



New Hampshire
Department of Health and Human Services
Division for Children, Youth and Families
2015 – 2019
Child and Family Services Plan

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NEW HAMPSHIRE DCYF 2015 – 2019 CHILD AND FAMILY SERVICES PLAN

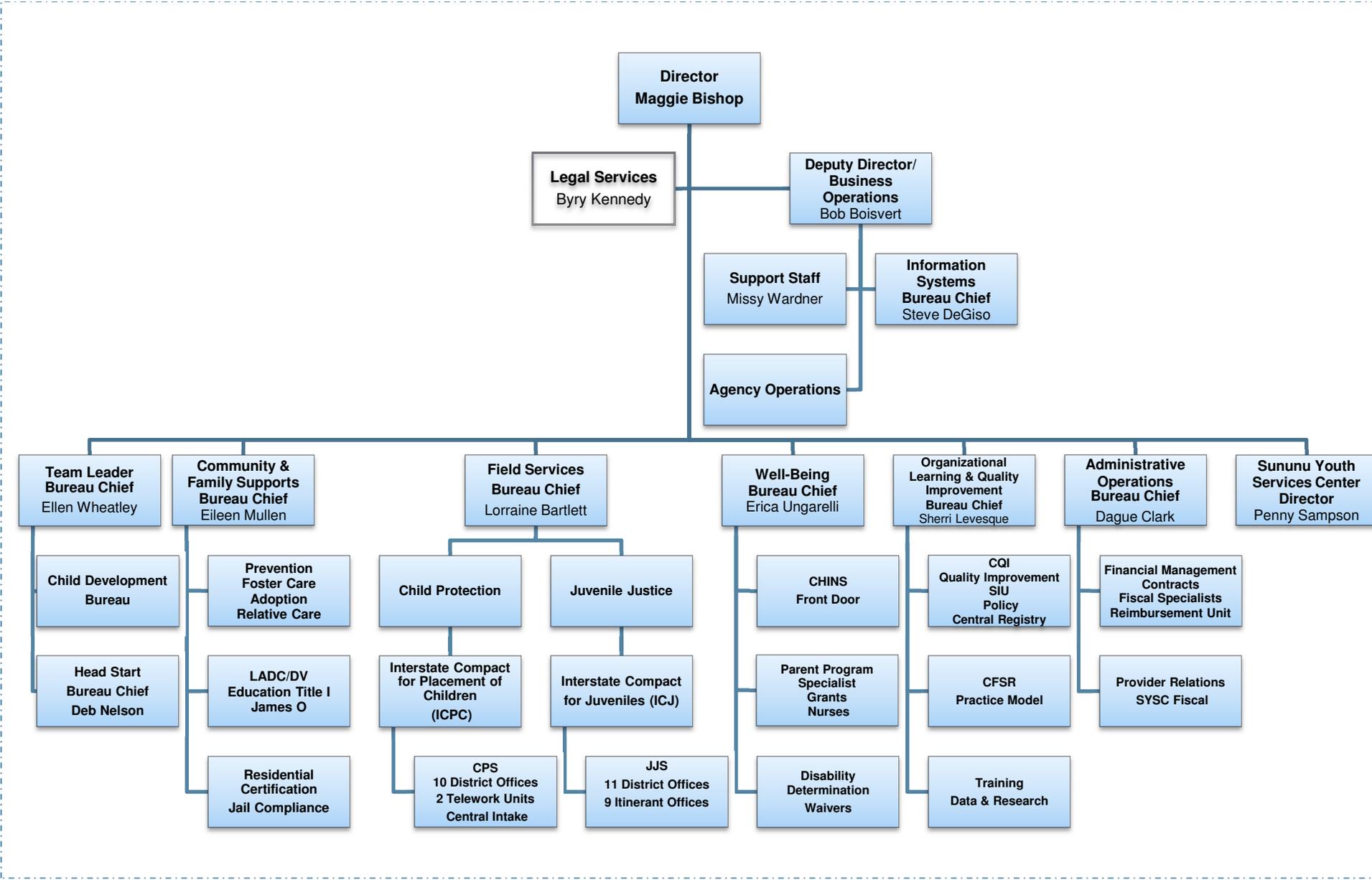
General Information / Introduction

STATE AGENCY ADMINISTERING PROGRAMS UNDER THIS PLAN

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 children at risk of harm by abuse and neglect. The New Hampshire Division for Children, Youth and Families is the state agency responsible for Title IV-B programs under this plan.

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 2015–2019 Child and Family Services Plan is a “living document” that provides purpose and direction, while being adaptive and responsive to the changing landscape of child welfare over the next five years, as well as ongoing recommendations from internal quality assurance processes, staff, families, and community stakeholders.

DIVISION FOR CHILDREN, YOUTH AND FAMILIES ORGANIZATION CHART



DCYF VISION AND MISSION STATEMENT

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.

COLLABORATION

The 2015 - 2019 Child and Family Services Plan (CFSP) was established in partnership with community stakeholders, DCYF oversight panels, DCYF Management Team, and field staff from Child Protective Services, Juvenile Justice Services and the Sununu Youth Services Center (SYSC). The DCYF Bureau of Well-Being is responsible for the development and monitoring of the CFSP.

As part of the development of the 2015 - 2019 Child and Family Services Plan, DCYF engaged external stakeholders in several forums, including the DCYF Annual Conference in April 2014, and administered a DCYF Strategic Plan Survey. This survey was completed by 169 community stakeholders.

The survey presented the Division's two proposed goals for the CFSP; Practice Model Mastery and further enhancement of DCYF's Continuous Quality Improvement (CQI) process. The survey gathered feedback related to stakeholders' awareness of the DCYF Practice Model, the Practice Model's connectivity with their respective agency's goals, how they would like to partner with DCYF in accomplishing these shared goals, and what would be the most efficient and effective way to involve them in the implementation of New Hampshire's CFSP.

Of the 169 surveys completed by external stakeholders, seventy-eight percent (131) indicated having an awareness of the DCYF Practice Model. Twenty percent (thirty-four) answered "No" and two percent (four) did not answer the question. When answering the question regarding how the Division's two primary goals (Practice Model and CQI) connected with their agency's goals, the two most common answers were "through shared practices" at thirty-eight percent and "shared family engagement work" also at thirty-eight percent. When describing what stakeholders would need in order to partner with DCYF in accomplishing these goals, thirty-six percent stated they would need "face-to-face discussions with local DCYF staff" and thirty-two percent stated they would need "information about DCYF practice". Lastly, when talking about the most effective and efficient ways to involve stakeholders in the implementation of DCYF's CFSP over the next five years, fifty-three percent indicated they would need to be active "participants in committees/workgroups" and thirty-eight percent indicated they would "like to participate in face-to-face focus groups".

These survey results provided information to the Division regarding stakeholders' current awareness of DCYF's key strategies, but also greatly informed how DCYF can continue to engage stakeholders in the coming years, which will best position the Division to achieve the goals outlined in this CFSP.

COORDINATION WITH JUVENILE JUSTICE

Juvenile Justice operates within the Division for Children, Youth and Families. The Child Protection and Juvenile Justice Field services operate under one administrative structure and share practice initiatives such as Solution Based Casework, the New Hampshire Practice Model, a Case Practice Review process, and 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. There is a shared priority for maintaining improvements in permanency through concurrent planning, specific practice improvements, and collaboration with the courts. This work continues to be strengthened through the development of the New Hampshire Practice Model that aligns the work in Child Protection, Juvenile Justice and SYSC.

The Division for Children, Youth and Families maintains integrated policies and procedures that bring consistency, while continuing to value and preserve the specialized knowledge and practices in Child Protection, Juvenile Justice Field services and the Sununu Youth Services Center.

This clearly supports the Division's ongoing commitment to moving forward jointly in field practices, systemic integration, and collaboration with partners and stakeholders. Through the analysis of the State Data Profile, Division leaders and managers are using timely, accurate data to analyze child and family outcomes. Priority efforts continue and include 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

There has been a long-standing practice of DCYF, the Courts, and CASA working together to address system challenges. This practice has been successful in eliminating barriers and improving practices across each system. Many of these activities were driven or supported by the Court Improvement Project.

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 the Division has 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 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.

DCYF OVERSIGHT PANELS

DCYF supports the functions of a variety of oversight panels including the Citizen's Review Panel and 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, CASA, foster parents, attorneys, group home staff, representatives from prevention programs, and other professionals who have involvement with or knowledge of DCYF.

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 Division's practice and policy. As a result of ongoing conversations between the DCYF Liaison and members of the DCYF Advisory Board and Citizen's Review Panel, in 2011 the groups decided to merge and combine their efforts. While there are some differences in the missions of each group, there were far more mutual goals between the groups.

Topics presented to and discussed by the Board in SFY 2014 have included:

- New Hampshire Children In Needs of Services (CHINS) proposed legislation;
- Program Improvement Plan and Case Practice Review updates;
- DCYF legislative updates; and a
- Field visit to the Children's Unlimited Family Resource Center in Conway, NH.

After the presentations the Board determines how they will proceed with that particular issue in their ongoing advising and assisting in improving DCYF practice.

DCYF continues to work with the Board to address membership and recruitment concerns during the monthly meetings. A membership subcommittee provides sustained attention to developing a comprehensive, well-rounded Board.

THE CITIZEN’S REVIEW PANEL

In April 2011, the Citizen's Review Panel (CRP) merged with the DCYF Advisory Board. Each Board has kept its own identity and mission; however their efforts have been merged and focused on having a more powerful impact on Child Welfare Practice. The purpose of the CRP is to determine how effectively DCYF is discharging its Child Protection responsibilities.

The Citizen's Review Panel 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.

The 2014 Citizen’s Review Panel Annual Report is included in the DCYF CAPTA State Plan.

NEW HAMPSHIRE YOUTH VOICES

The DCYF Youth Advisory Board, now known as New Hampshire Youth 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 has a regional board structure with five regional Boards meeting 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 structure has increased the level of youth participation, as well as bolstered the community connection. Currently there are over twenty active members of New Hampshire Youth Voices.

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, 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 Division's responses to those recommendations in an annual report.

The thirteenth report of the Child Fatality Review Committee is located at:

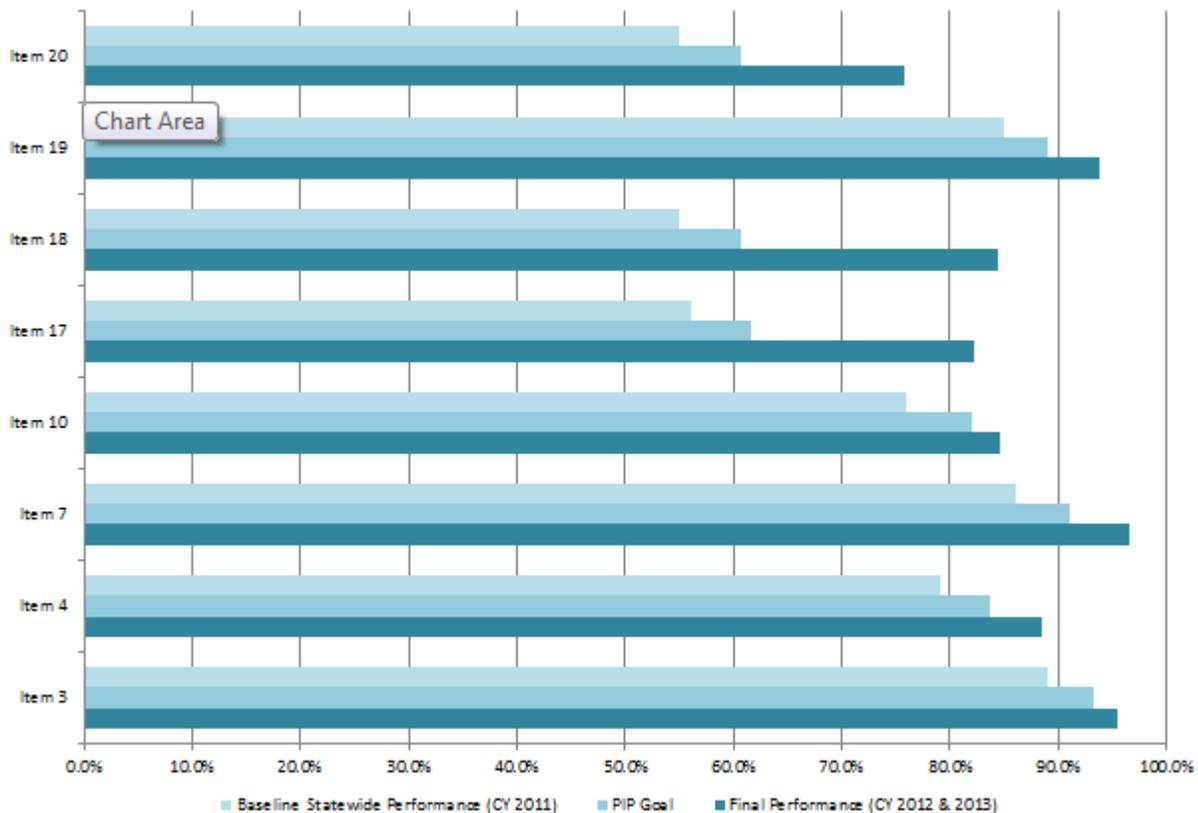
<http://doj.nh.gov/criminal/victim-assistance/child-fatality-review-committee.htm>

Assessment of Performance

CHILD AND FAMILY OUTCOMES

The last Child and Family Services Review conducted in New Hampshire was held in 2010. As a result, New Hampshire DCYF identified eight areas of practice to focus on as areas needing improvement. These included:

- Item 3 - Services to family to protect child(ren) in-home
- Item 4 - Risk of harm to child(ren)
- Item 7 - Permanency goal for child(ren)
- Item 10 - Permanency goal of Another Planned Permanent Living Arrangement
- Item 17 - Needs and services of child, parents, and foster parents
- Item 18 - Child and family involvement in case planning
- Item 19 - Worker visits with child(ren)
- Item 20 - Worker visits with parents



CPS				JJS			
	Substantially Achieved	Partially Achieved	Not Achieved		Substantially Achieved	Partially Achieved	Not Achieved
Outcome S1	93%	7%	0%	Outcome S1	60%	10%	30%
Outcome S2	93%	5%	2%	Outcome S2	78%	19%	4%
Outcome P1	73%	23%	4%	Outcome P1	69%	25%	6%
Outcome P2	88%	12%	0%	Outcome P2	100%	0%	0%
Outcome WB1	74%	21%	5%	Outcome WB1	81%	19%	0%
Outcome WB2	92%	0%	8%	Outcome WB2	95%	0%	5%
Outcome WB3	89%	8%	3%	Outcome WB3	93%	4%	4%

SAFETY OUTCOME #1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE

According to the combined results of the 2013 Case Practice Reviews, this Item was eighty percent substantially achieved, eight percent partially achieved, and twelve percent not achieved across both Child Protective Services and Juvenile Justice Services.

A qualitative analysis of these results finds that DCYF does well in minimizing repeat maltreatment primarily due to the use of formal assessments (Structured Decision-Making (SDM) and New Hampshire Integrated Assessment Model(NHIA)) of safety and risk as well as informal assessments (interviews with children, youth, families, and collaterals). Although most assessments are initiated and victims are seen or attempted to be seen in a timely manner, there remains room for improvement in this area.

SAFETY OUTCOME #2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE

According to the combined results of the 2013 Case Practice Reviews, this Item was eighty-seven percent substantially achieved, ten percent partially achieved, and three percent not achieved across both Child Protective Services and Juvenile Justice Services.

A qualitative analysis of these results finds that DCYF does well in this area, as referrals to services are frequently made and there is a strong use of in-home services provided by DCYF in both Child Protection and Juvenile Justice Cases. The strong use of services also assists in frequent and ongoing assessment of risk to children in their homes. In addition, both Child Protective Service Workers and Juvenile Probation and Parole Officers meet monthly with youth (most frequently alone) and their families; which provides a mechanism for ongoing informal assessments of safety and risk. The use of formal assessments (Structured Decision-Making, New Hampshire Integrated Assessment Model, and JJS Risk Assessments), positively impacted

this outcome as well. In Juvenile Justice Services, ensuring all children/youth in the home are met with and assessed is an area that can be improved upon.

According to the Stakeholder Survey results, stakeholders believe there is a lack of consistency in decision-making used in deciding whether or not to place or reunify children. In one of the offices, stakeholders did express some concerns about the safety of children being left in their homes.

PERMANENCY OUTCOME #1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS

According to the combined results of the 2013 Case Practice Reviews, this Item was seventy-one percent substantially achieved, twenty-four percent partially achieved, and five percent not achieved across both Child Protective Services and Juvenile Justice Services.

New Hampshire DCYF's ability to minimize out-of-home placement re-entries and put effective services in place upon reunification is critical to this outcome. While Child Protective Services does fairly well in ensuring placement stability, this is an area needing improvement in Juvenile Justice Services. For Child Protection, the use of relative placement providers and committed foster homes positively impacts this outcome. When placement changes are needed for youth in care through both Child Protective Services and Juvenile Justice Services, they typically are appropriate and based on the child/youth's needs. However, the use of shelter care in Juvenile Justice Services inevitably leads to fewer cases rating as "Substantially Achieved" in this outcome for Juvenile Justice Services.

Both Child Protective Services and Juvenile Justice Services have had a sustained focus on identifying case plan goals timely (often the date of placement), which is seen in these ratings. Per these results, most permanency goals are appropriate. Although not a system-wide issue, in Laconia it appears that their local courts adopt the case plan goal of Another Planned Permanent Living Arrangement (APPLA) early in the case in Juvenile Justice Cases where the needs of youth are significant and parents indicate they cannot or do not want to work towards reunification. Concerted efforts are made in reunification cases towards the goal of reunification, and in the State of New Hampshire there has been an increased focus on reunifying with fathers. New Hampshire DCYF continues to struggle with efforts towards moving children/youth to the goal of adoption. When adoption is identified as a primary goal, court system timeframes can act as a barrier towards achieving timely adoptions. Improvement in efforts towards concurrent planning for both goals of Adoption and Another Planned Permanent Living Arrangement is needed.

Stakeholder Survey results indicated most youth have permanency, but that efforts to ensure permanency for children/youth in some offices appeared to be dependent on the worker on the case. It was also noted that the use of team meetings (treatment team meetings and Family Assessment and Inclusive Reunification (FAIR) meetings) is effective in moving the case forward.

PERMANENCY OUTCOME #2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN

According to the combined results of the 2013 Case Practice Reviews, this Item was ninety-three percent substantially achieved and seven percent partially achieved across both Child Protective Services and Juvenile Justice Services.

Both Child Protective Services and Juvenile Justice Services do well in assuring placements are in close proximity to their families and that they are placed with siblings, if appropriate. When placements are further away, it is because that is the most appropriate placement to meet the needs of children/youth and efforts are made to assist parents in overcoming barriers to having contact and being involved with their children/youth. These efforts include engaging family supports to assist with transportation or asking providers (foster parents, residential providers, and parent aides) to do so. In addition to visitation, parents are included in their children's lives by being invited to medical appointments, extra-curricular activities, and through contact such as phone calls and e-mail.

Strong efforts to preserve connections for youth to their extended families and community can be seen as in many cases. Grandparents and other relatives are engaged and workers make efforts to ensure child(ren)/youth remain involved in school and extra-curricular activities in their community. Although efforts are made to locate relative placements, improvement can be made in this area. Specifically, in Child Protective Service cases better efforts to identify both maternal and paternal relatives who may be able to be placement resources is needed prior to the child(ren)/youth's first placement as well as throughout the life of the case.

WELL-BEING OUTCOME #1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS

According to the combined results of the 2013 Case Practice Reviews, this Item was seventy-seven percent substantially achieved, twenty percent partially achieved, and three percent not achieved across both Child Protective Services and Juvenile Justice Services.

Although in most cases, New Hampshire DCYF does meet this outcome, this remains an area in need of improvement overall. Strengths in these items include good rapport between workers, parents (most often custodial parents), and child(ren)/youth. In fact interviews with parents and youth frequently spoke to the quality of their relationships with their workers (both Child Protective Service Workers and Juvenile Probation and Parole Officers). However, more efforts are needed to engage all children in the family. Also, a lack of concerted efforts to identify and engage all parents in a case negatively impacted many items considered under this outcome. At times there were efforts to engage one of the fathers in a family, but not others. It was also identified through the Case Practice Review process that improvement in assessing for needs of child(ren)/youth and parents as they transition out of the DCYF system are needed. This is especially true for youth leaving placement when they have reached the age of majority.

Stakeholder surveys indicated that use of DCYF contracted services is effective.

WELL-BEING OUTCOME #2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS

According to the combined results of the 2013 Case Practice Reviews, this Item was ninety-three percent substantially achieved and seven percent not achieved across both Child Protective Services and Juvenile Justice Services.

Juvenile Justice Service and Child Protective service cases scored well in this area indicating the educational needs of child(ren)/youth are met for the most part. It was found that these needs were routinely asked about during caseworker visits and that workers advocated with school systems to ensure the needs of child(ren)/youth were met. Formal educational assessments were found in the files (Individual Education Plans) and workers often attended educational meetings.

WELL-BEING OUTCOME #3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

According to the combined results of the 2013 Case Practice Reviews, this Item was ninety-one percent substantially achieved, six percent partially achieved, and three percent not achieved across both Child Protective Services and Juvenile Justice Services.

Child(ren)/youth that are involved with either Juvenile Justice Services or Child Protective Services have their physical health needs assessed and met. Child(ren)/youth in placement routinely get physicals upon their initial placement and treatment for any identified needs. Even child(ren)/youth living with their parents/guardians had informal assessments in that workers would inquire about these needs and offer assistance if it was appropriate for the case. Also, dental care is routinely accessed for youth in care and supported for youth in their homes as necessary.

If a child/youth is three years old or older and in placement, they receive a mental health assessment. If they are under the age of three and are in placement, they receive an Early Intervention Assessment and receive follow-up services as needed. Therefore, good assessment of needs is typically done. For youth placed in residential treatment or foster placement with extra supports (Individual Service Option (ISO) foster care), they received quality mental health services. When mental health needs were not met, it was likely due to a lack of timely follow through with referrals or due to mental health services having a waiting list. Although most child(ren)/youth have adequate assessment and service provision to meet their mental health needs, there are opportunities for improvement in this area. Specifically, it should be noted that the mental health assessment described above does not routinely include any specific trauma assessment tools that may identify critical treatment needs for children/youth coming into care.

Stakeholder surveys indicated that use of DCYF contracted services is effective.

STATE PROFILE DATA

In FFY 2013 New Hampshire DCYF has disposed 8,741 screened in protective reports. Of those reports 591 (6.8 percent) were substantiated, 7,584 (86.8 percent) were unsubstantiated and 566 (6.5 percent) fell into category “Other”. Additionally, the Division has served 710 children in placement.

SAFETY

New Hampshire DCYF has been performing above the national standard on both Safety Indicators over the past three FFY. The most recent performance in FFY 13 is summarized below:

- Absence of Recurrence of Maltreatment [Standard: 94.6 percent or more]: 98.2 percent.
- Absence of Child Abuse and /or Neglect in Foster Care [Standard: 99.68 percent or more]: 100.00 percent

PERMANENCY

New Hampshire DCYF has been performing below the national standard on Permanency Composite 1 (Timeliness and Permanency of Reunification) over the past three FFY. However, the Division has demonstrated an improvement from the score of 104.9 in FFY 2011 to 115.0 in FFY 2013. The most recent performance in FFY2013 is summarized below:

- **Permanency Composite 1:** Timeliness and Permanency of Reunification [standard: 122.6 or higher]: 115.0

New Hampshire DCYF has been performing above the national standard on Permanency Composite 2 (Timeliness of Adoptions) over the past three FFY. Additionally, the Division has demonstrated an improvement from the score of 145.2 in FFY 2011 to 152.4 in FFY 2013. The most recent performance in FFY2013 is summarized below:

- **Permanency Composite 2:** Timeliness of Adoptions [standard: 106.4 or higher]: 152.4

New Hampshire DCYF has been performing above the national standard on Permanency Composite 3 (Permanency for Children and Youth in Foster Care for Long Periods of Time) over the past three FFY. Additionally, the Division has demonstrated an improvement from the score of 129.5 in FFY 2011 to 144.1 in FFY 2013. The most recent performance in FFY2013 is summarized below:

- **Permanency Composite 3:** Permanency for Children and Youth in Foster Care for Long Periods of Time [standard: 121.7 or higher]: 144.1

New Hampshire DCYF has been performing below the national standard on Permanency Composite 4 (Placement Stability) over the past three FFY. However, the Division has demonstrated an improvement from the score of 93.9 in FFY 2011 to 98.1 in FFY 2013. The most recent performance in FFY2013 is summarized below:

- **Permanency Composite 4:** Placement Stability [national standard: 101.5 or higher]: 98.1

Data Source: State Data Profile

PERFORMANCE-BASED STANDARDS

In order to evaluate practice at the Sununu Youth Services Center, New Hampshire's Juvenile Detention Facility, New Hampshire voluntarily participates in Performance-based Standards (PbS). Performance-based Standards is a model developed by the Council of Juvenile Corrections Administrators (CJCA) to evaluate best case practice standards for juvenile facilities across the country. It was developed through the PbS Learning Institute in response to an effort to improve Juvenile Justice Services through the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Specifically, New Hampshire DCYF collects data from youth records; youth exit surveys, youth surveys, family surveys, staff surveys, and incident reports and shares the data with the PbS Learning Institute. The data collected includes performance measures regarding safety and security, training, staff/youth relations, programs, and living/working conditions or climate. This data is compiled twice yearly through the Performance-based Standards organization and results provided to New Hampshire. Results from PbS provide a plethora of data around Safety and Well-Being as well as providing comparative data to other juvenile detention facilities. Participating juvenile facilities are compared on a four-level system. In April of 2013 the Sununu Youth Services Center scored as a level two of four regarding committed youth and a level three of four for detained youth. In October of 2013 the Sununu Youth Services Center maintained these scores. In April of 2014 the Sununu Youth Services Center scored as a level three regarding committed youth and a level two for detained youth. These changes are the result of rating changes with the Sununu Youth Services Center itself as well as changes in ratings from other facilities that impact where SYSC stands in comparison to these facilities.

SAFETY

There are a number of means through Performance-based Standards to measure the safety of youth in the facility. Some ratings are derived from incident reports during the data collection months and other ratings from the youth and staff surveys. Ratings over the past year and a half indicate that there have consistently been fewer assaults within the facility than in previous years. Another important safety item that is tracked through looking at incident reports includes looking at the types of interventions used by staff with youth. Specifically, over the past two or more years the Division has seen a decrease in the number of physical and mechanical restraints and with fewer restraints come a decreased chance of youth being accidentally harmed.

According to parent surveys, in April 2013 most parents believed their youth were safe within the facility. However, youth and staff surveys over the past year and a half tell a different story. In surveys from April 2013 through April 2014, between twenty-one percent and thirty-one percent of youth reported they did not feel safe in the facility within the past six months. Through meeting with the youth themselves, they reported fearing other youth as the dominant factor. The most striking result is that a high percentage of staff report that neither they nor youth are unsafe in the facility. Specifically, in April 2013, forty-three percent of staff reported feeling unsafe in the facility over the past six months and over the following two data collection periods, this percentage has decreased to thirty-four percent in April 2014. However, the scores remained higher than the national average. These reports are in contrast to the decreasing

numbers of assaults and restraints in the facility. Through meetings with both administrative and direct line staff, it has been found that a large contributing factor to this rating is that as the use of consequences has changed within the facility (using Restorative Justice Practices and limiting room confinement); staff feel more frequently that youth are not held accountable for their actions and, therefore, feel less safe.

PERMANENCY

In April 2013, parents of youth exiting care from the Sununu Youth Services Center were surveyed for the first time. It was remarkable that most of them felt they had adequate time to visit with their children and that they were engaged in their youth's treatment planning process. Specifically, between April 2013 and April 2014, ninety-two percent to ninety-six percent of parents indicated they were involved in their youth's treatment plan. Parents have also consistently reported that they were kept apprised of their youth's progress with their treatment plan and that they agreed with the treatment plan.

In April 2013, eighty-five percent of parents reported having adequate visitation time with their youth. A year later in April 2014, seventy-three percent of parents continued to indicate that they had adequate visitation time with their youth. It should be noted that not all parents indicate they visit with their child and a majority of the visits that do occur happen weekly.

WELL-BEING

Performance-based Standards provides an opportunity to look at programming and treatment services provided for youth as well, including how needs for youth are identified and treatment provided to meet those needs. Although scores vary across disciplines (medical versus clinical/therapeutic) and time period being evaluated, it can be said that the Sununu Youth Services Center provides quality programming, but that there are a number of areas where improvement can be seen. First, medical evaluation and treatment is rated highly. Youth are also typically evaluated for their educational needs and placed into an appropriate program. Although all youth have an initial assessment for suicidality and substance use, ongoing and timely mental health evaluation remains a need. In addition, ensuring a strong tie between the assessment of needs for youth and their treatment plan interventions is an area where improvement would be beneficial. Also, the need for better communication and collaboration between units within the facility is identified as an area requiring attention.

Notably, most youth report feeling the programming (treatment planning and service provision) helps inform them of what they need to do once they leave the Sununu Youth Services Center. Between April 2013 and April 2014, ninety-one percent to ninety-two percent of youth surveyed reported that their programming helped inform them of what they need to do in order to be successful when they leave the facility.

SYSTEMIC FACTORS

INFORMATION SYSTEM

New Hampshire Bridges is the Division for Children, Youth and Families (DCYF) SACWIS 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.

New Hampshire understands that Bridges is the principle tool to aid management in monitoring practice and is therefore a key to improving service delivery and practice. Thus, DCYF management uses data from this automated system to augment case management, workload management, planning, and budgeting and resource management.

Bridges can identify the status, demographic characteristics, goals for placement, and location of every child in foster care, including the actual address as well as the placement agency. Other benefits of the system identified by stakeholders included the following:

- The system provides immediate access to information on a statewide basis;
- The system is stable;
- The information is available for children that are in “unpaid” (i.e., unlicensed relative care) as well as “paid” placements;
- The system includes ticklers for administrative reviews and permanency hearings; and
- Recent modifications to Bridges to address many past concerns have made it more user friendly.

On November 13, 2008 the State received a letter from ACF regarding the final determination of the SACWIS review. ACF noted that the Bridges SACWIS system is fully compliant with Federal SACWIS requirements. These requirements included the system’s ability to identify the status, demographic characteristics, location, and goals for the placement of every child who is (or within the immediately preceding twelve months, has been) in foster care.

COURTSTREAM

CourtStream is a web-based information system with many capabilities that are very well suited for the needs of a facility such as the Sununu Youth Services Center (SYSC). The system has the capacity to track a number of critical functions for a variety of individual client and facility needs. For example, the Clients area contains the list of all youth currently in care at SYSC, and can be edited by the user to show all youth separated by housing unit, by last name etc. This section also shows the current level and status of all youth at the center. Additionally, staff are able to capture each individual youth’s progress in treatment and any behavioral or safety incidents.

CourtStream also allows staff to keep a real time running log of all activities/events occurring in the facility through use of the Daily Log. This log gives the Division the ability to know exactly

where all youth in the facility are located on/off grounds for safety/security reasons and court appointments etc. at any given time.

One of the most valuable functions of this system is the ability to send alerts with any of the above-mentioned reports. Alerts can be sent to any registered CourtStream user in the state with a single click, so that staff throughout the facility involved in various aspects of the youth's programming can be kept immediately apprised of any progress or issues. Additionally, Juvenile Probation and Parole Officers in the field were given read-only access to the system in 2013 and trained in its usage, and Child Protective Service Workers were given access in 2014. Due to JPPOs and CPSWs being registered CourtStream users, they are now alerted via email within minutes of the report being generated each time a youth on their caseload makes progress, has a minor setback or a major incident. This communication capability allows for increased communication between facility and field staff in that it makes it nearly effortless.

DATA CONSIDERATIONS

The Bridges user community has been deriving assessment information from the Bridges Enterprise Data Warehouse on a regular basis to support field and management assessment decision-making. The Enterprise Data Warehouse is populated via the Bridges System on a nightly basis. Since Bridges is the SACWIS (Statewide Automated Child Welfare Information System), it will capture, store, and display eligibility results including clients' individual eligibility history. Also, due to enhancements of Title IV-E determination results, DCYF will be able to report and analyze trends with greater accuracy. Two Federal Reporting projects are vital to the data for the CFSR and State Data profile. The two projects, AFCARS and NCANDS are outlined below.

Adoption and Foster Care Analysis and Reporting System (AFCARS) Assessment Reviews are conducted in order to verify the State information system's capability to collect, extract, and transmit AFCARS data accurately in accordance with "The Federal regulations and ACF's policies."¹ The submission of this data is also a requirement of the Statewide Automated Child Welfare Information System (SACWIS) compliance. AFCARS regulations are found at 45 CFR 1355.40 and provide the guidelines for collection of uniform and reliable information on children who are under the placement and care responsibility of the State's Title IV-B and Title IV-E agency and children adopted under the auspices of the State public Child Welfare Agency. States failing to meet the standards detailed in 45 CFR 1355.40(a-d) are considered out of compliance with SACWIS requirements.

In calendar year 2014, SACWIS reported a total of approximately 25,000 children were served by DCYF. There were 2,715 open DJJS cases and 1,275 open DCYF cases.

National Child Abuse and Neglect Data System (NCANDS) is a national data collection and analysis system created in response to the requirements of the Child Abuse Prevention and

¹ Excerpted from the USDHHS/ACF/ACYF/Children's Bureau, State Guide to an AFCARS Assessment Review dated December 2003.

Treatment Act (Public Law 93-247) as amended. This data is input for the Child and Family Service Review. The report extract must be corrected to provide accurate data.

QUALITY ASSURANCE

ACF has supplied and the State has consistently employed the Data Quality Utility and the Frequency Utility and will continue to do so. In fact, the State now runs the AFCARS reporting programs monthly and uses the utilities to analyze the output. Records failing the validation process are reported to the Field Administrators who in turn route them to the applicable district office for review and correction.

In addition, the State is developing other techniques for monitoring the accuracy and timeliness of data entry. It plans to continue to enhance monitoring analysis in place by utilizing a variety of queries to interrogate the database for specified conditions.

STRENGTHS

New Hampshire Bridges provides a series of screens, which guide Intake Workers and Supervisors through the process of collecting basic information about reporters, subject families, and allegations, as well as recording contacts with collateral parties. The system guides staff through the process of accepting a referral for further assessment or recording the reasons a referral is not accepted. Finally, the Central Intake Supervisor uses the system to transfer the referral to a local district office for further assessment. The system keeps a log of all contacts and transfers, as well as providing a utility for freezing the information recorded in the system at the point that key decisions are made. All children under care are recorded and tracked in the New Hampshire SACWIS application. Since New Hampshire Bridges is fully compliant with ACF as a SACWIS system, it is the system of record and there are no other alternative systems for tracking children. For example, children in different geographical areas throughout the State or for different groups in out-of-home care are recorded and tracked through the same system.

New Hampshire Bridges provides for a case planning process, including a family services planner. In addition, there is a separate placement planning process to specify the placement plans for children placed out of their homes. This process begins with an assessment of needs and strengths of the child and the family, and proceeds through setting goals and determining services needed to reach goals. The planning process then feeds into a service authorization process, which allows the worker to match the child to needed services (based on child and service provider characteristics). Supervisory approvals are required at various points along the way. Should legal action be required as part of the case plan, New Hampshire Bridges provides for tracking that process as well.

OPPORTUNITIES FOR IMPROVEMENT

Bridges has been fully compliant with federal requirements since 2009. However, the system has been in production for twelve years and at some point will require a “re-platforming” of the application. One objective would be to take advantage of more modern technology for a mobile work force. Utilizing the State’s new financial system for provider billing could be another

opportunity for improvement. The existing SACWIS application could be streamlined if claims processing in Bridges are moved to a central financial system.

Additionally, field staff often report concerns with certain aspects of Bridges. While Bridges is fully compliant and performs all tasks necessary to complete job function, many of the Division's field staff are technologically savvy and express their frustrations with how long Bridges modifications and upgrades can take to complete compared to other forms of modern technology. Bridges modifications are conducted every six months through new Bridges releases. Additionally, maintenance can be done off-cycle during the year for changes that do not require a full release.

CASE REVIEW SYSTEM

One of DCYF's principal Beliefs is that permanency planning for children and youth should begin at the time of removal and continue until a permanency plan is achieved. Engaging families and youth in decisions about permanency, safety and well-being increases the likelihood of a successful permanent plan through a process that builds trust and embraces transparency. Over the past four years the development of the New Hampshire DCYF Practice Model included implementation of family engagement strategies aimed at assuring that family and youth voice were included in the development of case plans goals and identification of actions to achieve those goals. To accomplish this DCYF revised case plan tools to incorporate the key concepts of Solution Based Casework in the work with families. This included comprehensive revision to the case plans to be completed with parents involved with DCYF due to a finding of abuse and neglect. These changes will be fully incorporated into the SACWIS system in Bridges in August 2014. Revisions were also made to the Juvenile Justice Community Supervision Plan and Placement Plan. This was done with the intention of assuring that families were actively engaged in the development of the case plans and that the parents and youth were fully aware of the tasks that needed to be completed in order to achieve best outcomes towards permanency.

In recognition of the significant impact the application of Solution Based Casework would have on family engagement, DCYF has made a concerted effort to establish a rigorous case review system designed to function in such a way as to verify that there is consistent, ongoing, and sustained attention to achieving timely permanency for all children, youth, and families involved with Child Protection and Juvenile Justice Field Services. Of particular importance in conducting case reviews is determining if field staff are focusing on inclusion of parent and youth voice in the development of case plans and that services and supports are being provided to help the families build competence in their ability to manage situations that are difficult for them.

Written case plans are to be developed within sixty days of the date a child is removed from the home. In Child Protection cases these plans are developed jointly with the parents and are to be updated every six months. The case plan is signed by the parents and child/youth when age appropriate. For Juvenile Justice Cases the Community Supervision or Placement Plan are also developed in collaboration with the youth and the parent. For Child Protection and Juvenile Justice Cases, the supervisor reviews and sign off on the completed plan. It is expected these plans are reviewed regularly with the family and updated every six months. Field staff are expected to document that the case planning process includes ongoing conversations with the

family regarding the sequence of events that led to the Division’s involvement with the family and identification of Individual and Family Level Objectives that can improve family functioning and ultimately assure child safety.

New Hampshire has incorporated an administrative case review process for placement cases that is specifically aimed at assuring the question “can this child/youth be safely returned home” is at the forefront of every meeting. Family Assessment Inclusive Reunification (FAIR) meetings include a review of the status of the case, the case plan, the child/youth’s safety, well-being, and plans for permanency. These meetings are held within specific timeframes and are facilitated by an objective party whose primary role is to create a forum for family engagement, where families are active participants and have a voice in their case planning, permanency planning, and case progress. While FAIR is specific to Child Protection and Juvenile Justice Placement cases, New Hampshire has also incorporated a similar process to assure periodic and ongoing review of in-home cases through the utilization of “Solution Based Family Meetings” (SBFMs). These meetings are designed to address with the family what is working, what is not working, determine how the Division can be of assistance in addressing the family’s needs, and establishing a detailed plan of actions/goals that include behaviorally specific tasks to accomplish the goals. Once the plan is established SBFMs are to be scheduled at the four month, ten month and every six months thereafter throughout the life of the case. Focus of the meetings is to be on reviewing the status of the case plan including how the family is managing continued safety, finding and maintaining family/community supports and resources, and updating the plan as needed to celebrate accomplishments and review tasks that still need to be accomplished.

Child Protection cases that are court involved have regularly scheduled court review hearings that occur at the three, six and nine month mark following the dispositional hearing with a permanency hearing held at twelve months. To assure Permanency Hearings occur timely the date of these hearings are most often scheduled at the onset of placement. Subsequent to the twelve month permanency hearing, periodic reviews continue every three months thereafter pending the final achievement of permanency for the child/youth. Juvenile Justice Cases are heard at least every six months unless there is cause to bring forward a review hearing prior to that. With the recent implementation of “APPLA Protocols” in three district offices and four Family Division Circuit Courts, DCYF has created a new court report specific to youth in open cases with the goal of APPLA. It is expected that the court will assure there is sufficient inquiry during the review hearing of these cases to determine that the APPLA permanency plans are meaningful and planned and address the well-being of every youth involved, including a youth’s education, healthcare, potential employment, and living arrangements.

In addition to the formal FAIR, Solution Based Family Meetings, and the court review process discussed above, periodic reviews of case plan goals, tasks and achievement of goals also take place at treatment team meetings, during SBC case consultations, at internal Permanency Planning Team (PPT) meetings and in Child Protection cases, at the time of transferring a case from Assessment to Family Services.

When Termination of Parental Rights is the recommended goal at the Permanency Hearing it is expected that the Child Protection Offices will file the required TPR packet timely. Although the new Adoption and TPR protocols developed by the Court Improvement Project and piloted in the Concord and Franklin Family Courts in 2010 have not been adopted statewide, it is consistent

practice in most DCYF offices that the TPR packet is ready to file at the time of the permanency hearing. Upon receipt of the court order it is expected the packet will be filed within thirty to sixty days.

To assure foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to a child/youth in their care in 2012 DCYF established guidelines for staff on how this was to occur. A written Notification of Hearing letter is to be sent to these caregivers and it is expected that staff will document in Bridges that this has been done.

DATA CONSIDERATIONS

As stated throughout this document the advent of Solution Based Casework resulted in significant changes to DCYF's case planning process that is moving the Division to a foundation of work with families designed to be more engaging and inclusive. Changes to the case plan that reflect SBC principles are being programmed into Bridges with a scheduled release date of August 2014. As part of DCYF's quality assurance system Case Practice Reviews occur on-site in DCYF District Offices. These include a file review to determine if there is a written case plan signed by the parents in the case file, documentation of the extent to which the parents are involved in case planning and when possible, a face-to-face interview is scheduled with the parent(s) to further assess their involvement in developing the case plan goals/objectives and tasks. The results of these reviews are shared with the district office supervisors and staff and Practice Improvement Initiatives (PIIs) are developed at the local level. These PIIs focus on case planning and inclusion of family voice when this is identified as an area needing improvement and improvement outcomes are monitored by district office supervisors and administrators on a monthly basis.

DCYF currently has the capacity to obtain and monitor data regarding the number of FAIR meetings held and surveys of attendees at these meetings occur at the end of every meeting. According to the survey results, attendees are generally more satisfied with the level of family engagement and outcomes of the meetings than the meeting logistics. This is understandable as often meetings are held in the DCYF District Office. Increased focus is being given to encourage more FAIR meetings are held in the family home and other more inviting environments for the family. However, families are often hesitant or unable to have FAIR meetings in their home due to space, homelessness, etc. In these cases, alternative spaces need to be pursued with greater effort. Family engagement and meeting outcome satisfaction have historically been in the eighty to ninety percent satisfaction range. Meeting logistics has been in the seventy percent satisfaction range. Queries can also be done on an ad hoc basis to determine how many Solution Based Family Meetings (SBFMs) have been held with families and a review of documentation of the conduct of these meetings in Bridges by supervisors provides qualitative information about their outcome. Permanency hearing dates can be tracked in Bridges to determine if they are being held.

Notice of Hearings is tracked via a statement "Hearing Notice Sent" entered in the first line of a case contact in Bridges. A recent query of this data indicates that DCYF staff are making a concerted effort to assure foster parents, relative caregivers, and pre-adopt parents are receiving these notices. In SFY 12, 292 (44.9 percent) hearing notices were sent on open foster care and

relative placement cases; in SFY 13, 447 (69.41 percent) and in SFY 14, 409 (72.39 percent). DCYF staff were recently reminded of the need to assure sustained attention to this practice. In addition the Administrator for Child Protection and Juvenile Justice Services has conferred with the Administrator for DCYF's Bridges Information System and action will be taken in the next year to have "Hearing Notice Sent" added to the pick list under purpose of a contact. This will enable the date query to be run more efficiently.

STRENGTHS AND CONCERNS

Case Practice Reviews demonstrate that DCYF staff are committed to the application and integration of Solution Based Casework in their interaction and intervention with families. Internally case consultations are held on a regular basis and the Division has the capacity to track quantitative data related to number of FAIR and SBFM meetings held with families. The Case Practice Review process provides greater qualitative information as to how families experience DCYF's involvement through the stakeholder interview process.

Although the TPR packet is filed with the courts within thirty to sixty days of the court's permanency order, scheduling of the initial TPR hearing and subsequent trial is frequently delayed for an extended period of time. While some courts are able to schedule the initial hearing within ninety days, most offices report that the initial hearing is not scheduled for at least six months, and in some instances even later. This is a systemic issue that DCYF will need to address. The opportunity to do so may present itself through continued work with the Court Improvement Project. The goal would be for DCYF to work with CIP to bring forward the permanency protocols statewide once the roll-out of the APPLA protocols is finalized in 2015.

In addition the child welfare information system does not allow for ready access to data that indicates TPRs were filed timely. This will likely require development of a Bridges change request and a detailed business requirements document to be completed in order for the programmers to make the necessary changes to the child welfare information system so that this data can be routinely obtained in the future.

QUALITY ASSURANCE SYSTEMS

CASE PRACTICE REVIEWS

The New Hampshire Division for Children, Youth and Families (DCYF) Bureau of Organizational Learning and Quality Improvement (BOLQI) is responsible for quality assurance and the oversight of state quality improvement processes which include data collection, research and analysis, program improvement, and training.

New Hampshire's Case Practice Review (CPR) process is a key component of quality assurance that provides performance measurement and accountability for field practice and various DCYF systemic factors. The Administration for Children and Families' CFSR framework and the On-Site Review Instrument (OSRI) along with the Solution Based Casework (SBC) Fidelity tool drive New Hampshire CPRs. CPRs identify organizational and staff strengths, as well as areas needing improvement in each district office by focusing on outcomes for children and families in the areas of safety, permanency and well-being.

Case Practice Reviews occur on-site at the DCYF District Offices. A random case sample of in-home and placement cases for both Child Protective Services (CPS) and Juvenile Justice Services (JJS) are reviewed by trained and experienced staff from all levels of the organization. Interviews are conducted with parents, youth, stakeholders, and data from stakeholders collected via an online survey. Additionally, at least one community stakeholder is selected to participate as a reviewer at each CPR. In order to ensure the integrity of the CPR process, reviewers must disclose any conflict of interest that they may have between their role as a reviewer and their employment and/or knowledge of/involvement with the parties of the cases under review. If a reviewer identifies a conflict they will either be reassigned a different case or replaced by a backup reviewer.

BOLQI has developed a comprehensive and consistent quality assurance (QA) process for Case Practice Reviews. Prior to a review week a mandatory CPR/QA training is conducted by a core team of BOLQI staff for all review team staff including quality assurance. Each team has one QA staff identified to assist them throughout the week for consistency. A second level of quality assurance is conducted on both the OSRI and the SBC Fidelity Tool to check for accuracy in ratings and ensure all initial QA issues were addressed. Post review, more levels of QA are completed to ensure accuracy and consistency before and after data are entered into the database. Any QA questions/issues identified during a CPR are incorporated in the training held for reviewers prior to the next CPR.

An exit conference is held with all district office staff following the CPR where BOLQI staff share all data and results from the review. This data includes the results from the OSRI, the SBC Fidelity Tool, stakeholder survey, and incorporating feedback from reviewers during debrief sessions as well.

Case Practice Reviews are conducted at least quarterly and the metropolitan site is reviewed annually. An annual sample reviewed is seventy to ninety-two cases depending on the sizes of the offices under review. More than ninety staff will participate in the CPR's this year.

Following the CPR, BOLQI assists the District Office staff with the development of Practice Improvement Initiatives (PIIs) to address areas needing improvement. BOLQI works with Child Protection and Juvenile Justice Field Administrators and Supervisors to track and monitor PII progress. The design for the PIIs flows from themes developed in the Practice Model, and creates a process for organizational change that parallels the process used with families. The PII process draws upon several methodologies and philosophies already in use within the Division, including Appreciative Inquiry (AI), and the Breakthrough Series PDSA (Plan, Do, Study, Act) model, to create a design model that values and includes staff at all levels in developing plans with the DCYF District Offices for improved outcomes.

Following the Case Practice Review, Quality Improvement staff conduct several meetings with a group of district office CPS and JJS staff including administrators, supervisors, and workers. The meetings are used 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 result of the review, within the overarching AI/PDSA framework. The CPR results are explored with the PII group and ideas for change are generated through a focus on the strengths and successes of the office. At the conclusion of the PII meetings, BOLQI provides a written report to the office and assists in the ongoing monitoring of the PII. Typically

monitoring occurs at a local level by having district office supervisors and administrators meet monthly to evaluate progress on the items identified in the office's PII. BOLQI Quality Improvement staff also plays a role in the ongoing monitoring of each office's PII through monitoring data from monthly reviews and being involved with other practice improvement activities within the office.

PERFORMANCE BASED STANDARDS

Performance based Standards (PbS) is a nationally recognized improvement program developed by the Council of Juvenile Correctional Administrators (CJCA) that has specialized in the unique needs of delinquent youths and juvenile facilities for more than a decade in facilities across the country. It is dedicated exclusively to improving the conditions, services, and overall operations of juvenile facilities and providing technical assistance and tools that promote public safety, offender accountability, and rehabilitation that prevents futures crime.

PbS is a data-driven improvement model that identifies, monitors, and improves conditions of confinement and treatment services in residential facilities and programs using national standards and performance outcome measures. PbS builds performance improvement and accountability into Division, facility, and program operations using a three-part cycle of activities: collecting data, analyzing the performance outcomes and summary data reports and then: using the data to create improvement and reforms.

The John H. Sununu Youth Services Center (SYSC) has participated in PbS since 2009. Twice a year since that time SYSC has evaluated itself by collecting PbS data, by surveying youths, staff and families, and reporting administrative data, unusual incidents and the services offered by the facility or program. BOLQI and SYSC staff along with consultation from PbS coach, Dave Crowley, analyze the data collected to identify what is working and what needs improvement. Outcome data are presented to management staff with a discussion around activity from previous data collections, and comparison to other states findings. BOLQI and SYSC staff team together to develop a facility improvement plan (FIP) in response to the results.

The FIP has become a living document that measures successes and ensures that SYSC is working on safety, order, security, programming (education), health/mental health services, justice, reintegration, and connection to family and social supports goals. Based upon measurable outcomes, SYSC's participation in PbS has helped the facility significantly improve and achieve of these goals.

The FIP is entered into the PbS website and monitored for effectiveness by staff, Division leaders and the PbS coach.

PRISON RAPE ELIMINATION ACT

The Prison Rape Elimination Act (PREA) was passed in 2003. The law created the National Prison Rape Commission (NPREC) and charged it with developing standards for the elimination and prevention of sexual abuse for all confined youth or inmates. The purpose of the act was to "provide for the analysis of the incidence and effects of prison rape in Federal, State, and local institutions and to provide information, resources, recommendations, and funding to protect individuals from prison rape." (Prison Rape Elimination Act, 2003) The final rule and PREA

Standards for Adult Prisons and Jails became effective August 20, 2012. The John H. Sununu Youth Service Center (SYSC) implemented PREA Standards on August 20, 2013. New Hampshire DCYF also began work with its residential provider programs whose population is more than half delinquent youth to implement PREA standards at that time as well. DCYF will be funding an audit process by a federal Department of Justice certified auditor in August of 2014 for the Sununu Center and two of these residential provider programs, with three additional programs to be reviewed each year going forward.

PREA supports the elimination, reduction and prevention of sexual abuse and sexual harassment within corrections. SYSC has implemented PREA Standards that promote zero tolerance of Sexual Abuse and Sexual Harassment. The following PREA Standards have been implemented at SYSC and have begun implementation in residential programs:

Prevention Planning: Zero tolerance of sexual abuse and sexual harassment, contracting with other entities for the confinement of residents, supervision and monitoring, limits to cross-gender viewing and searches, residents with disabilities and resident who are limited English proficient, hiring and promotion decisions, upgrades to facilities and technology;

Responsive Planning: Evidence protocol and forensic medical examinations, policies to ensure referrals of allegations for investigations;

Training and Education: Employee training, volunteer and contractor training, resident education, specialized training for Investigators, specialized training for medical and mental health care;

Screening for Risk of Sexual Victimization and Abusiveness: Obtaining information from residents, placement of residents in housing, bed, program, education, and work assignment;

Reporting: Resident reporting, exhaustion of administrative remedies, residents access to outside support services and legal representation, third-party reporting;

Official Response Following a Resident Report: Staff and facility reporting duties, facility protection duties, reporting to other confinement facilities, staff first responder duties, coordinated response, preservation of ability to protect residents from contact with abusers, facility protection against retaliation, post allegation protective custody;

Investigations: Criminal and administrative agency investigations, evidentiary standards for administrative investigations, reporting to residents;

Discipline: Disciplinary sanctions for staff, corrective action for contractors and volunteers, disciplinary sanctions for residents;

Medical and Mental Health: Medical and mental health screenings; history of sexual abuse, Access to emergency medical and mental health services, ongoing medical and mental healthcare for sexual abuse victims and abusers; and

Data Collection and Review: Sexual abuse incident reviews, data collection, data review for corrective action, data storage, publication, and destruction.

ASSESSMENT OF STRENGTHS, CONCERNS AND ENHANCEMENTS TO THE QA SYSTEM

DCYF received feedback on the current functioning of New Hampshire CQI system from the Children's Bureau in December 2013. The CB outlined areas of strength of New Hampshire's existing CQI system and potential areas for improvement following a full day discussion with DCYF in September 2013. As the CB has continued to provide technical assistance toward the enhancement of DCYF's CQI system the progression has spanned out to all Bureaus, areas of practice and the field offices.

FOUNDATIONAL STRUCTURE

DCYF's Bureau of Organizational Learning and Quality Improvement has become the "hub" for CQI activities and gained credibility Division-wide through the successful achievement of the Program Improvement Plan and leading the design of the Division's Practice Model. The Practice Model has resulted in the development of beliefs and principles related to safety, permanency and well-being of children, youth, families, stakeholders and staff. DCYF is currently receiving technical assistance to further the efforts to fully integrate the Division Mission and Vision across all facets of the organization. BOLQI provides strong leadership and administrative support to all bureaus and field offices promoting and integrating the agency Practice Model into all aspects of the child welfare system.

BOLQI has not formalized a written document that integrates all CQI components in a way that would allow both internal and external stakeholders to understand their interconnectedness and functioning. New Hampshire currently has a draft CQI manual prepared but needs to update and disseminate it. The CQI manual and increased communication and inclusion of others in CQI activities and improvement plans, as well as specific training will deepen the understanding of staff and stakeholders to the importance of CQI.

New Hampshire BOLQI in collaboration with the Center for Professional Excellence, UNH, has embarked on a robust training plan to enhance CQI skills and knowledge of new and existing staff. It involves a multi-pronged approach to developing and sustaining CQI knowledge at graduated levels for staff in all areas of the Division.

In 2014 BOLQI staff will complete the CQI Academy, sponsored by the Children's Bureau. The CQI Academy has been a professional development opportunity that has increased the capacity of knowledge of BOLQI staff that will benefit the entire Division as CQI activities flourish these next five years.

QUALITY DATA COLLECTION

DCYF has a strong and growing emphasis on quality data collection. Data is available from many sources, including the Bridges SACWIS system, AFCARS/NCANDS, State Data Profile, Case Practice Reviews, Performance-based Standards at the Sununu Center, NYTD data, provider reviews, training evaluation, and ongoing surveys of staff and stakeholders.

The use of administrative data to monitor and improve practice has evolved at DCYF. A collaborative approach developed with BOLQI's & BIS's leadership is a Data Managers group formed to include both analysts and program managers. The group focus is on information

sharing, improving data collection, report development, and reviewing outcomes data. The future emphasis on the inclusion of stakeholders in CQI will likely impact the focus of the groups' activities and broaden the sources of data available to DCYF as well as make access to the Division's data more accessible.

CASE REVIEW DATA AND PROCESS

As noted above, BOLQI has continued to lead a Case Practice Review process that utilizes methods of selecting case samples, collecting and analyzing data from the On-Site Review Instrument, case interviews and stakeholder feedback that mirrors the traditional federal Child & Family Services Reviews. Additionally, BOLQI has added the completion of the Solution Based Casework (SBC) Fidelity tool on each case in the sample to its standard review process. This tool serves multiple purposes of evaluating the implementation and sustainability of SBC as the foundation of the New Hampshire Practice Model, maintaining fidelity to the model, and positioning the Practice Model as the underpinning of staffs work with families. Uniform QA/reviewer training, standardized tools and inter-rater reliability methods for both tools are in place.

BOLQI has continued to conduct an annual review of the largest metropolitan site in New Hampshire as well as other district offices that are representative of the varying geographic and demographic areas of the state. In addition to continuing these formal review processes, BOLQI has begun work to identify processes that would enable more frequent mechanisms for feedback to field offices, as well as capacity for responsiveness to ad hoc reviews in the future.

To this end, a pilot data review was conducted in March with the Manchester District Office. The pilot review was developed primarily as a review of the existing CQI processes within the office, in order to assess the potential for additional capacity for case reviews in the Division. Data collected included safety and permanency outcome data, monitoring of progress with Practice Improvement Initiative goals and supervisory review of them, a review of the SBC Sustainability plan activities, a parent leader focus group, stakeholder survey, and direct administration of the SBC Fidelity Tool on assessment, family service and JJS cases. The result of the pilot was a greater understanding of the need for consistency in DO CQI activities while still allowing for the individuality of various offices. Additionally, the review helped identify the potential role of parent leader groups in future Case Practice Reviews. SBC Fidelity reviews identified training and other system needs. These findings were useful in informing future CQI efforts and processes, both at the state and local levels, but were not able to provide significant case level feedback.

Two other recent CQI activities added to the case review process to increase and broaden stakeholder feedback were the creation of an online survey inquiring about the collaboration and engagement of district office staff with stakeholders and DCYF performance on safety, permanency and well-being efforts. The second activity introduced was conducting a focus group of district office parent leaders. The focus group was designed to explore the level and quality of engagement of staff with parent leaders toward local and systemic practice improvements. As each district office has a unique approach and varied circumstances to address, BOLQI and the Bureau of Well-Being are working together to further develop a strategy

to evaluate the quality and effectiveness of the inclusion of parent leaders in practice discussions, policy development and office improvements.

ANALYSIS AND DISSEMINATION OF QUALITY DATA

During recent years, New Hampshire DCYF has taken a number of steps to more deeply embed the availability and usage of data in all levels of the Division. Data of many types continues to be distributed to staff on a regular basis through management reports and Case Practice Reviews. However, during the past two years, New Hampshire has also worked extensively with Kansas University to develop the ROM reporting system, which rolled-out to field supervisors, super-users, and administrative staff in April of 2014, and will roll-out to all field staff within 2014. Staff are currently being provided with training in skills to analyze and use this new data availability to improve practice at all levels of DCYF work.

Although stakeholders, including youth and parents, continue to be involved in many aspects of the Division's function, DCYF will need to explore ways to include stakeholders more specifically and meaningfully in analyzing available data and selecting solutions. In addition to the typical stakeholder survey that accompanies each Case Practice Review, BOLQI recently piloted a parent focus group during a review in order to gather data about the effectiveness of the parent partner program in engaging parent voice. Additionally, in support of the goal of further stakeholder involvement in the analysis of its data, the Division has worked with the developers of the ROM system on plans to implement a public interface for the system that would provide aggregated data, and has made the decision to move forward with this effort. This facet will ensure that stakeholders will have access to real time data on key outcomes. DCYF also has future plans to make some child welfare reports, evaluations and publications available to the public in a "CQI corner" of the Division's website.

The recent assessment of the CQI system as it relates to quality data also revealed a need to provide training to enhance staff skills and knowledge of the use of data. To achieve this New Hampshire created a comprehensive training plan in conjunction with the roll-out of the ROM system. Additionally, New Hampshire has begun to plan a Leadership Academy for Child Welfare Data Scholars mentioned in the previous section. The Leadership Academy for Child Welfare Data Scholars is expected to build capacity in data driven decision-making and leadership development. It is the intention to tie the data scholars' initiative into the development and support the local and state level CQI teams in leadership roles.

Also, as mentioned in the CQI section, a multi-disciplinary Evaluation Group was formed and is led by BOLQI with the purpose of building and sharing knowledge of evaluation skills across bureaus and coordinating and leveraging internal evaluation efforts. The group meets regularly with a standing agenda that includes the practice model evaluation and time for consultation on prospective or ongoing evaluation activities. A significant achievement of the group has been the creation of an electronic tracking of existing Division evaluation activities made accessible to all bureau and state office staff.

FEEDBACK AND ADJUSTMENT PROCESS

New Hampshire has identified the need to incorporate a more proactive systematic approach toward the use of data to identify practice challenges at all levels across the Division. While currently there are many avenues to access data to evaluate the quality and effectiveness of casework practice and DCYF processes they are not always used to the fullest extent to critically analyze trends/issues and more importantly to share with stakeholders to lead data-informed discussions toward improvements.

That being said, a number of processes, both formal and informal, are already in place within the Division to translate the results of data to drive practice improvement. Key stakeholder connections and collaboration continue in all program areas at both the state and local levels. The federal Program Improvement Plan and the local Practice Improvement Initiatives served to formalize and document these processes during the past five years. Learning from those efforts has led to planning for local CQI teams in each field office and the use of the next Child & Family Services Plan as the driver of statewide CQI planning.

Additionally, Practice Improvement Initiative teams continue to be created in each field office following formal CPRs, which serve to set the stage for ongoing CQI teams at each local level. These teams, when formalized, will provide a systematic process for field staff and stakeholders to engage in data analysis and improvement planning at the local level, with support and training facilitated by BOLQI.

In addition, DCYF has used a number of methods to assess the effectiveness of its CQI system, and has made improvements in response to feedback from reviewers, staff, federal partners, and CQI learning. These changes have included such things as increased consistency in reviewer training and ratings, changes to the proportion of Child Protection and Juvenile Justice Cases, and the quality assurance process both during and after the review.

STAFF TRAINING

The Division for Children, Youth and Families (DCYF) Bureau of Organizational Learning and Quality Improvement (BOLQI) has built and led an array of internal and external partnerships across the state that provide a vital, 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 institutions and non-profit partners,
- Collaboration with other state entities such as the DHHS, Office of Development and Training Services (ODTS), New Hampshire State Police Standards and Training, the Court Improvement Project, and
- Targeted DCYF staff involved in training delivery, management and oversight.

In 2011, when the Practice Model was initially developed, training partners, staff and trainers worked to infuse the beliefs and principles into curriculums. As specific Practice Model strategies were selected such as Solution Based Casework, Solution Based Family Meetings, New Hampshire Integrated Assessment (NHIA), Family Assessment and Inclusive Reunification (FAIR) Meetings, the Parent Partner Strategy, the Youth Action Pool and the SAVRY (Structured Assessment of Violence Risk in Youth), Pre-Service and ongoing trainings continue to be revised to incorporate these practices. Additionally, curriculums have been and continue to be revised to reflect updated research and best practices, and in some instances, combined for Child Protection and Juvenile Justice Audiences in light of the merger of the two Divisions.

DCYF continues to utilize a training module within the New Hampshire Bridges State Automated Child Welfare Information System (SACWIS) for coordinating training and maintaining records in order to support compliance. All DCYF staff training is scheduled, advertised and tracked through the Bridges Information System. Staff and supervisors can access and monitor their own training records and register for internal trainings via Bridges.

INITIAL STAFF TRAINING

The initial training program for new staff includes face to face and online classroom formats as well as on-the job training and mentoring. All new CPSWs and JPPOs are required to complete the Initial Training program within their first year of DCYF employment. Beginning in July 2014, this will be delivered in a tiered process with similar/like trainings delivered to both JPPOs and CPSWs together. This will enable CPSWs and JPPO's to take a full caseload at the end of Tier One, having completed the foundational and immediately critical training topics, and complete the rest of the initial trainings within the first year of employment while carrying a caseload.

These changes are designed to improve the initial training process in several ways that have been identified as needs in recent years. In Child Protection, staff were at times unable to complete their initial training and take independent cases for an extensive period of time after their hire, and in juvenile justice, staff were unable to integrate classroom training with time in the office in order to apply their learning. Additionally, by integrating trainings across areas of practice (CPS & JJS together) where appropriate, this will set the stage for shared practices and ensure the content of both pre-service programs is up to date, with quality offerings that are connected to the competencies needed for the jobs. Because of the immediate role for the SYSC staff, a three week Pre-Service Training has been delivered and will continue to be offered two times per year. Where Youth Counselors and JJS staff intersect in their need for specific safety related trainings, both will attend together, also setting the stage for shared practices.

Tier One trainings will be offered four times per year to ensure that new staff are able to take all required trainings within three months of their hire date. During this time they will also complete their Tier One sections of their Mentoring Log. Once these two requirements are completed and with supervisor approval, they will be approved to be assigned primary cases. Tier Two trainings will be offered two times per year, and staff will have one year to complete these remaining trainings and remainder of their mentoring log. Once these two requirements are completed and with supervisor approval, they will have completed the training requirements necessary for promotion.

Training Type	Child Protective Services	Juvenile Justice Services
Merged Trainings for Tier One (First Three Months of Employment)	<ul style="list-style-type: none"> Engaging Families in Solution Based Child Protective and Juvenile Justice Services 	
	<ul style="list-style-type: none"> Report Writing 	
	<ul style="list-style-type: none"> Assessment in Solution Based Child Protection and Juvenile Justice Services 	
	<ul style="list-style-type: none"> Computer Skills 	
	<ul style="list-style-type: none"> Solution Based Casework (Integrated into existing Core Module II) 	

Training Type	Child Protective Services	Juvenile Justice Services
Individual Audience Training for Tier One (First Three Months of Employment)	<ul style="list-style-type: none"> Staying Safe in Home and Office Visits 	<ul style="list-style-type: none"> Officer Safety
	<ul style="list-style-type: none"> Investigations in Solution Based Child Protective Services 	<ul style="list-style-type: none"> Defense Tactics
	<ul style="list-style-type: none"> Case-planning in Solution Based Child Protective Services 	<ul style="list-style-type: none"> Legal Aspects of Juvenile Justice
		<ul style="list-style-type: none"> Introduction to Pre-Dispositions
		<ul style="list-style-type: none"> Community-based Supervision

Training Type	Child Protective Services	Juvenile Justice Services
Individual Audience Training for Tier Two (First Six Months of Employment)	<ul style="list-style-type: none"> • Solution Based Approach to Child Protective and Juvenile Justice Services 	
	<ul style="list-style-type: none"> • Legal Aspects of Family-Centered Child Protective Services 	<ul style="list-style-type: none"> • ICJ
	<ul style="list-style-type: none"> • Effects of Abuse and Neglect 	<ul style="list-style-type: none"> • Adolescent Mental health
	<ul style="list-style-type: none"> • Separation, Placement and Reunification in Solution Based Child Protective Services 	<ul style="list-style-type: none"> • Gang Knowledge
	<ul style="list-style-type: none"> • Working with Families Coping with Mental Health Issues 	<ul style="list-style-type: none"> • Domestic Violence and Juvenile Justice
	<ul style="list-style-type: none"> • A Trauma-Informed Approach to Assessing the Mental Health Needs of Families 	<ul style="list-style-type: none"> • Cognitive Self Change
	<ul style="list-style-type: none"> • Adolescent Toolbox 	<ul style="list-style-type: none"> • Suicide Prevention
	<ul style="list-style-type: none"> • Initial Training on Addiction 	<ul style="list-style-type: none"> • Partnerships with Parents for Permanency
	<ul style="list-style-type: none"> • Cultural Competency 	<ul style="list-style-type: none"> • Select Populations
	<ul style="list-style-type: none"> • Special Education in Child Welfare 	<ul style="list-style-type: none"> • Adolescent Development I & II
	<ul style="list-style-type: none"> • Art of Mentoring I & II 	<ul style="list-style-type: none"> • JDAI
	<ul style="list-style-type: none"> • DCYF Orientation: Our Practice Model 	<ul style="list-style-type: none"> • Substance Abuse and Juvenile Justice
	<ul style="list-style-type: none"> • ICPC 	<ul style="list-style-type: none"> • Blood Borne Pathogens
	<ul style="list-style-type: none"> • Central Registry 	<ul style="list-style-type: none"> • Psychotropic Drugs
	<ul style="list-style-type: none"> • Prevention of Disease Transmission 	<ul style="list-style-type: none"> • Reporting Laws
<ul style="list-style-type: none"> • Impact of Domestic Violence 	<ul style="list-style-type: none"> • Searches 	

Because of these changes to Pre-Service Training, Mentoring will become a more integrated component of the initial training program in order to ensure a more meaningful transfer of learning experience and that staff are ready before taking independent work. Mentoring Logs for all staff will have shadowing experiences as they relate to overall office/facility and DCYF system Orientation, CPS/JJS/SYSC/state office linkages, some skill development, and an ability to demonstrate learning in key areas such as Solution Based Casework. This mentoring will play a larger role than previously as staff will need to demonstrate to their mentor an ability to complete certain tasks (such as writing a report, motion etc.).

Trainers for Pre-Service trainings come from the cadre of certified trainers the BOLQI maintains through its contractual partnerships with CPE or other training system partners. The majority of pre-service trainers are DCYF staff, who are able to infuse the training material with practice knowledge and experience.

Supervisors within DCYF have access to numerous opportunities for initial and ongoing supervisory training. The Divisions parent agency, the New Hampshire Department of Health and Human Services, runs specific supervisor training programs, which new supervisors are required to attend. These activities are currently funded through non-IVE state and federal sources. Additionally, DCYF holds an intensive, in-depth supervisory training on a bi-annual basis. This training is specific to supervision in a child welfare setting, and is designed to equip 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 Division through best practices.

ONGOING STAFF TRAINING

Each year an annual staff training calendar is developed to meet the ongoing/advanced training needs of DCYF seasoned staff. These trainings are delivered through localized team and office based training, online trainings, centralized classroom trainings, and through two annual conferences. Training needs for Child Protection Staff have been assessed using aggregate data from Annual Individual Training Plans or Annual Training Surveys as a starting point to identify potential training needs statewide. Because of staff feedback on the cumbersome nature of these surveys, as well as the need to identify a more formal and systematic training needs assessment process for Juvenile Justice Staff, a change is being made to utilize staff's annual performance evaluations as a mechanism to identify training needs for staff as it relates to staff competencies. Beyond this method for needs assessment, bureau staff and training partners meet with individual office teams and supervisors to ensure specific needs for ongoing/advanced training are accessible, needs based, locally delivered, and outcomes focused. DCYF employees are required to attend thirty hours (CPS), forty hours (JJS and SYSC) and twelve hours (state office) respectively of ongoing training annually. Several trainings for Juvenile Justice and facility staff are delivered as refresher trainings annually, specifically related to safety and certifications, for courses such as Aggression Management and Defensive Tactics and Handcuffing (non-Title IV-E funded). Title IV-E funds are used to support many ongoing (in-service) training activities. (Specific trainings are described in the training grids attached). DCYF continues to partner with specific expert trainers for ongoing staff training and organizational consultation as needed.

Seasoned staff also have access to trainings outside the Division provided by other state agencies, community and higher education partners across the state, regionally and nationally. Further, DCYF holds an annual conference that offers a diverse array of workshops and networking opportunities. In the last five years, attendance has grown to over 300 staff in attendance for workshops and information sessions.

Additionally, through DCYF's Education Tuition Partnership Program (ETP), partnerships with the Departments of Social Work at two University System of New Hampshire Schools, Plymouth State University and University of New Hampshire, DCYF has supported up to eight current and/or potential employees annually to obtain a Bachelor of Social Work degree or a Master's Degree in Social Work for one to two years of their college education. Participants have been selected through a competitive screening process. Once chosen, they 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. The

programs have continued to produce new staff with the depth and breadth of knowledge necessary to begin a career in DCYF.

Lastly, as a workforce development strategy beginning in the fall of 2014, and each year through academic year 2018-2019, the University of New Hampshire and DCYF were awarded a National Child Welfare Workforce Institute grant to support up to five University Partnership (UP) Program Trainees. DCYF staff have the opportunity to enroll and be accepted as Social Work students to focus their education and future employment in the area of Child Welfare, with an emphasis on evidence-based practice models and data-driven decision-making. The University Partnership (UP) Program at the University of New Hampshire enhances child welfare workforce development and provides child welfare education and training to existing staff as undergraduate and graduate social work students.

STAFF TRAINING EVALUATION

From July 1, 2012 to June 30, 2013, 2,148 of 2,423 evaluations returned which rated overall workshop satisfaction in all initial and ongoing trainings, indicated that attendees felt either somewhat satisfied or very satisfied regarding the workshop they attended. This is an 88.65 percent workshop satisfaction rate.

Also in 2011, DCYF received technical assistance from the National Resource Center for Organizational Improvement (NRCOI) to provide support to the training system to enhance the Division's ability to evaluate training. Anita Barbee, MSSW, Ph.D., evaluation expert and Professor and Distinguished University Scholar, Kent School of Social Work University of Louisville, worked with the Division's training partners in advancing the evidence of the Division's level of learning using Kirkpatrick's evaluation methodology for judging learning processes. The implementation of this methodology will continue through the next five year plan through the use of evaluations and testing participant's assessment of their competence in Pre Service trainings.

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

The Education and Training Partnership between DCYF and Granite State College provides training to foster and adoptive parents, relative caregivers and residential care providers. The E&TP partners with DCYF in assessing training as it relates to the principles of accessibility, needs based, outcomes focused and locally delivered, within DCYF's Practice Model framework.

INITIAL PROVIDER TRAINING

Since 2006, the E & TP has delivered Foster and Adoptive Care Essentials (FACES) to individuals interested in providing foster/adoptive care. This training series consists of twenty-one hours of training that promotes a better understanding of working with children, families and child-placing agencies connected with DCYF. This training assists in preparing individuals to be skilled caregivers and professional team members. Courses are primarily instructed by foster and adoptive parents who have been recruited and trained as instructors with Granite State

College. This series of seven 3-hour modules is delivered statewide and fulfills New Hampshire state training licensing requirements and has been run as a series of the full seven modules 156 times over the last five years. (Specific trainings are described in the training grids attached).

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 thirty-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 and has been run as a series of the full five modules thirteen times over the last five years. Due to the declining number of residential providers in the state, the number of offerings specific to the residential provider audience has significantly decreased, thus prompting more targeted needs assessment efforts to meet this changing field. Those efforts will begin in this next five year plan. (The current trainings are described in the training grids attached).

ONGOING PROVIDER TRAINING

Initiated in 1996, the Caregiver Ongoing Training (COT) is a program of competency-based courses designed in collaboration with DCYF staff, foster parents and residential childcare staff. Foster parents are required to have nine 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. Over the last five years, approximately 605 training courses have been delivered statewide in local communities each year. (Specific trainings are described in the training grids attached).

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, including SYSC staff, and New Hampshire Partners in Service.

Training is delivered in traditional classrooms, and community sites (approximately forty 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 online modalities. Curriculum revisions occur on a regular basis to reflect DCYF practice changes. Over the past five years, training related to sexual abuse/harassment, trauma-informed care, and birth parent involvement have been added as stand-alone trainings and infused into existing Pre-Service and ongoing trainings.

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. 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. 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.

An important aspect of E&TP's support to New Hampshire's Foster and Adoptive Parents Association (FAPA) is the collaboration with the FAPA Conference Committee to coordinate the annual New Hampshire Foster and Adoptive Parent statewide conference. In 2016, New Hampshire will be the site of the New England –wide conference for foster parents.

COURT AND CASA PARTNERSHIPS

The New Hampshire Court Improvement Project has focused much of its efforts in the past several years 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.

As policies or protocols shift or are newly created, staff are provided with detailed training to ensure competency in procedural application. For example, in 2012 and 2013 the New Hampshire CIP finalized protocols for improved court partnerships for the inclusion of youth in court processes as well as enhanced collaboration on the goal of APPLA for youth and protocols were created. In response, the BOLQI supported the delivery of several regional trainings on the new protocols coordinated throughout the state for staff and other critical cross-system partners to ensure full compliance with the new procedures.

Additionally, as in past plan years, in relation to the new categories of short-term training authorized under P.L. 110-351 amended section 474 (a)(3)(B), DCYF continues its contractual relationship with New Hampshire CASA, the state-wide agency for Court-Appointed Special Advocates. Through the CASA Training Partnership, Title IV-E training funds have been used to support both pre-service and in-service training of court-appointed volunteers and staff.

SERVICE ARRAY

DCYF provides an array of services that are designed to meet the individualized needs of children and families in need of preventive and voluntary services, or those involved with the Child Welfare and /or Juvenile Justice Services. The Division continues to measure the value of these services and programs against the ethos and philosophy of the Practice Model and the quality assurance processes in place within the policies and governing practices of the Division.

PROJECT FIRST STEP

The Division had identified improving access and availability of substance abuse treatment services to individuals served by DCYF as a priority area for the next biennium. Several focus groups and public forums were held throughout the state which illuminated the needs for

substance abuse treatment and prevention services availability in communities throughout the state. DCYF will continue to promote leadership on the problems and solutions related to alcohol and other drug misuse among the populations served by the agency. Services are currently available in 2 district offices and the agency seeks to expand services to a statewide coverage scale.

DCYF seeks to provide several and ongoing public presentations regarding trauma-informed substance abuse services as well as the effects of substance misuse on family systems. The LADC staff in the district offices service as community resources to assist in developing support, education and information regarding substance abuse and treatment programs.

The Division needs to develop data points related to substance abuse that could be extracted from the SACWIS so that it may assess alcohol and other drug misuse treatment and recovery services.

The project is co-located in two district offices: Manchester and the Southern District Office. The expansion of the program to the district offices in the southern part of the state is indicative of the need identified by staff and through the results of Case Practice Reviews. Quantitative data regarding the number of assessments that have a risk indicator pertaining to alcohol or substance use was used to determine the areas of highest need. 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.

The incorporation of DCYF and DJJS has placed increased demand on this vital resource and the current LADC, staff at Sununu Youth Services Center and the district offices have been instrumental in making this work by maximizing their resources throughout the state.

COMPREHENSIVE FAMILY SUPPORT SERVICES (CFSS)

Family support services are delivered as a contractual service, through a network of Family Resources Centers throughout New Hampshire. Services are flexible, integrated and comprehensive and are provided along a continuum, with short and long-term outcomes. The contracted services are provided along a continuum of three preventive stages; Prevention, Early Intervention and Crisis services.

The array of services include; home visiting, medical and health education, early childhood education, literacy education, family mentoring and advocacy, life and independent living skills training and trauma-informed services. Participation in these programs is voluntary for families with children ages zero to eighteen years, living in/out-of-home situations.

The program is designed to empower and strengthen families by the development of an individualized family services plan, including preventive child care and coordination of community-based services and supportive services that aid in safety planning and family violence prevention services.

9 Contracted Agencies

1 Program for each DCYF DO catchment area:

Berlin	Family Resource Center Gorham/Berlin
Claremont	Good Beginnings of Sullivan Country
Concord	Child & Family Services of New Hampshire
Conway	Children Unlimited
Keene	Monadnock Family Services
Laconia	Lakes Region Community Services
Littleton	Child & Family Services of New Hampshire
Manchester	Child & Family Services of New Hampshire
Nashua	Child & Family Services of New Hampshire
Portsmouth	Families First Health & Support Center
Rochester	The HUB Family Resource Center
Salem	Upper Room Family Resource Center



2013 CFSS DATA

Total Families Served = 875
 Total Family Members Served = 2,989 (1,709 are children)

57 percent of Families Served have a Single Caregiver
 60 percent of Families Served have Mental Health Issues
 28 percent of Families have Chronic Health Issues
 88 percent of Children Served have Healthy Kids/Child Medicaid Insurance
 34 percent of Adults without any Health Insurance

Each year the Division creates a graduating “Class of...” for all discharged children and tracks them for three years.

CFSS Program Outcome: To avoid future DCYF Costs and Services,(Out-of-home Placements & Intensive In-Home services)

Program outcomes to date are:

Class of 2009 for 1,312 graduating children = 90.5 percent continue avoiding DCYF Services (Tracked for 4 successive years)

Class of 2010 for 1,237 graduating children = 91.0percent continue avoiding DCYF Services (Tracked for 3 successive years)

Class of 2011 for 1,297 graduating children = 91.3percent continue avoiding DCYF Services (Tracked for 2 successive years)

Class of 2012 for 1,199 graduating children = 93.0percent continue avoiding DCYF Services (Tracked for 1 successive year)

CFSS OUTCOME CONCEPTS

- A. Treatment Plan Success leads to Avoidance of future DCYF Costs
- B. CLASS of . . .
 - **Only Discharged Children**
 - **Only those with a Treatment Plan**
- C. Each State fiscal year generates a new Class
- D. Each Class will be tracked for three successive years
- E. Avoidance of future Costs means capturing those children who are NOT successful
- F. Capture only 1st event of DCYF Service (no repeats in Year 2 or Year 3)
- G. Success starts out as one hundred percent & lowers as each unsuccessful event is captured

CHILD ADVOCACY CENTERS (CAC'S)

At present there is a child advocacy center in every county throughout the state, with each providing coordinated services to child victims of crime and their families. The centers are part of the state chapter of the Nation Children's Alliance and represent all CAC in their mission to:

- Hold offenders accountable,
- Empower parents to protect and support their children,
- Provide support for services to meet needs of children and families,
- Reduce the effects of trauma.

ADOPTION AND POST-ADOPTION SERVICES

DCYF utilizes the framework and infrastructure of existing services and those services which are part of two federal grants that specifically address evidence-based trauma treatments and practices. These services will be continually and rigorously evaluated and new practices will be developed that specifically target the needs of the pre and post adopt population. These practices include:

- Universal, flexible, and ongoing child screening and assessment specific to the pre and post adoption population of children;
- Case planning strategies specific to the target population;
- Service array reconfiguration to upscale evidence-based treatments specific to the needs of pre and post-adoptive families;
- Ongoing family assessments for all resource families and a corresponding child matching process to ensure fit when placing children in pre-adoptive homes; and
- Training for resource parents and DCYF staff working with pre and post-adoptive families related to trauma and behavior management.

DCYF strives towards improving screening and assessment of mental health problems; developing functional outcome measures to inform case planning; optimizing use of evidence-based treatments targeted for this specific population; and addressing discontinuities in care. The Division seeks to expand this initiative statewide within the next five years while continuing to provide traditional adoption services related to birth and relative care searches, recruitment and retention of quality families, home visiting and supportive services for families, adoption subsidy, New Hampshire Heart Gallery and continued partnership with New Hampshire adoption agencies.

COMMUNITY AND FAITH BASED INITIATIVE (CFBI)

The Community and Faith Based Initiative (CFBI) is a subgroup of the New Hampshire DHHS Commissioners Advisory Group on Adoption. DCYF holds a contract with Bethany Christian Services and they have been providing services since 2005. Purpose of the contract is to collaborate with DCYF to develop and implement foster/adoptive family celebrations which focus attention on May, as National Foster Care Month and November as National Adoption Month. Bethany Christian Services, Faithfully One by One, provides recruitment and retention activities to the 12 district offices throughout the state.

The contractor provides community and faith based organization with DCYF specific information regarding becoming a foster/adoptive parent and services and supports that are available to families contemplating or actively pursuing the foster/adoptive parent processes. In addition, the contractor provides consultation and coordination of outreach activities for DCYF resource and permanency staff. They also work to support families receiving services through the family resource centers.

Approximately 800 families are supported through these initiatives, either through e-mail, participation at recruitment and retention events, renovation requests and Operation Christmas Joy. These events involve people of all faiths organizations and gifts are given to children to make their Christmas wishes come true.

Currently CFBI has three part-time staff to cover the state and DCYF needs to build capacity within the Division in effort to better meet the needs of children and families who could benefit from the services provided by this contract.

FAMILY VIOLENCE PREVENTION

Family Violence Prevention Specialists (FVPS) are embedded in the district offices so that the Division is able to meet the needs of domestic violence victims involved with Child Protective Services reports and Juvenile Justice related cases. DCYF supports services to victims through coordination of the services of fourteen member agencies of the New Hampshire Coalition Against Sexual and Domestic Violence. Services include:

- Service advocacy
- Statewide planning
- Public awareness and community education

There are significant gaps in the availability of FVPS’ services in the northern and southern parts of the state. Focus groups and meetings with services providers have identified that DCYF needs to enhance the consultation and training services currently available in the district offices.

FFY 13 Data FVPS Statewide Activities	
Hot Line / Crisis calls	9823
Individual Counseling	60,348
Group Counseling	665
Community Education (# adults)	8909
Community Education (# children)	19,766*

* TABLE INDICATES TOTAL NUMBER OF CHILDREN AND FAMILIES SERVED BY MEMBER AGENCIES THROUGHOUT THE STATE

FOSTER CARE RECRUITMENT AND RETENTION

DCYF works in collaboration with statewide child placing agencies to deliver an array of services that meet the needs of children in foster care. 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 State Office Resource Worker, a part-time Relative Care Specialist, and a part-time Adoption Recruiter. The Program works closely

with Resource Workers in the District Offices and the Child Placing Agencies who are certified to provide foster care services.

While efforts are made to diligently recruit foster and adoptive parents who reflect the diversity of the children who need foster and adoptive homes, practice does not delay the placement of a child for the selection of a family for the purpose of finding a racial or ethnic match. DCYF staff as well as providers and caregivers participate in ongoing training to promote cultural competency. Through training and ongoing support, the Division makes efforts to ensure that resource families are culturally responsive to child(ren)'s needs regardless of whether they have different backgrounds. The Division has experienced a drastic decrease in the number of licensed homes that are available to meet the needs of children and families in need of out-of-home placement services. In order to assist DCYF with recruitment and retention responsibilities and activities, the Division is supported by two contract providers. These contracts are currently with Child and Family Services for the "Recruitment and Retention for Resource Family Homes" and with Bethany Christian Services through its Faithfully One-by-One program for the "Community and Faith Based Initiative" (CFBI). DCYF recognizes that the best recruitment tool is the support and work of current foster parents and DCYF assists New Hampshire Foster Adoptive Parent Association in the areas of support, conference planning, technical assistance and training.

Training and technical assistance is also supported through a contract with Granite State College.

As of April 2014, there were 627 licensed resource homes in the State of New Hampshire. Approximately twenty-five percent of these homes are currently managed by Child Placing Agencies. The current pool of homes reflects a thirty percent decrease from the number of licensed homes in April of 2010. Of the homes that are managed by DCYF, twenty-three percent are licensed for child specific use only or are families who only prefer to be matched with legally free younger children. Of the remaining homes, more than half are unavailable to new placements. The data clearly shows that the Division has been consistently closing more homes than it has been licensing for the past five years.

	2010	2011	2012	2013
Number of DCYF foster homes (April)	562	506	462	507
Number of child specific foster homes	45	33	58	83
Adoption only foster homes	40	32	22	34
Number of Inquiries in year	729	673	512	668
Initial training completed in year	309	340	373	230
Number of new foster homes licensed	143	136	149	122
Number of homes closed	265	226	207	188

DCYF has recognized the shortage of available homes and has developed goals and action steps cited in DCYF's Diligent Recruitment and Retention Plan, to assist in meeting the needs of children and families in their home communities.

AGENCY RESPONSIVENESS TO THE COMMUNITY

ENGAGEMENT WITH INCARCERATED PARENTS

DCYF has sustained the commitment to assuring incarcerated parents; particularly incarcerated mothers are engaged and actively involved in planning for the care, supervision and permanency planning for their children. The Administrator for Child Protection and Juvenile Justice Services continues to sit on the Interagency Council created by Senate Bill 262. Regular meetings with women at the Goffstown women's prison have been ongoing over the past five years and in 2013 these meetings began to be coordinated with Family Connections Center programming that takes place at the prison. These meetings continue to provide an opportunity to educate the women about DCYF's role and responsibility for permanency planning for their children and to educate them about the services available to them. The DCYF liaison also makes every effort to provide women not involved with DCYF with information about ways that they can continue to maintain contact with their children.

RESIDENTIAL TREATMENT REFORM

In 2008 DCYF embarked on a strategic plan with the support of Casey Family Programs to implement a statewide effort to decrease the number of children and youth entering residential facilities, decrease the length of stays (LOS) in residential treatment and increase the number of exits by children and youth in residential treatment with a permanency plan. Over the next five years DCYF in collaboration with residential treatment providers created a "*Framework for Collaboration*" that brought these goals to fruition. Activities during this period of time included establishing local regional teams whose work focused on implementing change at the local level to better meet the needs of youth and their families. Annual summits provided the opportunity for DCYF staff, residential treatment providers, parents, youth and other community stakeholders to come together and participate in action oriented sessions to share successes, brainstorm solutions to identified barriers to permanency and develop plans aimed at achieving effective transitions for youth to permanency.

PARENT AND YOUTH ENGAGEMENT

DCYF had great success from 2009-2012 in having a youth consultant facilitate multiple youth strategic sharing events as well as challenge DCYF and external stakeholders to engage youth in decision-making regarding their permanency and transition plans. DCYF's strongest successes were spearheaded by a youth who ended her work with DCYF in 2012. In 2013 two youth consultants were hired at different times to help sustain the development of the New Hampshire Youth Pool, continue efforts to finalize a Youth Bill of Rights, and to remain involved in the creation of a Division-wide Practice Model. DCYF entered 2014 anticipating that the youth

consultant who had begun work in the fall of 2013 would be able to meet the expectations for this year's work. This was not the case and the decision was made to end the working relationship with this individual earlier this year. DCYF began the search for another youth consultant at that time. DCYF is fortunate to have recruited a former youth in care that joined the team in April 2014. DCYF remains committed to having youth voice be an integral part of the Division's work and to assure youth voice is part of the finalization of New Hampshire's Practice Model development.

BETTER TOGETHER WITH BIRTH PARENTS

Casey Family Programs, Better Together with Birth Parents was initially brought to New Hampshire in 2010 as part of the Division's continued implementation of the *Framework for Collaboration* developed with residential providers. Since that time BT/BP has evolved into one of the most significant and powerful ways to promote the Division's commitment to working in authentic partnership with parents in New Hampshire. Better Together Workshops continue to be held on a quarterly basis across the state. Recognizing the value of having members of the team in Child Protection cases work together, in April 2013 with the support of Casey Family Programs DCYF piloted BTBP with foster parents. Training of Trainers (TOT) for this occurred in the fall and a training schedule commenced in early 2014. In addition DCYF's Parent Partner Program Specialist has engaged residential providers in understanding the value of sponsoring BTBP sessions in their programs to include their youth counselor staff and parents of youth placed in those treatment facilities. This spring five residential treatment facilities participated in a shared BT/BP workshop facilitated by a staff person from Easter Seals and one of DCYF's parent partners. The success of this shared session enabled DCYF to determine that it can move forward with confidence in spreading *Better Together* with providers. DCYF's Parent Program Specialist will be working with the Director of Granite State College who manages the Education and Training Partnership contract to develop a plan to provide this training to residential treatment facility staff in the future.

MERRIMACK COUNTY MODEL COURT PROJECT

Since 2008 DCYF has been a key partner in the development of protocols and practices designed to assure better outcomes for children and youth involved in the Child Protection System. Early on the Concord and Franklin Courts were identified as Model Court sites. The partnership that has been established between the judges, court staff, CASA and DCYF has resulted in Termination of Parental Rights (TPR) and Adoption protocols, Children and Youth in Court protocols and most recently APPLA (Another Permanent Planned Living Arrangement) protocols.

In June 2010, the new Adoption and TPR protocols were piloted in the Concord and Franklin Family Courts. Although the initial plan had been to expand the protocols statewide this became difficult when a legislative change removed the opportunity for parents to have legal representation in abuse and neglect cases. Elements of these protocols have been utilized in other courts such as timelier filing of TPR petitions. The June 2013 legislative session did result in the appropriation of funds to reinstate the assignment of legal representation for parents in

abuse and neglect cases. It is anticipated that the Model Court Project will revisit the opportunity to expand the TPR and Adoption protocols to other jurisdictions in the future.

Since 2011, the Model Court Project has focused on two primary goals:

- **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.
- **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 a stronger permanent connection with a primary caring adult and are better prepared for adult living.

The Model Court Executive Committee approved the *Children and Youth in Court Protocols* in June 2011. Since then training has been provided statewide for court staff and Judges, CASA and DCYF staff, as well as stakeholders in every jurisdiction across the state. The *Children and Youth in Court Protocols* were fully integrated into Division, court, and CASA practice statewide in February 2013.

The current data regarding the implementation of the *Children and Youth in Court Protocols* demonstrate that these protocols are achieving the outcomes anticipated when they were developed:

- **73 percent of children/youth attended hearings they were invited to attend;**
- **92 percent of youth who attended court felt encouraged and supported to attend hearings;**
- **83 percent of foster parent or relative caregivers felt adequately prepared for court hearings;**
- **91 percent of foster parents or relative caregivers knew that the child or youth was invited to attend court; and**
- **86 percent of foster parents knew what to expect at the hearing.**

The draft Protocols Relative to RSA 169-C Post-Permanency Hearings for Older Youth with a Permanency Plan of APPLA were finalized by the APPLA subcommittee in August 2013 and subsequently approved by the Model Court Executive Committee. While APPLA has been the least favored of the permanency outcomes, the Model Court Project recognized that, despite the best efforts of all involved, there will always be some older youth who will fall within the realm of APPLA and for whom APPLA is the most appropriate permanency plan. Recognizing that Another Planned Permanent Living Arrangement (APPLA) as a permanency plan is intended to be planned and permanent and limited to a small number of youth sixteen years of age and older at the time of the permanency hearing. The protocols establish that APPLA as a permanency plan consists of four (4) parts:

- Identifying a Primary Caring Adult (with whom the older youth may or may not live);
- Identifying important family relationships and other supportive adults (with whom the older youth may or may not live);

- Preparing the youth for adulthood (education, employment/job training, and health); and
- Exploring a more permanent permanency plan with interested youth.

Each of the four parts is integral to an APPLA permanency plan for an older youth, and each should be addressed concurrently with the other parts.

Following final approval of the APPLA draft protocols, the Model Court Executive Committee began planning the logistics for training and implementation of the APPLA protocols in six district courts (Concord/ Franklin, Laconia/ Plymouth and Dover/Rochester) and three DCYF district offices (Concord, Laconia and Rochester). On February 14, 2014 training for court staff, Judges, CASA, DCYF staff and other stakeholders on the APPLA protocols was provided with a start date of application of the protocols in practice effective March 3rd.

To assess the outcomes of the APPLA protocols an evaluation has been developed with an independent researcher from Plymouth State University contracted with the New Hampshire Court Improvement Project (CIP)/Administrative Office of the Courts, to gather information from post-permanency court hearing, key stakeholder interviews and focus groups with judges, marital masters, court staff, CASA and DCYF staff and interviews with current older youth with APPLA as their permanency plan.

It is anticipated that the Model Court Executive Committee will review the preliminary results of this evaluation to finalize the protocols. The goal is to provide training and achieve statewide implementation of the APPLA protocols in 2015.

ISO RECRUITMENT MEETINGS

ISO (Individual Service Option) recruitment meetings occur on a monthly basis and look at children who need recruitment for ISO level families. These meetings give workers the opportunity to provide additional information about the child's likes, interests, and needs to the ISO agencies to facilitate the recruitment for permanent families. These meetings tend to give ISO agencies a more accurate and personalized picture of the child who is in need of a family. In 2012, these meetings expanded to allow the youth to come and present themselves and express their desire for a family. There has been an increased focus on including youth involved in the Juvenile Justice System in ISO meetings in order to expand recruitment efforts and look at establishing permanent connections for all children involved with DCYF.

NEW ENGLAND YOUTH PERMANENCY CONVENING

Over the past few years, New Hampshire has participated in the New England Youth Permanency Convenings, which are two-day conferences, with the focus on advancing legal permanence for youth in foster care. The Division has found that annual participation in the Permanency Convening has enabled proactive planning for the future. A particular focus of the Division's work in the past year has been assuring that children and youth attending their court hearings are part of the process in determining what their permanent plan will be, particularly when they are placed in a residential treatment facility, and that achieving that goal is a priority for all parties including the court.

NEW ENGLAND CONVENING ON THE INTERSECTION OF CHILD PROTECTION AND JUVENILE JUSTICE YOUTH

In 2013 the New England Child Welfare Commissioners and Directors Association in collaboration with Casey Family Programs made the decision to expand the permanency lens and sponsor a convening for Child Protection, Juvenile Justice, and community stakeholders that focused on the intersection of youth involved with both systems.

New Hampshire had three representatives from DCYF participate in the planning sessions for this convening. A team of Administrators, staff, and providers attended the convening in November. During the convening DCYF determined that two of the Division's greatest strengths in managing this population was the sharing of information between Child Protection and Juvenile Justice Field services staff and shared case planning that is in place for these youth in many areas of the State. In order to determine what action was needed it was decided that the Division needed to do further evaluation and research about this population, including establishing baseline information about dually involved children and youth; particularly those that end up committed to the Sununu Youth Services Center.

To that end as part of the Division's annual work plan with Casey Family Programs, DCYF established a strategy aimed at achieving better permanency outcomes for youth involved with Child Protection and Juvenile Justice Services committed to the Sununu Youth Services Center. Casey Family Programs has contracted with the 3P Consulting group to conduct file reviews, targeted interviews, and focus groups on a select number of youth cases with the goal of providing permanency practice recommendations for this population to DCYF by the end of June 2014.

YOUTH ADVISORY BOARD

Please refer to the [New Hampshire Youth Voices](#) in Section 1 "Collaboration" for further description.

YOUTH ACTION POOL

Please refer to the [Youth Action Pool](#) in Section 6 "Chafee Foster Care and Independence Program" for further description.

TUITION WAIVER FOR FOSTER AND ADOPTED CHILDREN PROGRAM

Please refer to the [Tuition Waiver for Foster and Adopted Children Program](#) description in Section 6 "Chafee Foster Care and Independence Program" for further description.

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.

FOSTER AND ADOPTIVE PARENT ASSOCIATION (FAPA)

The Division has always recognized and appreciated that the best recruitment tool for new foster and adoptive families is a well-supported network of current foster or adoptive families. There remains a strong collaborative relationship with the New Hampshire Foster and Adoptive Parent Association (NHFAPA) and DCYF values the hard work and commitment of the parents actively involved with this Association who offer peer support to fellow families and work hard to recruit new families to serve children in need. NHFAPA has had some difficulties in its leadership and fundraising over the last few years. The Division would like for them to remain a strong and viable resource for the foster and adoptive families in New Hampshire and is working with them to explore what other supports or opportunities might be available to them.

COMMUNITY-BASED COMPREHENSIVE FAMILY SUPPORT SERVICES

The Comprehensive Family Support programs assist families and children by promoting family wellness, decreasing family stress, and preventing abuse and neglect. Agency staff identify 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.

Data on number of families served annually by this program:

Year	Number of Families Served
2009	500
2010	1070
2011	1076
2012	1031
2013	1062

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?
- 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.

Data from 2006-2011

Class Year	% Referred by DCYF	% with no DCYF case opened for 1yr following program completion	% with no DCYF case opened for 2yrs following program completion	% with no DCYF case opened for 3yrs following program completion	Average Days of Participation
2006	33	92	91	91	190
2007	30	92	90		209
2008	36	92	90		191
2009	35	94			192
2010	42	94			192
2011	42	93			224

NEW HAMPSHIRE CHILDREN’S TRUST FUND

DCYF maintains a strong relationship with the New Hampshire Children’s Trust (NHCT), a nonprofit organization dedicated to supporting programs that prevent child abuse and neglect. NHCT advocates that the most effective way to keep children safe from abuse and neglect is to foster the development of strong, healthy families, with capable parents and caregivers. To this end, the NHCT provides financial support, technical assistance and training resources to community-based programs across the state. In addition, the NHCT advocates for positive change in both state and federal policies that effect children and families. The NHCT is in partnership with community, state, and federally funded programs to focus on the benefits of primary prevention and to promote a continuum of service approach to families.

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.

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.

DCYF EDUCATION SERVICES AND SUPPORT

Beginning in 2010 the Bureau of Well-Being began to oversee the educational issues for children in care. 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 the agencies to embed this into everyday practice.

In 2010, the DCYF and DJJS were involved in two key statewide initiatives. First, there was the collaboration with others in the Court Improvement Project's Education Protocol subcommittee. This subcommittee looked at the State's adherence to the educational standards set forth in the Fostering Connections Standards. The Division led and implemented a three-year project using Title 1 Part D funding called the DHHS Statewide Standardization Project. This collaborative project's goal was 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 included establishing effective and compatible electronic record keeping systems, consistent expectations for curriculum delivered and credits earned and proactive student-centered transition planning.

This project was in its third year of development and the team was getting ready to start a pilot phase by having two school districts and two private school placements start using a current data collection and tracking system already in use by the Department of Education.

In 2011, DCYF and DJJS with the Department of Education 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 provided 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 continues to give students access to their high school transcript and immunization record and to implement the pilot statewide.

In 2012, DCYF was involved in a statewide project that sought to embed the work of the Division's former education specialists in case reviews, training, and informing policy development, school districts, courts et al. and state level Department of Education (DoE) staff.

The Division participated with the National Resource Center for Permanency and Family Connections on an initiative "Child Welfare, Education and the Courts: *A Collaboration to Strengthen Educational Successes of Children and Youth in Foster Care*". As a result of the Division's participation an education workgroup was created and has continued to meet to plan

for the implementation of improvement to increase educational outcomes for children in out-of-home care. The Division sought to have improved outcomes for children in out-of-home placement by ensuring that children are granted every opportunity to experience educational success, without lapses in attendance, and academic curriculum.

Also in 2012, DCYF was involved in two key statewide initiatives. First, there was the collaboration with others in the Court Improvement Project's Education Protocol subcommittee. New Hampshire assembled a team of professionals together to work diligently to remove barriers to educational successes for children and families. Some of the activities related to this goal were:

- Data mapping to determine proximity to children's placement and school districts;
- Identification of educational liaisons to work with DCYF to improve educational outcomes;
- Collaboration with Information and Technology Systems to assist in the development of an electronic means to communicate data;
- Revisions to the case plan completed with families. To include language specific to efforts to maintain educational stability to children and youth in care; and
- Identification of barriers related to transportation for children placed outside of their sending school district.

Through this project New Hampshire anticipated improved education outcomes for children in out-of-home placement by the coordination of services, i.e., transportation, case management, and continuity of services by the collaborations among school districts, sending school and DCYF.

The education stability committee continues to work to implement the changes that have been authorized through the Family Educational Rights and Privacy Act (FERPA). DCYF continues to work with the Department of Education to strategically interface with the current statutes that create barriers for data sharing and determine a means by which data can be meaningfully shared between DOE and DCYF.

DCYF has continued to mine education data to determine compliance with the Fostering Connections Legislation by determining the number of children that are currently in out-of-home placement inside their sending School Administrative Unit as well as determined to be in the most educationally appropriate setting based upon the needs of the child and family.

COORDINATION WITH TRIBES

There are more than 565 federally recognized tribes throughout the United States but no tribe has been formally recognized in New Hampshire. 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 could partner with that group to better address the needs of Native American families and their children. Long-term benefits to DCYF were to include having a common spokesperson that could represent the collective American Indian community. Such an

organization could potentially receive support through the Safe & Stable Families grant if it provides preventive services directly beneficial to children to avoid formal DCYF involvement, and avoid the removal of children from their homes. Building greater awareness about foster care recruitment/licensing among this community would increase the likelihood that if a child is temporarily removed from home, he or she can be placed with a similar American Indian family. Finally, it was hoped that this group could provide better direction for DCYF to engage in meaningful, formal relationships with recognized tribes in nearby states. Legislative action was proposed.

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 has established 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 was to work toward better education and training about the Indian Child Welfare Act in the community (judges, CASA staff and mental health clinicians) and with DCYF staff. The second goal was for representatives of the commission to consult with DCYF staff about ICWA issues and on specific cases.

Over the years, DCYF has maintained a relationship with the director of Wijokadoak, Incorporated, a New Hampshire based non-profit, social service organization advocating for individuals who are of Abenaki and other tribal descent. The director has remained available to consult in the development of a training curriculum and specific materials and training goals regarding the Indian Child Welfare Act. As a result of this partnership, staff training on (ICWA) is incorporated into the DCYF's new employee Core training curriculum for cultural competency. In addition to Core training, presentations about the importance of ICWA have been made available the district offices.

The DCYF ICWA Manager has participated in monthly conference calls with the State ICWA Managers. Through this participation the Division has connected with other states about Indian Child Welfare Act issues such as programs for monitoring compliance, training models that other states have developed, accepted documentation, and specific case related issues.

In 2013, New Hampshire developed formal policy (Item 704) to reinforce the use of case-planning documents that are completed at the time of assessment to ensure the continued compliance with Indian Child Welfare Act related issues for children and families in contact with the Division.

New Hampshire continues to be diligent in its efforts to identify and verify the ethnicity of all children receiving DCYF services and to follow the mandates of ICWA.

FAMILY VIOLENCE PREVENTION SPECIALIST (FORMERLY DVS) PROGRAM

Since 1997, New Hampshire has benefited from having co-located Family Violence Prevention Specialists (FVPS) 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 FVPS 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 FVPS Program results in more effective assistance to victims of battering in areas such as safety planning, which in turn leads to increased child safety. In addition, FVPSs are available to team with the Child Protection staff when they meet with victims and/or children, when considered safe and appropriate.

This special collaboration results in better preparation and response to those family crises where child maltreatment and domestic violence are co-occurring. CPSWs can better support parents who are victims of domestic violence regarding their safety and that of their children. The approach also helps CPSWs to maintain accountability with parents who use violence, and to help them recognize the effects of their behavior on their adult partners and children.

Since 2012 training has been provided to DCYF staff regarding Solution Based Casework and the Practice Model. Domestic Violence Specialists have attended training on both subjects. Domestic Violence training programs for DCYF staff has been updated to reflect these initiatives.

DCYF has continued its work on increasing the Division's Trauma-informed Practice. This initiative fits closely with the current focus on trauma-informed treatment and services that the coalition is establishing through two projects, New Hampshire Bridges Project and the Trauma-informed Child Welfare Practice to Improve Placement Stability: A Breakthrough Series Collaboration. Both projects are working to increase the Division's workforces' knowledge of the impact of trauma on the children and families DCYF serves and to increase the number of trauma-informed treatment providers and services available to families who have experienced trauma. This will positively impact the services and experiences for families who are involved in the Child Welfare system as well as experiencing Domestic Violence. Beginning in 2014, DCYF will begin work on an additional trauma grant, collaborating with the Dartmouth Trauma Intervention and Research Center. This grant focuses on trauma work with adoptive families and their children around preparation and preservation.

HEAD START STATE COLLABORATION OFFICE

The Head Start State Collaboration Office (HSSCO) is funded by the U.S. Department of Health and Human Services Administration for Children and Families, Office of Head Start to improve long-term outcomes for income-eligible young children (aged birth to five years), their families and pregnant women. Toward this goal, the HSSCO targets four major activity areas: 1) fostering collaboration between Head Start and state and local partners concerned with families of young children; 2) strengthening/aligning early childhood systems; 3) improving access to high quality, comprehensive services for young children and families; and 4) facilitating the engagement of Head Start staff and parents in state and local policy planning; program development,

implementation and governance; early childhood systems building and other activities affecting young children and families. Resources from the HSSCO grant are used to create, support and sustain collaborative relationships and initiatives among Head Start and state and community partners in ten priority areas established by the Head Start Act and the Office of Head Start. These areas include: health care (physical, oral, mental health); education (transition to and alignment with public school); services to families who are homeless; services to children with disabilities; child care; child and family welfare/assistance (two areas), family literacy, community services, and early childhood systems building.

Over the past five years, the work of the HSSCO was firmly integrated with that of other DCYF bureaus (e.g., braiding funds, sharing resources, allocating staff time to shared initiatives, and targeting common goals and outcomes within the respective Federal plans). As a result, substantial progress was made in at least three priority areas that are highlighted next: 1) Early Childhood and Family Mental Health; 2) Developmental Screening through Watch Me Grow; and 3) Early Childhood Systems Building.

EARLY CHILDHOOD AND FAMILY MENTAL HEALTH

In response to a call for increased access to early childhood and family mental health (ECFMH) services for New Hampshire's young children and their families (*Mental Health Services for New Hampshire's Young Children and Their Families: Planning to Improve Access and Outcomes*)(2009, Spring), the HSSCO co-authored a successful Endowment for Health grant proposal with the New Hampshire Association for Infant Mental Health (NHAIMH) to develop an Early Childhood and Family Mental Health (ECFMH) Competency System for the state. The new system, which was completed in 2013, is co-administered by the NHAIMH and the DCYF Child Development Bureau as part of the Early Childhood and After School Professional Development System. Additional EFH funding for 2013 - 2014 supports a cadre of cross-sector early childhood professionals to obtain the ECFMH credential, which will increase access to quality ECFMH services for New Hampshire's young children and families. The ECFMH Advisory Board, which included three DCYF staff (HSSCO, Child Development and Community and Family Services), received the 2014 Mary Stuart Gile Award for this work.

DEVELOPMENTAL SCREENING, REFERRAL AND PARENT INFORMATION VIA WATCH ME GROW

From 2009 to 2014, Watch Me Grow evolved from a state initiative to a statewide universal screening system. Watch Me Grow supports New Hampshire families of children from birth through five years of age to “ensure their child's brightest future” through voluntary developmental screening, referral to resources and parent education on developmental milestones and red flags. Funding and resources from the New Hampshire State Library Family Resource Connection and the following three DHHS Divisions are blended to support system implementation in eleven family resource centers throughout the state: DCYF (Bureau of Community and Family Services with Title IV-B and CAPTA grants , Child Development Bureau and HSSCO); Public Health, Maternal and Child Health; and Community-based Care Services – Developmental Services (Family Centered Early Supports and Services, or early intervention).

There were a number of noteworthy accomplishments in the development of the system over the past five years. For example: the system grew from three pilot sites in 2009 to eleven implementation sites statewide in 2014; a web-based data system was established, which multiple state and local programs (Maternal and Child Health Home Visiting, Project LAUNCH, Head Start, Family Resource Centers) utilize to enter screening and referral data; a comprehensive system plan was developed based on Implementation Science; with funding from the Endowment for Health, a Communications and Outreach logic model was created, which drove the development of a new brochure, banners and a website launched in March 2014 (www.watchmegrownh.org), all of which were based on communications research; and capacity for screening increased, as reflected in the table below. It is likely that the percentage of children referred in 2011 based on results of screening was much higher than in subsequent years because sites began their screening activities with a focus on children at risk, versus the general population. When considered together, the percentage of children being referred or scheduled for a recheck from 2010-14 is relatively consistent with the estimated prevalence of developmental and behavioral concerns in U.S. children (twelve percent – sixteen percent).

Watch Me Screening Activities and Results by Calendar Year and Total from Data Base Establishment to Present

	2011	2012	2013	2010-14
Total Screenings	529	816	2,044	3,764
Children (unduplicated)	451	677	1,362	2,546
Referred*	22%	6%	8%	10%
Recheck*	10%	10%	13%	12%

*Percent's were rounded

EARLY CHILDHOOD SYSTEMS BUILDING

The HSSCO was integrally involved in the development of an early childhood system in New Hampshire through Spark New Hampshire, governor-appointed Early Childhood Advisory Council (www.sparknh.org). The HSSCO administrator is current chair of the Council and the Executive Committee, serves on numerous other committees (Quality, Data, Evaluation) and participated in the development of New Hampshire's first governor approved comprehensive state plan for early childhood. Council and committee accomplishments are described on the website.

DCYF OVERSIGHT PANELS

DCYF supports the functions of a variety of oversight panels including the Citizen's Review Panel and 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,

CASA, foster parents, attorneys, group home staff, representatives from prevention programs, and other professionals who have involvement with or knowledge of DCYF.

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. Further detail of DCYF's work with its various oversight panels can be found in Section 1 under "[Collaboration](#)".

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

STANDARDS FOR FOSTER HOMES – OVERVIEW

Licensing requirements for all New Hampshire Resource Homes are based in the NH Statute RSA 170-E and governed by Administrative Rule He-C 6446. These standards ensure that children being removed from their families are placed in a safe and nurturing family setting until they can be reunified or find permanency through adoption, guardianship or another planned permanent living arrangement. The following basic requirements apply for licensing foster, relative and adoptive homes:

- Applicants must complete twenty-one hours of pre-service training and submit references, medical statements and financial information;
- An applicant must be at least age twenty-one, possess a high school diploma or equivalent and must be able to communicate in English;
- An autobiography must be submitted along with copies of birth certificates, and a marriage certificate, if applicable;
- The agency must complete criminal background checks to include fingerprinting and local police checks on all adult household members; and
- The agency must complete a Central Registry check on all household members
- The home must be deemed safe and pass both a local health and fire inspection.

Because New Hampshire is a dual licensed state, only one home study is necessary for the purposes of fostering and adopting. The Rule allows that the agency must decide whether to grant a license within 120 days of the date of the completed application. Once issued, a foster care license is valid for no more than two years beyond the expiration of the earliest required safety check. The renewal process includes a home visit by the licensor, an updated criminal records check, central registry check, and fire inspection. Foster parents must submit a list of trainings that they have attended to meet the training requirement of the license and any additional certification they have requested.

STANDARDS APPLIED EQUALLY – OVERVIEW

The State ensures that licensing standards are applied equally statewide and to all licensed foster family homes whether the license is managed by DCYF or a Child Placing Agency. Licensing requirements for all New Hampshire Resource Homes are based in the New Hampshire Statute RSA 170-E and governed by Administrative Rule He-C 6446. These standards ensure that children being removed from their families are placed in a safe and nurturing family setting until they can be reunified or find permanency through adoption, guardianship or another planned permanent living arrangement.

Child Placing Agencies also follow the licensing requirements of He-C 6448, which includes that any home they request a license for follows the requirements of He-C 6446. Those agencies providing ISO (Individual Service Option) Foster Care are additionally following He-C 6355, the Certification for the Payment of Foster Care Programs that includes the same requirement of ensuring that the homes they manage follow He-C 6446. All licensing requests are reviewed by the State Office Resource Worker for completion of the required elements prior to a license being issued.

On occasion, a permit will be issued to a new family who has been identified as the most appropriate resource for a child. This can be requested with approval from a Field Administrator when it is necessary to place the child before the family can finish all the requirements for licensing. The permit can be issued for a maximum of six months. All safety requirements, including fingerprinting, must be completed prior to a permit being issued.

The Administrative Rule allows for waivers of the licensing requirements that are not directly related to safety items. This process has been utilized frequently when licensing relative caregivers who faced barriers to meeting the requirements. The most common waiver request is for extended time to finish or alternatives to the pre-service training. DCYF has determined that all criminal record checks, the central registry check and the fire and health inspections are crucial to ensuring for the safety of children and will not waive these items.

He-C 6446 not only details the requirements for applicants seeking a foster care license but also outlines the expectations of how a foster family will provide for any child placed in their care. Any suspicion of maltreatment of a child by a foster care provider is referred to Central Intake for a Special Investigation. Incidents of non-compliance that do not involve maltreatment to a child are reported to the Foster Care Manager who will work with the licensor to develop an Order to Comply and recommend appropriate corrective action steps. Families have sixty days to complete a corrective action plan. Failure to take the corrective action can lead to revocation of the license.

REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS – OVERVIEW

The New Hampshire “Foster Family Care Licensing Requirements” includes the need to complete local and statewide criminal background checks along with a central registry check for any history of abuse and neglect. These are considered to be safety checks and there are no exceptions or waivers allowed for these requirements for a permit or license. All individuals

seeking to adopt a child in the State of New Hampshire follow the same rules. Criminal record and central registry checks are only valid for two years. A foster care license expires prior to reaching the 2-year mark. These checks must be completed again in order to renew a foster care license.

Foster/adoptive applicants and any other adult over twenty-one residing in the home undergo Live Scan fingerprinting with the New Hampshire Department of Safety. The applicant calls a specific telephone number to make the appointment. Fingerprinting results are sent via a courier to the Department of Health & Human Services/Division for Children, Youth and Families. Results are copied, tracked, and filed at State Office. While a copy of the results is sent to the district offices for the internal licensing files, outside agencies receive a letter from the State Office Resource Worker as to whether or not they can proceed with licensing. The reason for any negative result would not be shared with a Child Placing Agency.

DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES – OVERVIEW

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 District Office 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. New Hampshire is considered a dual-licensed state and both foster and adoptive parents follow the same training, assessment and home study process.

Recruitment and Retention responsibilities and activities of the Division are shared with two contract providers. One contract is specifically responsible for developing statewide media campaigns, assistance to the District Offices for both general and targeted recruitment and support with retention activities. It is also intended to provide support to the statewide foster and adoptive parent association. Another held by the Community and Faith Based Initiative focuses more on child specific adoption recruitment, general and targeted recruitment in the faith based community, specific foster family supports, and statewide appreciation events for both foster care and adoption.

Matching the child with a resource home considers the foster or pre-adoptive parent's ability to meet the unique needs of the child and family. 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.

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. The Division has always recognized and appreciated that the best recruitment tool for new foster and adoptive families is a well-supported network of current foster or adoptive families. 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.

DATA CONSIDERATIONS FOR STANDARDS FOR FOSTER HOMES – OVERVIEW

Licensing records are reviewed prior to licensing to ensure that the necessary requirements are fulfilled. A Federal Title IV-E Audit was held in the fall of 2013. All foster home licensing records reviewed were found to contain all of the required elements. An internal KPMG Audit was also held later in the fall of 2013. The files requested also passed without any concerns. The KPMG Auditors did make a recommendation that re-licensing studies more clearly document the dates of the licensor site visit at the home. Administrative Rules in New Hampshire have an eight year term. The current Rule has reached its term and new suggested Rule has been filed. The first public hearing on the edits is set for July 11, 2014.

DATA CONSIDERATIONS FOR STANDARDS APPLIED EQUALLY – OVERVIEW

Licensing records are reviewed prior to licensing to ensure that the necessary requirements are fulfilled. The State Office Resource Worker performs random site visits to each District Office to review licensing files for compliance and attends all site reviews with Child Placing Agencies. A Federal Title IV-E Audit was held in the fall of 2013. All foster home licensing records reviewed were found to contain all of the required elements. The files were a mix of homes managed by DCYF and Child Placing Agencies.

The Division is required to report to the Children and Family Law Committee of the Legislature every December 31st with information about revocations and denials. Between January of 2011 and the present, there have been 4 license application denied, four Licenses revoked and one appeal of a denial

DATA CONSIDERATIONS- REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

A Federal Title IV-E Audit completed in the fall of 2013 showed that criminal background checks and reviews of child maltreatment histories were consistently completed for foster and adoptive parents. FBI Live Scan fingerprint checking began in 2007 as the State complied with the Adam Walsh Act. All applicants seeking a foster home license and any other adult in the home over age twenty-one needed to be fingerprinted. Foster parents who were originally licensed prior to July 1, 2007 and have continuously maintained their licenses do not need to be fingerprinted unless they are proceeding to adopt a child in their care. At the present time, the applicant pays for the cost of the fingerprinting procedures up front but is reimbursed after their license is issued. DCYF does not refund the cost to the other adult household members who are not on the license.

DATA CONSIDERATIONS- DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

The overall number of licensed foster homes in the state has decreased by 30 percent over the last five years while the number of children and youth in care has been relatively steady. Foster Care Program Data has shown that the typical foster home of today has a shorter “lifespan” than foster homes who started a decade or more ago. Many foster parents become licensed with the intention of adopting from foster care. Once they have had a successful adoption or two, they close because their family feels complete. They are not remaining open to serve other children in need of short-term care. Some foster homes have closed because they are in disagreement with current practice and the expectations placed upon foster families to engage with and support the birth family and/ or maintain connections with the extended birth family. Some families licensed to adopt close out of frustration that they are not being matched with the children that they desire. Consistent messaging is given to all new potential foster care applicants about the Mission, Beliefs and Principles of the Division and the expectation that the Division and the foster family will work towards reunification together. This has had a clear effect on the rate of new homes being licensed by the district offices. The Child Placing Agencies who manage ISO Foster Care families have had a similar experience with the slow rate of recruitment and quicker closing of resource homes.

Licensed Foster Homes

As of April 2010, there were 896 licensed foster homes in New Hampshire

As of April 2014, there were 627 licensed foster homes in New Hampshire.

As of April 2010, thirty-seven percent of the licensed foster homes were from Child Placing Agencies.

As of April 2014, twenty five percent of the licensed foster homes were from Child Placing Agencies.

District Offices

District Office	April 2010	April 2011	April 2012	April 2013	April 2014
Berlin	47	36	29	34	31
Claremont	34	31	21	26	24
Concord	39	37	32	42	46
Conway	39	35	30	33	29
Keene	64	55	49	67	55
Laconia	57	42	41	44	36
Littleton	25	28	24	23	18
Manchester	57	54	48	51	53
Southern	72	58	54	48	50
Seacoast	52	45	52	42	43
Rochester	54	51	46	58	55
Telework	52	34	36	39	30
Total	562	506	462	507	470

Individual Service Options Agencies

Child Placing Agency	April 2010	April 2011	April 2012	April 2013	April 2014
Child & Family Svc	20	20	19	32	31
Easter Seal	47	30	20	23	16
NFI North	3	3	4	5	4
NHS	3	0	0	0	0
Casey VT	10	1	1	0	0
Casey NH	104	105	103	0	0
Lutheran	42	35	25	32	24
LifeShare	41	31	29	28	25
Spaulding	20	25	30	28	22
ISN	12	16	17	14	26
NH Mentor	17	0	0	0	0
Adoptive Families	3	2	0	0	0
Catholic Char	4	2	1	1	1
Lakes Region	1	1	2	2	3
Wide Horizon	0	0	0	0	0
Bethany	3	2	1	1	0
Crotched	3	0	0	5	5
NE Center	1	0	0	0	0
Total	334	273	254	156	157

STRENGTHS FOR STANDARDS FOR FOSTER HOMES – OVERVIEW

All individuals in New Hampshire applying to foster or adopt from foster care follow the same licensing regulations whether they are licensed by the Division or by one of the nine Child Placing Agencies who are certified to provide a higher level of foster care known as ISO (Individual Service Option). Pre-service training is required of all applicants and the second module of the training, “Regulations” is dedicated to ensuring potential foster families understand the requirements of the Rule and the expectations of foster and pre-adoptive families.

Monthly meetings, the Resource Round Up, are held with the Division’s Resource Workers and the Licensing Workers from the ISO Providers. Every meeting includes time set aside to discuss common licensing concerns. Annual refresher training is held for all involved with licensing to review the basics and share tips and strategies to improve practice. Many of the suggested revisions to He-C 6446 were formulated by this group.

The Administrative Rule allows for waivers of the licensing requirements that are not directly related to safety items. This process has been utilized frequently when licensing relative care givers who faced barriers to meeting the requirements. The most common waiver request is for extended time to finish or alternatives to the pre-service training. DCYF has determined that all criminal record checks, the central registry check and the fire and health inspections are crucial to ensuring for the safety of children and will not waive these items.

STRENGTHS FOR STANDARDS APPLIED EQUALLY – OVERVIEW

Monthly meetings called the "Resource Round Up" are held with the Division's Resource Workers and the Licensing Workers from the ISO Providers. Every meeting includes time set aside to discuss common licensing concerns. Annual refresher training is held for all involved with licensing to review the basics and share tips and strategies to improve practice.

The Foster Care Unit has worked closely with BOLQI over the past year to work on necessary revisions to the Foster Care Licensing Rule and all associated policies. As revised, the new documents more clearly articulate current best practice. The Administrative Rule for Licensing has been updated and was recently filed with the legislature for approval.

STRENGTHS- REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

Fingerprinting is mandatory for all families looking to be permitted or licensed. He-C 6446, the Administrative Rule for licensing foster homes is very clear as to the types of felonies committed that would prevent the issuing of a foster care license. The license of any foster parent committing a felony level offense as defined by the Rule, would be revoked without the benefit of an Order to Comply.

STRENGTHS- DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

New Hampshire believes that selecting the most appropriate family for a child who cannot safely return home can reduce the trauma of separation and loss for the child, can increase the probability of a successful placement and ideally, can create a lifelong connection or permanent home for the child, if needed. New Hampshire uses a diligent recruitment model for potential foster and adoptive families that reflects not only the ethnic and racial diversity of the children in DCYF care, but families that are naturally linked to the neighborhoods and communities' children are from.

While efforts are made to diligently recruit foster and adoptive parents who reflect the diversity of the children who need foster and adoptive homes, practice does not delay the selection of a family for the purpose of finding a racial or ethnic match. DCYF staff as well as providers and caregivers participate in ongoing training to promote cultural competency. Through training and ongoing support, the Division makes efforts to ensure that resource families are culturally responsive to child(ren)'s needs regardless of whether they have different backgrounds.

The Community and Faith Based Initiative (CFBI) grows stronger every year. This contracted non-profit managed by Bethany Christian Services has been very successful in supporting foster and adoptive families and increasing retention. As part of their recruitment efforts, CFBI staff forge connections with faith-based communities around the state and are then able to present to congregations about the increasing need for foster and adoptive families. CFBI has successfully maintained a grant to have a Wendy's Wonderful Kids recruiter amongst their staff. While the recruiter does not necessarily recruit new families, she has been an asset in matching children

with suitable families for adoption. She also monitors the transition of the child into the family and supports with adoption preparation information.

The Division has expanded its use of the DHHS Website as an informational and recruitment tool. Pictures of Waiting Children in the state are available to viewers. Links to training and other resources for both foster and adoptive families are easily found.

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. 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.

Child and Family Services (CFS) is another contracted agency for recruitment and retention. CFS is responsible for the marketing for general and targeted recruitment. This statewide agency has vast connections in New Hampshire and is always searching for new opportunities to reach those who might be interested in learning about foster care and adoption.

After many years of requesting a centralized inquiry system, the Foster Care Unit at the State Office created a Centralized Inquiry team in 2010. The Foster Care Program has continued to expand this system for potential foster and adoptive parents. State Office staff is responsible for the initial contacts with interested parties for all but three of the 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 three offices that have chosen to work directly with a potential applicant share the contact information with Central Inquiry for data entry. Central Inquiry is now able to track when and how an inquiry is referred to the Division, whether or not they have registered for training, whether or not they have completed training, and whether or not they have obtained a license. The data has shown that a greater percentage of applicants have followed through since their initial inquiry and have become licensed. In 2013, the Division tracked 668 inquiries. Of that number forty-one percent (almost half) responded with their information sheet or took classes, thirty percent training, twenty percent of the people completed FACES and eleven percent are licensed.

As a brand new child specific recruitment strategy for Waiting Children in New Hampshire, the Division has partnered with WMUR, the statewide television channel to create a show called “Home At Last” spearheaded by the Administrator for the Bureau of Community and Family Support, this show is designed to find adoptive families for those children who have been waiting too long. This is a new venture and while some of the processes for referring a child and then following up with interested families are still being worked out, this is a great way to educate the public about the need for foster and adoptive parents for children in need.

In addition to the recruitment activities listed above, DCYF also supports several more recruitment initiatives:

- 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 (MARE) in creating the permanent New Hampshire Heart Gallery in the Jordan's Furniture store in Nashua;
- New Hampshire DCYF has also created a traveling Heart Gallery that will be used for statewide recruitment and retention events. Approximately \$5,000 of Title IV-B Subpart 2 Adoption Recruitment and Retention funds has been dedicated to this activity. The traveling display has been featured at various locations throughout the state, including the Boys and Girls Club and the Capitol Center for the Arts in Concord. A poster-sized version of the display is available to the District Office staff for use at local events; and
- DCYF has partnered with the New Hampshire Professional Photographers Association and some individual volunteer photographers to take photos of waiting children. There are currently nineteen photographers who are volunteering their time and services for this project. A printer has agreed donate the 20x24 photos needed for the gallery. In addition, each child will receive a framed 8x10 photo.

OPPORTUNITIES FOR IMPROVEMENT FOR STANDARDS FOR FOSTER HOMES – OVERVIEW

DCYF has seen significant changes in staff, especially in the private agencies, over the last several years and it is evident that some newer staff do not know the RSA or Administrative Rule as thoroughly as needed. As soon as the new Administrative Rule is approved and released, updated training will be offered to all staff. A workshop discussing the changes has been included in the annual fall foster and adoptive parent conference in November of 2014. The revised Rule will also be posted on the DHHS Website.

A frequent barrier to licensing faced by some applicants is the ability to pass the local Fire Inspection. The State law requires the local fire inspector to approve the foster homes in their town. Despite efforts to develop a uniform fire inspection form with the State Fire Marshall in the past, each town and city sets its own requirements based on which Fire Safety Code they have adopted and their own interpretation of a foster home. There are some towns in the State where no new foster homes have been licensed because of the inability to pass a fire inspection in an older home. Renewed efforts are needed to plan and organize a meeting with the State Fire Marshall and all local fire inspectors to promote a better understanding of the purpose of foster care and the importance of having placements available in every community.

OPPORTUNITIES FOR IMPROVEMENT FOR STANDARDS APPLIED EQUALLY – OVERVIEW

Due to staffing turn over in both the Division and Child Placing Agencies, it has become evident at times that some newer staff do not know the RSA or Rule as thoroughly as needed, especially around permits and waivers. As soon as the new Administrative Rule is approved and released, updated training on the Rule will be offered to all staff.

In 2008, the Division created a part-time Relative Care Specialist position within the Foster Care Unit to assist in the development of policy and procedures on work with relative caregivers. This position is currently open and efforts are being made to increase the available hours and post the position for hiring.

OPPORTUNITIES FOR IMPROVEMENT- REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

Prior to 2007, the field could easily and expeditiously complete a New Hampshire Criminal Record check and Central Registry check in order to permit a family who had been identified as an appropriate emergency placement for a child. With Live scan fingerprinting through the New Hampshire Department of Safety, applicants can complete this requirement quickly but turnaround time the results is often a barrier to placing a child in the preferred home as the first placement. It could be beneficial and time saving to explore the possibility of a memorandum of understanding between the Department of Safety and the Division to allow an identified Program Administrator access to the protected information databases.

OPPORTUNITIES FOR IMPROVEMENT- DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

Whether it is the Foster Care Unit providing information to potential applicants and tracking data or the Resource Worker in the field who is meeting with applicants to complete the required elements and develop a Home Study, time is a huge factor. As the responsibilities of the Resource Workers have expanded, there has been less time for them to dedicate to broad recruitment tactics. The larger community of New Hampshire has not been receiving clear and consistent public messaging about the need for and role of foster and adoptive families on a statewide basis.

While Foster Care Licensing information is built into the SACWIS System, most of the data for the Foster Care Program is done by hand counting and the use of Excel. The Division needs to develop more extensive data about successful families so that DCYF can recruit similar families in every community. There are technologically advanced programs, like GIS Mapping that would be ideal to help the Division learn where to focus recruitment messaging. The Division has recently started using ROM and the State Office Foster Care staff have been trained to use the informative database. It is hoped that ROM will help better track children who are entering family settings.

There are currently fifteen Resource Workers and approximately fourteen Licensing Workers in the state who are responsible for assessing applicants for foster care licensing and developing the home study that is vital to matching. While guidelines and templates have been created, there is still much inconsistency throughout the state. There has been a growing need to evaluate the home study and matching process and search out or create a more evidenced-based model. The Division is excited to be partnering with the Adoption Supervisor under the NHAPP grant to explore bringing the SAFE Home study process to New Hampshire.

The Foster Care Unit tracks closing data on all homes and a significant number have closed in the last five years. For all five years, more homes have closed than have been opened.

	2010	2011	2012	2013
Number of DCYF foster homes (April)	562	506	462	507
Number of child specific foster homes	45	33	58	83
Adoption only foster homes	40	32	22	34
Number of Inquiries in year	729	673	512	668
Initial training completed in year	309	340	373	230
Number of new foster homes licensed	143	136	149	122
Number of homes closed	265	226	207	188

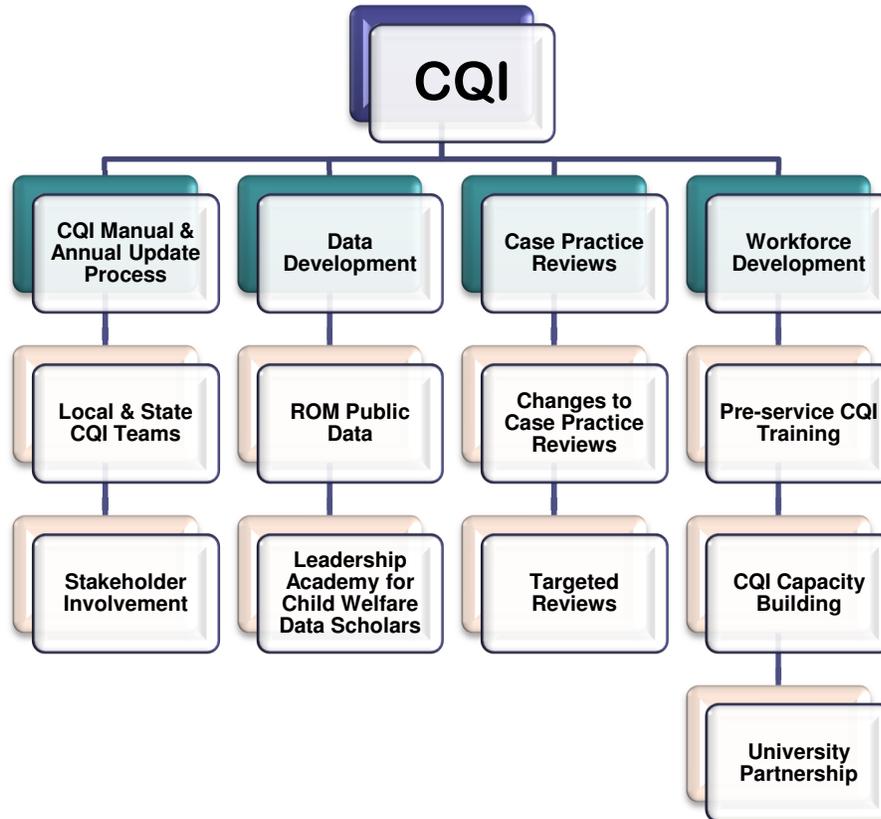
While most of the closing summaries clearly indicate that the family has closed on a positive note because they have adopted and their home is full or they have retired, too many indicate that they have closed because of the way they have been treated by staff. Lack of communication is the most frequent negative comment followed by a feeling that the family was not told the “whole story” about the child placed in their home. Some families have closed because their desire was to foster and they felt pressured to accept being named as the pre-adoptive family for concurrent planning. Improving customer service to the Division’s resource families and providers is an area that must be addressed in the next five years. The data shows that there is a concerning shortage of appropriate foster homes in the state and the Division cannot afford to lose more.

Plan for Improvement: Goals and Objectives

GOAL 1: CONTINUOUS QUALITY IMPROVEMENT

During the past two years, New Hampshire has embarked upon a process of critically assessing its CQI system, sparked by the Children Bureau’s Information Memorandum of August 2012. New Hampshire has carefully considered the five functional components of a Continuous Quality Improvement (CQI) system outlined in that memorandum, and believes it has in place a majority of the essential components described. However, as noted in the Assessment section above, New Hampshire has identified several areas that require enhancement and has developed strategies to address each of these objectives.

The figure below provides a graphic representation of the four objectives included in this goal.



OBJECTIVE 1: CQI MANUAL AND ANNUAL UPDATE PROCESS

As New Hampshire embarked upon the process of assessing its current CQI system, it became apparent that although there are many good CQI practices and processes in place throughout the Division, in many instances those practices are not formalized or integrated with one another. Additionally, information from those processes is not systematically collected in one location so that it can be used as effectively as possible to guide Division decision-making. To that end, New Hampshire intends to create a written CQI manual accompanied by a process of annual update that will create an infrastructure for this integration to occur.

Currently, New Hampshire has written procedures and description of its core CQI process, the Case Practice Reviews and Practice Improvement Initiatives. Other critical components also have written policies, procedures or forms, such as data requests and sharing, and policy development. There is a formal training needs assessment process in place for Child Protection staff, as well as formal transfer of learning assessments, although these are in need of modifications and expansion to the full Division staff. There are formalized processes and tools used for quality assurance with external providers. However, there is currently lacking a comprehensive written document that integrates all of these CQI components in a way that would allow both internal and external stakeholders to understand their interconnectedness and functioning. A critical first step in accomplishing this objective will be to create such a document or CQI manual. New Hampshire currently has a draft of this manual prepared, which will need to be updated and completed.

However, this manual is only the first step in creating a systematic process for ensuring regular CQI activities at all levels of the Division and integration of those activities into one statewide plan. A structure must be put in place for identifying and addressing challenges at the local, facility, and state level, using sound CQI principles. New Hampshire intends to accomplish this through the creation of local and state level CQI teams. These teams will be comprised of Division staff with training in CQI skills, and external stakeholders such as parents, youth, providers and community partners, and will be supported by Bureau of Organizational Learning and Quality Improvement (BOLQI) staff. Each team will be responsible in their area for using data to identify practice or system challenges, and then testing, implementing and evaluating solutions. Teams will create an annual “report” regarding their work on at least one challenge per year to be submitted to BOLQI staff, and these reports will be compiled to inform the larger CQI process as well as the Annual Progress and Services Report (APSR) submission. District Offices that have had a Case Practice Review and are engaged in work on a PII during that year will use this team for that work, and that will comprise their plan for that year.

Additionally, a similar CQI team will operate at the state level, including Division staff and state level stakeholders. This team will engage in a similar process of identifying challenges that are statewide in nature, as well as the additional function of integrating the various local CQI efforts.

Currently, New Hampshire has set the stage for the creation of these teams through the use of similar teams in offices that have developed PIIs, as well as the team that has worked on the Facility Improvement Plan at the Sununu Center. Stakeholders have been involved to varying degrees in the PII development processes, although not fully integrated into these teams as yet.

Additionally, New Hampshire has established a state level Evaluation Team that could potentially evolve to become the state level CQI team.

These teams will serve to address a critical need in New Hampshire's current CQI system, which is the substantive and in-depth involvement of stakeholders in the analysis of data and development of solutions, and will do so by allowing stakeholders at different levels and in different regions of the state to be involved.

OBJECTIVE 2: DATA DEVELOPMENT

Currently, New Hampshire relies upon a number of data sources, including the Bridges SACWIS system, AFCARS/NCANDS and the State Data Profile, Case Practice Reviews, Performance-based Standards at the Sununu Center, NYTD data, provider reviews, training evaluation and various surveys of staff and stakeholders. Additionally, New Hampshire utilizes tools and resources to assist in analyzing its data, including the Chapin Hall Foster Care Data Archive and collaborations with a several universities and outside agencies.

The use of data in New Hampshire has evolved significantly over the past decade. Currently, key process measures are reviewed monthly or more frequently, and can be looked at on a statewide level, district office level and individual worker level. In recent years, regular reports have been created for Juvenile Justice and Sununu Center staff as well. Administration uses this data to identify statewide trends for oversight and to inform practice discussions during monthly Leadership meetings. Supervisors use this data similarly within their offices. Supervisors also use the data as a topic for discussion and follow-up with workers regarding their performance and training needs overall, as well as informing next steps that need to be taken with specific families.

Concurrently, data quality has improved as well. Staff with a direct investment in the data regarding their caseload, unit, or office have raised questions when data has appeared inaccurate, and changes are regularly made to report queries to ensure they are producing the expected measures. Additionally, specific to AFCARS data, New Hampshire has just completed a rewrite of the file, which will not only address issues identified in the AFCARS Improvement Plan, but go beyond to ensure accurate reporting.

Based upon the foundation described above, New Hampshire is poised to take the next step over the next five years of shifting to a more proactive use of data at all levels of the Division. Although data is currently well-utilized to ensure effective management of key casework and Division processes and to evaluate new strategies, it is not used as frequently to identify problems initially, and to engage stakeholders in data-informed discussions about challenges and solutions.

This is true in part because data is not as available and accessible to all staff as necessary to promote this type of decision-making. New Hampshire took a significant step forward in addressing this issue with the roll-out of Results-Oriented Management (ROM) in April 2014 to all field supervisors, super-users in each office and state office staff. This initial roll-out includes data for placement cases in Juvenile Justice and Child Protection, and includes approximately forty reports providing both process and outcome measures. Because of the ease of use, "real-

time” nature of the data and ability to view the reports at many levels and comparatively, ROM will provide a tool for all staff to be able to better identify and test their assumptions about practice strengths and challenges. Plans in place during the next several years include roll-out of the system to all field staff, consistent with New Hampshire’s belief that CQI tools and knowledge need to be infused at all levels of practice. In-home reports and Juvenile Justice specific reports will also be added.

Additionally, a public portal to ROM is planned in New Hampshire that will allow anyone to view aggregated outcome data with ease. This will ensure that stakeholders of all types are able to view up-to-date data on key outcomes, which is intended to further their engagement in improvement planning as well as allow reallocation of data resources currently needed to respond to external requests. In conjunction with this, DCYF intends to make certain reports, evaluations and publications available to the public in a “CQI corner” of the Division’s website, to provide more comprehensive and accessible information about Division functioning to stakeholders.

Concurrent with providing greater accessibility to data, New Hampshire has recognized a need to provide additional skills and knowledge regarding the use of data to staff. New Hampshire coupled the recent roll-out of ROM with a training plan that included practice with the mechanical use of ROM but also training on general data usage and the role of data in CQI processes for all involved staff.

Additionally, New Hampshire is in the early stages of planning regarding a Leadership Academy for Child Welfare Data Scholars. This model will be developed in collaboration with the University of New Hampshire (UNH) Department of Social Work faculty in the context of a University Partnership grant recently awarded to UNH. The model will be informed by the Data Fellows program developed in New Jersey, work on a similar model being done in New Mexico, an existing program at UNH and consultation from Casey Family Programs. New Hampshire intends to offer this academy to existing and prospective staff across the Division whom apply for the program, and provide training and coaching to staff in areas of both leadership development and data-driven decision-making. This is expected to build capacity in both these areas across the Division, as well as support the CQI teams described in the previous Objective, in that these individuals would be expected to take leadership roles on those teams and apply their learning to those efforts.

OBJECTIVE 3: CASE PRACTICE REVIEWS

New Hampshire has a strong and well-established Case Practice Review (CPR) process, as described in the Assessment Section, and it is intended that that process will remain in place during the next five years. New Hampshire will use the revised version of the federal OSRI tool beginning in 2014, and make any other adaptations to its process to continue to mirror the federal traditional CFSR process. New Hampshire will also continue to use the Solution Based Casework Fidelity tool in all reviews, to support and monitor implementation of this key Practice Model strategy. New Hampshire has also identified the need to gather additional data during CPRs of one or two Juvenile Justice specific measures, such as community safety for example. The work to develop and test this additional measure will occur during the next five years. New

Hampshire also intends to continue participation in Performance-based Standards at the Sununu Center.

In analyzing this aspect of the CQI system, however, it is apparent that New Hampshire has limited centralized resources to conduct file reviews outside of this CPR process. It is also apparent, however, that some capacity to respond to requests for ad hoc or targeted reviews will be critical in order to fully utilize data to drive interventions. Given this, New Hampshire will need to explicitly identify a plan for this need in the coming years, which may include utilization of the local or state CQI teams mentioned earlier, and/or existing supervisor file reviews.

OBJECTIVE 4: CQI TRAINING

New Hampshire is currently engaging in a number of workforce development activities focused on CQI skills and knowledge that will be critical pre-requisites for the achievement of these objectives. Although New Hampshire DCYF employs staff in various leadership roles with differing degrees of CQI knowledge, that learning has not been planned in its spread consistently throughout the Division nor has it been capitalized on in a systematic way. Given this, New Hampshire has developed a multi-pronged approach to developing and sustaining CQI knowledge at graduated levels for staff in all areas of the Division.

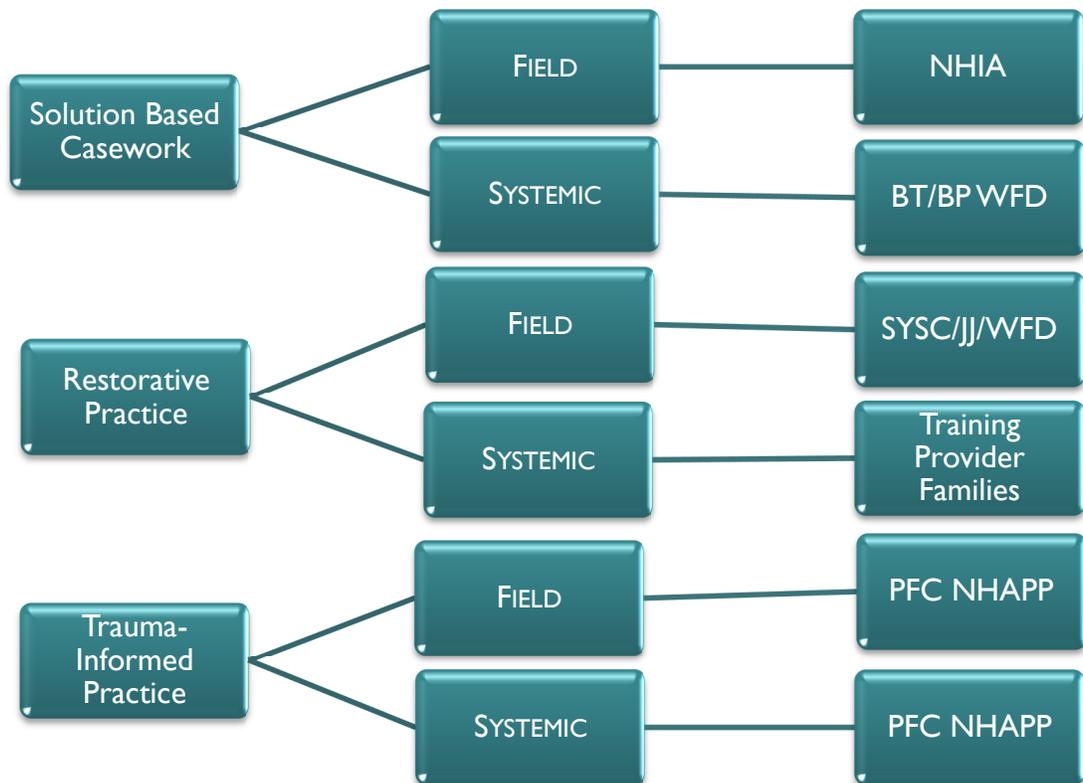
New staff entering DCYF are a critical audience in the need to instill a CQI “lens” to all activities they will learn and practice. To address this, DCYF will develop and implement a required pre-service training for all Division staff in the next five years that will provide an overview of key CQI concepts. This training will teach staff generic CQI concepts, such as the components of a basic CQI cycle and the role of data in that cycle, as well as more New Hampshire specific CQI practices such as Appreciative Inquiry, the Plan-Do-Study-Act (PDSA) methodology and available data resources.

New Hampshire also intends to continue work that has already begun to build capacity within its existing workforce, both in spreading knowledge of the basic concepts above, as well as deepening the knowledge of those who already possess those basic skills. Within the next six months, five BOLQI staff will complete participation in the CQI Academy, sponsored by the Children’s Bureau, which has already served to formalize and enhance the existing knowledge of these key CQI staff. Further, in recognition of these capacity building needs, New Hampshire contracted with a Plymouth State University faculty member with expertise in evaluation to provide a six day training series to selected staff, which will be completed in 2014. The series was designed to provide graduating levels of depth to the learning, so that staff who need more general understanding of evaluation methods, such as field supervisors and administrators attended the initial two days, and staff who are more directly involved in designing or understanding evaluations will attend the full series.

Additionally, DCYF has established a multi-disciplinary Evaluation Group that serves the dual purpose of building and sharing knowledge of evaluation skills across bureaus, and coordinating and leveraging evaluation efforts planned or underway across the Division. Meeting monthly, the group is made up of representation from all bureaus and practice areas, and has provided consultation on a number of evaluation efforts thus far, as well as creating a centralized resource for staff engaged in evaluation efforts.

Also, as mentioned above, the University of New Hampshire was selected to receive a University Partnership grant from the National Child Welfare Workforce Institute in 2014, which will be in place for the duration of this five year plan. In collaborating on the application and planning for this grant, New Hampshire DCYF has been able to identify CQI skills such as data-driven decision-making as a priority for workforce development. As a result, the grant will support workforce development in this area in two specific ways. Firstly, at least one existing or prospective staff member each year will complete their internship with the Data Team in BOLQI, developing specific skills in using data to inform CQI that they will take with them to other roles within the Division. Secondly, the grant requires that the Division and the university participate in a Leadership Academy for Deans and Directors (LADD), and that a workforce development project be the focus of that work. UNH and DCYF have selected the development of the Leadership Academy for Child Welfare Data Scholars described in Objective two above as the project for that work. In this way, DCYF will be able to leverage not only the resources and experience of UNH in developing and implementing this program, but also the supports and coaching of the LADD process in this effort.

GOAL 2: PRACTICE MODEL MASTERY



The centerpiece of the 2010-2014 New Hampshire DCYF Child and Family Services Plan (CFSP) was the development and implementation of a statewide Practice Model. During the past five years, New Hampshire has taken numerous steps to achieve this goal and is positioned to

utilize the 2015-2019 CFSP as the vehicle to take the next steps towards New Hampshire's ultimate goal of Practice Model Mastery.

As part of the development of New Hampshire's Practice Model, priority has been given to a few key areas that New Hampshire has determined to be the foundations of its Practice Model. Child Protective Services (CPS), Juvenile Justice Services (JJS) and the Sununu Youth Services Center (SYSC) have all developed their own Practice Model Beliefs and Guiding Principles. As a result, CPS and JJS have selected Solution Based Casework (SBC) as the foundation of their respective beliefs and guiding principles. SYSC has selected Restorative Practice (RP) as its foundation. In order to support the Division's ability to succeed at fully integrating SBC and RP into its practice, the well-being needs of the victim and family need to be completely addressed. The Division has invested in incorporating evidence-based Trauma-Informed Practices into its day-to-day work with children, youth and families. Therefore, in order to achieve its goal of Practice Model Mastery over the next five years the Division has selected Solution Based Casework, Restorative Practice and Trauma-Informed Practice as the three main objectives needed to achieve this goal.

OBJECTIVE 1: SOLUTION BASED CASEWORK

BACKGROUND

Following the development of New Hampshire's Practice Model the decision was made to rebuild the Division's organizational foundation on Solution Based Casework (SBC). This decision required significant training and support to assure fidelity to the model was maintained as it was assimilated into practice statewide. Full implementation of the SBC Practice Model was accomplished in five phases, each with advancing expectations in worker and supervisor knowledge, application and skill development. The CPS and JJS Field Administrators led oversight of the Solution Based Casework implementation process, including guiding district office implementation plans and working with the Bureau of Organizational Learning and Quality Improvement to monitor Solution Based Casework success. Solution Based Casework coaches are identified as Field Administrators, all District Office Supervisors, certain Assistant Supervisors, designated CPSW and JPPO IVs, Program Specialists, and Bureau of Organizational Learning and Quality Improvement staff. These individuals are key managers of this process and remain the drivers of success in the transfer of learning process.

All Child Protection and Juvenile Justice Field services staff were trained beginning May 2011 and by July 1, 2013 all of the CPSWs, JPPOs, supervisors and administrators were trained and certified as practitioners in the application of the concepts and clinical case management skills of Solution Based Casework. New worker training now includes the concepts and principles of SBC in the Core Modules they are required to attend. In addition the SBC Sustainability Plan clearly articulates timeframes for certification of new staff as well as ongoing monitoring and review of case consultations, field observations and Solution Based Family Meetings to assure there is fidelity to the model. These activities include oversight by district office supervisors and

field administrators. In addition DCYFs Bureau of Quality Improvement and Organizational Learning has incorporated a *SBC Fidelity Tool* as part of ongoing Case Practice Reviews.

To assure Solution Based Casework was fully integrated into DCYF practice as it relates to assessment of protective reports action was taken in the fall of 2011 to begin integrating Solution Based Casework with Structured Decision Making (SDM). A new model, New Hampshire's Integrated Assessment (NHIA) model was designed in 2012 by a representative group of DCYF Child Protection Staff with a lead staff person from the Bureau of Organizational Learning and Quality Improvement, in consultation with the developers of Solution Based Casework and Structured Decision Making. This new model is also informed by Andrew Turnell's *Signs of Safety* model. Business requirements were completed for integrating the new model into the Bridges Information System and this occurred in May 2013. All Child Protection staff and supervisors have been trained and began using this new model of engaging families.

At the same time that NHIA was being developed, the family services committee under the direction of the Southern District Office Supervisor spearheaded extensive revisions to the case plan. The new case plan format has been designed to include prompting questions for staff to assure that the concepts and principles of Solution Based Casework are applied when working with families to develop the case plan. The case plan format and instructions have been finalized and staff have been using this case planning model with families. Integration of the new case plan model into the Bridges Information System had been planned for 2013 but did not occur due to other competing priorities for IT.

Finally, to assure Solution Based Casework is fully integrated into practice DCYF continues to revise internal policies to include language specific to Solution Based casework. Language related to adherence to DCYFs Practice Model and the use of SBC has also been incorporated into staffs' supplemental job descriptions.

CURRENT STATUS OF SOLUTION BASED CASEWORK

As stated above there has been a significant amount of work and planning to bring Solution Based Casework to the place it is today. To help inform the development of this goal, discussions occurred with District Office Supervisors and DCYF Field Administrators at the April 2014 Leadership meeting. A smaller follow-up meeting occurred with District Office Supervisors and DCYF Field Administrators in May 2014. This meeting greatly informed this goal, clarified the current status of Solution Based Casework and paved a clear path on where DCYF needs to be in five years with its integration of SBC into its practice.

Currently, Solution Based Casework would be classified as an "Emerging Practice" in New Hampshire. As indicated previously it has been fully assimilated into DCYF's day-to-day practice, but the successful utilization of SBC is inconsistent across the state. This can be partly attributed to the fact that DCYF's quality assurance process as it pertains to SBC is not consistent.

The use of the SBC Fidelity Tool in Case Practice Reviews over the past year has shown that SBC is not utilized with true fidelity to the model on a statewide level. What has been found is that evidence of SBC practice is found in almost all cases, but the degree of fidelity of its' use varies. It was clear amongst supervisors and administrators that there are different tools utilized in the district offices to measure the caseworkers' ability to practice Solution Based Casework during SBC case observations conducted as part of the DCYF SBC Sustainability Plan, and that the tools used do not align with the SBC Fidelity Tool. Also, supervisors doing the observations have different skill levels in SBC. Consequently, the supervisory reviews and case observations conducted by supervisors may not align with results obtained when the SBC Fidelity Tool is used on the same case. Therefore, before SBC practice statewide shows true fidelity to the model, the training of supervisors and staff must continue and the quality assurance at the district office level must be improved and made more consistent. Once there is demonstration that SBC is practiced with fidelity, DCYF will need to maintain that level of practice and assess if it is leading to the anticipated outcomes, which come from strong family engagement and clarity in case planning.

FIVE YEAR VISION FOR SOLUTION BASED CASEWORK

Supervisors at all levels of Child Protection and Juvenile Justice must also be at the same level of mastery with Solution Based Casework. While it is a step in the right direction to have symmetry with the quality assurance tools, the individuals utilizing those tools must also demonstrate the same level of competency with SBC. There has been a substantial amount of work done to integrate SBC into the initial training of all staff and subsequent new worker training; however there is not a formal certification process for new supervisors and field administrators. This creates an imbalance in the local quality assurance as the administrators and supervisors must be truly viewed as the experts in Solution Based Casework in order to ensure that caseworkers are improving their usage of SBC.

To help facilitate these necessary changes over the next five years key changes need to occur. There needs to be improved sustainability of the certification process. Supervisors are responsible for ensuring the certification of their workers, however there needs to be a more formalized process for ensuring the certification of all supervisors, especially newer ones. There also must be less discrepancy between the SBC Fidelity Tool and the sustainability tools used at the district office level. To support learning amongst the supervisors there needs to be an increased focus on the implementation of SBC at the DCYF Leadership meetings. These meetings provide invaluable opportunities for supervisors to share practices and strategies used in their respective offices. This also facilitates communication between supervisors and field administrators to address problem areas and support consistency in practice statewide. Further enhancement and review of how workers utilized the SBC Case Plan is also necessary. There was discussion between the supervisors on how some staff utilize the SBC Case Plan effectively, while others do not. To further support communication, ensure proper implementation and

monitor the quality assurance process a statewide Solution Based Casework workgroup needs to be established. Currently, there is not one decision-making body for the implementation of SBC at a statewide level. This workgroup would consist of SBC leaders at the caseworker level, supervisors, field administrators, quality assurance staff, community stakeholders and other individuals as deemed necessary. This group will have the ability to review policy, training, implementation, adherence to goals discussed in this plan and make decisions on changes that need to be made in order to improve the implementation of Solution Based Casework statewide. This group will serve as the liaison between the DCYF District Offices and the DCYF State Office.

In order to successfully achieve these outcomes, DCYF must engage its stakeholders. The implementation of SBC as DCYF's practice will only be as effective as DCYF's ability to bring the courts, parent partners, youth consultants and service providers to the table. These key entities must fully understand the changes being made, the direction the Division is moving in and involved in partnering with the Division in the process of mastering Solution Based Casework.

STRATEGIES FOR SOLUTION BASED CASEWORK MASTERY

Over the next five years the following strategies will guide the Division in its work towards statewide mastery of Solution Based Casework:

- Strategy 1:** Streamline quality assurance process at statewide and district office level.
- Strategy 2:** Align the SBC Sustainability Plan with the Division's quality assurance process to ensure sustainability and growth, not just compliance.
- Strategy 3:** Fully integrate Solution Based Casework into DCYF's policy, training and SACWIS systems.
- Strategy 4:** Create greater field capacity within all levels (caseworker, supervisor and administrator).
- Strategy 5:** Consistency in using SBC in case plans, action plans, case consults, field supervisions and documenting adherence to core SBC principles.
- Strategy 6:** Increased parent partner, youth and community involvement in moving SBC forward statewide.
- Strategy 7:** Ensuring that training focuses on the Division's staff mastering the basic concepts of SBC and can effectively use them in practice.
- Strategy 8:** Establish a Solution Based Casework statewide workgroup that reviews and creates policy, assesses implementation, addresses training needs and supports consistency in practice statewide.

Strategy 9: Utilize DCYF Leadership meetings as a frequent forum to discuss SBC implementation, share practices and successful strategies and troubleshoot areas of inconsistency in order to improve practice.

While the strategies, or at least elements of them, may change over the next five years, the Division believes that sustained attention to the successful achievement of these strategies will bring DCYF much closer to its goal of Solution Based Casework mastery across the state.

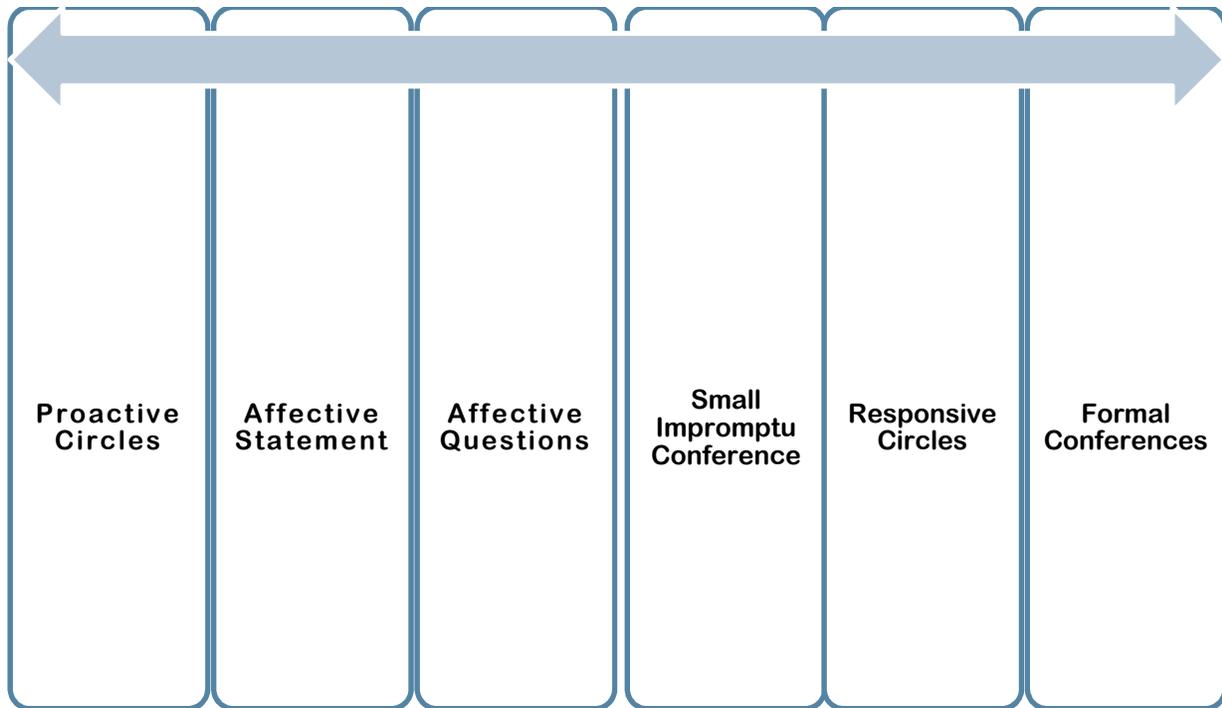
OBJECTIVE 2: RESTORATIVE PRACTICES

BACKGROUND

The International Institute for Restorative Practices (IIRP) distinguishes between the terms restorative practices and restorative justice. Restorative justice practices are viewed as a subset of restorative practices. Restorative justice practices are reactive, consisting of formal or informal responses to crime and other wrongdoing after it occurs. Restorative Practices describe various strategies designed to build and restore communities. In its most formal sense, Restorative Justice is a victim-centered approach to addressing wrongdoing with a focus on repairing the harm that was caused by an offender. Restorative Practices also include the use of informal and formal processes that precede wrongdoing. These processes proactively build relationships and a sense of community to prevent conflict in the first place.

In 2011 Sununu Youth Services Center began the development of a Practice Model and chose Restorative Practices as its foundation. Restorative Justice Theory supports the engagement of affected parties (victims, wrongdoers, communities, families, and staff). Restorative Justice Practices range from formal conferences to informal interactions. Restorative Justice Practices will not take the place of consequences or treatment at SYSC.

Restorative Practices Continuum



CURRENT STATUS OF RESTORATIVE PRACTICES

To help inform the development of this goal, discussions occurred with District Office Supervisors and DCYF Field Administrators at the April 2014 Leadership meeting. A smaller follow-up meeting occurred with District Office Supervisors, DCYF Field Administrators and other JJS and SYSC staff in May 2014. This meeting greatly informed this goal, clarified the current status of Restorative Practices and paved a clear path on where DCYF needs to be in five years with its integration of RP into its practice.

As Restorative Practices (RP) were chosen by the Sununu Youth Services Center (SYSC) as the foundation of its Practice Model in 2011, the practice is still in its infancy. Approximately 240 Proactive Circles have been completed at the SYSC. About twelve to fifteen staff have received the first level of certification in Restorative Practices. There are two levels of RP certification. One level is for the more informal/proactive practices such as: Proactive Circles, Affective Statements and Affective Questions. The second level of certification is for the more formal/responsive practices such as: Small Impromptu Conferences, Responsive Circles and Formal Conferences.

In Juvenile Justice Services (JJS) the field’s restorative practices center around three main areas, the first area being the current usage of a victim letter that is sent to the victim by the perpetrator. The general consensus is that this letter is not “victim friendly” and has a “generic” and “sterile” feel to it. A more thoughtful process and template for completing the victim letter was discussed. Second, Juvenile Justice Field services collects restitution from the perpetrator. The group also achieved consensus that this is not a “family-friendly” process. The family receives a “generic” letter from the State of New Hampshire dictating the restitution payment process. The

Division sees this as an opportunity to create a template that better explains the purpose of the restitution process. DCYF also views this as an opportunity to engage the perpetrator in working with them to help them understand the impact of their actions and achieve more behavioral change through restitution. Third, the use of Solution Based Family Meetings (SBFM) in both Child Protection and Juvenile Justice Services currently has a strong tie-in to Restorative Practices. SBFMs are a prime example of the more formal conferencing principles of RP. SBFMs focus on bringing the team together, establishing ground rules, fostering mutual accountability, having the youth and family identify risky and dangerous behaviors while giving them the opportunity to create an action plan they can complete in a family friendly setting. In Child Protection, Restorative Practices within the context of SBFMs is displayed in a couple ways. The most natural would be when there is abuse between two children and there is a clear victim and perpetrator. Another opportunity for RP in Child Protection Cases would be to work with the parent on taking ownership for their actions. This looks at ensuring the parent(s) understand the impact of their actions on their child(ren) and how they can repair the harm cause to their child(ren) as the victim(s). Many families involved with Child Protection and Juvenile Justice Services have “burned” many bridges within the community. This has created a more difficult environment for them to access timely services that would assist them in achieving permanency with their family. Utilizing Restorative Practices in this manner could potentially result in improved community and provider relationships thus improving overall outcomes for families.

FIVE YEAR VISION FOR RESTORATIVE PRACTICES

The group of staff who met in May 2014 to discuss the current status and future vision of Restorative Practices has been identified as the core group to provide oversight and monitoring on the Division's progress towards achieving its goals with RP.

Restorative Practice is in a unique position as it is the only objective in the Practice Model Mastery goal that has formal involvement within all three Division field bureaus (Child Protection, Juvenile Justice and SYSC). This makes the need for a careful, planned, inclusive development that much greater.

This Child and Family Services Plan (CFSP) provides the opportunity for the staff at the Sununu Youth Services Center (SYSC) to become the hub of Restoratives Practices, both within SYSC and in the field. Staff at SYSC will be certified in both levels (formal and informal) of Restorative Practice. Once SYSC has developed a group of highly trained, certified individuals in RP, they will be the leaders responsible for training RP champions and leaders in the field. This will allow RP to integrate into all three bureaus of field practice.

As the group of certified and training individuals grow, the Division will focus on developing a Restorative Practices Advisory Board that will oversee RP on a statewide level. This will be a formalized board with a clear mission and representation from all leadership levels of the Division and community stakeholders that will be responsible for ensuring that Restorative Practices are effectively spread statewide. Considering the several implications that RP have within Child Protection and Juvenile Justice there is a real opportunity for the Division to partner with the courts, public defenders and other service providers as they will all play a significant role in the success of Restorative Practices.

STRATEGIES FOR RESTORATIVE PRACTICE MASTERY

Over the next five years the following strategies will guide the Division in its work towards statewide mastery of Restorative Practices:

- Strategy 1:** Achieve certification at both levels for SYSC staff.
- Strategy 2:** Train and certify select CPS and JJS staff in the second level (formal conferences). The second level only as SYSC staff are the primary users of the first level (informal- proactive circles, etc.) since they are with the youth each day and the need for formal meetings such as SBFM is greatly reduced.
- Strategy 3:** Fully integrate Restorative Practices into DCYF's policy, training and SACWIS systems.
- Strategy 4:** Create greater field capacity within all levels (worker, supervisor and administrator).

- Strategy 5:** Consistency in using RP in Division documentation such as: victim letters, restitution letters, SBFM forms and SYSC forms
- Strategy 6:** Improve RP training for the Division’s community partners and providers to assist them in doing more productive work with the victim.
- Strategy 7:** Ensuring that training focuses on the Division’s staff mastering the basic concepts of RP and can effectively use them in practice. This includes focusing on how the workers can do more preparation in their work with the victim and better assess the needs of the victim in addition to the needs of the perpetrator.
- Strategy 8:** Explore the opportunity to create a victim survey that focuses on two areas. First, has the harmed been repaired? Second, did you get what you needed out of the entire process? This will help assess the effective of the RP process.
- Strategy 9:** Utilize DCYF and SYSC Leadership meetings as a frequent forum to discuss RP implementation, share practices and successful strategies and troubleshoot areas of inconsistency in order to improve practice.

While the strategies, or at least elements of them, may change over the next five years, the Division believes that sustained attention to the successful achievement of these strategies will bring DCYF much closer to its goal of Restorative Practices mastery across the state.

OBJECTIVE 3: TRAUMA-INFORMED PRACTICE

BACKGROUND

The placement stability and well-being of children is of paramount importance in child welfare. Many studies have been done that have measured the impact of childhood trauma on not only child stability and well-being but also on the well-being throughout the life span. The largest investigations ever conducted to assess associations between childhood maltreatment and later-life health and well-being is the Adverse Childhood Experience Study (ACES). This study found that early traumatic exposure negatively impacts individuals during childhood but continues into adulthood in areas of mental and behavioral health as well as physical health indicators such as incidents of diabetes, hypertension and even cancer. There are effective interventions, Evidence-based Practices (EBP’s) which can be used to treat individuals that have been impacted by trauma and mitigate that impact thus preventing more costly interventions at a later time and helping each individual to realize their full potential as a contributor in their community.

The first step in the process of addressing child trauma is to help all child serving systems to have an understanding of Trauma and its impact. This is referred to as looking at issues using a “trauma lens”. Child serving systems include all child welfare staff, foster parents, educators, physicians, behavioral health service providers, residential care staff, those who work in the

judicial system parents and any other profession that works with children and families. Once professionals are educated in using a trauma lens, tools must be provided to front line staff to help assess for trauma and make appropriate referrals for evidence-based treatment.

In New Hampshire the Division for Children Youth and Families (DCYF) has partnered with Dartmouth Trauma Interventions Research Center and utilized grant funding to train and provide tools to Child Welfare and Juvenile Justice Staff, as well as mental health providers, resource parents, residential facility staff and others involved in providing services to children involved in child welfare. One of the first grant funded initiative was The Bridge Project. The Bridge Project focused on assisting everyone involved in the Juvenile Justice System to look at cases through a trauma lens, and to screen all adjudicated youth for trauma exposure, post traumatic symptoms, depression and substance abuse in order to refer and provide appropriate treatment to youth in the juvenile system.

A second initiative was the Breakthrough Series Collaborative. Through this grant funded initiative Child welfare staff were trained in using a trauma lens in child welfare and to make changes in policy and practice to reflect this view in order to increase placement stability.

Dartmouth Trauma Intervention and Research Center (DTIRC) also received funding to train providers across the state in evidence-based practices for post-traumatic stress disorder. These included Trauma Focused Behavioral Therapy, Parent Child Psychotherapy and Helping the non-Compliant Child. DTIRC has now trained over 300 providers across the state.

New Hampshire DCYF is now involved in two additional projects, The Partners for Change Project (PFC) and The New Hampshire Adoption Preparation and Preservation Project (NHAPP). PFC will bring screening and assessment tools into both Juvenile Justice and Child Welfare that will ensure that children are screened and referred to appropriate treatment based on their screening and will measure their improvement over time in several Well-Being measures. The NHAPP project carries this one step further by assessing family functioning in pre and post-adoptive families and providing adoption competency training to the EBP providers in order to increase placement stability for pre-adoptive placements and improve adoption outcomes. The projects also includes re configuring service array to align with measured needs and changes to policy and practice to reflect the need for more trauma focused and adoption competent systems of care. Training in EBP's will continue to be provided to community-based providers by DTIRC to ensure that there are evidenced based practices to meet the needs of children and youth being referred.

Medication monitoring is also a part of the projects and children who are being prescribed in an unsafe manner will be flagged and providers will be given safe prescribing information.

All of the screening and monitoring will be collected in an online data base where both aggregate data and client level data will be monitored by both the child and by the provider to measure outcomes by many different variables.

CURRENT STATUS OF TRAUMA-INFORMED PRACTICE

Currently PFC is in the midst of being rolled-out in one district office. Utilizing the staff in that office and the providers in that community as a testing site to refine and revise the tools and associated practice changes. Currently staff in the test site have been trained in using trauma and Well-Being screens with children and youth involved in any open case. Approximately fifty-five screens have been administered but no re screening has yet taken place. Over the next three years this project will be rolled-out in two phases to all district offices across the state. The online data base is in the last phases of completion and should be up and running for the roll-out to the rest of the district offices.

The NHAPP project is in the midst of the phase one planning year. Implementation of the projects practice changes will begin in 2015 and will continue over a five year period ending in 2019.

FIVE YEAR VISION FOR TRAUMA-INFORMED PRACTICE

In five years it is anticipated that the tools and strategies of both projects will have become established in DCYF practice across the state. The Division anticipates that children will be routinely screened for trauma events, symptoms, and well-being measures and referred for appropriate evidence-based treatments. Ongoing monitoring of symptoms will be used to guide case planning and impact service provision. This will lead to greater placement stability for children in care and better well-being outcomes. It is anticipated that all staff and providers will have a solid knowledge of trauma and its implications for children in child welfare and how to address and mitigate the effects.

Through the NHAPP project it is anticipated that in five years DCYF will have revised their resource parent screening and training process so that it utilizes more accurate and objective measures which can then be utilized to assess compatibility with children who are in need of placement. Mental Health providers will have a greater understanding of the needs of adoptive families and will be trained in providing services to children in pre and post-adoptive families. DCYF will have revised policy, practice and service array to be better aligned with the findings of the screening and assessments.

Additionally the Division plans to establish a clinical consultant position within the state office that will be available to staff and to DCYF's education partners to assist screening, assessment and treatment, and to facilitate referrals to evidence-based treatments when assistance is needed. This position would also be responsible for keeping the Division's practice and policy current regarding evidence-based screening, assessment, and mental health treatment.

CQI CONSIDERATIONS

Both PFC and NHAPP have a rigorous evaluation component. The Center for Program Design and Evaluation Design at Dartmouth has three evaluators who are providing continuous monitoring and evaluation of all activities related to these projects. Members of the Divisions

Bureau of Organizational Learning and Quality Improvement are also on the leadership team for both projects.

TRAINING CONSIDERATIONS

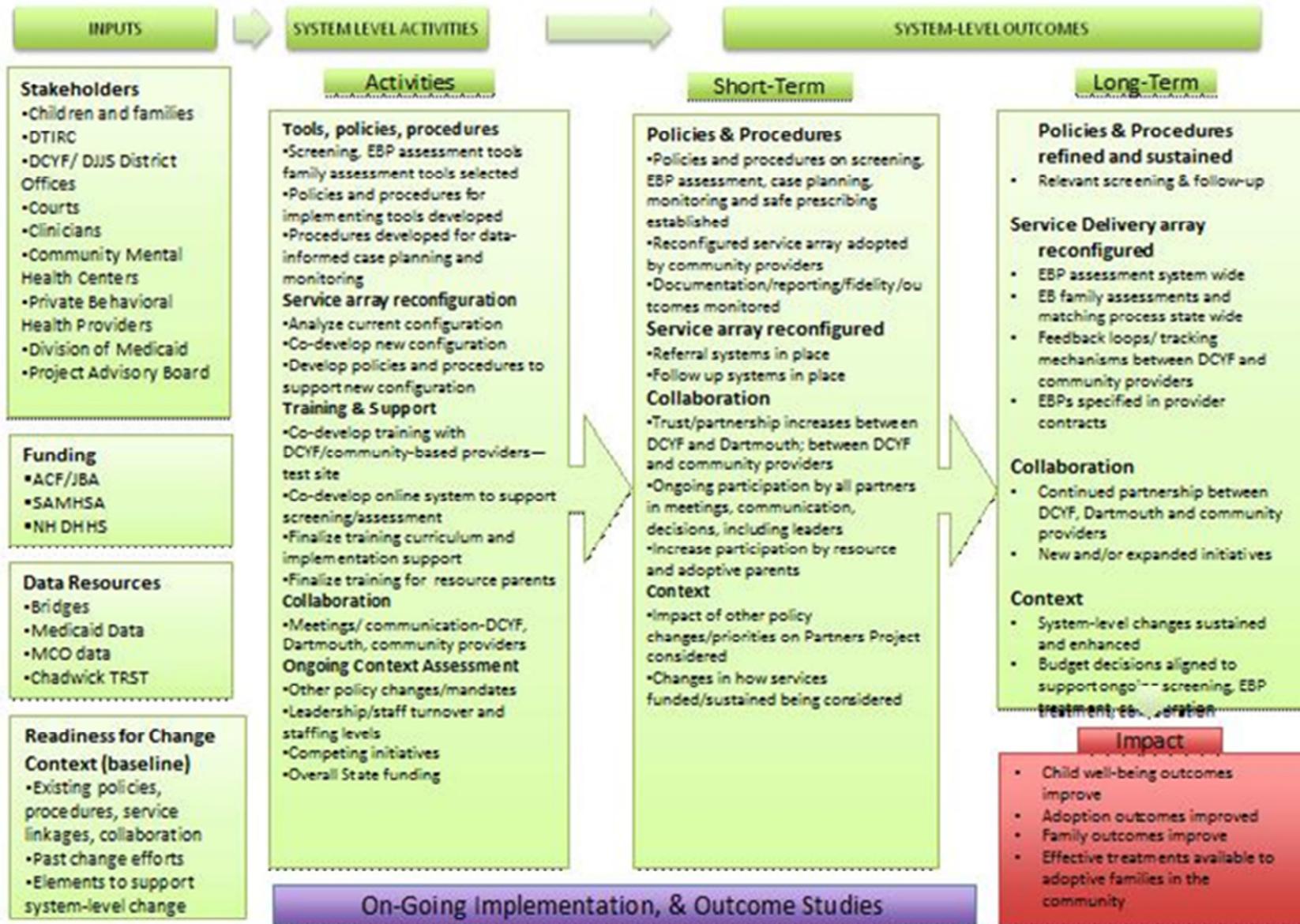
Leadership in both PFC and NHAPP includes staff from the DCYF Bureau of Organizational Learning and Quality Improvement and staff from both of the resource training partners, Granite State College and Center for Professional Excellence in Child Welfare are involved in workgroups. For sustainability purposes both projects will focus on incorporating changes in training for staff and providers into the Divisions ongoing training program so that after the project is complete the training for staff and providers will continue in an ongoing manner.

SUPPORTS NEEDED TO ACHIEVE GOAL

In order to achieve the goals of the projects participation from all levels of the Division must occur and strong partnerships with other agencies within DHHS and community partners must be created, nurtured and sustained. These initiatives must be supported by leadership and their value recognized and celebrated.

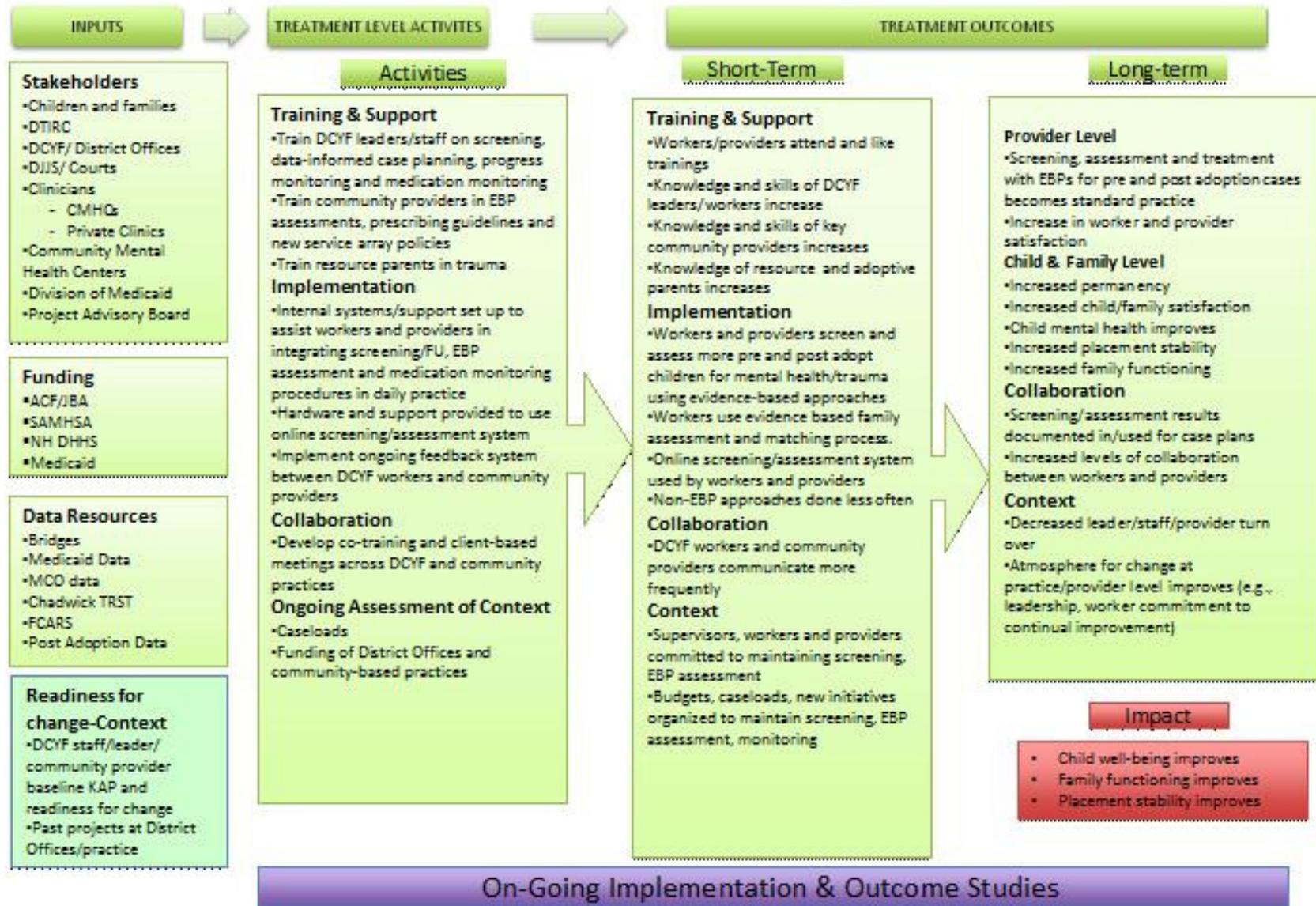
NH Adoption Preparation and Preservation Project NHAPP

Major Goal: The goal of the New Hampshire Adoption Preparation and Preservation Project is to improve social emotional well-being outcomes, improve placement stability and improve family functioning in pre adoptive and post adoptive families.



The Change Project:
Collaborative Trauma-Informed Welfare System for NH Children and Families

Major Goal: Improve the social-emotional well-being and developmentally appropriate functioning of children and families served by NH DCYF, and optimizing DCYF's effectiveness in meeting the individual mental and behavioral needs of the families it serves.



Services

COMPREHENSIVE FAMILY SUPPORT SERVICES

For SFY15 and beyond, the Division envisions contracts being in place for statewide comprehensive family support services programs covering all eleven district office and the telework unit's catchment areas. Through the Comprehensive Family Support Services (CFSS) Program, community-based agencies provide support services to approximately 1,062 families annually (2011 CFSS Data). The programs assist families and children by promoting family wellness, decreasing family stress, and preventing abuse and neglect. Agency staff identify 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. Through a collaborative effort, the Division for Children, Youth and Families and the Division for Public Health have combined the Comprehensive Family Support Services and the Home Visiting New Hampshire contracts into one statewide comprehensive program serving New Hampshire families. This new enlarged program will provide the ongoing comprehensive family support of the CFSS program, while enhancing its capability of delivery quality and valued Home Visiting through the addition of Home Visiting New Hampshire program. Both Divisions are excited about this new endeavor and look forward to the ongoing successful collaborative union.

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 everyday 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;
- Childcare Resource and Referral;
- Family Empowerment; and
- Information and Referrals to other community-based agencies.

EVALUATING OUTCOMES

Utilizing Title IV-B, subpart 1 funds, DCYF will continue to provide the financial support necessary for an outside vendor (currently program is in the Request for Proposal (RFP) stage) 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 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 outcomes are used to inform program practice and public policy.

The Comprehensive Family Support program is evaluated by DCYF. Under the direction of the DCYF Bureau of Organizational Learning and Quality Improvement, 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.

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.
- **Building Public Support for Community-Based Prevention Programming.** The NHCT is committed to ongoing efforts, through the legislative process, to once again bring support for prevention programming to the communities throughout the state.

NHCT is a key partner with the DCYF Bureau of Community and Family Supports and a co-lead with the 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 Department of Health and Human Services' Bureau of Maternal and Child Health are members of the Board of Trustees. The Division looks forward to an ongoing relationship in the coming years.

During the next five years, the NHCT will focus on some initiatives started during the past fiscal year. The NHCT launched an online searchable database of home visiting providers and family resource centers; it is the third most visited website page all year (despite being launched in August of 2013). 327 people registered for online training for training around Protective Factors: 177 programs, 136 New Hampshire Towns. Ongoing support for the Period of Purple Crying program which saw three more hospitals now train parents in infant abuse prevention techniques to cope with infant crying; fifteen hospitals statewide approximately 78 percent of new parents are informed. Continued efforts with the Home Visiting program, where over 97.5 percent of home visitors and family supporters trained felt ready to share what they learned.²

² 1 NHCT 2013 Annual Report

DCYF EDUCATION SERVICES

DCYF is currently involved in a statewide project that seeks to embed the work of the Division's former education specialists in case reviews, training, and informing policy development, school districts, courts et al. and state level Department of Education (DoE) staff and will continue this effort.

DCYF will continue its involvement in key statewide initiatives. First, there is the collaboration with others in the Court Improvement Project's Education Protocol subcommittee. New Hampshire assembled a team of professionals to work diligently to remove barriers to educational successes for children and families.

Additionally, the education stability committee continues to work to implement the changes that have been authorized through the Family Educational Rights and Privacy Act (FERPA). DCYF will continue working with the Department of Education to strategically interface with the current statutes that create barriers for data sharing and determine a means by which data can be meaningfully shared between DoE and DCYF.

DCYF will continued to mine education data to determine compliance with the Fostering Connections Legislation by determining the number of children that are currently in out-of-home placement inside their sending School Administrative Unit as well as determined to be in the most educationally appropriate setting based upon the needs of the child and family. The Division anticipates adding funding with Promoting Safe and Stable Family (PSSF) dollars to this program to ensure ongoing compliance with the Fostering Connections Legislation.

FAMILY VIOLENCE PREVENTION SERVICES

Since 1997, New Hampshire has benefited from having co-located Family Violence Prevention Specialists (FVPS) 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 funds.

The FVPS program is an ongoing partnership with the New Hampshire Coalition Against Domestic and Sexual Violence (NHCADSV) 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.

DCYF will continue its work on increasing the Division's Trauma-Informed Practice. This initiative fits closely with the current focus on trauma-informed treatment and services that the coalition is establishing through two projects, New Hampshire Bridges Project and the Trauma-Informed Child Welfare Practice to Improve Placement Stability and a more recent trauma grant: The New Hampshire Adoption, Preparation and Preservation Project; The goal of the New Hampshire Adoption Preparation and Preservation Project is to improve social emotional Well-

Being, family functioning and improve placement stability for children in pre-adoptive and post-adoptive families. Children adopted from child welfare experience higher rates of mental health and impaired functional outcomes than the general population, children adopted privately, and children who are involved in child welfare but reunified with their families (Simmel, Barth, & Brooks, 2007). New Hampshire Division for Children Youth and Families (DCYF) recognizes the unique needs of this population and is working on strategies to meet and address those needs. NH DCYF will be partnering with Dartmouth Trauma Interventions Research Center (DTIRC) on this project.

A partnership is already well established through partnerships on previous grant funded initiatives and current partnership on an ACF discretionary grant, the Partners for Change Project (PFC) (M. K. Jankowski, PI, 20012-present) which has as its focus implementing a systematic, developmentally appropriate and flexible approach to screening and assessment, functional outcome-oriented case planning, and reconfiguration of the service array to align with the above foci and improve access to appropriate evidence-based mental and behavioral health services for all children involved in child welfare, including juvenile justice. The proposed NHAPP project would utilize the framework and infrastructure of this initiative but would develop additional screening and assessment measures specific to the pre and post adoption population of children and their families.

Additional evidence-based treatment would be developed as a part of DCYF's service array reconfiguration to meet the needs of this specific population. As a part of this project NH DCYF will implement an evidenced based family assessment for all resource families and a corresponding child matching process to ensure "goodness of fit" when placing children in pre-adoptive homes.

PROJECT FIRST STEP

Project First Step involves the co-location of Licensed Alcohol and Drug Counselors (LADCs) in DCYF District Offices. This program was first initiated as a Title IV-E demonstration project from 1999 to 2004. The project has been sustained through Title IV-B and CAPTA funds.

LADCs are involved as consultants with Child Protection and Juvenile Justice Staff to assist in the reduction of the barriers to treatment and access to community-based services and programs. The co-located LADC staff provides ongoing training to staff regarding alcohol or other drug abuse issues and screening techniques. LADCs may provide direct services for with parents or caretakers when it is determined that there are issues related to the misuse of alcohol or other drugs (AODA). The LADC staff have expertise in co-occurrence of 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 when indicated.

The project is co-located in two district offices: Manchester and the Southern District Office. The expansion of the program to the district offices in the southern part of the state is indicative

of the need identified by staff and through the results of Case Practice Reviews. Quantitative data regarding the number of assessments that have a risk indicator pertaining to alcohol or substance use was used to determine the areas of highest need. 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, the Division has not been able to expand the number of LADCs to other offices but will continue to seek additional resources in effort to have substance abuse services be a shared resource between offices with high needs as well.

The incorporation of DCYF and DJJS has placed increased demand on this vital resource and the current LADC, staff at Sununu Youth Services Center and the district offices.

RELATIVE CARE PROGRAM

A relative caregiver needs assessment was completed in collaboration with Granite State College and NH RAPP (NH Relatives as Parents Project) and the information that was collected was incorporated into a Resource Guide for New Hampshire Relative Caregivers. Information about available resources continues to be provided to the community and to relative caregivers both within DCYF and those not involved with DCYF.

An agreement between DCYF and Division of Client Services was revised and re-introduced to the field. The agreement has reduced the amount of time that a relative needs to wait for financial benefits from twenty to ten days. It has allowed for DCYF staff, both CPSWs and Fiscal Specialists to take a more proactive approach to assisting relative caregivers in this area.

A new training curriculum was developed for Relative Caregivers in collaboration with Granite State College. *Relatively Speaking* is an online e-workbook course that is covered in three 3-hour modules; “*About You*”, “*About the Child*” and “*About the Parent*”. The course has been offered at least once every semester and each course has been both well attended and received. All New Hampshire Relative Caregivers are eligible to take this course and Granite State College has offered this course to child care providers throughout the state. These three modules are credited towards pre-service training for those relatives who opt to become licensed foster homes.

DCYF’s Newsletter for Foster Care and Adoptive families, formerly called the FAN (Foster and Adoption Newsletter) has been changed to be more inclusive of relative caregivers. The new title is The CONNECTOR and each issue features an article specific to relative care. With appropriate permission, relative caregivers are interviewed and featured in the newsletter.

The Relative Care Program brochure was created and printed for distribution to all offices. The brochure provides information to relative caregivers on what to expect and what is required when becoming a DCYF relative caregiver. The brochure will assist the CPSW in engaging with family members to provide relevant and accurate information about becoming a provider for the State of New Hampshire.

A tracking method was developed to help create a database of all relative care providers involved with DCYF. This involved each relative provider receiving a provider ID number whether or not they were opting to become licensed. The information is collected from the provider on the day of placement using Form 2273, the Relative Care Agreement, and Form 2140, the Resource Enrollment/Change Form. Enrolled relative care providers receive a specified letter or email informing them of activities and available supports and other relevant information. A Relative Care Program Report is completed each month to provide an accurate and timely tracking method for all relative caregivers with a child placed in the custody of New Hampshire. Improvements were made to the report making it easier to track relative home entries and removals, and the reason for the removal. Queried information reflects children placed by Child Protective Services (CPS) and Juvenile Justice Services (JJS) with both non-licensed and licensed relative providers.

Unlike other states, New Hampshire does not mandate that a relative care giver become a licensed foster home. If a family identifies that a relative is available to accept placement of their child, the relative needs only to submit to a home inspection, Central Registry and Criminal Record check to accept an emergency placement. This is considered an unpaid placement and the worker immediately assists in completing an application for family assistance thus preventing the unnecessary delay of financial support to the relative caregiver. Relative care givers are encouraged however, to become licensed foster homes. To reduce the barriers to licensing, relatives may be granted non-safety related waivers for licensing requirements such as pre-service training, high school diplomas and insurance. For the purpose of licensing waivers, DCYF considers relatives up to the sixth degree and will equally consider the relatives of half-siblings if it is shown that a pre-existing relationship exists between the relative care giver and the child. Between July of 2008 and June of 2014, seventy-four non-safety waivers were granted to relative caregivers in order to become licensed foster parents.

At present, out of the 504 children residing in family foster care, 134 are placed in a relative's home.

DCYF seeks to continue the relative care program in effort to promote relative caregiving for children and families involved with the agency and compliance with Fostering Connections to Success Act, and more specifically, to work on the full implementation of the educational stability provisions.

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

The State of New Hampshire has ten 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 child care 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, Division policy, and best practice. The standards adopted as rules in April 2003 were revised and adopted in April 2011.

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.”

SERVICES FOR CHILDREN UNDER AGE 5

New Hampshire assesses the developmental needs and provides services for infants, toddlers, and children under age five on an ongoing basis throughout the Division’s involvement with a family. Prevention, early identification and intervention are at the forefront when assessing safety and managing future risk of this population. At the onset of a protective investigation

DCYF staff work with families and use a solution based approach to identify the developmental stage of the family based on the ages of the children. An assessment of the activities and tasks common to families at that stage occurs including discussion with the parents regarding the physical, educational, emotional, and mental health needs of the children. Referrals for services are based on the identified needs of the family and the children. Rehabilitative services provided are aimed at increasing parental functioning as it relates to understanding and meeting the needs of the children including: nutritional, behavioral and developmental, as well as maintaining a safe and stable environment. Case planning includes ongoing review of outcomes related to the service provision and impact on the child's development.

In founded cases, children under the age of three are referred to Early Support and Services (ESS) for a developmental assessment. An ESS coordinator is assigned for every family/child when it is determined the child has an identified need or qualifies under identified risk factors for developmental supports. Children over age three are referred by the assigned CPSW to the local mental health center for mental health/trauma screening and to the school department for early intervention when there is an identified need. In addition, infants, toddlers, and children under five with significant medical needs may be referred to DHHS Special Medical Services. Special Medical Services (SMS) provides medical and financial services to children with special health care needs (CSHCN). Children with special health care needs are those who have, or are at increased risk for, chronic physical, developmental, behavioral, or emotional conditions, which require health and related services of a type beyond that required by children generally. SMS helps New Hampshire families with health information and support services and helps them with specialty health care services for their eligible children. SMS also provides care coordination services, support for child development and neuro-motor clinics, nutritional and feeding/swallowing consultation, psychological and physical therapy services.

DCYF continues to conduct Permanency Planning Team (PPT) meetings on a regular basis regarding all children in placement. These meetings focus on identification of the child's current and future needs which may include, but are not limited to, developmental, social and emotional needs, and services needed including early intervention, child care, after school programs, respite, medical, dental, and mental health care. Discussions at PPT meetings, in one-to-one supervision, and in meeting with foster or pre-adoptive parents include assessing the parent/child attachment and a consistent review of attachment between the caregiver and the children including the impact of trauma on the short-term and long-term development of the child.

Youth under age five who remain in care longer are children with significant physical and developmental disabilities. These children require targeted recruitment efforts and DCYF works closely with the child placing agencies to help identify and recruit families that may be willing and able to commit to these children when reunification cannot occur.

DCYF had planned to introduce training to staff in 2013 on the use of *Ages & Stages* questionnaires when conducting initial and ongoing assessments of young children as part of case planning. To date this training has not occurred. Instead DCYF has concentrated its efforts on assuring staff are given the time to master the application of Solution Based Casework in their intervention with families. Given the intense training and implementation schedule required to

assure Division staff were certified in Solution Based Casework (SBC) training in the use of these tools has been deferred until 2014. Again, it is important to note that SBC provides for ongoing assessment of the developmental ages and stages of a child/youth and their family throughout the course of their involvement with DCYF. Questions specific to strengths and needs are directly related to well-being outcomes including emotional and behavioral health, peer/social relationship and overall mental and physical health.

In 2012 the Dartmouth Trauma Research Center in collaboration with DCYF applied for and was awarded a five-year grant aimed at improving and promoting the social and emotional well-being for children and youth receiving child welfare services. One of the “*Partners for Change Project*” primary goals is to develop an evidenced-based screening tool that can be used by Division staff to assess the well-being, mental and behavioral health outcomes for children and youth on an ongoing basis throughout the life of a case. The Concord District Office was identified to work directly with the project team to determine what the tool should look like, at what stage of the case it should be initially administered, and in what time frame thereafter. In 2013 an evidenced based screening tool was developed and a cohort of Child Protection and Juvenile Justice Field staff began testing the tool in their cases. Following this test phase all of the Child Protection and Juvenile Justice Field staff in the Concord District Office were trained in how to administer the tool to screen children, including those under age five. The goal is to use this information to develop outcome oriented case plans. It will also be used to assure children and youth are referred for and receive evidence-based treatments that result in improved well-being outcomes. It has been determined that five additional offices will be trained in the application and utility of the screening tool in a ‘staggered’ phase starting in September 2014. This will be accomplished in the remaining district offices in the fall of 2015.

A recent survey of staff in the Concord District Office demonstrates they are experiencing benefits related to use of the tool in their work with children, youth and families. Staff report that use of the tool has helped them to normalize the youth’s behavior in the context of the trauma they have experienced, allowed for the development of case goals (Individual Level Objectives (ILOs) and Family Level Objectives (FLOs)) grounded in data, and provides them information that enables them to advocate with mental health providers for a child/ youth’s need for a trauma-informed, evidence-based treatment.

DCYF will be tracking the number of children under age of five in foster care by utilizing Chapin Hall Multistate Foster Care Data Archive (FCDA). FCDA is a longitudinal analytical tool that enables the Division to conduct powerful statistical analyses of existing data and monitor outcomes. Using this tool the Division will be able to monitor those children and their outcomes on an ongoing basis. The tool will enable the Division to also track the following demographic information about those children - gender, race, and ethnicity.

	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013
Total # of children Still in Care as of 03-31-2012 (for CY 2013 as of 03-31-2014)	26	55	118	262	285	225
# of children still in care as of 03-31-2012 (for CY 2013 as of 03-31-2014) who were at age <=5 when entered care	2	24	63	139	140	114
Race/Ethnicity						
White Non-Hispanic	2	22	45	105	101	91
% White Non-Hispanic *	100.00%	91.67%	71.43%	75.54%	72.14%	79.82%
African American Non-Hispanic	0	1	5	6	5	3
% African American Non-Hispanic *	0.00%	4.17%	7.94%	4.32%	3.57%	2.63%
Asian and Pacific	0	0	1	1	0	1
% Asian and Pacific *	0.00%	0.00%	1.59%	0.72%	0.00%	0.88%
Hispanic	0	0	5	15	16	4
% Hispanic *	0.00%	0.00%	7.94%	10.79%	11.43%	3.51%
Native American	0	0	3	0	0	0
% Native American *	0.00%	0.00%	4.76%	0.00%	0.00%	0.00%
Other	0	0	0	1	3	0
% Other *	0.00%	0.00%	0.00%	0.72%	2.14%	0.00%
Unknown	0	1	4	11	15	15
% Unknown *	0.00%	4.17%	6.35%	7.91%	10.71%	13.16%
Gender						
Female	1	12	36	63	62	57
Male	1	12	27	76	78	57
# of children still in care as of 03-31-2012 (for CY 2013 as of 03-31-2014) who were at age <=5 on 03-31-2012 (for CY 2013 as of 03-31-2014)	1	12	53	128	134	106
Race/Ethnicity						
White Non-Hispanic	1	11	39	97	96	85
% White Non-Hispanic *	100.00%	91.67%	73.58%	75.78%	71.64%	80.19%
African American Non-Hispanic	0	1	5	4	4	3
% African American Non-Hispanic *	0.00%	8.33%	9.43%	3.13%	2.99%	2.83%
Asian and Pacific	0	0	1	1	0	1
% Asian and Pacific *	0.00%	0.00%	1.89%	0.78%	0.00%	0.94%
Hispanic	0	0	3	14	16	3
% Hispanic *	0.00%	0.00%	5.66%	10.94%	11.94%	2.83%
Native American	0	0	1	0	0	0
% Native American *	0.00%	0.00%	1.89%	0.00%	0.00%	0.00%
Other	0	0	0	1	3	0
% Other *	0.00%	0.00%	0.00%	0.78%	2.24%	0.00%
Unknown	0	0	4	11	15	14
% Unknown *	0.00%	0.00%	7.55%	8.59%	11.19%	13.21%
Gender						

Female	1	5	31	58	60	53
Male	0	7	22	70	74	53
<p>* % is based on # of children still in care as of 03-31-2012 (for CY 2012 as of 03-31-13; for CY 2013 as of 03-31-14) who were at age <=5 when entered care ** % is based on # of children still in care as of 03-31-2012 (for CY 2012 as of 03-31-13; for CY 2013 as of 03-31-14) who were at age <=5 on 03-31-2012 (for CY 2013 on 03-31-2014)</p>						

FOSTER CARE PROGRAM

New Hampshire believes that selecting the most appropriate family for a child who cannot safely return home can reduce the trauma of separation and loss for the child, can increase the probability of a successful placement and ideally, can create a lifelong connection or permanent home for the child, if needed. New Hampshire uses a diligent recruitment model for potential foster and adoptive families that reflects not only the ethnic and racial diversity of the children in State care, but families that are naturally linked to the neighborhood and communities where children reside.

While efforts are made to diligently recruit foster and adoptive parents who reflect the diversity of the children who need foster and adoptive homes, practice does not delay the selection of a family for the purpose of finding a racial or ethnic match. DCYF staff as well as providers and caregivers participate in ongoing training to promote cultural competency. Through training and ongoing support, the Division makes efforts to ensure that resource families are culturally responsive to child(ren)'s needs regardless of whether they have different backgrounds.

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 State Office Resource Worker, a part-time Relative Care Specialist and a part-time Adoption Recruiter. The Program works closely with Resource Workers in the District Offices and the Child Placing Agencies who are certified to provide foster care services.

The District Office Resource Worker resides within the Bureau of Child Protection. This position recruits, assesses, 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. Matching the child with a resource home considers the foster parent's ability to meet the unique needs of the child and help achieve the permanency goals.

New Hampshire is considered a dual-licensed state and both foster and adoptive parents follow the same training, assessment and home study process. Recruitment and retention responsibilities and activities of the Division are supported by two contract providers. These contracts are currently with Child and Family Services for the "Recruitment and Retention for Resource Family Homes" and with Bethany Christian Services through its Faithfully One-by-One program for the "Community and Faith Based Initiative" (CFBI).

The Division has always recognized and appreciated that the best recruitment tool for new foster and adoptive families is a well-supported network of current foster or adoptive families. There remains a strong collaborative relationship with the New Hampshire Foster and Adoptive Parent Association (NHFAPA) and DCYF values the hard work and commitment of the parents actively involved with this Association who offer peer support to fellow families and work hard to recruit new families to serve children in need.

CURRENT STATUS AND DATA CONSIDERATIONS

As of April 2014, there were 627 licensed resource homes in the state of New Hampshire. Approximately 25 percent of these homes are currently managed by Child Placing Agencies. The current pool of homes reflects a 30 percent decrease from the number of licensed homes in April of 2010. Of the homes that are managed by DCYF, 23 percent are licensed for child specific use only or are families who only prefer to be matched with legally free younger children. Of the remaining homes, more than half are unavailable to new placements. The data clearly shows that the Division has been consistently closing more homes than it has been licensing for the past five years.

	2010	2011	2012	2013
Number of DCYF foster homes (April)	562	506	462	507
Number of child specific foster homes	45	33	58	83
Adoption only foster homes	40	32	22	34
Number of Inquiries in year	729	673	512	668
Initial training completed in year	309	340	373	230
Number of new foster homes licensed	143	136	149	122
Number of homes closed	265	226	207	188

There are many factors, both positive and negative, which have caused this drop in available resources. Many newer homes become licensed with the primary purpose of adopting from foster care. When this goal has been met for the family, they do not choose to remain licensed. Some of the more experienced, long-term families have simply retired and moved on to enjoy a different stage in their life. Other closing summaries indicate that families have closed because of the way they have been treated by staff. Lack of communication is the most frequent negative comment followed by a feeling that the family was not told the “whole story” about the child placed in their home. Some families have closed because their desire was to foster and they felt pressured to accept being named as the pre-adoptive family for concurrent planning. Improving customer service to DCYF resource families and providers is an area that must be addressed in the next five years. The data shows that there is a concerning shortage of appropriate and available foster homes in the state and the Division cannot afford to lose more.

FIVE YEAR VISION AND GOALS

The positive and extensive changes in practice over the last several years and the encouraging initiatives which the Division has created are all improving the lives of children and families in New Hampshire. The transformation in practice and in the culture and climate of the Division has required the commitment and dedication of all staff. This level of dedicated attention coupled with the fiscal restraints necessitated by the State budget, has diminished the overall ability to maintain focus, time and attention to the recruitment and retention of resource families at the Division level. Over the next five years, the Division plans to strengthen its foster care and adoption programs and increase the number and quality of resource families available to children in need of out-of-home care.

The overall goal for the next five years is to increase permanency outcomes for vulnerable children in New Hampshire by engaging in a systems change effort to strengthen diligent recruitment. The overall strategies to reach this goal include that DCYF:

- Continue the Division’s partnership with the current and any future recruitment, retention and technical assistance contractor to work towards enhancing recruitment and retention strategies and media attention for resource homes, support for the Division’s foster,

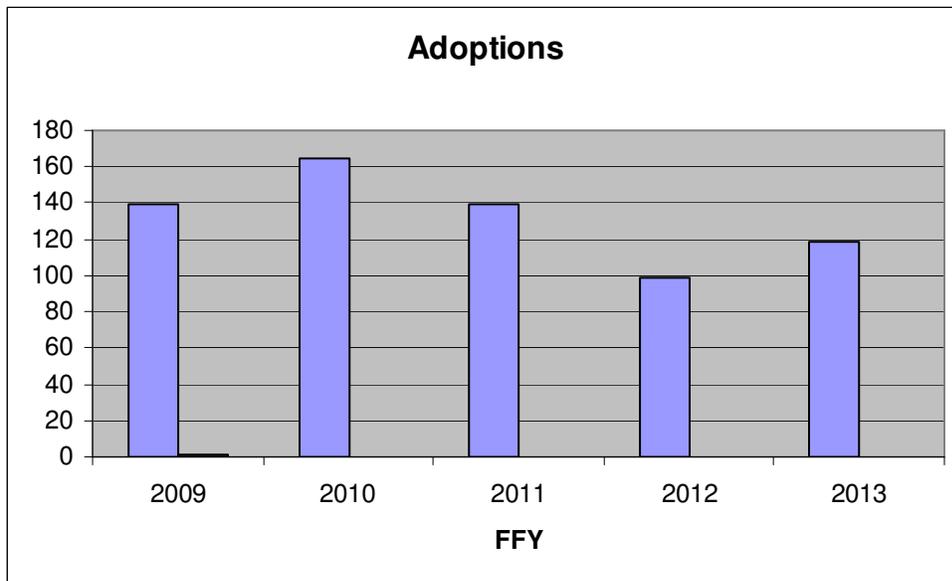
relative and adoptive parents and assistance in finding permanent homes for waiting children;

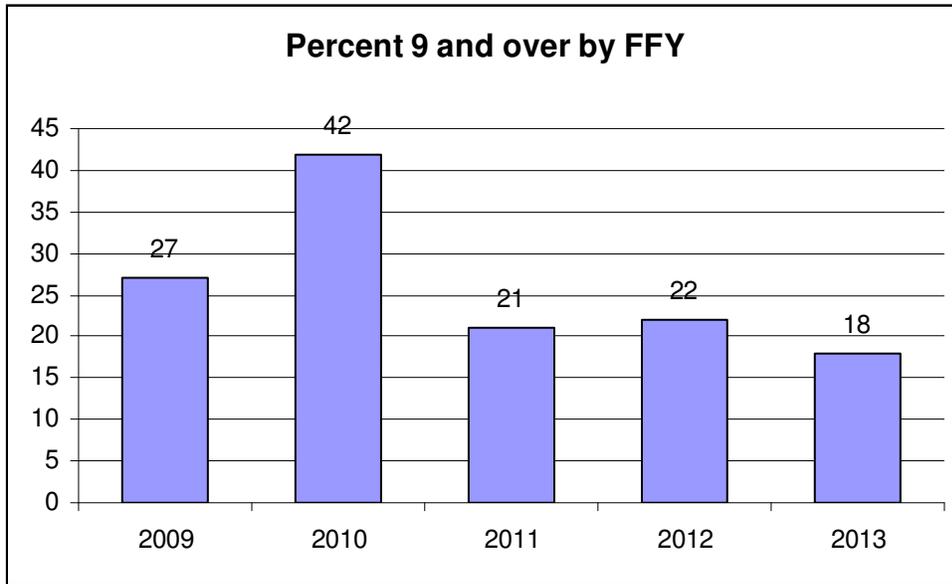
- Strengthen the collaboration between all state partners who are involved with the recruitment and retention of foster and adoptive families including Community and Faith Based Partners, Wendy's Wonderful Kids and all of the private Child Placing Agencies;
- Require that all Resource Workers for the Division and all Licensing Workers for Child Placing Agencies providing Foster Care Programs use a unified home study assessment and matching process (such as SAFE) so that all foster families are evaluated fairly and consistently.
- Work closely with Public Information Office to utilize the various social media outlets to enhance public awareness of the Foster Care Program along with the Division's recruitment and retention efforts;
- Expand the Central Inquiry System to continue the consistent messaging that is given to all prospective foster and adoptive parents throughout the licensing process and to track both the effectiveness of the recruitment initiatives and the progress of the applicants;
- Continue the child specific efforts to recruit permanent families for New Hampshire's current Waiting Children and ensure that youth exiting foster care receive the support, information, resources and life-long connections they need to reach their potential as young adults;
- Continue to support relative caregivers through licensing waivers for non-safety related requirements, referrals to community-based supports and training;
- Advocate with the assistance of the State Fire Marshall to have a uniform fire inspection process throughout the state to remove barriers to licensing and create a system of equality.
- Consistently assess foster parents to ensure that the Division is meeting their needs as resource families, especially in relation to the child placed in their home and guiding them to the support and training that is most beneficial to meet their unique needs;
- Continue to partner with NHFAPA to ensure that the organization is restored to 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 the Parent Partners Program to continue to test the Better Together with Birth and Foster Parents Workshop Training and incorporate the methodology into ongoing training to support working relationships between parents;
- Work closely with the Parent Partners Program to complete the design and launch a Reunification 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 all families and providers to better understand the effects of trauma on children and families and to ensure the coordination of community-based care; and
- Incorporate the Practice Model Beliefs and Principles and strategies, such as Solution Based Casework into DCYF practice and every day interactions with all resource families to improve customer service delivery to these important partners.

ADOPTION AND POST-ADOPTION SERVICES

New Hampshire’s adoption program is organized through ten Permanency Workers one in each district office and one shared by the two most northern offices, Littleton Tele-work and Berlin. Permanency workers provide oversight and consultation on the pre-adoption cases and are responsible for assuring those cases are moving forward to adoption. The Adoption Program Supervisor at State Office oversees policy and rules related to both the adoptions completed by the Division and private adoption agencies in the state. The supervisor monitors adoption completions and the provision of adoption subsidy and supervises six staff, some of whom are supported by Title IV-B funds, who provide pre-adoption consultation to families and staff and post-adoption services, including search services, in-home services, case management, advocacy, and information and referral statewide. For the last ten years there has been an emphasis on permanency and the Division for Children, Youth and Families (DCYF) has made gains in achieving timely permanency for children in care.





DCYF is utilizing the existing permanency framework and infrastructure to implement practice that specifically addresses evidence-based screening, assessment and treatments to ensure positive well-being outcomes for children who are adopted after experiencing trauma. New Hampshire has been awarded two federal grants, which are being utilized to evaluate the current practice, and services array, upscale promising evidence-based services and practices, and descale those services and practices, which are not producing positive well-being outcomes. These grant initiatives will be continually and rigorously evaluated by outside evaluators as a part of the grants requirements and new practices will be developed that specifically target the needs of the a pre and post adopt population. These practices include:

- Universal, flexible, and ongoing child and family screening and assessment specific to the pre and post-adoption population of children;
- Case planning strategies to address the assessed needs and measure progress specific to the target population;
- Service array reconfiguration to upscale evidence-based treatments specific to the needs of pre and post-adoptive families;
- Up scaling of family assessments for all resource families and a corresponding child matching process to ensure fit when placing children in pre-adoptive homes; and
- Training for resource parents and DCYF staff working with pre and post-adoptive families related to trauma and adoption competency.

DCYF seeks to improve screening and assessment of mental health symptoms and child functioning; develop functional outcome measures to inform case planning and measure progress; optimize the use of evidence-based treatments targeted for this specific population including Trauma-Focused Cognitive Behavioral Therapy and Child Parent Psychotherapy, and informing all mental health treatment by providing training in adoption competency; and improve placement stability and continuity of care through these interventions. Currently the Division is in the planning year of this project and is gathering baseline data from providers,

resource parents, adoptive parents, and child welfare staff and reviewing and assessing curriculum, resources, and interventions in order to inform the implementation.

The Division seeks to expand and implement all of the objectives of this project statewide within the next five years which will create improvements in all current pre and post adoption services including birth and relative care searches, recruitment and retention of quality families, pre and post-adoptive families, home based interventions, home visiting and supportive services for families, and adoption subsidy.

Continuous quality improvement will be an integral part of these new initiatives. The grant recruitments specify that the project must have rigorous evaluation throughout the five-year process and a sustainability plan to include ongoing monitoring and evaluating. New Hampshire has partnered with outside evaluators who will be working closely with the Bureau of Organizational Learning and Quality Improvement to ensure that the practices are implemented with fidelity and evaluated for ongoing progress and success. Currently DCYF staff, Resource families, and mental health providers are participating in interviews, focus groups, and evaluations to obtain baseline data which will be measured at intervals to monitor changes in practice and improvement in knowledge outcomes. Placement stability, adoptive family satisfaction, staff and resource family knowledge and timeliness to adoption will be monitored throughout the project.

Implementing this initiative over the next five years will include training in a variety of areas. Training in adoption competency, (how to understand, work with and assist adoptive families and their children) will be provided to all child welfare staff, resource parents, and mental health providers. A curriculum will be developed that is specifically for New Hampshire and addresses the particular needs in the state. Training in providing evidence-informed standardized home study and matching processes will be provided to all of the Permanency Staff in each district office (Resource Workers, Permanency Workers, and Permanency Supervisors) as well as staff from Child Placing Agency's across the state. Training on conducting initial screenings and ongoing assessment of both child functioning and mental health symptoms as well as family functioning will be provided to all CPSWs. Additional training will assist the staff in understanding how to utilize the screening and assessment data to inform case planning and measure outcomes. Training will also be provided to child welfare, Juvenile Justice Staff, and resource families in the impact of trauma on children and families, and the effects of vicarious trauma on the staff working with the families and how to address and mitigate the effects.

PARENT PARTNER PROGRAM

Funds from title IV-B and CAPTA grants support the Division's efforts to utilize parent leaders as partners in improving child welfare outcomes for children and their families. Funds are utilized to honor and compensate parent leaders for their time and commitment as it is outlined in the New Hampshire Partnership Capacity Building Strategy below.

PARTNERSHIP CAPACITY BUILDING STRATEGY

- Create and disseminate a clear and compelling vision that parent voice is important and parent leaders are valued partners by DCYF staff and community partners;
- Implement the parent leader recruitment and retention plan on an ongoing basis;
- Implement the plan to assess parents' readiness to partner with the Division and match them with appropriate roles;
- Continue to establish and communicate clear roles and responsibilities for parent leaders;
- Continue to provide training and leadership growth opportunity for parent leaders;
- Continue to honor and compensate parent leaders for their time and commitment;
- Continue to provide routine supervision, feedback, and support to parent leaders; and
- Continue to promote parent voice and leadership with providers and community partners.

CORE DOMAIN AREAS OF THE PROGRAM FUNDED BY THIS GRANT

- Parent Leader Recruitment Activities;
- Parent Leader Skills Building Activities;
- Partnership tools and Strategies building activities;
- Honoraria for parent leaders serving as practice advisors and training partners; and
- Honoraria for parent leaders providing peer-to-peer support to parents new to the system.

PARENT PARTNER PROGRAM ACTIVITIES SUPPORTED BY THIS FUNDING

- Meet and Greet sessions where parents with system experience are invited to District Offices to meet DCYF staff and learn about the Parent Partner Program;
- Strategic Sharing Workshops designed to help parents who want to partner with DCYF learn skills to tell their stories in a meaningful, focused, and safe way;
- Better Together Workshop designed to teach DCYF staff, foster parents, and community partners the value of working in authentic partnership with parents; and
- Honoraria to support parent leaders actively partnering with the Division, serving as practice advisors, team members, training partners, and consultants.

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 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 cases were in conformity with the federal child welfare requirements. As described in the 2010-2014 Final Report, DCYF has modified the ACR process. This process became known as the Family Assessment and Inclusive Reunification (FAIR) program. Instead of focusing on just compliance, FAIR meetings serve as DCYF's formal family engagement strategy for out-of-home placement cases. The primary focus of FAIR is to engage families in achieving the best permanency plan for their case from the beginning of the placement. FAIR has been used statewide since January 2011. Further detail on FAIR's progress since 2011 can be found in the 2010-2014 Final Report.

During the next five years, the evaluation of FAIR will focus on the practice outcomes related to the following areas:

- Enhance family engagement in case planning for their child in care;
- Improve meeting outcomes and logistics;
- Increase parent, child/youth and family support attendance at FAIR meetings;
- Reduce the length of time in care for children/youth; and
- Achieve permanency plans in a timely manner.

Additionally, as a core family engagement strategy, parent and child/youth attendance is critical. The following attendance statistics are now included in the monthly FAIR report:

- Attendance by district office;
- Attendance by participant (mother, father, youth, natural support, etc.); and
- Attendance by permanency goal (Reunification, APPLA, Adoption, etc.).

Using the above criteria will allow the Division to address any concerns in attendance at a local level and measure the success of having parent attendance for reunification cases and youth attendance for APPLA cases, for example. As stated in the 2010-2014 Final Report, preliminary information indicates a higher percentage of parents attending FAIR meetings in which the case plan goal is reunification as opposed to other permanency goals. The Division would like to see a twenty percent improvement in attendance for parents and children/youth for all permanency goals in the next five years.

Beginning in September 2013, DCYF explored new ways of evaluating the FAIR program. DCYF's Bureau of Organizational Learning and Quality Improvement and Bureau of Well-Being have blended the evaluation of FAIR with the Case Practice Review process. At the end of the Solution Based Casework (SBC) Fidelity Tool used to measure the effectiveness of DCYF's implementation of SBC practice, DCYF has begun to also evaluate the effectiveness of FAIR meetings for the same cases that are selected for the Case Practice Review. The FAIR Evaluation form looks at how the FAIR meeting engages families, assesses safety of the family

and ensures the appropriate permanency plans are in place through review of the FAIR meeting notes and case contacts in Bridges pertaining to the FAIR meeting.

By utilizing Title IV-B Subpart 1 and Subpart 2 funds, DCYF has sustained the FAIR program through a contract with a community provider (Child and Family Services). The current contract ends on June 30, 2013. Beginning on July 1, 2014, DCYF will continue to use these funds to contract individually with six independent FAIR Facilitators. The coverage requirements and job responsibilities will remain the same. DCYF will maintain supervisory responsibility of the FAIR program. Having six independent contractors and supervision of the program in DCYF has afforded the Division increased financial flexibility and improved programmatic oversight to sustain the FAIR program for the foreseeable future.

Consultation and Coordination Between States and Tribes

The Division for Children, Youth and Families has continued its commitment to ensure that provisions of the Indian Child Welfare Act (ICWA) are meaningfully followed. According to the 2010 United States Census, the total New Hampshire population was 1,316,470 persons with 0.2 percent of the population reported as American Indian/Alaskan Native.³ There are more than 565 federally recognized tribes throughout the United States but no tribe has been formally recognized in New Hampshire. While the indigenous people of New Hampshire include Abenaki and Penacook tribes, over 4,000 American Indian/Alaskan Native residents of the state reported tribal affiliations with federally recognized tribes in other states. Many of the neighboring states in New England do have recognized tribes.

CURRENT STATUS AND DATA CONSIDERATIONS

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 established various committees and had hoped to include a Social Services Committee that might be assigned work on child welfare issues but this suggestion was not adopted. Administrative and field staff met with two representatives of the commission to discuss collaboration between DCYF and the commission. Two goals were considered. The first was to work toward better education and training about the Indian Child Welfare Act in the community (judges, CASA staff and mental health clinicians) and with DCYF staff. The second goal was for representatives of the commission to consult with DCYF staff about ICWA issues and on specific cases. The Foster Care Manager, whose duties include the State ICWA Management, has been able to work with the Commission as an important stakeholder group in the development of ICWA related policies and procedures for the field. It is anticipated that the Commission will be open to reviewing and providing input for any further work and accompanying documentation around ICWA provisions.

³ Profile of General Demographic Characteristics: 2010. U.S. Census Bureau. Retrieved May 15, 2014 from the World Wide Web: <http://www.census.gov/>

Over the years, DCYF had maintained a relationship with the director of Wijokadoak, Incorporated⁴, a New Hampshire based non-profit social service organization advocating for individuals who are of Abenaki and other tribal descent. The director, who was also a key member of the Commission, made herself available to consult in the development of a training curriculum and specific materials and training goals regarding the Indian Child Welfare Act. As a result of this partnership, staff training on ICWA was incorporated into the DCYF's new employee Core training curriculum for cultural competency. The director has since retired from the Commission and it is unknown if she will be able to continue in her unofficial role as consultant.

In 2013, New Hampshire developed formal policy (Item 704) to reinforce the use of case-planning documents that are completed at the time of assessment to ensure the continued compliance with Indian Child Welfare Act related issues for children and families in contact with the Division.

In the past year, there has been only one reported situation where a child, who was at risk of entering care, was identified as a possible member of a federally recognized tribe. While steps were being taken to follow the ICWA policy guidelines, the extended family was notified and offered to take the child into their care. At the present time, there are only two children in the State of New Hampshire who are reported as American Indian/Alaskan Native who are in care as a result of involvement with Juvenile Justice Services.

FIVE YEAR VISION AND GOALS

DCYF plans to enhance the current policies by including a tracking procedure to ensure that appropriate steps are taken to ensure compliance with ICWA provisions.

The Family Inquiry Tool, used by Assessment and/or Family Services staff, will be revised to remind workers to ask about tribal affiliation of any family members.

Standardized form inquiry and notification letters will be developed to ensure that communication with Tribes and/or the Bureau of Indian Affairs follows all ICWA Protocols while protecting the confidentiality of the family's involvement with the child welfare system.

The DCYF ICWA Manager will continue to participate in monthly conference calls with the State ICWA Managers. Through this participation the Division can connect with other states about Indian Child Welfare Act issues such as programs for monitoring compliance, training models that other states have developed, accepted documentation, and specific case related issues.

⁴ **Wijokadoak** means, "They help one another" in Abenaki. It is an organization formed by a group of concerned Native Americans and friends to serve the needs of indigenous People in New Hampshire within the ability of their resources. <http://www.wijokadoak.com>

DCYF, in collaboration with its contracted training providers, will review Core training to ensure that the curriculum is up to date and meaningful. Refresher training will be made available to staff at District Offices on an as needed basis.

New Hampshire will continue to be diligent in its efforts to identify and verify the ethnicity of all children receiving DCYF services and to follow the mandates of ICWA.

Chafæ Foster Care Independence Program (CFCIP)

AGENCY ADMINISTERING CFCIP

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. 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.

PROGRAM DESIGN AND DELIVERY

DCYF ADOLESCENT PROGRAM GOALS AND OBJECTIVES

GOAL A. ENSURE THAT ALL YOUTH IN CARE LEARN, PRACTICE AND REFINE THE SKILLS NEEDED FOR ADULTHOOD.

- Objective 1.** In collaboration with the DCYF New Hampshire Teen Voices Advisory Board the current adult living preparation process and related policies will be reviewed and updated as necessary. (Year 1)
- Objective 2.** Make the Casey Life Skills Assessment the assessment used in the Adult Living Preparation process (Year 1)
- Objective 3.** Update the current adult living skills curriculum (New Hampshire Trails) to include managing technology and social networking and to make it significantly more “hands on”. (Year 1)
- Objective 4.** Update the trainer’s guide for the current adult living skills curriculum (New Hampshire Trails) to make it applicable for younger youth age thirteen to fifteen years old. (Year 1)
- Objective 5.** Share “Ready Set Fly” and other applicable resources with foster and relative caregivers as a way for them to increase hands on learning of adult living skills with the children and youth in their care. (Year 2)

GOAL B. ENSURE THAT ALL YOUTH IN CARE RECEIVE THE EDUCATION, TRAINING AND SERVICES NECESSARY TO OBTAIN EMPLOYMENT AND ESTABLISH A CAREER PATH

- Objective 1.** Establish a partnership with the new Job Corp site currently being built in Manchester New Hampshire in order to maximize utilization by current and former DCYF youth including youth from the Sununu Youth Services Center (SYSC). (Year 2)
- Objective 2.** Increase the familiarity of youth in care with the employment resources and assistance available through New Hampshire Works office by having each district office sponsor a field trip to their local New Hampshire Works office (Year 2)
- Objective 3.** Require that all youth in care have a career assessment as part of the Adult Living Preparation process and are provided with the assistance needed to explore identified career interests. (Year 2)
- Objective 4.** Through the Youth Vision partnership create opportunities for youth to connect with individuals in their career field of interest and do informational interviewing, job shadowing and volunteering. (Year 3)
- Objective 5.** Explore having delinquent youth perform their community service for an individual or company that is in a career field of interest. (Year 3)

GOAL C. YOUTH IN CARE WILL UNDERSTAND THEIR RIGHTS AND BE AWARE OF THE ASSISTANCE AVAILABLE TO THEM THROUGH THE DCYF ADOLESCENT PROGRAM.

- Objective 1.** Complete the New Hampshire Youth in Care Bill of Rights policy and ensure the document is provided to all youth in care who are age appropriate. (Year 1)
- Objective 2.** Collaborate with the DCYF Youth Advisory Board to create a way to provide information to youth entering foster care the DCYF system and the resources and opportunities available to them through the DCYF Adolescent Program. (Year 1)
- Objective 3.** Adolescent Workers will attend local foster parent association meetings and the Adolescent Program will provide regular updates to be part of the foster and adoptive parent newsletter to update foster parents on the support, resources and opportunities available through the DCYF Program. (Ongoing)

GOAL D. THE OPPORTUNITIES FOR YOUTH IN CARE TO PARTICIPATE IN NORMAL AND AGE APPROPRIATE ACTIVITIES CONSISTENT WITH THEIR AGE AND DEVELOPMENTAL ABILITY WILL BE EXPANDED.

- Objective 1.** Add a teen dance to the annual teen conference. (Year 2)
- Objective 2.** If funding will allow expand the teen conference to overnight so that youth can get a chance to experience staying in a college dorm. (Year 4)
- Objective 3.** Explore ways to increase the number of residential and foster care providers that receive the newly created normalcy training. (Year 3)

GOAL E. CREATE INCREASED ACCESS TO HOUSING OPTIONS FOR APPLA AND OTHER DCYF YOUTH IN NEED

- Objective 1.** Continue collaborating with the Homeless Teen Taskforce to leverage federal and state resources to aid homeless youth. (Ongoing)
- Objective 2.** Strengthen DCYF's linkage with existing Transitional Living Programs and the Bureau of Homeless and Housing by meeting with the programs annually (Ongoing)
- Objective 3.** Develop a separate section on housing options on the Adolescent Program website and the New Hampshire Teen Voices Facebook page. (Year 1)
- Objective 4.** Reinstigate the listing of current and former foster parents and landlords willing to provide housing for former youth in care now homeless. (Year 2)

GOAL F. PROVIDE PERSONAL AND EMOTIONAL SUPPORT TO YOUTH AGING OUT OF FOSTER CARE THROUGH MENTORS AND THE PROMOTION OF INTERACTIONS WITH DEDICATED ADULTS.

- Objective 1.** Collaborate with Leadership New Hampshire to develop a mentor program for DCYF involved youth (Year 1)
- Objective 2.** Require completion of the FosterClub Permanency Pact for all youth with a plan of APPLA within thirty days of turning seventeen years of age. (Year 2)
- Objective 3.** Create a youth contact sheet modeled on the family inquiry tool. (Year 2)
- Objective 4.** Explore the recruitment of foster parents interested in caring for older youth and teaching them adult living skills (Year 2)

GOAL G. INCREASE THE INTEGRATION OF THE ADULT LIVING PREPARATION PROCESS INTO CASE PLANNING WITH OLDER YOUTH IN CARE.

- Objective 1.** To evaluate the way that each office is currently integrating the Adult Living Preparation process into the case plan and develop consistent expectations and standards. (Year 2)
- Objective 2.** To explore the utilization of Solution Based Case Planning (SBC) for APPLA youth to include Individual Level Objectives (ILO's) and Family Level Objectives (FLO's) specific to adult living preparation and normalcy. (Year 2)
- Objective 3.** To create a mechanism for youth to obtain information about their family of origin's medical history and ensure that this happens prior to discharge (Year 2)

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 University of New Hampshire, Center for Professional Excellence shall take over management of the Youth Action Pool and provide members with the knowledge, skills and abilities to conduct presentations for staff and stakeholders focused on improving adolescent practice. (Year 1)

Objective 2. Explore a partnership with another institution or agency to enhance the facilitation of the New Hampshire Youth Voices Advisory Board. (Ongoing)

GOAL I. ENSURE THAT AGING OUT YOUTH ARE READY TO TRANSITION FROM CARE BACK INTO THEIR HOME COMMUNITY.

Objective 1. Change the 90 Youth Transition Meeting Checklist to require that all youth leave care with their social security card, an original birth certificate and a non-driver ID. (Year 1)

Objective 2. Change the 90 Youth Transition Meeting Checklist to include an explanation of the newly expanded New Hampshire Medicaid health insurance option for youth aging out of care. (Year 1)

Objective 3. Change current policy so that the initial 90-Day Youth Transition Meeting occurs earlier for Child Protection involved youth and again prior to exit giving the youth and staff more time to prepare and finalize the youth's transition. (Year 2)

Objective 4. Expand the utilization of the 90-Day Youth Transition Meeting prior to the discharge of Juvenile Justice involved youth. (Year 2)

GOAL J. PROVIDE FINANCIAL, HOUSING, COUNSELING, EMPLOYMENT, EDUCATION AND OTHER APPROPRIATE SUPPORT AND SERVICES TO FORMER FOSTER CARE RECIPIENTS BETWEEN EIGHTEEN AND TWENTY-ONE 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. Continue to utilize any and all search and connection tools including website, social networking sites, newsletter, adult living training opportunities to connect youth in need with DCYF Aftercare Services (Ongoing)

GOAL K. INCREASE THE AMOUNT OF FORMER YOUTH IN CARE THAT PARTICIPATE AND COMPLETE POST-SECONDARY EDUCATION PROGRAMS.

Objective 1. DCYF will continue to ensure that all eligible youth are informed about the Education and Training Vouchers (ETV) that are available through Aftercare Services as well as the Tuition Waiver for Foster and Adopted Children Program prior to exiting care. (Ongoing)

Objective 2. DCYF will continue to 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. (Ongoing)

- Objective 3.** DCYF shall ensure that all youth leaving care that have graduated from High School or obtained their GED shall be provided with a letter verifying their status as having been in foster care (Year 2).
- Objective 4.** DCYF will work with the University System of New Hampshire and the Community College System of New Hampshire to obtain data on levels of educational achievement for youth who received the tuition waiver. (Year 2)
- Objective 5.** DCYF will work with the University System of New Hampshire and the Community College System of New Hampshire to ensure that all DCYF youth entering college are aware of and have the opportunity to connect with any and all available support services on campus (Year 2).
- Objective 6.** DCYF will work with the University System of New Hampshire and the Community College System of New Hampshire to create opportunities for DCYF alumni attending college to meet incoming youth also formerly involved with DCYF and to assist them in getting comfortable in their new surroundings (Year 3).

GOAL L. 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.** Complete a training series with the University of New Hampshire Bureau of Staff Development and Training specifically for DCYF staff working with adolescent clients. (Year 2)
- Objective 2.** Revamp the current Adolescent Toolbox training by including policy, practice and resource changes. (Year 2)
- Objective 3.** Create an overview of NYTD training for newly hired DCYF Child Protection staff (Year 2)

GOAL M. THE DCYF ADOLESCENT PROGRAM WILL INCREASE THE USE OF DATA TO IMPROVE ADOLESCENT PRACTICE.

- Objective 1.** To utilize NYTD data from both the served and surveyed populations to ensure equality of access to independent living skills across the state and best practice in the areas of education, employment, housing and well-being. (Year 1)
- Objective 2.** To gather and analyze data from the two current APPLA workers related to permanency, connections to caring adults, adult living preparation and post care housing options to measure their impact and explore possible expansion of these positions. (Year 1)
- Objective 3.** To establish an exit survey to be administered to youth who age out of care and to use data collected to target the Adolescent Program and other DCYF resources. (Year 1)

YOUTH/YOUNG ADULT INVOLVEMENT

The DCYF Adolescent Program conducted focus groups with the regional New Hampshire Youth Voices advisory boards as well as a group of alumni involved with DCYF practices. The youth's input was integrated into DCYF's five-year plan for CFCIP along with feedback from the DCYF Adolescent Workers.

DCYF is collaborating with a professor from the Social Work Department at the University of New Hampshire to perform a study on the NYTD data that has been collected thus far. One of the focuses is a comparison of outcomes for youth involved with the Juvenile Justice System and youth from Child Protection. A preliminary report has just been submitted to DCYF. The information will be utilized to identify areas of practice that require additional focus, training and resources.

DCYF currently runs a monthly query detailing all the youth who have received a NYTD service. DCYF will continue to gather that information and will utilize it to determine whether there are gaps in services, in documentation or both.

DCYF added additional questions to the NYTD follow-up survey in order to gather qualitative information from the experiences of the follow-up population.

For those still in DCYF foster care additional questions included:

- What concerns you most about leaving state care?
- Is there anything more that DCYF can do to help you successfully transition out of care?

Those who already left care were asked:

- What has your biggest challenge since leaving state care?
- Is there anything that you, DCYF or anyone else could have done while you were in care that would have made things better for you know?

DCYF is utilizing the responses to these questions to target resources as well as establishing goals for the five-year plan. These additional questions will continue to be included in future follow-up surveys.

SERVING YOUTH ACROSS THE STATE

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

A breakdown of CFCIP funds that were allocated in SFY 13 shows that when you combine funds spent on youth in care to support adult living preparation and funds spent on youth receiving aftercare services for college or living expenses, more services were provided to youth living in the catchment areas for the Rochester, Manchester and Southern District Offices than any other areas of the state. This is to be expected given that these are the three largest offices in the state.

DCYF plans on utilizing the NYTD data more vigorously going forward in an effort to drill down which youth, if any, could benefit from more independent living services. The Division

intends to make this an area of focus and will include this as a goal to strengthen DCYF's ability to serve this population more effectively.

SERVING YOUTH OF VARIOUS AGES AND STATES OF ACHIEVING INDEPENDENCE

Current and former youth in DCYF out-of-home care from the ages of 15-20 are served through the DCYF Adolescent Program that ensures these 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 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 (required for youth fifteen to twenty in foster care);
2. New Hampshire TRAILS (required for youth sixteen through twenty in foster care and is currently being revamped to increase utilization by younger youth ages thirteen to fifteen);
3. Youth Advisory Board (serves youth ages fourteen to twenty in foster care and interested former youth in care from the age of eighteen and beyond)
4. Teen Conference (serves youth ages fourteen to twenty in foster care and interested former youth in care from the age of eighteen and beyond), and
5. Aftercare Services (serves former youth in care from eighteen through twenty-two including those youth who left foster care for adoption or guardianship at the age of sixteen. Aftercare Services includes the dissemination of ETV funds to eligible youth.

Additional services include:

- Youth Action Pool (serves youth ages fourteen to twenty in foster care and interested former youth in care from the age of eighteen and beyond);
- Tuition Waiver for Foster and Adopted Children Program (serves former youth in care ages eighteen through twenty-two), and
- Extended Care Services (serves former youth in care ages eighteen to twenty).

ADULT LIVING PREPARATION PROCESS (ALPP)

All youth in out-of-home placement through DCYF between the ages of fifteen to twenty-one will participate in the Adult Living Preparation process described below. These individuals are considered "likely to remain in foster care." There are two assessments utilized in these processes that are in bold.

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 fifteen who are in out-of-home placement. 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 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/JPPPO or the youth as part of the youth's preparation process are indicated along with timeframes 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 sixteen.

DCYF 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.

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. As noted previously, the New Hampshire Trails curriculum is currently being revamped. This process will include among other changes: the huge role of the Internet and cell phones, the role of social media in the lives of youth and new resources to teach adult living skills such as YouTube and TEDTALKS.

YOUTH ADVISORY BOARD

The DCYF Youth Advisory Board, now known as New Hampshire Youth 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 has a regional board structure with five regional boards meeting 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 structure has increased the level of youth participation as well as bolstered the community connection. As of the writing of this report there are over twenty active members of New Hampshire Youth Voices.

The board conducts an annual teen conference for DCYF youth. The board’s accomplishments over the past five years include creation of a Bill of Rights for youth in care, the conducting of

the annual teen conference in partnership with DCYF, participation in numerous trainings and presentations and input on numerous Division practices and policies. 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 is their role in passing the Tuition Waiver Legislation. New Hampshire Youth Voices has also been actively involved in the New England Youth Coalition, an advocacy group made up of youth leaders from across the region.

ANNUAL TEEN CONFERENCE

Each year the Adolescent Program and New Hampshire Youth Voices host a conference for teens in out-of-home placement. Approximately 115 youth and 110 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 the safe use of technology, finding an apartment, managing your money, healthy relationships, renting an apartment, self-advocacy, getting a two-year degree, getting a job, and the college admissions and application process. In recent year's members of the New Hampshire Youth Voices along with numerous alumni have stepped up as leaders of the conference. This year will mark the 10th anniversary of the event.

DCYF AFTERCARE SERVICES

A voluntary program that provides continued case management, future planning, and limited financial assistance including **room and board** 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.

DCYF has an established system to ensure that any and all youth that may be eligible for DCYF Aftercare Services at various points during their Child Welfare or Juvenile Justice involvement. Youth are informed about this program during the Adult Living Preparation process that starts at age fifteen. DCYF provides them with an overview of the program including a brochure. The youth are again reminded about Aftercare Services at their 90-Day Youth transition meeting. Information about the program is also included in the Young Adult Resource guide, the New Hampshire Youth Voices Facebook page and DCYF Adolescent Program webpage. Foster and Adoptive parents are informed about these services through announcements in the Connector newsletter that is sent out quarterly to over 600 foster and adoptive parents.

DCYF has also informed the residential facilities and CASA through regular emails and presentations to High School guidance counselors at various trainings and conferences in partnership with the New Hampshire Higher Education and Assistance Foundation NHHEAF.

YOUTH ACTION POOL

Participating in YAP are current and former youth in care that are motivated, responsible, and committed to positively influencing, changing or improving DCYF current adolescent practice. The purpose of the YAP is for youth to be actively and directly involved in DCYF practice.

Since its creation The YAP has provided informational presentations to the district offices about how YAP can assist DCYF in its work with adolescents. Over twenty YAP members have been trained in Strategic Sharing, a primer on how to share your story most impact fully without forfeiting your privacy. Members of the YAP have done panels and trainings at the DCYF conference, the DCYF teen conference, the New Hampshire Attorney General’s Conference on Abuse and Neglect, several CASA/Court Improvement statewide events, and the University of New Hampshire Social Work Department. YAP members have been trained as facilitators of FEDCAP’S “Get Ready” curriculum a web-based interactive program designed to help youth achieve self-sufficiency. These alumni then trained current youth in care leading into and at last year’s DCYF Teen Conference.

Most significantly, in 2012, ten YAP members created their own Digital Stories thanks to the leadership and training by the Hunter College School of Social Work. Digital storytelling uses the available tools of the computer and Internet, and morphs it with words and narration, with the final outcome being an interesting multi-media mix of images and voice. Since then the stories have been shown at the DCYF Teen Conference, the DCYF Conference, and during DCYF trainings. In addition, several are available for viewing on the New Hampshire Youth Voices Facebook page.

To ensure stability and continued growth, the University of New Hampshire Center for Professional Excellence (UNH CPE) had agreed to take over facilitation of the YAP beginning in August of 2013. This transition was delayed due to changes in leadership and personnel at UNH. The plan will be moving forward soon as UNH CPE recently hired a new director and vacant staff positions are in the process of being filled.

TUITION WAIVER FOR FOSTER AND ADOPTED CHILDREN PROGRAM

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. The New Hampshire Department of Education Division of Higher Education 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 assists the University System of New Hampshire and the Community College System of New Hampshire in determining the twenty recipients based on level of need.

In an effort to maximize the number of applications the New Hampshire DCYF and college systems started the application process in January and continued it through May for priority consideration. This ensured that the maximum number of youth could apply. DCYF Adolescent Workers work diligently with foster care youth to ensure that they met the institutional filing

deadlines required by the colleges. NHHEAF has traditionally provided a series of statewide and regional trainings to foster care youth and their caregivers focused on the college admissions, application and financial aid process. Since the spring semester in 2008, a 117 tuition waiver slots have been awarded.

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 sometimes including temporary placement. To better support youth in that predicament DCYF created Extended Care Services. Extended Care Services provides support to former youth in care until the age of twenty-one and sometimes beyond 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 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.

COLLABORATION WITH OTHER PRIVATE AND PUBLIC AGENCIES

DCYF has an ongoing partnership with the New Hampshire Higher Education Assistance Foundation (NHHEAF) in order to support youth going onto college or to a career training school. (NHHEAF) is a statewide agency devoted to helping parents and their aspiring college students navigate the college selection, admissions and financial aid process. This has included the following on a yearly basis:

- **File-A-FAFSA nights:** Youth and caregivers received personalized instruction and guidance enabling them to successfully complete their FAFSA while at the training. This also included completing ETV and Tuition Waiver applications when applicable.
- **College Overview Presentations:** Overview of the college selection, admissions and financial aid process including the ETV program and the Tuition Waiver for Foster and Adopted Children program for youth and caregivers.
- **DCYF Teen Conference:** In August of 2013, New Hampshire Higher Education Assistance Foundation conducted two workshops at the DCYF Teen Conference focused on the college selection, admissions and financial aid process.
- **iamcollegebound.org-**An interactive website through which youth can earn prizes while learning about college resources.
- **Guidance School Counselor Training Day-**In October of 2013 DCYF presented on a panel to inform guidance counselors from across the state about the ETV and Tuition Waiver program.

DCYF has continued to be an active participant of the New Hampshire Teen Task Force, a group of federal and local partners that includes representatives from the Homeless Liaisons, the Child and Family Services Transitional Living Program, the New Hampshire Department of Education

and other stakeholders. The task force mission is to “End youth homelessness by promoting safety, Well-Being, permanency, life-long connections, and self-sufficiency”. The group continues to work on aligning local and state resources to support homeless youth. In October of 2013, this program specialist met with the group to committee to inform participants about the DCYF resources available for former youth in care.

DCYF has participated in the New Hampshire Homeless Higher Education Task Force the aim of which is to break down the barriers homeless youth, including former youth in care, face when attending college. A major focus of this coalition, which includes members of the New Hampshire Teen Task Force along with representatives of the New Hampshire Higher Education Foundation (NHHEAF) and higher education, is the establishment of SPOCs (single points of contact) in every New Hampshire higher education institute. The role of the SPOC is to assist homeless youth with needs specific to their particular situation. It is been suggested that the SPOC could potentially serve the same role for foster care youth.

In January of this year the North Country APPLA Worker along with a group of DCYF alumni met with the President of Plymouth State University (PSU). PSU is developing a SPOC model and the meeting helped to inform them how the SPOC could assist former youth in care along with homeless youth.

In April of this year and again in May, this Program Specialist along with several other DCYF staff met administration and faculty members from the University of New Hampshire (UNH) to discuss ways in which DCYF youth attending UNH could better connect with available resources. As a result of this meeting DCYF youth attending UNH will now be provided with the name of a person to contact who will direct them to available support services.

COORDINATION WITH MEDICAID

DCYF worked with Medicaid officials from the New Hampshire Department of Health and Human Services (New Hampshire DHHS) to plan for the extended medical coverage for youth aging out foster care. Young adults are able to apply either online or in person for this new benefit without having to prove their previous foster care status. This is automatically determined by the New Heights system that both DCYF and the New Hampshire Medicaid agency utilize.

Information about this new provision was included on the New Hampshire DHHS website, as well as the New Hampshire Youth Voices Facebook page. A flyer was sent out to foster and adoptive parents, residential facilities, and CASA (Court Appointed Special Advocates). A letter to former foster youth, for whom there was a current address, was mailed out. Youth still involved with DCYF through an aftercare case or as part of the National Youth in Transition Database (NYTD) were also informed.

HUMAN TRAFFICKING

Earlier this year DCYF formed a committee to develop the child welfare/Juvenile Justice response to human trafficking in New Hampshire. A DCYF protocol was developed and submitted to the New Hampshire Attorney General’s office to be included in the New Hampshire AG's inter-agency protocol. DCYF participates on the Commission to Combat Human

Trafficking at the AG's office. It is anticipated that the AG's protocol will be ready for release at this year's AG's conference.

DCYF attended a conference hosted by the UNH School of Law, entitled "Combating Human Trafficking through the Eyes of the Survivor" on March 28, 2014. On April 18, 2014, DCYF attended a workshop presented by Real Life Giving to increase awareness. DCYF participated in a National Briefing Call with ACF on April 23, 2014 on FY 2015 Budget on Human Trafficking. On May 1, DCYF attended a Human Trafficking Forum with Traffick 911 guest speaker Deena Graves at the New Hampshire Housing Finance Authority. DCYF is exploring having this presenter return in the fall to provide full day trainings to staff, community partners, resource families, schools, courts, law enforcement and other providers.

DCYF priorities in combating Human Trafficking going forward include the following:

- -Training for all staff, CASA, providers
- Prevention and education: prepare vulnerable groups of youth to better protect themselves from potential traffickers and to identify risky situations
- Education for boys on media, not to see girls as objects
- Implementing a "John School"
- Support identification and response to child victims of trafficking
- Develop a way of collecting data
- Develop a multidisciplinary case staffing and referrals when youth have been trafficked
- Develop placement, treatment options for child victims of human trafficking (trauma-informed, evidence-based)
- Implement a "Safe Home"

ELIGIBILITY FOR BENEFITS AND SERVICES

DCYF is a state administered agency and access to CFCIP and ETV funds is universally available across the state. The eligibility for CFCIP funds for youth in care is as follows:

Current Youth in care:

Youth in DCYF placement (including Sununu Youth Services Center youth after they have left secure detention) ages 15 through 20.

Former Youth in care:

ETV funds: Young adults ages 18 through 20* who:

Had a previously open DCYF Child Protection Case and left DCYF placement on or after their 18th birthday. (Includes youth who aged out of SYSC)

Had a previously open DCYF Juvenile Justice Case and left DCYF foster, relative, shelter or residential care on or after their 17th birthday.

After attaining 16 years of age left DCYF Child Protection Placement or Juvenile Justice foster, relative, shelter or residential care for guardianship or adoption.

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.

NATIONAL EVALUATIONS

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.

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. The total amount of assistance is not to exceed the cost of attendance and DCYF will ensure that the Adolescent Workers will adhere to that limit.

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. The New Hampshire Department of Education Division of Higher Education 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 assists the Division of Higher Education in determining the twenty recipients based on level of need.

In an effort to maximize the number of applications the New Hampshire DCYF and Division of Higher Education 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 continued low numbers of youth in care there were forty-six applicants for the Tuition Waiver for the 2013-2014 academic year. This was an increase from last year when there was a total of thirty-eight applicants.

Going forward the New Hampshire DCYF and Division of Higher Education 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.

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 page on the DCYF Adolescent Program website and the New Hampshire Youth Voices Facebook page along with eligibility and contact information.
- Including information about ETV in the Foster and Adoptive newsletter known as the Connector that is sent out quarterly to current and former foster and adoptive parents.

The combination of the small size of New Hampshire and the ETV allotment received makes it possible for this program specialist to review queries of new and returning ETV recipients and to ensure that there is not duplication.

CONSULTATION WITH TRIBES

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). 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. Youth with tribal connections are able to access the same level of benefits and services as those available to any and all other youth in the state.

CFCIP PROGRAM IMPROVEMENT EFFORTS

The five-year plan for the Adolescent Program will be presented to the New Hampshire Teen Voices in September/October of this year. Each of the five regional teams will be responsible for assisting DCYF with a part of the plan and will report back on progress on a quarterly basis. This may include the youth doing research into best practices in other states, talking to other current and former youth in care, attending trainings, proposing policy changes or advising the DCYF administration.

During the quarterly meetings, to which former youth in care will be invited to as well, the youth will be asked to provide feedback about what is being implemented in the five year plan and how it is impacting them or not. DCYF will use this information to shape its efforts to implement the plan.

CFCIP TRAINING

For staff:

- How to help youth become employed
- How to help youth establish and pursue a career path
- Working with LGTBQ youth
- Helping caregivers manage social networking
- How to access supportive services available on college campuses
- Combatting Human Trafficking
- Ensuring Normalcy for youth in care
- Finding housing options for homeless and transitioning youth
- NYTD overview
- Doing and utilizing career assessments
- Working effectively with the Developmentally Delayed population
- Working effectively with the Crossover Youth population

For youth:

- Continual training through New Hampshire Trails focused on Daily Living Skills, Personal and Social Growth and Education and Career Development.
- Strategic Sharing
- Managing social networking and technology
- Reconnecting with past connections
- Learning about transitional and other housing options
- Navigating the college application, admissions and financial aid process
- Getting the help you need on a college campus
- What is the Bill of Rights and what does it mean for you
- What is the Adolescent Program and how can it help you out
- Being Financially Literate

Monthly Caseworker Visits

The 2010 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 and families. As such, DCYF Supervisors and staff have made a concerted effort over the last five years to assure there is sustained attention to the federal requirements for monthly caseworker visits.

DCYF updated the caseworker visit policy in June 2008. In addition, the Division developed training and reporting systems to monitor caseworker visits and provide updated data to the district offices on a monthly, quarterly, and annual basis. While these data reports provided detail as to which children were/were not being seen on a routine basis, data submitted for FY 2011 indicated that New Hampshire did not achieve the projected target of children in out-of-home care required to be seen. The actual percentage achieved for such visits was only 84 percent (target 90 percent)-a difference of six percent.

As a result of this finding, DCYF made additional efforts to improve caseworker visits through several organizational strategies. First, conversations across the Division were conducted with management, supervisors, and practice leaders to heighten awareness of the need to increase the quantity of visits and meet or exceed federal requirements. In these conversations, several specific strategies were identified that would affect caseworker visits including enhanced utilization of supervisory reports to track caseworker visit outcomes by worker, district office, and statewide. Additionally, an expectation was established that caseworker visits with children would be reviewed in weekly supervision, including the documentation of visits in Bridges (New Hampshire's SACWIS system). Finally, New Hampshire's PIP included targeted improvements on *Item 19 – Caseworker Visits with Children*, so all quality improvement case reviews conducted on an annual basis now include a detailed assessment and analysis of worker visits with children both in terms of quantity and quality.

Since that time DCYF staff have demonstrated a commitment to assuring caseworker visits in both Child Protection and Juvenile Justice Services occur routinely on a monthly basis. Further that these visits are providing the opportunity for caseworkers 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.

To further support staff efforts to accomplish monthly caseworker visits DCYF utilized CAPTA funds to purchase twenty laptops for distribution to specifically selected staff for use in the field. This was to determine if ready access to information technology resulted in greater efficiencies related to caseworker visits. Deployment of laptops to DCYF Child Protection and Juvenile Justice Staff was initiated in 2012. DCYF Field Administrators for Child Protection and Juvenile Justice Services collected hands-on data from staff to ascertain if access to technology assisted them in their work. Staff collectively indicated that the use of information technology

saved them travel time and allowed them to enter contacts timely, as they no longer needed to travel back and forth between the placement location and their office to document the outcome of the visits.

With the support of the Monthly Caseworker Visit Grant, between September 2013 and March 2014 an additional thirty laptops were deployed to both Child Protection and Juvenile Justice Field staff to further support these efficiencies across the state. It is anticipated an additional twenty to thirty staff will receive laptops later this year. Future spending of the Monthly Caseworker Visit Grant will depend on the continued success of these technological improvements and the needs of field staff in order to best support their ability to conduct timely and effective caseworker visits.

DCYF's commitment to assuring monthly visits with children and youth in care is sustained, is further evidenced in the Case Practice Reviews conducted from July 2013 to March 2014. In each of the offices reviewed the quality and quantity of visits was determined to be a strength. As of March 2014 an internal analysis of caseworker visits with children show that New Hampshire is sustaining an overall percentage rate of 96.6 percent of visits made on a monthly basis by caseworkers to children in foster care.

Adoption Incentive Payments

During FY 2013, DCYF received \$12,000.00. \$230,834.07 was used to recruit and support adoptive families. Given the increasing need to support adoptive families, the Division anticipates timely expending of Adoption Incentive Funds over the next few years. DCYF will also continue to re-assess its usage of future funds based on allotment and needs of adoptive families.

Child Welfare Demonstration Activities

New Hampshire is not an applicable Title IV-E Child Welfare Demonstration State.

Targeted Plans within the CFSIP

DISASTER PREPAREDNESS

DCYF has continuously reviewed and tested its Disaster Response Plan to improve staff preparation for possible disasters, while identifying emergency preparedness changes to be consistent with best practice at the state and national levels. Since 2009, DCYF has worked with Child Care and Resource agency staffs who prepare child care programs for potential disasters and worked to identify needs following the merger of DCYF with the Division for Juvenile Justice Services (DJJS). This merger has included identification and review of administrative processes utilized by Juvenile Justice Services and the Sununu Youth Services Center (SYSC), which is the state of New Hampshire's architecturally secure treatment facility for youth detained or committed through delinquency adjudication.

The content of the Disaster Response Plan has continued to meet the procedural needs of the Division in compliance with SSA Section 422(b) (16). Although no updates to the content have been completed, all DCYF offices have provided updated phone contact lists and successions plans to be added to the reformatted Continuity of Operations Plan template developed by the New Hampshire Department of Health and Human Services in collaboration with the New Hampshire Department of Safety. The new Continuity of Operations Plan template will be updated to explicitly identify inclusion of the JJS and SYSC programs and their individual program needs for a continuity plan and to incorporate the Child Care Disaster Plan, residential plans and possibly interstate agreements for the District Offices bordering Maine, Massachusetts, and Vermont.

TABLE TOP EXERCISES

All DCYF District Offices and the DCYF Central Intake Office participated in tabletop exercises designed to test the office preparedness for responding to possible or actual disasters. Tabletop exercises included the following participants: a foster parent, the District Office Manager of Operations, JJS supervisors, and CPS supervisors. Offices reported that the exercises are realistic and provide insight into what it takes to continue operations when a disaster strikes. Offices that have had unexpected circumstances which have impacted their office operation have reported that they were able to use the training received and Disaster Response Plan to organize and take steps to continue their day-to-day work, and have provided feedback on ways that the Disaster Response Plan can be improved to further support the staff in District Offices.

DCYF has begun to review the tabletop exercises for practice updates and ways to enhance how offices utilize the opportunity to prepare field staff for disasters that interrupt their daily work.

Several meetings have occurred between DHHS and DCYF. 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 tabletop exercises and hopefully join with DCYF in a larger Department-wide exercise. Future plans are to expand the exercises to include possibly the entire DHHS office, first responders, and representation from community providers, court representatives, law enforcement, parent partners, or youth advisory board members.

INFORMATION SYSTEM RECOVERY PLAN

DCYF has several information systems that it uses to inform and support practice. Bridges is the DCYF statewide automated child welfare information system (SACWIS) that includes client records, billing and payment information, and interfaces with other information systems. 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.

CHILD CARE

Child care licensing requirements now require licensed child care facilities to have a disaster response plan in place. The DCYF Child Development Bureau (CDB), Child Care Licensing Unit, New Hampshire Department of Safety Emergency Management, and the Child Care Resource and Referral Network have developed and disseminated two guides, "Child Care Center Emergency Preparedness Guide," and "Family Child Care Emergency Preparedness Guide." These guides have become official forms of DCYF posted on the New Hampshire DHHS website and are used in trainings presented statewide by Child Care Resource and Referral. The Child Care Resource and Referral staff also provides technical assistance to child care providers to help them create their emergency plans, using the guides, which include the most recent information regarding the Incident Command System, addressing all types of hazards and responses. Developing these guides was the first phase of the Division's work, and now ensures that all child care programs can have written emergency plans, as well as practice implementing these plans. In addition, contact was made with the Region I child care officials to develop and implement a multi-year planning process that ensures child care services will be available before and after a disaster strikes.

A Child Care Resource and Referral alert and response system is now in place for child care programs. The DCYF Deputy Director alerts DCYF staff to emergency situations as they occur across the state. The CDB Program Improvement Specialist notifies the Child Care Resource and Referral programs, targeting those in the affected area(s), and the Child Care Resource and Referral staff contact the child care programs and offers assistance.

Development of a Strategic Plan for Recovery of Child Care after a disaster has been underway. The Strategic Plan uses the National Disaster Recovery Framework (FEMA, September 2011) as a guide. The DCYF Child Development Bureau partnered with the Child Care Resource and Referral Network to implement a pilot program to develop ‘mentor child care programs’ that can assist other child care programs to create emergency plans and practice response drills. Child Care Resource and Referral programs currently host and facilitate child care program director groups in each District Office region of the state. Director groups often use these cohort groups to work together on emergency planning and receive technical assistance and training on emergency response drills. Community guests such as first responders are invited to attend director groups to discuss community planning and responses that include child care programs. Child Care Resource and Referral program managers have been invited to attend community stakeholder meetings to discuss emergency planning and response as well.

FOSTER PARENTS’ EMERGENCY INFORMATION

Information about foster parents is entered and stored in Bridges. However, prior to July 2008, there was no easily accessible information about the possible re-location sites of foster parents when they need to evacuate because of a disaster. It is now possible to enter foster parent re-location information in 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. In addition, foster/adoptive parents have participated in the local office desktop exercises and the foster/adoptive parent handbook has been updated to include Disaster Response Plan information.

NEW ICPC REPORT FOR “GO KITS”

The Compact Administrator may accept children entering New Hampshire from another state after an approved home study has been completed on the potential provider by field staff. Once placement has been made, the Deputy Compact Administrator ensures that children placed through the ICPC are seen monthly and quarterly reports are provided to the sending states. In April 2008, an ICPC Emergency Report was produced to give the field office information about children placed in their catchment area who were placed from another state’s child welfare agency, information that was not previously available. The report supports the Administrator in communicating the status of each child to the sending state. The ICPC Report is now sent monthly with the Children in Placement Report to be included in each Supervisor’s “Go Kit.” A similar report may be prepared for youth under the Interstate Compact for Juveniles.

JUNIPER

Juniper is software purchased by the New Hampshire Department of Health and Human Services (DCYF umbrella agency) to allow secure, remote access to an employee’s network resources from a remote site. An attempt to incorporate Juniper into a District Office Table Top exercise was unsuccessful due to security features that need the laptops to be configured differently. More work will be done on Juniper to make it function properly so it can be a dependable part of the Department’s continuity plan. Improvements have been made to the process in which Juniper is available and several planning sessions have occurred between DCYF and DHHS

staff. It is hoped that Juniper will become integrated into upcoming DCYF desktop exercises; however, Juniper is not available for emergency preparedness at this time. Employees more and more are utilizing laptops and have remote access via Virtual Private Networks (VPN) and can access their work this way.

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

DCYF responded to a request for training about mandatory child abuse reporting laws from the Disaster Behavioral Coordinator, New Hampshire Homeland Security and Emergency Management after an incident in which a member of the Disaster Behavioral Health Response Team. (DBHRT) made an observation of possible child abuse and did not know how to report it which led to confusion and an unintended outcome. DBHRT members are individuals with experience in human services such as psychology, mental health, substance abuse, spirituality, etc. As a result of this experience, DBHRT officials requested information about New Hampshire child abuse reporting laws and developed a protocol for DBHRT individuals to follow should they observe or be informed of an allegation of child abuse.

DCYF has continued to participate as a standing member of the Disaster Behavioral Health Response Team (DBHRT) oversight committee. DBHRT members 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. The DBHRT oversight committee has expanded the training to include reporting allegations of child abuse and adult abuse. All trainings have been well attended and have been well received. Trainings have since been opened to a larger audience including: hospital employees, mental health practitioners, National Guardsmen, and others who requested this training, where up to 100 individuals attended.

CONTACTS WITH STATES BORDERING NEW HAMPSHIRE

New Hampshire has continuously supported cooperation and disaster preparation planning with all New England States especially those states that share common borders with New Hampshire. DCYF communicated with other states about how New England states might work together to respond to disasters. These discussions have included:

- 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 NH might integrate and benefit from all of the planning work.

Ongoing effort have explored the need for more planning and information to enhance communications, identify possible resources for evacuees, identify how personnel from one state may be able to assist another state, etc.

SENT AS SEPARATE ATTACHMENTS:

- Foster and Adoptive Parent Recruitment Plan;
- Health Care Oversight and Coordination Plan;
- Disaster Plan, and
- Training Plan & Grids.

Financial Information

PAYMENT LIMITATIONS – TITLE IV-B, SUBPART 1

In FY 2005, the State expended no Title IV-B subpart 1 or non-federal funds for child care, 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 SFY12 is \$721,961.76 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.