



**NEW HAMPSHIRE
DIVISION FOR CHILDREN, YOUTH,
AND FAMILIES**



**COMPREHENSIVE CHILD AND
FAMILY SERVICES PLAN
ANNUAL PROGRESS AND SERVICES REPORT**

JUNE 30, 2011



Nicholas A. Toumpas
Commissioner

Maggie Bishop
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH AND FAMILIES

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June 30, 2011

Nancy Pickett, Child Welfare Specialist
Administration for Children and Families: Region I
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Boston, MA 02203

Dear Ms. Pickett:

On behalf of the New Hampshire Division for Children, Youth and Families, I am pleased to provide you with our 2011 Annual Progress and Services Report (APSR) for our 2010-2014 Child and Family Services Plan, (CFSP). The CFSP, or Five Year Plan, was based on the outcomes of our 2003 Child and Family Services Review, our internal Case Practice Reviews, analysis of administrative data, feedback from staff, youth and families, and a variety of community stakeholders. The development of the CFSP focused on the implementation of our statewide practice model. This APSR provides updates on the development of our practice model and other key initiatives outlined in last year's APSR.

Our agency has a long history of providing coordinated services with other community partners committed to promoting the safety, permanency, and well-being of New Hampshire's children. Along with the 2010 CFSR and related Program Improvement Plan, we see our Child and Family Services Plan as a blueprint that will accelerate our ability to effectively serve the needs of children and families in our state.

If you have any questions about this comprehensive plan, please contact Michael Donati, Grants Administrator, at the number listed above.

Thank you for your continued support for this and New Hampshire DCYF's other family-centered initiatives.

Sincerely,

A handwritten signature in cursive script that reads "Maggie Bishop".

Maggie Bishop
Director

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INTRODUCTION

New Hampshire's public response to the safety, permanency, and well-being of children is framed in the Child Protection Act. This law mandates that New Hampshire's Department of Health and Human Services, acting through the Division for Children, Youth and Families (DCYF); respond to children and families affected by those factors that put our children at risk of harm by abuse and neglect.

The 2010-2014 Comprehensive Child and Family Services Plan (CFSP) was established in partnership with community stakeholder advisory panels, DCYF and the Division for Juvenile Justice Services (DJJS) management and staff. The DCYF Bureau of Well-Being is responsible for the development and monitoring of the CFSP.

Child welfare and child protection are human service endeavors that require continuous self-assessment, critical review and adaptation to new understandings of best practice, legal mandates and collective social need. The 2010–2014 CFSP is a “living document” that provides purpose and direction, while being adaptive and responsive to the findings of the Child and Family Service Review (CFSR) in August 2010 and development of the subsequent Program Improvement Plan (PIP), as well as ongoing recommendations from internal quality assurance processes, staff, families, and community stakeholders.

In addition to last year's CFSR, New Hampshire DCYF and DJJS are in the process of implementing a system wide Practice Model. The 2010 CFSR, PIP and the Practice Model will be inextricably linked, as the CFSR has informed to a great extent our agencies' strengths, needs and areas of greatest consistency and inconsistency. DCYF is utilizing this feedback in order to improve all aspects of the broad child welfare system through New Hampshire's Practice Model.

During the past year, DCYF has made significant progress toward the goals and objectives of the 2010-2014 Child and Family Services Plan (CFSP). These goals and objectives, progress made towards achieving them, and steps to be taken over the next year, will be described in detail throughout this report.

This document contains two major sections:

Part one provides an overview of New Hampshire's Child Welfare System, including descriptions of the continuum of services provided to children and families, the structure of the agency administering the Title IV-B and Title IV-E programs (DCYF), and descriptions of the programs and activities for which each bureau is responsible. This includes a complete description of programs and services provided under the Chafee Foster Care Independence Program (CFCIP) and the Education and Training Vouchers (ETV) program as well as the training plan.

Part two outlines which programs and services are funded by Title IV-B funds. This section includes required CFS-101 forms and additional budget information. As part of the 2010

CAPTA Reauthorization, DCYF's new State CAPTA Plan has been completed as a separate document from this APSR.

The [DCYF Disaster Plan](#), [Disaster Plan Resource Guide](#), [Citizen's Review Panel Annual Report](#) and [Health Care Services Plan](#) are included as appendices.

AGENCY ORGANIZATION AND CONTINUUM OF SERVICES

The Division for Children, Youth and Families (DCYF) manages child protective and child development programs on behalf of New Hampshire's children, youth and their families. DCYF staff provides a wide range of family-centered services with a central goal of meeting a parent's and a child's needs by strengthening the family system. Programs are designed to support families and children in their own homes and communities whenever possible.

Vision

We envision a state in which every child lives in a nurturing family and plays and goes to school in communities that are safe and cherish children.

Mission

We are dedicated to assisting families in the protection, development, permanency, and well-being of their children and the communities in which they live.

Services are provided through the department's eleven district offices and the telework unit as well as by a variety of service and residential care providers located across New Hampshire. The division's programs have an overall SFY 2010 budget of \$137,338,097 and a staffing allocation of 372 positions.

In its work, DCYF staff engages frequently with other DHHS agencies to coordinate services to address child and family related needs in an integrated and seamless fashion. This close collaboration and partnership includes:

- The Division of Family Assistance to provide childcare services for employment and training in abuse/neglect cases; TANF/ Food Stamp and Medicaid services to eligible DCYF families; and determines program eligibility through the fiscal specialist,
- The Division of Community-Based Care Services, Bureau of Drug and Alcohol Services, to arrange for substance abuse treatment services to families in which children have been found to be maltreated,
- The Bureau of Behavioral Health to arrange for mental health evaluations and treatment services for children and adults in abuse/neglect cases in the community and for the evaluation and treatment of children in psychiatric facilities such as the Anna Philbrook Center,
- The Division of Public Health Services for services such as Maternal and Child Health and the Lead Poisoning Prevention Program,

- The Division for Juvenile Justice Services with whom DCYF works on joint cases involving abused/neglected youth who may also be involved in juvenile delinquency,
- The Office of Medicaid Business and Policy to coordinate medical services to DCYF families and to provide services to DCYF families: Healthy Kids medical insurance coverage, Special Medical Services and dental services for children in foster care,
- The Bureau of Developmental Services for Family-Centered Early Supports and services for children with developmental delays and chronic health conditions, and
- The Division of Child Support Services to receive child support for children who are placed in out-of-home care.

The overarching goals of the DCYF/DJJS 2010-2014 Child and Family Services Plan (CFSP) are centered on the development, establishment, implementation, and evaluation of a system wide Practice Model. Specific goals outlined in the CFSP complement this endeavor. There has been substantial progress made towards the development of New Hampshire's Practice Model.

NEW HAMPSHIRE PRACTICE MODEL

In 2009 New Hampshire was selected by the federal government to receive funding and intensive technical assistance to implement sustainable and systemic improvements to the state's child welfare system. DCYF and DJJS have been using this assistance to establish a Practice Model. New Hampshire's Practice Model outlines the beliefs and principles that drive the divisions' approach to providing services. The most fundamental purpose of a child welfare Practice Model is to serve as a conceptual map and accentuate organizational ideology that should come together in creating the optimal environment that focuses on the safety, permanency and well-being of children, youth and families. With great emphasis in the areas of family engagement, safety and assessment and culture and climate, the Practice Model will ensure high levels of partnership with families and stakeholders alike. Furthermore, it is expected that the integrated vision created by the Practice Model will enhance consistency in service and practice throughout New Hampshire.

The design of the Practice Model, which began in January 2010, was a collaborative process that included participation from employees across all levels of the organization. DCYF and DJJS both utilized Design Teams to ensure that the process was inclusive of the subtleties that are associated with each division. The DCYF and DJJS Design Teams consisted of employees representing all levels of each organization. Each district office, unit and bureau was represented. Throughout the design phase of the project, Design Team members were asked to bring all items back to those they represent in an effort to solicit feedback and allow for full transparency into the design process of the Practice Model. All feedback was considered and discussed within the larger groups, thereby allowing for a process that was truly inclusive of all staff members across all levels of the organizations.

The DCYF Design Team consisted of approximately forty individuals across the division and one DJJS representative. The DJJS Design Team consisted of approximately twenty individuals across the division including field JPPOs and supervisors, Sununu Center treatment, educational, residential and medical staff, DJJS Administration; DJJS support staff and one DCYF representative. The DCYF Design Team met monthly through June 2010 to establish the framework for the Practice Model. The DJJS Design Team, due to its limited scope of permanency, began meeting in June 2010 to establish their portion of the Practice Model.

The Design Teams served as the voice of the entire organization and the ultimate result was a Practice Model that is all-inclusive in terms of its design. The Design Teams used a process called Gradients of Agreement in an effort to make decisions in a consistent fashion. The Gradients of Agreement Scale allowed members to use a voting process to express their support for a proposal in degrees, along a continuum. This allowed group members to express support in terms other than a concrete “yes” or “no”. The use of this process allowed Design Team members to very accurately represent their division, district office, bureau or unit’s ideas.

From June 2010 until September 2010 the DCYF Design Team broke up into small groups to address various areas of focus and provide suggestions for future best practice improvements. These areas of focus included Family Engagement, Key Decision Making, Removal and Reunification Criteria, Prevention, and Culture and Climate. In September, the larger group reconvened and decided upon the adoption of these recommendations. The group narrowed recommendations and ultimately, the Practice Model’s Domain, or areas of focus were decided to be **Safety and Assessment, Family Engagement, and Culture and Climate.**

SAFETY AND ASSESSMENT

Through New Hampshire’s Practice Model, the prevention of child abuse and neglect will be enhanced with the implementation of improved assessment and planning tools. The State of New Hampshire has been utilizing Structured Decision Making (SDM) to assist with decision-making. With our commitment to adopting a solution-based foundation and due to the changing needs of the populations we serve, SDM will be updated and enhanced, safety/danger language will be updated, and safety-planning check-ins will be implemented.

Structured Decision Making will be enhanced to ensure that the tools are consistent with all aspects of the Practice Model. To achieve this, we will be incorporating the Signs of Safety approach into SDM. The incorporation of Signs of Safety will guarantee that a solution focused family engagement approach is utilized throughout the assessment and decision making process. Specifically, families will be given the opportunity to share their strengths and protective factors in order to assist in the development of realistic and achievable case plans and safety plans. In addition to enhancing the SDM tools, DCYF will establish criteria and standards regarding the consistent utilization of SDM. This will increase accuracy and improve the agency’s ability to utilize data generated by usage of the SDM tools to inform continuous quality improvement.

To ensure that families have greater opportunities to manage their own safety needs, an enhanced safety plan will be implemented in circumstances that require them. More specifically, in

situations where imminent danger is present, instead of placing children in out-of-home settings, families will be given the opportunity to establish enhanced safety plans with the assistance of DCYF and community resources. Enhanced safety plans will allow families to rely on their extended natural resources and on community supports to mitigate risk and danger concerns. Follow-ups may take place by the community supports, DCYF, providers or law enforcement officials. The goal of these safety plans will be to decrease the occurrences of after-hour removals.

FAMILY ENGAGEMENT

Partnering with families and ensuring that they have a voice is at the forefront of our Practice Model. New Hampshire has adopted several key strategies to ensure that the family voice is present at all levels of the organization. Family voice includes partnerships with parents, youth, children, and extended family members, as well as natural supports. To ensure consistency in family engagement practices throughout New Hampshire, and to ensure the highest possible level of engagement, an approach was established that includes Family Team Conferencing (FTC), [Family Assessment and Inclusive Reunification](#) (FAIR), and a [Youth Action Pool](#).

Family Team Conferences are formal family engagement meetings that will be held regularly for in-home cases. Family Team Conferences are meetings in which families are given the opportunity to establish safety plans and provide input for their case plans. One of the major goals of these meetings is to allow families to identify who their natural supports are and include them in the planning process. Ultimately, this will help families to become more independent and allow them to receive support in the home and in the community.

For placement cases New Hampshire has adopted Family Assessment and Inclusive Reunification (FAIR) meetings. These meetings are held periodically and include a format that encourages family voice through family engagement. Permanency planning for children and youth in placement begins at the time of placement and continues until a permanency plan is achieved. Engaging families and youth in decisions about permanency increases the likelihood of a successful permanent plan for the child or youth.

To ensure that the youth voice is provided throughout the organization, a Youth Action Pool will be established. Youth participating in the Youth Action Pool will be able to positively influence DCYF and DJJS adolescent practices by making themselves available to the organization. Youth will be able to assist others throughout the state by acting as trainers, panelists, committee members, practice consultants, facilitators, and youth mentors.

CULTURE AND CLIMATE

Culture and Climate is another area of our Practice Model's focus. Solution Based Casework and Supervisory Standards and Training are areas that will be addressed through our Practice Model. These strategies will ensure that our organization's philosophy and practices will be consistent with our Practice Model's beliefs and principles.

Solution Based Casework will be the foundation of our case practice as well as our supervision model. Solution-based interactions call for the positive engagement of individuals as well as the continued focus on finding solutions to problems, rather than focusing on the problems themselves. Utilizing solution-based interactions in our plan to establish statewide supervisory standards will keep the focus of supervision consistent with the Practice Model. Statewide consistency will be achieved through better training with a centralized focus.

To ensure that support opportunities are available for supervisors to assimilate and accommodate the Practice Model beliefs and principles into supervision with staff, supervisory standards will be established and statewide training will ensue. These supervisory standards will ensure that the interactions that supervisors have with staff will be solution-focused and involve a high level of family engagement. Furthermore, statewide standards will decrease job ambiguity and ensure that the Practice Model is successfully implemented statewide. This will become a key component of the sustainability of New Hampshire's Practice Model.

Many aspects of the Practice Model will assist in moving practice forward in New Hampshire. As mentioned in the 2010 APSR, New Hampshire planned to allow flexibility in the model in order to emphasize areas needing improvement that may be identified in the CFSR. Consequently, six practice improvement activities were specifically recognized that would align the Practice Model strategies with the Program Improvement Plan (PIP) as they directly relate to the 2010 CFSR findings.

2010 CHILD AND FAMILY SERVICES REVIEW

The federal Child and Family Services Review (CFSR) took place in August 2010. The 2010 review sites selected were the Littleton, Conway, Portsmouth, and Manchester District Offices and the State Office. The Administration of Children and Families (ACF) summed up the agency's work, since the last review in 2003, acknowledging efforts of agency leadership which has led to the culmination of a vision that cherishes children, families and their communities and values and supports the agency workforce. In addition, the DCYF/DJJS Director expressed that the focus and commitment to relationship building, transparency, and the influence of being a learning organization positively contributed to the successful transformation that has taken place over the past five years, as evidenced in the 2010 CFSR findings. In addition, New Hampshire is proud to report that the divisions met or exceeded national standards for the following:

- Absence of Recurrence of Maltreatment;
- Absence of Maltreatment of Children in Foster Care;
- Timeliness and Permanency of Reunification;
- Timeliness of Adoptions;
- Achieving Permanency for Children in Foster Care for Long Periods of Time; and
- Placement Stability.

SAFETY OUTCOMES

The 2010 CFSR case reviews indicated that, in 87.5 percent of the cases reviewed, there was no maltreatment recurrence within a six-month period. In addition, in 75 percent of the cases reviewed, the agency initiated a response to a maltreatment report within the timeframes established by state policy. However, the 2010 CFSR case reviews also identified concern that, in some cases, investigations of maltreatment reports were not initiated in a timely manner.

The 2010 CFSR case reviews found that the agency was effective in providing services to the family to prevent the child's removal from the home in 85 percent of the cases reviewed, and the agency conducted initial and ongoing risk and safety assessments to ensure the child's safety in 75 percent of the cases reviewed. However, the 2010 CFSR case reviews also identified concern that, in some cases, risk and safety were not assessed or managed consistently.

The CFSR findings resulted in an immediate review and eventual revision of the Intake and Assessment policy to ensure timeframes for commencing assessments are clearly defined and to standardize field responses to abuse and neglect allegations. Considerable efforts have been made and continue to focus on cross-agency consultation and collaboration when a family/youth are involved with both DCYF and DJJS. To achieve improvement, child protective service and juvenile justice staff training will emphasize family engagement skills and effective assessment and safety planning.

As a result of information obtained during the CFSR, DCYF immediately implemented a workgroup to consider what changes may be necessary to address practices and/or policies of its Central Intake Unit (CIU). Although these are not required to be in the PIP, DCYF is committed to addressing concerns identified by stakeholders. Specifically, there were questions about the timeliness of referrals being sent to district offices as well as inconsistencies in the screening process. The workgroup developed a supervisory report for the Central Intake Unit Supervisors. The data provided in this report would be used to assist in determining if any policy or practice changes needed to be made. None have been made to date. Furthermore, the workgroup met with Juvenile Justice Services Administration in order to consider any changes to additional information reports for DJJS cases. It was decided that no changes to practice in this area were needed at this time.

The Bureau of Organizational Learning and Quality Improvement (BOLQI) also developed a monthly supervisory report to enable CIU Supervisors and Administrators to review data in a variety of areas including timeliness of screening in/out reports and timeliness of assigning screened in reports to the local district office. It also allows for the opportunity to review trends by worker and supervisor as to numbers of reports taken and determinations made. Informed decisions can then be made from this trend data.

Additionally, consideration is being given to including CIU in the schedule of Case Practice Reviews (CPR). This will provide another opportunity to assess performance, review the work

of CIU and recommend changes that will improve practice and overall outcomes for children and families.

PERMANENCY

Many new initiatives and improved permanency planning practices were identified as strengths in the 2010 CFSR. New Hampshire is proud to have one of the first Juvenile Justice agencies in the country to truly understand the need for permanency and have the vision to see the benefits of permanency planning within its system. Permanency planning in New Hampshire now allows the opportunity for a broader look at the entire family unit to achieve better long-term outcomes through facilitated and planned treatment and services. However, the focus on the entire family is not consistent in practice statewide and therefore remains a work in progress as noted in the federal review.

New Hampshire was not in substantial conformity with Permanency Outcome 1. The outcome was substantially achieved in 70.0 percent of the cases reviewed. This area will be addressed through the development of the Practice Model with involvement of all levels of agency staff, birth parents, foster parents and youth.

As for Permanency Outcome 2, a noteworthy result was a high rating of 87.5 percent substantially achieved reflecting the states efforts to provide connections for children and youth in foster care. Given the focus on permanency for the past four years, New Hampshire was particularly proud of these results as they reflect an essential outcome that we all want for children and youth in New Hampshire.

A primary area of focus on permanency practice improvement is toward the safe and timely achievement of permanency for children. In the Program Improvement Plan (PIP) DCYF/DJJS has requested technical assistance for consultation to identify barriers to best practice related to concurrent planning and recommend strategies to address them. In addition, New Hampshire has made a request for training resources to increase knowledge of and strengthen practice in effective concurrent planning. The PIP permanency efforts also focus on activities that promote the continuity of children's family relationships while they are in foster care.

The CFSR findings also noted that New Hampshire's youth and stakeholders voiced a need for improvement in adolescent services, specifically the independent living skills training and experiential opportunities for youth to prepare for adulthood. As a result, DCYF is redesigning the delivery of adolescent services to put a focus on youth with an Another Planned Permanent Living Arrangement (APPLA) goal. In addition, transitional services to support young adults aging out of the foster care system are very limited. Through agency work with residential providers, including the Framework for Collaboration activities, efforts are underway to develop different types of transitional services that by design have appropriate supports and are accessible and affordable for these youth.

WELL-BEING

The 2010 CFSR determined that the agency was effective with regard to ensuring frequent and high quality caseworker visits with children, ensuring that the needs of children were assessed and addressed consistently, and involving children in foster care in case planning. Another significant practice noted was the effectiveness of workers ensuring that the needs of foster parents were assessed and addressed consistently.

New Hampshire was found to not be in substantial conformity with Well-Being Outcome 1. This outcome was substantially achieved in 52.3 percent of the cases reviewed. The CFSR findings indicated that the agency must demonstrate improvement in well-being outcomes including:

- Inadequate assessment of the needs of parents and foster parents;
- Lack of involvement of the child/youth and parents in case planning;
- Inconsistent and inadequate caseworker visits with parents; and
- Lack of engagement with absent and incarcerated parents.

While New Hampshire has a strong history of engaging families throughout the state a formal family engagement model was needed to further promote this practice. DCYF is adopting a widely accepted family engagement meeting model as a new practice integral to improving well-being outcomes. In addition, Signs of Safety will be integrated into Structured Decision Making, which will give confidence to the consistent use of family engagement tools such as genograms, eco-maps and timelines. Enhanced targeted training curricula is planned to focus specifically on the engagement of absent and incarcerated parents. In an effort to more fully understand the needs of the youth and family members, DCYF/DJJS has initiated youth and parent input “pools” to allow for consistent communication and open feedback on all aspects of child welfare and juvenile justice practice statewide.

Following the CFSR on-site review, the New Hampshire DCYF/DJJS Director noted that the 2010 CFSR Final Report was a balanced review of New Hampshire’s strengths and challenges. Both divisions have been experiencing a shift in the culture and climate of the field as a result of the Practice Model design that will have a positive impact on the sustainability of the PIP. Leadership has called for administration and field staff to embrace the CFSR/PIP process not as a change agent but as an alignment of efforts to improve overall practice. It is through this leadership that the foundation for an integrated vision for best practice in child welfare and juvenile justice in New Hampshire has been built.

PROGRAM IMPROVEMENT PLAN

New Hampshire’s primary strategy for the Program Improvement Plan (PIP), to effect a broad systemic change in child welfare practice, will be the implementation of an agency wide Practice

Model. The Practice Model is intended to provide a framework for consistent social work and juvenile justice practice across divisions and statewide. The full implementation of a Practice Model will extend beyond the PIP timeframe but there will be significant implementation components achieved in the next two years.

The Division for Children, Youth and Families (DCYF) and the Division for Juvenile Justice Services (DJJS) no longer operate as distinct divisions under the Department of Health and Human Services (DHHS). While this may seem like a significant organizational change, over the past several years the divisions have collaborated in real and demonstrable ways, including a joint Case Practice Review (CPR) process, the use of the same case management information system, a shared service array, and a joint case planning policy for families involved with both systems. As a result of the 2003 CFSR, both agencies prioritized improvements in permanency through concurrent planning, specific practice improvements, and collaboration with the courts. While the division's many accomplishments provided a fertile ground for innovation, there was also a sense of inconsistency and a lack of a unified vision, or set of guiding principles. This was evident in the 2010 CFSR findings and the PIP will be the vehicle for a framework of consistency in practice (addressed through the implementation of a Practice Model). It is important to note that the Practice Model is not adding to the list of new initiatives, or redefining practice but rather fine-tuning and articulating it by employing evidence-based child welfare and juvenile justice best practice methods.

As outlined in the statewide assessment, New Hampshire has strong cross-system collaborations that have worked to achieve successful and significant practice changes across the state. New Hampshire drew on these existing community partnerships, collaborations, and work groups with the intention of the PIP process simply being an extension of these collaborative efforts.

DCYF/DJJS will implement the PIP over a two-year period following approval by ACF. New Hampshire will use a targeted approach for the roll out and implementation of some action items identified in the PIP. The rollout process will be utilized in Advanced Practice Sites (APS) so as to monitor and evaluate the effectiveness of action steps and make revisions prior to expanding the practice changes statewide.

The APS selected for the PIP include the Manchester and Southern District Offices. These sites have been identified for strategic implementation of the PIP, as they will provide the greatest opportunity for change through the rollout of Practice Model strategies at a pace that allows for continuous quality improvement.

The PIP is an integral part of our continuous quality improvement process and not an additional endeavor. New Hampshire will build upon the design, implementation and progression of current key initiatives already outlined in the Child and Family Services Plan (CFSP) and other activities identified as part of our ongoing Practice Model efforts. Recognizing that practice improvements can and should be addressed quickly we will employ a two-pronged approach that builds on opportunities to make critical and timely changes to improve practice while simultaneously working toward broad systemic changes. As such, the plan will encompass statewide initiatives including the Family Assessment and Inclusive Reunification Program (FAIR), significant practice improvements through the Practice Model implementation and

specific action steps identified in the PIP that build on current practice and ultimately have an affirmative impact on outcomes for children, youth and their families.

BUREAU OF CHILD PROTECTION

The Bureau of Child Protection provides program oversight and direct intervention when reports of child maltreatment are received. Child Protective Service Workers (CPSWs), with consultation, direction and support from their supervisors and administration when needed, take action to prevent further harm to children and strengthen the family unit. This is accomplished through the assessment of child maltreatment reports, referrals to community supports and prevention programs, and linking families to more intensive in-home services as needed to preclude the removal of children from their homes. If a child cannot be safely maintained in their home, child protective staff are then responsible for placement, case planning and service provision efforts to reunify the family, as well as concurrent planning with the family to identify alternative permanency options when reunification is no longer the goal.

Services from DCYF can be provided in a variety of ways including:

- Referrals to prevention services including community supports and family resource centers;
- Short-term intervention by the CPSW and facilitated referrals to community providers when there is a suspicion of abuse or neglect;
- Non court-involved cases, in which DCYF works with families when child abuse or neglect has been substantiated and willingly acknowledged by the parent; or
- The filing of abuse and neglect petitions requesting intervention under the court's authority for purposes of child placement, termination of parental rights or other circumstances requiring legal resolution.

The bureau is divided into four primary program areas to meet these needs.

CHILD PROTECTION FIELD SERVICES

Staff in this program area is responsible for assessing child maltreatment and providing ongoing family-centered services when necessary. The Child Protection Administrator and three Field Administrators provide monitoring, oversight, and support of business operations in the eleven district offices located throughout the state including the newly created telework unit. Oversight of the Central Intake office is also provided. District Office Supervisors, Assistant Supervisors, and Child Protective Service Workers (CPSWs) comprise the direct field staff working with the children, families, and providers within the community.

Central Intake

DCYF's Central Intake Office receives approximately 20,000 calls annually regarding concerns of child maltreatment and requests for child welfare related information and service referrals. The CPSWs and Supervisors at the Central Intake Office are responsible for determining if there is sufficient information to indicate an assessment is warranted. Approximately 8,000 reports are screened-in annually and sent electronically to the appropriate district office or telework unit, where a protective investigation begins within 72 hours.

Assessment

Assessment CPSWs conduct a comprehensive assessment of each report of alleged child abuse and neglect received from Central Intake. At the conclusion of the assessment, the CPSW, in consultation with their supervisor and staff attorney, determine if there is sufficient information to substantiate the report, therefore making a finding, either administratively or by filing petition(s) with the court. If the determination is unfounded, DCYF will close their involvement with the family and recommend community-based services and supports that meet the needs of the family when necessary.

Family Services

DCYF has progressively served more families each year while the number of children in out-of-home placement has continued to decline. The number of children served in a family service case at any time during SFY 2010 was 4,848. Family Services CPSWs work to preserve the family unit and reduce the risk of child placement by using strength-based approaches to build upon the skills recognized by the parent(s) and arranging for more intensive therapeutic in-home services when necessary to keep the family together. For all open cases, the Family Services CPSW engages the family in developing a case plan. The case planning process provides the opportunity for the family, their children if age appropriate and the CPSW to identify specific goals and services aimed at increasing the parent's capacity to keep their child safe from further harm. For children in out-of-home placement, the CPSW makes concerted and reasonable efforts to reunify the family while also providing support to the foster or relative home throughout the case. Again, this is done through the case planning process and requires the CPSW to develop a concurrent plan with the family in the event reunification cannot occur and take action to assure the concurrent plan can be implemented in the event it is needed.

Foster Care Licensing

CPSWs in the district offices are known as Resource Workers and are responsible for licensing foster families in their catchment area. Resource workers collaborate with resource homes including relative caregivers and foster parents, as well as the CPSWs to identify resource family homes to provide a safe and stable family for children who cannot safely be cared for in their own homes. The Resource CPSWs in the district offices recruit, train and license foster families, and match children in need of out-of-home care with a resource family best suited to meet the specific needs of each child. The Resource Workers in each office also work closely with the [Foster Care Program](#) housed in the Bureau of Community and Family Support Services.

Special Investigation Unit

The DCYF Special Investigations Unit (SIU) assesses all reports of alleged abuse and neglect in foster homes and residential facilities. SIU determines whether the allegations of abuse or neglect are founded or unfounded and, if necessary, will make recommendations to the agency or facility to resolve identified issues and/or concerns related to child safety. These include, but are not limited to, foster parent support, staff training or the development and oversight of corrective action plans. This Unit is housed in the [Bureau of Well-Being](#) and is described in more detail in that section.

CASEWORKER VISITS WITH CHILDREN

The CFSR and the state's ongoing Case Practice Reviews have provided clear evidence of the link between frequent, high quality caseworker visits and positive outcomes for children, youth and families. As such, DCYF Supervisors and staff have responded positively to federal requirements for monthly caseworker visits.

Visits with children and youth in out-of-home placement are necessary in order to evaluate progress towards reunification; to understand the child/youth's adjustment to living with another family (including a relative) or in a residential facility; to support connections to family and friends; to monitor progress in school; to identify and monitor health needs and safety issues, and to achieve permanency for each child/youth in a timely manner.

Visits with children/youth in their own home enable staff to conduct ongoing assessment of whether or not the child is in danger or at risk in the care of their parents. It is DCYF's belief that all children and youth should be safe and that they belong with their family. Therefore, informed decisions about whether or not the child (ren) may remain in the home, the need for interventions to eliminate the threat of danger, and/or if the child (ren)/youth must be protectively placed (or remain in placement) are best made in the context of information obtained during routine in-home visits with the child, youth and his/her parents. The more quality visits a worker can make, the greater probability each child/youth will be safe, permanency will be achieved, and the child/youth's needs will be met.

The monthly DCYF Family Services Supervisors Report (FSSR) provides updated data to the district offices on the number of children/youth in open cases, the number of children/youth in placement seen in their residence each month, and the number of children/youth in their own home seen each month. Charged with the responsibility of assuring children/youth in open cases are seen every month, each district office continues to utilize creative and unique way of visiting with children and tracking these visits. Friendly competition between workers and positive feedback has sustained DCYF's efforts to meet established benchmarks. Information below was gathered through a Bridges query. The table on the following page illustrates this in more detail:

ACF Requirements for Caseworker Visits: DCYF and DJJS placements (excludes detention)									
	Actual	Target	Actual	Target	Actual	Target	Actual	Target	
	FFY 2007	FFY 2008	FFY 2008	FFY 2009	FFY 2009	FFY 2010	FFY 2010	FFY 2011	
	Baseline								
% Visited each/every month	28%	30%	45%	60%	63%	75%	81%	90%	
% In residence	71%	>=50%	81%	>=50%	87%	>=50%	87%	>=50%	

LEADERSHIP MEETINGS

Each month DCYF Administration brings together Child Protection Supervisors from across the State with Administrators and Program Specialists from the State Office. These Leadership meetings provide a unique forum for dialogue, on who we are in our work together, how we want professional skills developed, and how to achieve the goals of safety, permanency and well-being for children and their families, as well as what action will demonstrate we are making progress towards those goals.

These meetings have continued to focus on improving practice statewide. Some of the practice and policy issues addressed this past year included:

- Strengths based solution focused supervision;
- The use of surrender and mediated agreements to facilitate permanency;
- Establishing consistent practice regarding closing protective investigations;
- Revising assessment policy and processes including drafting new language regarding commencing an assessment and changing practice to focus the assessment on determining if the child is in danger or at risk of harm; and
- Creating strategies to be implemented at the local level that assure timeframes for initiating and closing protective investigations are met and that practice is sustained.

The recent merge of the Divisions for Children, Youth and Families and Division for Juvenile Justice Services has created opportunities for greater collaboration between the supervisors of each division. Their first joint Leadership meeting occurred in May 2011 and it is anticipated they will continue to meet on a regular basis. To assure consistency in practice between divisions the *Standards for Supervision* in child welfare that were created by DCYF several years ago are being revised. This document will guide how administrative, educational and supportive supervision is provided in New Hampshire and will incorporate New Hampshire's Practice Model beliefs and principles as well as being solution focused and strengths based. The

substantive changes in the standards will be presented in draft form to DCYF and DJJS Supervisors in June and finalized this summer. Supervisors will be trained on the new standards and revisions and these will also be incorporated into the CORE curriculum training for new supervisors.

Supervisors are responsible for creating and maintaining a supportive working and learning environment and for open communication, teaming, and accountability at all levels both internally and externally. To that end, the professional development of supervisors is encouraged and supported in a number of ways. These include Leadership meetings, Supervisor CORE training, quarterly peer-to-peer meetings, and specialized trainings offered through the Center for Professional Excellence (CPE). More recently, DCYF Supervisors have been provided with Solution Focused Supervision training as an introduction to their orientation to Solution Based Casework, supervision and coaching to be provided this summer. Planning is also underway to provide similar training to DJJS Supervisors in the fall.

In May 2011, DCYF nominated four staff to attend this year's Leadership Academy for Middle Managers (LAMM). These staff includes a DCYF Supervisor, two DJJS Supervisors and an Administrator from State Office. Each of these individuals identified a change initiative related to enhancing child welfare and juvenile justice practice within the agency over the next year. This advanced training will afford them the opportunity to create, develop, and refine the strategies they want to incorporate into practice for both divisions.

BREAKTHROUGH SERIES ON SAFETY AND RISK ASSESSMENT

As a member of the New England Association of Child Welfare Commissioners and Directors (NEACWCD), DCYF participated in an innovative project to improve safety and risk assessments in the child welfare system. In partnership with Casey Family Programs, the Breakthrough Series Collaborative (BSC) on Safety and Risk Assessments was a twenty-nine month long project that was initiated in April 2008 and concluded with a final learning session in April 2010. The overarching goal of the BSC was to plan, field test, evaluate, and quickly disseminate new tools and strategies in an effort to transform child welfare practice¹. The methodology uses small-scale, rapid tests of change, which are closely monitored and measured in almost real-time so that successes can be expanded promptly and under-performing strategies can be learned from and discarded. The Regional Breakthrough Series Collaborative (BSC) final learning session was held in April 2010.

As reported last year these “bundled” practice changes:

- Ensure children are able to visit with their parents within twenty-four hours of being removed from their homes;
- Include social workers arranging information sharing between youth and foster families prior to placement (About Them / About Me forms); and

¹ http://www.jbcc.harvard.edu/publications/cg_08S.pdf

- Involve birth parents, foster families, and child calling one another (with social worker support as needed) after the first night of placement to support the transition, focus on the child's needs, and ease anxiety.

Building on constituent engagement principles and small tests of change from multiple BSC teams, the New Hampshire teams designed the "bundle" as a way to minimize trauma to children and families, and as a way to maximize the amount of relevant and useful information collected around the time of removal.

At the conclusion of the BSC, New Hampshire was well on its way to statewide spread of their 24-Hour After-Removal Bundle. The afternoon discussion at the July 2010 Leadership meeting focused on developing a plan for "spread". Each of the four BSC offices identified two "sister" offices they would work with to promote integration of this practice change statewide through peer mentoring and learning. In recognition of the fact that New Hampshire would be participating in a federal CFSR in August it was agreed that this work would begin in the fall. To further demonstrate the personal mastery, team learning and shared vision each of the participating BSC offices experienced in implementing the "bundle" into practice developed a tip sheet that outlined their experience to share with their colleagues statewide.

Between October and December 2010 the identified BSC staff from the four offices traveled to their identified "sister" offices and provided basic training on the Breakthrough Series methodology, the key components of the "bundle" and discussed ways to implement the "bundle" at the local level.

To date the twenty-four hour visit has been the most implemented portion of the "bundle". Staff has reported that this event is critical in alleviating the fears of the parent, child and youth when they know a visit will occur within twenty-four hours of removal. Parents re-involved with DCYF have reported that their prior case may have gone differently if this practice had been in place at the time of their original involvement with the agency. Success of the "bundle" is best understood in the context of feedback from parents who have experienced the new practice. One mother voiced that she was able to see her child the day after removal and said she was reassured that her daughter remembered her. A father reported that the immediate partnering between DCYF and his family made the process easier and he was able to have his son reunified within thirty days.

DCYF has begun to track data in order to measure the extent to which this new practice is being consistently implemented statewide and to evaluate outcomes. Preliminary data indicates that more attention needs to be focused on identifying barriers to implementation, as the practice changes have not been fully applied to all new placement cases. Of fifty-five placements that occurred between January and May 2011, visits happened within twenty-four hours of placement in thirty-five cases and twenty-five phone calls happened the night of the placement. In twenty-seven of those placements we shared information with the children and birth parents about the foster parents/providers.

TELEWORK UNIT

Over the past two years New Hampshire DHHS has been moving toward regionalization of district offices in order to change the way services are delivered. When the decision was made to close the Salem District Office and have it merge with the Nashua Office to create the Southern District Office, DCYF embarked on exploring the possibility of establishing a Telework Unit. With the support of administration, over the course of eight months a workgroup made up of supervisors and staff in the Salem Office reviewed telework policy, conducted a workload analysis, researched the technology needed, identified the staff skill set needed to telework and created a plan to manage daily business operations remotely. This planning was imperative to ensuring staff knew how to fulfill their responsibilities while also expecting and receiving close supervisory oversight and management.

In September 2010, following the completed merge of the Salem and Nashua District Offices; DCYF's first Telework Unit became operational. In this unit, with the support of CAPTA funds, staff assigned to the Southern District Office is able to be more accessible to the community by having the necessary information technology to complete their job functions outside of the district office. In this model, they are able to do all of their usual work assignments remotely from places within the community. DCYF's Telework Unit is overseen by an Assistant Supervisor and includes three Assessment CPSWs, three Family Service CPSWs, a Resource CPSW, and an Attorney. Each staff is assigned a laptop complete with DCYF software and wireless capability, a smart phone, and a printer/scanner/copier. Flexibility has been critical along the way since Telework is new to the agency. The Telework staff meets as a group weekly, where they are able to hear about the work of their peers and discuss how to improve the functionality of the group.

The premise behind DCYF's creation of a Telework Unit was that it would be beneficial to families and community stakeholders who would have better access to their assigned CPSW. Since its inception, the Telework Unit has demonstrated the ability to successfully manage casework responsibilities. Data reports have shown that the unit has maintained high-quality practice standards and in some instances, have improved face-to-face interactions with children and families. The technology provided to them has clearly created opportunities for Telework staff to develop enhanced relationships with community stakeholders. They are able to do work in "real time" in a school, police department, or local community agency. Qualitative surveys are currently underway to identify the perceptions of families and the community about their ability to reach staff.

DCYF anticipates that the ability and capacity for Telework staff to be accessible to families in their home community and to strengthen their relationships with community partners will result in overall better safety and permanency outcomes for children and families.

REVITALIZATION OF ASSESSMENT

The Mandate for New Hampshire's child welfare system is first and foremost to assuring that children are safe and not in danger in their own home. To achieve this goal, the assessment of alleged abuse and neglect of children and their families requires an approach to practice that is child-focused, family-centered and results in outcomes that are defined, measurable and achievable.

Ongoing review of assessment practice in New Hampshire includes utilization of monthly supervisory reports, [case practice review](#) outcomes, response from focus groups, email correspondence, and feedback from [stakeholder oversight panels](#). Consistent themes that have arisen and were evidenced in the outcomes of the federal CFSR support the need for DCYF to transform an incident-based investigation process to a comprehensive assessment of danger and risk of harm that is standardized statewide and assures safety is assessed, controlled, and managed throughout the life of DCYF's involvement with the family.

Practice discussions at all levels within the agency have included the refinement of assessment policies and procedures aimed at improving outcomes related to timeliness of initiating and completing investigations and increased engagement of families. DCYF Supervisors continue to use the Assessment Supervisors Report to evaluate and monitor practice. These reports provide aggregate data at the district office level and have "detail" tabs where results are available at the supervisor, caseworker, and client level. The supervisor is able to review by individual worker the timeframe between date of assignment and first face-to-face contact with the child. Concerted efforts have been made over the past several years to improve timeliness of initiating assessments through the use of these monthly supervisory reports. Using data management tools have helped New Hampshire provide a focus on the timeliness of initiating assessments. The use of these reports helps to identify successful practices, as well as, staffing needs.

DCYF staff made significant improvements in meeting response timeframes from 2005 – 2009 even while there was an increase in the number of protective assessments assigned to the district offices. The five percent decline in timeliness during calendar year 2010 can best be attributed to significant staff vacancies in more than one office, including one of the large urban offices. It should be noted that even when taking this into consideration DCYF is still exceeding the percentages from prior years. The information on the following page, obtained from a New Hampshire Bridges query illustrates the increased improvement in the timeliness of initiating assessments with an assigned response level between 2005 and 2010:

Timeliness of Initiating Assessments			
Calendar Year	Assessments Assigned	# Initiated within Timeframes	% Percentage Initiated Timely
2005	6400	3266	51.0
2006	6649	3431	51.6
2007	7459	3996	53.6
2008	7643	4248	55.6
2009	7636	5273	69.1
2010	8153	5191	63.7

RESIDENTIAL TREATMENT REFORM

Since 2008, DCYF in collaboration with Casey Family Programs-Strategic Consulting Services has established annual strategic plans to be implemented statewide, aimed at decreasing the number of children and youth entering residential treatment facilities, decreasing their length of stay (LOS) in residential treatment, and increasing the number of exits by children and youth in residential treatment with a permanency plan. As a result of this work the New Hampshire's Divisions for Children, Youth, and Families (DCYF) and Juvenile Justice (DJJS) partnered with residential treatment service providers to develop a comprehensive framework to achieve permanency outcomes for children and youth in residential treatment. This framework includes core values, guiding principles, and standards of practice that emphasize outcomes and positive results.

The Statewide Implementation Advisory Team (IAT) and Regional Framework Teams, established in 2009, continued to meet on a monthly basis during 2010. The IAT's work focused on creating opportunities for communication and supporting implementation of Framework for Collaboration practice standards and outcomes. Work completed this year included creation of a Question and Answer information sheet, identifying IAT liaisons who have consistently attended Regional Team meetings to bridge communication between the IAT and those teams, and an E-Studio account was established and access set up for all IAT and Regional Team members. The Framework document was also introduced to New Hampshire's [Youth Advisory Board](#) and board members were encouraged to join a local regional team in order to bring the youth voice to those meetings.

Regional Teams have focused their efforts on implementing change at the local level to better meet the needs of the youth and their families. Practice changes have focused on inclusion of youth and parents in treatment planning and addressing systemic barriers. Constructive changes achieved to date include:

- Changing the intake process for assessment of the juvenile and the family to include the family in the process (DJJS);

- Some treatment facilities conducting youth led treatment team meetings (Central)
- Creating a checklist and needs assessment focused on transitional services needed to avoid gaps in service (North Country);
- Establishing partnerships with mental health agencies to ensure youth receive mental health services within ten days of discharge from a residential treatment facility (Upper Valley);
- Conducting focus groups with youth for input on DCYF/DJJS residential services and their experiences (Southern); and
- Dismantling level systems in residential care (Seacoast).

To address the need for formal education and training, regarding the standards of practice articulated in the Framework, action was taken to update the Residential Counselor Core Training curriculum. Revisions to this core training were completed in March 2011. In addition a PowerPoint was also drafted and finalized and will be used to train DCYF/DJJS staff, residential counselors, and community stakeholders in conjunction with regional team meetings. At this year's DCYF conference a workshop "Achieving Permanency Outcomes for Youth: Implementation of the Framework for Collaboration" highlighted the partnership activities and accomplishments of this residential reform work. A panel consisting of a youth, parent, residential treatment provider, DCYF child protection worker, and DJJS administrator engaged in discussion with workshop participants to provide their insight into how these partnerships have impacted them.

October 22nd, 2010 New Hampshire convened Collaboration for Lifelong Connections Summit that included IAT members and up to fifteen members of each regional team. Summit activities included action oriented sessions focused on sharing ideas, brainstorming possible solutions that could help teams prioritize the work, and having the teams develop plans to move the collaborative work forward in their region. A brief overview of New Hampshire data regarding the use out-of-state placement and permanency outcomes was also presented. A major change to the 2010 summit was the inclusion of parents and youth as participants and speakers. DCYF's Youth Consultant Leader opened up the session and several parents and youth in attendance shared the story of their experience with public and private agencies as an introduction to the work sessions that occurred throughout the day. The day closed with one parent's compelling story of the difference between working with agencies and providers years ago and today.

Summit evaluations indicated that the majority of participants found that the workshop sessions allowed them to become better acquainted with others involved in the work and to feel they were part of the "state-wide" team. Participants indicated that the parent and youth involvement was "very useful, very well planned and very inspirational". Parents and youth who participated indicated that the opportunity to network during the meeting was of particular importance to them in reinforcing that they are not alone in their experience.

PARENT AND YOUTH ENGAGEMENT

Since the inception of the Framework it has been recognized that family and youth engagement is a key strategy that must be attended to in order to effectively implement the family and child driven practice standards and achieve permanency outcomes for youth. As stated above parents and youth were active participants at the October summit and currently four of the six regional teams have a parent and youth representation. DCYF's commitment to parent and youth engagement was further evidenced in the development and implementation of New Hampshire's Practice Model when parent and youth leaders were hired as sub-contractors by the Northeast and Caribbean Implementation Center (NCIC) to provide consultation and feedback to DCYF and DJJS. Both of these individuals have routinely participated in work related to the Framework initiative. In addition DCYF hired a Parent Leadership Coordinator whose primary job function is to engage parents as active participants in the agency's current and future initiatives.

BETTER TOGETHER WITH BIRTH PARENTS

Training of Trainers was held September 13, 14 and 15th with six birth parents and a team of professionals made up of two DCYF Supervisors, two DJJS Supervisors and two residential provider clinical staff. Each of the parents had prior experience working with either DCYF or DJJS. One of them is also the parent consultant working with DCYF on development and implementation of New Hampshire's Practice Model. At the end of the three days "teamed pairs" were matched for delivery of future trainings. DCYF committed to providing additional supports for the "paired teams" and prior to any team delivering their first full round of regional training they have the opportunity to participate in a "Delivering Effective Training" workshop.

The first regional Better Together with Birth Parents (BT/BP) learning session was held in December 2010. Five parents and six DCYF staff participated. Parents and staff found the training to be compelling and feedback included the following comments:

Parent: "It is brilliant. I have a new respect for social workers and hope for the future of our children."

Child Protection Worker: "This caused me to re-examine everything I am doing. I will change the way I respond to parents."

The summary report of this initial roll out indicated this was a challenging but successful first training. Several themes emerged that required attention as planning and coordination for Better Together with Birth Parents was developed for implementation in 2011. These included, improving the recruitment process, developing a response plan for when a participant cannot manage the intensity of the session, and creating a plan to sustain the skill level of trainers. Given this, DCYF's Parent Leadership Coordinator is now fully responsible for coordinating the roll out and support of future sessions of BT/BP with a training liaison from our training contractor, UNH Center for Professional Excellence. To date BT/BP learning sessions have

been held in the Keene and Seacoast regional areas. Additional sessions will be held in Manchester and Southern District Offices later this year.

YOUTH TRANSITION TO PERMANENCY

DCYF routinely conducts on-site reviews of residential treatment facilities to assess compliance with certification rules. As part of these reviews DCYF's Adolescent and Permanency Program Specialists review records of youth to assure concerted attention is given to achieving permanency for them. Themes specific to positive youth development, creating opportunities for normal life experiences, and promoting permanent connections are evaluated and feedback is provided to the facility with suggestions for how to improve practice in those areas. A strategic goal identified for 2011 is to survey youth, their family, and residential direct care staff to determine the extent to which the residential treatment programs offer opportunities for normal life experiences.

To further advance the work of preparing youth for transitions to permanency, June 1st Casey Family Programs (CFP) in partnership with DCYF and DJJS sent an invitation of interest to residential treatment providers statewide inviting them to join together to achieve three goals for youth. These goals are:

- To engage youth, their families and their communities in planning for transition from residential treatment to permanent family placement;
- To provide normative experiences aimed at teaching developmentally appropriate knowledge and skills for adolescents while in residential treatment and through their transition period back to family and community; and
- To help youth to make permanent connections with adults who will make a lifetime commitment and who can help them successfully navigate the transition to adulthood.

Residential treatment providers chosen for this project will work with a consultant, who will be under contract with Casey Family Programs, to change their policies, programs and practices to be more supportive of youth transitions to permanency. The consultant will be available through December 2011. Evidence of the success of this project should include greater inclusion of parents and/or relatives in residential programs to help them learn how to manage their relationship with their children with the goal of helping youth achieve more successful transition outcomes, increased youth and family involvement in the development of policy, program and practices and new strategies to ensure that the residential program is connected to the community and other systems.

New Hampshire has also been proactive in supporting several residential treatment providers to expand their array of services by enrolling as certified providers for services other than residential care. Some are now providing home-based counseling when a youth returns home. Others have become certified to recruit foster homes to provide individualized services to youth exiting the treatment facility with the facility providing the continued support and crisis stabilization to the youth and family. Residential treatment providers are also exploring

expansion of transitional living options for youth to help prepare them for transition to adult living prior to their eighteenth birthday. Establishing connections for youth is a principle focus of all of these endeavors.

DCYF is pleased to note that the success of these residential reform efforts, specifically the *Framework for Collaboration*, was referenced during the on-site CFSR stakeholder interviews as a positive and innovative approach to achieving collaboration between public child welfare agency and private provider agencies.

DATA OUTCOMES

New Hampshire's success at improving the current system and achieving permanency outcomes for children, youth and their families was significant in 2010. Of particular importance is that New Hampshire has been recognized as one of only eight states to meet the National Standards for safety, permanency and well-being.

New Hampshire has made a concerted effort to focus our work on reducing lengths of stay and achieving timely permanency for children and youth. Between January 2009 and March 2011 DCYF reduced the number of youth in residential treatment facilities from 143 youth to 83 youth.

BREAKING THE BARRIER: THE TRANSPORTATION-TO-REUNIFICATION PILOT

In December of 2008, DCYF launched a pilot transportation program in the Manchester District Office. This pilot explored hiring independent transportation providers to be located in the district office and work in coordination with an identified district office staff member in scheduling and providing transportation for children and families served by the Manchester Office through an open placement case.

The Manchester District Office has been able to sustain the employment of one consistent driver since the inception of the program. This individual has worked diligently to create the program with the supervisors and the staff in the office to coordinate and facilitate needed transportation on a regularly scheduled basis as well as in emergency situations. The flexibility of the driver's schedule has helped to support this office in their implementation of the "24-Hour After-Removal Bundle" practice established as a result of DCYF's involvement in the regional Breakthrough Series Collaborative to assure face-to-face contact happens between child (ren) or youth and their parents within 24-hours of removal. The driver is routinely available to meet the needs of families during non-business hours and has become a reliable and readily available resource particularly in those cases where parents have multiple barriers, such as distance, mental health or housing that could impede their ability to see their children. In addition, having a stable, dependable driver affords children, youth and parents the ability to trust that the driver will attend to the specialized needs of the situation. The driver is also able to provide "real time" feedback to staff regarding observations of the interaction between child/youth and parent at the time of drop off and return.

During the past year the overall utility of the driver has been impacted by the fact that DCYF is now serving more children in their own home than in placement. For children in placement, DCYF staff has found that providing the transportation themselves has improved their ability to more effectively engage in a relationship with children and their parents. In addition, DCYF's enhanced efforts to engage resource parents and birth parents to work together to coordinate transportation for appointments and visits have reduced the need for transportation in some cases.

Between July 1, 2010 and June 17, 2011 the Manchester Transportation provider has made 286 trips. This averages out to approximately twenty-three trips per month. The number of families served by these trips was thirty-six. DCYF continues to find that having a driver available to meet the transportation needs of families in our largest urban office is more cost effective than using outside transportation providers.

ACCELERATED REUNIFICATION MODEL

DCYF is committed to achieving permanency for children and their families that enable them to secure natural and community supports that will help parents maintain safety and stability for their children. In October 2008 DCYF developed a service model called the Accelerated Reunification Model (ARM) in collaboration with Casey Family Services.

The service goal is to conduct a comprehensive assessment with the family that focuses on identifying and strengthening protective factors, and taking concrete action to enable timely and safe reunification.

An initial contact is made with the family within 24 hours of the referral for service. A comprehensive and ongoing assessment is provided with permanency team meetings held within the first two weeks of the case opening. Team meetings are scheduled at regular intervals and frequent communication with team members, including the foster/kinship caregiver, parents and service providers, is a key component to success of the program. Frequent in-home and face-to-face contacts are provided to maintain the urgency of creating the changes necessary for children to be reunified and for families to demonstrate the ability to keep their children safe.

The following are tables indicating the use of ARM and the preliminary outcomes for ARM in the offices that have used ARM so far. This data is focusing on removals and on timeliness of reunification for ARM cases. This data covers the period of time from ARM's inception in mid-2009 to the date this data was collected on March 23, 2011. The purpose of the data query on March 23, 2011 was for preparation and discussion purposes for bringing ARM to the rest of the district offices. All of the following data was obtained through New Hampshire Bridges, our SACWIS system.

Number of ARM cases by District Office	
Rochester	1
Keene	4
Manchester	9
Nashua	9
Laconia	18
Concord	26
Grand Total	67

Number of ARM cases by District Office distribution. Rochester is not yet an ARM office so the case identified here is a one-time exception.

Number of cases by Reunification Status		
	# of cases	% of total
NEVER REMOVED	17	25.37%
RETURNED HOME AFTER SRV ENDED	6	8.96%
RETURNED HOME BEFORE SRV ENDED	18	26.87%
STILL REMOVED	26	38.81%
Grand Total	67	

This table describes the permanency status of each ARM case. There were some cases where ARM was utilized in a family preservation manner instead of for reunification purposes. These cases are identified in the “never removed” row.

Number of days between Removal and Reunification		
0 to 30	3	4.55%
31-100	10	15.15%
101-200	3	4.55%
201-700 (means reunification may not have been a direct result of ARM)	7	10.61%
<i>Blank or no reunification (includes cases with no removals)</i>	43	65.15%
Grand Total	66	

This table identifies the number of days between removal and reunification for all ARM cases. One case had multiple documented removals, which appears to be a documentation issue, during the time period of the query and needs for examination to determine the length of time between the ARM removal and the ARM reunification.

DCYF'S RESPONSE TO INCARCERATED PARENTS AND THEIR CHILDREN

Family Connections Center

The Family Connections Center is a family support program that was originally created in 1998 in the New Hampshire Department of Corrections to work with incarcerated parents. *The mission of the program is to strengthen the connections between incarcerated parents and their families while facilitating ties to their communities through education and support.* Although the Family Connections Center (FCC) has grown and shrunk over the years depending upon funding, staffing and institutional changes, the core program components of parenting education class, weekly parenting support groups, recording books on tapes, life skills seminars and healthy one to one visitation between parents and children has remained the same.

The New Hampshire State Prison for Women in Goffstown has never had designated funding or staff to provide family support programming, they have had to traditionally rely on volunteers or limited contracted services. Funds from the Division for Children, Youth and Families has allowed the FCC to put in place regular parenting education classes, a weekly parenting support group and the ability for incarcerated mothers to record books on CD's to send home to their children. The FCC is now putting in place Internet video visiting for the eligible mothers to visit with their children. This is separate from the prison visiting room and in many ways more private of a visit for the parent and child. These visits are monitored and assessed by FCC staff in conjunction with UNH Family Studies Department.

The following services are currently in place in Goffstown:

- **R and D** – FCC Staff meets with every mom that comes to prison. Staff share community resources and promote participation in FCC.
- **Eighteen-hour parenting education class**- Offered consecutively on a continual basis
- **Weekly parenting support group**- informal, topic decided by participants.
- **Internet Video Visits**- Starting June 2011, applications have already been sent out to the families requesting them to participate.
- **Recording books on tapes/CDs** to send home to each child 3 times a year.
- **Monthly life skills seminars** from outside presenters
- **Monthly** newsletter to inmates and their families highlighting upcoming events at the Family Connections Center and events in the community around families-
- **Community Connections**-FCC staff will make referrals for families in the community or inmates as they are released to local family resource centers.

Interagency Coordinating Council on Women Offenders

The CPS Administrator, continues to schedule quarterly meetings with women at the Goffstown facility. These meetings are aimed at providing the women with information about services

available to them from DCYF and DHHS including services for family members that are caring for their children. Incarcerated women with concerns specific to matters involving their children are encouraged to meet privately with the Child Protection Administrator. Some women met with the CPS Administrator one time, others multiple times.

The Child Protection Administrator has sustained efforts to reach out to relatives and/or other individuals responsible for the care of the children of incarcerated mothers. These efforts are aimed at advocating for those women to have contact with their children, to assure the children are receiving the mental health supports their mothers believe they need and to offer voluntary services to those family members who need support while the mothers of the children remain incarcerated. In some cases this intervention has been successful; in others it has not.

This past year DCYF identified a child protection worker in each of the district offices to provide direct support and intervention at the local level when needed. This has proved to be of benefit to several women. For example on two occasions DCYF staff attended court hearings to be present as a support for the woman and offer assistance as needed in developing a parenting plan with the individual caring for the children involved. DCYF staff also intervened to assess and assure that a safe plan of care was in place for two infants born to mothers in prison. These situations appear to indicate that the women are increasingly seeing DCYF as a partner for and with them, not against them.

In addition the Child Protection Administrator has met with women who were dissatisfied with the outcome of DCYF's decisions in regard to their children. In these situations every effort has been made to help the women understand that first and foremost DCYF has the obligation and responsibility to ensure that the permanent plan for a child is in their best interest and that they remains safe and at no risk of future harm. To that end these women have been strongly encouraged to work with DCYF in determining what the best and most appropriate plan should be. These same conversations have taken place with women who have not had contact with their children for an extended period of time (three or five or even eight years). In these situations conversations have been aimed at assisting the women to cope with and manage their feelings around the significant loss of their role as mother and parent.

DCYF remains committed to working with members of the Interagency Council and other community agencies to focus on increased intervention and support for women who are incarcerated or at risk of incarceration. In an effort to sustain these efforts the Child Protection Administrator and child protection workers identified from each of the offices visited the Goffstown Women's prison on November 18th. The goal of this meeting was for DCYF staff to meet with key prison program staff and to receive information on gender specific issues regarding incarcerated women. It is anticipated this joint meeting will provide greater opportunities for DCYF to collaborate with DOC on how working together we can achieve better outcomes for incarcerated women and their children.

As of March 2011, DCYF had 92 cases with 149 children whose parents were incarcerated; 72 fathers and 27 mothers. Many of these parents are incarcerated in County House of Correction (HOC) facilities as opposed to state prison. To further advance the work done by DCYF with incarcerated parents on June 13th the Child Protection Administrator met with the County HOC Superintendents Association. The purpose of the meeting was to discuss ways to enhance

communication between the HOCs and DCYF/DJJS to better meet the needs of children and youth whose parents are incarcerated. Discussion included how to assure children and youth were able to maintain contact with their parents as well as how to keep parents informed and involved when one or both divisions were involved with the family. HOC Superintendents agreed to provide weekly notice to the Child Protection Administrator of current inmates. Also to identify an individual at each facility that could be the conduit for staff in each of the district offices to contact and coordinate with when a parent was identified as being incarcerated at one of the HOC facilities.

Further enhancing the collaboration between DCYF/DJJS, the Department of Corrections and the County House of Corrections to better meet the needs of children and youth impacted by a parent's incarceration will be a continued focus for the agency over the next year.

INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN

The Interstate Compact on Placement of Children (ICPC) Administrator is responsible for serving and protecting children who are placed across state lines for foster care or adoption. The Compact is a uniform law enacted by all 50 states, the District of Columbia, and the US Virgin Islands. It establishes orderly procedures for the placement of children across state lines and fixes legal and financial responsibility for those involved in placing the child.

Timely Home Studies

The Safe and Timely Interstate Placement of Foster Children Act of 2006 included an amendment to encourage timely home studies. A home study is considered timely if “within 60 days after the state receives from another state a request to conduct a study of a home environment for purposes of assessing the safety and suitability of placing a child in the home, the state shall, directly or by contract:

- Conduct and complete the study; and
- Return to the other state a report on the results of the study, which shall address the extent to which placement in the home would meet the needs of the child.”

In response to this legislation DCYF revised policies and procedures to outline:

- How to effectively evaluate families who are referred by another state for an ICPC Home Study; and
- What is required by the CPSW for supervision of this home, if a placement is made.

DCYF continues to use a monthly report that provides data on ICPC referrals received into New Hampshire. This report allows the ICPC Administrator to track the timeliness of these home studies.

Reporting period FFY 10 (10/01/09 to 9/30/10)

- 305 ICPC referrals were received and reviewed by the Deputy Compact Administrator,
- 103 remained in the state office under the ICPC Admin (Private adoptions and residential placements),
- 123 were referred to district offices for completion,
- 79 were sent out of state.

Of the 123 referred to district offices:

- 15 were completed within 30 days,
- 58 were completed within 31-60 days,
- 20 were completed within 61-75 days,
- 27 were completed over 75 days, and
- 3 were not completed.

The following circumstances continue to impact the timely completion of home studies within 60 days:

- Child was already living with the foster/relative family at the time the request was received and the caregiver delayed submission of requested paperwork for a New Hampshire foster care license to be issued;
- Child was already living in the pre-adoptive home in New Hampshire at the time the request for study was received, and the family did not submit paperwork at the time it was requested;
- Significant information was not received at time the request for home study was received from the sending state; e.g., criminal record history of proposed caregiver, certain evaluations, information regarding the type of study needed, etc.
- As a professional courtesy, the DCYF ICPC Administrator held onto the request until the information was received thus reducing the number of days the local office had to complete the home study once it was assigned;
- DCYF requested a mental health and/or substance abuse evaluation be completed to assess parental capacity to care for the child and was awaiting the outcome and recommendations prior to approving the home study; and
- Availability of staff resources in a local office impacted assignment and timely completion of home study.

DCYF continues to take the following action in an effort to assure timely completion of home studies:

- Requests for home studies that are lacking necessary information to assign to the local office will not be assigned to the district office until the ICPC Administrator has received the missing information;
- Oversight by the DCYF Field Administrators assigned to the local offices including follow up with the supervisor and assigned staff to address issues related to incomplete studies;
- Monthly review of data reports that track timeframes for pending home studies and communication with the district offices regarding completion dates; and
- Conference calls between the ICPC office and the district office CPSW and supervisor around whether a placement may be supported.

MODEL COURT PROJECT

DCYF has been partnering with the New Hampshire Family Division Court for Merrimack County since October of 2008 when Merrimack County was chosen by the National Council of Family and Juvenile Court Judges (NCJFCJ) to become a Model Court Site.

The Executive Committee, comprised of two judges in Merrimack County, the CIP coordinator, DCYF staff and the Director of CASA, began meeting in October of 2008 to set the goals for the project and to broaden the membership to a larger committee of stakeholders including foster parents, parents' attorneys, school representatives and a mental health clinician. A former youth in care was also invited to participate.

The primary goal for the Model Court was to expedite permanency for children by developing new Termination of Parental Rights (TPR) and Adoption protocols. There was a strong belief that the court process could be streamlined and timeframes shortened. A second goal, which is a priority of the National Council, is that of Courts Catalyzing Change (CCC). This goal refers to reducing disproportionality in the Child Welfare System. The first year of the project focused on creating protocols related to adoption and permanency. In June 2010, the new Adoption and TPR protocols were piloted in the Concord and Franklin Family Courts. After a full twelve months, these protocols will be evaluated before they are implemented statewide.

The second full year of the project has focused on the goals that were developed at the National "All -Sites Meeting" in California in October of 2009. These goals have been identified as:

- Improving APPLA as a permanency goal to ensure that this is the most appropriate goal and that youth who leave the child welfare system have stronger permanent connections with caring adults and are better prepared for adult living.
- Participation of children and youth in court. The Model Court will encourage the meaningful participation of children and youth in court hearings and will develop protocols that promote this practice.

Two subcommittees were formed: the Director of CASA of New Hampshire, with DCYF and judicial participation, has chaired The Children in Court subcommittee. The APPLA subcommittee has been chaired by DCYF with CASA, and CIP representatives. The Children in Court Sub-Committee has completed a draft of the protocols, which were approved by the Model Court Executive Committee and training has been scheduled for agency and court staff as well as stakeholders on June 24th of this year. The protocols will then be tested in the Concord and Franklin Courts for one year and then evaluated before statewide implementation.

The APPLA subcommittee has been in the process of drafting protocols, which will be presented to the Executive Committee in November of 2011 before being implemented in the Franklin and Concord Family Division Courts early in 2012. This committee as well as the Children in Court subcommittee has researched the work being done on a national basis regarding these issues as well as conducting a site visit in Idaho.

The resources of the National Council on Juvenile and Family Court Judges have been utilized for assistance with consultation, strategic planning, evaluation and information sharing.

PERMANENCY PROGRAM

Permanency means that children have their own safe, stable birth family or other appropriate family that provides nurturing, concrete support and the foundation for healthy life-long development. “Family” may be a birth relative, an adoptive family, a guardian, or for some older youth, an adult or a network of adults who are committed to a supportive, nurturing life-long relationship with the youth. Maintaining, strengthening and creating life-long connections throughout DCYF involvement is essential to supporting permanency.

In order to facilitate the permanency planning for each child in New Hampshire, Permanency CPSWs and the Permanency Program Specialist meet every other month to discuss program needs to move permanency practice forward throughout the state. This includes planning for implementing statewide permanency initiatives, policy development, practice discussions and collectively brainstorming ways to overcome challenges. The Permanency CPSWs in coordination with the Permanency Program Specialist are responsible for facilitating timely permanency for children.

In addition to the meeting bi-monthly, the Permanency Workers meet as a member of the PAR (Permanency, Adolescent and Resource) Team on a monthly basis. PAR staffs from across the state meet on a monthly basis to discuss ways we can sustain or improve existing practices. As a result of the relationships, networking opportunities, and shared philosophies are derived from participation at the PAR meetings. These meetings have built a level of statewide collaboration and the offices each meet as a PAR team at least monthly in their offices to help bring back program messages and policy changes that have been developed or agreed upon at the PAR meetings.

Another initiative that continues to make great improvement in permanency practice is the monthly ISO (Individual Service Option) recruitment meetings. These meetings were

established with ISO providers to look at children who need recruitment for ISO level families. These meetings provide an opportunity for workers to give the ISO agencies a way to receive additional information about the child’s likes, interests and needs of children who need recruitment for permanent families. These meetings tend to give ISO agencies a more accurate and personalized picture of the child in need for the family.

Permanency Planning Teams (PPT)

Since 2003, Permanency Planning Teams (PPT) has been established in each district office. Each PPT is comprised of the same core group of staff: the Permanency CPSW, Adolescent CPSW, Resource CPSW, FAIR reviewer, CPSW of the case and supervisor for the CPSW assigned to the case and Permanency Unit Supervisor. Other PPT participants, depending on the case, could include District Office Supervisors and other program specialists as needed. Juvenile Probation and Parole Officers (JPPOs) are focused on permanency planning and attend PPT meetings when they need assistance establishing connections or permanency plans of adoption or guardianships for youth that they serve.

Below is a list of the total PPT meetings held over the past 6 years. DCYF’s placements have substantially dropped over the past few years however, which could be the reason for the number decreasing from CY 2009 to 2010. New Hampshire has prioritized the regular review of permanency plans for children who have been removed from their parents care in order to ensure that timely permanency is achieved. The source of this information is New Hampshire Bridges.

PPT meetings held per calendar year	Total
CY 2005	662
CY 2006	1029
CY 2007	1320
CY 2008	1388
CY 2009	1395
CY 2010	1189
Grand total	6943

The PPT meeting looks at permanency options for the child and ensures that relatives and other supportive adults are engaged to ensure children have permanent connection and that community support is maintained. These connections identified are documented on the PPT form to include the frequency of the contact.

Permanency Tracking

In 2010, the field began using the Bridges System to track and document their PPT meetings. This allows the field to be able to better track and monitor the PPT meetings and it now allows the division to query any of the data from the PPT forms in order to assist the field with permanency planning.

A PPT report is distributed to field staff and supervisors on a monthly basis to ensure that all children in placement are reviewed in appropriate timeframes. A Permanency Report has also been created to look at permanency planning for children in care. This report tracks children

who are legally free to help the field ensure that adoptions are occurring in a timely manner. The report also looks at children who are in residential and ISO foster care placements to keep transition planning in mind for these children to less restrictive placements. Additional emphasis of this report is permanency planning to help the field ensure that the appropriate plan is in place for each child.

A manual recruitment list was kept in order to track the children needing recruitment for a permanent home. In 2010, there were seventy-one children who were tracked on this list that were matched and placed into permanent homes and no longer in need of recruitment.

Recruitment continued to be a priority and the centralized database was established called E-Studio, to help streamline communication on recruitment needs. E-Studio allows DCYF staff to share information with outside ISO agency providers regarding recruitment needs that was not available prior to the use of E-Studio. This password protected resource allows DCYF workers to schedule matching meetings on a central calendar, send email notifications of matching meetings, and have an up to date centralized location to share children from each district office who need recruitment. Each child in need of recruitment has a profile that is attached in a folder for its district office. When they are matched or placed in a family, the profile is placed in the corresponding folder. This allows all offices and Child Placing Agencies to have updated information on the status of the recruitment for that child. It also allows a mechanism to request a family for the child needing recruitment and then to track responses for that request made by each office and Child Placing Agency representative responsible for responding.

Recruitment efforts for children are now being tracked in Bridges. This information is internal to DCYF staff only and will show children needing recruitment for permanent families, efforts made for recruitment, last date of recruitment efforts and will track all placements made from these recruitment efforts. The field staff has been trained on this new documentation and the first draft of this Recruitment Report will be distributed to the field in July 2011. This report will help the field monitor recruitment needs and efforts to ensure that there are ongoing efforts made for every child in need of recruitment of a permanent family.

Permanency Round Tables (PRT)

DCYF is collaborating with Casey Family Programs for the implementation of Permanency Round Tables (PRT) that will occur in October 2011. Forty-eight youth names have been submitted from the district offices to participate in the PRTs. These youth all have the permanency plan of APPLA and are in need of further planning to address any permanency barriers that may be impeding a more legally permanent plan. This PRT process will be a weeklong review consisting of a two-hour review of each child. This meeting will be comprised of DCYF staff and outside consultants to brainstorm ideas for other permanency options.

This PRT also allows for the opportunity for additional staff to look at their own professional development through facilitation and case planning opportunities. It also may stimulate policy change, resource development through the engagement of system partners who unite to support this exploration of permanency options for each youth presented.

In an effort to engage the youth in their PRT process, the October 2011 PRT will include a planning session on how to encourage the youth's involvement in the subsequent PRT follow up meeting which will be scheduled in November 2011 and will include the youths' other team members. Prior to the PRT reviews in October, there will be trainings for DCYF and PRT team members, and community partners to include an Orientation, Permanency Values Training, Youth Engagement Training and a PRT Skill Building Training.

The cases that were selected were DCYF cases but there were some cases where DJJS was involved through a shared case. In these situations, the JPPO and their supervisor were invited to participate in trainings and the round tables for those cases. The DJJS Permanency Administrator has been involved in all of the trainings and debriefings after each round table and the DCYF Permanency Program Specialist will be working with her to develop a plan to incorporate PRTs for DJJS in the future.

New England Youth Permanency Convening

New Hampshire has participated in two New England Youth Permanency Convenings that are two-day conferences with the focus on advancing legal permanence for youth in foster care. The last convenings were November 30th and December 1st 2010. The Convening brings New England states together to hear about other policies that facilitate permanency planning for children and then each state develops their individual action plans. The third annual Permanency Convening is scheduled for November 29th and November 30th, 2011 and will result in New Hampshire's action plans that will be measured using the following criteria:

- An increase in the numbers of youth (under and over age eighteen) who exit foster care with legal permanence;
- A decrease in the entries of youth in foster care;
- A decrease in the numbers of youth who have long-term foster care goals, such as APPLA; and
- A decrease in disparities in permanency outcomes for youth of color.

THE BUREAU OF WELL-BEING

The Bureau of Well-Being provides clinical and practice oversight of programs addressing the following areas:

- Clinical services and mental health support for children involved with DCYF;
- Development of services support for children involved with DCYF;
- The co-occurrence of substance abuse and/or Domestic Violence and child maltreatment;
- The physical health of children involved with DCYF;
- The safety of children in care;

- Services and supports for adolescents; and
- Parent Engagement.

FIRST STEP: APPROACHES TO THE CO-OCCURRENCE OF CHILD MALTREATMENT AND SUBSTANCE ABUSE

Project First Step involves the co-location of Licensed Alcohol and Drug Abuse Counselors (LADCs) in a DCYF district office. What began as a Title IV-E demonstration project from 1999 to 2004 has been maintained through Title IV-B and CAPTA funds.

LADCs are involved as consultants with CPSWs, help reduce barriers to treatment (such as access to certain facilities), provide ongoing training to CPS staff regarding alcohol or other drug abuse issues and screening techniques, and may become involved directly with parents or caretakers when it is determined that there are degrees of alcohol or other drug abuse (AODA) co-occurring with alleged or substantiated child abuse or neglect. If there are primary indicators of significant parent or caretaker AODA, LADCs provide a direct substance abuse assessment and initiate referrals to community-based treatment if such treatment is indicated.

During the assessment process, LADC services result in enhanced Community-based Family Support. During in-home Family Service cases, LADCs provide services consistent with Family Preservation. For those cases in which children are in temporary out-of-home care, LADC services help to expedite reunification or placement into kinship care, consistent with services attributed to Time-Limited Family Reunification. In those situations in which the concurrent permanency plan is adoption, LADCs continue their role as consultants in the case planning process, and continue to have the capacity for direct service for parents or caretakers when there are no other treatment resources available.

In 2007, DCYF expanded this program to the Berlin District Office in collaboration with the Community Mental Health Center. The Well-Being Bureau is currently working to expand the First Step Program by incorporating a LADC in another one to two DCYF district offices. The need for this expansion was indicated through the results of Case Practice Reviews as well as quantitative data regarding the number of assessments that have a risk indicator pertaining to alcohol or substance use. This program has proven to be an asset in early identification, assessment and case planning for families who have alcohol or substance abuse as a significant factor in their DCYF involvement. At this time, we have not been able to expand the number of LADCs to other offices but we have worked hard to make the LADCs we have be a shared resource between offices at times of high need.

With the incorporation of DCYF and DJJS, the demand on this vital resource will increase. The current LADCs have really been instrumental in making this work.

THE DOMESTIC VIOLENCE SPECIALIST PROGRAM

Since 1997, New Hampshire has benefited from having co-located Domestic Violence Specialists (DVS) in each district office. This program is funded through Violence Against Women Act (VAWA) funds, the Family Violence Prevention and Services Act (FVPSA) as well as Title IV-B and CAPTA funds.

The DVS program is an ongoing partnership with the New Hampshire Coalition Against Domestic and Sexual Violence who provide staff from local crisis centers to work in the district offices providing case consultation, direct services, and referrals for families experiencing the co-occurrence of domestic violence and child maltreatment.

The Domestic Violence Specialists provide six essential roles that result in a coordinated collaborative response to co-occurring child maltreatment and domestic violence:

- Increase access to local community crisis centers for victims of domestic violence who are also referred to DCYF;
- Provide consultation for child protection staff to improve domestic violence practice within the district office;
- Interventions, safety planning, and family-centered case planning;
- Facilitate cross training between child protection staff and the local crisis center;
- Provide consultation to other Health & Human Services Divisions located in district offices; and
- Provide community education regarding domestic violence.

The ongoing efforts of DVS Program staff ensure the sustainability of the work completed during the Greenbook Project. The Child Protective Domestic Violence Protocols were updated and dispersed this year to ensure current practice in this area.

FOSTER CARE HEALTH PROGRAM

Since November of 2009, DCYF has two Foster care health nurses that are available to each district office as consultants for any family involved with DCYF, either during the assessment phase or after a case has been opened. Each child receives a comprehensive health and developmental assessment within thirty days following placement. The Foster Care Health Nurses act as healthcare program managers to ensure that every child in relative or foster placement has their medical, behavioral, and dental health needs met. The Foster Care Health Nurses also act as healthcare coordinators for children in care who have complicated health care needs to ensure that their medical needs are being met effectively and to collaborate with community providers to ensure positive health outcomes.

A vital element of this program is the provision of a comprehensive behavioral health assessment for every child's first out-of-home placement into foster or relative care, or upon placement in a general group home. CPSWs and JPPOs are responsible for making the initial referral to the Community Mental Health Center.

Program oversight is critical in providing continuous quality health outcomes for children in out-of-home care. In December of 2009, DCYF completed phase one of the Foster Care Health Program oversight report. This report retrieves data from the SACWIS system to help track the basic medical and dental care of all children in an out-of-home placement. The critical data elements in this phase one report include:

- Annual Exams;
- Dental Exams;
- Initial Behavioral Health/Developmental Assessments; and
- Medical Authorizations are up to date.

All elements on this report are tracked for exams/assessments that are upcoming, overdue or blank (information not entered into SACWIS system). This assists the Nurse Consultants and the District Office Supervisors in tracking routine medical and dental needs and that medical records are being kept up to date in the SACWIS (Bridges) system.

Phase two of this report is currently being developed. This phase involves obtaining Medicaid data for all children in out-of-home care on a monthly basis as a method to track all medical care and prescription medication that is being administered. Initial conversations with data analysts with the Medicaid offices have occurred. Continued work on phase two will begin again in fall of 2011.

The newly formed Foster Care Health Advisory Committee will be able to use these reports to assist in practice and resource development.

THE NEW HAMPSHIRE PROJECT FOR ADOLESCENT TRAUMA TREATMENT (PATT)

In 2005, using funds from the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA), the Dartmouth Trauma Interventions Research Center (DTIRC) developed the New Hampshire Project for Adolescent Trauma Treatment (PATT).

PATT's mission is to implement, evaluate and disseminate best practice for severely emotionally disturbed adolescents who are served by the community mental health system (CMHC) in New Hampshire.

Since 2005, PATT's mission to expand evidence-based trauma treatment throughout the New Hampshire community mental health system has been successful. As of March 2007, the PATT team had trained over seventy-five clinicians from all ten CMHCs across the state and the Anna

Philbrook Center, New Hampshire's acute psychiatric hospital for children. Supervision and consultation by PATT has continued to expand with the launch of videoconferencing technology with seven CMHCs and the Anna Philbrook Center.

The DCYF Well-Being Bureau worked with the DTIRC to train and provide ongoing supervision for DCYF and DJJS Residential Providers and private therapists in the use of Trauma-Focused Cognitive Behavioral Therapy (TFCBT). About 100 providers joined the two-day training that was offered in September of 2009. After the training, about 20 providers participated in the ongoing consultation with the trainers and are now fully certified to treat children with trauma using this evidence-based practice.

DARTMOUTH MEDICAL SCHOOL CHILD PSYCHIATRY PROGRAM

In October of 2009, the decision was made to discontinue the contract DCYF had with Dartmouth to offer a rotation as part of the child psychiatry program.

As required in [The Fostering Connections to Success and Increasing Adoptions Act of 2008](#), a collaborative [Health Services Plan](#) is included in appendix.

SPECIAL INVESTIGATIONS

Special Investigations is a unit at state office with one CPSW that investigates all reports of abuse and neglect within the context of a foster home or residential group home placement.

The Special Investigation Unit (SIU) was created to provide standards intended to achieve statewide consistency in the response to these allegations as well as the guidance given to foster and residential providers for continued safety, and quality assurance purposes once the assessment is complete.

When investigating an allegation of maltreatment of a child in a residential care facility or foster home a determination will be made about whether the allegation requires a CPSW, law enforcement or licensing response. The Special Investigations Unit works closely with State Licensing and Certification units. If, during the course of the assessment, a licensing or certification violation is discovered, SIU will report and work with the Licensing or Certification units to provide them with any pertinent information or observations. These units are made aware of any report that is sent to SIU and is kept informed of the outcome of the assessment, including any recommendations made by SIU to that foster home or residential facility.

SIU also works cooperatively with the Attorney General's office that is responsible for conducting protective investigations for all the state-run facilities including the youth detention facilities. SIU is responsible for providing direct assistance and information to the Attorney General's office in reports involving these facilities. The Attorney General's office makes the final determination as to whether or not abuse and/or neglect occurred and what action will be taken.

When the child named in the allegation is in the custody of the division, Special Investigation's staff also coordinates with the worker responsible for the child's ongoing case management.

The SIU worker must investigate assigned assessments of alleged child abuse and neglect occurring in out-of-home placements, determines the child's immediate safety needs, determines ongoing risk of maltreatment and coordinates services to secure the child's safety. Once safety is achieved, SIU will then make recommendations for quality assurance for that child or for overall program improvements such as any training that would foster quality care for children.

PARENT PARTNER PROGRAM

DCYF/DJJS Practice Model Work and other initiatives enabled the division to utilize former parents as consultants. This work paved the way to create a new program within the Bureau of Well-Being.

The Parent Partner Program is currently being developed. This program will help to complement the Permanency and Adolescent program works by bringing focus to Parents as Partners and to uphold the division's beliefs and principles that:

- All families have strengths
- All children/youth belong with their family
- Everyone deserves to be treated with respect; and
- Families are best served when they are actively engaged; their voices are heard, valued and considered with regard to all decisions.

The Parent Partner Program will create systematic ways to develop a network of parent leaders ready to partner with the divisions in various roles and capacities. This program will promote parent voice, active participation, and inclusion in the work we do. Parents will be identified, engaged, trained, and empowered to be a resource to other parents as supports, coaches, mentors, advocates, and role models. They will also take leadership roles within the divisions being a "parent voice" to impact positively, practices and systems changes.

This is an intentional new way of relating with our parents that promotes them as change agents and leaders.

Initiatives that have developed in the past year that are now an integral part of this program development include:

Better Together with Birth Parents

- Six Regional workshops planned for 2011
- Anticipated forty-eight parents will attend the workshop (eight for each Regional session) and learn tools to effectively partner with the division

- Anticipated forty-eight staff will attend the workshop (eight for each regional session), listen to parents “voice” as they “strategically share their stories” in the context of building tools for partnership

Father Engagement Initiative

- New Hampshire Father Engagement Action Team has been established
- Includes three parents on the team; two birth fathers and one foster father
- Team will meet monthly to create and test small practice changes, utilizing BSC methodology, aimed at improving the division’s capacity to identify, locate and engage fathers of children in the system
- Successful strategies will be recommended to the division’s leadership for system wide spread

Birth Parent/ Foster Parent Partnership

- Initiative in partnership with the Foster Care Program
- Peer TA with Washington State
- State team includes three birth parents (two mothers and one father) and three foster parents
- Goal: learn effective strategies to improve relationship building and co-parenting between birth parents and foster parents
- Aim: develop a “mentoring component” to our foster care program – creating an effective tools for bridge building and developing the foster parents capacity to serve as mentors and role models coaching parents in improving their parenting

FAMILY ASSESSMENT AND INCLUSIVE REUNIFICATION (FAIR) PROGRAM

DCYF maintains a contract for the provision of Administrative Case Reviews (ACR) for children and youth who are in the care and custody of DCYF or DJJS and are placed in out-of-home care for six months or more. Qualified child welfare professionals who are not responsible for direct case management conduct the reviews. As such, the reviewers serve as an objective, yet highly qualified third party. The role of the ACR is to ensure case planning activities achieve the best possible outcomes for children and families.

The ACR Program was initially designed to ensure that DCYF and DJJS cases were in conformity with the federal child welfare requirements. As described in last year’s APSR, DCYF and DJJS were in the midst of modifying the ACR process to include changing the timing – instead of the first ACR occurring after the child has been in out-of-home care for six months, the first ACR occurs within ten days, the next within four months and then every six months thereafter. In addition to the change in timeframes, the content of the ACR is being modified to promote a process through which the family and their identified supports are engaged in the

initiation of the case planning process particularly surrounding placement including the identification of relatives, parenting opportunities and other issues relating to attaining the goal of reunification at the start of the case. These meetings are held at the location that makes sense and is most supportive of the family and children. This process, known as Family Assessment and Inclusive Reunification (FAIR), began as a pilot in the Portsmouth District Office in January 2010 and expanded to the Rochester District Office in April 2010 with a long-term goal of its implementation in all district offices by the end of 2010.

In January 2011, FAIR was rolled out statewide as part of a new contract. Given the timeliness of implementing FAIR and the [family engagement](#) components of the program, it has served as a model for current and future family engagement strategies being developed by the division through the Practice Model.

As the FAIR program just recently began on a statewide level, there is no reliable statistical information on the current success of the program. It is anticipated that we will be able to report on statistics of the FAIR program by next year's APSR. The statistical focus will be on the level of family engagement as indicated by attendance and satisfaction surveys, reunification statistics and achievement of permanency plans and outcomes for children and youth in out-of-home care.

ADOLESCENT PROGRAM CHAFEE (CFCIP) AND ETV PROGRAM INFORMATION

The Adolescent Program is overseen and administered by the New Hampshire Division for Children, Youth and Families (DCYF) Adolescent Program Specialist. DCYF is committed to best practice in meeting the needs of youth and will cooperate fully in any and all national evaluations of the effects of the programs in achieving the purposes of CFCIP.

DCYF is a state administered agency and access to CFCIP and ETV funds is universally available across the state.

The Adolescent Program ensures that current and former DCYF and Division for Juvenile Justice Services (DJJS) youth obtain the preparation, resources and positive youth development they need to establish connections with caring adults and become healthy, self sufficient and successful adults. Adolescent Workers with specialized training in adult living preparation, positive youth development and teen services are located in each district office. They provide case management for youth in out-of-home placement, consultation to other child protection staff working with this population and oversee the dissemination of CFCIP and ETV funds to qualified youth. In addition, DCYF offers services to young adults as they leave out-of home placement, including assistance with post-secondary expenses, housing expenses, and other self-sufficiency needs.

There are five main components of the Adolescent Program:

- 1) The Adult Living Preparation Process;
- 2) New Hampshire TRAILS;
- 3) Youth Advisory Board;

- 4) Teen Conference; and,
- 5) Aftercare Services.

While not a part of the Adolescent Program, the Permanency Planning Team (PPT) is the central way in which Adolescent Workers meet the purposes of the CFCIP and thus is included below.

Permanency Planning Teams

(PPT) teams meet twice a month in each district office to review cases and ensure that all children and youth achieve permanency prior to exiting the DCYF system. In cases where the plan is Another Planned Permanent Living Arrangement (APPLA), particular attention is focused on both the youth's adult living plan and their network of connections. Emphasis is placed on the youth's positive youth development opportunities such as being active in their school and/or community to develop as many connections as possible. Workers are required to work on locating and engaging permanent connections for all their APPLA youth. The adolescent worker in each office is an active member of the PPT team. They utilize their specialized knowledge of adolescent development, needs and resources to assist CPSWs during PPT meetings for teenagers.

Adult Living Preparation Process (ALPP)

All youth in out-of-home placement through DCYF or DJJS between the ages of fourteen to twenty-one are to participate in the Adult Living Preparation process described below. This includes individuals "likely to remain in foster care" until age eighteen.

While the goal for every child and youth involved with DCYF is permanency, adult living preparation is equally important, especially for those youth in DCYF care who will not be reunified with their parents, adopted or in relative guardianship prior to case closure. The DCYF Adult Living Preparation Process (ALPP) provides assistance to older youth in care by helping them transition to self-sufficiency. The process starts with youth at the age of fourteen who are in DCYF guardianship or custody. The Adolescent Program can also serve DJJS youth age sixteen and older who are in out-of-home placement and provide monetary support to those who are or were in foster care and Title IV-E eligible during their current DJJS case. ALPP plans are to be updated on a yearly basis.

Participating in the Adult Living Preparation Process along with the youth is their caregiver, their DCYF or DJJS worker and other significant adults in their life.

The first phase of the ALPP begins with the Needs Assessment. The youth is interviewed about their strengths, challenges, interests, supports, and future goals. Following the Needs Assessment is the Skills Assessment, which identifies the youth's skills and abilities in the following domains: Behavior and Social Skills, Money Management, Home and Food Management, Personal Care, Health and Safety, Education and Employment, Transportation, Law, Community Resources and Recreation.

The third step in the process is the Adult Living Plan. For each domain area indicated by the Skills Assessment, the Adult Living Plan identifies the specific transition plan for the youth. In addition, whatever action steps need to be taken by the primary caregiver, the DCYF CPSW or

the youth as part of the youth's preparation process are indicated along with time frames for completion. For example, if the youth is lacking connections outside of the professionals in the case, the Adult Living Plan could recommend that the foster parent connect them to a community youth group within 30 days. Also determined at this time is whether the youth needs any financial assistance in order to achieve their adult living plan goals.

During the Adult Living Preparation Process youth are provided with information on housing, employment, education and other resources needed for them to achieve their goals.

The Needs Assessment, Skills Assessment and Adult Living Plan are completed within 60 days of the youth's eligibility. The Skills Assessment is redone every six months to track the youth's progress. The Adult Living Plan is updated each year to reflect progress and changes as they occur.

The last component in the ALPP is the Aftercare Plan that is done when the youth turns seventeen years old. The Aftercare Plan is an opportunity for the youth to develop an anticipated budget based on where they plan to live after exiting care. Also included in the Aftercare Plan are any and all supports and services the youth has and will need after exiting care.

For youth who have a special education coding, the Adolescent Worker sends a letter to the sending school district. The letter invites the school to join with them to develop the federally mandated "Transition Plan" outlined by Public Law 101-476. The law mandates that students with disabilities have a "Transition Plan" at age 16.

DCYF and DJJS* Youth who are seventeen and three quarters years of age have a "90 Day Youth Transition Meeting," The meeting identifies and plans for the transition needs of youth and occurs ninety days prior to the youth's eighteenth birthday and in cases of extended jurisdiction, again ninety days prior to the youth's final exit from state care *(Title IV-E eligible youth only).

The youth is provided the opportunity to have input regarding the "90 Day Youth Transition Meeting" including individuals they would like to invite as well as the time date, and location of the meeting. During the meeting the CPSW assists the youth with the creation of a "90 Day Youth Transition Plan." This document details the specific assistance and support available to the youth during and after their transition. Specific options for housing, health insurance, and education, local opportunities for mentors and continuing support services, work force supports and employment services are indicated and are as detailed as the youth may elect. The plan is updated prior to the youth's exit from care if circumstances change.

The culmination of the "90 Day Youth Transition Meeting" process is for each youth to be provided with a packet containing all of their educational and medical information, along with contact information for the identified individuals in their post care support network and their mental and dental health providers.

The DCYF Adolescent Workers attend the meetings whenever possible. They are responsible for ensuring that the meetings occur for all the youth in their district office.

New Hampshire TRAILS (Teen Responsibility and Independent Living Skills)

Once the youth has reviewed and signed their Adult Living Plan, their primary caregiver may start the “New Hampshire TRAILS” life skills curriculum. New Hampshire TRAILS was created in 2001/2002 by a collaboration that included Granite State College and a group of youth workers and youth from across New Hampshire. It empowers caregivers who receive training on its use by Granite State College, to prepare youth for the transition out of state care and into adulthood. New Hampshire Trails is divided into three sections:

- 1) Personal and Social Growth;
- 2) Education and,
- 3) Career Development and Daily Living Skills.

New Hampshire Trails is an effective way for youth to learn the skills they need as identified by their Skills Assessment and indicated in their Adult Living Plan.

Youth Advisory Board

The DCYF/DJJS Youth Advisory Board, known as New Hampshire Teen Voices, is composed of young adults currently and previously in out-of-home care. The board's mission is "making a difference for youth in care by voicing opinions for positive change". In January of 2011, the New Hampshire Teen Voices changed from a statewide to a regional board structure. There are now five regional boards that meet monthly to work on a variety of projects of interest to youth in care. On a quarterly basis all the groups meet together to review progress and plan for the future. This structural change has increased the level of youth participation as well as bolstered the community connection. As of the writing of this report there are over forty active members of New Hampshire Teen Voices as compared to approximately fifteen to twenty when the board was centralized.

DCYF solicits feedback from New Hampshire Teen Voices for practice changes along with policy and program development. The Board also provides leadership experience to youth who participate in panel discussions and trainings provided to peers, agency staff, placement providers, and community professionals. The Board publishes a quarterly newsletter and conducts an annual teen conference for DCYF and DJJS youth. New Hampshire Teen Voices has been actively involved in the New England Collaborative, an advocacy group made up of youth leaders from across the region. The board's accomplishments include six statewide teen conferences, attending a national conference, raising money for disabled adults and current youth in care and impacting numerous aspects of practice and policy. The Board has also been instrumental in helping to create legislative change to better the lives of youth in care. A previous example of this has been their role in passing the Tuition Waiver Legislation.

Annual Teen Conference

Each year the Adolescent Program and New Hampshire Teen Voices host a conference for older teens in out-of-home placement. Approximately 140 youth and 90 staff participate in the yearly event that takes place on a college campus. The youth determine the workshops through a survey and topics usually include budgeting and credit card skills, eating right on a limited budget, buying a car, healthy relationships, getting a job and going to college. There is a large

group activity designed to educate participants about the keys to making a successful transition from foster care to adulthood.

DCYF Aftercare Services

A voluntary program that provides continued case management, future planning and limited financial assistance to former youth in care pursuing educational, employment, housing and other goals. Young adults receiving DCYF Aftercare Services may receive Chafee and/or ETV funds depending on their eligibility status.

Eligibility for ETV funds: Young adults between the ages of 18-21* who:

- Exited **Division for Children, Youth and Families (DCYF) placement for abuse or neglect on or after their 18th birthday;**
- **After attaining 16 years of age left DCYF placement for guardianship or adoption;**

Or

- Exited **Division for Juvenile Justice (DJJS) placement on or after their 18th birthday** (17 for delinquents) and were IVE eligible and placed in foster, relative, shelter or residential care at some point during their last DJJS case.

Eligibility for Chafee funds: Young adults in the **bold** type above.

- * Young adults enrolled in college or a career training school and making satisfactory academic progress at the time of their 21st birthday may continue to receive Education and Training Voucher funds until they turn 23 years of age.

Eligible youth are informed about Aftercare Services by their CPSW or JPPO during the Adult Living Preparation Process and again during their 90-Day Youth Transition Meeting. They can sign up for Aftercare Services after the closure of their DCYF or DJJS case through their CPSW or through the DCYF Adolescent Worker from their current or former DCYF office.

Participating young adults are assigned a DCYF CPSW who begins the process by meeting with the youth and talking about their housing, education and employment related needs and goals. The next step is the development of a self-sufficiency plan that indicates what the young adult is going to do to pursue their goals and the assistance they will receive from DCYF. Young adults applying for or attending college or a vocational training program are also asked to complete a New Hampshire DCYF Aftercare Services College and Career Training School Assistance Application. A college preparation packet containing information about financial aid, scholarships, student loans, the tuition waiver and ETV program is provided to all DCYF high school seniors interested in attending college.

The DCYF CPSW helps the young adult set goals, provides ongoing support and encouragement through regular contact, and provides guidance, referrals and case management services as needed. Financial assistance is based on the young adult's needs and goals and may include help

with housing, tuition, meals, books, clothes, health insurance, counseling, car purchase and related costs.

During an aftercare case, it is expected that the young adult maintain regular contact with their CPSW, update them on progress and provide receipts for any and all financial assistance provided.

New additions for SFY 2011:

New youth related initiatives started in SFY 11 include National Youth in Transition Database (NYTD) documentation, Youth Action Pool, APPLA reviews, APPLA model court, APPLA Pilot and Permanency Roundtables and Extended Care Services.

NYTD Documentation

The New Hampshire DCYF created a system for recording and reporting the required NYTD data. The “Monthly NYTD Checklist” is used to collect information regarding independent living services provided to DCYF youth age fourteen and older and DJJS youth age 16 or older residing in foster, shelter, relative, residential or institutional care. The information is used to compile statewide data on independent living services as defined in the NYTD federal requirements. The “Monthly NYTD Checklist” is completed monthly by whoever provides the service to the youth including staff, foster parents and residential staff. The information from the checklist is entered into the state SACWIS system known as New Hampshire Bridges.

The “National Youth in Transition Database Outcome Survey” is used to collect outcomes information for youth who are part of the NYTD “Baseline and Follow-up Populations” as well as other DCYF youth who take the survey. The National Youth in Transition Database Outcome Survey (Form 2581) is completed by the youth during the forty-five-day period after their 17th, 19th and 21st birthdays. DCYF and DJJS staffs administer the survey in person or over the phone to youth in the baseline population. As an incentive participating youth were provided with a \$25 gift card. This process will be repeated when the youth turn 19 and 21. To aid in this effort staff receive automatically generated emails reminding them to keep in touch with youth in the follow population. Maintaining ongoing contact with NYTD youth is required by DCYF and DJJS policy. A future goal is for the creation of a portal that will allow follow up population youth to complete the survey online.

Youth Action Pool

For the past year and a half DCYF has worked on creating a practice model containing core agency beliefs and principles. Several of these beliefs are youth engagement, adult living preparation, and normalcy for youth in care and youth voice. A main driver of these beliefs has been a former youth in care who was hired as the practice model youth consultant. One of this youth’s major contributions to the improvement of adolescent practice has been the creation of a Youth Action Pool known as YAP.

The Youth Action Pool meets quarterly and is a sub committee of the New Hampshire Teen Voices DCYF & DJJS Advisory Board. Participating in YAP are current and former youth in care that are motivated, responsible, and committed to positively influencing, changing or

improving DCYF/DJJS current adolescent practice. All members will be trained in [Strategic Sharing](#) (see section on future training later in this document). The purpose of the YAP is for youth to be actively and directly involved in DCYF and DJJS practice. Opportunities will include being trainers, panelists, committee members, practice consultants, facilitators or youth mentors. The youth we have are a valuable asset and we can benefit greatly from their knowledge and first hand experience.

The Youth Action Pool had its first meeting on March 16, 2011 and twenty youth were in attendance. After participating in Strategic Sharing training in July, the plan is for members of the YAP, along with the practice model youth consultant and the district office adolescent worker, to make an informational presentation to each and every district office.

Normalcy

Normalcy is defined as being within certain limits that define the range of normal functioning (the freedictionary.com). For youth in care this means being able to do things that other teens do like spending time with friends and family, using a cell phone and/or social networking sites, dating, belonging to school or community organizations etc. Based on the input for the practice model youth consultant and members of the New Hampshire Teen Voices, access to these experiences for youth in some residential facilities can be extremely limited or even non-existent.

A draft survey has been completed to measure the opportunities that youth in residential care ages fourteen to twenty-one have for “normal” and developmentally appropriate activities and to measure the opportunities they have for participation in their care. Key stakeholders including current and former youth in care, residential facilities and agency staff have reviewed the survey and provided feedback. Members of the New England Youth Coalition have also provided their feedback. The survey is in the process of being reviewed by the DCYF and DJJS administration. A draft survey for parents of youth in residential care to measure the opportunities that they have for “normal” parent-child interaction, parenting time, and family activities has also been created.

APPLA

A number of initiatives aimed at improving the permanency plan of APPLA are currently underway. These include the APPLA pilot, the [Model Court](#), APPLA reviews, and the [Permanency Roundtables](#).

The DCYF is committed to restructuring the role of the Adolescent Worker to focus more attention on APPLA youth especially those without a permanent connection. An APPLA pilot involving the Seacoast and Rochester District Offices is underway. An adolescent worker in the Seacoast office has been identified as the “APPLA” worker and will no longer carry a caseload of abuse and neglect cases. Instead the APPLA worker will monitor all APPLA youth in both district offices to ensure that each youth has a solid transition plan, is being prepared for adulthood and most importantly has an identified permanent connection. An APPLA worker will start serving the Berlin, Conway and Littleton District Offices in the late summer/early fall. The intention is to eventually shift the responsibilities of all the Adolescent Workers to a primary focus on APPLA youth.

Merrimack County New Hampshire is the site of the Model Court, an initiative supported by New Hampshire Basic Court Improvement Project (CIP). A major focus of the Model Court this past year has been on improving the quality of the permanency goal of APPLA. Representatives from DCYF and DJJS, CASA (Court Appointed Special Advocates) along with a former youth in care and a foster parent participated in this effort to establish minimum acceptable standards for APPLA. These include criteria for age, the identification of a permanent caring adult and a focus on adult living preparation and education. Once finalized, these standards will become protocols that will be adhered to in the two courts of Merrimack County.

A separate APPLA review using item #10 of the Child and Family Services Review tool has been added to the DCYF/DJJS Case Practice Reviews. As of the writing of this report fifteen cases with a plan of APPLA have been reviewed. Twenty-five additional cases will be reviewed in 2011.

Beginning in October of 2011 New Hampshire DCYF, in collaboration with Casey Family Programs (CFP) will conduct Permanency Roundtables or PRTs. “The purpose of PRTs is to develop a plan to expedite permanency for children in care as well as to identify systemic barriers to permanency. The PRT also stimulates thinking and learning about pathways to permanency for children. The actual PRT is a case review methodology, led by the internal agency and supported by Casey Family Programs (CFP), which brings people together to focus on permanency planning for youth in care” (Description of PRT process by Casey Family Programs).

Forty-eight youth all with a plan of APPLA have been selected to be part of the PRT process. One month after the initial PRT meeting there will be a special follow up meeting with the youth. The meeting will address ideas generated at the PRT to enhance the youth’s permanency.

Extended Care Services

Some youth who exit foster care are overwhelmed with the challenges of transitioning to adulthood and have not established the permanent connections to adults they need for ongoing support. For these individuals the limited assistance they can receive through DCYF Aftercare Services is not sufficient and they need more intensive assistance including temporary placement. To better support youth in the predicament DCYF has created Extended Care Services. Extended Care Services will provide temporary support to these youth by partnering with them to stabilize their lives and by searching with them for a permanent caring adult. In addition to temporary placement, youth in Extended Care Services will receive case management, referrals to other agencies and assistance in finding a permanent caring adult and limited mental health or other appropriate therapeutic services. Once they are in a more stable situation these youth will have the option of being transitioned from Extended Care to Aftercare Services.

CFCIP & ETV Goals and Objectives

The following CFCIP & ETV Goals and Objectives were to be accomplished during FFY 11(Items that were to be completed during FFY 10 are also included):

Goal A. Help youth to transition to self sufficiency

Objective 1. In collaboration with New Hampshire Teen Voices advisory board the current adult living preparation process and related policies will be reviewed and updated as necessary. **(Year 1)**

Action: The New Hampshire DCYF has committed to revise its adult living preparation process. The first step will be changing our current method of assessing independent living skills by using the Ansell Casey Life Skills Assessment (ACLSA). This program specialist has been consulting with the state of Vermont regarding their use of the tool. Casey Family Programs is currently revising their ACLSA and hope to have it ready by the fall. This program specialist has proposed to Casey Family Programs that New Hampshire be one of the testing sites for the revisions to the ACLSA.

Objective 2. Modify the state plan to begin the Adult Living Preparation process and expand Chafee fund eligibility at the age of 14 for all youth in care (begins at 14 now only for youth in DCYF guardianship). **(Year 1)**

Action: Completed.

Objective 3. Create a separate Adult Living Preparation process designed for 14 and 15 year olds. **(Year 2)**

Action: Casey is currently revising the ACLSA so that it can be used with younger as well as older youth. Therefore this modification will not be necessary.

Objective 4. Update the New Hampshire Teen Responsibility and Independent Living Skills (TRAILS) to include a pre and post-test and the most current information and resources. **(Year 2)**

Action: This has been put on hold as the New Hampshire DCYF is looking at the possible utilization of other methods of providing adult living preparation.

Objective 5. Integrate the Adult Living Preparation process into staff trainings on caseworker monthly visits, case planning and writing court reports. **(Year 2)**

Action: This is still ongoing at this time.

Objective 6. Provide exiting youth with a binder containing their health, educational, personal identification, and personal information of interest at their 90-Day Youth Transition meeting. **(Year 1)**

Action: Completed.

Objective 7. Investigate having the binder mentioned in objective 6 created when a youth first goes into placement and having it follow that youth until they leave the system. **(Year 2)**

Action: This is still ongoing.

Objective 8. Provide exiting youth with a statewide resource book and resource website link at their “90 Day Youth Transition meeting”.

Action: Completed.

Objective 9. Provide youth with a current list of post care housing options available in their area at the “90 Day Youth Transitional Meeting.” **(Year 1)**

Action: Partially completed. A list of current foster homes willing to provide housing to homeless youth has been created and is in use by staff. The creation of a list of housing options for each local area is to be developed.

Objective 10. Ensure youth leaving care have an identified primary and secondary post care housing option. **(Year 1)**

Action: Completed. Staff is currently ensuring that this occurs for the youth they are working with. The identification of a primary and a secondary housing option is included in the Youth’s “90 Day Youth Transition Plan”. Since October of 2010 this it has been an agency requirement that this information be entered into the agency SACWIS system for all youth. These entries are subsequently reviewed during the Permanency Planning Team Meetings.

Goal B. Help youth receive the education, training and services necessary to obtain employment

Objective 2. Increase the familiarity of youth in care with the employment resources and assistance available in the New Hampshire Works by having each State and Local Youth Vision teams sponsor an open house for youth, staff and providers. **(Year 2)**

Action: Partially completed. The Manchester District Office has had two open houses at their New Hampshire Works office. Several other Local Youth Vision Teams offices are considering doing so.

Objective 4. Require that all youth in care have a career assessment and receive the assistance needed to explore identified career interests. **(Year 2)**

Action: Partially completed. As mentioned in a previous section regarding efforts made to strengthen the permanency plan for APPLA youth, DCYF has changed the role of the Adolescent Worker in the Seacoast District Office to exclusively focus on APPLA youth. The same focus on APPLA youth will start in the Berlin, Littleton and Conway District Offices in the summer/fall of this year. These APPLA positions will ensure that all youth in the offices that they cover have a completed career assessment.

Goal C. Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults.

Objective 1. Conduct quarterly meetings for APPLA youth beginning at age 16 and increasing to monthly at age 17 utilizing the FosterClub Permanency Pact list of suggested supports to solidify the current and post care role of their connections. **(Year 2)**

Action: Partially Completed. On June 8th, all of the DCYF district offices committed to utilizing the FosterClub Permanency Pact to address the needs of their APPLA youth without an identified permanent connection. Staff from each office is going to report on their progress on July 20, 2011. Their experience will provide direction for the creation of a DCYF policy requiring the utilization of permanency tools.

Objective 2 Review and Record the name and post care role of each connection at the Permanency Planning Team meeting and “90 Day Youth Transition Meeting”. **(Year 1)**

Action: Completed. Occurs at the time of the “90 Day Youth Transition Meeting”. Since October of 2010 there has been an agency requirement that this information be entered into the agency SACWIS system for all youth. These entries are subsequently reviewed during the Permanency Planning Team Meetings.

Objective 3. Expand program that connects former youth in care with current youth in care for the purposes of mentoring and adult living skills instruction. **(Year 1)**

Action: This program will now become a focus of the newly created Youth Action Pool.

Goal D. Provide financial, housing, counseling, employment, education and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and making the transition into adulthood.

- Objective 1.** Continue to ensure that all eligible youth are informed about DCYF Aftercare Services prior to exiting care. **(Ongoing)**
- Objective 2.** Continue to provide DCYF Aftercare Services to all participating youth. **(Ongoing)**
- Objective 3.** Utilize any and all additional NYTD search and connection tools including website, social networking sites, newsletter, adult living training opportunities to connect youth in need with DCYF Aftercare Services. **(Year 1)**

Action: The New Hampshire Teen Voices website is in the process of being shifted to the department website and will soon be available for youth. A newsletter has been created.

Action: Staff access to social networking sites were granted at the state office level and this program specialist consulted with other agencies regarding currently managing their own page. This inquiry led to the determination that daily staff time was needed for site monitoring. The required staff time was not feasible given existing workload demands and the objective was put on hold. A proposal is currently being created that would create a social networking page for youth currently involved in the Rochester and Seacoast APPLA worker pilot.

Goal E. Make available vouchers for education and training, including postsecondary education, to youth who have aged out of foster care.

- Objective 1.** DCYF will continue to ensure that all eligible youth are informed about DCYF Aftercare Services (ETV vouchers is a part of Aftercare Services) prior to exiting care and will provide them to participating youth. **(Ongoing)**
- Objective 2.** DCYF will continue to ensure that all eligible youth are informed about the Tuition Waiver for Foster Children Program prior to exiting care. **(Ongoing)**
- Objective 3.** DCYF will work in partnership with the New Hampshire Education Assistance Foundation (NHHEAF) to provide ongoing training and support for youth, staff and caregivers regarding the college selection, admissions and financial aid process. **(Year 1)**

Action: Completed. During the past year NHHEAF conducted regional college information and file a Free Application for Federal Student Aid (FAFSA) nights along with supporting DCYF and DJJS youth participation in a college fair (See section on NHHEAF trainings later in this report for more specific information).

Goal F. Provide services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption.

Objective 1. Modify state plan to make youth who, after attaining 16 years of age, have left foster care for guardianship or adoption, eligible for both CFCIP and ETV funds through DCYF Aftercare Services **(Year I)**.

Action: Completed.

Goal G. Child protection system stakeholders including youth in care, care providers and court appointed special advocates should understand the assistance available through the DCYF Adolescent Program.

Objective 1. Collaborate with the DCYF Youth Advisory Board to create a way to provide information to youth entering foster care about the DCYF system and the resources and opportunities available to them through the DCYF Adolescent Program **(Year II)**.

Action: The DCYF Adolescent Program is still gathering youth feedback about Foster Care 411, an informative handbook that describes the foster care experience for youth entering care for the first time. The exploration of funds for this purpose is also ongoing.

Objective 2. Ensure that care providers including foster parents, residential staff and relatives receive the Adolescent Program fact sheet that explains the resources and opportunities available to them through the DCYF Adolescent Program.

Action: Completed.

Objective 3. Adolescent Workers will attend local foster parent association meetings and the Adolescent Program specialist will attend the statewide foster parent association on a biannual basis to update foster parents on the support, resources and opportunities available through the DCYF Adolescent Program. **(Ongoing)**

Goal H. The experience, skills and abilities of former youth will be utilized to positively impact both current youth in care and DCYF practice with adolescents.

Objective 1. The DCYF Bureau of Staff Development and Training will provide former youth in care with the training and support needed for them to: 1) train agency staff and providers on how to work most effectively with youth in care, 2) Coordinate activities and act as trainers/co-trainers at a yearly DCYF Teen Conference and 3) Teach current youth in care adult living preparation skills. **(Year 2)**

Action: Completed. Two former youth in care are currently doing trainings for foster parents and staff. Twenty-Five youth will be trained in Strategic Sharing in July. The University of New Hampshire Center for Professional Excellence (CPE) is going to prepare and support a pool of youth to act as co-facilitators for the upcoming DCYF/DJJS teen conference workshops.

Objective 2. Provide DCYF Youth Advisory Board members with leadership and youth/adult partnership training through the National Resource Center on Adolescent Development.

Action: To be requested in **(Year III)**.

Objective 3. Create a website and newsletter for the DCYF Youth Advisory Board in order to create stronger linkages to youth unable to attend the meetings. **(Year I)**.

Action: **Completed.**

Goal I. *DCYF staff and other professionals working with youth in care will receive specialized training focused on the latest and most effective strategies for working with this population.*

Objective 1. Develop a training series with the Bureau of Staff Development and Training specifically for DCYF staff working with adolescent clients. **(Year I)**

Action: Due to competing priorities including changing the Adult Living Preparation Process and the development of the Youth Action Pool the completion of this training series has been pushed back to FFY 2012.

Goal J. *DCYF staff's ability to engage youth in planning for their future, including permanency, connections and adult living preparation will be evaluated on an ongoing basis.*

Objective 2. Identify adolescent practice areas requiring additional training, policies and staff supervision. (Ongoing in conjunction with the results of the APPLA review component now used to review APPLA cases during case practice reviews.

Goal K. *The New Hampshire DCYF will be ready to meet NYTD requirements starting in October 2010.*

Objective 1. Ensure that the New Hampshire DCYF SACWIS system is ready to capture any and all data required under NYTD. **(Year I)**

Action: Completed. The changes were implemented in time to capture data for NYTD beginning in October of 2010.

Objective 2. Ensure that DCYF and DJJS staff is educated regarding the requirements of NYTD and information that must be tracked and recorded in the New Hampshire DCYF SACWIS system. **(Year I)**

Action: Completed. Staffs in all eleven DCYF district offices and the telework unit were trained on NYTD policy and the SACWIS screens needing to be completed. DJJS staff was also trained.

Objective 3. Ensure that child protection agents such as foster parents, residential agencies and independent living service providers are educated regarding NYTD requirements and the independent living services to be tracked and reported to DCYF. **(Year I)**

Action: This program specialist conducted NYTD trainings at two statewide conferences, at the statewide foster parent association meeting, at two residential provider group meetings and the quarterly meeting of Independent Service Option (ISO) providers. Additional trainings were provided on-site at facilities upon request.

Objective 4. Ensure that current and former youth in care are provided with the opportunity to give their input on the best way to meet NYTD requirements. **(Year I)**

Action: Completed and Ongoing. New Hampshire Teen Voices members have reviewed the NYTD tools and provided important feedback. Youth located in the district offices where NYTD is being piloted are providing feedback on an ongoing basis. Additional youth feedback will be sought at the NYTD workshop at the upcoming DCYF Teen Conference.

Objective 5. Investigate the possibility of hiring one or more former youth in care to: create an alumni social networking site, author a monthly alumni newsletter, and provide alumni with regular and ongoing adult living training opportunities. **(Year I)**

Action: Partially Completed. A former youth in care was hired as a practice model youth consultant. This youth has created a Youth Action Pool in order to get youth more directly involved in DCYF and DJJS practice. Once the Youth Action Pool is up and running they will focus on the above items for implementation. This program specialist and the practice model youth consultant are in the process of investigating the possibility of utilizing the skills of former youth in care as a support to the Youth Advisory Board and the Youth Action Pool through a work-study or internship position.

Coordination with other federal and state programs for youth

In FY 2011 the New Hampshire DCYF continued to strengthen the connection between the Adolescent Program and other programs that support homeless youth. This has included joint meetings as well as case consultation with the New Hampshire Department of Education Homeless Liaisons. The Homeless Liaisons work with unaccompanied homeless youth in each school district assisting them in getting full access to an education under the guidelines of the McKinney Vento Act.

The DCYF Adolescent Program continues to maintain ongoing communication with the Child and Family Services Transitional Living Program and the Nashua Children's Home Transitional Living Program about ways to maximize utilization among youth in care. This includes case consultation as well as both agencies taking part in the annual teen conference.

The Adolescent Program has continued to pursue the use of Individual Development Accounts or IDAs. The Asset Development Program at Rockingham County Action presented their program to youth in care and their caregivers at the DCYF/DJJS Teen Conference on August 12, 2010. There will be financial literacy training at this year's teen conference part of which will focus on IDAs.

In March of 2011 there was an educational summit in Manchester sponsored by the Manchester area Youth Vision team and DCYF/DJJS. The event featured educational presentations about programs that serve youth in the Manchester with a variety of challenges including homelessness, disabilities, delinquency and unemployment. It was a great opportunity for staff that works with this population to learn about and connect with community programs and resources.

Youth Vision

Since 2004, DCYF has been meeting and partnering with the Division for Juvenile Justice Services (DJJS), Department of Education (DOE), Department of Labor (DOL), Department of Employment Security (DES) and Vocational Rehabilitation, to better serve our shared youth. The Department of Vocational Rehabilitation and Bureau of Behavioral Health came on board in 2005 and 2006 and since 2008, Division for Family Assistance, Bureau of Homeless and Housing Services, the US Department of Labor Office of Apprenticeship, the New England Farm Workers Council and the New England Migrant Farm Workers Council have joined what is now known as the New Hampshire Youth Vision state level team.

In October of 2005 the committee conducted the New Hampshire Youth Vision Forum, which involved over 150 representatives of the above-named agencies. Attendees were given the history and purpose of the US Department of Labor's initiative to better serve what the White House's 2003 Task Force identified as the neediest youth. Everyone was then divided into teams depending on the community in which they worked. These local youth vision teams worked with a volunteer facilitator to: 1) Get to know what each person's agency did for youth; 2) Determine at least one youth-related need in their community; and 3) Create an action plan to address the problem. Group leaders were chosen to report out their identified youth need and to lead their team's effort going forward.

Local youth vision team leaders have met with the state level Youth Vision team on a regular basis for additional guidance and support for their community change efforts. Each local team has a chair and a co-chair who attend yearly trainings conducted by the state level team. Since its start in New Hampshire the Youth Vision concept both on the state and local level, has accomplished a great deal to assist New Hampshire youth in care in achieving several purposes of Chafee.

The Keene team continues to hold a yearly “Job Fest” consisting of a large group of youth being brought together to learn job application and interviewing skills and to be matched with employers. The Nashua and Manchester teams again held a job/resource fair in their communities. The Nashua and Claremont teams have created posters containing contact information for key community resources. The Manchester, Concord, Conway, Salem and Laconia teams also created resource guides, fliers, pens and pocket resumes.

The Littleton and Portsmouth teams continued to collaborate with the local employment security office to create an employment skills program for youth in care. Through these programs job-seeking youth attend a series of workshops related to applying, acquiring and maintaining a job.

The primary goal of the state level Youth Vision team is the development of young adult apprenticeship opportunities. Thanks to collaboration with the US Dept. of Labor Office of Apprenticeship, two apprentice ship program opportunities were offered in SFY10. The next offering is a Construction Career Days that will take place in the fall of this year. This is an opportunity for youth interested in the construction industry to experience what it is like to operate heavy equipment and to also learn about career options in the construction field. In an effort to increase involvement among current and former youth in care the US Dept. of Labor Office of Apprenticeship will again be invited to participate in the DCYF/DJJS Teen Conference.

Training conducted in SFY 2011

In support of the goals and objectives of the CFCIP and to help foster parents, adoptive parents, group home staff, and case managers understand and address issues confronting adolescents preparing for independent living:

- (a) **The Adolescent Tool Box:** This training is provided for newly hired staff approximately four times each year. The training provides an overview of the challenges facing youth who age out of care, the importance of permanency, establishing a relationship with youth and an overview of the DCYF Adolescent Program and available resources. Former youth in care frequently participate as co-trainers. The youth explain to the new staff how to establish a youth’s trust, how to motivate them and how to use a positive youth development approach. In addition they provide suggestions on how to connect and plan with teens despite resistance.
- (b) **Preparing Youth for the Future:** Conducted by NHHEAF, the Adolescent Program Specialist and the practice model youth consultant at the New Hampshire Foster and Adoptive Parent Association (NHFAPA) conference on November 6th, 2010. Foster

parents learned ways to get youth engaged and excited about their future including getting them on a path for college or career training.

- (c) **Engaging and Empowering Youth:** Panel presentation by four current youth in care and facilitated by the practice model youth consultant and the adolescent program specialist at the annual DCYF conference on June 3rd. The panelists provided insight about how DCYF practice model beliefs including youth voice; normalcy, adult living opportunities and connecting with the community can be integrated into DCYF and DJJS adolescent practice. Attendees included DCYF and DJJS staff, residential facility staff and foster and biological parents.
- (d) **Adult Living Preparation:** On August 12th at the 2010 DCYF Teen Conference, there were ten different workshops offered to current youth in care. Workshop topics included buying a car, eating healthy, and choosing the right career, among other popular topics. In addition to the workshops there was a financial literacy fair at which youth will get to pick an occupation, earn a hypothetical salary and learn to live within their budget while balancing everyday needs and wants.
- (e) **Going to College:** All trainings conducted by NHHEAF.
- **“Maximizing Financial Resources for College”** a three-hour training for DCYF staff and residential providers held on 11/10/10. The training consisted of an overview of everything a staff person or caregiver needs to know about helping students access funds for college including: filing the (FAFSA), completing the verification process, applying for scholarships, writing letters of recommendation, writing the application essay and providing the high school transcript.
 - **File-A-FAFSA nights:** Held at DCYF district offices around the state for foster youth and their caregivers. Youth attendees received personalized instruction and guidance enabling them to successfully complete their FAFSA while at the training.
 - **STAR College Nights:** Overview of the college selection, admissions and financial aide process for youth and their caregivers. They are held at various district offices around the state.
 - **Destination College:** Statewide College Fair and related workshops held on March 26th 2011.
- (f) **Granite State College (GSC):** GSC is contracted through the DCYF Staff Development Partnership to provide training to foster parents, adoptive parents, group home and DCYF staff, and supported by training funds provided under the Title IV-E Foster Care Adoption and Assistance program. GSC will be conducting numerous trainings for caregivers and staff working with adolescents. The primary training regarding adult living preparation is the aforementioned New Hampshire Trails program. The New Hampshire Trails training is a twelve-hour course that will be offered on a regular basis throughout the state. Attending each New Hampshire Trails class is a combination of foster parents, residential and DCYF staff. GSC will also continue to provide other specialized trainings that focus on work with adolescents in care. They are offered on an as needed basis and include:

- ***Connecting with Teens in Placement*** is a twelve-hour class that examines the impact of past trauma on adolescents and offers suggestions on making connections with youth.
 - ***Helping Teens Prevent Violence*** is a ten-hour course that examines the roots of violence and how divisions and differences among young people contribute to violence between children, adolescents and the adults they become.
 - ***Talking with Teens about Sexuality*** is a ten-hour course that explores how sexuality is a lifelong process that defines who we are as human beings, including our values, attitudes and behaviors as they relate to being male or female.
 - ***The Challenging Adolescent*** is a ten-hour class that covers a variety of behavior management techniques that will help participants develop an effective personal management style.
- (g) **Youth Panels:** GSC continued the six-module FACES (Foster and Adoptive Care Essentials) training in 2010-2011. The FACES graduation includes a panel of current and former youth in care. The youth have talked about their experiences and have given suggestions to the new foster and adoptive parents regarding caring for youth in care.

Future Trainings

- (a) **Kids in Court:** Conducted by the Model Court and the Court Improvement Program (CIP) and scheduled for June 24th 2011. Topics include a review of the Model Court's new protocols to ensure child/youth voice in Court. In addition DCYF youth who have been at their Court hearings will provide insight about their experiences. DCYF staff and Court Appointed Special Advocates (CASA) will be in attendance.
- (b) **Strategic Sharing:** Provided by Casey Family Programs and scheduled for July 13th and 14th 2011. Twenty-five youth will be taught how to share their life experiences in a manner that is safe, comfortable and impacts DCYF and DJJS adolescent practice. The second day will be a train the trainer model in which staff along with youth and parents formerly involved with DCYF will be trained on how to provide the Strategic Sharing training to others. The intent is that DCYF will train a new pool of youth and parents on Strategic Sharing every year.
- (c) **Engaging Youth:** Provided by Casey Family Programs and scheduled for August 24th. DCYF staff involved in the Permanency Roundtable process that will start in October will be trained on how to effectively engage youth in this process so that they can assist in their own permanency effort.
- (d) **Ansell Casey Life Skills Assessment (ACLSA):** Training to be provided to DCYF staff, foster parents, residential staff and youth on how to use the ACLSA tool as part of the Adult Living Preparation process. The exact date is to be determined as Casey is currently making modifications to the existing ACLSA.
- (e) **Training for Youth:** On August 12th at the 2011 DCYF Teen Conference, there will be ten different workshops offered to current youth in care. Workshop topics will include the safe use of technology, finding an apartment, managing your money, healthy relationships, overview of the New Hampshire Teen Voices and the Youth Action Pool, making the transition from being in care to going to college, getting a two-year degree, getting on a career path, the college admissions and application process and learning

about Job Corp. All youth will be participating in a town hall style meeting with the DCYF/DJJS Director. In addition there will be a scavenger hunt featuring a series of activities in which youth will learn life skills in a fun and interactive manner.

Trust Funds

DCYF does not have a trust fund program.

Youth Involvement

In August of 2010, approximately nine leaders of the New Hampshire Teen Voices DCYF/DJJS advisory board participated in a focus group during the CFSR. Additional youth focus groups took place in the Littleton, Portsmouth and Manchester areas. The focus groups provided valuable feedback regarding changes they would like to see in the teaching of adult living preparation. The consensus was that youth would like a more “hands on” experience in learning adult living preparation skills. Following the CFSR members of New Hampshire Teen Voices provided examples of what they would like to see offered.

As a result of the youth feedback the New Hampshire DCYF is committed to making changes in its Adult Living Preparation process including the use of the ACLSA from Casey and the utilization of instructional methods in addition to or in place of the New Hampshire Trails curriculum. In addition youth feedback from the CFSR has been a major factor in the creation of the various APPLA initiatives mentioned previously.

Since June of 2008 the New Hampshire DCYF and New Hampshire DJJS have been collaborating with statewide representatives from residential facilities in an effort to decrease lengths of stay and improve permanency outcomes for youth placed in residential care. The participation of current and former youth in this initiative called Achieving Permanency Outcomes for Children and Youth in Residential Treatment: A Framework for Collaboration has been significant. New Hampshire Teen Voices has provided feedback on the collaborations recommendations, former youth in care have participated as members of the Framework’s state level team and a mixture of current and former youth are members of the regional teams.

On October 22, 2010 more than 100 participants gathered for the Framework Collaboration summit. Seven former youth in care participated in this event in which each regional team developed action steps related to improving permanency and transition preparation for youth in their area. At this year’s summit, scheduled for September 9th, youth and parents will increase their involvement even further by facilitating the event.

Medicaid Coverage for former foster youth age eighteen to twenty

Youth who have aged out of the DCYF foster care system have the option to receive New Hampshire Medicaid up to the age of 19. New Hampshire has not yet used the option to expand Medicaid to cover youth ages 19 and 20.

Indian Tribe Consultation and Collaboration

In regards to consultation with Indian Tribes, New Hampshire currently has no federally or state recognized Indian tribes. Benefits through the ETV program are available to Indian children on the same basis as they are available to other children in the state. (See New Hampshire DCYF CFSP for more information related to DCYF and the Indian Child Welfare Act (ICWA)).

Education and Training Voucher Program

The New Hampshire DCYF Adolescent Program administers the DCYF Education and Training Vouchers (ETV) program. The ETV program is part of Aftercare Services described in a previous section. In regards to the ETV program specifically, there is an application process that starts each year on January 1st. ETV is allocated per state fiscal year (July 1st-June 30th) based on each student's level of need that is established by subtracting grants and scholarships from the total cost of attendance. Also factored in is whether the student has been granted a tuition waiver through the Tuition Waiver for Foster Children Program. The amount left is declared as the student's "gap" and ETV funds are provided to fill that gap up to \$5000 per state fiscal year. This process ensures that students receive what they need and do not receive an excess of benefits.

The Tuition Waiver for Foster and Adopted Children Program has greatly enhanced the ability of youth in care of going on to college. The program provides up to twenty tuition and fee waivers per year to New Hampshire State schools for youth formerly in out-of-home placement through the New Hampshire Division for Children, Youth and Families or the New Hampshire Division for Juvenile Justice Services. The New Hampshire Postsecondary Education Commission coordinates the program in collaboration with the New Hampshire DCYF. Applications are made available on or about January 1st each year. DCYF collects and certifies the applications and the Postsecondary Education Program determines the twenty recipients based on level of need.

In an effort to maximize the number of applications the New Hampshire DCYF and Postsecondary Education Commission start the application process in January and also make the application available on the Postsecondary Education Commission's website. DCYF Adolescent Workers work diligently with foster care youth to ensure that they met the institutional filing deadlines required by the colleges. The New Hampshire Higher Education Assistance Foundation (NHHEAF) Center for College Planning provide a series of statewide and regional trainings to foster care youth and their caregivers focused on the college admissions, application and financial aid process. Despite the dwindling numbers of youth in care there were thirty-eight applicants for Tuition Waiver for the 2011-2012 academic year.

Going forward the New Hampshire DCYF and New Hampshire Postsecondary Education Commission will continue their collaborative work to support and maximize the Tuition for Foster and Adopted Children Program. This will include working closely with New Hampshire colleges and universities to find ways to expedite the waiver notification process and to ensure that each tuition waiver applicant completes all of the required application and verification forms. This past year DCYF made sure that staff and youth were educated about the importance of the getting the verification form completed. Copies of the form were included in NHHEAF's

statewide and regional college trainings. In addition DCYF created a release of information form that allows youth to give DCYF staff permission to talk to the financial aid office on their behalf.

Other efforts to strengthen the postsecondary educational assistance program to achieve the purpose of the ETV program:

- Continuing the expansion of ETV eligibility to include youth who left state care after attaining 16 years old for relative guardianship.
- Continuing to disseminate Aftercare Services brochures that include ETV information to youth, staff and caregivers.
- Including the ETV application on the DCYF Youth Advisory Board website along with eligibility and contact information.
- Including information about ETV in the DCYF Youth Advisory Board quarterly newsletter that is sent to youth, staff and caregivers.
- Including information about ETV in the Foster and Adoptive newsletter known as the FAN letter that is sent out quarterly to current and former foster and adoptive parents.

NHHEAF Collaboration

New Hampshire Higher Education Assistance Foundation (NHHEAF) is a statewide agency devoted to helping parents and their aspiring college students navigate the college selection, admissions and financial aid process. NHHEAF and the DCYF Adolescent Program started a partnership in FFY 05 on behalf of college bound youth in care.

Beginning in 2009 NHHEAF was able to provide many additional resources and opportunities through a \$20,000 one-year grant it received from the New England Regional Council of the College Board. The grant was for a joint proposal submitted by the NHHEAF Center for College Planning in collaboration with New Hampshire DCYF called the Successful Transition through Awareness & Responsibility (STAR) program.

In May of 2011 NHHEAF awarded five current youth in care who were high school seniors with a \$7,500 stipend to be used for college tuition, room and board or other related costs.

NHHEAF was able to continue providing additional training, support and resources for staff and youth caregivers in 2010-2011 including:

- **File-A-FAFSA nights:** Held at multiple DCYF district offices for youth in care and their caregivers. Youth attendees received personalized instruction and guidance enabling them to successfully complete their FAFSA while at the training.
- **STAR College Nights:** Held at multiple DCYF district offices for youth in care and their caregivers. Overview of the college selection, admissions and financial aid process including the ETV program and the Tuition Waiver for Foster and Adopted Children program.

- **DCYF Teen Conference:** In August of 2010, NHHEAF conducted four workshops at the DCYF Teen Conference focused on the college selection, admissions and financial aid process.
- **Care Packages:** 35 youth attending college received a package of school supplies and snacks in the fall of 2010 and a gift card in the spring of 2011.
- **Bloggers:** A youth in out-of-home care who is a high school senior shared her thoughts, feelings and suggestions about transitioning to college. In addition a former youth currently in college shared her thoughts on what it is like to be in college.
- **Webpage:** NHHEAF has continued to offer to a special web page they developed for youth in care that features financial aid information, FAFSA guidance, a list of upcoming events and scholarships, information about ETV and a link to the DCYF New Hampshire Teen Voices website.

Initiatives Planned for SFY 2012

NHHEAF will continue the trainings and initiatives described above and will also assist DCYF and DJJS youth further by providing the following:

- **DCYF Teen Conference-**NHHEAF continues to be a full partner in the conducting of the annual DCYF/DJJS Teen Conference.
- **iamcollegebound.org-**An interactive website through which youth can earn prizes while learning about college resources. NHHEAF will continue to arrange for special offerings for current and former youth in care.

ETV Statistical Information per academic/state fiscal years July 1st to June 30th:

FY 10 ETV recipients: 26 first time recipients: 14

FY 11 ETV recipients: 26 first time recipients: 17

BUREAU OF COMMUNITY & FAMILY SUPPORT SERVICES

The Bureau of Community & Family Support Services provides services to families in their communities, with or without DCYF involvement, including:

- Funding for community-based programs that work to prevent child abuse and neglect, juvenile delinquency, and out-of-home placement of children and youth;
- Oversight of the Adoption/Post-Adoption Program and Foster Care Program;
- Relative Care Specialist;
- Management of Policy and Rules;
- Oversight of Educational Services; and
- Responsible for ICWA implementation and Coordination with Tribes.

FOSTER CARE PROGRAM

The Foster Care Program provides licensed resource homes and a family experience for children who cannot be safely cared for in their own homes. The program consists of a Manager, a Licensing Worker, a part-time Relative Care Specialist and a part-time Adoption Recruiter along with Resource Workers in each district office. The Resource Worker recruits, trains and licenses resource families, matches children in need of out-of-home care with an appropriate family and supports the foster, relative and adoptive parents in their catchment area. An internal shift in DCYF Administration and practice had occurred several years ago resulting in the Bureau of Community and Family Support joining the Foster Care and Adoption Programs into one entity. Recruitment and Retention responsibilities and activities of the division and with our contract providers are shared.

The division has an Educational and Training Partnership with Granite State College for resource caregivers and residential staff. The initial training for foster and adoptive parents was merged into one program referred to as FACES (Foster and Adoptive Care EssentialS) and more often; participants apply to be “foster to adopt” homes. All resource homes for DCYF have been informed that the expectation of fostering for New Hampshire includes engaging with birth families. DCYF foster homes are required to engage with the birth family when children are placed into their care, when the permanency plan for that child is reunification with their own family and when safety has been assessed for all involved. When it is determined that a child cannot safely return home, it is a desired outcome that the foster family will be willing and able to provide that child with long-term stability and permanency through adoption.

Statistical information of Children/Youth in Foster Care

Results of the 2010 U.S. Census indicated that the State of New Hampshire reported a total population of 1,316,470. of this total, 237,284 are minors under the age of eighteen. Child Welfare Outcomes Data obtained from the Administration for Children & Families shows that New Hampshire has been consistently reducing the number of children and youth placed in out-of-home care. Using September 30th as an annual point in time, the numbers of children in care have dropped from 1137 in 2006 to 974 in 2009. While it is not yet approved for public posting, the current number of children in care in 2011 is approaching 700. Most of these children enter care as a result of abuse and/or neglect in their family. Data indicates that the gender of children/youth in care averages out to be 51% male and 49% female (September 2010). The average age of a child in care is 11 years old.

Age of Children and Youth in Care on September 30, 2009

< 1 year	4.4 %	12-15 years	20.8 %
1-5 years	24.5 %	16-18 years	23.3 %
6-11 years	23.4 %	≥19 years	3.0 %

Length of Stay

The average length of stay for children in care on September 30, 2009 was 14.9 months.

Relative Care

As of December 2010, 156 of children and youth living in out-of-home care were residing with kin.

Reunification

51.3% of the young people leaving the system as of September 30, 2009 were reunified with their birth parent(s) or primary caregiver(s).

Adoption

In FFY 2010, 171 children and youth with state agency involvement were adopted from foster care.

Race and Ethnicity

The 2010 US census report found that 93.9% of New Hampshire residents were reported to be White. Placement data available from February 2009 reports the following racial-ethnic composition of New Hampshire children in care: 85.3% White, 4.3% Black, 7.1% Hispanic, 2.7% Multi-Racial, 0.5% Asian and 0.1% American Indian. New Hampshire continues to have more cultural diversity in the larger, more metropolitan areas of the State. The Northern, more rural areas of New Hampshire have not yet experienced that type of growth or population change. The US Census actually showed an overall decline in the population in this area. A recent review of licensed resource homes in the state showed that over 7% of the resource families are documented as being multi-racial or of a minority background. Less than 7% of our foster families stated that they were Hispanic.

Race and Hispanic or Latino Origin as of September 30, 2009

	In out-of-home care	In state child population
One Race	97.1 %	97.8 %
Two or More Races	2.9 %	2.2 %
White	79.9 %	88.3 %
Black or African American	2.7 %	2.2 %
American Indian and Alaska Native	0.3 %	0.2 %
Asian	0.4 %	2.5 %
Native Hawaiian and Other Pacific Islander	0.0 %	<.1 %
Some other race	5.0 %	0.0 %
Hispanic or Latino Origin (of any race)	8.7 %	4.6 %

Foster Homes

There are currently 868 licensed non-relative resource homes in the State of New Hampshire. Approximately two-thirds of the homes licensed in the state (569) are managed by DCYF with the remainder (299) managed by private child placing agencies. There continues to be a steady drop in the number of DCYF foster care homes over the past several years. DCYF collects data from former foster parent surveys, which are mailed to all foster homes that close from service. Each year, information is gathered regarding the reasons for closure. The most common causes given for closing are adoption of the foster child in the home, changes in foster household or the

family's frustration in waiting to be matched for adoption. It is believed that some foster families choose to close their license as a result of the enhanced focus on requiring them to work with birth families.

	2006	2007	2008	2009	2010
Number of DCYF foster homes (April)	650	612	645	637	571
Number of new foster homes licensed	147	175	126	107	113
Number of homes closed	171	157	132	139	181

The division manages homes that are licensed as general, specialized, respite, emergency and adolescent homes. A higher level of care is available for children and youth who have specialized needs. Individual Service Option Foster Care or ISO Care is a service provided by a contracted, private child-placing agency. The private agency recruits foster parents who can provide an intensive level of child supervision and is part of the treatment team. At least one foster parent must always be available to the child at all times. Only one foster child is allowed in the home unless siblings are placed with the child. Daily telephone and weekly in-person contacts are made by the agency. Additional training is required of the foster parents.

Matching the child with a resource home considers the foster parent's ability to meet the unique needs of the child. DCYF does not delay placement into care due to matching issues and works with community members that represent different cultural, racial or ethnic backgrounds to build and support cultural competency within the resource family pool, and to ensure that resource families are culturally responsive to child(ren)'s needs regardless of whether they have different backgrounds.

Fostering Connections

New Hampshire is striving to follow the core elements of the Fostering Connections Act in regard to foster care. Many discussions have occurred and the state understands the importance and benefits to youth of extending care to age 21. New Hampshire, like many other states, is suffering from the current down turn in its economic situation and is not in a position to support this at the current time. This is the same for the Guardianship Assistance Program. The state has worked tirelessly in regards to sibling placement, notifying relatives and waiving non-safety licensing standards for relatives. While New Hampshire rules have always promoted sibling placement, detailed policy was developed to ensure that siblings would be placed together unless it was contrary to their best interests.

The division has a part-time Relative Care Specialist who monitors all relative care placements with the assistance of a Relative Care Liaison in each district office. A 30-day relative notification process has been established as policy and a relative inquiry tool is started at the first contact with a family. The Relative Care Liaison in each office has access to Accurint, an Internet-based search engine, to enhance the searching capability of the workers. More relatives are being identified and utilized as natural placements and supports for children who are at risk of removal from their own families. Waivers for non-safety related licensing requirements are being approved for relative caregivers who choose to become licensed. This is beginning to reduce the overall need for non-relative foster care and a trend that DCYF believes will continue.

Partnering with the community and families is a fundamental philosophy of the division. Foster and adoptive parents are linked closely to the neighborhoods, communities and cultural, ethnic, and religious groups that make up the community. They work and perform daily activities and contribute to the vitality of the community while serving children in care. Development of the plan by local recruitment and retention teams in each district office makes operational the belief that keeping children in their own communities in close proximity to their parents, schools, and other significant people in their lives will enhance the safety and well-being of children. Community placements can also increase the probability that the parents and children will be reunified.

Recruitment and Retention Efforts

New Hampshire has continued to provide for the diligent recruitment of potential foster and adoptive families that reflect the needs as well as the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed. DCYF first develops local plans with Recruitment and Retention Teams that consists of the local DCYF Office Supervisors, the Resource, Permanency and Adolescent workers, as well as foster and adoptive parents, community representatives and others as appropriate. A needs assessment is conducted by reviewing staff requests, community needs and monthly statistics over the past year to assist the Team in targeting the recruitment and retention efforts to produce desired outcomes. In addition, the number of inquiries, the number of home studies in process that would produce licensed homes and identification of retention practices in the local office is reviewed. The plan includes a review of the children and youth referred for foster and adoptive placements in the previous year. Their individual safety, well-being and permanency issues are considered in the development of new recruitment goals and objectives.

The Statewide Plan is to compliment the eleven local plans and provides support and cohesiveness to the local activities. In a standardized format, plans are submitted by the Team to be included in the statewide plan. Through the summer of 2009, Casey Family Services was the identified agency to assist the state in its recruitment and retention efforts. To accompany the shift in DCYF practice, a new Recruitment and Retention RFP was drafted and the state received and considered many innovative approaches to increasing the recruitment and retention efforts in New Hampshire however no bid was accepted.

DCYF enjoys a strong relationship with the New Hampshire Foster and Adoptive Parent Association (NHFAPA). DCYF values the hard work and commitment of the parents actively involved with this Association who offer peer support to fellow families. NHFAPA has grown over the last year. They employ an Executive Director and have had several leadership summits to develop a strategic plan for their future. The division recognizes and appreciates that the best recruitment tool for new foster and adoptive families is a well-supported network of current foster or adoptive families.

In looking to collaborate more closely with NHFAPA, DCYF partnered with the Association to provide more specific and personal support for recruitment and retention activities and events. NHFAPA did act as the Recruitment and Retention contractor for the state starting in the late fall of 2010. NHFAPA's efforts included a mass advertising campaign on radio, television, the

Internet and in print. They coupled this media blitz with a more personal approach at events in all areas of the state.

Due to the end of the contract period, it was necessary for a new Request for Proposal for the Recruitment, Retention and Technical Support to Foster Parents be released. NHFAPA along with several other agencies submitted very exciting proposals to help DCYF move forward with its Recruitment and Retention work. The division is happy to announce that Child and Family Services will start as our new R&R partner in the next fiscal year.

New Initiatives

The Foster Care Program has recently expanded the pilot of a Central Inquiry system for potential foster and adoptive parents. State Office staff is making the initial contacts with interested parties for over half of our district offices. This ensures that consistent and timely information is being given to people wanting to learn and/or start the licensing process and that less interested or undecided people have a better understanding of the expectations before working with a local Resource Worker. This has taken a bit of work and pressure off of the field staff allowing them to work more closely with the children and families on their caseloads.

The Foster Care Program has recently been approved to start a recruitment and informational campaign through social networking sites. The program will be working closely with the Department's Public Information Office to build a recruitment strategy using "Twitter" and "Facebook". It is planned that these sites will allow for the suggested development of a "realistic job preview" video for potential foster parents.

A Parent Mentoring Program is being designed in collaboration with the division's Parent Partner Program. This new initiative involves building a service that will match experienced foster parents as mentors to birth parents working towards reunification. DCYF had an opportunity to learn about this approach through a peer-to-peer training session with Washington State. The Design team is meeting regularly to develop the components of this program. It is hoped that we will be able to launch this program in the summer of 2012.

As a result of the division's involvement with the Break Through Series and its efforts to become a more trauma-informed system of care, many small changes have been made when making a foster care placement. A phone call is made to birth parents on the night of placement to assure the family that the child is safe. DCYF is striving to have a visit arranged within 24-hours. When it is safe for the children to do so, the birth parent or other family member is encouraged to be a part of the placement process to lessen the trauma felt by the child. All of these changes have resulted in a continuous review process of the training and support that is offered to our resource families.

New Hampshire continues to have a presence on the fostercaremonth.org website, which lists planned activities and New Hampshire notes including "A Proclamation" from Governor John Lynch. DCYF holds several foster and adoptive events during the year in cooperation with the Community and Faith-Based Initiative, NHFAPA and other community partners. For example, an adoption celebration was held in November 2010 for adoptive families. A bowling party was held in February of this year that connected children who were free for adoption with families

looking to adopt. The 4th annual New Hampshire Foster and Adoptive Parent Conference was held in November 2010. DCYF and the CFBI coordinated the 5th Annual Foster Care celebration for foster and adoptive families statewide. DCYF remains committed to participating in the National Adoption Month initiative during November of each year and the National Foster Care Month initiative each May.

Goals and Expectations for 2012

- Forge a strong partnership with our new recruitment, retention and technical assistance contractor, Child and Family Services as we work towards enhancing recruitment and retention strategies for resource homes, support for our foster and adoptive parents and assistance in finding permanent homes for waiting children.
- Build collaboration between all partners who are involved with the recruitment and retention of foster and adoptive families including our Community and Faith Based Partners and Wendy's Wonderful Kids.
- Work closely with our Public Information Office to utilize the various social media outlets to enhance our recruitment efforts.
- Continue and expand our pilot inquiry system while exploring additional options for developing a more formal centralized system for inquiries and information relating to resource families and foster care services.
- Continue our diligent efforts to recruit permanent families for New Hampshire's current waiting children and ensure that youth exiting foster care receive the support, information and resources they need to reach their potential as young adults.
- Specifically recruit with and through our partners for foster homes willing to provide a family setting for adolescents and willing to become permanent, life long connections.
- Continue to support relative caregivers through licensing waivers for non-safety related requirements and referrals to community-based supports.
- Consistently assess foster parents to ensure that we meet their needs as a resource family in relation to the child placed in their home.
- Continue to partner with NHFAPA to ensure that the organization remains a strong and viable resource for foster and adoptive families along with retaining their advocacy for children in need.
- Support all foster resource families through training and supervision as they engage more closely with birth parents and develop a better understanding of the importance of family connections for all children.
- Work closely with our Parent Partners Program to create a Parent Mentoring Service in New Hampshire in which experienced foster parents would provide one-on-one coaching to birth families working towards reunification.
- Provide additional resources and training to families regarding the effects of trauma and coordination of community-based care.

RELATIVE CARE SPECIALIST

In April 2008, New Hampshire DCYF hired a part time Relative Care Specialist whose role is to:

- Develop knowledge of all kinship and community services available in New Hampshire and develop a database of DCYF relative providers;
- Create and assist relatives and kin complete a needs assessment of relative and kinship care in New Hampshire;
- Develop a newsletter specifically targeted toward relative and kinship care;
- Create a relative care handbook that will include available services;
- Collaborate with New Hampshire Relatives as Parents on a state-wide conference;
- Partner with the Bureau of Elderly and Adult Services to access the Older American's Act respite funding;
- Revise and keep current the DCYF relative care policy;
- Collaborate with Granite State College to develop a course for Relative providers;
- Responsible for foster care licensing and relative care waivers; and
- Work with the Family Resource Centers to develop programs and supports for kinship providers.

New Hampshire's 3rd Annual Relative Care Conference took place in September 2010, as a result of a collaborative effort with New Hampshire RAPP (New Hampshire Relatives as Parents Program) and VKAP (Vermont Kin as Parents). Approximately 75 caregivers and professionals gathered to hear from Dr. Joseph Crumbley, expert in the field of relative care.

Between September 2010 and January 2011, each district office received an hour of in-house training on Relative care, with special emphasis on policy and procedures of the relative notification requirements.

A reporting method was created for the purpose of tracking the district offices' compliance with the Fostering Connections and Increasing Adoptions Act legislation pertaining to Relative Notification Requirements for all children entering placement. Between December 2009 and May 2011, DCYF placed 390 children in the Custody of the State of New Hampshire.

There is sufficient evidence to believe the reports are not accurate due to failure of staff to accurately document their contacts and actions in the Bridges Information System. That said, the report reflects that notification letters were sent to relatives within the 30-day time frame for 62 of 390 children. Letters were completed outside of the 30-day time period for 105 children. Letters were not sent for 212 children and for eleven children in placement, the relative notice was not sent for a specific documented reason.

To address the concerns regarding the completion and documentation of the relative notification letters, the Relative Care Specialist has provided additional support and training to the district offices to discuss barriers, assess issues and improve the timeliness of the completion and documentation of the notification letters. The Relative Care Specialist has also provided training and support to the statewide Permanency, Adolescent and Resource (PAR) group in efforts to improve outcomes at the local level.

In 2010, A Relative Liaison position was created in each of the district offices. This is a volunteer position. The Relative Liaison is responsible for bringing information from State Office to the field regarding relative policy and procedures. Both DCYF and JPPO staff have been made aware of this position and the liaison's availability to answer questions pertaining to relative care policy and procedures. In the majority of the district offices, the Resource worker is fulfilling the role of the Liaison. In some of the smaller district offices, the Liaison is responsible for sending and documenting all of the relative notice letters.

The Relative Care Committee meets quarterly and membership consists primarily of each relative liaison.

In September 2010, the Relative Care Committee created a survey that was sent to all CPSWs and their supervisors in the district office. Out of approximately 250 staff, 127 completed the survey. Results revealed a continued need and desire for relative care training. The survey will be updated and sent annually to measure DCYF's progress on relative care practice.

Incorporating Relative Care Training into DCYF's core training continues to be a goal as well as offering other forms of training via the Internet and webinars.

Curriculum is currently being written for a course to be offered to relatives working with DCYF. Methods for the delivery of training being discussed include online courses and workbooks.

In 2010, eleven relative providers were granted a waiver for pre-service training required to become licensed foster parents. This practice is expected to continue as a way to encourage and promote relative care.

A tracking method was developed that also helped to create a database of all relative care providers involved with DCYF. This involves each relative provider receiving a provider ID Number. The information is collected from the provider on the day of placement using new Form 2273, the Relative Care Agreement, and Form 2140, the Resource Enrollment/Change Form. Enrolled relative care providers can now receive a specified letter or email informing them of activities and available supports and other relevant information.

A Resource Guide for New Hampshire Relative Caregivers was completed in December 2010. Collaborators include the Bureau of Elderly and Adult Services, and the Division of Family Assistance (DFA), UNH, Granite State College and Lutheran Social Services. Currently the guide is available online via the Internet. When funding becomes available, it is expected that the guide will be printed and made available as a brochure and delivered throughout the state to community resource centers, courts, district offices, schools and medical facilities.

Information about available resources continues to be provided to the community and to relative caregivers both within DCYF and those not involved with DCYF.

In May 2011, a former agreement between DCYF and DFA was revised and re-introduced to the field. The agreement will reduce the amount of time that a relative has to wait for financial benefits from 20 to 10 days. It also allows for DCYF staff, both CPSWs and Fiscal Specialists to take a more proactive approach to assisting relative caregivers in this area. Training is being planned for Assessment CPSWs who are more likely to engage with a relative who becomes a resource home for a child. The CPSW will assist the relative in completing DFA's application for assistance.

The Relative Care Program intends to assist in the development of programs to support relative caregivers and is looking at ways to initiate a volunteer peer support or surrogate grandparent program in New Hampshire. Recently the CFBI (Community and Faith Based Initiative) changed their mission statement to include relatives in this regard. The Family Resource Centers will also be utilized as a support for Relative Caregivers.

The expansion of the FAN (Foster Care and Adoption Newsletter) to include relative caregivers has been underway and each issue features an article specific to relative caregivers. A change is underway to include "Relative" in the new title.

NEW HAMPSHIRE COMMUNITY AND FAITH-BASED INITIATIVE

In July 2004, DCYF and New Hampshire faith leaders attended a national summit on recruiting in the faith community as part of the "Answering the Call" initiative. As a result, representatives from different faiths, community members, and DCYF developed an advisory board for faith-based initiatives. In response to this collaboration, the Community and Faith-Based Initiative (CFBI), with oversight and coordination from Bethany Christian Services, was formed in 2005. In its first year, the CFBI's work started in six New Hampshire regions covered by DCYF district offices. By the fall of 2006, the initiative had expanded to all twelve catchment areas, providing support for DCYF and foster families statewide. Since then, CFBI has continued to grow and expand.

Three CFBI representatives throughout the state are now serving the eleven district offices and the telework unit. The many presentations to churches and other community organizations have garnered much new support. One innovative development was "Faithfully, One-by-One." This is an email listing used to disseminate information of the individual needs of foster and adoptive families and children. Through these e-mail "alerts" and through distribution of the CFBI newsletter, many needs for goods and services have been met. One participating church donated \$2000 for a foster child to participate in a school trip to France. Another church supported an adopted boy who's family was facing some extremely stressful life circumstances to attend a therapeutic eight day wilderness experiential learning camp at a cost of over \$12,000 (see letter in inset)

Faithfully One-by-One responded to requests for car seats, baseball registration fees, Karate classes and countless other gifts of generosity including providing financial support to a teenage girl that allowed her to shop for a dress, pay related expenses, and attend her prom. Several teen moms aging out of the child welfare system were provided with basic necessities for their babies. Youth who were exiting care and transitioning to adulthood were given kitchen supplies and household furnishings for their first apartments.

Faithfully, One-by-One has also come together to aid in larger and more costly projects. The group recently supported a family by building a two-bedroom addition onto their home thus allowing the family to provide for the needs of their eight adopted special needs children. Many community volunteers coordinated by Faithfully, One-by-One, made this project possible. Three churches have now put together reconstruction teams that will complete and financially support renovations for homes of families due for foster care re-licensure and other construction projects as identified by DCYF's district offices. Over \$3,000 has already been raised to help offset the costs of the building materials for renovation materials. Attorneys are donating their time to work on the permitting and legal aid as needed for the Faithfully, One-by-One Renovation Teams. Other projects have included the raising of funds to replace a well for one foster family when their well failed.

During SFY 2009, the CFBI continued to grow and expand. Many events/meetings and outreach opportunities were implemented to meet the needs of Foster/Adoptive families including:

- Holiday card program at Mount Zion Christian School;
- Pen Pal initiative with Concord Middle School and Easter Seals Group Home;
- Holiday Fairs where the needs of six specific foster families were highlighted;
- Representatives of CFBI visited eight new churches;
- A Teen Event was held and sponsored by the New Hampton School. Many community and faith based organizations collaborated on this event. Over 120 people attended. Designer clothing, iPods, MP3 players and gift cards were distributed. Twenty five parents attended training at this event;
- A Clothing Give Away was held in Laconia and over \$20,000 in clothing was donated by J.Jill, Kohl's and The United church of Christ were also involved;
- Another clothing give away was held in Rochester with over 120 in attendance;
- Back to School Backpacks provided by Bethany Church, Altrusa Club and other community members were distributed;
- The Altrusa Club also sponsored a family picnic for Foster/Adoptive families;
- Over \$2000 was donated in the form of gift cards, adaptive equipment, appliances, furnishings and camp scholarships; and
- The Third Annual Foster Adoptive Parent Appreciation Event was held May 16th 2009 at Shiloh Church in Manchester. Over 350 participants attended. Over a dozen community organizations were involved.

In 2010 many more events and activities have taken place and the CFBI collaboration has grown to include larger community businesses such as Life is Good and Stony field Yogurt. Both business organizations participated in the Fourth Annual Foster Adoptive Parent Appreciation Event, which was held at the JFK Coliseum in Manchester this year. Project Joy from Life is Good provided amazing games and activities for the children and plans to continue to partner with DCYF on behalf of the children that we serve.

In May of 2010 the CFBI held a Leadership Summit for Faith and Community Leaders to update them on the needs of foster and adoptive families in New Hampshire and to recruit more assistance with finding foster and adoptive families and meeting the needs of those resource families and the children they serve. The event was well attended and reviews were very positive. Several community and faith based leaders expressed interest in becoming involved in the CFBI advisory board.

CFBI held well attended recruitment events in Manchester and Concord which also raised fund for foster children to participate in sports and arts programs.

Other achievements in 2010 included:

- Scholarships for camp provided to children in foster care;
- Backpack drives collected over 150 backpacks for children in foster care;
- 45 families were served by an August clothing give away in Laconia;
- Musical instruments were collected for children in care;
- Clothing and needed home items collected and provided to a foster family who had a house fire;
- A gift fair at Wesley United Methodist church provided Christmas gifts for foster children;
- Over 210 children received Christmas gifts via “Operation Christmas Blessing”; and
- Volunteers recruited though CFBI assisted with the Rochester and Portsmouth Christmas parties for foster families and donated items for those events.

Because the CFBI has been so successful in supporting foster and adoptive families, the new CFBI contract includes an additional goal of providing support and assistance to New Hampshire Family Resource Centers. During 2009-2010 staff from the CFBI met with the family resource center directors to work on ways to partner in meeting the needs of the families that are at risk in the community. They have continued that partnership into 2010 and first quarter of 2011, assisting them to meet the needs of several families they serve.

In the first quarter of 2011 the CFBI has assisted with two more foster families who were impacted by house fires. They held the 5th annual Foster Adoptive Parent Appreciation Event. Life is Good, Stony Field Yogurt and many volunteers from the community participated to make this a wonderful event. Eight laptop computers were generously donated and were part of a penny auction. The laptops were won by eight foster/adoptive teens.

In February of 2011 the renovation teams responded in record time to help install hardwired smoke and CO2 detectors in a relatives home so that they could receive placement of a niece and nephew.

ADOPTION PROGRAM

Adoption is the preferred permanency outcome for children in care for whom reunification efforts have been unsuccessful. The Adoption Program provides an array of services to families who adopt children through DCYF. These services include:

- Case management;
- Education;
- Information and referral;
- Financial assistance;
- Medicaid;
- Support groups; and
- Assistance to adoptees searching for their birth families.

In 2010, the adoption assistance policy was diligently revised and updated to reflect any changes in current practice. The adoption assistance application and adoption assistance agreement were updated as well, to assist the permanency staff in facilitating adoption subsidy conversations with families.

Voluntarily Mediated Adoptions

Effective January 1, 2006 New Hampshire passed the legislature to implement voluntarily mediated adoption for children in the care of DCYF. Voluntarily mediated adoption (VMA) provides an opportunity for all parties to participate actively in a court-approved mediation program to create a timely permanency plan of adoption for the child. The goals were to facilitate voluntary surrenders rather than complete lengthy termination of parental rights proceedings, and to encourage older children to consider adoption if contact with birth parents could continue.

From 01/01/06 – 12/31/2010 mediated adoptions were completed for 285 children. These are by calendar year.

- 33 mediated adoptions completed in 2006.
- 50 mediated adoptions completed in 2007.
- 54 mediated adoptions completed in 2008.
- 68 mediated adoptions completed in 2009.
- 80 mediated adoptions completed in 2010.

DCYF, in partnership with community providers, has worked collaboratively to establish an array of recruitment resources for adoptive families for children in care. The list below illustrates the many available resources:

The Heart Gallery Project

The Heart Gallery is a project initiated by the New Mexico Department of Youth and Families as a way to recruit adoptive families for waiting children. DCYF partnered with Jordan's Furniture and the Massachusetts Adoption Resource Exchange in creating the permanent New Hampshire Heart Gallery in the Jordan's Furniture store in Nashua.

DCYF has partnered with the New Hampshire Professional Photographers Association and some individual volunteer photographers to take photos of waiting children. There are currently over 30 photographers who are volunteering their time and services for this project. A local printer has agreed to donate the 20x24 photos needed for the gallery at a greatly reduced cost. In addition, each child receives a framed 8x10 photo.

The permanent Heart Gallery created in collaboration with the Massachusetts Adoption Resource Exchange (MARE) remains displayed at Jordan's Furniture in Nashua, New Hampshire. To date, approximately fifty portraits have been taken since the program's inception in 2005. Thirteen children have been adopted and another twenty-five have been placed in permanent homes. In past years, DCYF has been able to use the Heart Gallery as a traveling display at various locations around the state such as Dartmouth Hitchcock Medical Center in Lebanon, the Whittemore Center at UNH and the Capital Center for the Arts in Concord. It is the hope that the traveling Heart Gallery will resume through collaboration with New Hampshire CASA and others working on recruitment.

Wendy's Wonderful Kids

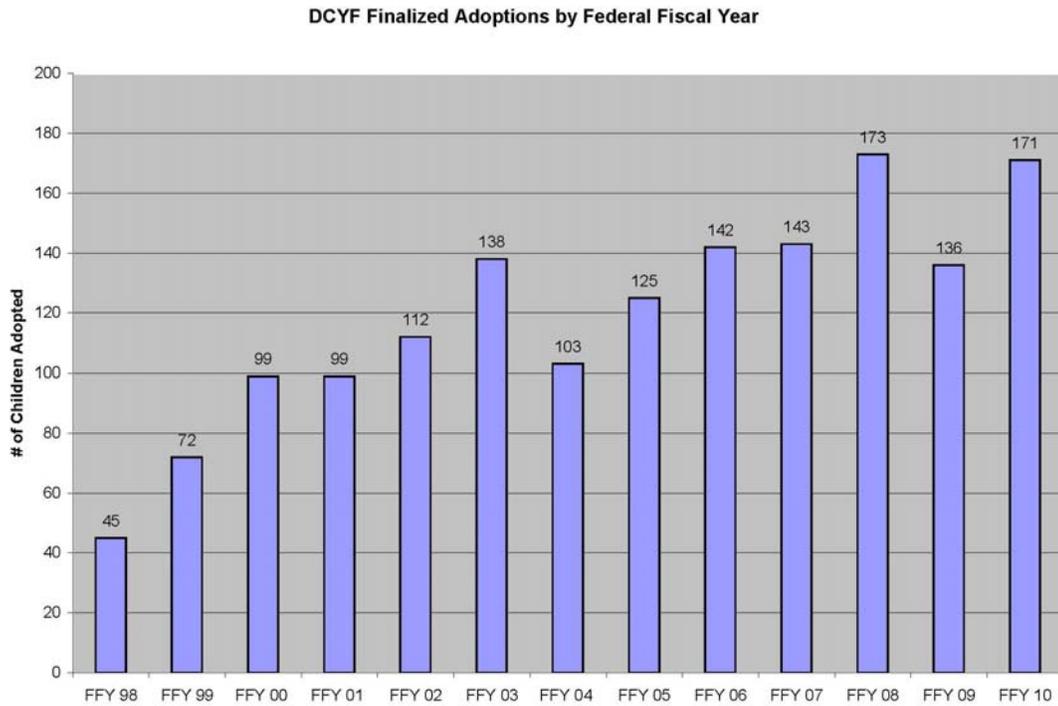
Starting in December 2007 DCYF has also partnered with Bethany Christian Services in another recruitment project—Wendy's Wonderful Kids (WWK) through the Dave Thomas Foundation for Adoption. Bethany is the recipient of a WWK grant that funds an adoption recruitment position to focus on those children considered hard to place. This position carries a caseload of eighteen to twenty children throughout the state. WWK, in partnership with the Community and Faith-Based Initiative also sponsored adoption parties for waiting DCYF children in 2008, 2009 and 2010. WWK has also been an active participant in our Foster Parents Appreciation event that takes place during Foster Care month in May. Overall, WWK has been involved with several matches and placements of older youth waiting for adoptive families.

DCYF Permanency staff recently participated in training on using the AdoptUSKids website as well as the Massachusetts Adoption Resource Exchange (MARE) website for recruitment. State Office staff is also available to assist field staff with these recruitment efforts. Waiting children are regularly featured in the Foster/Adoptive Newsletter (FAN), the CFBI newsletter and occasionally on the DHHS website, the UNH-CPE website and the New Hampshire FAPA website. DCYF prints a booklet of waiting children flyers that is available at recruitment events

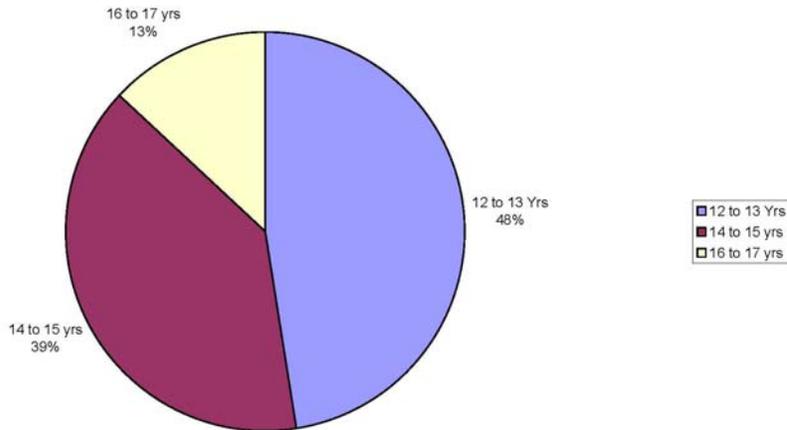
as well as most Foster and Adoptive Care Essentials (FACES) graduations. Waiting children are also featured in a DVD that is updated each year and used at these events as well.

DCYF and Casey Family Services collaborated to host the annual National Adoption Month celebration in November 2010. The two agencies combined resources for this event at the McAuliffe-Shepard Discovery Center in Concord. Guests were entertained by singer/songwriter Judi Pancoast and enjoyed a continental breakfast before speeches/presentations from DCYF Director Maggie Bishop, DHHS Commissioner Nicholas Toumpas and New Hampshire FAPA President Paul Desmarais. Casey Family Services provided the first 100 registered guests with planetarium show tickets.

The ongoing focus on permanency has resulted in a continuing rise in the number of annual adoptions. Since 1998, the number of children adopted through DCYF has increased by over 200% as shown in the chart on the next page.



Ages 12 and over in FFY 2010



DCYF has made concerted efforts to locate adoptive homes for older children in care. As a result, twenty-two percent of all adoptions occurring in FFY 2010 were of children age twelve or older.

DCYF has responded by developing a Post-Adoption Services Unit to provide direct support and service referrals for adoptive families. These services are available to families who have adopted children through DCYF, and through private adoption – including children adopted from other countries.

POST-ADOPTION PROGRAM

As New Hampshire increased efforts on many levels to recruit families willing to adopt, DCYF recognized its responsibility to commit to addressing the ongoing needs of adoptive families. DCYF understands that adoption is a life-long process and as such, the needs of children and their families do not end when an adoption is finalized. DCYF has always provided some level of post adoption services, however in 2007, with the support of funding from PSSF; the Post Adoption Unit with specialized staff was created.

The intent of the Post-Adoption Program is to support and promote healthy, stable families where adoptive children can flourish. DCYF advocates for and provides a leadership role in educating the community toward an increased understanding of post-adoption issues. DCYF

envisions being a resource for ongoing information and services related to adoption. Post-adoption services are provided in a variety of ways, including individual and group contact and work with community-based agencies. Since its inception, the Post-Adoption Program efforts have included:

- Development of a Post-Adoption Services brochure;
- Meeting with district office staff to assess post-adoption needs and planning activities to address those needs;
- Providing information to adoptive families through the foster/adoptive newsletter;
- Promoting the use of New Hampshire Foster/Adoptive Parent support groups to Adoptive parents;
- Creation of folders containing information on resources for adoptive families (January 2009);
- Development of a post-adoption services policy to guide the provision of services, Post adoption service agreement and Post adoption contact forms. (finalized in 2010);
- Develop training specific to meet the needs of adoptive parents. Three classes are now offered: Your Family and Adoption, Exploring Adoption and Adoption Services and Resources – which includes a resource fair component and the cooperation of Post adoption unit staff, district office staff and local providers. (completed and began offering in 2008);
- In April of 2009 a Post Adoption Supervisor position was created to supervise the staff in charge of birth family searches, and to oversee the development of the Post Adoption program. Additional hours were added to one staff position to assist with that development and to provide direct service to adoptive families. Another part time position was added to the unit in January of 2011;
- In 2010 the Permanency workers in each DO were identified to act as the post adoption contact person for their district office. These identified staff will keep track of requests for information and resources from adoptive families by filling out post adoption contact forms and forwarding them to State Office. Post Adoption Supervisor will be able to keep complete data on what adoptive families are requesting, and follow up to see if the information and resource provided to them met their needs. The Post Adoption Supervisor is able to meet with Permanency staff regularly at their permanency meetings;
- A part-time adoption staff person conducts follow up phone calls with adoptive families that have requested assistance to help determine the effectiveness of the information and resources that were provided;
- Planning and development of a program to provide respite reimbursement to adoptive families. A pilot of this program began May 1, 2009 and ran through September 30, 2009. The Post Adoption Unit completed the pilot respite program for adoptive families in Grafton, Carroll and Coos. Families were surveyed upon

completion of the program. They reported being very satisfied and reported that the program had improved their parenting abilities and quality of life; and

- The Post Adoption Unit is assisting more birth and adoptive parents in resolving issues related to their voluntarily mediated adoptions.

The following statistics were gathered for Jan-Dec 2010:

Post Adoption Service Statistics 2010			
Category	Total Search and Post- Adopt	Post-Adopt Intakes	Search Intakes
Information and referral	95	57	38
Field Consults	20	8	12
New Case Opened	156	23	133
Total Intakes	271	88	183

The following statistics were reported in the first quarter of 2011:

Post Adoption Service Statistics First Quarter 2011			
Category	Total Search and Post- Adopt	Post-Adopt Intakes	Search Intakes
Information and referral	51	14	37
Field Consults	6	4	2
New Case Opened	18	4	14
Other	8	8	
Total Intakes	83	30	53

Current Goals for DCYF Post-Adoption Program

Goals:

- Continue to develop training for DCYF staff to help them assist adoptive families with planning for adoption and post adoption services. This would include:
 - Develop a training for DCYF staff to assist them in completing a more comprehensive adoptive home study
 - Provide advanced training to DCYF staff that will focus on issues surrounding adoptions such as family engagement, difficult conversations,

preparing families for adoption, practice changes and adoption subsidy in 2010 a training entitled Engaging Families in the Adoption Planning Process was developed and provided to the PAR staff and several district offices.

- Expand the training to foster/adopt families to include a more comprehensive training regarding sensitive issues such as budgeting and finances (purpose of adoption subsidy)
- Continue to provide training in attachment therapy and trauma therapy to mental health providers and to DCYF staff to help them have a better understanding of the services and treatments that will be successful interventions for adopted children and their families.
- Continue to develop ways to help adoptive families' access respite, including some respite day programs for teens.

New Goals for DCYF Post-Adoption Program

Goals:

- In corporate all adoption related issues in the New Hampshire Practice Model development to ensure consistent and best practice in all areas of adoption through DCYF's district offices and other New Hampshire partner agencies and stakeholders.
- Track outcomes for post adoption service requests through phone follow up surveys and develop a Logic Modal to measure the effectiveness of Post Adoption Services.
- Provide training to permanency workers in post adoption case management.
- Post Adoption staff will assist the district offices in recruiting for waiting children and finding relative connections.
- Identify and/or develop new services that will meet the needs of families adopting children with special medical, educational, emotional and behavioral health challenges.
- The post adoption unity will continue to develop and provide information on the effects of trauma and trauma treatment to adoptive parents and providers working with adopted children.

CHILDREN ADOPTED INTERNATIONALLY WHO HAVE ENTERED STATE CUSTODY

In 2005, New Hampshire DCYF developed a Bridges data collection component for inter-country adoptions. This report reflects the following information:

In SFY 2010, no internationally adopted children entered state custody.

ACTIVITIES THAT THE STATE HAS UNDERTAKEN FOR CHILDREN ADOPTED FROM OTHER COUNTRIES

DCYF post-adoption services are offered to all adoptive families. We provide information and referral, respite support, short-term case management and counseling.

The State of New Hampshire has eleven licensed adoption child placing agencies available to families who have the capacity to complete inter-country adoptions. All adoption agencies must be licensed by the State of New Hampshire, DCYF, as a child-placing agency. This allows the agency to conduct home studies, make placements of children, supervise the placements and file adoption petitions in the court of jurisdiction. [RSA 170-E:27](#) states, “No person may establish, maintain, operate or conduct any agency for childcare or for child-placing without a license or permit issued by the department...” [RSA 170-E:30](#) allow DCYF to examine the facility or agency, and investigate the program and person or persons responsible for the care of children. The institution or child-placing agency must obtain and provide receipts of approval of state and local requirements pertaining to health, safety and zoning. In addition, per [RSA 170-E:29](#) DCYF conducts criminal records and central registry checks on staff employed by the agency.

In New Hampshire, the Directors of the adoption child placing agencies meet every three months. The members discuss current issues and concerns in the practice of adoption. The agencies have collaborated on standards for the placement of children in adoptive homes. These standards are based on New Hampshire law, agency policy and good practice. The standards were adopted as rules in April 2003 and were just revised and adopted this April 2011. Also, since July 2006, discussions have centered on the new training, home study, and agency requirements of the Hague Convention.

The New Hampshire Child Placing Agencies have seen a decline in the number of international adoptions in the past year while private adoptions appear to be on the rise. The decrease in international adoptions is attributed to the fact that many countries have changed their adoption policies. Child placing agencies are focusing more on recruitment efforts, home studies and post adoption services such as searches.

New Hampshire statute addresses specific adoption requirements for inter-country adoptions. If the child is adopted from another country the adoption petition must include documentation indicating compliance with [RSA 170-B:28](#). “Any person or any public or private agency, corporation, or organization, before bringing or causing any child to be brought into this state from any other state or country for the purpose of adoption, or receiving such child in this state for such purpose, shall make application to the commissioner of the department. Such application shall be in the form prescribed by the commissioner and shall contain such information as the commissioner may require, including any information required to comply with the provisions of [RSA 170-A](#). No placement of the child shall occur until permission has been obtained from the commissioner. No petition for adoption of a child from another state or country shall be granted in the absence of compliance with this section.” This responsibility has been delegated to the Administrator for the Interstate Compact on the Placement of Children.

In addition, New Hampshire statute also addresses the legality of international adoptions. [RSA 170-B: 29](#) states “A decree of court terminating the relationship of parent and child or

establishing the relation by adoption issued pursuant to due process of law by a court of any other jurisdiction within or outside the United States shall be recognized in this state and the rights and obligations of the parties as to matters within the jurisdiction of this state shall be determined as though the decree was issued by a court of this state.”

COMMUNITY-BASED COMPREHENSIVE FAMILY SUPPORT SERVICES

Comprehensive Family Support

During 2010-2011 SFY, contracts were awarded through a Request for Proposals process (RFP) for statewide comprehensive family support programs covering all eleven-district office and the telework unit’s catchment areas. Through the Comprehensive Family Support Program, community-based agencies provide support services to approximately 1,076 families annually. The programs assist families and children by promoting family wellness, decreasing family stress, and preventing abuse and neglect. Agency staff identifies and assist families with multiple stressors by providing multivariate services, which encourage and promote the development of healthy families. The program seeks to intervene before the occurrence of abuse or neglect on behalf of all families and also serves families in the process of reunification.

Goals:

- Promote healthy growth and development of children by assisting families in identifying and addressing any home or community barriers to children’s success in school and the larger society;
- Empower families as advocates for themselves and their children by collaborating with families and communities in the development of a comprehensive array of local, family-centered and culturally diverse services; and
- Reduce the incidence of violence towards children by providing supportive services to families including:
 - Supporting parents who are experiencing social, emotional, physical and/or mental health related problems that interfere with their abilities to parent and provide an acceptable standard of care for their children;
 - Promoting safe, nurturing environments for children by educating parents in child development, child health and safety, and parenting skills;
 - Working with parents to identify their strengths and challenges related to parenting, with consideration to family, values, culture and/or personal history, and to assist them to deal effectively with overcoming barriers that impede healthy development;
 - Helping families learn coping and problem-solving skills which will assist them in their every day lives;
 - Enhancing family development by assisting parents to further their education, find employment and access community resources; and

- Supporting families in their home communities by providing resource and referral information, and linkage with Family Resource Centers and other community-based agencies that support families.

Services to be offered by the contract agencies include:

- Home Visiting;
- Trauma informed services;
- Early Childhood Programs/Child Development Education;
- Parent Education and Support;
- Quality Early Care and Learning;
- Medical & Health Education;
- Adult Literacy and Higher Education support;
- Life Skills Training;
- Family mentoring and advocacy;
- Independent Living skills; and
- Childcare Resource and Referral
 - Family Empowerment
 - Information and Referrals to other community-based agencies

Evaluating Outcomes

Utilizing Title IV-B, subpart 1 funds, DCYF provides the financial support necessary for the [New Hampshire Children’s Trust Fund](#), Inc. to conduct an in-depth analysis of the needs of families participating in family support programs across New Hampshire and of the impact of the programs serving them. The Family Support Outcomes Evaluation measures the impact of strengthening protective factors in all counties in the state. These data, from 455 parents in 2005, 1,200 in 2006, 918 in 2007, 532 in 2008, 817 in 2009 and 862 in 2010 provide demographic information as well as reliable information about the impact of family support programs.

The data gathered from the Outcome Survey explores whether or not a direct correlation could be determined between participant satisfaction in the programs and change in protective factors, which are:

- Supportive Relationships;
- Accessing Resources;
- Parental Confidence;
- Sharing Parental Concerns;
- Meeting Family Needs;

- Standing Up for Family Needs; and
- Reducing Family Stress.

The data that show that the changes across all family support programs were statistically significant at the .0001 level. The outcomes are used to inform program practice and public policy. Full reports are available at <http://www.nhctf.org/>.

The Comprehensive Family Support program is also evaluated by DCYF. Under the direction of the DCYF Fiscal Unit, DCYF is moving toward a system of outcome-based contracting. Beginning with Comprehensive Family Support, in 2007, the Auditing Specialist worked collaboratively with providers to create a set of standardized outcome measures and design a data collection and reporting system. Outcome areas include:

- Characteristics of target population;
- What are the services needed and at what intensity; and
- Success of the program in avoiding future DCYF involvement.

Data are obtained from tracking the graduating class following discharge from a comprehensive support program for three successive years. “Graduating Class” is defined as any child seventeen years old or younger who had left a comprehensive family support program and had a treatment plan during and at the conclusion of program participation.

Findings from the 2006 class through three successive tracking years show:

- 36% of the children first entering a program were referred by DCYF during an assessment of the family.
- 91% did not have a DCYF case opened for at least two years following completion of the program.
- Of the 9.4% of children and their families that did have a DCYF case opened, 5.0% of children required out-of-home placement immediately and the remaining 4.4% remained in their homes with intensive services.
- The average participation in a comprehensive family program was 190 days.

Findings from the 2007 class through three successive tracking years show:

- 31% of the children first entering a program were referred by DCYF during an assessment of the family.
- 88% did not have a DCYF case opened for the one year following completion of the program.
- Of the 12.0% of children and their families that did have a DCYF case opened, 7.1% of children required out-of-home placement immediately and the remaining 4.8% remained in their homes with intensive services.
- The average participation in a comprehensive family program was 209 days.

Findings from the 2008 class through two successive tracking year show:

- 35% of the children first entering a program were referred by DCYF during an assessment of the family.
- 90% did not have a DCYF case opened for the one year following completion of the program.
- Of the 9.9% of children and their families that did have a DCYF case opened, 5.9% of children required out-of-home placement immediately and the remaining 4.0% remained in their homes with intensive services.
- The average participation in a comprehensive family program was 190 days.

Findings from the 2009 class through one successive tracking year show:

- 35% of the children first entering a program were referred by DCYF during an assessment of the family.
- 94% did not have a DCYF case opened for the one year following completion of the program.
- Of the 5.6% of children and their families that did have a DCYF case opened, 2.4% of children required out-of-home placement immediately and the remaining 3.2% remained in their homes with intensive services.
- The average participation in a comprehensive family program was 192 days.

New Hampshire Children's Trust, Inc.

DCYF maintains a strong relationship with the New Hampshire Children's Trust, Inc. (NHCT) whose mission is to prevent child abuse and neglect in New Hampshire.

In 1996, the NHCT was designated as the lead agency to receive and distribute CAPTA Title II (Community-based Family Resource and Support) funds. Currently, the organization receives approximately \$200,000, an amount that is based on the state's child population. The NHCT braids the yield from its endowment and other contributions with the CBCAP funds and makes grants through a competitive process to community-based programs. Criteria for receiving a grant from the NHCT include:

- **Primary prevention.** The highest priority of the NHCT is to support programs designed to promote the general welfare of all children and families before abuse or neglect occurs. Programs are accessible to everyone, but may target populations at risk for abuse and neglect. Programs focus on education and training in child development, parenting, and skill building for parents. They may also include health and developmental screenings to identify children at risk and general information and referral services.
- **System building.** The NHCT is particularly interested in funding programs that are a part of a community-wide plan to improve the child and family service system.

- Building program capacity. The NHCT is committed to helping programs develop stronger boards, well-trained staff, and effective organizations. Up to thirty-percent of a grant request may be used to build the long-term capacity of the program.
- Under-served communities. Many New Hampshire communities lack basic family-centered, family support programs and services. The NHCT solicits proposals for new projects in communities where resources for these programs are lacking or where funding has been significantly disproportional with other communities in the state.

In September 2004, Prevent Child Abuse America (PCAA) designated the NHCT as the New Hampshire Chapter of Prevent Child Abuse America, thus consolidating and strengthening the voice and resources for prevention in the state. In 2006, PCAA selected NHCT to be one of 9 states for its two-year evaluation project funded by the Centers for Disease Control and Prevention (CDC). NHCT is working with colleagues across the country to develop enhanced and effective techniques of evaluation and assessment, particularly around integrating evidence-informed and evidence-based practices (EBP) into the organizational culture of grant making and of grantees.

In 2007, in honor of its 20th anniversary, NHCT launched its Strengthening Families in Community Libraries Project, aimed at equipping all of New Hampshire's libraries with parenting information and DVD's that are universally accessible. Individuals, businesses and foundations have funded this to date. Over half of the state's libraries reaching nearly 70% of the state population have participated. The state library, [Family Resource Connection](#), has been an active partner in this project.

NHCT has fully complied with the new EBP standards required by the Children's Bureau in 2006, by conducting regular workshops and trainings for its grantees and other agencies providing family support programs. Peer learning activities are conducted, along with a rigorous schedule of reporting for grantees. The newest development in training is Continuous Quality Improvement, so that agencies and staff can meet the highest standards of professionalism.

In addition to the evaluation and support of Comprehensive Family Support providers, NHCT is a key partner with the DCYF Bureau of Community and Family Supports and Child Development Bureau in the [Strengthening Families Initiative](#). Finally, the Administrator of the DCYF Bureau of Organizational Learning and Quality Improvement and a representative from the DHHS Bureau of Maternal and Child Health are members of the Board of Trustees.

Incentive Funds Program

The Incentive Funds Program, a \$1.5 million allocation from the State General Fund, supports an array of community-based programs defined in two broad categories of services:

- (1) Prevention, family support, wellness, and
- (2) Intervention and juvenile diversion programs.

The funds are allocated quarterly to each of the state's ten counties based upon the juvenile population and an equitable distribution formula. These funds support more than 164 programs that serve approximately 50,000 families.

DCYF EDUCATION SERVICES AND SUPPORT

From the early 1990's to October of 2009 DCYF employed two full-time Education Specialists that worked on behalf of the children in both the DCYF and DJJS. The Education Specialists were responsible for maintaining compliance with the provisions that were set forth in the James O Consent Decree, the current special education laws and rules in New Hampshire, and DHHS policies and procedures regarding education and special education. Other responsibilities included providing training for all new CPSWs and JPPOs; yearly refresher trainings for all CPSWs and JPPOs; consultation to staff, parents, school districts, and other stakeholders; assisting with educational "trouble-shooting"; reviewing educational records; and maintaining records pertaining to the compliance reviews and filing the results with DCYF and DJJS administration.

The work that the education specialists have done in case reviews, training and informing policy development regarding the education of children in care has allowed DCYF, DJJS, school districts, courts et al to embed their work into everyday practice.

Currently, the DCYF and DJJS are involved in two key statewide initiatives. First, there is the collaboration with others in the Court Improvement Project's Education Protocol subcommittee. This subcommittee is looking at the role of the New Hampshire Courts and the State's adherence to the educational standards set forth in the Fostering Connections to Success and Increasing Adoptions Act of 2008. The division is following up on a three-year project using Title 1 Part D funding called the DHHS Statewide Standardization Project. This collaborative project's goal is to ultimately develop and recommend an effective Statewide Standardization Process to help ensure that all court placed New Hampshire students are provided with equal educational opportunities. This includes establishing effective and compatible electronic record keeping systems, consistent expectations for curriculum delivered and credits earned and proactive student-centered transition planning. DCYF and DJJS with the Department of Education have established a pilot process that utilizes the NHDOE Performance PLUS (P+) a comprehensive data based system, as a first step in sharing information. Two public school districts, Manchester and Rochester School Districts, as well as two private schools, Mt. Prospect Academy and Spaulding Youth Center and the Sununu Youth Services Center (detention facility) participated as pilot sites. The pilot model provides approved private schools with their own Performance PLUS account and grants access to the individual student's longitudinal record or academic achievement results, school placements, courses enrolled, IEP or 504 identification, attendance, and school behavior information. Work needs to continue to give students access to their high school transcript and immunization record and to implement the pilot statewide.

POLICY AND RULES UNIT

Policy and Rules Unit is responsible for coordinating the development of all agency policies, administrative rules, forms (both electronic and print), templates (such as the Case Plan), and the production and distribution of print materials such as resource guides, handbooks, posters, and brochures. This unit also monitors and responds to changes in state and federal laws, e.g. the Fostering Connections Act, and provides oversight to a variety of external audits. Finally, a member of the policy and rules unit also oversees the Central Registry database of individuals found to have abused or neglected a child in their care.

Names in the Central Registry are maintained for 7 years unless a court approves removal via an expungement process. The Central Registry is used to check the names of all applicants for childcare, foster care, DHHS employment, adoption, inter-state placements and individuals who voluntarily submit their own names.

Policy and rule development is typically a collaborative process involving CPSWs, District Office Supervisors, stakeholders, State Office Administrators and Program Specialists with consultation, support and review provided by the Policy and Rules Unit. The Manager of the Policy and Rules Unit also works collaboratively on the DCYF Title IV-E State Plan, the [Health Services Plan](#), the Council on Organizational Learning, and the [DCYF Disaster Plan](#).

The Policy and Rules Unit is now part of the Bureau of Community and Family Supports because of a change in organizational structure.

SPECIFIC MEASURES TAKEN IN RESPONSE TO THE INDIAN CHILD WELFARE ACT (ICWA)

DCYF is committed to ensuring that provisions of Indian Child Welfare Act (ICWA) are meaningfully followed.

The population of American Indians in the United States in 2000 was 4,119,304, with more than 545 federally recognized tribes in other states. While one of the smallest minorities in the United States, American Indians are a very diverse group, representing a variety of cultures and traditions. According to the 2000 United States Census, the total New Hampshire population was 1,235,786. 7,885 residents or 0.6% of the population reported being American Indian/Alaskan Native, increasing from 0.2% reported in the 1990 Census. While the indigenous people of this state include Abenaki people, American Indian/Alaskan Native residents of the state reported over 4,000 tribal affiliations with federally recognized tribes.

Early and accurate identification of American Indian ethnicity ensures interventions and case plans that meaningfully address the child's heritage. The identification and verification of all children's ethnicity, including "American Indian/Alaska Native" is established, if at all possible, during DCYF's initial family contacts during the assessment phase. New Hampshire DCYF has in place a Case Review system for each child receiving foster care under the supervision of the

State. Through this and the Permanency Planning Team Process, all individual aspects, including race and ethnicity of each child in placement are considered to facilitate safe, stable and fulfilling reunification or other permanency opportunities. DCYF also provides a pre-placement preventive services program designed to help children at risk of foster care placement remain safely with their families (See Comprehensive Family Support).

A representative of the DCYF [Child Welfare Committee](#) is the director of Wijokadoak, Inc., a New Hampshire based non-profit organization advocating for individuals who are of Abenaki and other tribal descent. This representative began consultations with the Staff Development Bureau in 2005 regarding development of a revised course curriculum, a contracted instructor, and specific materials and training goals to be utilized regarding ICWA. As a result of this partnership, Staff training on (ICWA) is incorporated into DCYF's Core training curriculum for new employees. An information table on ICWA is available at the DCYF Annual Conference.

Coordination with Tribes

In addition to the actions addressed above, New Hampshire DCYF began discussions with members of the Abenaki Community in March 2006. The purpose of the discussions centered on how there should be some formalization of an American Indian group in New Hampshire, and how DCYF can partner with that group to better address the needs of Native American families and their children. Long-term benefits to DCYF would include having a common spokesperson that can represent the collective American Indian community.

Greater awareness building about foster care recruitment/licensing among this community increases the likelihood that if a child is temporarily removed from home, s/he can be placed with a similar American Indian family. Finally, this group can provide better direction for DCYF to engage in meaningful, formal relationships with recognized tribes in nearby states.

In March 2007 representatives of Wijokadoak invited New Hampshire Department of Health and Human Services DCYF and Bureau of Minority Health to join in a meeting with the Governor of New Hampshire to advocate for formal State Commission of Native Affairs. During the following month, DCYF staff joined with Wijokadoak to provide a joint presentation at the National Indian Child Welfare Association's national conference, regarding the Native American culture in New Hampshire, as well as DCYF's efforts to recognize and respond children and families who are Native American, in ways that honor all aspects of their heritage and individuality.

Through 2008-2009, DCYF maintained a close collaborative working relationship with Wijokadoak, ensuring that cultural needs were assessed and addressed for Native American children and families living in New Hampshire. Ongoing efforts continue in order to educate board members of Wijokadoak regarding the Chafee benefits to native-American youth, focusing on the availability of scholarships for those qualifying youth pursuing higher education.

Effective July 20, 2010, the New Hampshire legislature established The New Hampshire Commission on Native American Affairs. The purpose is to recognize the historical and cultural contributions of Native Americans to New Hampshire, to promote and strengthen their heritage, and to further address their needs through state policy and programs. The Commission is

currently establishing committees including a Social Services Committee that might be assigned work on child welfare issues. Administrative and field staff met with two representatives of the Commission to begin to discuss collaboration between the Division for Children, Youth and Families and the Commission. Two goals were considered. The first is to work toward better education and training about ICWA in the community (judges, CASA staff and mental health clinicians) and with DCYF staff. The second goal is for representatives of the Commission to consult with DCYF staff about ICWA issues and on specific cases. If the Commission votes to allow the Social Services Committee to work with DCYF we will further refine these goals.

In the past year the training that has been provided to the Model Court partners has an ICWA component, which will be included if/when the Model Court project is instituted statewide. We will continue to work with the Court Improvement Project to ensure that the letter and the spirit of the ICWA are carried out.

DCYF Administrators and field staff participate in quarterly conference calls with regional ICWA Managers. Through this participation we connect with other states about ICWA issues such as programs for monitoring compliance, training models that other states have developed, and specific case related issues. We will continue our participation over the next year.

BUREAU OF CHILD DEVELOPMENT

The Child Development Bureau's mission is to:

- Help communities develop and maintain programs for young children that are healthy, safe, and appropriately responsive to children's physical, social, emotional, and cognitive development needs; and
- Enhance the capacity of childcare programs and providers to provide preventive and protective services to children and their families.

To achieve its mission, in collaboration with community and state partners, the bureau provides technical assistance, support, and training to early care and education programs. Family education is also provided, guiding caretakers in choosing high quality and affordable childcare programs.

The bureau also monitors providers and develops policy for New Hampshire's \$33,000,000 childcare scholarship program. Families may be eligible according to income, participation in employment, education/training for employment, job search activities, and/or the need for a strength-based parenting program. As a result of a decreasing caseload, the Child Development Bureau was able to eliminate the childcare scholarship wait list. We anticipate that we will begin the wait list again during the summer of 2011. As we did previously, we will continue to exempt children receiving preventive and protective services from the wait list.

In the past year, the Child Development Bureau significantly contributed to the development of the New Hampshire Practice Model. Child Development Bureau staff participated in the

Practice Model Design Team as well as the subsequent subcommittees. In addition, the Child Development Bureau participates with community agencies and other stakeholders on numerous initiatives to prevent child abuse and neglect. Examples of these initiatives include home visiting, Children's Trust, the National Association for the Education of Young Children and Head Start.

STRENGTHENING FAMILIES THROUGH EARLY CHILDHOOD EDUCATION

Developed by the Center for the Study of Social Policy, Strengthening Families is an approach to preventing child abuse and neglect through building five Protective Factors in families: Parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and children's social and emotional development. Research shows that these factors reduce the incidence of child abuse and neglect by providing parents with what they need to parent effectively, even under stress. By building relationships with families, programs can recognize signs of stress and build families' Protective Factors with timely, effective help.

In 2005, the CSSP designated New Hampshire as one of the seven states in the country for their Strengthening Families Initiative (SFI). Designated as the lead agency, DCYF has partnered with the New Hampshire Children's Trust Fund (NHCTF) in building protective factors for New Hampshire's families thus promoting the safety and well-being of children in their home and reducing incidents of child abuse and neglect. Some of approaches New Hampshire is currently using to achieve its mission are to:

- Incorporate Protective Factors curriculum into collegiate and advanced learning early childhood education courses;
- Provide training and technical assistance on Strengthening Families and Self-Assessment to childcare programs through the Childcare Resource and Referral Network's contract with DCYF;
- Adding Strengthening Families models to the Bureau of Child Development Professional Development System and Quality Rating and Improvement System; and
- Participate in the Zero to Three's State Partnerships for Prevention.

To address child and adult health needs, the Child Development Bureau is training childcare programs to provide nutrition education and increased opportunities for physical activity to children and their families through "I Am Moving, I Am Learning."

Further information about New Hampshire SFI is located:

http://strengtheningfamilies.net/images/uploads/pdf_uploads/New_Hampshire.pdf

HEAD START STATE COLLABORATION OFFICE

The Head Start State Collaboration Office (HSSCO) seeks to improve long-term outcomes for children in families with low incomes by promoting collaboration among the Head Start community, state policy makers, and program administrators, professionals from early childhood and related fields and family representatives. Toward this outcome, resources from the Collaboration grant are used to create, support and sustain collaborative relationships and initiatives among Head Start and its natural state and community partners in ten priority areas established by the Head Start Act. These areas include: health care, homelessness, welfare (TANF), child welfare, childcare, family literacy, disabilities, community services, education, and professional development.

The following are examples of HSSCO initiatives in collaboration with multiple DCYF bureaus (Child Protection, Child Development, Community and Family Services, Bureau of Organizational Learning, Professional Development and Training):

SAFE FAMILIES/SAFE HOMES (SFSH). SFSH is a statewide, evidence-based training initiative for early care and education professionals and families on child abuse/neglect, substance abuse and domestic violence.

WATCH ME GROW (WMG). WMG is a statewide, coordinated system of developmental screening, referral and early identification of concerns regarding young children aged birth to six years and their families, including those with founded cases of abuse or neglect in compliance with CAPTA. This year a Web based data system was created, which will enable the system to better track screenings, referrals and outcomes. (Please see [“Watch Me Grow”](#) section below for additional details.)

EARLY CHILDHOOD AND FAMILY COMPETENCY SYSTEM. Under the leadership of the New Hampshire Association for Infant Mental Health, a proposed set of competencies was developed for early childhood and related providers, which will be vetted by the early childhood community and then promoted within an existing state credentialing system.

HEAD START/EARLY HEAD START AND DCYF MEMORANDUM OF UNDERSTANDING. An existing MOU was updated and expanded to include multiple DCYF bureaus (in addition to child protection).

INFANT MENTAL HEALTH

DCYF combines CAPTA, PSSF and HSSCO funds with other funding streams to support the New Hampshire Association for Infant Mental Health and regional Infant Mental Health Teams (IMH). The New Hampshire Association for Infant Mental Health (NHAIMH) is an organization comprised of professionals in the field of infant mental health, community providers, and representatives of partnering programs and family support and advocacy organizations. Infant mental health addresses all systems of development for children birth to six years, emphasizing the interaction of factors that effect social/emotional health and development.

The organization's mission is to identify and disseminate information, research, and best practices that promote interdisciplinary efforts on a community level in order to strengthen relationships in families with infants and young children. NHAIMH supports public policy initiatives that promote positive child outcomes and enhance continuity of care for children and families throughout the early years.

New MH has successfully provided an annual statewide conference for the past fourteen years as a means of increasing available infant mental health expertise in New Hampshire. NHAIMH has provided ongoing community education and awareness through offering round tables and making presentations at conferences, including those sponsored by the New Hampshire Association for the Education of Young Children, New Hampshire Association for Family Childcare Providers, the Early Education and Intervention Network of New Hampshire, New Hampshire DHHS DCYF Child Development Bureau. The Association also provides as a community service, a bi-monthly e-mail brief addressing early childhood issues of concern.

In 1999, NHAIMH, in collaboration with key stakeholders and state administrators, developed the concept of the *Regional Interagency Infant Mental Health Teams (IMH)* to meet the needs of young children birth to age six and their families. The Association participated in the development of the fourteen Regional IMH Teams across the state, supported the development and implementation of goal plans for each group, and has provided ongoing technical assistance and clinical consultation to these groups since they were established.

IMH Teams are tasked with the assessment of their community's early childhood mental health system of care and the creation of community solutions to address barriers and challenges. Each year IMH teams develop an action plan that defines these solutions and meet regularly to determine implementation strategies.

In 2008, NHAIMH received a grant from the New Hampshire Endowment for Health in partnership with DHHS/DCYF and other state programs to implement a rigorous, one-year data collection and planning process that results in a state plan to improve mental health services for young children and their families (aged birth to six years) throughout the state. The final report, entitled *Mental Health Services for New Hampshire's Young Children and Their Families: Planning to Improve Access and Outcomes*, was released in May 2009.

This research identified three primary challenges for New Hampshire.

- Screenings and evaluations for early childhood mental health are not consistently implemented, thus creating a barrier for families to access needed services for their young children.
- Within the Behavioral Health System, there is no approved process for determining eligibility for children birth to age four. This leads to inconsistency between community mental health centers regarding the availability of assessment and intervention. Currently, not all community mental health centers will provide evaluation and intervention services for children under the age of four.

- Even in instances where children are identified, many services are simply not available, and existing services lack the necessary coordination to ensure that children and families get the services they need.

NHAIMH and their partners have already begun to implement many of the recommendations developed through this research. For example, the Watch Me Grow pilot was initiated to meet the need for early childhood screening, evaluation and referral, and to build capacity for early childhood mental health within the existing behavioral health system.

WATCH ME GROW

Also supported by Title IV-B, CAPTA, HSSCO and other DHHS funds, the Watch Me Grow Pilot (WGM) was launched in 2008, providing an opportunity to develop a sustainable system to ensure that families with children birth to six years in New Hampshire are consistently able to access developmental information, support, health and developmental screenings. The goal was to support twelve regional WGM sites throughout the state over three years, which was accomplished during the past year.

The implementation of WGM includes a voluntary screening system for New Hampshire children birth to six years. The purpose of the pilot was to identify the processes and procedures necessary to administer a statewide screening system in all regions/ districts/ communities of the state and to collect data and information necessary to inform statewide model development and replication.

In fall 2010, pilot sites officially became WGM regional sites, with ongoing responsibility for conducting and/or coordinating screening activities in their regions and reporting data to the state via a recently launched Web based data system. This role is filled by a community-based agency that has expertise in child development and family centered service delivery. In the pilot sites, staff assists parents and primary caregivers in administering the screening tools if requested, including the ASQ and ASQ-SE.

The following guidelines are in place for the Watch Me Grow sites:

- Services (screenings) are voluntary (families are not obligated to participate);
- Services are provided with the recognition that the parent knows the child best;
- Services are provided without cost to the family; and
- Referrals are provided in the areas including but not limited to oral health, physical health, vision, hearing, social emotional (including trauma treatment), communication, gross and fine motor, cognition, self-help, nutrition, comprehensive health, and sensory integration.

Each site has an evaluation plan that includes indicators collected throughout the course of the contract period. DCYF will use the self-evaluation material during the quarterly review of the program outcomes. Sites use common screening tools and reporting forms and data are collected

to facilitate monitoring on the individual, agency and statewide level. Sites will continue to receive technical assistance and support from the state-level WMG Steering Committee, which includes DCYF staff.

BUREAU OF ORGANIZATIONAL LEARNING & QUALITY IMPROVEMENT

ORGANIZATIONAL STRUCTURE

The New Hampshire Division for Children, Youth and Families (DCYF) and Division for Juvenile Justice Services (DJJS) believe that training is a critical systemic factor in achieving quality outcomes for children and families. Thus, it must be fully integrated into and aligned with all agency activities. DCYF/DJJS recognizes the inextricable link between continuous quality improvement and training as a staff and organizational development strategy, and therefore strives to be a learning organization. Because of this, over the last two years, DCYF and DJJS have merged the major activities of quality assurance and training within one bureau now called the Bureau of Organizational Learning & Quality Improvement (BOLQI). With this shift, in 2011 DCYF/DJJS renamed it's bureau responsible for training purposively to demonstrate its desire to become a learning organization based on Senge's five disciplines of Personal Mastery, Team Learning, Shared Visioning, Mental Models and Systems Thinking. The primary responsibilities of BOLQI related to training include, recruiting, preparing, growing and retaining a competent and committed workforce, system of caregivers and providers.

BOLQI accomplishes this responsibility through leading and coordinating an array of internal and external partnerships across the state that provide a dynamic, multi-pronged approach to competency-based training design, delivery and evaluation. This system has established a solid foundation for imparting the knowledge, skills and techniques integral to effective child welfare and juvenile justice practice. Specific components of the current training system include:

- Partnerships via performance-based contracts with higher education and non-profit partners,
- Collaboration with other state entities such as, the DHHS, Office of Development and Training Services (ODTS), New Hampshire State Library and the Court Improvement Project, and
- Targeted DCYF/DJJS staff involved in training delivery, management and oversight.

CURRENT TRAINING SYSTEM FOR STAFF

The DCYF and DJJS believe that well educated employees, caregivers and providers deliver higher quality, more efficient, effective and proactive services to children and their families, which support the department's mission and guiding principles. As mentioned previously, through an array of contracts and targeted staffing, the BOLQI provides both long-term and

short-term training options for both DCYF and DJJS staff foster and adoptive parents, relative caregivers, residential and system of care providers.

The BOLQI's annual training plan supports the goal/s set forth in the agency five-year Child and Family Services Plan and guides curriculum enhancements, training design, delivery and scheduling. In order to support cross-systems coordination and consultation, DCYF/DJJS staff, training partners, contractors, stakeholders such as parents and youth participate in a statewide training advisory council known as the Council on Organizational Learning (CoOL). One of their primary roles is to provide input into the development of the training plan to ensure content from various disciplines and knowledge bases is relevant to child and family services policies, programs and practices is included. The DCYF/DJJS training plan is updated annually and evaluated by the administrator and DCYF/DJJS Director.

Training is required for both new and seasoned staff. Training opportunities increase employees' competence and morale through professional growth, development, and increased job effectiveness to ensure the safety, permanency and well-being of the children and families served. In addition to the regularly scheduled staff and provider trainings, an annual conference attracts an even broader audience for skill building, networking, celebration and recognition of peers and colleagues who have rendered outstanding service to New Hampshire children and families. Over the last two years a Pre-Conference Institute, funded through New Hampshire Practice Model resources, has been offered to DCYF/DJJS focused on broadening the conceptualization of "Family Voice, Family Choice" (our Practice Model Vision) and how it impacts practice in both child welfare and juvenile justice services. On June 2, 2011, 97 staff statewide attended a series of workshops in which they had an opportunity to learn and experience the changes in the service design and delivery as a result of the Practice Model. Rose Wentz, nationally recognized expert in working with incarcerated parents and families, delivered the keynote presentation – "*A Growing Challenge for Child Welfare Professionals*".

In addition, Dr. Dana Christensen of Louisville, Kentucky, provided the opportunity for DJJS Supervisors, key community stakeholders, and leadership to learn more about the ways in which Solution-Based Casework can enhance family engagement and partnerships and better measure progress in safety related skill acquisition. During the lunchtime panel presentation, "*Building Blocks to Successful Partnership*", DCYF/DJJS workers sat alongside birth parents and discussed their feelings and expectations about being involved in the **Better Together with Birth Parents** training and how it has changed their practice, parenting and partnering.

TRAINING GOALS AND OBJECTIVES

Over the last two years, DCYF/DJJS have embarked on a plan that builds upon our successfully established competency-based training system. The agencies are moving to the next level of professional excellence in training and organizational development. The BOLQI has initiated this significant transformation of the training system with the primary goal of integrating and aligning all activities in order to leverage training as a cross-systems change and sustainability model. This integrated system, moves beyond competencies and is based on four core principles: **Accessible**, **Needs Based**, **Outcomes Focused** and **Local**. Further, the training

system will ensure support for the agency’s primary goal within the Child and Family Services Plan, developing a Practice Model, by providing staff and organizational development activities that are inclusive of the entire agency workforce and stakeholders. In 2010, the first step towards this shift was accomplished through the establishment of the *Center for Professional Excellence in Child Welfare* (hereafter referred to as the CPE) with the University of New Hampshire. Additionally, our contract with the Education & Training Partnership through Granite State College has continued to deliver training and support services to foster and adoptive parents, relative caregivers, key staff, and providers with some contractual enhancements and modifications.

In support of BOLQI transition with the five-year goals, a request for Technical Assistance was sought and approved in the spring of 2009. The National Resource Center for Organizational Improvement was identified as the best resource and with their assistance; DCYF and DJJS conducted a system wide assessment to determine the status of training services. Four comprehensive surveys were sent out to internal stakeholders across the training system. Results of the training system surveys were analyzed and used to establish goals related to training for the CFSP.

The three primary training related goals and progress towards those goals are described in the chart below:

Annual Progress Towards Goals:

Goals	Objectives	Tasks	Progress
#1 Implement a Wholly integrated “System of Training and Organizational Development” which supports the agency’s practice model, uses the four core training principles and a change model perspective in training and development.	<p>Objective 1: Establish a joint DCYF/DJJS Training Steering Committee that includes participation of all training partners, including staff, youth, parent, caregivers and providers from across the service system.</p> <p>Objective 2: Conduct regular, multi-level training needs assessments that ensure the recruitment, retention and professional development of all agency staff, caregivers and providers, and supports sustainable systemic change.</p> <p>Objective 3: Partner with intra and inter-agency stakeholders, including the community, in the Practice Model development,</p>	<p>Objective 1: Task 1: Determine the clarity of Training Steering Committee membership roles, and responsibilities. Task 2: Develop a new bureau vision and mission statement, as well as principles for training and organizational development and use to guide all BOLQI activities.</p> <p>Objective 2: Task 1: Analyze baseline data from Training Assessment Surveys Task 2: Determine future system and needs assessment strategies Task 3: Plan, implement and evaluate an ongoing, comprehensive needs assessment methodology. Task 4: Participate in Workforce Development</p>	<p>Objective 1: (Completed) The BOLQI worked with training partners, stakeholders, parents and youth from across the state to establish the Council on Organizational Learning CoOL. This included creating a Charter that sets forth the CoOL vision, mission, values and principles, which will guide training and organizational development. Five sub-committees were established including:</p> <ol style="list-style-type: none"> 1) Curriculum 2) Needs Assessment 3) Technology 4) Evaluation 5) Trainers <p>Additionally, a workgroup has been established to focus on training needs for</p>

	<p>establishment, implementation and evaluation and ensure training aligns with shifts in the agencies' approach to practice.</p> <p>Objective 4: Develop a plan for the enhanced use of technology in practice and training.</p>	<p>activities that support the recruitment, retention and growth of all employees.</p> <p>Objective 3: <i>Task 1:</i> Provide leadership, coordination, and organizational development support to the Practice Model effort. <i>Task 2:</i> Lead the selection of an organizational development strategy and train all staff and stakeholders. <i>Task 3:</i> Establish and oversee training curriculum leadership committees in the areas of Family Engagement, Assessment, Permanency and Adolescents to guide future curriculum design, development and implementation.</p> <p>Objective 4: <i>Task 1:</i> Develop a Learning Management System and mixed eLearning methods. <i>Task 2:</i> Determine necessary supports and training for staff' ability to function efficiently and effectively in virtual work environments.</p>	<p>the Practice Model.</p> <p>Objective 2: (Tasks 1 & 2 Completed/Ongoing, Task 3 In Progress/Ongoing) – Each of the training contractors has participated in the CoOL as well as the Needs Assessment sub-committee. Each of the training partners has reassessed and enhanced their needs assessment methodologies; including expansion of both organizational/system needs assessment and looking towards new ways to assess individualized training needs for caregivers. Training partners have also participated in the Practice Model Training Workgroup and assisted in determining training needs, as well as designing and delivering Practice Model related trainings.</p> <p>Task 4 Completed/Ongoing) The BOLQI and Business Operations Administrators continue to co-chair the agency Workforce Development Committee (WFD). Five new staff members have been recruited onto the committee, including a JPPO, to support expanded workforce activities related to the Practice Model. A Recruitment, Retention and Development plan was created and adopted by the WFD in FY 2011. This includes updating of the Structured Hiring Process, revisions to the Exit Survey process, and expansion of staff recognition activities. The New Hampshire Realistic</p>
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		<p>Job Preview for CPSWs was successfully released in fall 2010 and is now required preview for all new hires. Data linking the RJP to staff hiring and retention is being collected and analyzed via an expert affiliated with the CPE. The first co-hort of 9 mentees graduated from the Advanced Mentoring Program in November 2010. As planned, a new co-hort will begin in the fall of 2011. Staff in two district offices are now working in a virtual work environment and training and technology support has been provided to them, as well as ongoing surveying to determine job satisfaction and impact on services.</p> <p>Objective 3: Task 1 Completed/Ongoing, Task 2 and 3, In-Progress) BOLQI staff, along with Practice Model consultants, chair the Practice Model Training Workgroup (PMTW). The PMTW is made up of staff and agency partners and is responsible for leading practice model training efforts including training all staff in Practice Model Beliefs and Principles, collaborating with training contract partners to revise core training for new staff and supervisors, caregivers and providers to align with the Practice Model Beliefs and Principles. Training on the first enhanced family engagement strategy, the FAIR model (to replace the previous ACR process) took place in January 2011, which</p>
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			included all field staff and supervisors. Training on additional family engagement and assessment strategies, as well as organizational development is scheduled throughout SFY 2012. Training for staff on Solution-Based Casework, New Hampshire's version of Family Team Conferencing, Signs of Safety, and Appreciative Inquiry will take place in FY 2012.
#2: Enhance linkages between training and organizational outcomes by expanding training evaluation methodologies.	<p>Objective 1: Implement Kirkpatrick's Four Level Model of Evaluation² across all training programs.</p> <p>Objective 2: Conduct ongoing assessment of training as a systemic factor in achieving organizational outcomes.</p>	<p>Objective. 1: Task 1: Determine what levels of evaluation are currently being utilized Task 2: Develop a plan to implement all levels of evaluation Task 3: Evaluate training programs' impact on agency outcomes</p> <p>Objective: Task 1: Participate regularly in agency Case Practice Reviews Task 2: Develop and implement training assessment tools to be used during Case Practice Reviews. Task 3: Analyze CPR/CFSR data as it relates to training needs Task 4: Design and implement a method for training development that aligns with the local or statewide results of the case practice review Task 5: Support DJJS efforts to obtain best practice standards in juvenile justice work.</p>	<p>Objective 1: (Tasks 1 Completed, Task 2 In-Progress, Task 3 In Progress) As part of the CoOL an evaluation sub-committee was established. This committee completed the mapping evaluative activities across all training contracts in relation to Kirkpatrick's four-levels of evaluation. After review of this information, it was determined that a request for Technical Assistance to assist CoOL is this Objective would be needed. The Technical Assistance request was approved and will begin 6/24/2011. It is anticipated that the linkage of training to outcomes will begin in SFY 2012.</p> <p>Objective 2: (Task 1, 2, 3, 4 Completed/Ongoing, Task 5 Completed/Ongoing) In SFY 2011, two Case Practice Reviews were conducted. BOLQI staff led the CPR process and the design and</p>

²Noe, R.A. (2008). Employee Training & Development (4th Edition), McGraw-Hill Irwin. Boston.

			implementation of the subsequent PII. Training needs are identified as part of the PII process and are aligned with the Practice Model and PIP focus areas. In the future, staff from Training Contract Partners will participate in the Case Practice Reviews and have responsibility for implementing follow-up trainings.
#3: Ensure training resources are used efficiently and effectively.	<p>Objective 1: Document and track all costs associated with training.</p> <p>Objective 2: Develop decision-making criteria for training investment utilizing the Practice Model as the “touchstone”.</p> <p>Objective 3: Design, implement and evaluate a Return on Investment Model (ROI) for training.</p> <p>Objective 4: Design and implement performance-based contracts, cooperative and learning agreements that enhance the impact of DCYF/DJJS training system resources on outcomes for children and families:</p> <p><i>Task 1:</i> Finalize training contract with New Hampshire CASA</p> <p><i>Task 2:</i> Establish a learning framework with institutions of higher education for student internships and placements, including expectations, roles, responsibilities and cost/benefit analysis</p>	<p>Objective 4: <i>Task 1:</i> Finalize training contract with New Hampshire CASA</p> <p><i>Task 2:</i> Establish a learning framework with institutions of higher education for student internships and placements, including expectations, roles, responsibilities and cost/benefit analysis (Return on Investment or ROI)</p>	<p>Objective 1: (Completed) Contracts with training providers have been updated to include a requirement for documenting tracking all costs associated with training related services. Assessment and analysis of data will begin in SFY 2011. Initial review of data has guided realignment of training contract priorities and logistics. Training delivery units have been realigned in a more cost effective way, in sync with organizational priorities such as the PIP and Practice Model.</p> <p>Objective 2: (Completed) Upon approval of the PIP, the training system will finalize alignment of training priorities.</p> <p>Objective 3: (In Progress) A team of DCYF/DJJS fiscal and training contract partners have continued to identify elements of an ROI Model with the intention to link ROI analysis to the Practice Model. As the Practice Model moves into full implementation in SFY 2011, this objective will move forward.</p>

			Objective 4: (Task 1 completed – Task 2 completed) A contract with CASA New Hampshire was implemented in August 2009. Significant enhancements were made to partnership agreements with institutions of higher education. A cost/benefit analysis was completed in SFY2011. This information was used to redesign the RFP and contracts for training services to be implemented in SFY 2012.
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Long-term Training

Through DCYF’s, Education Tuition Partnership (ETP), previously known as the Child Welfare Scholarship Program (ETP), with the Departments of Social Work at two University System of New Hampshire Schools, Plymouth State University and the University of New Hampshire, DCYF supports up to eight current and/or potential employees to obtain a Bachelor of Social Work degree or a Masters Degree in Social Work for one to two years of their college education. Participants are selected through a competitive screening process.

Students selected for the ETP receive in-state tuition and fees, as well as stipend for books and incidentals related to their education. This monetary contribution toward education is paid back through required work commitment with DCYF of two to four years. The ETP programs conduct annual program evaluations that report on both process and outcome measures. Information gathered includes, student progress, student satisfaction with coursework, a survey of participants and program stakeholders regarding program improvement opportunities. Additionally, a second component of the annual evaluation assesses gains in program participant knowledge in child welfare.

The Bachelor of Social Work programs prepare students for generalist social work practice with a specialty focus in child welfare. Social work theory, knowledge, values and skills are taught through classroom and field experiences including a placement within a DCYF district office setting. MSW students select child welfare as their area of specialization and may choose to pursue direct or macro practice and complete one-year of placement within a DCYF district office or at the State Office. In both the BSW and MSW programs, students are expected to take specific courses related to a specialization in child welfare practice including; Child Maltreatment, Child Welfare and Family Services (Policies, Programs and Practices), and/or Families, Schools and Communities. Additionally, electives are offered in areas such as, child development, family dynamics, domestic violence, substance abuse, and mental illness. Over the last year, DCYF and both UNH and PSU have successfully supported students in attending Core, Related and Specialized training during the course of their student placements with the agency

that has prepared them more effectively for employment with the agency. PSU and DCYF also determined that it was in the best interests of students, and both organizations, to pre-establish a single district office as the only practicum site for students in the BSW program. This has reduced recruiting, interviewing and on the job training time for DCYF and has enhanced the partnership relationship between the ETP program director at PSU and the district office supervisory staff. Finally, establishment of the Center for Professional Excellence in Child Welfare at the University of New Hampshire has enhanced the connection between research, practice and preparation of future child welfare professionals. This connection will be strengthened in several ways; including conducting research on the connection between the RJP, recruiting and retention (as described in the table above), bringing more non-IVE students into the agency for internships, and involving faculty in curriculum design and delivery.

Short-Term Training

The short-term training program for staff includes classroom and on-the job training for new DCYF/DJJS employees, Core Academy, and related trainings. These courses are all required within one year of employment and prior to assignment of a full caseload and independent work.

Pre-service training

All new DCYF and DJJS employees are “oriented” to their jobs in two primary ways. First, a broad organizational overview is provided through the Department of Health and Human Services (DHHS) in a one-day orientation. Each agency then provides more intensive job-specific training to new employees. DCYF staff receives a one-day condensed agency orientation. This day is initiated by a welcome and presentation from the agency director who sets the tone for new staff regarding the agency vision, mission, values and principles that drive practice. Next, each of the agency bureau administrators presents an overview of their bureau’s role in striving towards the outcomes of safety, permanency and well-being and their connection with the agencies’ practice model. The intent is to create a comprehensive and integrated picture of the organization for each new employee and develop connections for staff within and across the division.

Once JPPOs complete DHHS orientation, they transition immediately into the DJJS Professional Foundation Curriculum Academy, a 150-hour training curriculum, or the Field Training Services Program (FTSP), depending upon their hire date. The Academy is delivered on-site at the Sununu Youth Services Center in Manchester, New Hampshire.

Upon entering the FTSP, DJJS staff are matched and mentored by an experienced JPPO or JPPO Coordinator. The purpose of the FTSP is to ensure transfer of knowledge from the Academy and to support standardized field operations. FTSP curriculum includes topics such as safety awareness, legal mandates, court hearings and procedures, connections between child protection and juvenile justice, permanency planning, and professional behavior in the workplace. All JPPOs must complete the DJJS Professional Foundation Curriculum and the FTSP prior to being assigned a caseload or acting independently. All new DJJS employees also participate in the Juvenile Justice Mentoring Program. In this program a new Juvenile Probation and Parole Officer (JPPO) is assigned to a seasoned JPPO for overall guidance and assistance completing a mentoring log. The goals of mentoring are to familiarize the new employee with good case

management skills, procedures, policies, best practice and the culture of the agency. All DJJS pre-service training including Orientation, Academy, FTSP and Mentoring are currently funded through non-IVE state and federal sources such as OJJDP. These learning opportunities have been described above in order to set a context for the professional development continuum for juvenile justice staff.

All new DCYF CPSWs must complete the Core Academy (120 hours), as well as sixteen additional (one day and half day) related trainings within their first year of employment. The Core Academy and Related trainings are offered two to three times per fiscal year at the BOLQI centralized location in Concord, depending upon the hiring needs of the division. All new CPSWs are assigned as “secondary” workers on a reduced caseload (no more than four cases) during the pre-service training period. The intent is for new staff to transfer their learning, i.e. new skills, knowledge, abilities and competencies, into their workload under the guidance of their supervisor, mentor and peers in a controlled environment.

Several supports are provided to CPSWs during the pre-service training period. These include reading and skills tracking tools, collegial, supervisory and logistical support. A Core Academy Learning Workbook is provided to all new staff. Their mentor and supervisor review the workbook in detail with new CPSWs before, during, and after training. New CPSWs are required to complete all elements of the Core Academy Learning Workbook prior to graduating from Core and being eligible to receive a full caseload, typically within four months of hiring. Ensuring strategic placement of the number of days out of the office for training and in the office for application of learning that a new CPSW attends classes provides an additional support. Bureau staff closely monitors employee training compliance and completion of the core academy.

The focus of the CPSW Core Academy curriculum is on Safety, Permanency and Well-Being. Subject matter is arranged sequentially to build a logical progression of information sharing and skill-building as one completes the Academy. Trainers for both Core Academy and Core Related trainings come from the cadre of certified trainers the BOLQI maintains through its contractual partnerships with CPE or other training system partners. DCYF has provided a stand-alone document with specific details regarding training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience. Over the last year, a major emphasis has been to integrate the Practice Model Beliefs and Principles into Core Competencies and Curriculum. The Practice Model Training Workgroup is leading this effort with the CPE as its partner. Competencies are being revised with both staff and current trainers and are expected to be completed by fall 2011. Curricula are being revised to ensure all activities reflect the New Hampshire Practice Model and include youth and parent voice.

Mentoring is also a critical support provided to staff during their first year. All new CPSWs are matched with a certified mentor who is at least a CPSW II, with more than one year of experience, and is typically located within the same district office. The mentoring process includes the completion of a Mentoring Log, which coincides with the Core Academy Learning Workbook and must be completed within the first year of employment, signed off by the CPSW, their mentor, supervisor and the BOLQI Administrator or designee. A copy of the Mentoring log is maintained in the employees training file. In the February 2011, an enhanced mentoring

curriculum was designed and implemented. This new curriculum includes a greater emphasis on leadership support for mentoring, all staff' responsibility in quality improvement, and the New Hampshire Practice Model Beliefs and Principles.

In-service training

Each year an annual staff training calendar is developed to meet the ongoing/advanced training needs of DCYF/DJJS seasoned staff. The BOLQI uses aggregate data from Annual Individual Training Plans (DCYF) or Annual Training Surveys (DJJS) as a starting point to identify potential training needs statewide. Bureau staff and the DJJS Professional Development Staff meet with individual district office teams and supervisors to ensure specific needs for ongoing/advanced training are accessible, needs based, locally delivered, and outcomes focused. DCYF staffs that provide direct care to children and families are required to attend 30 hours of ongoing training annually, while DJJS staffs are required to attend forty hours. The DCYF Training Policy is in the final stages of being updated to include training requirements for non-direct care staff. It is anticipated that this policy will be revised and staff will be trained in early SFY 2012.

Each year DJJS provides five cycles of twelve advanced trainings derived from the Annual Training Surveys. DCYF offers at least twelve (seventy-two hours) ongoing/specialized trainings annually through contract and state partners. Over the last year, more than 100 hours of specialized training has been provided to seasoned DCYF staff on a wide variety of topics. Title IV-E funds are used to support a portion of ongoing (in-service) training activities for DJJS. DCYF has provided a stand-alone document with specific details regarding DJJS/DCYF training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience. As noted previously, efforts continue to ensure staff are culturally competent and abide by ICWA. ICWA competencies are specifically addressed in Core Academy Module I and DCYF continues to partner with specific expert trainers for ongoing staff training and organizational consultation as needed. Through support from the CIP, DCYF received the ICWA Guide books in 2008 and they are accessible to staff within each district office for continual reference as needed.

Seasoned staff may also be referred to attend Core Academy and Related trainings as part of their professional development identified in their AITP, or as referred by their immediate supervisor. Additionally, staff has access to trainings outside the division provided by other state agencies, community and higher education partners across the state, regionally and nationally. In 2010, the BOLQI partnered with the [DCYF Workforce Development Committee](#) to design and deliver an Advanced Mentoring Program for seasoned staff. In November 2011, nine Advanced Mentees from across the agency who were matched with mentors, agency administrators and supervisors who have been with the organization for ten plus years, with the goal of expanding their skills, knowledge and career vision graduated. Each mentee had engaged in a yearlong project of their interest with the goal of improving agency policies, procedures or practice while enhancing their professional capacities. The graduation included a presentation to the Director and several members of the Management team. Both formative and summative data were collected throughout the year to improve program delivery along the way and to assess learning. Program data indicated the program achieved its primary goal of enhancing the personal and career development of DCYF CPSWs/Supervisors, and specialists by providing them with a mentor to assist in their overall development. Regular surveys of participants continues to yield

positive results in the following areas: increasing staff's organizational commitment to the division, building leadership skills, increasing staff's desire to stay with the division, helping staff develop skills to navigate and negotiate within the DCYF community. A final program survey of participants responded that they agreed (generally 50%) and/or strongly agreed (generally 50%) 100% to growth in these areas of skill development.

In June 2011, DCYF/DJJS held their annual conference and had more than 350 staff, providers, caregivers and stakeholders in attendance. The conference theme was *Engaging Family Voice: Discovering Solutions Together*. Many specialized workshops were presented with local, state, regional and national presenters including topics such as incarcerated father's visitation with their children, panel discussions with birth parents, foster parents, and CPSWs; supportive responses for troubled parent child interactions, as well as a personal town hall style workshop with the DCYF/DJJS Director.

Trainers for specialized topics and outside trainings for both DCYF and DJJS staff can come from varying sources. Typically, trainers are either part of the cadre of certified trainers the BOLQI maintains through its contractual partnerships with CPE, E&TP or other training system partners, or they are local, state or national experts in child protection, juvenile justice. Additionally, they may be subject matter experts in specifically requested topic areas.

All trainers are evaluated regularly by participant evaluations, monitoring via bureau research analysts and provided feedback by bureau program specialists. This information is utilized to maintain the certification of the current trainer pool against current standards. Training materials developed by BOLQI or contract partners are structured and designed for the adult learner. Trainers use their skills and knowledge to maximize learning. For example, training is highly interactive, allowing participants to practice their newly learned skills, receive feedback and gain confidence before they leave the classroom.

Supervisors within DCYF/DJJS have access to numerous opportunities for supervisory training. Both DCYF and DJJS run agency specific supervisor training programs. All DJJS Supervisors within their first year of promotion must attend the DJJS Supervisor Training held at the Sununu Youth Services Center in Manchester, New Hampshire. This training is held over five days (37.5 hours) includes topics such as: *Fundamentals of Supervision, Understanding and Appreciating Individuals Styles, Managing Authority, Supervisory Communications through Change and Conflict, Performance Management for Success and Best Practice for Performance*. These activities are currently funded through non-IVE state and federal sources.

DCYF has several options that support supervisory staff across the agency. Over the last several years, DCYF has held an intensive, in-depth supervisory training for Child Protective Supervisors on a bi-annual basis. The program is based on the Institute for Human Services competency-based training curriculum. Training topics are derived from best practices in the field of child welfare management and leadership science. The goal of this training is to equip District Office Supervisors with the management, clinical and case practice knowledge needed to guide their staff to consistently support the vision, mission, guiding principles, and goals of the agency through best practices. Currently, this training is being revised to reflect enhanced supervisory standards based upon the Practice Model and the curriculum is correspondingly

being shifted. This process has been undertaken under the leadership of the child protection administrator and a core group of seasoned supervisors and field administrators. The new Supervisor Core is scheduled to be delivered in September 2011.

DCYF/DJJS Supervisors also have access to the New Hampshire DHHS ODOTS Certified Public Supervisors program. This program trains supervisors in agency specific human resource policies and procedures, supervision techniques, effective communication and facilitation of workplace issues. Finally, four DCYF/DJJS mid-level supervisor/managers are scheduled to attend the National Child Welfare Workforce Institute (NCWWI) Leadership Academy for Middle Managers (LAMM) training in August 2011.

DCYF continues to operate and maintain a fully SACWIS compliant information system known as Bridges. A module for coordinating training and maintaining records in order to support training compliance was designed and implemented within Bridges in 2006. The BOLQI collaborates with the agency's Bureau of Information Systems Training to enhance and maintain the training module on an ongoing basis. In September 2010, an upgrade to the Bridges system provided improvements in the training module that have enhanced staff's ability to track their annual training information more effectively. All DCYF/DJJS staff training is scheduled, advertised and tracked through the Bridges Information System; however, as of January 2010, the CPE operates a web site for staff related to training and has begun to build the components of a comprehensive Learning Management System www.unh.edu/cpe. Staff and supervisors can still access and monitor their own training records and register for internal agency trainings via Bridges; however, over the last several months, the CPE training liaisons have begun to work with the district offices to create their own BlackBoard learning sites where training/learning related information can be posted and viewed by staff. CPE Training Liaisons assigned to each district office assist staff and supervisors in ensuring Annual Individual Training Plans are completed, aligned with required competencies, and completed in a timely manner. Liaisons also ensure that staff are aware of all training resources and are thus able to plan in advance which trainings they would like to access in order to support their individual professional growth.

CURRENT TRAINING FOR FOSTER/ADOPTIVE PARENT, RELATIVE CAREGIVERS, AND RESIDENTIAL CARE PROVIDERS

The Education and Training Partnership provides training to foster and adoptive parents, relative care givers and residential care providers. The mission of this partnership is:

To enhance the quality of care for children living outside of their own homes by providing the knowledge, skills, ability and mutual support necessary to address the daily issues that confront substitute caregivers and case managers who work with children and youth in placement. In support of this goal, the Education and Training Partnership provides competency based training, statewide, to foster/adoptive parents, kin caregivers, DCYF staff, and residential care providers working with children in placement due to abuse/neglect.

DCYF/DJJS staff is encouraged to join caregivers in training as a matter of best practice, and to promote collaborative relationships between social workers, juvenile probation and parole officers and caregivers. The E&TP partners with DCYF/DJJS in assessing training as it relates to the principles of accessibility, needs based, outcomes oriented and local, and in DCYF's intention to establish a Practice Model of Excellence. The E & TP Director and selected program staff are members of the CoOL and participate as co-leaders in all of the CoOL sub-committees. This has supported efforts to better align the continuity of training for staff, caregivers and providers.

Pre-service training

The training program for both foster and adoptive parents is known as Foster and Adoptive Care Essentials (FACES). This training is available to individuals interested in providing foster/adoptive care and consists of twenty one hours of training that promotes a better understanding of working with children, families and child-placing agencies connected with DCYF/DJJS. This training assists in preparing individuals to be skilled caregivers and professional team members. Foster and adoptive parents who have been recruited and trained as instructors with Granite State College primarily instruct courses. This series of seven 3-hour modules is delivered statewide and fulfills New Hampshire state training licensing requirements. Up to one hundred and eighty modules of training are provided each year. DCYF/DJJS has provided a stand-alone document with specific details regarding training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience. At the beginning of SFY 2011, DCYF began an intensive collaborative process with the Education & Training Partnership to update and revise the FACES curriculum based upon New Hampshire's Practice Model. Revision of Modules I and II of FACES were completed in January 2011. Revisions to the remaining five Modules are now underway and expected to be completed by December 30, 2011.

Developed in 2005 and piloted in 2006, Residential Counselor Core Training (RCCT) is offered to residential care staff to support their work with children, youth in care and their families in any of New Hampshire's residential facilities. A 30-hour competency-based training series, RCCT provides generalized training that addresses the basic knowledge, skills and abilities essential to the position of residential counselor, regardless of the facility in which they are employed. DCYF/DJJS has provided a stand-alone document with specific details regarding training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience. Similar to the FACES revision process, DCYF/DJJS and the Education & Training Partnership undertook an intensive process of updating and revising the RCCT curriculum based upon New Hampshire's Practice Model and the *Framework for Collaboration* initiative with Casey Family Programs. Revisions were completed in early 2011, and the new series has been fully implemented. As New Hampshire's Practice Model continues to evolve, pre-service training for new caregivers and residential care providers will be continually assessed by the Practice Model Training workgroup, the CoOL and the Education & Training Partnership.

In-service training

The Caregiver Ongoing Training (COT) is a program of over sixty competency-based courses designed in collaboration with DCYF/DJJS staff, foster parents and residential childcare staff. The intent of the program is to provide the skills and mutual support necessary to address the

daily issues confronting caregivers and case managers. Foster parents are required to have 9 hours of ongoing training per year. The COT program is the primary vehicle for foster parents to meet this requirement. Classes are open to eligible caregivers, staff and providers, including relative caregivers, and are intended to provide the skills and mutual support necessary to address daily issues and the challenges of working with children in placement, and their families. Approximately 160 training courses are offered statewide in local communities each year in content areas such as: Adolescence, Behavior Management, Child Development, Communication, Education, Health, Neglect and Abuse, and Collaborating with Families and Providers. DCYF has provided a stand-alone document with specific details regarding training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience. Over the last year, a priority focus has been the creation of several courses for relative caregivers. DCYF's Relative Care Specialist has been working in close consultation with the E & TP to design these courses, which are scheduled for delivery in the fall of 2011.

In all E & TP programs, both formal and informal training needs assessment is performed on a regular basis. Methods for assessing need include: surveys, focus group studies, participating at foster parent support group meetings and the Foster and Adoptive Parent Association, attending monthly DCYF foster care meetings and ongoing dialog with residential facilities.

New non-credit and college credit courses are developed in response to identified needs in collaboration with DCYF staff and stakeholders through a process that begins with: a rationale, guiding principles and the identification of desired learning outcomes. Subject matter experts are guided through the development and stakeholders review progress at regular intervals. Training design is grounded in adult learning theory. Revisions occur on a regular basis to reflect DCYF/DJJS practice changes.

Delivery methods and duration are assessed and determined by the Curriculum Development Specialist in consultation with the Subject Matter Expert and stakeholders. Handouts and/or manuals used in each training session are also prepared by the E&TP.

The E&TP provides publicity and registration for the training sessions. Publicity includes: brochures, flyers, a catalog of courses, and web page updates that provide the registration function for all training programs and include the ability for caregivers, providers and staff to register on-line. Materials are distributed to approximately 750 licensed foster homes, 400 residential care workers, and over 500 DCYF/DJJS staff, as well as to New Hampshire DHHS Division of Finance staff who distribute to identified relative care providers.

Training is delivered in traditional classrooms, and community sites (approximately 40 local community sites including GSC Centers, libraries, police/fire stations, hospitals, schools, community centers and residential facilities). All facilities are assessed for safety and ADA accessibility. Distance learning is also offered for specific courses and includes, workbooks, audio, and on-line modalities.

Instructors are community practitioners qualified to teach specific courses based on their resume, vitae, a personal interview, academic credentials, expertise, years of experience in their field, and philosophical compatibility with the DCYF/DJJS. They are engaged in professional development through various venues including a newsletter publication called Partnership Press.

The E&TP has designed a system that promotes continuous quality improvement of course curriculum. It includes the quarterly analysis of significant quantitative and qualitative data elements, and class observation reports. An annual report representing a compilation of the data is presented to stakeholders. E & TP has been engaged as members of the CoOL in assessing, designing and implementing expansion of training evaluation capacity, particularly as it relates to linking training content to outcomes for children and families. Several courses now include “Knowledge Checks” as an additional means of assessing learning. Over the upcoming year, the E & TP is planning to design an Individualized Portfolio of Learning for foster parents. The goal is to increase individualized targeting of foster parent needs with training attendance, learning and improved outcomes for children, youth and families.

OTHER CRITICAL BOLQI ACTIVITIES

DCYF/DJJS recognizes that ensuring functional and effective systemic partnerships, especially between the courts, court personnel, attorneys, court appointed special advocates, and DCYF staff, support best practices for children and families. With this in mind, DCYF continues to actively participate in and support several training related activities that strengthen systemic partnership.

Court and CASA Partnerships

The New Hampshire [Court Improvement Project](#) has the basic training and data grants to help support the improvement of court policies and practices in juvenile cases. The CIP has focused much of its efforts on the development of protocols and court tools to improve permanency outcomes for children in out-of-home placements. The CIP Training Grant is specifically focused on providing training to judges, masters, court staff, DCYF attorneys, attorneys who represent parents, and other system stakeholders such as CASA and DCYF staff. The training support comes in several ways, both financially supporting training programs, coordinating the logistics of training opportunities, and planning with other system trainers for multidisciplinary training events. The DCYF Training Administrator participates in the CIP Training Steering Committee, and the CIP Training Coordinator is member of the CoOL and actively participates in guiding and planning training for DCYF & DJJS staff.

As an example, the Court Improvement Project along with CASA New Hampshire has now facilitated three annual events intended to bridge communication between CASA volunteers and DCYF. These daylong events have brought together over 100 individuals across many disciplines within DCYF and CASA to achieve commonalities within each agencies program and mission. Initially, directors of both organizations presented an agency overview including responsibilities, priorities and common misconceptions. The intention is to raise the knowledge level; understanding and partnership between these two organizations so improve service planning and provision for children, youth and families.

In SFY 2010 the CASA Training Partnership was established in response to the new categories of short-term training authorized under P.L. 110-351 amended section 474 (a)(3)(B). In August 2009, DCYF finalized their contractual relationship with New Hampshire CASA, the statewide

agency for court-appointed special advocates. Through the CASA Training Partnership, IVE training funds are now being used to support both pre-service and in-service training of court-appointed volunteers and staff. Pre-service training consists of 40 hours of comprehensive adult participatory training, which prepares the CASA guardian ad litem to perform their role within the child protection system and juvenile court in an effective and thorough manner. This core training curriculum has been developed by the National CASA Association, with necessary revisions made by CASA of New Hampshire, in an effort to have specific portions comply with New Hampshire child protection laws (169c), New Hampshire Supreme Court Guardian ad litem Rules, and general court and child protection practice. Training for new volunteers is delivered at the CASA central office in Manchester, New Hampshire or other designated locations. Volunteers and staff are then required to complete twelve hours of ongoing training per year. DCYF has provided a stand-alone document with specific details regarding training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience.

CASA volunteers/GALs are obligated to obtain twelve hours annually of ongoing training. Ongoing/In-service training may be provided at the central CASA office, regional offices or on-line through the National CASA Association. These include two full-day trainings each year, fall and spring, monthly one-hour in service trainings on specialized topics, attendance at DCYF and other related workshops or conferences (i.e. DCYF Annual Conference, Attorney General's Conferences, and Court Improvement Project sponsored trainings). DCYF has provided a stand-alone document with specific details regarding training courses, syllabi, Title IV-E functions, durations, cost allocation, and audience. Finally, volunteers can participate in no cost e-Learning modules through the National CASA Association. CASA of New Hampshire's Professional Development Standards guide all training requirements and are intended to further strengthen the CASA program's assistance to ensuring safety, permanency and well-being for abused and neglected children. All curriculum is delivered by qualified and trained CASA of New Hampshire staff, as well as professional/trainers who practice in various areas of the Juvenile court and child protection systems, such as judges, attorneys, foster parents and child protection workers.

DCYF Speakers Bureau

The Speaker's Bureau is responsible for responding to community inquiries creating opportunities for greater awareness regarding the roles and responsibilities of DCYF. Goals for the Speaker's Bureau have been:

- To proactively offer speaking engagements to the community instead of reacting to community requests;
- To improve data collection of DCYF presentations given throughout the state;
- To provide training opportunities for speakers on public engagement and presentation skills to promote a positive image of DCYF; and
- To create a centralized resource library of materials, publications, and media presentations.

The Speakers Bureau is overseen by the BOLQI in conjunction with the Center for Professional Excellence in Child Welfare (CPE). The intention is to maintain a cohesive public image,

consistent message, and improved public knowledge of DCYF/DJJS, including the education of mandated reporters, as well as education to the community at large (including parents) about family rights as a regular and consistent message. Other important elements include, information about key programs and utilizing media materials that “tell the story” and are identified with the agency as a whole. The Speaker’s Bureau utilizes a “cookbook” of training materials that are centrally located, easily accessible, with an “ala carte” menu to address the unique needs of each audience and maintain up-to-date information about agency policies and practices. Information is tracked and data is processed regarding information requested, by whom, and delivered in what venue.

Workforce Development Committee

The BOLQI Administrator co-leads, with the DCYF/DJJS Business Operations Administrator, the agency Workforce Development Committee. This committee is responsible to oversee agency recruitment, retention and development of staff. Activities targeted for 2010 - 2014 by the Workforce Development Committee included:

- Development of a Realistic Job Preview (RJP) for CPSW,
- Implementation of an Advanced Mentoring Program for seasoned staff, and
- Continued tracking of workforce recruitment and retention data in an effort to inform and evaluate ongoing development activities.

In the last year, the WFD has accomplished:

- Finalized and implemented RJP;
- Updated Recruitment, Retention and Development Plan for 2010-2011;
- Added six new additional people have been added (Fiscal Specialist, Assistant Supervisor, BOLQI – Program Specialist & Quality Supervisor, JPPO & Telework CPSW);
- Participated in the WFD statewide conference – Advanced Mentoring and the RJP were highlighted from DCYF in exhibits as excellent work;
- Acted as the selection committee for awards for the DCYF/DJJS Conference Committee;
- Established Peer to peer quarterly meeting for supervisors developed; and
- Completed substantive updates to the Standardize Hiring Process (to include RJP questions, update case scenarios, scoring sheet, reference section).

Additionally, the WFD committee has been assigned several critical activities related to the Practice Model, including revising job descriptions and annual staff evaluations to reflect Practice Model Beliefs and Principles.

Future work for the WFD includes identifying clear recruitment strategies, creating internal and external guidelines for the Speakers Bureau, supporting Practice Model Work such incorporating

Practice Model beliefs and principles into the hiring process and establishing guidelines for professional development and staff's pursuit of higher education.

New Hampshire State Library

In a collaborative effort with other New Hampshire DHHS divisions, the New Hampshire Department of Education, and the New Hampshire State Library system, for many years, the BOLQI has supported the New Hampshire Family Resource Connection (FRC). As a statewide library, whose primary mission is to serve the needs of New Hampshire's children, this clearinghouse provides information, resources, and support for families, caregivers, educators, and other professionals concerning aspects of caring for, educating and raising children—with an emphasis on children with special needs. The FRC website features the [Directory of Children's Services](#), which is an online index of community-based resources organized by service-type located throughout New Hampshire.

This provides a significant resource for a gap in New Hampshire's early intervention, disability, preschool, foster care, and childcare systems. In operation since 1996, the Family Resource Connection prevents duplicative services and expenditures by consolidating current statewide information. The lending library has grown to a collection of over 5,000 books and videos specially chosen to be helpful to New Hampshire's families and children. As members of the CoOL, the Family Resource Connection is taking the lead on provided a single source of information about all information related to training across the state. Their intention is to provide via their website, links to all major training activities, programs, workshops and events to support the CoOL's goals of an integrated system of training and a greater efficiency in the use of training resources. Due to budget constraints, funding for the FRC has been rescinded; however, staff from DCYF/DJJS will have continued access to all library resources and materials.

COSTS AND FUNDING STREAMS

In establishing our cost allocation methods the BOLQI and the DCYF Bureau of Fiscal Services examined the goals and objectives of each training program to match those goals and objectives to the various federal funding sources eligibility criteria. Criteria from Title IV-A, Title IV-B, Title IV-E, Medicaid, and Social Service Block Grant and Adoption Incentive funds were utilized to accomplish this.

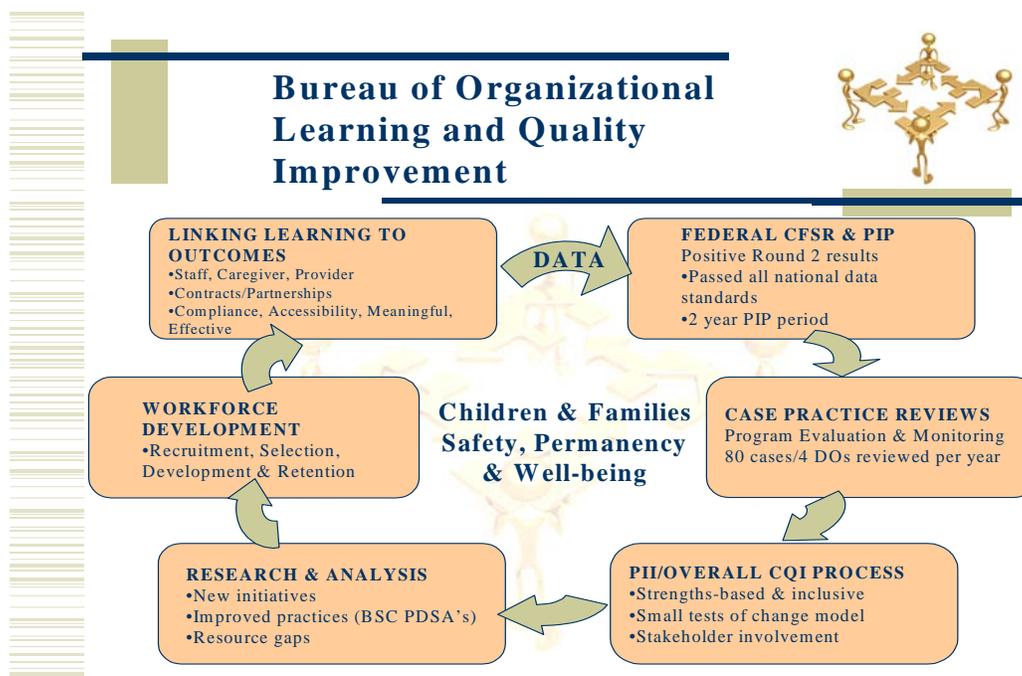
The resulting cost allocation plan distributes the expenses between the above-mentioned Federal programs and State general funds based upon the benefiting programs. That is, if a training contract meets the Title IV-E criteria, DCYF applies the Title IV-E penetration rate and charges Title IV-E the appropriate amount. The agency then examines other benefiting Federal programs and distributes the remaining Federal portion between those programs based upon how much of that training program addressed that Federal funding source's criteria. If a particular training program does not meet any federal criteria those costs are allocated to 100% State general funds.

Based upon this cost allocation method, Title IV-B funds provided for approximately 9.76% of the total costs for DCYF/DJJS training initiatives during SFY 2010. SFY 2011 information is

not yet available. Inclusive of all state and federal funds, including partner matches, the total estimated costs for training for SFY 2012 is \$2,132,270.

QUALITY IMPROVEMENT

As mentioned above, the Bureau of Organizational Learning & Quality Improvement was created in 2010 through the merging of the former training and quality improvement units. BOLQI now holds responsibility for some of the agency’s data collection, reporting, research and quality monitoring activities such as the Case Practice Reviews and the CFSR. This multidisciplinary team is the hub that connects DCYF’s Program Improvement Plan, the statewide Case Practice Reviews, Workforce Development and Training in a cycle of continuous quality improvement. Data is used at all levels of the agency to both drive and evaluate each of these efforts.



During the past year in particular, BOLQI and the agency as a whole have also placed increasing emphasis on collaboration with parents, youth, providers and community partners in change efforts, and these stakeholders now play a formal role in the continuous quality improvement process.

Data-Driven Practice

As noted earlier, DCYF has continued to rely on data to both identify and evaluate change. Staff at all levels, and particularly field supervisors and workers, have come to rely upon regular data to inform decisions. Data is used to improve the efficiency and quality of staff supervision, guide caseload and staffing decisions, and identify areas of strength and challenge in office practice. By observing differences across offices, program administrators are able to

appropriately target improvement initiatives. Additionally, District Office Supervisors support one another by sharing successful strategies.

Agency leadership through the use of Supervisor's Reports at monthly field supervisor meetings to identify strong performance and successful strategies has modeled this culture surrounding the use of data. Beyond the simple presentation of this data, time is allotted to share ideas and create plans to improve performance based on the data, and review of these plans and updated data occurs at future meetings. Evidence of the value placed on data is seen in staff that is invested in seeing improvement in their practice documented in the data, and frequent requests from staff and supervisors for data they feel will assist in their quality improvement efforts.

In support of this shift, BOLQI has continued to provide leadership of a "data managers" group that includes both analysts and program managers. The Data Managers group meets regularly and is co-lead by BOLQI and BIS staff and has a focus on information sharing, improving data collection, and reviewing outcomes data. This group has been evaluating potential tools for longitudinal data analysis as well as considering options to combine DCYF and DJJS data in some areas to allow for a more comprehensive evaluation of practice.

The Case Practice Review (CPR)

The Bureau of Organizational Learning and Quality Improvement Case Practice Review process mirrors the federal Child and Family Services Review (CFSR). The Case Practice Review is a peer process that includes Child Protective Service Workers (CPSW) and Juvenile Probation and Parole Officers (JPPO) as well as supervisors, state office staff, providers and stakeholders. Reviewers attend a training session prior to being selected to participate in a review. Reviewers work in teams of two, completing two to three cases during the on-site review week.

The review process begins with BOLQI randomly selecting a sample of 20 to 40 cases divided proportionally between Child Protective Service (70 +/- %) and Juvenile Justice Service (30 + %). Cases reviewed consist of in-home services, placement cases as well as additional cases of youth with a permanency goal of Another Planned Permanent Living Arrangement. After cases are selected, the review teams and quality assurance team travel to the district office to begin the on-site component. The CPR reviews extend beyond the information available in Bridges and the case file to include interviews of staff, family members, providers, and children, if age appropriate. Interviews are arranged by the district office prior to the arrival of the review teams.

The case review instrument measures performance on seven outcomes and 23 items in the domains of safety, permanency, and well-being. Following the weeklong on-site review, BOLQI shares the results with all DCYF/DJJS staff at the exit conference. The Case Practice Review (CPR) process captures both Strengths and Areas Needing Improvement regarding the individual items and also rates the Outcome domain area's Substantially Achieved, Partially Achieved, Not Achieved or N/A. A new component of the CPR following the CFSR is the addition of a database that can compile results for the Final Report, identify themes and allow for specific queries/reports to inform future practice. Additionally, BOLQI was recently able to pilot the use of the review instrument in electronic form, versus the paper and pencil version traditionally used. It is expected that this will not only save time and increase ease of use for reviewers, but will also enhance the quality of the documentation provided to explain the ratings. As a result,

BOLQI staff will have increased ability to provide critical analysis and feedback to the district offices to enhance practice.

In addition to the on-site review process, BOLQI staff facilitates a stakeholder focus group at each office. The focus group includes individuals from providers, agencies and those involved in community-based efforts to address the safety, permanency and well-being of children and families. Focus group questions address the effectiveness and quality of DCYF/DJJS practice in the areas of safety, permanency and well-being, as well as family engagement and work with youth with the permanent plan of Another Planned Permanent Living Arrangement (two areas of specific focus in practice).

After the on-site review, BOLQI develops a report for each district office. The report explains the findings of the case review and includes data relevant to each outcome. The final report is shared with administrators and District Office Supervisors.

Two district offices (Rochester and Berlin District Offices) have been reviewed thus far in 2011, with reviews of the two largest offices in the state scheduled to occur during the remainder of the year. It is anticipated that these two large offices (Southern and Manchester District Offices) will continue to be reviewed annually, with one additional office being reviewed each year as well. Twenty cases were reviewed the Rochester and Berlin District Offices respectively, as well as fifteen total additional cases of youth with the permanency goal of Another Planned Permanent Living Arrangement. The Case Practice Reviews of the Southern and Manchester District Offices will each include a review of thirty cases, with twenty total additional cases of youth with an APPLA goal. This will enable BOLQI to ensure a sufficiently large sample to inform quality improvement efforts, while also maximizing reviewer resources and affording this training opportunity to a wide range of staff.

Practice Improvement Initiatives (PII)

New Hampshire has made substantial changes to its process for practice improvement in a district office following a Case Practice Review. Following each review, BOLQI staff work with each office individually to facilitate a Practice Improvement Initiative plan (PII). This work relies upon the use of two primary methodologies to effect change: Appreciative Inquiry (AI) and the Plan-Do-Study-Act (PDSA) model.

The selection of these two particular methodologies was intended to leverage already existing agency knowledge with the agency, as well as align with the agency's goals going forward. Both AI and the PDSA model have already been used in some areas of the agency for particular purposes, and therefore core groups of staff were already familiar with and had experience with these methodologies. Additionally, New Hampshire's Practice Model includes the theories of Solution-Based Casework and the Signs of Safety assessment framework, both of which rely heavily on the principles of Appreciative Inquiry.

As an initial step toward this new process, BOLQI staff facilitate a pre-PII session in the district office just prior to each Case Practice Review. Staff are provided with a brief overview of Appreciative Inquiry as a model for organizational change, and then participate in an Appreciate Inquiry process to identify the core values of their team. This session serves to set a

collaborative tone for the review and PII process, provide education and groundwork for that process to begin, and acquaint the BOLQI staff with the culture and personnel in the office. It also defines the PII process as one that is developed by staff rather than imposed upon them.

Following the Case Practice Review, quality improvement staff meets with district office staff to discuss and analyze the review results, and begin to design the PII process. The design of this process is customized for each district office based upon its size, dynamics, and results of the review, within the overarching AI/PDSA framework. For example, Appreciate Inquiry sessions in some offices may include all staff and supervisors, and/or both divisions, while some may include representative groups of those units and/or individual interviews or several small groups. Some portions of the PII will include plans for both divisions, while other portions may be specific to one or the other. In this way, the PII is developed in a way that encourages ownership and input from all staff, as well as makes efficient use of time and resources.

The PII development, implementation, and review process also includes external stakeholder input, including youth and parent representation. This participation also can be customized for the specific district office, and may evolve during the process from one format to another as well.

Using an Appreciative Inquiry process facilitated by BOLQI staff, the Areas Needing Improvement are explored with the PII group and ideas for change are generated through a focus on the strengths and successes in those areas. The PII groups identify small tests of change that can be implemented by group members using a Plan-Do-Study-Act (PDSA) methodology. The data generated by the PDSA is evaluated by the ongoing group, and changed PDSAs are implemented, until the group agrees that the tested change is meeting a goal of the PII. Once that has occurred, the group develops a plan for spread of the new practice throughout the district office or community.

Although the PII are locally designed and implemented, BOLQI staff are able to identify links to larger initiatives and resources, so that these can be leveraged to support the office's plan, as well as ensure a comprehensive and planned approach to Quality Improvement statewide.

Structured Decision Making

DCYF implemented Structured Decision Making (SDM) in December 2001 in the Intake and Assessment program areas. DCYF expanded SDM to the family services area in March 2002. SDM includes a set of research-based tools designed to identify safety and risk factors, which guide staff at critical service decision points.

Since the initial implementation, several key strategies to evaluate and modify use of the model have been put into place. Most notably, DCYF added a formal SDM case read process to the model in 2004 to enhance the consistent and accurate usage of the tools. BOLQI provided each District Office Supervisor with a randomly selected sample of cases each month, and supervisors utilized a standardized tool to review and assess the use of the SDM model in those cases. The completed tools were submitted to BOLQI for further quality assurance review.

During the design phase of the DCYF Practice Model, staff identified a need to refocus on the agency's use of the SDM model. Simultaneously, the August 2010 CFSR identified a need to

enhance consistency of practice in the area of safety assessment. In keeping with these goals, BOLQI has sought support from the Children's Research Center in revising New Hampshire's SDM model in several ways. Tools will be modified to take advantage of updates in research and practice that have occurred since the conception of the original model, as well as practical improvements to the tools that will enhance ease and accuracy of use. Additionally, the tools and policies will be aligned in both language and design to be used in conjunction with the Signs of Safety assessment framework, in anticipation of the implementation of this model at a later date. This work, which will include field staff, supervisors, administrators, program specialists, attorneys and information systems staff, will occur throughout the summer and fall of 2011.

BOLQI will also lead efforts to increase the integration of SDM into practice as a guide to key decision-making and to further increase the accurate and consistent usage of the SDM tools. These efforts will include a revitalized case read process for supervisors and quality improvement staff, refresher training for staff and education efforts for key stakeholder groups, and policy changes and clarifications that will further align SDM tools with key decision points in the life of a case. Additionally, an SDM Resource Group will be reformed with representation from each district office and key administrators to ensure that communication and decision-making can occur rapidly as the revised model is implemented in the field.

Consistent with the agency's value of using data to drive practice noted above, BOLQI staff will create data regarding the consistent and timely usage of the SDM tools. This data, like other types of data produced currently, will assist supervisors and administrators in identifying areas needing increased attention as the new model is implemented.

Assessing Outcomes

DCYF continues to make use of the NCANDS and AFCARS data as well as the State Data Profile and internal reports to assess and monitor progress on outcomes. Additionally, DCYF relies on a subscription to the Foster Care Data Archive (FCDA) provided by Chapin Hall for the analysis of program outcomes. The agency is currently in the process of expending FCDA with DJJS data.

The division is exploring the possibility of purchasing Results Oriented Management Reports. ROM Reports is an easy to use web-based reporting application that is being offered to child welfare agencies across the country. The software provides a simple and inexpensive way to access data – a vital component of ROM. ROM Reports is designed to provide access to current data on CFSR federal outcomes and a wide range of other important performance measures and indicators. ROM Reports is a well-tested system being used in five states. It was developed by the University of Kansas and is being offered in partnership with Casey Family Programs.

DCYF recently produced and distributed Data Book, which includes trend data over the last 7 years, to all bureau administrators. The intention is to further this effort and distribute the Data Book to District Office Supervisors in order to assist them in making informed decisions.

The agency is continuously exploring the possibility of research partnerships with the University System around research to practice. The first meeting with the University of New Hampshire researchers was held in April 2011. This builds upon established partnerships within the Center

for Professional Excellence at UNH, and expands relationships to other departments and faculty such as the Carsey Institute. In addition, BOLQI is partnering with the Plymouth State University (PSU) in two areas. First, BOLQI and the Department of Social Work will be establishing a Geographic Information Systems (GIS) Foster Care Project. The project seeks to utilize GIS mapping technology, Bridges data, and PSU expertise and resources of both Social Work and Geography Departments to assess statewide strengths and needs of the Foster Care System.

Additionally, PSU faculty with expertise in the area of Program Evaluation conducted a free workshop for agency specialists and administrators on “The Basics of Program Evaluation”, which included issues such as, an introduction to evaluation, overview of various evaluation approaches, discussion around how to find the right fit for the evaluation project, and developing and using Logic Models. Potentially this may become a series of “brown bag lunches” used as professional learning circles.

DCYF/DJJS is currently working on a Policy regarding Data Management. DCYF and DJJS believe that data are vital to the agency’s successful operation and Continuous Quality Improvement process and must be carefully managed. The purpose of this data policy is to ensure that all DCYF and DJJS data are managed as institutional assets for fulfilling DCYF’s mission of serving children, youth and families. To accomplish this, the following policy will guide the actions that each staff member will follow when working with data. Once the policy is complete in the fall of 2011, all agency staff will be trained.

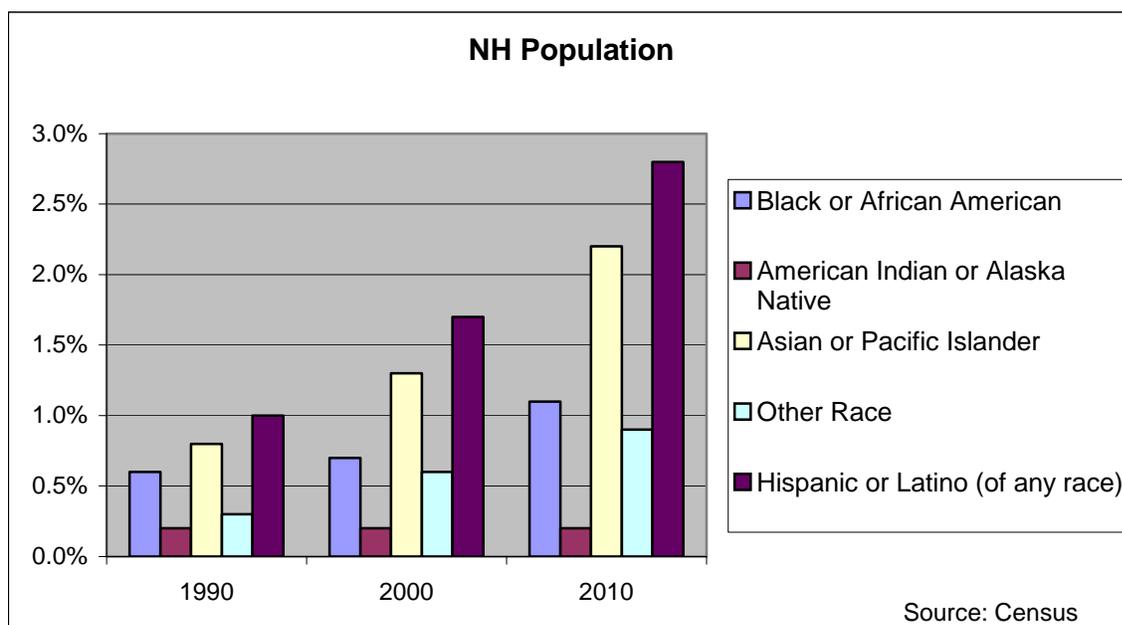
Finally, both the DCYF Bureau of Administrative Services – Fiscal Unit, as well as the BOLQI are in the process of performance-based contracting for service and training providers. Contracts now include requirements for measuring case outcomes in residential, home-based, and preventative services. As data is gathered from on-site visits, the Data Managers group will be reviewing results and making recommendations to agency administrators and program area leaders.

Cultural Competency

Over the last several years, DCYF/DJJS have engaged in an ongoing detailed analysis of census data to ascertain whether disproportionality is an issue across the state or within a specific regional area. During this period, the numbers of minority residents have remained too low to determine if disproportionality indicators are statistically significant.

However, as 2010 census results demonstrate (please see the table and graph on the next page) the state grew slightly more racially diverse over the last decade. DCYF/DJJS will be further exploring this issue using the new available data. In addition, since staffing for DJJS and DCYF data analysis is now joined under BOLQI, we have an opportunity to compare data systems and determine if disproportionality is a concern for New Hampshire, especially within our two largest cities of Manchester and Nashua.

	1990		2000		2010	
	#	%	#	%	#	%
Total Population	1,109,252		1,235,786		1,316,470	
White	1,087,067	98.0%	1,186,355	96.0%	1,236,165	93.9%
Black or African American	6,656	0.6%	8,651	0.7%	14,481	1.1%
American Indian or Alaska Native	2,219	0.2%	2,472	0.2%	2,633	0.2%
Asian or Pacific Islander	8,874	0.8%	16,065	1.3%	28,962	2.2%
Other Race	3,328	0.3%	7,415	0.6%	11,848	0.9%
Hispanic or Latino (of any race)	11,093	1.0%	21,008	1.7%	36,861	2.8%



DISASTER PREPAREDNESS

DCYF continues to develop and test its [Disaster Response Plan](#) (DRP) to improve its plan and continuously prepare staff for possible disasters. Updates will be made to the plan to incorporate the childcare disaster plan, residential plans and possibly interstate agreements for Offices bordering Maine, Massachusetts and Vermont.

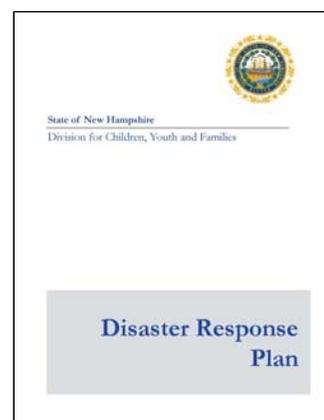


TABLE TOP EXERCISES

All eleven DCYF district offices have participated in tabletop exercises designed to test the office preparedness for responding to possible or actual disasters. Offices continue to report that the exercises are realistic and provide insight into what it takes to continue operations when a disaster strikes. The DCYF Central Intake Office has participated in a tabletop exercise. DCYF has begun to revisit the offices to conduct additional desktop exercises and review the [DCYF Disaster Response Guide](#).

DCYF has reached out to the Division for Juvenile Justice Services (DJJS) and the New Hampshire Court System to determine what Continuity of Operations Plans have been implemented in hopes that joint preparatory efforts can be made. DCYF and DJJS will work together to prepare field staff for disasters that interrupt their daily work. Other divisions within the larger New Hampshire Department of Health and Human Services have participated, as observers, in the DCYF tabletop exercises. The plan is for these divisions to have desktop exercises and hopefully to join with DCYF in a larger Department wide exercise. Future plans are to expand the exercises to include possibly the entire DHHS office or first responders. Several meetings have occurred between DHHS and DCYF. DHHS is creating a General Sheltering Guide for local communities and DCYF is participating in that process.

BRIDGES RECOVERY PLAN

Bridges is the DCYF information system (SACWIS) that contains client records, billing and payment information, interfaces with other systems, etc. An obvious need is for a recovery plan should disaster strike to disable Bridges. A disaster recovery plan was developed with the Office of Information Technology that involved moving Bridges from one server to another server (over a weekend) to determine if the recovery plan was successful. The plan was successfully tested in 2008 and provides some confidence that Bridges can be successfully recovered if a disaster strikes.

CHILDCARE

The DCYF Child Development Bureau (CDB) has a continuity plan that supports childcare providers throughout the disaster. The Bureau has worked with the Licensing Unit to waive licensing rules regarding building/environmental requirements, staff child ratio and staff qualifications. CDB has begun working with the statewide Childcare Resource and Referral Agencies to create a Disaster Response (Continuity of Operations) Plan. Contact has been made with the Region I childcare officials to develop and implement a multi-year planning process that ensures childcare services will be available before and after a disaster strikes. State employees, State contractors and childcare providers will be recruited to provide temporary childcare when childcare staff is not available because of a disaster. Provider payments will continue for at least a month to support the provider during/after a disaster even if children are not able to attend childcare. Disaster Response Planning Training for Childcare providers has been offered,

through the DCYF Child Development Bureau. This training has been offered statewide. As the childcare Disaster Response Plans are developed they will be added to the DCYF Disaster Response Plan. Childcare licensing requirements now require licensed childcare facilities to have a disaster response plan in place.

FOSTER PARENTS' EMERGENCY INFORMATION

Information about foster parents is entered and stored in Bridges. It is now possible to enter foster parent re-location information on Bridges so staff may easily find the re-location address. This information is collected when new applicants complete their application and when current foster parents renew their license or update their demographics. The foster/adoptive parent handbook has been updated to include DRP information. Foster/Adoptive parents continue to participate in the local office desktop exercises. A sample of eleven foster parents in 2011 was asked about emergency plans for schools where their foster children attended. Most (seven out of eleven) did not have a copy of their school's emergency plan, which may indicate a need for more foster parent training.

NEW ICPC REPORT FOR "GO KITS"

The Deputy Compact Administrator must accept children entering New Hampshire from another state. This Administrator works with the field staff to ensure studies are acceptable and requested child visits and supervision is provided. No report existed of children sent only from state child welfare agencies. In April 2008, an ICPC Emergency Report was produced to give information to each office, about children placed in their catchment area. The ICPC Report is sent monthly with the Children In Placement Report to be included in each supervisor's "Go Kit". The report also provides the Deputy Compact Administrator and each supervisor an accurate list of children placed from other state child welfare agencies allowing the administrator to communicate the status of each child to the sending state.

JUNIPER

Juniper is a software product that allows staff to access work related computer systems from their home computers. Improvements have been made to the process in which Juniper is available. Several planning sessions have occurred between DCYF and DHHS staff. It is hoped that Juniper will become a part of and integrated into upcoming DCYF desktop exercises.

REPORTING CHILD ABUSE: TRAINING FOR DISASTER BEHAVIORAL HEALTH RESPONSE TEAM (DHBRT) MEMBERS

DCYF continues to receive requests for training about mandatory child abuse reporting laws from the Disaster Behavioral Coordinator, New Hampshire Homeland Security and Emergency Management. The training request was initiated after an incident occurred with a member of the

Disaster Behavioral Health Response Team (DBHRT). DBHRT members are individuals with experience in human services such as psychology, mental health, substance abuse, spirituality, etc. They are trained to provide interventions at times of disaster such as behavioral health needs assessments, psychological first aid, crisis intervention, community outreach, disaster behavioral health planning and networking and community resiliency training. All trainings have been well attended and have been well received. DCYF continues to participate as a standing member of the Disaster Behavioral Health Response Team (DBHRT) oversight committee.

CONTACTS WITH STATES BORDERING NEW HAMPSHIRE

In 2009, DCYF held a conference call with states that share common borders with New Hampshire about how we might work together to respond to disasters. The conference call was prompted by some of the problems the Louisiana State Child Welfare Agency experienced when children needed to be evacuated to other states. The agenda for the call was:

- Temporary placements in foster homes or residential facilities out of state,
- Best method for obtaining prescriptions for foster children when placed out-of-state,
- Identifying key child welfare administrators/staff for communications at the time of a disaster,
- Providing help with child visits in their foster home or residential facility,
- Exploring the idea that another state could be a backup for New Hampshire Bridges (SACWIS system),
- Reviewing information about how child welfare agencies in Louisiana, Texas and California have responded to their disasters, and
- Sharing continuity plans and developing tabletop exercises in the New England States so we might integrate and benefit from all of our planning work.

Participants to the call agreed that more planning and information is needed in order to enhance communications, identify possible resources for evacuees, identify barriers to providing prescriptions when a child is out of state, identify how personnel from one state may be able to assist another state, etc.

UPCOMING YEAR (GOALS & ACTIVITIES)

DCYF will be carrying out a number of activities (listed below) during the upcoming year to increase staff and client preparedness for short term limited disasters.

- Continue planning with the DHHS Emergency Services Unit regarding sheltering plans (especially for foster children and foster parents), desktop exercises, communications, COOP, etc.
- Determine and update the status of the Disaster Response Plans (DRP) for residential providers.

- Continue to review the Disaster Response checklist with field leadership staff to remind them to update their information when necessary.
- Continue the second round of desktop exercises with the field offices and at the DCYF Central Office.
- Continue to engage DJJS and Court systems regarding DRP to coordinate and integrate the DCYF DRP.
- Continue ongoing contact with the Childcare Specialist at ACF Region One to explore possible New England wide DRP collaboration.

THE BUREAU OF INFORMATION SYSTEMS (NEW HAMPSHIRE BRIDGES)

The Bureau of Information Systems (BIS) coordinates ongoing improvements, training, and technical assistance for DCYF's Statewide Automated Child Welfare Information System (SACWIS), known as New Hampshire Bridges.

New Hampshire Bridges is the DCYF and DJJS system of record. All required information is recorded in this application. The system is actively used by all case carrying staff and their supervisors, as well as administrative staff.

Bridges provides the input capability and data structures necessary to capture and store essential data. This includes demographic data for victims of alleged abuse and neglect as well as other individuals involved in referrals, assessment and family service cases. Bridge documents interviews, assessments, findings, and authorizations for placement and other services and payment records.

New Hampshire submitted the Advance Planning Document (APDU) for the New Hampshire Bridges application to ACF. The final APDU was approved by ACF in March 2009. With this approval, the New Hampshire Department of Health and Human Services has completed the full cycle of planning, design, development and implementation of a Statewide Automated Child Welfare Information System (SACWIS) to federal compliance standards.

Over the past several years, many significant enhancements have been made to the Bridges system. These changes have been driven by the 2004-2009 Child and Family Services Plan (CFSP), the statewide Program Improvement Plan (PIP), the AFCARS Improvement Plan (AIP), requirements of the Childcare Development Fund (CCDF), and other changes to state and federal laws and policies.

Other recent enhancements to New Hampshire Bridges included significant updates to the New HEIGHTS Title IV-E Interface to improve the funding process for DCYF and support of provider web billing, preparation for the upcoming interface with the new Medicaid

Management Information System (MMIS), enhancements to support DCYF's Parental Reimbursement Unit and preparation for House Bill 407 Data Destruction.

In addition to these changes, BIS has coordinated with the Child Protection Bureau, and the Bureau of Organizational Learning and Quality Improvement to develop significant enhancements aimed at supporting permanency planning. Also, the federally mandated project, National Youth in Transition Database (NYTD) was implemented.

Other significant enhancements during the last several years included work on the AFCARS Improvement Plan (AIP). The AIP is derived from the assessment review performed by the Administration for Children and Families and provides requirements to be incorporated into the Bridges case management system and AFCARS extract criteria. This plan is being implemented in phases and the last phase will be completed in 2012. The changes to both the case management system and the AFCARS extract criteria are designed to improve the quality and integrity of the data being reported, provide more accurate measures in the State Data Profile to be used in the CFSR and depict a comprehensible view of New Hampshire protection and prevention outcomes.

THE FISCAL UNIT (BUREAU OF ADMINISTRATIVE OPERATIONS)

The Fiscal Unit provides administrative support to DCYF staff on procurement of equipment and supplies, posting and advertising of positions, budgeting, analysis of expenditures, cost allocation support, revenue enhancement and cost containment efforts, and preparation of various fiscal reports on a standard and ad hoc basis. The Bureau of Administrative Operations is also responsible for certification, enrollment and rate setting for community-based and residential service providers. The Bureau of Administrative Operations also provides the contracting and program eligibility functions for the division. The bureau is also responsible for the Parental Reimbursement activities for DCYF and DJJS. These activities described in more detail are as follows:

- **Provider Relations:** Review the invoices from DCYF/DJJS providers to ensure that services were provided, and if the services were provided, process the invoices for payment. Research requests from providers concerning reimbursements for services provided. Also, monitor claims payment and adjust payments as appropriate.
- **Procurement:** Ensure that the field and State Office have the equipment, cell phones, printed materials, and office supplies needed to function effectively. Request waivers for equipment when appropriate. Maintain an equipment inventory including an annual physical review of all equipment.
- **Maximize Federal Revenue:** Maximize federal revenue by monitoring eligibility statistics and ensuring that all the paperwork is completed to satisfy federal eligibility criteria, ensuring providers are enrolled as New Hampshire Medicaid providers, and that the Medicaid time studies accurately reflect the clinical practice in each facility.

- Other Revenue: Maximization of other sources of revenue by applying for Social Security, Child Support payments, and Veterans Administration benefits on behalf of children in placement.
- Rate Setting: Establish rates for all services for providers used by DCYF and DJJS by requesting budgets from providers, analyzing the budget submissions for appropriateness, and negotiating with the providers regarding their rates.
- Cost Containment: Facilitate the Cost Containment Committee meetings, where service utilization trends are analyzed and corrective actions are implemented as needed. The top 100 most expensive cases are reviewed on an annual basis to ensure that services are monitored.
- Federal Financial Reporting: Review, monitor and/or compile expenditures associated with each federal grant. Submit federal expenditure reports for each grant as required.
- Client Program Eligibility: Review federal guidelines for eligibility, train DCYF and DJJS staff concerning eligibility requirements, and ensure that all the paperwork is completed to satisfy federal eligibility criteria on a case-by-case basis.
- Personnel Related Functions: Prepares the Human Resources (HR) change request forms (170's) to relay to HR that a position will become vacant, to post and to fill positions. Provides the fiscal information for all personnel related waivers.
- Certification and Enrollment of Providers: DCYF field staff notifies the Bureau of Administrative Operations when they have identified a provider that they would like to be certified to provide services to our clients. The Bureau of Administrative Operations sends out a certification packet to the provider and reviews the completed documents. If all of the paperwork has been completed correctly another bureau within DCYF ensures that the provider meets all of the requirements outlined in rule for that particular service. If all of the criteria are met, the application package is returned to the Bureau of Administrative Operations to enroll the provider in our SACWIS system.
- Provider Evaluation and Compliance: Fiscal Unit staff, along with other DCYF State Office staff, conducts evaluations of provider service provision and compliance reviews. These reviews evaluate program effectiveness and compliance with federal and state regulations.
- Contracting, Grant Management, and G&C/Fiscal Processing: Develop, with program staff, Requests for Proposals (RFP's), applicable timelines, and manage the competitive bid process from RFP development through contract approval and execution. Including the approval for payment of invoices received from providers for contracted services after review by the Program Manager.
- Cost Allocation: Establish the accounting systems to maintain, monitor, and report on expenditures. Review and modify the Random Moment Time Study materials to ensure that staff costs are distributed to the correct funding sources. Revise the Public Cost Allocation Plan on an annual basis to ensure that costs are allocated correctly.

- **Budgeting and Analysis of Expenditures:** Provide data to DCYF and DJJS Management to create, analyze and monitor budgets. Analyze expenditures and use of services to develop improvements to best practice guidelines, to implement changes in practice, to identify populations served and to compare services provided to outcomes achieved.
- **Parental Reimbursement:** The Bureau establishes written agreements with the parent(s) or seeks court orders for reimbursement from parents when services, placements, and programs have been provided. Reimbursement for the services provided is based on the family's ability to pay as determined by the Reimbursement Unit and/or courts. Monitor the payments received from parents to ensure that payments are received as requested.
- **Accounts Receivable:** Establish repayment schedules for overpayments such as service providers, staff's personal use of State issued cell phones and education reimbursement for staff that received free tuition, but left DCYF services prior to fulfilling their employment obligation. Monitor to ensure that payments are received as required.

BUREAU OF LEGAL SERVICES

The Department of Health and Human Services, Office of Operations Support (OOS) provides legal services for DCYF. That office assigns attorneys to the various divisions within the Department to meet the particular division's legal needs. OOS attorneys are part of a "matrix" management system by which they report both to the division to which they are primarily assigned and to the Chief Legal Counsel for DHHS in OOS.

There are twenty one attorney positions currently assigned to DCYF. Nineteen of these positions are located in the eleven DCYF district offices and the telework unit around the state. The remaining two attorney positions are located at the State Office in Concord. In addition to the attorney positions, two paralegals positions are currently assigned to DCYF to provide litigation support for the DCYF Manchester and Rochester District Offices.

Attorneys assigned to DCYF handle abuse and neglect cases, guardianship cases, and surrender of parental rights cases and termination of parental rights cases in the District Courts, Family Division Courts and Probate Courts throughout the State. They also prosecute de novo appeals in the Superior Courts from the District or Family Division Courts' findings and they assist the State Attorney General's office with the preparation of cases on appeal to the Supreme Court.

DCYF OVERSIGHT PANELS

DCYF supports the functions of a variety of oversight panels including the Citizen's Review Panel, the Child Welfare Committee, and the DCYF Advisory Board. In combination, these groups meet the requirements of CAPTA and Title IV-B, in addition to New Hampshire statutory requirements. Their membership is diverse and includes representation from community members, school personnel, youth in care, CASA, foster parents, attorneys, group home staff, representatives from prevention programs, and other professionals who have involvement with or knowledge of DCYF and DJJS.

The DCYF Director attends each group's meetings as often as possible, and the Bureau of Well-Being provides a liaison to each. The role of the liaison is not to drive the agendas of any group, but to provide information on DCYF programs, including identified areas needing improvement or issues that a particular group may be interested in addressing.

THE DCYF ADVISORY BOARD

The DCYF Advisory Board is a requirement of the New Hampshire Legislature, RSA 170-G: 6. This Board has a required membership of two citizens per county and has historically taken a systemic view of agency practice and policy. This past year, the Chair of the Board participated as a reviewer during the New Hampshire CFSR.

Memoranda of understanding have been developed connecting the Advisory board with two other oversight groups, the Citizen's Review Panel, and the Child Welfare Committee. DCYF staff has worked in conjunction with these groups to ensure good communication between the three. A few years ago, it was decided that the Advisory Board would send one member to each of the other boards to facilitate communication and reduce duplication of effort. Initially, this worked very well as each group has taken on different roles and responsibilities. Unfortunately, due to ongoing issues with Board membership, there has not been a consistent community voice connecting each Committee.

THE CHILD WELFARE COMMITTEE

The Child Welfare Committee meets quarterly and has a membership including service providers and DCYF staff from different program areas. The group's role is to foster communication between communities, DCYF, and agencies providing services to promote safe and stable families. As such, this group was very involved in DCYF's Cultural Competency Self-Assessment, the development of the 2010-2014 Child and Family Services Plan and most recently provided stakeholder feedback during last year's CFSR process.

THE CITIZEN'S REVIEW PANEL

The Citizen's Review Panel (CRP) meets every two months to provide advice and oversight on DCYF practice and policies. The purpose of the CRP is to determine how the state child welfare agency (DCYF) is effectively discharging its child protection responsibilities.

The CRP is required to review the compliance of DCYF in the discharge of its duties with respect to the following:

- The state CAPTA Plan;
- Coordination with Title IV-E foster care and adoption programs;
- Activities associated with CFSR;
- Participation in the DCYF case practice review process;
- Participation in debriefings on Quality Assurance Specific Case Reviews; and
- Other criteria the panel considers important.

In the event that a fatality or near fatality occurs that is connected to a DCYF case or assessment, the DCYF Child Protection Administrator engages in a critical incident review. The results of this review are shared with the CRP upon request.

As the panel with the most case-driven oversight capacity, the CRP is particularly involved in the case practice review process and has been reviewing data and outcomes from those reviews. With this knowledge, the CRP has decided to focus specific attention during the upcoming year on service array and quality assurance within DCYF. The 2011 [Citizen's Review Panel Annual Report](#) is attached in the appendix.

In recent months, the DCYF Advisory Board and Citizen's Review Panel have discussed the possibility of merging in some capacity. Beginning in April 2011, the two Boards have combined meetings. The goal of this merge is to strengthen each Board's respective voice and collaborate with like-minded individuals. Each Board has a common desire to focus on service array and quality assurance within DCYF. Each Board will keep its own identity and mission, however their efforts will be merged and focused on having a more powerful impact on child welfare practice. The DCYF Director has attended and presented at each of these first two joint meetings.

In addition to the three groups described above, DCYF also supports the Youth Advisory Board and the Child Fatality Review Committee.

NEW HAMPSHIRE TEEN VOICES

The DCYF/DJJS Youth Advisory Board, known as New Hampshire Teen Voices, is composed of young adults currently and previously in out-of-home care. The Board's mission is "making a difference for youth in care by voicing opinions for positive change." The board is composed of five regional teams that meet individually on a monthly basis and quarterly as one group to work on a variety of projects of interest to youth in care. DCYF solicits feedback from New Hampshire Teen Voices for practice changes along with policy and program development. The Board also provides leadership experience to youth who participate in panel discussions and trainings provided to peers, agency staff, placement providers, and community professionals. The Board publishes a quarterly newsletter and conducts an annual teen conference for DCYF and DJJS youth. The Board has also been instrumental in helping to create legislative change to better the lives of youth in care. A previous example of this has been their role in passing the Tuition Waiver Legislation. For more information on the activities of New Hampshire Teen Voices, please refer to the [adolescent program](#) description.

THE NEW HAMPSHIRE CHILD FATALITY REVIEW COMMITTEE

The New Hampshire Child Fatality Review Committee (CFRC) was created by Executive Order in 1991. The mission of the Committee is to reduce preventable child fatalities through systemic multidisciplinary review of child fatalities in New Hampshire; through multidisciplinary training and community-based prevention education; and through data-driven recommendations for legislation and public policy.

The Committee membership is comprised of representation from the medical, law enforcement, judicial, legal, victim services, public health, mental health, and child protection and education communities. The Committee began reviewing cases of child fatalities in January of 1996. After each review the Committee identifies risk factors related to the death and makes recommendations aimed at improving systematic responses in an effort to prevent similar deaths in the future. The Committee provides the recommendations to the participating agencies and asks them to take actions consistent with their own mandates. The Committee publishes the recommendation and the agency responses to those recommendations in an Annual Report.

COORDINATION WITH JUVENILE JUSTICE

The Division for Children, Youth and Families (DCYF) and the Division for Juvenile Justice Services (DJJS) operate as distinct divisions under the Department of Health and Human Services (DHHS). The divisions have a history of collaboration in real and demonstrable ways, including a joint Case Practice Review process, the use of the same case management information system, a shared service array, and a joint case-planning policy for families involved with both systems. As a result of the 2003 and 2010 CFSR, both agencies have prioritized improvements in permanency through concurrent planning, specific practice improvements, and

collaboration with the courts. This work will be strengthened through the development of the state's practice model. In 2011, both divisions were moved under the leadership of one Director (DCYF Director Maggie Bishop), which will serve our continued commitment to strengthening the Divisions for Children, Youth and Families and Juvenile Justice Services efforts in training, service delivery, philosophy, and budgeting. This will provide Juvenile Justice and Child Protection field staff the stability in leadership they need and deserve.

The two divisions are committed to moving forward jointly in direct practice, systemic integration, and collaboration with partners and stakeholders. Through the analysis of the State Data Profile, agency leaders and managers are using timely, accurate data to analyze child and family outcomes. Priority efforts continue and included working closely with the courts, residential and community-based service providers, staff, parents and youth to enhance data collection and outcomes measurement that drive vital practice changes.

COLLABORATION WITH THE COURTS

In order to fully understand the context in which child welfare and juvenile justice services are delivered in New Hampshire, it is critical to understand the court structure and judicial environment.

As of 2004, legislation was signed into law to consolidate jurisdiction for all family-related matters, which had been handled in the Superior, District and Probate Courts, into a single statewide Judicial Branch Family Division. There are currently twenty four Family Division locations in nine counties in New Hampshire that deal with matters impacting families. The Family Division has jurisdiction to hear cases involving divorce, parenting disputes, child support, domestic violence, termination of parental rights, abuse and neglect cases, and child in need of services, delinquencies, and adoptions. There are currently ten full-time judges, nine full-time marital masters and ten part-time judges who work regularly in the Family Division. Approximately 1000 children per year are alleged in court records to be victims of abuse or neglect.

In New Hampshire an out-of-home placement requires a court order. This court action was identified in 2003 as a barrier to permanency due to timeframes for hearings and the lack of court focus on permanency issues. We have worked with the courts on protocols and are actively involved in a Model Court project that expedites the process to assure better outcomes. These have been statute changes that expedite the process so families achieve permanency.

CASA volunteers are the court appointed Guardian ad litem for most child protection cases. In New Hampshire, CASA is a private, non-profit organization that is responsible for ensuring the best interests of the child in child welfare and juvenile court matters.

COURT IMPROVEMENT PROJECT (CIP)

In New Hampshire the state Child Welfare Agency (DCYF) and CIP Coordinator have maintained meaningful, ongoing collaborations that have clearly resulted in each system being able to successfully identify and work toward shared goals and activities. New Hampshire engages in multidisciplinary work to plan and carry out Cross-System Training. Through this collaboration we have created the ability and the structure to provide ongoing training across the state as needed to assure that future changes in staff within any system could receive training on the court guide.

There are and have been many joint statewide learning opportunities and program initiatives that are based on the collaborative efforts of DCYF and the CIP, including ongoing grant applications and strategic plans. In New Hampshire there is a true partnership between DCYF and the CIP Coordinator that has resulted in improved practices and improved relationships between both the DJJS/DCYF Director and the courts. These relationships have enhanced current initiatives and program activities by assuring a continued commitment to permanency for children and families.

The New Hampshire District Court, Family Division, Probate Court and Superior Court, the Division for Children, Youth and Families, representatives from the Bar, Legislature, CASA, Judicial Council, law enforcement and the Attorney General's Office continue to partner in addressing solutions to child safety, permanency and well-being when families are involved in the Court system because of child abuse or neglect, child delinquency or status offenses.

The Protocols Relative to Abuse and Neglect Cases and Permanency Planning was made possible through a federal grant received by the New Hampshire Administrative Office of the Courts from the U.S Administration for Children and Families. This exciting grant opportunity allowed the New Hampshire District Court to develop and oversee the Court Improvement Project (CIP). In addition to solution-based collaboration among the key partners listed above, foster parents and service providers also contributed to this endeavor.

In 2007, the Court Improvement Project received a grant to improve data collection and outcome measurement. The DCYF Director, Director of CASA and BQI Administrator worked collaboratively with CIP staff to develop performance indicators related to the timeliness of court hearings.

For eleven years the scope of New Hampshire's Court Improvement Project has been on abuse and neglect cases and the development of and training on the Protocols Relative to Abuse and Neglect Cases and Permanency Planning Protocols and standard court order forms for abuse and neglect cases. The success of these efforts, including a strong collaboration with DCYF, CASA and other system participants, served as a model as the CIP expanded in 2007 its scope to include cases that involve delinquents and CHINS.

MODEL COURT PROJECT

In July 2008, the CIP's Coordinator was asked by the supervisory judge of the Concord Family Division to develop and submit an application to the National Council of Juvenile and Family Court Judges for two courts, Concord and Franklin Family Division, to become Model Courts. The application resulted in New Hampshire being selected in August 2008 to become a Model Court. The CIP's Coordinator continues to play an active role in the Model Court Project and CIP funds will be used to support this exciting opportunity, which will include the development of Protocols for termination of parental rights and adoption cases.

NEW LEGISLATION – PERMANENCY AND MEDIATED ADOPTIONS

Mediated Adoption

Legislation allowing birth and adoptive families to enter into voluntarily mediated adoption agreements went into effect on January 1, 2006. Specific information can be found [in New Hampshire RSA 170-B:14 Arrangements Between Adoptive and Birth Parents](#).

Mediated adoption allows for legally enforceable agreements for ongoing communication or contact that is in the best interest of the child, recognizing the parties' interests and desire for ongoing communication or contact that is appropriate given the role of the parties in the child's life. The agreement can be enforced or modified by bringing an action in court, however the moving party must first certify that they have participated in mediation or attempted in good faith to participate in mediation to resolve the issue. From 2006 to present there have been 285 mediations in New Hampshire. These mediations serve to allow the parties to voice their opinions about what they want for the child's future and to facilitate a faster permanency plan of adoption.

Since the passage of this legislation, DCYF has collaborated with Casey Family Services and the Office of Mediation and Arbitration regarding training around voluntary mediated agreements and family engagement. Through the Commissioner's Adoption Advisory Committee DCYF Adoption and permanency staffs have been involved in a variety of initiatives related to mediation. These were highlighted in the 2009 APSR.

Permanency Legislation

On January 1, 2008, Governor Lynch signed a comprehensive piece of permanency legislation, Senate Bill 152, into law. The goal of the new permanency legislation is to reduce the length of time until permanency is achieved for all children involved with DCYF or DJJS.

The law also requires that at each review hearing the court must determine whether DCYF has made reasonable efforts to finalize the permanency plan that is currently in effect for the child and to consider "whether services to the family have been accessible, available and appropriate". This finding is also required at all review hearings held for CHINS cases.

1. **Permanency Hearing:** The law establishes in statute a requirement for a permanency hearing for abuse and neglect cases as well as cases that involve delinquents and CHINS. Additionally, the law requires the court to determine whether reasonable efforts have been made to finalize the permanency plan that has been in effect and to consider “whether services to the family have been accessible, available and appropriate”.
2. **Post-Permanency Hearings:** The law provides for a post-permanency hearing to be scheduled annually in child protection cases as long as the child remains in an out-of-home placement. There is also an opportunity for additional hearings at any time upon the court’s motion or upon the request of any party. The law also includes a requirement that the court determine whether DCYF has made reasonable efforts to finalize the permanency plan that is in effect and to consider “whether services to the family have been accessible, available and appropriate”.

Ongoing CIP, DCYF and CASA Collaboration

The CIP’s Coordinator has a strong working relationship with DCYF and CASA and throughout 2008 had regular meetings with representatives from both organizations. These discussions resulted in the CIP, DCYF and CASA identifying a need to bring together DCYF and CASA to discuss the roles and expectations of DCYF and CASA as well as issues related to visitation. The result was an important collaboration by the CIP, DCYF and CASA to collaborate on an annual one-day Summit held for staff from DCYF and CASA and guardians ad litem. The Summit was led by DCYF’s Director and CASA’s Executive Director and continues to result in overwhelmingly positive evaluations and improved relations between the two organizations and consistency of practice.

THE ATTORNEY GENERAL’S TASK FORCE ON CHILD ABUSE AND NEGLECT

The Attorney General’s Task Force on Child Abuse and Neglect was established in 1989 with statewide representation from the medical, mental health, legal, law enforcement, victim advocacy, and forensic science and child protection communities. The Task Force’s mission is to improve the identification, investigation, assessment, prosecution and treatment of child maltreatment cases in New Hampshire.

In 1993, the Task Force introduced the first multidisciplinary protocols titled: Child Abuse and Neglect: Protocols for the Identification, Reporting, Investigation, Prosecution and Treatment. A second revised edition of the protocols was developed in 1998. In 2007 a Child Abuse Protocol Revision Committee was convened that included professionals who handle child abuse and neglect cases and other professionals who are essential partners in the interdisciplinary approach to child abuse and neglect investigations. The third revised edition of the protocol was finalized in 2008. This Protocol represents a model - an ideal - for New Hampshire’s handling of child abuse and neglect cases. It was developed with the recognition that an individual agency’s ability to follow the recommended guidelines, will depend, to some degree on available resources. The purpose of this protocol is to define a standard to which all agencies involved in the handling of these cases should strive. The goal is to provide a safe environment for the

evaluation of child abuse and exploitation, coordinated services to victims and families and community education.

The Attorney General's Task Force has been instrumental in supporting legislation that lead to the development of a Child Advocacy Center (CAC) in all ten counties. These efforts lead to the establishment of the New Hampshire Network of Child Advocacy Centers (NHNCAC). NHNCAC's purpose is to promote an integrated, multidisciplinary team (MDT) response to child abuse throughout the state. Through support of member CAC's, the NHNCAC ensures that children and families have access to the high quality, comprehensive, specialized and culturally competent services of a CAC. A strong focus of the NHNCAC is to provide training, technical assistance and professional support for CAC programs and multidisciplinary teams.

During the 2006 New Hampshire legislative session, the NHNCAC in collaboration with the Attorney General's Office, the Department of Health and Human Services (DHHS), the Task Force on Child Abuse and Neglect and law enforcement worked to pass Senate Bill 370, which allows for the sharing of information between the multidisciplinary professionals involved in a CAC and mandates that a comprehensive statewide protocol be developed on the investigation and handling of cases of child abuse and neglect.

DCYF is a core member of the multidisciplinary investigative teams throughout New Hampshire using a child advocacy center in conducting child abuse and neglect investigations. Currently there are ten operating Child Advocacy Centers in New Hampshire some with more than one location. The CAC locations are as follows: Greater Lakes CAC, Laconia; Carroll County CAC, Wolfeboro; Monadnock Region CAC, Keene; CAC of Grafton and Sullivan Counties at DHMC, Hanover, Littleton and Plymouth; Hillsborough County CAC, Nashua and Manchester; CAC Of Rockingham County, Portsmouth and Derry; Strafford County CAC, Dover; Coos County CAC, Berlin and Merrimack County CAC, Concord.

Recognizing the critical importance of training in the investigative team interview process, a subcommittee of the Attorney General's Task Force on Child Abuse and Neglect was formed to create a protocol training to assure that DCYF staff and law enforcement officials throughout the State were duly informed of the revised protocols. The DCYF Child Protection Administrator was a key partner in developing and delivering the training in collaboration with a member of law enforcement, a medical professional, county attorney, child advocate and crisis center representative. Between December 2008 and May 2009 over 400 professionals, including DCYF staff from the eleven district offices and the telework unit was trained in the revised protocol. It is anticipated that consistent compliance with the procedures set forth in this protocol will greatly increase the effectiveness of the state's response to child abuse and neglect.

PROGRAM EXPENDITURES

ACTIVITIES AS A RESULT OF RECEIVING ADOPTION INCENTIVE PAYMENTS.

During FY 2010, DCYF received \$49,601.00. \$288,808.65 was used to provide childcare services for adoptive families as childcare funding decreased and DCYF wanted to continue to support our adoptive families. The remaining amount was used to address other needs of adoptive families. DCYF will continue to re-assess our usage of future funds based on allotment and needs of our adoptive families.

TITLE IV-B

Planned Expenditures

DCYF assures that funds expended in each of the service categories under title IV-B, subpart 2, Promoting Safe and Stable Families are provided for services defined under this grant, and are not disproportionately diverted to other service areas that are more suitably provided for through other funding streams. This is consistent with ongoing DCYF practice since funds through Title IV-B were originally received. During the 2010-2014 planning period, DCYF will continue to distribute Title IV-B; subpart 2 funds by 20% proportionally among the following service areas:

(a) Family Preservation

Programs funded under this service area will include [Comprehensive Family Support](#), the Finding Connections Program, the [Domestic Violence Specialist Program](#), the Family Connection Center, and [First Step](#), a program designed to meet the needs of families experiencing the co-occurrence of child maltreatment and substance abuse.

(b) Family Support

Programs funded under this service area will include [Comprehensive Family Support](#), the [Community and Faith Based Initiative](#), [Watch Me Grow](#), the Family Connection Center, and [First Step](#). Like other services, these programs are selected for funding through a competitive Request for Proposals (RFP) process. These services are provided through local community agencies, and many of the services are provided to families in their own homes.

(c) Time Limited Family Reunification

Programs funded under this service area will include Comprehensive Family Support, the [Family Assessment and Inclusive Reunification \(FAIR\)](#), the Domestic Violence Specialist Program, and the [Transportation to Reunification](#) program.

(d) Adoption Promotion and Support

Programs funded under this service area will include the Community and Faith Based Initiative, services provided for adult adoptees (adoption search), and those provided to adoptive families through the [post-adoption program](#). Through a revised contract for foster parent recruitment and retention, and ongoing support of the Foster and Adoptive Parent Association (FAPA), new techniques will be explored to increase the availability of resource families, relative caregivers, respite care providers and foster/adoptive parents. Please also see specific goals under the Adoption/Post-Adoption Program.

DCYF has addressed gaps in the services array through the distribution of funds for Comprehensive Family Support across the state. Many of these services are provided in the family's home, which improves access in rural areas where transportation may be a barrier. DCYF has also worked with other agencies to increase the use of telemedicine for consultation and training, particularly in the area of children's behavioral health. There are still challenges with regard to access to evidence-based behavioral health services for children and families across the state, and DCYF will continue to work with other DHHS agencies to meet these needs.

Past Expenditures

During FFY 2009, PSSF funds were used for:

Community-Based Family Support Services, Family Preservation, and Time Limited Reunification

- Comprehensive Family Support Programs
- The Finding Connections Program
- Administrative Case Reviews
- Support of the Foster and Adoptive Parent Association

Adoption Promotion and Support

- New Hampshire Community and Faith Based Initiative
- Foster and Adoptive Recruitment and Retention Contract: Casey Family Services
- The Finding Connections Program
- Administrative Case Reviews
- Support for adult adoption searches

PAYMENT LIMITATIONS – TITLE IV-B, SUBPART 1

In FY 2005, the State expended no Title IV-B subpart 1 or non-federal funds for childcare, foster care maintenance or adoption assistance payments.

In FY 2006, the State expended no Title IV-B subpart 1 or non-federal funds for childcare, foster care maintenance or adoption assistance payments.

PAYMENT LIMITATIONS – TITLE IV-B, SUBPART 2

The New Hampshire State and local share of spending in 1992 for Title IV-B, subpart 2 programs was \$300,000. In FY 2007, \$351,079 was outlaid by state and local resources for the purpose of supporting Title IV-B activities. This quantity was greater than the FY 1992 base amount of \$300,000.

The New Hampshire State and local share of spending in 1992 for Title IV-B, subpart 2 programs was \$300,000. In FY 2008, \$359,127 was outlaid by state and local resources for the purpose of supporting Title IV-B activities. This quantity was greater than the FY 1992 base amount of \$300,000.

FINANCIAL AND BUDGET INFORMATION

Electronic copies of the CFS forms are provided on the pages that follow. Signed assurances have been provided to ACF as part of the printed materials.

CFS-101, Part I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV

Fiscal Year 2012, October 1, 2011 through September 30, 2012

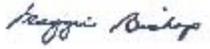
1. State or Indian Tribal Organization (ITO): NEW HAMPSHIRE	2. EIN: 1-026000618-B3
3. Address: NH Department of Health & Human Services, Division for Children, Youth and Families, 129 Pleasant Street, Cocnord, NH 03301	4. Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision
5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds	\$1,071,502
a) Total administration (not to exceed 10% of title IV-B Subpart 1 estimated allotment)	\$107,150
6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.	\$660,965
a) Total Family Preservation Services	\$132,193
b) Total Family Support Services	\$132,193
c) Total Time-Limited Family Reunification Services	\$132,193
d) Total Adoption Promotion and Support Services	\$132,193
e) Total for Other Service Related Activities (e.g. planning)	\$118,974
f) Total administration (FOR STATES ONLY: not to exceed 10% of title IV-Bsubpart 2 estimated allotment)	\$13,219
7. Total estimated Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)	\$39,249
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated MCV allotment)	\$3,924
8. Re-allotment of title IV-B subparts 1 & 2 funds for States and Indian Tribal Organizations:	
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS \$ _____, PSSF \$ _____, and/or MCV(States only)\$ _____.	
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting: CWS \$100,000 _____, PSSF \$100,000 _____, and/or MCV(States only) \$35,000 _____.	
9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required): Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)	\$140,506
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds	\$500,000
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	\$35,000
11. Estimated Education and Training Voucher (ETV) funds	\$97,836
12. Re-allotment of CFCIP and ETV Program Funds:	
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program	\$ _____
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program	\$ _____
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program	\$150,000
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program	\$50,000
13. Certification by State Agency and/or Indian Tribal Organization.	
The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau, for the Fiscal Year ending September 30, 2012.	
Signature and Title of State/Tribal Agency Official	Signature and Title of Central Office Official
	

CFS-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services
 State or Indian Tribal Organization (ITO): New Hampshire For FFY OCTOBER 1, 2011 TO SEPTEMBER 30, 2012

SERVICE/ACTIVITIES	TITLE IV-B			(d) CAPTA*	(e) CFCIP	(f) ETV	(g) TITLE IV- E	(h) STATE, LOCAL, & DONATED FUNDS	(i) NUMBER TO BE SERVED		(j) POPULATION TO BE SERVED	(k) GEOG. AREA TO BE SERVED
	(a) Subpart I- CWS	(b) Subpart II- PSSP	(c) Subpart II- MCV *						Individuals	Families		
1.) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)	\$100,000	\$132,193		\$25,206				\$64,350	24000	8000	Any family with a DCYF Assessment	Statewide
2.) PROTECTIVE SERVICES	\$38,213			\$60,300				\$24,628	10000	3300	Families receiving LADC & DYS Services	Statewide
3.) CRISIS INTERVENTION (FAMILY PRESERVATION)	\$85,815	\$132,193		\$35,000				\$63,257	10000	3300	Families receiving LADC & DYS Services	Statewide
4.) TIME-LIMITED FAMILY REUNIFICATION SERVICES	\$181,149	\$132,193		\$20,000				\$83,336	12000	4000	Part. Recv. LADC, DYS & ACR services	Statewide
5.) ADOPTION PROMOTION AND SUPPORT SERVICES	\$238,325	\$132,193						\$92,630	5000	2500	Kids in care/fam. serv. Post adopt	Statewide
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)	\$0	\$118,974						\$29,744	29000	9650	Planning & QA to improve serv. in agency	Statewide
7.) FOSTER CARE MAINTENANCE:												
(a) FOSTER FAMILY & RELATIVE FOSTER CARE	\$328,000						\$1,065,470	\$1,065,470	2400	800	Children in foster care and foster adopt families	Statewide
(b) GROUP/INSTR CARE	\$0						\$2,099,917	\$2,099,917	100	100	Children in group care	Statewide
8.) ADOPTION SUBSIDY PMTS.	\$0						\$3,674,376	\$3,674,376	3730	1250	Adopted children and families	Statewide
9.) GUARDIANSHIP ASSIST. PMTS.	\$0						\$0	\$0	0	0	No Subsidy Grant in NH	N/A
10.) INDEPENDENT LIVING SERVICES	\$0	\$0			\$500,000		\$225,000	\$350,000	250	250	Eligible Youth	Statewide
11.) EDUCATION AND TRAINING VOUCHERS	\$0				\$0	\$97,836	\$0	\$0	50	50	Eligible Youth	Statewide
12.) ADMINISTRATIVE COSTS	\$0	\$13,219	\$3,924				\$6,309,584	\$6,309,584				
13.) STAFF & EXTERNAL PARTNERS TRAINING	\$0	\$0		\$0	\$0	\$0	\$313,162	\$313,162				
14.) FOSTER PARENT RECRUITMENT & TRAINING	\$0	\$0		\$0			\$123,028	\$123,028				
15.) ADOPTIVE PARENT RECRUITMENT & TRAINING	\$0	\$0		\$0			\$123,028	\$123,028				
16.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING	\$0						\$0	\$0	16000	9350	CCDF and TANF Funds	Statewide
17.) CASEWORKER RETENTION, RECRUITMENT & TRAINING	\$100,000	\$0	\$35,325					\$27,065				
18.) TOTAL	\$1,071,502	\$660,965	\$39,249	\$140,506	\$500,000	\$97,836	\$13,033,565	\$14,443,570				

* States Only, Indian Tribes are not required to include information on these programs

**CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV)
 : Fiscal Year 2009: October 1, 2008 through September 30, 2009**

1. State or Indian Tribal Organization (ITO): New Hampshire		2. EIN: 1-026000618-		3. Address: NH Department of Health & Human Services, Division for Children, Youth and Families, 129 Pleasant Street, Concord, NH 03301			
4. Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision							
Description of Funds	Estimated Expenditures	Actual Expenditures	Number served		Population served	Geographic area served	
			Individuals	Families			Reports of Abuse or Neglect
5. Total title IV-B, subpart 1 funds	\$1,077,381	\$1,258,702	24000	8000			
a) Total Administrative Costs (not to exceed 10% of title IV-B, subpart 1 total allotment)	\$	\$101,339					
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)	\$703,692	\$788,729	24000	8000	Eligible Families	State/ID	
a) Family Preservation Services	\$141,520	\$148,908					
b) Family Support Services	\$141,520	\$148,908					
c) Time-Limited Family Reunification Services	\$141,520	\$148,908					
d) Adoption Promotion and Support Services	\$141,520	\$148,907					
e) Other Service Related Activities (e.g. planning)	\$59,423	\$148,729					
f) Administrative Costs (FOR STATES: not to exceed 10% of total title IV-B, subpart 2 allotment after October 1, 2007)	\$59,422	\$44,369					
7. Total Monthly Caseworker Visit Funds (STATE ONLY)	\$18,767	\$27,931					
a) Administrative Costs (not to exceed 10% of MCV allotment)	\$0	\$0					
8. Total Chafee Foster Care Independence Program (CFCIP) funds	\$500,000	\$536,632					
a) Indicate the amount of allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	\$35,000	\$28,631	60	60	Eligible Youth	State/ID	
9. Total Education and Training Voucher (ETV) funds	\$100,203	\$93,078	50	50	Eligible Youth	State/ID	
10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.							
Signature and Title of State/Tribal Agency Official		Date	Signature and Title of Central Office Official		Date		
							

APPENDICES

DCYF HEALTH CARE SERVICES PLAN

Introduction

New Hampshire's oversight and coordination of health care services for foster children begins when children first enter foster care. Each child receives a comprehensive health and developmental assessment within 30 days of placement. Foster Care Health Nurses, funded by Medicaid, act as Healthcare Consultants to ensure that every child in relative or foster placement has their medical, behavioral, and oral health needs met. The Foster Care Health Program was recognized as a "Promising Approach" by the Administration for Children and Families in February 2008 because it promotes improved safety, permanency and well-being outcomes for children.

Schedule for initial and follow-up health screenings that meet reasonable standards of medical practice

Behavioral Services

Within 30 days of placement, the child must receive a mental health assessment. The Referral for Behavioral Health Services Form is used to document a child's behavioral health status that may include: observed or documented depression, substance abuse, suicide potential, and the traumatic circumstances surrounding the child's removal from home. Each child must receive an assessment in accordance with New Hampshire Medicaid requirements and the certification payment standards for community-based behavioral health service providers. This assessment is performed by the Community Mental Health Centers by an agreement between DCYF and the Bureau of Behavioral Health. This agreement also includes consultation time from the clinician designated to do these assessments at the DCYF office for any case that CPSWs need some additional behavioral health assistance or insight for.

Medical Services

When the health screening by the CPSW/JPPPO or medical examination identifies a medical problem, illness, or injury, treatment must be arranged or initiated for the child within 48 hours.

Within 48 hours of placement, children under the age of two must have a comprehensive health and developmental assessment completed by a medical professional.

Within 30 days of placement, children over the age of two must have a comprehensive health and developmental assessment completed by a medical professional.

Each child must receive medical examination consistent with the EPSDT schedule and AAP Recommendations for Preventive Pediatric Health Care.

Dental Services

Each child must receive a dental examination consistent with the EPSDT schedule and AAP.

Recommendations for Preventive Pediatric Health Care

The Foster Care Health Care Program continues today to provide high-level health care planning, behavioral, medical and dental care coordination to DCYF children in foster care by continuing to work with experts within DHHS and community providers. DCYF has developed a Foster Care Health Advisory Committee, which will be making recommendations for the medical, dental and behavioral health care of foster children, as well as being available for consultation.

How Health Needs Identified Through Screenings Are Monitored And Treated

When the initial health screening identifies a medical problem, illness, or injury, treatment must be arranged or initiated for the child within 48 hours. Foster Care Health Care Nurse Coordinators monitor the needs of the child by:

- Consulting with CPSWs to ensure that the medical care and health care planning is done and documented.
- Consults with the CPSW on the coordination of health care visits, exams, and treatment;
- For children with complicated health care needs, coordinate the health care and document the health care plan.
- Review the Foster Care Health report to ensure that each foster child's basic Medical, Dental and Behavioral health assessments are complete and documented.

For children with complex medical needs a health care plan is developed after the comprehensive exam is completed and used to identify the needs of the child and the recommendations of the child's medical providers, dentist, or mental health specialist. The plan identifies the child's health needs, a timeline for meeting needs, who will be responsible for meeting the needs and describes how and by whom services will be provided. The plan is updated as the child's needs change and medical services are provided.

Currently, DCYF is working to amend case plans to better incorporate medical and dental health care needs for all children in care.

DCYF has also implemented a new Administrative Case Review process called, Family Assessment and Inclusive Reunification (FAIR). FAIR is a form of family team meeting where all the issues that brought a child into care are discussed as a team with the parents and their supports immediately after the child is removed from the home. During the FAIR meetings, the child and family's well-being needs are discussed and reviewed including medical and dental needs, current providers and schedules for well child visits.

Parents must be involved, whenever possible, in the treatment of the child's identified medical needs. If the parents have a PCP, ongoing medical care is continued with the child's PCP unless the child's placement is too far away. If the child does not have a family physician or pediatrician, a Medicaid provider is identified for the child who can provide the initial and ongoing medical services needed by the child.

How Medical Information Will Be Updated And Appropriately Shared

Initial efforts to obtain medical information are made with the parents by the CPSW when a child must be removed from his or her home. If information is provided by the parent(s), the CPSW makes contact with the child's medical provider(s) to obtain the child's medical records. Information is also collected at the time of the FAIR meeting. Foster parents or other providers participate in FAIR as well.

Whenever a child changes provider or returns home, updated health care information is provided to the new provider or parents and entered into the Bridges information system. Health care plans, when completed for medically complex children, are updated every 6 months, whenever possible. Efforts are being made to establish a medical record in the division's SACWIS system.

Goal: To develop a tool that will consistently pull medical information from the Medicaid Billing system for children in foster care.

In the fall of 2010 the Foster Care Health report was finalized and is being run and dispersed to the Nurse Consultants as well as the local District Office Supervisors for management of medical, dental and behavioral health care services for children in foster care. This report assists in the oversight of the medical care and the documentation of the medical care for all children in foster care. This report is run every month and identifies which children have up to date medical appointments. This information is documented in the SACWIS system.

Steps To Ensure Continuity Of Health Care Services

The foster care health program policy states that the child, while in care and when feasible, must remain with his or her current medical provider. CPSWs are responsible for keeping a foster child's medical and dental record up to date in the SACWIS system as well as in a paper record. The Nursing staff is responsible to provide training, consultation, and support and program oversight in all the medical information of children in foster care.

The Foster Care Health Care Nurse Consultants currently have access to the New Hampshire Medicaid information system. For children in care who were covered by New Hampshire Medicaid at the time of their removal from home, the Nurse Consultants can access this system to identify which medical professional may have served that child, if the parent did not or could not provide this information at the time of removal.

The Oversight Of Prescription Medicines

A doctor will authorize a prescription when a foster child is in need of medication. For children in the guardianship of DCYF, permission must be obtained for narcotic, psychotropic and other prescriptions from the DCYF Director or an authorized DCYF Administrator who consults with the Nurse Consultant prior to making the authorization. For all other foster children, parents must be contacted for permission for their child to receive a prescription. Foster Care Health Nurses can help to monitor the administration of prescriptions but parents whose rights have not been terminated or surrendered are encouraged to assume all or part of the responsibility for their child's health care. When it's not possible for parents to be involved, the foster parent or child placing agency must ensure the child's needs are met. With the addition of the Medicaid report,

the Foster Care Health Program can use this report to more closely monitor children's prescriptions as well as view on a larger scale, the prescribing practices by provider or by placement on a state level. Currently DCYF is still working with the Medicaid office to develop a standardized report for Prescription drug use and management.

How New Hampshire Actively Consults With And Involves Physicians Or Other Appropriate Medical Or Non-Medical Professionals In Assessing The Health And Well-Being Of Children In Foster Care And In Determining Appropriate Medical Treatment For The Children.

The Foster Care Health Program Nurses are able to consult with the State Senior Physician, in the Medicaid office of Special Medical Services. The State Senior Physician provides direct clinical consultation to the Health Care Nurse Coordinators as well as provides periodic clinical training at the monthly Health Care Nurse Coordinators meeting.

Goal: Consult with the office of Medicaid business and policy and special medical services to identify any current medical oversight committee that include community medical professionals as well as department of health and human services clinical staff, that may be interested in reviewing the foster care health program on a continuous basis

As of February of 2010, DCYF implemented the Foster Care Health Advisory Committee. This committee is comprised of medical and non-medical participants. The Office of Public Health, Medicaid business and policy, external medical providers as well as family advocacy groups are participating in this committee. This committee will look at DCYF's practices around the overall medical care for foster children as well as look at systemic issues such as the use of psychotropic medicines for foster children and available service array for all parts of the state.

This oversight committee will be able to review the Foster Care Health Program's practice and procedures to ensure best practice in the areas of Medical, Dental and Behavioral health. This committee can provide expertise for issues that may be pertinent to the health of children in foster care, such as building available resources and identifying barriers to consistent care. This group can also review program policies to ensure these policies adhere to recommended practice in these fields.

Selection Of Health Care Experts And Involvement Of The Medicaid Agency

DCYF developed the Foster Care Health Program in 1999 with medical experts from the Medicaid Program in DHHS and with private providers of community-based health care and with providers recruited to identify and treat abused and neglected children at the time of an assessment. Behavioral health providers were involved through the DHHS community mental health centers.

DCYF and the Medicaid program are agencies in the same Department. This allows DCYF easy access to medical professionals in the Medicaid program. At the same time DCYF has adopted Medicaid standards for children in foster care and requires DCYF certified providers to be certified by Medicaid.

Community-based health and behavioral health providers participated in meetings with DCYF to identify needs of foster children and to identify what worked well and what could be done to improve care for foster children.

The Foster Care Health Program nurses are able to consult directly with the DHHS State Senior Physician for a case specific oversight as well as ongoing clinical direction and training.

NYTD Policy Requirements

On September 21, 2010, New Hampshire DCYF released Policy Directives (PD) about youth exiting residential and foster family care at age eighteen or older. Youth are encouraged to learn more about advance directives (power of attorney and living will) to be included in their 90 Day Youth Transition Meeting and Plan. The new Advance Directives Form, prepared by the Foundation for Healthy Communities, provides youth a description of advance directives available in New Hampshire. Youth will be provided with a copy of the Advanced Directives Form 2599 and the Advance Care Planning Guide. This policy is based on the Patient Protection and Affordable Care Act (PL 111-148) of 2010, which aims (in part) to help youth make a successful transition to adulthood.

CITIZENS REVIEW PANEL ANNUAL REPORT 2011

Below is the report submitted by Sarah Fox, Chairperson of the New Hampshire Citizens Review Panel.

The New Hampshire Citizens Review Panel (CRP) anticipated that it would spend this past year working to track DCYF's implementation of the Program Improvement Plan (PIP) developed from the Child and Family Service Review (CFSR) in August 2010. As part of the CFSR process, one Citizens Review Panel member participated in the statewide stakeholder interviews.

After DCYF received the final CFSR report in the fall of 2010, DCYF developed a draft Program Improvement Plan (PIP) which was submitted to the Administration for Children and Families (ACF) in February 2011. DCYF and ACF have spent a considerable amount of time in negotiations to finalize the PIP.

In October, the CRP had the opportunity to meet with Blake Jones, the National Citizen Review Panel Coordinator. Mr. Jones was in New Hampshire to facilitate a New England Citizen Review Panel meeting that brought together CRPs members and child welfare staff from the New England states.

Mr. Jones spent an afternoon providing technical assistance to the NH CRP team and during this time, the CRP identified two areas to focus on which DCYF indicated were areas identified as needing improvement from the CFSR. The two areas were Service Array and Quality Improvement. After working with Mr. Jones, the CRP focused on some specific time related deadlines to gather information regarding the several initiatives that DCYF currently had underway. To understand the PIP and the Case Practice Review process, DCYF's CFSR Coordinator met with the CRP on April 4, 2011.

The CRP also spent a considerable amount of time trying to determine if it was acceptable to merge with the DCYF Advisory Board. The Chairs of the DCYF Advisory Board, the CRP (and former Chair), the Child Welfare Committee and the DCYF Liaison began merger discussions in July of 2010. The CRP viewed this potential merger as an opportunity to energize and strengthen the work and to build upon the membership representation on the DCYF Advisory Board. Although the CRP agreed to proceed with the merger with the DCYF Advisory Board, through a member vote, there were several months when it was not clear whether it would be possible to merge, although the two boards began to hold combined meetings in February. The structure about how this merger would look and how the two boards should operate in the future has not yet been determined. The two boards continue to meet together.

One other area that the CRP has continued to review is the work from the previous year regarding educational stability and transitions for children in foster care. The CRP conducted a survey last year of all foster parents to understand their experiences with the children in their care in regard to educational issues. The CRP submitted a summary report to DCYF last year. This year, the CRP also provided specific district office survey results to DCYF so that DCYF

could determine if there were certain district offices that may need greater support around these important educational issues.

As educational issues for children in out-of-home care have a greater focus and emphasis nationally because of Fostering Connections, the NH CRP would like to strongly encourage DCYF to apply for the Educational Stability grant offered through ACF to support greater coordination and collaboration between school districts, Departments of Education, the courts and DCYF. DCYF had a Title I-D grant (Program for Neglected, Delinquent or At Risk Students) from the Department of Education for three years called the Standardization Project to study the issues about transitions for children in care and to provide policy recommendations and to pilot new ideas. The Standardization Project's funding ended while the information exchanges between public schools and residential educational settings was just getting off the ground and piloted. The new grant funds could be utilized to move this work forward statewide and to bolster the work of DCYF regarding the focus of education for youth, particularly youth for whom APPLA is the permanency plan, as the grant specifies focusing on ages 10-17. The national work around educational stability is to connect educational stability with increased time for the achievement of permanency. DCYF and all of the stakeholders should do everything possible to ensure that children and youth can remain in their same school, with their same teachers, friends, and connections.

DCYF Response: DCYF will keep the CRP informed of progress made with finalizing the Program Improvement Plan and utilize their help, as needed with the Service Array and Quality Improvement processes.

DCYF Response: DCYF is currently exploring applying for the Educational Stability Grant mentioned in this Report. DCYF also believes that this grant would benefit the children in out-of-home care and enhance collaboration between DCYF and its community partners.

DCYF DISASTER RESPONSE PLAN



State of New Hampshire
Division for Children, Youth and Families

Disaster Response Plan

February 2007

Department of Health and Human Services
DCYF
129 Pleasant Street, Concord, New Hampshire 03301
Phone 800-852-3345 • Fax 603-271-472

Introduction

This plan is designed to go into effect when a disaster (under 10 days) interferes with the day-to-day operations of the Division for Children Youth and Families. While procedures spell out by unit or function what can be done in preparation for a disaster or when a disaster strikes, it is not a substitute for sound judgment and capable leadership. Leadership is the responsibility of the state and district office leaders and will be necessary to guide staff and DCYF clients when normal operations are interrupted. Coordination between DCYF and the various units of DHHS is essential to effectively prepare and respond to disasters.

Each section of the plan needs to be implemented for staff to be prepared as well as possible for disasters that might interfere with the normal operations of DCYF. Implementation means:

1. Gathering and making available emergency information to supervisors and administrators;
2. Training staff about emergency procedures;
3. Establishing periodic reports of key client information for supervisors and administrators;
4. Reviewing and updating, periodically, this plan to improve the division's ability to respond to disasters; and
5. Establishing specific procedures with DHHS to coordinate preparations for and responses to disasters.

The plan will be activated when ordered by the DCYF Director or designee and when a district office can no longer follow division policy and the office's usual operating procedures. This plan will end when the office can resume its usual operating procedures or when given a new operations plan by the DCYF Director or designee.

The plan is based on the work of the Disaster Planning Committee of state and district office representatives and the following articles. (See APPENDIX. for full text.)

1. Coping with Disasters: Tips for Child Welfare Agencies Spring, 2006,
2. Coping With Disasters: A Guide for Child Welfare Agencies, Jan 1995,
3. Disaster Preparedness for Families Children with Special Needs, Florida Institute For Family Involvement 2006 and
4. Lessons Learned for Protecting and Educating Children after the Gulf Coast Hurricanes, May 11, 2006 United States Government Accountability Office.

Assumptions Made

The division's plan is based on the following assumptions:

- The plan depends on timely communications and effective leadership.
- The plan applies to all hazards and not a specific event.
- The Continuity Plans identify the division's priority services.
- The plan is to be used for temporary (under ten days): lost of: power, communications, staff, offices, computers and other resources needed to continue routine operations. (Over ten days, refer to the DHHS continuity of operations plans).
- The plan describes only the general emergency procedures staff will need to follow. Supervisors and administrators will need to improvise to meet the specific conditions of an actual disaster.
- It assumes DHHS will continue to operate to provide food stamps, TANF grants, Medicaid and other services.
- It assumes that community emergency services will be in place to provide basic necessities of shelter, rescue, evacuation, fire control, transportation, etc.
- It assumes DCYF is participating in the DHHS emergency response system for homeland security and other types of emergencies.
- The plan focuses on DCYF's unique responsibilities for foster children in foster family homes or residential facilities in-state or out-of-state especially special needs children.
- The plan assumes staff and supervisors will be informed and trained on how to implement emergency procedures when disasters strike.
- The plan assumes all personnel will need some level of assistance before, during and after the disaster has passed.
- The plan assumes Bridges will continue to operate and be the central source for most data.
- It assumes DCYF will coordinate this plan with DJJS especially where some offices of both divisions are in the same building and where there are joint cases and common providers.
- It assumes the plan will be effective only if it is tested and updated.

Testing, Reviewing and Updating the State Office and Each District Office Disaster Plans

The maximum effectiveness of this plan is dependent on trained personnel to test the assumptions made and the directions provided. Periodic drills, outcome reviews and updating of information and direction is necessary for leadership and staff to maximize services to clients and to support staff during times of disasters.

CONFIDENTIALITY

This plan includes employee phone numbers and addresses. This information is to be used only as required to implement this plan and is protected under [RSA 91-A:5. Exemptions IV of Chapter 91-An ACCESS TO PUBLIC RECORDS AND MEETINGS.](#) Unauthorized use is a violation of the division's Code of Ethical Conduct and subject to disciplinary actions described in New Hampshire Personnel Rules, PER 1000.

DCYF Disaster Planning Chart

Major Responsibilities	Communications	Tracking/Locating
Care, custody and guardianship of children in Foster Care (especially children with high medical needs)	Parents, guardians, courts, GAL, CASA	Foster children, parents, guardians and foster parents
Provider payments - Childcare, Foster Care, Adoptive parents, Community-based and Residential Providers	All providers and recipients	All providers and recipients
Intake	General public and professionals reporting allegations of abuse and/or neglect	Current address
Assessment	Parents, foster parents, residential facilities	Current address
Family Services Placement/removal of children for abuse and/or neglect	Parents, guardians, foster parents	Foster children, parents, guardians and foster parents
Information Systems	Supervisors, staff, administrators, program specialists	All DCYF clients and providers' information
Health information about children in foster care	Parents, guardians, foster parents	All Foster Children (especially children with high medical needs)
DCYF Staff	Supervisors and administrators	Absent or incapacitated staff
Leadership	Director, supervisors, administrators, DHHS Commissioner and Incident Command Center(Emerg Sup Function 8 (Health & Medical Service))	Absent or incapacitated leadership

The chart above identifies major components of the plan. It illustrates the relationships among responsibilities, communications and tracking/locating of clients and staff. The major responsibilities listed above are critical to the division's mission and legal obligations. When a disaster occurs, the division will strive to fulfill these key responsibilities.

Sharing key information at the time of a disaster requires effective communications with clients, providers, staff and others. The division will use phones, cell phones and the public media (if necessary) to obtain information about children in foster care or children in residential care and to communicate to parents, providers and others the safety, location and well-being of each child. The division initial work at the time of disaster will be to locate and track clients, providers, staff and others in order to confirm the safety and location of each child and the availability of providers and staff to continue the delivery of services.

Plan by Unit or Function

LEADERSHIP/COMMUNICATIONS

Continuity Plan

Chapter

1

The Leadership continuity plan is activated when ordered by the Director or designee.

Emergency Procedures

The Director or designees:

- Provides direction and information to supervisors and state office personnel about actions to take in response to an impending or actual disaster and actions being taken by the Commissioner's Office;
- Informs supervisors to activate the district office continuity plans in response to an impending or actual disaster (such as a hurricane);
- Informs State Office administrators to activate continuity plans in response to an impending or actual disaster (such as a hurricane);
- Uses media to communicate directions to staff, clients and providers when other forms of communications are not available or effective in responding to a disaster;
- Holds an emergency staff meeting within a couple of days of the disaster to update staff on the current situation and ask the staff to identify their needs and the needs of the Office;
- Uses the Central Intake Unit as a DCYF communications center when necessary;
- Coordinates the DCYF plan with the DHHS emergency management unit.

Supervisors:

- Inform staff of current conditions and actions to take;
- Provide direction for continued operations of DCYF programs;
- Implement the district office continuity plans;
- Coordinate their actions with the D.O. Managers of Operations and other DHHS Supervisors; and
- Communicates with DCYF Director or designee.

INTAKE

Continuity Plan

The Intake continuity plan is activated when ordered by the Director or designee and when the Intake Unit can no longer follow its usual procedures.

Intake Supervisor will:

- Determine if it is safe for the CPSWs to report to the Central Intake Office;
- Contact State Office to determine if Intake could be moved to a temporary new site(s) if it's unsafe to report to the Central Intake Office;
- Obtain the status of each district office and their contact information if they have moved to a different site;
- Activate the phone tree to contact staff when staff cannot or should not go to the office or when usual communications cannot be followed;
- Review referrals and give highest priority to Level 1 referrals for assessments;
- Provide paper forms for documenting referrals if Bridges is not available;
- Contact law enforcement when child is in danger and referral cannot be made to a district office;
- Request additional staff when it's not possible to respond to level 1 calls;
- Use Intake as a DCYF communications center when requested by the Director or designee.

Intake CPSWs will:

- Report to the Central Intake Office unless instructed to report to a temporary site by supervisor or State Office;
- Contact local law enforcement when child is in danger and referral cannot be made to a district office;
- Determine as soon as possible if a call is a Level 1 referral;
- Document referrals on paper forms if Bridges is not available.

ASSESSMENT

Continuity Plan

The assessment continuity plan is activated when ordered by the Director or designee and when the district office can no longer follow its usual procedures.

Emergency Procedures

Supervisor will:

- Activate phone tree to contact staff when staff cannot or should not go to the office or when usual communications cannot be followed;
- Review referrals and give highest priority to Level 1 referrals for assessment;
- Determine if it's safe for the CPSW to complete the assessment before, during and after the disaster strikes;
- Provide forms for documentation if Bridges is not operational;
- Assign additional staff (Family Services, Permanency, Adolescent or Foster Care CPSWs) if there is not sufficient assessment staff;
- Establish a core team of staff, if possible, to carry out critical assessment and family services tasks;
- Document delays in Bridges (or on paper if necessary) in responding to all referrals according to policy;
- Instruct staff to work with law enforcement regarding any emergency removals, especially if the courts are not available; (If law enforcement officials are not available, the law allows JPPOs to take emergency custody under RSA 169-C: 6 Protective Custody and RSA 170-G: 16 IV.)
- Triage all other assessment functions for new and open assessments based on child safety and availability of staff;

Assessment CPSW (or assigned CPSW) will:

- Determine best method of conducting the assessment when the standard procedures cannot be followed. For example additional collateral contacts may be made to assure the child is safe when a child cannot be seen in person;
- Notify local law enforcement when there is imminent danger to a child;
- Document all efforts made in Bridges (or on paper) to insure the child's safety;
- Contact his or her supervisor periodically regarding their own safety;

FAMILY SERVICES

Continuity Plan

The family services continuity plan is activated when ordered by the Director or designee and when the district office can no longer follow its usual procedures.

Emergency Procedures

Supervisor will:

- Activate phone tree to contact staff when staff cannot or should not go to the office or when usual communications cannot be followed;
- Assign staff (Family Services, Permanency, Adolescent or Foster Care CPSWs) as needed to check on each foster child's condition, location and ongoing needs;
- Ensure birth and foster parents and residential providers of all foster children in open cases are contacted;
- Review family service cases and confirm the safety of all children with immediate safety issues such as: medically fragile children dependent on life supporting equipment, children dependent on prescription medications, children in the process of being removed from their homes and all other children.

Family Services CPSWs will:

- Contact all birth and foster parents and residential providers of all children in open cases to collect information about:
 1. Their current and future locations,
 2. Needs for medical information and/or prescriptions for every child,
 3. Any other specific needs they have during and/or after the disaster.
- Provide foster parents information about how to contact DCYF during or after the disaster;
- Contact law enforcement when the courts are not available and a child must be moved for safety reasons from their home or current placement (If law enforcement officials are not available, the law allows JPPOs to take emergency custody under [RSA 170-G: 16 IV.](#));
- Document in Bridges (or on paper if necessary) all delays or postponements of case plan required activities, child and parent visits, court hearings, administrative reviews, etc.;
- Contact his or her supervisor periodically regarding his/her own safety.

FOSTER PARENTS

Disaster Planning

When a disaster strikes, these are some of the things you can do before, during and after the disaster.

Prior to a disaster

Foster Parents can:

- Meet with your family and discuss why you need to prepare for disasters. Explain the dangers of fire, severe weather, and hurricanes to children. Plan to share responsibilities and work together as a team.
- Discuss the types of disasters that are most likely to happen. As a family discuss how this can affect all family members and how you will address **the special needs of persons with a disability**. Explain what to do in each case.
- Notify your local fire and/or police chiefs of any special evacuation needs.
- Pick two places to meet in the event you are separated. You might pick outside your home in case of a sudden emergency such as a fire. Or if you can't return home, you would pick someplace outside of your neighborhood. Everyone must know the address of the "meeting place" and how to contact one another.
- Ask an out-of state friend to be your "family contact" and share this information with your DCYF or DJJS case worker. After a disaster, it's often easier to call long distance. Other family members should call this person and tell them where they are. Everyone should memorize your contact's phone number.
- Discuss what to do in an evacuation. Plan how to take care of your pets.
- Post emergency telephone numbers by phones (fire, police, ambulance, hospital, doctor, poison control, etc.)
- Teach children how and when to call 9-1-1 or your local emergency medical services number for emergency help.
- Show each adult family member how and when to turn off the water, gas, and electricity at the main switches.
- Decide the best evacuation routes from your home.
- Prepare a disaster supply kit (food, water, first aid, etc.) for ten days for your family.
- Identify and have easily accessible health information and medications used/needed for each family member.
- Determine if back up systems are needed for special medical equipment that requires electricity.
- Make sure all medical information is updated and documented.
- Check with your children's school to find out what their emergency plan is.
- Post DCYF or DJJS case worker's number and inform all family members.

If a disaster strikes:

- Stay calm. Put your plan into action.
- Check for injuries and give first aid or get help for seriously injured people.
- Try to reduce your child's fear and anxiety.
- Listen to your battery powered radio for news and instructions.
- Evacuate, if advised to do so.
- Check for damage in your home.
- Use flashlights not candles or lanterns—do not light matches or turn on electrical switches if you think there may be damage to your home.
- Check for fires, fire hazards and other household hazards.
- If you smell gas leaking from your stove, furnace, water heater, or other gas appliance leave your house immediately and contact the gas company or the fire department from a neighbor's house.
- Clean up spilled medicines, bleaches, gasoline and other flammable liquids immediately.
- Put your pets in a safe place.
- Call your family contact—do not use the telephone again unless it is a life-threatening emergency.
- Check on your neighbors, especially elderly or disabled persons.
- Stay away from downed power lines.
- Check food and water to determine if it is still safe to eat and drink.
- Watch animals (both wild and domestic) as they will be confused and scared and may be dangerous.
- Be careful of snakes and insects. They may be on the move looking for new homes or a place to hide.
- Contact your CPSW or JPPO when it is safe to do so and inform the worker of your location and the location and condition of your foster children and how you can be contacted.

Copied extensively from the Disaster Preparedness for Families of Children with Special Needs, Florida Institute for Family Involvement

SPECIAL INVESTIGATIONS UNIT

Continuity Plan

The Special Investigations continuity plan is activated when ordered by the Director or designee and when the Unit can no longer follow its usual procedures.

Emergency Procedures

Supervisor will:

- Contact each member of the Unit when staff cannot or should not go to the office or when usual communications cannot be followed;
- Determine if its safe for the CPSW to complete the assessment before, during and after the disaster strikes;
- Provide paper forms for documentation if Bridges is not operational;
- Request additional staff if there isn't sufficient staff to complete assigned assessments;
- Document delays in Bridges (or on paper if necessary) in responding to all referrals according to policy;
- Instruct staff to work with law enforcement regarding any emergency removals, especially if the courts are not available;
- Triage all other assessment functions for new and open assessments based on child safety and availability of staff.

Special Investigations' CPSW (or assigned CPSW) will:

- Determine best method of conducting the assessment when the standard procedures cannot be followed. For example additional collateral contacts may be made to assure the child is safe when a child cannot be seen in person;
- Notify local law enforcement when there is imminent danger to a child;
- Notify the local DCYF Office that a child may need to be placed and that it may be necessary to file petitions in the local district or family court;
- Document all efforts made in Bridges (or on paper) to insure the child's safety;
- Contact his or her supervisor periodically regarding their own safety.

RESIDENTIAL SERVICES

Continuity Plan

Emergency Procedures

Residential Providers will:

- Implement the emergency plans developed under the Bureau of Childcare And Standards rules He-C 4001.14 Prevention and Management of Injuries and Emergencies;
- Contact the D.O. CPSW or their supervisor who has responsibility for the child's case management and inform them of the status, needs and location of the child or contact the DCYF central office in Concord if the D.O. is not available;
- Identify placement changes that may be necessary; and
- Provide name and location of new site if re-location becomes necessary.

Supervisors and/or CPSW'S will:

- Document all information received about a child in residential care;
- Contact parents and provide available information;
- Determine if there are available foster homes or other residential facilities for a child who may need to be transferred; and
- Assist in the transfer of the child when requested.

INTERSTATE COMPACT ON PLACEMENT OF CHILDREN

Continuity Plan

The Interstate Compact continuity plan is activated when ordered by the Director or designee and when the Deputy Compact Administrator can no longer follow the usual procedures.

Emergency Procedures

Deputy Compact Administrator will:

- Identify children in the geographic area affected by the disaster;
- Contact the local office responsible for the supervision of the child's placement;
- Obtain information about the child's location and condition;
- Notify the sending state's administrator about the child's location and condition;
- Document any collected information on paper forms (if Bridges is unavailable) about the child and send it to the sending state's administrator when phone service is restored.

STAFF SUPPORT

Continuity Plan

The staff continuity plan is activated when the District Office Supervisor has determined that staff has been impacted by an actual or potential disaster, or other significant event that interrupts usual procedures in that office.

Emergency Procedures

Supervisor will:

- Determine that an event is anticipated or has occurred that has the potential to impact staff's ability to maintain usual procedures in an office;
- Contact DCYF administration regarding employees needs for assistance;
- Assess whether staff may benefit from services of the Employee Assistance Program, the New Hampshire Disaster Behavioral Health Response Team, or other local resources;
- Contact the Employee Assistance Office (271-4336) to request assistance for staff (and if necessary, their families), or to review the local resources the D.O. would like to utilize;
- Arrange a site for the EAP to meet with staff.

CPSWs (or other DCYF staff) will:

- Keep their supervisor informed regarding the impact of a disaster or significant events that may impact their work or pose a safety risk to themselves or to their families;
- Make themselves available to E.A.P. or other designated resources for assistance;
- Contact his or her supervisor periodically regarding his or her own safety, or the safety of their family, if that is at issue.

BRIDGES

Continuity Plan

The continuity plan for the automated case management system, Bridges, relies on IT staff to:

- Perform a hard back up (every Sunday) which is an electronic picture stored in Bridges (This is done at APS on tape); and
- Perform a soft back up (each evening), which is an update of what has occurred that day.

In addition, the Department is developing an emergency plan for backing up all automated systems that includes Bridges.

Evacuees From Boston And Neighboring Massachusetts Communities

Emergency Procedures:

Director or designee will:

- Provide direction and available information about evacuees and possible needs to supervisors;
- Coordinate actions with the Commissioner's Office and the Department's emergency management unit.

Supervisor will:

- Contact the State Office for available information;
- Activate phone tree if emergency occurs during non-business hours;
- Respond to requests for assistance required by evacuees such as registration, foster homes, legal assistance, prescriptions (Red Cross for assistance), etc;
- Identify available foster homes and residential facilities in the D.O. catchment's area able to take children on an emergency basis;
- Coordinate emergency responses with other divisions of the Department;
- Review referrals and give highest priority to Level 1 referrals for assessment;
- Triage all other functions based on the child's safety and availability of staff.

FOSTER FAMILY PROVIDER EMERGENCY PAYMENTS

Continuity Plan

The Foster Family emergency payments plan is activated when ordered by the Director or designee and when usual payment procedures cannot be followed:

Emergency Procedures

The DCYF Financial Administrator or designees will:

- Request a detailed report of all open cases and authorizations in Bridges;
- Prepare manual invoices based on service authorization information;
- Code funding sources for each invoice by checking child's eligibility paper file;
- Forward coded claims to OCOM; and
- Notify county administrators of emergency payments.

Note the Office of Business Operations, Bureau of Finance will give priority to client invoices during an emergency period.

ELIGIBILITY DETERMINATIONS: FOSTER CARE

Continuity Plan

The eligibility determinations continuity plan is activated when ordered by the Director or designee and when eligibility determinations cannot be made following usual procedures.

Emergency Procedures

The Fiscal Services Supervisor will:

- Activate the phone tree to contact Fiscal Specialists when staff cannot or should not go to the office or when usual communications cannot be followed; and
- Instruct specialists to use paper forms for eligibility determinations if Bridges is not operational.

Fiscal Specialists will:

- Run summary reports from New Heights and Bridges to be used as reference if normal computer access is lost;
- Maintain at least two weeks of forms, adequate supplies and computer records to be used if Bridges is not operational;
- Contact his or her supervisor periodically regarding their own safety and ability to do their regular work; and
- Document reasons for unusual delays when eligibility determinations cannot be completed in the usual timeframes.

Disaster Response Kits

DCYF District Offices

Each district office is to take the Unit and Function Plans and place them in a binder with contact information for staff, supervisors, clients and others as described in the Disaster Response Kit (See outline below). This kit includes up to date client reports periodically generated by Bridges and Foster Workers concerning the location of foster parents and residential facilities and children in their care. It also includes paper forms for Assessments, Family Services, Foster Care eligibility, court forms and other paper forms necessary to document the division's usual work. The kit is to be used when Bridges is not operational or when staff does not have access to Bridges but can carry on their regular work. Supervisors must have access to these kits 24 hours a day in case a disaster strikes when a supervisor is at home.

A second kit needs to remain in the office and be accessible to all supervisors and staff. All supervisors and staff need to be briefed about the contents and use of the kit and reminded of the value of having up to date information especially when disasters strike.

DISASTER RESPONSE KITS

DCYF

District Offices

1. Up to date phone numbers, home and e-mail addresses for:
 - S.O. Director, Child Protection Administrator and Assistant Administrators
 - D.O. Supervisors
 - CPSWs
 - DOMOs
 - Support Staff

2. Up to date phone numbers, home and e-mail addresses for:
 - Birth parents of children in foster care
 - Foster parents and children in their care
 - Foster parents emergency locations

- Residential facilities
 - New Hampshire State Hospitals
3. Names and phone numbers of schools attended by foster children
 4. Disaster Continuity Plans
 - D.O. Succession plan
 - Intake plan
 - Assessment plan
 - Family Services plan
 - Foster Parents
 - Special Investigations Unit
 - Residential Services
 - Interstate Compact On Placement Of Children
 - Staff Support
 - Bridges
 - Evacuees From Boston And Neighboring Communities
 - Foster Family Provider Emergency Payments
 - Eligibility Determinations-Foster Care
 5. Paper forms for Assessments, Family Services, Interstate Compact, etc. if Bridges is not available
 6. Alert levels

Homeland Security Advisories

The Department is participating in the emergency alert system developed by the US Department of Homeland Security. This alert system is activated when there is a potential terrorist attack. Supervisors need to be aware the alert system is a color-coded level system based on the terrorism threat. The alert levels are:

- Yellow—Elevated Risk of Terrorist Attack
- Orange—High Risk of Terrorist Attack
- Red—Severe Risk of Terrorist Attack

“**Alert Level YELLOW**” is now the Department’s normal operating posture.” For each Alert Level, the Commissioner’s Office expects each agency or unit within DHHS to take steps such as ensuring DCYF phone tree is up-to-date to respond to the alert level.

Supervisors will be given information from the DCYF Director or designee to implement the DCYF continuity plans when the alert levels are raised to a higher level.

Supervisors need to review the DCYF and related sections of the Alert System and inform their staff.

A copy of the Alert Levels can be found behind the Homeland Security Advisories tab in this Plan. On the next page is the Operational Levels for Emergencies chart that describes in one place the levels by types of emergencies.

Connections to DHHS

The DCYF Disaster Preparedness Plan has been drafted with the understanding that DCYF is dependent on other Department units to complete its work e.g. Medicaid. Interruptions in Medicaid and other Department programs and services will have a serious impact on DCYF clients and operations. For these reasons the DCYF Disaster Preparedness Plan must be coordinated with the Department's Disaster Guidelines for Managers and Staff (See a copy in the APPENDIX). DCYF Supervisors are encouraged to work closely with the district office Managers of Operations (DOMOs) and other DHHS Supervisors in preparing for and responding to disasters.

Recommendations

1. Continue the development and implementation of the DCYF plan.
2. Train supervisors and administrators about plan implementation.
3. Train staff about emergency procedures.
4. Review and update the plan periodically.
5. Test the plan periodically.
6. Revise the plan, if necessary, when the Department revises its District Office Disaster Guidelines for Managers and Staff.
7. Further design the district office plans to reflect local conditions e.g. nuclear power plants, flood prone areas, electrical outages, etc.
8. Produce periodic reports regarding the location of foster parents and foster children.
9. Work with DJJS to establish plans for: communications with providers, the sharing of client information at the time of a disaster and the temporary re-location of staff.
10. Develop and implement plans for informing foster parents and staff about preparing for disasters and what actions (safety, communications, and location) they need to take when a disaster strikes.
11. Review a sample of cases to determine if medical information (health status and prescriptions) for each foster child is up to date;
12. Work with DJJS and BCCLS to obtain remaining residential provider emergency plans.
13. Develop working agreements, especially about sharing confidential information, with the New Hampshire Red Cross and the National Center for Missing and Exploited Children (NCMEC) to locate missing children.
14. Work with the Department of Education to obtain emergency plans for each school district.
15. Ensure all paper files are in file cabinets with no files in the bottom drawer to avoid damage from minor floods.
16. Explore the possibility of developing mutual aid agreements with communities bordering New Hampshire.
17. Work with DJJS and/or BCCS&L to review residential facilities such as Cedarcrest to ensure communications, relocation-sites and back up equipment for medically fragile children is in place.
18. Research what roles community-based service providers and volunteers can/should play in meeting the emergency needs of clients and the division.

APPENDIX

- District Office Phone Tree
- State Office Phone Tree
- DHHS Disaster Guidelines for Managers and Staff
- Emergency Management Directors by District Office
- Staff, Child and Family Support Information
- Residential Services Emergency Response Plans
- Homeland Security Advisories

REFERENCES:

Child Welfare Matters-Coping with Disasters: Tips for Child Welfare Agencies, Spring 2006
Coping with Disasters: A Guide for Child Welfare Agencies, January 1995
Disaster Preparedness For Families Of Children With Special Needs
Gulf Coast Hurricanes: Lessons Learned for Protecting And Educating Children, May 11, 2006
Preparing For An Emergency: The Smart Thing To Do

ARTICLES

Helping Children and Adolescents Cope with Disasters: Ten ways to help
N.H. Bureau of Emergency Management: After the Disaster
Coping with Disaster: Tips For Adults
Preparing For an Emergency: The Smart Thing To Do

DISASTER RESPONSE PLAN DISTRICT OFFICE GUIDE

Division for Children, Youth and Families
Disaster Response Plan
District Office Guide

Review of New Hampshire Disaster Response Plan

(When there are significant storms anticipate a request to contact foster parents.
Consider the need for temporary placement of children whose parents are seriously ill.)

Disaster Response Kits

1. Has your Office developed a disaster response kit? Yes___ No___
2. Where is it located in your Office? _____
3. How many kits do you have? _____
4. Does a supervisor or other designated person take it home during non-business hours?
Yes___ No___
5. Are there paper copies of forms for Assessments, Family Services, Foster Care eligibility, court forms and other essential forms necessary to document the division's work?
Yes___ No___

Does your kit have reports about foster children (including ICPC children):

1. their location (not only address) Yes___ No___
2. name(s) of foster parents or residential providers Yes___ No___
3. alternate location and phone number if they need to evacuate Yes___ No___
4. biological parents and phone numbers Yes___ No___
5. names and phone numbers of schools attended by foster children Yes___ No___
6. How often are your reports updated? Once per week ___ Other ___

Personnel

1. Have you set-up a phone tree for your supervisors and staff? Yes___ No___
2. Do you have phone numbers (cell & or land phones), home (including location) and e-mail addresses for:
3. DCYF Director Yes___ No___
4. DCYF Business Operations Administrator Yes___ No___
5. Child Protection Administrator Yes___ No___
6. Assistant Administrators Yes___ No___
7. D.O. Supervisors Yes___ No___
8. CPSWs in your Office Yes___ No___
9. DOMO in your Office Yes___ No___
10. Support Staff in your Office Yes___ No___
11. New Hampshire State Hospitals Yes___ No___

Continuity Planning

1. Do you have a way of documenting staff work that is directly related to an emergency and not part of their regular assigned duties? Yes___ No___
2. Are there any staff members that are emergency responders and will not be available for their regular work? Yes___ No___
3. Are there any staff members who will not be able to work when there is a disaster because they need to care for a dependent family member? Yes___ No___
4. Have you set up a system for periodically updating this information for your Office? Yes___ No___
5. Have you set up a system for periodically updating this information and sharing it with State Office? Yes___ No___
6. Do you have copies of the Continuity Plans below adapted for your Office?
 - D.O. succession plan Yes___ No___

- Assessment plan Yes___ No___
 - Family Services plan Yes___ No___
 - Foster Parents Yes___ No___
 - Interstate Compact Children Yes___ No___
 - Staff Support Yes___ No___
 - Foster Care eligibility determinations Yes___ No___
7. Do you have copies of the alert levels regarding Homeland Security Advisories? Yes___ No___
8. Have you reviewed your plan with your Staff? Yes___ No___

Staff Support

1. Does your Staff have information about emergency planning for their own families? Yes___ No___
2. Do you know who to contact to provide assistance for Staff before, during and after a disaster has passed? Yes___ No___
3. Have you reviewed the Staff, Child and Family Support Information articles with your Staff? Yes___ No___
4. Have you informed Staff they are expected to continue to work when a disaster strikes even when other DHHS employees may be allowed to stop their work? Yes___ No___
5. Has your D.O. Disaster Response Plan been reviewed and coordinated with the D.O. Manager of Operations? Yes___ No___

Community

1. Have you reviewed the DHHS Disaster Guidelines for Managers and Staff? Yes___ No___
2. Do you know who the emergency management directors are in your D.O. catchment area? Yes___ No___
3. Have you made contact with them about medically fragile /functionally needy foster/guardianship children in their city or town? Yes___ No___
4. Do you have a re-location-site identified if you have to evacuate your Office? Yes___ No___

Emergency Foster Care

1. Do you have foster parents who would be willing to take in children on an emergency short-term basis? Yes___ No___

If yes, how many? ___

CAPTA

Since the development and approval of the 2010-2014 CFSP, there have been no substantive changes in New Hampshire's statutes that could affect eligibility according to CAPTA requirements.

NH State Statutes mandate both criminal record checks and central registry checks on all adults involved with children, either in licensed child placing agencies, or as household members in licensed foster or adoptive homes. There have been no changes in these policies that would affect eligibility for CAPTA funds.

In response to the CAPTA Reauthorization Act of 2010, NH re-assessed the current CAPTA State Plan implemented in the 2010-2014 CFSP and developed a new CAPTA State Plan. The new CAPTA Plan adheres to the goals developed as part of the 2010-2014 CFSP, but also recognizes the shifts in practice over the past 2 years and aligns itself with the development and implementation of the practice model and the current mission of our agency. These activities and services supported by this CAPTA Plan also adhere to the coordination of services between CAPTA and Title IV-B grants.

Activities, Services And Training NH Intends To Carry Out With CAPTA Funds

Intake/Assessment Activities

- Child Advocacy Centers
- First Step: Approaches To The Co-Occurrence Of Child Maltreatment And Substance Abuse
- Parent Partner Program

Collaborative Responses To Multiple Family Issues

- First Step: Approaches To The Co-Occurrence Of Child Maltreatment And Substance Abuse
- Child Advocacy Centers

Improving skills, qualifications, and availability of individuals providing services to children and families

- Parent Partner Program
- Laptop Pilot to improve case management efficiency

Program Areas Selected For Improvement

During the development of the new CAPTA State Plan, DCYF facilitated discussions of the 14 CAPTA Improvement Areas with members of the DCYF Management Team. Discussions also occurred with the [Citizen's Review Panel](#) and [DCYF Advisory Board](#).

Through the development of the [Practice Model](#) and other initiatives, DCYF will address the following CAPTA Improvement Areas:

1. Intake, Assessment, Screening and Investigation of reports of child abuse or neglect.

In effort to continuously improve assessment practice from office to office, the following areas will be supported through CAPTA:

- Support provided to the [Child Advocacy Centers](#) in NH to enable them to better perform their duties.
- Continue to support [LADC's](#) in some of our district offices.
- Use CAPTA funds to promote our [parent partner program](#) at the local district office level. Specifically, to help pilot a former birth parent to be a part-time DCYF staff member in a district office. This parent would provide education and support in working with birth parents to staff and also provide support and mentoring to birth parents working with the Division, beginning with the assessment process.
- CAPTA will also support purchasing laptops and wireless network cards to allow CPSW' and JPPO's the ability to complete computer casework while out of the office. This will promote a more efficient way to complete work throughout the day.

3. Case Management, including ongoing case monitoring, and delivery of services and treatment to children and their families.

- Continue to support LADAC's in some of our district offices.
- CAPTA will also support purchasing laptops and wireless network cards to allow CPSW's and JPPO's the ability to complete computer casework while out of the office. This will promote a more efficient way to complete work throughout the day and improve the efficiency and effectiveness of our case management services.
- By employing birth parents within the district office as mentioned above, DCYF will not only improve our engagement with families during the assessment phase, we will also improve the quality of work and interactions with families while providing services and case management for our family service cases.

7. Improving skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals,

through the child protections system, including improvements in the recruitment and retention of caseworkers.

- The main focus of the Division to address this program area of CAPTA is through DCYF's Parent Partner Program. Within this program, DCYF is working to have, through support of CAPTA funds, a part-time parent, who has had previous DCYF involvement, hired in a district office to support birth parents and staff in our work with children and families. This parent partner in the district office will provide support to birth parents when their children have been placed in out-of-home care. This parent partner will also provide training and education to staff on how to best work with birth parents when their child is placed in out-of-home care.
- To further enhance our parent partner program, CAPTA funds will be used to support our foster parent/birth parent mentoring program. This involves foster parents mentoring birth parents who have had their children placed in out-of-home care. This support and connection between the foster and birth parent will promote a more positive relationship between the two and serve to further engage both the foster parent and birth parent in the reunification process.

12. Supporting and enhancing interagency collaboration between the child protection system and the juvenile justice system for improved delivery of services and treatment, including methods for continuity of treatment plan and services as children transition between systems.

This marks the only program area change from the CAPTA Plan approved in the 2010-2014 CFSP. While interagency collaboration between the child protection system and the juvenile justice system has been an important mission of the Division, its importance is only magnified as a result of the merge of DCYF and DJJS under one Director in early 2011. Organizationally, DCYF and DJJS are assessing how the agencies can best collaborate; this is primarily through the DCYF/DJJS Practice Model. CAPTA funds will support improving service delivery at a field level for both agencies as described below.

CAPTA funds will be allocated for piloting the use of laptops with wireless cards for some CPSW's in one DCYF Office and some JPPO's in one DJJS Office. The goal of this pilot is to create a more efficient work environment for both agencies and improve case management by providing CPSW's and JPPO's laptops and wireless cards so they can complete casework while in remote locations such as court or residential facilities. This will allow CPSW's and JPPO's to complete work on the computer while waiting for court hearings, residential treatment meetings, etc.

Juvenile Justice Transfers

Should a child under DCYF custody become involved with DJJS through either a Delinquency or Child in Need of Services (CHINS) petition, DCYF retains custody of the child. DCYF and DJJS collaborate for purposes of joint planning and case management to define the roles and responsibilities of each agency.

Information on Child Protective Service Workforce

For child protective service personnel responsible for intake, screening, assessment, and investigation of child abuse and neglect reports in the State, report available information or data on the following:

- (1) Information on the education, qualifications, and training requirements established by the State for child protective service professionals, including for entry and advancement in the profession, including advancement to supervisory positions.

MINIMUM QUALIFICATIONS:

Education: *CPSW I-II* -Bachelor's degree with a major study in social work, psychology, social psychology, sociology, human services, behavioral science, cultural anthropology, counseling, pastoral counseling, or divinity or Bachelor's degree with at least twelve (12) courses or thirty-six (36) credit hours in social work, psychology, social psychology, sociology, human services, behavioral science, cultural anthropology, counseling, pastoral counseling, or divinity. *CPSW III-IV* - Same as above, or a Master's degree with a major study as listed above.

Experience: *CPSW I* - No experience required. *CPSW II*– One year's experience as a social worker or professional case manager, preferably in the CPSW profession or in either a public or private agency. *CPSW III* - Two years' experience as a social worker or professional case manager preferably in the CPSW profession with a Bachelor's degree, or one year's experience as a social worker or professional case manager preferably in the CPSW profession with a Master's degree, with the experience having been gained before or after completion of the Master's degree. *CPSW IV* - Three years' experience as a social worker or professional case manager, preferably in the CPSW profession with a Bachelor's degree, or two years' experience as a social worker or professional case manager preferably in the CPSW profession with a Master's degree, with the experience having been gained before or after completion of the Master's degree.

Special Requirements: Must be available for some non-traditional work hours to meet the needs of the client families and children. A valid driver's license and/or access to transportation for use in statewide travel is required. For appointment consideration, Child Protective Service Worker applicants must successfully participate in a structured interview measuring possession of knowledge, skills and abilities. Applicants' responses to questions asked in the structured interview will be numerically rated.

Promotion Requirements

In order for a CPSW to be promoted to the CPSW II or III positions, the following must be completed and signed off by the CPSW's Supervisor and the Field Administrator for that district office:

«FIRST_NM» «LAST_NM» will be completing one year as an «EMPLOYEE_TITLE_DESC» on «PROB_END». In order for «FIRST_NM» to be eligible for promotion to «PROMO_TO», please return this form and provide the following:

- (A) Recent satisfactory performance evaluation (attached or on file).*
- (B) This employee has completed the following training requirements:*

_____ *Core Training (CPSW I – CPSW II)*

_____ *30 Hours of Training (CPSW II – CPSW III)*

_____ *A current ITP/ITNA is on file and noted in personnel evaluation*

In order for a CPSW to be promoted to a CPSW IV position, which is the highest-ranking CPSW position, the following must be completed and signed off by the CPSW's Supervisor and the Field Administrator for that district office:

We are recommending that _____ be promoted to a CPSW IV.

The employee has met the following requirements:

_____ *The CPSW IV criteria approved by Human Resources (See Below)*

_____ *The employee has a recent satisfactory performance evaluation attached or on file.*

_____ *30 Hours of Training*

_____ *A current ITP/ITNA is on file and noted in personnel evaluation*

CPSW IV criteria approved by Human Resources:

To qualify for an upgrade to CPSW IV:

- 1. Must have completed the current CPSW Core Training and have a working knowledge of the content of the trainings.*
- 2. Must be employed with DCYF for at least three years.*

3. *Supervisor recommendation must have assistant (field) administrator approval.*
4. *Must have current and thorough Bridges knowledge.*
5. *Must have attained a CPSW III status*
6. *Has not been under a work plan for the past year,*
7. *Is willing and available to mentor and accept supervisory responsibility.*

To qualify for a CPSW IV an external applicant:

1. *Has at least three years experience in a child welfare or related field.*
2. *Can demonstrate the above criteria in a previous employment*

- (2) Data on the education, qualifications, and training of such personnel and demographic information of the child protective service personnel.

The table below is information from New Hampshire Bridges related to the education levels of New Hampshire's CPSW Workforce. The table also provides insight on the tenure of CPSWs. Over the coming year, in order to provide a comprehensive view of this new CAPTA requirement, DCYF will be exploring more detailed and reliable data sources to gather a broad spectrum of information relating to CPSW demographics. Furthermore, it is of note that this information is not completely accurate in its reflection on the CPSW Workforce for New Hampshire DCYF. As mentioned above in the Minimum Qualifications section, it is a requirement that every CPSW must possess a bachelor's degree. This table reflects that some of the CPSW staff does not possess a bachelor's degree, which is not accurate.

Level of Education	#	%
Bachelor Level	147	74.24%
Masters Level	26	13.13%
Associate Degree	1	0.51%
High School Diploma / Some College	15	7.58%
Unable to Determine	9	4.55%
Total	189	100.00%

Average years of service with DCYF	7.4
Median years of service	5.74

- (3) Information on caseload or workload requirements for such personnel, including requirements for average number and maximum number of cases per child protective service worker and supervisor (section 106(d)(10)).

For the New Hampshire Child Protective Services Workforce there is no specific caseload requirement. Child Protection supervisors and administrators do track and report out on the status of current caseloads, average number of cases per CPSW and caseload trends at the district office level. This information is used to inform staffing decisions, assignment of work responsibilities and to assist supervisors in managing personnel and caseload responsibilities within their respective office.

- (4) If possible, please provide data for Federal FY 2010. Please specify if another time period is used.

The information provided in this section is current as of the writing of this CAPTA Plan.