July 1 ±December 31, 2011

Progress of the New Jersey Department of Children and Families

PeriodXI Monitoring Report for Charlie and Nadine H. v. Christie

Date: July 19, 2012

LIST OF TABLES

Table

43. Percentage of Children who Received Pre-Placement Assessment in a Non-

Listed below are some specific accomplishments that are discussed more fully in the report.

<u>DCF has nearly completed a multi-year effort to train its entire workforce on its Case Practice Model and has reached or exceeded all of the expectations in the MSA pertaining to training its workforce</u>.

DCF has continued to WUDLQ LWV VWDII RQ 1HZ -HUVH\¶V &DVH 3

areas, DCF¶V performance declined from the previous monitoring period. Meeting Intake caseload standards has been an ongoing challenge and was noted in the last monitoring report. Permanency and Adoption caseloads have generally been in compliance since Phase II of the MSA but have risen during this monitoring period. DCF reports that the sustained monthly increase in intakes over the reporting period has had a dramatic effect on caseload compliance throughout DYFS. Management has taken recent steps to address this problem, including hLULQJ DGGLWLRQDO ,QWDNH ZRUNHUV W will be deployed throughout the state in offices where Intakes are unusually high.

Maintaining reasonable caseloads is a necessary platform for all of the practice expectations of the MSA. As noted, DCF has already taken some measures to address the most serious problems with investigations caseloads but a trend of rising caseloads needs to be watched carefully and cannot be allowed to persist. The Monitor will continue to work with DCF to assess barriers to meeting caseload standards and to determine if current staffing allocations and the number of filled positions are sufficient.

Performance on case planning remains low.

1HZ -HUVH\¶V &DVH 3UDFWLFH 0R developed within 30 days WKDW of a child entering placement and updated regularly thereafter. The final target for this measure (expected to have been met by June 2010) is that 95 percent of case plans be completed within 30 days. In December 2011, 56 percent of children entering out-of-home placements had case plans developed within 30 days. Between July and December 2011, the timely development of case plans ranged from 56 to 70 percent.

Workers are also required to routinely review and adjust case plans to meet the needs of families. The final target for this measure is that by June 30, 2010, 95 percent of case plans be reviewed and modified as necessary or at least every six months. In December 2011, 70 percent of case plans had been modified as necessary within six months. From July through December 2011, between 69 and 74 percent of case plans due each month were modified within the six month timeframe. Performance on these measures remains low. DCF expects that its new tool to document initial and ongoing case plans will improve the case planning process and documentation of case plans.

DCF continues to struggle to meet Family Team Meeting performance standards.

Family Team Meetings)70V DUH D FULWLFDO DVSHFW RI 1HZ -H Model. Through FTMs, workers engage families and partners in a coordinated effort to make change intended to result in safety, permanency and well-being for the family.

By June 30, 2010, DCF was required to hold FTMs prior to or within 30 days of a child entering foster care and at least once per quarter thereafter for 90 percent of families. In December 2011, in the 21 sites which had completed immersion training, 52 percent of the cases requiring FTMs within 30 days of removal held FTMs. From July to December 2011, monthly performance ranged from 44 percent to 64 percent. Performance for FTMs held within 60 days of removal between July and December 2011 ranged from 53 to 77 percent. In December 2011, quarterly FTMs were held in 37 percent of applicable cases; from July to December 2011, monthly performance ranged from 36 percent to 41 percent.

DCF is still struggling to improve performance on this measure. It anticipates that progress will accelerate as all local offices have now successfully completed the case practice immersion process. Further, per a directive from the DYFS Director, each local office identified a FTM Coordinator who will be monitoring compliance and assisting staff in scheduling and inviting participants to Family Team Meetings. Implementation Specialists will be assigned to focus on families in need of initial and quarterly FTMs as part of their coaching and mentoring with staff.

Performance on visits with children and families remains low.

The MSA requires caseworkers to visit with children in foster care twice per month during the first two months of a placement, and thereafter at least once per month. Data from December 2011 show that of the 507 children who were in an initial or subsequent placement for two full months, 281 (55%) had documented visits by their caseworkers twice per month. Although performance peaked to 65 percent during one of the months ZLWKLQ WKLV PRQLWRULQJ SHULRG has remained the same since '&)¶V SH the previous monitoring period and falls short of meeting the final target of 95 percent. The Monitor continues to be very concerned by this low performance given the importance of visitation by caseworkers during the first few months of placement to DVVHVV FKLOGUHQ DQG IDPLOLHV¶ QHHGV DQG WR HQV

Performance on caseworker visits to parents or other legally responsible family members when the permanency goal is reunification has shown little improvement during the current monitoring period. The MSA requires that caseworkers visit with parents or other legally responsible family members two times per month when the family goal is reunification. In December 2011, 42 percent of parents or other responsible family members were visited by caseworkers twice per month, which falls substantially short of the 95 percent final target.

Also, in December 2011, 35 percent of children had weekly documented visits with their parents and an additional 26 percent of children (for a total of 61 percent) had two or three visits with their parents during the month. This performance demonstrates little improvement over the previous monitoring period and fails to meet the final target of 60 percent of children having weekly visits with their parents and 85 percent of children having visits at least every other week

The above data reflect the W D W H ¶ V R Q J R L Q J G H F O L Q H in the performance benchmarks and outcomes, notably around some of the critical Case Practice standards. ' &) ¶ V efforts to diagnose and improve own performance in areas such as case planning, family team meetings and visitation have helped to determine areas of focus, but there remains a lot of work to do to reach sustained practice change.

<u>The work to increase services and supports for older youth must continue and accelerate</u>.

While DCF has made service delivery to older youth a priority of recent work and there have been improvements, additional steps are needed to meet the needs of older youth, particularly the 18 to 21 year olds who have not achieved permanency. In December 2011,

III. CHILD AND FAMILY OUTCOME AND CASE PRACTICE PERFORMANCE BENCHMARKS

The Child and Family Outcome and Case Practice Performance Benchmarks (Performance Benchmarks), are a set of 45[9] measures that are used to assess the WDWH¶V SHUIRUPDQFH RQ implementing the Case Practice Model and meeting the requirements of the MSA (see Table 1 below). The Performance Benchmarks cover the areas of child safety, permanency, service planning and child well-being. These benchmarks, in addition to ongoing infrastructure requirements pertaining to elements such as caseloads, training and resource family recruitment and retention, are the key provisions measured during Phase II of the MSA.

Many of the measures are assessed using data from NJ SPIRIT, DYFS data management system, and Safe Measures with validation by the Monitor. Some data are also provided through the 'HSDUWPHQW¶V ZRUN ZLWK WKH &KDSLQ +DOO &HQWHU DW WK with analysis for the purposes of reporting on some of the Performance Benchmarks.

In May 2012, Plaintiffs, DCF and the Monitor agreed to several modifications to the Performance Benchmarks to better align the measures with DCF practice and to eliminate some duplication. New language and measurements (when applicable) are updated throughout the report. The performance measurement changes agreed to by the Parties include:

Safety and Risk Assessments—Measure #8
The final target for Measure #8 (Safety and Risk Assessment) is revised as follows: By December 31, 2010, (a) 98% of investigations will have a safety assessment completed, (b) 98% of investigations will have a risk assessment completed, and (c) 98% of investigation cases will have risk assessment or risk reassessment completed within 30 days of case closure.

Family Involvement/Family Team Meetings—Measures #7c and #9
Measures 7c and 9 have been merged into a new 7c measure. Measure 9 has been eliminated. QR results for Family Teamwork (team formation and team functioning taken together on each case) will be used to report on this measure. Newly agreed upon language for Measure 7 is as follows:

Table 1: *Charlie and Nadine H. v. Christie* Child and Family Outcome and Case Practice Performance Benchmarks (Summary of Performance as of December 31, 2011)

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
CPM V.1	2. Quality of SCR Response a. Respond to callers promptly, with respectful, active listening skills b. Essential information gathered[2] identification of parents and other important family members c. Decision making process based on information gathered and guided by tools an supervision	Ongoing Monitoring of Compliance	Ongoing Monitoring			

Reference	Quantitative or Qualitative Measure

Reference	Quantitative or Qualitative Measure

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
CPM V.4, 13.b.	11. Timeliness of Current Plans For children entering care, number/ percent of case plans shall be reviewed and modified as necessary at least every six months.	By June 30, 2009, 80% of case plans for children and families will be reviewed and modified at least every six months.	By June 30, 2010, 95% of case plans for children and families will be reviewed and modified at least every six months.	71% of case plans were reviewed and modified as necessary at least every six months.	70% of case plans were reviewed and modified as necessary at least every six months. From July through December 2011, monthly performance ranged from 69 to 74 percent.[22]	No

[22] Data for monitoring period are as follows: July 2011, 71%; August 2011, 69%; September 2011, 74%; October 2011, 70%; November 2011, 69%; December 2011, 70%..

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
CPM V.4	12. <u>Quality of Case and Service Planning</u>: The F K L O G ¶ V I D P L O shall be developed with the family and shall be individualized and appropriately address the F K L O G ¶ V Q H H G V permanency and well-being. The case plan shall provide for the services and interventions needed by the child and family to meet identified goals, including services necessary for children and families to promote F K L O G U H Q ¶ V G I and meet their educational, physical and mental health needs. The case plan and services shall be modified to respond to the changing needs of the child and family and the results of prior service efforts.[23]	By December 31, 2009, 80% of case plans rated acceptable as measured by the QR.	By December 31, 2011, 90% of case plans rated acceptable as measured by the QR.	Preliminary QR data: 46% of cases rated at least minimally acceptable on both QR indicators µCase Planning Process¶ and µ7 U D F N L Q J D Adjusting¶	44% of cases rated at least minimally acceptable on both QR indicators µCase Planning Process¶ D Q G µ7 U D F N L Q J D Adjusting¶[24]	No

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
CPM V.4	15. Educational Needs Children will be enrolled in school and DCF will have taken appropriate actions to ensure that their educational needs will be met.	By December 31, 2009 80% of cases score appropriately as measure by QR.	By December 31, 2011, 90% of case plans rated acceptable as measured by the QR.	Unable to assess	76	

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
CPM MSA III.B 8.a						

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
MSA III.B.6	29. Inappropriate Placements a. The number of children under age 13 placed in shelters. b. The number of children over age 13 placed in shelters in compliance with MSA standards on appropriate use of shelters to include as 1) an alternative to detention; 2) a short-term placement of an adolescent in crisis not to extend beyond 45 days; or 3) a basic center for homeless youth.	a. By December 2008 and thereafter, no children under age 13 in shelters. b. By December 31 2008, 75% and by June 30, 2009, 80% of children placed in shelters in compliance with MSA standards on appropriate use of shelters.	a. By December 2008 and thereafter, no children under age 13 in shelters. b. By December 31, 2009, 90% of children placed in shelters in compliance with MSA standards on appropriate use of shelters to include: 1) an alternative to detention; 2) short-term placement of an adolescent in crisis not to extend beyond 30 days; or 3) a basic center for homeless youth.	a. Between January and June 2011, two children under the age of 13 were placed in a shelter. b. Between January and June 2011, 98% of children placed in shelters were in compliance with MSA standards.	a. Between July and December 2011, no children under the age of 13 were placed in a shelter. b. Between July and December 2011, 97% of children placed in shelters were in compliance with MSA standards.	Yes
Repeat Maltreatment and Re-Entry into Out-of-Home Care						
MSA III.A. 1.a	30. Abuse and Neglect of Children in Foster Care Number of Children in custody in out-of-home placement who were victims of substantiated abuse or neglect by a resource parent or facility staff member during 12 month period, divided by the total number of children who have been in care at any point during the period.	For the period beginning July 2009, no y 3(26 66.9				

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
MSA III.A 1.b	31. Repeat Maltreatment: Of all children who remain in home after substantiation of abuse or neglect, the percentage who have another substantiation within the next 12 months.	Not Applicable[33]	For the period beginning July 2009 and thereafter, no more than 7.2% of children who remain at home after a substantiation of abuse or neglect will have another substantiation within the next 12 months.	See December 2011 performance; performance measured annually.	For children who were victims of a substantiated allegation of child maltreatment in CY 2010 and remained at home, 6.3% had another substantiation within the next 12 months.	Yes
MSA III.A 1.c	32. Repeat Maltreatment: Of all children who are reunified during a period, the percentage who are victims of substantiated abuse or neglect within one year after the date of reunification.	Not Applicable[34]	For the period beginning July 2009 and thereafter, no more than 4.8% of children who reunified will be the victims of substantiated abuse or neglect within one year after reunification.	See December 2011 performance; performance measured annually.	In CY 2010, 6% of children who reunified were the victims of substantiated child maltreatment within one year after reunification.	No

[33] For measures where baseline data were unavailable prior to due date of final target, benchmarks have been removed.
[34] For measures where baseline data were unavailable prior to due date of final target, benchmarks have been removed.

Reference	Quantitative or Qualitative Measure	Benchmark	

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 [redacted]	Requirement Fulfilled (Yes/No/Ongoing)[11]
Health Care for Children in Out-of-Home Placement						
MSA II.F.5	39. <u>Pre-Placement Medical Assessment</u> Number/percent of children receiving pre-placement medical assessment in a setting appropriate to the situation.[44]	By June 30, 2008, 95% o children will receive a pre-placement assessmer in a setting appropriate to the situation.	By December 31, 2009, 98% of children will receive a pre-placement assessment either in a nc emergency room setting, or in an emergency room setting if the child needec emergency medical attention or the child was already in the emergency room when DYFS received the referral.			

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
MSA II.F.2	[redacted]					

Reference	Quantitative or Qualitative Measure	Benchmark

Progress of

Progress of

Reference	Quantitative or Qualitative Measure

Reference	Quantitative or Qualitative Measure	Benchmark	Final Target	June 2011 Performance	December 2011 Performance[10]	Requirement Fulfilled (Yes/No/Ongoing)[11]
Services to Older Youth						
CPM	53. <u>Independent Living Assessments</u> Number/ percent of cases where DCF Independent Living Assessment is complete fo youth 14-18.					

Ongoing Phase I and Phase II Requirements		
The following are additional MSA requirements that DCF must meet:	**December 2011 Performance**	**Fulfilled (Yes/No)[59]**
II.A.5. In reporting during Phase I on the state's DWH¶V FRPSOLDQFH focus on the quality of the Case Practice Model and the actions by the state to implement it.	Implementation ³LPPHUVLRQ´ has been expanded across the state. As of June, 2012 all 47 DYFS local offices will have completed the immersion process.	Yes
II.B.1.b. 100% of all new case carrying workers shall be enrolled in Pre-Service Training, including training in intake and investigations, within two weeks of their start date.	94 (100%) new caseworkers (33 hired in the last monitoring period) were enrolled in Pre-Service training within two weeks of their start date. (5 BCWEP hires).[60]	Yes
II.B.1.c. No case carrying worker shall assume a full caseload until completing pre-service training and passing competency exams.	94 (100%) new workers who are now case carrying workers have passed competency exams (5 BCWEP hires).	Yes

59 ³<HV´ LQGLFDWHV WKDW LQ WKH 0RQLWRU¶V MXGJPHQW EDVHG RQ SUHVHQWHG LQIRUPDWLRQ obligations regarding the requirement under the Modified Settlement Agreement for the July 1 to December 31, 2011 monitoring period, or is substantially on track to fulfill an obligation expected to have begun during this period and be completed in a subsequent monitoring period. The Monitor has also GHVLJQDWHG ³<HV´ IRU D UHTXLUHPHQW ZKHUH '&) LV ZLWKLQ one percentage point of the benchmark or there is a small number (less than three) RI FDVHV FDXVLQJ WKH IDLOXUH WR PHHW WKH EHQFKPDUN ³3DUWLDOO\´ LV used... ³1R´ LQGLFDWHV WKDW LQ WKH 0RQLWRU¶V MXGJPHQW '&) KDV QRW IXOILOOHG LWV UHTXLUHPHQW

60 The Baccalaureate Child Welfare Education Program (BCWEP) is a consortium of seven New Jersey colleges (Rutgers University, Kean University, Stockton College, Georgian Court University, Monmouth University, Kean University and Ramapo College) that enables students to earn the Bachelor of Social Work (BSW) degree. The Monitor has previously determined that this course of study together with Worker Readiness Training designed by the DCF Child Welfare Training Academy satisfies the MSA requirements. All BCWEP students are required to pass the same competency exams that non-BCWEP students take before they are permitted to carry a caseload.

Ongoing Phase I and Phase II Requirements		
The following are additional MSA requirements that DCF must meet:	**December 2011 Performance**	**Fulfilled (Yes/No)[59]**
II.B.2. c. 100% of case carrying workers and supervisors shall take a minimum of 40 hours of an In-Service Training and shall pass competency exams.	2,928 out of 3,007 (97%) case carrying workers and supervisors completed 40 or more hours of training.	Yes3 Tm 010

Ongoing Phase I and Phase II Requirements		
The following are additional MSA requirements that DCF must meet:	**December 2011 Performance**	**Fulfilled (Yes/No)[59]**
II.B.4.b. 100% of all staff newly promoted to supervisory positions shall complete their 40 hours of supervisory training a shall have passed competency exams within 6 months of assuming their supervisory positions.	Between July and December 2011, 17 supervisors were trained and passed competency exams; three of these supervisors were appointed at the end of the last monitoring period. Twenty-seven supervisors were appointed during this monitoring period, fourteen of whom were part of the 17 supervisors trained.	Yes
II.C.4 The state will develop a plan for appropriate service delivery for lesbian, gay, bisexual, transgender, and questio youth, and thereafter begin to implement plan.	A plan was developed by June 2007. Implementation of the plan continues.	Yes
II.C.5 The state shall promulgate and implement policies designed to ensure that the State continues to provide service youth between ages 18-21 similar to services previously available to them.	Policies have been promulgated and DCF continues its work to expand services to this population. 2011-2014 Strategic Plan currently being implemented.	Yes
II.D.1. The state shall implement an accurate real time bed tracking system to manage the number of beds available DCBHS and match those with children who need them.	The state has implemented and utilizes a real time bed tracking system to match children with DCBHS placements.	

Ongoing Phase I and Phase II Requirements		
The following are additional MSA requirements that DCF must meet:	**December 2011 Performance**	**Fulfilled (Yes/No)[59]**
II.H.17 The state shall review the Special Home Service Provider (SHSP) resource family board rates to ensure con availability of these homes and make adjustments as necessary.	New rate assessment tool in use; new policies implemented.	Yes
II.J.2. The state shall initiate management reporting based on Safe Measures.	The state currently uses Safe Measures for management reporting.	Yes
II.J.6. The state shall annually produce DCF agency performance reports.	DCF released the FY 2011 report in November 2011	Yes
II.J.9. The state shall issue regular, accurate reports from Safe Measures.	The state has the capacity and is regularly producing reports from Safe Measures.	Yes

II.J.10. The state shall produce caseload reporting that tracks caseloads

IV. DCF'S INVESTIGATIVE PRACTICE

A.

A critical DYFS function is receiving and screening calls alleging child abuse and/or neglect and appropriately and timely responding to those calls which are screened in as needing a child welfare assessment or an investigation of child maltreatment. New - H U V H \ ¶ V 6 W D W H & H Q W

R

State Central Registry

Quantitative or Qualitative Measure	1. Responding to Calls to the SCR: a. Total number of calls b. Number of abandoned calls c. Time frame for answering calls d. Number of calls screened out e. Number of referrals for CWS
Final Target	Ongoing Monitoring of Compliance
JUNE	**DECEMBER**

a. 15,197 calls
b. 392 abandoned calls
c. 17 seconds
d. 4,223 calls screened out
e. 1,107 CWS referrals

Figure 1: Number of Calls to SCR by Month
(July – December 2011)

Source: DCF data

Documentation

Reviewers found documentation by screeners to be sound, although there is room for improvement in both the accuracy and completeness. Overall documentation was excellent in 309 (84%) of 367 calls reviewed. Documentation was rated marginal in 53 (14%) of 367 calls and poor in 5 (1%) calls. Required New Jersey SPIRIT searches were documented in 312 (85%) of 367 calls.

Decision Making

In the majority of cases, screeners are making appropriate decisions regarding response time and coding. Recommended field response time (i.e. immediate, 24 hour, 72 hour) was appropriately assigned in 278 (88%) of 316 applicable calls. In 320 (87%) out of 367 calls, reviewers determined that the call was appropriately coded, that is, appropriately routed to an investigation, assessment, or I&R.

B. *Timeliness and Quality of Investigative Practice*

Quantitative or Qualitative Measure	3. <u>Timeliness of Response</u>: Investigations of alleged child abuse and neglect shall be received by the field in a timely manner and commenced within the required response time as identif SCR, but no later than 24 hours.
Final Target	a. For periods beginning July 1, 2009, and thereafter, 98% of investigations shall be received by the field in a timely manner. b. For periods beginning July 1, 2009, and thereafter, 98% of investigations shall be comm within the required response time.

Figure 2: Percentage of Investigations Received by the Field in a Timely Manner (June 2009 – December 2011)

2009	
June	96
December	

Source: DCF data
*Interim Benchmark by June 2009 (90%)

Source: DCF data
*Interim Benchmark by June 2009 (75%)

Performance as of December 31, 2011:

DCF continued to meet the

1. *Performance Benchmarks for IAIU*

IAIU Practice for Investigations in Placements

Quantitative or Qualitative Measure	6. IAIU Practice for Investigations in Placements: a. Investigations in resource homes and investigations involving group homes, or other cong care settings shall be completed within 60 days. b.

Source: DCF data

Performance as of December 31, 2011:

DCF manages and tracks IAIU performance daily, calculating the proportion of investigations open 60 days or more statewide and within regional offices. The month-end statistics supplied by DCF and shown in Table 2 below indicate that between July and December 2011, 83 to 91 percent of all IAIU investigations were open less than 60 days.

The MSA does not make any distinctions on the type of investigations IAIU conducts based on the allegation or location of the alleged abuse. Instead, the 60 day completion standard applies to all IAIU investigations. Under the MSA, W K H 0 R Q L W R U ¶ V I X Q G D P H Q W D O F R Q F well-being of the children who are in DCF custody (and part of the class of children to whom the MSA applies). Therefore, in reviewing IAIU performance, the Monitor requests data separately on investigations of maltreatment in foster care settings (Resource Family homes and congregate care facilities) as well as from other settings (schools, day care, buses, etc). Table 2 below

V. IMPLEMENTING THE CASE PRACTICE MODEL

DCF completed its statewide intensive on-each area now has at least three master coaches, with most areas having between six and 16. To assist with advanced training on CPM approaches, DCF plans to partner with private agencies to secure additional clinical case consultation.

<u>Domestic Violence and Child Welfare</u>

Since October 2009, when DCF adopted its Domestic Violence Protocol (DV Protocol), there has been a stronger focus in the Department on the co-occurrence of domestic violence and child abuse and neglect. The DV Protocol provides practice guidance, guiding principles, statutory requirements, and goals and objectives that reflect the underlying tenets of New Jersey's CPM.

The Domestic Violence Liaison Program is a partnership between DCF, DYFS, the NJ Coalition for Battered Women (NJCBW) at the state level, and the DYFS local offices and domestic violence lead agencies at the county level. DV Liaisons are domestic violence specialists, co-located at the DYFS area and local offices, who assist DYFS casework staff in the assessment and service provision of DYFS protective service cases where domestic violence may be occurring. DCF reports that the DV Liaisons provide case consultation, safety planning, support,

Statewide, in December 2011, 93 percent of applicable families had required five month reviews, and 90 percent had required ten month reviews.

As Table 3 below reflects, in December 2011, 93 percent of five month reviews due that month were completed timely statewide. Between July and December 2011, monthly performance on this measure ranged from 91 to 97 percent.

Table 3: Five Month Enhanced Review
(July – December 2011)

	July		August		September		October		November		December	
	Number	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**
Reviews Completed w/in five months	203	97	243	94	224	91	233	94	311	96	284	93
Reviews Not Completed w/in five months	7	3										

In December 2011, 57 percent of

Family Involvement and Effective Use of Family Team Meetings

Source: DCF data
*Interim Benchmark by December 2009 (75%)

[75] This is newly agreed upon language to more closely re

progress will accelerate as all local offices have now successfully completed the case practice immersion process. Implementation Specialists will be assigned to focus on families in need of initial and quarterly FTMs as part of their coaching and mentoring with staff. Further, per a directive from the DYFS Director, each Local Office identified a FTM Coordinator who will be monitoring compliance and assisting staff in scheduling and inviting participants to Family Team Meetings.

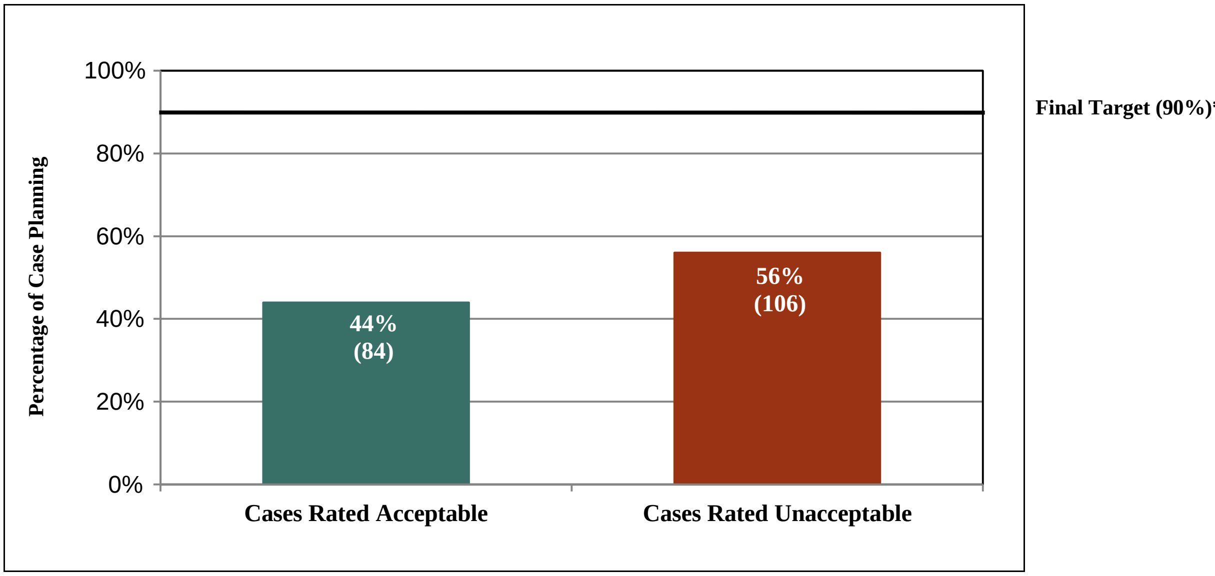
' &) ¶ V P R Q W K O \ & K L O G Stat meetings, which have been in place since September 2010, continue to be a catalyst to improved performance.[80] At the Child Stat meetings, local office leadership present a number of practice related issues, including information and data regarding FTM performance and barriers to timely completion of FTMs. The Monitor continues to attend ' &) ¶ V Child Stat meetings and remains encouraged by the quality of data and thoughtful analyses presented. DCF has added a practice remains

Performance as of December 31, 2011

Table 7: Case Plans Updated Every 6 months
(July – December 2011)

	July		August		September		October		November		December	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Case Plans Completed within six months	771	71	699	69	815	74	736	70	669	69	760	70

Figure 12: Quality of Case and Service Planning
(January – December 2011)
(n=190)



Source: DCF, 2011 QR results
*Interim Benchmark by December 2009 (80%)

Planning to Meet Children's Educational Needs

Performance as of December 31, 2011

Two of the QR Child and Family Status ratings, Stability of School Placement and Learning and Development (for children over the age of 5), are measured together on each case to assess how children are faring in their educational setting. As Figure 13 below indicates, performance on this measure based on 2011 QR results is at 67 percent acceptable.[85]

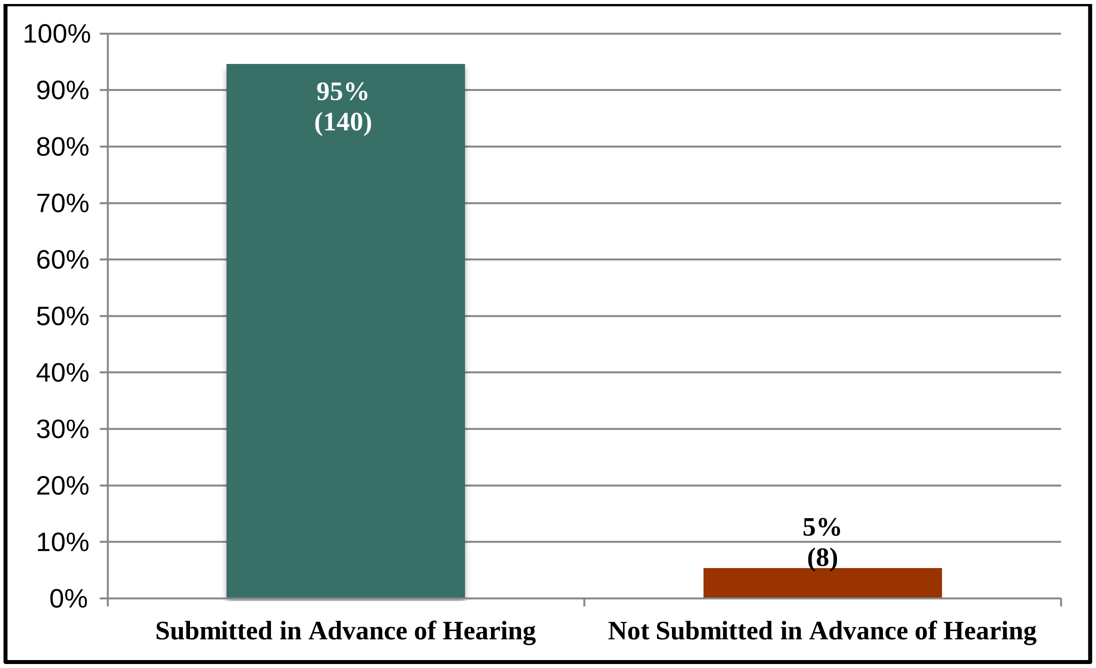
Figure 13: Planning to Meet Educational Needs
(January – December 2011)

PDNH D ILQGLQJ RI DEXVH DQG RU QHJOHFW DQG WKHUHIRU
(4%) cases were in the disposition stage, where the court determines where a child will be living pending the resolution of a case and what services are needed for the child and family.[91]

Figure 14: Types of Cases
(October 2010 – May 2011)
(n=161)

of 148 of required Court Reports were not submitted timely to the court. As part of the protocol, the Review Team requested the Court Reports from DYFS one week in advance of the court date at which observations were going to be made. 7KH 0RQLWRU¶V request to receive court reports SULRU WR WKH KHDULQJ PD\ KDYH LQIOXHQFHG WKH WLPHO reports to the court.

Figure 15: Submission of Court Reports at least 5 days in Advance of the Court Date[94]
(October 2010 – May 2011)
(n=148)



Source: CSSP

DYFS Court Liaisons were present in only 13 percent of cases and in only two of the six counties observed.

DYFS Court Liaisons are workers that, in some, but not all counties, are assigned the role of liaison between DYFS staff and court personnel. On-site stationed in the Family Court, Court Liaisons are responsible for, among other things, facilitating communication between DYFS and the courts and, more specifically, making sure that DYFS Court Reports and other court filings are delivered to the appropriate parties. 7KLV LQIRUPDWLRQ FRQWULEXWHV WR decisions regarding the safety, permanency and well-being of children and families. The Review Team found evidence of varying practice by county on the presence and use of DYFS Court Liaisons. As shown in Figure 16 below, of the 161 cases observed, DYFS Court Liaisons were

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outcomes with regard to the child's or youth's safety, permanence and well-being. An assessment of both safety and risk prior to case closure is necessary to ensure these satisfactory outcomes.

Safety and Risk Assessment

Performance as of December 31, 2011:

During this monitoring period, the Parties and the Monitor reached agreement on the specific terms of the final target for this performance measure. Previously, the performance measurement did not allow for an accurate assessment of practice regarding safety and risk assessments during investigations and at closing for cases opened for in-home and permanency services. In discussions, the purpose and utility of each safety and risk assessment tool used by DYFS has been reviewed. Under current DCF case practice, during the investigation stage of a case, both a safety assessment and a risk assessment is required to be completed prior to completion of the investigation. Safety assessments are completed early in an investigation to assess initial safety at the time of the incident. Risk assessments are completed prior to completing an investigation and are used to assess future risk. For non-investigation cases, risk assessments and reassessments are used to assess future risk of children 30 days prior to case closure. Based upon this understanding, the Parties and the Monitor have agreed to revise the final target and report on this measure within three 932.98 350.08 BT0 [()7p1 405.31 Tm 0 Tc[( )] T4

Performance as of December 31, 2011:

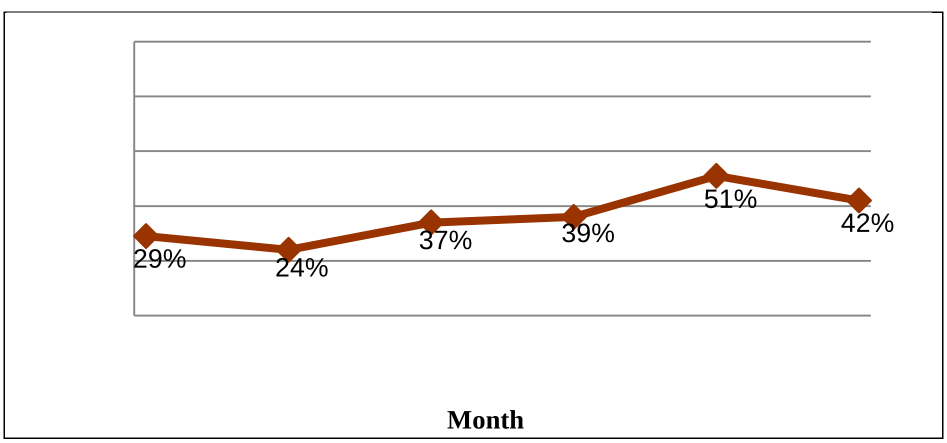
DCF uses NJ SPIRIT data analyzed by Safe Measures to report the number of children in out-of-home placement who have at least one caseworker visit per month in his/her placement. Between July and December 2011, performance on this measure ranged monthly from 91 to 92 percent of children in out-of-home placement with at least one caseworker visit per month in his/her placement. For example, in December 2011 there were 6,322 children in out-of-home placement who were not in the first two months of an initial or subsequent placement. Of the 6,322 children, 5,750 (91%) were visited by their caseworker at least one time per month in their placement. An additional 314 (5%) children had at least one caseworker visit per month in a location other than their placement, for a total of 96 percent of children with at least one caseworker visit per month regardless of location. This performance, although improved since 2009, did not meet the final target.

Caseworker Visits with Parents/Family Members

Quantitative or Qualitative Measure	18. Caseworker Visits with Parents/Family Members: The caseworker shall have at least two face-to-face visits per month with the parent(s) or other legally responsible family member of children in custody with a goal of reunification.
Final Target	By December 31, 2010, 95% of families have at least twice per month face-to-face contact with their caseworker when the permanency goal is reunification.

Figure 19: Percentage of Families who have at least Twice per month Face-to-Face Contact with Caseworker when the Goal is Reunification (June 2009 – December 2011)

2009	
June	29%
December	24%
2010	
June	37%
December	39%
2011	
June	51%
December	42%



Source: DCF data
*Interim Benchmark by December 2009 (60%)

Performance as of December 31

Caseworker Visits with Parents/Family Members

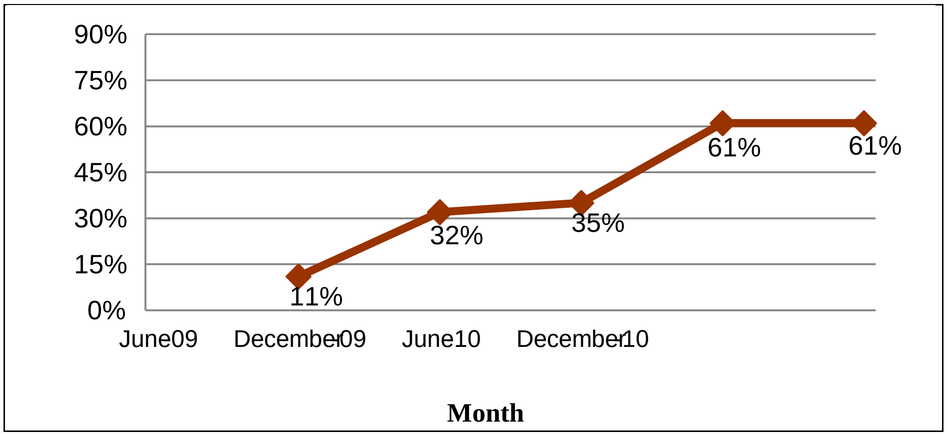
Source: DCF data

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data analyzed by Safe Measures to report on the number of parents or other OHJDOO\ UHVSRQVLEOH IDPLO\ PHPEHUV ZKR DUH YLVLWHG goal is no longer reunification Between July and December 2011, monthly performance on this measure ranged monthly from 53 to 56 percent

Figure 22: Percentage of Children who had at least Two or Three Visits per month with their Parent(s) (June 2009 – December 2011)

2009	
June	N/A
December	11%
2010	
June	32%
December	35%
2011	
June	61%
December	61%



Source: DCF data
*Interim Benchmark by December 2009 (50%)

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data analyzed by SafeMeasures to report on the number of children who have weekly visits with their parents when their permanency goal is reunification. Between the months of July and December 2011, monthly performance on this measure ranged from 31 to 38 percent of children with weekly visits with their parents when their permanency goal is reunification and an additional 23 to 28 percent (total 59 to 63 percent) of children with at least two to three visits with their parents when their permanency goal is reunification. For example, in December 2011, there were 2,365 children with a goal of reunification applicable to this measure. Of the 2,365 children, 823 (35%) had four documented visits with their parents or legally responsible family member during the month. An additional 604 (additional 26%; total 61%) children had two or three documented visits during the month. This performance, although substantially improved since December 2009, is still far below the final targets of 60 percent and 85 percent respectively.

Visitation between Children in Custody and Sibling Placed Apart

Source: DCF data
*Interim Benchmark by December 2009 (60%)

Performance as of December 31, 2011:

Table 9: Selected Demographics for Children in Out-of-Home Placement as of December 31, 2011 (n=7,018)

Gender	Percent
Female	49%
Male	51%
Total	100%
Age	**Percent**
2 years or less	27%
3-5 years	18%
6-9 years	15%
10-12 years	10%
13-15 years	11%
16-17 years	11%
18+ years	9%
Total	101%[101]
Race	**Percent**
Black or African American	44%
American Indian or Alaska Native	<1%
Asian	<1%
Native Hawaiian or Other Pacific Islander	<1%
Black or African American Hispanic	2%
Hispanic – No Race	5%
White Non-Hispanic	25%
White Hispanic	12%
Multiple Races	5%
Undetermined	7%
Total	100%

Source: DCF data

The number of children in out-of-home placement is at the lowest point since 2004 (See Figure 25 below). As of December 31, 2011, there were 7,018 children in out-of-home placement, representing a total reduction of 45 percent since 2004. Over the past 12 months, the number of children receiving in-home services has greatly increased. In December 2010, there were 38,037 children receiving services in their own home. In June 2011, this number increased to 41,121, and in the most recent monitoring period, by December 2011, this number had increased to 45,867.

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A. *Recruitment and Licensure of Resource Family Homes*

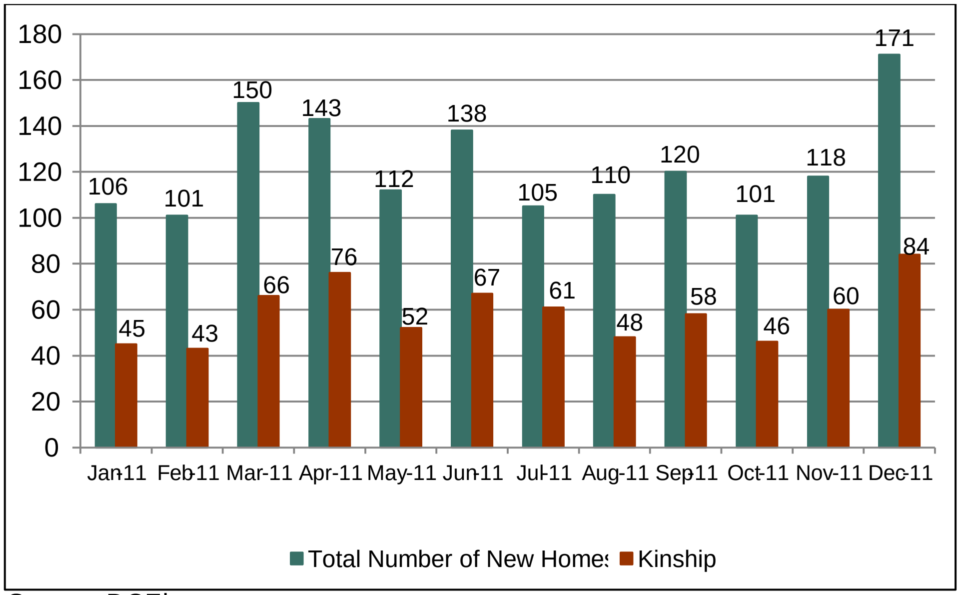
DCF has continued to achieve net gains in its recruitment and licensure of Resource Family homes in CY 2011 and has exceeded its annual target in each of the past four years, as shown in Figure 26 below.

Figure 26: Number of Licensed Resource Family Homes Compared to Statewide Target (CY 2008 – 2011)

Source: DCF data

DCF recruited and licensed 1,475 Resource Family homes between January 1 and December 31, 2011. As shown in Figure 26 above, this represents 70 homes over its target of 1,405 for CY 2011.

Figure 27: Newly Licensed Resource Family Homes
(Kinship and Non-Kinship)
(January – December 2011)
Total Licensed = 1475
Total Kinship = 706



Source: DCF data

DCF reports that it continues to maintain a Resource Family home capacity well in excess of 200 percent, equivalent to two Resource Family choices for every child in placement. As placement rates decline, DCF is able to focus additional attention on retention and selective recruitment of homes for special populations, such as specific locations, ages of children, large sibling groups and children with special needs.

In the six month period between July 1 and December 31, 2011, DCF had a net loss of 47 Resource Family homes, yet achieved a net gain for CY 2011 of 82 homes. Table 11 below11, DCF hai4rhildr

Table 11: Resource Family Homes Licensed and Closed (January

Table 12: Newly Licensed Resource Family Homes Targets by County (January – December 2011)

County	Target	Licensed	Performance Against Target
Atlantic	53	66	13
Bergen	80	71	-9
Burlington			

Table 13: Total Number of Resource Studies Resolved
(January – June 2011)

Month Applied	Total Applications	Resolved in 150 Days		Resolved in 180 Days	
	Number	Number	Percent	Number	Percent
January	208	141	68%	160	77%
February	192	138	72%	154	80%

those in which DCF is currently successful in placing children. The purpose is to advertise and market information and outreach to the identified areas and populations.

Staff Training and Skill Development

In this monitoring period, over 700 Resource Family and licensing staff participated in training to enhance their knowledge of and expertise in Resource Family recruitment and retention.

Training conducted between July 1 and December 31, 2011 included such topics as:

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6WXG\ 7RROV DQG 3URFHVV ´

006.5574316594690.* 0 O182 149[(006.5574316594690.* 5810.10 149[(006.1>06574316594690.* BT /Art /PAttaM0ID 1DC B7T /F1 06851] 470.31)

Figure 29: Appropriateness of Placement as Measured by the Qualitative Review (January – December 2011) (n=127)

Placing Children with Families

Quantitative or Qualitative Measure

Source: DCF data

Performance as of December 31, 2011:

DCF uses NJ SPIRIT to report on chi OGUHQ¶V SODFHPHQWV $V RI 'HFHPEH 7,018 children in DYFS out-of-home placement, 6,149 (88%) of whom were placed in Resource Family (non-kinship or kinship placements). The remaining 869 (12%) were placed in independent living placements (144) or group and residential facilities (725). DCF continues to meet the performance target for this outcome.

'&) DOVR SURYLGHV GDWD RQ FKLOGUHQ¶V RXW-of-home placement type at the time of initial placement. The most recent data is CY 2011 when 3,972 children entered out-of-home placement. Of the 3,972 children, 3,589 (90%) children were placed in family settings for their first placement or within seven days of initial placement.

Placing Large Sibling Groups Together

Quantitative or Qualitative Measure	26. <u>Placing Siblings Together</u>: Of sibling groups of four or more siblings entering custody at the same time or within 30 days of one another, the percentage in which all siblings are placed togethe

Source: DCF NJ SPIRIT data analyzed by Chapin Hall
*Interim Benchmark by July 2010 (35%)

Performance as of December 31, 2011:

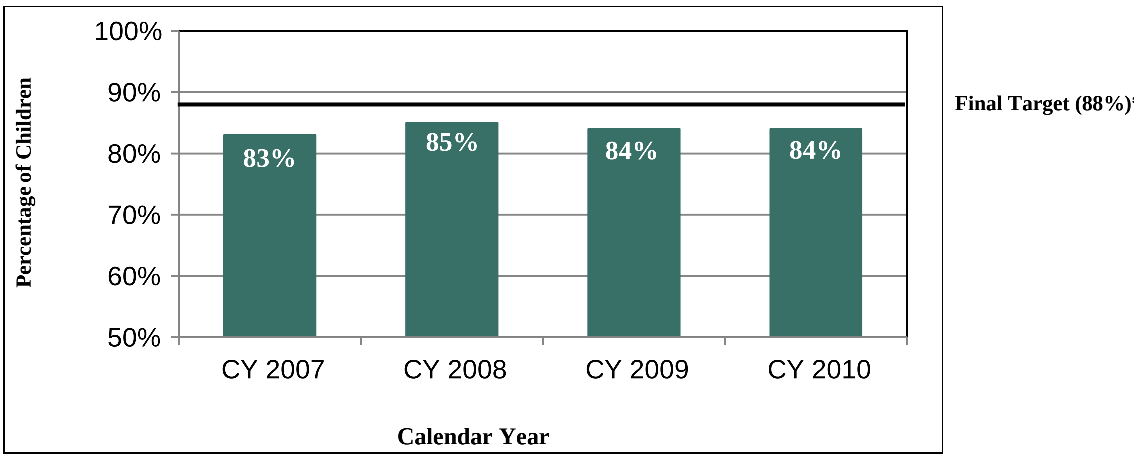
In CY 2011, there were 95 sibling groups that had four or more children who came into custody at the same time or within 30 days of each other. Of these 95 sibling groups, 33 (35%) sibling groups were placed together. Although good performance, this performance falls short of meeting the final target which requires that beginning July 2011, 40 percent of large siblings groups entering custody are placed together.

Stability of Placement

Quantitative or Qualitative Measure	27. Stability of Placement: Of the number of children entering care in a period, the percentage with two or fewer placements during the 12 months beginning with the date of entry.
Final Target	By June 2009 and thereafter, at least 88% of children entering care will have two or fewer placem during the 12 months from their date of entry.

Figure 33: Percentage of Children Entering Care who had Two or Fewer Placements during 12 months of Entering Care (CY 2007 – 2010)

CY 2007
83%
CY 2008
85%
CY 2009
84%
CY 2010
84%



Source: DCF NJ SPIRIT data analyzed by Chapin Hall
*Interim Benchmark by December 2008 (86%)

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data analyzed by Chapin Hall to report on this measure. The most recent performance data assesses the 3,842 children who entered care in CY 2010 and aggregates the number of placements each child experienced. For children entering care in CY 2010, 3,213 (83%) children had two or fewer placements during the 12 months from their date of entry. This performance does not meet the final MSA target.

Placement Limitations

Quantitative or Qualitative Measure	28. Placement Limitations: Number/percent of resource homes in which a child has been placed if that placement will result in the home having more than four foster children, or more than two fost

Performance as of December 31, 2011:

The MSA sets limits on how many children can be placed in a Resource Family home at one time: no child should be placed in a Resource Home if that placement will result in the home having more than four foster children, more than two foster children under the age of two, or more than six total children including the Resource F D P L O \ ¶ V R Z Q F K L O G U H Q 6 H F W L Exceptions can be made to these limits as follows: no more than five percent of Resource Home placements may be made into resource homes with seven or eight total children including the Resource F D P L O \ ¶ V R Z Q F K L O G U H Q E X W V X F K S O D F H P H Q W V F D Q adherence to the other limitations referred to above. Any of the limitations may be waived if needed and appropriate to allow a group of siblings to be placed together.

The Monitor reviewed the four waivers to population limits sought between July and December 2011. One of the four waivers was appropriately denied because there was no evidence that the child had any conditions for which the Resource Family was uniquely qualified. Of the three waivers appropriately granted: two waivers were awarded to families with more than four foster children; one for a short placement of two weeks, and one for a child who had developed a close relationship with another child in the home and the Resource Family did not want to separate the children. The third waiver was awarded to a family with more than two children under the age of two for a fifteen month old who had previously been placed in the home and knew the family. DCF continues to meet the MSA performance target for this outcome. For the past four monitoring periods, DCF waiver compliance has consistently been above 99 percent.

Performance as of December 31, 2011:

The MSA includes requirements to limit the placement of children in shelters (Section II.B.6). Specifically, no child under the age of 13 should be placed in a shelter and those children over the age of 13 placed in a shelter must be placed only as an alternative to detention, as a short-term placement of an adolescent in crisis not to extend beyond 30 days or as a basic center for homeless youth.

From July through December 2011, no child under the age of 13 was placed in a shelter. DCF continues to meet required performance on this measure.

From July through December 2011, 315 youth ages 13 or older were placed in shelters. This is a significant reduction from 451 youth placed in shelters between January and June 2008. Further, of the 315 youth, 305 (97%) youth were reported by DCF to have been placed in accordance with criteria on appropriate use of shelters.

The Monitor again independently verified the DCF data on appropriate use of shelters for this population of youth by reviewing case level documentation in NJ SPIRIT. The focus of the Monitor's shelter placement data validation for this monitoring period was on youth placed in shelters over 30 days pursuant to a court order. Between July and August 2011, 29 youth spent more than 30 days in a shelter and 27 (93%) placements were court ordered. The remaining two youth were placed without a court order and thus out-of-compliance with the MSA standard. The Monitor reviewed all 29 cases based on information in NJ SPIRIT and court orders provided

Repeat Maltreatment

The Performance Benchmarks measure two types of repeat maltreatment. The first is for children who are not removed from their own homes after a substantiation of child abuse or neglect. The second measures repeat maltreatment for children who have been removed from their homes and are subsequently reunified with their families.

Repeat Maltreatment

Performance as of December 31, 2011:

DCF uses Chapin Hall data to report on repeat maltreatment. The most recent data analyzed by participating in a project to explore the circumstances that account for repeat referrals on children who were reunified after being in foster care. The goal of the work is to identify ways to reduce these reoccurrences of abuse/neglect.

Re-entry to Placement

Quantitative or Qualitative Measure	33. Re-entry to Placement: Of all children who leave custody during a period, except those whose reason for discharge is that they ran away from their placement, the percentage that re-enter custody within one year of the date of exit.
Benchmark	a. For the period beginning July 2009, of a*0154.82 560.86* n BT /F2 9.96 Tf 1.02* n BT /F2

Source: DCF data analyzed by Chapin Hall
*Interim Benchmark by July 2010 (no more than 11.5%)

Performance as of December 31, 2011:

DCF uses Chapin Hall data to report on re-entry into placement. The most recent data analyzed by Chapin Hall are from CY 2010. In CY 2010, there were 5,616 children who exited foster care. Of the 5,616 children who exited, 3,807 (68%) children exited to qualifying exits (i.e.,

Quantitative or Qualitative Measure	34. d. <u>Discharged to Permanency</u>: <u>Permanency for Children in Care between 13 and 24 months</u>: Of all children who were in foster care on the first day of the target year and had been in care between 13 and 24 months, what percentage was discharged to permanency (through reunification, permanent relative care, adoption and guardianship) prior to their 21st birthday or by the last day of the year.
Final Target	

Source: DCF data analyzed by Chapin Hall
*Interim Benchmark by CY 2010 (45%)

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data analyzed by Chapin Hall to report on the percentage of children who were in care on the first day of any given calendar year and had been in care between 13 and 24 months who discharged to permanency prior to their 21st birthday or the last day of the year. Of all children who were in care on the first day of CY 2011 and had been in care between 13 and

[109] Small shifts in previously reported performance for prior years may be found and are attributable to ongoing data management and clean up.

24 months, 47 percent discharged to permanency prior to their 21st birthday or the last day of the year. Performance for this sub-part of this

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data analyzed by Chapin Hall to report on the percentage of children who were in foster care for 25 months or longer on the first day of any given calendar year who discharged to permanency prior to their 21st birthday or by the last day of the year. Of all children who were in care on the first day of CY 2011 and had been in care for 25 months or longer, 34 percent discharged prior to their 21st birthday or the last day of the year. Performance for this sub-part of this permanency outcome has not shown much change since CY 2006 and falls short of the final target of 47 percent by CY 2011.[112]

[112] Performance measures 34.a, d. & e. all consist of the same outcome measure and require three different performance levels based on three cohorts of children defined by how long they have been in foster care. The Monitor considers this permanency performance requirement met only when all three cohorts achieve the required performance. Based upon performance during this monitoring period, this outcome has been partially met as performance for sub-parts a. & d. met the relevant interim benchmark and final target, however, performance for sub-part e. did not.

Quantitative or Qualitative Measure	34. b. <u>Adoption</u>: Of all children who became legally free for adoption during the 12 months prior t the target year, what percentage was discharged from foster care to a finalized adoption i than 12 months from the date of becoming legally free.
Benchmark	a. Of those children who become legally free in CY 2009, 45% will be discharged to a final adoptior in less than 12 months from the date of becoming legally free. b. Of those children who become legally free in CY 2010, 55% will be discharged to a final adoptior in less than 12 months from the date of becoming legally free.
Final Target	Of those children who become legally free in CY 2011 and annually thereafter, 60% will be discharged to a final adoption in less than 12 months from the date of becoming legally free.

Figure 39: Percentage of Discharged to Final Adoption in less than 12 months from the Date of Becoming Legally Free (CY 2005 – 2010)

CY 2005
36%

Source: DCF data
*Interim Benchmark by CY 2010 (55%)

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data to report on the number of children who are adopted within 12 months of becoming legally free for adoption. The most recent data available are for CY 2010. In CY 2010, 948 children became legally free for adoption. Of the 948 children, 743 (78%) children were adopted within 12 months of becoming legally free. An additional 107 (11%) of the children who became legally free in CY 2010 have been adopted with their finalizations occurring more than 12 months after they became legally free. Based on this performance, DCF has exceeded the CY 2010 benchmark and the final target for this measure.

Quantitative or Qualitative Measure	34. c. <u>Total time to Adoption</u>: Of all children who exited foster care to adoption in the target year, what percentage was discharged from foster care to adoption within 30 months from remo from home.
Final Target	Of all children who exit to adoption in CY 2011 and annually thereafter, 60% will be discharged from foster care to adoption within 30 months from removal from home.

Figure 40: Percentage of Children who Exit to Adoption within 30 months of Removal from Home (CY 2006 – 2011)

CY 2006
28%
CY 2007
37%
CY 2008
46%
CY 2009
44%
CY 2010
45%
CY 2011
48%

Source: DCF NJ SPIRIT data analyzed by Chapin Hall
*Interim Benchmark by CY 2010 (55%)

Performance as of December 31, 2011:

DCF uses NJ SPIRIT data analyzed by Chapin Hall to report on the percentage of children who exit to adoption within 30 months from their removal from their home. Of the 1,089 children who exited foster care to adoption in CY 2011, 521 (48%) had been in care for 30 months or less. An additional 140 (13%) children who exited foster care to adoption had been in care for 36 months or less. This performance falls short of the final target requirement of 60 percent.

<u>Permanency Through Adoption</u>

In addition to the adoption outcome measures G L V F X V V H G D E R Y H W K H 0 R Q L W R U adoption practice by reviewing the number of adoptions finalized and related adoption case processes, such as the timeliness with which petitions to terminate parental rights have been filed, child-specific recruitment plans have been developed, children have been placed in an

Progress of t tmreof dgre mil

specific recruitment plans are developed in 90 percent of eligible cases within 30 days (see Table 17).

Table 17: Child-Specific Recruitment Plans Developed within 30 days of Goal Change for Children without Identified Adoption Resource (July – December 2011)

Month in which Plan was Due	[redacted]	[redacted]	Plan developed over 60 days	Not completed*
July	[redacted]	1	2	6

Performance as of December 31, 2011:

Under the MSA, all children entering out-of-home care are required to have a pre-placement assessment and the vast majority of these assessments should be in a non-emergency room VHWWLQJ 6HFWLRQ ,,) &KLOG +HDOWK 8QLW QXUVHV pediatrician provide these assessments.

From July through December 2011, 2,483 children entered out-of-home placement and 2,479 (100%) of them received a pre

Initial Medical Examinations

Performance as of December 31, 2011:

Children entering out-of-home placement must receive a comprehensive medical examination (CME) within 60 days of entering placement (MSA Section II.F.2.ii). The Monitor set a benchmark and final target that measured the delivery of a CME within the first 30 a

Performance as of December 31, 2011:

Between July and December 2011, 92 percent of children 12 to 24 months received the required EPSDT well-child examinations. Ninety-three percent of children age two and above also received the required EPSDT well-

Table 20: EPSDT Annual Medical Exams for Children Age 25 months and older (July – December 2011)

Month	Total Due	Annual Exam Completed		Annual Exam Not Completed	
July	246	234	95%	12	5%
August	261	246	94%	15	6%
September	210	194	92%	16	8%
October	235	224	95%	11	5%
November	193	175	91%	18	9%
December	175	161	92%	14	8%
Total	1,320	1,234	93%	86	7%

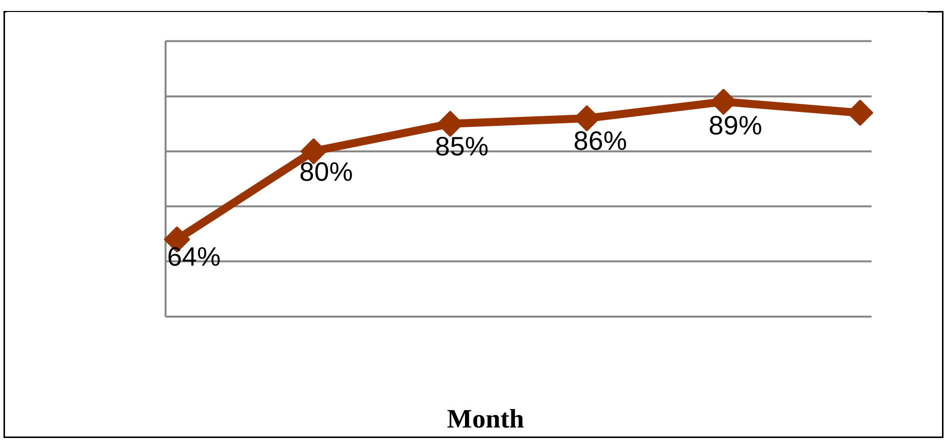
Source: DCF data

Semi-Annual Dental Examinations

Quantitative or Qualitative Measure	42. Semi-Annual Dental Examinations: Number/percent of children ages three and older in care six months or more who received semi-annual dental examinations.
Final Target	a. By December 2011, 98% of children will receive annual dental examinations. b. By December 2011, 90% of children will receive semi-annual dental examinations.

Figure 48: Percentage of Children Current with Semi-Annual Dental Exams (June 2009 – December 2011)

2009	
June	64%
December	80%
2010	
June	85%
December	86%
2011	
June	89%
December	87%



Source: DCF data
*Interim Benchmark by December 2010 (85%)

Performance as of December 31, 2011:

As of December 31, 2011, 87 percent of children age three or older who have been in care for at least six months had evidence of receiving a semi-annual dental exam (within the last six months). DCF's performance remains similar to the previous three monitoring periods, and falls short of the final target by three percent. The dental care measure includes targets for annual and semi-annual dental exams. Because the performance expectation for field staff is to ensure that children age three or older receive semi-annual dental exams, DCF has been solely measuring whether children receive dental exams semi-annually. For the first time this monitoring period, DCF provided annual data on this measure. Annual data show that 99 percent of children three and older in care for at least six months between December 1, 2011 and December 31, 2012 had an annual dental exam. Thus the Monitor considers DCF to have partially fulfilled this performance benchmark.

As of December 31, 2011, DCF reports that there were 4,027 children age three or older who had been in DYFS out-of-home placement for at least six months. Of the 4,027 children, 3,482 (87%) had received a dental examination within the previous six months and an additional 487 (12%) had received an annual dental examination.

Follow-up Care and Treatment

Source: DCF, Health Care Case Record Reviews, Child Health Unit
*Interim Benchmark by December 2010 (85%)

Performance as of December 31, 2011:

The data on health care follow-up is based on an internal Health Care Case Record review of a random sample of children in out-home placement receive needed mental health services. Therefore, the Monitor considers this follow-up care data with the caveat that mental health needs requiring follow up may not have been fully identified or documented as part of the CME for some children. The Monitor thus looks to performance benchmark 46 (see page 104) to measure whether children and youth receive mental health screenings, and whether those with a suspected mental health need receive assessments.

Table 21: Provision of Required Follow-up Medical Care (n=336)

No CME data in record	3	1%
CME Records	333	

Immunizations

Quantitative or Qualitative Measure	44. Immunization: Children in DCF custody are current with immunizations.
Final Target	By December 31, 2011, 98% of children in custody will be current with immunizations.

Figure 50: Percentage of Children in Custody Current with Immunizations (June 2009 – December 2011)

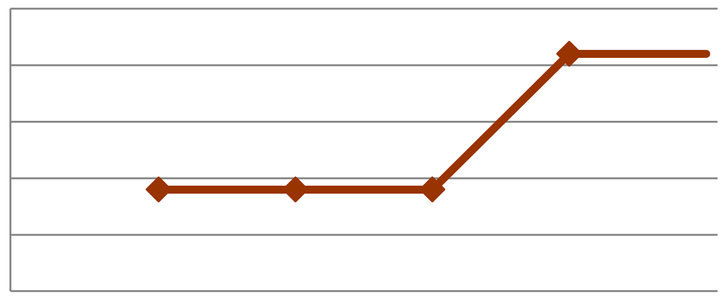
2009	
June	86%
December	90%
2010	
June	93%
December	95%
2011	
June	
December	

Source: DCF data
*Interim Benchmark by December 2010 (95%)

Performance as of December 31, 2011:

From October through December 2011, of the 6,009 children in out-of-home placement, 5,768 (96%) were current with their immunizations, just missing the performance requirement of 98 percent. The Monitor did not independently verify this performance.[124]

[124] The Monitor has previously verified this data through a Health Care Case Record Review conducted in spring 2009.



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X. MENTAL HEALTH CARE

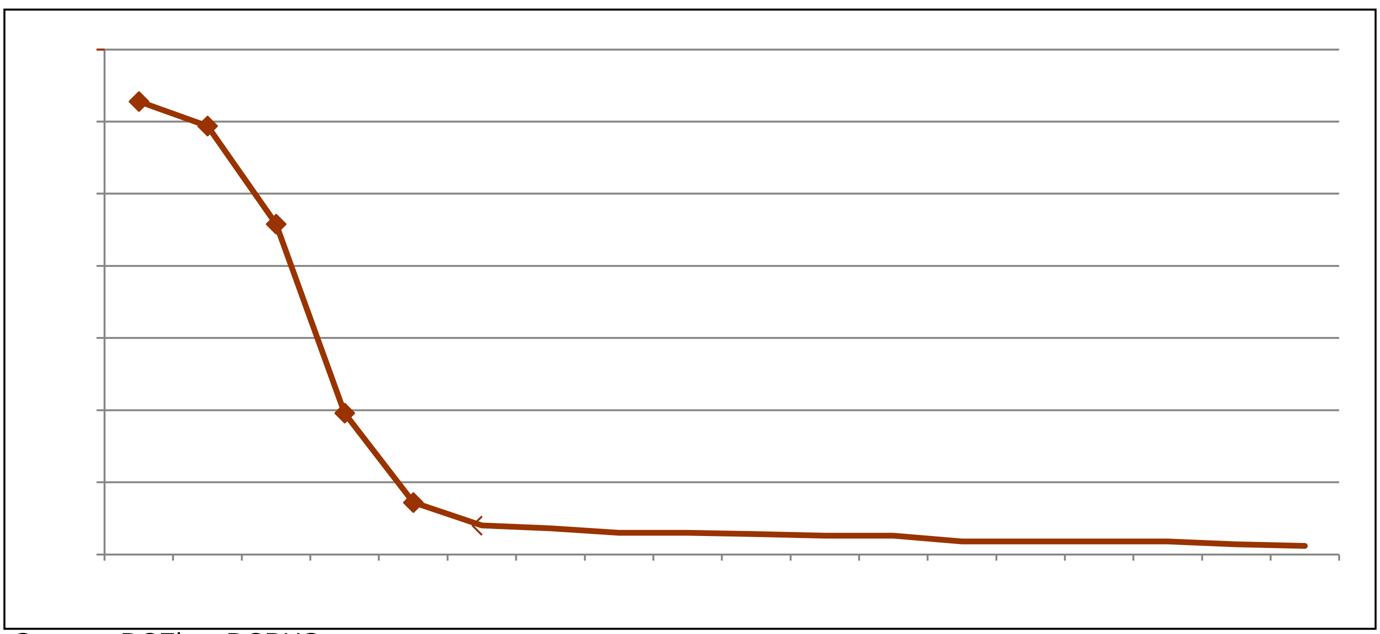
Positive outcomes related to the MSA Mental Health Care requirements continued during this monitoring demonstrating continued work to sustain the reduction of out-of-state placements and to enhance the use of evidence-based treatments to help youth remain in the community.

A. Mental Health Delivery System

The number of children placed out-of-state for treatment continued to decline.

Under the MSA, DCF is required to minimize the number of children in DYFS custody placed in out-of-state congregate care settings and to work on transitioning these children back to New Jersey (Section II.D.2). As of January 1, 2012, there were six children/youth in out-of-state placement and all but one of them was in a specialized program for the deaf and/or hearing impaired. DCBHS reports that efforts are underway to develop an in-state program to provide residential mental health treatment for the deaf/hearing impaired population. DCBHS has provided documentation to the Monitor on both the extent of family involvement and transition planning for each of the children/youth placed out-of-state, most of whom are over the age of 18. Figure 53 below depicts the dramatic reduction in the number of children placed out-of-state from January 1, 2006 to January 1, 2012.

Figure 53: Children in Out-of-State Placement (January 2006 – January 2012)[128]



Source: DCF data, DCBHS

[128] Data reported for January 2007 is as of December 1, 2006.

DCF worked to transition DYFS youth in juvenile detention to more appropriate placements in a timely manner.

Under the MSA, no youth in DYFS custody should wait longer than 30 days in a detention facility post-disposition for an appropriate placement (Section II.D.5). DCF reports that eight youth in DYFS custody, three females and five males ages 16-17, were in a juvenile detention facility from July to December 2011, awaiting a DCBHS placement post-disposition of their

B. *Mental Health Performance Benchmarks*

Mental Health Assessments

Source: DCF data
*Interim Benchmark by June 2009 (85%)

Performance as of December 31, 2011:

'&)¶V LQWHUQDO +HDOWK &DUH 5HFRUG 5HYLHZ IRXQ 89 percent of eligible children and youth received the required mental health screen.[130] Eligible children are over the age of two and not already receiving mental health services. Of the eligible children and youth screened, 53 percent (106 children) were determined to have a suspected mental health need requiring a mental health assessment. New this reporting period, DCF also determined that a significant number (24 of 39) of children already receiving mental health services required a new mental health assessment. Thus, 65 percent (130 children) in the sample required a mental health assessment.

DCF reports that 84 percent of those children identified as needing a mental health assessment had received one by the time of the record review. DCF did not meet the final target for this performance measure.[131]

The data also show that of the 84 percent of youth receiving a mental health assessment, 71 percent were completed in the first 30 days of out-of-home placement and another 11 percent were completed in 60 days.

[131] Because DCF has added to their analysis children already receiving mental health services but in need of a mental health assessment, July-December 2011 performance cannot be compared to previous monitoring periods.

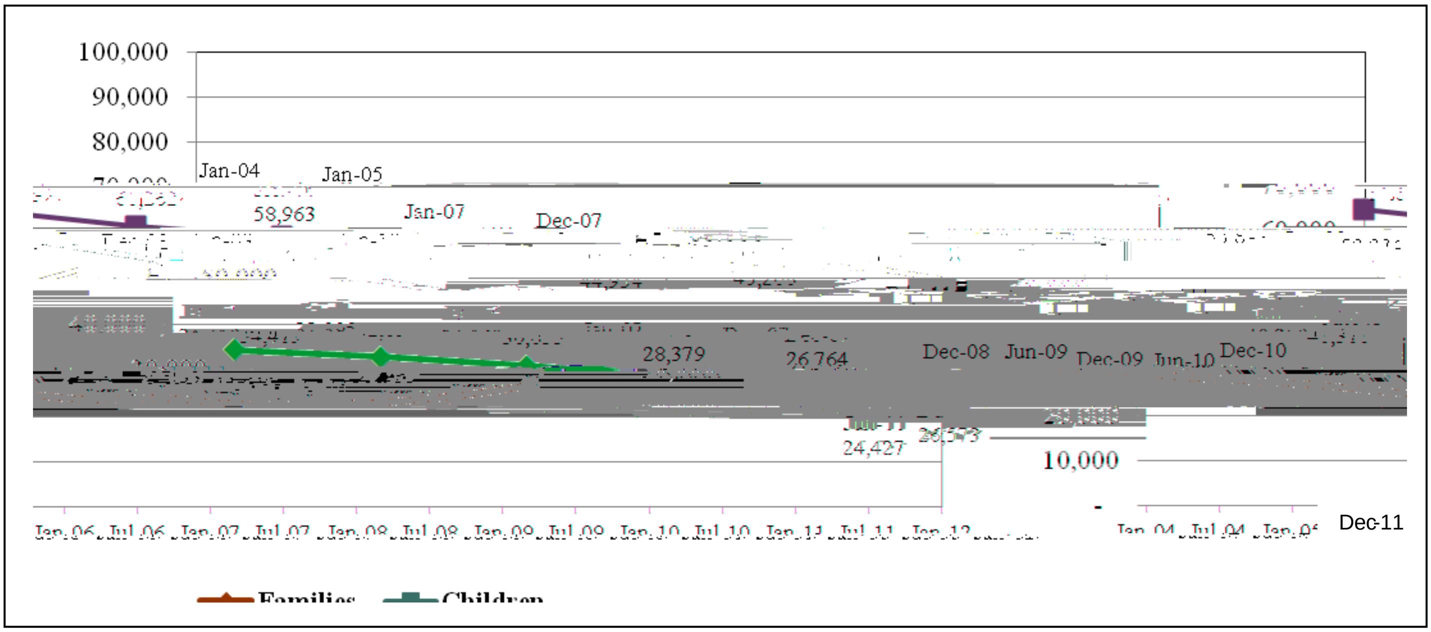
Table 24: Mental Health Screening and Assessments for Children Age 2 and older (n=336)

MH Screening		
Not reviewed already receiving services (39) or under the age of two (93)	132	39%
Children eligible for screening	204	61%
TOTAL RECORDS REVIEWED	**336**	**100%**
Children eligible screened	201	99%
Children eligible not screened	3	1%

XI. SERVICES TO PREVENT ENTRY INTO FOSTER CARE AND TO SUPPORT REUNIFICATION AND PERMANENCY

The number of families under DYFS supervision has declined from 34,419 in January 2004 to 26,573 in December 2011. These families include over 52,000 children. However, during this period the declining trend reversed. As shown in Figure 55 below, the number of children and families under DYFS supervision increased between July 2011 and December 2011, in a slight upward trend throughout the year.

Figure 55: Children and Families Under DYFS Supervision (January 2004 – December 2011)



Source: DCF data

Services to Support Transitions

Performance as of December 31, 2011

Children, youth and families experience transitions during their involvement with DCF, which may include age appropriate changes, transitions in school or case closure when permanency or other case goals have been met. During the QR, reviewers are asked to assess the extent to which the child/youth R U I D P L O \ ¶ V F X U U H Q W R U Q H [W W U D Q V L W L R Q L V E 56 below indicates, reviewers found at least minimally acceptable performance in 54 percent of 173 QR cases.

Figure 56: Services to Support Transitions

XII. SERVICES TO OLDER YOUTH

During Phase I of the MSA, DCF created and promoted policies to provide continued support and services to youth aged 18 to 21, including monitoring youth in DYFS custody until age 21.

Forty-six DYFS local offices have either an adolescent unit or designated adolescent workers (this includes all offices but the Newark Adoption Office). Each of these offices has at least one caseworker, one supervisor and one casework supervisor dedicated to working with adolescents.

A. *Services for LGBTQI Population*

Phase I of the MSA required DCF to develop and begin to implement a plan for appropriate services to be delivered to youth who identify as Lesbian, Gay, Bisexual, Transgender, Questioning RU ,QWHUVH[/*%74, 6HFWLRQ ,, & 7KH 0RQLWR efforts to work with this population of youth. DCF efforts include: continuing to implement a Safe Space initiative; developing and delivering a LGBTQI competency training for all field staff; and regularly updating a comprehensive LGBTQI Resource Guide.

7KH 6DIH 6SDFH LQLWLDWLYH FUHDWHV ³VDIH]RQHV´ WKDW strategy provides environments where LGBTQI youth can feel supported in accessing resources and talking about their needs. Currently, there are a total of 112 primary and back-up Safe Space Liaisons identified for 47 DYFS local offices and 10 area offices. Safe Space Liaisons are responsible for identifying local resources to support LGBTQI youth and for making sure that staff and youth are aware of these resources. In the southern part of the state, Safe Space Liaisons met bi-monthly with the LGBTQI community partners to gather information on locating resources, changing culture in the office and understanding sexual orientation and identity. In the northwest region of the state, DCF continued to collaborate with a LGBTQI community partner who provides training on issues youth face when coming out, bullying and suicide risk for this population. This training is approved for in

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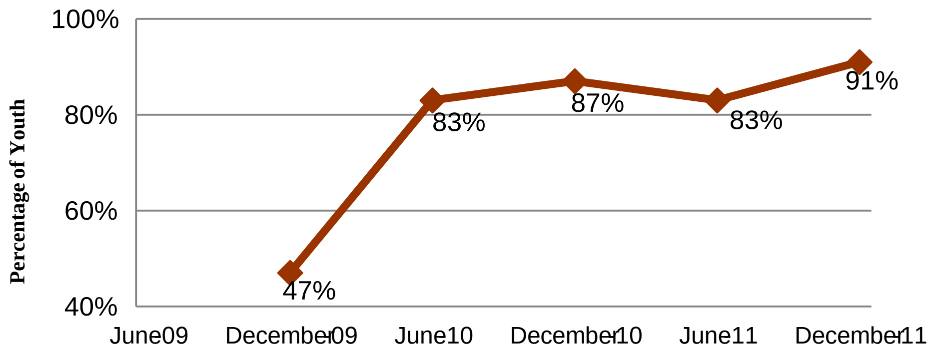
B. *Performance Benchmarks Measuring Services to Older Youth*

Independent Living Assessments



Source: DCF data

NJ Scholars Program

The NJ Scholars Program is another support the Monitor has tracked for youth involved with DYFS. Through the NJ Scholars program, participants can receive funds assistance for tuition, books and related school expenses. All youth, regardless of funding, are supposed to receive supports, s

Table 26: Youth Transitional and Supported Housing as of February 27, 2012

County	Contracted Slots	Operational Slots	Providers
Bergen	6	6	Bergen County Community Action Program

XIII. SUPPORTING A HIGH QUALITY WORKFORCE: CASELOADS AND TRAINING

Worker caseloads showed slight increases in almost all areas during this monitoring period. DCF continued to meet individual caseload requirements for IAIU staff, and office caseload compliance standards for Permanency workers. However, in all other functional areas, caseloads increased. Intake caseloads have been an ongoing challenge noted in previous monitoring reports. This is the first time since Phase II of the MSA that Permanency caseload standards have also been an issue.

A. Caseloads

Monitoring Period X Caseload Reporting

Caseload compliance is measured by individual caseworker caseloads in each of the four funct areas (Intake, Permanency, Adoption and IAIU) as well as office standards for DYFS local offices. Table 27 below summarizes the caseload expectations for individual workers. Office-wide average caseloads are to comply with the applicable functional area caseload standards in 95 percent of all DYFS local offices and at least 95 percent of workers in each of the functional areas are to have individual caseloads meeting the designated standard (MSA Section III.B.1).

Table 27: DCF/DYFS Individual Caseload Standards

Caseworker Function	Responsibility	Individual Caseload Standard
Intake	Respond to comm	

Interview Procedure to Verify Worker Caseloads

The Monitor verified the caseload data supplied by DCF by conducting telephone interviews with randomly selected caseworkers across the state. One hundred forty-six caseworkers were selected from those active in December 2011. All 47 DYFS local offices were represented in the sample. The interviews were conducted throughout the months of March and April 2012. All 146 caseworkers were called. Information was collected from 89 caseworkers (71% of the eligible sample), located in 42 offices. Twenty-one caseworkers were no longer employed by DYFS, were on extended leave during the period of the calls, or were not actually case-carrying staff in December of 2011. These workers were not included in the sample. Contact was attempted at least three times for all caseworkers who were not interviewed.

In the interviews, caseworkers were asked if they were in compliance with caseload standards between July and December of 2011 and their responses were compared to the caseload information the state supplied for the same period from NJ SPIRIT. They were also asked about their caseload size specifically for the month of December 2011. Identified discrepancies were discussed with the caseworkers. The Monitor found that in general NJ SPIRIT accurately reflects worker caseloads. Workers were asked if they believe the data in SPIRIT and Safe Measures is accurate and 74 of 89 workers (83%) reported that it was. Workers that questioned the accuracy of SPIRIT were primarily commenting on secondary cases not appearing in their total caseload. This practice is discussed in more detail beginning on page 68; is actually consistent with current DYFS policy and not a SPIRIT error. In addition, the interviews collected information about any caseload fluctuation between July and December 2011 and the range in number of cases, from the highest to the lowest, that workers had

Figure 58: Percent of DCF/DYFS Local Office Meeting Average Caseloads Standards for Intake Workers (June 2009 – December 2011)

2009	
June	98%
December	98%
2010	
June	89%
December	95%
2011	
June	96%
December	89%

Month

Source: DCF data

Figure 59: Percent of DCF/DYFS Local Office Meeting Average Caseloads Standards for Permanency Workers (June 2009 – December 2011)

2009	
June	98%
December	98%
2010	
June	98%
December	99%
2011	

Source: DCF data

Source: DCF data

From July 1, 2011 to December 31, 2011, 86 percent of all DCF/DYFS caseworkers met the individual caseload standards.

Worker caseloads complied with individual caseload standards only in IAIU (See Figure 62). Among Intake workers, 76 percent of the caseworkers had caseloads that met the caseload standard (See Figure 61). This is an eight percent decrease in compliance from the previous monitoring period. Among Adoption workers, 90 percent of caseworkers had caseloads BT 1[ET BT 1

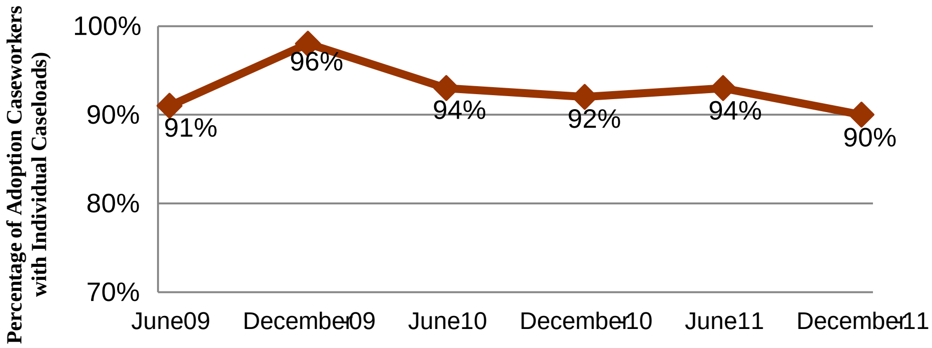
DCF reports that Intake supervisors in DYFS local offices are expected to appropriately manage the workload of their

Workers Report Non-Caseload Carrying Staff Assigned Intake Cases

Intake workers were asked if there were scenarios in their office in which non-caseload carrying staff could be assigned a case. Forty-nine of the 70 workers (70%) reported that there are scenarios in which this takes place. Respondents stated that non-caseload carrying staff with prior investigations experience may be assigned cases for a short time when all Intake workers in a local office reach their assignment limit for the month. This was the most common scenario described. Several respondents also stated that staff with no previous Intake experience would be assigned cases when every Intake worker had reached their assignment limit. Although the Monitor is concerned by this finding, we have not found evidence that this practice is endorsed by DYFS leadership or is a statewide problem. The Monitor is clear that the practice of assigning investigations to untrained workers should never be permissible.

<u>Institutional Abuse Investigation Unit (IAIU)</u>

The individual worker caseload standard for IAIU investigators of no more than 12 open cases at any one time and no more than eight new referrals assigned in a month was met as of December 31, 2011 month of December, among the 105 (9%) permanency caseworkers that had caseloads over one



Source: DCF data

The standard for the ratio of supervisors to workers was met for the period ending December 31, 2011.

Supervision is a critical role in child welfare and the span of supervisor responsibility should be limited to allow more effective individualized supervision. Therefore, the MSA established a standard for supervisory ratios that by December 2008 and thereafter, 95 percent of all offices should have sufficient supervisory staff to maintain a ratio of five workers to one supervisor (Section II.E.20).

As displayed in Figure 65 below, the state reported that between July and December 2011, 99 percent of DYFS local offices had sufficient supervisors to have ratios of five workers to one supervisor. The Monitor verified the s

Table 29: Staff Trained
(January 1, 2006 – December 31, 2011)

Training	Settlement Commitment Description	# of Staff Trained in 2006	# of Staff Trained in 1st 6 months 2007	# of Staff Trained in 2nd 6 months 2007	# of Staff Trained in 1st 6 months 2008	# of Staff Trained in 2nd 6 months 2008	# of Staff Trained in 1st 6 months 2009	# of Staff Trained in 2nd 6 months 2009	# of Staff Trained in 1st 6 months 2010	# of Staff Trained in 2nd 6 months 2010	# of Staff Trained in 1st 6 months 2011	# of Staff Trained in 2nd 6 months of 2011
Pre-Service	Ongoing:.1 f* 584.62 591											

XIV. ACCOUNTABILITY THROUGH QUALITATIVE REVIEW AND THE PRODUCTION AND USE OF ACCURATE DATA

Table 31: Qualitative Review Child and Family Status Results (January – December 2011)

Child & Family Status Indicators	# Cases Applicable	# Cases Acceptable	% Acceptable
Safety at Home	190	184	97%

NJ SPIRIT

DCF continues to work to improve data entry, data quality and data reporting through NJ SPIRIT. Additionally, DCF continues to fulfill the MSA requirement to produce agency performance reports with a set of measures approved by the Monitor and to post these reports on the DCF website for public viewing (MSA II.J.6).[151]

NJ SPIRIT functionality was again enhanced during this monitoring period. Documentation has been streamlined by allowing workers to create one case plan for children in both in-home and out-of-home placement settings. Workers can also add multiple case participants to each identified strength and need of a family and add multiple case participants to one visitation plan. The family agreement form has been incorporated into the case plan module and will be auto-populated based on the strengths and needs assessment. The education module has been expanded in alignment with the 2008 Fostering Connections to Success Act.[152] Each participant in a case can now have their own individual education record, which allows NJ SPIRIT to
F D S W X U H D F K L O G ¶ V F R P S O H W H H G X F D W L R Q K L V W R U \ H Y H
case. Finally, workers can now document and print Court Reports directly from NJ SPIRIT. DCF has also utilized multiple federal funding streams to purchase 376 smart phones and 430 iPad 2 tablets to document visitation, investigations and independent living assessments in real time while staff are in the field.

The NJ SPIRIT Help Desk has continued to publish an electroniix-10(k ha)4(s con)3(ti)-3(d to 1R)] TJ

Care/Adoption data elements identified in order for state to meet the requirements. In December 2011, DYFS participated in the Federal Foster Care Eligibility Review conducted by ACF. DY

XV. NEW ORGANIZATIONAL CHANGES AND FY 2013 BUDGET

Legislation passed this session and just signed into law by Governor Christie makes organizational changes to DCF. As of July 2, 2012 four divisions within the Department of Children and Families (DCF) are restructured and renamed:

The former Division of Youth and Family Services (DYFS) has become the Division of Child Protection and Permanency (DCPP);

The former Division of Prevention and Community Partnerships (DPCP) has become the Division of Family and Community Partnerships (DFCP); and

The Division of Child Behavioral Health Services (DCBHS) has become the Division of &KLOGUHQ¶V 6\VWHP RI &DUH¶V U6H\VWHUPH RI W&RUDH V WKH &

In addition, the Division on Women is being transferred from the Department of Community $IIDLUV DQG ZLOO QRZ ZRUN ZLWK '&)¶V QHZ 'LYLVLRQ RI) provide services to women, children and families. Also significance in these changes is the addition of DCF responsibility for the provision of services, supports and placements for children with developmental disabilities.

'&)¶V)< budget totals $1.037 billion in state funds. While it is overall a net increase of approximately $1 million from FY 2012, the budget actually reduces funds for child protection and child behavioral health. The increases in the budget provide funds for the new organizational changes of adding the Division of Developmental Disabilities and the Division on Women. However, if the funds for the new additions to DCF responsibility were not included, the DCF budget has a $37.2 million decrease in state funding. The budget offsets the decrease in state funds for foster care and other out-of-home placements funds by estimating higher federal revenue from Title IV-E reimbursement, at an amount that may not be achievable. The Monitor is concerned about the budget reductions and will advocate for a supplemental appropriation if evidence suggests that the FY 2013 budget is not sufficient.

APPENDIX A:
Glossary of Acronyms Used in the Monitoring Report

ACF: Administration for Children and Families
AFCARS: Adoption and Foster Care Analysis and Reporting System
ASO: Administrative Services Organization
BCWEP: Baccalaureate Child Welfare Education Program
CAP: Corrective Action Report

Appendix B:
DCF Organizational Chart