
*Wisconsin Annual Progress and Services Report
June 30, 2017*

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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 OHC for 15 months.

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

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

BPOHC = Bureau of Permanence and OHC that coordinates the state adoption program, provides technical assistance on foster care, OHC, 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 2013 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.

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

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, DMCPs, 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.

DMCPs – Division of Milwaukee Child Protective Services

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

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

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.

OHC = OHC 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. This was renamed the public adoption program in the last year.

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: <https://dcf.wisconsin.gov/about-us>

Organizational Structure

Division of Safety and Permanence

Children, youth, and family services are located in the Division of Safety and Permanence (DSP), the unit within the Department responsible for Title IV-B Subpart 1, Stephanie Tubbs Jones (Child Welfare Services), IV-B Subpart 2 (Promoting Safe and Stable Families) and Monthly Caseworker visit – grant programs, Title IV-E (Foster Care and Adoption Assistance), Child Abuse Prevention and Treatment Act (CAPTA), Chafee Foster Care 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 public adoption program 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 collaborates with the Department of Health Services (the State Public Health Agency) 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 OHC (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 public adoption program, the adoption search program, and the Interstate Compact on the Placement of Children (ICPC). BPOHC also administers the Permanency Roundtable program and the initiatives related to health outcomes for children involved in the child welfare system.

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. Based on legislative direction in the 2015-2017 biennial budget bill the administration and oversight responsibility for the community based juvenile system was transferred from the Department of Corrections to the Department of Children and Families on January 1, 2016. In addition to oversight of community-based juvenile justice programs, the Bureau continues to oversee the federal Chafee Independent Living Program, the Educational and Training Vouchers Program (ETV), the Wisconsin Brighter Futures Initiative, the Title V Abstinence Education Grant, the National Youth in Transition Database (NYTD) program, Runaway Programs, and other youth development efforts. BYS is responsible for initiatives related to educational outcomes for children involved in the child welfare system.

Division Administrator's Office

In addition to providing overall leadership for the Division, the Administrator's office is a liaison with Wisconsin Tribes and responsible for implementation of the Wisconsin Indian Child Welfare Act (WICWA), development and implementation of the anti-human trafficking efforts, and liaison with the federal government, including preparation for the Children and Family Services Review (CFSR).

Division of Management Services

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

Division of Milwaukee Child Protective Services

The former Bureau of Milwaukee Child Welfare was elevated to a division in October, 2015. It is now called the Division of Milwaukee Child Protective Services (DMCPS) and is a state-administered system.

Bureau of Regional Operations

The Bureau of Regional Operations, also located in DMS, 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 the 2015-2019 CFSP 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 (APSR). In addition, the following data sources were used by the Division to evaluate Wisconsin's APSR:

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

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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 public 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 when necessary to ensure 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 requirements for CAPTA, 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 youth justice. OHC (OHC) placements include temporary shelter care, family foster care, group homes and residential care centers for children and youth. All OHC providers must be licensed and pass criminal background checks.

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

Wisconsin's Independent Living Program is designed to help children transition from OHC 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 and 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 OHC placement (e.g., foster home, group home, residential care center or court-ordered Kinship Care) for at least six months after age 15, or adopted through the Public adoption program (SNAP) after age 15. Eligibility for Independent Living services ends when the youth turns 21 years of age.

As directed in Wisconsin Act 55 on January 1, 2016, administrative and oversight responsibility for community-based youth justice was transferred from the Department of Corrections to DCF. Beginning in January through the fall of 2016, DCF engaged in an intensive information gathering process to learn about strengths and challenges of the current system. Efforts related to the juvenile justice community based programming (now called Youth Justice to reflect stakeholder feedback) will include: youth justice standards of practice, training, data collection and analysis, and consultation and technical assistance to counties.

The Kinship Care program is a child welfare program funded by the Temporary Assistance for Needy Families (TANF) Block Grant. The DMCPS, counties and tribes 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 or child welfare placements with relatives when 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.

General Information

Collaboration

Wisconsin has established a strong structure and culture of cross-system, public-private collaboration. 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. The collaborative approach to Wisconsin's child welfare system is embodied in the updated Child Welfare Model for Practice that was developed in 2015. The model was developed jointly with the Wisconsin County Human Services Association (WCHSA), Tribes and other stakeholder organizations. The new Wisconsin Child Welfare Model for Practice was developed to ensure broader and stronger coordination, buy-in and understanding of state policies and practices.

Stakeholder groups are provided state data and encouraged to review and assess agency strengths and weaknesses. Wisconsin posts all current federal plans at the following website link - <https://dcf.wisconsin.gov/reports>. Key stakeholders have been actively engaged in the last year to provide feedback for completing a statewide assessment as part of the FFY 2018 Child and Family Services Review. The State developed a webinar series - <https://dcf.wisconsin.gov/cwportal/webinars> - that described all components of the upcoming CFSR including the statewide assessment, the case review process and the state's performance on national performance standards. The webinar series covered all of the different plans the State will complete including the APSR, the CFSP and the CFSR as well as the Program Improvement Plan (PIP) process. The webinar series was widely disseminated, and DCF provided outreach presentations to stakeholder groups between June, 2016 and May, 2017. The list of stakeholder listening sessions is included in Appendix 1. The goal was to identify strengths, challenges and suggestions for improvements or continued investments in the child welfare system.

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. The Council provides 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 Partnership Council is a broad-based advisory body, established by statute in 1998, which advises the Department on its administration of the system in Milwaukee County. The Partnership Council meets four times per year and is composed of state legislators, county elected officials, members of the judicial and legal systems, health care and child welfare service providers, 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

Milwaukee County child welfare system including outcome measures and recommending measures for evaluating its effectiveness and funding priorities for the Division in Milwaukee County.

Secretary's Advisory Council on Youth Justice

In April 2016, the Department of Children and Families (DCF) established the Secretary's Advisory Council on Youth Justice. The Council is comprised of key youth justice leaders from: state agencies, county-based justice system stakeholders, prevention service providers, and affected youth and families. Together these leaders and community members advise DCF on matters related to supporting a stronger community-based youth justice system. Council members are appointed by and serve at the pleasure of the Secretary of the Department of Children and Families.

Collaboration on Policy and Practice Initiatives

The Department regularly works with groups representing key constituencies in the child welfare program to develop program and policy initiatives to strengthen the child welfare system. 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 Child Abuse and Neglect Prevention Board, 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. 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. As Independent Living services are transitioning from counties to regional service delivery, local YAC will be active in each of the state's five regions. The Youth Advisory Council's 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 reunifying children with their birth families when possible; developing a coordinated and comprehensive approach in health services for foster children through the Care4Kids 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 specific collaborations included efforts focused on integrating the youth justice system into DCF, children with disabilities in the child welfare system and related child and family safety issues.

Youth Justice System Feedback

An intensive stakeholder engagement process was launched early in 2016 to gain insight into how the current system operates across the state, to identify the most pressing concerns and learn from key stakeholders about their vision for the future. Input was gathered through stakeholder meetings, community sessions and calls, site visits to juvenile detention centers across the state and an online survey of 300 individuals from more than 60 counties. The analysis of this feedback was compiled into key areas of services for youth including: prevention and diversion from entering the system, assessment and casework, and post-disposition. This process has resulted in the development of Youth Justice Vision and Strategic plan. The plan is attached to this report.

Anti-Human Trafficking Task Force

Sex trafficking of children and youth is a growing concern nationally and in Wisconsin. In the last year, DCF has developed a comprehensive approach to preventing sex trafficking of minors that includes actions that will provide effective, culturally competent, youth-centered, and trauma-informed services that meet the needs of youth who are at risk of or have experienced sex trafficking. As part of its response plan, DCF hired an Anti-Human Trafficking Coordinator to oversee all DCF-sponsored anti-human trafficking programming, policies, and initiatives, and to lead the Wisconsin Anti-Human Trafficking Task Force.

In late 2015, Wisconsin launched a cross-department, cross-system initiative to establish a statewide Anti-Human Trafficking Task Force that is co-chaired by DCF Secretary Eloise Anderson and Wisconsin Attorney General Brad Schimel. The Task Force involves cross-sector leadership from state departments, law enforcement, lawyers, judges, the faith community, local coalitions focused on addressing trafficking, service providers, advocates, and survivors of trafficking. The Task Force meets quarterly and provides high level guidance for the key deliverables, policies and procedures to address youth sex trafficking in Wisconsin. Several workgroups carry out specific charges under the umbrella of the Task Force. Many of these workgroups have completed their charges, resulting in screening and indicator tools, a human trafficking 101 curriculum, and a list of competencies necessary for serving this population. In the next year, workgroups will recommend youth-focused prevention curricula, develop data best practices, and offer feedback on plans for implementing the various deliverables.

Based on workgroup recommendations and research-based literature, the Coordinator is also overseeing several anti-human trafficking programs contracted through DCF. These include a statewide Human Trafficking Awareness and Prevention Campaign, a Human Trafficking Prevention Video, a Human Trafficking Survivor Consultant who can inform DCF's efforts, and a residential care center (RCC) that exclusively serves female youth in Wisconsin who have experienced sex trafficking. DCF also recently launched the Anti-Human Trafficking Regional Hub model in the first of seven regions. The regional hubs will help to coordinate, train, and implement programming at the individual and community levels that will offer services to youth and their families, work with county and Tribal child protective services workers to coordinate services for youth, train community stakeholders on how to serve this population, and promote prevention and awareness messaging to the public. Additional hubs will be launched over the next several months.

The Coordinator also engages in outreach efforts with other state agencies, including the Department of Justice, Department of Public Instruction, Department of Health, and Department of Corrections to ensure dissemination of information related to anti-human trafficking programming in Wisconsin. This includes a newly established collaboration with the Attorney General's Crime Victims Council to develop an online webinar series that will inform sectors of the hospitality industry (e.g., hotels, ride-share programs, hair and nail salons) of the warning signs that sex trafficking may be occurring and how to make a report.

Future of the Family Commission

In the last year, the Future of the Family Commission continued work on behalf of the Governor to explore ways to help Wisconsin families achieve stability and economic self-sufficiency. The Future of the Family Commission was comprised of a diverse group of recognized leaders and civically-engaged citizens. Headed by DCF Secretary Eloise Anderson, Secretary of the Wisconsin Department of Children and Families, the Commission explored 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 met on a bi-monthly basis. The Commission's report was delivered to the Governor on December 1, 2016 and is available at: <https://dcf.wisconsin.gov/files/fotf/pdf/fotf-finalreport.pdf>

Children with Disabilities in the Child Welfare System

As directed by state legislation in April 2016, the Division established a Workgroup on Children with Disabilities served by the Child Welfare System. This cross-sector Task Force identified risk factors of children with disabilities in the child welfare system, identified the scope and experience of children with disabilities in the child welfare system, articulated the current strengths and challenges of children with disabilities, explored practices in other states and made recommendations to DCF about steps to address concerns identified. These included: Increase evidence-informed education to parents and professionals who work with these children and families about the heightened risk for maltreatment; strengthen the identification of disabilities through improved information gathering and assessment, strengthen training for child welfare workers on best practices, update child welfare standards to incorporate best practices and provide access for services for families who touch, but do not enter, the child welfare system. The workgroup met monthly from June through December, 2016. The workgroup report can be found at: <https://dcf.wisconsin.gov/files/cwportal/reports/pdf/act365.pdf>.

DCF Opioid Steering Committee

Consistent with an Executive Order from the Governor in October 2016, DCF established a broad-based Opioid Steering Committee comprised of representatives from DCF, the state public health agency, the state substance abuse agency, the courts, counties, Tribes, law enforcement, the medical profession, service providers, and a person with lived experience. The DCF Opioid Steering Committee is charged with developing an understanding of, and strategies to address, opioid and other drug abuse issues that affect child safety. The Steering Committee began meeting on a monthly basis in January, 2017 with the goal of developing findings and recommendations by fall 2017. The Opioid Steering Committee is using the framework recommended by the National Center on Substance Abuse and Child Welfare, which examines the following five points of intervention: Pre-pregnancy; Prenatal; Birth; Neonatal; and Throughout childhood and adolescence.

Other Committees and Collaborations

The Division will continue ongoing consultation and engagement 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, CQI Advisory Committee, and others. In addition, Department Regional Office staff holds 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.

Child Abuse and Neglect Prevention

The DCF Secretary is a Director on the Child Abuse and Neglect Prevention Board which is the agency charged in Wisconsin statute to coordinate with DCF to make recommendations to reduce child abuse and neglect. One area of collaboration has been on a research project targeting families who have been reported to and investigated by child protective services (CPS) in Milwaukee, but for whom no ongoing services are provided (i.e., cases closed following an initial assessment). DCF collaborated with the Child Abuse and Neglect Prevention Board and the University of Wisconsin – Madison since 2011 for on the implementation and evaluation of Project GAIN. Project GAIN is designed to prevent child abuse and neglect by assisting families at risk for child maltreatment in accessing economic resources, reducing financial stressors, and increasing stability for the children and adults in the home.

DCF also collaborates with the Child Abuse and Neglect Prevention Board for the evaluation of Community Response Program. DCF updated eWiSACWIS to allow families to be randomly assigned to either a control group or a treatment group. The Community Response Program provides voluntary supports to families who have been reported to county child protective services (CPS) for alleged child abuse or neglect, but who are not receiving services because the

referral is 1) screened out, or 2) screened in for further assessment, but the case is closed due to a finding that the child(ren) was safe. The Community Response Program responds to compelling research indicating that families with closed child maltreatment cases are at similar risk of recidivism as families with substantiated cases. The evaluation started in October 2016.

Cross-Systems Collaborations Targeted to Well-Being Outcomes

Health

As described more fully in the appendix, the DCF and DHS continue to closely collaborate to improve the quality, access, and timeliness of health care services to children and youth in OHC through the implementation of a Medicaid medical home service delivery model called Care4Kids. The Care4Kids program provides comprehensive, coordinated care for children and youth in foster care tailored to each child's individualized needs. 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, in partnership with the Wisconsin First Lady's Fostering Futures Initiative, 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 and state agencies engage in organizational culture change to become trauma-informed agencies. Wisconsin's Trauma Project continued to expand and is projected to be available statewide in 2017. The specifics of the Trauma project are included in the "Update on Progress" section in this report.

Education

DCF has an extensive collaboration 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 OHC. In the last year, DCF and DPI effectively launched an educational portal that provides access to child welfare workers to data in the educational system for children on their caseloads. This portal is used to facilitate improved understanding of the needs and experiences of children. The automated security component of the system was created in the last year. In partnership with the University of Wisconsin-Madison, DCF and DPI continue to engage in research about the educational outcomes of children in OHC to inform policy development.

Over the last year, DCF forged a closer collaboration with the Department of Workforce Development (DWD) to identify and better connect youth aging out of care, and at-risk youth to programs that help build important educational and employability skills through expanded opportunities made available by the Wisconsin Youth Opportunities Act (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 DPI, co-chair the Early Childhood Advisory Council (ECAC). The ECAC is a high level stakeholder group comprised of public and private leaders that provides advice on the strategic direction for the state's efforts to promote early childhood development. The ECAC has developed a cross-system

agenda with the overall goal of having all young children safe, healthy and successful. The Division Administrator 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.

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, DCF worked with DWD to align services with Workforce Development Boards and the Youth Service 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 voices in policy and program decisions. This is essential to improve outcomes for the well-being for children and families. The collective impact framework brings staff from a wide variety of organization 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 gauge progress. The ten parents and five youth involved bring decades of lived experience to 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 of funds from the state agencies.

Youth Leadership Teams

Wisconsin is also working to find ways to incorporate youth voices into the ongoing work of the Bureau of Youth Services, as well as finding opportunities to generate youth and family voices in to 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 helping to identify opportunities to increase the voice of youth and parent consumers in shaping programs and services.

In the fall of 2016, DCF launched four "Youth Leadership Teams," covering all parts of the state, to involve young people in youth justice decision making and empower the next generation of young leaders. These teams provide an opportunity for young people who have had involvement with the justice system (past or present) to share their perspectives and give input.

In September of 2016, DCF solicited the involvement of 'founding partners' – counties and youth-serving organizations who wanted to help shape the teams and commit to supporting youth in coming to the meetings. In all, 13 founding partners joined in this effort. Youth began applying in September from all across the state for one of the four teams, depending on where they live (North East meets in Wausau, North West meets in Eau Claire, South meets in Madison, and Milwaukee meets in Milwaukee). The four teams had their first meetings in November, 2016, second meetings in February, 2017 and the third round of meetings in April 2017. In all, 56 young people attended one or more of the first three meetings.

Each meeting has three core activities: (1) give input to DCF, (2) develop and strengthen leadership skills, and (3) work on a project of the team's choosing to help improve the youth justice system. At all the meetings, young people have

been actively engaged. Adult supporters, ranging from social workers, mentors, therapists, biological parents, and foster parents, have also found value in the meetings. Evaluations from the young people indicated that they felt their time was well spent. One young person said the best part of the meeting was “feeling our voices matter.” Teams will continue to meet quarterly, and young people may apply to join a team at any time by filling out the online application. More details on the teams and this process can be found in the following report describing efforts: <https://dcf.wisconsin.gov/files/cwportal/yj/pdf/yjt-youthvision.pdf>

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 Department of Justice Multidisciplinary State 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.

Citizen Review Panels

In FY 2017, Wisconsin remained in compliance with CAPTA requirements for citizen review panels (CRP). Wisconsin continues to have eight panels:

- Marathon County Citizen Review Panel
- Citizen Review Panel Serving Outagamie County
- Milwaukee 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 18, 2016 in the Wisconsin Dells. The event agenda was driven by the interests of the panels, and opened with all of the panels providing updates on their activities. This was followed by State updates from the DCF Division of Safety and Permanence.

Bikers Against Child Abuse (BACA) gave a presentation on their organization and activities on behalf of children who have been maltreated. The presentation was well received, with several panels increasing their collaboration with BACA in their communities. St. Croix and Polk County Citizen Review Panels collaborated to submit a proposal to present on BACA at the 2017 National Citizen Review Panel Conference. The proposal was accepted, and the panels are sending 3 BACA members along with other panel members to present the workshop and attend the conference.

Dr. Blake Jones, University of Kentucky College of Social Work and national CRP expert, provided the panels with national citizen review panel updates. He presented on the findings from the national study, “What Administrators

Think About Citizen Review Panels,” followed by group work that focused on applying the findings to Wisconsin’s panels. The day concluded with a large group discussion on implications for local panel practice.

Also in 2016, many of the panels increased their activities to include public outreach events during April for National Child Abuse Prevention Month. Several panels are leading the coordination of a growing event, Hands Around the Courthouse, where the community is engaged to join hands and circle the courthouse to draw attention to child abuse and prevention efforts. The panels also made good use of the 2016 Child Abuse Prevention Month Toolkit, promoting the “Say Something, Do Something for Kids” campaign. The updated toolkit is available online at <https://dcf.wisconsin.gov/files/prevention/pdf/preventabusemonth.pdf>.

For more information about each panel’s 2016 activities, please see the 2016 citizen review panels’ annual reports and DSP responses on-line at <https://dcf.wisconsin.gov/prevention/crp>.

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.

The Child Safety Decision-Making Subcommittee of the Wisconsin Commission was established 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 also serves in a leadership and advisory role and makes recommendations related to development of policy, resource materials, statutory changes, and training curricula. The Subcommittee created the Child Safety Decision-Making Model to educate child welfare, court, and legal professionals on child safety, create common language across these disciplines regarding child safety, and implement consistent child safety practices across the state of Wisconsin. The Model is currently being piloted in three counties: Waukesha, Jackson, and La Crosse.

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 Annual Progress and Services Report (APSR), Anti-Human Trafficking Task Force, youth justice issues, Three Branch Institute on Improving Safety and Preventing Child Fatalities, Every Student Succeeds Act, and the Child and Family Services Review (CFSR).

In addition, staff from the Children’s Court Improvement Program (CCIP) and/or circuit court judicial officers participate in a number of committees staffed and led by DCF, such as the Child Welfare Continuous Quality Improvement Advisory Committee, Wisconsin’s DCF Opioid Steering Committee, Title IV-E Waiver Advisory Group, OHC and Adoption Committee, Secretary’s Juvenile Justice Advisory Council, and Anti-Human Trafficking Task Force and Implementation Advisory Workgroup.

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. DCF also shares AFCARS and eWisACWIS administrative data with CCIP on an ongoing basis with the court system.

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 the 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. In 2013-2014, the eight counties with the greatest number of circuit court cases subject to WICWA were reviewed by CCIP and DCF. In 2015-2016, CCIP conducted court file reviews in 12 additional counties that had a minimum number of WICWA cases that met the criteria listed above. In 2017-2018, CCIP and DCF will conduct the second round of onsite reviews in the eight counties that were reviewed in 2013-2014: Shawano, Milwaukee, Bayfield, Jackson, Brown, Forest, Vilas, and Burnett.

The CCIP and DCF have worked in partnership to advance the implementation of trauma-informed care practices in the court and child welfare systems throughout the state. Examples of these efforts include: (1) Co-sponsoring the 2015 Conference on Child Welfare and the Courts: Moving Toward a Trauma-Informed Wisconsin, which built awareness of the impact of trauma and provided resources to respond in an effective manner to children and families. Multidisciplinary teams of professionals, representing 58 counties, 9 tribes, and multiple state agencies, met during the conference to create an action plan to implement in their community or organization; and (2) providing regional Trauma-Informed Care Peer Learning Collaborative training events in 2016, where judicial, legal, and child welfare professionals learned about practical steps to address trauma, shared solutions-based ideas and innovative projects, and continued to develop an action plan to integrate trauma-informed practices in their county or tribe. In addition, CCIP and DCF are in the planning stages for the next Conference on Child Welfare and the Courts, which is scheduled for October 18-20, 2017. This event will provide solutions-based approaches for serving youth involved in the court, child welfare, and juvenile justice systems.

The CCIP 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 the Division of Milwaukee Child Protective Services (DMCPS) as part of the multidisciplinary advisory committee that is currently focusing on the issue of dual-status youth.

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 with Children’s Justice Act Partners

DCF collaborates with the Department of Justice Children’s Justice Act (CJA) Program in several ways to meet shared goals of the child welfare system and CJA program including addressing areas of trafficking and exploitation in the child welfare system. The CJA program contact has reviewed and provided feedback on this annual plan. DOJ officials, law enforcement, and court personnel have been engaged in DCF stakeholder feedback sessions that will inform Wisconsin’s Child and Family Services Review statewide assessment and case review process that will be scheduled in FFY 2018.

Further connections to ensure communication and coordination of programs and services through-out the year include: DCF has staff on the Children’s Justice Act Council, Division leadership serves on the Department of Justice, Child Maltreatment Task Force, and DCF’s Anti-Human Trafficking Coordinator is sharing information and collaborating with DOJ on a wide range of efforts related to Wisconsin’s anti-human trafficking goals and objectives.

Collaboration Across Government Branches

DCF was selected to participate in the Three Branch Institute on Improving Child Safety and Preventing Child Fatalities in 2016 to strengthen community engagement in keeping children safe. 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 for at risk families.

Wisconsin participated 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 management 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 used the 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 the trauma needs of the child population in Wisconsin.

Coordination with Tribes is described in Section 6 of this APSR starting on page 113.

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. In 2015-2016, Wisconsin applied the federal case review tool in 271 cases. However, the data provided below represents preliminary results given that the results are based on record reviews and did not include interviews. 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 administrative data when available to supplement the case review.

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, 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 in this section as available.

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

Item 1: Timeliness of initiating investigations of reports of child maltreatment

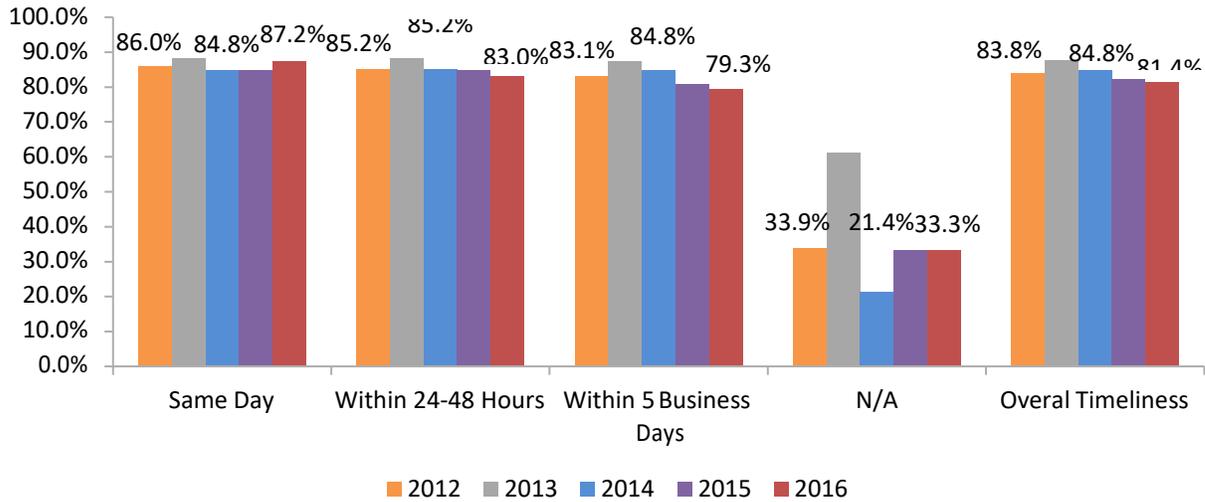
Case Review Data:

Performance Item or Outcome: 2015-2016		Cases: 114						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect				76%		24%	
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	76%	24%					

State Administrative Data:

Figure 1

**Percent of Timely Responses for First Contact with Family
CY 2012 through CY 2016**



Required Response Time	2012		2013		2014		2015		2016	
	Actual Timely Response	Policy Expectation of Timely	Actual Timely Response	Policy Expectation of Timely	Actual Timely Response	Policy Expectation of Timely	Actual Timely Response	Policy Expectation of Timely	Actual Timely Response	Policy Expectation of Timely
Same Day	3,532	4,105	3,560	4,033	3,892	4,587	4,249	5,022	4,418	5,068
Within 24 - 48 Hours	3,421	4,016	3,227	3,658	3,458	4,060	3,559	4,202	3,332	4,013
Within 5 business days	15,009	18,065	13,572	15,533	14,252	16,804	14,350	17,731	13,783	17,377
N/A	19	56	19	31	3	14	5	15	2	6
Total	21,981	26,424	20,378	23,255	21,605	24,465	22,163	26,970	21,535	26,464

As seen in Figure 1, based on eWiSACWIS data, 2016 performance was similar to Wisconsin’s historical 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 compared to the prior year, but still did not meet the standard.

Table 1: Initial Assessment Timeliness: CY 2010 through CY 2016

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%
2016	18,048	26,464	68.20%

Performance Trend: As shown in Figure 1, Wisconsin’s timeliness of initial contact decreased slightly in 2016. As shown in Table 1, in 2016 Wisconsin improved on timeliness of initial assessments compared to most previous years.

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

Case Review Data:

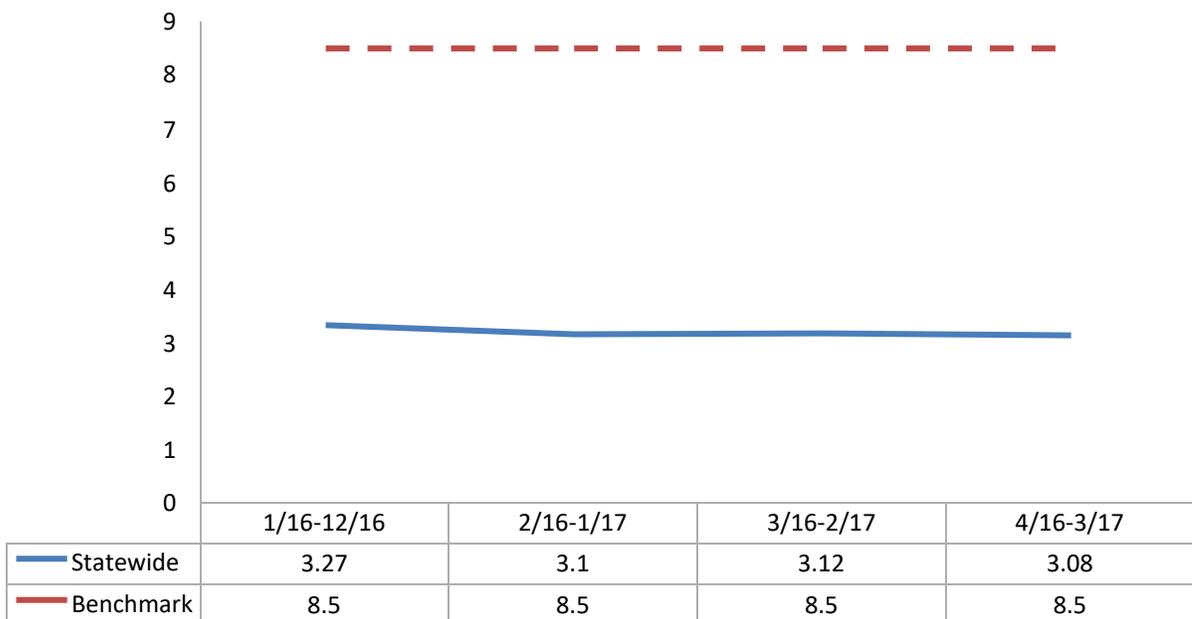
Performance Item or Outcome: 2015-2016		Cases: 271						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate				64%	18%	17%	
Item 2	Services to family to protect children in the home and prevent removal or re-entry into foster care	88%	12%					

Federal Standard:

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

State Administrative Data:

Figure 2: Maltreatment in Out-of-Home care



The statewide victimization rate for the 12 month rolling period of January 2016 to December 2016 was 3.27, 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 2016

	CFSR	2013	2014	2015	2016
Recurrence of Maltreatment	9.10%	4.82%	4.41%	4.40%	4.74%

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

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 refine the in-home safety services program as needed to improve child safety.

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

Item 3: Risk and safety assessment and management

Case Review Data:

Performance Item or Outcome: 2015-2016		Cases: 271						
		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				64%	18%	17%	
Item 3	Risk and safety assessment and management	64%	36%					

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:

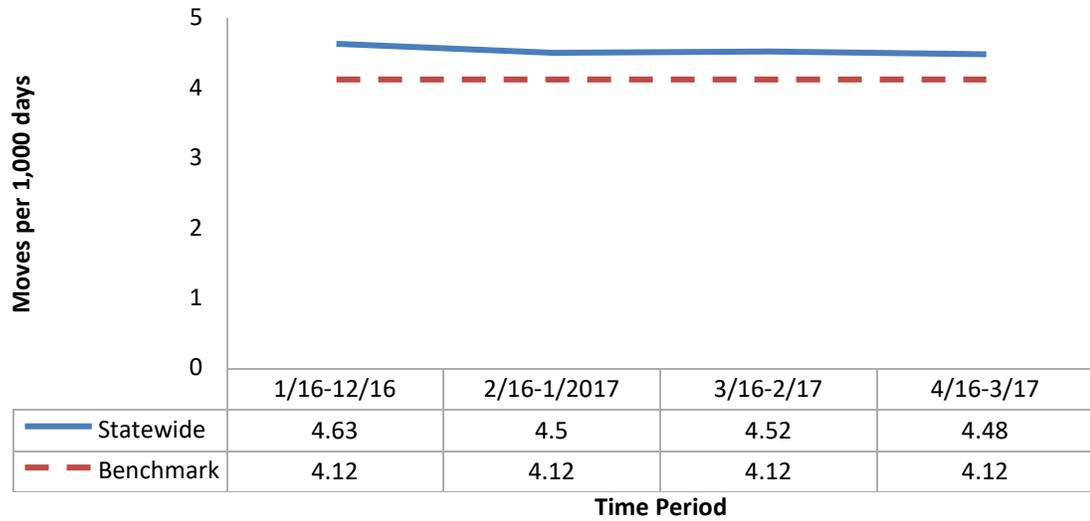
Performance Item or Outcome: 2015-2016		Cases: 172						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Permanency Outcome 1	Children have permanency and stability in their living situations				34%	60%	6%	
Item 4	Stability of foster care placement	82%	18%					
Item 5	Permanency goal for child	54%	46%					
Item 6	Achieving reunification, guardianship, adoption, or other planned permanent living arrangement	66%	34%					

Federal Standard:

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

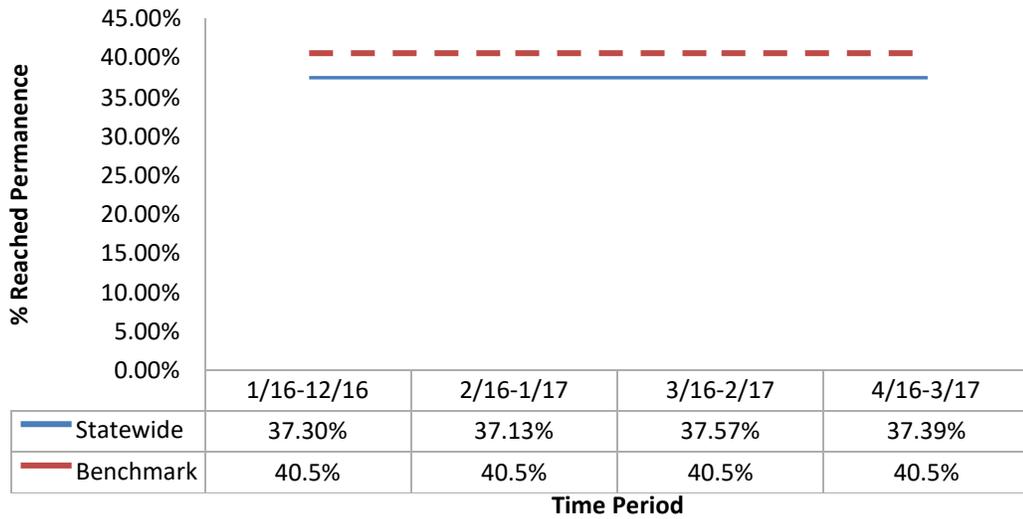
State Administrative Data:

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



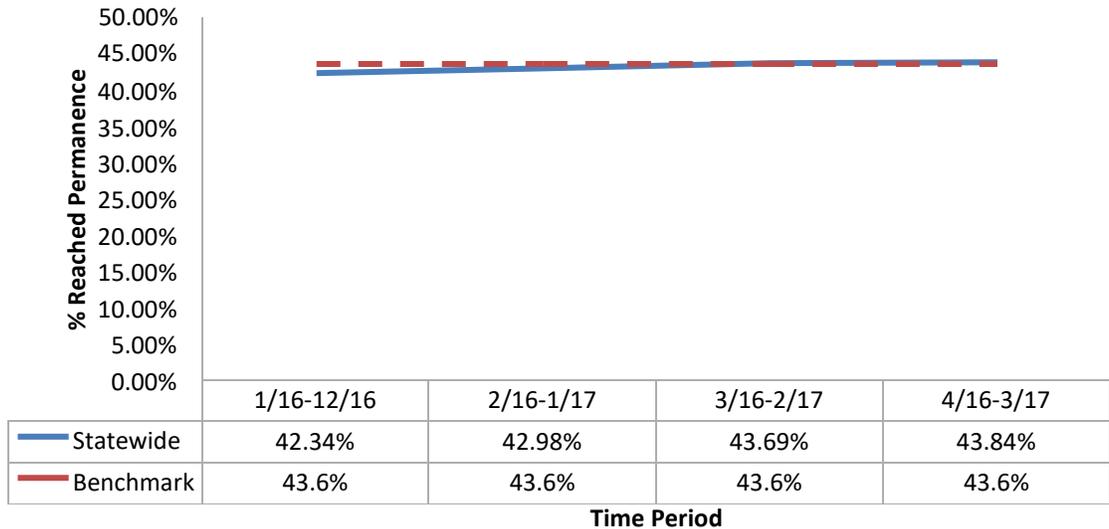
The federal benchmark for placement stability is 4.12 per 1,000 days in out-of-home care. As shown in Figure 3, Wisconsin did not meet the 4.12 national standard during the rolling 12 month period starting in April 2016. For the last four 12 month rolling periods, Wisconsin has improved slightly and is closer to meeting the federal benchmark.

Figure 4: Legal Permanence <12 Months: CSFR



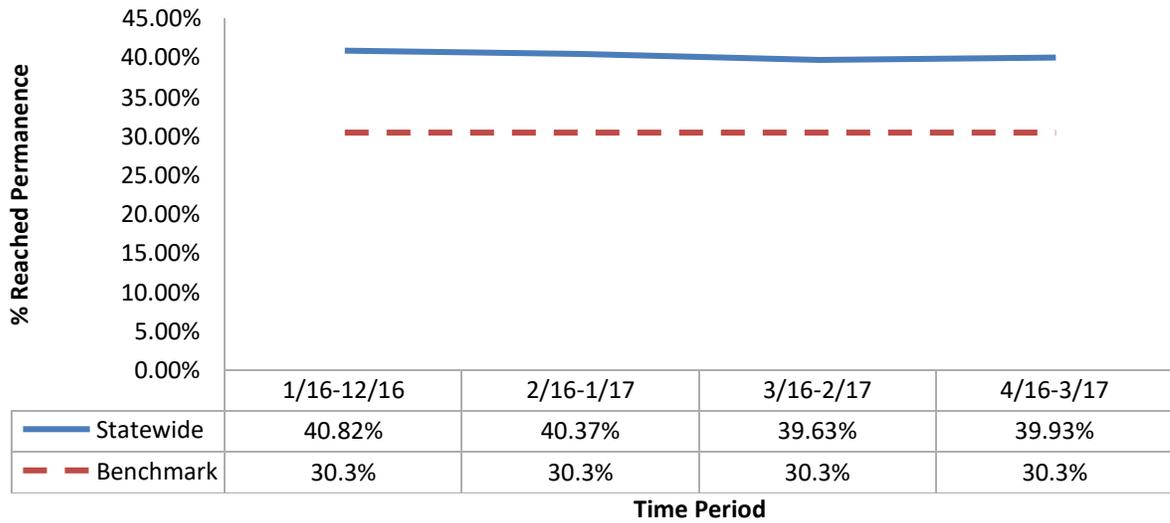
Wisconsin's performance is slightly below the 40.5% federal benchmark.

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



Wisconsin met the federal benchmark for the two most recent periods of 3/16-2/17 and 4/16-3/17.

Figure 6: Legal Permanence in 24+ months: CFSR



Statewide, Wisconsin performed above 39.0%, significantly exceeding the federal benchmark of 30.3% for legal permanence in >24 months.

Table 3: CFSR Re-entry to foster care in 12 months

CFSR 3	2012	2013	2014	2015
8.30%	10.97%	10.41%	10.36%	10.15%

Wisconsin continues to work to improve re-entries into foster care, but has not met the federal benchmark of 8.30%. Due to Wisconsin’s high re-entry rates, Wisconsin continues to implement the Title IV-E Waiver Post-Reunification Support program which provides enhanced case management, family-centered services, and bolsters natural community-based supports for families in the initial twelve months after a family reunifies. Due in part to state efforts, WI has seen re-entry rates decline in each of the past four years.

Figure 7: Adoption Outcomes-Adoption Overview: 6/01/2016-5/31/2017

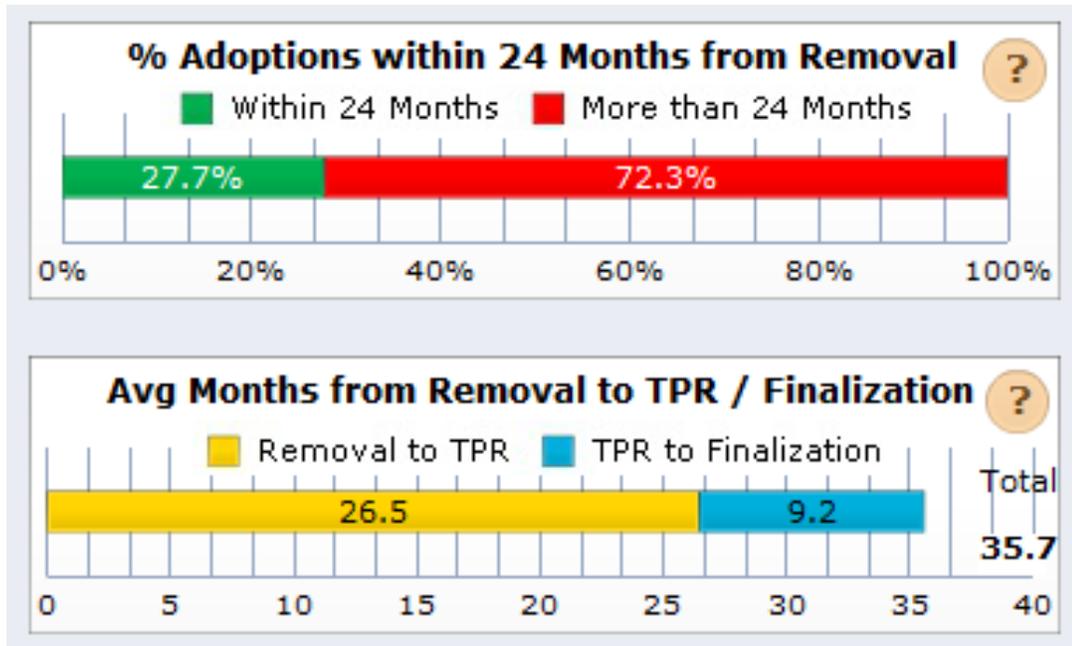
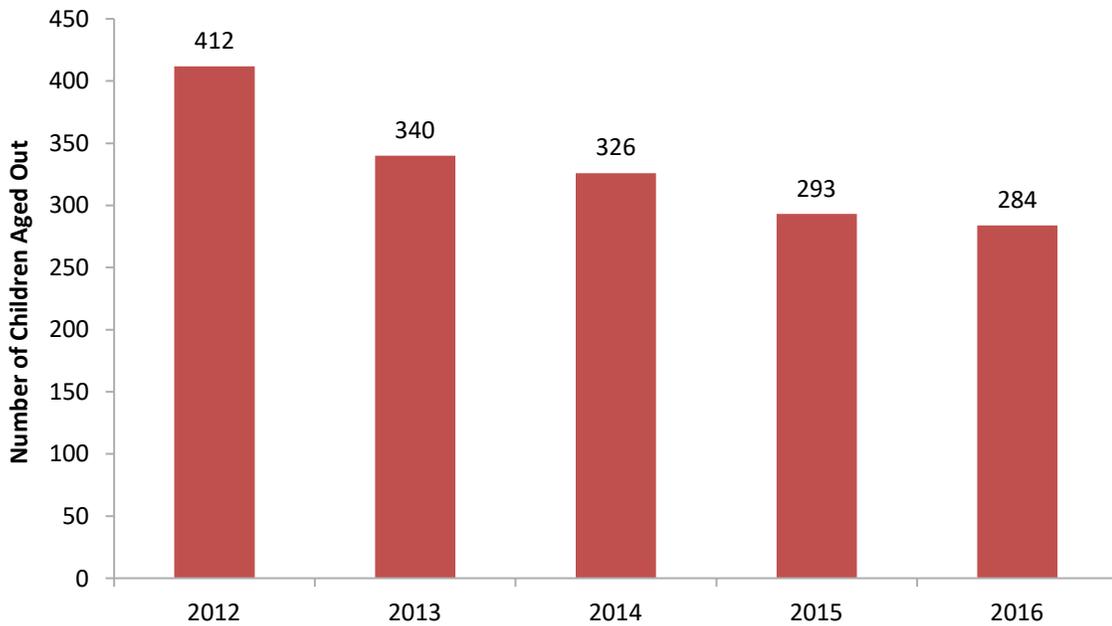


Figure 8: Aged out Children from Out-of-Home Care: CY 2012-CY 2016



Performance Trend:

Wisconsin is close to meeting the federal standard for placement stability. Wisconsin is consistently just slightly above 4.12 moves per 1,000 days in foster care, with the last 12 months showing a decrease to 4.48 moves in April to March 2017. There is optimism that Wisconsin will be able to hit the benchmark soon.

Re-entry within 12 months is approximately 10% under the new CSFR re-entry measure. To reduce the high re-entry rate, Wisconsin initiated in 2014 the Post-Reunification Supports Title IV-E demonstration project which establishes in interested non-Milwaukee counties services and supports for children and their families in the initial 12 months after reunification. As of May 2017, 379 children have completed the full 12 months of program participation and approximately 233 children are currently enrolled in 30 non-Milwaukee Wisconsin counties. All reunified children in Milwaukee receive post-reunification services.

Wisconsin has improved performance trends for adoption over the last four fiscal years. In addition, the number of youth aging out of care continues to decline significantly and in CY2016 fell below 300 children.

[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:

Performance Item or Outcome: 2015-2016		Cases: 170						
		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.				56%	38%	5%	
Item 7	Placement with siblings	86%	14%					
Item 8	Visiting with parents and siblings in foster care	57%	43%					
Item 9	Preserving connections	75%	25%					
Item 10	Relative Placement	62%	38%					
Item 11	Relationship of child in care with parents	67%	33%					

State Administrative Data:

Table 4: Placement Settings: CY 2012 through CY 2016

Home based Placement settings as of December 31st	2012	2013	2014	2015	2016
Non-Relative	68%	60%	59%	63%	63%
Relative	32%	40%	41%	37%	37%

Wisconsin has made strong efforts to keep children in the care of relatives whenever possible. In 2016, 37% of children in out-of-home care were placed with relatives, the same rate as 2015.

Performance Trend:

Wisconsin continues to train counties on the Family Finding strategies to identify relatives as placement and support resources. Wisconsin continues to place siblings together whenever possible, as shown in the CFSR case ratings, with 86% identified as 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

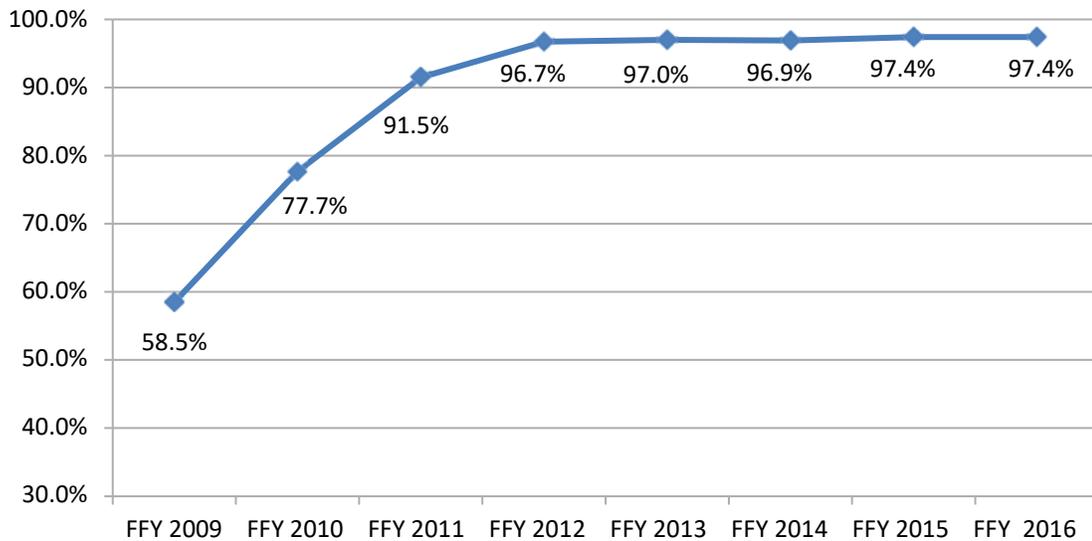
Performance Item or Outcome: 2015-2016		Cases: 271						
		Performance Item Ratings			Outcome Ratings			
		S	ANI	NA	SA	PA	NACH	NA
Well-being Outcome 1	Families have enhanced capacity to provide for their children's needs.				46%	39%	14%	
Item 12	Needs and services of child, parents, and foster parents	52%	48%					
Item 13	Child and family involvement in case planning	67%	33%					
Item 14	Caseworker visits with child	69%	31%					
Item 15	Caseworker visits with parents	48%	52%					

Federal Standard:

Category	National Standard
Caseworker Visits	95%

State Administrative Data:

Figure 9: Percent of Children Contacted Every Month: FFY 2009 through FFY 2016



Performance Trend:

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

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

Item 16: Educational needs of the child

Performance Item or Outcome: 2015-2016		Cases: 180						
		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	88%	12%					

State Administrative Data:

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

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 2008-2009 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%

Measure	OHC kids (1351)	General Population	Milwaukee OHC (206)	Milw General Population
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%
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%

Performance Trend:

DCF has an extensive collaboration 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 an educational portal that provides access to child welfare workers to data in the educational system for children on their caseloads. The portal is used to facilitate improved understanding of the needs and experiences 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. In partnership with the University of Wisconsin-Madison, DCF and DPI continue to engage in research about the educational outcomes of children in out-of-home care to inform policy development.

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.

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 10: Percent of Foster Children in YoungStar Levels, Balance of State, 2012-2016

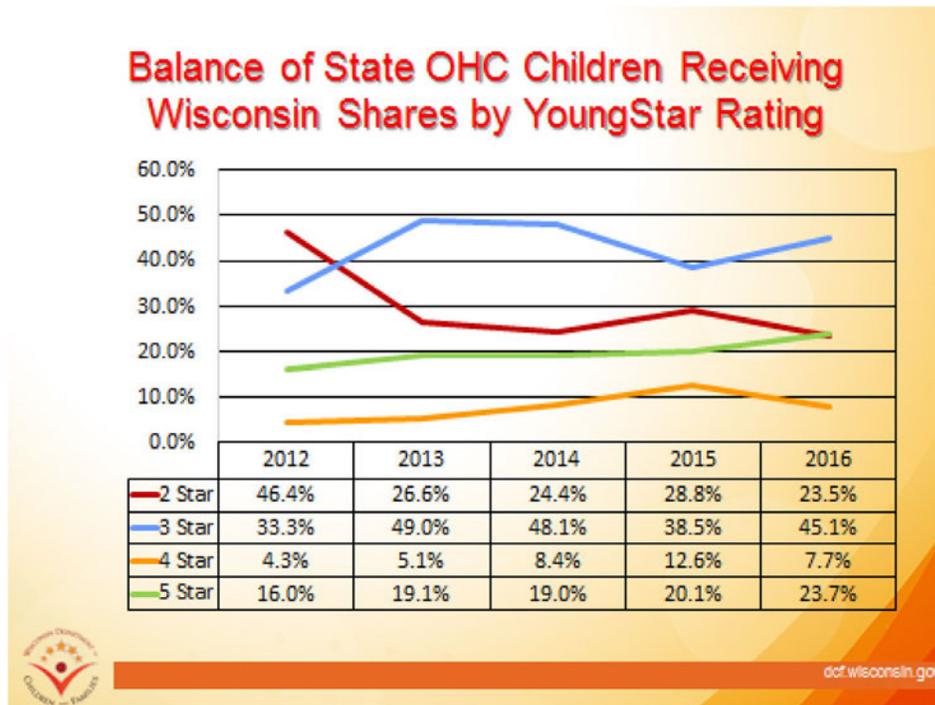


Figure 11: Percent of Foster Children in YoungStar Levels, Milwaukee, 2012-2016

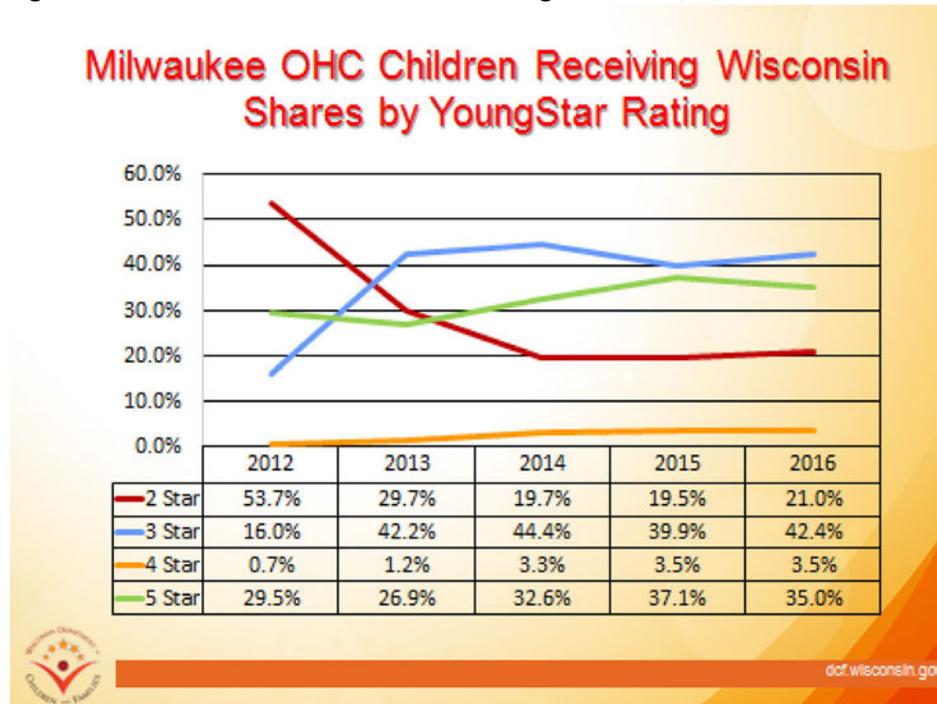
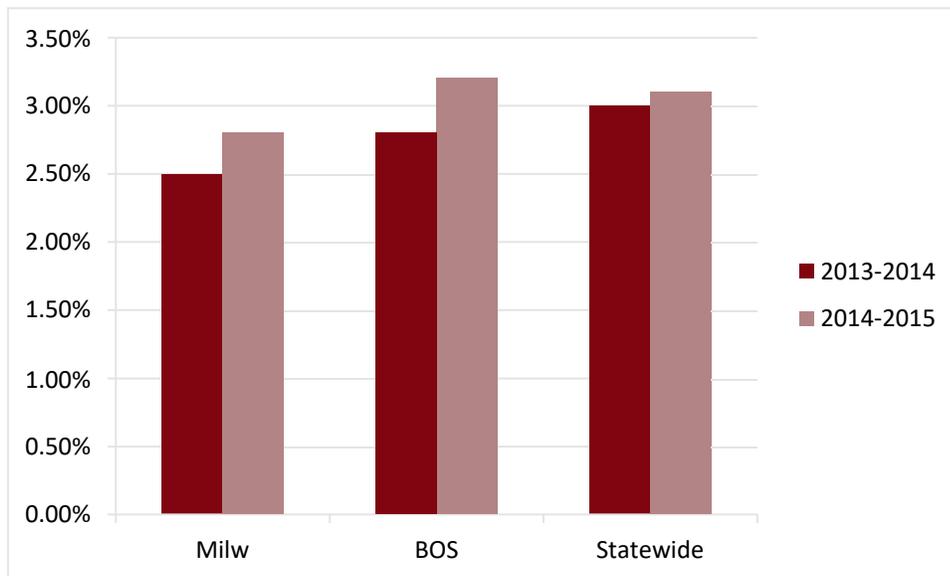


Figure 12: Percent of Foster Children in Head Start, Balance of State, 2013-2015



DCF is making strong progress on improving the overall quality of early childhood experiences for children in OHC.

Notable trends are:

- ☐ Steady improvement in the number of children in out-of-home care in higher rated child care (3-5 stars) over the last four years, in both Milwaukee and Balance of State Counties.
- ☐ The percent of foster children in Head Start program has also increased in the past two years.

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

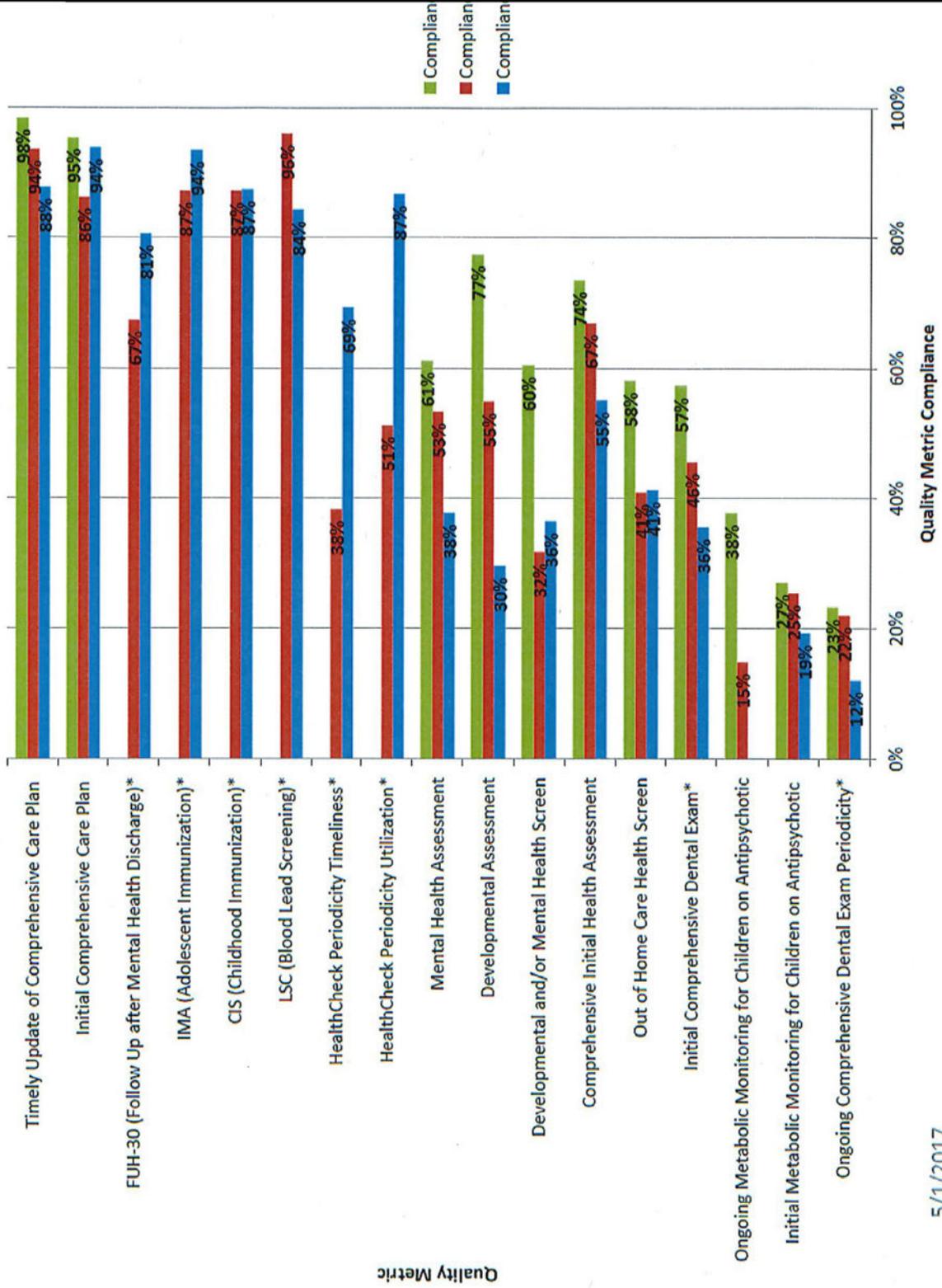
Case Review Data:

Performance Item or Outcome: 2015-2016		Cases: 252						
		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.				59%	16%	25%	
Item 17	Physical health of the child	61%	39%					
Item 18	Mental/behavioral health of the child	77%	24%					

State Administrative 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 May 2017, over 3,025 children in the six participating counties are enrolled in the Care4Kids program. Information on the following page provides data on a number of services and metrics that are used to measure compliance with health outcomes.

Care4Kids Quality Metric Compliance by Measurement Year



*MY2016 data not yet available or incomplete

Performance Trend:

Well-being outcome 3 had an overall outcome rating of 59% for substantially achieved. Specifically, the physical health of the child had a 61% rating for strength and mental/behavioral health of the child had a 77% rating for strength.

Health outcomes for OHC children in a number of key areas, such as health care screens, health assessments, and comprehensive care plans, have improved for the children enrolled in Care4Kids during the years the program has been operative.

Systemic Factors

Management Information System

The Wisconsin SACWIS system, known as eWiSACWIS, is operated by DCF and is used by all local child welfare agencies. It includes the state's Public Adoption Program and is applied statewide 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 supporting both state child welfare data reporting purposes and state and local financial processes.

Users of eWiSACWIS are required to follow Wisconsin CPS practice standards and policy 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, 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 eWiSACWIS application changes. The system's responsiveness continues to be augmented and numerous technical enhancements have been made 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 have 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, and location of services/placement. 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.

The Division continues to work with the Business Intelligence (BI) staff to maintain current BI reporting tools and to implement enhancements to its BI data warehouse, referred to as dWiSACWIS. dWiSACWIS 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. DCF will begin incorporating its data related to the Division's child placing agencies and other congregate care licensing functions and results over the next 12 months.

To further supplement and advance use of the above technical and reporting functionality, the Department implemented 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.

DCF hired a consultant in 2017 to determine whether or not the state should consider moving to the CCWIS system. With the help of this consultant, DCF will undertake the following steps.

- ☐ Provide an in-depth assessment of the current eWiSACWIS system by December, 2017 that compares CCWIS to the federal requirements.
- Conduct an assessment that includes interviews with a cross-section of system users, Indian tribal child welfare directors' input, analysis of technology needed, interviews with other State child welfare agencies, existing CCWIS product reviews, and a high-level financial projection.
- Assess alternatives to the existing eWiSACWIS system that include a redeveloped system from the same vendor, a spectrum of modified products from new vendors, adapting another State's newly created CCWIS, and creating a completely new application tailored to the state's specific needs.

This analysis will prepare WI-DCF for a proposal evaluation process in early 2018 that will result in a choice of development partner(s) and a project roadmap.

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 be 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 the AFCARS Improvement Plan (AIP) currently in place) and NYTD.

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 Child Welfare 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 2014, Wisconsin began further revising its Child Welfare CQI system. DCF, in partnership with local child welfare agencies, the courts, and other partners has established the following mission for the state's child welfare CQI program:

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

The focus of the new CQI system is to create a deeper understanding of all child welfare practice areas. To this end, DCF developed new child welfare CQI case record review instruments and processes for each stage of interaction with Wisconsin's Child Protective Services system: Access, Initial Assessment, and Ongoing Services. The revised CQI case record review process provides a robust understanding of the CPS aspect of child welfare practice in the state by examining a representative sample of cases. However, as part of the new child welfare CQI system, case record reviews play a different role from the old system, so that the results are considered one of many data sources, rather than a conclusion or judgement upon which to act. Initial reports related to the results of Wisconsin's case record reviews can be viewed at the following DCF website: <https://dcf.wisconsin.gov/cqireports>

In its redesign of the child welfare CQI system, Wisconsin incorporated relevant federal requirements. Federal regulations require all states to have a quality assurance system in place to regularly assess the quality of services provided under their Child and Family Services Plan. In 2012, the federal government directed states adopt a CQI approach to quality assurance. The following DCF website contains more information related to Wisconsin's Child Welfare CQI System: <https://dcf.wisconsin.gov/cqi>

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 the child welfare case planning process referred to as "permanency plans" in Wisconsin's Children's and 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 Youth Justice cases, Chapter 938 governs permanency plan goal development, permanency plan review requirements, and court determinations regarding child, family and agency efforts to achieve the permanency goal. State policy and statutes also specify requirements under the federal ASFA law to pursue termination of parental rights (TPR) for children who have been in OHC for 15 of the most recent 22 months.

The state's eWiSACWIS system supports permanency planning and the federal Adoption and Safe Families Act (ASFA) practice requirements and documentation needs. The application has been modified to synthesize and streamline some documentation functionality related to assessment and planning. In addition, reports based on permanency planning and ASFA are available to state and local child welfare agencies to monitor monthly performance related to these requirements.

Based on eWiSACWIS data, as of December 2016, of the 6783 children in OHC for more than 60 days, 94% of the children had a permanency plan and goal documented, and 6% did not have a permanency goal documented as required.

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

Periodic Review and Permanency Hearings

In Wisconsin, the majority of jurisdictions use an administrative panel for the six month review. Although several 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.

In FFYs 2012-2016, CCIP contracted 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. 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 were 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 were reported in the CCIP FFY 2016 Program Assessment Report submitted in November 2016.

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 2015 who experienced at least one permanency hearing during their most recent out- of-home placement episode.

Sample size: 2,137 children.

Estimate: Mean Time to First Permanency Hearing=230 days (Median=177 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 2015 who experienced at least two permanency hearings during their most recent out-of-home placement episode.

Sample size: 1,407 children experienced a second permanency hearing, 904 experienced a third permanency hearing, 593 a fourth, 358 a fifth, and 250 a sixth.

Estimate: Mean Time from First to Second Permanency Hearing= 196 days (Median=173 days)
 Mean Time from Second to Third Permanency Hearing=190 days (Median=170 days)
 Mean Time from Third to Fourth Permanency Hearing=184 days (Median=170 days)
 Mean Time from Fourth to Fifth Permanency Hearing=174 days (Median=169 days)
 Mean Time from Fifth to Sixth Permanency Hearing=180 days (Median=171 days)

There was minimal fluctuation in the statewide rates for the five timeliness performance measures from year-to-year. Therefore, in FFY 2015, IRP started generating the five performance measures for each county in the hopes that it may provide some indication of where county practice might be improved and highlight best practices. IRP also generated specific performance measures using thresholds in addition to mean lengths of time. In FFY 2016, CCIP worked with IRP to produce additional data reports that separated the results by case type (e.g., child welfare, juvenile justice, both) and separated the performance measures by type of permanency achieved (e.g., reunification, adoption, guardianship).

Children Court Performance Measures by Thresholds

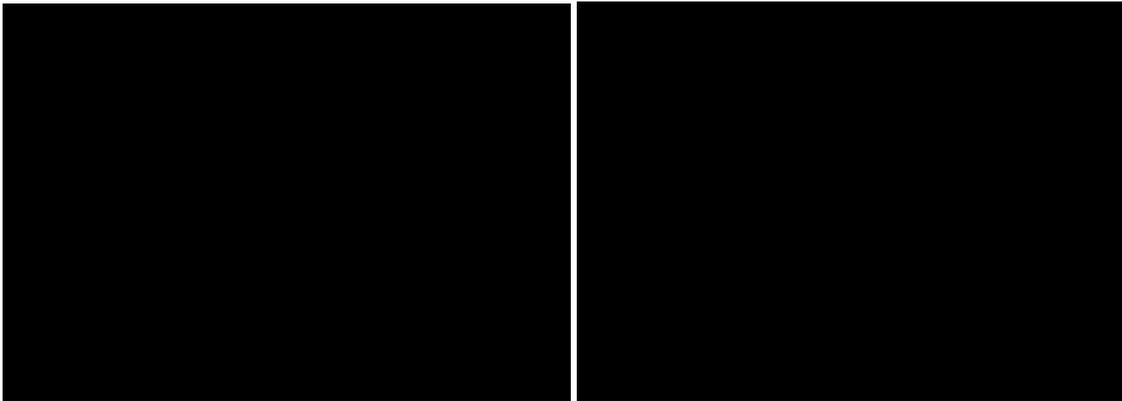
	<i>All Children</i>	<i>Child Welfare Only</i>	<i>Juvenile Justice Only</i>	<i>Both</i>
1. Time to first permanency hearing				
Children having first permanency hearing within 6 months of removal	58.0%	59.9%	44.7%	56.1%
Children having first permanency hearing within 12 months of removal	94.0%	95.4%	87.5%	95.5%
2. Time to subsequent permanency hearings				
Children having permanency hearing within 6 months of previous permanency hearing	69.6%	70.2%	49.1%	69.1%
Children having permanency hearing within 12 months of previous permanency hearing	98.2%	98.4%	94.0%	97.1%
3. Time to permanency				
Children achieving permanency within 1 year of removal	52.0%	48.6%	76.0%	54.5%
Children achieving permanency within 2 years of removal	79.1%	77.3%	94.6%	78.5%

CCIP will continue to explore additional methodologies in the next fiscal year, which would likely include: expanding the analysis population beyond those children achieving permanency and including additional performance measures. CCIP would also make plans to provide individual county-level data to each jurisdiction.

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. Staff from CCIP and DCF travel together to conduct simultaneous WICWA reviews of the same counties when schedules permit. In 2013-2014, the eight counties with the greatest number of circuit court cases subject to WICWA were reviewed by CCIP and DCF. In 2015-2016, CCIP conducted court file reviews in 12 additional counties that had a minimum number of WICWA cases that met the criteria listed above. In 2017-2018, CCIP and DCF will conduct the second round of onsite reviews in the eight counties that were reviewed in 2013-2014: Shawano, Milwaukee, Bayfield, Jackson, Brown, Forest, Vilas, and Burnett.

The following data were collected during the onsite reviews conducted in 2015-2016 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/files/forms/doc/2474.docx>.

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 worked 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 commented on proposed

legislative language, modified applicable circuit court forms, updated the Permanency Hearing learning activity for CCIP E-Learning Project, and educated 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 2015 was 30 days for voluntary TPR cases and 127 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 2015 who experienced a TPR filing.

Sample size: 527 children.

Estimate: Mean Time to TPR Filing=637 days (Median=549 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 2015 who were issued a TPR order.

Sample size: 479 children

Estimate: Mean Time to First TPR Order=830 days (Median=730 days)

As mentioned above, CCIP produced additional data reports using threshold measures and separating out the results by type of case and permanency achieved.

Children Court Performance Measures by Court

Case Type

(mean number of days)

	<i>Time to TPR Petition Filing</i>	<i>Time to TPR Order</i>
<i>Child Welfare</i>	626	816
<i>Juvenile Justice</i>	-	-
<i>Both</i>	1,223	-
<i>Other</i>	621	801

Children Court Performance Measures by Permanency Reason

(mean number of days)

	<i>Time to TPR Petition Filing</i>	<i>Time to TPR Order</i>
<i>Reunification</i>	815	1,286
<i>Guardianship</i>	670	-
<i>Adoption</i>	620	819

Children Court Performance Measures by Thresholds

<i>All Children</i>	<i>Child Welfare Only</i>	<i>Juvenile Justice Only</i>	<i>Both</i>
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1. Time to TPR petition

Children with TPR petition filed within 15 months of removal	32.8%	33.9%	-	-
Children with TPR petition filed within 24 months of removal	57.3%	58.2%	-	-
2. Time to TPR order				
Children with TPR order within 15 months of removal	10.7%	11.5%	-	-
Children with TPR order within 24 months of removal	30.1%	30.9%	-	-

Based on eWISACWIS data, as of December 2016, of the 6783 children in OHC for more than 60 days, 94% of the children had a permanency plan and goal documented, and 6% did not have a permanency goal documented as required by statutes and state policy. Also, ASFA compliance performance for children in OHC for the 15th of the last 22 months and in placement in as of 12/31/2016 was as follows:

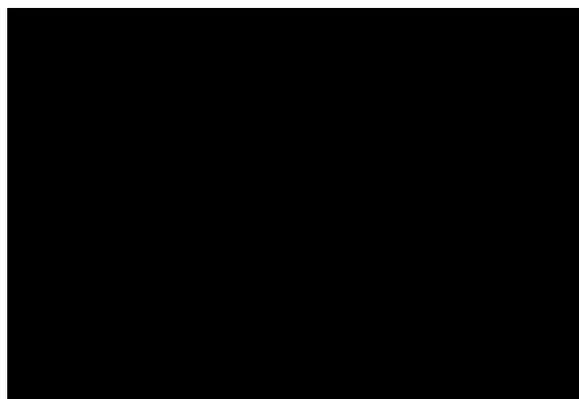
Months in Care=OHC 15	Children in Care	Documented Exceptions	TPR Referred	TPR Filed	Percentage Compliant
Statewide	206	171	0	0	83.0%

Notice to Court Parties

The CCIP E-Learning Project mentioned above provides information on the statutory notice requirements to the parties and caregivers for hearings in child welfare, termination of parental rights, and adoption cases. It also includes information on the child’s and caregiver’s right to be heard at hearings and the value of their input to the court and other case participants.

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 twelve counties in calendar years 2015-2016: Ashland, Barron, Douglas, Eau Claire, La Crosse, Marathon, Marinette, Oconto, Oneida, Outagamie, Sawyer, and Wood.

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 64 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 2015-2016, 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

2015-2016 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.

Brief Assessment of Strengths and Weaknesses

Wisconsin's strong history of child welfare system collaboration with the court system is a strength that will prove helpful in addressing the future activities planned to improve data collection. Permanency hearings appear to be conducted timely, but the ability to monitor timeliness of the 6-month reviews using CCAP data are limited. Without funding for the federal Court Improvement Program (CIP) data grant, further data analysis and system enhancements to CCAP will be significantly reduced.

The circuit court forms and online training resources are useful in advancing quality permanency hearings, notice to parties, and obtaining input from caregivers and children in court proceedings. Another strength is the joint efforts by CCIP and DCF to monitor compliance with the Wisconsin Indian Child Welfare Act (WICWA), including providing proper notice to the tribe and other parties, making the required findings at Permanency Hearings, and permitting full participation by the tribe in child welfare proceedings.

Examining the data associated with and feedback from stakeholders on timeliness of termination of parental rights (e.g., time from removal to TPR filing, time between TPR filing and disposition, and time from TPR disposition to adoption), the CCIP and DCF plan to explore this issue further and will discuss the feasibility of including this as a joint, data-driven project or addressing it in other ways.

Training Systemic Factor

Operational Initiatives

Reorganization

The Wisconsin Child Welfare Professional Development System (WCWPDS) launched a reorganization that took effect on July 1, 2016. Working through its Principle Investigator at the University of Wisconsin-Madison School of Social Work and in collaboration with the DCF, the WCWPDS engaged in a strategic planning process that better aligns its organizational structure with its staffing model and mission and strengthens and improves support for child welfare professional development in Wisconsin.

Child welfare training in Wisconsin was developed from the ground up, beginning with the creation of the first regional partnership over two decades ago. While regional partnerships made tremendous contributions to our child welfare workforce over those two decades, removing regional boundaries that were separating partnerships and subsequently consolidating and sharing resources has paved the way for improvements in training accessibility, efficiency, and fiscal accountability without sacrificing the availability, accessibility, quality, and low-cost training that our child welfare workforce has come to expect. Outside reviews by both the Butler Institute for Families in Denver (2009) and the Public Consulting Group (2014) provided an additional catalyst supporting reorganization, suggesting 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 in both reports was the 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 were secured through a reorganization of the WCWPDS structure.

Under a reorganized infrastructure, there continues 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 also oversees 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 is being 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-Milwaukee Helen Bader School of Social Welfare has taken the lead on the development of statewide foundation training content related to foster parents and for training and professional development for home visitors, supervisors, and program managers. UW-Milwaukee also continues to have the lead on the delivery aspects of all training conducted for the Division of Milwaukee Child Protective Services.

Wisconsin’s 72 counties maintain a substantial voice through representation on the WCWPDS Steering Committee, in fact in even greater numbers than ever before. In addition to the Wisconsin County Human Service Association Executive Director, the training system’s steering committee includes two county representatives from each of our state’s five regions and two tribal representatives selected by the Intertribal Child Welfare directors. Resulting benefits include:

- ☐ More nimble and efficient decision-making processes.
- ☐ Greater consistency in training content and calendaring.
- ☐ Improved consistency in fiscal reporting and accountability.

Resulting enhancements include:

- ☐ Dedicated staff to leadership and supervisor training
- ☐ Dedicated staff to new worker outreach
 - Improved identification of and contact with new workers to support training, training requirements, and training expectations
 - More effective collaboration between workers and supervisors surrounding professional development planning
- ☐ Dedicated full-time staff to foundation training
 - Full integration of trainers in review and development of curriculum
 - Improved professional development of trainers
 - Improved consistency of training
- ☐ Improved statewide calendaring
- ☐ Development of more flexible learning alternatives
- ☐ Enhanced coordination of Organizational Effectiveness (OE) activities with CQI processes

As a result of efficiencies generated in part through the reorganization, the training partnership also reached more trainees in 2016 than ever before:

- ☐ Total training sessions in CY2016: 1022
- ☐ Total trainees in CY2016: 20,444

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. After this initial two years of service, case workers are then required 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 again focused on the development, delivery, and/or support in each of these specified training areas consistent with administrative rule: 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 that consists of 10 modules:

- ☐ Introduction to Child Welfare
- ☐ Engaging Families
- ☐ Safety
- ☐ Development and Dynamics of Human Behavior
- ☐ Access
- ☐ Court
- ☐ Initial Assessment
- ☐ Ongoing Services
- ☐ Permanence
- ☐ Confirming Safe Environments

Pre-service modules are revised each year to ensure they are current with DCF policies, initiatives, and standards. Because these changes are frequent, an improved process was developed to ensure these modules remain current. In CY2016, additional revisions were made as follows:

- ☐ Confirming Safe Environments module was revised and included as part of pre-service offerings.
- ☐ Initial Assessment and Access modules were updated to reflect state policy changes surrounding child sex-trafficking.
- ☐ A placement-section was developed and included as part of our Permanence module.

These revisions were a collaborative effort leveraging expertise within the WCWPDS, DCF, and caseworkers in the field.

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 foundational training courses that are designed to meet job-specific competencies. These requirements and accompanying courses are outlined as follows:

Course Name	Pre-requisites	Required	Days
Engaging to Build Trusting Relationships	Pre-Service	Yes	2
Supporting Change Through Engagement (replaced Interviewing in Child Welfare)	Engaging to Build Trusting Relationships	Yes	2
Safety in Child Protective Services	Pre-service	Yes	2
Case Practice with American Indian Tribes	Pre-Service	Yes	2
Placement (replaced Separation, Placement, and Permanence)	Pre-Service	Yes	2
Access	Pre-Service		1
Initial Assessment	Safety in CPS		3
Ongoing Case Planning	Safety in CPS		2
Effects of Maltreatment on Child Development	Pre-Service		2
Team Based Practice	Pre-Service		2

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. In CY2016, considerable work was again completed surrounding the development, delivery, and support of core foundation courses. As with pre-service modules, foundation offerings are revised multiple-times each year to ensure they are current with DCF policies, initiatives, and standards. In addition to these regular and on-going revisions:

- ② *Engaging to Build Trusting Relationships* and *Supporting Change through Engagement* received complete revisions. They replace the previously required courses entitled *Engaging to Build Trusting Relationships* and *Interviewing in Child Welfare*, with titles that now more accurately reflect course objectives and their focus on using engagement skills with families to support change and that better underscore the importance of engaging and relationships, as research has supported, in work with vulnerable children and families.

- Separation, Placement, and Permanency training: The three-day *Separation, Placement, and Permanency* training, which last had significant updates in 2010, was revised in summer/fall 2016, with the two-day *Placement* training. A workgroup of DCF, WCWPDS, and MCWP participants subsequently continue to meet to identify the permanency concepts that need to be included in worker foundation training in the future. This “permanency continuum workgroup” is charged with developing a five-year plan identifying the professional development opportunities to be developed to support work in enhancing permanency and will identify further content to be integrated into the placement pre-service and foundation training to assure connection between placement and permanency courses.
- ☐ Effects of Maltreatment on Child Development/Trauma Informed Practice: The *Effects of Maltreatment on Child Development* course was developed in 2008, as the focus of our conversations about maltreatment turned to the impact on development of the brain and how this affects children. Since then, our collective understanding and practice around trauma has grown significantly. WCWPDS has responded to this by developing a course on *Trauma Informed Practice* that aligns with and supports the work that has been ongoing in Wisconsin through its Trauma Project and Trauma Informed Parenting training. It is expected that *Trauma Informed Practice* will subsequently replace *Effects of Maltreatment on Child Development* as a foundation training in July of 2017.

Additional course development and revision work in CY2016 that is expected to be included as “menu options” in Wisconsin’s FY2017 Foundation Training Calendar (July 1, 2017):

- ☐ *Trauma Informed Practice* is a two-day course that defines trauma and its impact on the children, adults and families that are involved in child welfare systems. A significant majority of children and adults who become involved in our child welfare systems have been affected by trauma. Trauma can have a lasting impact on the well-being and functioning of children, adults and their families. For child welfare professionals, the ability to understand the effects of trauma on children, adults and families whom they serve, and to identify and address the specific trauma related needs of those children, adults and families, is critical to effective case planning and providing services to improve their lives.
- ☐ *Making the Most of Family Interaction* is a two-day, family-centered, evidence-based training designed to help child welfare professionals enhance outcomes by improving the quality of visits between children in OHC and their parents.
- *Safety in Child Protective Services -- Present Danger*. While Present Danger Threats may be identified at any point in the case process, they are particularly salient at Access and initial contacts with the family. When they are identified in the field, the worker must implement a Protective Plan before leaving the family. Decisions about Present Danger and Protective Plans, therefore, are often made under tight time constraints while facing emergency circumstances. Worker knowledge and skill in this area of practice is, therefore, critical. WCWPDS has responded to this with considerable development work surrounding these content-areas in 2016, with the expectation of replacing the existing *Present Danger and Protective Planning* offering in the states FY2017 training calendar with a new and improved *Safety in Child Protective Services – Present Danger* foundation offering.
- ☐ *Information Collection and Decision-Making in Child Welfare* is designed to provide an overview of the information collection process from initial contact through case closure. This training was revised by the MCWP in 2016 and will be piloted in April and June 2017. As the *Initial Assessment (IA)* and *Ongoing Case Planning (OCP)* foundational curricula are revised in 2017, DCF will consider the fit between the *Information Collection and Decision-Making in Child Welfare* curriculum and the *IA* and *OCP* curricula.

Trainings/Attendees by Course

Training Title	Number of Trainings	Number of Attendees
Safety in CPS	36	780
Engaging to Build Trusting Relationships	13	291
Supporting Change through Engagement	2	21
Case Practice with American Indian Tribes	10	244
Access	11	185
Initial Assessment	10	129
Team Based Practice	5	67
Effects of Maltreatment	11	223
Separation, Placement & Permanence (Placement)	9	155
Ongoing Case Planning	8	148

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 trainings on special skills and topics that are offered based on worker needs, identified in part through a worker “flash survey” administered throughout the state. There were 481 sessions offered for those opportunities in CY2016 and they were attended by 8671 caseworkers. The chart below illustrates ten of the most attended trainings that fall within this category.

Training Title	Number of Attendees
Ethics and Boundaries	1105
Family Finding	845
Structured Analysis Family Evaluation (SAFE)	417
Motivational Interviewing	351
Assessing Impending Danger	266
Ethical Practice	239
Reasonable and Prudent Parenting	238
Basic Intake Training	229
Protective Child Family Assessment	179
Addiction & the Family: A Lifetime of Trauma	171

Additional 2016 Training Plan Progress

The WCWPDS training plan outlined in the 2015-2019 CFSP ensures all federal requirements are met within the five year period. 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.

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.

For CY2016, supervisors were again specifically targeted for professional development in safety, combining a hybrid delivery strategy to support and enhance classroom learning with a robust mentoring approach that better ensures educational outcomes. At its core, Wisconsin’s Supervising Safety series provides a safety decision-making model to improve supervisors’ understanding of the conceptual foundations of safety and better to provide key tools and supports to their staffs that promote child and family safety.

Inclusive of Supervising Safety, the WCWPDS safety plan in 2016 reached 920 caseworkers in the following areas:

Training Title	Number of Attendees
Supervising Safety: Present Danger	35
Supervising Safety: Assessing Impending Danger	81
Safety In Child Protective Services: Impending	380
Safety in Child Protective Services: Present	400
Safety Booster	24

Supervisor & Leadership Core: Principles of Leadership

Leadership training is a key need regularly identified by county stakeholders. In response, Wisconsin developed and piloted a Supervisory Leadership Series that focuses on both child welfare specific supervision issues and basic elements of effective supervision. Following the pilot and feedback received therein, that curriculum was revised in CY2016 and the WCWPDS will roll out a complete Supervisor Foundation continuum as part of the July 2017 statewide training calendar to include:

- ☐ Stepping Up to Supervision: Supervisor Orientation
- ☐ Administrative Supervision: Supervisor as Manager
- ☐ Educational Supervision: Supervisor as Coach
- ☐ Supportive Supervision: Supervisor as Team Leader
- ☐ Clinical Supervision: Supervisor as Critical Thinker

As a result of reorganization, CY2016 marked the first time there is full-time staffing dedicated specifically to leadership and supervisor training.

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. This commitment was carried out in CY2016, with a number of counties targeted and participating. This training includes the following components:

- ☐ 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;
- ☐ 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, Wisconsin will deliver training in support of the In-Home Safety Services (IHSS) grant. WCWPDS, in collaboration with DCF, is exploring a strategy that operationalizes the opportunity for coaching, consult, technical assistance, and decision-making practice for county teams focused on a specific case practice topic areas on a consistent, regionally-based schedule. Planning was finalized in CY2016 with staffing dedicated to support it expected to be hired in the fall of 2017.

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 2016 further strengthen and support the rollout region in 2015. WCWPDS continues to deliver the training that was originally revised from curriculum purchased through Seneca, and that training continues to be well attended with 845 trainees participating in one of 25 sessions offered as part of this five part series.

WICWA

There are 11 federally recognized tribes in Wisconsin. As a partner in the WCWPDS, the Intertribal Child Welfare Training Partnership works closely with stakeholders to ensure individual tribal needs are met. In 2016 (carrying over to 2017), WCWPDS worked closely with the Intertribal Child Welfare directors to revise the Case Practice with American Indian Tribes curriculum. There were 10 sessions of case Practice with American Indian Tribes offered in 2016 with 244 caseworkers attending the existing course.

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. CANS is a nationally validated, standardized tool used to assess the needs of all children in OHC in Wisconsin.

Certification in CANS can be earned through completing a series of on-line modules. Several milestones were reached in CANS development and planning in CY2016:

- ☐ Content was updated to reflect supplemental rate changes and expansion of foster care to age 21.
- ☐ Links to resources leveraged throughout the trainings were updated.
- ☐ New vignettes were purchased and are being revised, with the expectation of replacing the vignettes currently being used in 2017.
- ☐ Exam scoring was automated.

CANS Case Planning

CANS Case Planning training supports the development of the CANS tool. It provides background on trauma-informed care as well as information regarding engaging families, a discussion of successes and challenges in using CANS results in case planning, as well as an opportunity to practice clustering items and writing measurable goals used to create action plans. WCWPDS facilitated 3 CANS Case Planning workshops in CY2016 that reached 42 case workers.

Youth Justice

In January, 2016, responsibility for the community-based youth justice system transferred from the Department of Corrections to the Department of Children and Families. Subsequently, basic intake training has become the responsibility of the WCWPDS. The training system works closely with DCF as well as the Wisconsin Juvenile Court Intake Association to continue the development and delivery of this professional development service. In CY2016, WCWPDS delivered 7 Basic Intake Trainings reaching 229 workers.

Critical Incident Review

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

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

Introduction to Human Factors and Systems Safety (Day 1)

This course provides a framework of system safety and is designed to engage participants with a comprehensive and holistic introduction to Human Factors and System Safety. Contrasting models and approaches are presented to give participants an increased command of relevant scientific literature.

Human Factors Debriefing (Day 2)

This course examines the child welfare system and those who interact within it. Participants leave with the ability to independently use Human Factors principles in their workplace. They will understand the human contribution to success and failure as well as how to build systems that promote safe decisions.

Accident Analysis (Day 3)

The course is designed to give participants the skillsets to independently analyze critical incidents common in the child welfare system. Participants leave with practical tools to use in their analysis, including skills specific to report writing. Participants will be able to take the results from the accident analysis and generate findings and conclusions that will strategically support systemic change.

Implementation and System Change (Day 4)

This course focuses on leveraging the skillsets provided in the first three courses for system change. Participants will learn to analyze findings for underlying systemic themes. The course then provides insight on how to develop

effective recommendations and provide meaningful feedback to the organization regarding system improvements and valuable learning opportunities.

This training was rolled out through a pilot in August of 2016, reaching 15 workers and supervisors. Additional sessions will continue through FY2017 as the expectation is for this professional-development series to expand significantly.

Human Sex Trafficking

Planning began in CY2016 to ensure that public child welfare staff and supervisors across the state of Wisconsin will understand what human sex trafficking is, how to support children and youth who have been trafficked, and the public child welfare role in human sex trafficking cases involving minors. Goals were developed and work plans completed, with most of the work beginning in CY2017. Web-based training was completed in May, 2017, with face-to-face components to be developed in the future.

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.

As part of its reorganization in 2016, the WCWPDS continued its relationship with the UW-Milwaukee Helen Bader School of Social Welfare, expanding responsibilities for foster parent training and curriculum development to the Milwaukee Child Welfare Partnership. UW-Milwaukee Helen Bader School of Social Welfare subsequently took the lead on the development of statewide foster parent foundation training content and delivery. The foster parent foundation curriculum series remains unchanged, consisting of 10 modules that are typically taken in succession. The chart below illustrates the number of attendees for each foundation module.

Foster Parent Foundation Module	Number of Attendees
Module 1: Partners in Permanency	792
Module 2: Cultural Dynamics in Placement	817
Module 3: Maintaining Family Connectedness	948
Module 4a: Dynamics of Abuse and Neglect Part 1	955
Module 4b: Dynamics of Abuse and Neglect Part 2	994
Module 5: Impact of Maltreatment on Child Development	796
Module 6: Attachment	790
Module 7: Separation and Placement	770
Module 8: Guidance and Positive Discipline	913
Module 9: Effects of Fostering the Family	938

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. The chart below illustrates 3 of the most attended trainings that fall within this category.

Foster Parent Special Topic	Number of Attendees
Overview of the Children’s Court System For Foster Parents	204
Foster Parent- Trauma Informed Foundation Training	120
Foster Parent Ongoing Training: It’s Not About You	47

SAFE Training

Structured Analysis Family Evaluation (SAFE) training is sponsored by the Wisconsin Professional Development System and facilitated by the Consortium for Children. SAFE is a home study method that provides a suite of comprehensive home study tools and methods for the description and evaluation of prospective adoptive families, foster families, or relative care providers. In CY2016, SAFE training reached a total of 417 trainees through 17 professional-development sessions.

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.

OE 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 addressing a specific problem or implementing a change to achieve improvements in their performance, capacity, and client outcomes in the child welfare arena.

The seven day, team-based training is facilitated by skilled and experienced 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 challenges/priorities endured 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 calendar year 2016, the WCWPDS facilitated an Organizational Effectiveness process in five different counties and completed six specific and unique OE projects. Topics included recruitment and retention, improving collaboration and engagement, building trust-based interpersonal relationships, regionalized Access, servant leadership and becoming a trauma-informed agency.

Organizational Effectiveness also increased its efforts for ongoing sustainability by increasing individualized support to previous OE counties through phone calls and in-person meetings. Storyboards were developed for several counties that had completed the OE process and presented at WCHSA and at the Public Child Welfare Conference to share findings and garner future interest. In addition, a one day retreat was held with all contracted OE Facilitators to share insights about the process and discuss areas for growth and improvement. As a result, a more robust readiness assessment is being implemented with new OE counties.

Service Array Systemic Factor

The *Ongoing Services Standards* inform caseworkers, supervisors and contracted staff of requirements regarding 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 adequate service provision and desired change. This must be done within six months after development of the initial case plan and every six months thereafter.

The *CPS Safety Intervention Standards* detail policy and provide additional guidance to workers on how to assess the safety of children who are living in their familial homes or have been placed in OHC. 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 safety reasons. 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 being or currently involved in the child protective service system. Counties develop 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 services are funded. 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. 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 OHC 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 (CST) 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 68 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. Funding in SFY fiscal year has remained the same and supported the following 2016 activities. CST's

reported serving approximately 1,450 to 1500 teams within the state. A focus of 2016 was to assist and increase the use of Medicaid to supplement DCF and other funding sources and increase the youth supported in WI.

In January of 2015, the Wisconsin Child Psychiatry Consultation Program (CPCP) was launched through a contract with the Medical College of Wisconsin to better meet children's mental health needs. The CPCP offers this service to Primary Care Providers (PCPs) in the following counties: Ashland, Bayfield, Florence, Forest, Iron, Kenosha, Langlade, Lincoln, Marathon, Milwaukee, Oneida, Ozaukee, Portage, Price, Sawyer, Taylor, Vilas, Waukesha, and Wood. Enrolled providers can call by phone or send questions through a dedicated e-mail address and expect 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. As of December 31, 2016 there were 107 clinics enrolled, including 384 providers. There have been 860 PCP encounters. The CPCP increases PCPs' capacity to support the behavioral health needs of children and families by:

- ☐ Providing consultation to primary care providers regarding diagnosis and management options for children and adolescents with mental health problems.
- ☐ Providing education and training in mental health issues for primary care providers.
- ☐ Providing and ensuring a referral support system for these pediatric patients to other mental health professionals and community resources as identified and needed.

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. For more information on these efforts, please see the goals and objectives section with updates on progress in the last year for the Trauma Project on starting on page 86 for the PS Program on pages 78-79 for Care for Kids on pages 85.

Agency Responsiveness

Wisconsin collaborates with many sectors and this collaboration is a major strength of system functioning. See collaboration section that begins on page 12-22 for updates on this systemic factor.

In addition, Wisconsin closely coordinates with other state agencies to ensure that families in the child welfare system have access to benefits for which they are eligible. Through communication and training, DCF is engaged in efforts that assure families in child welfare are able to access high quality child care through YoungStar and the Wisconsin Works (W-2) AFDC program for eligible families. DCF maintains strong coordination with DHS through the Care4Kids program.

These efforts to coordinate programs and services for families in the child welfare system are also described in the collaboration section beginning on page 12.

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

State staff called Permanency Consultants work with counties to identify children needing child-specific recruitment efforts so that these children can move to permanence in a 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 counties, tribes, and private agencies to use 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 OHC (OHC). Specific strategies that are used include the following:

- ❑ Sustain a consistent, statewide recruitment campaign with materials that can be used by local agencies to build on the recognition gained from the statewide activities. During 2012, billboards were released to support the 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. In 2017, DCF began efforts to refresh the tribal campaign and to work with tribal nations to create recruitment plans for their agencies
- ❑ 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. There were delays in the implementation of the targeted recruitment in GPRS due to state level changes to the geographic information system used by GPRS at DCF. GPRS became available to agencies in 2013. In 2015 licensing agencies were required to enter more specific provider characteristics into eWISACWIS to improve the information available to improve the match between the child and potential foster homes.
- ❑ Promote State Permanency Consultants (SPC) work with counties, tribes and private agencies to facilitate timely, quality permanence for children. The SPC are available to provide child specific recruitment efforts which include Family Finding and Engagement, Permanency Roundtables, photolisting, creating recruitment videos, etc. Since 2015 the SPC 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. In 2016 DCF released a desk guide to assist caseworkers Family Finding and Engagement efforts which includes having the legal authority to contact relatives in Wisconsin and tips to involve relatives in case planning.
- ☐ Provide support and training to counties, tribes, and private agencies to improve community and cultural responsiveness to recruitment and retention activities, including access to services.
- ☐ Implement a dual licensing process (SAFE) to help facilitate quality and timely permanence by having studied and approved foster/adopt families as resources for children in need of permanence. Legislation was passed in 2016 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 the annual foster care coordinators' conference. In 2016, the focus of the conference was Emotional Regulation for Secondary Trauma and targeted recruitment of foster homes. The Division is committed to assisting local agencies with targeted and child-specific recruitment. Beginning in 2010 and continuing through the present, the FCARC created new resources for relative caregivers, especially those who become licensed families. FCARC created a resource guide to assist workers working with relative caregivers and DCF approved the guide for issuance in 2013. In 2014, a training was conducted on the relative caregiver guide and in 2016 the guide was incorporated into the caseworker on-line placement training.

Staff at the Resource Center continues 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 2017 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. Interest in foster care has risen as a result of the media campaign.

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

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

Attracting and retaining a pool of foster families willing and able to provide quality care to children in care is an area of focus for this initiative focused on Wisconsin's largest urban area. Agencies contracting with DMCP/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.

The Quality Parenting Initiative (QPI), developed by the Youth Law Center in San Francisco, offers a way to respond fully and systemically to the challenges of recruiting foster parents. 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 caregiver expectations 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.

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 public, domestic and international adoptions to address common themes and training topics. The annual Adoption Conference in 2014 focused on specific issues related to 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 Public 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 state funding 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 PARC are to:

- ② Provide education, support activities and services to adoptive families living in the identified service area;
- ② 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;
- ② 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
- ② 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.

As a new strategy to support families post adoption and post guardianship, the Department is implementing the Adoption and Guardianship Support (AGES) program which is described on page 72.

3. Update on the Plan for Improvement

Wisconsin's plan was adjusted slightly in the last year to reflect the division annual strategic planning process and to ensure continued consistency with the Child Welfare Model for Practice and the ongoing planning process for integrating youth justice into DCF programming.

The Model for Practice goals include the following.

- The purpose of the Child Welfare System is to keep children safe and to support families to provide safe, permanent, and nurturing homes for their children. The system does this by safely keeping children and youth in their own home, family, tribe, and community whenever possible.
- When it is not possible to keep children safely in their home, the system engages with the courts and others to provide a safe, stable, and temporary home that nurtures and supports the child's development. The system aims to transition children in OHC safely and quickly back with their family, whenever possible, or to another permanent home.
- The system strives to engage with children, youth, and families to expand healthy connections to supports in their community and tribes and bolster resiliency in families to help them thrive.

The annual strategic initiatives process identified new strategic areas of focus and improvement that include new and updated activities. The overall goals for FFY 2018 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 DCF's previous experience 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 objectives, policies and 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 OHC by: supporting more children safely in their homes rather than being placed in OHC, moving children as expeditiously as possible to permanency; and by preventing re-entry into the OHC system

A. Implement the Quality Improvement Center post-adoption/post-guardianship project to reduce the re-entry into OHC of children who have attained permanence through adoption or guardianship. (Items 2, 6 and 12, Foster and Adoptive Recruitment and Retention)

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 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, including:

- Decreased familial stress
- Increased family satisfaction with services
- Increased caregiver confidence

B. Promote shared parenting and “normalcy” for children while in OHC through implementation of the reasonable and prudent parenting standard and other tools. (items 9, 11, 12)

Rationale:

The reasonable and prudent parenting standard promotes normalcy for children and youth in OHC by requiring OHC providers to use the Reasonable and Prudent Parent Standard to allow children in OHC 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 OHC providers.
- DCF updated its administrative rules for OHC providers to incorporate reasonable and prudent parenting standards.

Measures and Timelines

- The number of activities in which children in OHC are participating, the ease of getting children involved in activities, feedback from children and youth about their experience of normalcy while in OHC, feedback from OHC providers on their ability to promote normalcy for children in OHC.
- 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 OHC 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 OHC 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 OHC 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 OHC providers.
- On-line training is available statewide. PDS offers pre-service and foundational trainings for caseworkers and other stakeholders.
- DCF worked 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. A modified Reasonable and Prudent Parent Standard training will be launched in the calendar year.

1C. *Promote best practices, high quality services, appropriate utilization, and specialized service capacity and strengthen services in congregate OHC facilities by updating administrative rules for residential care centers, group homes, shelters, and child placing agencies. (Items 12, 16-18, Foster and Adoptive Licensing and Recruitment, Service Array)*

Rationale:

This 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 revising administrative rules for all settings outside of foster homes to ensure they are 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 fiscal year 2018
- DCF will continue to ensure that training and staffing is aligned with needs of children and youth served in facilities. This will be achieved through licensing review and technical assistance provided at least every two years

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 (Items 2, 12, service array and agency responsiveness)

Rationale:

This objective has been developed in response to the significant need for building crisis stabilization capacity in the state. To do so, DCF works with the Department of Health Services as well as local partners at the county and provider level to expand crisis stabilization service capacity.

In the last year, DCF changed the focus of this objective to increase the capacity to provide crisis services throughout the state, the key areas of focus were:

- Issued new policy to allow crisis stabilization to be provided in shelter facilities and assisted counties appropriately provide temporary emergency shelter facilities.
- Working with DHS to ensure that criteria needed for offering crisis stabilization services is made clear to counties through issuing guidance and providing support to counties.

In the next year, DHS has requested additional funding in the state budget to expand services.

Milestones and Timelines:

- ☐ Crisis stabilization services have been expanded as a result of these clarifications.

Implementation Supports

- ☐ Strong coordination with DHS and counties.
- ☐ DCF will work with DHS on funding of services and helping to select additional providers if additional resources are secured through the budget.

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 the occurrence of child maltreatment. (Item 2, Service Array and Agency Responsiveness)

Rationale:

This initiative, which is part of the Department's current National Governor's Association Three Branch Institute project, will assist state and local child welfare professionals to better serve children and families who are diverted from the child welfare system.

- *Objectives* of this initiative are to develop an predictive analytic tool, with visual representation of the results of the tool integrated into the state's automated child welfare information system, eWiSACWIS to assist local agency staff in screening decision-making during the CPS reporting process and in determining the potential service needs for families who are screened out or for whom the case is closed after Initial Assessment..

Training and Implementation Supports:

Outreach by the Department to state and local child welfare professionals to build their understanding and use of this analytic tool and the resulting data to better engage and serve children and families who have come to the attention of a local child welfare system.

Timeline:

In February 2017, the RFP for this initiative was issued and in April 2017 interested research entities submitted their proposals. Based on the evaluation of these proposals, DCF selected a research partner in May 2017 and expects to begin the contract with this entity in July at which point work will begin on the analysis of eWiSACWIS data to identify variables that may predict a family's likelihood of re-referral to the CPS system.

1F. *Implement performance-based contracting, focusing on permanency performance measures, for residential OHC providers. (Items 6, 8, 17 and 18)*

Rationale:

This process assures transparency and accountability of provider outcomes with children involved in the child welfare and youth 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, 17 and 18.

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

- ☐ Public dashboards were created in June 2014 and updated in May 2016 and May 2017. The department is publishing dashboards on performance based measures for: Child Placing Agencies (CPA), Group Homes (GH), and Residential Care Centers (RCC) on an annual basis. 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 in the Wisconsin child welfare and youth justice systems 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 OHC 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 the Rate Regulation Advisory Committee and the Performance Based Measures Sub-Committee, has also begun work on a risk-adjustment system. This system will assist 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 2017, and will continue to do so for each of the next four years and future years.

1G. Implement the family finding strategy statewide, which includes finding fathers and paternal relatives. (Items 9, 11)

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 9 and 11.

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

- ☐ In FY 2017, eight new counties participated with the State Permanency Consultants in the five month intensive training and consultation with staff from the Department of Children and Families and the Wisconsin Child Welfare Professional Development System (WCWPDS). 17 counties are now implementing Family Finding.

- ☐ Wisconsin Child Welfare Professional Development System and DCF staff are training a series of counties each year on the best practices in family finding.

Measures and milestones:

- ☐ the number of counties adopting the strategy,
- ☐ the number of children placed with relatives
- ☐ 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 25 counties will have participated in the six month intensive training by the end of 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. WCPDS 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.

IH. Continue to implement the re-designed In Home Safety Services (IHSS) Program in selected counties and expand to other parts of the state, including with tribal child welfare agencies, to enable counties to serve more children safely in their homes. (Items 2, 12)

Rationale:

The IHSS Program reduces trauma exposure experienced by children by preventing children from being separated from their family of origin, and possibly community. By impairing the healthy brain development, childhood trauma results in both short and long-term negative social, emotional and health consequences.

Measures:

Over the five year plan timeframe measures include: 1) the number of children who successfully avoid entry into OHC while participating in this program; 2) the number of children who are not victims of subsequent maltreatment; and 3) the number of children re-entering the child welfare system after completing the program.

Evaluation of the newly prescribed target population, service timeline and service provision requirements and types of services used to best support IHSS program outcomes will be measured. DCF continues to evaluate cases for fidelity to this approach quarterly and an initial measure of the fidelity to approach will be completed by 4th Quarter of 2017.

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

Training and Implementation Supports:

DCF developed and will continue to deliver training to support the In Home Safety Services Initiative. Training will focus on the needs and learning objectives of the first round of pilot counties. DCF, in conjunction with WCWPDS, revised and implemented two separate one day Safety Training for each county and combined consortiums. Trainings included county staff and contracted In Home Safety Service Providers and covered the foundational component process of safety implementation and Wisconsin's Safety Model. Supports will also include quality technical assistance consultation by DCF staff with counties. Implementation supports included revising and enhancing the data reporting system to ensure data integrity to monitor initiative outcomes and evaluate the measures indicated above. Fidelity to this approach is also being measured.

Timelines:

DCF completed coordination with IHSS and designated non-IHSS counties and tribes to re-design this program during CY 2016. The newly designed program is being piloted in 21 counties and with two tribes during CY 2017.

11. *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. (Items 2, 12, 16-18)*

Rationale:

DCF is testing whether 12 months of post-reunification support will reduce the likelihood of re-entry of children into the OHC 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 2, 12, 16-18, and the Service Array Systemic Factor.

Activities in the last year include the following.

- 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.
- Increased focus on fidelity of data requirements
- 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 on practice requirements.
- Onboarding training for two new Year Four P.S. Program counties.
- Ongoing oversight by the IV-E Waiver Advisory Group to provide guidance, support and recommend adjustments and improvements to the program.

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 DCF issues annual applications for additional counties to begin implementation of the program. DCF continues to implement core components of the federally approved program and the evaluation plan. As of March, 2017, 235 children were enrolled in the PS program. There have been 777 unique children enrolled and reunified, since the P.S. Program began in 2014.

- 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 2016. In 2017, use of the CANS for case planning will be rolled into the existing Ongoing Foundation Training for new county child welfare workers.
- Training, coaching, and measurable skill learning on Motivational Interviewing for case workers, supervisors, and clinicians serving families post-reunification began in 2015. There will be four rounds of Motivational Interviewing offered in 2017.
- 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.
- DCF continues 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. DCF 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 OHC, 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, with the final Outcome Evaluation Report due in April 2019.

1J. Evaluate the Alternative Response (AR) approach, to determine if/when future expansion should take place. (Items 2, 12)

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-referral to the child welfare system. This objective addresses performance items 2 and 12.

Training and Implementation Supports:

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.
- Based on a competitive RFP process, in 2016 DCF selected the University of Wisconsin-Milwaukee to perform a 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.
- 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.
- In Q1 2015 started 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: monthly webinars, quarterly meetings, annual conference, and quarterly webinars with a focus on skill development for supervisors and workers to enhance case practice
- Information gathered from the process evaluation of AR implementation (completed by Q4 2017) will inform the development of core foundation and advanced AR curriculum

Measures

- the number of counties implementing AR;
- the number of cases handled through AR versus traditional response; and
- 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 Q3 2017; information gained will inform statewide rollout plan (specifically the development of training curriculum). DCF will complete an outcome evaluation in Q3 2018.

1K. *Expand the use of the Geographic Placement Resource Service (GPRS) to stabilize placements of children in out of home care settings. (Items 9, 12 and 16)*

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.

Measures:

- Placement stability for children in OHC; and,
- School mobility for children in OHC.

Updates Wisconsin has engaged in over the last year that are continuing into 2017 include the following:

- 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.

- DCF planned to implement 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 OHC; due to a change in GIS contractors DCF experienced a delay in moving this project forward.
- 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.

1L. Expanded the use of trial reunification to improve successful and stable reunification of children with their families. (Items 5, 6, 9)

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.

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

- 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 standard technical assistance, therefore it is being discontinued from this section of the plan.

Measures:

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

1M. Implement 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. (Item 12, Training, Service Array)

Rationale:

The rationale for this approach is 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.

Measures

- 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 and will undertake the following activities:

Implementation and Training Supports

- Finalized Supervising Safety curriculum based on the former Supervising Safety Decision Making (SSDM).
- DCF will continue to 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 are being 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 bureaus and sections 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.

1N: Serve priority vulnerable populations in home visiting programs. (Items 12, 16-18, Service Array, Agency Responsiveness)

Rationale:

Evidence indicates that serving families with risk factors as early as possible can prevent families from experiencing additional risk factors 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.

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. Between April 1, 2016 and September 30, 2016, the percent of enrolled households with three or more of the priority populations was 68.7%. 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 DAISEY data system.

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 breastfeeding support, initial family engagement, and early literacy support; 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 3 objectives related to the Bureau of Youth Services were updated and expanded to reflect Youth Justice planning efforts in the last year.

The revised goal 2 has been changed to the following: Support children in the child protective services and youth justice systems and their families to thrive.

2A. Collaborate with DPI, local child welfare agencies, and local school districts, to implement the Every Student Succeeds Act and implement policies and practices to improve high school graduation rates and other educational outcomes for children in OHC. (Item 16)

Rationale:

This revised objective reflects DCF’s ongoing partnership with the Department of Public Instruction (DPI) and child welfare agencies on behalf of improving educational outcomes for children in out of home care. The new federal legislation has a heightened focus on transportation, keeping children in their school of origin, and looking discretely at educational outcomes for youth in out of home care. DCF has been focused on these items for a number of years and will continue to focus on this in the coming year. This objective addresses performance item 16, and Systemic Factors of Agency Responsiveness and Service Array.

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

- Partnered with DPI to create materials related to ESSA.
- Partnered with the Institute of Research on Poverty to further explore the educational outcomes of children in out of home care.
- Met with counties interested in using automated data for improvement of educational outcomes.

Measures:

- DCF will look at improved partnerships and educational outcomes, in the areas of high school graduation, attendance, expulsion, and academic reading and math scores on standardized tests for children in OHC.

Training and implementation supports in the last year included:

- 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, and increases in graduation rates and other academic outcomes.

2B. Increase enrollment of foster children in high quality early childhood education. (Item 18, Agency Responsiveness, Service Array)

Rationale:

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”.

Measures

- 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.
- The number of MOU’s between county child welfare agencies and Head Start programs continues to grow – as of late 2016, agreements were in place with 32 counties and 5 Tribes. The new Head Start performance standards passed in November 2016 require that child welfare and Head Start have formal MOUs in place signifying the importance of this formal collaboration.

In the next year, efforts include:

- Continuing to monitor the number of children in out of home care that are able to access higher quality care and Head Start.
- Continuing to offer training options for how to support collaboration between the two systems.

Implementation supports

- Continuing to promote GPRS overlay capacity.
- Continuing to offer training.

Timelines and evaluation:

- DCF anticipates that there will be small increases in the number of children in out of home care in higher quality settings as well as Head Start. The aim is to maintain these gains and continue to build awareness.

2C. Begin implementation of the Youth Justice (YJ) strategic plan to improve coordination and alignment with the child protective services system and strengthen outcomes for youth and families involved in the YJ system. (Items 16-18, Service Array, Agency Responsiveness)

Rationale:

On January 1, 2016, oversight of the community based youth justice program services was transferred to DCF from DOC. Throughout the year of 2016, DCF engaged in an intensive stakeholder input process to identify critical system needs. DCF Developed a summary of input gathered and a strategic plan based on these efforts (attached). This objective recognizes the addition of this program to DCF and addresses performance items 16-18.

Measures:

- DCF will develop a plan for implementation of the strategic plan, and partner with counties to move forward on system infrastructure development and improvement efforts.

Training and Implementation Supports:

- Will be developed based on the strategic plan findings.

Progress in the last year:

- Gathered system information from 800 stakeholders statewide and developed the strategic plan.

2D. *Build and support regional youth services delivery model and expand temporary housing capacity for runaway and homeless youth (Items 12, 17, Service Array, Agency Responsiveness)*

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. In response to limited resources for runaway and homeless youth programs, Wisconsin is trying to expand available temporary housing.

In the last year, activities to meet this objective were met include the following:

- Support of regional structure for Runaway and Homeless Youth (RHY) and Independent Living.
- Launched three additional Independent Living regions, with the last two to be rolled out in the coming year.
- Developed an RFP for a housing-first program for youth aging out of out of home care.

In the following year:

- Additional regions will be launched.
- The housing first program will begin.

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.

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 OHC. (Items 17 and 18, Service Array and Agency Responsiveness)*

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.

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

- As of May 19, 2017, there are 3,097 children enrolled in the program.
- The program currently operates in six southeast counties.
- DCF and DHS are working with the contracted agency to improve services in the six participating counties.

Measures:

- 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:

- 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 youth justice systems and in other systems serving children and families through expansion of the WI Trauma Project, continued participation in Fostering Futures, and the addition of two (2) new initiatives: Connections Count and The Healthy Infant Court, which were added in 2016 and strengthen and compliment the WI Trauma Project. (Items 17, 18, Service Array and Agency Responsiveness)*

Rationale:

The Wisconsin Trauma Project is an initiative of the Division of Safety & Permanence that introduces evidence-based trauma treatment, trauma focused-cognitive behavioral therapy (TF-CBT) and trauma-focused child-parent psychotherapy (TI-CPP), into the child welfare service array; provides trauma-informed parenting training to resource and biological parents; and organizational and system training, consultation and technical support to build a more trauma-responsive system of care through a collaboration with Fostering Futures. The first year of a 3-year statewide expansion of the project began in 2016.

In the past year, accomplishments include:

- Expansion to 44 sites since the initial two sites in 2012;
- 225 masters level clinicians from 30 counties and 2 tribes, who treat children in the child welfare system, participated in TF-CBT learning collaboratives organized by DCF;
- DCF-trained clinicians screened and assessed 243 children for trauma, and based on these assessments, 192 children started the TF-CBT model with a clinician;
- 93% of the children who completed TF-CBT experienced a decrease in trauma-related symptoms;
- 30 clinicians from a past Learning Collaborative participated in a 1.5 day-long advanced training.
- 346 caregivers, community members and workers from 12 counties and one tribe were trained in the National Traumatic Stress Network (NCTSN) Trauma-Informed Parenting Training curriculum, adapted by a Wisconsin Master Trainer.
- Development of 13 local trainers for NCTSN Trauma-Informed Parenting Training
 - Post-workshop surveys revealed:
 - 94.6% of participants understood the 10 core training competencies
 - 96% of participants felt the overall experience of participating in the workshop was positive

- Thirty 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 Trainer Annual Meeting to focus on continuous improvement of the curriculum, develop local trainers, and introduce a new curriculum adaptation developed for ages 0-5.
- 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 provides counties and tribes the option to participate in one, two, or all three components of the project.
- The 2016-2018 expansion also includes 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 evidence-based interventions for childhood trauma for children of all ages.

Training and implementation supports:

DCF will continue the following activities:

- Training and technical assistance provided by the National Council on Behavioral Health through an external grant 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 taken into account as the foundation courses are re-structured to align with the new core practice competencies.
- Additionally, the second component 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 caseworkers, youth 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 trained in trauma-informed approaches. The 2016 sites were encouraged to also include community stakeholders in the workshops. The stakeholder groups represented in the workshops include school staff and leadership, court system Guardian ad Litem attorneys and juvenile judges, Birth to 3 staff and clinicians.

Measures and Milestones

- The WI Trauma Project will continue to: (1) expand and track the number of new counties, individuals and mental health providers participating in trauma training; (2) the number of children that are screened for trauma and referred for services to meet their needs; and, (3) measure and track participant outcomes for providers and other training participants as a result of receiving training through the WI 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 provided funding for a new statewide prevention-intervention initiative, Connections Count. The initiative targets vulnerable families with children ages birth to five years old who reside in high need communities or neighborhoods, in order to reach children at risk of child abuse or neglect. The purpose of Connections Count is to: (1) improve the connectedness of vulnerable families to ongoing formal and natural supports, including linking them to neighborhood leadership opportunities; and (2) assist these families in accessing benefits and services that could meet their needs. Community Connectors will provide trauma informed services that include outreach, intake, referrals, guidance, economic support, follow up, and other assistance for families as needed. Connections Count was developed as part of the Fostering Futures initiative, a public-private collaboration created to promote trauma informed principles to improve health and socioeconomic outcomes for Wisconsin's children and families. Connections Count is funded with Federal Temporary Assistance for Needy Families (TANF) funds.

Objectives of this new initiative include:

- Targeting high risk communities to reach vulnerable families with very young children to prevent child abuse or neglect.
- Addressing families' immediate or short-term needs while simultaneously creating long lasting connections that build leadership skills, social capital and neighborhood alliances.
- Increasing family connections to formal and natural community supports through the use of Community Connectors, trusted members of the community who will partner and engage with vulnerable families in their homes.
- Expanding the use of evidence based trauma informed approaches and services.

Timelines and Milestones:

- The DCF is contracting for the administration of the Connections Count program for a 20-month period, November 1, 2016-June 30, 2018.
- Two agencies, Lakeshore CAP, Inc. in Manitowoc and Children's Hospital and Health Systems, Inc. in Milwaukee received grants to operate local Connections County pilot programs.
- Project start-up activities were completed in 2016, with program implementation occurring in January 2017.

Measures:

- Maintain an enrollment goal of at least 75% estimated capacity per program per quarter.
- Assure a customer satisfaction process that produces feedback from participants that is used to evaluate and improve the program.

- Analysis of the quantitative and qualitative data to understand and address factors that influence the variation in impacts of interventions across locations;
- 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:

- The program budget is \$600,000 for 20 months.
- The DCF will coordinate monthly program meetings throughout start-up and implementation to encourage collaboration between the programs, provide support to agencies and receive feedback regarding progress and challenges.
- Training and additional resource needs will be identified during program implementation and over the life of the project.

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:

- DCF provided Milwaukee County a grant of \$65,000 per year for 2016-2018 to support A Healthy Infant Court (HIC) - a 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. The HIC is modeled after the Zero to Three Safe Baby Court sites.
- Support has and will continue to:
 - 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 continue to 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:

In 2016 a registered nurse with extensive experience in infant mental health and the child welfare system was hired to serve as the court’s coordinator. Several trainings were held in 2016 for the steering committee, court team and partners in child welfare. Two judges were identified to hear cases and are currently serving families.

Measures:

- These will be established as the initiative enters the next phase of implementation and will be informed by experience with Zero to Three Safe Baby Court sites. Efforts will be led by the HIC Coordinator.

Implementation Supports:

- Training for staff.
- Dedicated staffing

2G. Develop a cross-system, comprehensive, trauma-informed culturally competent youth-centered approach to serving youth who have experienced trafficking and preventing youth from experiencing sex trafficking. Identify needs and develop programs and policies to address youth who are at risk of or have experienced sex trafficking. (Items 2, 12, 16-18, Service Array, Agency Responsiveness, Training)

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).

Objectives:

- Continue to co-chair a statewide, cross-discipline Task Force.
- Key provisions required to comply with the federal Preventing Sex Trafficking and Strengthening Families Act and the Justice for Victims of Trafficking Act were successfully implemented.
- An Anti-Human Trafficking Coordinator was hired to oversee all sex trafficking efforts, including the Task Force, its workgroups, and all DCF-sponsored anti-human trafficking programming, policies, and initiatives
- Use state funds to support a new residential care facility (RCC) that provides treatment to female youth in Wisconsin who have experienced sex trafficking.
- Develop and implement an Anti-Human Trafficking Regional Hub structure over the next 3 years.
- Require investigations of all non-caregiver reports of confirmed or suspected sex trafficking of a minor, in accordance with the Justice for Victims of Sex Trafficking Act.
- Inform key stakeholders in systems that serve youth and members of the public that sex trafficking is an issue throughout Wisconsin.
- Train child welfare workers and other systems on basic “Human Trafficking 101” information necessary for serving this population.
- Develop a set of competencies necessary for service providers who serve this population.

Timeline and Milestones in 2017:

- Hold quarterly Task Force meetings in March, June, September, and December 2017
- Residential facility designated for females who have been identified as sex trafficked received its license and began accepting youth for placement on February 17, 2017.
- Plan for regional hubs developed, with first pilot hub contracted as of April 1, 2017 and an expectation of contracting a second hub by October 2017.

- Required non-caregiver investigations of confirmed or suspected sex trafficking of a minor become effective May 29, 2017.
- Developed the Wisconsin Child Sex Trafficking and Exploitation Indicator and Response Guide for release in May 2017 to coordinate with the statute change on May 29, 2017.
- Contracted with JSI Research and Training Institute, Inc. effective April 1, 2017 to develop a statewide messaging and marketing campaign to raise awareness and prevent sex trafficking of youth in Wisconsin.
- Contracting with Twelve Plus Media in May 2017 to develop a prevention video by April 2018 to use with youth and in youth-serving systems to raise awareness of trafficking.
- Contracted with a Human Trafficking Survivor Consultant effective April 1, 2017 to facilitate youth participation and provide support to youth who participate in activities related to anti-human trafficking contracts in 2017.
- Approved a set of Core and Advanced Core Competencies in March 2017 that will be implemented in various licensing, training, and grant mechanisms by October 1, 2017.
- Developed a report feature in eWiSACWIS for counties to identify youth at high risk of being sex trafficked by January 2018.

Training and Implementation Supports:

- A dedicated state coordinator position established and filled to lead efforts
- eWiSACWIS changes were made to align with provisions of both federal laws.
- Developed an online training for all child welfare workers available in May 2017 to train them on the aspects of human trafficking, including risks, indicators, removal from trafficking situations, and case response.

2H. *Develop plan to strengthen the response to and services for children with disabilities in the child protective services and juvenile justice systems. (Items 16-18, Service Array, Agency Responsiveness)*

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:

- Develop a cross-sector, comprehensive approach to improve services for children with disabilities in the child welfare system.

In the last year, DCF:

- Concluded a year long process with a series of recommendations to better serve children with disabilities in the child welfare system.
- Identified risk factors of children with disabilities in the child welfare system;
- Identified the scope and experience of children with disabilities in the child welfare system,
- Articulated the current strengths and challenges of children with disabilities.

- Explored practices in other states and made recommendations to DCF about steps to address concerns identified.
- Steps identified to address issues included:
 - Increasing evidence-informed education to parents and professionals who work with these children and families about the heightened risk for mal-treatment;
 - Strengthening the timely and accurate identification of children with disabilities through cross-system exchanges with the health and education systems.
 - Strengthening training for child welfare workers on best practices; and,
 - Updating child welfare standards to incorporate best practices and provide access for services for families who touch but do not enter the child welfare system.
 - Strengthening coordination between child welfare and children’s disability systems.

The full report from the Task Force can be found at <https://dcf.wisconsin.gov/files/cwportal/reports/pdf/act365.pdf>.

Timelines and Milestones:

- Efforts to implement these recommendations will be undertaken over the next year.

Implementation Supports:

- Policy changes
- Training
- Cross-system coordination between the child welfare and children’s disability systems.

Goal 3: Strengthen outcomes for youth and other vulnerable populations

3A. Develop and seek passage of legislation to extend OHC to age 21 for youth with an individualized education program and plan for implementation. (Item 16)

Rationale:

It is important to assist youth aging out of the foster care to improve their educational, employment and other outcomes if they continue to access support from the child welfare system. This objective assesses performance item 16.

Wisconsin has met this objective.

- Law became effective in August, 2014.

Training and implementation support:

- Training provided to counties on how to apply the new policies, and technical assistance provided to counties on 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.

3B. This objective was updated to reflect the closing out of the planning grant. This objective was changed to use lessons learned from the 2016 PATHS pilot grants to develop an RFP for an additional housing effort focused on youth aging out of care. (Items 12, 16-18, Service Array, Agency Responsiveness)

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.

DCF completed the following steps in the last year.

- Wisconsin was able to secure additional state funding to support housing for Youth Aging out of care.
- An RFP was issued that utilized lessons learned from the three pilot projects that ended in June, 2016.

Training and implementation supports:

- RFP developed, issued and awarded.
- Grant was made in April 2017 to support one project in the Milwaukee area.
- State level staff will oversee the contract and provide supports.

3C. To improve future prospects for success, while youth are in OHC, support youth's ability to obtain and retain employment and access Technical College training certification and degree opportunities.(Items 16 Service Array, Agency Responsiveness)

Rationale:

This revised objective reflects a more targeted focus on promoting opportunities for youth in OHC 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.

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
- In 2017, DCF developed a brochure for the workforce to provide guidance on how to be a trauma-informed employer.

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 clearer and more specifically aligned with key goals and projects planned. Goal 4 is changed to:

Strengthen and improve the infrastructure support to the statewide child protective services and youth 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.

Objectives:

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

- Identify and solicit feedback from key stakeholders.
- Participate in the Minnesota Federal Review as a cross-state reviewer in July/August 2016

Timelines and Milestones:

- Stakeholder outreach began in the summer of 2016 and continued through May, 2017.
- Work is underway on a detailed timeline that align with CFSR manual and mapping out roles and responsibilities to prepare for April, 2018 review date.

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. (Items Agency Responsiveness, Service Array)

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 was 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 G 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.

DCF contracts with its 72 counties and 12 tribes to deliver services at the local level. Funds are included in a state/county contract by federal category of funding. Federal funding is blended with state and local funding to provide the range of child welfare services. With blended funding, there is a significant risk of double or triple counting children and families across grants. The CFA alone has three federal fund sources in it (SSBG, IV-B part 1, IV-E). In addition, all counties also receive Preserving Safe and Stable Families (PSSF) funding as well as Temporary Assistance to Needy Families (TANF) for the kinship care program. Each county is audited annually to assure that funds provided for a specific purpose are used for the intended purpose. As part of the contractual relationship, DCF receives a copy of each county's annual audit but does not require counties or tribes to report on the number of person/families served by each federal program area.

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 DMCPs and state foster care) or Children and Family Aids and county tax levy. 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). 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 youth 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 youth justice population.

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

Currently the Department provides \$676,440 to 7 Runaway and Homeless Youth (RHY) programs. Funding is a combination of GPR (\$50,000) and federal IV-B, Subpart 1 funds.

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 run away, 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, there are two main areas of work for DCF in the next several years:

- Solidify the 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:

- Ensuring Safe and Stable Housing
- Supporting Self-Sufficiency
- Increasing Permanent Connections
- Promoting Health and Well-being

Based on lessons learned from pilot project that concluded in 2016, DCF allocated state funding for youth aging out of out of home care to a new housing first project. This project is beginning in May, 2017

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

DCF will continue to help sustain the work of Early Childhood Comprehensive Systems (ECCS) projects through the provision of training to therapists in Trauma Informed – Child Parent Psychotherapy (TI-CP), 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 youth 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 its 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 serving half a dozen families.

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 Milwaukee experience. 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 public adoption program. A portion of the federal award is also used to fund regional or statewide family preservation, family support and time-limited activities (including funding programs for Wisconsin's 10 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 public 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, approximately 20% is used by the DCF for state-level adoption promotion and support services activities, while approximately 6% is used by DCF for state operations, including training and technical assistance to counties and tribes. Approximately 13% of PSSF funds are used to support the statewide Wisconsin Trauma Project. The remaining 61% 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 public adoption program to finalize adoptions of children in OHC and also to support a network of six Post Adoption Resource Centers (PARCs). The funds to the public adoption program 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 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.

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 2016, PSSF program participants continued to implement their 2015-2017 PSSF 3-Year Plans. Annual 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 2015, which was obtained from eWiSACWIS. The data are used to better understand county performance as it relates to prevention, preservation and reunification efforts.

Each PSSF program also was required to submit a 2016 PSSF Annual Report. The annual report covers program spending and activities for CY 2016. 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:

- ② Green Lake County Department of Health and Human Services operated an approximately 10-month Parent Training Program. The county reported that 100% of the families that participated in this program avoided a new OHC placement in 2016.
- ② Rock County Department of Human Services partnered with the local Exchange Family Resource Center to provide Home Visiting services. Of the families that participated in the Home Visiting program, 98.25% reported an increase in parenting skills, and 96% reported that their family benefited from short-term home visiting.
- Vilas County Department of Social Services organized a Fatherhood Program to encourage fathers' positive involvement in their children's lives. The group meetings are facilitated by a mental health clinician from a local agency. Meeting topics in 2016 included "Protecting Your Children and the Lifelong Strengths Fathers Pass On," "How to Increase Protective Factors for Your Child," and "Goal-setting for Parents and Children." In 2016, more than 40 fathers were involved in the program.
- ② Washington County Human Services Department operated the evidence-based Nurturing Parenting Programs. Evaluations showed that 95% of participants increased knowledge of positive parenting techniques and increased positive interactions with their child. Of those who attended the Substance Abuse Nurturing Program, 88.2% of participants showed an increase in their knowledge of the effects of substance abuse on the family.
- ② Waushara County Department of Human Services implemented In-Home Parenting Training. Of the families that participated with a goal of family preservation, 100% were successful in preventing OHC placement. Of the families that participated with a goal of family reunification, 100% were successfully reunified.

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 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 works 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 2 funds. The project was developed in response to the considerable amount of scientific research calling attention to the

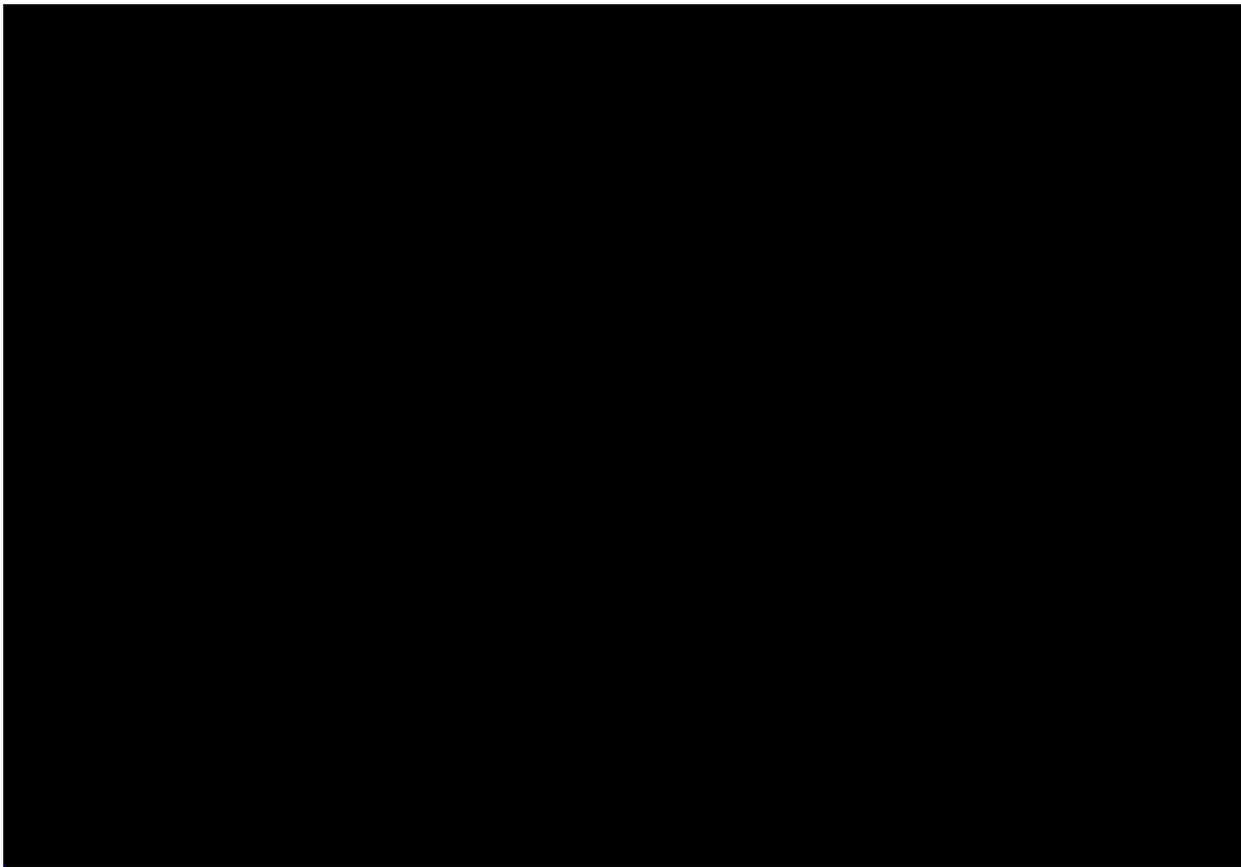
serious long-term impact of trauma on child development, well-being and optimal functioning in several domains; and consequently, the need to promote meaningful and measureable changes in the social and emotional well-being of children impacted by trauma.

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>.

Children under age 3 accounted for 31.7% of victims, and children under age eight accounted for 57.8% as shown in the graph below.



The following section describes in detail how services for children under the age of five are identified, provided and coordinated. Drug addiction of young families is a growing concern. DCF's efforts focused on drug affected children are included in the CAPTA section of this report starting on page 122. In addition, DCF continues to work with DHS on the Care4Kids program to identify and address health care needs of children in out-of-home care. This includes providing and tracking services to young children such as childhood immunizations, health check periodicity timelines and utilization, developmental assessments and comprehensive health assessments for children in OHC.

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 Under 5 years with open placement in BOS on 12/31/2016	2014	2015	2016
Total	1547	1708	1931
Female	746	843	958
Male	801	865	973
White	1056	1151	1318
Black	301	336	376
Other	190	221	237
Hispanic	136	134	153

Children Under 5 years with open placement in Milwaukee on 12/31/2016	2014	2015	2016
Total	814	771	748
Female	420	380	380
Male	394	391	368
White	227	205	225
Black	529	504	470
Other	58	62	53
Hispanic	106	85	97

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

In 2011-2012, 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 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 assists in efforts to target recruitment of foster care homes that meet individual child needs across jurisdictions.

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 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 is 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, DCF has worked throughout the past year to better support foster families and improve the foster care system to better meet all children's developmental needs. 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.

DCF has also launched the Adoption and Guardianship Enhanced Support (AGES) program through a federal grant project with Spaulding. AGES is a voluntary program for adoptive or guardianship families who live in the Northeastern region of Wisconsin. The Wisconsin Department of Children and Families and the National Quality Improvement Center for Adoption & Guardianship Support Preservation (QIC-AG) developed this new program.

The QIC-AG is working to develop interventions that help families after adoption or guardianship, across the nation. The Wisconsin AGES program was designed to do this in Wisconsin. AGES is part of a 5-year research study. If AGES is successful, the Wisconsin Department of Children and Families may expand the program statewide.

AGES provides service coordination and navigation. We hope to empower families to overcome struggles by providing support to families. AGES is a family-driven program based on family strengths and needs.

Healthy Infant Court - Milwaukee County Children's Court

As described on pages 89-90, 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 OHC with quality early learning experiences. Key efforts were launched in Milwaukee and statewide to strengthen the connections between the child welfare and child care divisions in the Department and the services that 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, i.e., those that are rated 3-5 stars.

As part of the efforts with the Department's Division of Early Care and Education (DECE), DSP conducted 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.
- ☐ A survey in 2016 of foster parents who utilize child care or care for children was administered. These results helped inform the training that is now offered.

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 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. There are currently formal agreements between 32 counties and Head Start programs and between five Tribes child welfare departments and Tribal Head Start programs.

Efforts to connect these two important programs of DCF continue to build and maintain higher quality child care for foster children.

Notable trends include the following.

- ▣ Steady improvement in the number of children in OHC in higher rated child care over the last four years in both Milwaukee and non-Milwaukee counties
- ▣ The percentage of foster children enrolled in Head Start has increased.

See section 2, pages 39-40 for the data and information that demonstrate these trends.

Educational Events Promoting Research and Practice Applications for Early Childhood

The Wisconsin Trauma project described on pages 86-89 is another example of how DCF 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 Infant/Toddler Mental Health

In 2016, DCF was selected to participate in a Zero to Three technical assistance opportunity to strengthen and build on the state's Home Visiting Program through a Community of Practice. This effort is focused on strengthening early childhood systems. It builds on a previous Zero to Three TA opportunity to develop an infant/toddler policy agenda, and an ongoing group of cross-system stakeholders focused on comprehensive early childhood services, particularly for vulnerable families. Wisconsin continues work on a shared goal of infusing home visiting in a more systematic and comprehensive way into the state's early childhood system. A specific interest of building more structure for statewide early childhood infant mental health is an important component of this work. This work involves several key partners including the Office of Children's Mental Health, the Wisconsin Alliance for Infant Mental Health, the Child Abuse and Neglect Prevention Board, the Wisconsin Council for Children and Families, the DCF YoungStar Program and the University of Wisconsin-Waisman Center early childhood program. Wisconsin's core home visiting efforts are described on pages 83-84.

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 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 OHC 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 OHC 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.

There are different program versions based on the ages of the targeted children. In 2016, Wisconsin operated 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 lifesituations

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) funded four FAST projects 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 (LSS) launched one Kids FAST program at Todd Elementary School in Beloit. These sites continued to provide Kids FAST throughout 2015, with SET Ministry discontinuing its Kids FAST program in May 2016. LSS continued Kids FAST throughout 2016 and recruited a new school/site for 2017. In 2015, Lutheran Social Services 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 continued to operate Wisconsin's only Baby FAST in 2016.

In 2016, FAST served 95 children and 48 families through 6 cycles of FAST in Milwaukee, Waukesha, and Beloit. In 2016, the number of FAST cycles decreased to 6, due to SET Ministry discontinuing FAST after the first cycle in 2016. Both agencies continued to support the parent-driven FAST Works monthly meetings in Milwaukee, Beloit and Waukesha throughout 2016.

DCF was unable to renew the FAST contracts for 2017 due to budget constraints. The Governor has proposed funding for FAST programs in his 2017-2019 biennial budget. (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 began in the summer of 2016 (an 18 month learning collaborative), and 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. 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.

Services for Children from Other Countries

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. The services of the PARC to support families are provided on pages 119-120.

In the last year there were 98 international adoptions in Wisconsin.

Multi-Ethnic Placement Act (MEPA) and Recruitment

DCF 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.

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 52-64 including a description of the prior year, current and planned training activities.

B. 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 eWiSACWIS 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 dWiSACWIS 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.

In the upcoming year, the Division will be engaging an independent research entity to support the development of a predictive analytic tool related to child protective service referrals and the likelihood of re-referral. The purpose of this process is to assist screened out families whose cases are closed after Initial Assessment. DCF intends to use the results of this analytic work to guide local development of and decision-making related to community-based resources and to aid supervisors and caseworkers in using administrative data to support screening decision-making at the point of child protective services reporting.

Additional information about Wisconsin's Management Information System can be found in the Assessment of Performance Section, pages 44-46.

Technical Assistance Needed from the Children's Bureau

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.

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 and improve 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 the 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 and for Ongoing Services using the federal CFSR review instrument; (2) identify practice areas needing improvement or that 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: <https://dcf.wisconsin.gov/cqi>

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. See pages 47-52.
- 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.

As part of the Division's CQI efforts in this practice area, the Division is working with the Children's Court Improvement Program to implement a review of those counties who were reviewed, using the court and Quality Service Review WICWA case review tool. See pages 46-51 for more information about Wisconsin's CQI system.

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 worker recruitment and retention. The Division is currently working with the WCWPDS to post the results of these surveys on the Child Welfare CQI website and continues to integrate these results into related CQI initiatives and in determining training priorities and needs.

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 are 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 under state court jurisdiction. The law can be found at: <http://docs.legis.wisconsin.gov/statutes/statutes/48/I/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 have the option to 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's Tribal Affairs Specialist and Tribal Liaison and DCF child welfare managers continue to meet with the child welfare directors of the eleven tribes bi-monthly at 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 upon request of the ICW Directors 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;
- 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;
- 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;
- Youth Justice Issues; and,
- Feedback for CFSR Round III.

After consultation with both groups in March 2016, it was decided to include the Policy and Law Workgroup as an ad-hoc committee of the ICW Directors Committee. 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 OHC

Currently, funding for some Indian children placed in OHC 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 OHC 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 circuit courts with a functionally active 161 agreement. This funding can also cover a portion of the costs of subsidized guardianships. Tribes may apply for this funding directly or may support a county agency application. The SFY2017 High Cost Pool Fund has been distributed to five 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 children's code, but hopes to have one finalized in the future.

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, Lac Courte Oreilles, and Oneida effective August 2014, October 2014, and July 2016, respectively. Under the agreements, the State claims and passes through to the tribes 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 begun coordinating and facilitating quarterly IV-E meetings between the DCF and those four tribes with IV-E agreements.

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: <https://www.youtube.com/watch?v=ZCLUBS4FxWo>

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 Native American 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. Ten sessions of this training were offered throughout Wisconsin in 2016 and ten sessions will be offered in 2017 with three scheduled to date.

The DCF has collaborated with WCWPDS in 2016 to develop an online training resource for county workers. This resource has been piloted in 7 different counties and all 11 tribes. The training was finalized and published in spring, 2017. This training provides a deeper understanding of ICWA elements such as Active Efforts, Notification, etc. It also provides greater details 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 about the historical importance of the Indian Child Welfare act as well as the specific requirements of the Wisconsin Indian Child Welfare Act to the following:

- 2016 Annual Adoptions Conference
- Brown County
- CASA of Brown County
- Manitowoc County
- Milwaukee Public School Title VII Staff
- National Council on Crime & Delinquency

In addition, the DCF’s Tribal Liaison and Tribal Affairs Specialist provided training to the Department’s Bureau of Regional Operations staff on tribal history in the United States, understanding sovereignty and collaborating with tribal partners.

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: <https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/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: <https://dcf.wisconsin.gov/files/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.

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 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.

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. The Department is currently collaborating with CCIP to review those counties initially reviewed in 2013. These reviews will continue to include case reviews, focus group discussions and will be followed up with summary presentations. The summary presentations will be followed by training specific to the new Federal ICWA Regulations that went into effect December 2016.

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. Tribal leaders are encouraged to consult with their program staff in preparing for the consultation meeting. They are also welcome to invite their program staff to attend consultation. 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. DCF disseminated a draft of the FY 2018 APSR state plan draft to the tribes for comment in June, 2017. In 2016, DCF discussed the state's upcoming FFY Child and Family Services review process with the tribes.

The DCF held a Tribal consultation meeting most recently in May 2017. 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:
<https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2015-03i.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).

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 OHC. In October 2011, the eWiSACWIS Caseworker Contacts report was updated to reflect the new federal calculation methodology applied to this outcome measure. In federal fiscal year 2016, caseworker contact requirements continued to improve and were met for 97.4% of the children subject to this measure, which exceeds the federal regulation requirement of 95%. Of these contacts, 87.6% 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 continued to be 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 includes but is 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. 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 youth justice utilizing evidence based practices with a trauma focused approach and teaming within child welfare practice.

Funds were also used in the last year to support the development of a worker recruitment video that is focused on portraying the role of a child welfare worker in a realistic way so that more workers enter the field with a greater understanding of the work that will be expected of them. The video is being finalized and will be complete in the summer of 2017.

In addition, funds were used to support the Coordinated Services Teams. DSP provides funding for the Coordinated Services Team Initiative (CST) in partnership 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. The CST approach promotes a system change in the way services are delivered to children and families involved in the child welfare, youth 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.

8. Adoption Incentive Payments

In FFY 2015 and FFY 2016, DCF used adoption incentive grant funding in the following ways:

Annual Membership Dues and conference participation including the following membership organizations and conference opportunities:

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

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

- Deputy Compact Administrator attending the annual ICAMA conference and board meeting
- New Adoption Manager attended the National IV-E conference.

Supporting staff for critical program functions including:

- Funding of LTE positions for the adoption section to assist staff with the daily operations of adoption programs. Also, funding LTE positions for quality assurance reviews of foster care and adoption cases.

Supporting DCF conferences and training

- DCF has an annual “Changing the Face of Adoption” conference. The conference is for professionals that work in the area of adoption. Approximately, 150 professionals attend the conference each year.
- Funded SAFE trainings and distributing desk guides for foster care coordinators, private child-placing agency licensors, and public adoption licensors.

DCF does not anticipate any challenges to spending FFY 2018 funding and does not plan to alter the use of funding in 2018.

Adoption Training Program

The adoption training program has been involved in a variety of activities over the last year to support adoption in Wisconsin. On April 25, 2016 Governor Walker signed WI 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 continues to be reviewed in 2017 for revisions.

The adoption program brought together international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in September of 2016. The conference combined individuals involved in public, domestic, and international adoptions to address common themes and training topics. The 2016 annual Adoption Conference focused on the voice of the adoptee and services available to all types of adoptive families.

Post Adoption Resource Centers

DCF uses IV-B Subpart 2 funds to support the post-adoption resource centers (PARCs) and the Public adoption program contracts. DSP contracts with 3 service providers to operate PARC services in Appleton, Wausau, 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, Medicaid 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.

2015 WI Act 379 revised state statutes to allow the release of adoptive parents' names and contact information to a PARC after any type of adoption has been finalized, unless the family opts not to have their address shared. Prior to the change in statute, only the families that adopted through foster care had their names released to the PARCs.

2015 WI Act 378 enacted in April 2016 required the Department to establish a standardized assessment, commonly referred to as a "home study", for licensing a home for foster care and approval of adoption. This requirement applies to all county and private child placing agencies. Use of a standardized assessment is intended to strengthen the evaluation of prospective foster and adoptive parents. The Department has established the use of the SAFE home study assessment as the standardized assessment tool. The SAFE home study assessment is a standardized home study developed by the Consortium for Children. The SAFE home study assists agencies in performing a thorough, structured, and uniform evaluation of families who have applied to become foster or adoptive parents. The SAFE home study assists in identifying and addressing strengths and areas of concern that may impede functioning, as well as parenting abilities.

Each county human service agency or private child placing agency that conducts home studies for the purpose of foster care licensing or approving adoption was required to participate in the mandatory training and become certified to complete the SAFE assessment.

9. IV-E Waiver Demonstration

See section 3, pages 78-79 for an update on the PS Program, Post Reunification Support IV-E Waiver demonstration 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 Child Welfare 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 2014, Wisconsin began further revising its CQI system. DCF, in partnership with local child welfare agencies, the courts, and other partners have established the following mission for the state's child welfare CQI program:

Wisconsin is committed to a Continuous Quality Improvement (CQI) system that supports the assessment and improvement of child welfare practice, processes, and outcomes at the state and local level. Wisconsin

Department of Children and Families fulfills this mission by providing resources, tools, and processes to build and sustain CQI at the state and local level.

The focus of the new CQI system is to create a deeper understanding of all child welfare practice areas. To this end, DCF developed new child welfare CQI case record review instruments and processes for each stage of interaction with Wisconsin's Child Protective Services system: Access, Initial Assessment, and Ongoing Services. The revised CQI case record review process provides a robust understanding of the CPS aspect of child welfare practice in the state by examining a representative sample of cases. However, as part of the new child welfare CQI system, case record reviews play a different role in that the results are considered one of many data sources, rather than a conclusion or judgement upon which to act.

In its redesign of the child welfare CQI system, Wisconsin incorporated relevant federal requirements. Federal regulations require all states to have a quality assurance system in place to regularly assess the quality of services provided under their Child and Family Services Plan. In 2012, the federal government directed states to adopt a CQI approach to quality assurance.¹ In 2015-2016, DCF conducted case record reviews of 271 cases using the OSRI. The results of these case record reviews are included in Section 2, Assessment of Performance beginning on page 23. DCF plans to complete an additional 271 case record reviews in 2016-2017.

DCF does not anticipate needing any federal technical assistance in this process. Further details on the quality assurance process are included as part of the systemic factor analysis for quality assurance beginning on page 46.

CQI and the Federal Child and Family Services Review

Because a CQI system is a federal requirement, Wisconsin's child welfare CQI system will be assessed during the federal Child and Family Service Review (CFSR). The CFSR is a review of state child welfare systems, which occurs every five to seven years, and focuses on: (1) ensuring conformity with federal child welfare requirements; (2) determining what is happening to children and families engaged in state services; and (3) assisting states in achieving positive outcomes for children and families. Wisconsin's Round 3 CFSR is scheduled for April 2018. Additional details on the Quality Assurance System can be found in Section 2, pages 46-52.

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 became effective May 29, 2017. The state has implemented:

- Provisions and procedures regarding identifying and assessing all reports involving known or suspected child sex trafficking victims (as defined in section 103(10) of the Trafficking Victims Protection Act of 2000.)

¹ For more information, please see: <https://dcf.wisconsin.gov/cqi>

- Provisions and procedures for training CPS workers about identifying, assessing and providing comprehensive services to children who are sex trafficking victims, including efforts to coordinate with state law enforcement, youth justice, and social service agencies such as runaway and homeless youth shelters.

Please see the following link for how Wisconsin demonstrates compliance with this new provision - <https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2017-07.pdf>. County staff and supervisors were trained prior to May 29, 2017 to ensure all new policies and procedures are being followed.

Additional efforts to strengthen Wisconsin's response in the last year include the following:

- A contract was negotiated for a residential facility (supported through state funding) to serve female minor victims of sex trafficking who reside in non-Milwaukee counties. 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.
- The first regional hub contract for community-based sex trafficking services was awarded in February, 2017 and implementation is underway.
- Human Trafficking 101 training has been developed and is now being disseminated across sectors that work with populations at risk.

More details on Wisconsin's effort are further described in Wisconsin's Plan for Improvement on pages 90-91. Wisconsin does not anticipate any need for technical assistance in current and planned future efforts focused on preventing sex trafficking.

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 April 2014, 2013 Wisconsin Act 260 was enacted, bringing state statutes in compliance with CAPTA requirements regarding the evaluation of infants for fetal alcohol spectrum disorders (FASD) and the requirement that CPS agencies offer to provide, or make arrangements for the provisions of those services and treatment to the infant and the infant's mother.

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. In addition, s.146.0255 requires health care providers of substance exposed infants to notify CPS of the occurrence of such condition of the infants. 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.

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.

The Child Protective Services Access and Initial Assessment Standards and Safety Intervention Standards issued by DCF include requirements and guidance regarding CPS agencies responsibility for the development, monitoring and follow-up of a plan of safe care (safety plan) for a drug affected infant or an infant with FASD known to the child welfare

system. At this time, DCF has not identified any technical assistance required to improve practice and implementation to address the needs of drug affected infants.

Wisconsin's Statewide Automated Child Welfare Information Systems (eWiSACWIS) allows for data collection related to the monitoring of the safe plan of care for families involved in the state child welfare system. eWiSACWIS allows agencies and the state to gather information documented in the case record (i.e. Access/Intake Report and Safety Plan) as to the reason why the case is open and service type categories of services identified for the families (within the safe plan of care).

General CAPTA Updates

In 2016 CAPTA funds were used for a variety of purposes consistent with the purposes of the CAPTA program.

- Alternative Response – please see Section 2, pages 58-59 for training details related to the AR project and pages 79-80 in Section 3 related to previous year efforts relative to Alternative Response and planned activities for next year.

Wisconsin Child Welfare Model for Practice

CAPTA Funds are used to support the Wisconsin Child Welfare Professional Development System to continue to implement the Child Welfare Model for Practice.

Multi-Disciplinary Outreach, Consultation and Coordination

DCF participated in the July 2016 National Governors Association Three Branch Institute on Improving Child Safety and Preventing Child Maltreatment Fatalities. One of the areas of focus in the Three Branch Institute was the impact of opioid abuse on child safety. As a result of these discussions, Wisconsin's Three Branch Institute Core Team identified as one of the goals in its action plan: the development of an understanding of and strategies to address opioid addiction and other drug abuse issues in families that affect child safety.

In September 2016, Wisconsin Governor Walker issued Executive Order #214 creating a state-wide Governor's Task Force on Opioid Abuse, composed of a broad range of executive, legislative, and judicial branch leaders and external stakeholders. The statewide Opioid Task Force began meeting in October 2016. The Governor's Executive Order also directed a number of state agencies to develop a steering committee to address the opioid crisis in Wisconsin. As directed by the Governor, DCF established a cross-system Steering Committee, charged with developing an understanding of and strategies to address opioid and other drug abuse issues in families that affect child safety. The DCF Opioid Steering Committee is co-chaired by Fredi-Ellen Bove, Administrator of Division of Safety and Permanence and Michelle Rawlings, Director of Bureau of Safety and Well-Being, who were members of the Three Branch Institute team. Other members of the DCF Opioid Steering Committee are representatives from the state public health agency, the state mental health authority and single state agency on substance abuse, the court system, law enforcement, counties, Tribes, physicians, service providers, and hospital representatives. The DCF Opioid Steering Committee began meeting on a monthly basis in January 2017.

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 2017 conference is scheduled for August 29-31 in Green Bay, Wisconsin.

CPS and Child Abuse Prevention

In 2016-2017, the DCF has served as 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.

Together for Children Conference

CAPTA funding was again used to support the 2017 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. This year's conference was held simultaneously with the International Family Justice Center Conference. This allowed for attendees to participate in workshops across the two conferences. Preconference sessions on April 4, 2017 focused on methods and techniques offenders are using to facilitate the exploitation of children online as well as methods used by Law Enforcement and Social Services to utilize these same exploits as evidence against the offender. In addition, the preconference provided information on how to prepare a Multi-Disciplinary Team to identify victims of child sex trafficking and how to prepare the team to deal with the needs of the victim as well as the needs of the prosecution. The following day, the full conference opened with a presentation of a Proclamation from Governor Scott Walker, proclaiming April as Child Abuse Prevention and Awareness Month in Wisconsin. At the conference, Governor Walker also highlighted the Say Something, Do Something for Kids campaign, an initiative of the Child Abuse and Neglect Prevention Board, Prevent Child Abuse Wisconsin, and DCF.

The goal of this initiative is to get the citizens of Wisconsin actively involved in stopping child abuse and neglect before it happens. It encourages Wisconsinites to "Say Something" if they suspect a child is being threatened, harmed, or neglected; about the need for prevention programs and the importance of strong families; and to spread the word that we can save lives and money by preventing child abuse and neglect instead of treating the lifelong harm caused by childhood adversity and trauma after the fact. Further, the initiative encourages the citizens of Wisconsin to "Do Something" by allocating funds to organizations and other resources designed to stop child abuse; promoting and supporting legislation that grows healthy children and families; and making child abuse prevention a priority every day, not just one month every year. Subsequently Dr. Linda Chamberlain presented "The Intersections of Child Abuse, Domestic Violence, and Adverse Childhood Experiences." The second day of the conference closed with "Katie's Story – A Case Study." The workshops or breakout sessions were throughout the two day conference, 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.

CPS and Domestic Abuse Programs

There is a well-established overlap between domestic abuse and the maltreatment of children both in the literature and in practice experience in Wisconsin. In 2015-16, the Department of Children and Families supported experienced facilitators to develop a Memorandum of Understanding (MOU) that would permanently elevate collaboration between Child Protective Services agencies and domestic abuse programs.

Four counties/tribes completed this initiative in 2016: Adams County, Marathon County, Wood County and the Bad River Band of Lake Superior Chippewa.

The completed MOU's all identified very specific deliverables. Each county created year-long calendars to implement the tasks identified in the MOU's. Some of the common elements in each MOU include:

- Commitment to cross-training, with specific training topics identified.
- Identification of a process and hierarchy of persons to be involved in "conflict resolution" situations between the agencies.
- Process for reporting of Child Abuse and Neglect by the domestic abuse agency.
- Joint referral protocols between the agencies.
- Clear and specific recognition of relevant confidentiality laws and requirements, how they will affect collaborative work, and how potential problems may be addressed.
- Plan for sustaining the on-going relationship, including the identification of agency liaisons or an on-going committee.

Feedback from participating agencies was overwhelmingly positive. Participants have stated that relationships have been truly strengthened and that the MOU is indeed being followed. In Adams County, the process had an added benefit of also strengthening relationships of both CPS and the domestic abuse program with the Ho-Chunk Nation, who was also invited to participate.

The completed MOU's have been shared with other counties to encourage them to undertake a similar effort, although counties are strongly encouraged not to use a sample MOU as a template, but to undertake a thoughtful process specific to their community's needs and history of collaboration. To help with the process, DCF has updated a resource guide on the creation of an MOU.

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.

Throughout 2017, DCF continues to support with WI CAN Educational Series. WI-CAN established a website as follows: <http://www.wichildabusenetwork.org/>.

Some webinars offered in 2017:

- Recognizing Traumatized Children
- Prenatal Substance Abuse: Improving Outcomes
- In utero Drug Exposure: What are long-term outcomes for children

CPS and Tribal Child Welfare Agencies – see Tribal efforts description in Section 6, starting on page 113.

CPS and the Judicial System

Please see the Collaboration Section for an update on DCF’s collaborative efforts with the judicial system starting on page 19.

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 18 and a link is provided for all reports.

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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 promote life skills development opportunities and support for youth currently in OHC (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, five 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 served in the child welfare or youth justice systems that exit OHC at age 18 or older, 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.

All youth likely to remain in foster care until age 18 have access to the same opportunities to engage in "age or developmentally-appropriate" activities. There are no special provisions of activities for individual youth in care, such as LGBTQ youth. Our CFCIP agencies provide individualized services and activities based on individual needs of all youth whether pregnant or parenting, disabled, college bound or work bound, as well youth that have identified as LGBTQ.

Further, the IL program provides a welcoming and inclusive environment in all training or supportive events, such as regular Youth Advisory Council meetings that are welcoming to LGBTQ youth. In addition, DCF has training for foster parents specifically focused on sexual identity, which covers the content described in the training section of the Foster Parent handbook on pages 58-60. In addition, foster parent pre-placement training and foster parent handbook both address and provide guidance to support best practices and resources when caring for LGBTQ youth. The following is the transcript for the pre-placement training beginning on page 21:

http://wcpds.wisc.edu/documents/Mod_4_Transcript.pdf

The foster parent handbook also addresses these issues on page 37 of the following link <https://dcf.wisconsin.gov/files/publications/pdf/5000chapter3.pdf>.

Wisconsin State statutes reinforce a non-discrimination policy in licensing as it relates to children in foster care.

- Ch. DCF 56.04(6) DISCRIMINATION. A licensing agency may not discriminate against an applicant for a foster home license or a foster parent applying for renewal of a foster home license on the basis of age, sex, race, color, creed, sexual orientation, national origin or handicap.
- Ch. DCF 56.09 (1) (e) Does not discriminate against the child because of the child's race or cultural identification, sex, age, sexual orientation, color, creed, ancestry, national origin or disability.

The training above also addresses pregnancy prevention and healthy sexuality as well as life skills training.

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 case 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:

- At the point at 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.
- 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 and 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) Opportunities for employment, 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) Developing 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.
- 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.
 - 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.
 - 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.

Efforts to help prepare foster parents, relative guardians, workers in group homes, adoptive parents and case managers include development of an on-line training through PDS for all foster parents, but targeted to foster parents of youth age 14 and older. This training is being expanded and has the involvement of former foster youth in its development.

CFCIP 2016 Accomplishments and Planned Activities for 2017

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 2016. In the new model, counties are no longer 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 was implemented in 2017, with the contract going to three additional regional agencies: Wood County Human Services, in partnership with CW Solutions, Inc. in Region 1; a partnership between Workforce Development Board of South Central, Southwest Workforce Development Board in Region 5; and Workforce Resource, Inc. in Region 7. The final phase occurs in 2018.

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. 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.
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 the 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 have 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, pregnancy prevention, school activities, youth decision making and allowing for 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 and has been updated to include information on the normalcy activities encouraged by reasonable and prudent parenting.

8. The DCF continued 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 the number of youth 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 OHC 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 six 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, 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 frequent and robust outreach efforts to youth no longer in OHC.

In the oversight of the NYTD database, DCF collaborates 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). This 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 now DCF Bureau of Youth Services brings a stronger, more coordinated and comprehensive focus to 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), 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 allows school districts to share educational records with child welfare personnel, and on implementation of the Every Student Succeeds Act
 - 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. A desk guide for promoting school success for children in foster care, and the Education Passport were created to facilitate caseworker communication with school districts in order to improve communication and credit accumulation.
2. The PATHS grant initiative successfully completed the pilot project at the end of SFY2016.
- a. PATHS grantees participated in a forum to provide 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 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 work permit 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 WI DCF Adoption Conference; the monthly trainings for the regional agencies providing IL services for youth ages 18-21; the Conference for Admission and Financial Directors (post-secondary education) ; and various training held throughout the state.
 - c. 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 Daniel Kids Growing Pains Conference.
 - d. 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.
 - e. 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.
 - f. In May 2017 YAC will be expanded to include broader state representation through the regionalization of IL services.

- g. 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.
 - h. In 2017 the group collaborated with DCF, the Foster Parent Association and other partners in a Hands Around The Capitol day for Foster Care Awareness Month.
 - i. 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 Child Welfare agency and the Big Brothers and Big Sister's (BBBS) organization to start the initiative. Once initiated, the Child Welfare 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 will release an on-line training module specifically designed for child welfare case managers and regional agencies 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 2017 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 received 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 and 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.

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 OHC. The remaining funds are distributed to county CW agencies, tribes and regional agencies 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/regional 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 2015 ETV award. Wisconsin is providing for the following adjustments to the ETV Program to address ETV under-spending:

- Re-established the maximum limit at \$5,000 for scholarship assistance for university or technical college scholarships.
- Conducting outreach through IL regions to ensure that all youth in scholarships are aware of ETV benefits and additional resources.
- Determining additional ways to increase awareness and use of the program that would include outreach to all recent high school graduates regarding funding availability and how to access funds.
- Continuing to promote an ETV and DCF Scholarship brochure created last year that explains program and benefits and is available on 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 OHC 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 BYS 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
2015-2016 School Year (July 1, 2015 to June 30, 2016)	223	98
2016-2017 School Year* (July 1, 2016 to June 30, 2017)	170	71

*Preliminary because the school year has not ended as of time for APSR submission.

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 updates to the plan.

Training Plan – Updates are Located in Attachment B

Foster and Adoptive Parent Diligent Recruitment Plan Updates

DCF Diligent Recruitment Plan Annual Update for APSR 2018

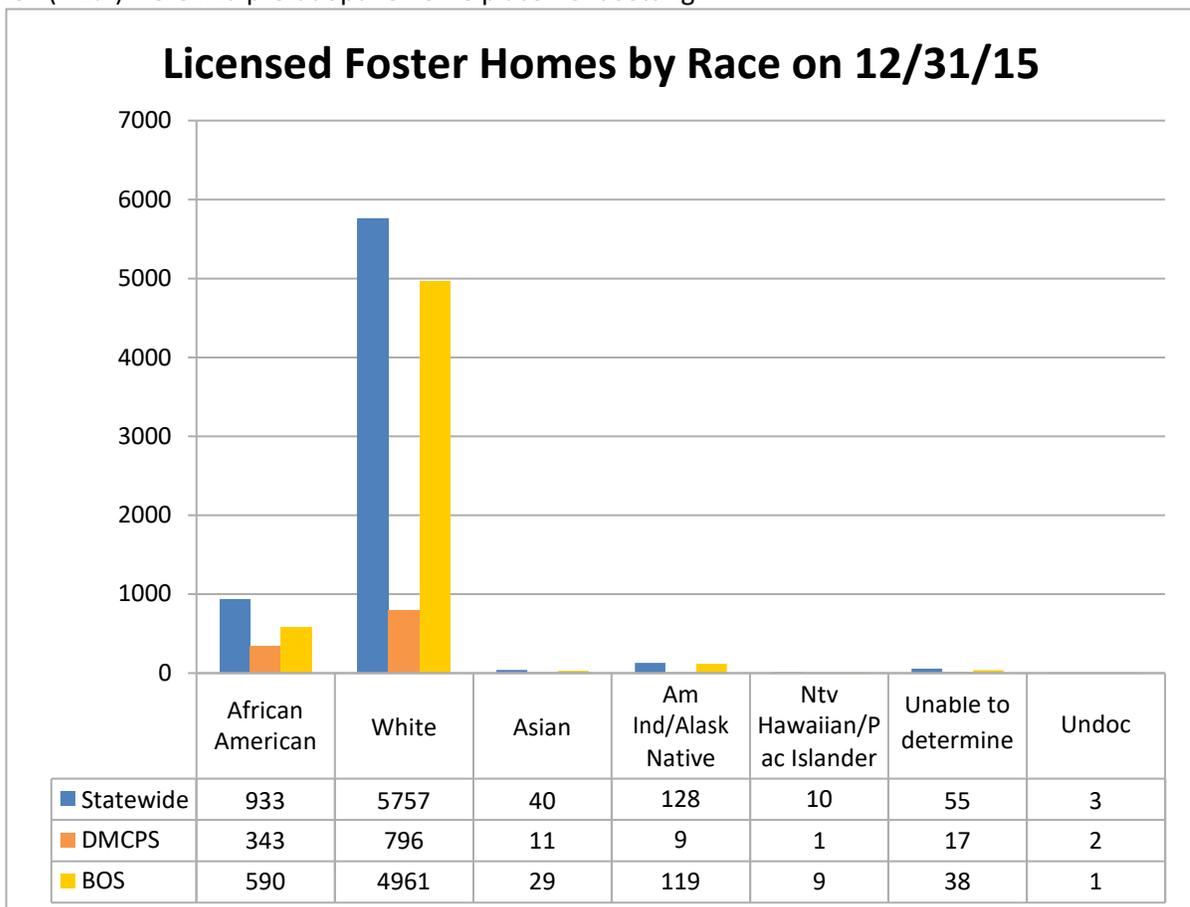
Children’s Demographic Information

As of December 31, 2016, the State of Wisconsin had 7,464 children in OHC; of those children 89 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 OHC population. Information below is for all children in OHC on 12/31/2016.

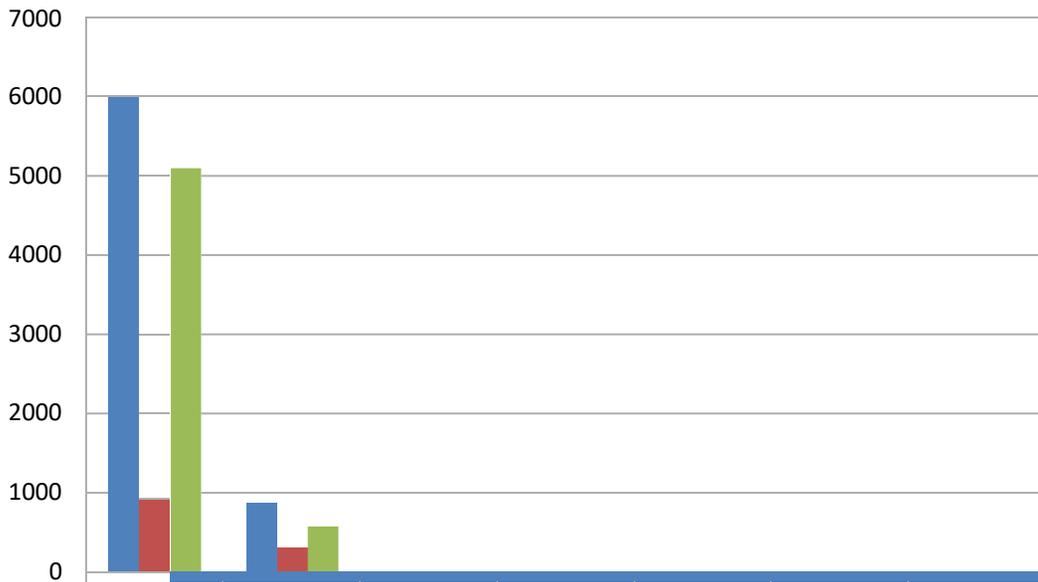
As of December 31, 2016, the State of Wisconsin had:

-7,464 children in OHC; 2,163 (29%) of whom were in Milwaukee and 5,301 (71%) in BOS

-89 children (1.2%) were in a pre-adoptive home placement setting

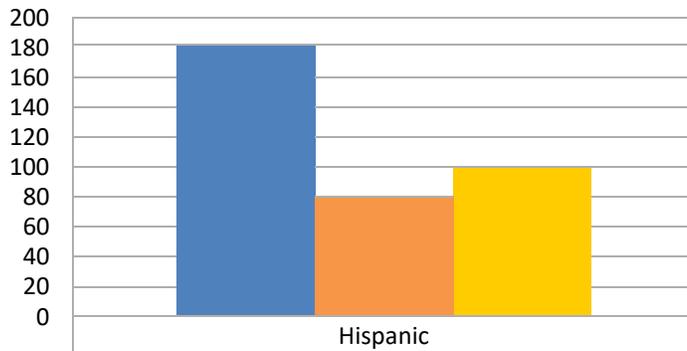


Licensed Foster Homes by Race 12/31/16

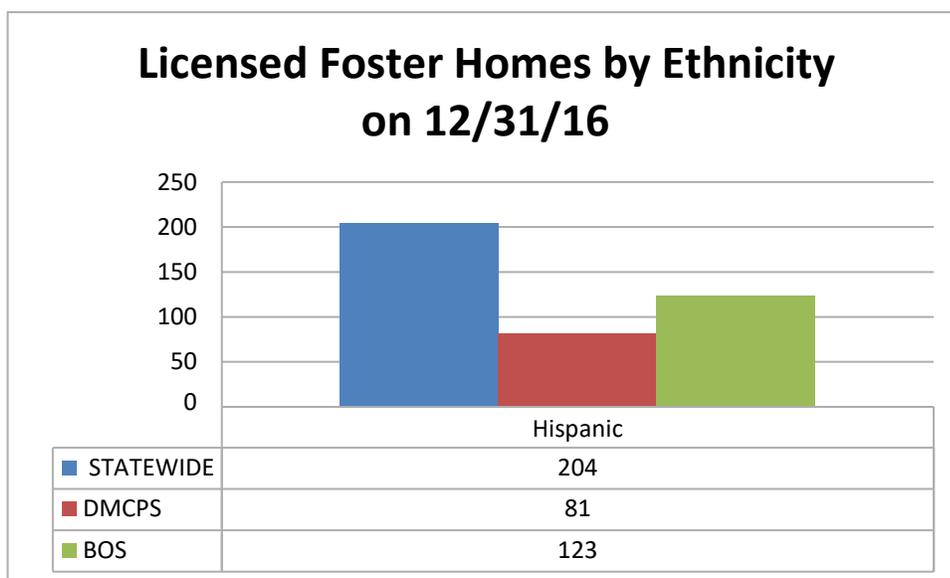


	WHITE	BLACK_AFRICAN_AMERICAN	ASIAN	AMERICAN_INDIAN_ALASKAN	NATIVE_HAWAIIAN	RACE_UNABLE_TO_DETERMINE	RACE_NOT_DOCUMENTED
STATEWIDE	5951	879	38	140	13	67	2
DMCPS	858	306	8	8	2	15	0
BOS	5093	573	30	132	11	52	2

Licensed Foster Homes by Ethnicity on 12/31/15



	Hispanic
Statewide	185
DMCPS	82
BOS	103



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 OHC. Local child welfare agencies, including the state’s Division of Milwaukee Child Protective Services and public adoption programs, counties, and private child placing agencies are responsible for recruiting families for the children living in OHC. The state has no statewide bans, restrictions or limitations to restrict same sex couples, lesbian, gay, bisexual or transgender (LGBTQ) individuals from becoming resource parents. The Division continues to increase resources to all licensing and placing agencies to support their efforts to recruit foster and adoptive parents who reflect the children in our care.

State staff called Permanency Consultants work with counties to identify children needing targeted recruitment efforts so that these children can move to permanence in a more timely fashion. To help facilitate the timely movement of children to permanence, DCF required all adoption agencies working with the public child welfare system to use 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 OHC (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. A new general campaign was released in May 2016 to continue the billboard promotion of the need for foster homes for Indian children. In 2017 DCF is working with the tribes to update the campaign materials and provide training and technical assistance to create recruitment plans.

- 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. 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. In addition, 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.
- In 2016, DCF worked with the tribes to create a process to recognize tribal customary adoptions for the purpose of families being able to receive Adoption Assistance and conducted trainings on the process with the tribes.
- 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 passed in April 2016 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. FCARC created a resource guide to assist workers 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 continues 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 (QPI)

Wisconsin has been working to implement the Quality Parenting Initiative model aimed at creating co-parenting connections and relationships between foster parents and the families of origin since February 2015. This work has been led by the Division of Milwaukee Child Protective Services with the University of Wisconsin-Milwaukee training partnership. Both Children's Hospital of Wisconsin Community Services (CHWCS) and SaintA are working through QPM to pilot programs to ensure the QPI goal that every child who is removed from home by a child protection agency receives the love, nurturing, advocacy and support he or she needs for healthy development. The DCF-DMCPS Quality Parenting Milwaukee (QPM) initiative has adopted the goal of QPI and continues to work with its system partners through QPM to provide better support and consistency to caregivers.

CHWCS is focusing on the implementation of QPM to help with two goals: first, establishing a culture that focuses on the parenting needs of the foster child, the child's need for stability, and the child's need for their foster parents and birth parents to work together. This helps to create a culture within the foster parent community that supports working through difficult times, rather than giving up or looking for ways to avoid managing conflict for the good of the child. Second, CHWCS is including the foster parent in the teaming process that supports the foster child and their birth parent in a meaningful way with a goal of increasing the foster parents' understanding of the case plan and his/her originating parents' progress on the case plan, all while focusing support for the child throughout the process. CHWCS believes these QPM efforts to establish a partnership co-parenting relationship between the foster parent and the birth parent will contribute to more stable foster home placements.

The fourth quarter of 2016 brought changes to the SaintA family services department as the Fostering Relationships Visitation pilot program proved successful as a tool to better engage foster parents and families of origin in partnership-style, co-parenting relationships. ("Fostering Relationships" is SaintA's name for its program under the QPM model.) SaintA is working with the QPM to facilitate an agency-wide policy for permanent adoption of the Fostering Relationships Visitation program. SaintA is also working with foster parents and families of origin to bridge the gap between the families and "the system" by using ice-breaker activities to introduce the parties and to open paths for communication, which ultimately leads to more trusting and reliant relationships, reducing instability for the youth in care.

In addition to the updates above, the QPM committee has established a sub-committee to encompass court partners including Judges, Assistant District Attorney's, Guardian Ad Litem and Public Defenders. This committee helps promote education to court partners on the QPM initiative and facilitates more effective working relationships between case managers, foster parents, court staff and DMCPS.

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. Recent legislation passed in April 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 public, domestic and international adoptions stakeholders 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

Title IV-B Subpart 2 funds are used to support the post-adoption resource centers (PARCs) and the Public 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 beginning in state fiscal year 2017 in the budget for the PARCs to provide additional outreach, support and training opportunities to adoptive families.

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 the last year, Wisconsin continues to participate in the AGES evaluation. Identified outcomes that will be measured, in collaboration with QIC, include:

- Decreased familial stress
- Increased family satisfaction with services
- Increased caregiver confidence.

Health Care Oversight and Coordination Plan

In collaboration with the Department of Health Services (DHS), DCF provides health care services for foster children through the Medicaid Care4Kids program. This offers a medical home approach for coordinated and comprehensive medical, dental, and behavioral health services, including trauma-informed care, to children in OHC. It is responsive to the complex physical and behavioral issues of foster children and designed to meet their unique needs.

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

- As of May 19, 2017, there are 3,097 children enrolled in the program.
- The program currently operates in six southeast counties.
- DCF and DHS are working with the contracted agency to improve services in the six participating counties.

Wisconsin's health care oversight plan has not changed since the FFY 2017 APSR submission.

Disaster Plan – DCF APSR Update

No changes or additions are needed to the Disaster Plan. There were two incidents in the last year that DCF responded to.

A tornado in the town of Chetek in northwest Wisconsin in May killed one person and left dozens without homes. DCF worked with our W-2 contractor serving the affected communities, Workforce Resource Inc., to help qualifying individuals receive emergency assistance to pay for housing and utility-related expenses during this difficult time.

Deputy Secretary Lisa Marks, along with several cabinet members, toured the damaged area and participated in a town hall meeting with local officials and businesses on May 23, 2017 to provide information on services and address the needs of the local community. The Department's Emergency Assistance Program offers aid to eligible low-income parents who have at least one child in the house and have suffered through a fire, flood or natural disaster; homeless or impending homelessness; or energy crisis to help them weather sudden moments of crisis.

Milwaukee case management agencies (Saint A and Children's Hospital) used GPRS to locate children placed and licensed in foster homes in two emergencies: 1) The unrest that occurred in Milwaukee over the summer of 2016 after a police shooting; 2) to locate homes impacted by the high levels of lead in drinking water in some areas of Milwaukee. These agencies used GPRS to locate homes and children placed in OHC impacted by these two emergencies in order to respond appropriately and ensure safety.

Additionally, a representative from the Kansas Department of Children and Families spent one day at DCF in summer 2016 to learn more about our licensing practices as they relate to GPRS, as Kansas is interested in instituting their own GIS system. DSP staff spent the day providing information on GPRS, including the various GPRS releases and providing a full GPRS demonstration.

Training Plan Annual Addendum – Update on FY 2017

Changes to the 2015-2019 Plan Reflected in the
Training Plan to be sent under separate cover

Section G: Statistical and Supporting Information

Child Welfare Workforce Data

<u>Target Group</u>	<u>Totals</u>
Child Protective Services (CPS)	2,701
Child Welfare	398
Youth Justice (YJ)	783
2016 Worker Total	3,882

<u>Function</u>	<u>Totals</u>
CPS Access	202
CPS Initial Assessment	799
CPS Ongoing	1,341
CPS Supervisor	359
Foster Care Coordinator	249
Case Aide/Management	149
YJ Worker	710
YJ Supervisor	73
2016 Worker Total	3,882*

* These numbers are based on projections informed by data collected by the PDS Online Learning Management System. Not all staff represented are assigned to child welfare related functions as an FTE, particularly in medium and smaller sized counties; in these jurisdictions some or all of child welfare staff also perform other human or social service functions not specific to child welfare

Information on Child Protective Services Workforce

Wisconsin is a state-supervised, county-operated child welfare system for all counties other than Milwaukee where the state administers the Child Welfare System through the Division of Milwaukee Child Protective Services. As a result, the processes to recruit, hire, and make case assignments are based on agency specific Human Resource policies and procedures. The Division of Milwaukee Child Protective Services must follow the process outlined by the Wisconsin Office of State Employee Relations.

Wisconsin child welfare workers are not required to have a social work degree and have degrees from a variety of fields. However, in order to use the title "Social Worker", staff must hold a valid certification through the Wisconsin Department of Safety and Professional Services.

As in the past, Wisconsin does not track statewide data on the supervisor to worker ratio, staff turnover or vacancy rates, or caseload size for the balance of the state outside of Milwaukee County. As a county administered state, there are no statutory requirements and CPS Practice Standards do not include requirements or guidance regarding the agencies' staff ratios, caseloads or other workload management. Within the county administered child welfare system, the size and population of each county impacts the local agency's staffing needs and caseload ratios.

Duties for the local child welfare workforce also vary based on the needs of the agency and community. For example, in a smaller county, the supervisors, social worker, caseworker and/or other paraprofessional staff are likely to have other child welfare program responsibilities in addition to CPS duties. Workers in a larger county may be assigned to one specific function within the local agency, rather than assume responsibilities across the entire scope of child welfare and/or human service areas.

In the state operated Division of Milwaukee Child Protective Services , the supervisor to worker ratio is 1 to 6, and the targeted caseload for ongoing services caseworker staff is no more than 15 children in OHC and 8 families receiving intensive in-home services.

Additional information on the workforce has been collected by DCF in partnership with the University of Wisconsin. DCF has collected additional data on the CPS workforce through flash surveys. The Child Welfare and Youth Justice Continuous Quality Improvement (CQI) Workforce Surveys cover a wide range of topics pertaining to case workers and supervisors in Wisconsin. Responses from each survey are submitted to a centralized database managed by University of Wisconsin-Madison Survey Center (UWSC), where they are combined with the answers from all respondents. All answers are confidential—none of the survey responses are linked to identifying information.

These "Flash" surveys are intended to be very brief. They are designed to gauge:

- Workforce knowledge of a particular issue or topic
- Professional needs and challenges
- Strengths and gaps in practice and policy areas

The purpose of these "FLASH" surveys was to identify:

- Strengths and challenges faced by the child welfare/youth justice workforce in Wisconsin
- Ensure this information is representative of the workforce as a whole

The input and feedback helped DCF

- Identify and refine priorities
- Influence policy development and implementation efforts
- Provide input into developing other initiatives to improve the child welfare system.

DCF worked with the Wisconsin Counties Human Services Association have partnered together to form a worker recruitment and retention work group in 2016. The workgroup examined results from the survey that has led to identification of state-wide efforts to improve worker recruitment/retention efforts including

- A realistic job preview video that is currently being developed
- State-wide recruitment site
- Supervisors/leadership development
- Training and partnering with Universities on internships

You can find the survey results at: <https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cps-itl-rpt.pdf>

An additional survey on training needs was administered in 2015 that looked at worker training needs. The results incorporated information from 837 workers and 179 supervisors as well as Tribal leadership. Additional information from these surveys have been used to help Wisconsin set up a training agenda that is responsive to workforce needs.

The final report on the findings from this survey can be found at the following link: <https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cpstraining-rpt.pdf>

Youth Justice Transfer

The CAPTA Amendments of 2003 require states, to the extent possible, to collect information on children under the care of the state child protective services (CPS) system who are transferred to the custody of the state youth justice system. In Wisconsin, under the supervision of the Department of Children and Families (DCF), county human service departments and DMCPS operate the Child Protective Services (CPS) program. County human service departments also typically operate community-based youth justice programs, although some youth justice programs are attached to courts. In most counties, child welfare workers carry a mix of CPS and youth justice cases. Beginning in January 2016, the state supervision of the youth justice system was divided in that DCF is now responsible for oversight of the community based youth justice system. The Wisconsin Department of Corrections (DOC) retained responsibility for juvenile correctional facilities and aftercare programs for juvenile offenders.

Wisconsin counties are required to use the eWiSACWIS system to record all activity for child protective services cases. Counties are not currently required to use eWiSACWIS to track all youth justice program activity. The only youth justice placements counties are required to record in eWiSACWIS are non-secure placements in settings where the placements are subject to federal Title IV-E and AFCARS reporting requirements.

For a child to transfer from the custody of the state child protection system to the custody of the state youth justice correctional system, the child would have to be placed in a juvenile correctional facility after having a history of out-of-home placements in an open CPS case. Most of the children transferred to the DOC have patterns of delinquency and youth justice-related services at the county level before being transferred from the county agency to juvenile correctional facilities.

To calculate an estimated number of children under the care of the CPS system who transferred into the custody of the State youth justice system, eWiSACWIS records for Calendar Year 2016 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 65 children meeting the transfer criteria.

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 case 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 are 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.

Education and Training Vouchers

See ETV Section, page 136 for this data.

Inter-country Adoptions – International Adoptions

There were 98 international adoptions in fiscal year 2017.

Data for Federal Fiscal Year 2016 of disruptions and dissolutions follows.

Between October 1, 2015 and September 30, 2016, 16 internationally adopted children entered OHC. Of these 16 children, no adoptions dissolved.

Country of Birth	Number of children
Russia/ “USSR”	4
Vietnam	1
Ukraine	2
South Korea	1
Haiti	1
Liberia	1
Guatemala	3
Philippines	1
Bulgaria	2
Adoption Agency	
Unknown	14
Frank Adoption Agency	2
Reason for disruption²	
Delinquency	4
Aggression and violence towards family	1
Maltreatment	6
Parents Unwilling/Unable	1
Mental Health/Treatment	3

² Note that it was not required that the reason for disruption be documented until 2016 so the information may be incomplete.

Country of Birth	Number of children
Plans for the child³	
Reunification	8
Reunification/Guardianship	1
Reunification/Age out (OPPLA)	1
Reunified	3
Age Out (OPPLA)	1
Aged Out of Care	1

There were 16 disrupted international adoptions in federal fiscal year 2016:

- The first disruption occurred on 07/06/2016 when the child ran away from home and refused to return. This child was adopted from Haiti at the age of 10 through an unknown agency. The plan for this child is to remain in OHC and receive services until the child is ready to return home.
- The second disruption occurred on 02/07/2016 when the child became violent towards family members and the adoptive parents sought out of home placement in a residential facility for treatment. The child was adopted from Guatemala at the age of 2 through an unknown agency. The plan is for the child to remain in OHC until treatment is complete and he is able to safely return home to his adoptive parents.
- The third disruption occurred on 3/24/2016 when a report of abuse came in and it was found that the child had been informally sent to live with her adoptive aunt. She had been adopted from Liberia when she was 14 through an unknown agency. Her adoptive parents were no longer willing to care for her and were alleged to have abused her. The adoptive parents have expressed interest in reunification, so there is a concurrent plan of reunification and guardianship by her foster parents.
- The fourth disruption occurred on 7/5/2016 when the child and his adoptive father got in a fight and the father was substantiated for physical abuse. The child was adopted from the Philippines through an unknown agency at the age of nine. The plan for the child is to reunify with the family when it is safe to return, or to age out of the system.
- The fifth disruption occurred on 7/27/2016 when the child was placed out of home due to delinquent behaviors. He was adopted from the Ukraine at age 4 through an unknown agency. The plan is for him to return home after treatment.
- The sixth and seventh disruptions occurred on 1/29/2016 when a sibling group entered care when the adoptive parents were substantiated for physical abuse. The children were adopted from the former USSR through an unknown agency at ages 4 and 11 months. The plan for the children is to be reunified with their adoptive parents.
- The eighth and ninth disruptions occurred on 2/15/2016 when the child was hospitalized due to health issues and alleged neglect. His sibling was also placed in OHC on 2/17/2016. Both children were adopted from Bulgaria through an unknown agency at the age of 4 and 10. The first child was reunified in October of 2016 and the second in March of 2016. The case remains open with CPS in the home.
- The tenth disruption occurred on 5/13/16 when the child was accused of sexual assault. He was adopted from Russia at the age of 8 months through an unknown agency. The child reunified in November of 2016.
- The eleventh disruption occurred on 9/20/16 after the child attempted suicide. He was adopted from Guatemala when he was 4 months old through an unknown agency. The plan for the child is reunification.

³ It was note required that this be document prior to 2016 so information may be incomplete.

- The twelfth disruption occurred on 7/25/16 after the child's parents would not accept the child home following a mental health hospitalization. The child was adopted from Guatemala when he was 7 months old. The child's plan is reunification.
- The thirteenth disruption occurred on 4/18/16 after the child's health deteriorated and there were allegations of neglect. The child was adopted from Korea at the age of 2 through an unknown agency. The plan for the child is reunification.
- The fourteenth disruption occurred on 12/31/2015 following the child committing a delinquent act. The child was adopted from Russia between the ages of 2 and 5 through an unknown agency. The plan is for the child to reunify after treatment.
- The fifteenth disruption occurred on 12/30/15 when the parents were unable and unwilling to continue caring for the child following delinquent behavior. The child was adopted from the Ukraine at the age of 4 through an unknown agency. The plan for the child is to age out of care, as reunification has been determined to be contrary to the child's best interest.
- The sixteenth disruption occurred on 12/29/15 when the child was admitted to a residential facility for treatment. The child was adopted from Vietnam as an infant through an unknown agency. The child turned 18 during the reporting period and aged out of care.

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 OHC. In FFY 2016, caseworker contact requirements continued to improve and were met for 97.4% of the children subject to this measure, which exceeds the federal regulation requirement of 95%. Of these contacts, 87.6% were made with the child in the home of the placement provider.

Section H: Financial Information

Payment Limitations – Title IV-B, Subpart 1:

In FY 2016, 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 2016, 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 2016.

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 2016.

Wisconsin's accounting and reporting procedures and processes do not support the classification of child welfare costs financed with state and local county funds into categories that align with subpart 2 programs for a complete comparison of state and local share spending for subpart 2 programs when comparing FY 2016 costs to the FY 1992 base year.

The Community Aids program in Wisconsin was established in 1980 and provided state and federal funding to counties to use for social, mental health, alcohol/drug abuse, disability and child welfare services. These funds were distributed to counties in the form of one general unrestricted block grant that could be used for any local social service and child welfare activities. Such services included, at each county's discretion, subpart 2-type services.

As part of the creation of the new Department of Children and Families in 2008, the Community Aids GPR funds were divided into two separate allocations. DCF was provided with \$28,959,400 GPR for child welfare services and the Department of Health Services was allocated GPR for local social services, AODA, developmental disabilities and mental health services.

In 2015, counties reported spending a total of \$137,351,322 on child abuse and neglect services and services for children and families. These expenditures were supported by \$68.4 million in state general purpose revenue fund and federal IV-E, IV-B, and SSBG funds for the Children and Families Allocation to counties to support local child welfare costs. The balance, \$69.0 million, is local funding. This increase in expenditures from 1992 to 2015 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 2016)

Program	Category of Service	Funding	Geographic Distribution	Target Group
Family Resource Center Networks	Prevention/Support Services	\$1,370,000	9 programs in 16 counties	Families at risk of child maltreatment
Project GAIN	Prevention/Support Services with randomized control trial evaluation	\$860,000	1 program in 1 county	Families at risk of child maltreatment
Community Based Programs	Prevention/Support Services	\$323,573	10 programs (1 statewide, 2 research and the others cover 4 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

*Access and Visitation is on the federal fiscal year (October 1, 2015 – September 30, 2016)

General data for Family Resource Center Networks, Community Response, Project GAIN and Community Based Programs from (July 1, 2015 – June 30, 2016)

Program	# Adults	# Children	Total
Family Resource Center Network	3,240	4,810	8,050
Community Response Program	482	1,101	1,583
Project GAIN	301	806	1,107
Community Based Programs	2,543	1,155	3,698
Access and Visitation	589	607	1,196
Totals	7,155	8,479	15,634

Summary of adult:

Race/ethnicity: 72% white, 12% African-American, 6% Hispanic/Latino, 3% American Indian, 1% Asian, 4% multi-racial, 1% did not respond, 1% 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.

Attachments

Signed CAPTA Assurance for Preventing Sex Trafficking

Original signed assurance sent via mail on May 17, 2017

Copy of signed assurance sent as attachment to ASPR transmittal e-mail on June 29, 2017.

**Child Abuse Prevention and Treatment Act (CAPTA)
Grant to States for Child Abuse or Neglect Prevention and Treatment Programs**

**State Plan Assurances added by P.L. 114-22,
the Justice for Victims of Trafficking Act of 2015**

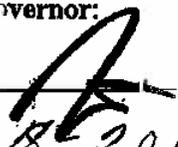
(These amendments to CAPTA are effective May 29, 2017)

**Governor's Assurance Statement for
The Child Abuse and Neglect State Plan**

As **Governor** of the State of **WISCONSIN**, I certify that the State has in effect and is enforcing a State law, or has in effect and is operating a statewide program, relating to child abuse and neglect that includes:

1. Provisions and procedures requiring identification and assessment of all reports involving children known or suspected to be victims of sex trafficking (as defined in section 103(10) of the Trafficking Victims Protection Act of 2000 (TVPA) (22 U.S.C. 7102)); (section 106(b)(2)(B)(xxiv) of CAPTA)
2. Provisions and procedures for training CPS workers about identifying, assessing, and providing comprehensive services to children who are sex trafficking victims, including efforts to coordinate with State law enforcement, juvenile justice, and social service agencies such as runaway and homeless youth shelters to serve this population; (section 106(b)(2)(B)(xxv) of CAPTA).

Signature of **Governor**:



Date: 5-18-2017

Reviewed by: _____

(CB Regional Child Welfare Program Manager)

Dated: _____

Signed CAPTA Assurance for CAPTA CARA

Original signed assurance sent via mail on June 20, 2017.

A copy of the signed assurance was included as part of transmittal e-mail on June 29, 2017.

Child Abuse Prevention and Treatment Act (CAPTA)
Grant to States for Child Abuse or Neglect Prevention and Treatment Programs
State Plan Assurances amended by Public Law 114-198, the Comprehensive
Addiction and Recovery Act of 2016

(These amendments to CAPTA were effective July 22, 2016)

Governor's Assurance Statement for
The Child Abuse and Neglect State Plan

As Governor of the State of WISCONSIN, I certify that the State has in effect and is enforcing a State law, or has in effect and is operating a statewide program, relating to child abuse and neglect that includes:

- (ii) policies and procedures (including appropriate referrals to child protection service systems and for other appropriate services) to address the needs of infants born with and identified as being affected by substance abuse or withdrawal symptoms resulting from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder, including a requirement that health care providers involved in the delivery or care of such infants notify the child protective services system of the occurrence of such condition of such infants, except that such notification shall not be construed to –
 - (I) establish a definition under Federal law of what constitutes child abuse or neglect; or
 - (II) require prosecution for any illegal action;
- (iii) the development of a plan of safe care for the infant born and identified as being affected by substance abuse or withdrawal symptoms, or a Fetal Alcohol Spectrum Disorder to ensure the safety and well-being of such infant following release from the care of healthcare providers, including through –
 - (I) addressing the health and substance use disorder treatment needs of the infant and affected family or caregiver; and
 - (II) the development and implementation by the State of monitoring systems regarding the implementation of such plans to determine whether and in what manner local entities are providing, in accordance with State requirements, referrals to and delivery of appropriate services for the infant and affected family or caregiver.

Signature of Governor:

Date: 5-18-2017

Reviewed by: _____ Date: _____

(CB Regional Child Welfare Program Manager)