	67.6%	42.9%
Cumulative YTD percent	40.0%	39.3%	46.0%	56.0%	59.6%	56.9%
Region 3 (La Causa)						
Health screens within five business days	21	22	16	16	24	22
Total children	40	35	26	20	34	35
Monthly percent	52.5%	62.9%	61.5%	80.0%	70.6%	62.9%
Cumulative YTD percent	52.5%	57.3%	58.4%	62.0%	63.9%	63.7%
BMCW						
Health screens within five business days	39	48	54	53	72	43
Total children	82	71	84	74	106	89
BMCW % (Month)	47.6%	67.6%	64.3%	71.6%	67.9%	48.3%
BMCW % (YTD)	47.6%	56.9%	59.5%	62.4%	63.8%	61.1%

Table 3.5: Initial health screens: semi-annual and annual performance, January 2003 to June 2007

	January - June	July - December	Annual Performance
BMCW Period 1 (2003)	44%	68%	58%
BMCW Period 2 (2004)	82%	71%	76%
BMCW Period 3 (2005)	59%	77%	67%
BMCW CY 2006	80%	70%	75%
BMCW CY 2007 YTD	61%	NA	61% (YTD)

During the first six months of CY 2007, the BMCW showed a 14% decrease in the timeliness of initial health screens compared to the annual performance in CY 2006.

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 whether they have exams, as well as reasons for exams not being completed. The information below details this tracking:

- 309 of the 506 children (61%) received their initial health screen within five business days of their first placement;
- 402 of the 506 children (79% - cumulative total) received their initial health screen within seven days of their first placement;
- 456 of the 506 children (90% - cumulative total) received their initial health screen within 14 days of their first placement;
- 495 of the 506 children (98% - cumulative total) received their initial health screen within 30 days of entering care; and
- 11 of the 506 (2%) 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 Table 3.6 provides information about 138 children who entered out-of-home care, but who did not require an initial health screen. These children are not included in the data above.

Table 3.6: Children who did not require an initial health screen, January to June 2007

Reason why health screen was not necessary	Number of children not requiring an initial health screen
Newborn	41
Child returned home before fifth business day	97
Total	138

- 41 children (newborns) were placed from the hospital to out-of-home care placements and are not included in the total number of children.
- 97 children returned home before the fifth business day following removal. Twenty six (27%) of the 97 children had an initial health check before returning home.

Placement packet information

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

During the first 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 January 1, 2007. Each region was required to provide verification that the caregiver received and signed for a copy of the placement checklist (CFS-2238).

Table 3.7: Placement packets completed among sample group, January 2006 to June 2007

BMCW Region	CY 2006			CY 2007	
	Jan. to June result	July to Dec. result	Annual result	Number completed	Jan. to June result
Region 1 (CFCP) (N=17)	65%	82%	73.5%	11	65%
Region 2 (CFCP) (N=17)	47%	59%	52.9%	15	88%
Region 3 (La Causa) (N=17)	88%	94%	91.2%	15	88%
BMCW percent completed placement packets	67%	78%	72.5%	41	80%

Table 3.8: Placement packets completed: semi-annual and annual performance, January 2003 to June 2007

	January - June	July – December	Annual Performance
BMCW Period 1 (2003)	82%	100%	91%
BMCW Period 2 (2004)	98%	72%	85%
BMCW Period 3 (2005)	96%	98%	97%
BMCW CY 2006	67%	78%	73%
BMCW CY 2007 YTD	80%	NA	80% (YTD)

Children with updated annual physical and dental examinations

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

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

Table 3.9: Annual medical exams, January to June 2007

Region 1 (CFCP)	Jan.	Feb.	Mar.	Apr.	May	Jun.
Number of children (N)	828	824	757	755	765	776
Number children with up-to-date annual medical exams	756	738	679	669	657	635
Percent of children up-to-date with annual medical exam	91.3%	89.6%	89.7%	88.6%	85.9%	81.8%
YTD medical exam performance percent	91.3%	90.4%	90.2%	89.8%	89.1%	87.9%
Region 2 (CFCP)						
Number of children (N)	852	850	926	915	885	865
Number children with up-to-date annual medical exams	731	696	735	696	653	621
Percent of children up-to-date with annual medical exams	85.8%	81.9%	79.4%	76.1%	73.8%	71.8%
YTD medical exam performance percent	85.8%	83.8%	82.3%	80.7%	79.3%	78.1%
Region 3 (La Causa)						
Number of children (N)	654	661	688	702	720	704
Number children with up-to-date annual medical exams	579	559	535	532	496	489
Percent of children up-to-date with annual medical exams	88.5%	84.6%	77.8%	75.8%	68.9%	69.5%
YTD medical exam performance percent	88.5%	86.5%	83.5%	81.5%	78.9%	77.3%
BMCW						
Number of children (N)	2,334	2,335	2,371	2,372	2,370	2,345
Number children with up-to-date annual medical exams	2,066	1,993	1,949	1,897	1,806	1,745
Percent of children up-to-date with annual medical exams	88.5%	85.4%	82.2%	80.0%	76.2%	74.4%
YTD medical exam performance percent	88.5%	86.9%	85.3%	84.0%	82.4%	81.1%

Table 3.10: Medical exams: semi-annual and annual performance, January 2003 to June 2007

	June YTD Average (Semi-Annual)	December Average (Annual)
BMCW Period 1 (2003)	65%	75%
BMCW Period 2 (2004)	73%	74%
BMCW Period 3 (2005)	69%	73%
BMCW CY 2006	86%	85%
BMCW CY 2007 YTD	81%	NA

Table 3.11: Annual dental exams, January to June 2007

Region 1 (CFCP)	Jan.	Feb.	Mar.	Apr.	May	Jun.
Number of children (N)*	693	684	633	636	636	653
Number children with up-to-date annual dental exams	600	570	522	498	484	458
Percent of children up-to-date with annual dental exam	86.6%	83.3%	82.5%	78.3%	76.1%	70.1%
YTD dental exam performance percent	86.6%	85.0%	84.2%	82.8%	81.5%	79.6%
Region 2 (CFCP)						
Number of children (N)	706	706	770	761	742	716
Number children with up-to-date annual dental exams	536	509	534	493	446	398
Percent of children up-to-date with annual dental exam	75.9%	72.1%	69.4%	64.8%	60.1%	55.6%
YTD dental exam performance percent	75.9%	74.0%	72.4%	70.4%	68.3%	66.3%
Region 3 (La Causa)						
Number of children (N)	524	520	529	549	565	561
Number children with up-to-date annual dental exams	392	372	371	363	341	347
Percent of children up-to-date with annual dental exam	74.8%	71.5%	70.1%	66.1%	60.4%	61.9%
YTD dental exam performance percent	74.8%	73.2%	72.2%	70.6%	68.4%	67.3%
BMCW						
Number of children (N)	1,923	1,910	1,932	1,946	1,943	1,930
Number children with up-to-date annual dental exams	1,528	1,451	1,427	1,354	1,271	1,203
Percent of children up-to-date with annual dental exam	79.5%	76.0%	73.9%	69.6%	65.4%	62.3%
YTD dental exam performance percent	79.5%	77.7%	76.4%	74.7%	72.8%	71.1%

* Children three years of age and older in BMCW custody receive annual dental examinations.

Table 3.12: Dental exams: semi-annual and annual performance, January 2003 to June 2007

	June YTD Average (Semi-Annual)	December Average (Annual)
BMCW Period 1 (2003)	25%	57%
BMCW Period 2 (2004)	62%	65%
BMCW Period 3 (2005)	63%	64%
BMCW CY 2006	79%	78%
BMCW CY 2007 YTD	71%	NA

Discussion

In the first six months of CY 2007, compared to year-end CY 2006, there was a decline in the percentage of children who were current with their annual physical (4%) and dental exams (7%).

Timeliness of completing the initial permanency plan

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

Table 3:13: Timeliness of completing initial permanency plan, January to June 2007

Region 1 (CFCP)	Jan.	Feb.	Mar.	Apr.	May	Jun.	2007 YTD
Number of perm. plans due during period (N)	25	18	15	22	32	21	133
Number of initial perm plans completed on time	24	17	14	21	32	20	128
Percentage (point in time)	96.0%	94.4%	93.3%	95.5%	100.0%	95.2%	96.2%
Region 2 (CFCP)							
Number of perm. plans due during period (N)	25	18	17	6	31	42	139
Number of initial perm plans completed on time	25	17	17	6	31	40	136
Percentage (point in time)	100.0%	94.4%	100.0%	100.0%	100.0%	95.2%	97.8%
Region 3 (La Causa)							
Number of perm. plans due during period (N)	37	55	22	24	20	28	186
Number of initial perm plans completed on time	32	33	20	20	19	25	149
Percentage (point in time)	86.5%	60.0%	90.9%	83.3%	95.0%	89.3%	80.1%
BMCW							
Number of perm. plans due during period (N)	87	91	54	52	83	91	458
Number of initial perm plans completed on time	81	67	51	47	82	85	413
Percentage (point in time)	93.1%	73.6%	94.4%	90.4%	98.8%	93.4%	90.2%

Table 3.14: Timeliness of permanency plans: semi-annual and annual performance, January 2003 to June 2007

	January – June	July - December	Annual Average
BMCW Period 1 (2003)	95%	99%	97%
BMCW Period 2 (2004)	97%	97%	97%
BMCW Period 3 (2005)	99%	98%	98%
BMCW CY 2006	95%	96%	95%
BMCW CY 2007 YTD	90%	NA	90% (YTD)

Throughout the first six months of CY 2007, 90% (413 of 458) of all initial permanency plans were completed within 60 days of a child entering out-of-home-care.

Timeliness of judicial or administrative permanency plan reviews

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

Table 3.15: Timeliness of judicial or administrative permanency plan reviews, January to June 2007

Perm. Plan Reviews	Jan.	Feb.	Mar.	Apr.	May	Jun.	2007 YTD
(N)	546	430	395	402	399	427	2,599
Current permanency plan reviews *	504	388	357	355	363	412	2,379
Percentage Completed	92.3%	90.2%	90.4%	88.3%	91.0%	96.5%	91.5%

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

Table 3.16: Permanency plan reviews: semi-annual and annual performance, January 2003 to June 2007

	January to June Average	July to December Average	YTD Average
BMCW Period 1 (2003)	77%	89%	77%
BMCW Period 2 (2004)	75%	82%	77%
BMCW Period 3 (2005)	91%	93%	92%
BMCW CY 2006	91%	90%	91%
BMCW CY 2007 YTD	92%	NA	92%

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

Of the 631 children who were placed in out-of-home care between January and June 2007, 129 children re-entered care after a prior episode. Of the 129 children who re-entered care, 76 (59%) did so within 12 months of a prior foster care episode.

Table 3.17: Re-entry into out-of-home care, January to June 2007

Month (2007)	Number of children who entered out-of-home-care	Number of children who reentered 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	7	6.9%
May	124	16	12.9%
June	108	14	13.0%
Total	631	76	12.0%

Table 3.18: Children re-entering care after a previous episode: semi-annual and annual performance, January 2003 to June 2007

	January - June	July - December	Annual Performance
Period 1 (2003)	*	*	9.0%
Period 2 (2004)	7.9%	5.3%	6.6%
Period 3 (2005)	5.9%	8.4%	7.0%
CY 2006	13.0%	7.4%	10.0%
CY 2007	12.0%	NA	12.0% (YTD)

* During Period 1, only the year-end performance was reported.

Discussion

During the first six months of CY 2007, 76 children re-entered out-of-home care within 12 or fewer months of a previous out-of-home care episode. The number of children re-entering care in the first six months of 2007 is the highest measure recorded in any semi-annual period since the BMCW Settlement agreement was finalized.

The following graph depicts the number of children who re-entered an out-of-home care placement within 12 months of a previous episode during semi-annual periods from January 2003 to June 2007.

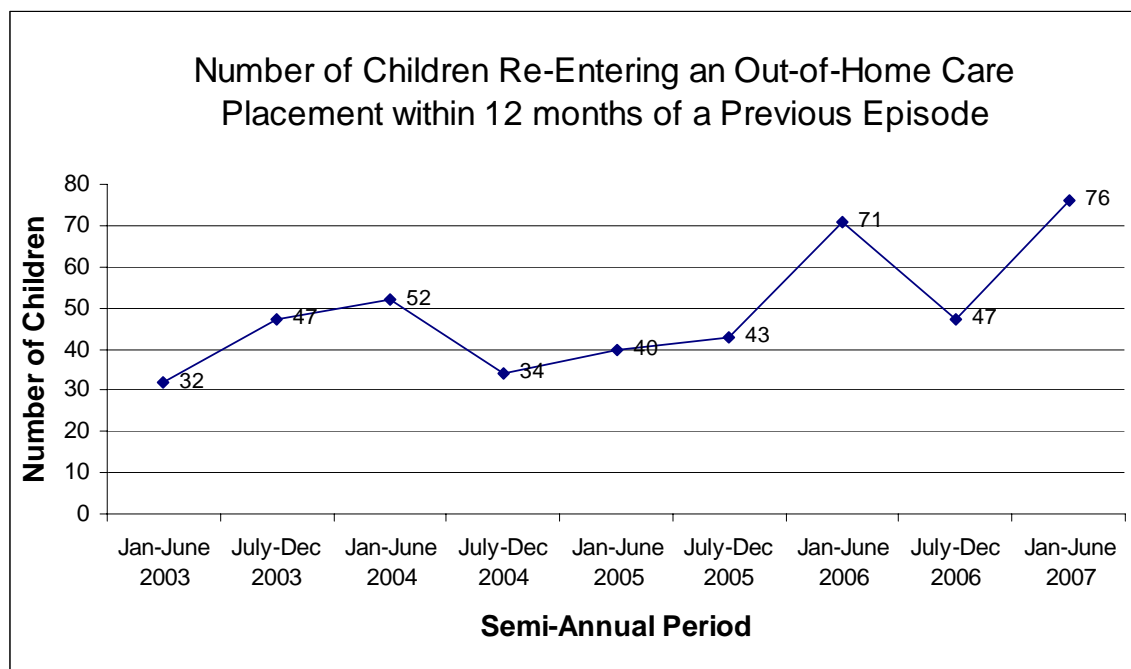


Table 3.19: Children on a court order or in an open family case at time of re-entry, January 2004 to June 2007

	Number of children who re-entered care within 12 or fewer months of a previous OHC episode	Child on a court order	Family case open at time of re-entry
CY 2004	86	69	71
CY 2005	83	51	60
CY 2006	118	84	94
Jan.-June 2007	76	50	56

- 50 (66%) of the 76 children who re-entered out-of-home care were on a court order of supervision at the time of re-entering care.
- 56 (74%) of the 76 children who re-entered care were in an open family case at the time of their re-entry. In these cases, an ongoing case manager was supervising the family.

As shown in Table 3.20, the average age of children re-entering out-of-home care was 8.4 years. The average age of children who re-entered care has been decreasing since 2005.

Table 3.20: Average age of children who re-entered out-of-home care within 12 months of a previous episode, January 2004 to June 2007

Report Period	Average Age
CY 2004	7.7
CY 2005	11.2
CY 2006	9.9
January to June 2007	8.4

During the first six months of 2007, 21 sibling groups re-entered out-of-home care within 12 or fewer months of a previous out-of-home care episode. The table below show the number of sibling groups re-entering care from 2004 to June 2007.

- In the first six months of 2007, 52 children in sibling groups have re-entered care within 12 months of a previous episode. In CY 2006, 67 children in sibling groups re-entered care.
- Children in sibling groups account for 68% of the children re-entering care to-date in 2007.

Table 3.21: Sibling groups re-entering out-of-home care, January 2004 to June 2007

	2 children in sibling group	3 children in sibling group	4 children in sibling group	5 children in sibling group	6 children in sibling group	Total sibling groups
CY 2004	8	5	0	1	1	15
CY 2005	10	1	0	0	1	12
CY 2006	18	4	2	1	1	26
Jan.-June 2007	13	7	0	1	0	21

Table 3.22 illustrates the types of issues that preceded children returning to an out-of-home care placement during CY 2007. A return to out-of-home care often includes multiple issues involving the caretakers, the child, and the changing dynamics within the family. The data may not provide the specific reason for the return to out-of-home care, but it does capture the general issues within the family structure that may have led to the child’s return to out-of-home care. This information provides an opportunity to understand some of the reasons children returned to out-of-home care; however, keeping in mind that each family situation is unique.

Table 3.22: Primary issues that lead to a return to out-of-home care placement, January 2004 to June 2007

Reason for Re-entry (as reported by case manager)	Number of children returning to out-of-home care			
	2004	2005	2006	Jan. to June 2007
Parents' unstable living environment (AODA, domestic violence, untreated mental health issues)	48	39	44	34
Needs of child exceeded that of parent/caretakers ability to care for the child (to include emotional and behavioral)	14	12	25	13
Parent unwilling to care for child, abandonment	0	8	11	12
Parent incarcerated	6	5	15	5
Neglect	6	5	1	4
Physical abuse	9	3	9	1
Medical neglect	0	1	0	0
Death of primary caretaker	0	1	0	2
Sexual abuse	0	1	0	1
Teen parents unable to adequately provide for child (neglect)	3	0	3	2
Parent absconded out of state with children	0	0	3	0
Subtotal (available information):	86	75	111	74
Information not available at time of report	0	8	7	2
Total children	86	83	118	76

Note: Data on primary issues relating to return to care were not collected in CY 2003.

The most frequently cited reason for children re-entering out-of-home care was the parent's unstable living environment, which includes AODA issues, domestic violence, and untreated mental health issues. For many children, compound issues of parental AODA relapse, involvement in domestic violence, and other parental mental health issues were all present to some degree at the time of re-entry.

Turnover within Ongoing Case Management programs

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

Monthly turnover is calculated by first identifying the number of case-carrying workers who terminated employment for any reason, including internal promotions, retiring, relocating, and going back to school, during the month. That number is divided by the sum of the number of case-carrying workers at the beginning of the month plus the case-carrying workers added during the month. Using this calculation to determine a BMCW turnover rate for the first six months of 2007 shows a 19.5% turnover rate (41 workers exited / (180 workers as of Jan. 1, 2007 + 30 hires) = 19.5%).

Table 3.23: Ongoing case manager (OCM) employment by region, January to June 2007

Region 1 (CFCP)	Jan.	Feb.	Mar.	Apr.	May	June	YTD
OCMs at start of month	58	58	58	56	56	55	
OCMs hired during month	0	3	0	2	0	2	7
OCMs terminated during month	0	3	2	2	1	3	11
Turnover %	0.0%	4.9%	3.4%	3.4%	1.8%	5.3%	16.9%
Region 2 (CFCP)	Jan.	Feb.	Mar.	Apr.	May	June	YTD
OCMs at start of month	69	65	68	67	67	61	
OCMs hired during month	0	4	0	1	0	3	8
OCMs terminated during month	4	1	1	1	6	5	18
Turnover %	5.8%	1.4%	1.5%	1.5%	9.0%	7.8%	23.4%
Region 3 (La Causa)	Jan.	Feb.	Mar.	Apr.	May	June	YTD
OCMs at start of month	53	58	58	59	56	55	
OCMs hired during month	7	1	2	0	1	4	15
OCMs terminated during month	2	1	1	3	2	3	12
Turnover %	3.3%	1.7%	1.7%	5.1%	3.5%	5.1%	17.6%

Table 3.24: Ongoing case management turnover, January to June 2007

	Number of OCMs ending employment for any reason	Number of OCMs at beginning of month (and average)	Number of OCMs hired during period	Turnover rate for Period - per definition used in Settlement
January '07	6	180	7	3.2%
February '07	5	181	8	2.6%
March '07	4	184	2	2.2%
April '07	6	182	3	3.2%
May '07	9	179	1	5.0%
June '07	11	171	9	6.1%
2007 YTD	41	180	30	19.5%
CY 2006	63	202.8	30	25.5%
CY 2005	113	217.7	132	33.0%
CY 2004	131	219	100	38.6%
CY 2003	98	226.1	108	30.0%

Discussion

Past reports identified the significance of the development of a more mature (defined as time with the agency) workforce at each region. During the first six months of CY 2007, 31.7% (13 of 41) of Ongoing case managers (OCMs) who left employment had over three years of experience when they ended their employment. In comparison, in CY 2006, 14.2% (9 of 63) and in CY 2005, 23.8% (27 of 113) of the OCMs leaving had three or more years of experience when they ended their employment.

The 13 workers who left employment during the first six months of 2007 had experience ranging from three years to nine years, with an average of almost five years. The reasons they left the workforce include:

- Three accepted a job in social services not related to child welfare;
- Three voluntarily resigned for unknown reasons;
- Two resigned to attend graduate school full-time;
- Two were terminated;
- One was promoted within the agency;
- One moved out of the area because of the spouse's job relocation;
- One transferred within the agency;

In the first six months of CY 2007, 4.9% (2) of the OCMs who left employment did so within 12 months of being hired. This compares to 25% (16) in CY 2006 and 37.1% in CY 2005.

In the first six months of 2007, 46% (19 of 41) of the OCMs who left their current positions had been in the workforce between 12 and 24 months. Fifteen OCMs left their agency after 19 to 24 months of employment. Table 3.25 provides the reasons for leaving employment provided by those 15 OCMs.

Table 3.25: Reason for ending employment after 19 to 24 months of employment with BMCW, January to June 2007

Reason for Ending Employment	Number of Staff
Voluntary resignation reason not provided (unknown)	4
Full-time graduate education	3
Job dissatisfaction – General	2
Another position in soc service - not child welfare	1
Another position outside of social services	1
Parenting/child rearing	1
Promoted within the agency	1
Spousal Job relocation	1
Terminated by agency	1

The next table shows the length of employment for all active OCMs as of June 30, 2007.

- The percentage of the workforce with more than 24 months of experience increased from 44.9% in 2006 up to 53.8% in June 2007.
- The percentage of the workforce with six or fewer months of experience increased from 4.8% to 17.5% in June 2007.

Table 3.26: Active Ongoing case managers at end of review periods

Length of Employment	2004 % of total (N=219)	2005 % of total (N=225)	2006 % of total (N=189)	2007 YTD (N=171)	2007 % of total
0 - 6 months	22.8%	24.0%	4.8%	30	17.5%
7 to 12 months	15.1%	26.7%	8.5%	8	4.7%
13 – 18 months	9.6%	12.4%	19.6%	15	8.8%
19 to 24 months	12.8%	7.6%	22.2%	26	15.2%
25 to 36 months	18.3%	9.3%	15.3%	48	28.1%
37 + months	21.5%	20.0%	29.6%	44	25.7%

The data show continued growth toward a maturing workforce, meaning longer periods of employment for Ongoing case managers (OCMs). However, one difference in the workforce between year end CY 2006 and June 30, 2007 is the change in percentage of OCMs with experience in the 7 to 24 month range. At

year end CY 2006, 50.3% of the workforce had between seven and 24 months of experience, yet by June 30, 2007 this group decreased to 28.7% of the workforce.

There is a noticeable decrease in the number of OCMs with between 12 and 24 months employment experience. The decline in number and percentage of OCMs within this employment range may require further exploration to determine whether the decrease is related to systemic issues or whether this is a natural occurrence within the current workforce.

Table 3.27: Length of employment within Ongoing Case Management, January 2004 to June 2007

	Percent employed for one year or less	Percent employed for two years or less	Percent employed for more than two years
CY 2004	37.9%	60.3%	39.7%
CY 2005	50.7%	70.7%	29.3%
CY 2006	13.3%	55.1%	44.9%
CY 2007 YTD	22.2%	46.2%	53.8%

Table 3.28 presents a historical comparison of the separation reasons Ongoing case managers provided since CY 2003.

Table 3.28: Reasons for Ongoing case managers leaving employment, January 2003 to June 2007

Reason for Ending Employment	Period 1 % of Exits N=98	Period 2 % of Exits N=131	Period 3 % of Exits N=113	CY 2006 % of Exits N=63	2007 YTD % of Exits N=41
Voluntary resignation (reason unknown)	40.1%	28.6%	2.7%	23.8%	34.1% (14)
Different position in social services	5.8%	2.4%	19.5%	20.6%	12.2% (5)
Terminated by agency	13.8%	7.1%	4.4%	12.7%	12.2% (5)
Full-time grad. education (IV-E program)	6.8%	9.5%	13.3%	12.7%	19.5% (8)
Spousal job relocation	4.9%	18.3%	12.4%	11.1%	4.9% (2)
General job dissatisfaction	5.8%	5.6%	4.4%	9.5%	4.9% (2)
Unknown	10.8%	7.2%	9.7%	N/A	N/A (0)
Parenting/child rearing	N/A	N/A	12.4%	4.8%	2.4% (1)
Promoted within the agency	N/A	0.8%	10.6%	3.2%	4.9% (2)
Transferred within agency	1.9%	7.1%	2.7%	1.6%	2.4% (1)
Different position (not social services)	3.9%	7.9%	4.4%	N/A	2.4% (1)
Job dissatisfaction - not what expected	N/A	N/A	1.8%	N/A	N/A (0)
Job dissatisfaction - pay related	N/A	N/A	0.9%	N/A	N/A (0)
New job with the State of Wisconsin	0.9%	4.0%	0.9%	N/A	N/A (0)
Transferred to another BMCW site	2.9%	1.6%	N/A	N/A	N/A (0)

Data from 2007 was similar to three of the past four years in that the largest number of employees who left employment did not share a specific reason.

However, in 2007, the second most frequently cited reason for leaving employment was employees leaving to attend a full-time graduate program. Previously, the second most frequent separation category cited was that the worker left for another position in social services not involving child welfare.

Supplemental information – calculation of turnover

This section presents calculations of turnover using three of the four additional measures recommended in the report *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.

Recommended turnover calculations

The three turnover measures include 1) staff stability by region, 2) turnover due to promotions and transfers, and 3) turnover deemed not preventable. In concert, these strategies not only show the turnover at each region, but also offer more insight into the dynamics of the movement of Ongoing case managers within each region.

The following table shows a calculation of turnover based on stability; it includes the number of OCMs who left employment, average number of positions filled each month, and the turnover percentage. This is similar to the “macro” view of OCM movement at each region. The table below does not provide any detailed reasons for movement within the workforce.

Table 3.29: Staff stability by region, January 2005 to June 2007

	Number of OCMs ending employment for any reason	Average Number of Positions Filled	Percent Turnover
2007 data			
Region 1 (CFCP)	11	57	19.3%
Region 2 (CFCP)	18	66	27.2%
Region 3 (La Causa)	12	57	21.0%
BMCW 2007 YTD	41	180	22.7%
BMCW 2006	63	202	31.2%
BMCW 2005	113	218	51.8%

Turnover due to promotions and transfers

A portion of the turnover within the OCM workforce was caused by internal promotions and transfers. Although this turnover still affects the families (change in OCM), the BMCW retains the benefits of the employee’s work history and experience.

Table 3.30: Turnover due to promotions and transfers, January to June 2007

	Percent of total turnover due to promotions and transfers
Region 1 (N=1)	9.0%
Region 2 (N=2)	11.0%
Region 3 (N=1)	8.3%
BMCW (N=4)	9.8%

During the first six months of 2007, transfers or promotions caused 9.8% (4) of the turnover experienced in the workforce. At Region 1, this included one of the 11 OCMs who left.

Non-Preventable Turnover

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

Table 3.31: Percent of turnover deemed non-preventable, January to June 2007

	Percent of total turnover deemed non-preventable
Region 1 (N=10)	91%
Region 2 (N=1)	6%
Region 3 (N=0)	NA
BMCW (N=11)	27%

During the first six months of CY 2007, 27% (11) of the OCM turnover was considered “non-preventable.” Eight employees left to attend school full-time, one left the workforce for parenting and child rearing responsibilities, and two left because of spousal job relocation.

Although the BMCW may not be able to influence non-preventable turnover, this in no way diminishes the impact of turnover on families and children. Furthermore, the knowledge that non-preventable turnover will occur provides additional motivation to address conditions that can be influenced to improve staff retention.

Strategies to decrease staff turnover

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

Average number of children per caseload, January to June 2007

The monthly caseload averages of children per Ongoing case manager carrying cases, for each BMCW case management Site, including the maximum and minimum number of children at the end of the month per manager.

Table 3.32: Average number of children per caseload, January to June 2007

	Jan.	Feb.	Mar.	Apr.	May	Jun.
Number of children	3131	3147	3105	3150	3167	3205
Number of active Ongoing case managers	170	166	162	159	154	150
Average children per caseload	18.4	19.0	19.2	19.8	20.6	21.4

During the first six months of CY 2007, the number of children per Ongoing case manager (OCM) caseload steadily increased. The number of children in care also increased, but the more significant influence may be the lower number of Ongoing case managers. In November 2006, there were 3,202 children on the caseload with 170 active Ongoing case managers at the end of the month, giving an average caseload of 18.8 children per OCM. By June 2007, there were 3,205 children on the caseload with 150 active Ongoing case managers, for an average caseload of 21.4 children per OCM.