
*Wisconsin Annual Progress and Services
Report
June 29, 2016*

Table of Contents

Glossary of Acronyms	4
1. General Provisions	7
Description of Wisconsin’s Child Welfare Service System	10
General Information.....	12
2. Assessment of Performance – Data and Systemic Factors	22
CFSR Data.....	22
Systemic Factors.....	49
3. Update on the Plan for Improvement	73
4. Update on Service Description	95
Title IV-B Services	95
Safe and Stable Families.....	97
Population at Greatest Risk of Maltreatment.....	103
Services for Children Under the Age of Five	103
Services for Children from Other Countries.....	110
5. Program Support	111
6. Consultation and Coordination with Tribes and States	114
7. Monthly Caseworker Visit Formula Grants	119
8. Adoption Incentive Payments	120
9. IV-E Waiver Demonstration	121
10. Quality Assurance System	121
Section D: CAPTA Activities	122
Section E: Chafee Foster Care Independence Program (CFCIP) and Education and Training Voucher (ETV) Program	127
Section F: Updates to Targeted Plans within the 2015-2019 CFSP	136
Foster and Adoptive Parent Diligent Recruitment Plan Updates	136
Health Care Oversight and Coordination Plan	142
Disaster Plan – Update on FY 2015	143
Training Plan Annual Addendum – Update on FY 2015	145
Section G: Statistical and Supporting Information	146
Section H: Financial Information	149

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Glossary of Acronyms

Act 109 = 2001 Wisconsin Act 109 enacted in July 2002 that provided additional state statutory direction for implementation of AFSA and federal Title IV-E requirements.

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

ASFA = Adoption and Safe Families Act, particularly the ASFA requirement to pursue termination of parental rights after a child has been in out-of-home care for 15 months.

BMCW = Bureau of Milwaukee Child Welfare in the Division of Safety and Permanence in the Department of Children and Families, the state-operated child welfare agency for Milwaukee County.

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

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

BPM = Bureau of Performance Management in the Division of Management Services responsible for Continuous Quality Improvement, Performance Review and Evaluation, and Research/Program Evaluation.

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

BSWB = Bureau of Safety and Well Being in DSP, the state unit responsible for child welfare program policy and practice standards.

BYS = The Office of Youth Services was created in 2012 to help youth in the child welfare system and other vulnerable youth excel in school, obtain job skills and opportunities and learn healthy lifestyle behaviors. In 2015, this Office was elevated to a Bureau Status to reflect the addition of community-based juvenile justice services; BYS is responsible for the Chaffee Programs, Brighter Futures Initiative, Title V Abstinence Education Grant, Runaway Programs and other youth development initiatives.

CFSR = Federal Child and Family Services Review.

CFS 40 = DSP form used to collect information on child abuse and neglect investigations previously used by Wisconsin to collect data for NCANDS purposes.

Ch. DCF 43 = DSP administrative rule on child welfare staff training.

Ch. DCF 44 = DSP administrative rule on reasonable efforts and permanency planning.

Ch. DCF 56 = DSP administrative rule on foster home licensing.

Chapter 48 = Wisconsin Children's Code.

Chapter 938 = Wisconsin Juvenile Justice Code.

Child Welfare State Professional Development Council = a decision making Executive Committee that consists of representatives from DSP, Counties, BMCW, and Tribes that coordinate child welfare professional development activities through the Wisconsin Child Welfare Professional Development System .

Child Welfare Professional Development System = University-based, regional child welfare training providers operating under the State's Professional Development Council.

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

CPS = Child protective services.

CY = Calendar Year (January – December).

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

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

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

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

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

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

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

FAST = Families and Schools Together. An approach to serving children and families in a comprehensive way that actively engages parents.

FFY = Federal Fiscal Year (October – September).

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

GPR = General Purpose Revenues from state tax revenue.

ICWA = Indian Child Welfare Act.

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

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

Ongoing Services Standards = The 5 Child Protective Services Standards and Practice Guidelines issued by DSP that establish program standards for ongoing child welfare services.

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

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

PARC = Post-adoption resource center.

PIP = Wisconsin Program Improvement Plan for Round 2 of the federal CFSR.

PIP Implementation Team = Statewide multidisciplinary group for implementation of the PIP.

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

SNAP = Special Needs Adoption Program operated by DSP.

TPR = Termination of parental rights.

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

eWiSACWIS Project Team = Staff supporting operations of eWiSACWIS system.

WICWA = Wisconsin Indian Child Welfare Act.

1. General Provisions

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

Wisconsin Department of Children and Families
201 East Washington Avenue, Second Floor
Madison, WI 53708

The Wisconsin Department of Children and Families is the state agency dedicated to promoting the social and economic well-being of Wisconsin's children and families. The Department is committed to protecting children, strengthening families and building communities. The Department has responsibility for the human service program areas of child and family services, child welfare, community-based juvenile justice, child care subsidy, child care licensing, Temporary Assistance for Needy Families and child support. The Department organizational chart is available at: http://dcf.wisconsin.gov/org_structure.htm

Organizational Structure

Division of Safety and Permanence

Children, youth, and family services are located in the Division of Safety and Permanence (DSP), the unit within the Department responsible for Title IV-B Subpart 1 (Child Welfare Services), IV-B Subpart 2 (Promoting Safe and Stable Families), Title IV-E (Foster Care and Adoption Assistance), Child Abuse Prevention and Treatment Act (CAPTA), Chafee Foster Care Independence Program (CFCIP) and Chafee Education and Training Vouchers (ETV).

The DSP is responsible for supervising Wisconsin's child welfare system. Services are delivered through county- and tribal-administered child welfare programs, except in Milwaukee County and for the Special Needs Adoption Program (SNAP), which are operated by the state through DSP.

Bureau of Safety and Well Being

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

Bureau of Permanence and Out-of-Home-Care

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

Child Welfare Data and Analytics Section

The Child Welfare Data Analytics Section within DSP is responsible for federal data reporting, program outcome monitoring, Title IV-E eligibility, and data analysis.

Bureau of Youth Services

The Office of Youth Services (OYS) was created by the Department in 2013 to bring a stronger and more coordinated program and policy focus to youth in the child welfare system and other vulnerable youth and elevated to a Bureau status as the Bureau of Youth Services in 2016. A major change in services and scope of the bureau caused a much broader reach for youth programming. In Act 55, the 2015-2017 biennial budget bill that took effect January 1, 2016, the transfer of administration and oversight responsibility for the community based juvenile system was transferred from the Department of Corrections to the Department of Children and Families. In addition to contracts for the community-based juvenile justice programs, the newly created Bureau continues to oversee federal Chafee Independent Living Program, Educational and Training Vouchers Program (ETV), the Wisconsin Brighter Futures Initiative, Title V Abstinence Education Grant, the NYTD program, Runaway Programs, and other youth development efforts. BYS is responsible for initiatives related to education outcomes for children involved in the child welfare system.

Division of Management Services

Administration of the eWisACWIS, the state child welfare data system, is located in the Bureau of Information Technology in the Division of Management Services (DMS). The Bureau of Budget and Policy, Finance, Human Resources, Regional Operations and Performance Management are also located in DMS.

Division of Milwaukee Child Protective Services

In October, 2015 the last year, the former Bureau of Milwaukee Child Welfare was elevated to a division, now called the Division of Milwaukee Child Protective Services It is still a state administered system.

Bureau of Regional Operations

The Bureau of Regional Operations, which is also located in DHS, is also involved in child welfare program quality assurance on behalf of DCF.

Programs Included in the Child and Family Services Five Year Report

This report provides an update on the state goals and objectives established in five year plan submitted in 2014. The report includes activities supported through Titles IV-B Subparts 1 and 2, Adoption, Chafee and Education and Training Vouchers, Indian Child Welfare, Kinship Care and Title IV-E Foster Care programs. CAPTA updates, information concerning Juvenile Justice Transfers and information required by the Child and Family Services Innovation Act are also covered. All requirements of 45 CFR 1357 are included within this plan. The plan also includes objectives for the Adoption Program and priorities for coordinating with the 11 federally recognized tribes in Wisconsin on Indian Child Welfare services. The report further describes the collaborative planning, compliance with ICWA and consultation between the state and tribes relating to the Chafee Foster Care Independence Program. Information and data on state achievement of national performance standards and case-related outcomes is also included in the report.

Data Sources

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

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

Contact Person for the Child and Family Services Plan:

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Description of Wisconsin's Child Welfare Service System

The child welfare system in Wisconsin is a county-operated, state-supervised system with the exception of Milwaukee County and the statewide adoption program for children with special needs, which are administered by the Department. The state oversees child welfare practice and provides policy direction and funding to county human or social service departments. Counties also contribute local funding to the program. Tribes provide child welfare services directly and may also have written agreements with county agencies.

County agencies and other service providers, such as community-based organizations, provide a wide variety of services to children and families. These services include programs designed to strengthen families, reduce the risk of child abuse and neglect, and support and preserve families affected by abuse and neglect.

Child Protective Services (CPS) includes the investigation of child abuse and neglect, in-home services and the removal of children from the home where necessary to protect child safety. Chapter 48 of the Wisconsin Statutes, also known as the Children's Code, governs abuse and neglect reporting and protective services and codifies federal CAPTA requirements and the federal requirements found under the Indian Child Welfare Act. In addition to state statutes, CPS requirements and guidelines are described in the *CPS Access and Initial Assessment Standards*, *CPS Safety Intervention Standards* and the *CPS Ongoing Services Standards and Practice Guidelines*. Additional statewide policies are established through policy memos issued by the Division of Safety and Permanence.

The assessment and treatment of child abuse and neglect and the removal of children from their homes are performed by child welfare agency staff based on statutory requirements and state standards. Children enter foster (out-of-home) care through two primary avenues: child protective services and juvenile justice. Out-of-home care placements include temporary shelter care, family foster care, group homes and residential care centers for children and youth. All out-of-home care providers must be licensed and pass criminal background checks.

While children are in out-of-home care, child welfare and juvenile justice agencies are responsible for permanency planning. Permanency goals include reunification where possible and appropriate, adoption or guardianship. Children in out-of-home care who are eligible for adoption through the termination of parental rights are referred to the state special needs adoption program where they are matched with adoptive parents. Adoption assistance payments are made to persons who adopt children with special needs.

Wisconsin's Independent Living Program is designed to help children transition from out-of-home care to self-sufficiency. Wisconsin follows the requirements of the federal Chafee Foster Care Independence Act of 1999. The Division of Milwaukee Child Protective Services, counties and tribes receive Chafee funds, including Education and Training Vouchers to operate local service programs. Independent Living services focus on helping youth learn daily living skills, achieve a basic level of safety and well-being that includes employment, housing, education, and remaining connected to caring adults and their communities for ongoing support. Program eligibility guidelines target youth aged 15-21 who have been in out-of-home care placement (e.g., foster home, group home, residential care center or court-ordered Kinship Care) for at least six months after age 15 years or older, or adopted through the Special Needs Adoption Program (SNAP) after age 15. Eligibility for Independent Living services ends when the youth turns 21 years of age.

The Kinship Care program is a child welfare program funded under the Temporary Assistance for Needy Families (TANF) Block Grant. The DMCP, counties and tribes all operate Kinship Care programs. The Kinship Care program is often used as a child welfare service to allow children to remain living within their extended family structure. Kinship Care may be used to fund voluntary living arrangements with relatives as well as child welfare

placements with relatives where the court has found a child to be in need of protection or services. As of 2010, the Levels of Care Initiative requires that Foster Care licensure be pursued for all court ordered Kinship Care cases. Per this initiative, there will continue to be time limited (during the licensing process) court ordered Kinship Care payments as well as those that continue per the order of a judge.

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Collaboration

Wisconsin has a strong structure and culture of cross-system and public-private collaboration that continued in the last year. To assure effective and comprehensive delivery of services, DCF collaborates closely with other state agencies, local public partners, and private sector stakeholders. In addition to posting all federal plans on line for public comment and general information, DCF posts multiple dashboards and other state and federal reports that can be used by stakeholder groups to promote collaboration. Stakeholder groups are provided and encouraged to review and assess state data, agency strengths and challenges and were key partners in shaping the original and the recently revised Child Welfare Practice Model to serve as the core of the state's plan for improvement. The state's updated child welfare practice model was approved in coordination with a wide range of stakeholders and presented at the May, 2016 Wisconsin County Human Services Association Conference.

The new Wisconsin Child Welfare Model for Practice was developed jointly with the Wisconsin County Human Services Association (WCHSA). The new WI Child Welfare Model for Practice was developed to ensure broader and more coordinated buy-in and understanding of state policies and practices.

The redesign began in the summer of 2015 when Wisconsin Department of Children and Families- Division of Safety and Permanence (DCF-DSP) and child welfare representatives (workers, supervisors and directors) from the Wisconsin County Human Services Association developed a first draft of the new Child Welfare Model for Practice. This draft was shared for feedback with multiple stakeholder groups throughout the remainder of 2015 and 1st quarter of 2016. The joint DCF-DSP/WCHSA team met and received feedback from the following stakeholder groups:

- Human Services Directors
- Child Welfare Supervisors
- Child Welfare Workers
- Legal System Partners (courts, DA, Corp Counsel, others)
- Tribes
- Families
- Youth
- Foster Families
- Providers
- Advocates

This feedback was summarized into major themes and reviewed by the joint DCF-DSP/WCHSA team to make changes. The final WI Child Welfare Model (see attachment A) for Practice was finalized in April 2016 and the DCF-DSP and WCHSA are currently working together to develop a robust communication and implementation plan.

This is one recent example of ongoing efforts that DCF engages in to assure shared vision and ongoing coordination and collaboration with cross-department, public and private stakeholder groups on a regular basis throughout the year to ensure consistent feedback on department policies and programs. In the last year, collaboration was continued through multiple mechanisms as described in this section. This valued input will continue in the implementation of goals and monitoring of progress over the next year.

Comprehensive Councils

The Secretary of the DCF has established an Advisory Council on Child Welfare that convenes key leaders in child abuse prevention and protective services from across the state to provide advice and counsel to the Department

on matters related to protecting vulnerable children and strengthening the child protective services system. The Council meets quarterly and is composed of county and tribal representatives, private sector service providers, advocates, representatives from the mental health and correctional systems, former foster youth, and foster parents. The purpose of the Secretary's Council on Child Welfare is to advise the Department's Secretary regarding policy, budget and program issues that impact the safety, permanence and well-being of Wisconsin's children and families.

As noted above, DCF directly administers the child welfare system in Milwaukee County, the state's largest county. The Milwaukee Child Welfare Partnership Council is a broad-based advisory body, established by statute in 1998, which advises the Department on its administration of the child welfare system in Milwaukee County. The Partnership Council meets six times per year and is composed of state legislators, county elected officials, members of the judicial and legal systems, health care and child welfare service providers, the birth to five system, advocates, community members, representatives from the K-12 educational system, and representatives from the mental health and alcohol and other drug abuse (AODA) system. The Partnership Council is charged with recommending policies and plans for the improvement of the child welfare system in Milwaukee County, recommending measures for evaluating the effectiveness of the child welfare system in Milwaukee County, including outcome measures, and recommending funding priorities for the child welfare system in Milwaukee County.

Collaboration on Policy and Practice Initiatives

In the last year, DCF launched the Future of the Family Commission on behalf of the Governor to identify challenges and barriers families face and to discover solutions on how we can help them overcome those hurdles. This commission will explore ways policy can be developed for Wisconsin families to achieve stability and economic freedom.”

The Future of the Family Commission, comprised of a diverse group of recognized leaders and civically-engaged citizens, headed by Eloise Anderson, Secretary of the Wisconsin Department of Children and Families, will explore some of the challenges families in Wisconsin are currently facing, as well as different strategies that can be used to strengthen and support them. The commission will meet on a bi-monthly basis and will aim to present recommendations to Governor Walker by December 1, 2016.

The Division will continue its engagement in ongoing consultation with local agencies, tribes and key stakeholders that are part of the state's child welfare program, mainly through the implementation of specific policy or program initiatives. Collaborative broad-based workgroups chaired by the DCF include Casework and OHC/Adoption Committees, Rate Regulation Advisory Committee, Title IV-E Waiver Advisory Group, PATHS (federal youth homelessness grant) Advisory Group, and other workgroups. In addition, Department Regional Office staff hold regular meetings for local child welfare agency foster care coordinators, child welfare program supervisors and fiscal managers to update them on policy and procedures and provide a forum for discussion of current child welfare issues for both state and local child welfare agencies.

The Department regularly works with groups representing key constituencies in the child welfare program to identify and resolve issues. These groups include, but are not limited to, the Wisconsin County Human Services Association, the Wisconsin Foster/Adoptive Parent Association, the Wisconsin Association of Family and Children's Agencies, the Great Lakes Inter Tribal Council, the Children's Court Improvement Project, the Children's Trust Fund, the Early Childhood Advisory Council (ECAC) and other state agencies. The Wisconsin Department of Children and Families also supports a Youth Advisory Council (YAC) for current and former foster youth. The statewide YAC meets quarterly and is composed of thirteen members. In addition, local YAC groups have been established in four counties across the state. Local YACs meet monthly to influence policy change and to educate

communities and the DCF about youth experiences in foster care. The Youth Advisory Council set as its current priority reaching out to and advocating for children currently in the foster care system and eliminating the stigma attached to being a foster child.

Priority items for the Department in its collaboration with stakeholders include: implementing trauma-informed care principles in systems serving children and families; increasing parental engagement of fathers, teen moms and incarcerated parents; ensuring developmentally appropriate care for the youngest children in the child welfare system; strengthening efforts to prevent abuse and neglect; advancing post-permanency supports for children; focusing on reunification; developing a coordinated and comprehensive approach in health services for foster children through the Care for Kids medical home model; improving educational stability and success for foster children; and, supporting coordination efforts with the child care delivery system. In the last year, DCF successfully synthesized extensive feedback from stakeholders to develop a statewide plan to better coordinate and serve the victims of trafficking in Wisconsin. The formation of a Task Force and workgroups charged with specific deliverables to outline Wisconsin's plan have been meeting since January, 2016.

Cross-Systems Collaborations Targeted to Well-Being Outcomes

Health

As described more fully in the appendix, the DCF and DHS continue collaborating closely to improve the quality, access, and timeliness of health care services to children and youth in out-of-home care through the development of a Medicaid medical home service delivery model called Care4Kids. The Care4Kids program provides comprehensive, coordinated care for children and youth in foster care tailored to each child's individualized needs. Other collaborative health projects include: the Children's Behavioral Health Project, which encourages appropriate utilization of psychotropic medications for Medicaid children and youth, and the use of Coordinated Service Teams to coordinate care for children and youth in multiple systems of care.

Trauma

The WI Trauma Project creates a more trauma-informed and responsive child welfare system of care by introducing evidence-based trauma screening, intervention and treatment into the service array; training agency social workers and parents—birth, foster, adoptive, kinship—on child trauma and how to effectively respond to trauma in the home environment; and training and technical support to help county child welfare agencies partner with community stakeholders to create a system of care that is more trauma-informed and responsive. Wisconsin's Trauma Project continued to expand and is projected to be available statewide in 2016. The specifics of the Trauma project are included in the "Update on Progress" section in this report.

Improving Services and Working to Prevent Sex Trafficking of minor victims

Wisconsin launched a cross-department, cross-system initiative to develop a statewide Anti-Human Trafficking Task Force that is chaired by DCF Secretary, Eloise Anderson and State Attorney General, Brad Schimel. Sex trafficking of children and youth is a growing concern nationally and in Wisconsin. The Department of Children and Families (DCF) is in the process of developing a comprehensive approach to preventing sex trafficking of minors and providing effective, culturally competent, victim-centered, and trauma-informed services that meet the needs of victims and survivors of sex trafficking. To that end, the (DCF) has established a response plan for the state that articulates a comprehensive, coordinated and multi-system response.

A state-level-system Anti-Human Trafficking Task Force has been established to develop a cross-system, comprehensive, trauma-informed service and response system in Wisconsin for minors who are victims or at-risk of being victims of sex-trafficking. Co-chaired by the Secretary of the Department of Children and Families (DCF) and Wisconsin Attorney General, the Human Trafficking Taskforce will be composed of a broad range of stakeholders located across the state committed to serving the victims of this horrific crime.

The Task Force involves cross-sector leadership from state departments, law enforcement, the faith community, local coalitions focused on addressing trafficking, service organizations and representatives that are prior victims of trafficking. The Task Force will provide high level guidance and develop clearly define key deliverables, policies and procedures for Wisconsin. An important feature of the Task Force are issue specific workgroups that have been working since January 1, 2016 to research and develop important details of Wisconsin's approach. Each workgroup will focus on key deliverables of the plan. Individuals interested in participating in a Task Force Workgroup can review the Task Force deliverables and process for applying to participate in a work group. DCF's website provides a variety of information, including the diverse membership of the council, the composition of the workgroup and posts the states' response submitted to comply with the "Preventing Sex Trafficking and Strengthening Families Act." Wisconsin's efforts to this end are catalogued on the DCF website - <http://dcf.wisconsin.gov/children/anti-trafficking/default.htm>.

Education

DCF has an extensive collaboration system underway with the Department of Public Instruction (DPI), state education agency, and the court system to improve the educational outcomes of children and youth in the child welfare system.

As part of this collaboration, the Departments and judicial system updated a number of policies to promote educational stability, facilitate access to extra-curricular school activities, and promote credit transfers across schools for children and youth in out-of-home care. In the last year, DCF and DPI effectively launched the educational portal that provides a real-time transfer of data from child welfare departments to schools to facilitate improved and more precise understanding of the needs of children in out-of-home care so that these needs can be better met. The automated security component of the system was created in the last year.

Over the last year, DCF has forged a closer collaboration with the Department of Workforce Development to identify and better connect youth aging out of care, or youth at-risk to programs that help build important educational and employability skills through expanded opportunities made available by the WIOA Youth Project.

Since 2001 DCF has had a cross-system collaborative workgroup to promote the enrollment of former foster youth in post-secondary education. The Foster Youth to College (FYC) advisory group is composed of professionals from child welfare, private colleges, technical colleges, the state university system and the DPI.

Early Childhood

The DCF Secretary and the Superintendent of the Department of Public Instruction, the state education agency, co-chair the Early Childhood Advisory Council (ECAC). The ECAC is a high level stakeholder comprised of public and private leaders that provides advice on the strategic direction for the state's efforts to promote early childhood development. The ECAC has developed a cross-system agenda that has the overall goal that all young children are safe, healthy and successful. The Division Administrators for the Division of Early Care and Education and Safety and Permanence serve on the Early Childhood Advisory Council. More information about collaborative efforts directed at early childhood is described in the Birth to Five section of this proposal. Examples described in more detail include the co-sponsorship and planning of an Infant Mental Health Awareness to Action Day with several partners in Head Start, the Office of Children's Mental Health and the efforts of the Fostering Futures to meet the needs of vulnerable young families.

Employment

DCF is engaged in collaboration with other state agencies and external stakeholders to promote the employment of youth with disabilities who are on the Supplemental Security Income (SSI) program. Led by the DWD, the collaboration successfully applied for and is now implementing the PROMISE federal demonstration grant from the Department of Education, which is designed to increase the education, career, and income outcomes of

children and youth with disabilities receiving SSI and their families. In the last year, Wisconsin deepened its collaboration through the PATHS to Success Grant for older youth at risk of homelessness with a current or previous foster care history (the ACF Planning Grant to Develop a Model Intervention). PATHS stands for: P- Permanent Connections, A- Academics, T- Training and Employment, H- Housing and S – Social and Emotional Well-being. This partnership led to expanded information sharing about DWD resources youth are eligible for and has led to a data sharing agreement for exchange of data between workforce development agencies and DCF to better ascertain which youth are benefiting from workforce development programs.

In the last year, DCF worked with DWD to align services with the Workforce Development Board, the Youth Service Offices regions. In addition, DCF secured a partnership with Culvers Restaurant to promote the hiring of foster youth and support partnerships between Culvers and local county human services.

Collaboration to Strengthen Parent and Youth Voice

Wisconsin Children's Mental Health Collective Impact Initiative in the Office of Children's Mental Health received \$10,000 in funding from the Promoting Safe and Stable Family's Program grant to integrate parent and youth voice in policy and program decisions. This is essential to the type of system's change that is necessary to improve outcomes around well-being for children and families. The collective impact framework brings staff from a wide variety of stakeholders together, including staff from several State Departments and agencies, to examine data to identify root causes, develop a common agenda and look for shared measures across systems to measure progress. The ten parents and five youth at the table bring decades of lived experience to their participation and leadership in the effort. Parents co-chair each of the committees. With the parent and youth guidance and support, DCF and other state agencies will be able to better recognize gaps in services, failing programs and unhelpful or cumbersome policies and practices. The funding of stipends and mileage for their participation is a blending from the state agencies.

Wisconsin is also working to find ways to incorporate youth voice into the ongoing work of the Bureau of Youth Services, as well as finding opportunities to generate youth and family voice in the feedback for the Child and Family Services Review. In addition, efforts initiated last year between DCF and the Child Abuse and Neglect Prevention Board are beginning to identify opportunities to increase the voice of youth and parent consumers in shaping programs and services.

Other Cross-System Collaboration

The DCF Secretary or Secretary's designee serves on additional statewide Councils and Workgroups that promote cross-system collaboration and coordination including: the State Council on Alcohol and Other Drug Abuse; the Wisconsin Council on Mental Health, the Council on Offender Reentry, and the Criminal Justice Coordinating Council.

DCF staff have served on the Wisconsin Department of Justice Multidisciplinary Atate Task Force on Children in Need, as required under sections 107(b)(2) and 107(c)(1), since 1991 when then Deputy Attorney General convened professionals to review Wisconsin's child abuse statutes and legislation. This original group met on November 6, 1991 to discuss ways to improve the investigation and prosecution of child abuse cases in the state. This is a key component of Wisconsin's plan to comply with the Children's Justice Act.

The current task force members are well versed in all aspects of child development and abuse, including child sexual abuse and exploitation. The state Task Force on Children in Need remains a driving force in the state's efforts to address justice, physical abuse, neglect, sexual abuse, exploitation and maltreatment-related fatalities in the lives of the state's children.

Citizen Review Panels

In FY 2016, Wisconsin remained in compliance with CAPTA requirements for citizen review panels (CRP). Wisconsin continues to have eight panels:

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

All of the panels fulfilled their responsibilities under CAPTA regarding meetings, mission and submission of annual reports. Each panel received CAPTA funds in the amount of \$10,000 to support their activities, which includes sending panel members to the annual National Citizen Review Panel Conference.

A statewide citizen review panel meeting was held August 6, 2015 in Wisconsin Dells. The event opened with a recognition ceremony for years of service by each panel. Marathon and Outagamie Counties' panels were each recognized for 15 years of service; Milwaukee Child Welfare Partnership Council 7 years, and the remaining panels for 1 year each. The Youth Advisory Council gave a panel presentation, openly discussing their personal experiences in the child welfare system. Dr. Blake Jones provided national citizen review panel updates and facilitated a session on "Lessons Learned" by Wisconsin panels on public outreach successes and challenges. Dr. Jones also facilitated a session on envisioning the future for Wisconsin child welfare. The event was well received and attended and by members from most of Wisconsin's panels and included several DCF managers. The DCF will continue to organize statewide panel meetings as long as this remains an interest of the panels.

In 2015, the CRP workgroup that formed in 2014 to address Wisconsin's guardian ad litem system for child welfare cases concluded its work. The group developed and conducted surveys of guardians ad litem and youth currently or formerly in the child welfare system to gather their impressions about GAL services in Wisconsin. The information was compiled and analyzed by the workgroup, culminating in a report containing observations and recommendations about the GAL system. The report was distributed to the DCF management, the Director of the Children's Court Improvement Project, and all of the panels.

The DCF CRP Coordinator is the state liaison for the panels and attends local panel meetings throughout the year. She also schedules regular CRP Coordinator meetings to maintain connections among the panels, and help the coordinators stay informed about other panels' activities and needs, as well as providing any state updates.

The 2015 citizen review panels' annual reports and DSP response are available on-line at the following links.

Reports - http://dcf.wisconsin.gov/children/citizen_review/annual_reports/default.htm

Responses- http://dcf.wisconsin.gov/children/citizen_review/responses/default.htm

Court System Collaboration

DCF and the Wisconsin Director of State Courts Office (DSCO) have a long-standing, strong collaboration to support the jointly-held goal of improving the safety, permanency and well-being of children, youth and families in our state. The DCF Secretary serves as a member of the Wisconsin Commission on Children, Families and the Courts, which is a broad-based stakeholder advisory body that provides input on court improvement projects and child welfare related policies and activities.

Last year, the Child Safety Decision-Making Subcommittee of the Wisconsin Commission was created to improve the well-being of children in Wisconsin by implementing consistent safety practices across the state and ensuring that all stakeholders have necessary and sufficient information in order to determine when a child should be removed and when the child should return home. This multidisciplinary committee is comprised of state, county, and tribal representatives working in the child welfare and court systems. The Subcommittee will educate child welfare, court, and legal professionals on child safety, create common language across these disciplines regarding child safety, and implement consistent child safety practices across the state of Wisconsin. The Subcommittee will also serve in a leadership and advisory role and make recommendations related to development of policy, resource materials, statutory changes, and training curricula. Some of the Subcommittee's activities in 2015 include: modifying and creating temporary physical custody circuit court forms, providing input on online training, and implementing the Child Safety Model in pilot counties.

DCF has been able to utilize the Wisconsin Commission on Children, Families and the Courts, the Wisconsin Judicial Committee on Child Welfare, and other committees staffed by DSCO to provide agency updates to and solicit input from judicial officers, attorneys, and other stakeholders regarding legislation and policies. Recent discussion topics have included the Child and Family Services Plan (CFSP) and Annual Report, Wisconsin Child Welfare Model, Supervised Independent Living Program, transition of juvenile community services from DOC to DCF, and the federal Preventing Sex Trafficking and Strengthening Families Act.

The Department values and is committed to strong collaboration with the judicial branch and the CCIP. The Department will continue to include CCIP representatives as part of CFSR and Title IV-E activities and the development of the CFSP and APSR, and also shares AFCARS and eWisACWIS administrative data with CCIP on an ongoing basis with the court system. CCIP staff have also been active in discussions regarding DCF's CQI redesign and are members of the Child Welfare CQI Advisory Committee.

The Department and CCIP have developed a continuous quality improvement review process to improve adherence to the Wisconsin Indian Child Welfare Act (WICWA) in the circuit court and child welfare systems. The project also aims to increase collaboration among the circuit courts, tribes, county child welfare agencies, attorneys, and other stakeholders. WICWA, which was enacted in 2009, protects the best interests of Indian children while promoting stability and security of Indian tribes and families.

As part of the WICWA Continuous Quality Improvement project, onsite reviews are conducted in the counties with the greatest number of circuit court cases subject to WICWA. The onsite reviews consist of three data collection methods: court file review, focus groups, and surveys. The findings from each review are presented in the form of a written report and summary presentation approximately three months after the onsite review. Technical assistance is provided to the circuit court after the onsite review in an effort to implement practice enhancements. DCF will continue to collaborate when possible with CCIP and hold WICWA joint review of counties when schedules permit.

CCIP and the Department (DCF) co-host the *Conference on Child Welfare and the Courts*, which is held every two or three years. This multi-disciplinary training covers safety, permanency, due process, and well-being issues that impact both the child welfare and court systems. The *2015 Conference on Child Welfare and the Courts: Moving Toward a Trauma-Informed Wisconsin*, held on Sept. 30-Oct. 2, 2015, built awareness of the impact of trauma and provided resources to respond in an effective manner to children and families. The *2017 Conference on Child Welfare and the Courts* is scheduled for Oct. 18-20, 2017. The multi-disciplinary planning committee will meet in 2016 and 2017 to develop the content, identify speakers, and provide additional guidance to DCF and CCIP.

As a follow-up to the *2015 Conference on Child Welfare and the Courts*, DCF and CCIP are in the planning stages to provide Trauma-Informed Care Peer Learning Collaborative meetings in the fall of 2016. There will be six half-day

sessions across the state focusing on the implementation of trauma-informed practices in the court and child welfare systems. Each county and tribe will be invited to send a multi-disciplinary team to participate in the meetings.

In May 2012, a partnership was established among the Milwaukee County Children's Court, the National Council of Juvenile and Family Court Judges (NCJFCJ) and CCIP to initiate the Milwaukee Model Court Project to improve outcomes for children and families. DCF is providing partial support for this initiative. The DMCPs continues to work cooperatively with this court to serve families in the child welfare system. NCJFCJ established the Model Court Project to assist states in bringing together judges, attorneys, social workers and other professionals to identify impediments to the timeliness of court events and delivery of services for families with children in out-of-home care, and then design and implement court- and agency-based changes to address these barriers. Key values of the Model Court Project include judicial leadership, court oversight and due process, multi-system collaboration, child-focused outcomes, and system accountability.

In the last year, NCJFCJ staff conducted a strategic planning session with the Model Court Collaborative Team, a multidisciplinary group with representation from the Bureau of Milwaukee Child Welfare, attorney groups, and CCIP, in an effort to focus their efforts and initiatives into a manageable action plan moving forward. The Milwaukee Model Court Collaborative Team established the following goals as a result of the strategic planning session:

1. Reducing the number of children entering out-of-home care.
2. Improving child safety decision-making.
3. Increasing court case processing efficiency.
4. Integrating trauma-informed best practices.

Several activities were executed related to the goals mentioned above, including multi-disciplinary training in Milwaukee County on child safety and trauma, changes to court procedures and forms, protocols for communication between the District Attorney's Office and the child welfare agency, parent attorneys completing interviews earlier in the case, and appointing attorneys for alleged fathers.

The Milwaukee Model Court Project is now co-led by two circuit court judges and the Deputy Director of the DMCPs and is premised on the importance of collaboration. Collaborative lessons learned will be shared over the next five years to help inform other communities.

The Children's Court Improvement Program and judges from Milwaukee County partnered to submit a grant proposal to the National Council of Juvenile and Family Court Judges for Milwaukee County to become a Project ONE demonstration site. Project ONE stands for One Family/One Judge, No Wrong Door, and Equal and Coordinated Access to Justice. Project ONE seeks to develop a holistic approach to addressing the needs of children and families in the court system no matter which jurisdictional "door" of the courthouse – family law, child welfare, domestic violence, juvenile justice, etc. – they enter.

Milwaukee County was selected to be one of six jurisdictions from across the country to assess current practice and pilot new approaches that maximize judicial coordination across case types to promote positive outcomes and prevent unnecessary court involvement. The court system is working closely with DMCPs as part of a multidisciplinary advisory committee that is mapping the current case management process in CHIPS, family, and domestic violence cases. Additionally, Project ONE is currently exploring ways to improve outcomes for dual status youth (i.e., youth involved in both the child welfare and juvenile justice systems).

In February 2014, Wisconsin was selected as one of eight Casey Family Programs Judicial Engagement states. After considering state data, the goals of the initiative, and size and demographic composition of counties, three

counties were selected as pilot sites for the Judicial Engagement Initiative: Monroe, Dane, and Kenosha. The goals of this initiative are to engage judicial systems to support children remaining safely in their homes, timely exits to permanency, full consideration of well-being, and ICWA compliance. The court system will benefit by receiving technical assistance in the following areas: judicial and legal representation best practices, court/agency data integration and analysis, docket management, and Court Improvement Program continuous quality improvement (CQI) standards. A team of consultants from the National Center for State Courts, National Council of Juvenile and Family Court Judges, and the ABA Center on Children and the Law will provide program support. DCF will collaborate with Casey Family Programs and the judicial system on this project over the upcoming years.

Collaboration across the Three Branches of Government

DCF has been selected to participate in an upcoming opportunity available through the Three Branches Institute on Improving Child Safety and Preventing Child Fatalities will enable Wisconsin to build on current efforts to strengthen community engagement in keeping children safe. “Say Something, Do Something for Kids”—this is the slogan of Wisconsin’s 2016 campaign to promote and strengthen child abuse protection efforts. Keeping kids safe is a community-wide responsibility. The new campaign seeks to spark the engagement and commitment of individuals and organizations throughout the community to protect Wisconsin’s children and help them grow and thrive.

Extensive over-time data analyses highlight that families that “touch” the child welfare system, through a screened-out decision or case that is closed after initial assessment, but do not enter the child welfare system are at high risk of experiencing child maltreatment in the near future. It appears that while the children may be safe at the time a reported case is screened out or closed after initial assessment, a high proportion of these families are fragile and vulnerable to instability. In the absence of effective community supports the situation in these families deteriorates and child maltreatment occurs. Timely and appropriate intervention could prevent the downward trajectory of these families, keeping these children safe from future abuse and neglect.

Participation in the Three Branch Institute will enable Wisconsin to accelerate the momentum of existing safety efforts and engage in thoughtful planning of new initiatives to strengthen child safety. Expected results include stronger cross-system and cross-branch alignment of policies and programs to advance child safety, increased community involvement in child maltreatment prevention efforts and more effective and accessible prevention services to at risk families. The measurable outcomes expected over the medium to long term are a decrease in the number of families with repeat referrals to the child welfare system and a decrease in the number of substantiated child abuse and neglect cases.

Previous examples of such efforts include participation in two prior National Governor’s Association (NGA) Three Branch Institutes. In recognition of the unique challenges faced by vulnerable youth, Wisconsin applied for and was accepted to participate in the 2011 National Governors Association Three-Branch Institute on Improving Outcomes for Adolescents in the Child Welfare system. The eight-person core team attending the Institute included the Secretary and members of DCF, senior manager from DOC, state legislators, and members of the judiciary. After attending the Institute, DCF expanded this team to include other stakeholders involved in serving youth, including representatives from the educational system, mental health system, county human service agencies, private sector providers, members of the legal system, former foster youth, and additional representatives from the state child welfare and juvenile justice systems.

In recognition of the profound and lifelong negative impact of adverse childhood experiences, Wisconsin applied for and was accepted to participate in the 2013 National Governors Association Three Branch Institute on Child Social and Emotional Well-being. The core team attending the Institute included the Wisconsin First Lady, the DCF Secretary, the Deputy Secretary of DHS, the CEO of a community-based family-serving organization, state legislators, and members of the judiciary. Wisconsin is using this Three Branch Institute to support and advance the work of Fostering Futures, which is an initiative to strengthen the use of trauma-informed approaches in child

and family serving systems. Fostering Futures continues to be the umbrella for Wisconsin’s efforts to expand an effective and comprehensive approach to addressing trauma needs of the child welfare population.

Coordination with Tribes is described in Section 6 of this APSR starting on page 114.

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2. Assessment of Performance – Data and Systemic Factors

CFSR Data

Wisconsin is improving on CFSR performance items where data updates are available since Wisconsin's 2015-2019 Child and Family Services Plan. Wisconsin has developed a new CFSR case review system. However, the data provided below is not complete as they are only preliminary results based on using the federal system, which should include interviews in addition to case record review. Because the reviews conducted and data presented below were based solely on documentation available in eWiSACWIS, the percentages shown are likely lower than they would have been otherwise (had interviews been conducted). The report gives the overall rating for each outcome (2 for Safety, 2 for Permanency, and 3 for Well-Being for a total of 7 outcomes), and the breakdown of ratings for all the items that make up each outcome.

The overall outcome ratings are:

SA – Substantially Achieved

PA – Partially Achieved

NACH – Not Achieved

NA – Not Applicable

The specific items that make up each outcome are rated:

S – Strength

ANI – Area Needing Improvement

With only preliminary results on case review data, we have provided state data when available while using case review data when state data is unavailable.

DCF receives feedback on the state's performance with respect to performance items through several mechanisms, such as posting this plan for comment and highlighting the plan at stakeholder meetings, in addition to posting and receiving feedback on federal and state reports that provide both qualitative and quantitative information through stakeholder meetings and communication. Further, the uses of dashboards tracking performance over time are updated regularly and available on the DCF public website -

<http://dcf.wisconsin.gov/cwreview/dashboards/default.htm>. Relevant state and federal data that reflects updated performance are shared where available in this section.

Outcome Area	Case Review Data	National Performance Data	Other Supporting Data
Safety Outcome 1	Item 1: Timeliness of CPS investigations	NA	State: Percent of timely Response for first contact with family and Initial Assessment Timeliness
Safety Outcome 2	Item 2: services to family to protect child(ren) in the home and prevent removal or re-entry into foster care.	Meets 2 safety-related national standards for: 1)Maltreatment in foster care 2)Re-report of maltreatment	State: Unduplicated child removals to OHC during Initial Assessment
	Item 3 – Risk and Safety Assessment and management		
Permanency Outcome 1	Item 4: Stability of foster care placement	Meet 5 national standards for permanency: 1)Permanency in 12 months 2)Permanency in 12 months for children in foster care 12 to 23 months 3)Permanency in 12 months for children in foster care 24 months or more, 4)Pre-entry to foster care in 12 months 5)Placement stability	State: Adoption Outcomes, Adoption Trends, Aging out and Older youths
	Item 5: Permanency goal for the child		
	Item 6 Achieving reunification, guardianship, adoption, or OPPLA		
Permanency Outcome 2	Item 7: Placement with Siblings	NA	State: Placement Settings
	Item 8: Visiting with parents and siblings in foster care		
	Item 9: Preserving connections		
	Item 10: Relative Placement		
	Item 11: Relationship of Child in Care with Parents		
Well-being Outcome 1	Item 12: Needs and Services of Child, Parents and Foster Parents	NA	State: Percent of children contacted every month and Parental needs
	Item 13: Child and Family involvement in case planning		
	Item 14: Caseworker visits with child		
	Item 15: Caseworker visits with parent		
Well-being Outcome 2	Item 16: Educational needs of the child	NA	State: Out of home care school-aged

			children analysis, Percent of foster children in YoungStar, Percent of foster children in Head Start, Average Number of School Transfers by Placement Type, and Child and Youth Needs
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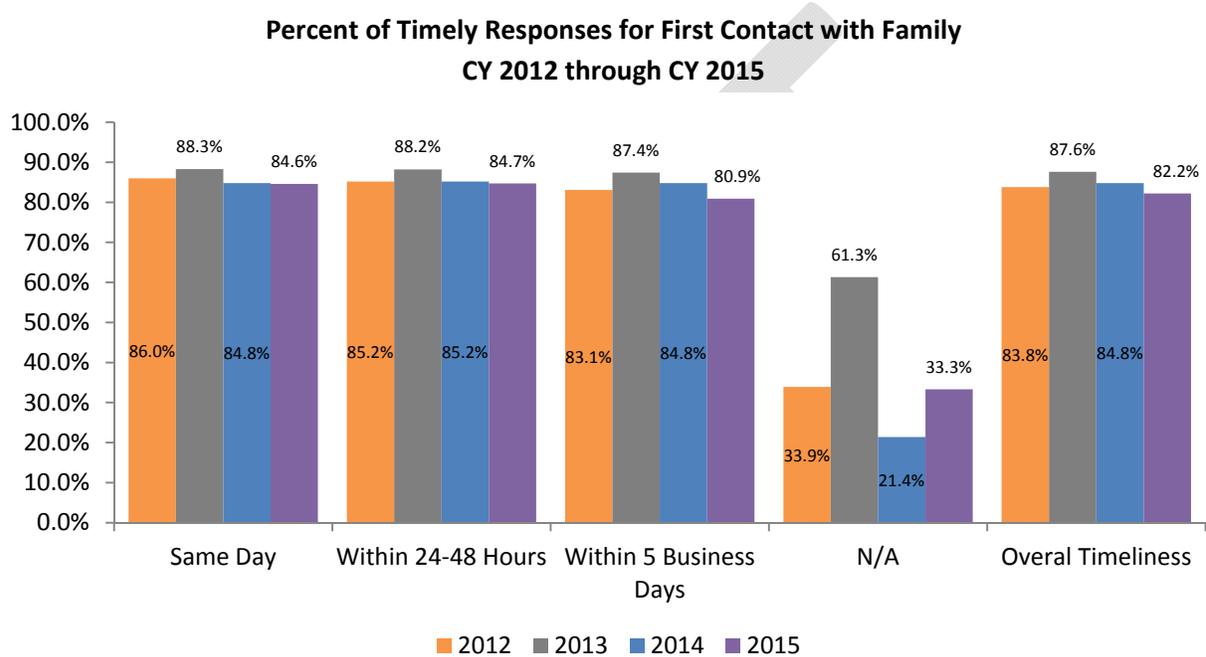
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Item 1: Timeliness of initiating investigations of reports of child maltreatment

Federal Data: N/A

State Data:

Figure 1



Required Response Time	2012		2013		2014		2015	
	Actual Timely Response	Policy Expectation of Timely Response	Actual Timely Response	Policy Expectation of Timely Response	Actual Timely Response	Policy Expectation of Timely Response	Actual Timely Response	Policy Expectation of Timely Response
Same Day	3,532	4,105	3,560	4,033	3,892	4,587	4,249	5,022
Within 24 - 48 Hours	3,421	4,016	3,227	3,658	3,458	4,060	3,559	0
Within 5 business days	15,009	18,065	13,572	15,533	14,252	16,804	14,350	17,731
N/A	19	56	19	31	3	14	5	15
Total	21,981	26,424	20,378	23,255	21,605	24,465	22,163	26,970

As seen in Figure 1, based on eWiSACWIS data, 2015 performed similarly to Wisconsin’s historic performance. Timeliness is strongest on urgent (i.e., same day and 24-48 hour) cases. Given the higher risks associated with urgent response cases, it is a positive outcome that these cases are addressed in the most timely manner

Ancillary:

In addition to the standard that all families with screened in cases be contacted within a designated timeframe, s. 48.981(3)(c) Wis. Stats., requires Wisconsin counties to complete all initial assessments within 60 days of receipt of a screened-in child protective services report. As seen in Table 1, below, Wisconsin did not meet this standard in 2010 through 2015. In 2015, Wisconsin improved but still did not meet the standard.

Table 1: Initial Assessment Timeliness: CY 2010 through CY 2015

Year	Initial Assessments Completed On Time	Total Completed Initial Assessments	Percent Initial Assessments Completed On Time
2010	11,470	25,122	45.70%
2011	13,202	26,415	50.00%
2012	17,496	26,241	66.70%
2013	17,377	25,137	69.10%
2014	16,942	28,089	60.30%
2015	17,930	26,970	66.50%

Performance Trend: From Figure 1, Wisconsin’s initial timeliness decreased slightly in 2015. The state has taken steps to increase this measure by hiring additional staff and recalibrating the structure of work shifts in Milwaukee. As shown in Table 1, in 2015 Wisconsin improved on timeliness of initial assessments compared to 2014.

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

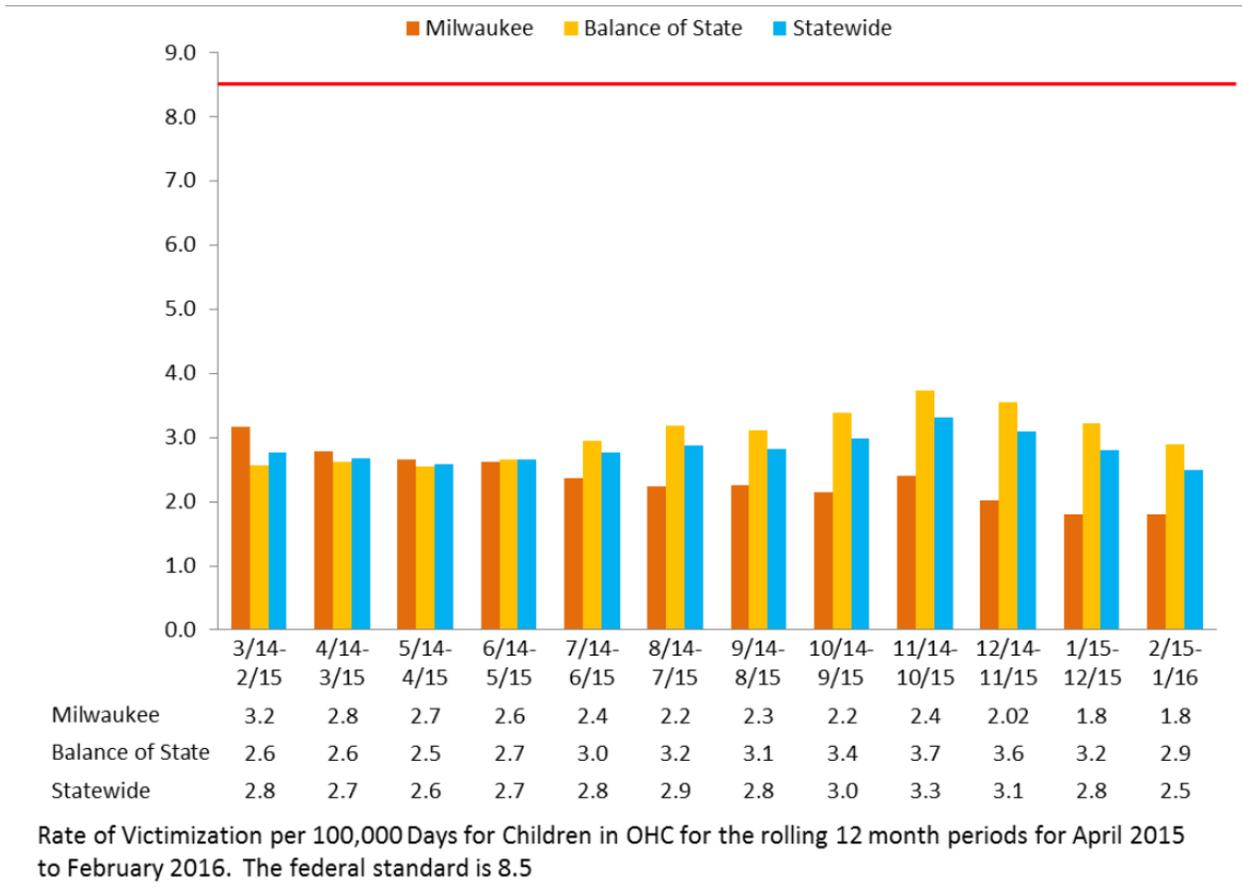
Item 2: Services to family to protect children in the home and prevent removal or re-entry into foster care

Federal Data:

Category	National Standard
Maltreatment in foster care	8.5 victimizations per 100,000 days in foster care
Recurrence of maltreatment	9.1 percent

State Data:

Figure 2: Maltreatment in Out-of-Home care



The statewide victimization rate for the 12 month rolling period of March 2015 – February 2016 was 2.5, significantly below the federal standard of 8.5 victimizations per 100,000 days in foster care.

Table 2: Recurrence of Maltreatment: CY 2013 through CY 2015

	CFSR	2013	2014	2015
Recurrence of Maltreatment	9.10%	4.82%	4.41%	4.40%

As seen in Table 2, the statewide recurrence of maltreatment is significantly below the 9.1% national standard. Wisconsin has consistently had under a 5 percent recurrence of maltreatment.

Table 3: Unduplicated child removals to OHC during Initial Assessment (IA): CY 2010 through CY 2012

Year	Number of Child Removals	Number of Children Assessed in IA	% of Child Removals for IA Performed
2010	2,567	33,436	7.7
2011	2,731	32,083	8.5
2012	2,578	33,289	7.7
2013	3,469	39,773	8.7
2014	3,091	43,009	7.2
2015	3,149	42,632	7.4

Table 3 shows the number of children removed from their homes during initial assessment (IA) and placed into out of home care increased from 2,567 children in 2010 to 2,731 children in 2011 and then decreased to 2,578 children in 2012. In 2013, the number of children removed from their homes during IA increased to 3,469 children but had decreased to 3,149 for CY 2015.

Please note that Table 3 details the number of unique children removed to out of home care that were also involved in an initial assessment during the same calendar year; it does not count the number of total removals into out of home care that include other manners of entering out of home care.

Ancillary:

Wisconsin has undertaken actions to strengthen its capability and service array to support children in their own homes, whenever possible. Specifically, in 2012 Wisconsin initiated an in-home safety services pilot program in interested non-Milwaukee counties and in July 2013 redesigned the in-home safety services program in Milwaukee to improve its effectiveness. Since 2012, Wisconsin continues to redesign the in-home safety services program as needed to improve child safety.

Item 3: Risk and safety assessment and management

Case Review Data:

The State Rating Summary report gives an aggregated summary of state CFJR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages.

Performance Item or Outcome		Cases: 184						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.				66%	16%	17%	
Item 3	Risk and safety assessment and management	66%	34%					

Federal Data: N/A

Performance Trend: Wisconsin continues to safely maintain children in their home when possible. As seen in Table 2, Wisconsin continued to have low recurrence rate of maltreatment of 5 percent or less.

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

- Item 4: Stability of Foster Care**
Item 5: Permanency Goal for Child
Item 6: Achieving reunification, guardianship, adoption, or other planned permanent living arrangement

Case Review Data:

The State Rating Summary report gives an aggregated summary of state CFSR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages.

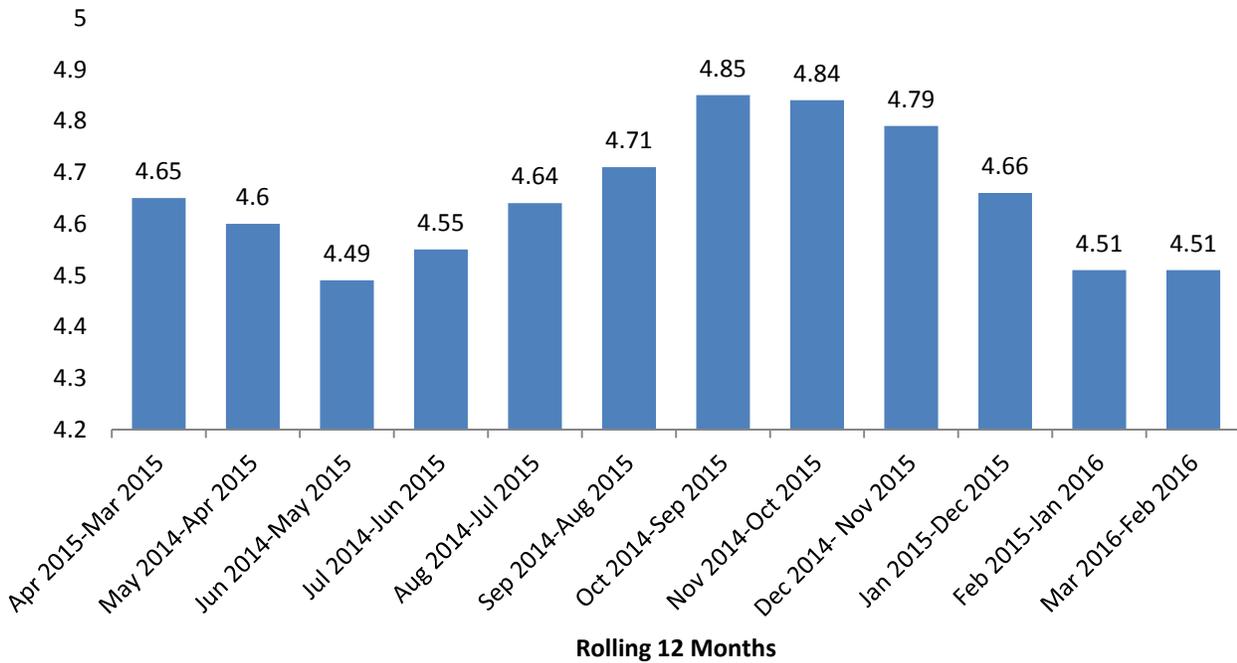
Performance Item or Outcome		Cases: 184						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Permanency Outcome 1	Children have permanency and stability in their living situations				31%	37%	6%	
Item 4	Stability of foster care placement	82%	18%					
Item 5	Permanency goal for child	53%	47%					
Item 6	Achieving reunification, guardianship, adoption, or other planned permanent living arrangement	61%	39%					

Federal Data:

Category	National Standard
Permanency in 12 months for children entering foster care	40.5 percent
Permanency in 12 months for children in foster care 12 to 23 months	43.6 percent
Permanency in 12 months for children in foster care 24 months or more	30.3 percent
Re-entry to foster care in 12 months	8.3 percent
Placement stability	4.12 moves per 1,000 days in foster care

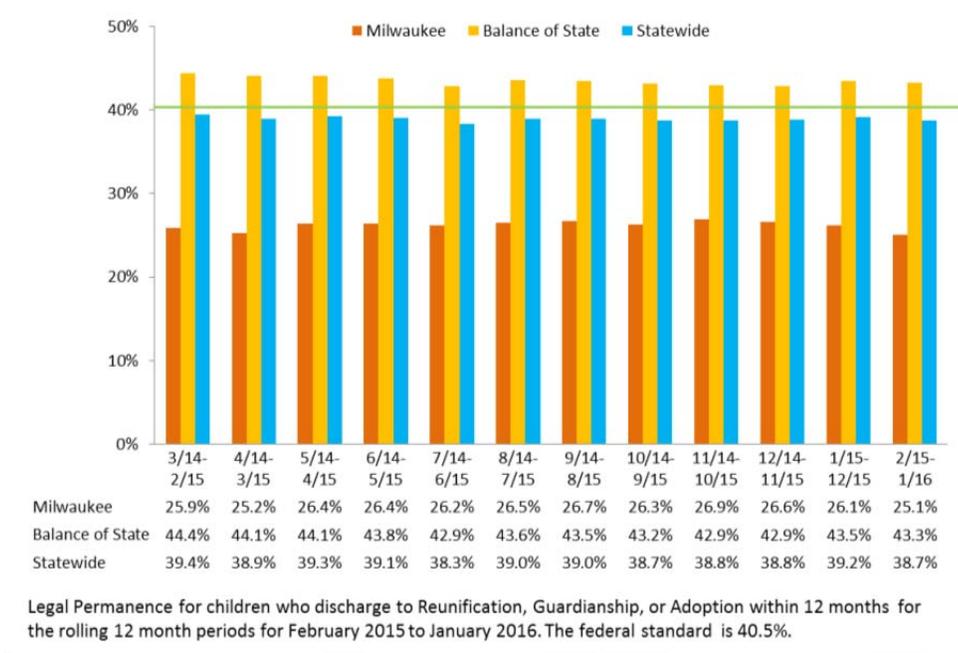
State Data:

Figure 3: CFSR Placement Stability in Out-of-Home care:



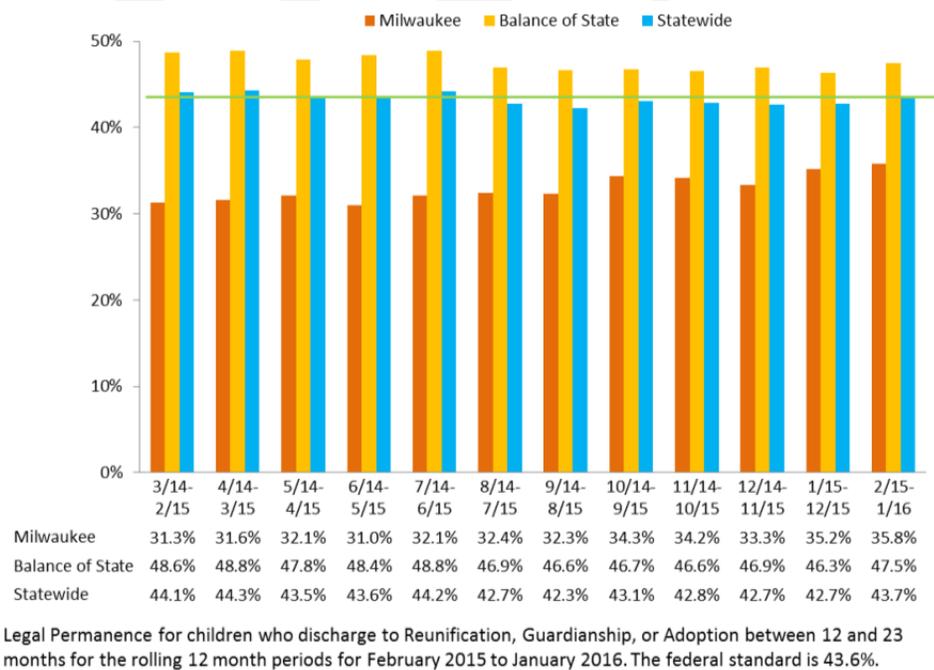
The federal benchmark for placement stability is 4.12% per 1,000 days in out-of-home care. As you can see from Figure 3, for the rolling 12 month periods starting in April 2014, Wisconsin has not performed below the 4.12% national standard. For the last two 12 month rolling periods, Wisconsin has improved slightly but still not performing below the federal benchmark.

Figure 4: Legal Permanence <12 Months: CSFR



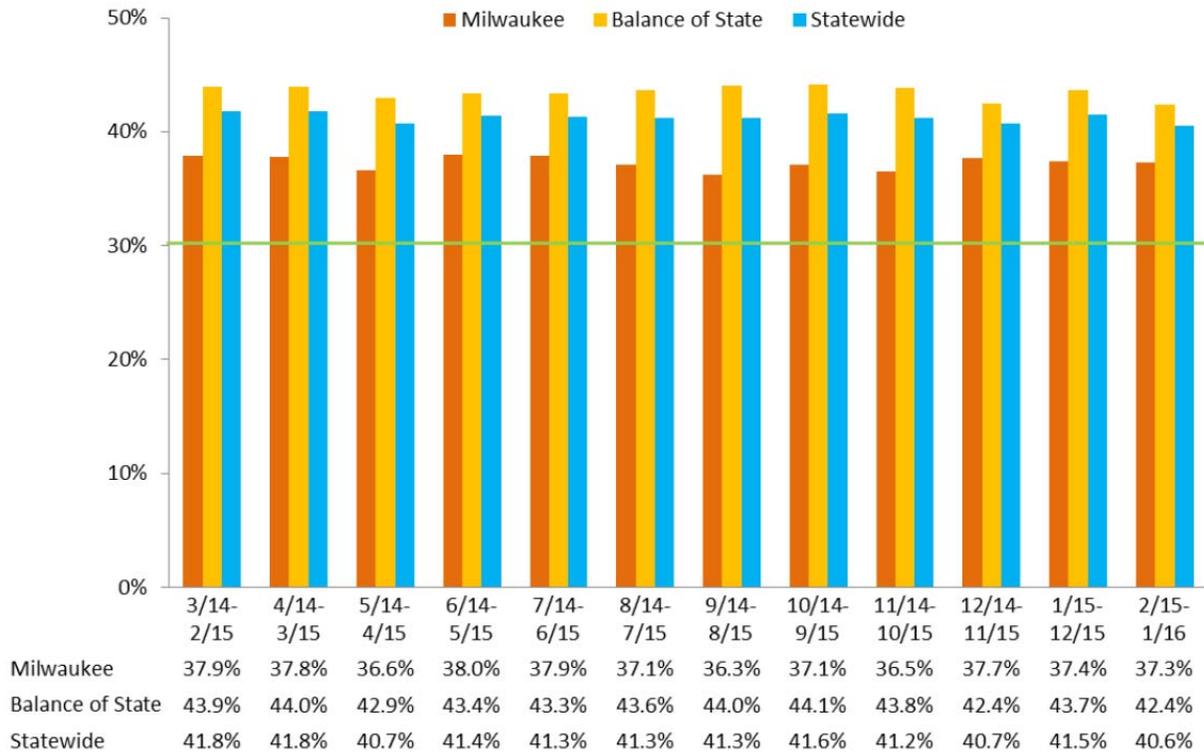
Wisconsin's performance is 38.7%, slightly below the 40.5% federal benchmark.

Figure 5: Legal Permanence <12-23 months: CFSR



Wisconsin performed at 43.7%, meeting the federal benchmark for the rolling 12 month period of February 2015 to January 2016.

Figure 6: Legal Permanence in 24+ months: CFSR



Legal Permanence for children who discharge to Reunification, Guardianship, or Adoption in greater than 24 months for the rolling 12 month periods for February 2015 to January 2016. The federal standard is 30.3%.

Statewide, Wisconsin performed at 40.6%, significantly exceeding the federal benchmark for legal permanence in >24 months.

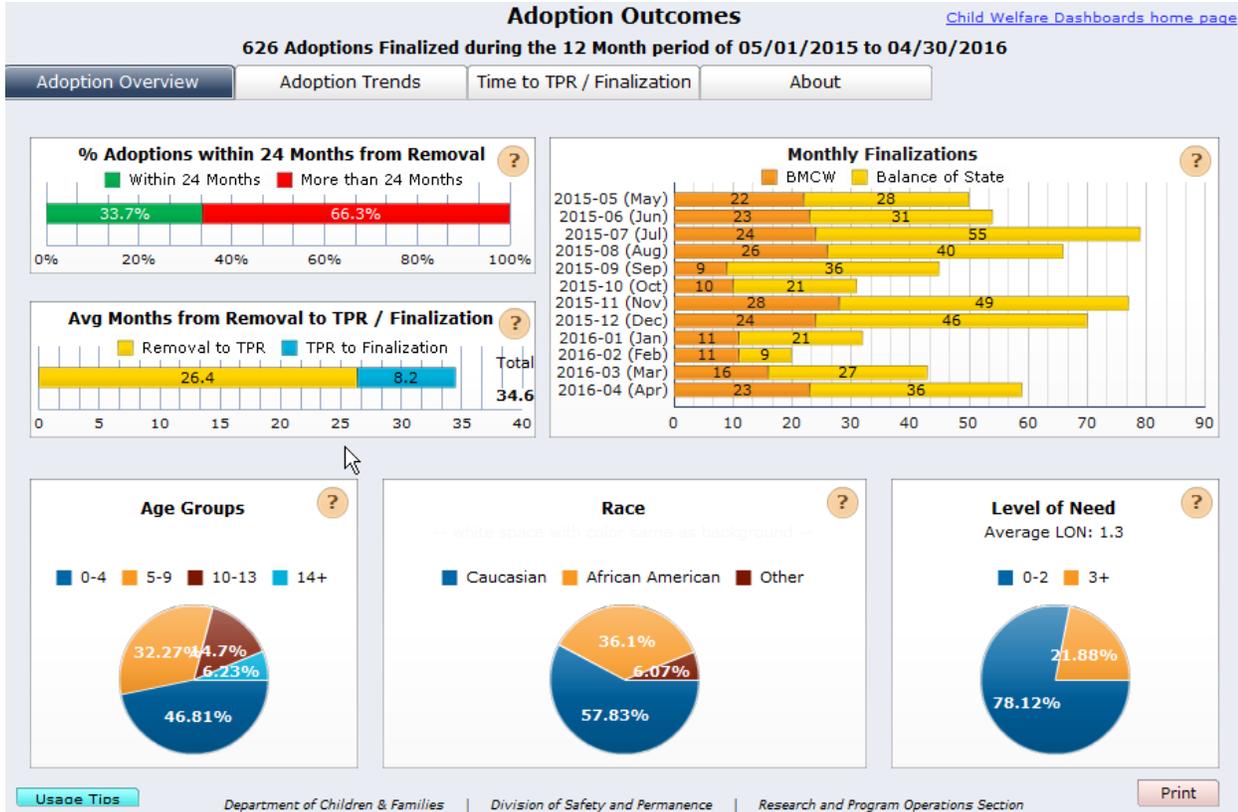
Table 4: CFSR Re-entry to foster care in 12 months

CFSR 3	2012	2013	2014	2015
8.30%	10.97%	10.41%	10.36%	*10.82%

*Incomplete, cohort has not had the full 12 month cycle.

It must be noted that CY 2015 is not complete data at this point because there has not been enough time, a full 12 months, for the children in the cohort to re-enter. Wisconsin has struggled with re-entries into foster care and has not performed below the 8.30% re-entry rate. Due to Wisconsin’s high re-entry rates, Wisconsin continues to implement the Post-Reunification Support program which provides enhanced case management, family-centered services, and bolsters natural community-based supports.

Figure 7: Adoption Outcomes-Adoption Overview



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Figure 8: Adoption outcomes-Adoption Trends: Child Age at Finalization

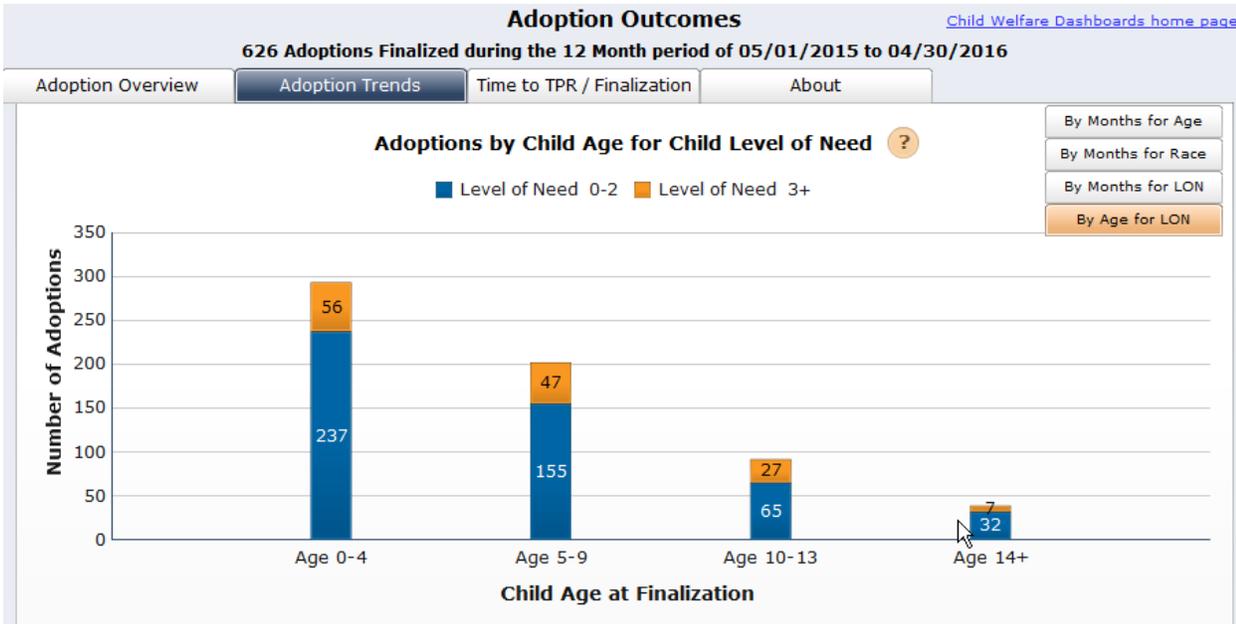
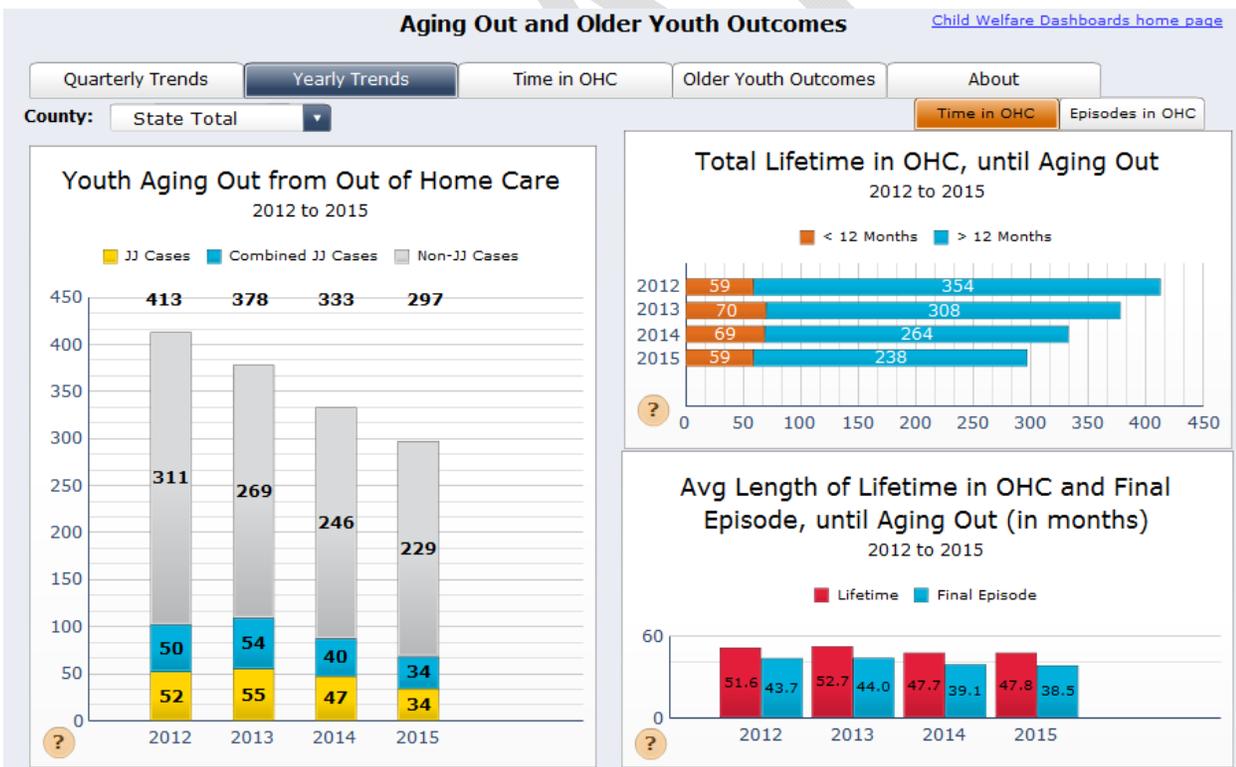
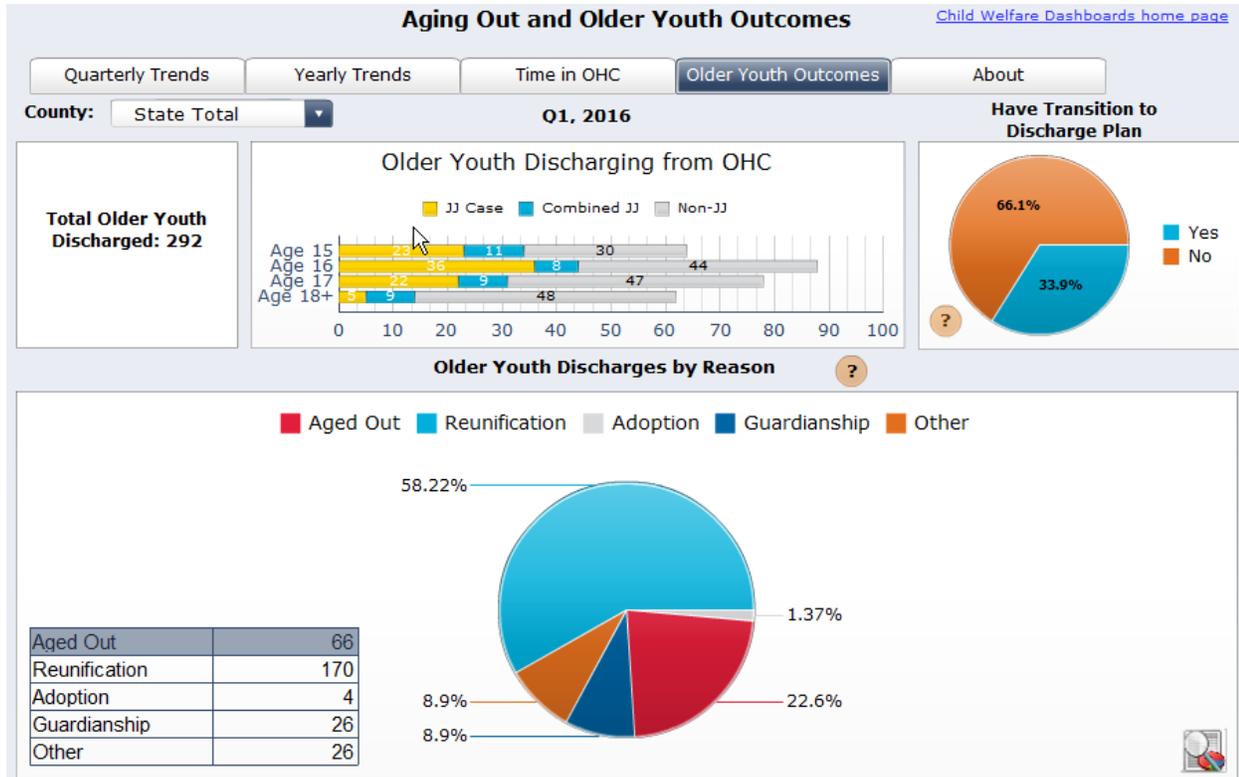


Figure 9: Adoption Outcomes-Aging out and Older Youth Outcomes: CY 2012 through CY 2015



Below is the Aging out and older youth outcomes for the first quarter of 2016. This time period represents January to March 2016. As you can see from the chart, there were 292 older youths, age 15 or higher, that were discharged with reunification being the highest outcome of 58.22%.

Figure 10: Aging Out and Older Youth Outcomes: First Quarter 2016



Performance Trend:

Wisconsin is not performing at the federal standard when it comes to placement stability. However, Wisconsin is consistently just slightly above the 4.12 moves per 1,000 days in foster care and with the last two rolling 12 months showing progress where it decreased from 4.66 moves in January 2016 to 4.51 moves in February and March. There is optimism that Wisconsin will be able to hit the benchmark soon.

Re-entry within 12 months continues to be higher than desired where it hovers around 10% under the new CSFR re-entry measure. To address the high re-entry rate, Wisconsin initiated in 2014 the Post-Reunification Supports Title IV-E demonstration project which establishes in non-Milwaukee counties services and supports for children and their families in the initial 12 months after reunification. As of June 2016, 211 children have completed the full 12 months of program participation and currently approximately 220 children are enrolled in 32 Wisconsin counties.

Wisconsin has improved performance trends for adoption over the last four fiscal years. In addition, the number of youth aging out of care declined significantly and was less than 300 for the first time in CY 2015.

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

- Item 7: Placement with siblings**
- Item 8: Visiting with parents and siblings in foster care**
- Item 9: Preserving connections**
- Item 10: Relative Placements**
- Item 11: Relationship of child in care with parents**

Case Review Data:

The State Rating Summary report gives an aggregated summary of state CFSR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages.

Performance Item or Outcome		Cases: 184						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.				57%	37%	6%	
Item 7	Placement with siblings	83%	17%					
Item 8	Visiting with parents and siblings in foster care	57%	43%, n=57					
Item 9	Preserving connections	73%	27%, n=40					
Item 10	Relative Placement	60%	40%, n=57					
Item 11	Relationship of child in care with parents	66%	34%					

Federal Data: N/A

State Data:

Table 5: Placement Settings: CY 2012 through CY 2015

Home based Placement settings as of December 31st	2012	2013	2014	2015
Non-Relative	68%	60%	59%	56%
Relative	32%	40%	41%	44%

Wisconsin has made efforts to keep children in care of relatives when possible. From Table 5, Wisconsin has increased the rate of children who are placed in relative care. In 2015, the rate of children in relative care was 44%, up from 41% in 2014.

Performance Trend:

This year, 2016, Wisconsin has implemented the Geographic Placement Resource System (GPRS), a tool for workers to place children as close as possible to their families and current schools. Wisconsin continues to place siblings together whenever possible. As shown in the CFSR case ratings, with 83% identified as strength. For Visiting with parents and siblings in foster care, strength was 57% while 43% showed area needed improvement. Preserving connections was 73% indication of strength. Relative placement and relationship of child in care with parents both show about 60% indication of strength.

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

Item 12: Needs and services of child, parents, and foster parents

Item 12a: Needs assessment and services to children

Item 12b: Needs assessment and services to parents

Item 12c: Needs assessment and services to foster parents

Item 13: Child and family involvement in case planning

Item 14: Caseworker visits with child

Item 15: Caseworker visits with parents

Case Review Data:

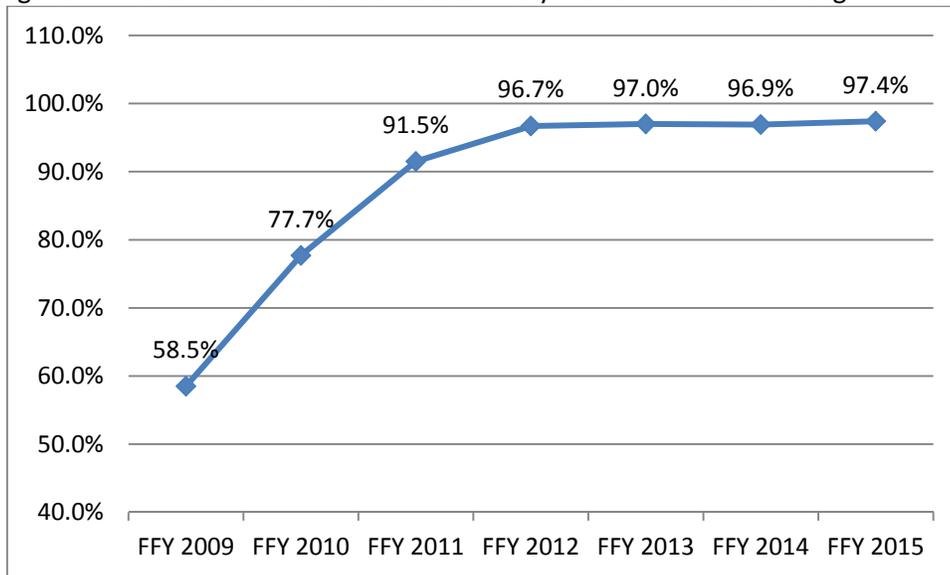
The State Rating Summary report gives an aggregated summary of state CFSR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages.

Performance Item or Outcome		Cases: 184						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Well-being Outcome 1	Families have enhanced capacity to provide for their children's needs.				46%, n=85	41%, n=75	13%, n=24	
Item 12	Needs and services of child, parents, and foster parents	52%	48%					
Item 12a	Needs assessment and services to children	84%	16%					
Item 12b	Needs assessment and services to parents	59%	41%					
Item 12c	Needs assessment and services to foster parents	83%	17%					
Item 13	Child and family involvement in case planning	65%	35%					
Item 14	Caseworker visits with child	72%	28%					
Item 15	Caseworker visits with parents	45%	55%					

Federal Data: N/A

State Data:

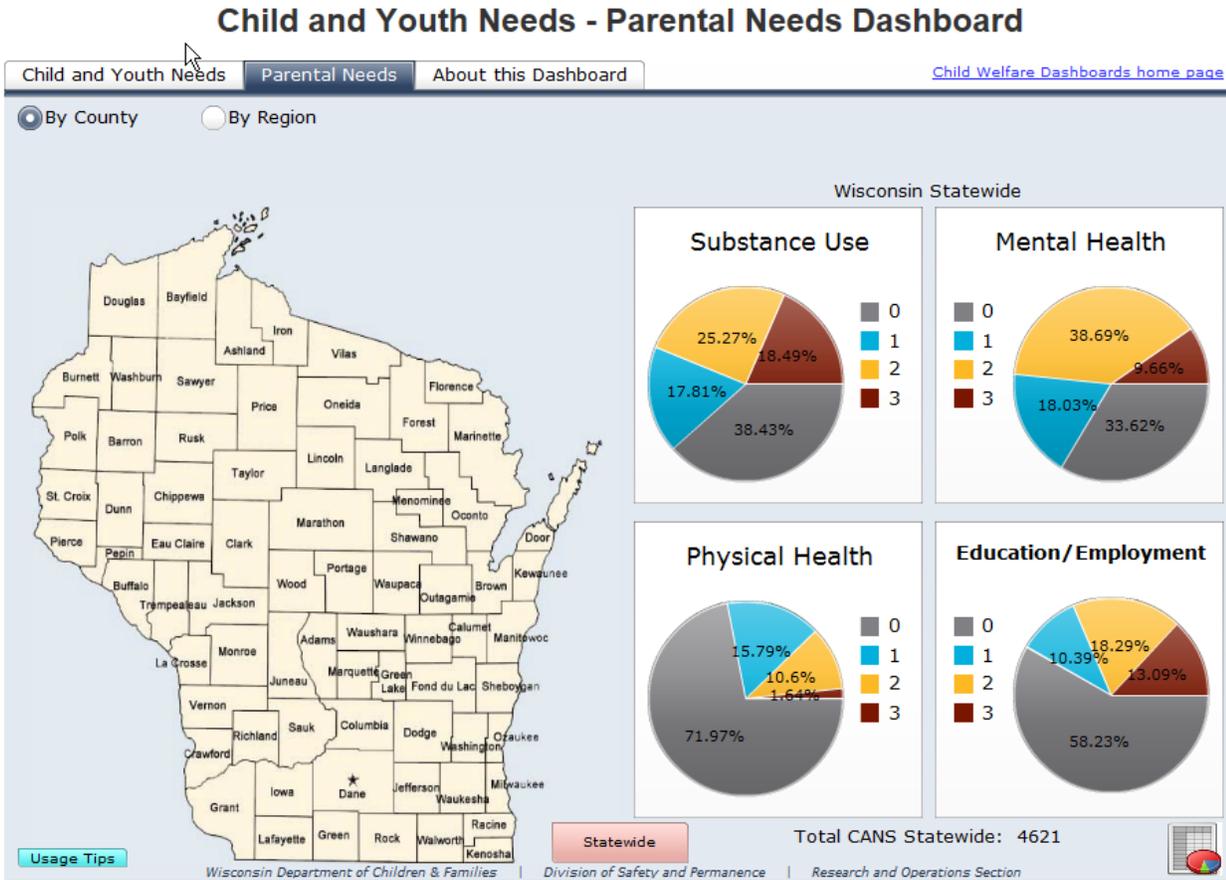
Figure 11: Percent of Children Contacted Every Month: FFY 2009 through FFY 2015



As the administrative data shows above, Wisconsin's performance on timeliness of caseworker visits has improved dramatically over the past five years. In the four most recent years, Wisconsin achieved 96% of monthly caseworker contacts.

DRAFT

Figure 12: Parental Needs-Statewide



Performance Trend:

From the case reviews, Wisconsin needs improvement in areas of Needs and services of child, parents, and foster parents, Needs assessment and services to parents, and Caseworker visits with parents as they all scored 40% or higher in area needs improvement. On the other hand, Wisconsin had 80% or higher rating for strength in Needs assessment and services to children and Needs assessment and services to foster parents.

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

Item 16: Educational needs of the child

Case Review Data:

The State Rating Summary report gives an aggregated summary of state CFSR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages.

Performance Item or Outcome		Cases: 184						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Well-being Outcome 2	Children receive appropriate services to meet their educational needs.				87%	2%	11%	
Item 16	Educational needs of the child	87%	13%					

Federal Data: N/A

State Data:

Out of Home Care School-Aged Children Analysis

DSP has conducted analysis related to school and early care enrollment and educational performance for children in out of home care.

In the spring of 2012, DCF and DPI initiated a pilot data exchange to directly link educational and out of home care data. The data set included all children in out of home care between the ages of 7 and 18 who were removed in the 2008-9 school year and in OHC for at least 3 months.

The analysis found that children in OHC have worse educational outcomes than the general school age population in virtually every measure of educational success as seen in the chart below.

Measure	OHC kids (1351)	General Population	Milwaukee OHC (206)	Milw General Population
Attendance (% of days attended in the school year)	85%	96%	78%	88%
Retention - Current Year	6%	2%	9%	8%
Retention - Ever	16%	Not available	36%	Not available
Mobility (% of students served by more than one school)	44%	Not available	38%	Not available
Suspension - K-5 342 OHC kids	17%	4%	41%	19%
Suspension - 6-8 330 OHC kids	43%	8%	68%	49%
Suspension - 9 - 12 670 OHC kids	44%	10%	67%	56%
Suspension - All Grades	37%	6%	56%	46%
Expulsion - K - 5 342 OHC kids	N/A	0.0%	N/A	0.1%
Expulsion - 6 to 8 330 OHC kids	1.5%	0.2%	2.0%	0.7%
Expulsion - 9 - 12 670 OHC kids	3.8%	0.3%	2.9%	0.6%
Expulsion - All Grades	2.3%	0.2%	1.5%	0.5%
Children with an Individualized Education Plan	43%	15%	29%	19%
Testing Proficiency				
Grade level	Minimal	Basic	Proficient	Advanced
Third grade reading - OHC (75 kids)	17%	33%	27%	13%
Third grade reading - General Population	6%	15%	34%	45%
Third grade math - OHC Kids (75 kids)	40%	11%	27%	13%

Measure	OHC kids (1351)	General Population	Milwaukee OHC (206)	Milw General Population
Third grade math - General Population	14%	9%	41%	35%
Eighth grade reading - OHC kids (141 kids)	21%	21%	36%	12%
Eighth grade reading - General Population	6%	9%	42%	43%
Eighth grade math - OHC population (141 kids)	28%	18%	40%	5%
Eighth grade math - General Population	8%	13%	49%	29%

Out of Home Care Early Care Children's Analysis

The figures below shows trends over time for children enrolled in YoungStar, Wisconsin's Quality Rating Improvement System and in Early Head Start and Head Start. Foster children are categorically eligible for Early Head Start and Head Start. These programs provide high quality early childhood education.

Figure 13: Percent of Foster Children in YoungStar Levels, Balance of State, 2012-2015

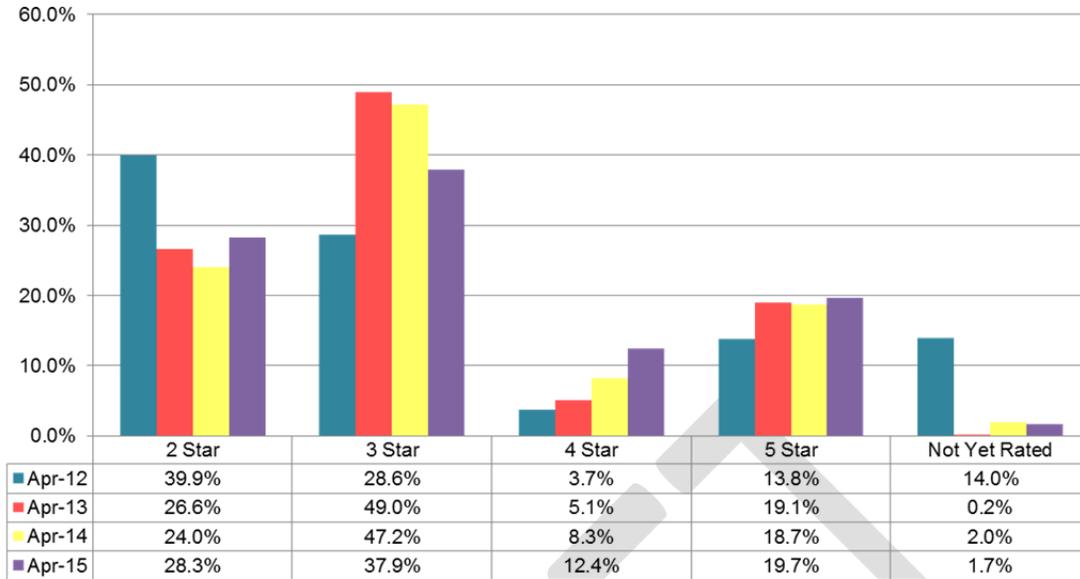


Figure 14: Percent of Foster Children in YoungStar Levels, Milwaukee, 2012-2014

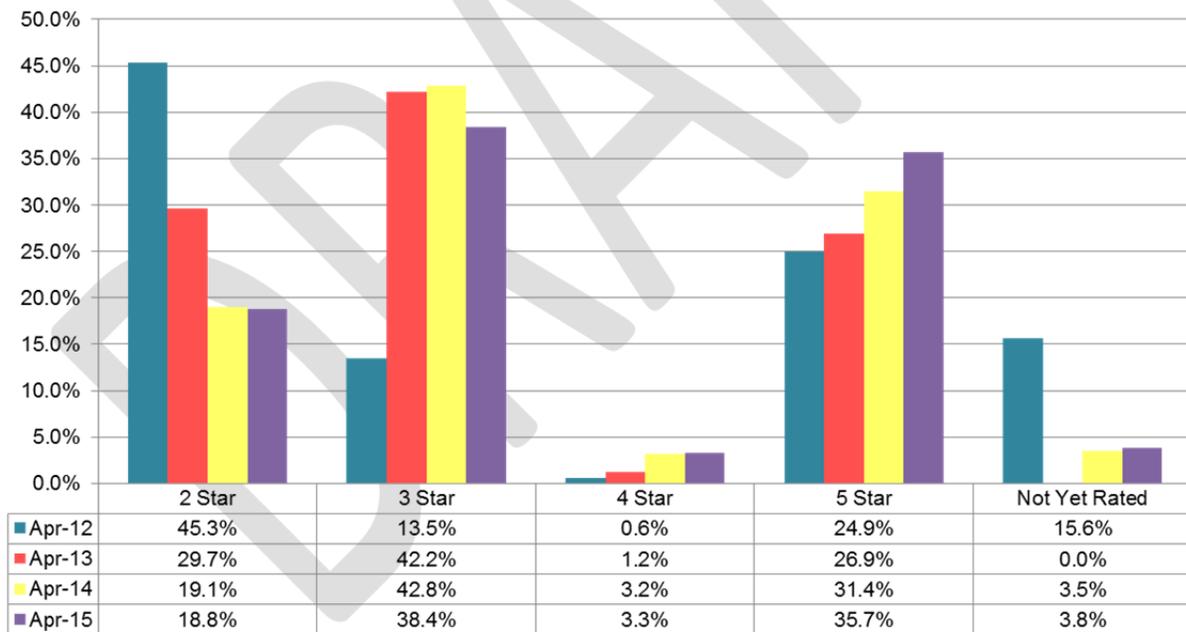
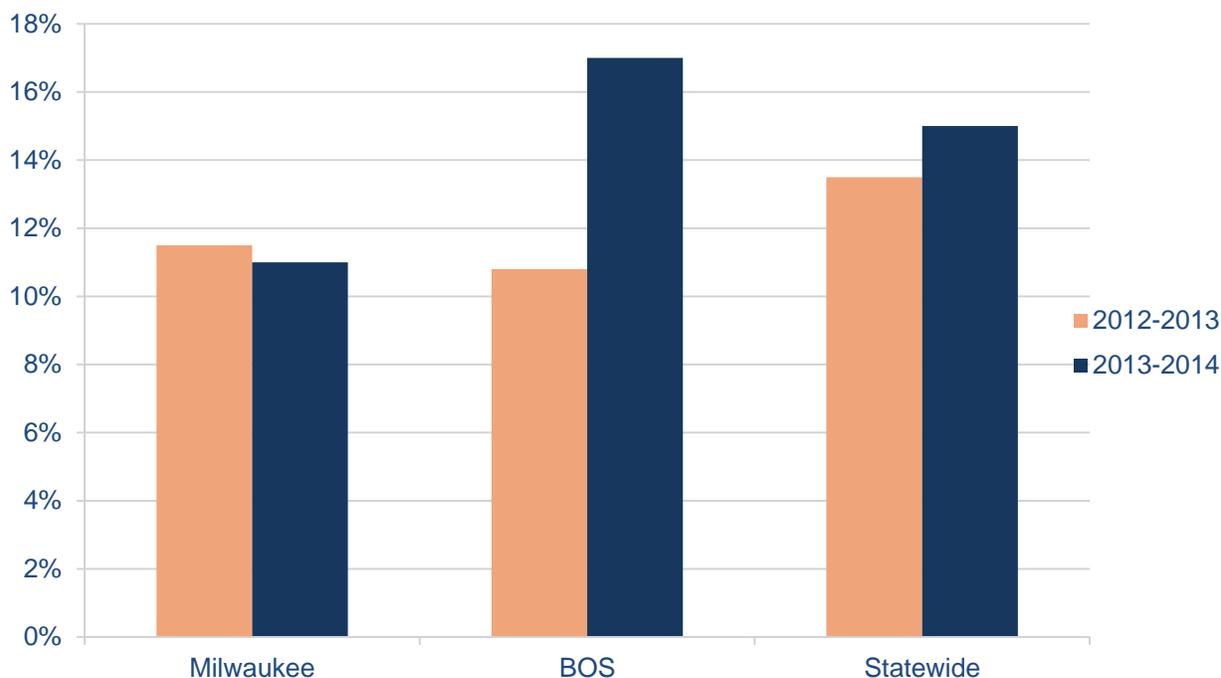


Figure 15: Percent of Foster Children in Head Start, Balance of State, 2012-2015



DCF is very pleased with progress toward improving the overall quality of early childhood experiences for children in OHC. Notable trends

- Steady improvement in the number of children in out-of-home care in higher rated child care, of particular significance is in Milwaukee, where children in Out-of-Home Care are faring better than the general early childhood population.
- For Head Start, the numbers have improved statewide and in the balance of the state. Milwaukee underwent a major restructuring and rebidding of services for Head Start that may account for the slight decline in percentage participation of children in OHC, efforts are underway between Milwaukee and current Head Start grantees in Milwaukee to boost this participation.

Table 6: Average Number of School Transfers by Placement Type, 2011-2014 School Years

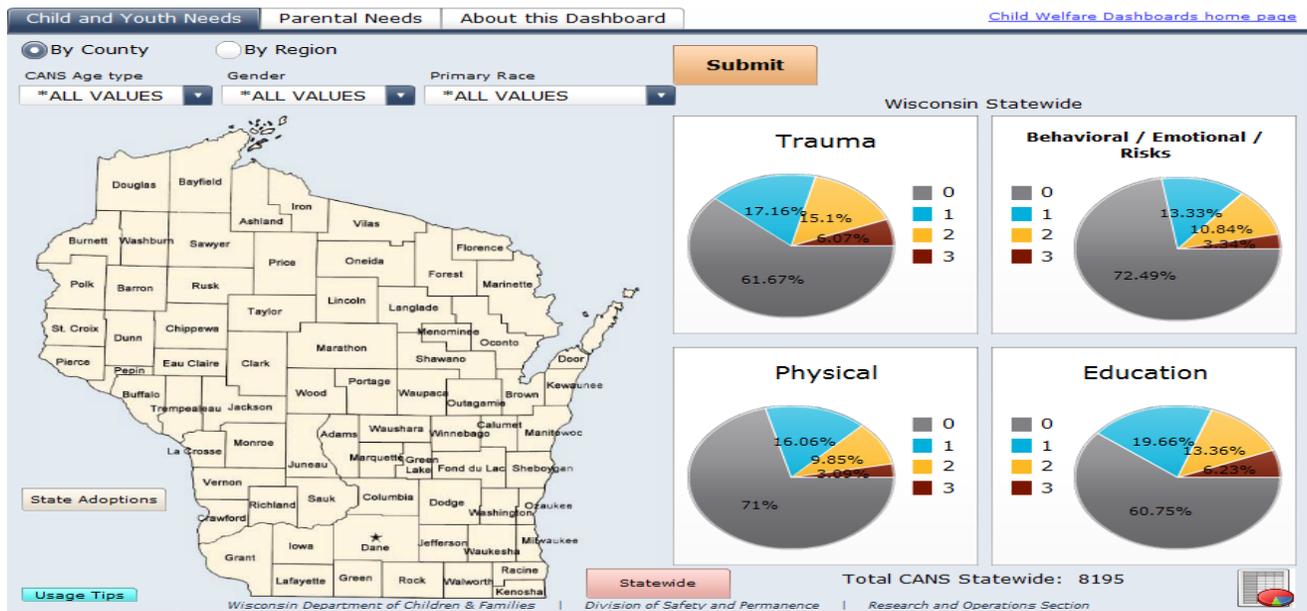
Placement Type	School Year					
	2011-2012		2012-2013		2013-2014	
	N	Average	N	Average	N	Average
Foster Home (Non-Relative)	1555	0.45	1554	0.40	1455	0.45
Foster Home (Relative)	1008	0.35	981	0.33	969	0.35
Group Home	628	0.68	600	0.62	554	0.69
Residential Care Center	569	0.59	569	0.58	515	0.59
Other Placements	1253	0.59	1355	0.56	1239	0.61

Please note that the “Other” placement type refers to not only placements such as Supervised Independent Living, Shelter, and Secured Facility, but also Missing from Care. As such, the “Other” placement type combines many placement types that may be disparate in nature. Furthermore, the definition of these placement types

means that a child can be counted multiple times within a school year: if a child was placed in a foster home with a relative *and* a group home within the same school year, the child’s outcomes are counted towards both the “Foster Home – Non-Relative” and “Group Home” placement types. Table 1 below presents the average number of school transfers within a school year, by the five placements described above.

The number of school transfers is on average lowest for children placed in foster homes with relatives (with an average of 0.34 transfers per school year), and highest for children placed in group homes (with an average of 0.66). This result is perhaps unsurprising, as relatives presumably live in closer proximity to the child’s home and school, when compared to other placement types that rely more on the availability of facilities at the time of the child’s removal. In general, children who are placed in foster home placement settings—regardless of placements with relatives—experience fewer moves across different schools, and thus, on average experience more (school) stability.

Figure 16: Child and Youth Needs-Statewide
Child and Youth Needs - Parental Needs Dashboard



Performance Trend:

Case review indicates that providing educational needs of the child is a strength with an 87% rating and 87% rating for substantially achieved in overall outcome rating. The percentage of foster children in high quality early childhood programs (3-5) has increased from 2012 to 2015.

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

Item 17: Physical Health of the Child
Item 18: Mental/behavioral health of the child

Case Review Data:

The State Rating Summary report gives an aggregated summary of state CFSR performance for an entire review. The report provides both an individual and combined count of ratings for each item and outcome, as well as individual and combined percentages.

Performance Item or Outcome		Cases: 184						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Well-being Outcome 3	Children receive adequate services to meet their physical and mental health needs.				57%	17%	26%	
Item 17	Physical health of the child	61%	39%					
Item 18	Mental/behavioral health of the child	78%	22%					

Federal Data: N/A

State Data:

In 2014, the state initiated the Care4Kids Medicaid program in the six southeast counties of the state. The Care4Kids program provides comprehensive and coordinated care for children in out-of-home care that is trauma-informed and addresses the child’s individualized needs. As of June 2016, approximately 3,000 in the six participating counties are enrolled in the Care4Kids program. The state plans to expand the program statewide over the coming years.

Performance Trend:

Well-being outcome 3 had an overall outcome rating of 57% for substantially achieved. Specifically, physical health of the child had a 61% rating for strength and mental/behavioral health of the child had a 78% rating for strength. The Care 4 Kids program is increasing the timeliness and quality of foster children.

Systemic Factors

Management Information System

The Wisconsin SACWIS system, known as eWiSACWIS, is operated by the Department and is used by all local child welfare agencies and the state's Special Needs Adoption Program (SNAP) and includes statewide use of the application across all program areas. The application is used to support the full range of the State's child welfare program, including child protective services, ongoing case management, foster care, independent living, and adoption, and readily identifies the status, demographic characteristics, location and goals for the placement of every child in placement, including current and historical data related to child placement in foster care. The eWiSACWIS system is the source of information for federal reporting, as well as for state child welfare data reporting purposes and supports state and local financial processes.

Users of eWiSACWIS are required to follow Wisconsin CPS practice standards for timeliness and casework process requirements. The system has built in ticklers and other edit check functionality based on the creation of certain required documents that remind workers and supervisors of work that needs to be documented and approved. Considerable user input is sought to assist in eWiSACWIS maintenance and enhancement efforts. These efforts include regional user groups which meet on a quarterly basis to provide technical assistance and review of upcoming application changes, annual conferences to present and discuss program and technical changes to the application, annual one to one consultation between local child welfare agency representatives and the assigned eWiSACWIS business analyst staff, and involvement of users in the design and testing of application changes. The system's responsiveness continues to be augmented and numerous technical enhancements have been made to the application to reduce duplicative data entry, reducing the time it takes to enter into and manage cases within the application.

Several external entities have limited access to eWiSACWIS including:

- Eleven tribal child welfare agencies;
- Private group home and residential facility agencies who can enter case notes to document child contacts as authorized by local child welfare agencies;
- Contracted private providers who deliver independent living services to young adults as authorized by local child welfare agencies; and
- Contracted health provider for the Medicaid Care4Kids program.

The Division has also granted limited access to data related to child placements for economic assistance and child support staff to enable child support collection and program eligibility determinations. Finally, specific staff within the Department's Division of Early Care and Education has been given access to eWiSACWIS to do child care licensing background checks under the state's caregiver law.

eWiSACWIS includes an application called eWReports, which supports state and county access to a range of reports used to assess service data and monitor performance. Over 200 corporate level reports support state and local program and fiscal monitoring and management activities. Service data reports include summary and detailed information related to critical child welfare service activity and practice requirements, such as CPS reports, CPS initial assessment decision making, and OHC placement, including client characteristics, location of services/placement, etc. Additional reports are used to support local and state level fiscal management and payment activities and to manage provider-related responsibilities such as licensing and foster home rate setting.

Over the last several years, the Division has implemented several enhancements to the data warehouse, referred to as dWiSACWIS, which now includes data related to CPS Access and Initial Assessment casework, caseload demographic and case history information, OHC placements, pre-finalized adoptions, OHC providers, Child and

Family Services Review (CFSR) Round 3 outcome measures, child and adolescent needs and strengths (CANS) information, and title IV-E eligibility and claiming data and reports. Technical enhancements to the data warehouse have included the automation of data repository naming conventions, development of an audit tracking report to support statewide implementation, and evaluation of data management and design documentation tools. The Division continues to expand data available within dWiSACWIS from both eWiSACWIS and from other administrative data and information gathering systems, such as child educational and medical information from other state agencies and from the Division's Child Welfare CQI case record reviews.

To further supplement and advance use of the above technical and reporting functionality, the Division continues to work with others in the Department to implement interactive dashboards which are available to the public via the Department's website. These same dashboards are available to eWiSACWIS users with additional data to promote the use of the dashboards at the local child welfare agency levels to further analyze, monitor, and support data-driven decision-making. The dashboards currently address the following program areas:

- Caseload demographics and casework activity;
- CPS Access;
- CPS Initial Assessment;
- CANS Assessment;
- Child Permanency and placement related outcomes;
- Caseworker Contacts with children in OHC; and
- Provider performance based measures.

Brief Assessment of Strengths and Weaknesses

Wisconsin has established and continues to advance technical improvements to the eWiSACWIS and dWiSACWIS applications to support user-friendly and robust systems that meet technology needs in an effective manner. Challenges for these systems include high need priorities that sometimes compete for time and resources meaning that some application enhancements and report development initiatives are not able to be completed as quickly as would be ideal; ensuring alignment of changes to eWiSACWIS are tied to upgrades needed to dWiSACWIS and other reporting tools; and, that the systems are modernized to efficient and compatible with mobile computing needs and devices. Wisconsin continues to make eWiSACWIS enhancements to meet new reporting data elements and improved data quality associated with NCANDS, AFCARS (including development of the AFCARS Improvement Plan (AIP) currently in place) and NYTD.

Case Record Review System

Wisconsin has a comprehensive case review system, required by state statutes and standards, to establish case plans for children served in the family home and for children placed in OHC. Key aspects of child welfare case planning process referred to as “permanency plans” in Wisconsin’s Children’s Juvenile Codes, Chapters 48 and 938, include the following factors: thorough identification and analysis of factors affecting child safety and risk of future harm; development and implementation of case plans and ongoing progress evaluations with families and key collateral contacts to the family to address factors affecting child safety and future risk of harm; and, for all children placed in OHC, use of the case plan, referred to as the child’s Permanency Plan, and results of subsequent progress evaluations as a basis for conducting permanency plan reviews, assessing compliance with federal ASFA requirements, and modifying the permanency goal, as necessary.

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

When children are placed in OHC, the case plan and case plan progress evaluations support the identification or modification of the permanency goal and permanency planning efforts. For JJ cases, Chapter 938 governs permanency plan goal development, permanency plan review requirements, and court determinations regarding child, family and agency efforts to achieve the permanency goal. State policy and statutes also specify requirements under the federal ASFA law to pursue termination of parental rights (TPR) for children who have been in out-of-home care for 15 of the most recent 22 months.

The state’s eWISACWIS system supports permanency planning and the federal ASFA practice requirements and documentation and the application has been modified to synthesize and streamline some documentation functionality related to assessment and planning. In addition, reports based on permanency planning and ASFA are available to state and local child welfare agencies to monitor monthly performance related to these requirements.

Based on this eWISACWIS data, as of December 2013, of the 5,862 children in OHC for more than 60 days, 93% of the children had a permanency plan and goal documented, and 7% did not have a permanency goal documented as required by statutes and state policy. Also, ASFA compliance performance for children in out of home care for the 15th of the last 22 months and in placement in as of 12/31/13 was as follows:

Months in Care-OHC 15	Children in Care	Documented Exceptions	TPR Referred	TPR Filed	Percentage Compliant
Statewide	169	140	4	2	86.4%
BMCW	50	43	3	1	94.0%
BOS	119	97	1	1	83.2%

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

Periodic Review and Permanency Hearings

In Wisconsin, the majority of jurisdictions use an administrative panel for the six month review. Although a few jurisdictions have the court commissioner or a judge conduct the six-month review, the approach to periodic reviews is not distinguished as a periodic (six-month) review or an annual permanency hearing. If it is conducted by a judicial officer on the record, the court record event is a Permanency Hearing regardless of the time interval.

CCIP is currently working with the University of Wisconsin Institute for Research on Poverty (IRP) to assist with third-party matching of children's/juvenile court records from the Consolidated Court Automation Programs (CCAP), the judicial branch's automated system, and data from eWiSACWIS to enable CCIP to report on five timeliness measures required under the federal Court Improvement Program grant, including the time to the first permanency hearing and the time to subsequent permanency hearings.

In FFY 2014, IRP was able to obtain the full set of data from CCAP capturing all of the years during which a child might have had an interaction with the child welfare and juvenile court systems, as opposed to the test data available in FFY 2013 that was limited to children in out-of-home care less than two years. IRP achieved a 93%-94% match rate between the cases in CCAP and eWiSACWIS using the full set of data. Baseline rates for the five required timeliness measures have now been established for children who achieved a permanent placement (reunification, adoption, guardianship, or placement with a fit and willing relative) in calendar year 2013. The data provided below was reported in the CCIP FFY 2014 Program Assessment Report submitted in December 2014.

Timeliness Measure #1: Time to First Permanency Hearing

Measure: Number of days from most recent removal to the first permanency hearing.

Sample: Children reaching permanency in 2013 who experienced at least one permanency hearing during their most recent out- of-home placement episode.

Sample size: 1,983 children.

Estimate: Mean Time to First Permanency Hearing=237 days (Median=179 days)

Timeliness Measure #2: Time to Subsequent Permanency Hearings

Measure: Number of days from each permanency hearing to the next permanency hearing.

Sample: Children reaching permanency in 2013 who experienced at least two permanency hearings during their most recent out-of-home placement episode.

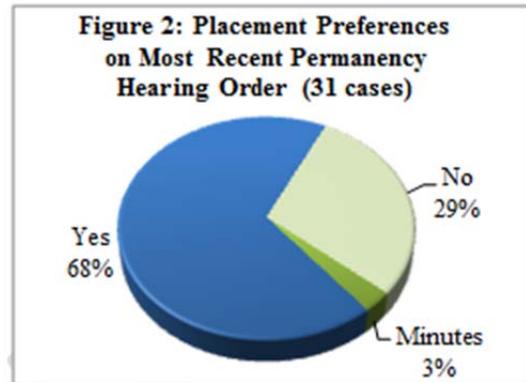
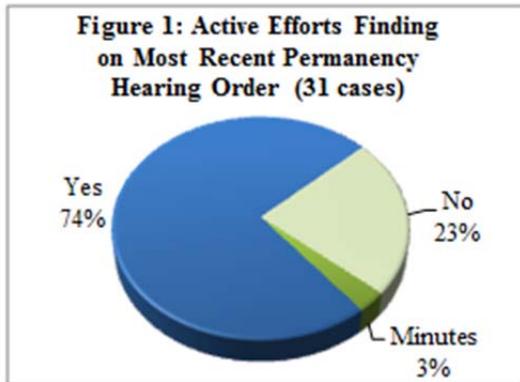
Sample size: 1,332 children experienced a second permanency hearing, 886 experienced a third permanency hearing, 589 a fourth, 380 a fifth, and 271 a sixth.

Estimate:

- Mean Time from First to Second Permanency Hearing=209 days (Median=175 days)
- Mean Time from Second to Third Permanency Hearing=199 days (Median=175 days)
- Mean Time from Third to Fourth Permanency Hearing=191 days (Median=171 days)
- Mean Time from Fourth to Fifth Permanency Hearing=187 days (Median=171 days)
- Mean Time from Fifth to Sixth Permanency Hearing=185 days (Median=171 days)

The Wisconsin Indian Child Welfare Act (WICWA) Continuous Quality Improvement project, through the Children's Court Improvement Program (CCIP), is designed to improve adherence to WICWA requirements in the circuit court system, including use of qualified expert witnesses, compliance with placement preferences, documentation of active efforts, and providing notice in CHIPS, JIPS, TPR, guardianship, and adoption cases. In addition, the project aims to increase collaboration and cooperation among the circuit courts, tribes, county child welfare agencies, attorneys, and other stakeholders. When schedules permit, staff from CCIP and DCF travel in unison to conduct simultaneous WICWA reviews of the same counties.

The following data was collected during the onsite reviews conducted in 2014 related to the WICWA requirements for Permanency Hearings:



Wisconsin statutes require that the child's foster parent, relative caregiver, or other physical custodian to be provided with notice of and a right to participate in all of the child's hearings in a CHIPS or TPR case. See ss. 48.27 and 48.42. Furthermore, notice of any permanency review or permanency hearing must be provided not less than 30 days prior to the review/hearing along with an advisement that the physical custodian and other case participants have an opportunity to be heard at the review/hearing by participating in it or submitting written comments not less than 10 working days prior to the review/hearing. See ss. 48.38(5) and (5m).

A circuit court form, Notice of Permanency Hearing (JD-1700) has been created to provide this requisite notice and advisement: www.wicourts.gov/formdisplay/JD-1700.pdf?formNumber=JD-1700&formType=Form&formatId=2&language=en. In addition, the Wisconsin Department of Children and Families has a guide and form available for the child's physical custodian to provide written comments at Permanency Reviews, Permanency Hearings, and other court hearings: http://dcf.wisconsin.gov/forms/doc/DCF_f_2474_e.doc.

The CCIP E-Learning Project, a web-based, self-directed training program that addresses Wisconsin statutes, case law, and best practices was released in early FFY 2014. The CCIP E-Learning Project is intended to be a tool that judges, court commissioners, attorneys, caseworkers/social workers, and other individuals can access at any time to obtain information on conducting key court hearings in child welfare cases, including statutory requirements, applicable case law, and recommended best practices. The overall goal of the project is to improve the quality of hearings in CHIPS, termination of parental rights, and adoption proceedings. The CCIP E-Learning Project includes a learning activity focusing specifically on conducting Permanency Hearings: www.wicciptraining.com/Content/permanency_latest/player.html.

DCF will work collaboratively with CCIP to codify and implement the provisions of the federal Preventing Sex Trafficking Act and Strengthening Families act related to permanency planning/hearings. CCIP will comment on proposed legislative language, modify applicable circuit court forms, update the Permanency Hearing learning activity for CCIP E-Learning Project, and educate judicial officers regarding the new requirements.

Termination of Parental Rights

According to the CCAP Age at Disposition Summary Report, the median length of time between filing the TPR petition and disposition in 2014 was 30 days for voluntary TPR cases and 114 days for involuntary TPR cases.

Timeliness Measure #4: Time to Filing of a TPR petition

Measure: Number of days from most recent removal to the first filing of a termination of parental rights (TPR) petition.

Sample: Children reaching permanency in 2013 who experienced a TPR filing.

Sample size: 640 children.

Estimate: Mean Time to TPR Filing=638 days (Median=554 days)

Timeliness Measure #5: Time to TPR

Measure: Number of days from most recent removal to the child’s first TPR order.

Sample: Children reaching permanency in 2013 who were issued a TPR order.

Sample size: 594 children

Estimate: Mean Time to First TPR Order=845 days (Median=763 days)

The WICWA Continuous Quality Improvement project, through CCIP, measures compliance with key WICWA requirements in both voluntary and involuntary TPR cases in an effort to prevent unnecessary permanency and case delays, motions to invalidate the proceeding, and appeals. The following data was collected during the WICWA CQI reviews conducted by CCIP in CY 2014:

Figure 1: Voluntary Consent in TPR Cases

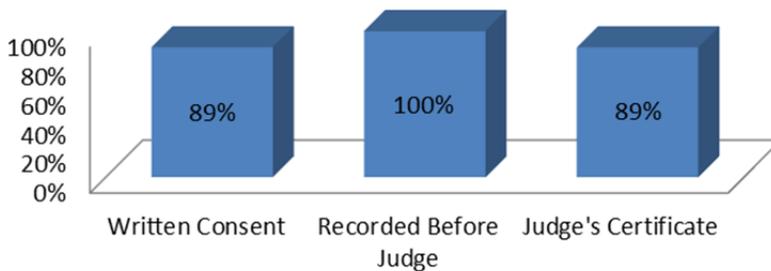


Figure 2: Serious Damage, Active Efforts, and QEW Testimony Involuntary TPR Case Sample (10 cases)

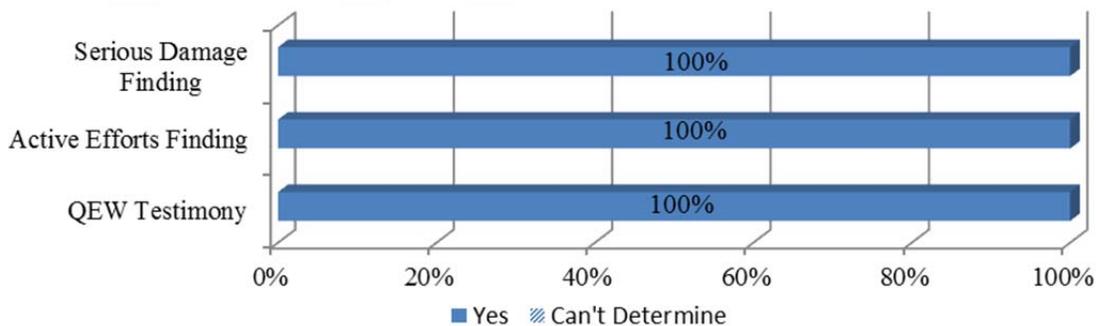
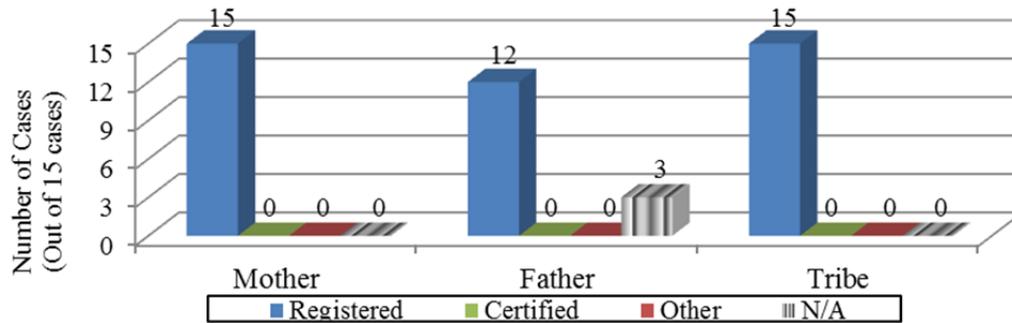


Figure 3: Initial Notice to Parents and Tribe in Involuntary TPR Cases

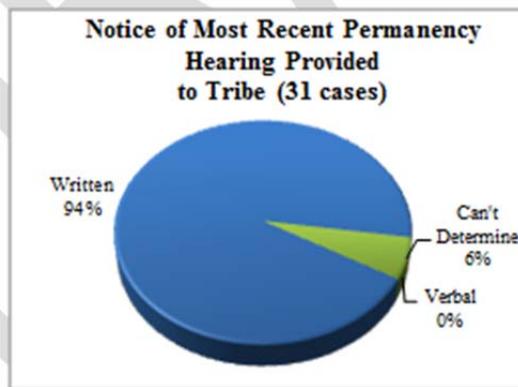


Data collected by Wisconsin under the Adoptive and Safe Families Act through eWISACWIS shows that: Of the 6813 kids in care on 12-31-2013, 3046 had been in care for 15 out of the last 22 months. Of those 2665 had completed ASFA documentation. Of those with no documented exception, 120 do not have a referral for TPR noted; 261 have a referral requested. Of those with ASFA documentation 1699 have not been referred to TPR, 966 have been referred for TPR. Of the group referred for TPR 537 have been filed and 429 have not.

Notice to Court Parties

In 2013, CCIP developed the Wisconsin Indian Child Welfare Act (WICWA) Continuous Quality Improvement Project, which is designed to improve adherence to WICWA requirements in the circuit court system. CCIP and DCF staff conducted onsite reviews in the following four counties in calendar year 2014: Forest County, Brown County, Vilas County, and Burnett County.

One of the items measured as part of the reviews is whether the tribe receives written notice of Permanency Hearings as required by WICWA. In 31 of the Child in Need of Protection or Services (CHIPS), Juvenile in Need of Protection or Services (JIPS), and Termination of Parental Rights (TPR) cases that were reviewed in 2014, the circuit court file contained documentation that written notice of the most recent Permanency Hearing was sent to the tribe as follows:



In addition, the CCIP WICWA Continuous Quality Improvement Project reviews whether the active efforts finding and placement preferences are documented on Permanency Hearing Orders. The findings from the reviews conducted in 2014 are provided above. Please note that this information is collected through a file review and only reports what is documented in the court case file.

In addition, development of case review systemic factor compliments with the state's new CQI case review system will also add valuable and needed information related to these performance areas.

Brief Assessment of Strengths and Weaknesses

Wisconsin's strong history of collaboration with the court system is a strength that will prove helpful in addressing the future activities planned to improve data collection. The data analysis that is underway with the Institute for Research on Poverty will provide useful feedback on timeliness measures that will help the CCIP target technical assistance resources effectively to improve court case processing outcomes. Challenges the court system will continue to address include data entry consistency and potential system enhancements to CCAP.

In FFY 2015, CCIP will implement recommendations that IRP made for court system data changes. In addition, CCIP will develop a plan with IRP to produce additional data reports that will be useful for state and local continuous quality improvement monitoring purposes. The additional methodologies may include: expanding the analysis population beyond those children achieving permanency, creating different versions of the performance measure based on thresholds (e.g., percentage of cases where the permanency hearing is held within 12 months of removal, TPR filed within 15 months of removal, etc.), calculating measures by county, excluding or separating out juvenile justice cases, and separating the performance measures by type of permanency.

Quality Assurance Systemic Factor

Child Welfare Continuous Quality Improvement (CQI) System Summary

The Division, with the support of the Department's Division of Management Services, Bureau of Performance Management and the multi-disciplinary Child Welfare Continuous Quality Improvement (CQI) Advisory Group, has implemented a new Child Welfare Continuous Quality Improvement System that serves to understand program performance across the casework practice continuum. Wisconsin's Child Welfare CQI System has evolved to include multiple sources of data and information to understand system performance and to begin to develop and implement strategies for system improvement. This data and information helps state and local agencies drive decision-making and, ultimately, better outcomes for children and families.

One source of data for our Child Welfare CQI System is case record reviews. The CQI case record review process uses new evaluation tools to assess case practice in Access, Initial Assessment, and Ongoing Services. The immediate goals of these reviews are to: (1) establish a statewide baseline for CPS Access (Reporting), Initial Assessment (Investigation) and Ongoing Service practices as measured by current state standards; (2) identify practice areas needing improvement or warrant further analysis and may be candidates for improvement projects; (3) test the new case record review processes; and (4) begin to use the review findings to identify practices that result in positive outcomes for children and families

In 2015, the two rounds of case record reviews were completed to better understand CPS Access and Initial Assessment practices based on CPS Access referrals and Initial Assessments (IA) received in calendar year 2014. The cases in these two program areas reviewed included a statewide representative sample of 271 randomly selected Access and IA cases completed between January 1, 2014 and March 15, 2014. A sample of 271 cases served in 2014. Ongoing Services in was also drawn and a review was initiated in 2015 using the federal Child and Family Services Review instrument.

The key findings related to statewide Access Initial Assessment case record review are discussed further in the following reports provided on the Department's website:

Critical next steps related to the Access and Initial Assessment case review process and to advancing the development of our state's Child Welfare CQI System include:

- Make updates to the Access and Initial Assessment case record review instruments and processes to incorporate lessons learned for subsequent reviews scheduled for 2016.
- Continue to engage state and local child welfare agency staff in using the case review processes, including access to training, reviewer certification and support opportunities, and access to automated review tools, to encourage local supervisory and CQI efforts and to participate in state-level Child Welfare CQI System reviews.
- Continue to analyze results from the case record reviews, along with information gathered from other data sources and to engage key stakeholders, including the Child Welfare CQI Advisory Group, in using the results to inform decision-making regarding future improvement projects and to improve child welfare outcomes.

Specialized Child Welfare Continuous Quality Improvement Information

Indian Child Welfare Act

In 2015, the Department began working with tribal representatives to develop a review tool addendum to the above Ongoing Services case review tool, i.e. to evaluate practices and requirements related to the Indian Child Welfare Act (ICWA) and to Wisconsin's Indian Child Welfare Act (WICWA).

In addition to the efforts to better understand ICWA and WICWA related Ongoing Services case practice described above, information related to these requirements in the Access and IA practice areas was gathered as part of those case record reviews conducted in 2015. Data results related to ICWA and WICWA collected as part of these case record reviews is currently being compiled and will be reviewed with the Tribal Child Welfare Directors

Workforce Development

In July 2015, a survey was issued to local child welfare caseworkers and supervisors to better understand professional development goals and training needs of the state's child welfare workforce. The Division is currently working with the WCWPDS to assess results and identify next steps for improving the state's child welfare professional development and training system. This survey was the first of the formal surveys that will be used by the Division to better understand workforce development needs; the next survey, which was issued in May 2016, is focused on work recruitment and retention.

KidStat

KidStat continues to be used as an approach to measure and track the results of specific areas of outcome achievement for children and families served within the economic support, child care and child welfare systems, as well as to identify specific areas and opportunities for improvement in these service systems. Launched in July 2009, the KidStat is used to ensure that the Department is having a real and lasting impact on the critical issues facing Wisconsin's children and families. Each Division has identified Real Results, which capture the Department's commitments to the children and families it serves by the programs that are supervised or administered by the Department. For each Real Result, there are several performance measures.

Initial In-Service Training and On-Going Training Progress

Administrative code in Wisconsin establishes an initial in-service training program for all new or re-assigned employees. This includes pre-service work as well as required and elective foundational training. Case workers are then required -- after their initial two years of service -- to complete 30 hours of training related to their professional responsibilities during each subsequent two-year licensing period. These trainings and requirements are outlined in detail in Wisconsin's 2015-2019 Child and Family Services Training Plan. In the last year, work has focused on the development, delivery, and/or support in each of these specified training areas that support administrative rules: pre-service, foundation, and special skills and topics/on-going training.

Pre-service Training

Administrative rule requires new workers to complete pre-service training as part of their initial development. The pre-service training offered by the Wisconsin Child Welfare Professional Development System is a web-based curriculum consisting of 9 modules:

- Introduction to Child Welfare
- Engaging Families
- Safety
- Development and Dynamics of Human Behavior
- Access
- Court
- Initial Assessment
- Ongoing Services
- Permanency

These modules are revised each year to ensure they are current with DCF policies, initiatives, and standards. In 2015, trauma informed principles were also incorporated into modules where appropriate, in support of the 2015 Plan for Improvement. These revisions were a collaborative effort leveraging expertise within the WCWPDS, DCF, and case workers in the field.

Training data pertaining to pre-service is collected by individual training-partnerships via county reporting, which may not account for all workers completing the modules. In addition, there are a number of individual workers hired who have completed this portion of their training as a requirement of their BSW or MSW program that would not have been captured through county reporting. WCWPDS is able to definitively ascertain pre-service completion by 406 workers in FY2015; however it's likely that number is significantly greater.

Foundation Training

Wisconsin requires workers to complete a minimum number of foundational trainings within their initial two years of employment. Administrative rule specifies that the training must equal at least 15 days (90 hours) and must include 7 days of training related to child safety assessment, principles of engagement, and ICWA. The additional 8 days can be chosen from a menu of seven foundational training courses that are designed to meet job-specific competencies. These requirements and accompanying courses are outlined more specifically in our 2015-2019 CFSP.

For FY2015, considerable work has been completed in the development, delivery, and support of core foundation courses. Wisconsin is committed to and continues development work on an improved competency-based curriculum that identifies measurable outcomes and aligns learning activities with appropriate assessment metrics. An inventory of each of our foundation trainings was completed in February, which identified the scope and breadth of additional work. Initial focus was subsequently on ensuring all courses were up to date with DCF practice, policy, and standards as well as the integration of eWiSACWIS where appropriate. Trauma informed principles were also incorporated in curriculum revisions in 2015 where appropriate, which directly supports Wisconsin's Plan for Improvement.

Courses in permanence, assessment, placement, and planning are being completely revamped, targeting pilots in late 2015 or early 2016. Curriculum developers are working closely with content experts with an eye toward foundational skills in each of these subject areas. Online components that support and enhance face-to-face training are being incorporated where they best support learning outcomes.

The data below illustrates the number of individuals who were enrolled and participated in foundational professional development experiences/trainings in 2015.

Trainings/Attendees by Region

Region	Number of Trainings	Number of Attendees
Intertribal	5	126
Western	12	263
New	16	309
Southern	24	507
Milwaukee	62	1134
Central Training Unit	2	50

Trainings/Attendees by Course

Training Title	Number of Trainings	Number of Attendees
Safety in CPS	24	406
Engaging	17	300
Case Practice with American Indian Tribes	10	253
Access	10	188
Initial Assessment	9	150
Team Based Practice	11	188
Legal Foundation	1	24
Effects of Maltreatment	11	280
Separation, Placement & Permanency	13	266
Professionalism	4	101
Ongoing Case Planning	11	234

Special Skills and Topics Training

As outlined above, case workers are required to complete 30-hours of training related to their professional responsibilities during each subsequent two- year licensing period. They can choose from a robust menu of special skills and topics trainings that are offered based on worker needs. Within the past year there were 164 special skills and topics professional development opportunities active within the WCWPDS learning management system. There were 485 sessions offered for those opportunities and they were attended by 9261 caseworkers in FY2015. The chart below illustrates 7 of the most attended trainings that fall within this category.

Training Title	Number of Attendees
Trauma Informed Practice	209
Secondary Traumatic Stress	152
Parent Child Family Interaction	181
Present Danger & Protective Planning	348
Motivational Interviewing	153
Ethics & Boundaries	1342
Family Finding	404

Additional 2015 Training Plan Progress

The WCWPDS training plan outlined in the 2015-2019 CFSP ensures all federal requirements are met over the next five years. Work has been completed and is on-going in a number of areas both within and outside of administrative rule that supports both the 2015-2019 CFSP and Wisconsin’s Plan for Improvement.

Centralized Safety: Development & Training

In 2014, several safety foundation courses were “centralized,” moving responsibility for development, delivery, and support of key safety topics to the WCWPDS central unit. Courses centralized include: Supervising Safety, Safety Booster, Safety & Child Protective Services, and Protective Planning.

Supervisors are specifically targeted for professional development in safety, and Supervising Safety training is completely revamped. Hybrid delivery strategies were leveraged to support and enhance classroom learning, and a robust mentoring approach better ensures educational outcomes. At its core, the course now provides a safety decision-making model to improve supervisors’ understanding of the conceptual foundations of safety and better supports supervisors to provide key tools and supports to their staffs that promote child and family safety.

Inclusive of Supervising Safety, the WCWPDS safety plan in 2015 reached 908 caseworkers in the following areas:

- 2 sessions of Supervising Safety on Present Danger and Protective Plans for 84 participants
- Mentoring of 1 staff person each from BSWB, CQI and BRO for Present Danger technical assistance job functions
- 24 2-day offerings of Safety in CPS
- 5 offerings of Safety Booster
- 20 offerings of Present Danger and Protective Planning for staff , which targeted staff of Supervising Safety participants

Training Title	Number of Attendees
Supervising Safety	84
Safety In Child Protective Services	406
Safety Booster	70
Present Danger & Protective Planning	348

Supervisor & Leadership Core: Principles of Leadership

Leadership training is a key need regularly identified by county stakeholders. In response, the WCWPDS developed and will pilot a Supervisory Leadership Series that focuses on both child welfare specific supervision issues and basic elements of effective supervision: communication, culture, work load management,

performance management, etc. The Supervisor/Leadership Training Series is composed of three modules that focus on self-management, people management, and case management.

- **Module 1: Self-Management (2 days)**
The first module of the Supervisory Practices in Child Welfare program focuses on learning about the shift from worker to supervisor and the responsibilities of supervision. Learning activities include opportunity for self-assessment and reflection on personal viewpoints and capabilities relative to getting work done through others. Topics encompass transitioning to supervision; self-awareness; cultural competence; supervisory roles; time management; continuous learning; and commitment to agency mission and values.
- **Module 2: People Management (5 days)**
The second module of the Supervisory Practices in Child Welfare program focuses on managing worker performance. Competence is built around developing a trusting, motivating environment where communication is open, conflict is effectively managed, and worker performance is assessed for continued development. Topics encompass: creating a positive work environment; effective communication; teamwork and building office partnerships; managing across differences; managing conflict; coaching; and building the capacity of workers.
- **Module 3: Casework Management (6 days)**
Casework Management is the third and final module in the Supervisory Practices in Child Welfare Program. Focusing on managing casework practice and procedures, Module 3 is centered on the competencies needed to provide reflective case-related supervision and promote the strengths-based, family-centered principles of child welfare case practice. Topics encompass: promoting case movement; effective case conferencing; modeling casework skills; teaching critical thinking and case decision-making; culturally competent case practice; tracking systems and accountability.

Curriculum development is complete, and piloting began in August of 2015. The training is 13 days in length and will be offered in two-day segments over the course of 7 months. The training dates were as follows:

August 11-12, 2015 (Tuesday/Wednesday)
September 17-18, 2015 (Thursday/Friday)
October 12-13, 2015 (Monday/Tuesday)
November 13, 2015 (Friday)
December 10-11, 2015 (Thursday/Friday)
February 11-12, 2016 (Monday/Tuesday)
February 18-19, 2016 (Thursday/Friday)

The pilot will include 20 supervisors from 15 counties as well as professional development system staff throughout the state, each of whom will be asked to provide feedback. The curriculum will subsequently be finalized from March-June 2016 and scheduled for regular delivery as part of Wisconsin's supervisory and leadership professional development.

Alternative Response

Wisconsin's 2015-2019 CFSP includes a substantial commitment to Alternative Response (AR) as a key practice/program-area targeted for state-wide delivery over the next several years. In 2015, a curriculum and instructional model was purchased from a private vendor (Barium Springs) and was revised to reflect best practices in Wisconsin as well as to integrate Wisconsin Safety Model and CPS Standards. An online "pre-component" was developed that builds foundational competencies that enhance and support face-to-face

training. Alternative Response training in 2015 targeted four counties and included the following trainings in each:

- Supervisor Training (2 days). *Facilitating Partnership and Change*: parallel process, coaching, and transfer of learning;
- Worker Training (3 days). *Partners in Change: A New Perspective on Child Protective Services*: foundation training in family-centered practice for child welfare workers and supervisors implementing Alternative Response into practice;
- Community Training (1 day). An orientation to Alternative Response for community members and partner agencies; and
- Post Training Technical Assistant (2 days). Direct coaching and mentoring for case workers.

In addition, the new AR delivery model includes more robust coaching and mentoring through case consultation for both workers and supervisors, allowing for more in-depth discussion surrounding cases that present significant challenges. One-on-one and team consults with supervisors were also incorporated, providing an additional support system for leaders in identifying and resolving practice challenges, as well as a forum in which to share strategies to support workers and enhance worker skills. Organized peer groups provide an additional support structure within each region implementing Alternative Response practices.

In-Home Safety Services

As per our 2015-2019 CFSP, the WCWPDS in collaboration with Wisconsin's Division of Children and Families will continue to deliver training in support of the In-Home Safety Services (IHSS) grant. Improvement.

IHSS training in Wisconsin teaches skills and strategies that align with the stages of change to help CPS in-home services professionals overcome common barriers to family engagement and build parents' protective capacities so they can safely care for their children. For 2015, the focus was on developing a delivery model and strategy that better meets the unique needs of each agency participating within respective pilot consortia/groups. WCWPDS, in collaboration with DCF, will leverage regional consortia meetings as a platform to provide a more robust coaching and mentoring approach, where teams can review and consult on specific case examples and the challenges they encounter. The pilot for this model is expected in late 2015 or early 2016.

Family Finding and Engagement

Wisconsin's 2015-2019 CFSP outlines a commitment to assisting agencies and jurisdictions in family finding and engagement efforts. Training efforts in 2015 strengthen this roll out, which are also in support of Wisconsin's Plan for Improvement.

In 2015, curriculum was purchased from a private vendor (Seneca) and revised to reflect Wisconsin best practices and integrate state policies and standards. Feedback and content expertise was solicited from a number of groups, including supervisors and social workers within counties piloting Family Finding delivery. Staff in six counties were targeted in 2015, which included Sauk, Jefferson, Chippewa, Outagamie, Wood, and Portage counties. Ten sessions of family finding were provided for the pilot counties with 298 child welfare staff attending.

WICWA

There are 11 federally recognized tribes in Wisconsin. As a partner in the WCWPDS, the Intertribal Training Partnership works closely with stakeholders to ensure individual tribal needs are met. In 2015, WCWPDS worked closely with Tribal Leadership to identify modules that cover WICWA requirements that can best meet learners

where they are, at times and places that are convenient for them. In fiscal year 2015, there were 10 sessions of case Practice with American Indian Tribes offered with 253 caseworkers attending.

Child & Adolescent Needs and Strength Tool (CANS)

The Child and Adolescent Needs and Strengths (CANS) Tool is an assessment strategy designed for decision support and outcomes management. Its primary purpose is to allow a system to remain focused on the shared vision of serving children and families through representing children at all levels of the system. CANS is a nationally validated, standardized tool used to assess the needs of all children in out-of-home care in Wisconsin. Certification in CANS can be earned through completing a series of on-line modules. In 2015, WCWPDS revised these online modules and developed and included a new module in case planning. In addition to this, 17 face-to-face trainings are scheduled to be delivered to counties across Wisconsin focusing on strategies to incorporate CANS results into case planning beginning in July 2015.

Foster Parent Training and Curriculum

Administrative rule DCF56 requires all foster parents to complete pre-placement, initial licensing, and ongoing training to maintain licensure. Specific trainings to meet this rule are outlined in more detail in Wisconsin’s 2015-2019 CFSP.

For FY2015, all foundation modules are under revision based upon feedback received from county practitioners and training staff from both DCF and WCWPDS. In addition, on-going training courses are being developed in (1) Trauma, (2) Informed Parenting, and (3) Attachment Focused Parenting. These are scheduled to be piloted in the fall of 2015.

The foster parent foundation curriculum series consists of 10 modules that are typically taken in succession. Within the past fiscal year the Professional Development System has coordinated 387 sessions of foster parent foundation trainings that were attended by 8,121 foster parents. The chart below illustrates the number of attendees for each foundation module.

Foster Parent Foundation Module	Number of Attendees
Module 1: Partners in Permanency	743
Module 2: Cultural Dynamics in Placement	718
Module 3: Maintaining Family Connectedness	823
Module 4a: Dynamics of Abuse and Neglect Part 1	876
Module 4b: Dynamics of Abuse and Neglect Part 2	821
Module 5: Impact of Maltreatment on Child Development	734
Module 6: Attachment	769
Module 7: Separation and Placement	790
Module 8: Guidance and Positive Discipline	924
Module 9: Effects of Fostering the Family	923

The majority of the foster parent special skills and topics trainings are coordinated by private agencies, although the professional development system does sponsor some of these types of trainings. In the current fiscal year the Professional Development System coordinated 85 sessions of special skills and topics trainings that were attended by 944 foster parents. The chart below illustrates 3 of the most attended trainings that fall within this category.

Foster Parent Special Topic	Number of Attendees
Permanency Issues For Foster Children	89

Overview of the Children's Court System For Foster Parents	162
Foster Parent- Trauma Informed Foundation Training	120

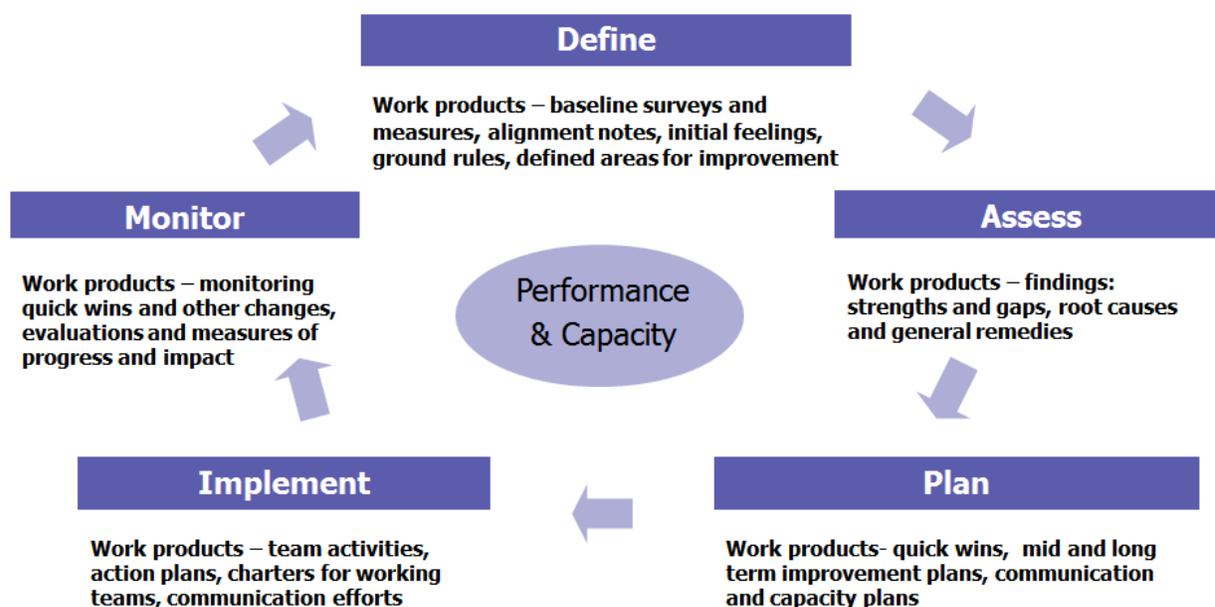
SAFE Training

Structured Analysis Family Evaluation (SAFE) training is sponsored by the Wisconsin Professional Development System and facilitated by the Consortium for Children. In fiscal year 2015 there were 4 sessions of this training provided reaching a total of 147 trainees.

Organizational Effectiveness

In addition to providing professional development opportunities for individuals, Wisconsin also provides support to its county agencies through its Organizational Effectiveness initiative. Organizational Effectiveness (OE) is a systemic and systematic approach to organizational excellence. In 2011, the Department of Children and Families in conjunction with the Wisconsin Child Welfare Professional Development System (WCWPDS) adopted the American Public Human Services Association's DAPIM™ model for continuous improvement.

DAPIM™ Model and the Work Products



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It is not an initiative or a single event program; it is a way to provide system support to county human/social service agencies interested in solving a concrete problem or implementing a change related to improvements in their performance, capacity, and client outcomes in the child welfare arena.

The seven day, team-based experience is facilitated by skilled and well-seasoned professionals from the Wisconsin Child Welfare Professional Development system and spans 4 months. OE services are offered on a range of issues including the following, which are typically faced by organizations involved in public child welfare:

- Policy Alignment
- Performance Management

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

In fiscal year 2015, the WCWPDS facilitated an Organizational Effectiveness process in eight different counties through six specific and unique OE projects. Topics included integration of juvenile justice and child welfare models, recruitment, and retention of child welfare staff, on call process, statute and standard compliance, and organizational culture.

Operational Initiatives

In FY2015, the WCWPDS engaged in several operational initiatives to better position Wisconsin to meet obligations outlined in its 2015-2019 CFSP as well as to ensure all federal standards and requirements are met over those five years.

Strategic Planning and Reorganization

Outside reviews by both the Butler Institute for Families in Denver (2009) and the Public Consulting Group (2014) suggested substantive changes to the WCWPDS that could guide the state towards improved outcomes and processes and lead to more responsible fiscal stewardship. A key theme that developed through both reports was a lack of any centralized, decision-making authority that provided a way to move ideas forward and definitively resolve conflict. These reports outlined a number of efficiencies that could be secured through a reorganization of the WCWPDS structure.

Working through its Principle Investigator at the University of Wisconsin-Madison School of Social Work and in collaboration with the state Department of Children and Families, the WCWPDS engaged in a strategic planning process that subsequently better aligns its organizational structure with its staffing model and mission and strengthens and improves support for child welfare professional development in Wisconsin. That reorganization was announced to stakeholders in March of 2015 and will take effect on July 1, 2016.

Under a reorganized infrastructure, there will continue to be one central unit at the UW-Madison School of Social Work that is responsible for the oversight of WCWPDS and for the development of all required training content related to pre-service, foundation, safety, supervisor training, and special topics training, as well as technical assistance with organizational effectiveness to counties and tribes. The Central Unit will also oversee the delivery aspects of training for all counties and tribes outside of Milwaukee (i.e., “balance of state”). The role of the WCWPDS Intertribal Child Welfare Training Partnership will be enhanced to ensure that the training needs of First Nations in Wisconsin are fully addressed and that efforts to continuously improve training content on Indian Child Welfare are maximized. UW-Madison’s Division of Continuing Studies will be the lead entity for the development of web-based training for the system, working closely with the central unit. UW-Milwaukee Helen Bader School of Social Welfare will take the lead on the development of statewide foundation training content related to foster parents, and training and professional development for home visitors, supervisors, and program managers. Milwaukee will also have the lead, as is the case now, on the delivery aspects of all training conducted for the Division of Milwaukee Child Protective Services.

As a result of this reorganization, we expect that the WCWPDS can be both more effective and more nimble and responsive to county needs.

Statewide Worker Survey

Working closely with partners at the Department of Children and Families and through the University of Wisconsin's Survey Research Lab, the WCWPDS developed and implemented a worker survey process through which data will be gathered to better understand and meet needs of workers in counties. This first "Flash" survey was launched in June of 2015 and targeted training needs. These "flash surveys" will be a quarterly effort each year as a means to better assess needs in counties.

Trainer Standards

The WCWPDS is committed to providing trainers the support necessary to be effective. A working committee was formed as a subcommittee of the WCWPDS Executive Committee to identify and provide this support. The Trainer Development and Support Committee is responsible for developing and maintaining guidelines and mechanisms for the preparation, development, and support of facilitators who provide training for the Wisconsin Child Welfare Professional Development System. Their charge for 2015 includes the following directives:

- Establish and keep current standards for trainers who are hired and developed by any of the training units within WCWPDS.
- Establish and keep current the tools necessary to assure compliance with the Trainer Standards. These include, but are not limited to:
 - Guidelines for the selection of trainers
 - An initial self-assessment form for aspiring/new trainers
 - Guidelines for the preparation and development of trainers
 - An assessment form to be used for the on-going development of trainers

For FY2015, the committee delivered the following in support of trainer development:

- Guidelines for Preparation and Development of Trainers (Revised)
- New Trainer Self-Assessment (Revised)
- Trainer Development Form (Revised)
- Guidelines for Selection of Trainers (New)

Service Array Systemic Factor

The *Ongoing Services Standards* inform caseworkers, supervisors and contracted staff of requirements for when services should be implemented and guidance on when they may be implemented to address issues regarding a child's safety, permanence, and well-being.

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

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

As a state-supervised, county administered system, many services are available statewide to families at-risk of or involved in the child protective service system. However, counties have developed individualized service strategies based on the needs of the population and the availability of service providers. Local service arrays, therefore, are highly dependent on the degree to which local tax levy is used to fund local services. In general, service arrays vary from county to county. Often, larger, more urban counties contract with outside agencies to provide services that meet the needs of families. Smaller, more rural counties have fewer options and tend to administer services within their own child welfare agency or rely on the child welfare caseworkers to perform the service themselves.

Wisconsin continues to assess and improve the extent to which services are available and equitably distributed across the state and has undertaken major initiatives to address findings in the 2010 CFSR that there was a lack of available resources and sufficient services available to children and families in close proximity to where they live. The department works with counties to design individualized case plans and identification of services to meet the unique needs of each child and his/her family through the use of case planning tools and flexible funding mechanisms.

The CANS assessment tool is used for identifying and addressing the needs of children entering out-of-home with the aim of matching children with appropriate services. The use of this assessment with all children in out-of-home care allows Wisconsin to pinpoint needs and identify services that will meet the range of needs of all children. Wisconsin continues to strengthen and expand training regarding use of the CANS assessment to identify child and family needs, to support case plan goal development and prioritization, and to best match children and their family members to needed services and service providers.

In the last year, Wisconsin supported the Coordinated Services Team approach, a family driven, cross-system, collaborative approach engaging key players in a family's life to develop a plan of services to improve the family's well-being and assure a child's safety. This model is in place or under development in 67 of Wisconsin's 72 counties and all eleven Tribes.

In state fiscal years 2014 and 2015 Wisconsin's Legislature appropriated additional General Purpose Revenue (GPR) in the amounts of \$1,250,000 in SFY 2014 and \$2,500,000 in SFY 2015 to expand CST initiatives (wraparound services) in Wisconsin. Currently there are 67 counties and all 11 Tribes operating or developing CST initiatives. In the 2015 calendar year, CST's reported serving 1,402 teams within the state. The 2015 Parent Satisfaction Study reports that 97% of parents feel they are treated as an important member of the Child and Family Team, and 90% of children are participants in the Child and Family Team when it is possible and appropriate.

In January of 2015, Wisconsin launched the Child Psychiatry Consultation Program through a contract with the Medical College of Wisconsin to better meet the mental health needs of children. The Program is for primary care providers in the two pilot regions of the state who care for pediatric patients. The program provides consultation to the primary care provider on such issues as diagnosis, psychotropic medication management and community resources or referral support. Enrolled providers can call by phone or send questions through a dedicated e-mail address expecting to receive a response within 30 minutes. Enrolled providers have access to educational sessions on-line and in-person regarding assessment and treatment, including psychopharmacology. The two pilot regions include 15 northern counties, Milwaukee County and two counties in the Southeast Region. In 2015 there were 72 clinics, including 278 providers, covering approximately 160,000 children and adolescents. This equates to about half of the total child/adolescent population in the Northern Region and Milwaukee County. The following counties are participating: Ashland, Bayfield, Florence, Forest, Iron, Langlade, Lincoln, Marathon, Milwaukee, Oneida, Ozaukee, Portage, Price, Sawyer, Taylor, Vilas, Waukesha, and Wood.

Additional efforts described in the goals and objectives section (section 3) provide additional examples of how Wisconsin continues to build service availability and accessibility of comprehensive high quality services for children and families. These initiatives include the Medicaid Care4Kids health program, the Wisconsin Trauma Project, and the Post-Reunification Support (PS/IV-E Waiver) Program. Please see the goals and objectives section with updates on progress in the last year for the Trauma Project (on pages 85-86), for the PS Program (on pages 79-80) for Care for Kids on pages 84-85.

Agency Responsiveness – see collaboration section that begins on page 12-21 for updates on this systemic factor

Strategies to Reach all Parts of the Community

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

State Permanency Consultants work with counties to identify children needing targeted recruitment efforts so that these children can also move to permanence in a more timely fashion. To help facilitate the timely movement of children to permanence, the Division required all adoption agencies working with the public child welfare system and supported counties, tribes, and private agencies in using the Structure Analysis Family Evaluation (SAFE) foster and adoption family assessment format so that the completion of an adoptive home study is not a barrier to a timely adoption. DSP supports SAFE trainings each year for new licensors and their supervisors.

Recruitment and Retention

Wisconsin Statewide Recruitment Goals

In collaboration with counties and tribes, DSP works with public, private, and tribal agencies to develop a pool of waiting families to meet the diverse needs of children in out-of-home care (OHC). Specific strategies that are used include the following:

- A consistent, statewide recruitment campaign with materials that can be used by local agencies to build on the recognition gained from the statewide activities. During 2012, billboards were released to support recruitment of foster homes for Indian children through collaboration with Wisconsin tribes. In 2016 a new general campaign was released in May and the billboards to support foster homes for Indian children were continued.
- Continue to improve use of recruitment and retention data to enable agencies to make program improvement decisions based upon current and accurate data concerning family recruitment and retention. DCF is implementing a Geographic Placement Resource System (GPRS) Project to target recruitment and better identify areas in need and where foster children are removed. Being able to visualize on a map where foster children come from and where they are placed will improve the identification of areas in need of recruitment efforts by local agencies. The GPRS will display the race, ethnicity, relationship status, level of care certification, and provider characteristics. GPRS became available to agencies in 2013. In 2015 licensing agencies will be required to enter more specific provider characteristics into eWisACWIS to improve the information available to improve the match between the child and potential foster homes.
- Promote State Permanency Consultants (SPC's) work with counties, tribes and private agencies to facilitate timely, quality permanence for children. In 2014 the SPCs were trained in Family Finding and Engagement and completing the process for a child in state guardianship or a child identified through Permanency Roundtables. Since 2015 the SPC's have been available to public child welfare agencies to request Family Finding and Engagement for children needing a permanent resource and they provide consultation and coaching to workers and supervisors trained in Family Finding and Engagement.
- Collaborate with counties, tribes, and private agencies to develop policies and procedures to increase the identification of relatives as placement resources.

- Provide support and training to counties, tribes, and private agencies to improve community and cultural responsiveness to recruitment and retention activities, including access to services.
- Implement a dual licensing process (SAFE) to help facilitate quality, timely permanence by having studied and approved foster/adopt families as resources for children in need of permanence. Legislation was passed in 2016, Act 378, that requires a standardized home study for all foster and adoptive parents in WI.

The Foster Care and Adoption Resource Center (FCARC) produces a variety of recruitment resources for agencies to use at the local level. Resource Center brochures and information are also being used by local agencies to connect with families. In addition, the Resource Center has supported the recruitment and retention of foster and adoptive families through a pre-conference summit before the annual foster care coordinators' conference. In 2014, the focus of the pre-conference summit was recruitment of foster homes with Denise Goodman. The Division is committed to assisting local agencies with targeted and child-specific recruitment. Beginning in 2010 and continuing through the present, the FCARC created new resources for relative caregivers, especially those who become licensed families due to changes in Wisconsin's foster care licensing rules. FCARC created a resource guide to assist workers working with relative caregivers and DCF approved the guide for issuance in 2013. In 2014, a training was conducted on the relative caregiver guide.

Staff at the Resource Center continue to operate a 1-800 toll-free recruitment line and have enhanced their web site to accept electronic inquiries regarding foster care and adoption. FCARC will continue to meet with local county and tribal agencies to gather information and ideas about how to expand services to meet the needs of local agencies throughout 2016 and beyond.

The Department continues to maintain and refresh a recruitment campaign to garner interest, counter negative images of foster care, and redefine what it means to be a foster parent in Wisconsin. This public awareness campaign was refreshed in 2014 in celebration of National Foster Care Month and continues throughout the year. As a result of the media campaign interest in foster care has risen.

DSP also supports the Wisconsin Foster and Adoptive Parent Association through funding and technical support for a statewide newsletter created by foster parents and the Foster and Adoptive Support and Preservation Program. The support includes foster parents who are trained to respond to concerns by other foster parents specifically around circumstances of allegations of abuse and neglect. DSP meets quarterly with foster parents from across Wisconsin in the Foster Parent Advisory Committee to gather input on pending policies and legislation and to allow foster parents to bring forward concerns they are hearing from other foster families.

Wisconsin has also been working on the Quality Parenting Initiative led by the Division of Milwaukee Child Protective Services (DMCPS) in concert with the University of Wisconsin Milwaukee, training partnership that is described below.

Quality Parenting Initiative

Like many urban communities across the country, Milwaukee has struggled to attract and retain a pool of foster families willing and able to provide quality care to children in care. Agencies contracting with BMCW/DCF have executed numerous recruitment and retention strategies over a number of years. Some of these strategies have been successful in attracting new families in the short run.

Sending and reinforcing clear and consistent messages to families about the purpose of fostering and what is expected of foster parents has also proven challenging. While this could be expected in most instances of mass communication, the challenge is greater when agency leadership, staff, community partners, and existing foster

families have not necessarily clarified their understandings or committed to how these understandings will be translated into action.

The Quality Parenting Initiative (QPI), developed by the Youth Law Center in San Francisco, offers a way to respond deeply and systemically to these challenges. This approach has been used successfully in a number of states and jurisdictions and promises to have a similar effect in Milwaukee. The QPI seeks to change what foster parenting, including kinship care means to a community. Only the community itself can decide exactly what that is. Similarly, each community must identify local barriers to making the “brand” a reality and opportunities for improvement. Most importantly, bringing the community together to discuss parenting and expectations of caregivers is the first step in increasing mutual respect and team building.

A broad group of community stakeholders have crafted a brand statement for foster care in Milwaukee and has identified four key areas of action needed to align system practices with the values articulated in the brand statement. These areas include clarifying legal constraints and requirements around confidentiality, increasing foster parent participation in court, improving the quality of visitation (family interaction) and establishing structures early in a case that encourage birth parent-foster parent relationships. Workgroups have been formed to address each of these areas and have made preliminary recommendations to a steering committee. The steering committee has asked for some revisions and the plans are expected to be finalized in mid-July. The final recommendations will then be presented to the community stakeholder group once again and further actions identified.

A communication team has also been formed to create a comprehensive plan for ongoing communication of the purpose, values, and actions associated with QPI to all key constituencies.

Adoption Training Program

DCF recognizes that there are a number of options for families to get adoption training and gives credit where possible to limit the number of extra hours of training that a family may need to complete. Consideration is given to any family that has completed training through another program, state, county, or tribe. After reviewing documentation the family provides regarding completed training, a decision is made on what additional training, if any, the family may need to complete. Recently passed legislation, Act 279, establishes training requirements for adoptive parents.

The adoption program brought together international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in May 2013. The conference combined the SNAP, domestic/international and foster care adoption to address common themes and training topics. The annual Adoption Conference in 2014 focused on specific issues and related topics of relative caregivers.

Post Adoption Resource Centers

The IV-B Subpart 2 funds received by the Adoption Program are used to support the post-adoption resource centers (PARCs) and the Special Needs Adoption Program contracts. DSP contracts with six service providers to operate Post Adoption Resource Center (PARC) services in Green Bay, Stevens Point, Milwaukee, Madison, Eau Claire, and La Crosse. PARC services are funded by federal IV-B, Subpart 2 funds and are available to all adoptive families, including parents of children who are adopted through domestic and international adoption programs.

The focus of the six Post Adoption Resource Centers is to:

- Provide education, support activities and services to adoptive families living in the identified service area;

- Improve community awareness of adoption; promote a positive image of adoption; and an increased understanding of the unique issues facing adoptive families, especially among public and private human service providers, schools and medical care providers;
- Increase the availability of services for adoptive families by providing referral services such as respite care, crisis intervention, day care, after-school care, legal help, family counseling, support groups related to adoption, Title XIX service providers and planning for the transition of an adopted child to adulthood; and
- Establish collaborative efforts among public and private organizations and the general public to address the needs of adoptive families in the PARC area.

The names of all families who enter into an adoption assistance agreement are shared with the respective PARC, unless the family opts not to have their contact information shared.

In 2015 Wisconsin began participating in the Quality Improvement of Care-Adoption and Guardianship initiative to expand post adoption and post guardianship support in the Northeastern region.

DRAFT

3. Update on the Plan for Improvement

Wisconsin's plan was adjusted slightly in the last year to reflect:

- The division strategic planning process;
- Aligned with revised created Child Welfare Practice Model; and,
- E issues and changing programs for DCF such as the strengthened emphasis on preventing sex trafficking and the transfer of oversight of community-based juvenile corrections to DCF.

Please note that the overall goals remain largely the same with minor adjustments. There are also additional objectives to meet those goals that are italicized and highlighted in yellow. For the new objectives, activities to date and those anticipated are reported. The new and adjusted objectives continue to be aligned with findings and trends that are shown in Wisconsin's data and previous experience of DCF including findings related to the systemic factor analysis and data and systemic factors progress provided in section 2, the Update on Assessment of Performance.

In addition, DCF ensures there are feedback loops on all activities and programs through regularly consulting a wide range of stakeholders about programming available through established mechanisms described in the collaboration section beginning on page 12. Further, in the upcoming year, as part of preparing the state's Child and Family Service Review, the Department will further review and work on improvements based on state performance as measured by national data standards, the new case review system (CQI) and performance on state systemic variables.

For each specific objective, the corresponding new federal CFSR performance items, national data standards, and/or systemic factors it addresses are noted. In addition, objectives have been selected because there is an evidence base for their effectiveness or they are considered to be promising practices.

Goal 1 - Safely reduce the number of children in out-of-home care by: supporting more children safely in their homes rather than being placed in out-of-home care, moving children as expeditiously as possible to permanency; and by preventing re-entry into the out-of-home care system

A. *NEW Implement the Quality Improvement Center post-adoption/post-guardianship project to reduce the re-entry into out-of-home care of children who have attained permanence through adoption or guardianship.*

Rationale: Wisconsin has an opportunity to pilot the Adoption and Guardianship Enhanced Support Program (AGES) in partnership with the Quality Improvement Center for Adoption and Guardianship Support and Preservation (QIC-AG). The approach will be piloted an approach in targeted areas of the state to determine how to best meet the needs of adoptive families and their children, so as to prevent disruptions in the adoptions.

Objectives:

- Pilot promising practices designed to help adoptive families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin Counties and three Tribes.
- Determine whether the enhanced response to emerging needs of adoptive and guardianship families is effective in increasing the capacity of adoptive parents and guardians to address the needs of their children and equipping parents and guardians to better manage family stress.

Implementation Supports:

- Support from QIC
- Training as identified
- Potential Information Technology upgrades identified.

Measures:

Wisconsin will participate in an evaluation of the AGES program. Identified outcomes that will be measured, in collaboration with QIC, include:

- Decreased familial stress
- Increased family satisfaction with services
- Increased caregiver confidence
- B. Promote shared parenting and “normalcy” for children while in out-of-home care through implementation of the reasonable and prudent parenting standard and other tools.

Rationale:

The reasonable and prudent parenting standard promotes normalcy for children and youth in out-of-home care by requiring out-of-home care providers to use the Reasonable and Prudent Parent Standard to allow children in out-of-home care to participate in age and developmentally appropriate activities that promote social and emotional growth and development.

In the last year, Wisconsin has made the following progress on this objective:

- The Department supported passage of Act 128, which enacted the reasonable and prudent parenting standard into Wisconsin Law in February, 2016.
- DCF briefed counties on the new requirements of the law at regional supervisor meetings, the Foster Care Coordinator Conference and teleconferences, and other meetings with key stakeholders present.
- In May 2016, DCF issued policy guidance to counties, and provided an array of informational materials such as a brochure, FAQ guide, and Decision Making handout.
- DCF developed and implemented training for out-of-home care providers.

Measures and Timelines

- The number of activities in which children in out-of-home care are participating, the ease of getting children involved in activities, feedback from children and youth about their experience of normalcy while in out-of-home care, feedback from out-of-home care providers on their ability to promote normalcy for children in out-of-home care.
- DCF intends to evaluate the implementation of this standard through consultation with counties and other stakeholders. In addition, DCF is evaluating the best ways to support out-of-home care providers in making reasonable and prudent parenting decisions through informational materials and ongoing training topics. DCF will also have access to information to evaluate children’s opportunities to participate in age and developmentally appropriate activities through reviewing permanency plans.
- DCF expects to see a temporary increase in questions regarding the Reasonable and Prudent Parent Standard from child welfare professionals and out-of-home care providers. Informational materials and recorded webinars will be readily available to assist in implementing this new legislation.

Training and Implementation Supports

- In December 2015, DCF staff held an introductory training and webinar at the Coalition for Children, Youth, and Families in Milwaukee. Viewed by county and contractual stakeholders, in addition to out-of-home care providers, the training was modified into three different versions. There is a version for county and contracted caseworkers, a version for group homes, residential care centers, and shelter care facilities, and a version for foster parents and unlicensed out-of-home care providers. As of June these trainings are being administered throughout every region of the state and available for online viewing. The WI training system, PDS, will provide future Reasonable and Prudent Parenting Standard training in pre-service and foundational trainings for caseworkers and other stakeholders.

- DCF will also be working closely with PDS to ensure that the content is incorporated throughout all related pre-service and foundational trainings for professionals and foster parents in the future. DCF expects to continue to modify and update existing trainings with information on the Reasonable and Prudent Parent Standard.

1C. Promote best practices, high quality services, appropriate utilization, and specialized service capacity and strengthen services in congregate out-of-home care facilities by updating administrative rules for residential care centers, group homes, shelters, and child placing agencies.

Rationale:

This new objective reflects the need for DCF to update and improve rules for licensing of facilities to align with new developments and best practices. In addition, DCF is interested in having a more precise understanding of the capacity and expertise available to serve specialized populations in Wisconsin. It is also critical to ensure that DCF can validate and ensure that facilities that indicate they offer specific and specialized services are qualified and have the capacity to provide the services. To that end, evaluation criteria and processes are being developed to ensure appropriate documentation of specific quality and effective services at facilities across the state.

Objectives:

- Continue process of re-writing administrative rules for all settings outside of foster homes to ensure they are more closely aligned with best practice.
- Continue process of developing evaluative criteria to validate if a residential facility has appropriate training and supports noted as being available in a facility.
- Ensure collaboration with key stakeholders and partners in the development of these tools.

Timelines and Milestones:

- It is anticipated that the revised rules will be completed in calendar year, 2018
- The projected timeframe for completing and implementing evaluative criteria for residential facilities is summer of 2017.

Implementation Supports:

- Once the rules are updated, training will be available and appropriate IT upgrades will be made.
- DCF will provide training on how to apply the evaluative criteria.

1D. Develop crisis stabilization service capacity

Rationale:

This new objective has been developed in response to the significant need for building crisis stabilization capacity in the state. To do so, DCF must work with partners in the Department of Health Services as well as local partners at the county and provider level to assure crisis stabilization needs of families and individuals are met.

Objectives:

- DCF will continue ongoing process to engage with stakeholders at the Department of Health Services counties to develop parameters for an RFP that will be issued to provide this service.
- In the next year, the goal is to be able to offer expanded crisis stabilization services in one county or region.

Milestones and Timelines

- DCF anticipates that a facility could be operational to provide this services summer 2017. Lessons learned from this pilot will be used to consider additional expansion.

Implementation Supports

- Strong coordination with DHS and counties will be essential to meet this objective.

1E. Implement strategies, through predictive risk models and/or other tools, to identify and provide services on a timely basis to high-risk families, including families with screened-out child maltreatment reports that are screened-out or closed after initial assessment, to prevent occurrence of child maltreatment.

Rationale:

This new objective reflects DCF's improved and enhanced experience with and use of predictive risk models with the implementation of the Title IV-E demonstration project, i.e. the Post-Reunification Support (P.S.) Program and via its work as part of the Runaway and Homeless Youth, PATHS grant project. After participating at the Child Maltreatment and Use of Predictive Analytics conference hosted by the federal Commission on Preventing Child Maltreatment Fatalities in December 2014, the Division began working with program and analytical staff within the Department and with representatives from the Child Abuse and Neglect Prevention Board (formerly known as the Children's Trust Fund) and the University of Wisconsin-Madison School of Social Work to explore the use of predictive analytics to be used by state and local child welfare professionals to better understand and respond to CPS re-referrals.

Objectives

- Convene a workgroup of cross-program and technical experts to define and implement next steps for the development of a predictive risk model to identify families at high risk of repeat CPS referrals to the child welfare system.
- Development is underway for a predictive risk model to identify high risk families for repeat CPS referrals.

Measures

- Predictive analytics developed in relationship to this strategic priority will be focused on cases that are screened-out at the point of a CPS re-referral and are subsequently re-referred to the local child welfare agency and to cases that have a screened-in CPS referral and are closed after the completion of a CPS Initial Assessment (investigation).

Timeline

- A Request for Proposals to engage an external contractor : July-December 2016;
- Anticipated timeframe for development of the PRM for high risk families for repeat CPS referrals is January-December 2017.

Training and implementation supports (IT changes,)

- Additional analytical supports and expertise has been identified as a need by the Division and initial efforts related to addressing this need are included in a recent application to the Three Branch Institute on Improving Child Safety and Preventing Child Maltreatment Fatalities.

1F. Implement performance-based contracting, focusing on permanency performance measures, for residential out-of-home care providers.

Rationale:

This process assures transparency and accountability of provider outcomes with children involved in the child welfare and juvenile justice system. Tying performance-based measures to reimbursement will establish incentives for providers to achieve quality outcomes for children. This objective address federal performance items 6, 8, 21 and 22.

In the last year, Wisconsin has made the following progress on this objective:

- Public dashboards were created in June 2014 and updated in May, 2015, and May 2016. The department is publishing on an annual basis dashboards on performance based measures for: Child Placing Agencies (CPA), Group Homes (GH), and Residential Care Centers (RCC). The reporting period for each dashboard is the previous calendar year, plus the following 3 month period. During the reporting period, the experience of children placed through the Wisconsin child welfare and juvenile justice system is tracked and rated, based on the following benchmarks:

Optimal	Child has reached legal permanency through reunification, adoption or guardianship.
Very Favorable	Child has moved to a family placement with a relative caregiver, including a trial reunification.
Favorable	Child has moved to a less restrictive setting from previous provider, however not in a placement with a relative caregiver.
Unfavorable	Child has moved to a placement that is of the same type as previous placement; however is a different physical placement provider, or the child has aged out of care for discharge reason.
Very Unfavorable	Child has moved to a placement that is more restrictive from previous provider type.
Poor	Child is missing from out of home care, has moved to placement in a hospital, detention, corrections or has discharged from care as missing from out-of-home care or to corrections.

- Dashboards display the following information: the number of placements during the reporting period, median length of stay with each provider during the reporting period, the percentage of children who sustained favorable outcomes for a period of at least 3 months, and the initial Child and Adolescent Needs and Strengths (CANS) results for children placed with the provider. The CANS information is provided at the domain level and the indicator level.
- The Department, in conjunction with the stakeholder advisory committees, specifically Rate Regulation Advisory Committee and the Performance Based Measures Sub-Committee, has also begun work on a risk-adjustment system. This system will assist us in determining which children are more at-risk (or less at-risk) of having unfavorable outcomes so that agency scores will not be negatively impacted by caring for children with high needs.

Timeline:

- DCF published an annual update in May, 2016, and will continue to do so for each of the next four years and future years.

IG. Implement the family finding strategy statewide, which includes finding fathers and paternal relatives.

Rationale:

The *rationale* for selecting this objective is that placing children with familiar, supportive relatives will reduce the trauma experienced by children and promotes and preserves the child's family connections. Research shows that by impairing the healthy brain development, childhood trauma results in short and long-term negative social, emotional and health consequences. This objective was developed to address performance items 5, 7, 12, 14, 15 and 20.

In the last year, Wisconsin has made the following progress on this objective:

- In FY 2016, three new counties participated with the State Permanency Consultants and other state staff in the six month intensive training and consultation with staff from the Seneca Center. Nine counties are now implementing Family Finding.
- Wisconsin Child Welfare Professional Development System is beginning to implement a training series for counties on best practices in family finding.

Measures and milestones:

- the number of counties adopting the strategy
- the number of children placed with relatives, and
- the permanency outcomes of children who exit relative placements.
- DCF intends to evaluate the success of this program over time and has established baseline measures. In addition, DCF is evaluating the best use for State Permanency Consultants to support counties/
- Within the target population for this effort, DCF expects to see an increase in the number of permanent connections a child has over the next three years as a total of 23 counties will have participated in the six month intensive training by 2017.
- DCF expects to see an increase in the number of connections made between youth and biological fathers over the next four years.

Training and implementation supports:

- WI is contracting with the Seneca Center to complete internet searches for county and tribal agencies upon request. The WI training system, PDS, will also provide interactive and supportive case specific consultations intended to address obstacles and challenges unique to each case, community, and agency.
- Training described above.

1H. Implement the Post Reunification Support (P.S.) Program, a Title IV-E waiver demonstration project, to provide 12 months of support to children and families after reunification, tailored to meet the individualized needs of the child and family.

Rationale:

DCF is testing whether 12 months of post-reunification support will reduce the likelihood of re-entry of children into the out-of-home care system and improve outcomes for these children and their families. By strategically targeting the children and their families at the highest risk of re-entry, the DSP intends to reduce the re-entry rate in participating counties. The resulting savings will then be reinvested locally and at the state level to support more families who reunify and are at risk of re-entry. This objective address federal performance items 3, 17 and 18, and the Service Array Systemic Factor.

Key activities in the last year to meet objectives.

- Additional tracking systems are in place to gather information that will be used to establish baseline information on treatment group and comparison children, caregiver, and family functioning.
- A Monthly Family Service Report is completed for participating families which will be used to quantify services received by the enrolled child(ren) and family member(s) and caregiver(s) to assist the family's achievement of the goals established in the family's case plan.
- Training for counties.
- Ongoing oversight by the IV-E Waiver Advisory Group to provide

Timelines and Milestones:

- County recruitment and planning for the P.S. Program began in June, 2013. The P.S. Program began enrolling eligible children on January 21, 2014. For the period of the five-year demonstration project, the DSP will issue annual applications for additional counties to begin implementation for each remaining calendar year period. The DSP continues to implement core components of the federally approved program and the evaluation plan. As of June, 2016, 220 children were enrolled in the PS program.
- The DSP will continue to report on program implementation and evaluation efforts as part of the Semi-Annual Progress Reports.

Training and Implementation Supports

- Formal training related to case planning is provided by the state's Child Welfare Professional Development System. Training on using the CANS tool to inform case planning and write measurable goals was initiated in November, 2014 for P.S. Program Counties, and continues to be available throughout 2015.
- Training, coaching, and measurable skill learning on Motivational Interviewing for case workers, supervisors, and clinicians serving families post-reunification began in 2015. The P.S. Program coordinator continues to provide regional consultation and shared learning collaborative events in person and online via monthly webinars. These sessions focus on topical areas to promote cross-system engagement and peer learning and program fidelity.
- Continued work with program evaluator to measure results and make program improvements.

Measures: The DSP is tracking current referral and enrollment counts monthly and is using enrollment data to track payment amounts on a quarterly basis. The DSP has also developed a report to be used by state and local

county child welfare agency staff and supervisors to monitor compliance with program requirements including caseworker contacts and completion of critical practice requirements such as updating the child and caregiver CANS assessment and case plan.

- Over the five year demonstration project, long term outcome measurement methods to be used during the course of the program's evaluation include monitoring the program's impact on maltreatment recurrence and re-entry into out-of-home care, changes in child and caregiver functioning based on the Child and Adolescent Needs and Strengths (CANS) assessment, and use of other state agency data related to child educational, mental health and physical health outcomes.
- The external evaluator completed an interim evaluation report in June, 2016.

11. Evaluate the Alternative Response (AR) approach, to determine if/when future expansion should take place.

Rationale:

AR is a strong collaborative, family engagement model that has been shown to be effective in other states in stabilizing families and preventing re-entry into the child welfare system. This objective addresses performance items 2 and 13.

In the last year Wisconsin has continued to focus on the longer term objective of assessing fidelity to the model. To that end, in the last year:

- *Training* continued to build skills to support implementation of the AR model. In 2015 WCWPDS adopted the AR curriculum used in AR implementation and revised and expanded it to train direct line staff. The curriculum was revised to be inclusive of engagement for AR and Traditional Response pathways. This revised curriculum will be required of all new workers during foundation training beginning in June 2016. Foundation training is required for all new workers per DCF Administrative Rule 43.
- The AR RFP was posted on VendorNet in May of 2016 to solicit proposals for the AR process, outcome, and cost evaluation. This evaluation will explore how AR is implemented in the current AR counties and provide analysis and recommendations for any continued expansion of AR. Additionally, this evaluation will explore outcomes related to AR and how fidelity to the AR model correlates to these outcomes.

Implementation Supports:

In addition to training, implementation supports for this objective include an evaluation that focuses on fidelity to the AR approach. Once fidelity has been established, an evaluation of the program outcomes will be completed. Both evaluations will inform statewide rollout plans.

- Partnered with WCWPDS in Q1 2015 to start building internal capacity to train and support the AR model in Wisconsin.
- Technical assistance was provided to practicing counties in order to build fidelity beginning in Q1 2015 and continuing.
- Efforts included: regional quarterly meetings and bi-annual meetings. Additionally, information gathered from the evaluation of AR practice fidelity (completed by Q4 2017) will inform the development of core foundation and advanced AR curriculum (completed by Q4 2017). An outcomes evaluation will be complete by Q4 2018.

Measures

- the number of counties implementing AR;

- the number of cases handled through AR versus traditional response;
- the number of AR cases that go into out-of-home care; and (c) the rate that AR cases are re-reported or have subsequent child maltreatment substantiations in the child welfare system.

Timeline and Milestones

DCF will complete an evaluation of AR practice fidelity by Q4 2017; information gained will inform statewide rollout plan (specifically the development of training curriculum). BSWB will complete an outcome evaluation in Q4 2018; including the number of AR cases that go into out-of-home care. The rate AR cases are reported to have subsequent maltreatment substantiations in the child welfare system.

1J. Expand the use of the Geographic Placement Resource Service (GPRS) to stabilize placements of children in out of home care settings.

Rationale

Educational and placement stability for children in out of home care strengthens a child's educational, social and emotional well-being. Research has shown that movement between schools leads to declines in a child's academic performance. This objective addresses federal performance items 4, 7, 9 and 17.

Measures include:

- Placement stability for children in out-of-home care; and,
- School mobility for children in out-of-home care.

Updates Wisconsin has engaged in over the last year that are continuing into 2016 include the following:

- In June 2015, capacity was upgraded to provide matching capacity so that children with particular needs can be matched with out-of-home care providers that have the skill set to provide for them.
- In March 2016, capacity was upgraded to include a mapping overlay with the YoungStar program to provide greater access to quality early care and education providers.
- Additionally, DCF will be implementing targeted recruitment as part of GPRS to allow agencies to recruit foster homes that will be able to better meet the needs of children in out-of-home care (expected implementation in CY 2016).
- As part of continuing efforts, maintenance in GPRS is ongoing to provide the most up-to-date information for users of the system.

Training and implementation

- Information technology upgrades as needed and outreach to ensure that key staff are using this technology appropriately and effectively.

Timeline and outcomes:

- DCF expects to see outcomes improve because of more precise information available, including improved recruitment and placement of children, fewer children experiencing school disruptions, fewer out of county placements and more cross-jurisdiction adoptions.

1K. Expanded the use of trial reunification to improve successful and stable reunification of children with their families.

Rationale

Trial reunification provides the child and family time and support to transition into reunification; thereby increasing the probability that the reunification will be stable, safe, and nurturing for the child. This objective addresses performance items 5 and 8.

In the last year Wisconsin has successfully completed this objective through the following activities and continues to work on the long term outcomes noted below.

- Implementation and training supports continue to include disseminating information to counties and courts regarding the appropriate use of trial reunification.
- Trial Reunification has been imbedded into child welfare practice and is integrated into the training curriculum. There is no further immediate actions planned in the future outside of normal technical assistance, therefore it is being discontinued from this section of the plan.

Measures include:

- The number of trial reunifications.
- The re-entry rate of cases that utilized trial reunification.

1L. *Implemented a supervisory safety decision-making model state-wide to improve supervisors' understanding of the conceptual foundations of safety and to assist supervisors to provide key tools and support to their staff.*

Rationale:

To promote a more comprehensive and effective decision-making system for supervisors. The improved system will help supervisors better support employees working with families, and reduce the risk of child abuse and neglect after families enter the child welfare system by identifying properly safety risks and developing effective safety plans. This objective addresses performance item 4 and the Service Array and Training Systemic Factors.

- *Measures* of this objective include: finalization of the curriculum, and a statewide implementation plan that includes number of individuals completing the training and an internal capacity building plan by Q4 of 2015.

In the last year and in the following fiscal year, Wisconsin has undertaken the following activities to successfully complete this objective:

Implementation Supports

Training was finalized in quarter four of 2015 of the Supervising Safety curriculum based on the former Supervising Safety Decision Making (SSDM). DCF will also develop an infrastructure to support trainers that includes peer support and coaching. Training will support several learning objectives articulated in state's training plan attached to this document.

Timeline:

Adjustments have been made based on participant and trainer feedback collected in Q4 of 2014 through Q4 of 2015. DCF is also working on building internal capacity to offer this training by working with staff in the DCF Bureau of Regional Operations, Bureau of Safety and Well-Being and CQI to complete the training and become prepared to train others by Q4 2017. Identified internal staff from the three sections will have received both modules of training and also trained a module.

Objective 1M: Serve priority vulnerable populations in home visiting programs.

Rationale

Evidence indicates that serving families with risk factors as early as possible can prevent families from experiencing higher stress levels that could lead to abuse and neglect. Further, Wisconsin requires all programs that receive state and/or federal funding for home visiting to use evidence-based models. This objective addresses performance items 13, 16, 17, 18, 21, 22 and 23, and the Systemic Factors Service Array and Agency Responsiveness.

In the last year, DCF has continued this program, engaged in the following activities and moved toward state established goals for the program.

- Within 30 days of enrollment in home visiting, and based on client self-report information and other information often received during the referral process, home visiting programs *measure* and document each enrolled client/caregiver's relationship to the following federally identified Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program priority populations:
 - low income;
 - tobacco users in the home;
 - at risk for low academic achievement;
 - pregnant woman under age 21;
 - history of child abuse, neglect, or interactions with child welfare as a child or parent;
 - history of substance abuse;
 - have a child with developmental delays;
 - in a family with individuals serving or formerly served in the Armed Forces.

Timelines and deliverables:

- The State's goal, which is written into grantee agency contracts, is for at least 60% of enrolled households to be members of three or more priority populations. During the period 04/01/15 through 09/30/15, the enrolled households with three or more of the priority populations was 59.7%. The goals are to maintain a minimum level of at least 60% meeting these criteria. This will continue to be monitored at least two times annually using information from the state public health data system known as SPHERE.

Training and implementation supports will continue to include:

- Ongoing training of new home visiting staff; home visiting Communities of Practice and Mentor-Protégé program pairings; continuous quality improvement projects that may focus on initial family engagement, family retention or screening rates for maternal depression or domestic violence; and analysis of "program refusal survey" results, which may help to better understand who declines service and why they decline services.
- Continued use of the program refusal survey is an ongoing mechanism to continue analysis of reasons for declining services with the objective of improving program performance and the ability to meet program targets for serving these vulnerable populations.

Goal 2 and goal 2 objectives were updated and expanded to reflect the addition of a new service population, youth in community based juvenile justice systems to the following goal. The new goal is:

Support children in the child protective services and juvenile justice welfare systems and their families to reach their full potential to reflect addition of community based juvenile justice to DCF charge.

2A. In collaboration with DPI, local child welfare agencies, and local school districts, undertake research and data analysis and implement policies and practices to improve high school graduation rates and other educational outcomes for children in out-of-home care

Rationale

This revised objective to meet the adjusted goal is to provide more targeted, real time information exchanges between schools and child welfare so that schools can be better prepared to meet the educational needs of children in out of-home care. This objective addresses performance item 21, and Systemic Factors of Agency Responsiveness and Service Array.

In the last year, Wisconsin has made the following progress on this objective:

- With support from DCF and DPI, the legislature passed Act 161 in February, 2016, which authorized the school districts to provide child educational information to child welfare workers.
- Working on the sample MOU, between school districts and child welfare agencies for sharing educational information.
- Automated security protocol developed and implemented
- Desk guides have been created for social workers and school personnel outlining the collaboration expectations for social workers and best practices for both parties.
- By the end of 2016 or mid-2017, at least three locations including Madison and Milwaukee will have access for their child welfare workers to an automated portal to access student k-12 information electronically.

Measures:

- improved data accessibility between schools and child welfare systems through implementation of the education portal; and educational outcomes, in the areas of high school graduation, attendance, expulsion, and academic reading and math scores on standardized tests for children in out-of-home care.

Training and implementation supports in the last year included:

- technical upgrades were developed for creating the portal. We will support roll out of the portal to additional communities.
- Additional policies and procedures to be developed and issued regarding collaboration between the K-12 and child welfare systems.

Timelines and evaluation:

- The ultimate measure of success for this project is improved communication between school and social work staff, with greater access to educational information leading to educational needs being met in a timelier manner.

2B. Increase enrollment of foster children in high quality early childhood education.

- The *rationale* for this objective is the evidence that quality early childhood education promotes social and emotional development, contributes to closing the academic achievement gap, and has a strong economic “rate of return”. This objective addresses performance item 21, and Systemic Factors of Agency Responsiveness.

- Measures of this performance item include: the number of children in out of home care participating in Early Head Start and Head Start and the number of OHC children participating in higher star level programs in Wisconsin's YoungStar Quality Rating Improvement System.

In the last year, Wisconsin has documented the following activities and progress.

- An overlay for the Geographic Placement Resources was developed to help more precise searching of high quality programs near foster care placements, foster parent work addresses, or birth family homes.
- Training was provided on how YoungStar staff, foster care coordinators, and foster parents can utilize this new functionality.

In the next year, efforts include:

- Analyzing a recently released survey to counties and Head Start partners to update how many agreements are in place between Head Start and child welfare to coordinate services.
- Continuing to monitor the number of children in out of home care that are able to access higher quality care and Head Start.

Implementation supports

- Development of GPRS overlay
- Identification of additional ways to improve ways of matching children with higher quality settings.

Timelines and evaluation:

- DCF anticipates that there will be more children in OHC enrolled in 4 and 5 star programs (the highest quality rating for early childhood programs), and more child welfare agencies entering into formal agreements or MOU's with Head Start to more systematically identify, enroll and support children in Head Start Programs.

2C. Engage in strategic planning for the community-based Juvenile Justice (JJ) system to improve coordination and alignment with the child protective services system and strengthen outcomes for youth and families involved in the JJ system.

Rationale

On January 1, 2016, oversight of the community based juvenile justice program services was transferred to DCF from DOC. DCF is engaging intensively with all system partners to more fully understand all of the components of the community-based juvenile justice systems and identify the most pressing needs for policy development. This objective recognizes the addition of this program to DCF and addresses performance items 16-18.

Measures include:

- Synthesize and analyze findings from strategic planning into a formal report by the end of the year.
- Use findings to shape newly created strategic plan for community-based juvenile justice system.

Training and Implementation Supports:

- Will be developed based on the strategic plan findings.

Progress in the last year:

- Worked closely with DOC to work on transfer.

2D. Build and support regional youth services delivery model and expand temporary housing capacity for runaway and homeless youth

Rationale:

This revised objective reflects Wisconsin's efforts to have a more coordinated service delivery system and to promote collaboration between youth service providers on a regional basis. Due to limited resources for runaway and homeless youth programs, Wisconsin is trying expand available temporary housing.

In the last year, activities to meet this objective include the following.

- Issuance of new RFP process to regionalize runaway and homeless youth programming and emphasize housing first approach.
- Launched new regional service delivery in two regions of the state.

In the following year:

- Additional regions will be launched.

Measures:

- Contractors will be asked to measure baseline information about youth employment, health insurance, housing, and other important youth outcomes.
- Outcome targets will be developed over the next two years as we develop a regional baseline for services.

Implementation Support:

- All contractors being trained on the Homeless Management Information System (HMIS)

2E. In collaboration with the Department of Health Services (DHS), implement the Medicaid Care4Kids medical home initiative to provide coordinated and comprehensive medical, dental, and behavioral health services, including trauma-informed care, to children in out-of-home care.

Rationale:

Foster children, in general, have more complex physical and behavioral issues than other children; and therefore need access to a medical services system that is coordinated and reflects the unique needs of foster children. This objective addresses performance items 22 and 23 and the Service Array and Agency Responsiveness Systemic Factor.

In the last year, Wisconsin has participated in the following activities and seen the following improvements.

- As of May 27, 2016, there are 2,989 children enrolled in the program.
- The program currently operates in six southeast counties.
- DCF and DHS will start planning for rolling out the program in the rest of the state in CY 2017. DCF and DHS are working with the contracted agency to improve services for the six participating counties before evaluating the program.
- *Measures* of this initiative include: number of enrollees; timeliness of 2-day initial health screen and 30-day health assessment, and 60 day comprehensive health plan; timeliness of well child check-ups and dental exams; immunization rates; lead blood testing; use of psychotropic medications; emergency room and hospital utilization. It is anticipated that Wisconsin will see an improvement in these

outcomes for children. Data reports attached to this report provide information on these measures and trends in children served and health outcomes.

- *Training and implementation supports* will include: training, development of codes in the management information system to track outcomes over time, continued collaboration with health care providers, foster parents and birth parents, and others to communicate about the program.

2F. *In partnership with the Fostering Futures initiative, promote the adoption of trauma-informed principles in all areas in the child protective services and juvenile justice welfare systems and in other systems serving children and families, including through expansion of the Trauma Project, continued participation in Fostering Futures, and was able to add a new program called Connections Count Program that is being launched in 2016. An additional new program the Healthy Infant Court was added that will compliment Trauma Project efforts.*

Rationale:

The project is a comprehensive approach to create a more trauma-informed and responsive child welfare system through training, skill development and collaboration. The Trauma Project has three components:

The components include:

- Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) Learning Collaborative, introduces evidence-based trauma treatment into the child welfare service array by training mental health clinicians;
- Trauma-Informed Parenting Training, provides trauma-informed parenting training to resource and biological parents and agency case workers; and,
- Trauma-Informed Systems Change, includes system-wide training, consultation, and technical support to build a more trauma-responsive system of care.

In the last year, examples of accomplishments include:

- Has grown to 12 additional sites since the initial two sites in 2012.
- Statewide expansion, that will feature communities taking on one of the three components above, is underway in 2016 to ensure services to prevent and treat child trauma, increases access to trauma-informed services, and facilitates the implementation of trauma-informed principles across family-serving systems.
- Specific pilot site accomplishments in Jefferson, Rock and Walworth pilot sites:
 - 77 Masters Level Clinicians trained in Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)
 - 151 children screened and assessed for trauma.
 - 123 caregiver parents and agency child welfare workforce staff completed National Traumatic Stress Network (NCTSN) Trauma-Informed Parenting Training
 - Development of local trainers for NCTSN Trauma-Informed Parenting Training
 - Additionally, 30 previously trained clinicians and clinical supervisors completed a TF-CBT booster session to help ensure model fidelity, and 16 individuals participated in a 2-day Train-The-Trainer Workshop to develop additional Trauma-Informed Parenting training facilitators.
- The project expansion includes collaboration with the Fostering Futures Initiative for the 3rd project component: adopting trauma-informed practices at the organizational and systems levels. The expansion will provide counties and tribes the option to participate in one, two, or all three components of the project.
- The 2016-2018 expansion will also include training for clinicians who treat children in the child welfare system or are at risk of entering the child welfare system in Trauma-Informed Child Parent

Psychotherapy (TI-CPP), which focuses on very young infants and children up to 5 years of age. Together with TF-CBT, this will help increase the availability of effective evidenced-based interventions for childhood trauma for children of all ages.

Training and implementation supports in the last year that will be continued into next year include:

- Training and technical assistance for this will be provided by the National Council on Behavioral Health through external grant funding to assist state, county, and tribal child welfare agencies to become trauma-informed organizations.
- Incorporating Trauma Informed Care principles into the training system utilizing the model developed by the National Child Traumatic Stress Network (NCTSN) so that all child welfare workers understand the importance of integrating trauma concepts into their daily practice leading to improvements in regards to child and family outcomes. Concepts have been and continue to be imbedded within the pre-placement and pre-service curricula and are being taken into account as the foundation courses are being re-structured to align with the new core practice competencies. Additionally, Tier 2 of the DCF Trauma Project includes three sessions of the 16 hour NCTSN training and includes 15-20 parents in each workshop, as well as case workers, juvenile justice workers and others involved with the child welfare system and support of the children and families. A pre and posttest is administered at each workshop with 90% or more of the parents reporting changes in parenting approaches. It is a goal of the trauma project to: 1) Continue to hold at least 3 sessions of the 16 hour NCTSN training at each site; and 2). Continue to administer the pre and posttest with anticipated responses of change in parenting approaches of 90% or more as a result of the training.
- *Outreach* to encourage individuals to participate, and outreach with community partners to increase the number of caregivers and professionals in child and family-serving systems who are trained in trauma-informed approaches. In 2015, changes were made within the Tier 2 NCTSN training, to expand its appropriateness for training caregivers/parents of children ages, 0-5 years. This work is part of a collaboration between DCF and DHS and includes \$20,000 in IV-B, Subpart I funding to expand capacity for training parents of younger children as part of the Early Childhood Comprehensive Systems (ECCS) grant. The purpose of these activities is to collaborate with DHS to modify the 16 hour NCTSN training to make it more appropriate for caregivers/parents of children and ages, 0-5 years; and pilot the training at a DCF Trauma Project Site as part of the Tier 2 Workshop. DCF will also continue to collaborate with DHS as it rolls out the ECCS project, which will provide training to therapists in an evidence-based trauma therapy for children, ages 0-5 years.

Measures and Milestones

- The DCF Trauma Project will include continuing to expand and track the number of new counties, individuals and mental health providers participating in trauma training; the number of children that are screened for trauma and referred for services to meet their needs and, continuing to measure and track participant outcomes for providers and other training participants as a result of receiving training through the DCF Trauma Project.

Initiatives that will strengthen and compliment the Trauma Project include the Connections Count and the Healthy Infant Court.

1. Update on New Initiative - Connections Count

Rationale:

Effective July 1, 2015, Wisconsin enacted Act 55, which provides \$360,300 in federal TANF funds in SFY 17 (July 1, 2016 – June 30, 2017) for funding a new statewide prevention-intervention initiative targeting vulnerable families with children ages 0-5 years. The initiative provides community connectors to interact with vulnerable families

with young children and to connect families with formal and informal community support. Its purpose is two-fold: (1) to improve the connectedness of vulnerable families to ongoing formal and natural supports, including linking them to neighborhood leadership opportunities; and (2) to assist these families in accessing benefits and services that could meet their needs.

Objectives of this new initiative include:

- Addressing immediate short-term needs as well as providing long lasting connections for families that help them to build social capital and neighborhood alliances.
- Using an approach that includes having a trusted member of the community based in an established local agency who serves as a “Community Connector” engaging with vulnerable families in their homes, identifying their needs, and “connecting” the family with appropriate formal and natural supports in the community.
- To develop the Connector role as someone with knowledge of local resources and the skills to engage and connect families to neighborhood-based and natural supports and organizations that can serve as sustainable, ongoing supports.

Timelines and Milestones

- In January, 2017, 2-4 pilot sites, selected via a competitive process, will serve families with children ages 0-5 that reside in high-needs (as identified through the Home Visiting Needs Assessment), communities that have at least a minimally sufficient array of formal and informal resources and services to enable meaningful referrals.

Measures

- Collection of qualitative evidence to understand factors that influence the variation in impacts of interventions across locations;
- Formative and summative measures to demonstrate pilot sites have engaged isolated families to meet their needs by connecting them to natural supports in their communities as well as more formalized service structures; and
- As a longitudinal goal, the Connections Count Initiative will demonstrate overall improved health, decreased levels of child abuse and neglect, increased access to services, sustainable community engagement, increased social capital, decreased isolation and toxic stress, and improved socioeconomic outcomes for families enrolled.

Implementation Supports:

- Dedicated project coordinator supported through state funds.
- Training and additional resource needs will be identified as the program is implemented over the next two years.

2. Update on New Initiative Supporting Trauma Project Goals – Healthy Infant Court (HIC)

Rationale:

It is essential to wrap services around young families involved in the child welfare and court system to minimize to the extent possible the trauma faced by infants and young children. Growing evidence suggest that this has lasting and significant complications. This model is designed to counter these negative influences to the extent possible.

Objectives and activities underway and in the next year include:

- A Healthy Infant Court (HIC) will be developed as a complement to the Trauma Project to help support and expand professional training in Trauma Informed-Child Parent Psychotherapy (TI-CPP).

- DCF provided Milwaukee County a grant of \$65,000 per year for 2016-2018 to support the public-private collaboration between Milwaukee County judges, representatives from SaintA and Children's Hospital of Wisconsin Community Services, assistant district attorneys, private bar attorneys that represent Child in Need of Protection and Services cases, community agencies, and the Division of Milwaukee Child Welfare modeled after the Zero to Three Safe Baby Court sites.
- Support will:
 - Fund essential technical assistance and project management by creating a HIC Coordinator position and supporting training opportunities.
 - Enable expansion of an already strong cross systems collaboration and increase the capacity to use evidence-based practice to strengthen families, especially infants and toddlers involved in the Milwaukee County child welfare system. TI-CPP is an evidence-based therapy that the HIC will use as its treatment model. TI-CPP is endorsed by the National Zero to Three Center and is used by all Quality Improvement Center for Research-Based Infant-Toddler Court Teams.
- The HIC Coordinator will develop all policies and procedures for the HIC, schedule and facilitate team meetings, track monthly case follow-up activities, identify and develop resource providers throughout Milwaukee County that can serve this population, conduct follow-up activities related to HIC team goals and collect data for outcome evaluation. The HIC Coordinator will also facilitate specialized, cross systems training.

Timelines and Milestones

- Specific timelines and milestones will be determined in the next year

Measures

- These will be established as the initiative is launched and will be informed by experience with Zero to Three Safe Baby Court sites. Efforts will be led by the HIC Coordinator.

Implementation Supports

- DCF anticipates that training may be needed
- Dedicated staffing will also be required

2G. Develop a cross-system, comprehensive, trauma-informed culturally competent victim-centered approach to serving minor victims of sex trafficking and preventing youth from becoming victims of sex trafficking. Identify needs and develop programs and policies to address youth who are victims or at risk of being victims of sex trafficking.

Rationale:

This new update reflects a concerted and comprehensive approach to preventing sex trafficking in Wisconsin reflecting a concern that sex trafficking is growing nationally and in Wisconsin. This requires that a more coordinated, comprehensive and robust approach is developed to respond to the growing concerns of sex trafficking and preventing trafficking from occurring in the future. Wisconsin successfully passed and has implemented a series of legal and policy changes in response to the Preventing Sex Trafficking and Strengthening Families Act (Pub. L. 113-183) and the Justice for Victims of Trafficking Act (Pub. L. 114-22). This objective addresses performance items 2 and 16-18/

Objectives

- Continue to co-lead a statewide, cross-discipline task force.
- Key provisions required to comply with the Preventing Sex Trafficking and Strengthening Families Act were successfully implemented.
- New Coordinator position was established to oversee all sex trafficking efforts, including efforts the Task Force.
- Oversee launching of residential facility for victims of sex trafficking, supported with state resources.
- Develop plans for a regional hub structure, including developing a federal grant proposal to support Wisconsin's efforts.
- Participate in Urban Institute pilot in Milwaukee that will explore the use of a screening tool in three sites in the country, including Milwaukee.

Timeline and Milestones

- Residential facility will be operational no later than February 1, 2017
- Plan for regional hubs will be developed

Training and Implementation Supports

- A dedicated state coordinator position established and filled to lead efforts
- eWiSACWIS changes are needed and underway to implement provisions of both federal laws.
- The training workgroup of the Task Force and DCF will identify key training needs to comply with federal laws and to implement a more coordinated state response.

2H. Develop plan to strengthen the response to and services for children with disabilities in the child protective services and juvenile justice systems.

Rationale:

This new objective was developed in response to a growing concern about children with disabilities in the child welfare system. Further, Wisconsin Act 365 was passed in 2016 and required that DCF develop and implement a plan for identifying and strengthening practices used to investigate reports of suspected or threatened abuse or neglect of a child with a disability. DCF is required to establish an open public participation process to develop a plan with input from multiple partner agencies including law enforcement and DHS. The objective addresses items 2 and 16-18.

Objectives:

- Continue to convene team that was initially brought together in early 2016.
- Develop a cross-sector, comprehensive approach to improve services for children with disabilities in the child welfare system.

Timelines and Milestones

- Plan will be developed by the end of the year.

Implementation Supports:

- DCF anticipates that policies may need to be changed.
- Additional training and outreach may need to occur about policies and procedures identified.
- Staffing will be needed to ensure continuity in the work of the Task Force.

Goal 3: Strengthen outcomes for youth and other vulnerable populations

3A. Develop and seek passage of legislation to extend out-of-home care to age 21 for youth with an individualized education program and plan for implementation.

- The *rationale* for this objective is that youth aging out of care are able to improve their educational, employment and other outcomes if they continue to access support from the child welfare system. This objective assesses performance item 21.

Over the last year, Wisconsin has met this objective.

- Law became effective in August, 2014.
- *Training and implementation* supports will continue to include training on how to apply the new policies, and technical assistance to counties in providing effective supports for this population.
- *Timelines:* The provision became effective statewide in August, 2014. Efforts to promote the awareness of this benefit will continue. DCF is now developing a tracking mechanism to determine the uptake rate for eligible youth. By January 1, 2016 DCF will understand and be able to report on youth who access the foster care extension and those that do not, either through a voluntary agreement or a court ordered extension.

3B. Through the federal grant to reduce youth homelessness, implement the PATHS initiative to improve housing, academic, employment, and socio-emotional outcomes for youth, including the redesign of the Independent Living Program, implementation of youth-focused Permanency Round Tables, and other programs.

To reflect the closing out of the planning grant, this objective was changed to Improve housing, academic, employment, and socio-emotional outcomes for youth

Rationale:

A more comprehensive coordinated system for youth that utilizes evidence-based and promising practices will better support their needs and result in better outcomes. This objective addresses performance item 16 and Systemic Factors of Service Array and Agency Responsiveness.

In the last year, Wisconsin has made progress on these objectives through the following training and implementation supports and activities.

- Wisconsin will continue pilot projects started in 2014 through June, 2016. The lessons learned from the pilots will be used to develop a targeted approach in Milwaukee that is under development.
- *Training and implementation supports* included efforts made to reorganize independent living services that are described in the Chafee Section of this APSR. Moving forward DCF will work with procurement services to develop an RFP to pilot housing first activities in Milwaukee

Other progress includes:

- PATHS pilot projects will continue through June, 2016.

3C. To improve future prospects for success, while youth are in out-of-home care, support youth's ability to obtain and retain employment and access Technical College training certification and degree opportunities.

Rationale:

This revised objective reflects a more targeted focus on promoting opportunities for youth in out-of-home care to counteract poor educational and employment outcomes experienced by this population. DCF is focusing on increasing access to career and technical education to help create career paths to provide additional opportunities to meet these challenges. This objective responds to performance item 16.

Updates in the last year that will be continued in the next year include:

- Partnering with DPI on academic and career planning process
- Partnering with DWD on the roll out of regional agencies.
- Working with technical colleges through the Foster Youth to College Advisory Council

Measures:

- Regional agencies to create a baseline
- Establish goals, objective and outcomes

Implementation Supports:

- Staffing for outreach
- Training may be identified as outreach efforts continue.

Wisconsin revamped goal 4 to work on similar areas but made the focus of the objectives more clear and align more specifically with key goals and projects planned. Goal 4 is changed to

Strengthen and improve the infrastructure support to the statewide child protective services and juvenile justice systems

Objectives are adjusted slightly and include:

- 4A. Redesign the CQI Process – Wisconsin's CQI system redesign is addressed in Section 5, Program Support, data from the redesigned CQI process are included in the state's assessment of performance (Section 2)
- 4B. Complete and implement revised Child Welfare Practice Model.
Please see Collaboration Section for description of this process beginning on page 12, in Section 3.
- 4C. Prepare for federal CFSR site visit in FFY18

Rationale: The federal review process is an important means of assessing overall state functioning and achievement of outcomes. Wisconsin uses this opportunity to fully explore recent feedback and determine what additional feedback will be necessary to continue to improve the system.

Objectives:

Beginning in 2016 and continuing through Fiscal Year 2018 DCF will work on the following objectives:

- Identify stakeholders to secure outreach from.
- Determine which aspects of the Wisconsin system stakeholder groups are interested in contributing to.
- Determine the most effective means of generating input.
- Participate in the Minnesota Federal Review as a cross-state reviewer in July/August 2016

Timelines and Milestones;

- Outreach is planned to begin in the summer of 2016 continuing through early, 2017
- Once Wisconsin receives word of the timing on the FY 2018 CFSR, more specific timelines and deliverables will be identified.

Implementation Supports:

- Minnesota CFSR Training
- Staffing for outreach, developing materials and planning for staff needed for federal review in FY 2018.

4D. *Implement structured process for policy/program development and implementation including incorporation of parent and youth voice in the policy and program development process.*

The *rationale* for this approach is that better trained and supported staff will provide a higher quality level of service for the families and children they serve. This objective addresses systemic factors of Training, Information Systems and Quality Improvement.

In the last year, DCF worked on the following

- Ongoing development and implementation of a regular training schedule of planned offerings to ensure training is available as needed by child welfare staff as described in the training section

Timelines and deliverables

- 2016 eWiSACWIS training will be integrated into the foundation course and all foundation courses will be updated and incorporate all current policies practices and standards.
- Supervising Safety training has established a schedule for ensuring that supervising safety training in key areas will be offered twice a year for the next five years to build capacity of staff to improve safety practices.

Measures:

- Development of curriculum; the number of individuals completing training course; and evaluation of the knowledge gained in the training courses.

Implementation supports

- Training described above.
- Upgrades to eWiSACWIS to accommodate new training courses, data, and potential metrics.

4. Update on Service Description

Title IV-B Services

Purpose

Title IV-B, Subpart 1 is a federal block grant that can be used for a broad range of child welfare services. P.L. 109-288 changed the Title IV-B, Subpart 1 program from a permanent authorization to a five-year authorization. The purpose of the program is to protect and promote the welfare of all children; prevent the neglect, abuse or exploitation of children; support at-risk families through services that allow children to remain with their families or return to their families in a timely manner; promote the safety, permanence and well-being of children in foster care and adoptive families; and provide training, professional development and support to ensure a well-qualified workforce.

On September 30, 2011, the Child and Family Services Improvement and Innovation Act reauthorized programs funded under title IV-B for five years through FY 2016 and made a number of other changes including a requirement for states to expand the information provided in the APSR relating to services provided to young children, health care coordination and oversight for children in foster care and the specific sources of information regarding child maltreatment deaths. This information is located in Section VIII of this report.

In Wisconsin, Subpart 1 funds are used for the Children and Families Aids, Youth Aids and Runaway and Homeless Youth Programs. A small amount of Subpart 1 funds are also used for DCF state program operations. The programs funded under Title IV-B, Subpart 1 have not changed in several years, but the allocations to the program areas are subject to change based on the amount of the federal IV-B Subpart 1 award.

Use of IV-B Funds for Maintenance Payments

Wisconsin does not use IV-B, Subpart 1 funds for foster care maintenance payments. All foster care maintenance payments, including payments for children who are not IV-E eligible, are made with state GPR funds (for BMCW and state foster care) or Children and Family Aids and local tax levy (counties). Wisconsin does not anticipate a need to use IV-B, Subpart 1 funds for foster care maintenance payments in the future.

Children and Family Aids Allocation

Children and Family Aids (CFA) is the state mechanism to provide county human and social service agencies in Wisconsin with funds for child welfare services. The largest single funding source for Children and Family Aids is state General Purpose Revenues (GPR). DCF will use \$2,996,000 of IV-B part 1 for the CFA in SFY16. The following federal funds are also included in the county allocation: Title IV-E foster care reimbursement earned based on expenses incurred by the state and counties, the Social Service Block Grant (SSBG), Temporary Assistance for Needy Families (TANF) transferred to SSBG, and Title IV-B, Subpart 1 Child Welfare Services. CFA funds can be used for child protective services, other child welfare services including prevention services and community-based services to the juvenile justice population.

The CFA funds are used by county agencies for child welfare services and other services to children and families. Counties are required to provide a local match to the CFA funds, with most counties providing more than the minimum amount of match. The county match is the primary source of state match for the Title IV-B, Subpart 1 funds.

Counties have considerable flexibility in determining how much CFA funding to allocate for each type of human service. Counties must provide human services to populations specified under state statute, but the counties determine the specific types of services provided.

DCF uses several tools to monitor and assess county human services provided using CFA funds. The State and counties enter into a contract covering the administration of the CFA funds. Client service information is transmitted to DCF in multiple ways, including client services information reported through eWiSACWIS. Expenditure information is reported through the Central Office Reporting (CORe) System.

IV-B funds are also used in Youth Aids which is a block grant provided to counties for use in serving the juvenile justice population.

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

Currently the Department grants \$666,000 to 18 Runaway and Homeless Youth (RHY) programs, and the Wisconsin Association of Runaway and Homeless Youth (WAHRs). Funding is a combination of GPR (\$50,000) and federal IV-B, Subpart 1 funds. In 2015 DCF undertook competitive process to identify 7 direct service providers, one in each of the Bureau of Youth Services regions. As a result of the process, a new set of grantees began in 2016.

The goal of the RHY Program is to prevent and reduce the number of youth experiencing homelessness in Wisconsin by ensuring that youth and their families have the services and supports that they need. The target population of the RHY Program is youth and young adults ages 12-21 that have runaway, are at-risk of running away, who are homeless, or who are at imminent risk of becoming homeless. In addition to the RFP progress, the Department is integrating the RHY Program into the fabric of other adolescent services. To do so, two main areas of work will be led by the Bureau of Youth Services (OYS) in the next several years:

- Establish a vision, state priorities, and a coordinated system of service delivery.
- Obtain better data on the scope and prevalence of youth homelessness to understand and effectively target limited resources.

Future RHY programming will include a prevention and outreach component; shelter (both formal and informal); and short-term transitional and permanent housing options. All RHY Programs will be required to work toward four key goals in their target community and/or region:

1. Ensuring Safe and Stable Housing
2. Supporting Self-Sufficiency
3. Increasing Permanent Connections
4. Promoting Health and Well-being

DCF is in the process of completing its Youth at Risk of Homelessness planning grant. At the conclusion of the grant, BYS will allocate funding reserved for youth aging out of out of home care to a new housing first project. This project is expected to begin in January 2017.

IV-B, Subpart I-Expansion of Parent Training for Children 0-5 Years

Collaboration between DCF and DHS in 2015 included use of \$20,000 in IV-B, Subpart I funding to expand capacity for training parents of younger children as part of the Early Childhood Comprehensive Systems (ECCS) grant. The funds were used to modify the 16 hour National Child Traumatic Stress Network (NCTSN) caregiver training to make it more appropriate for caregivers/parents of children and ages, 0-5 years; and to pilot the training at a Wisconsin Trauma Project Site in 2015 as part of the Tier 2 Workshop.

DCF will continue to collaborate with DHS it rolls out the ECCS project, which will provide training to therapists in Trauma Informed – Child Parent Psychotherapy (TI-CPP), an evidence-based trauma therapy for children, ages 0-5 years. Outreach will also continue to encourage individuals to participate, and for community partners to increase the number of caregivers and professionals in child and family-serving systems who are trained in trauma-informed approaches.

Healthy Infant Court - Milwaukee County Children's Court

In partnership with the Fostering Futures initiative to promote the adoption of trauma-informed principles in all areas in the child protective services and juvenile justice welfare systems, the DCF is supporting Milwaukee County in funding Wisconsin's first Healthy Infant Court (HIC) as part of the WI Trauma Project expansion. Funding will help provide essential technical assistance and project management by creating an HIC Coordinator position and supporting training opportunities. The addition of this position will also enable the expansion of an already strong, cross systems collaboration and increase the capacity to use evidence-based practice to strengthen families, especially infants and toddlers involved in the Milwaukee County child welfare system. TI-CPP is an evidence-based therapy that the HIC will use as their treatment model. TI-CPP is endorsed by the National Zero to Three Center and is used by all its Quality Improvement Center for Research-Based Infant-Toddler Court Teams. The court will begin as a pilot, helping half a dozen babies.

The benefits of providing start-up support to the HIC will extend well beyond Milwaukee County. Much like what has occurred with the Wisconsin's first Family Drug Treatment Court, other Wisconsin courts will use the experience of Milwaukee Judge Triggiano and others on the team to create their own HIC while avoiding repeating some of the lessons learned in the early years of the initiative. Additionally the TI-CPP training initiative through the UW-Madison School of Psychiatry will help to assure a pool of therapists is available to deliver appropriate evidence based mental health services for infants. Finally, the HIC will collaborate with DMCP's Quality Parenting Milwaukee to develop and identify stable, nurturing, and trauma informed placements, which is a core component of a successful HIC.

Safe and Stable Families

Wisconsin's Promoting Safe and Stable Families program (PSSF) is administered by the Division of Safety and Permanence (DSP) and has four components: family preservation, family support, time-limited-reunification services and adoption promotion and support. Services in the first three components are primarily delivered by 70 county agencies. The Division of Milwaukee Child Protective Services and Menominee County do not receive annual PSSF allocations. In Menominee County, the tribal agency receives PSSF grant funds directly from the federal government and Milwaukee County does not receive an allocation, as the Department of Children and Families operates the child welfare system.

Adoption promotion and support services to the counties are provided at the state level through the Special Needs Adoption Program (SNAP). A portion of the federal award is also used to fund regional or statewide family preservation, family support and time-limited activities (including funding programs for Wisconsin's 10 remaining tribes and the Division of Milwaukee Child Protective Services).

Title IV-B, Subpart 2 funds are allocated to counties for the operation of local PSSF programs. In order to build on local collaboration and community-wide planning efforts, PSSF program service delivery involves various stakeholders within each county. Strong collaboration at the local level is critical in ensuring that the populations at greatest risk of maltreatment are identified, supported and served in a timely and effective manner. Coordination of training and direct service efforts at the community level further assists community

stakeholders, including child welfare, law enforcement, education and community-based providers in identifying and targeting services to those with the greatest needs. Counties have focused on improving outcomes for children and families through prevention efforts with funds from several sources in an effort to better target high-risk children and families. For example, some counties incorporate PSSF programming with the Wisconsin Brighter Futures Initiative (BFI), while others use PSSF funds to support local Coordinated Services Teams, Alternative Response, Home Visiting programs or in support of the WI Trauma Project initiative. DSP continues to work with counties to strengthen collaborative efforts and leverage additional dollars at the local level.

While local operation of PSSF programming is the cornerstone of unique implementation in Wisconsin, each local agency under contract with DCF is responsible for meeting the following requirements:

- 1) Provision of family preservation, family support and time-limited reunification services designed to promote child and family safety, stability and well-being. To meet the Title IVB, Subpart 2 fiscal requirements for preservation, support and reunification services, local agencies are required to dedicate the required portion of their total PSSF program funds to each of these three service areas.
- 2) Identifying the populations at greatest risk of maltreatment and targeting local community services to these populations to prevent the occurrence of abuse and neglect and ensure that children and families are safe, stable, and nurtured.
- 3) Developing implementation plans, including program descriptions, program goals specific to PSSF service categories, measurable outcomes and program budgets to reflect funding allocations in the three PSSF service categories of support, preservation and reunification, as defined by the federal requirements.
- 4) Actively and comprehensively involving multiple stakeholders in the planning, implementation and evaluation processes.
- 5) Submitting annual reports to include outcomes achieved with regard to prevention, preservation and reunification; number of children and families that received services funded with the PSSF grant; and an expenditure report showing actual dollars spent for support, preservation and reunification.

The adoption component of PSSF is delivered by the Special Needs Adoption Program using PSSF funds combined with other state and federal dollars to locate families who are able to provide safe, permanent homes for children who cannot achieve permanence with their parents.

Wisconsin counties review and modify, if needed, or develop new PSSF plans for the calendar year that support the above needs through a variety of mechanisms in communication with DCF. Tribal technical assistance is also offered through this funding. Agencies collect and report information on individual outcomes and evaluate countywide data on an annual basis. Plans are amended as outcomes and emerging needs dictate. Through eWiSACWIS, both the state and county agencies have access to more current data than has been available in the past to help evaluate program effectiveness.

Use of Title IV-B Subpart 2 Funds for PSSF Services

Of the total PSSF funds, 20% is used by the DCF for state-level adoption promotion and support services activities, while approximately 5% is used by DCF for state operations, including training and technical assistance to counties and tribes. Approximately 5% is used to fund two programs with statewide impact: the ongoing Wisconsin ACE Study and the Wisconsin Trauma Project. The remaining 70% of PSSF funds are allocated to counties and tribes to fund support, preservation and reunification programs. Local agencies are required to

apply federal funding requirements for family support, preservation and reunification services to meet PSSF spending requirements for those service areas.

For the adoption promotion and support services portion of PSSF, funds are directed toward promoting and supporting adoption as a permanency outcome for children. The PSSF funds for Adoption services are used to support part of the Special Needs Adoption Program (SNAP) contracts to finalize adoptions of children in out-of-home care and also to support a network of six Post Adoption Resource Centers (PARCs). The funds to SNAP are used for adoption caseworker staff and recruitment of adoptive families. The PARCs provide resource and referral services to adoptive families.

State Matching Funds for Title IV-B, Subpart 2

PSSF funds for all categories, except adoption, are allocated to counties on a calendar year basis and to tribes on a federal fiscal year basis. Under state policy for the PSSF program, local agencies are required to spend at least the minimum amount required for preservation, support and reunification. As Wisconsin does not currently operate any specific projects in the “other” services category, local agencies are required to use the amount of funds slated for “other services” on any of the three categories: preservation, support or reunification activities. DCF uses the adoption portion of funds at the state level as part of the overall financing for adoption program activities.

The required state match for the PSSF allocation is generated by county agencies using state GPR funds provided through the Children and Family Aids program or local tax levy funds. The estimated match amounts are based on local agency expenditure information reported to DCF. While estimated match amounts shown in the CFS-101 form reflect projected minimum match expenditures for each of the PSSF categories, actual match expenditures will typically exceed minimum amounts (particularly for family preservation activities).

The focus of the Wisconsin PSSF program has been to ensure that program services meet the federal requirements for each of the service areas and improve outcomes for children and families who are at high risk or currently involved in the child protective services systems.

As new child welfare policies, standards and procedures are developed and implemented statewide (with the goal of improving safety, permanence and the well-being of children and families), PSSF service providers are expected to coordinate services and target populations in ways that improve child welfare program outcomes. Counties are also encouraged to align PSSF program outcomes with other county or state initiatives to improve coordination of efforts. For example, counties use PSSF funds to better support local Home Visitation, Coordinated Service Teams, Family Resource Centers, Community Response programs or Post-Reunification services. Finally, counties have been encouraged to align their PSSF funds with evidence-based programming or other promising approaches in the areas of Home Visiting, Trauma-Informed Care and Youth Development in an effort to create a better coordinated system of care for children and families who are most at-risk and in need of services.

In 2015, 14,657 children and 9,058 families received PSSF preservation, support or reunification services from county agencies. Of the 14,657 children served, approximately 39% or 5627 were children ages 0-4 years. Based on reports that compare actual outcomes with desired outcomes for the children and families served with this funding, counties typically meet or exceed their outcome goals. Counties continue to develop outcome measurements that reflect their programmatic goals.

Counties continue to focus their PSSF allocations on family-based services designed to strengthen families and use targeted outcomes as the basis for their program design and local programming. Counties evaluate the performance of their programs to make funding and program decisions and utilize a family-based, coordinated approach.

FY 2016 PSSF Reports

In 2015, PSSF program participants were required submit their 2015-2017 PSSF 3-Year Plans. Updates to the plan were not required if there were no changes to the program. Each program will receive the same allocation amount for all three years. Each program was required to include data for CY 2014, which was obtained from eWiSACWIS. The data is used to better understand county performance as it relates to prevention, preservation and reunification efforts.

Each PSSF program also was required to submit a 2015 PSSF Annual Report. The annual report covers program spending and activities for CY 2015. The amount of funding spent and numbers of children and families served are reported by category; i.e., Family Support, Family Preservation and Family Reunification, to ensure proper distribution of funds and services in compliance with Federal PSSF Program requirements. The annual report also includes program outcomes for that period.

PSSF Services and Outcomes at the County and Community Level

Following are some specific outcomes achieved and examples of local programs and services supported with PSSF funding:

- Ashland County Health & Human Services Department provided intensive in-home services to families who were identified as having a high probability of out-of-home placement or preparing for safe return home for their children. After involvement with the in-home services program, there were no new reports of alleged abuse or neglect for any of these families. Involvement in the program also resulted in prevention of out of home placement and successful reunification.
- Florence County Department of Human Services reported that 86% of families completing the Parenting Home Visitation Program had 0 new referrals of alleged abuse or neglect following their exit from the program. 100% of the high school juniors and seniors participating in their Menu Services/Wraparound program successfully advanced to the next year of school or graduated.
- Iowa County Department of Social Services reported that 91% of families receiving family preservation services avoided out-of-home care placement of a child; 100% of families receiving family reunification services did not reenter out-of-home care; and 100% of families receiving family support services did not have any additional substantiated incidents of abuse or neglect.
- Iron County Human Services Department sponsored several community events through its Iron County Youth and Family Mentoring Program. For example, Family Fun Days educated families on family well-being and skills for effective parent advocacy. Children were provided with a swim buddy in the waterpark, while their parents attended workshops. The Mentoring Program is a cross collaboration program, connecting parents to any and all services offered through the agency, community, or school partners. In addition, the mentors directly assist families and children by helping families obtain needed resources, transportation, parenting assistance, development of parenting skills, and other assistance with identified family needs.
- Kewaunee County Department of Human Services initiated Parent Circles (i.e., parent cafes) in the community. Evaluation of the project found that almost all of the participating parents reported improvement in their parenting skills, increased knowledge of a resource their families could use, and increased willingness to ask for help when their families need it.

Statewide Efforts Supported by PSSF

In addition to PSSF funding for county delivered programs/services, over the last five years Wisconsin has provided ongoing PSSF funding to a number of state-wide programs that support and enhance local efforts to improve child welfare outcomes, including the following:

Tribal Training Partnership

DSP contracts with the Northeast Training Partnership at the University of Wisconsin-Green Bay to provide training/technical assistance to improve case practice and positively impact outcomes for Tribal children who enter the child welfare system. The primary purpose of the training is to increase cross system collaboration between tribal child welfare and state/county child welfare systems as it relates to the Federal Indian Child Welfare Act.

Tribal Allocation

Funding is provided to Wisconsin's eleven (11) federally recognized Indian tribes. These grants are combined with other funding sources and used to implement the tribal Family Services Plan (FSP). A comprehensive array of services is provided to address family functioning and provide for improved safety, permanency and well-being of Indian children.

DSP staff that manage the Tribal FSP work collaboratively with the tribes and the Department of Health Services Tribal Affairs Unit to update and improve outcome measures used by the tribes. Staff also provide technical assistance to tribes on effective utilization of outcome data and evaluation methods. DSP staff work with tribal staff to identify evidence-based programming when tribes request modifications to programs, as appropriate. Monthly meetings involving the tribes, DHS and DCF ensure routine communication, problem solving, and collaboration.

Wisconsin Trauma Project

The Department continues to support the Wisconsin Trauma Project through a portion of Title IV-B subpart II funds. The project was developed in response to the considerable amount of scientific research calling attention to the serious long-term impact of trauma on child development, well-being and optimal functioning in several domains; and consequently, the need to promote meaningful and measureable changes in the social and emotional well-being of children impacted by trauma. Progress in the last year on this project is detailed in the Update on Assessment of Performance, Section 2.

Adverse Childhood Experiences (ACE) Study & Project

The Department continues to actively participate in the advancement of awareness and practice related to adverse childhood experiences (ACE) in Wisconsin. In 2015, the DCF allocated Title IV-B subpart II funding for continuation of the ACE Module used in the Behavioral Risk Factor Surveillance System in Wisconsin. The data is compiled by the University of Wisconsin-Madison School of Social Work and is used by the Wisconsin ACE Interface Project to educate the public about the impact of childhood adversity and the importance of prevention and trauma informed approaches. In 2015, the DSP assisted with the development of an updated ACE brief, "The Influence of Adverse Childhood Experiences on the Health of Wisconsin Citizens in Adulthood," published in March 2016.

Title IV-B subpart II funding is also used to support the DCF ACE Interface Master Trainer. In 2015, the DCF ACE Master Trainer conducted ACE trainings for child welfare agencies, schools, public health staff, foster parents and other groups around the state. The training materials are approved by Laura Porter, one of the founders of the national ACE Interface Project. The presentation was updated in 2015, incorporating the current Wisconsin ACE findings. Also in 2015, an ACE Interface training evaluation survey was developed and implemented to help ensure the quality and consistency of the ACE Interface trainings. The evaluations contain pre and post training

scores, to help determine the level of knowledge prior to and as a result of the training. ACE studies nationally and internationally continue to provide evidence that demonstrates the long term, negative impact of early adversity and traumatic experiences. The DCF will continue to support the ACE project to promote public awareness, prevention, and shifts in policy and programming to build an integrated system of care that supports safety, permanency and well-being outcomes.

DRAFT

Population at Greatest Risk of Maltreatment

What populations are at greatest risk and how are services targeted to those populations?

Under s. 48.981(9), Stats, Wisconsin provides an annual report to the Governor and the legislature on child abuse and neglect, the Wisconsin Child Abuse and Neglect Report. Information included describes which populations are at the greatest risk of maltreatment, as identified by substantiated maltreatment. Information concerning identification and services to at risk populations is also included in each program section of this report. The report can be found at: <http://dcf.wisconsin.gov/cwreview/reports/CAN/2012CANReport.pdf>. – need a better cite.

In the 2014 report that was released in December, 2015, approximately 32.5% of the victims are 3 or younger and 58.3% of the victims are under the age of 8. The following section below describes in detail how services for children under the age of five are identified, provided and coordinated.

Services for Children Under the Age of Five

Services for children under five to reduce the amount of time in foster care and developmentally appropriate services for children under the age of five.

Wisconsin continues to make a concerted effort to focus on the needs of the birth to five population to better serve young children and to ensure alignment with the Child and Family Services Improvement and Innovation Act that requires states to expand the information relating to health care coordination and oversight for children in foster care. This section describes Wisconsin's efforts to reduce the length of time children under the age of five are in foster care without a permanent family and how the developmental needs of children under the age of five who receive services under the Title IV-B or IV-E programs are met.

Children 0-5 years in OHC-Milwaukee	2011	2012	2013	2014	2015
Total Children 0-4 years	715	1,094	773	814	771
Female	358	544	375	420	380
Male	357	550	398	394	391
White	189	339	223	227	205
Black	465	666	475	529	504
Other	61	89	75	58	62
Hispanic	74	134	109	106	85

Wisconsin's Act 181, "Best Outcomes for Children" legislation

This legislation became effective November 1, 2012, and provides for better case planning to reduce the length of time that young children under the age of five in foster care are without a permanent family. The Act establishes procedures for the use of concurrent planning and requires that the child welfare agency make a determination of whether concurrent planning should be used. In addition, in certain cases, the agency must engage in concurrent planning unless the court orders the agency otherwise. The use of trial reunification is also codified so that children are able to go home on a trial basis while permanency planning continues. A link to the Act is as follows: <https://docs.legis.wisconsin.gov/2011/related/acts/181.pdf>

During the late summer and fall of 2012, the Director of State Courts Office conducted statewide trainings with legal partners, judicial officers, and leadership in child welfare agencies and the Department of Children and Families to support the changes made by Act 181. The training for child welfare staff also included policy and eWiSACWIS changes from the Ongoing Standards to support the use of concurrent planning and trial reunification. In 2013, DCF released new training that is used on an ongoing basis for staff for Case Planning that includes concurrent planning and the use of trial reunification.

Continuation of Permanency Roundtables

The Department of Children and Families (DCF), with the assistance of Casey Family Programs, implemented Permanency Roundtables (PRT) statewide, which includes training to county staff. The PRT process, a professional consultation designed to expedite permanency for children and youth in out of home care, involves consultation and case planning through innovative thinking, the application of best practice, and the “busting” of systemic barriers. The process also includes required follow-up to ensure steps are being taken to expedite the action plan.

Geographic Placement Resource System (GPRS)

It is anticipated that the GPR System will continue to strengthen the state’s child welfare system’s ability to locate and place children of all ages in appropriate placements that meet their developmental needs. Additionally, the information from the CANS will help in efforts to target recruitment of foster care homes that meet individual child needs.

Development of the Geographic Placement Resource System, which uses information already entered into eWiSACWIS to generate visual displays of placement related information using mapping software, began in 2012 and is now fully operational. Data from eWiSACWIS is loaded nightly into the system to provide an updated resource for agency staff seeking to find appropriate placements for children, respond to disasters, and to target foster care recruitment efforts.

The creation of GPRS included a series of releases: the first two included all of the placement resource information from eWiSACWIS and the ability to input child-specific criteria to search. An interim release occurred on September 16, 2013 to fix some minor issues from the first two releases. The third release in December 2013, included child specific information used to match with available providers. The fourth release in the first quarter of 2014 focused on information from the Child and Adolescent Needs and Strengths tool (CANS) and targeted recruitment for foster care.

In the last year, in an additional release, GPRS technology was used to overlay the YoungStar search function. YoungStar is the state’s child care Quality Rating System. The capacity to overlay foster care placements and higher rated YoungStar programs has strengthened the ability of foster care workers, and foster families to look for higher quality child care programs.

Other efforts that continue to build the connection between child welfare and quality early childhood education include an extensive training for foster care coordinators and for foster parents that provides information on the importance of high quality child care.

Activities Targeted To Addressing the Developmental Needs of Young Children

To address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs, Initial Assessment and Ongoing staff are provided 2 days of training on the effects of maltreatment on child development. Participants actively explore the developmental needs of infants, children, and toddlers and the consequences of child abuse and neglect in children from birth to adolescence and establish a framework for the early recognition of developmental problems, enhancing the professional’s ability to formulate appropriate family service plans.

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

The foster parent pre-placement training includes:

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

The foster parent Foundation training includes:

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

Improving Support for Foster and Adoptive Parents

The Department also recognizes the critical linkages between the success of children served within the child welfare system and the supports provided to those who care for them to ensure that their developmental needs are met. Through increased foster care reimbursement, continued work of the Foster Care and Adoption Resource Center, revisions to training for foster families, and changes to licensing code; DSP has worked throughout the past year to better support foster families and improve the foster care system to better meet all children's developmental needs. Through the Child and Adolescent Needs and Strengths tool (CANS), cases where a foster parent whose Level of Care certification is lower than the child's assessed Level of Need are identified and a plan of support and/or services is put in place to support the placement of that specific child with that provider. The CANS assessment must be done upon change of placement and every six months by the case manager and entered into eWiSACWIS.

Healthy Infant Court - Milwaukee County Children's Court

As described on page 89, DCF is supporting the establishment of the state's first Healthy Infant Court (HIC) in Milwaukee. The HIC is a trauma-informed approach to strengthen babies and their families involved in the child welfare system.

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

The state is committed to identifying and strengthening partnerships between early childhood and child welfare. There is ample and growing evidence that quality early learning improves the social, emotional, physical and academic outcomes of children. This is particularly true for those affected by trauma and poverty. DCF continues to make a concerted effort to connect children in out-of-home care with quality early learning experiences. Key efforts were launched in Milwaukee and statewide to strengthen the connections between the child welfare and child care divisions in the Department and the services that are supported for children and families.

Wisconsin’s Child Care Quality Rating System, YoungStar began in 2011 and has been successful in increasing the quality of early care and education opportunities for young children. YoungStar uses a 5-star rating system. Wisconsin instituted a policy with child welfare agencies that children in OHC should only be placed in higher quality setting programs, those that are rated 3-5 stars.

As part of the efforts with the Department’s Division of Early Care and Education (DECE), DSP will be conducting a series of activities:

- In March 2016, capacity was upgraded in the Geographic Placement Resource System to include a mapping overlay with the YoungStar program to provide greater access to quality early care and education providers and determine more precise ways of matching children with higher quality settings.
- In May 2016, DSP and DECE hosted a training for foster parents and caseworkers, which will provide information on the YoungStar program, Wisconsin’s child care subsidy program, SHARES and their intersection with foster care. A portion of the training will review and demonstrate the overlay between GPRS and the YoungStar program.
- Additionally, DCF has conducted and is now analyzing a survey of foster parents who utilize child care or care for children who are not of school age. The Department is seeking to increase access and utilization by learning more through the survey about any challenges foster parents face in accessing quality child care providers, rated 3 Star or higher.

DCF also continues to coordinate with the Wisconsin Head Start Association and the State Head Start Collaboration Office. Beginning in 2011 DCF senior managers met with the Wisconsin Head Start Association and the State Head Start Collaboration Project to identify ways to increase collaboration between the two programs. Two statewide collaborative conferences were held to encourage each system to learn more about the other’s system and to stimulate partnerships between child welfare and county human service agencies. Foster children are categorically eligible for Head Start, an evidence-based high quality program for young children and their families. At least twenty (20) Wisconsin counties and five Tribes are in the process of establishing MOU’s between child welfare and Head Start agencies or have expressed a strong interest in doing so.

Efforts to connect these two important programs of DCF are paying off in terms use of higher quality child care by foster children. The percentage of children in OHC in higher star levels has increased both in Milwaukee and the balance of the state as shown in the table below.

Balance of State	2012	2013	2015
2 Star	52.2%	30.3%	28.3%
3 Star	32.5%	45.3%	37.9%
4 Star	.2%	5.1%	12.4%
5 Star	15.1%	19.3%	19.7%
3-5 Stars	47.8%	69.7%	70%

Milwaukee	2012	2013	2015
2 Star	60.7%	36%	18.8%
3 Star	13.5%	40.5%	38.4%
4 Star	0	2.9	3.3%
5 Star	25%	20.6%	35.7%
3-5 Stars	38.5%	64%	77.4%

In 2015 in Milwaukee, 77.4% of children in OHC were in 3-5 star child care compared to 65.2% of all children receiving Wisconsin Shares.

Educational Events Promoting Research and Practice Applications for Early Childhood

The Wisconsin Trauma project described on pages 87-88 in provides evidence-based, trauma-informed practices and services for children as young as three.

Infant Mental Health Endorsement System

Wisconsin adopted the infant mental health endorsement system, a competency-based system of endorsing professionals across disciplines for their knowledge and training on infant mental health. The WI Alliance for Infant Mental Health (WIAIMH) administers and coordinates the IMH Endorsement System in Wisconsin. The University of Wisconsin offers a certificate program in Infant Childhood and Family Mental Health, which is a one year intensive, interdisciplinary program to promote an enhanced understanding and skills to support the social and emotional development and well-being of children birth to age six and their families. In an effort to promote IMH competencies for those working with families with young children, DCF uses federal Maternal, Infant, Early Childhood Home Visiting (MIECHV) dollars for WIAIMH Infant Mental Health Endorsement staff to participate in home visiting programs, which serve high risk families in high need communities, and provides scholarships to those involved in home visiting to attend the Certificate Program.

In the last year, Wisconsin continued to work across departments to identify and support a more robust infant mental health system. DCF will continue to be a partner in that effort.

Zero to Three Policy Institute

Wisconsin is currently participating in a Policy Institute that will work to form stronger connections between the early childhood system and Home Visiting programs. This Community of Practice (CoP) is an opportunity for DCF's home visiting program to continue streamline and strengthen cross-system communication and professional development. In particular, DCF is interested in exploring how to more effectively connect Part C services with home visiting programs to reduce duplication of services and identify areas of shared responsibility based on participating agency /program strengths or responsibilities and connect to other early childhood efforts.

Connections Count

Connections Count is a new prevention initiative with the goal of connecting young families with children under the age of five to neighborhood-based and informal groups and organizations that can be permanent, ongoing supports. This effort is more fully described in the Plan for Improvement on pages 88-89. Families with young children who are at risk of experiencing abuse or neglect are the target population for this initiative. They have a range of needs that could be addressed but are not using or aware of supports in their communities that could assist them. Trusted members of the community would serve as "community connectors" and connect families and individuals to neighborhood-based and informal groups and organizations that can be permanent, ongoing supports and assist them in meeting their family needs.

Early Childhood Advisory Council

Since 2011, Wisconsin's Division Administrator for Safety and Permanence has been an active member of the Early Childhood Advisory Council, the state's mechanism for developing a comprehensive system agenda for children ages birth to five. This work has included featuring child welfare issues such as the Care4Kids medical home project for children in out-of-home care, Wisconsin's efforts to build collaboration between children in out-of-home care and Head Start as well as other key family supports such as home visiting, screening and assessment and early childhood mental health.

Race to the Top, Early Learning Challenge

Wisconsin's early childhood programs in 2013 successfully competed for and received a Race to the Top, Early Learning Challenge grant. This grant is focused on strengthening access for children with high needs to quality early care experiences. Establishing public-private partnerships and technical supports for birth to five services are part of this effort. Children in out-of-home care are benefitting from this grant.

FAST Program

FAST is a prevention/early intervention program created in 1988 as an after-school program that connects schools, families and communities. It is an evidence-based, participation program that helps build relationships between parents, children, family members, other parents, the school and the community. It increases the likelihood that children will be safe, drug-free and stay in school.

There are different program versions based on the ages of the targeted children. Wisconsin currently operates Kids FAST (elementary age program) and FAST for Infants and Toddlers. The goals of these programs are:

Kids FAST

- Enhance family functioning
- Ensure scholastic success
- Prevent substance abuse and delinquency
- Engage parents in the education process

FAST for Infants & Toddlers

- Enhance family functioning
- Strengthen infant development
- Prevent substance abuse, depression and domestic violence by parents and support persons, and prevent child abuse and neglect
- Reduce the stress that young parents and their support persons experience from daily life situations

In both the Kids FAST and FAST for Infants and Toddlers, parents engage in monthly group meetings over a period of 8 weeks. Upon completion of a FAST program, parents are transitioned into FAST Works, a parent-led sustainability program that assists and encourages families to maintain connections with each other over the next several years.

Evaluations of FAST have shown significant results in improving children's school outcomes, preventing child abuse and neglect, and increasing social support for families.

The Department of Children and Families (DCF) currently funds and supports four FAST projects, possibly increasing to five in 2016. In 2013, the DCF released a Request for Proposal to develop FAST programs in Beloit and Milwaukee, identified by DCF as high need areas. The grant period includes one year plus 3 additional years of contract renewals (2014-2017), contingent upon available DCF funding. In 2014, SET Ministry launched two Kids FAST programs in Milwaukee at Atlas Preparatory Academy and Auer Avenue schools. Lutheran Social Services launched one Kids FAST program at Todd Elementary School in Beloit. Both agencies are attempting to recruit new schools for the 2016 FAST programs.

In 2015, Lutheran Social Services (LSS) agreed to pilot a FAST for Infants & Toddlers (Baby FAST). The LSS Birth to Three Program in Waukesha coordinated the pilot, becoming a successful program to which local agencies are

referring families with babies and pregnant women. LSS continues to operate Baby FAST in 2016. This is the only Baby FAST program in Wisconsin at this time.

In 2014, FAST served 192 children and 90 families through 9 cycles of FAST in Milwaukee and Beloit. In 2015, the number of FAST cycles decreased to 6, resulting in 168 children and 76 families receiving FAST services. The changes occurred due to SET Ministry dropping 2 FAST cycles in the Fall in order to focus on increasing family participation and sustainability in FAST Works. The success of the adaptation is currently being evaluated by FAST, DCF and SET Ministry. Also, the third cycle at Todd Elementary was cancelled due to most of the families needing to drop out during cycle 3. To date all of the Spring 2016 FAST and Baby FAST cycles are on schedule and successful.

(Also, See IV-B, Subpart I Section -Expansion of Parent Training for Children 0-5 Years)

New Initiatives Planned to Meet the Developmental Needs of Children 0-5 Years

The Department has developed a proposal to help support and expand a professional training in Trauma Informed-Child Parent Psychotherapy (TI-CPP) through the UW-Madison School of Psychiatry and the Infant, Early Childhood, and Family Mental Health Capstone Certificate Program. This training is scheduled to begin in the summer of 2016 (an 18 month learning collaborative), which includes a focus on training clinicians serving children in the child welfare system. The funding will also increase the training capacity by adding another national trainer and provide for three participants to be trained as Wisconsin trainers of the TI-CPP Therapy, reducing the cost of future trainings and supporting sustainability. Currently, the training is supported by Home Visiting, Project Launch, the Wisconsin Alliance for Infant Mental Health and other funds.

TI-CPP is an evidence-based intervention for children from birth through age 5 who have experienced at least one traumatic event (e.g., maltreatment, the sudden or traumatic death of someone close, a serious accident, sexual abuse, exposure to domestic violence) and, as a result, are experiencing behavior, attachment, and/or mental health problems, including posttraumatic stress disorder (PTSD). The primary goal of TI-CPP is to support and strengthen the relationship between a child and his or her parent (or caregiver) as a vehicle for restoring the child's sense of safety, attachment, and appropriate affect and improving the child's cognitive, behavioral, and social functioning.

Trauma Informed Child Parent Psychotherapy (TI-CPP) is one of only a few evidenced based treatments for this age group, and is the only one in which the parent's trauma history is assessed and included in the treatment along with the child's. Parents are helped to develop a narrative together about what the child has experienced and the relationship is the focus of the treatment with the needs of both the child and the parent kept in mind. TI-CPP fits well into the child welfare service array because of its emphasis on the relationship between parent and child, and while it is not an individual therapy for the parents, TI-CPP can help parents recognize and address their own trauma history.

International Adoptions

DSP has a limited role in international adoptions. Parents adopting children internationally are able to access services through their county Department of Human Services, through their private insurance and the six PARCs.

MEPA and Recruitment

The SNAP tracks information on MEPA, as well as on international adoptions, as required in the International Adoption Act (IAA). There were no MEPA violations in Wisconsin during FFY 2016.

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5. Program Support

A. Wisconsin's Training System

Administrative code in Wisconsin establishes an initial in-service training program for all new or re-assigned employees. This includes pre-service work as well as required and elective foundational training. Case workers are then required -- after their initial two years of service -- to complete 30 hours of training related to their professional responsibilities during each subsequent two-year licensing period. These trainings and requirements are outlined in detail in Wisconsin's 2015-2019 Child and Family Services Training Plan. For 2015, work has focused on the development, delivery, and/or support in each of these specified training areas that support administrative rules: pre-service, foundation, and special skills and topics/on-going training. Additional details are included in the Systemic Factor analysis section, pages 57-65 for a description of the prior year, current and planned training activities.

5B. State Activity in Research, Evaluation Management

The DSP's Child Welfare Data Analytics Section (formerly known as the Research Unit) carries out all data and reporting development on behalf of the state's child welfare system. In addition to ensuring federal reporting requirements with respect to NCANDS, AFCARS and NYTD, are fulfilled, the section develops and maintains reports used by state, county, and private providers to better understand and manage performance associated with child safety, permanency, and well-being outcomes. While over 200 corporate reports are available and used to support child welfare program monitoring and fiscal processing, over the last five years, the section has increased development and promoted use of business intelligence software and reporting visualization tools, such as performance dashboards, to address reporting needs and to make child welfare data more specialized data accessible to local child welfare managers, supervisors and staff via the eWiSACWIS system and to make aggregated data more accessible to the general public via the Department's website.

Over the last several years, reporting technology has been developed using dWiSACWIS data, the Division's child welfare data warehouse, in the areas of child protective services access and initial assessment activity and workload, the Child and Adolescent Needs and Strengths Assessment (CANS), child placement, Ongoing Services caseload information, and Title IV-E eligibility determinations and claiming. In addition, several interactive dashboards have been developed and are available both publically and via eWiSACWIS to support data driven analysis and decision making associated with the following program areas:

- Child protective services access and referrals;
- Child protective services initial assessment activity and workload;
- Child welfare caseload demographic and activity information;
- Child needs and strengths per CANS assessments;
- Caseworker contacts with children in OHC; and,
- Child permanency, placement stability, and re-entry.

Additional information about Wisconsin's Management Information System can be found in the Assessment of Performance Section, pages 49-50.

5-C State Activity in Quality Assurance and Evaluation

Child Welfare Continuous Quality Improvement (CQI) System Summary

The Division, with the support of the Department's Division of Management Services, Bureau of Performance Management and the multi-disciplinary Child Welfare Continuous Quality Improvement (CQI) Advisory Group, has implemented a new Child Welfare Continuous Quality Improvement System that serves to understand program performance across the casework practice continuum. Wisconsin's Child Welfare CQI System has evolved to include multiple sources of data and information to understand system performance and to begin to develop and implement strategies for system improvement. This data and information helps state and local agencies drive decision-making and, ultimately, better outcomes for children and families.

One source of data for our Child Welfare CQI System is case record reviews. The CQI case record review process uses new evaluation tools to assess case practice in Access, Initial Assessment and Ongoing Services. The immediate goals of these reviews are to: (1) establish a statewide baseline for CPS Access (Reporting), Initial Assessment (Investigation) and Ongoing Service practices as measured by current state standards; (2) identify practice areas needing improvement or warrant further analysis and that may be candidates for improvement projects; (3) test the new case record review processes; and (4) begin to use the review findings to identify practices that result in positive outcomes for children and families.

In 2015, two rounds of case record reviews were completed to better understand CPS Access and Initial Assessment practices based on CPS Access referrals and Initial Assessments (IA) received in calendar year 2014. The cases in these two program areas included a statewide representative sample of 271 randomly selected Access and IA cases completed between January 1, 2014 and March 15, 2014. A sample of 271 cases served in Ongoing Services in 2015-2016 was also drawn and a review was initiated in 2015 using the federal Child and Family Services Review instrument.

The key findings related to statewide Access Initial Assessment case record review are discussed further in the following reports provided on the Department's website. XX.

Critical next steps related to the Access and Initial Assessment case review process and to advancing the development of our state's Child Welfare CQI System include:

- Make updates to the Access and Initial Assessment case record review instruments and processes to incorporate lessons learned for subsequent reviews scheduled for 2016.
- Continue to engage state and local child welfare agency staff in using the case review processes, including can access to training, reviewer certification and support opportunities, and access to automated review tools, to encourage local supervisory and CQI efforts and to participate in state-level Child Welfare CQI System reviews.
- Continue to analyze results from the case record reviews, along with information gathered from other data sources and to engage key stakeholders, including the Child Welfare CQI Advisory Group, using the results to inform decision-making regarding future improvement projects and to improve child welfare outcomes.

Specialized Child Welfare Continuous Quality Improvement Information

Indian Child Welfare Act

In 2015, the Department began working with tribal representatives to develop a review tool addendum to the Ongoing Services case review tool to evaluate practices and requirements related to the Indian Child Welfare Act (ICWA) and to the Wisconsin Indian Child Welfare Act (WICWA).

In addition to the efforts to better understand ICWA and WICWA related Ongoing Services case practice, information related to these requirements in the Access and IA practice areas was gathered as part of the case

record reviews conducted in 2015. Data results related to ICWA and WICWA collected as part of these case record reviews are currently being compiled and will be reviewed with the Tribal Child Welfare Directors.

Workforce Development

In July 2015, a survey was issued to local child welfare caseworkers and supervisors to better understand professional development goals and training needs of the state's child welfare workforce. The Division is currently working with the Wisconsin Child Welfare Professional Development System (WCWPDS) to assess results and identify next steps for improving the state's child welfare professional development and training system. This survey was the first of the formal surveys that will be used by the Division to better understand workforce development needs. The next survey, which was issued in May 2016, is focused on work recruitment and retention.

KidStat

This process continues to be used as an approach to measure and track the results of specific areas of outcomes for children and families served within the economic support, child care and child welfare systems, as well as to identify specific areas and opportunities for improvement in these service systems. Launched in July 2009, KidStat is used to ensure that the Department is having a real and lasting impact on the critical issues facing Wisconsin's children and families. Each Division has identified Real Results, which capture the Department's commitments to the children and families it serves by the programs that are supervised or administered by the Department. For each Real Result, there are several performance measures for which data is displayed and discussed during monthly meetings. The KidStat Performance Reports are released on the Department's public website every six months.

6. Consultation and Coordination with Tribes and States

Introduction

The Wisconsin Indian Child Welfare Act passed in 2009 and specifies the responsibilities of the state and counties regarding tribal children in the child welfare system and specifies the protections for tribal children whether they are under state or tribal jurisdiction. The law can be found at:

<http://docs.legis.wisconsin.gov/statutes/statutes/48/1/028> The DCF and Wisconsin Tribes collaborate closely to ensure effective communication and to support the safety, health, and well-being of tribal children, families, and communities. The DCF provides limited child and family service (child welfare, child care, domestic violence) funding directly to the Tribes through a consolidated Family Services program, which combines a number of funding streams. Additionally, Tribes, at their option, receive TANF funding to operate the Kinship Care program. The Department also provides opportunities for tribal input in other areas of the Department such as Early Childhood, TANF and Child Support.

Tribal/State Intertribal Child Welfare Committee and Policy & Law Workgroup

The Department child welfare staff and tribal liaison continue to meet with the child welfare directors of the eleven Tribes bi-monthly as the Intertribal Child Welfare (ICW) Committee to discuss child welfare-related issues. In addition, child welfare and legal staff of the Department and Tribes, along with professionals from related organizations (e.g., Children's Court Improvement Program, Wisconsin Judicare/Indian Law Office) meet quarterly as the Tribal/State Child Welfare Policy & Law (PALS) Workgroup to discuss policy and legal issues. These workgroups discuss a full agenda of items, including:

- Interpretation of and answers to questions re: ICWA and WICWA;
- The relationship between Wisconsin's infant relinquishment law and the Indian Child Welfare Act;
- Notification of Tribes in voluntary child custody proceedings;
- Title IV-E funding agreements between the Tribes and the State and the Tribes and the Federal Government;
- The intersection of tribal authority to perform child welfare functions and county responsibility under state statute;
- Potential program and policy implementation or changes;
- Legislative updates;
- WICWA compliance;
- Independent living services; and,
- Necessary program and statutory changes required by the federal Preventing Sex Trafficking and Strengthening Families Act, P.L. 113-183 and the Justice for Victims of Trafficking Act.

After consultation with both groups in March 2016, it was decided to include the Policy and Law Workgroup as part of the Intertribal Child Welfare Committee regular agenda. This is believed to be a more effective and efficient form of communication between the Department and key tribal representatives.

Payment for Indian Children in Out-of-Home Care

Currently, funding for some Indian children placed in out-of-home care by Tribal courts is provided through written agreements, called "161 Agreements," entered into by some Tribes with some counties. The original intent of the 161 Agreements was to recognize the jurisdictional authority of Tribal courts and to provide a

mechanism that would permit county payment for out-of-home care placements made by tribal courts. The state statutory language creating these agreements is permissive and counties are not required to enter into a 161 Agreement. Some of the agreements, at the recommendation of the Department, have since been expanded to include support for and services to Indian children in care and their families, IV-E eligibility determinations, permanency planning requirements, independent living, and in some cases, additional agreements related to child protective service investigations and removals.

DCF also offers limited funding for tribal children placed in high cost placements by tribal courts or under a subsidized guardianship by circuit courts. Tribes may apply for this funding directly or may support a county agency application. The 2015 High Cost Pool Fund was distributed to four applicants. Three were county applications, supported by a specific tribe and one was a tribal application.

Ten (10) of the eleven (11) federally-recognized Tribes in Wisconsin have tribal courts that can exercise jurisdiction in child welfare cases. The Oneida Tribe does not currently have a tribal court, but is in the process of developing a tribal court.

Tribal/State Title IV-E Agreements

In response to interest by Tribes, the Department held a “Title IV-E Agreement Summit” in March 2012 to discuss options and structures for federal and state Tribal Title IV-E agreements. Representatives from each of the eleven tribes, as well as Department officials, participated in the daylong conference, which included presentations from national and local experts on state and federal Tribal Title IV-E agreements. The Department engaged in follow-up discussions with six Tribes that were interested in exploring the possibility of a State/Tribal IV-E agreement for administrative activities. The first Wisconsin state/tribal Title IV-E agreement, covering administrative claiming, was concluded with the Bad River Tribe and became effective October 2013. Similar agreements followed for Lac du Flambeau and Lac Courte Oreilles effective August 2014 and October 2014, respectively. Under the agreements, the State claims and passes through to the Tribe the federal Title IV-E funding for Title-IV- E reimbursable activities, based on the Tribe’s reporting of administrative activities.

The Department continues to work with interested Tribes in development of new IV-E agreements as well supporting the tribes with current agreements in reporting. During this past year, the Department has provided on-site technical assistance with two tribes, Bad River and Lac Courte Oreilles. The Department has also begun discussion with Oneida in attempt to establish a Title IV-E agreement. DCF expects this agreement to be finalized this year.

Codification of ICWA into Wisconsin Statutes

The codification of the federal Indian Child Welfare Act into state statute was an important step to more effectively implement ICWA in Wisconsin. After a four-year effort, the Wisconsin Indian Child Welfare Act (WICWA) was created by 2009 Wisconsin Act 94, and became effective on December 22, 2009. Many issues were negotiated by the Tribes and the Department with various stakeholder groups. Ultimately, the bill was approved unanimously by the Senate and Assembly. The process of developing and passing the Wisconsin Indian Child Welfare Act is shown in the following documentary video:

<http://www.youtube.com/watch?v=tS8WkekywV8&list=UUSyVF06NlpLZXVYAfhTg-Sg&feature=c4-overview>

Wisconsin Indian Child Welfare Act (WICWA) Training

Through the Wisconsin Child Welfare Professional Development System (WCWPDS), DCF continues to offer “Case Practice American Indian Tribes”. This training presents the reason and legislative intent of the Indian Child Welfare Act, as well as the process for workers to follow in complying with ICWA in Wisconsin. Participants learn

about Indian cultures and how to work effectively with American Indian families. They also learn to work collaboratively with tribal partners and offer culturally specific services to American Indian families. Nine sessions of this training was offered throughout Wisconsin in 2015 and ten sessions will be offered in 2016.

The Department also offered the Foster Parent Foundation Training of Content to tribal workers in 2015. Four of the eleven tribes took advantage of this opportunity and are now equipped to train their foster parents.

Training was also offered in 2015 to tribal and county workers regarding Historical Trauma. The Department collaborated with WCWPDS to host Dr. Delores Bigfoot from the University of Oklahoma. This training was well received.

Currently, DCF is in the process of collaborating with WCWPDS to develop an online training resource for county workers. This training will provide a deeper understanding of ICWA elements such as Active Efforts, Notification, etc. It will also provide greater detail about proper documentation in eWiSACWIS.

Technical Assistance

The Department continues to offer technical assistance to counties and Tribes on the implementation of WICWA through the Department regional and program staff. This has included on-site training and telephone consultation. The Department provided on-site training to Milwaukee County supervisors in the areas of history of Native American people, Notice requirement, Qualified Expert Witness testimony, Active Efforts requirements and Placement Preferences.

Policy Development

The Department developed policy guidance in two key areas of the WICWA law. Policy guidance on the use of Qualified Expert Witness was developed by a sub-committee of the WICWA Advisory Board, and issued in October 2013; it is available at the following link: http://dcf.wi.gov/memos/num_memos/DSP/2013/2013-05.pdf

Guidance on the active efforts requirement was developed by a different sub-committee of the WICWA Advisory Board, was issued in December 2013, and is available at the following link: <http://dcf.wisconsin.gov/publications/pdf/464.pdf>

In collaboration with the Department and other stakeholders, the Director of State Courts developed and issued a number of court forms for use by circuit courts to implement WICWA requirements. An e-learning tool was also developed and released in 2014 to assist judges, attorneys, and guardians ad litem in the understanding and application of WICWA.

During the DCF/Tribal annual consultation in May 2015, DCF disseminated a draft of the FY 2016 APSR state plan draft to tribes for comment by June 10, 2015. The state will continue to ensure this exchange occurs in the future through regularly established meetings and communications with the Tribes. Annual DCF/Tribal consultations will continue over the next five years. Between meetings, the Tribes are kept informed through written communication, frequent and ongoing meetings with DCF staff, tribal delegates serving on tribal/state committees and direct reporting on certain issues through established mechanisms.

Quality Oversight

Drawing on the protocols from the Department's overall Quality Service Review process, the Department developed a WICWA-specific tool to review the quality of WICWA compliance and child welfare practice through case reviews. Tribes were consulted throughout the development of the tool through reporting to the Indian

Child Welfare Directors' meetings from September 2012 to April 2014. The tool was piloted in the spring of 2013. The Department began undertaking WICWA reviews in selected counties with higher populations of children subject to WICWA in May 2013. As of June 30, 2015, the WICWA practice in eight counties has been reviewed. These reviews have been undertaken with the Children's Court Improvement Program (CCIP) of the Office of Court Operations, which conducts joint focus groups with the Department with tribes, legal partners, and county child welfare agencies to discuss practice strengths and challenges in regard to compliance with WICWA. Following the reviews with counties, feedback is given to the tribes and other stakeholders through a summary presentation in conjunction with CCIP and a final report is distributed to the county agency and tribes that attended focus groups.

DCF has continued to develop and revise the CQI process that includes compliance with ICWA/WICWA. The June 2015 WICWA review report was presented and discussed at the July 2015 ICW Directors meeting. In addition, at the meeting, there was discussion regarding the possibility of compiling WICWA related case review results from the current Access, Initial Assessment and Ongoing Services case reviews. In September 2015, DSP initiated discussions regarding the WICWA specific case review instrument with the ICW Directors and got additional feedback from this group at the November 2015 meeting.

DCF is in the process of updating the case review instrument with feedback received at the above meetings and will review the revised instrument with the ICW Directors at their July 2016 meeting. A draft of the compiled Access, IA and Ongoing Services statewide case record review results pertaining to ICWA/WICWA will also be presented at this meeting. Once the instrument is finalized, DSP will discuss approaches to and timing of reviewing WICWA cases with the new instrument with the ICW Directors.

Consultation with Tribes

Consultation with the 11 federally-recognized Tribes is governed by Wisconsin Executive Order #39, which details the consultation purpose of the various departments of Wisconsin state government with the Tribes. The DCF consults with the Tribes through tribal chairpersons or presidents or other elected officials, as the official representatives of the Tribes, and tribal social services and Indian Child Welfare Directors. The contact list for Tribal Officials is located at the following web address:

<http://witribes.wi.gov/docview.asp?docid=19085&locid=57>

The primary mechanism for having group conversations with tribal leaders is through the annual consultation meetings between the Secretary and Division Administrators of the Department and elected Tribal officials. The purposes of the consultation sessions are to:

- address issues or concerns regarding Department policies, implementation plans, services and challenges;
- enhance the overall relationship between the Department and the Tribes; and
- identify actions that will improve conditions of and services for Indian children and families.

Wisconsin continues to coordinate and consult with Tribes as described above in the development of its Child and Family Services Plan (CFSP) and Annual Progress and Services Report (APSR) and in this 5 year report and shares both draft and final copies electronically.

The DCF held a Tribal consultation meeting most recently in May 2016. Between annual consultation meetings, Tribes are kept informed through written communication, frequent and ongoing meetings with DCF staff (as described above), tribal delegates serving on tribal/state committees and direct reporting on certain issues through established mechanisms.

As directed by the federal Administration for Children and Families, the Department has developed a policy committing the Department to good faith negotiations with Tribes and tribal consortia on child and family-related issues. Consistent with the DCF/Tribal consultation policy, the Department developed this policy in consultation with the tribes. This policy can be found in informational memo 2015-03 at the following link:

<http://dcf.wisconsin.gov/memos/infomemos/DSP/2015/2015-03.pdf>

Chafee Foster Care and Independence Act/Educational and Training Vouchers (Tribal)

(See the Chafee Foster Care Independence and Education and Training Vouchers Program Section for information relating to Tribal consultation, eligibility for benefits and services, and ensuring fair and equitable treatment for Indian youth under the Chafee Foster Care Independence Act and ETV).

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7. Monthly Caseworker Visit Formula Grants

The Child and Family Services Improvement Act of 2006 established a requirement for states to report data on caseworker visits with children in out-of-home care. In October 2011, the eWiSACWIS Caseworker Contacts report was updated to reflect the new federal calculation methodology applied to this outcome measure. In state fiscal year 2015, caseworker contact requirements continued to improve and were met for 96.9% of the children subject to this measure, which exceeds the federal regulation requirement of 90%. Of these contacts, 88.4% were made with the child in the home of the placement provider.

The DCF continues to monitor performance on this practice requirement and to provide statewide, regional and local training and technical assistance to ensure compliance with this performance expectation. In the last year caseworker visit funds were used to support Professional Development System training designed to improve the quality and quantity of caseworker visits. DCF will continue to fund a state training positions as well as ongoing evaluation and analysis of the Child Welfare Professional Development System in an effort to continuously provide quality improvement to the child welfare training curriculum. Funds are currently used to support a field trainer with counties following a comprehensive service review where specific issues were identified. Training included but not limited to interviewing, teaming and engaging, mentoring, family find and permanency. The PDS system supports a staff to assist with developing/leading/delivering child protective service safety training including topics such as present danger, safety assessment, intervention, and planning. A Curriculum Coordinator facilitates workgroups identifying core competencies that are derived from the knowledge, skills, and abilities needed to perform competent child welfare work and providing a framework for updating worker foundation training. . Additional training that supports improving the quality of timeliness and quality of caseworker visits includes support for managing/facilitating Organizational Effectiveness workgroups in Wisconsin that impact case workers. This includes performance management for child welfare units, integration of child welfare and juvenile justice utilizing evidence based practices with a trauma focused approach and teaming within child welfare practice.

In addition, funds were used to support the Coordinated Services Teams. The 2015-2016 funds were used for ongoing training projects and to help fund Coordinated Service Teams (CST). DSP provides funding for the Coordinated Services Team Initiative (CST) in partnership with the Division of Mental Health and Substance Abuse Services at DHS. CST Initiatives are designed to develop a comprehensive, individualized system of care for children involved in two or more systems. The CST itself is a group that includes family members, service providers, and others that work to develop and carry out a coordinated services plan for the child. This model of care is often referred to as wraparound. The result is a Plan of Care that addresses the needs of the child and family with community-based supports, which allows the child to live in his or her home and community and realize their hopes and dreams. The CST approach promotes a system change in the way services are delivered to children and families involved in the child welfare, juvenile justice, mental health, and substance abuse systems. Funding, training and technical assistance are provided to counties to maximize the use of existing resources that support collaborative efforts resulting in a clear vision, meaningful structural change and measurable outcomes for children and their families across systems.

Projects funded with the FFY 2015 funding include the Coordinated Services Teams or CSTs as one mechanism. That project is described in Section 4, Promoting Safe and Stable Families.

8. Adoption Incentive Payments

Adoption Incentive funds: FFY15 ~1st portion \$293,443, total will be \$769,981

Adoption Training Program

On April 25, 2016 Governor Walker signed Act 379 which increases training requirements for adoptive parents from 18 to 25 hours. At least six hours must be delivered in person, and at least six hours must be appropriate to the specific needs of the child to be adopted. Consideration is given to any family that has completed training through another program, state, county or tribe. Based on the changes to statute, the current adoption training curriculum is being reviewed in 2016 for revisions.

The adoption program brought together international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in October 2015. The conference combined individuals involved in Special Needs Adoption Program (SNAP), domestic/international and foster care adoptions to address common themes and training topics. The 2015 annual Adoption Conference focused on adoptive families building stronger relationships with their child by understanding their unique needs.

Post Adoption Resource Centers

DCF uses IV-B Subpart 2 funds to support the post-adoption resource centers (PARCs) and the Special Needs Adoption Program contracts. DSP contracts with six service providers to operate PARC services in Green Bay, Stevens Point, Milwaukee, Madison, Eau Claire and La Crosse. PARC services are funded by federal IV-B, Subpart 2 funds and are available to all adoptive families, including parents of children who are adopted through domestic and international adoption programs. Through the 15-17 biennial budget bill, an additional \$225,000/year in state funding was appropriated for the PARCs to provide additional outreach, support and training opportunities to adoptive families.

The focus of the six Post Adoption Resource Centers is to:

- Provide education, support activities and services to adoptive families living in the identified service area;
- Improve community awareness of adoption; promote a positive image of adoption; and an increased understanding of the unique issues facing adoptive families, especially among public and private human service providers, schools and medical care providers;
- Increase the availability of services for adoptive families by providing referral services such as respite care, crisis intervention, day care, after-school care, legal help, family counseling, support groups related to adoption, Title XIX service providers and planning for the transition of an adopted child to adulthood; and
- Establish collaborative efforts among public and private organizations and the general public to address the needs of adoptive families in the PARC area.

The names of all families who enter into an adoption assistance agreement are shared with the respective PARC, unless the family opts not to have their address shared.

9. IV-E Waiver Demonstration

See Section 3, Goal 1-H, pages 79-80 for an update on the IV-E Waiver Program.

10. Quality Assurance System

Overview

In response to the federal Child and Family Services Review in August 2003, the Department has invested in the continuing improvement of and refinements to its Continuous Quality Improvement (CQI) system originally put into place to address the areas outlined in the Children's Bureau memo ACYF-CB-IM-12-07. In its ongoing support and improvement of its CQI system, an operating model that outlines Wisconsin's CQI mission, vision and core principles has been developed and is used to best understand and be responsive to system strengths and challenges and to guide and evaluate program improvement priorities and processes.

Wisconsin's evolving CQI approach analyzes both administrative data and quality data; quality data comes from the case review process and administrative data comes from a variety of reports using eWISACWIS data. A sampling strategy was developed that addresses size of county, types of cases and capacity for review. The sampling strategy includes a minimum number of cases, beginning with statewide and over time moving toward a county-based sampling strategy, to ensure that all assessment of child welfare performance statewide is reviewed annually. Additionally, administrative data gathered from all counties will be used in conjunction with the sample to ensure that the analysis includes the full universe of practice.

Results of the compilation, analysis, and development of system improvement strategies have been done in consultation with key stakeholders to best ensure the development of effective system improvements and strategies to support the implementation and evaluation of these improvements.

You can find the full assessment of the system in Section 5. Wisconsin's CFSR will occur in FFY 2018 and the state is currently considering whether or not to use the federal instrument or conduct a state review.

Additional details on the Quality Assurance System can be found in Section 5, Program Management Section 5 on pages 112-114 and in the Systemic Factor Summary on pages 56-57.

B. Training or Technical Assistance Needed from Children's Bureau Resources or Other Partners

In the last year, the Wisconsin Department of Children and Families-Division of Safety and Permanence partnered with the Center for the States for an assessment of needs. It was determined that the department would be interested in an implementation science training. This training was delivered to staff in the Division of Safety and Permanence and other interested DCF staff in April, 2016. In addition, the Center for the States provided information on other state practices with respect to preventing and responding to sex trafficking of minors. Wisconsin does not anticipate any ongoing needs from the Center for the States.

Section D: CAPTA Activities

In Wisconsin, changes to the CAPTA Plan were made to respond to changes in Wisconsin law based on compliance with new federal requirements under the Justice for Victims of Trafficking Act. Specifically changes were made to add provisions and procedures to identify and assess reports involving sex trafficking and to train Child Protective Services (CPS) workers about identifying, assessing, and serving children who are victims of sex trafficking.

Changes Relative to Preventing Sex Trafficking

In response to the Justice for Victims of Trafficking Act, Wisconsin has undertaken several steps in the last year, including passage of 2015 Wisconsin Act 367 that brings Wisconsin into compliance with federal law by requiring that child welfare agencies screen-in and investigate all allegations of children alleged to be victims of sex trafficking, including cases involving non-caregiver maltreaters. The state statutory provision becomes effective May 2017.

DCF is involved in developing policies, procedures and supports to assist child welfare agencies in understanding and serving this population. This is part of an overall effort to develop comprehensive, cross-sector, victim centered, trauma-informed policies and procedures to identify, support and work to prevent minor victims of sex trafficking.

DCF articulated a plan for developing comprehensive approaches that is available on the DCF website and identifies three key steps that are underway including:

- Launching of a cross-sector, comprehensive Anti-Human Trafficking Task Force led by the DCF Secretary and the Wisconsin Attorney General in September, 2015. The purpose of this Task Force is to provide high level leadership and counsel to the state on comprehensive policies and practices needed to serve victims in a trauma-informed, victim-centered manner. Five workgroups focused on training, screening and identification, placement and services, prevention and public awareness, and, data and research have been working since January, 2016 to detail specific plans for a comprehensive approach.
- A contract is being negotiated for a residential facility (supported through state funding) to serve minor victims of sex trafficking that are girls; this will be implemented in rural Wisconsin. Milwaukee is home to two residential facilities focused on this population.
- A human trafficking coordinator has been hired in DCF and began her responsibilities in May, 2016.

Over the next year, Wisconsin is focused on utilizing workgroups that were formed to advise the Task Force (training, data and research, screening and identification, placement and services, prevention and public awareness) to help shape the details of a comprehensive coordinated plan. This effort is also described in Wisconsin's Plan for Improvement on page 91.

Changes related to substance-exposed newborns

In compliance with new federal laws, DCF has policies and procedures in place to address the needs of drug affected infants. In addition, 2013 Wisconsin Act 260 was enacted in April 2014, bringing state statutes in compliance with CAPTA requirements regarding the evaluation of infants for fetal alcohol spectrum disorders (FASD).

Effective June 25, 2004, the DCF issued an addendum, "Assessing the Safety of Drug Affected Infants," to the Child Protective Services Standards. This policy required Wisconsin CPS agencies to develop a plan of safe care for an infant born and identified as being affected by illegal substance abuse or withdrawal symptoms. The policy includes procedural instructions, directing CPS agencies to screen in these reports for child welfare services rather than child protective services cases, unless the report is accompanied by allegations of abuse or neglect. The policy also references Sec. 46.238, Stats., which states the county department shall offer to provide appropriate services and treatment to the child and the child's mother.

When Act 260 was enacted in 2014, Sec. 146.0257, Stats. was created to address suspected fetal alcohol spectrum disorder. The legislation requires a physician to evaluate an infant if there is a serious risk that an infant has FASD. If FASD is diagnosed, the physician is required to report that diagnosis to the CPS agency. The CPS agency is required to offer, provide or arrange for the provision of services and treatment for the infant and the infant's mother.

The Child Protective Services Access and Initial Assessment Standards issued by DCF include requirements and guidance regarding the screening of reports and services for drug affected infants and their families. CPS agencies are responsible for the development, monitoring and follow-up of a plan of safe care for a drug affected infant or an infant with FASD. At this time, DCF has not identified any technical assistance required to improve practice and implementation to address the needs of drug affected infants.

General CAPTA Updates

In the last year CAPTA funds are used for a variety of purposes consistent with the purposes of the CAPTA program.

1. Alternative Response – please see Section 3, Objective 1E on page 79 for efforts DCF is involved in relative to Alternative Response.
2. State Standards – Ongoing Services and integrated Case Planning
3. Child Welfare Practice Model – a newly redesigned Child Welfare
4. Family Participation in Case Planning

CAPTA Funds are used to support the Wisconsin Child Welfare Professional Development System including training focused on ongoing services and integrated case planning, family case planning and continuing to implement the Child Welfare Practice Model.

The CAPTA priority regarding Safety and Stability of Children Placed in Relative or Foster Care is addressed by the Wisconsin's professional development system training efforts described above and in systemic factor, training update on pages 58-64.

The CAPTA priority of Cross System Collaboration is addressed in the following ways.

CPS and Law Enforcement Agencies –

DCF continues to be a member of the Wisconsin Alliance for Drug Endangered Children (WIDEC) and the DEC Steering Committee. The WIDEC is a multidisciplinary partnership that assists communities in assessing service needs, coordinating efforts, and keeping children safe and free from exposure to dangerous drug environments. DEC in Wisconsin exists on three levels - county/tribal, state, and national. As a member of the DEC Steering

Committee, the DCF collaborates with partners from local, state and federal agencies, including child protective services, sheriff and police departments, district attorney offices, prevention services, law enforcement, health departments, American Family Children's Hospital, the WI Department of Justice, WI Department of Health Services, and the Federal Bureau of Investigation.

The WIDEC supports DEC programs to better serve the children in our state by expanding DEC programs, offering basic DEC training and providing an annual DEC conference. In addition to serving as a Steering Committee member, the DCF allocates CAPTA funding to support the conference each year. The DEC Steering Committee organizes the statewide conference where local DEC programs are formally recognized. National and state experts are brought in to educate Wisconsin on current issues and promising practices. The 2016 conference is scheduled for August 3-4 in Fond du Lac, Wisconsin.

CPS and Child Abuse Prevention

In 2015-2016, the DCF was a member of the Child Abuse Prevention Month workgroup in partnership with the Child Abuse and Neglect Prevention Board and the Prevent Child Abuse Wisconsin Program through Children's Hospital. In addition to providing staff support, the DCF allocated CAPTA funding for the workgroup's projects. The "Say Something, Do Something for Kids" campaign was launched statewide with the release of the 2016 Child Abuse Prevention Month Toolkit. The workgroup developed this manual to provide communities with information about child maltreatment and practical tools to increase public awareness through local prevention activities. The Governor's Office awarded the three partner agencies a Child Abuse Prevention Month Proclamation plaque at the annual Child Abuse Prevention Conference, Together for Children, to recognize their work.

The DCF issued a statewide memo to all county and tribal agencies in March 2016 encouraging their participation in April's Child Abuse Prevention Month activities and providing them with a copy of the toolkit. Additionally, the DCF recruited a local preschool to participate in the Child Abuse Prevention month activities. Children from the *Creative Learning Preschool* in Madison planted blue pinwheels in a garden in the Capitol Rotunda in Madison, where workgroup members and DCF staff joined them. The pinwheels were on display throughout the month of April.

CPS and Domestic Abuse Programs

There is a well-established overlap between domestic abuse and the maltreatment of children both in the literature and in practice experience in Wisconsin. To that end, on May 21, 2015, the Department of Children and Families issued a request for applications for counties to further strengthen and support Child Protective Services agencies and domestic abuse programs through the development of a Memorandum of Understanding (MOU) between their two agencies to increase their effectiveness for children and families. At the discretion of the domestic abuse program and CPS agency, law enforcement could also be included as an MOU partner.

CAPTA funds were used to support this initiative in four counties/tribes. Adams County, Marathon County, Wood County and the Bad River Tribe received grant awards. DCF is also using the results of this initiative to update a Resource Guide to help DV programs and CPS programs develop MOUs.

CPS and Health Care Professionals –

The Department of Children and Families uses CAPTA funding to support the Wisconsin Child Abuse network (WI CAN), an inter-disciplinary public-private partnership formed in 2009 and dedicated to improving the accuracy of child abuse investigations. It is led by representatives of The Medical College of Wisconsin; Child Advocacy

Centers of Wisconsin; Children’s Hospital of Wisconsin; the Wisconsin Coalition Against Sexual Assault; the Child Abuse and Neglect Prevention Board; and the Departments of Children and Families, Health Services and Justice. WI CAN works to improve the response to child maltreatment through ongoing education and a web-based peer review network. It connects professionals statewide to medical expertise to improve access to medical input in child maltreatment investigations.

The WI CAN Educational Series consists of statewide, web-based lectures and case-based discussions on various topics related to child maltreatment delivered and led by subject matter experts. The target audience consists of physicians, advanced practice providers, nurses, other allied health professionals, law enforcement officials, social workers and attorneys. The goal of the educational series is to improve the recognition of child maltreatment and management of cases when child maltreatment is a concern. Webinars are held on the third Friday of each month. In 2015, with support from the Department of Children and Families and its Wisconsin Professional Development System, WI-CAN established a website as follows:

<http://www.wichildabusenetwork.org/>

CPS and Tribal Child Welfare Agencies – see Tribal efforts description in Section 6, pages 114=118.

☑ CPS and the Judicial System

Please see the Collaboration Section for an update on DCF’s collaborative efforts with the judicial system on pages 17-24.

Training for CPS caseworkers, CPS supervisors, and Guardians ad litem

See training section for information on Wisconsin’s training activities. Specific professional development activities supported by CAPTA are articulated in this section.

Citizen Review Panels

Citizen Review Panels are also supported through Wisconsin’s CAPTA. They are described in detail in the collaboration section (2) starting on page 15 and a link is provided for all reports.

Professional Development Events

Together for Children Conference

CAPTA funding was again used to support the 2016 Together for Children Conference, the annual Wisconsin child abuse and neglect prevention conference. The DCF is a regular sponsor and planning partner for this annual prevention conference. The conference strives to improve prevention, treatment, investigation, and prosecution of child abuse and neglect by providing training that addresses emerging issues and increases the knowledge and skills of attendees. Preconference sessions on April 5, 2016 focused on child sexual abuse and sexually exploited youth. The following day, the full conference opened with a keynote presentation on “Transforming Trauma – How to do this Work and Not Completely Lose our Minds.” The second day of the conference opened with the presentation of a Proclamation from Governor Scott Walker, proclaiming April as Child Abuse Prevention & Awareness Month in Wisconsin and calling upon all citizens to, “Say Something, Do Something for Kids” to prevent child abuse and strengthen communities. The proclamation was followed by a keynote session on “Issues Affecting Wisconsin Families” by Wisconsin Attorney General Brad Schimel. The workshops or breakout sessions follow each keynote and continue throughout the day, covering a variety of topics relevant to various child welfare professionals and paraprofessionals; e.g., prevention, child protective services, domestic violence, attorneys, law enforcement, schools, medical and mental health, etc.

Professional Development Related to the DCF Home Visiting Program

Partial support was provided to fund quarterly meetings of all Family Foundations Comprehensive Home Visiting (FFHV) Program grantees. Partial support was provided to the Infant Mental Health Conference- a statewide multi-day conference for professionals across the sectors of the early childhood care and education and family support fields.

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Section E: Chafee Foster Care Independence Program (CFCIP) and Education and Training Voucher (ETV) Program

Wisconsin's Independent Living (IL) and Education and Training Voucher (ETV) Programs promotes life skills development opportunities and support for youth currently in out-of-home care (OHC) and transition support for those exiting OHC at age 18 or older in accordance with the John H. Chafee Foster Care Independence Program (CFCIP). This plan addresses both Sec. 477 (42 U.S.C. 677) (a) of the Social Security Act and Wisconsin's progress on the Children and Family Services Plan (CFSP) goals.

Wisconsin is a state supervised/county administered child welfare (CW) system with the exception of Milwaukee County, where the CW system is administered by the state through the Division of Milwaukee Child Protective Services (DMCPS). Currently a combination of county CW agencies, DMCPS, three tribal CW agencies, two regional agencies and the Department of Corrections (DOC) receive CFCIP funding and are responsible for providing services to eligible youth from age 14 to 21.

CFCIP description, eligibility, linkages and continuum related to the eight CFCIP purposes:

Youth aged 14-21 years, in an OHC placement setting are required to receive services through their county or tribal CW agency. Those youth that exit OHC at age 18 or older, including juvenile justice youth living in and aging out of an OHC placement setting and youth who exit care after they reach age 16 due to adoption, or court ordered guardianship remain eligible for certain IL services established by the Chafee Act. These young people as well as their parents/guardians are provided information on how to access CFCIP/ETV services and are provided the application for the DCF Scholarship (funded through ETV). The importance of IL planning is discussed with the youth and their adoptive parents or guardians. Information related to skill building, independence, CFCIP and other resources available are addressed throughout the case management and permanency planning process.

The CW agencies support safety, permanency and well-being for older youth in OHC, which includes developmentally appropriate life skills activities, attainment of knowledge and connections to resources that prepare and assist youth to transition successfully to adulthood. Independent living plans that include goals and activities are developed through strength-based child welfare practices (collaboration, teaming, community involvement and youth empowerment) that recognizes the youth as the "driver" in case-planning activities; identifying their goals for adulthood and receiving support in achieving those goals. CW agencies create the permanency plan, which in Wisconsin also includes the IL Assessment, IL plan and identified adult supports for older youth as described in state statutes. This is also required for youth placed out of state through Interstate Compact for the Placement of Children (ICPC) and those preparing for adoption or attaining a permanent guardian.

Life-skills development and transition activities are provided in a timely, flexible, coordinated, and developmentally appropriate way building on the strengths of youth, families, the community and cultural groups, and utilizing the expertise within the home, school and community.

It is expected that the bulk of life-skills development occurs in the natural setting of the home, school and community as foster parents create teachable moments, encourage involvement in extracurricular activities and provide normalized activities to advance knowledge and experience. For youth in group and residential settings, life skills development is to be provided by the group care provider or social worker, or contracted provider as agreed upon by the agency, provider and youth.

The continuum of planning and services ensures that developmentally appropriate activities related to eventual independent living are occurring throughout an older youth's time in care:

- 1) At the point in which the IL assessment and plan are required, an electronic notification is sent to the youth's case worker through SACWIS, indicating that a youth has reached the eligibility threshold and that the IL assessment and plan must be completed within 90 days. The assessments used by child welfare agencies to determine the level of needs are the Casey Life Skills and Daniel Memorial Assessments. The Child and Adolescent Needs and Strengths assessment (CANS), required of all Wisconsin children in OHC provides further information on the level of overall functioning, impact of trauma, and youth strengths and needs to further inform plan goals. Agencies are encouraged to obtain and use information from a youth's Special Education Transition Assessment (if the child has an Individualized Education Program (IEP) to inform decisions around developmentally appropriate activities and collaborate on transition planning with the school in order to ensure transition plan consistency and leverage resources such as referrals to the Division of Vocational Rehabilitation.
- 2) The case worker is responsible for completion and documentation of the IL assessment, goals and life skills development plan, through engagement with the youth, foster parents, school, and community and/or others identified through the CW team. Life skills development activities over time may include but are not limited to:
 - a) Activities that help identify personal strengths and increase self-awareness, values, decision making and problem solving.
 - b) Basic life skills building activities such as: creation of a savings plan; budgeting allowance; introduction to and participation in community resources; driver's education; practicing nutrition and purchasing groceries; safely preparing meals; making appointments; laundry, clothes repair, home maintenance; etc.
 - c) Ensure opportunities for employment and career exploration and attainment through activities such as: Job shadowing, internships, Workforce Innovation Opportunities Act (WIOA) programs, School to Work initiatives or other local employment programs;
 - d) Ongoing discussions ultimately resulting in the development of a career plan that includes interests, strengths, vision for future career and personal life;
 - e) Planning for academic success through high school credit accumulation, development of postsecondary goals and access to postsecondary education;
 - f) Explore significant safe and healthy relationships for youth related to: family, friends, neighbors, mentors and others as identified by youth and how to navigate those relationships in a healthy way; and,
 - g) Obtaining documents over the time in care (that will be needed in adulthood and providing to older youth upon discharge: State ID Card, Social Security card, Permanent Green card (or citizenship), Court order for name change, adoption record, etc.
- 3) Plan goals and activities are entered into the IL section of the youth's permanency plan and are reviewed and updated every six months while in OHC.
- 4) When a youth in OHC reaches age 17 ½, the case worker is notified electronically through SACWIS that the Independent Living Transition to Discharge (ILTD) plan must be completed and implemented in the 90 days prior to youth's aging out of care per the federal FCIA. Team meetings are arranged with the youth as the lead in identifying goals, activities, and resources to help them make the transition. The team is responsible for making sure all the needs related to housing, health, education, employment, as described in FCIA are addressed.
- 5) Once a youth leaves OHC, the CW agency where the youth permanently resides becomes responsible for continued support which includes education, employment, housing, health care, life-long connections, mentoring, and financial assistance for youth up to age 21.

1. DCF began the first phase of the regional service model for youth ages 18-21 by offering contracts to two regional (lead) agencies; Bay Area Workforce Development Board in Region 2 and Family and Children’s Center in Region 6. In the new model, counties will no longer be solely responsible for providing services to this population. Rather, DCF awarded contracts to a regional agency for the purposes of creating partnerships and providing linkages and direct services to eligible youth no longer in care up to age 21. The CW agency collaborates with the regional or lead agency in the development and implementations of the ILTD plans; providing services and developing collaborative opportunities to meet the needs of transitioning youth. The services the regional agency provides include but are not limited to:
 - a. Completion of secondary education and access to postsecondary education goals as identified by youth;
 - b. Connections to employment and job training agencies and programs;
 - c. Forming connections to housing agencies, landlords and subsidized housing programs and connecting youth to such programs;
 - d. Assisting with connections to health and medical providers and those serving special needs populations;
 - e. Life-long connections to family and caring adults; and financial assistance for needs related to the goals and activities such as transportation to employment or education, child care, education needs, room and board, and utilities.

The second phase will be implemented in 2017 with the contract going to three additional regional agencies come on-line. The final phase occurs in 2018.

Room and board is defined by Wisconsin as security deposit and rent. Agencies receiving CFCIP funds have discretion in determining use of their allocation to provide room and board as described through the CFCIP.

2. Once the youth leaves care it is the primary responsibility of the regional agency to develop plans and create linkages for youth. The regional agency will provide or contract for direct services to 18-21 year olds, which included the provision for room and board.
3. Under the Youth at Risk of Homelessness planning grant DCF worked with the National Council on Crime and Delinquency to develop a predictive risk model that will help DCF to understand factors that contribute to a youth likely to age out of OHC and/or become homeless. DCF continues to work on creating opportunities for data sharing between DCF and Department of Corrections, Department of Public Instruction, Department of Health Services, Credit Reporting Agencies, and Homeless shelters to learn about foster youth outcomes.
4. DCF will complete the PATHS (the name of DCF’s Youth at Risk of Homelessness grant initiative, meaning Permanency, Academic Success, Training and Employment, Housing and Social Emotional Well Being) demonstration projects which brought multiple private and public partners together to create housing for young people through a “housing first model” for 17-21 year olds in need of employment, education and at risk of homelessness.
5. As a result of federal “Preventing Sex Trafficking and Strengthening Families Act”, DCF has expanded IL planning to youth beginning at age 14 with enhancements to SACWIS and Wisconsin’s Ongoing Service Standards which has been implemented statutorily and in policy and programming. Also, OPPLA is no longer allowed as a permanency goal for youth under the age of 16.
6. DCF has published reasonable and prudent parenting standards with a focus on normalizing foster care for children and youth in OHC thus enhancing life skills learning opportunities for older youth such as

driver's education, employment, school activities, youth decision making and allowing for having greater responsibility related to curfews, and time with friends.

7. Foster care training on developmentally appropriate care for older youth and independent living is being utilized to address much of the age- and developmentally appropriate care and life skills development concepts. In person and on-line training became available for providers beginning in 2015.
8. The Office of Youth Services has begun the planning process for the 2017 conference focused on transitioning youth which will provide opportunities for stakeholders to learn more about best practices related to transitioning youth and provide opportunities for networking and collaboration on behalf of youth.
9. Health care enrollment and discussions on determining a health care proxy for youth who age out of care take place during the transition from OHC to independence when the ILTD is developed and once again when the youth ages out of OHC. Youth are able to sign up electronically or over the phone or by filling out a paper enrollment form. Child welfare agencies and local DHS entities are available to assist former foster youth in the process. Youth who come to Wisconsin from another state are also eligible. DCF is working with DHS on sharing data to track youth numbers enrolled under the provision.
10. The Medicaid Care4Kids program continues to provide coordinated and comprehensive physical, behavioral and dental care during the period a youth is in out-of-home care and for a year after a youth leaves care, thus providing continuity of care and the benefit of a health coordinator for youth who age out of care from a three-county area.

National Youth in Transition Database (NYTD)

Wisconsin has used NYTD data to inform partners and other stakeholders about youth outcomes at age 17 and 19 and 21 at various venues. NYTD data continues to be used as a discussion starter related to creating a sense of urgency for strengthening services for youth.

In 2017 NYTD outcomes data will be available to county CW agencies through reports generated by the SACWIS system.

DCF continues to contract with the University of Wisconsin Survey Center (UWSC) to administer the survey for all three age groups. UWSC has improved NYTD data collection through more robust and increased outreach efforts to youth no longer in OHC.

Collaboration and coordination with public and private sectors as well as federal and state programs (including CB, IM and FYSB and coordination to address youth who run from foster care).

CFCIP collaboration takes place at various levels of CW services, government, educational systems, and individuals in the youth's life, as indicated throughout this report.

1. The DCF Bureau of Youth Services brings a stronger, more coordinated and comprehensive focus on the needs of youth in and exiting foster care. The Bureau expanded linkages between DCF and the Department of Public Instruction (DPI), Department of Workforce Development (DWD), Department of Health Services (DHS) Department of Administration (DOA), Homeless and Runaway Programs, Transitional Living programs, postsecondary institutions, and the Department of Corrections. This coordination is expanding options to child welfare and regional agencies serving youth by enhancing local linkages with community resources such as University of Wisconsin Extension offices, school districts,

health centers, Medicaid offices, Aging and Disability Resource Centers and employment search and training center. Examples of successful efforts include:

- a. Collaboration with DPI on the passage of Pupil Records legislation, Act 161 which will allow school districts to share educational records with child welfare personnel.
 - b. Increased partnership between DCF and Wisconsin DWD to identify and service foster youth through WIOA and Vocational Rehabilitation programs.
 - c. Collaboration with DHS on creating a useful report so that DCF can track continued Medicaid for former foster youth.
 - d. Collaboration with DPI and postsecondary institutions to create a webcast on the topic of breaking down barriers to postsecondary education for foster youth (Opening Doors to College for Foster Youth).
 - e. Based on competitive RFP process, DCF awarded Homeless and Runaway contracts in each of the seven Youth Services regions.
 - f. Educators Desktop Guide, Education Passport, and Education Portal created to facilitate caseworker communication with school districts in order to improve communication and credit accumulation and retention.
2. The PATHS grant initiative will successfully complete the pilot project at the end of SFY 2016.
- a. PATHS grantees participated in a forum for providing feedback on the program and lessons learned.
 - b. DCF plans to initiate a second round of PATHS funding for programs in 2017 in order to continue some level of the good work that was started through the original pilot.
3. The Wisconsin Youth Advisory Council (W-YAC) is the primary youth stakeholder group that DCF consults with on issues related to OHC, CFCIP, and ETV programs. Accomplishments and future activities between the council and DCF include:
- a. Provide feedback and advocate for service provisions to youth in OHC and CFCIP. Two youth testified before the Wisconsin legislature on prudent parenting legislation. Local councils regularly provide feedback to local CW agencies on topics of interest to them.
 - b. YAC members presented panel discussions at a number of conferences and meetings including the Outagamie County Citizen Review Panel symposium on older youth in and aging out of foster care; KidStat, the Department's performance management process, the statewide Citizen Review Panel conference; Secretary's Advisory Council on Child Welfare; and various training held throughout the state.
 - c. At the statewide Together for Children Conference YAC members provided a panel presentation in response to the 2014 NYTD data. DCF plans to have additional opportunities for young people to respond directly to the state's NYTD data.
 - d. A foster youth alumni was recently selected to serve on the Governor's Task Force on the Family.
 - e. DCF plans to encourage and sponsor youth participation in the Foster Club Internship, Congressional Shadow Day, and Congressional Coalition on Adoption Institute and attendance at the National CRP conference and DanielKids Growing Pains Conference.
 - f. YAC members have voiced a desire for DCF to create training on IL and transition planning for CW personnel regarding increased transitional housing opportunities throughout the state, tuition waivers, and increased efforts to ensure sibling contact when living in separate homes.
 - g. YAC members will continue involvement as a Wisconsin Citizen Review Panel under Child Abuse Prevention and Treatment Act (CAPTA), attending the National Conference annually and making recommendations to DCF.
 - h. In 2017 YAC will be expanded to include broader state representation through the regionalization of IL services.

- i. DCF plans to post NYTD data on the BYS website, DCF dashboard and provide a presentation to the YAC. DCF plans to train YAC to participate in presentations on NYTD along with DCF staff.
 - j. In 2017 the group hopes to collaborate with DCF, the Foster Parent Association and other partners in a Hands Around The Courthouse day for Foster Care Awareness Month.
 - k. The Southern region YAC members accomplished implementation of the Foster Match Program, a mentoring program that seeks to pair current foster children with mentors who were former foster children. The idea of Foster Match initially arose at the Regional Youth Advisory Council (YAC) meeting a few years earlier. The youth's passion for the idea led them to collaborate with the county CW agency and the Big Brothers and Big Sister's (BBBS) organization to get the wheels rolling. Once set in place, the CW agency began to get the word out and to identify children who would benefit from a "Foster Match". There are currently two "foster matches" who meet on a bi-monthly basis.
4. The BYS plans to begin discussions on an on-line training module specifically designed for case managers to understand and address issues of transitioning youth.
 5. DCF has improved linkages between the RHY programs and the foster care and independent living programs. The first step included unifying the goals and bringing the service providers from both systems together for a day focused on networking and building strong programs. This will continue into 2016 and is a main driver for the regional youth services approach.
 6. DCF undertook efforts to address safe transition to independence of foster youth by reducing risk of becoming victims of sex trafficking. DCF is working to build the youth services regions to keep youth positively engaged, employed, educated and connected so as to minimize the risk of sex trafficking. Efforts to reduce homelessness of youth aging out should result in a reduction of risk for sex trafficking among the most vulnerable youth.

Coordination and Consultation with Tribes:

Three tribes, the Ho Chunk, Lac du Flambeau and Lac Courtes Oreilles, have consistently requested and receive CFCIP/ETV allocations directly from DCF, using the statewide formula for the provision of IL services to tribal youth. Tribal youth in Wisconsin who are not able to access Chafee funded IL services directly through their tribe are able to access services through the child welfare agency in their resident county. DCF requires counties and tribes to collaborate on IL services for tribal youth whether under a tribal or county court ordered OHC placement. Tribal children are eligible for all services listed in the services continuum section of this report on the same basis as non-tribal children.

In 2016, the BYS Director met with the Tribal CW Managers at several bi-monthly meetings to review available IL services how to access funding, how to apply for CFCIP funding through DCF or ACF, and feedback on services and gaps for tribal youth. DCF is not aware of any tribes planning to apply directly to ACF for funds. All tribes, whether they receive funding directly from DCF or services from the county agency, are made aware of IL policies related to older youth and CFCIP through the DCF policy and informational memo process and Department and Tribe management meetings. Once the regional system is in place, tribes will continue to have the opportunity to receive funding directly. Youth will continue to have the option to be served by their tribe (if tribal services are available) and/or through their regional service provider. In addition DCF solicited assistance from tribes located in the Youth Service regions 2 and 6 to participate in the training for new Transitional Resource Agencies, and is facilitating tribal involvement in local youth services networks.

County CW agencies submit annual work plans describing collaborative activities with area tribes. All county agencies serving tribal children report collaborative efforts with local tribes.

Tribes receiving CFCIP funds directly from DCF participate in training and regional IL roundtables held throughout the state annually to discuss policy/programming initiatives and issues, and to provide technical assistance and consultation to agency IL Coordinators.

DCF will continue to provide outreach to tribes in order to ensure ongoing awareness of resources and how to access them, through state/tribal meetings, trainings, and policy memo distribution, particularly in regard to the new service model.

Concerns expressed by the tribes include a lack of adequate housing and AODA treatment for youth on reservations and a disconnect between county services and tribal youth. DCF intends to work with the tribes and the regions on both issues in the coming year.

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Education and Training Vouchers (ETV) Program Eligibility and program description

The Wisconsin ETV Program is available to all youth meeting current Wisconsin IL eligibility criteria up to a youth's 21st birthday and up to their 23rd birthday provided the student is participating in the voucher program on the date they attained age 21, as long as they are enrolled in a postsecondary program and are making satisfactory progress toward the completion of that program.

DCF uses the majority of ETV funds to fund the DCF Scholarship program for youth in Out of Home Care. The remaining funds are distributed to county CW agencies and tribes to meet day to day postsecondary needs of local youth related to such things as transportation, day care, tutoring and one-semester certificate programs that lead to employment such as Certified Nursing Assistant. To meet the requirements under section 102 of the Higher Education Act of 1965, Wisconsin institutes the following requirements:

- Combined scholarships and local ETV assistance will not exceed the lesser of \$5,000 per year or the total cost of attendance as defined in section 472 of the Higher Education Act.
- The DCF Scholarship Program may provide funding for any direct costs (i.e., tuition, books, and fees) associated with attending an institution of higher learning.
- Local agencies will use ETV funds for the purchase of technical equipment or assistance to include, but not be limited to: computers, calculators, and supplies associated with coursework.
- ETV and DCF Scholarship funds may not be used to pay for post baccalaureate education.

Under the new service model, regional (or lead) agencies also received the ETV funding historically provided to the county CW agencies for this purpose. In order to ensure that the total amount of educational assistance does not exceed the total cost of attendance and to avoid duplication of benefits under this and any other federal or federally assisted benefit program, the DCF Scholarship administrator and local agencies document the funding provided on the youth's IL service page in eWiSACWIS. DCF also notifies postsecondary institutions of the DCF Scholarship funding that youth receive.

DCF's regionalization of Independent Living and the ETV structure in Wisconsin is intended to strengthen engagement and accountability for connecting youth to ETV opportunities. The number of foster youth aging out of care in Wisconsin continues to decrease. As a result, Wisconsin once again experienced underspending in its 2014 ETV award. Wisconsin is providing for the following adjustments to the ETV Program to address ETV underspending:

- Conducting a Deobligation/Reobligation initiative with county child welfare agencies so that counties that have unused ETV funds can de-obligate those funds and the state can reallocate the funding to counties that have used all of their funds and anticipate additional demand from their eligible youth.
- Re-established the maximum limit at \$5,000 which had been reduced to \$4,000 previously due to not having enough funds to meet all of the requests for funding for a period of three years.
- Conducting a targeted outreach campaign to all recent high school graduates regarding funding availability and how to access funds.
- Creation of an ETV and DCF Scholarship brochure for dissemination and download from the DCF website.
- If DCF continues to have underspending in spite of these changes, the plan is to institute a process in which youth can apply for emergency ETV funds to address unmet need related to college expenses in 2017 (which was done successfully once before, in 2014).

We believe the short-term and long-term measures described above will result in Wisconsin fully expending its future ETV awards.

Collaboration

State and local agencies partner with secondary and postsecondary institutions and each other to increase awareness of the educational challenges faced by youth aging out of out-of-home care and the ETV Program through collaborations with DPI and local school districts. Wisconsin's ETV programming is discussed with OHC youth, CW agencies, postsecondary institutions and the Foster Youth to College advisory group. The Foster Youth to College (FYC) Advisory Group is a particularly strong stakeholder involved in all levels of discussions related to completion of high school, access to and completion of postsecondary education. Stakeholders have consistently shared that the flexibility to use funding for a broad range of institutions both in and out of state, as outlined in the Promoting Safe and Stable Families Act of 2001 to meet the various needs of youth is important for their success. As mentioned earlier, the secondary and postsecondary institutions associated with FYC created and participated in a live webcast on preparation and access to postsecondary education and training for all youth. The webcast was recorded and is linked on the OYS webpage for viewing. FYC has scheduled a meeting with the Great Lakes Higher Education foundation to discuss the needs of foster youth.

Specific accomplishments and progress to establish, expand, or strengthen our postsecondary educational assistance program included:

- Wisconsin has long had concerns regarding the use of ETV funds for attendance at for-profit institutions as our youth tend to do poorly and accrue large debt. State IL Coordinators were surveyed regarding use of ETV funds to for-profit institutions. Sixty percent of states responded that they do provide funding to for-profit institutions as allowed under the Higher Education Authorization Act. DCF is providing technical assistance to CW agencies on how to propose alternative options to youth.
- Greater collaboration with WIOA boards from 2015 to 2017 and beyond, through the Regionalized IL program, will leverage needed funds to meet the educational costs youth face.

Education and Training Vouchers

	Total ETVs Awarded	Number of New ETVs
<u>Final Number:</u> 2014-2015 School Year (July 1, 2014 to June 30, 2015)	208	103
2015-2016 School Year* (July 1, 2015 to June 30, 2016)	213	94

Section F: Updates to Targeted Plans within the 2015-2019 CFSP

There were no substantive changes to the four plans submitted in 2014. Updates to each of the following plans are provided.

Foster and adoptive plan – Updates to the plan can be found in Attachment B

Health Care Oversight – regular data reports are provided as attachments to this document as progress toward plan goals in Attachment B

Disaster Plan – No major updates to the plan, Update on one disaster in FY 2015 is attached.

Training Plan – Updates are Attached in Attachment B

Foster and Adoptive Parent Diligent Recruitment Plan Updates

DCF Diligent Recruitment Plan Annual Update for APSR 2016

Children's Demographic Information

As of December 31, 2014, the State of Wisconsin had 6,864 children in out-of-home care, of those children 83 or 1.2% were placed in Pre-Adoptive Home settings. The pattern of pre-adoptive placement settings is similar to the pattern for the total out-of-home care population. Information below is for all children in out-of-home care on 12/31/2014.

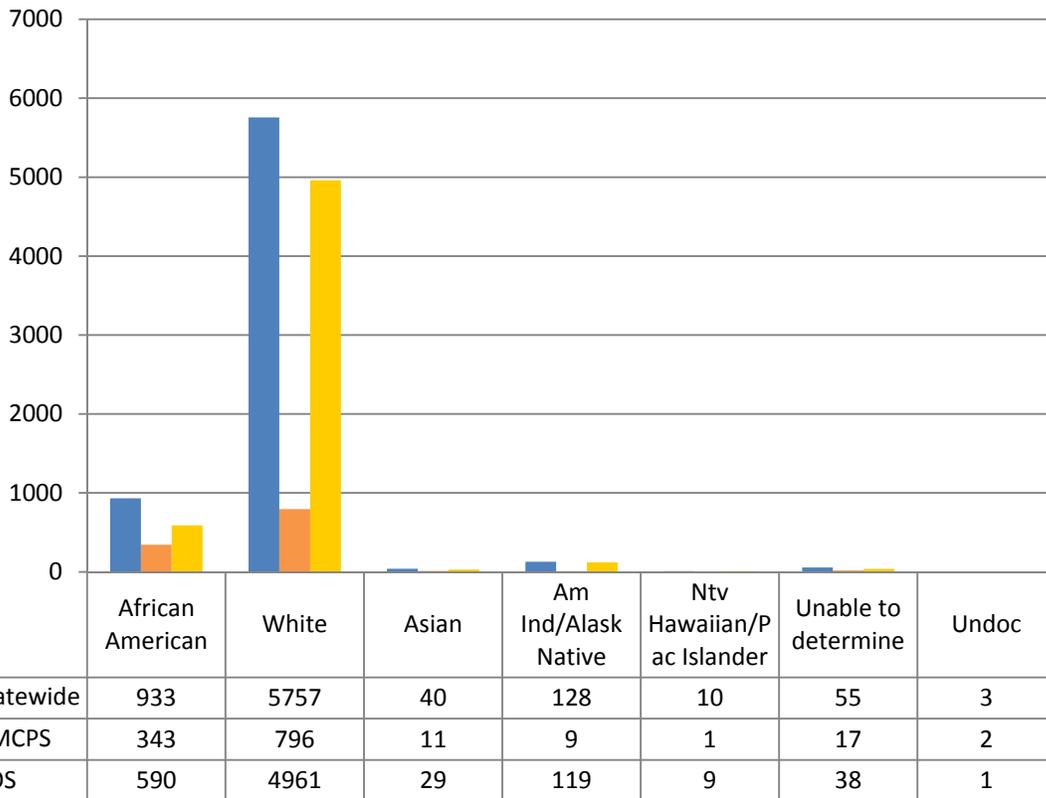
Gender

As of December 31, 2014, the State of Wisconsin had:

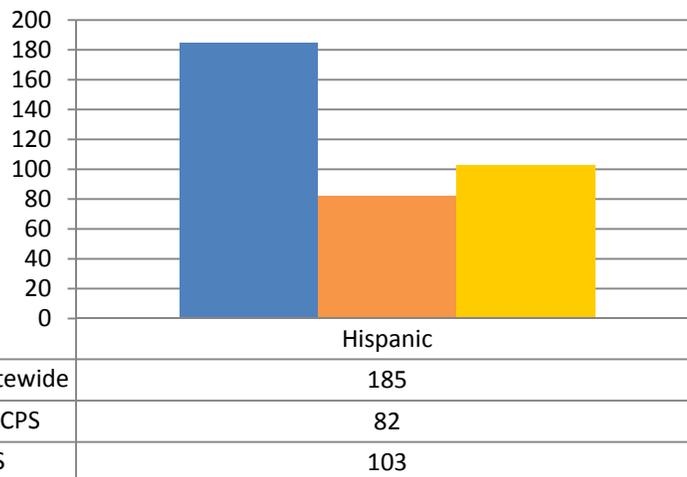
-6,864 children in OHC; 2,275 (33%) of whom were in Milwaukee and 4,589 (67%) in BOS

-83 children (1.2%) were in a pre-adoptive home placement setting

Licensed Foster Homes by Race on 12/31/15



Licensed Foster Homes by Ethnicity on 12/31/15



Strategies to Reach all Parts of the Community

Wisconsin has a process for and is committed to recruiting foster and adoptive parents that reflect the racial, ethnic and cultural diversity of the children in out-of-home care. Local child welfare agencies, including the state's Division of Milwaukee Child Protective Services and SNAP programs, counties, and private child placing agencies

are responsible for recruiting families for the children living in out-of-home care. The Division continues to increase resources to all licensing and placing agencies to support their efforts to recruit foster and adoptive parents who reflect the children in our care.

State Permanency Consultants work with counties to identify children needing targeted recruitment efforts so that these children can also move to permanence in a more timely fashion. To help facilitate the timely movement of children to permanence, the Division required all adoption agencies working with the public child welfare system and supported counties, tribes, and private agencies in using the Structure Analysis Family Evaluation (SAFE) foster and adoption family assessment format so that the completion of an adoptive home study is not a barrier to a timely adoption. DSP supports SAFE trainings each year for new licensors and their supervisors.

Recruitment and Retention

Wisconsin Statewide Recruitment Goals

In collaboration with counties and tribes, DSP works with public, private and tribal agencies to develop a pool of waiting families to meet the diverse needs of children in out-of-home care (OHC). Specific strategies that are used include the following:

- A consistent, statewide recruitment campaign with materials that can be used by local agencies to build on the recognition gained from the statewide activities. During 2012, billboards were released to support recruitment of foster homes for Indian children through collaboration with Wisconsin tribes. In 2016 a new general campaign was released in May and the billboards to support foster homes for Indian children were continued.
- Continue to improve use of recruitment and retention data to enable agencies to make program improvement decisions based upon current and accurate data concerning family recruitment and retention. DCF is implementing a Geographic Placement Resource System (GPRS) Project to target recruitment and better identify areas in need and where foster children are removed. Being able to visualize on a map where foster children come from and where they are placed will improve the identification of areas in need of recruitment efforts by local agencies. The GPRS will display the race, ethnicity, relationship status, level of care certification, and provider characteristics. GPRS became available to agencies in 2013. In 2015 licensing agencies were required to enter more specific provider characteristics into eWISACWIS to improve the information available to improve the match between the child and potential foster homes. In 2016, DCF will implement a release in GPRS which will provide targeted recruitment for agencies to recruit foster parents who will be better suited to care for the specific children who are placed in foster care.
- Promote State Permanency Consultants (SPC's) work with counties, tribes and private agencies to facilitate timely, quality permanence for children. In 2014 the SPC's were trained in Family Finding and Engagement and completed the process for a child in state guardianship or a child identified through Permanency Roundtables. In 2015 the SPC's have been available to public child welfare agencies to request Family Finding and Engagement for children needing a permanent resource and they provide consultation and coaching to workers and supervisors trained in Family Finding and Engagement.
- Collaborate with counties, tribes, and private agencies to develop policies and procedures to increase the identification of relatives as placement resources.
- Provide support and training to counties, tribes, and private agencies to improve community and cultural responsiveness to recruitment and retention activities, including access to services.
- Implement a dual licensing process (SAFE) to help facilitate quality, timely permanence by having studied and approved foster/adoptive families as resources for children in need of permanence. Legislation passed

recently that requires the use of a standardized assessment in licensing a home for foster care and approval of adoption

The Foster Care and Adoption Resource Center (FCARC) produces a variety of recruitment resources for agencies to use at the local level. Resource Center brochures and information are also being used by local agencies to connect with families. In addition, the Resource Center has supported the recruitment and retention of foster and adoptive families through a pre-conference summit before the annual foster care coordinators' conference. In 2014, the focus of the pre-conference summit was recruitment of foster homes with Denise Goodman. The Division is committed to assisting local agencies with targeted and child-specific recruitment. Beginning in 2010 and continuing through the present, the FCARC created new resources for relative caregivers, especially those who become licensed families due to changes in Wisconsin's foster care licensing rules. FCARC created a resource guide to assist workers for working with relative caregivers and DCF approved the guide for issuance in 2013. In 2016 a training was conducted on the relative caregiver guide.

Staff at the Resource Center continue to operate a 1-800 toll-free recruitment line and have enhanced their web site to accept electronic inquiries regarding foster care and adoption. FCARC will continue to meet with local county and tribal agencies to gather information and ideas about how to expand services to meet the needs of local agencies throughout 2014 and beyond.

The Department continues to maintain and refresh a recruitment campaign to garner interest, counter negative images of foster care, and redefine what it means to be a foster parent in Wisconsin. This public awareness campaign was refreshed in 2016 in celebration of National Foster Care Month and continues throughout the year. As a result of the media campaign interest in foster care has risen.

DSP also supports the Wisconsin Foster and Adoptive Parent Association through funding and technical support for a statewide newsletter created by foster parents and the Foster and Adoptive Support and Preservation Program. The support includes foster parents who are trained to respond to concerns by other foster parents specifically around circumstances of allegations of abuse and neglect. DSP meets quarterly with foster parents from across Wisconsin in the Foster Parent Advisory Committee to gather input on pending policies and legislation and to allow foster parents to bring forward concerns they are hearing from other foster families.

Wisconsin has also been working on the Quality Parenting Initiative led by the Division of Milwaukee Child Protective Services in concert with the University of Wisconsin Milwaukee, training partnership.

Quality Parenting Initiative

Like many urban communities across the country, Milwaukee has struggled to attract and retain a pool of foster families willing and able to provide quality care to children in care. Agencies contracting with DCF have executed numerous recruitment and retention strategies over a number of years. Some of these strategies have been successful in attracting new families in the short run.

Sending and reinforcing clear and consistent messages to families about the purpose of fostering and what is expected of foster parents has also proven challenging. While this could be expected in most instances of mass communication, the challenge is greater when agency leadership, staff, community partners and existing foster families have not necessarily clarified their understandings or committed to how these understandings will be translated into action.

The Quality Parenting Initiative (QPI), developed by the Youth Law Center in San Francisco, offers a way to respond deeply and systemically to these challenges. This approach has been used successfully in a number of states and jurisdictions and promises to have a similar effect in Milwaukee. The QPI seeks to change what foster parenting, including kinship care means to a community. Only the community itself can decide exactly what that is. Similarly, each community must identify local barriers to making the "brand" a reality and opportunities for

improvement. Most importantly, bringing the community together to discuss parenting and expectations of caregivers is the first step in increasing mutual respect and team building.

A broad group of community stakeholders has crafted a brand statement for foster care in Milwaukee and has identified four key areas of action needed to align system practices with the values articulated in the brand statement. These areas include clarifying legal constraints and requirements around confidentiality, increasing foster parent participation in court, improving the quality of visitation (family interaction) and establishing structures early in a case that encourage birth parent-foster parent relationships. Workgroups have been formed to address each of these areas and have made preliminary recommendations to a steering committee. The steering committee has asked for some revisions and the plans are expected to be finalized in mid-July. The final recommendations will then be presented to the community stakeholder group once again and further actions identified.

A communication team has also been formed to create a comprehensive plan for ongoing communication of the purpose, values and actions associated with QPI to all key constituencies.

Adoption Training Program

The SNAP recognizes that there are a number of options for families to get adoption training and gives credit where possible to limit the number of extra hours of training that a family may need to complete. Consideration is given to any family that has completed training through another program, state, county or tribe. After reviewing documentation the family provided regarding completed training, a decision is made on what additional training, if any, the family may need to complete. Recent legislation passed in 2016 increased the training requirements for adoptive parents.

The adoption program brought together international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in May 2013. The conference combined the SNAP, domestic/international and foster care adoption to address common themes and training topics. The annual Adoption Conference in 2014 focused on specific issues and related topics of relative caregivers.

Post Adoption Resource Centers

The IV-B Subpart 2 funds received by the Adoption Program are used to support the post-adoption resource centers (PARCs) and the Special Needs Adoption Program contracts. DSP contracts with six service providers to operate PARC services in Green Bay, Stevens Point, Milwaukee, Madison, Eau Claire and La Crosse. PARC services are funded by federal IV-B, Subpart 2 funds and are available to all adoptive families, including parents of children who are adopted through domestic and international adoption programs. DCF also received an additional \$225,000/year in the budget for the PARCs to provide additional outreach, support and training opportunities to adoptive families.

The focus of the six Post Adoption Resource Centers is to:

- Provide education, support activities and services to adoptive families living in the identified service area;
- Improve community awareness of adoption; promote a positive image of adoption; and an increased understanding of the unique issues facing adoptive families, especially among public and private human service providers, schools and medical care providers;
- Increase the availability of services for adoptive families by providing referral services such as respite care, crisis intervention, day care, after-school care, legal help, family counseling, support groups related to adoption, Title XIX service providers and planning for the transition of an adopted child to adulthood; and
- Establish collaborative efforts among public and private organizations and the general public to address the needs of adoptive families in the PARC area.

The names of all families who enter into an adoption assistance agreement are shared with the respective PARC, unless the family opts not to have their contact information shared.

A new initiative this year is the Quality Improvement Center for Adoption and Guardianship Support (AGES) This initiative will pilot promising practices designed to help adoptive families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin Counties and three Tribes. It will also determine whether the enhanced response to emerging needs of adoptive and guardianship families is effective in increasing the capacity of adoptive parents and guardians to address the needs of their children and equipping parents and guardians to better manage family stress.

In 2015, Wisconsin began participation in an AGES evaluation. Identified outcomes that will be measured, in collaboration with QIC, include:

- Decreased familial stress
- Increased family satisfaction with services
- Increased caregiver confidence.

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Data Progress Report Updates
Separately Attached

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Disaster Plan – DCF APSR Update

The State was affected by a disaster on May 16, 2014, during the early morning hours, when a fire started at the state-owned GEF-1 facility that houses 297 Department of Children & Families employees. As part of the DCF Continuity of Operations Planning (COOP), employees were relocated to six different locations in Madison, WI. DCF houses 12 programs in GEF-1 that have COOP plans for time-sensitive, mission-critical business functions. During the recovery phase of this COOP event, almost all mission-critical business functions were available on May 19, 2014 which was the first business day after the fire.

The recovery of DCF's mission-critical business functions was due to five major factors:

- Pre-planning and actions by DCF Technical Support Services – Prior to this COOP event, DCF IT team located 120 laptops and 30 voice-over IP (VoIP) phones at pre-staged at locations outside of GEF-1 at other locations around the state.
- Use of a Virtual Desktop Infrastructure – DCF had transitioned all staff to Virtual Desktop Infrastructure (VDI) prior to the fire to increase the efficiency and effectiveness of desktop services to staff. As a result, each person's desktop resides on a server at the State Data Center, and staff access to their DCF desktops was uninterrupted.
- Pre-planning and actions by DCF Facilities Management – DCF Facilities Management maintains detailed floor plans and a database with information about each person in each building where DCF houses staff. Both of these tools provided critical information that enabled DCF to successfully account for, and quickly relocate, all GEF-1 staff after the fire.
- Documentation of Mission-critical Business Functions in DCF COOP Plans – During this event, COOP Plan Leads problem-solved, reached out to affected staff and confirmed the status of all mission-critical business functions. The fact that these plans were developed and tested through table-top and functional exercises prior to the fire added to DCF's ability to respond quickly after the fire.
- Daily Communications – Many staff expressed appreciation for the twice-a-day emails from the Secretary's Office that provided updated information on the status of everything relating to the fire. Most staff agreed that the daily updates during the first few weeks helped to keep them in the loop about what was happening.

The GEF-1 facility was ready for limited occupancy in early August, 2014. DCF employees began returning to the building on August 4th and were completely moved back into the building on August 21st.

Effectiveness of the Disaster Plan and Ability to Meet Federal Criteria:

- Identify, locate and continue availability of services for children under State Care or supervision who are displaced or adversely affected by a disaster;
 - No children were displaced or adversely affected by the GEF-1 fire. GEF-1 houses administrative offices for the Department of Children & Families. There was no interruption in the provision of administrative support to the counties and Tribes in Wisconsin who provide direct services to children throughout the State.

- Respond to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases;
 - There was no delay or disruption in responding to new child welfare cases as a result of the fire in GEF-1. The eWiSACWIS online application that supports child welfare cases throughout Wisconsin remained available during the fire and the four-month dislocation from GEF-1.
- Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster;
 - No child welfare caseworkers were displaced by the fire. Communications between essential child welfare personnel at DCF and county and Tribal partners was not interrupted.
- Preserve essential program records and coordinate services and share information with other States.
 - All essential records were preserved during and after the fire. The fire itself was confined to the fourth floor of GEF-1. All DCF employees in GEF-1 are located on the second floor of the building. The Interstate Compact on the Placement of Children program was able to perform all of its mission-critical business functions from alternate sites although equipment availability in some locations created some challenges.

No changes or additions are needed to the Disaster Plan.

Changes to the 2015-2019 Plan Reflected in the
Training Plan to be sent under separate cover

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Section G: Statistical and Supporting Information

Child Welfare Workforce Data

Target Group	Milwaukee	BOS	Totals
Child Protective Services (CPS)	23	299	322
Child Welfare (CW)	160	181	341
Juvenile Justice (JJ)	0	266	266
Combined Groups	142	647	789
December 2014 Worker Total	325	1393	1718

Function	Milwaukee	BOS	Totals
Access/ Intake	12	34	46
Initial Assessment/ Investigations	57	82	139
Case Management	198	657	855
Case Aide	9	112	121
Provider Licensing	17	46	63
Combined Functions	32	462	494
December 2014 Worker Total	325	1393	1718*

“*” Not all staff represented are assigned to child welfare related functions as an FTE, particularly in medium and smaller sized counties; in these jurisdictions some or all of child welfare staff also perform other human or social service functions not specific to child welfare

2. Information on Child Protective Services Workforce

Wisconsin is a state-supervised, county-operated child welfare system for all counties other than Milwaukee. As a result, the processes to recruit, hire, and make case assignments are based on agency specific Human Resource policies and procedures. The Division of Milwaukee Child Protective Services must follow the process outlined by the Wisconsin Office of State Employee Relations.

Wisconsin child welfare workers are not required to have a social work degree and have degrees from a variety of fields. However, in order to use the title “Social Worker”, staff must hold a valid certification through the Wisconsin Department of Safety and Professional Services.

As in the past, Wisconsin does not track statewide data on the supervisor to worker ratio, staff turnover or vacancy rates, or caseload size for the balance of the state outside of Milwaukee County and there currently are no plans to do so. Wisconsin’s CPS workforce is county administered and there are no statutory requirements nor do CPS practice Standards include requirements or guidance regarding the agencies’ staff ratios, caseloads or other workload management. Within the county administered child welfare system, the size and population of each county impacts the local agency’s staffing needs and caseloads.

Duties for the local child welfare workforce also vary based on the needs of the agency and community. For example, in a smaller county, the supervisors, social worker, caseworker and/or other paraprofessional staff are likely to have other child welfare program responsibilities in addition to CPS duties. Workers in a larger county

may be assigned to one specific function within the local agency, rather than assume responsibilities across the entire scope of child welfare and/or human service areas.

In the state operated Division of Milwaukee Child Protective Services , the supervisor to worker ratio is 1 to 6, and the targeted caseload for ongoing services caseworker staff is no more than 15 children in out-of-home care and 8 families receiving intensive in-home services.

3. Juvenile Justice Transfers –

The CAPTA Amendments of 2003 require states, to the extent possible, to collect information on children under the care of the state child protective services (CPS) system who are transferred to the custody of the state juvenile justice system. In Wisconsin, under the supervision of the Department of Children and Families (DCF), county human service departments and BMCW operate the Child Protective Services (CPS) program. County human service departments also typically operate community-based juvenile justice programs, although some juvenile justice programs are attached to courts. In most counties, child welfare workers carry a mix of CPS and juvenile justice cases. Beginning in January 2016, the state supervision of the juvenile justice system was divided in that DCF is now responsible for oversight of the community based juvenile justice system. The Wisconsin Department of Corrections (DOC) retained responsibility for juvenile correctional facilities and aftercare programs for juvenile offenders.

Wisconsin counties are required to use the eWiSACWIS system to record all activity for child protective services cases. DCF does not manage the Wisconsin juvenile justice program, and Counties are not required to use eWiSACWIS to track all juvenile justice program activity. The only juvenile justice placements counties are required to record in eWiSACWIS are non-secure placements in settings where the placements are subject to federal Title IV-E and AFCARS reporting requirements.

For a child to transfer from the custody of the state child protection system to the custody of the state juvenile justice correctional system, the child would have to be placed in a juvenile correctional facility after having a history of out-of-home placements in an open CPS case. Most of the children transferred to the DOC have patterns of delinquency and juvenile justice-related services at the county level before being transferred from the county agency to juvenile correctional facilities.

To calculate an estimated number of children under the care of the CPS system who transferred into the custody of the State juvenile justice system, eWiSACWIS records for CY 2014 were queried to identify children who were placed in a juvenile correctional facility (using the service ending reason in eWiSACWIS) after having been in out-of-home placement in an open CPS family case. This method used for the prior CFSP annual update identified 73 children meeting the transfer criteria.

4. Sources of Child Maltreatment Deaths

The DCF continues to use the Wisconsin State Automated Child Welfare Information System (eWiSACWIS) as its primary source of child maltreatment data for state and federal reporting. The eWiSACWIS is used by county agencies as both a child protective services tool and a documentation system for all cases of alleged child maltreatment. The DCF collects information and generates reports about every child death due to alleged maltreatment that is reported to the local child protective services.

The DCF, county and tribal agencies partner with each other and other professionals who respond to concerns about child abuse or neglect. Medical professionals, medical examiners, law enforcement agencies and other professionals are mandated reporters, reporting alleged maltreatment to the county agency child protective services. Agency social workers partner with these professionals during the CPS and law enforcement investigations. Information from these professionals is included and documented within eWiSACWIS in each and every case.

The Department of Health Services implemented an electronic death certificate system that went live in September 2013. The e-death certificate system is designed to enhance the quality and timeliness of child death data as well as collaboration across agencies needing accurate information about conditions related to child maltreatment deaths. The DCF provided funding and has a data sharing agreement with the DHS Office of Health Informatics to obtain child death data directly from the death certificates. Consistent child death information, data reports, and data analysis is available to various organizations (e.g., law enforcement, child death review teams, child welfare agencies, medical examiners, etc.). The enhanced collaboration is improving Wisconsin's ability to track, understand and address conditions associated with child deaths, including those deaths due to child maltreatment, and improve statewide efforts to develop effective prevention and interventions.

Child maltreatment death data is also obtained through local multidisciplinary child death review teams that include CPS representatives. The cause of death and other case review information for maltreatment deaths is included in the eWiSACWIS and forwarded for entry into the National Center for Child Death Review Case Reporting System. The DCF continues to be a member of the State Child Death Review Council, a group established under the Children's Justice Act to address and assure collaboration on childhood deaths and serious injuries in Wisconsin. The Council provides oversight and support to the local CDR teams.

5. Education and Training Vouchers

Education and Training Vouchers

	Total ETVs Awarded	Number of New ETVs
<u>Final Number:</u> 2014-2015 School Year (July 1, 2014 to June 30, 2015)	208	103
2015-2016 School Year* (July 1, 2015 to June 30, 2016)	213	94

6. *Inter-country Adoptions – International Adoptions*

DSP has a limited role in international adoptions. Parents adopting children internationally are able to access services through their county Department of Human Services, through their private insurance and the six PARCs.

7. **Monthly Caseworker Visits**

The Child and Family Services Improvement Act of 2006 established a requirement for states to report data on caseworker visits with children in out-of-home care. In October 2011, the eWiSACWIS Caseworker Contacts report was updated to reflect the new federal calculation methodology applied to this outcome measure. In FFY 2014, caseworker contact requirements continued to improve and were met for 96.9% of the children subject to this measure, which exceeds the federal regulation requirement of 90%. Of these contacts, 88.4% were made with the child in the home of the placement provider.

The DCF continues to monitor performance on this practice requirement and to provide statewide, regional and local training and technical assistance to ensure compliance with this performance expectation. More details can be found on pages 120-121.

Section H: Financial Information

1. Payment Limitations – Title IV-B, Subpart 1:

In FY 2015, Wisconsin did not spend any IV-B subpart 1 funds on child care, foster care maintenance or adoption assistance.

Child Care: \$0

Foster Care Maintenance: \$0

Adoption Assistance: \$0

Non-Federal funds that were expended for foster care maintenance payments in Wisconsin were not used to match title IV-B subpart 1 funds in FY 2005. In FY 2014, Wisconsin did not expend any non-Federal funds for foster care maintenance payments that were used to match title IV-B subpart 1 funds, and thus did not exceed the amount of FY 2005 level. Other allocated state and local funds are used for matching purposes. Wisconsin plans to spend less than ten percent of title IV-B, subpart 1 Federal funds for administrative costs (section 424(e) of the Act) in FY 2015.

2. Payment Limitations – Title IV-B, Subpart 2

Each of the four service categories of PSSF, family preservation, community based family support, time-limited family reunification, and adoption promotion and support services, had a minimum of twenty percent of the total title IV-B subpart 2 funds allocated to provide services in each category. The amounts allocated to each service category are specified in the CFS-101, Part II. Wisconsin plans to spend less than ten percent of Federal funds for both PSSF and Monthly Caseworker Visits under title IV-B, subpart 2 for administrative costs in FY 2015.

Wisconsin's accounting and reporting procedures and processes do not support the classification of child welfare costs financed with state and local county funds into categories that align themselves with subpart 2 programs for a complete comparison of state and local share spending for subpart 2 programs when comparing FY 2013 costs to the FY 1992 base year.

The Community Aids program in Wisconsin was established in 1980 and provided state and federal funding to counties to use for social, mental health, alcohol/drug abuse, disability, and child welfare services. These funds were distributed to counties in the form of one general unrestricted block grant that could be used for any local social service and child welfare activities. Such services included, at each county's discretion, subpart 2-type services.

In 1992, counties reported spending \$149,380,000 on child abuse and neglect services and services for children and families. This included a mix of federal funds, state general purpose revenue funds, and local tax levy.

As part of the creation of the new Department of Children and Families in 2008, the Community Aids GPR funds were divided into two separate allocations. DCF was provided with \$28,959,400 GPR for child welfare services and the new Department of Health Services was allocated GPR for local social services, AODA, developmental disabilities and mental health services.

In 2013, counties reported spending a total of \$147,447,600 on child abuse and neglect services and services for children and families. These expenditures were supported by \$30,613,900 in state general purpose revenue funds for the Children and Families Allocation to counties to support local child welfare costs. In addition, counties reported expenditures of \$107,222,600 on the Abused and Neglected Children and Children and Families target groups from local funds. This increase in expenditures from 1992 to 2013 was greater than the change in federal funds received for child welfare services, resulting in the state/local share accounting for a greater proportion of

the total expenditures. The proportion of these State and local funds used for IV-B subpart 2 services is estimated to be at least \$1,800,000.

Wisconsin does assure that subpart 2 funds provided to the State will not be, and have not been, used to supplant Federal or non-Federal funds for existing services and activities which promote the purposes of subpart 2.

Wisconsin also funds family support services through programs administered by the Child Abuse and Neglect Prevention Board. Those programs are summarized below.

Child Abuse and Neglect Prevention Board Programs (SFY 2015)

Program	Category of Service	Funding	Geographic Distribution	Target Group
Family Resource Center Networks	Prevention/Support Services	\$1,358,000	9 programs in 16 counties	Families at risk of child maltreatment
Community Based Programs	Prevention/Support Services	\$647,000	12 programs (1 statewide, 4 research and the others cover 5 counties)	Varies with each program
Access and Visitation	Support and Visitation Resources	\$168,000	6 programs in 6 counties	Children and non-custodial parents – primarily fathers

General data for Family Resource Center Networks, Community Response, and Project GAIN from (July 1, 2014 – June 30, 2015) Access and Visitation is on the federal fiscal year (October 1, 2014 – September 30, 2015)

Program	Adults	Children	Total
Family Resource Center Network	3,240	4,810	8,050
Community Response	490	1,154	1,644
Project GAIN	118	329	447
A2A	1,135		1,135
Child Access and Visitation	539	475	1,014
Totals	5,522	6,768	12,290

Summary of adult race/ethnicity: 73% white, 10% African-American, 6% Hispanic/Latino, 4% American Indian, 1% Asian, 3% multi-racial, 1% did not respond, 2% other

State Match Requirement

The Title IV-B program requires a 25% state match for Subpart 1 and 2 funds. The Chafee program requires a 20% match for CCFCIP and ETV funds. No match is required for CAPTA funds. The state match for Title IV-B and Chafee is described in the following budget.