



Wisconsin Department of
Children and Families

Division of Milwaukee Child Protection Services Independent Monitoring Report

2021 Semi-Annual Report
July - December 2021

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Executive Summary and Highlights

The Wisconsin Department of Children and Families (DCF) and its Division of Milwaukee Child Protective Services (DMCPS) are focused on achieving long lasting results that improve the lives of children and families in Milwaukee County. Therefore, DCF and DMCPS have identified and implemented strategic actions to enhance performance in areas of permanency, well-being, safety, and supporting staff and the workforce. We are also committed to reporting information on these areas semi-annually¹. During the six-month period from July through December 2021, DMCPS achieved the following:

Access and Initial Assessment

- **7,014** Child Protective Service Reports (CPS) Reports were received of which **3,188 (45.5%)** were screened-in for further assessment / investigation.
- A total of **2,939** Initial Assessments / Independent Investigations were completed, which is an average of **490** per month.

Safety

- There were **10,462** (cumulative total) expected monthly face-to-face contacts of which **10,023 (95.8%)** were achieved.
- **Three** children in out-of-home care (OHC) were substantiated for maltreatment by their provider.
- Of the **46** children who re-entered OHC, **47.8%** re-entered within 12 months.

Permanency

- Of the **377** children discharged from an OHC episode, **22.8%** were in OHC 12 months or less.
- **84.9%** of children in OHC were placed in a Family Like setting.
- Of the monthly average of **1,851** children in OHC, **703** children (**38.0%**) were in OHC 24 months or longer.

Well-being

- **86.5%** of the children in OHC received a timely annual medical exam.
- **71.5%** of the children in OHC received a timely dental exam.

Workforce

- At the start of 2021, there were **174** ongoing case management staff. During the year, **62** staff were hired and **108** staff separated employment, resulting in a yearly **45.8%** staff turnover rate.
- When looking at a six-month average, **94** of **127 (74.0 %)** case carrying Ongoing Case Managers (OCM) had more than 15 children on their caseload.

Historical Settlement Measures

- On September 29, 2021, Chief U.S. District Judge Pamela Pepper signed an order dismissing the Settlement Agreement which was a result of a joint motion filed by the Department of Children and Families and Children's Rights, Inc. (CRI). DCF will continue to report all Settlement Agreement measures through the end of calendar year 2022.
- Placement Stability, identified by the percent of children in OHC with three or fewer placements during the previous 36 calendar months of their current episode, is at **88%**.

This report is a cumulative performance summary for DMCPS. Changes in the data between this report and prior reports reflect updates due to validation procedures as well as changes in reporting structure.

¹ This report combines information historically included in the Quarterly Performance Report as part of the Corrective Action Plan and the Jeanine B. v. Evers Settlement Agreement. The Settlement Agreement measures were formally dismissed on September 29, 2021.

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1. Introduction

The DMCPs Independent Monitoring Report (IMR) provides pertinent information on key areas of the child welfare system in Milwaukee County. This expands on information historically included in the Jeanine B. Settlement Agreement (SA) and includes data about Access and Initial Assessments / Independent Investigations, outcomes related to Safety, Permanency, and Well-being, and information regarding the workforce. The IMR is intended to serve as a mechanism for maintaining transparency of government to both internal and external stakeholders while providing information about the overall functioning of Milwaukee County's child welfare system. The IMR will continue to include previous Settlement Agreement measures through the end of calendar year 2022.

2. Access and Initial Assessment / Independent Investigations

2.1 CPS Reports - Volume and Response Time

Figure 1 shows the number of screened-in and screened-out CPS Reports by month. On a six-month average, DMCPs received **1,169** CPS Reports per month and screened-in **531** reports per month for further assessment / investigation, an average screened-in rate of **45.5%**. Figure 1 also shows the increase in volume that occurs when children begin school in September.

Figure 1: CPS Reports (Screened-in and Screened-out) Received by Month

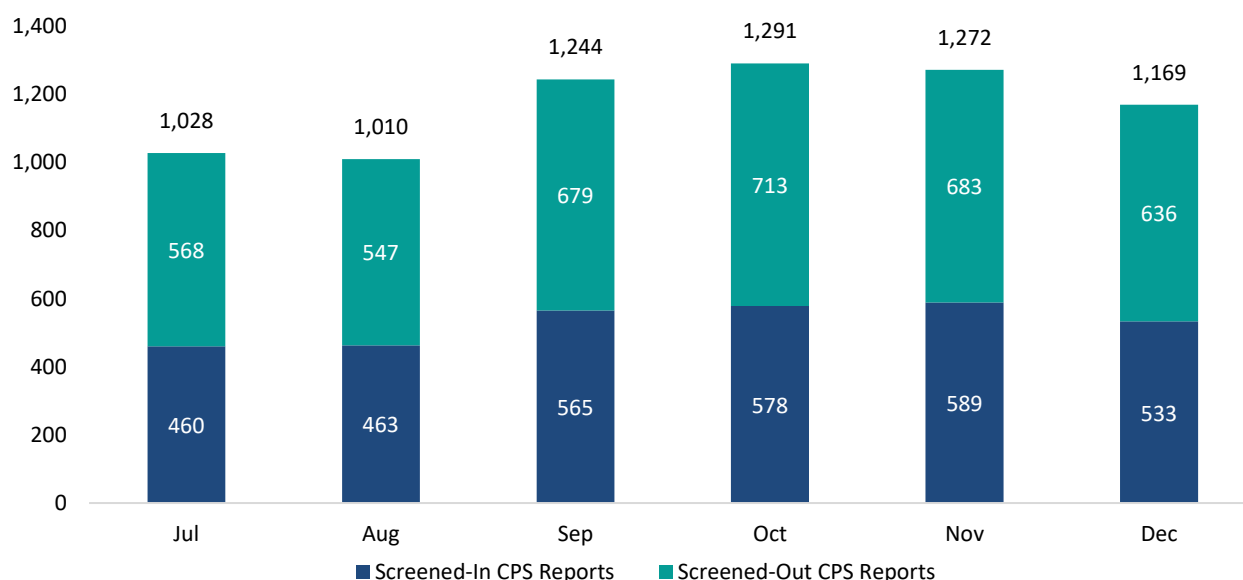


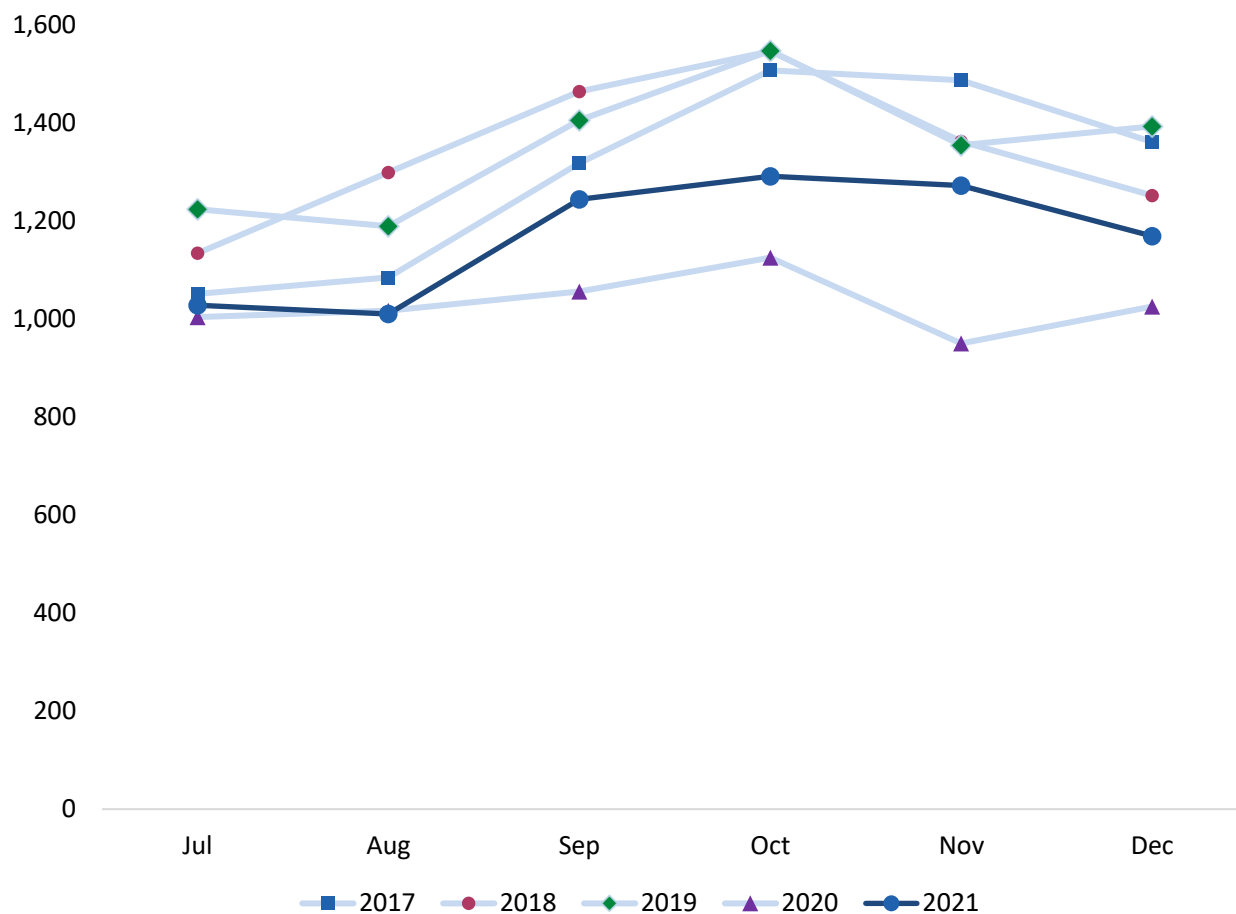
Table 1 shows the response time (by percentage) of CPS Reports that were screened-in. An average of **23.9%** of CPS Reports were screened-in with a same day response time, and an average of **56.0%** were screened-in with a response time of within five-business days.

Table 1: Percentage of CPS Reports by Response Time by Month

Response Time	Jul	Aug	Sep	Oct	Nov	Dec
Same Day	22.4%	23.5%	20.2%	26.1%	24.4%	26.5%
Within 24-48 Hours	19.8%	21.2%	18.6%	21.3%	19.9%	20.3%
Within 5-Business Days	57.8%	55.3%	61.2%	52.6%	55.7%	53.3%

Figure 2 shows the total number of CPS Reports received between July and December over the last five years (2017 – 2021).

Figure 2: Total CPS Reports Received July through December, 2017 - 2021



July through December 2021, DMCPs received **7,014** unique CPS Reports. This is a **13.5%** increase compared to the same time frame in 2020 but is a decrease compared to the same time frame in each of the years, 2017 through 2019.

2.2 Initial Assessments / Independent Investigations - Completed and Pending

A total of **2,939** Initial Assessments and Independent Investigations were completed. An average of **490** Initial Assessments / Independent Investigations were completed by an average of **72** staff which translates to an average of **seven** Initial Assessments / Independent Investigations per staff per month. Table 2 shows the number of staff (DMCPs and PSG / CIP) who completed Initial Assessments / Independent Investigations per month.

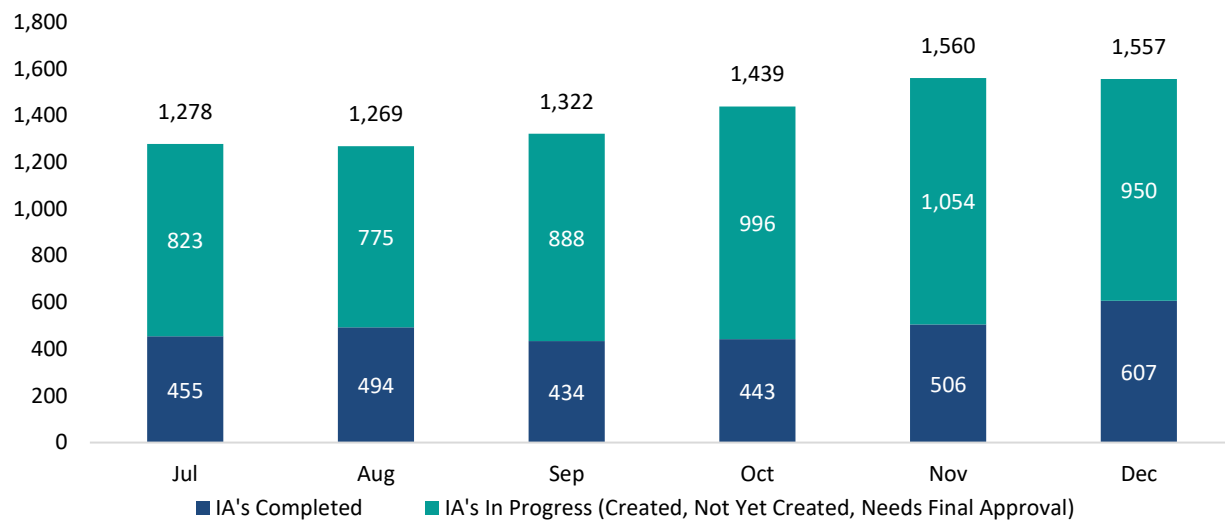
Table 2: Number of Staff Completing Initial Assessments / Independent Investigations by Month

Initial Assessments Independent Investigations	Jul	Aug	Sep	Oct	Nov	Dec
DMCPs IAS	70	69	67	67	69	71
PSG / CIP Staff ²	4	4	3	2	2	3
Total	74	73	70	69	71	74

Figure 3 shows the number of completed and pending Initial Assessments / Independent Investigations (IA's). The increase in volume month-to-month is consistent with seasonal variations.

²Professional Services Group (PSG) / Community Impact Programs (CIP) staff conduct Independent Investigations on behalf of DMCPs.

Figure 3: Number of Completed and Pending Initial Assessments / Independent Investigations (IA's) by Month



3. Safety

3.1 Face-to-Face Contact

There were **10,462** (cumulative total) expected monthly face-to-face contacts of which **10,023 (95.8%)** occurred. Table 3 shows the number of expected and completed face-to-face contacts.

Table 3: Number of Expected and Completed Face-to-Face Contact by Month

Face-to-Face Contact	Jul	Aug	Sep	Oct	Nov	Dec
Expected	1,773	1,753	1,731	1,745	1,733	1,727
Completed	1,743	1,692	1,635	1,681	1,655	1,617
% Received Contact	98.3%	96.5%	94.5%	96.3%	95.5%	93.6%

3.2 Re-Entry

Of the **46** children who re-entered OHC, **22 (47.8%)** re-entered within 12 months of episode discharge. Table 4 shows the number of re-entries by groupings of months between discharge and re-entry.

Table 4: Number of Re-Entries by Grouping of Time Before Re-Entry and by Month

Re-Entry Grouping	Jul	Aug	Sep	Oct	Nov	Dec	Total	Percentage	Cumulative Percentage
0 - 2 Months	0	0	1	0	3	0	4	8.7%	8.7%
3 - 6 Months	6	0	0	4	1	0	11	23.9%	32.6%
7 - 9 Months	1	0	0	0	1	0	2	4.3%	37.0%
10 - 12 Months	0	1	0	2	0	2	5	10.9%	47.8%
After 12 Months	6	8	1	2	3	4	24	52.2%	100%
Total	13	9	2	8	8	6	46	100%	

3.3 Maltreatment in Out-of-Home Care

Three children in OHC were substantiated for maltreatment by their provider. Table 5 shows the month, child's age, maltreatment type, and the maltreater's relationship to the victim.

Table 5: Summary of Substantiated Maltreatment by Provider to Children in OHC by Month

Child Victim	Month	Child's Age at Time of Incident	Maltreatment Type	Maltreater Relationship to Victim
1	Sep	3	Physical	Licensed Foster Home (NR)
2	Nov	17	Neglect	Group Home
3	Dec	11	Physical	Licensed Foster Home (NR)

4. Permanency

4.1 Permanency Outcomes

Of the **377** children who discharged from an OHC episode, **86 (22.8%)** were in OHC less than 12 months. Table 6 shows the length of time children were in OHC prior to discharge by monthly groupings.

Table 6: Number Children Exiting OHC, by Discharge Type and Grouping of Length of Time in OHC

Discharge Reason	<= 1 Month	2 - 3 months	4 - 6 Months	7 - 9 Months	10 - 12 Months	13 - 24 Months	25 - 36 Months	37 - 48 Months	>= 49 Months	Total
Reunification	12	8	16	10	23	49	24	7	15	164
Guardianship	0	0	2	1	0	12	18	18	12	63
Adoption	0	0	0	1	3	20	28	18	15	85
Other *	4	1	2	2	1	12	13	9	21	65
Total	16	9	20	14	27	93	83	52	63	377

*Other includes Age of Majority, Custody Transfer, Missing from OHC, Death of a Child

4.2 Placement Types

A six-month average of **1,851** children were in OHC. Children's placement types were divided into three groups: Family Like, Congregate Care, and Other. Table 7 shows the number of children in each placement setting by month.

Table 7: Total Number of Children in OHC by Placement Type by Month

Placement Type	Jul	Aug	Sep	Oct	Nov	Dec
Family Like	1,592	1,565	1,558	1,585	1,564	1,561
Foster Home	941	908	905	925	910	910
Kinship Care	291	297	299	303	298	304
Treatment Foster Home	332	334	324	319	316	303
Trial Reunification	28	26	30	38	40	44
Congregate Care	189	196	189	186	190	189
Group Home	131	134	137	135	131	134
Residential Care Center	45	42	41	40	44	45
Shelter	13	20	11	11	15	10
Other	86	83	90	89	92	102
Detention	10	7	12	7	10	8
Institutions	8	6	9	8	8	11
Missing from OHC	43	46	47	51	50	58
Supervised Independent Living	25	24	22	23	24	25
Total	1,867	1,844	1,837	1,860	1,846	1,852

On a six-month average, **84.9%** of children in OHC were placed in a Family Like setting, and **10.3%** were placed in Congregate Care. Table 8 shows the percent of children in placement grouping types by month.

Table 8: Percent of Children in OHC by Grouping of Placement Types by Month

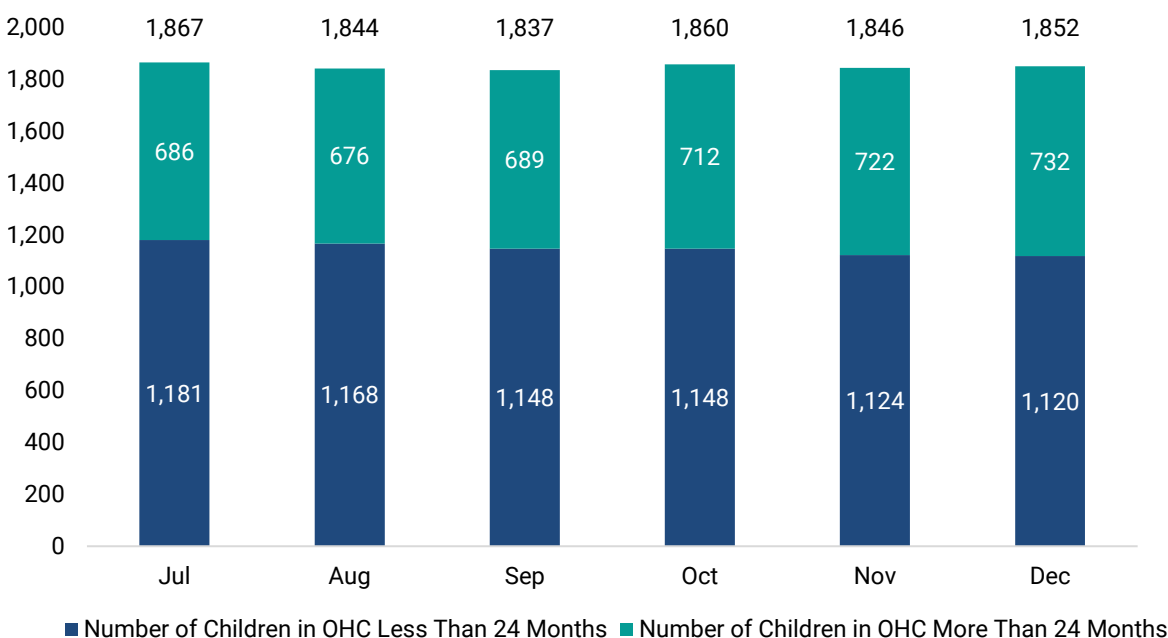
Placement Types/Groups	Jul	Aug	Sep	Oct	Nov	Dec	6-Month Average
Family Like	85.3%	84.9%	84.8%	85.2%	84.7%	84.3%	84.9%
Congregate Care	10.1%	10.6%	10.3%	10.0%	10.3%	10.2%	10.3%
Other*	4.6%	4.5%	4.9%	4.8%	5.0%	5.5%	4.9%

*Other includes detention, institutions, missing from OHC, supervised independent living

4.3 Length of Stay

On average per month, **703 (38.0%)** of the children in OHC were in care for 24 or more months. Figure 4 shows the number of children in an OHC placement and the number who were in OHC care for less than and more than 24 months.

Figure 4: Number Children of in OHC 24 Months or More by Month



For children who were in OHC for 24 months or more, table 9 provides their placements by type and month.

Table 9: Number and Average of Children of in OHC 24 Months or More by Placement Types and Month

Placement Type	Jul	Aug	Sep	Oct	Nov	Dec	Avg
Family Like	557	548	558	580	591	600	572
Foster Home	327	319	336	342	340	340	334
Kinship Care	68	67	69	77	70	71	70
Treatment Foster Home	149	150	142	144	154	156	149
Trial Reunification	13	12	11	17	27	33	19
Congregate Care	79	76	77	79	79	78	78
Group Home	49	45	44	47	49	49	47
RCC	26	26	28	27	27	26	27
Shelter	4	5	5	5	3	3	4
Other	50	52	54	53	52	54	53
Detention	4	2	1	0	3	4	2
Institutions	3	5	7	6	5	5	5
Missing From OHC	22	26	29	29	26	27	27
Supervised Ind. Living	21	19	17	18	18	18	19
Number of Children in OHC >24 Months	686	676	689	712	722	732	703
Number of Children in OHC	1,867	1,844	1,837	1,860	1,846	1,852	1,851
% Children in OHC >24 Months	36.7%	36.7%	37.5%	38.3%	39.1%	39.5%	38.0%

4.4 Foster Homes

The six-month average number of foster homes was **611**, of which **103** providers were newly licensed as foster homes and **140** providers foster home licenses were closed. Table 10 shows the number of providers licensed as new foster homes, the number of providers with closed foster home licensure, and the resulting monthly number of foster homes.

Table 10: Number of Foster Homes by Month

Foster Homes	Jul	Aug	Sep	Oct	Nov	Dec
Foster Homes	632	622	611	606	598	594
New Foster Homes	16	19	17	21	17	13
Closed Foster Homes	20	22	31	26	25	16

4.5 Adoption and Safe Family's Act (ASFA) Timeliness

Of the **256** children reaching 15 months in OHC out of the last 22 months, **240 (93.8%)** met ASFA requirements through:

- a termination of parental rights (TPR) petition filed with the court,
- an allowable ASFA exception documented, or
- a TPR petition submitted to the children's court district attorney per DMCPs contract requirements.

Table 11 provides information on the number of children reaching 15 out of 22 months in OHC, the number of children who meet ASFA / contract requirements, and the percent ASFA / contract compliant.

Table 11: Number of Children Reaching 15 out of 22 Months in OHC, the Number of ASFA Exceptions Documented / TPRs Filed, or TPR Petition Submitted to the District Attorney, and the Number / Percent ASFA / Contract Compliant by Month

ASFA - 2021	Jul	Aug	Sep	Oct	Nov	Dec
Number of Children Reaching 15 of 22 Months in OHC	27	41	31	51	70	36
Number of Children with Allowable Exception or TPR Filed	24	40	29	42	62	33
Number of Children with TPR Petition Submitted	0	1	0	2	6	1
Percent of Children ASFA Compliant	88.9%	100%	93.5%	86.3%	97.1%	94.4%

5. Well-being

5.1 Annual Medical Exam

On average per month, **1,601** of **1,851** children (**86.5%**) were current with their annual medical exams. Table 12 provides the percent of completed annual medical exams.

Table 12: Number of Expected and Completed Annual Medical Exams by Month

Medical Exams	Jul	Aug	Sep	Oct	Nov	Dec
Number of Medical Exams Due	1,870	1,861	1,841	1,847	1,848	1,840
Number of Medical Exams Completed	1,674	1,635	1,602	1,573	1,576	1,546
Percent of Due Medical Exams that were Completed	89.5%	87.9%	87.0%	85.2%	85.3%	84.0%

5.2 Annual Dental Exam

On average per month, **1,069** of **1,497** children (**71.5%**) were current with their annual dental exams. Table 13 provides the percent of completed annual dental exams.

Table 13: Number of Expected and Completed Annual Dental Exams by Month

Dental Exams	Jul	Aug	Sep	Oct	Nov	Dec
Number of Dental Exams Due	1,503	1,506	1,488	1,490	1,495	1,497
Number of Dental Exams Completed	1,106	1,106	1,082	1,064	1,043	1,015
Percent of Due Dental Exams that were Completed	73.6%	73.4%	72.7%	71.4%	69.8%	67.8%

6. Workforce

6.1 Ongoing Staffing

January 1, 2021, there were **174** ongoing case management staff. During the calendar year, **62** staff were hired and **108** staff separated employment, resulting in a **45.8%** staff turnover rate. As defined in the dismissed settlement agreement measure of determining staff turnover, table 14 provides the monthly number of staff hired and separating employment and an annual percentage turnover rate.

Table 14: Number of Staff at the Start and End of the Month, the Hires and Separations by Month and the Yearly Turnover Percent

Ongoing Staff	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Start of Month	174	179	178	171	168	165	165	160	154	142	135	136
Hires	7	1	3	5	1	7	4	9	7	5	7	6
Separations	2	2	10	8	4	7	9	15	19	12	6	14
Total Staff at End Of Month	179	178	171	168	165	165	160	154	142	135	136	128
Turnover %	45.8%											

6.2 Ongoing Case Managers (OCM) With a Caseload Count of More than 15 Children

When looking at a six-month average, **94** of **127 (74.0%)** case carrying Ongoing Case Managers (OCM) had more than 15 children on their caseload. Table 15 contains the monthly totals for OCMs carrying a caseload, along with the number, and percent of staff with more than 15 children on their caseload.

Table 15: Number and Percent of OCM with a Caseload of More than 15 Children by Month

Caseloads with More than 15 Children	Jul	Aug	Sep	Oct	Nov	Dec
OCM Carrying Cases	146	130	130	124	116	113
OCM with Caseload of More than 15 Children	94	98	96	93	94	87
% of OCM with Caseloads of More than 15 Children	64.4%	75.4%	73.8%	75.0%	81.0%	77.0%

7. Historical Settlement Measures (Most Recent Five Years)

Historical Settlement Measures	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021
<i>7.1 Placement Stability</i>	87%	88%	89%	87%	88%
<i>7.2 ASFA Timeliness</i>	97%	89%	83%	87%	90%
<i>7.3. Belated ASFA</i>	100%	0%	100%	100%	90%
<i>7.4 Length of Stay</i>	13%	12%	12%	12%	13%
<i>7.5. Reunification</i>	58%	63%	49%	47%	46%
<i>7.6. Adoption</i>	26%	33%	25%	26%	32%
<i>7.7. Maltreatment</i>	0.18%	0.12%	0.23%	0.22%	0.24%
<i>7.8 Independent Investigations (Ind Inv) Timely Sent by DMCPs to Ind Inv Agency</i>	97%	99%	98%	97%	98%
<i>7.9 Ind Inv Agency Timely Assign Staff</i>	98%	99.5%	100%	100%	100%
<i>7.10 Ind Inv Agency Timely Determination</i>	99%	100%	98%	100%	100%
<i>7.11 Caseload Size</i>	8	8	9	8	9
<i>7.12 Face-to-Face Contact</i>	98%	98%	98%	97%	96%
<i>7.13 Assessment Centers</i>	99%	96%	95%	98%	98%
<i>7.14 Initial Family Assessments</i>	85%	85%	85%	95%	94%
<i>7.15 Initial Health Screens</i>	87%	93%	92%	90%	93%
<i>7.16 Placement Packets to Foster Parents</i>	97%	90%	94%	90%	87%
<i>7.17 Annual Medical Exam</i>	93%	93%	93%	89%	88%
<i>7.18 Annual Dental Exams</i>	81%	83%	81%	72%	71%
<i>7.19 Initial Permanency Plans</i>	85%	85%	81%	83%	69%
<i>7.20 Permanency Plan Reviews</i>	96%	95%	95%	94%	97%
<i>7.21 Re-Entry</i>	7%	7%	7%	7%	7%
<i>7.22 Ongoing Case Manager Turnover</i>	28%	33%	34%	25%	46%
<i>7.23 Children per Caseload</i>	13.3	13.4	14.2	13.4	14.5

Historical Settlement Measures - Numbers Behind the Settlement Measurements

7.1 Placement Stability

Of the 20,645 (cumulative total) children in OHC, 18,116 (88 percent) had three or fewer placements.

7.2 ASFA Timeliness

Of the 519 children reaching 15 of the last 22 months in OHC, 465 (90 percent) children had a Termination of Parental Rights (TPR) petition filed or an allowable ASFA exception documented.

7.3 "Belated" ASFA Compliance

Of the 30 children in DMCPs custody for more than 15 of the last 22 months in OHC without a TPR petition previously filed or an allowable exception indicated, 27 children (90 percent) belatedly had a TPR petition filed, or an allowable exception documented.

7.4 Length of Stay

On average each month, 694 (13 percent) children in DMCPs OHC were in care for 24 or more months (measured against the baseline of 5,533 children).

7.5 Reunification

Of the 339 children reunified with parents or caretakers, 156 (46 percent) were reunified within 12 months of entry into OHC.

7.6 Adoption

Of the 174 children with a finalized adoption, 55 (32 percent) of the finalizations occurred within 24 months of the child's entry into care.

7.7 Maltreatment

Of the 2,471 children in an OHC placement, 6 children (0.24 percent) were the victims of child abuse or neglect by staff of a facility required to be licensed (four children with foster homes – non-relative, two children with group homes).

7.8 Independent Investigations (Ind Inv) Timely Sent by DMCPs to Ind Inv Agency

Of the 124 reports referred to the independent investigation agency, 123 (98 percent) were referred within three business days.

7.9 Independent Investigation Agency Timely Assign Staff

Of the 124 reports referred for independent investigation, 124 (100 percent) were assigned to an independent investigator within three business days of the referral from DMCPs.

7.10 Independent Investigation Agency Timely Determination

Of the 93 investigations completed by the independent investigative agency, 92 (99 percent) of the determinations were completed within 60 days of receipt of the referral.

7.11 Caseload Size

DMCPs shall ensure that Ongoing Case Managers caseloads not exceed 11 families per case carrying manager [per site]. Compliance with this provision at any given point in time is measured by averaging the current monthly caseload average with the corresponding averages for the preceding two months. Performance was between 8.2 cases and 10.5 cases per Ongoing Case Manager (see table 16 below).

Table 16: The Number of Cases and Ongoing Case Managers with the Monthly Performance Average of Cases per Ongoing Case Manager.

	Nov 2020	Dec 2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Open Cases			1,381	1,376	1,380	1,367	1,343	1,347	1,339	1,346	1,357	1,364	1,343	1,373
Active OCM			169	171	166	163	159	156	147	141	132	135	128	125
Monthly Average	8.7	8.7	8.2	8	8.3	8.4	8.4	8.6	9.1	9.5	10.3	10.1	10.5	11.0
Performance			8.5	8.3	8.2	8.2	8.4	8.5	8.7	9.1	9.6	10.0	10.3	10.5

7.12 Face-to-Face Contact

Of the 21,292 (cumulative total) expected monthly face-to-face contacts, 20,536 (96 percent) were achieved.

7.13 Assessment Centers

Of the 151 placement episodes in an assessment center, 148 (98 percent) were within the established timelines.

7.14 Initial Family Assessments

Of the 451 required family assessments, 424 (94 percent) were completed within 90 days.

7.15 Initial Health Screens

Of the 559 expected initial health screens, 520 (93 percent) were completed within five business days.

7.16 Placement Packets to Foster Parents

Of the 100 children in the sample who changed placements or experienced their first placement, 87 providers (87 percent) received and signed a copy of the Information for Foster Parent's Face Sheet and Checklist.

7.17 Annual Medical Exam

On average each month, 1,652 of 1,881 children (88 percent) were current with their annual medical exams.

7.18 Annual Dental Exam

On average each month, 1,072 of 1,511 children (71 percent) were current with their annual dental exams.

7.19 Initial Permanency Plans

Of the 668 Initial Permanency Plans, 459 (69 percent) were completed within 60 days.

7.20 Permanency Plan Reviews

Of the 3,956 Annual and Administrative Permanency Plan Reviews, 3,818 (97 percent) were conducted timely.

7.21 Re-Entry

Of the 710 children who entered OHC, 48 children (7 percent) entered care within 12-months of a prior OHC episode.

7.22 Ongoing Case Manager Turnover

At the start of 2021, there were 174 Ongoing Case Managers. During the year, 108 Ongoing Case Managers separated from their position and 62 were hired.

7.23 Children Per Caseload

On average each month, 149 Ongoing Case Managers worked with an average of 2,168 children.

The Department of Children and Families is an equal opportunity employer and service provider. If you have a disability and need to access services, receive information in an alternate format, or need information translated to another language, please contact DCF's communications Director, Gina Paige at: GinaM.Paige@Wisconsin.gov. Individuals who are deaf, hard of hearing, deaf-blind or speech disabled can use the free Wisconsin Relay Service (WRS) – 711 to contact the department.