

**Juan F. v. Malloy Exit Plan  
Quarterly Report  
April 1, 2013 - June 30, 2013  
Civil Action No. 2:89 CV 859 (SRU)**

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## **Juan F. v Malloy Exit Plan Quarterly Report April 1, 2013 - June 30, 2013**

### **Highlights**

- The Court Monitor's quarterly review of the Department's efforts to meet the Exit Plan Outcome Measures during the period of April 1, 2013 through June 30, 2013 indicates the Department achieved 14 of the 22 Outcome Measures. The eight measures not met include: Outcome Measure 3 (Case Planning), Outcome Measure 8 (Adoption), Outcome Measure 9 (Transfer of Guardianship), Outcome Measure 10 (Sibling Placements), Outcome Measure 11 (Re-Entry into DCF Custody), Outcome Measure 15 (Children's Needs Met), Outcome Measure 17 (Worker-Child Visitation In-Home)<sup>1</sup>, and Outcome Measure 18 (Caseload Standards).
- The Department's performance on Outcome Measure 3 (Case Planning) and Outcome Measure 15 (Children's Needs Met) were improved according to the 54 case, blind-sample conducted for the Second Quarter 2013. The performance for Outcome Measure 15, at 74.1%, was the highest recorded since utilizing the blind review format to monitor the Exit Plan in 2011 and the finding for Outcome Measure 3 was 63.0%, seven percentage points higher than last quarter. The improvements noted this quarter are heartening and there was clear evidence that incorporation of initiatives implemented over the last few years are taking hold and being utilized on a more regular basis in many areas of the state. Increased utilization of family-based placement resources rather than congregate care and routine consideration of relative resources are becoming the norm. The cases reviewed demonstrated better collaborative efforts with parents, children and stakeholders and more attention is being directed to working with fathers and paternal relatives. There were a number of examples in this review of diligent and effective casework provided by DCF Social Workers and Social Work Supervisors on behalf of the families. Their concerted efforts overcame system barriers and resource deficiencies that existed in several difficult case scenarios.

However, even with these improvements the system is stressed and continued improvement is jeopardized given workflow demand and increased expectations. In order to continue these improvements, adequate resources must be maintained or provided where there are identified gaps and reasonable caseloads must exist. As outlined in many previous reports, additional resources are required to address the mental health and permanency needs of children. Additional family-based resources are needed as demonstrated in cases reviewed this quarter where children in restrictive levels of care remained far longer than clinically required due to the lack of a placement/treatment resource. The recent release of a Request for Proposal (RFP) for support services for relative providers should eventually address an important current need. The need to leverage additional savings gleaned from the reduction in use of congregate care services to increase community services is of paramount importance. These savings must be reinvested to serve the children being diverted from restrictive levels of care. The large number of children

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<sup>1</sup> Outcome Measure 17 Worker-Child Visitation In-Home - Current automated reporting indicates the measure as statistically achieved, however this does not accurately reflect performance findings. The Outcome Measure 17 Pre-Certification Review indicated that compliance is not achieved. While DCF reports are numerically accurate based upon the algorithms utilized, user error in selection of narrative entry types, and a failure to demonstrate that workers are meeting the specific steps called for with the definition of 'visit' calls into question the automated report findings. As such, the Monitor will not indicate achievement of the measure based solely on the current reporting.

being diverted from restrictive levels of residential care must have timely access to a range of effective community-based services to allow them to safely remain in family settings. This does not always occur. In addition, front-line staffing levels are inadequate given the complexity of cases that now make up the pool of Investigation and Ongoing Service cases that Social Workers have on their caseloads since the implementation of the Differential Response System (DRS). DRS results in the diversion of low-risk cases from workers caseloads, leaving staff with caseloads made up of only complex cases. (Caseload standards were adopted with the assumption of a mixed risk caseload.) Social Workers reluctantly note on a fairly regular basis that they are forced to make difficult decisions on how to allocate their case management efforts. They describe their inability to effectively meet all of the daily demands to assist their clients. In order to continue the improvements noted in this report, achieve positive outcomes for children and allow staff to meet the case management expectations set by the current administration, a reduction of the case standards and approval for increased staffing will also need to be addressed.

- The Court Monitor has continued the work to Pre-Certify Outcome Measures to advance the exit process from federal oversight. During the Second Quarter 2013, a Pre-Certification Review of Outcome Measure 4 (Search for Relatives) was completed and is included in this report (see page 12). Based on this review, Outcome Measure 4 is pre-certified. As of September 2013, a Pre-Certification Review of Outcome Measure 5 (Repeat Maltreatment of In-Home Children) has begun. The *Juan F.* parties continue to analyze factors that appear to be impacting the Department's performance regarding the permanency Outcome Measure 7 (Reunification), Outcome Measure 8 (Adoption), and Outcome Measure 9 (Transfer of Guardianship). The table of Pre-Certification results can be found beginning on page 9.
- The Department completed a "Permanency Roundtable" initiative last quarter. In collaboration with the Child Welfare Strategy Group, five professional teams held facilitated round table reviews of nearly 150 older youth. Most of these youth have "Another Planned Permanency Living Arrangement"(APPLA) as a permanency goal. While this goal may be appropriate for some youth, it is not a preferred goal due to it's lack of a formal permanent and stable relationship with an adult support system be it relative or future kin. The round table discussion identified and advanced alternate permanency options and improvements to the existing plans for these youth and the Department has undertaken review of the implementation of the action steps developed for each case.
- As of August 2013, there were 173 *Juan F.* children placed in residential facilities. This is a decrease of an additional 17 children compared to the 190 children reported last quarter. Compared to February 2012 there has been a decrease of 199 children in residential care. The number of children residing in residential care for greater than 12 months was 51, which is a decrease of 3 children in comparison to the 54 reported last quarter and 73 less children than February 2012 (124).
- The Department continues to reduce the number of *Juan F.* children residing and receiving treatment in out-of-state residential facilities. As of August 2013, the number of children decreased by 10 for a total of 38 children compared to the 48 children reported for May 2013. One year ago the August 2012 total was 92 children.

- The number of children age 12 years old or younger in congregate care was reduced to 41 children as of August 2013. Eighteen of these children reside in SAFE Homes, 13 are placed in group homes, eight are placed in Residential Care and two are in Shelters.
- As of May 2013, there were 7 children aged 1 to 5 years of age residing in Congregate Care placements. Two of these children were placed due to complex medical conditions. Two were in SAFE Homes and three children were placed with legal commitment/with their teenage mother in a group home setting.
- The number of children utilizing SAFE Home temporary placements decreased to 35 as of August 2013 compared with the 40 reported as of May 2013. The number of children in SAFE Home overstay status (>60 days), was 24 children. The Second Quarter data indicates that 68.5% (24 of 35) of the children are in overstay status. There were 12 children with lengths of stay in excess of six months as of August 2013. The lack of sufficient foster/adoptive resources, the need for ongoing reunification efforts and the need for community-based services remain the significant barriers to timely discharge for these children.
- There were 75 youth in STAR programs as of August 2013, 11 more than the 64 reported in May 2013. The number of youth in overstay status (>60 days) in STAR placements was 35 youth, compared with the 30 youth noted last quarter. Almost half (46.6%) of the youth (35 of 75) in STAR programs were in overstay status as of August 2013. There were 8 children with lengths of stay longer than six months as of August 2013. The lack of sufficient and appropriate treatment/placement services especially family-based settings for older youth hamper efforts to reduce the utilization of STAR services and manage short lengths of stay.
- The Division of Foster Care's monthly report for June 2013 indicates that there are 2,058 licensed DCF foster homes. This is a decrease of 84 homes when compared with the First Quarter 2013 report. While the percentage of children utilizing relative/kin resources has increased substantially since 2011 the number of non-relative homes continues to decline. The number of approved private provider foster care homes is 859. The number of private provider foster homes currently available for placement is 69. The Department's goal as outlined in the Stipulation Regarding Outcome Measures 3 and 15 required (1) a statewide gain of 350 foster homes by June 30, 2009; and (2) an additional statewide gain of 500 foster homes by June 30, 2010. The baseline set in June 2008 and revised during the Second Quarter 2011 is 3,287 foster homes. The Department's status as of June 2013 is 2,917 homes, a net loss of 370 homes compared with the baseline set in June 2008. Additional foster care and adoptive resources remain an essential component required to address the needs of children, reduce discharge delays, avoid overcapacity placements, and ensure placement in the most appropriate and least restrictive setting.
- The number of children with the goal of Another Planned Permanent Living Arrangement (APPLA) decreased by 41 from the 643 to 602 this quarter. In conjunction with the Child Welfare Group, the Department conducted "Permanency Roundtables" for approximately 150 older youth. This entailed an individualized teaming of APPLA children conducted in an effort to identify visiting resources and supports within their kin and social networks, as well as the best permanency options available for these youth. The Department is now reviewing the progress being made in implementing suggested action steps developed for each child.

- The Monitor's quarterly review of the Department for the period of April 1, 2013 through June 30, 2013 indicates that the Department did not achieve compliance with eight (8) measures:
  - Treatment Planning (63.0%)
  - Adoption (31.6%)
  - Transfer of Guardianship (65.6%)
  - Sibling Placements (88.0%)
  - Re-Entry into DCF Care (8.6%)
  - Children's Needs Met (74.1%)
  - Worker-Child Visitation In-Home (N/A)<sup>2</sup>
  - Caseload Standards (99.9%)
  
- The Monitor's quarterly review of the Department for the period of April 1, 2013 through June 30, 2013 indicates the Department has achieved compliance with the following 14 Outcome Measures:
  - Commencement of Investigations (96.2%)
  - Completion of Investigations (92.2%)
  - Search for Relatives (85.3%)
  - Repeat Maltreatment (5.7%)
  - Maltreatment of Children in Out-of Home Cases (0.2%)
  - Reunification (62.8%)
  - Multiple Placements (96.7%)
  - Foster Parent Training (100.0%)
  - Placement within Licensed Capacity (96.4%)
  - Worker-Child Visitation Out-of Home Cases (95.8% Monthly/99.0% Quarterly)
  - Residential Reduction (4.9%)
  - Discharge Measures regarding Education, Work, and Military Status (86.3%)
  - Discharge to Adult Services (100.0%)
  - Multi-disciplinary Exams (93.6%)

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<sup>2</sup> Outcome Measure 17 Worker-Child Visitation In-Home - Current automated reporting indicates the measure as statistically achieved, however this does not accurately reflect performance findings. The Outcome Measure 17 Pre-Certification Review indicated that compliance is not achieved. While DCF reports are numerically accurate based upon the algorithms utilized, user error in selection of narrative entry types, and a failure to demonstrate that workers are meeting the specific steps called for with the definition of 'visit' calls into question the automated report findings. As such, the Monitor will not indicate achievement of the measure based solely on the current reporting.

- The Department has maintained compliance for at least two (2) consecutive quarters<sup>3</sup> with 12 of the Outcome Measures reported as achieved this quarter. (Measures are shown designating the number of consecutive quarters for which the measure was achieved):
  - Commencement of Investigations (thirty-fifth consecutive quarter)
  - Completion of Investigations (thirty-fifth consecutive quarter)
  - Search for Relatives (thirtieth consecutive quarter)
  - Repeat Maltreatment (twenty-fifth consecutive quarter)
  - Maltreatment of Children in Out-of-Home Care (thirty-eighth consecutive quarter)
  - Multiple Placements (twentieth consecutive quarter)
  - Foster Parent Training (thirty-seventh consecutive quarter)
  - Placement Within Licensed Capacity (third consecutive quarter)
  - Visitation Out-of-Home (thirty-first consecutive quarter)
  - Residential Reduction (twenty-ninth consecutive quarter)
  - Discharge of Youth with High School diplomas, work or military service (sixth consecutive quarter)
  - Multi-disciplinary Exams (twenty-ninth consecutive quarter)

A full copy of the Department's Second Quarter 2013 submission including the Commissioner's Highlights may be found on page 63.

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<sup>3</sup> The Defendants must be in compliance with all of the outcome measures, and in sustained compliance with all of the outcome measures for at least two consecutive quarters (six-months) prior to asserting compliance and shall maintain compliance through any decision to terminate jurisdiction.

Statewide Juan F. Exit Plan Report Outcome Measure Overview																															
Measure	Measure	Base-line	2Q 2013	1Q 2013	4Q 2012	3Q 2012	2Q 2012	1Q 2012	4Q 2011	3Q 2011	2Q 2011	1Q 2011	4Q 2010	3Q 2010	2Q 2010	1Q 2010	4Q 2009	3Q 2009	2Q 2009	1Q 2009	4Q 2008	3Q 2008	2Q 2008	1Q 2008	4Q 2007	3Q 2007	2Q 2007	1Q 2007	4Q 2006	3Q 2006	
<a href="#">1: Commencement of Investigation</a>	>=90%	X	96.2%	95.5%	94.9%	95.7%	96.1%	96.6%	97.1%	97.3%	97.2%	97.2%	96.8%	97.4%	97.6%	97.4%	97.8%	97.6%	97.7%	97.6%	97.9%	97.4%	97.5%	97.8%	97.4%	97.0%	97.1%	96.5%	95.5%	98.7%	
<a href="#">2: Completion of the Investigation</a>	>=85%	73.7%	92.2%	89.1%	90.2%	92.5%	92.4%	91.9%	93.3%	94.0%	94.4%	92.7%	90.0%	91.5%	92.9%	93.7%	94.3%	94.0%	91.8%	91.3%	91.4%	89.9%	93.7%	91.5%	92.9%	94.2%	93.7%	93.0%	93.7%	94.2%	
<a href="#">3: Treatment Plans</a>	>=90%	X	63.0%	56.4%	53.7%	47.8%	63.0%	39.6%	44.4%	50.9%	N/A	81.1%	67.9%	66.0%	75.5%	86.5%	47.2%	53.8%	73.1%	65.4%	81.1%	62.3%	55.8%	58.8%	51.0%	30.0%	30.3%	41.3%	41.1%	54.3%	
<a href="#">4: Search for Relatives</a>	>=85%	58%	85.3%	92.2%	87.3%	87.5%	89.5%	89.3%	92.8%	94.5%	94.5%	90.1%	88.8%	90.9%	91.2%	92.0%	90.0%	91.0%	91.2%	94.3%	94.3%	96.3%	95.8%	95.3%	93.6%	91.4%	93.8%	92.0%	91.4%	93.1%	
<a href="#">5: Repeat Maltreatment of In-Home Children</a>	<=7%	9.3%	5.7%	4.4%	4.9%	4.3%	4.1%	4.3%	6.0%	6.1%	5.4%	5.7%	6.2%	6.5%	6.5%	5.8%	6.0%	5.4%	4.8%	5.8%	6.1%	5.7%	5.9%	5.7%	5.4%	6.1%	6.3%	7.4%	7.9%	7.9%	
<a href="#">6: Maltreatment of Children in Out-of-Home Care</a>	<=2%	1.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.1%	0.1%	0.2%	0.1%	0.1%	0.4%	0.2%	0.1%	0.2%	0.3%	0.4%	0.1%	0.3%	0.2%	0.3%	0.3%	0.2%	0.2%	0.3%	0.0%	0.2%	0.2%	0.7%	
<a href="#">7: Reunification</a>	>=60%	57.8%	62.8%	56.3%	57.6%	52.0%	61.1%	58.9%	65.8%	65.3%	73.1%	61.7%	64.9%	68.3%	67.1%	61.2%	71.4%	56.0%	71.9%	68.1%	69.6%	62.5%	64.4%	66.4%	61.0%	64.2%	67.9%	70.5%	61.3%	62.5%	
<a href="#">8: Adoption</a>	>=32%	12.5%	31.6%	29.5%	25.9%	39.0%	34.3%	23.7%	33.6%	40.0%	32.7%	35.6%	38.5%	25.8%	36.0%	34.7%	35.2%	36.7%	33.2%	44.7%	27.2%	32.3%	33.0%	41.5%	35.5%	36.2%	40.6%	34.5%	33.6%	27.0%	
<a href="#">9: Transfer of Guardianship</a>	>=70%	60.5%	65.6%	77.6%	76.5%	84.0%	76.7%	81.4%	83.1%	83.6%	78.4%	86.2%	87.3%	78.6%	74.6%	82.3%	76.3%	81.8%	75.7%	75.3%	64.9%	71.7%	70.0%	70.4%	80.8%	76.8%	88.0%	78.0%	76.4%	70.2%	
<a href="#">10: Sibling Placement</a>	>=95%	57%	88.0%	89.5%	87.5%	87.5%	89.2%	88.5%	91.8%	89.3%	85.8%	86.7%	83.3%	81.9%	84.8%	85.6%	83.4%	84.7%	83.1%	83.4%	82.1%	82.6%	86.8%	86.7%	85.2%	83.3%	79.1%	84.9%	85.5%	84.8%	
<a href="#">11: Re-Entry into DCF Custody</a>	<=7%	6.9%	8.6%	7.4%	7.0%	9.1%	6.8%	5.8%	6.4%	7.2%	4.4%	7.7%	6.3%	7.3%	6.7%	8.4%	7.8%	9.9%	8.8%	8.2%	8.2%	4.3%	7.5%	6.7%	7.6%	7.2%	8.5%	7.5%	8.2%	4.3%	
<a href="#">12: Multiple Placements</a>	>=85%	X	96.7%	96.4%	96.5%	96.4%	96.6%	96.6%	96.4%	96.4%	96.1%	96.1%	96.1%	95.7%	95.8%	95.9%	95.4%	95.7%	95.8%	96.0%	95.8%	95.9%	96.3%	91.2%	92.7%	94.4%	96.0%	96.3%	95.0%	95.6%	
<a href="#">13: Foster Parent Training</a>	100%	X	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<a href="#">14: Placement Within Licensed Capacity</a>	>=96%	94.9%	96.4%	97.1%	96.7%	95.8%	95.3%	97.7%	96.1%	95.2%	95.6%	96.8%	96.8%	95.4%	95.1%	96.9%	96.9%	96.3%	96.6%	96.6%	96.6%	97.0%	96.8%	96.4%	96.8%	96.9%	97.1%	96.8%	96.5%	96.7%	
<a href="#">15: Children's Needs Met</a>	>=80%	X	74.1%	61.8%	53.7%	53.6%	61.1%	60.4%	55.6%	60.4%	N/A	58.5%	56.6%	58.5%	52.8%	67.3%	45.3%	55.8%	63.5%	61.5%	58.5%	62.0%	55.8%	58.8%	47.1%	64.0%	51.3%	45.3%	52.1%	62.0%	
<a href="#">16: Worker-Child Visitation (Out-of-Home)</a>	>=85%(M) =100%(Q)	X	95.8%	95.9%	94.2%	93.6%	92.7%	95.1%	92.3%	95.0%	95.1%	95.8%	95.3%	95.3%	95.7%	96.2%	95.8%	95.1%	95.7%	95.7%	95.0%	95.4%	94.9%	95.9%	94.6%	94.8%	94.6%	95.1%	94.7%	92.5%	
<a href="#">17: Worker-Child Visitation (In-Home)</a>	>=85%	X	88.6%	88.1%	84.1%	87.0%	85.8%	84.8%	85.9%	86.3%	89.7%	88.5%	89.7%	89.4%	89.7%	89.6%	88.5%	88.8%	89.6%	90.5%	89.7%	90.3%	91.4%	90.8%	89.9%	89.4%	90.9%	89.0%	89.2%	85.7%	
<a href="#">18: Caseload Standards</a>	100%	69.2%	99.9%	99.8%	99.9%	100.0%	99.7%	99.8%	100.0%	100.0%	100.0%	100.0%	100.0%	99.9%	100.0%	100.0%	99.9%	99.6%	99.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<a href="#">19: Reduction in the Number of Children Placed in Residential</a>	<=11%	13.5%	4.9%	5.1%	5.8%	6.3%	6.9%	7.5%	8.5%	8.8%	9.8%	10.0%	9.9%	9.4%	10.1%	10.0%	9.9%	9.6%	9.7%	10.0%	10.0%	10.0%	10.4%	10.5%	10.9%	10.8%	11.0%	10.9%	11.0%	10.9%	
<a href="#">20: Discharge Measures</a>	>=85%	61%	86.3%	86.5%	95.9%	89.2%	85.7%	86.9%	76.5%	88.0%	79.4%	82.9%	87.2%	88.5%	87.9%	86.0%	86.9%	80.0%	92.2%	85.3%	92.2%	93.0%	92.0%	92.0%	96.0%	95.0%	X	X	100.0%	100.0%	
<a href="#">21: Discharge of Mentally Ill or Mentally Retarded Children</a>	100%	X	100.0%	90.0%	100.0%	100.0%	100.0%	100.0%	100.0%	95.7%	92.0%	97.0%	96.1%	97.3%	98.1%	100.0%	97.6%	100.0%	97.2%	96.7%	95.0%	95.0%	98.0%	97.0%	96.0%	95.0%	X	X	97.0%	100.0%	
<a href="#">22: Multi-disciplinary Exams (MDE)</a>	>=85%	5.6%	93.6%	95.0%	89.7%	95.5%	93.8%	90.0%	93.4%	93.3%	96.3%	91.9%	97.5%	96.1%	96.4%	95.7%	95.7%	91.4%	94.5%	93.6%	90.1%	94.0%	93.6%	98.7%	96.4%	95.2%	96.8%	91.1%	94.2%	86.0%	



### **Juan F. Pre-Certification Review-Status Update Second Quarter 2013**

Under the Revised Exit Plan (¶5), the Court Monitor is required to conduct what the parties and the Court Monitor refer to as a “Certification” review as follows:

*The Defendants must be in compliance with all of the outcome measures, and in sustained compliance with all of the outcome measures for at least two quarters (six months) prior to asserting compliance and shall maintain compliance through any decision to terminate jurisdiction. The Court Monitor shall then conduct a review of a statistically significant valid sample of case files at a 96% confidence level, and such other measurements as are necessary, to determine whether Defendants are in compliance. The Court Monitor shall then present findings and recommendations to the District Court. The parties shall have a meaningful opportunity to be heard by the Court Monitor before rendering his findings and recommendations.*

In recognition of the progress made and sustained by the Department with respect to a number of Outcome Measures, and the fact that the well-being of the *Juan F.* class members will be promoted by the earliest possible identification and resolution of the any quantitative or qualitative problems affecting class members that may be identified by the review required by Revised Exit Plan ¶5, the parties and the Court Monitor agree that it is in the best-interests of the *Juan F.* class members to create a “Pre-Certification” review process. It is expected that this “pre-certification” process may, in certain instances, obviate the need to implement the full certification review for certain outcome measures after sustained compliance is achieved for all Outcome Measures.

The “Pre-Certification” process that parties and the Court Monitor have created, and to which they have agreed, is as follows:

If DCF has sustained compliance as required by the Revised Exit Plan for at least two consecutive quarters (6 months) for any Outcome Measure (“OM”), the Court Monitor may, in his discretion, conduct a “pre-certification review” of that OM (“Pre-Certification Review”). The purpose of the Pre-Certification Review is to recognize DCF’s sustained improved performance, to identify and provide a prompt and timely opportunity to remedy any problem areas that are affecting the well-being of *Juan F.* class members, and to increase the efficiency of DCF’s eventual complete compliance and exit from the Consent Decree.

Other than conducting the Pre-Certification Review earlier than the review mandated by Revised Exit Plan ¶5, the Pre-Certification Review will be conducted in accordance with the provision for review as described in the Revised Exit Plan ¶5 unless otherwise agreed upon by the parties and the Court Monitor.

If the Pre-Certification Review does not identify any material issues requiring remediation, and no assertions of noncompliance with the specific Outcome Measures(s) at issue are pending at the time Defendants assert sustained compliance with all Outcome Measures, the Parties agree that the full review as

per paragraph 5 of the Revised Exit Plan will not be required after the Defendants assert sustained compliance with all Outcome Measures. Upon Defendants' assertion of sustained compliance with all Outcome Measures, the parties, with the involvement and consent of the Court Monitor, agree to present for the Court's review, any agreement to conduct less than the full review process required by Revised Exit Plan (§5) for any specific Outcome Measures, as a proposed modification of the Revised Exit Plan.

During the Second Quarter 2013, a Pre-Certification Review of Outcome Measure 4 (Search for Relatives) was completed and is included in this report (see page ???). Based on this review, Outcome Measure 4 is pre-certified. Beginning in September 2013, a Pre-Certification Review of Outcome Measure 5 (Repeat Maltreatment of In-Home Children) commenced. The *Juan F.* parties continue to analyze factors that may be impacting the Department's performance regarding the permanency Outcome Measure 7 (Reunification), Outcome Measure 8 (Adoption), and Outcome Measure 9 (Transfer of Guardianship).

The *Juan F.* parties and the Court Monitor have determined that the results from nine of the eleven completed pre-certification reviews have met the quantitative and qualitative standards set forth for each of them and are thus pre-certified while one Pre-Certification Review was determined to not meet either the quantitative or qualitative standard. While pre-certified, these reviews have identified systemic issues that undermine DCF's successful path to achieving timely outcomes for children. These issues are more prominent in some of the reviewed measures than others. Consistency in supervision, documentation of casework efforts and communication and collaboration with families and external stakeholders all were identified as issues that impede the quality of the Department's casework and require improvement. In brief, the results of pre-certification determinations to date are reported below.

<b>Outcome Measure</b>	<b>Statement of Outcome</b>	<b>Status</b>
<b>OM 4: Search for Relatives</b>	If a child(ren) must be removed from his or her home, DCF shall conduct and document a search for maternal and paternal relatives, extended formal or informal networks, friends of the child or family, former foster parents, or other persons known to the child. The search period shall extend through the first six (6) months following removal from home. The search shall be conducted and documented in at least 85.0% of the cases.	Pre-Certified
<b>OM 5: Repeat Maltreatment of In-Home Children</b>	No more than 7% of the children who are victims of substantiated maltreatment during any six-month period shall be the substantiated victims of additional maltreatment during any subsequent six-month period. This outcome shall begin to be measured within the six-month period beginning January 1, 2004.	In progress
<b>OM 7: Reunification</b>	At least 60% of the children, who are reunified with their parents or guardians, shall be reunified within 12 months of their most recent removal from home.	Not Pre-Certified
<b>OM 8: Adoption</b>	At least 32% of the children who are adopted shall have their adoptions finalized within 24 months of the child's most recent removal from his/her home.	Pre-Certified
<b>OM 9: Transfer of Guardianship</b>	At least 70% of all children whose custody is legally transferred shall have their guardianship transferred within 24 months of the child's most recent removal from his/her	Pre-Certified

	home.	
<b>OM 12: Multiple Placements</b>	Beginning on January 1, 2004, at least 85% of the children in DCF custody shall experience no more than three (3) placements during any twelve month period.	Pre-Certified
<b>OM 14: Placement within Licensed Capacity</b>	At least 96% of all children placed in foster homes shall be in foster homes operating within their licensed capacity, except when necessary to accommodate sibling groups.	Pre-Certified
<b>OM 16: Worker/ Child Visitation (Child in Placement)</b>	DCF shall visit at least 85% of all out-of-home children at least once a month, except for probate, interstate, or voluntary cases. All children must be seen by their DCF Social Worker at least quarterly.	Pre-Certified
<b>Outcome Measure</b>	<b>Statement of Outcome</b>	<b>Status</b>
<b>OM 17: Worker-Child Visitation (In-Home)</b>	DCF shall visit at least 85% of all in-home family cases at least twice a month, except for probate, interstate or voluntary cases. Definitions and Clarifications: 1. Twice monthly visitation must be documented with each active child participant in the case. Visitation occurring in the home, school or other community setting will be considered for Outcome Measure 17.	Not Pre-Certified
<b>OM 20: Discharge Measures</b>	At least 85.0% of all children age 18 or older shall have achieved one or more of the following prior to discharge from DCF custody: (a) Graduation from High School; (b) Acquisition of GED; (c) Enrollment in or completion of college or other post secondary training program full-time; (d) Enrollment in college or other post secondary training program part-time with part-time employment; (e) Full-time employment; (f) Enlistment full-time member of the military.	Pre-Certified
<b>OM 21: Discharge of Mentally Ill or Developmentally Disabled Youth</b>	DCF shall submit a written discharge plan to either/or DMHAS or DDS for all children who are mentally ill or developmentally delayed and require adult services."	Pre-Certified
<b>OM22: Multi-disciplinary Exams</b>	At least 85% of the children entering the custody of DCF for the first time shall have an MDE conducted within 30 days of placement."	Pre-Certified

### Pre-Certification Next Steps

In discussion with the parties it was determined that prior to proceeding with additional statistically valid methodologies outlined in the Revised Exit Plan for the remaining outcome measures, the Court Monitor would establish the need for such intensive and resource heavy focused review efforts/evaluation, with proposals for conducting reviews of the remaining outcome measures to be shared with the parties for consideration and approval.

This work has been completed and the Court Monitor is conducting additional reviews. Future reports will update both completed reviews and reviews in progress.

## **Court Monitor Pre-Certification Review of Outcome Measure 4 – Search for Relatives**

### **Overview**

The DCF Court Monitor's Office has determined it feasible at this time with the agreement of the Juan F. parties to conduct a series of reviews on the 22 outcome measures to identify areas of strengths and challenges that may be necessary to focus on prior to assertion of compliance and exit. This review, the Court Monitor's Outcome Measure 4 Pre-Certification Case Review, is a qualitative review to provide qualitative and quantitative data supplemental to the LINK data provided by DCF and verified by the Court Monitor on a quarterly basis, regarding the DCF reporting on the Search for Relatives upon entry into placement and throughout the first six month period of custody.

The measure requires that DCF comply and sustain the following level of practice:

### **Outcome Measure 4: Search for Relatives (85%)<sup>4</sup>**

*If a child(ren) must be removed from his/her home, DCF shall conduct and document a search for maternal and paternal relatives, extended formal or informal networks, friends of the child or family, former foster parents, or other persons known to the child. The search period shall extend through the first six months following removal from home. The search shall be conducted and documented in at least 85% of the cases.*

This is an area of strength for the Department. OM4 has been met in all reported quarters going back to First Quarter 2007. We have consistently verified quantitative findings.

- **For the Second Quarter 2012 the Department reported a statewide performance of 87.9%.**
- **Using the LINK approved methodology for our sample, the Court Monitor's findings within the sample arrived at a statewide "Met" rate of 89.3%**
  - This accounts for the elimination of six "not met" cases which were erroneously included in the Department's performance in this quarter. This does not take into account those cases in which there were very appropriate searches documented just outside of the period under review (prior to placement) or not entered into the appropriate Relative Search narrative type, but for which there was full documented search; or placement made with a resource at some point in the period under review. Taking these additional factors into consideration, the rate of relative search is actually higher statewide (94.8%) as an additional 20 cases fell into these categories which were identified by LINK as "not met" as they did not have the Relative Resource entry within the six month period.
  - It should be noted that the quality of the search effort in several cases that met the technical requirement was hard to decipher as some had a minimal entry and some showed little to no diligent search efforts. The latter accounted for 18% of the "met" population of the sample.
  - At first analysis there were three discrepant cases in the "not met" category in Region 5. Upon further review it was discovered that the Quality Improvement

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<sup>4</sup> Excludes those children who come into care via the Voluntary Services Program.

Program Supervisor was reviewing this issue in the same time frame, and came upon three cases which had failed to enter the narrative timely. She did so well after the fact, so that our reviewer's found entries that the initial LINK reporting had not. This could clearly be determined to be an end user issue rather than a system's failure.

Outcome Measure 4 is not seen as an area needing drastic changes in focus as the impact of Partners in Change and family engagement is cross-cutting and dynamically impacting this measure as well as many others. The recent focus on family engagement and relative caregivers has increased the use of relative and kinship care dramatically. We also note that ACR is identifying this issue for most cases, including those in which children require permanency other than reunification and it appears that there are barriers to identifying available resources.

In our 2007 Comprehensive Targeted Review of Outcome Measure 4, all but one of the area offices had attained compliance with the benchmark measure; relative search entries were often noted in investigation at the point of removal or early after the transfer of the cases with little to no subsequent follow up, so while the measure was met, concerted activity following that entry was minimal toward increasing relative resources where the relatives did not present themselves. Changes in case practice since 2007 have resulted in less removals, more planful family arrangements, etc. and discussions regarding placement resources are occurring earlier in the process - often falling outside of the window in which the LINK system queries for this measure. While accurate based upon agreed logarithms, this is now resulting in lower positive scores than should be observed for some area offices who are engaging in proactive relative recruitment efforts prior to removal. In the quarter reviewed for 2012, while the statewide rate exceeded the required 85% rate of compliance, six of the area offices were below this rate if one were to look solely at the documentation requirement in LINK. This will be further commented on later in the report.

The Court Monitor's 2007 report indicated a need for more focus on documentation updates as contacts occur, and revisiting the issue of relative resources with all family members including the children/adolescents. It is important to consistently address relative resources *over the course of time until the child has achieved permanency*. We also noted at that juncture that paternal relatives were not engaged frequently at the time of removal, or at subsequent junctures in the case. There has been an increase in the frequency with which paternal relatives are sought out since we last looked at this issue in 2006-2007, however ongoing documentation of resource searches continue to be a struggle in many areas of the state as noted within the comments of the reviewers in this review.

Additional barriers or issues that the Court Monitor identified in our prior 2006-2007 review:

- Willing relatives have many of the same CPS, criminal backgrounds, mental health or substance abuse issue backgrounds as the parents and therefore can not be considered as viable options due to statutory requirements.
- When placements with relatives were made early in the investigation or Ongoing Services case, further exploration of additional relatives was frequently not documented to prepare for the possible disruption.

- A portion of children or youth were in a high level of care due to mental health or physical needs and the search was not conducted or was postponed in light of a suspected lengthy treatment process.
- Interstate issues caused delays in assessment of resources.
- Prior foster parents were not often considered as a possible resource.
- Appropriately, non-custodial parents were given preferential option to become a resource. However, in several situations other resource searches were not concurrently pursued when this option was being explored.

These issues persist to date, though casework and engagement activities have shown improvements in proactive case practices around contingency planning for children that require placement.

In discussion with the parties based upon our reviews and the quarterly reporting observed to date, we did not recommend doing a 95% statistically valid sample for two quarters as we do not believe the considerable effort would offer significant additional information. Our recommendation was to review the most current quarter. In this case we would utilize the cohort of all children removed in the second quarter 2012 - taking a sample including all those 45 cases that are identified as not met, and a like sample of those that met the measure to determine if there are notable findings. The parties were in agreement.

The resulting sample was selected as follows:

**Department of Children and Families' Reported OM4 Fourth Quarter 2012 Scores and Resulting Court Monitor's Outcome Measure 4 Sample Set Distribution**

Area Office	Quarterly Total	OM4 Score	Total Sample	"Met"	"Not Met"
Bridgeport	38	84.2%	10	4	6
Danbury	4	50.0%	3	1	2
Hartford	66	83.3%	16	5	11
Manchester	24	100.0%	3	3	0
Meriden	5	100.0%	1	1	0
Middletown	19	78.9%	5	1	4
Milford	20	100.0%	3	3	0
New Britain	33	90.9%	7	4	3
New Haven	44	100.0%	7	7	0
Norwalk/Stamford	5	100.0%	2	2	0
Norwich	33	69.7%	14	4	10
Torrington	22	77.3%	8	3	5
Waterbury	36	94.4%	7	5	2
Willimantic	22	90.9%	4	2	2
State	371	87.9%	90	45	45

**Methodology**

The Monitor's Office pulled the DCF universe of all children that entered DCF custody during the period of Fourth Quarter 2012. This dataset included 371 children. Per our agreed upon methodology we selected all cases "not met" and an equal sample of those "met". This resulted in the need to identify 90 children for the sample.

Upon review, there were six cases in the "not met" sample that required elimination for the following reasons:

- Three cases included in the Met Category were actually Voluntary Services Program Clients *at the time of entry into placement in the second quarter 2012*. The query should have eliminated these cases from inclusion.
- Three cases did not include legal entrance into care during the second quarter 2012 - in the first, child entered care 3/19/2012, the second a TOG occurred 4/5/2012, and the third an OTC occurred 1/19/2012.

Replacements were not available for these cases given that the full population of "not met" cases had been pulled for review. A total of 84 cases were reviewed by four Court Monitor reviewers (39 "not met" and 45 "met").

The LINK record review was conducted in the second quarter of 2013. This allowed for a six-month window of practice upon which to measure the level of performance in regard to "Search for Relatives". A pilot test was conducted and necessary changes and training resulted to improve validity and reliability of scoring. Interrater testing was also conducted on several cases to ensure ongoing quality.

### **Sample Demographics**

The sample included 84 children who were participant in 76 cases opened or reopened from March 2002 through July 2012<sup>5</sup>.

- Sixty-nine Social Workers and 61 Social Work Supervisors are represented in the sample.
- The majority of cases were designated as Child in Placement cases at the point of review (79 or 94.0%). There were, however 5 in-home family cases (6.0%).
- Six sibling groups were identified.
- Legal status as of the date of review was most frequently "committed" which accounted for 67 children or 79.8% of the population.
- Our review was limited in scope to the first six months of placement. However, TPR had been filed for three of the children in the sample.
- Ages of those in the sample ranged from newborn to 21, with a mean age of nine years old at the point of entry into care.
- Race was most frequently identified as white (53.6%) and ethnicity as Non-Hispanic (64.3%). 26.2% of the sample was identified as Black/African American. 14.3% were identified as multiracial. Both Asian and American Indian or Alaskan Native populations each accounted for 2.4% of the sample set and 1.2% was identified in LINK as "Unable to Determine".
- Of the children within the sample, 22.6% were involved with the juvenile justice system during the six month period of review.
- The permanency goal for the child was most frequently identified as reunification (88.1%). In all, 90.5% of the case plans identified a concurrent goal at the six month ACR. The concurrent goal was most frequently cited was adoption (39.3%).

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<sup>5</sup> Includes one case reopened after the second quarter for a child placed during the quarter, where a case had been open under another case id, and subsequently was merged into the parent's case in July 2012.

Of the 84 children in the sample, 74 came from families (88.1%) that had at least one prior investigation. When looking at the reasons for DCF involvement on the case open date prior to the removal from home during this quarter of April 1, 2012 through June 30, 2012 physical neglect was most frequently a factor, and was substantiated within 41 of the 84 cases. Reviewers identified the child's physical neglect as the primary reason for involvement in 26 of the cases, followed by parents' mental health or substance abuse which was indicated in 20 of the cases.

**Crosstabulation 1: What is the primary reason cited for the case opening? \* There is documentation in LINK indicated that a search was conducted for possible placement during the period of review?**

What is the primary reason cited for the case opening involving the identified child in placement?	There is documentation in LINK indicated that a search was conducted for possible placement during the period of review?		
	Yes	No	Total
Abandonment	0	2	2
Domestic Violence	2	0	2
Educational Neglect	1	1	2
Emotional Neglect	0	0	0
Emotional Abuse/Maltreatment	0	2	2
Medical Neglect	1	2	3
Moral Neglect	0	0	0
Physical Abuse	4	3	7
Physical Neglect	19	7	26
Sexual Abuse	0	2	2
Parent's Mental Health Substance Abuse	15	5	20
Voluntary Services Request	3	2	5
FWSN Referral	0	0	0
Child's Behavioral, Medical, Substance Abuse, or Delinquent Behaviors in Conjunction with CPS Concerns in the Home	4	6	10
History of prior investigations	2	1	3
<b>Total</b>	<b>21</b>	<b>33</b>	<b>84</b>

At the six month juncture, while children were most likely in a non-relative foster care placement as of the end of the period under review (38.1%), relative foster care placements accounted for 17.9% of the sample set. A total of 11.9% had legally reunified with the parent or guardian and an additional 2.4% were on trial home visit status.

It is worth stressing that though it was stated that children were in relative placements at the six month juncture at a rate of 17.9% of the sample population, this does not reflect the full efforts to place with relatives during the period under review. Placements with relatives were made in 36.9% of the cases reviewed. Clearly, some of those placements were not successful, and children went on to other placements in non-relative homes or levels of care, while others went on to reunification. This does not diminish the efforts to work with the families to achieve the goal of maintaining their children in the home of family and kin where it is deemed therapeutically beneficial and safe.



### **Qualitative Findings related to Relative Search**

The following characteristics were identified for the sample set:

- 67.7% of the cases had a relative search documented in the investigation phase of the case.
- 60.7% of the cases included a search for both maternal and paternal relative resources.
- 7.1% of the cases identified a search via “Locate Plus” or some similar software.
- 85.7% of the cases had a LINK narrative documenting a conversation with a parent or guardian regarding a placement with either a maternal or paternal resource or both, but many provided little information regarding further efforts or follow-up.
- In the 47 cases with a verbal child having the ability to express their opinions to the worker, only 57.4% (27 children) included a documented conversation with the child regarding who could care for them in the absence of a parent/guardian.

In the following crosstabulation, one can see the variations of practice related to this effort: Investigations, the Relative Resource narrative entry, documentation in other narrative forms such as supervisory narratives, home visits and phone contacts or child in placement visits during the period to search for and establish relative resources for child in care. In cases with the best practice one would see the intersection of all - investigation beginning the search, the relative search entry documentation established, and ongoing efforts in the narratives to work toward securing or ruling out any identified resource or identifying other potential resources (46.4%). At the opposite end of the spectrum one can see the intersection of the negative responses (19.0%).

**Crosstabulation 2: Was there a Relative Search Entry documented in LINK during the period under review.\* Beyond the Relative Resource Search entry in LINK narratives, indicate if an actual search was conducted for possible placement resource (using relative or other individual known to child) during the period of review. \* Did search for relatives or other possible placement resource known to this child begin in the investigatory phase of this case?**

Did search for relatives or other possible placement resource known to this child begin in the investigatory phase of this case?			Beyond the Relative Resource Search entry in LINK narratives, indicate if an actual search was conducted for possible placement resource (using relative or other individual known to child) during the period of review.		
			Yes	No	Total
Yes	Was there a Relative Search Entry documented in LINK during the period under review	yes	29	1	30
		no	10	4	14
	Total			39	5
No	Was there a Relative Search Entry documented in LINK during the period under review.	yes	5	5	10
		no	3	8	11
	Total			8	13
N/A - Ongoing Services was already involved with family and searching as case was open at time of removal	Was there a Relative Search Entry documented in LINK during the period under review.	yes	5	3	8
		no	7	4	11
	Total			12	7

Another view of the findings shows an Area Office perspective of the documentation and compliance results.

**Crosstabulation 3: What is the social worker's area office assignment? \* Was the child placed with relative or kin at any point during the PUR? \* Relative Resource Entry was made in LINK? \* Did LINK report measure met for the quarter?**

Did LINK report measure met for the quarter?	Relative Resource Entry was made in LINK?	What is the social worker's area office assignment?	Was the child placed with relative or kin at any point during the PUR?			
			Yes	No	Total	
Yes - OM4 Met	Yes	Bridgeport	1	3	4	
		Danbury	1	0	1	
		Hartford	1	2	3	
		Manchester	1	2	3	
		Middletown	0	1	1	
		Milford	1	2	3	
		New Britain	1	3	4	
		New Haven	5	2	7	
		Norwalk/Stamford	1	1	2	
		Norwich	2	1	3	
		Torrington	1	2	3	
		Waterbury	3	2	5	
		Willimantic	1	2	3	
		Total	19	23	42	
	No	No	Hartford	2		2
			Meriden	1		1
			Norwich	1		1
Total			4		4	
No - OM4 Not Met	Yes <sup>6</sup>	Bridgeport		1	1	
		Danbury		1	1	
		Torrington		3	3	
		Total		5	5	
	No	No	Bridgeport	1	3	4
			Danbury	1	0	1
			Hartford	0	7	7
			Middletown	2	2	4
			New Britain	0	3	3
			Norwich	3	6	9
			Torrington	1	1	2
			Waterbury	0	2	2
			Willimantic	0	1	1
			Total	8	25	33

Our reviewers noted some of the positive work and areas needing improvement within the area of relative search. Documentation quality was not consistent on either the "Met" or "Not Met" across the Area Offices, but it was the general consensus that the casework related to this task had improved in three areas:

<sup>6</sup> Entry not made timely to the PUR therefore LINK reporting would not capture the measure as met.

1. The area of proactively discussing resources prior to the placement - ironically this led to some of the "not met" scores as the entries then occurred outside the window set by the logarithm or logic of the measure in LINK.
2. The inclusion of more paternal and maternal relatives and kin when considering placement options for children in care.
3. Utilization of waivers to allow relatives to care for children when historical minor criminal history or space/home code restrictions may have prevented such in the past.

**Crosstabulation 4: LINK documents a discussion with the parent or guardian regarding possible maternal resource placement resources for CIP? \* LINK documents a discussion with the parent or guardian regarding possible paternal resource placement for CIP? \* What is the social worker's area office assignment?**

What is the social worker's area office assignment?	LINK documents a discussion with the parent or guardian regarding possible <u>maternal</u> resource placement resources for CIP?	LINK documents a discussion with the parent or guardian regarding possible <u>paternal</u> resource placement resources for CIP?			
		yes	no	N/A	Total
Bridgeport	yes	3	3		6
	no	2	1		3
	<b>Total</b>	5	4		9
Danbury	yes	3			3
	<b>Total</b>	3			3
Hartford	yes	7	1	0	8
	no	2	1	1	4
	<b>Total</b>	9	2	1	12
Manchester	yes	1	2		3
	<b>Total</b>	1	2		3
Meriden	yes	1			1
	<b>Total</b>	1			1
Middletown	yes	4	0		4
	no	0	1		1
	<b>Total</b>	4	1		5
Milford	yes	0	2		2
	no	1	0		1
	<b>Total</b>	1	2		3
New Britain	yes	5	0		5
	no	0	2		2
	<b>Total</b>	5	2		7
New Haven	yes	3	3		6
	no	1	0		1
	<b>Total</b>	4	3		7
Norwalk/Stamford	yes	1	1		2
	<b>Total</b>	1	1		2
Norwich	yes	9	2		11
	no	0	2		2
	<b>Total</b>	9	4		13
Torrington	yes	4	0		4
	no	0	4		4
	<b>Total</b>	4	4		8
Waterbury	yes	6	1		7
	<b>Total</b>	6	1		7
Willimantic	yes	4			4
	<b>Total</b>	4			4

This documented discussion did not always correspond with the inclusion of the required Relative Resource entry. In fact, some cases that were identified as meeting the measure did not have robust narratives regarding discussions, while others that failed to meet the measure had more detailed information entered in home visits or phone contacts during the period under review. Discussions were still more heavily focused on maternal resources throughout many cases though there is a shift toward inclusion of paternal resources being asked about at the time of removal, and resources for all relative and kin are being included more frequently at the case planning conferences and administrative case reviews beyond more than just a determination of whether an entry has been made in the appropriate narrative type. Within this sample, just over half of the cases included specific comments within the Case Planning Conference DCF-553 (or ACR-I) document related to specific need for or efforts related to relatives and kin resources (56.0%).

**Table 1: Did the CPC Documentation address the need to consider relative and kin resources?**

	Frequency	Percent	Cumulative Percent
Yes	47	56.0	56.0
No	37	44.0	100.0
<b>Total</b>	84	100.0	

While there is still room to improve the focused effort given to this issue at the six month review, the Administrative Case Review Social Work Supervisor did document the issue of relative resource search beyond just a check-box designation by making a determination of whether the practice was a strength area of need (possibly making recommendations) in 68.6% of the applicable cases (would excludes the 14 cases in which children were reunified or cases closed through other permanency options prior to the 6 month Administrative Case Review shown below).

**Table 2: Did the Six Month ACR-I document address the need to consider relative and kin resources or discuss supports or make recommendations related to current relative resources (if child is residing with relative/kin/special study?)**

	Frequency	Percent	Cumulative Percent
Yes	48	57.1	57.1
No	22	26.2	83.3
N/A - Child Reunified during the PUR and remains with parents/guardian	12	14.3	97.6
UTD - Case Closed Prior to 6 Month ACR	2	2.4	100.0
<b>Total</b>	84	100.0	

In all, a total of 20 relative foster homes and 8 special study homes were approved during the period as a result of search efforts. In addition to placement of the 31 children across the six month period of review in these placements, other resources were identified: respite was identified/approved in one case and for 16 instances visiting resources were approved to provide support to the children in care. The record review indicated that of the 84 cases:

- SW was able to establish one or more possible candidates as a placement resource in 66 cases (78.6%).
- 56 cases had documentation indicating actual contact with the identified potential resource (66.7%);
- 50 of the identified resources contacted (75.8%) identified initial interest in being a placement or visitation resource.
- 41 CPS/Criminal background checks were documented on the pool of resources identified. In 19 instances in which a child was at some point placed with or licensure was pursued, this requirement was not documented in LINK.
- 32 requests were forwarded to FASU for consideration of relative/special study. Five waivers were requested, with four being granted. Three were granted within seven days, one took more than 21 days.

The Court Monitor reviewers identified 34 instances (40.5%) in which it did not appear from the documentation that all identified resources were thoroughly explored and ruled out, but documentation did not appear to support that a continued search was ongoing. This is not to say that these efforts were not extended. However, documentation in this area continues to be an issue such that any reader is left to question exactly what has been done in many instances: loose ends appear to remain unattended and children continue in care with a lack of ongoing familial contact and uncertain placement opportunities. It is conjectured that some of the utilization issues may be the repetitious nature of the entries themselves: Workers enter home visits, phone contacts, provider contacts. Supervisors enter supervisory conferences. The relative resource entry is a separate entry and can be duplicative. There should be a way that you can pull in a dual entry type so that workers do not have to enter narratives twice. Or it might be sufficient to just reference the home visit narrative or vice versa by simply stating "see home visit narrative of xx/xx/xxxx for full details of discussion of relative resource discussion with ...." To not utilize this feature makes it difficult for future assigned social workers and supervisors to have a handy reference point. This could be a good tool - not just a quality assurance mechanism, but it is not currently seen that way by many statewide who continue to enter generic statements that are of little value. A full reading of the record would be required in many cases to get a snapshot of family resources.

In some instances we see the tool used in that fashion with the cases that were implementing the Partner's in Change model. References to family conferences being held in the week prior to the placement, and the inclusion of a genogram "in the hard copy" were identified. Ironically these proactive cases did not meet the measure as the work was done prior to the period upon which the logarithm allows for. This is an issue that our office has raised to the Office of Research and Evaluation, as it appears appropriate to extend the period by two weeks at the front end to allow for the new family centered case practices allowing families to identify possible family arrangements avoiding State custody altogether, or in cases where necessary - providing family members that can be approved for relative care and avoiding the need for non-relative placements.

Some of the direct comments of our reviewers are provided below to show the discrepancies that are present between the check-off of an specified entry type versus the quality of documentation overall. Anecdotally our reviewers noted that there seemed to be a noticeable number of children from disrupted adoptions, TOG or family arrangements. In some of these situations the Department was looking at the biological parent or families as a possible option for placement, but reviewers felt that in others these potential resources were left untapped.

In short, the presence of an entry in the Relative Resource Icon during the period did not often reflect the efforts or quality of the attempts at identification of relatives either maternal or paternal; or the resource follow-up on those identified during the period under review. There needs to be a more dynamic use of this tool if it is to be helpful in the flow of work for future planning and placement needs. Individually several of the reviewer comments related to case examples are shown below:

- *Case passes the measure due to entry in Relative Resource Icon. Minimal documentation beyond cursory entry. Mother brought her 13 yr old son into the DCF Office and demanded placement. He was placed in a non-relative foster home. Mother was asked about relatives but she did not provide the name of anyone who might be appropriate. This was not pursued. SW did not/was not able to (?) contact father. Child had regular visits with mother and siblings. Child returned 2 weeks after the six month period of review. As a result of the reunification, no six-month ACR was held. Documentation to contingency plan for future events such as what led to this entry into care was non-existent.*
- *Case passes the measure due to entry in Relative Resource Icon. Documentation is also present to reflect efforts. Child is 2. At the time of his placement maternal grandmother was his legal guardian. Mother lived with maternal grandmother. Both had substance abuse and mental health issues. Child was placed in foster care with a non-relative. Maternal grandmother had suggested two relatives as resources. One could not be licensed. The second didn't follow through on application. Non-custodial father suggested his parents. At end of period under review, the child was still in foster care, but criminal and child protective services checks had been done on all members of paternal grandparent's household and the process to transfer guardianship to paternal grandparents had begun.*
- *Did not pass Measure as Relative Resource LINK entry was made prior to period under review. Though "not met" a relative search was conducted 12 days before removal/PUR. Good casework and documentation. Infant born positive for drugs. Infant remained in the hospital until he was one month old and placed in medically fragile foster home. Mother is alienated from her adoptive parents who live in Maryland. There are no other maternal relatives. Social worker did ask paternal grandmother and ex-wife of father about being placement resources. Neither agreed. Mother was at inpatient drug program. (After PUR child was placed with mother under Protective Supervision.)*

- *Case passes the measure due to entry in Relative Resource Icon. Documentation is also present to reflect efforts and FASU collaboration. Child came into DCF care on an OTC on 5/11/12 with a sibling group, two of whom share the same father. (The OTC was signed 5/10/12 but children were not located on the 10th.) Child was initially placed in a non relative home on that date. The children's paternal grandmother was assessed as a resource for placement. There were concerns during the initial walk-through due to extensive clutter in the home and several needed safety issues that needed to be fixed. FASU worked with paternal relative and the children were moved to this home after a second walk-through found improved conditions. The child remained with paternal grandmother until he was returned home on 7/31/12.*
- *Case passes the measure due to entry in Relative Resource Icon. Documentation is present to reflect efforts but there are some lapses in regard to paternal search. Mother was inconsistent with both visits and treatment. It is stated that she has never identified father; but there is no documented effort to push on this issue during contacts, at the CPC or ACR. There was never a rule out of moving child to live with her brother in his father's home in FL so the siblings could be maintained. Maternal grandmother expressed she could not be a placement resource, but this should not preclude visitation; likewise with eldest siblings. Identified resource is not related to mother but to child's half-sibling, hence the special study status. Resource states she is willing to be open adoption resource, but prefers adoption over transfer of guardianship.*
- *Did not pass measure as entry was not made in Relative Resource Icon. The case lacks an overall search of relatives. The recent (6 months) ACRI notes the relative Info as "Not Applicable".*
- *Case passes the measure due to entry in Relative Resource Icon. Placed with relative. Documentation present and collaboration with FASU during period under review. Nine month old girl placed when mother expected to go into drug treatment. Mother had no appropriate maternal relatives but identified paternal grandmother as a resource. Paternal grandmother received relative license. Baby was familiar with paternal grandmother as she had frequent visits with her prior to placement. Bond with both parents ongoing due to foster parent's efforts. Mother is able to visit regularly. Paternal grandmother also takes child to visit her father in prison.*
- *Case passes the measure due to entry in Relative Resource Icon. Entry made in Relative Resource with additional documentation minima; reflects lip service around this issue and case planning efforts. No evidence of discussion or search with either parent to identify family resource. Documentation reflects language that would indicate that mother truly believes that she was reunifying given the child's suspected fractures were proven to be non-existent. However Department is still moving forward with TPR. No one really preparing her for this or discussing family resources as alternatives to losing her children altogether.*



- *Case passes the measure due to entry in Relative Resource Icon. DCF's hands tied. The court ordered the Department not to consider the biological mother and relatives as the adoption home disrupted. Child continued to persist in her desire to want contact with biological mother. Biological mother has addressed her mental health and substance abuse issue. Slowly visitation has been allowed to occur for this now 17 year old.*
- *Did not pass measure as entry was not made in Relative Resource Icon. However, Social Worker did an excellent job of documenting the exploring of relative resources, sent letters to all persons named. Followed up with visit to one home; home had inadequate space. Asked mother about other relatives none appropriate. Explored names suggested by father. Contacted mother's friend in NC, but no further documented contact. SW arranged monthly visits for children with an older sister and a maternal aunt.*
- *Case passes the measure due to entry in Relative Resource Icon. Documentation is also present to reflect efforts. Youth is 15 placed at Waterford Country School. When he was initially placed he had been living with a maternal aunt for a few weeks. She requested that he leave due to his behavior. At this time he continues to need residential level of care. Social Worker did a good job of exploring all relative resources. Father has developmental and mental health issues. It is not therapeutically recommended that father have contact with youth. SW was not able to speak to father but did talk to paternal grandmother who reported that neither she nor her daughters were resources. Though phone contact and visits with mother are approved she has rarely visited. Social Worker asked mother about relatives. There were none able to provide care. Social Worker did ask maternal aunt if she would be a supportive resource.*
- *Did not pass measure as entry was not made in Relative Resource Icon. Placement Resource Search entered 3/21/13 for 6/7/12, and is not very informative. A placement search was also done after the period in Feb. 2013 as mother is still interested in maternal grandmother being a resource. There is no evidence that there has been an adequate search for relatives during the PUR. The narrative lacks any real/current discussions with parents that maternal grandmother is still interested and paternal grandmother is not. Assessment is needed - six-month ACRI notes additional kin/relatives who need to be assessed.*

Though the Department has passed the measure, Suggested areas for quality improvement could be:

- Continued training with Investigations staff regarding the need to identify potential contingency resources at the time of contact and document such in the Relative Resource Icon.
- ACR needs to take a more proactive role in recommending search efforts rather than verifying that the parents had been asked a question regarding potential resources during the period under review. Even in cases where a child is in a

relative placement, the agency should have a back-up plan, respite options and visitation resources available. These resources are not being pursued in all areas of the state with the same enthusiasm. If a child is in placement this should never be "Not Applicable." The Relative Resource Icon should still be updated at six months intervals as a result of the information gained during the period and the discussion with child, family, kin and providers at the ACR.

- Identifying standards regarding the timeliness of narrative entries and what content is required.

## Review of Outcome Measure 3 and Outcome Measure 15 for the Second Quarter 2013

Statewide, the Second Quarter 2013 result for Outcome Measure 3 (OM3) - Case Plans, is 63.0%. This is an improvement in comparison with the prior quarter's result of 56.4% and represents 34 of the 54 case plans achieving the score of "Appropriate Case Plan". Region II achieved the highest regional performance with 88.9%.

Danbury, Manchester, New Haven, Norwalk, and Willimantic all achieved the measure during the quarter at 100.0%. Torrington (n=2) and Stamford (n=1) had the lowest performing numbers reported with none of the cases reviewed passing, resulting in 0.0% compliance.

### Crosstabulation 1: What is the social worker's area office assignment? \* Overall Score for OM3

What is the social worker's area office assignment?			Overall Score for OM3		
			Appropriate Case Plan	Not an Appropriate Case Plan	Total
I	Bridgeport	Count	2	3	5
		%	40.0%	60.0%	100.0%
	Norwalk	Count	1	0	1
		%	100.0%	0.0%	100.0%
	Stamford	Count	0	1	1
		%	0.0%	100.0%	100.0%
<b>Region I</b>			<b>42.9%</b>	<b>57.1%</b>	<b>100.0%</b>
II	Milford	Count	3	1	4
		%	75.0%	25.0%	100.0%
	New Haven	Count	5	0	5
		%	100.0%	0.0%	100.0%
<b>Region II</b>			<b>88.9%</b>	<b>11.1%</b>	<b>100.0%</b>
III	Middletown	Count	1	1	2
		%	50.0%	50.0%	100.0%
	Norwich	Count	2	3	5
		%	40.0%	60.0%	100.0%
	Willimantic	Count	3	0	3
		%	100.0%	0.0%	100.0%
<b>Region III</b>			<b>60.0%</b>	<b>40.0%</b>	<b>100.0%</b>
IV	Hartford	Count	2	6	8
		%	25.0%	75.0%	100.0%
	Manchester	Count	4	0	4
		%	100.0%	0.0%	100.0%
<b>Region IV</b>			<b>50.0%</b>	<b>50.0%</b>	<b>100.0%</b>
V	Danbury	Count	2	0	2
		%	100.0%	0.0%	100.0%
	Torrington	Count	0	2	2
		%	0.0%	100.0%	100.0%
	Waterbury	Count	4	1	5
		%	80.0%	20.0%	100.0%
<b>Region V</b>			<b>66.7%</b>	<b>33.3%</b>	<b>100.0%</b>
VI	Meriden	Count	1	1	2
		%	50.0%	50.0%	100.0%
	New Britain	Count	4	1	5
		%	80.0%	20.0%	100.0%
<b>Region VI</b>			<b>71.4%</b>	<b>28.5%</b>	<b>100.0%</b>
<b>Total State</b>			<b>Count 34</b>	<b>20</b>	<b>54</b>
			<b>63.0%</b>	<b>37.0%</b>	<b>100.0%</b>

All but one of the case plans and case planning efforts were clearly accommodating of the family's primary language. While 92.6% of case plans (4) were still not approved at the point our reviewers letters notifying of our review process, 10 case plans were delayed in being approved past 25 days of the ACR. These accounted for 27.8% of the CIP sample. We note that in no case was the lack of approval the only reason that a case plan was deemed "not appropriate"; additional concerns were noted regarding the quality of case planning in all that did not achieve the measure. This issue regarding approvals continued to be most notable in the Hartford Area Office.

Statewide scores are reflected at the end of the table for ease of reference. This quarter, individual regions and individual offices fluctuated in areas of strength within various elements of case planning. As in the prior two quarters, only two individual domain areas (Reason for Involvement and Identifying Information) were above the ninety percentile range for compliance. Regional performance continues to be variable. However the lowest domain areas do continue to be: 1) Present Assessment, 2) Engagement with Families, and 3) Identifying Action Steps for the Coming Six Month Period. Sixteen case plans achieved very good or optimal ratings across all domains (29.1%). Fifteen additional case plans were assessed as "Appropriate" upon designation of an override by the Court Monitor. This designation allowed for deficits within the case plan document that were remedied by actions or facts documented elsewhere in the case record.

Our Office continues to see evidence of growth in case planning efforts, but the document itself still lags behind in several areas. Critical areas are the need to stay current with major events in the lives of the clients prior to the time of the case plan approval and include the feedback of the clients. The assessment needs to reflect real time issues if it is to be meaningful to the client. In many instances, the assessments did not incorporate up to date information. Family Feedback was often missing for one or both parents or guardians who were active case participants.

**Outcome Measure 3 Second Quarter 2013 Domain Case Summaries by Area Office with Percent Totals Displayed by Area Office and Region**

What is the social worker's area office assignment?		Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OM3
<b>Region I - Bridgeport</b>	1	CPS CIP	Optimal	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Very Good	Appropriate Case Plan
	2	CPS CIP	Very Good	Very Good	Very Good	Marginal	Very Good	Very Good	Marginal	Optimal	Not an Appropriate Case Plan
	3	CPS CIP	Optimal	Very Good	Marginal	Marginal	Very Good	Optimal	Very Good	Very Good	Not an Appropriate Case Plan
	4	CPS In-Home Family	Very Good	Very Good	Very Good	Marginal	Marginal	Marginal	Very Good	Very Good	Not an Appropriate Case Plan
	5	VSR CIP	Optimal	Optimal	Optimal	Very Good	Very Good	Optimal	Very Good	Very Good	Appropriate Case Plan
<i>Bridgeport %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>40.0%</i>	<i>80.0%</i>	<i>80.0%</i>	<i>80.0%</i>	<i>100.0%</i>	<i>40.0%</i>
<b>Region I - Norwalk</b>	1	CPS CIP	Optimal	Very Good	Very Good	Optimal	Very Good	Very Good	Very Good	Very Good	Appropriate Case Plan
<b>Region I - Stamford</b>	1	CPS In-Home Family	Marginal	Optimal	Marginal	Marginal	Very Good	Marginal	Marginal	Marginal	Not an Appropriate Case Plan
<i>Norwalk/Stamford %</i>			<i>50.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>50.0%</i>
<b>Region I %</b>			<b>100.0%</b>	<b>100.0%</b>	<b>71.4%</b>	<b>42.9%</b>	<b>85.7%</b>	<b>71.4%</b>	<b>71.4%</b>	<b>85.7%</b>	<b>42.9%</b>

What is the social worker's area office assignment?		Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OM3
<b>Region II - Milford</b>	1	CPS CIP	Optimal	Optimal	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Appropriate Case Plan
	2	CPS In-Home Family	Optimal	Very Good	Marginal	Very Good	Marginal	Very Good	Very Good	Very Good	Not an Appropriate Case Plan
	3	VSR CIP	Optimal	Very Good	Optimal	Very Good	Very Good	Optimal	Very Good	Optimal	Appropriate Case Plan
	4	CPS CIP	Very Good	Very Good	Marginal	Very Good	Very Good	Very Good	Marginal	Optimal	Appropriate Case Plan
<b>Milford %</b>			100.0%	100.0%	50.0%	100.0%	75.0%	100.0%	75.0%	100.0%	75.0%
<b>Region II - New Haven</b>	1	CPS CIP	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Optimal	Appropriate Case Plan
	2	CPS In-Home Family	Optimal	Optimal	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Appropriate Case Plan
	3	VSR CIP	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Very Good	Appropriate Case Plan
	4	CPS CIP	Optimal	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Appropriate Case Plan
	5	CPS In-Home Family	Optimal	Optimal	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Appropriate Case Plan
<b>New Haven %</b>			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Region II %</b>			100.0%	100.0%	77.8%	100.0%	88.9%	100.0%	88.9%	100.0%	88.9%

What is the social worker's area office assignment?		Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OM3
<b>Region III - Middletown</b>	1	CPS CIP	Very Good	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Appropriate Case Plan
	2	CPS In-Home Family	Very Good	Very Good	Very Good	Marginal	Very Good	Optimal	Marginal	Optimal	Not an Appropriate Case Plan
<i>Middletown %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>50.0%</i>
<b>Region III - Norwich</b>	1	CPS In-Home Family	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Optimal	Appropriate Case Plan
	2	CPS CIP	Very Good	Very Good	Very Good	Very Good	Very Good	Marginal	Marginal	Marginal	Not an Appropriate Case Plan
	3	CPS CIP	Very Good	Optimal	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	Appropriate Case Plan
	4	CPS In-Home Family	Very Good	Marginal	Marginal	Marginal	Very Good	Too early to note progress	Very Good	Very Good	Not an Appropriate Case Plan
	5	CPS CIP	Very Good	Marginal	Marginal	Marginal	Very Good	Marginal	Very Good	Marginal	Not an Appropriate Case Plan
<i>Norwich %</i>			<i>100.0%</i>	<i>60.0%</i>	<i>60.0%</i>	<i>60.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>80.0%</i>	<i>60.0%</i>	<i>40.0%</i>
<b>Region III - Willimantic</b>	1	CPS In-Home Family	Very Good	Optimal	Very Good	Very Good	Very Good	Optimal	Very Good	Optimal	Appropriate Case Plan
	2	CPS CIP	Optimal	Very Good	Very Good	Optimal	Very Good	Very Good	Very Good	Optimal	Appropriate Case Plan
	3	CPS CIP	Optimal	Very Good	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Appropriate Case Plan
<i>Willimantic %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
<b>Region III %</b>			<b>100.0%</b>	<b>80.0%</b>	<b>80.0%</b>	<b>70.0%</b>	<b>100.0%</b>	<b>77.8%</b>	<b>80.0%</b>	<b>80.0%</b>	<b>60.0%</b>

What is the social worker's area office assignment?	Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OMS	
<b>Region IV - Hartford</b>	1	CPS In-Home Family	Very Good	Very Good	Very Good	Marginal	Marginal	Marginal	Marginal	Very Good	Not an Appropriate Case Plan
	2	CPS CIP	Optimal	Very Good	Very Good	Marginal	Marginal	Very Good	Marginal	Very Good	Not an Appropriate Case Plan
	3	CPS CIP	Very Good	Very Good	Marginal	Marginal	Marginal	Very Good	Marginal	Very Good	Not an Appropriate Case Plan
	4	CPS CIP	Marginal	Very Good	Very Good	Marginal	Marginal	Too early to note progress	Marginal	Very Good	Not an Appropriate Case Plan
	5	CPS In-Home Family	Very Good	Marginal	Marginal	Marginal	Marginal	Marginal	Marginal	Very Good	Not an Appropriate Case Plan
	6	CPS CIP	Very Good	Marginal	Marginal	Poor	Marginal	Absent/Averse	Marginal	Marginal	Not an Appropriate Case Plan
	7	CPS CIP	Very Good	Very Good	Very Good	Marginal	Very Good	Very Good	Very Good	Very Good	<i>Appropriate Case Plan</i>
	8	CPS CIP	Optimal	Optimal	Optimal	Very Good	Optimal	Optimal	Very Good	Optimal	Appropriate Case Plan
<i>Hartford %</i>			<i>87.5%</i>	<i>75.0%</i>	<i>62.5%</i>	<i>12.5%</i>	<i>25.0%</i>	<i>50.0%</i>	<i>25.0%</i>	<i>87.5%</i>	<i>25.0%</i>



What is the social worker's area office assignment?		Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OMS
<b>Region IV - Manchester</b>	1	CPS CIP	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Very Good	Very Good	Appropriate Case Plan
	2	CPS CIP	Very Good	Very Good	Marginal	Very Good	Very Good	Very Good	Very Good	Very Good	<i>Appropriate Case Plan</i>
	3	CPS In-Home Family	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Appropriate Case Plan
	4	CPS CIP	Optimal	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Optimal	Appropriate Case Plan
<i>Manchester %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>75.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
<b>Region IV %</b>			<b>100.0%</b>	<b>83.3%</b>	<b>66.7%</b>	<b>41.7%</b>	<b>50.0%</b>	<b>72.7%</b>	<b>50.0%</b>	<b>91.7%</b>	<b>50.0%</b>

What is the social worker's area office assignment?		Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OMS
<b>Region VI - Meriden</b>	1	Voluntary Services In-Home Family	Marginal	Marginal	Marginal	Marginal	Very Good	Marginal	Marginal	Very Good	Not an Appropriate Case Plan
	2	CPS CIP	Very Good	Optimal	Optimal	Optimal	Optimal	Very Good	Very Good	Optimal	Appropriate Case Plan
<i>Meriden %</i>			<i>50.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>50.0%</i>
<b>Region VI - New Britain</b>	1	CPS In-Home Family	Very Good	Marginal	Marginal	Marginal	Marginal	Marginal	Very Good	Very Good	Not an Appropriate Case Plan
	2	CPS CIP	Optimal	Optimal	Very Good	Optimal	Optimal	Very Good	Very Good	Optimal	Appropriate Case Plan
	3	CPS CIP	Optimal	Optimal	Very Good	Very Good	Optimal	Very Good	Optimal	Optimal	Appropriate Case Plan
	4	CPS In-Home Family	Very Good	Very Good	Very Good	Very Good	Very Good	Too early to note progress	Very Good	Very Good	Appropriate Case Plan
	5	CPS CIP	Optimal	Optimal	Very Good	Very Good	Optimal	Very Good	Very Good	Optimal	Appropriate Case Plan
<i>New Britain %</i>			<i>100.0%</i>	<i>80.0%</i>	<i>80.0%</i>	<i>80.0%</i>	<i>80.0%</i>	<i>75.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>80.0%</i>
<b>Region VI %</b>			<b>85.7%</b>	<b>71.4%</b>	<b>71.4%</b>	<b>71.4%</b>	<b>85.7%</b>	<b>66.7%</b>	<b>85.7%</b>	<b>100.0%</b>	<b>71.4%</b>

What is the social worker's area office assignment?		Case Type	Reason for DCF Involvement	Identifying Information	Engagement of Child and Family	Present Situation and Assessment to Date of Review	Determining the Goals/Objectives	Progress	Action Steps to Achieving Goals Identified for the Upcoming Six Month Period	Planning for Permanency	Overall Score for OMI3
<b>Region V - Danbury</b>	1	Voluntary Services In-Home Family	Optimal	Very Good	Marginal	Very Good	Optimal	Very Good	Very Good	Optimal	<i>Appropriate Case Plan</i>
	2	CPS CIP	Optimal	Optimal	Very Good	Very Good	Optimal	Very Good	Very Good	Very Good	Appropriate Case Plan
<i>Danbury %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
<b>Region V - Torrington</b>	1	CPS CIP	Very Good	Very Good	Marginal	Marginal	Very Good	Very Good	Marginal	Marginal	Not an Appropriate Case Plan
	2	CPS In-Home Family	Very Good	Very Good	Marginal	Very Good	Marginal	Very Good	Marginal	Very Good	Not an Appropriate Case Plan
<i>Torrington %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>0.0%</i>	<i>50.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>0.0%</i>	<i>50.0%</i>	<i>0.0%</i>
<b>Region V - Waterbury</b>	1	CPS In-Home Family	Optimal	Very Good	Very Good	Very Good	Very Good	Marginal	Very Good	Very Good	<i>Appropriate Case Plan</i>
	2	CPS CIP	Optimal	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Appropriate Case Plan
	3	CPS CIP	Very Good	Very Good	Very Good	Marginal	Marginal	Marginal	Marginal	Marginal	Not an Appropriate Case Plan
	4	CPS CIP	Optimal	Very Good	Optimal	Optimal	Optimal	Optimal	Very Good	Very Good	Appropriate Case Plan
	5	CPS CIP	Optimal	Very Good	Very Good	Very Good	Very Good	Too early to note progress	Marginal	Optimal	<i>Appropriate Case Plan</i>
<i>Waterbury %</i>			<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>80.0%</i>	<i>50.0%</i>	<i>60.0%</i>	<i>80.0%</i>	<i>80.0%</i>
<b>Region V %</b>			<b>100.0%</b>	<b>100.0%</b>	<b>66.7%</b>	<b>77.8%</b>	<b>77.8%</b>	<b>75.0%</b>	<b>55.6%</b>	<b>77.8%</b>	<b>66.7%</b>

*Overrides are designated by highlighted, italics font. . A Court Monitor's Override allows for overall appropriate score due to information presented in the case documentation or in conversation with the area office related to case planning that may be marginal within the identified area of the case plan document, but can be demonstrated to have been achieved via other avenues.*

### Outcome Measure 15

Outcome Measure 15 requires that all needs be met within the case within 80% of the children and families served. This was achieved at a rate of 74.1% within the sample this quarter. This is trending higher than that in the First Quarter 2013 (61.8%), and is the highest performance achieved to date. This translates to 40 of the 55 cases reviewed being assessed as having all of the priority needs of the children and families identified during the period under review met timely and adequately. Twelve of these designations were granted via Court Monitor override. Several offices met or exceeded this mark during the quarter: Bridgeport, Danbury, Middletown, Manchester and Stamford, Torrington, Willimantic all achieved 100.0%. New Haven attained the required 80.0% standard. The highest performing region was Region V with 100.0%. Region I and Region II also met the standard for the quarter with 85.7% and 80% respectively.

**Crosstabulation 2: Social worker's area office assignment? \* Overall Score for Outcome Measure 15**

What is the social worker's area office assignment?			Overall Score for Outcome Measure 15		
			Needs Met	Needs Not Met	Total
I	Bridgeport	Count	5	0	5
		%	100.0%	0.0%	100.0%
	Norwalk	Count	0	1	1
		%	0.0%	.0%	100.0%
	Stamford	Count	1	0	1
		%	100.0%	.0%	100.0%
<b>Region I</b>			<b>85.7%</b>	<b>14.3%</b>	<b>100%</b>
II	Milford	Count	3	1	4
		%	75.0%	25.0%	100.0%
	New Haven	Count	4	1	5
		%	80.0%	20.0%	100.0%
<b>Region II</b>			<b>77.8%</b>	<b>22.2%</b>	<b>100.0%</b>
III	Middletown	Count	2	0	2
		%	100.0%	0.0%	100.0%
	Norwich	Count	3	2	5
		%	60.0%	40.0%	100.0%
	Willimantic	Count	3	0	3
		%	100.0%	0.0%	100.0%
<b>Region III</b>			<b>80.0%</b>	<b>20.0%</b>	<b>100.0%</b>
IV	Hartford	Count	2	6	8
		%	25.0%	75.0%	100.0%
	Manchester	Count	4	0	4
		%	100.0%	0.0%	100.0%
<b>Region IV</b>			<b>50.0%</b>	<b>50.0%</b>	<b>100.0%</b>
V	Danbury	Count	2	0	2
		%	100.0%	0.0%	100.0%
	Torrington	Count	2	0	2
		%	100.0%	0.0%	100.0%
	Waterbury	Count	5	0	5
		%	100.0%	0.0%	100.0%
<b>Region V</b>			<b>100.0%</b>	<b>0.0%</b>	<b>100.0%</b>
VI	Meriden	Count	1	1	2
		%	50.0%	50.0%	100.0%
	New Britain	Count	3	2	5
		%	60.0%	40.0%	100.0%
<b>Region V</b>			<b>57.1%</b>	<b>42.9%</b>	<b>100.0%</b>
<b>Total</b>		<b>Count</b>	<b>40</b>	<b>14</b>	<b>54</b>
		<b>%</b>	<b>74.1%</b>	<b>25.9%</b>	<b>100.0%</b>

**Outcome Measure 15 Second Quarter 2013 Domain Case Summaries by Area Office with Percent Totals Displayed by Area Office and Region**

Area Office	Risk: In-Home	Risk: Child In Placement	Permanency: Securing the Permanent Placement - Action Plan for the Next Six Months	Permanency: DCF Case Mgmt - Legal Action to Achieve the Permanency Goal During the Prior Six Months	Permanency: DCF Case Mgmt - Recruitment for Placement Providers to Achieve the Permanency Goal during the Prior Six Months	Permanency: DCF Case Mgmt - Contracting or Providing Services to Achieve the Permanency Goal during the Prior Six Months	Well-Being: Medical Needs	Well-Being: Dental Needs	Well-Being: Mental Health, Behavioral and Substance Abuse Services	Well-Being: Child's Current Placement	Well-Being: Education	Overall Score for Outcome Measure 15
Bridgeport	N/A to Case Type	Optimal	Optimal	Very Good	Optimal	Very Good	Optimal	Optimal	Very Good	Optimal	Optimal	Needs Met
Bridgeport	N/A to Case Type	Very Good	Very Good	Very Good	Very Good	Very Good	Optimal	Optimal	Optimal	Optimal	Very Good	Needs Met
Bridgeport	N/A to Case Type	Very Good	Very Good	Very Good	Optimal	Very Good	Very Good	Optimal	Very Good	Marginal	Very Good	<i>Needs Met</i>
Bridgeport	Very Good	Optimal	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Optimal	Very Good	Very Good	N/A to Case Type	Very Good	Needs Met
Bridgeport	N/A to Case Type	Very Good	Very Good	Absent/Averse	Very Good	Very Good	Very Good	Very Good	Very Good	Optimal	Very Good	<i>Needs Met</i>
<i>Bridgeport %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>75.0%</i>	<i>100.0%</i>	<i>100.0%</i>
Norwalk	N/A to Case Type	Very Good	Very Good	Very Good	Very Good	Very Good	Optimal	Optimal	Marginal	Very Good	Very Good	Needs Not Met
Stamford	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Very Good	Very Good	Very Good	Marginal	N/A to Case Type	Marginal	<i>Needs Met</i>
<i>Norwalk/ Stamford %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>0.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>50.0%</i>
<b>Region 1 %</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>85.7%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>71.4%</b>	<b>80.0%</b>	<b>85.7%</b>	<b>85.7%</b>

Area Office	Risk: In-Home	Risk: Child In Placement	Permanency: Securing the Permanent Placement - Action Plan for the Next Six Months	Permanency: DCF Case Mgmt - Legal Action to Achieve the Permanency Goal During the Prior Six Months	Permanency: DCF Case Mgmt - Recruitment for Placement Providers to Achieve the Permanency Goal during the Prior Six Months	Permanency: DCF Case Mgmt - Contracting or Providing Services to Achieve the Permanency Goal during the Prior Six Months	Well-Being: Medical Needs	Well-Being: Dental Needs	Well-Being: Mental Health, Behavioral and Substance Abuse Services	Well-Being: Child's Current Placement	Well-Being: Education	Overall Score for Outcome Measure 15
Milford	N/A to Case Type	Optimal	Very Good	Very Good	Very Good	Very Good	Optimal	Optimal	Very Good	Optimal	Optimal	Needs Met
Milford	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Marginal	Very Good	Very Good	Marginal	N/A to Case Type	Very Good	Needs Not Met
Milford	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Very Good	Very Good	Very Good	Very Good	Optimal	Optimal	Needs Met
Milford	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Very Good	Very Good	Optimal	Very Good	Optimal	Very Good	Needs Met
<i>Milford %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>75.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>75.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>75.0%</i>
New Haven	N/A to Case Type	Very Good	Optimal	Very Good	Optimal	Very Good	Very Good	Optimal	Optimal	Very Good	Very Good	Needs Met
New Haven	Optimal	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Optimal	Very Good	Optimal	Very Good	N/A to Case Type	Very Good	Needs Met
New Haven	N/A to Case Type	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Marginal	Very Good	Needs Not Met
New Haven	N/A to Case Type	Very Good	Very Good	Optimal	Optimal	Very Good	Optimal	Optimal	Very Good	Very Good	Very Good	Needs Met
New Haven	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Very Good	Optimal	Very Good	Very Good	N/A to Case Type	Very Good	Needs Met
<i>New Haven %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>66.7%</i>	<i>100.0%</i>	<i>80.0%</i>
<b>Region II %</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>88.9%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>88.9%</b>	<b>83.3%</b>	<b>100.0%</b>	<b>77.8%</b>

Area Office	Risk: In-Home	Risk: Child In Placement	Permanency: Securing the Permanent Placement - Action Plan for the Next Six Months	Permanency: DCF Case Mgmt - Legal Action to Achieve the Permanency Goal During the Prior Six Months	Permanency: DCF Case Mgmt - Recruitment for Placement Providers to Achieve the Permanency Goal during the Prior Six Months	Permanency: DCF Case Mgmt - Contracting or Providing Services to Achieve the Permanency Goal during the Prior Six Months	Well-Being: Medical Needs	Well-Being: Dental Needs	Well-Being: Mental Health, Behavioral and Substance Abuse Services	Well-Being: Child's Current Placement	Well-Being: Education	Overall Score for Outcome Measure 15
Middletown	N/A to Case Type	Very Good	Optimal	Very Good	Optimal	Very Good	Very Good	Optimal	Very Good	Very Good	Very Good	Needs Met
Middletown	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	N/A to Case Type	Optimal	Needs Met
<i>Middletown %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
Norwich	Very Good	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Optimal	Marginal	Very Good	N/A to Case Type	Very Good	<i>Needs Met</i>
Norwich	N/A to Case Type	Very Good	Marginal	Very Good	Very Good	Marginal	Optimal	Optimal	Very Good	Very Good	Optimal	Needs Not Met
Norwich	N/A to Case Type	Optimal	Very Good	Optimal	Optimal	Optimal	Optimal	Optimal	Very Good	Very Good	Optimal	Needs Met
Norwich	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Marginal	Very Good	Very Good	Very Good	N/A to Case Type	Very Good	Needs Not Met
Norwich	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	Marginal	Very Good	Very Good	Very Good	Very Good	Very Good	<i>Needs Met</i>
<i>Norwich %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>66.7%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>40.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
Willimantic	Very Good	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Optimal	Very Good	Very Good	N/A to Case Type	Very Good	Needs Met
Willimantic	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Optimal	Very Good	Needs Met
Willimantic	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Optimal	Optimal	Optimal	Very Good	Optimal	N/A to Case Type	Needs Met
<i>Willimantic %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
<b>Region III %</b>	<b>100.0%</b>	<b>100.0%</b>	<b>83.3%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>70.0%</b>	<b>100.0%</b>	<b>90.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Area Office	Risk: In-Home	Risk: Child In Placement	Permanency: Securing the Permanent Placement - Action Plan for the Next Six Months	Permanency: DCF Case Mgmt - Legal Action to Achieve the Permanency Goal During the Prior Six Months	Permanency: DCF Case Mgmt - Recruitment for Placement Providers to Achieve the Permanency Goal during the Prior Six Months	Permanency: DCF Case Mgmt - Contracting or Providing Services to Achieve the Permanency Goal during the Prior Six Months	Well-Being: Medical Needs	Well-Being: Dental Needs	Well-Being: Mental Health, Behavioral and Substance Abuse Services	Well-Being: Child's Current Placement	Well-Being: Education	Overall Score for Outcome Measure 15
Hartford	Very Good	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Very Good	Very Good	Very Good	N/A to Case Type	Optimal	Needs Met
Hartford	N/A to Case Type	Optimal	Optimal	Optimal	Optimal	Marginal	Very Good	Optimal	Very Good	Very Good	Very Good	Needs Not Met
Hartford	N/A to Case Type	Optimal	Very Good	Very Good	Very Good	Marginal	Marginal	Very Good	Very Good	Optimal	Optimal	Needs Not Met
Hartford	N/A to Case Type	Very Good	Very Good	Optimal	Optimal	Very Good	Very Good	Marginal	Very Good	Very Good	Very Good	Needs Not Met
Hartford	Very Good	N/A to Case Type	N/A to Case Type	Marginal	N/A to Case Type	Marginal	Marginal	Very Good	Poor	N/A to Case Type	Marginal	Needs Not Met
Hartford	N/A to Case Type	Very Good	Marginal	Very Good	Marginal	Poor	Very Good	Very Good	Very Good	Marginal	Marginal	Needs Not Met
Hartford	N/A to Case Type	Very Good	Marginal	Marginal	Very Good	Marginal	Very Good	Very Good	Marginal	Very Good	Very Good	Needs Not Met
Hartford	N/A to Case Type	Optimal	Very Good	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Optimal	Optimal	Needs Met
<i>Hartford %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>66.7%</i>	<i>75.0%</i>	<i>83.3%</i>	<i>37.5%</i>	<i>75.0%</i>	<i>87.5%</i>	<i>75.0%</i>	<i>83.3%</i>	<i>75.0%</i>	<i>25.0%</i>
Manchester	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	Very Good	Optimal	Optimal	Very Good	Marginal	Very Good	<i>Needs Met</i>
Manchester	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	Marginal	Optimal	Optimal	Very Good	Very Good	Very Good	<i>Needs Met</i>
Manchester	Very Good	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Marginal	Marginal	Marginal	N/A to Case Type	Very Good	<i>Needs Met</i>
Manchester	N/A to Case Type	Very Good	Optimal	Optimal	Very Good	Very Good	Optimal	Optimal	Optimal	Very Good	Optimal	Needs Met
<i>Manchester %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>75.0%</i>	<i>75.0%</i>	<i>75.0%</i>	<i>75.0%</i>	<i>75.0%</i>	<i>100.0%</i>	<i>100.0%</i>
<b>Region IV</b>	<b>100.0%</b>	<b>100.0%</b>	<b>77.8%</b>	<b>83.3%</b>	<b>88.9%</b>	<b>50.0%</b>	<b>75.0%</b>	<b>83.3%</b>	<b>75.0%</b>	<b>77.8%</b>	<b>83.3%</b>	<b>50.0%</b>



Area Office	Risk: In-Home	Risk: Child In Placement	Permanency: Securing the Permanent Placement - Action Plan for the Next Six Months	Permanency: DCF Case Mgmt - Legal Action to Achieve the Permanency Goal During the Prior Six Months	Permanency: DCF Case Mgmt - Recruitment for Placement Providers to Achieve the Permanency Goal during the Prior Six Months	Permanency: DCF Case Mgmt - Contracting or Providing Services to Achieve the Permanency Goal during the Prior Six Months	Well-Being: Medical Needs	Well-Being: Dental Needs	Well-Being: Mental Health, Behavioral and Substance Abuse Services	Well-Being: Child's Current Placement	Well-Being: Education	Overall Score for Outcome Measure 15
Danbury	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Very Good	Optimal	Optimal	Very Good	N/A to Case Type	Very Good	Needs Met
Danbury	N/A to Case Type	Optimal	Optimal	Optimal	Optimal	Marginal	Optimal	Marginal	Optimal	Very Good	Optimal	<i>Needs Met</i>
<i>Danbury %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
Torrington	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	Very Good	Optimal	Optimal	Very Good	Optimal	Very Good	Needs Met
Torrington	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	N/A to Case Type	Very Good	Needs Met
<i>Torrington %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
Waterbury	Very Good	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Optimal	Marginal	Very Good	N/A to Case Type	Optimal	<i>Needs Met</i>
Waterbury	N/A to Case Type	Very Good	Optimal	Very Good	Very Good	Marginal	Optimal	Optimal	Very Good	Very Good	Very Good	<i>Needs Met</i>
Waterbury	N/A to Case Type	Very Good	Very Good	Optimal	Very Good	Very Good	Optimal	Optimal	Very Good	Very Good	Very Good	Needs Met
Waterbury	N/A to Case Type	Very Good	Very Good	Optimal	Optimal	Optimal	Optimal	Optimal	Very Good	Very Good	Very Good	Needs Met
Waterbury	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Marginal	Optimal	Optimal	Very Good	Optimal	Optimal	<i>Needs Met</i>
<i>Waterbury %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>60.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>
<b>Region V %</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>66.7%</b>	<b>100.0%</b>	<b>77.8%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Area Office	Risk: In-Home	Risk: Child In Placement	Permanency: Securing the Permanent Placement - Action Plan for the Next Six Months	Permanency: DCF Case Mgmt - Legal Action to Achieve the Permanency Goal During the Prior Six Months	Permanency: DCF Case Mgmt - Recruitment for Placement Providers to Achieve the Permanency Goal during the Prior Six Months	Permanency: DCF Case Mgmt - Contracting or Providing Services to Achieve the Permanency Goal during the Prior Six Months	Well-Being: Medical Needs	Well-Being: Dental Needs	Well-Being: Mental Health, Behavioral and Substance Abuse Services	Well-Being: Child's Current Placement	Well-Being: Education	Overall Score for Outcome Measure 15
Meriden	Very Good	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Marginal	Optimal	Optimal	Very Good	N/A to Case Type	Very Good	Needs Not Met
Meriden	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Very Good	Optimal	Optimal	Very Good	Optimal	Optimal	Needs Met
<i>Meriden %</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>50.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>50.0%</i>
New Britain	Marginal	N/A to Case Type	N/A to Case Type	Very Good	N/A to Case Type	Marginal	Very Good	Absent/Averse	Very Good	N/A to Case Type	Very Good	Needs Not Met
New Britain	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Very Good	Optimal	Needs Met
New Britain	N/A to Case Type	Very Good	Optimal	Optimal	Optimal	Very Good	Optimal	Optimal	Optimal	Optimal	Optimal	Needs Met
New Britain	Very Good	N/A to Case Type	N/A to Case Type	Optimal	N/A to Case Type	Very Good	Very Good	Very Good	Very Good	N/A to Case Type	Very Good	Needs Met
New Britain	N/A to Case Type	Very Good	Very Good	Optimal	Marginal	Optimal	Optimal	Optimal	Very Good	Marginal	Very Good	Needs Not Met
<i>New Britain %</i>	<i>50.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>100.0%</i>	<i>66.7%</i>	<i>80.0%</i>	<i>100.0%</i>	<i>80.0%</i>	<i>100.0%</i>	<i>66.7%</i>	<i>100.0%</i>	<i>60.0%</i>
<b>Region VI %</b>	<b>66.7%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>75.0%</b>	<b>71.4%</b>	<b>100.0%</b>	<b>85.7%</b>	<b>100.0%</b>	<b>75.0%</b>	<b>100.0%</b>	<b>57.1%</b>
<b>Statewide%</b>	<b>94.4%</b>	<b>100.0%</b>	<b>91.7%</b>	<b>94.4%</b>	<b>94.4%</b>	<b>72.2%</b>	<b>94.4%</b>	<b>88.9%</b>	<b>88.9%</b>	<b>86.1%</b>	<b>94.3%</b>	<b>74.1%</b>

*Highlight italics indicates Court Monitor's application of the Override exception to achieve "met" status in one or more of the cases within the area office.*

There were multiple needs noted in this quarter among the 54 cases. In all 137 clearly identifiable unmet needs in the prior six month period rose to the level of what reviewers felt impactful on the health, safety or well being of the children and families within the sample. (This is down from last quarter, when we noted 197 needs within a similarly cohort of 55.)

**Table 1: Unmet Needs**

<b>Unmet Need</b>	<b>Barrier</b>	<b>Frequency</b>
<b>Adoption Supports (PPSP)</b>	Delay in Referral	1
<b>Anger Management - Child</b>	Client Referred refused service or was subsequently discharge for non-compliance	1
<b>Anger Management - Parent</b>	Client Referred refused service or was subsequently discharge for non-compliance	1
<b>ARG Consultation</b>	Delay in Referral	3
<b>Dental Screening or Evaluation</b>	Client Refused Service	5
<b>Dental Screening or Evaluation</b>	Delay in Referral	4
<b>Dental Screening or Evaluation</b>	No Service Identified to Meet this Need	1
<b>Dental Screening or Evaluation</b>	Other: Awaiting Confirmation of Dates of Service in School Based Clinic	1
<b>Domestic Violence Services - Perpetrators</b>	Delay in Referral	1
<b>Education: IEP Programming</b>	Delay in Referral	1
<b>Education: IEP Programming</b>	No Service Identified to Meet this Need	1
<b>Education: IEP Programming</b>	Other: Board of Education Issues	1
<b>Education: IEP Programming</b>	Referred Service is Unwilling to Engaged Client	1
<b>Educational Screening or Evaluation</b>	Client Referred refused service or was subsequently discharge for non-compliance	1
<b>Educational Screening or Evaluation</b>	Delay in Referral	1
<b>Educational Screening or Evaluation</b>	School delayed referral for ADHD evaluation - just requested.	1
<b>Extended Day Treatment</b>	Wait List	1
<b>Family or Marital Counseling</b>	Service Deferred Pending Completion of Another	1
<b>Family or Marital Counseling</b>	Service not Available in Primary Language	1
<b>Family Preservation Services</b>	Delay in Referral	1
<b>Family Preservation Services</b>	Wait List	1
<b>Flex Funds</b>	Approval Process	1
<b>Group Home</b>	Client refused service or was subsequently discharged for non-compliance	1
<b>Head Start</b>	Wait List/No Slot Available	1
<b>Health/Medical - Medication Management (Child)</b>	Client Referred refused service or was subsequently discharge for non-compliance	2
<b>Health/Medical - Other Medical Intervention: Nutritionist</b>	No Service Identified to Meet this Need	1
<b>Health/Medical - Other Medical Intervention: Referral for specialist</b>	Provider Issue - untimely provision of services or gaps in service related to staffing, lack of follow through, etc.	1
<b>Health/Medical Screening or Evaluation</b>	Client Referred refused service or was subsequently discharge for non-compliance	2
<b>Health/Medical Screening or Evaluation</b>	No Service Identified to Meet this Need	2
<b>Health/Medical Screening or Evaluation</b>	Other: No confirmation that baby had required hearing check	1

<b>Unmet Need</b>	<b>Barrier</b>	<b>Frequency</b>
<b>Housing Assistance (Section 8)</b>	Placed on Wait List	2
<b>Individual Counseling - Child</b>	Client Referred but refused service or was subsequently discharged for non-compliance	4
<b>Individual Counseling - Child</b>	Delay in Referral	1
<b>Individual Counseling - Child</b>	Insurance Issues	1
<b>Individual Counseling - Child</b>	Other: Worker states that youth needs to call counseling center to set up her own intake.	1
<b>Individual Counseling - Parent</b>	Client Referred but refused service or was subsequently discharged for non-compliance	10
<b>Individual Counseling - Parent</b>	Insurance Issues	1
<b>Individual Counseling - Parent</b>	Other: Client waiting to engage upon move to new community/location.	1
<b>Individual Counseling - Parent</b>	UTD - Client was engaged by end of period after lengthy delay.	1
<b>In-Home Parent Education and Support</b>	Client Referred but refused service or was subsequently discharged for non-compliance	2
<b>In-Home Parent Education and Support</b>	Delay in Referral	2
<b>In-Home Parent Education and Support</b>	Service Deferred Pending Completion of Another	1
<b>In-Home Parent Education and Support</b>	Service Not Available in Primary Language	1
<b>In-Home Treatment</b>	Delay in Referral	1
<b>Matching/Placement Processing (Includes ICO)</b>	No Slots Available	1
<b>Matching/Placement Processing (Includes ICO)</b>	Other: Identified Adoptive Foster Home put on hold due to criminal activity/charges	1
<b>Matching/Placement Processing (Includes ICO)</b>	Provider Issues - untimely provision of services related to staffing, lack of follow through, etc	1
<b>Mental Health Screening or Evaluation - Parent</b>	No Service Identified to Meet this Need	1
<b>Mentoring</b>	Delay in Referral	1
<b>Other In-Home Services: Youth Services</b>	Wait List	1
<b>Other Mental Health Service Parent - Intensive Outpatient Services (IOP)</b>	Client Referred refused service or was subsequently discharge for non-compliance	1
<b>Other OOH Services: Tutoring</b>	No service Identified to Meet this Need	1
<b>Other OOH Services: Permanency/Legal</b>	Other: Permanency stalled due to Court delays/legal issues	2
<b>Psychiatric Evaluation - Child</b>	Wait List	1
<b>Psychiatric Hospitalization - Child</b>	Wait List	1
<b>Psychological or Psychosocial Evaluation - Child</b>	Wait List	1
<b>Relative Foster Care</b>	Approval Process	2
<b>Social Recreational Programs</b>	No Service Identified to Meet this Need	1
<b>Social Recreational Programs</b>	Transportation Unavailable	1
<b>Substance Abuse Treatment: Drug/Alcohol Testing - Parent</b>	Client Referred refused service or was subsequently discharge for non-compliance	2
<b>Substance Abuse Treatment: Inpatient - Parent</b>	Client Referred refused service or was subsequently discharge for non-compliance	4
<b>Substance Abuse Treatment: Outpatient - Child</b>	Client Referred refused service or was subsequently discharge for non-compliance	1
<b>Substance Abuse Treatment: Outpatient - Child</b>	Delay in Referral	1

Unmet Need	Barrier	Frequency
Substance Abuse Treatment: Outpatient - Parent	Client Referred refused service or was subsequently discharged for non-compliance/missed appointments	6
Substance Abuse Treatment: Outpatient - Parent	UTD - Client was engaged by end of period after lengthy delay.	1
Substance Abuse Treatment: Screening - Child	Delay in Referral	2
Substance Abuse Treatment: Screening - Child	Client Referred refused service or was subsequently discharged for non-compliance/missed appointments	1
Substance Abuse Treatment: Screening - Parent	Client Referred refused service or was subsequently discharged for non-compliance/missed appointments	3
SW/Child Visitation	Delays by SW such that mandated visitation standard was not met during review period	7
SW/Parent Visitation	Delays by SW such that mandated visitation standard was not met during review period	4
SW/Parent Visitation	Concerted Efforts documented by SW however client refusing to meet with SW	3
SW/Provider Contacts	DCF did not document concerted efforts to communicate with active provider participants during the period under review.	5
SW/Provider Contacts	Lack of communication was evident between DCF and the community provider(s) active in the case	2
Therapeutic Foster Care	Client Referred refused service or was subsequently discharge for non-compliance	1
Therapeutic Foster Care	No Service Identified to Meet this Need	1
Therapeutic Foster Care	Provider Issues - untimely provision of services related to staffing, lack of follow through, etc	1
Transitional Living Program	Approval Process	1
Translation Services	Delay in Referral	1
WIC	UTD - Client was engaged by end of period after lengthy delay.	1
Youth Shelter/STAR	Client Referred refused service or was subsequently discharge for non-compliance	1
		137

This quarter, the general engagement of families in case planning as narrated within the ACR, case planning and visitation documentation was consistent with the prior quarter's findings. A total of 72.2% of the cases showed very good or optimal engagement of families in the case planning process through documented discussions with the families and the Social Worker *throughout* the period under review.

Our reviewers reading of the ACR documentation, narratives and case plan feedback reflect that 81.8% of the cases did document a discussion (or in the case of in-home family cases the family meeting or case conference) of some (38.8%) or all (34.7%) of the needs that were identified as unmet in the just completed six-month planning cycle. The reviewers identified three cases (6.1%) where the planning process did not seem to address any of the needs that were unmet from the last planning cycle. In 20.4% of the cases, the reviewers indicated there were no "unmet needs" indicating that needs identified at the prior ACR were "fully achieved" or "no longer needed" and new needs were established for the period going forward, or the case was nearing closure. Five cases were excluded from these percentage calculations as the plan that was reviewed was the initial case plan.

**Table 2: Were all needs and services unmet during the prior six month discussed at the ACR and, as appropriate, incorporated as action steps on the current case plan?**

Needs " Unmet" Incorporated Into the Case Planning	Frequency	Valid Percent
Yes - All	17	34.7%
Yes - Partially	19	38.8%
No - None	3	6.1%
N/A - There were no Unmet Needs	10	20.4%
	49	100.0%
<i>N/A - this is the initial plan</i>	5	
<b>Total</b>	55	

In approaching needs assessment from a different perspective, reviewers were asked to look at the utilization of the SDM tools. In nine of 26 cases (34.6%) in which SDM was conducted, a need was identified in the current SDM identical to that which was identified on the prior case plan assessment. (This would indicate an unmet need for greater than 6 months for a family or individual.)

Many needs were appropriately planned for via the objectives and action steps developed within the 55 case plans reviewed. In 46.3% of the 54 cases, it was the opinion of the Court Monitor's staff that there was at least one priority need that was evident from the review of the documentation that was not incorporated into the newly developed case plan document. This is an improvement from the prior period which identified this issue in 63.6% of the 55 case plans reviewed.

To gain a sense of those areas that continue to be under assessed or overlooked the reviewers collect the data reflecting the needs unmet that are not carried forward. These 65 priority needs and the barriers related to each unmet need were identified. The majority are cited as "no service identified to meet this need" as the office had not yet identified a service category or provider to attend to the priority need, or had not yet put a label to the behaviors that were being demonstrated and documented.

**Table 3: List of Know Priority Areas Not Incorporated as Unmet Needs in the Next Six Month's Case Plans and the identified barrier**

<b>Unmet Need</b>	<b>Barrier</b>	<b>Frequency</b>
<b>Adoption Supports (PPSP)</b>	No Service Identified to Meet this Need	1
<b>ARG Consultation</b>	No Service Identified to Meet this Need	2
<b>Childcare/Daycare Program</b>	No Transportation Available	1
<b>DCF Case Management/Support/Advocacy</b>	DCF Action Steps Not Clear	4
<b>Dental Screenings or Evaluations</b>	No Service Identified to Meet this Need	6
<b>Dental Screenings or Evaluations</b>	Delay in Referral	1
<b>Domestic Violence Services - Victims</b>	No Service Identified to Meet this Need	2
<b>Educational Screening of Evaluation</b>	No Service Identified to Meet this Need	2
<b>Educational Screening of Evaluation</b>	Provider Issues - untimely provision of services related to staffing, lack of follow through, etc	1
<b>Extended Day Treatment</b>	No Service Identified to Meet this Need	1
<b>Family or Marital Counseling</b>	No Service Identified to Meet this Need	1
<b>Family or Marital Counseling</b>	Service Identified by ACR	1
<b>Family Preservation Services</b>	No Service Identified to Meet this Need	2
<b>Health/Medical Screening or Evaluations</b>	No Service Identified to Meet this Need	5
<b>Housing Assistance (Section 8)</b>	No Service Identified to Meet this Need	1
<b>Individual Counseling - Child</b>	No Service Identified to Meet this Need	3
<b>Individual Counseling - Parent</b>	No Service Identified to Meet this Need	1
<b>In-Home Treatment</b>	No Service Identified to Meet this Need	1
<b>Job Coaching/Placement</b>	No Service Identified to Meet this Need	1
<b>Life Skills Training</b>	No Service Identified to Meet this Need	1
<b>Matching/Placement Processing (ICO)</b>	No Service Identified to Meet this Need	1
<b>Mental Health Screening or Evaluation - Child</b>	No Service Identified to Meet this Need	1
<b>Mental Health Screening or Evaluation - Child</b>	Other: Client was referred by end of period after lengthy delay. Needs clear steps to engage.	1
<b>Mental Health Screening or Evaluation - Parent</b>	No Service Identified to Meet this Need	4
<b>Mentoring</b>	No Service Identified to Meet this Need	3
<b>Other In-Home Service: Transportation Assistance</b>	No Services Identified to Meet this Need	1
<b>Other Medical Intervention: Neurological</b>	Delay in Referral	1
<b>Other Medical Intervention: Nutritionist (1), OBGYN (1)</b>	No Service Identified to Meet this Need	2
<b>Other Mental Health Service - Child Intensive Outpatient Program (IOP)</b>	No Services Identified to Meet this Need	1
<b>Other Mental Health Service - Child Interactional Evaluation</b>	Client Referred but was subsequently discharged for noncompliance/missed appointments/or refusal of follow-up services	1
<b>Other OOH Service: Assistance in Obtaining Passport</b>	Delay in Referral/Case Management	1
<b>Other OOH Service: Tutoring</b>	No Services Identified to Meet this Need	1
<b>Psychiatric Evaluation - Child</b>	No Service Identified to Meet this Need	1
<b>Psychological Evaluation - Child</b>	No Service Identified to Meet this Need	1
<b>Social Recreational Program</b>	No Service Identified to Meet this Need	2
<b>Substance Abuse Treatment - Parent Outpatient Services</b>	No Service Identified to Meet this Need	1
<b>Substance Abuse Treatment: Parent Drug/Alcohol Testing</b>	Client Referred but was subsequently discharged for noncompliance/missed appointments/or refusal of follow-up services	1
<b>Substance Abuse Treatment: Child Screening</b>	Client Referred but was subsequently discharged for noncompliance/missed appointments/or refusal of follow-up services	1
<b>Substance Abuse Treatment: Parent Screening</b>	Client Referred but was subsequently discharged for noncompliance/missed appointments/or refusal of follow-up services	1
<b>Translation Services</b>	No Services Identified to Meet this Need	1
		65

As seen in this and in prior review periods, though improvements are noted, needs and services continue to be unidentified in the case planning documentation provided to the families. Thus the objectives and action steps required by case participants in the upcoming planning period are not detailed or comprehended fully, and can lead to increased chances of unmet needs and increased timeframes to goal achievement.



## JUAN F. ACTION PLAN MONITORING REPORT

**August 2013**

This report includes data relevant to the permanency and placement issues and action steps embodied within the Action Plan. Data provided comes from the monthly point-in-time information from LINK and the Chapin Hall database.

### A. PERMANENCY ISSUES

#### Progress Towards Permanency:

The following table developed using the Chapin Hall database provides a longitudinal view of permanency for annual admission cohorts from 2002 through 2013.

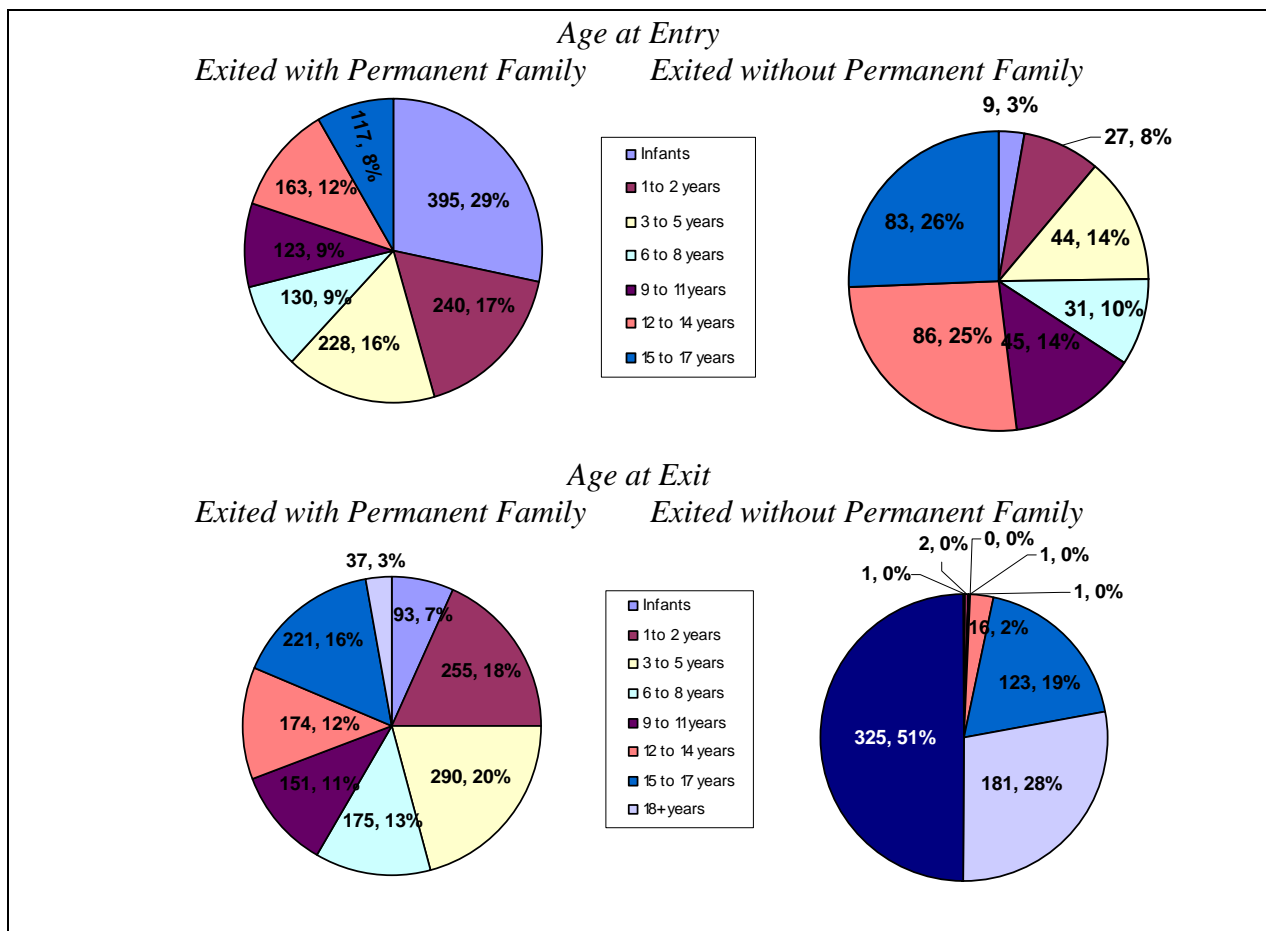
**Figure 1: Children Exiting With Permanency, Exiting Without Permanency, Unknown Exits and Remaining In Care (Entry Cohorts)**

	Period of Entry to Care											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Total Entries</b>	3100	3545	3203	3091	3407	2854	2829	2629	2692	2299	1859	953
<b>Permanent Exits</b>												
<b>In 1 yr</b>	1178 38.0%	1406 39.7%	1228 38.3%	1129 36.5%	1263 37.1%	1095 38.4%	1098 38.8%	1091 41.5%	1023 38.0%	703 30.6%		
<b>In 2 yrs</b>	1637 52.8%	2078 58.6%	1805 56.4%	1740 56.3%	1973 57.9%	1675 58.7%	1676 59.2%	1580 60.1%	1374 51.0%			
<b>In 3 yrs</b>	1964 63.4%	2385 67.3%	2092 65.3%	2013 65.1%	2324 68.2%	1974 69.2%	1944 68.7%	1790 68.1%				
<b>In 4 yrs</b>	2135 68.9%	2539 71.6%	2262 70.6%	2158 69.8%	2500 73.4%	2090 73.2%	2034 71.9%					
<b>To Date</b>	2304 74.3%	2704 76.3%	2365 73.8%	2250 72.8%	2606 76.5%	2148 75.3%	2077 73.4%	1896 72.1%	1657 61.6%	1035 45.0%	549 29.5%	86 9.0%
<b>Non-Permanent Exits</b>												
<b>In 1 yr</b>	274 8.8%	249 7.0%	231 7.2%	289 9.3%	259 7.6%	263 9.2%	250 8.8%	208 7.9%	196 7.3%	138 6.0%		
<b>In 2 yrs</b>	332 10.7%	320 9.0%	301 9.4%	371 12.0%	345 10.1%	318 11.1%	320 11.3%	267 10.2%	243 9.0%			
<b>In 3 yrs</b>	365 11.8%	366 10.3%	366 11.4%	431 13.9%	401 11.8%	354 12.4%	363 12.8%	300 11.4%				
<b>In 4 yrs</b>	406 13.1%	392 11.1%	403 12.6%	461 14.9%	449 13.2%	392 13.7%	394 13.9%					
<b>To Date</b>	503 16.2%	485 13.7%	495 15.5%	550 17.8%	509 14.9%	429 15.0%	415 14.7%	326 12.4%	265 9.8%	183 8.0%	87 4.7%	24 2.5%

	Period of Entry to Care											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<i>Unknown Exits</i>												
<i>In 1 yr</i>	106 3.4%	151 4.3%	129 4.0%	83 2.7%	76 2.2%	62 2.2%	60 2.1%	77 2.9%	129 4.8%	211 9.2%		
<i>In 2 yrs</i>	136 4.4%	191 5.4%	171 5.3%	124 4.0%	117 3.4%	98 3.4%	91 3.2%	141 5.4%	310 11.5%			
<i>In 3 yrs</i>	161 5.2%	218 6.1%	208 6.5%	163 5.3%	140 4.1%	124 4.3%	125 4.4%	197 7.5%				
<i>In 4 yrs</i>	179 5.8%	242 6.8%	234 7.3%	181 5.9%	167 4.9%	156 5.5%	168 5.9%					
<i>To Date</i>	257 8.3%	317 8.9%	293 9.1%	227 7.3%	210 6.2%	185 6.5%	181 6.4%	214 8.1%	380 14.1%	389 16.9%	145 7.8%	15 1.6%
<i>Remain In Care</i>												
<i>In 1 yr</i>	1542 49.7%	1739 49.1%	1615 50.4%	1590 51.4%	1809 53.1%	1434 50.2%	1421 50.2%	1253 47.7%	1344 49.9%	1247 54.2%		
<i>In 2 yrs</i>	995 32.1%	956 27.0%	926 28.9%	856 27.7%	972 28.5%	763 26.7%	742 26.2%	641 24.4%	765 28.4%			
<i>In 3 yrs</i>	610 19.7%	576 16.2%	537 16.8%	484 15.7%	542 15.9%	402 14.1%	397 14.0%	342 13.0%				
<i>In 4 yrs</i>	380 12.3%	372 10.5%	304 9.5%	291 9.4%	291 8.5%	216 7.6%	233 8.2%					
<i>To Date</i>	36 1.2%	39 1.1%	50 1.6%	64 2.1%	82 2.4%	92 3.2%	156 5.5%	193 7.3%	390 14.5%	692 30.1%	1078 58.0%	828 86.9%

The following graphs show how the ages of children upon their entry to care, as well as at the time of exit, differ depending on the overall type of exit (permanent or non-permanent).

**FIGURE 2: CHARACTERISTICS OF CHILDREN EXITING WITH AND WITHOUT PERMANENCY (2012 EXIT COHORT)**



**Permanency Goals:**

The following chart illustrates and summarizes the number of children (which excludes youth ages 18 and older) at various stages of placement episodes, and provides the distribution of Permanency Goals selected for them.

**FIGURE 3: DISTRIBUTION OF PERMANENCY GOALS ON THE PATH TO PERMANENCY (CHILDREN IN CARE ON AUGUST 1, 2013<sup>7</sup>)**

<b>Is the child legally free (his or her parents' rights have been terminated)?</b>				
<b>Yes</b>	<b>No</b>			
<b>577</b>	↓ <b>2609</b>			
<i>Goals of:</i>	<b>Has the child been in care more than 15 months?</b>			
445 (77%)	<b>No</b>	<b>Yes</b>		
Adoption	<b>1,486</b>	↓ <b>1,123</b>		
120 (21%)	<b>Has a TPR proceeding been filed?</b>			
APPLA	<b>Yes</b>	<b>No</b>		
6 (1%)	<b>297</b>	↓ <b>826</b>		
Relatives	<b>Is a reason documented not to file TPR?</b>			
3 (1%)	<i>Goals of:</i>	<b>Yes</b>	<b>No</b>	
Blank	190 (64%)	<b>415</b>	<b>411</b>	
2 (<1%)	Adoption	<i>Goals of:</i>	<i>Documented</i>	<i>Goals of:</i>
Trans. of	71 (24%)	223 (54%)	<i>Reasons:</i>	145 (35%)
Guardian:	APPLA	APPLA	68%	Reunify
Sub/Unsub	26 (9%)	74 (18%)	Compelling	109 (27%)
1 (<1%)	Reunify	Trans. of	Reason	APPLA
Reunificatio	4 (1%)	Guardian:	20%	75 (18%)
n	Trans. of	Sub/Unsub	Child is with	Trans. of
	Guardian:	56 (13%)	relative	Guardian:
	Sub/Unsub	Reunify	9%	Sub/Unsub
	4 (1%)	40 (10%)	Petition in	63 (15%)
	Relatives	Adoption	process%	Adoption
	2 (1%)	22 (5%)	Service not	14 (3%)
	Blank	Relatives	provided	Relatives
				5 (1%)
				Blank

<sup>7</sup> Children over age 18 are not included in these figures.

**Preferred Permanency Goals:**

<b>Reunification</b>	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Total number of children with Reunification goal, pre-TPR and post-TPR	1382	1300	1254	1242	1200	1172
Number of children with Reunification goal pre-TPR	1381	1298	1254	1242	1200	1171
<ul style="list-style-type: none"> <li>Number of children with Reunification goal, pre-TPR, &gt;= 15 months in care</li> </ul>	272	282	254	260	235	227
<ul style="list-style-type: none"> <li>Number of children with Reunification goal, pre-TPR, &gt;= 36 months in care</li> </ul>	41	40	31	30	33	38
Number of children with Reunification goal, post-TPR	1	2	0	0	0	1

<b>Transfer of Guardianship (Subsidized and Non-Subsidized)</b>	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Total number of children with Transfer of Guardianship goal (subsidized and non-subsidized), pre-TPR and post TPR	223	272	259	258	263	245
Number of children with Transfer of Guardianship goal (subsidized and non-subsidized), pre-TPR	220	268	254	255	259	243
<ul style="list-style-type: none"> <li>Number of children with Transfer of Guardianship goal (subsidized and non-subsidized), pre-TPR, &gt;= 22 months</li> </ul>	31	58	63	69	79	82
<ul style="list-style-type: none"> <li>Number of children with Transfer of Guardianship goal (subsidized and non-subsidized), pre-TPR, &gt;= 36 months</li> </ul>	9	9	11	14	9	14
Number of children with Transfer of Guardianship goal (subsidized and non-subsidized), post-TPR	3	4	5	3	4	2

<b>Adoption</b>	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Total number of children with Adoption goal, pre-TPR and post-TPR	1106	1117	1058	974	966	922
Number of children with Adoption goal, pre-TPR	573	528	500	496	473	477
Number of children with Adoption goal, TPR not filed, >= 15 months in care	88	106	112	130	115	103
<ul style="list-style-type: none"> <li>Reason TPR not filed, Compelling Reason</li> </ul>	6	10	6	2	7	8
<ul style="list-style-type: none"> <li>Reason TPR not filed, petitions in progress</li> </ul>	14	12	26	29	31	27
<ul style="list-style-type: none"> <li>Reason TPR not filed, child is in placement with relative</li> </ul>	5	1	1	2	1	2
<ul style="list-style-type: none"> <li>Reason TPR not filed, services needed not provided</li> </ul>	0	1	2	2	2	3
<ul style="list-style-type: none"> <li>Reason TPR not filed, blank</li> </ul>	63	82	77	95	74	63
Number of cases with Adoption goal post-TPR	533	589	558	478	493	445
<ul style="list-style-type: none"> <li>Number of children with Adoption goal, post-TPR, in care &gt;= 15 months</li> </ul>	493	549	522	453	464	419
<ul style="list-style-type: none"> <li>Number of children with Adoption goal, post-TPR, in care &gt;= 22 months</li> </ul>	406	457	437	374	381	357
Number of children with Adoption goal, post-TPR, no barrier, > 3 months since TPR	17	18	22	32	32	14
Number of children with Adoption goal, post-TPR, with barrier, > 3 months since TPR	115	123	124	103	102	98
Number of children with Adoption goal, post-TPR, with blank barrier, > 3 months since TPR	272	312	283	268	257	244

<b>Progress Towards Permanency:</b>	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Total number of children, pre-TPR, TPR not filed, >=15 months in care, no compelling reason	390	435	422	456	434	411

**Non-Preferred Permanency Goals:**

	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
<b>Long Term Foster Care Relative:</b>						
Total number of children with Long Term Foster Care Relative goal	70	61	61	53	55	61
Number of children with Long Term Foster Care Relative goal, pre-TPR	61	52	55	46	49	55
<ul style="list-style-type: none"> <li>Number of children with Long Term Foster Care Relative goal, 12 years old and under, pre-TPR</li> </ul>	7	7	9	5	5	7
Long Term Foster Care Rel. goal, post-TPR	9	9	6	7	6	6
<ul style="list-style-type: none"> <li>Number of children with Long Term Foster Care Relative goal, 12 years old and under, post-TPR</li> </ul>	0	1	0	0	0	1

	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
<b>APPLA*</b>						
Total number of children with APPLA goal	671	634	629	613	643	602
Number of children with APPLA goal, pre-TPR	533	504	494	479	513	482
<ul style="list-style-type: none"> <li>Number of children with APPLA goal, 12 years old and under, pre-TPR</li> </ul>	31	21	22	19	20	21
Number of children with APPLA goal, post-TPR	138	130	135	134	130	120
<ul style="list-style-type: none"> <li>Number of children with APPLA goal, 12 years old and under, post-TPR</li> </ul>	7	7	11	11	11	11

\* Columns prior to Aug 07 had previously been reported separately as APPLA: Foster Care Non-Relative and APPLA: Other. The values from each separate table were added to provide these figures. Currently there is only one APPLA goal.

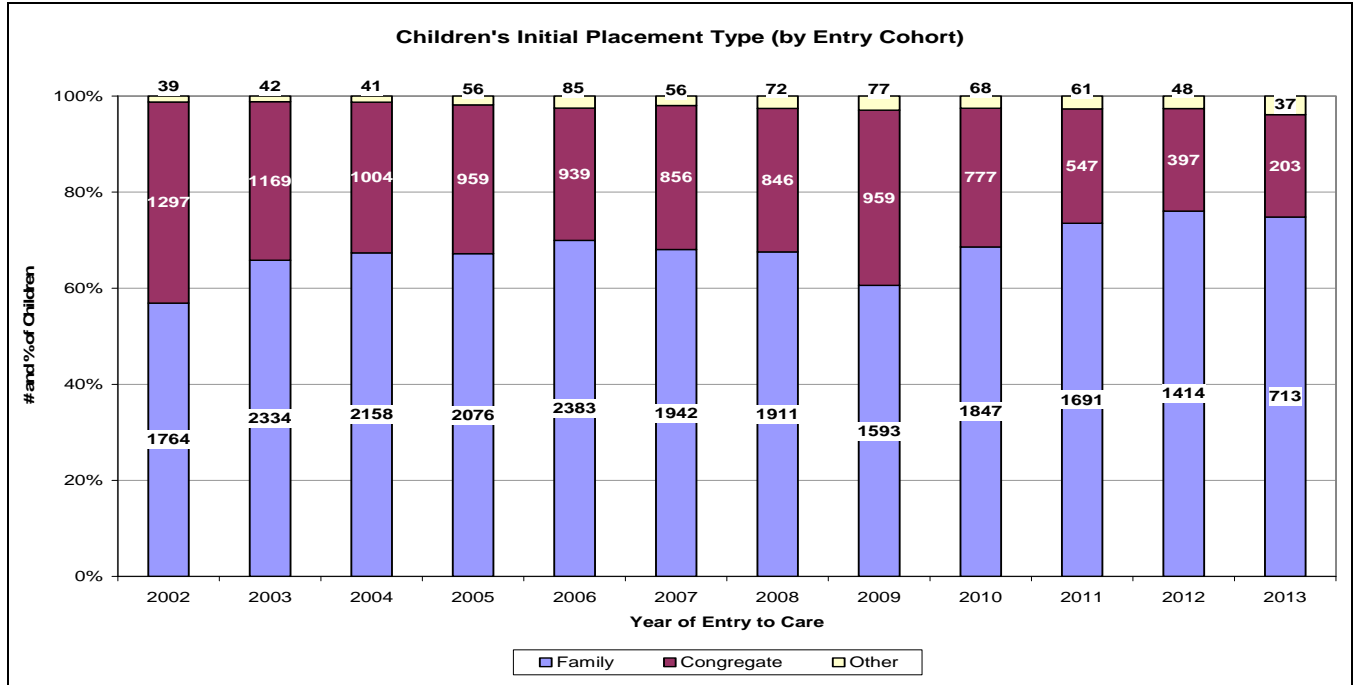
**Missing Permanency Goals:**

	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Number of children, with no Permanency goal, pre-TPR, >= 2 months in care	24	21	21	22	24	19
Number of children, with no Permanency goal, pre-TPR, >= 6 months in care	11	16	13	11	17	11
Number of children, with no Permanency goal, pre-TPR, >= 15 months in care	5	9	11	9	8	7
Number of children, with no Permanency goal, pre-TPR, TPR not filed, >= 15 months in care, no compelling reason	2	6	9	3	7	5

## **B. PLACEMENT ISSUES**

### **Placement Experiences of Children**

The following chart shows the change in use of family and congregate care for admission cohorts between 2002 and 2013.



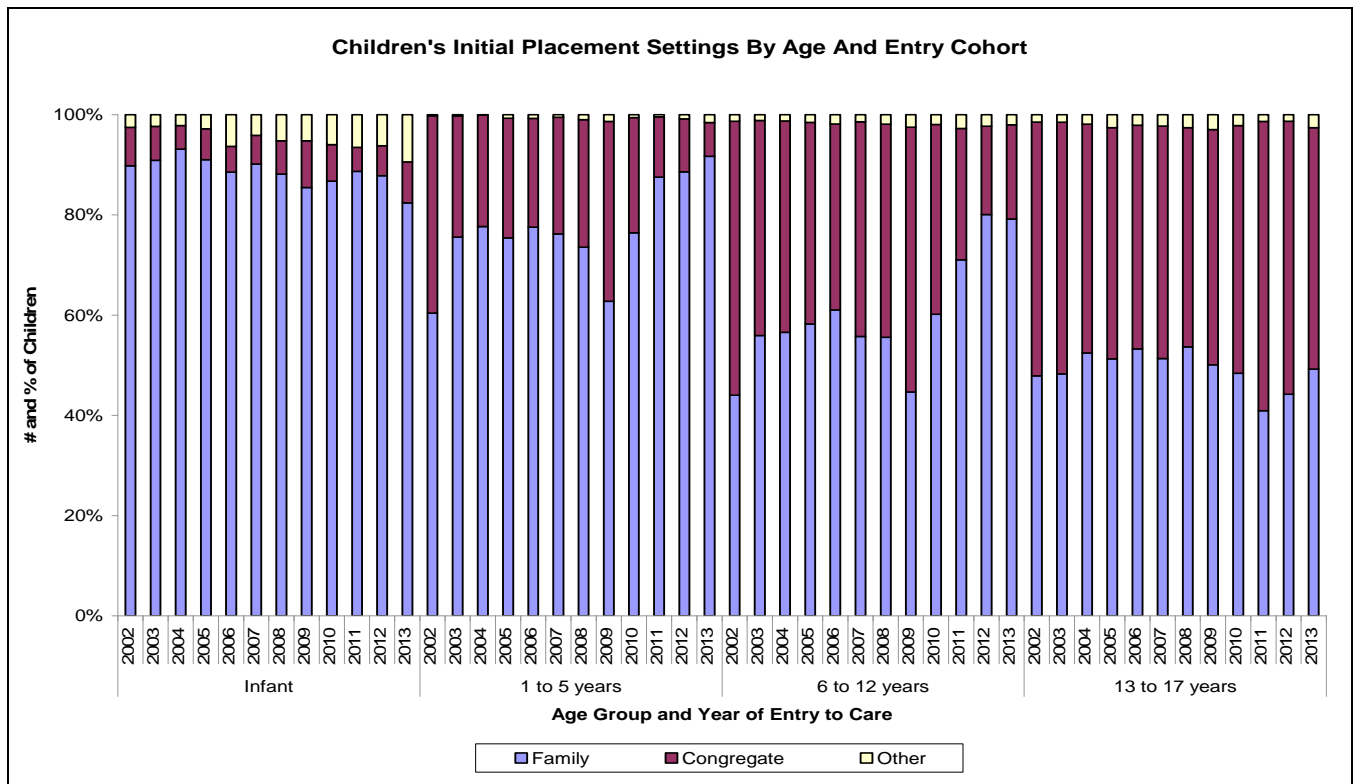
The next table shows specific care types used month-by-month for entries between July 2012 and June 2013.



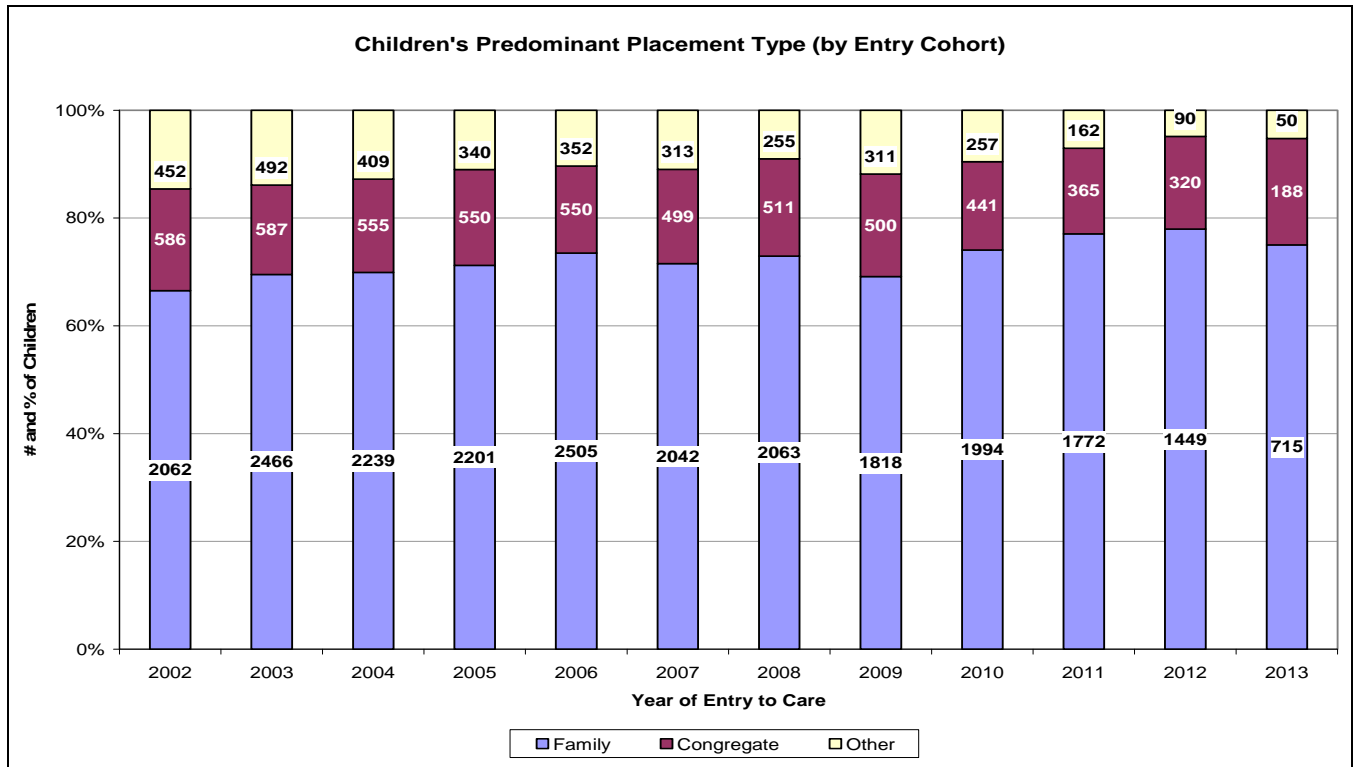
Case Summaries

First placement type		enter Jul12	enter Aug12	enter Sep12	enter Oct12	enter Nov12	enter Dec12	enter Jan13	enter Feb13	enter Mar13	enter Apr13	enter May13	enter Jun13
Residential	N	4	12	8	4	5	5	14	7	5	6	12	6
	%	2.7%	6.8%	4.4%	2.3%	3.8%	4.3%	8.4%	5.0%	3.7%	4.1%	6.1%	3.6%
DCF Facilities	N	2	7	2	2	2	5	7	1	2	5	3	1
	%	1.4%	4.0%	1.1%	1.2%	1.5%	4.3%	4.2%	.7%	1.5%	3.4%	1.5%	.6%
Foster Care	N	101	90	105	92	55	39	83	62	58	70	86	85
	%	68.7%	50.8%	58.3%	53.5%	41.4%	33.6%	49.7%	44.0%	42.6%	47.6%	43.9%	51.2%
Group Home	N	2	3	4	2	3	1	4	2	3	4	6	2
	%	1.4%	1.7%	2.2%	1.2%	2.3%	.9%	2.4%	1.4%	2.2%	2.7%	3.1%	1.2%
Relative Care	N	21	32	29	38	36	50	30	36	42	33	49	41
	%	14.3%	18.1%	16.1%	22.1%	27.1%	43.1%	18.0%	25.5%	30.9%	22.4%	25.0%	24.7%
Medical	N	2	5	8	1	1		7	5	6	6	8	5
	%	1.4%	2.8%	4.4%	.6%	.8%		4.2%	3.5%	4.4%	4.1%	4.1%	3.0%
Safe Home	N	3	4	5	4	2	1	3	6	5	3	6	2
	%	2.0%	2.3%	2.8%	2.3%	1.5%	.9%	1.8%	4.3%	3.7%	2.0%	3.1%	1.2%
Shelter	N	9	15	8	24	18	9	14	16	12	12	17	17
	%	6.1%	8.5%	4.4%	14.0%	13.5%	7.8%	8.4%	11.3%	8.8%	8.2%	8.7%	10.2%
Special Study	N	3	9	11	5	11	6	5	6	3	8	9	7
	%	2.0%	5.1%	6.1%	2.9%	8.3%	5.2%	3.0%	4.3%	2.2%	5.4%	4.6%	4.2%
Total	N	147	177	180	172	133	116	167	141	136	147	196	166
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The chart below shows the change in level of care usage over time for different age groups.



It is also useful to look at where children spend most of their time in DCF care. The chart below shows this for admission the 2002 through 2013 admission cohorts.



The following chart shows monthly statistics of children who exited from DCF placements between July 2012 and June 2013, and the portion of those exits within each placement type from which they exited.

**Case Summaries**

Last placement type in spell (as of censor date)		exitJul12	exit Aug12	exit Sep12	exit Oct12	exit Nov12	exit Dec12	exit Jan13	exit Feb13	exit Mar13	exitApr13	exit May13	exit Jun13
Residential	N	16	18	16	13	11	8	7	11	5	12	8	3
	%	8.0%	6.4%	9.1%	5.9%	6.7%	3.7%	4.6%	10.3%	3.2%	7.9%	4.2%	2.0%
DCF Facilities	N	6	6	2	2	2	6	2	3	4	1	3	4
	%	3.0%	2.1%	1.1%	.9%	1.2%	2.7%	1.3%	2.8%	2.6%	.7%	1.6%	2.6%
Foster Care	N	87	145	76	115	83	102	71	42	67	68	87	82
	%	43.3%	51.8%	43.2%	52.3%	50.9%	46.6%	46.7%	39.3%	43.2%	44.7%	45.8%	53.9%
Group Home	N	18	21	10	13	10	21	7	8	10	7	8	13
	%	9.0%	7.5%	5.7%	5.9%	6.1%	9.6%	4.6%	7.5%	6.5%	4.6%	4.2%	8.6%
Independent Living	N	3	1	6	1	2	7		1	3	4	5	4
	%	1.5%	.4%	3.4%	.5%	1.2%	3.2%		.9%	1.9%	2.6%	2.6%	2.6%
Relative Care	N	48	62	43	60	34	52	46	26	49	41	65	36
	%	23.9%	22.1%	24.4%	27.3%	20.9%	23.7%	30.3%	24.3%	31.6%	27.0%	34.2%	23.7%
Medical	N	2	2	2	1			1			1	2	1
	%	1.0%	.7%	1.1%	.5%			.7%			.7%	1.1%	.7%
Safe Home	N	2	7	1		1	4	2	1	1	2	3	3
	%	1.0%	2.5%	.6%		.6%	1.8%	1.3%	.9%	.6%	1.3%	1.6%	2.0%
Shelter	N	8	9	7	8	8	8	5	5	9	8	3	3
	%	4.0%	3.2%	4.0%	3.6%	4.9%	3.7%	3.3%	4.7%	5.8%	5.3%	1.6%	2.0%
Special Study	N	8	9	13	6	11	8	8	7	5	7	6	2
	%	4.0%	3.2%	7.4%	2.7%	6.7%	3.7%	5.3%	6.5%	3.2%	4.6%	3.2%	1.3%
Unknown	N	3			1	1	3	3	3	2	1		1
	%	1.5%			.5%	.6%	1.4%	2.0%	2.8%	1.3%	.7%		.7%
Total	N	201	280	176	220	163	219	152	107	155	152	190	152
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The next chart shows the primary placement type for children who were in care on March 1, 2013 organized by length of time in care.

Primary type of spell (>50%) \* Duration Category Crosstabulation

			Duration Category							Total
			1 <= durat < 30	30 <= durat < 90	90 <= durat < 180	180 <= durat < 365	365 <= durat < 545	545 <= durat < 1095	more than 1095	
Primary type of spell (>50%)	Residential	Count	6	20	26	37	24	50	68	231
		% Row	2.6%	8.7%	11.3%	16.0%	10.4%	21.6%	29.4%	100.0%
		% Col	3.9%	6.6%	7.0%	6.2%	4.9%	5.4%	7.1%	6.1%
	DCF Facilities	Count	1	5	7	7	4	2	2	28
		% Row	3.6%	17.9%	25.0%	25.0%	14.3%	7.1%	7.1%	100.0%
		% Col	.6%	1.6%	1.9%	1.2%	.8%	.2%	.2%	.7%
	Foster Care	Count	72	124	150	253	242	462	553	1856
		% Row	3.9%	6.7%	8.1%	13.6%	13.0%	24.9%	29.8%	100.0%
		% Col	46.8%	40.8%	40.7%	42.7%	49.8%	49.8%	57.4%	48.9%
	Group Home	Count	2	9	14	23	12	47	98	205
		% Row	1.0%	4.4%	6.8%	11.2%	5.9%	22.9%	47.8%	100.0%
		% Col	1.3%	3.0%	3.8%	3.9%	2.5%	5.1%	10.2%	5.4%
	Independent Living	Count	0	0	0	0	0	4	4	8
		% Row	.0%	.0%	.0%	.0%	.0%	50.0%	50.0%	100.0%
		% Col	.0%	.0%	.0%	.0%	.0%	.4%	.4%	.2%
	Relative Care	Count	41	88	106	194	122	231	70	852
		% Row	4.8%	10.3%	12.4%	22.8%	14.3%	27.1%	8.2%	100.0%
		% Col	26.6%	28.9%	28.7%	32.7%	25.1%	24.9%	7.3%	22.4%
	Medical	Count	1	0	3	1	3	4	3	15
		% Row	6.7%	.0%	20.0%	6.7%	20.0%	26.7%	20.0%	100.0%
% Col		.6%	.0%	.8%	.2%	.6%	.4%	.3%	.4%	
Mixed (none >50%)	Count	1	1	2	9	19	70	138	240	
	% Row	.4%	.4%	.8%	3.8%	7.9%	29.2%	57.5%	100.0%	
	% Col	.6%	.3%	.5%	1.5%	3.9%	7.6%	14.3%	6.3%	
Safe Home	Count	2	12	11	10	5	3	2	45	
	% Row	4.4%	26.7%	24.4%	22.2%	11.1%	6.7%	4.4%	100.0%	
	% Col	1.3%	3.9%	3.0%	1.7%	1.0%	.3%	.2%	1.2%	
Shelter	Count	19	25	26	21	11	1	0	103	
	% Row	18.4%	24.3%	25.2%	20.4%	10.7%	1.0%	.0%	100.0%	
	% Col	12.3%	8.2%	7.0%	3.5%	2.3%	.1%	.0%	2.7%	
Special Study	Count	8	19	19	31	40	46	22	185	
	% Row	4.3%	10.3%	10.3%	16.8%	21.6%	24.9%	11.9%	100.0%	
	% Col	5.2%	6.3%	5.1%	5.2%	8.2%	5.0%	2.3%	4.9%	
Unknown	Count	1	1	5	7	4	7	3	28	
	% Row	3.6%	3.6%	17.9%	25.0%	14.3%	25.0%	10.7%	100.0%	
	% Col	.6%	.3%	1.4%	1.2%	.8%	.8%	.3%	.7%	
Total	Count	154	304	369	593	486	927	963	3796	
	% Row	4.1%	8.0%	9.7%	15.6%	12.8%	24.4%	25.4%	100.0%	
	% Col	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Congregate Care Settings**

<b>Placement Issues</b>	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Total number of children 12 years old and under, in Congregate Care	78	55	58	43	57	41
• Number of children 12 years old and under, in DCF Facilities	5	5	4	5	3	0
• Number of children 12 years old and under, in Group Homes	23	21	22	17	14	13
• Number of children 12 years old and under, in Residential	15	10	7	5	4	8
• Number of children 12 years old and under, in SAFE Home	34	17	24	15	20	18
• Number of children 12 years old and under in Shelter	1	2	1	1	1	2
Total number of children ages 13-17 in Congregate Placements	624	576	556	538	516	477

**Use of SAFE Homes, Shelters and PDCs**

The analysis below provides longitudinal data for children (which may include youth ages 18 and older) who entered care in Safe Homes, Permanency Diagnostic Centers and Shelters.

	<b>Period of Entry to Care</b>											
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Total Entries</b>	3100	3545	3203	3091	3407	2854	2829	2629	2692	2299	1859	953
<b>SAFE Homes/PDCs</b>	72823%	62918%	45314%	39413%	39512%	38213%	33512%	47118%	33112%	1466%	684%	253%
<b>Shelters</b>	1655%	1354%	1475%	1786%	1143%	1365%	1445%	1867%	1757%	1938%	1699%	889%
<b>Total</b>	89329%	76422%	60019%	57219%	50915%	51818%	47917%	65725%	50619%	33915%	23713%	11312%

	<b>Period of Entry to Care</b>											
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Total Initial Plcmnts</b>	893	764	600	572	509	518	479	657	506	339	237	113
<b>&lt;= 30 days</b>	35139.3%	30840.3%	24941.5%	24142.1%	18636.5%	16231.3%	15031.3%	22934.9%	13526.7%	10330.4%	6025.3%	4338.1%

	Period of Entry to Care											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Total Initial Plcmnts</b>	893	764	600	572	509	518	479	657	506	339	237	113
31 - 60	284	180	102	114	73	73	102	110	106	57	44	30
	31.8 %	23.6 %	17.0 %	19.9 %	14.3 %	14.1 %	21.3 %	16.7 %	20.9 %	16.8 %	18.6 %	26.5 %
61 - 91	106	121	81	76	87	79	85	157	91	54	39	14
	11.9 %	15.8 %	13.5 %	13.3 %	17.1 %	15.3 %	17.7 %	23.9 %	18.0 %	15.9 %	16.5 %	12.4 %
92 - 183	101	107	124	100	118	131	110	124	136	84	56	26
	11.3 %	14.0 %	20.7 %	17.5 %	23.2 %	25.3 %	23.0 %	18.9 %	26.9 %	24.8 %	23.6 %	23.0 %
184+	51	48	44	41	45	73	32	37	38	41	38	0
	5.7% %	6.3% %	7.3% %	7.2% %	8.8% %	14.1 %	6.7% %	5.6% %	7.5% %	12.1 %	16.0 %	0.0% %

The following is the point-in-time data taken from the monthly LINK data, and may include those youth ages 18 and older.

Placement Issues	Feb 2012	May 2012	Aug 2012	Nov 2012	Feb 2013	May 2013	Aug 2013
Total number of children in SAFE Home	60	63	45	49	31	40	35
• Number of children in SAFE Home, > 60 days	44	40	35	31	21	35	24
• Number of children in SAFE Home, >= 6 months	9	11	7	8	7	12	12
Total number of children in STAR/Shelter Placement	75	71	84	78	73	64	75
• Number of children in STAR/Shelter Placement, > 60 days	40	37	53	40	42	30	35
• Number of children in STAR/Shelter Placement, >= 6 months	7	9	9	9	10	8	8
Total number of children in MH Shelter	2	1	2	1	1	1	1
• Total number of children in MH Shelter, > 60 days	2	1	1	1	1	1	1
• Total number of children in MH Shelter, >= 6 months	1	0	0	0	1	1	1

## Time in Residential Care

<b>Placement Issues</b>	<b>Feb 2012</b>	<b>May 2012</b>	<b>Aug 2012</b>	<b>Nov 2012</b>	<b>Feb 2013</b>	<b>May 2013</b>	<b>Aug 2013</b>
Total number of children in Residential care	372	316	273	252	244	190	173
• Number of children in Residential care, >= 12 months in Residential placement	124	113	89	76	64	54	51
• Number of children in Residential care, >= 60 months in Residential placement	1	1	1	0	2	2	2

**Appendix 1**  
**Commissioner's Highlights from**  
**The Department of Children & Families**  
**Second Quarter 2013 Exit Plan Report**

## Commissioner Statement

I have regularly taken the opportunity afforded by the *Juan F.* Exit Plan Quarterly Reports to credit our staff for the significant progress they have made in implementing the many reforms underway at the Department. Together, these reforms are transforming the relationship we have with families and communities. The Strengthening Families Practice Model, the Differential Response System, announced visits, the preference for kinship care, and team meetings, including, most recently, "Considered Removal" team meetings, are changing in fundamental ways how we treat families. Our staff must be praised for implementing these reforms with passion and commitment.

Most important, this strengths-based, family-centered, and solution-focused approach to our work with families is yielding measurable improvements. From January 2011 to September 2013, we have seen these positive changes:

- There are 875 fewer children in care -- a reduction of 18.3 percent;
- The percentage of children in care living with a relative or other person they know increased from 21 percent to 30.3 percent -- an improvement of 44.3 percent;
- The percentage of children in care who are in a congregate placement decreased from 29.8 percent to 22.2 percent -- an improvement of 25.6 percent; and
- There are 324 fewer children in care out of state -- an improvement of 89.5 percent.

While these improvements in less than three years are substantial, there have remained stubborn challenges, in particular, with achieving progress in the most difficult of the Exit Plan's outcome measures. Outcome Measure 15, which applies 11 separate criteria to assess whether children's needs are being met, clearly was the most difficult and has largely evaded efforts to attain consistent improvements.

For this reason, I am excited to see that our staff has achieved a 74 percent measure for "needs met." This is the highest attained to date since the inception of the Exit Plan. The previous high -- 67.3 percent -- was set in the first quarter of 2010 when the cases to be reviewed were known to the Department prior to their actual review by the Court Monitor. Since the start of the blind review process in 2011, the Department has hovered around or under 60 percent. While the outcome measure standard of the Exit Plan calls for an 80 percent measure, this quarter represents a sizable step forward.

Undoubtedly, there are multiple reasons for the progress at this time. I am confident it reflects the cumulative and ongoing focus on family-centered, strengths-based work that is expressed through all the changes outlined above. It was in only February, the middle of the period reflected in the previous *Juan F.* quarterly report, that the considered removal team meetings began. The results from that initiative alone have been greater than any of us imagined. About 70 percent of the first 505 children who were the subject of the meetings did not have to enter state care. Of those who did, about half were placed with a relative or kin.



Despite these dramatic results, I do not believe that any one of the reforms should be seen in isolation. All of the reforms work together to help us identify family strengths, galvanize family participation, and build upon family assets in partnership with the family's natural supports and the community.

Indeed, the State has just learned that the federal Administration for Children and Families (ACF) recognized that Connecticut has met all its goals under the Program Improvement Plan required under the Child and Family Service Review. The ACF credited the Department's Strengthening Families Practice Model and its family-centered focus as the most important strategy for achieving significant improvement. This adds to the growing list of indicators that the Department is moving boldly in the right direction.

Along with these important signs of improvement, we also must recognize that more work remains and that we must not become satisfied with our efforts. There are still too many children in care and for too long. Too many are not in the families they deserve, and there are still too many children who cannot access necessary services in a timely manner.

While these and other challenges remain, I can't express enough thanks to the dedicated men and women at the Department for implementing this family-centered work. There is much evidence that we are well on our way to becoming the agency that Connecticut children and families deserve.