

## **2014 Child and Family Annual Progress and Services Report**

### **Introduction**

The Child and Family Services Division (CFSD) is one of the eleven Divisions of the Department of Public Health and Human Services (DPHHS). In early 2009, the Department was reorganized into three branches. This structure has remained in place through the time of this report. The Economic Security Services Branch is comprised of the Divisions of Child and Family Services, Child Support Enforcement, Human and Community Services, and the Office of Disability Transitions Programs.

CFSD received the Child and Family Services Review (CFSR) final report in April, 2009. CFSD's Program Improvement Group was assigned primary responsibility to develop the Program Improvement Plan (PIP). Program Improvement Group members and Division staff consulted with stakeholders and worked in partnership with Children's Bureau staff to identify the strategies, goals, and action steps incorporated into the draft plan submitted to the Children's Bureau. The Montana PIP was approved effective January 1, 2010. CFSD successfully completed the CFSR PIP in April 2012. The findings of the CFSR, and the practice changes instituted as part of the PIP, provide the framework for CFSD's continuing focus on improving its practices.

The location of the APSR on the State website will be <http://www.dphhs.mt.gov/publications/index.shtml#childabuseneglect>. The final report will be posted once word is received it has been approved by the ACF Regional Office. MT's contact for the APSR is:

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### **SECTION 1: Assessment of Progress on Goals, Objectives and Service Array**

#### **A. Program Reports**

##### **1. Stephanie Tubbs Jones Child Welfare Services Program (Tile IVB subpart 1)**

The Child and Family Services Division (CFSD) provides child protective services that are initiated by a report made to the Centralized Intake Bureau (CI). Reports are assessed based on statutory definitions to determine whether the report meets criteria to require an investigation. After investigation, the child is determined to be safe, in impending danger (substantial risk of harm), or in present danger (actual harm); after investigation, the report is determined to be substantiated, unsubstantiated, unfounded, closed without findings, or indicated.

Montana's allocation of Title IV-B Subpart 1 funds for FFY 2010 was \$712,547 and has decreased to \$641,831 in FFY 2014. These funds are utilized primarily to support the activities of the Child Protection Specialists conducting initial assessments and investigations of child abuse/neglect and for providing services to families after investigation. The continuum of services provided by the CFSD starts with receipt of the report and continues through intervention services in the child's home or foster care/kinship placement through to permanency for the child.

## 2. Promoting Safe & Stable Families Program (Title IVB subpart 2)

Montana's allocation of Title IV-B subpart 2 funds decreased from the FFY 2010 grant award of \$892,472 to the fiscal year 2014 amount of \$734,423. The State of Montana has set a matching ratio of these state general funds to federal funds above the required 25% federal match rate.

The Division stated in the 2010-2014 Child and Family Services Plan (CFSP) that it would allocate equitable amounts to family support, family preservation, time limited reunification and adoption promotion and support services to provide a balance of services. The Division continued to implement this allocation throughout the 2010-2014 CFSP; each service area received no more than 25% of the total budget allotment and no less than 20% of the available Title IV-B Subpart 2 funding.

Throughout the 2010-2014 CFSP, the Division has continued to combine its report on the family support and family preservation services and has reported separately on the time limited reunification and adoption promotion support services. At the same time, the Division continued to separately track the services provided with these funds to ensure that the allocation of the funds maximized the benefits that can be derived from this funding.

Efforts that were outlined in the 2010-2014 CFSP to assure that these services were geographically accessible continuously in a state with a large geographic territory and small population. In 2010, contracted In-Home/Reunification service providers working in partnership with the state expanded the geographic area of services from 38 to 45 out of Montana's 56 counties. This represented a 13% increase in rural provision over the 2010-2014 CFSP with plans in the 2015-2019 CFSP to increase from 45 to 51 of Montana's 56 counties. This represents a continued increase of 23% from the beginning of 2010-2014 CFSP into the beginning of 2015-2019 CFSP. CFSD continues to look proactively at population demographics that will benefit from these services in counties where services have not been available. CFSD also continued to employ a small number of in-house staff to provide these services where contract providers were limited or not available.

### a. Family Support and Preservation Services:

Montana's array of family support and family preservation services provided through its Child and Family Services Division includes, but was not limited to, the following:

1. Child and Family Assessment
2. Home Visiting
3. Parenting Skill Building (appropriate discipline, role modeling, age appropriate expectations, bonding)
4. Educational Classes (GED, occupational, parenting)
5. Family Group Decision Making Meetings
6. Organizational Skills (budgeting, housekeeping, shopping, meal preparation)
7. Family Behavior Skills (anger management, communication, role modeling)
8. Mental Health Therapy for individuals and families
9. Preventive Health Services
10. Resource Linkage for housing, job services, basic needs, substance abuse, and other mental health issues
11. Transportation for access to services
12. Accessing and Providing Hard Services
13. Mentoring for birth parents and children

The above-listed services comprise the array of services that families may have received under the family support and family preservation categories that focused on in-home services from a strength-based approach to building on a particular family's focused goals and abilities under the 2010-2014 CFSP. As a part of the 2010-2014 CFSP, mentoring for birth parents and children was not listed as services provided by In-Home/Reunification Services. However, mentoring for birth parents and children was added to the list of services by ACF per ACYF-CB-PI-13-04 issued on April 10, 2013, and implemented by CFSD in fiscal year 2013.

The array of services was provided primarily by in-home case worker workers via contracted providers, although as mentioned earlier, some were provided by CFSD staff during the 2010-2014 CFSP. Contracted providers and CFSD in-home service staff must receive a referral from a Child and Family Division Child Protection Specialist to serve children and families with Title IV-B Subpart 2 funding. These referrals were made to preserve the family unit and to prevent the imminent removal of a child. In 2010, Montana implemented an improved referral form for these services that included goals from the 2010-2014 CFSP. The inclusion of safety factors, measured goals and outcomes, and family involvement in case planning were all portions of the updated form that Montana now uses as its referral form for In-Home/Reunification services.

In 2011, Montana implemented a standardized Family Service Plan (FSP) form for all recipients of these services that included goals from the 2010-2014 CFSP. The new form gave service providers assistance in assessing the strengths and goals of a family so they were ready and able to be instrumental in the development of a FSP. Within the first thirty days after the referral was accepted, assessment resulted in identifying measurable family goals with the family, engaging families in action steps to achieve established goals within set targeted completion dates, and utilized parental strengths. The development of the FSP required collaboration with the referred family, the Child Protection Specialist, and other professionals providing services during the initial thirty days after the referral. The FSP is specifically individualized for each family and defines the level of intervention for particular services. The plan is updated over time as goals and objectives are met and child and family functioning becomes strengthened in the previously defined areas.

CFSD remained committed to assuring that the services provided remained in compliance with the contract requirements. Contract monitoring began in February of 2006. In 2011, the Contracts and Grants Monitoring Team (staff within CFSD's Program Bureau - Grants & Contracts Unit) was established due to reorganization of the Program Bureau.

The 2011 APSR provided detailed information on CFSD's contract monitoring protocol and changes that had taken place to that point. Shortly after the submission of the 2011 APSR, the protocol for conducting contract monitoring reviews of In-Home Service required additional extensive unanticipated changes. As a result, the follow-up reviews set forth in the 2011 APSR were completed, but no additional monitoring reviews were conducted in 2011.

Under the new protocol, contract monitoring reviews will be case file reviews, and the focus will be contract compliance issues. The new protocols for contract compliance monitoring were completed and have been approved by CFSD's Management Team. Initial reviews of contracted service providers using the new protocol were scheduled to begin in Fall 2012. Due to staff turnover and vacancies, these reviews have not taken place as scheduled.

The review process described above is a contract monitoring/QA process, not a CQI process. Moving forward into the 2015 – 2019 CFSP the goal will be to make some changes to this

process that will enable it to be more proactive and look at outcomes for children/families receiving these services. Also, as Montana's Title IV-E Waiver progresses over the next five years, Montana will compare In-Home services provided under the Title IV-E Waiver to the services traditionally provided under our current agreements. It is anticipated that some changes will need to be made to the data collected on our traditional services to accommodate this comparison and evaluation.

Also in 2012, CFSD began implementing the SAMS (Safety Assessment and Management System) Family Functioning Assessment (FFA). The FFA collects information in the areas of: the extent of maltreatment, the nature and circumstances surrounding the maltreatment (if any), child functioning, parenting discipline, parenting general, and adult functioning. The FFA then uses the information collected to assess for impending danger and to evaluate protective capacities. The ongoing implementation of SAMS will result in helping CFSD staff identify the services to be provided to families by our contracted and in-house service providers. More information on SAMS implementation will be detailed in subsection "B" below.

#### b. Time-Limited Reunification Services

These services included the same array of services provided for family preservation and support services with the inclusion of supervised visitation. These services were provided primarily by contractors. Contract compliance procedures and protocols, as described earlier for family support and family preservation services applied to Time-Limited Reunification Services as well.

#### c. Adoption Promotion and Support Services

Services provided by the Division included recruitment of adoptive homes, adoption specific training (Creating a Lifelong Family), and the provision of post-adoption services. Adoption Promotion and Support services activities also included services and activities designed to encourage more adoptions out of the foster care system when adoptions promote the best interests of children, including such activities as pre or post-adoptive services and activities designed to expedite the adoption process and support adoptive families.

### 3. Chafee Foster Care Independence Program and Educational Training Vouchers

Report on the State's specific accomplishment achieved since the last APSR and planned activities for FY 2014 for each of the following seven purpose areas:

1. **Help youth transition to self-sufficiency;**
2. **Help youth receive the education, training, and services necessary to obtain employment;**
3. **Help youth prepare for and enter post-secondary training and educational institutions;**
4. **Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults;**
5. **Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and then making the transition into adulthood;**
6. **Make available vouchers for education and training, including postsecondary education, to youth who have aged out of foster care; and**

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

The Montana Department of Public Health and Human Services (DPHHS) Child and Family Services Division (CFSD) administers, supervises, and oversees the programs carried out under the CFCIP (Section 477(b)(2)). These programs are referred to as the Montana Foster Care Independence Program (MFCIP).

DPHHS will cooperate fully in national evaluations of the effects of independent living programs implemented to achieve the purpose of the CFCIP [Section 477(b)(2)(F)].

The MFCIP will continue to be designed and conducted to achieve the purposes in section 477(a)(1-7) of the Act. Strengthening the program through utilization of training and technical assistance is a goal during the coming years.

In the last two years the MFCIP has undergone a transition concerning how services are provided across the state. The Chafee Grant Program Manager position has been filled since August of 2011 after a short period of vacancy and oversees the regional MFCIP contracted service providers. Up until June 30, 2011, Transitional Living Specialists (TLSs) continued to provide Chafee transitional living services to Chafee youth in Montana. Throughout Section E, the listed services that had previously been provided by TLSs in 2011 have transition into being provided by five regional contractors.

The array of transitional living services includes activities and services which:

- Help youth make the transition to self-sufficiency;
- Help youth receive the education, training and services necessary to obtain employment;
- Help youth prepare for and enter post-secondary training and educational institutions;
- Provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults;
- Provide financial, housing, counseling, employment, education and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and making the transition into adulthood;
- Make available vouchers for education and training, including post-secondary education to youth who have aged out of foster care; and
- Provide services to youth, who after attaining 16 years of age, have left foster care for kinship guardianship or adoption.

In addition to the changes outlined above, the MFCIP has also entered into contracts with three Indian Tribes (Blackfoot Tribe, Chippewa Cree Tribe and Confederate Salish Kootenai Tribe (CSKT)). These three Tribes provide CFCIP services to eligible youth residing on their reservation with the exception of CSKT who provides services to eligible youth residing on and off their reservation. If there are Indian CFCIP eligible youth from any of the remaining Tribal programs, State staff and contracted MFCIP regional providers assist in determining eligibility, obtaining necessary court documents and providing fair and equitable services and treatment for any eligible Indian youth.

Along with the changes to the MFCIP program design and delivery, CFSD has also changed the manner in which the funding available for youth stipends was allocated across the regions. Previously, the stipends were issued on a first-come-first-serve basis. Currently, each of CFSD's five Regions and the Indian Tribes with whom we hold contracts, were allocated a specific amount available to them to be used for youth stipends. The allocation was based on the number of children in out-of-home placement as a result of abuse/neglect in each of these areas. With excess funds, the Division has been able to utilize funds to contract with providers to provide more intensive independent living services for Chafee youth.

In addition to the changes to the stipend allocation, in the upcoming State fiscal year, our contracted regional MFCIP providers will also have access to funds which will serve as an incentive to youth who complete the Federally mandated NYTD surveys. By issuing incentives for this process, CFSD hopes to increase the number of youth completing the surveys and encourage youth to keep in contact with providers in the future to be part of the survey's follow up populations.

As a result of the change to the MFCIP's program design and delivery, CFSD has exciting new opportunity to improve the services currently being provided. One of these possibilities is annual teen summits for Chafee eligible youth ages 16-18. June 17-21, 2013 CFSD is holding another Life Skills Summit in collaboration with the Student Assistance Foundation's "A Step Ahead: College Prep Camp." The Life Skills summit will be for two days and focus on educating youth about positive and healthy relationships, obtaining employment, healthy eating and physical activity and living independently to name a few areas of focus. The "A Step Ahead" Camp will build on these skills and specifically educate youth about attending and succeeding in post-secondary education opportunities. Youth will stay in College dormitories for a week, visit and learn about a range of college or university programs, fill out financial assistance forms and learn computer skills which will assist them in their future endeavors.

In addition to the Life Skill and College Prep Camp events, CFSD has new plans for the programs in general. In the upcoming year we will focus on recruitment and retention of Chafee eligible youth. Motivating youth to be actively engaged in the program as well as beginning data collection efforts to identify specific areas of need for Montana's Chafee eligible youth are some of our major goals. We will identify areas of need by working with our regional MFCIP to provide data regarding the youth they serve, implement a youth board made up of Chafee eligible youth who will be spokespeople for this population and look at State and National programs to see what best practices can be implemented in the State of Montana. To complete this process we hope to obtain an AmeriCorps VISTA which can assist in these efforts for the next three years.

Once we identify these needs, we will collaborate with State and local resources to increase youths' skill levels and provide them with more resources to successfully transition. CFSD will continue to serve all Chafee eligible youth as outlined in the Federal Chafee language across the State. Each year we have roughly 200 youth in foster care ages 16-18. This number does not include the number of youth who have aged out of foster care and remained in the State. We report serving upwards of 150 unduplicated Chafee eligible youth each year in our NYTD Federal reporting. We would like to increase the number of youth served to 175 per year. We also hope to develop educational materials about the program, including a curriculum, and are looking into the possibility of creating a resource website interested parties can visit to find out more information about the services we offer.

CFSD will also work to improve services for those youth who have severe mental or developmental disabilities. Increased collaboration with State and local resources is needed to

better assist these youth. We also are focused on working more closely with our Tribal partners to make sure all eligible youth are being referred to and served by the Chafee program.

While CFSD will continue to work to collaborate with National, State and local agencies that provide a great range of services, we are also committed to continuing technical assistance and support of the programs we collaborate with which include Tribal governments, Student Assistance Foundation and our regional MFCIP providers.

In addition to the aforementioned activities, CFSD provides the following specific updates regarding the seven purpose areas:

**Help youth make the transition to self-sufficiency:** Currently, CFSD utilizes the Ansell-Casey Life Skills Assessment (ACLSA) to assist in the identification of service needs for youth. The ACLSA is a multi-dimensional culturally appropriate assessment tool which is readily available on the internet at no cost. Youth referred to the transitional living contractor will complete a life skills assessment that will guide the development of an outcome based transitional plan. The transitional plan is the tool used to document the specific services needed by an individual youth.

CFSD is in the process of working with the Casey Foundation to collect aggregate data from completed ACLSA. As this data becomes available the State will decide how to best utilize the results in making changes to the program. The CFSD has identified the following steps as programmatic changes which, if feasible, will be implemented (many were reported in part program updates):

- Automating the referral process for youth in foster care in the State's SACWIS system to the appropriate staff person;
- Automating the referral of youth age 16 or older placed in foster care whose placement is recorded in the State's SACWIS system;
- Tracking through the State's SACWIS system the number of eligible youth in foster care receiving a life skills assessment within the first 30 days of referral for Chafee transitional living services;
- Automating notification to the Chafee Program Manager or Child Protection Specialist assigned to the case, youth who have been referred for Chafee transitional living services and have not received an assessment within 30 days;
- Tracking through the State's SACWIS system the number of transitional living plans completed within 30 days of completion of the life skills assessment;
- Evaluating and updating the transitional living plan as needed, at least every 6 months;
- Developing opportunities for youth to participate in life skills development;
- Researching availability of an online life skills curriculum to increase the opportunities for youth to participate in specific life skills development;
- Collaborating with stakeholders to develop a Montana specific training curriculum regarding preparation of youth who will be transitioning from foster care and the services available through Chafee transitional living services;
- Training foster parents and group home staff throughout the state utilizing this curriculum;
- Creating/updating the Chafee transitional living services specific website.

**2013 Update:** At the present time, because CFSD has drastically changed the MFCIP structure, changes will need to be made to the plan outlined above to ensure new methods of

obtaining these goals are met. As CFSD transitions into this service delivery system, the State is identifying how these programmatic plans will be impacted by this change and how it will move forward in making these changes while directly involving five separate providers across the State. This is a project that has been initiated and we expect to be completed within State fiscal year 2014.

**2014 Update:** CFSD has changed the MFCIP structure and, as a result, changes have been made to the plan outlined above to ensure new methods of obtaining these goals are met. As CFSD transitions into a new service delivery system, the State has identified how these programmatic plans are impacted by this change and how the program will move forward in making these changes while directly involving five separate providers across the State. While this process is ongoing, many of the changes have been aligned with the plan described above. Changes made to the plan are identified below.

Data on the ACLSA continues to be collected via the Casey website. However, the Ansell Casey Life Skills Assessment has undergone recent changes. The new assessment is simply called the Casey Life Skills Assessment (CLSA). The data collected and how that information is used is as it has been in previous years. Youth continue to utilize the assessment within the first 30 days of referral for Chafee services and follow up assessments are done annually to measure progress and identify needs. In addition to utilizing the CLSA, variations of the CLSA are utilized for youth with specific circumstances on a 'as needed' basis (i.e. pregnant mothers).

CFSD is working to develop a training curriculum for youth and adults regarding the preparation of youth transitioning from foster care. Resources are being identified and curriculum recommended by State and Federal agencies will be utilized by services providers and youth as the Chafee program develops. At this time, CFSD is not looking to develop a Chafee website. The landscape of social media sites is changing and questions about utilization of a website by adults and Chafee youth have been presented. CFSD will continue to look into technology-based informational resources which will be effectively utilized by interested parties. As mentioned above, CFSD does hope to obtain an AmeriCorps VISTA to assist in these projects moving forward.

In addition to the curriculum, we are working to increase recruitment and retention of Chafee eligible youth in the program by distributing and creating more educational resources about the services offered. Brochures have been created and distributed regarding the Chafee program and development of educational presentations is underway. Additional informational resources specifically tailored to identify areas of need youth are being identified. Utilization of already established materials is being considered as well as the development of State specific resources.

Along with the goals above we are working to incorporate a data collection system and strategy which will identify which areas of need are greatest for the Chafee eligible youth that are currently being served. This will allow us to focus our energies to foster collaborations with agencies and programs which can assist youth to reach their transitional goals. This process will improve our services, create knowledge about our program and offer new opportunities for youth they may not have previously had.

Site visits, technical assistance and training have been provided to all MFCIP providers, including Tribal programs, as it relates to completing life skills assessments, completing transitional living plans and interpreting this data to ensure all services are tailored to each specific youth to ensure you have a successful transition into self-sufficiency.

**Help youth receive the education, training and services necessary to obtain employment:**

Given the importance of obtaining a high school diploma or GED in obtaining employment which will provide sufficient income for a person to support themselves financially, the Division has provided, and Chafee transitional living service contracted providers will continue to provide, services to youth to prepare them for employment, post-secondary vocational training and/or higher education by:

- Monitoring the youth's academic progress;
- Utilizing the life skill assessment and the corresponding transitional living plan to identify needs and appropriate services to assist the youth in preparing for and retaining employment;
- Increasing the use of programs and services available through the school system to assist in meeting youth's needs;
- Identifying barriers to youth employment and developing solutions to remove the barriers so youth can obtain employment experience;
- Increasing collaboration with other agencies and organizations to identify vocational, educational, and job training opportunities that are available;
- Providing training regarding the educational and vocational training needs of foster youth to foster parents and group home staff;
- Providing training regarding the educational and vocational training opportunities available in local communities and within the state to foster parents and group home staff;

**2013 Update:** Newly contracted MFCIP staff are collaborating with the schools in their areas to increase the use of programs and services available through the school system. These efforts include working with school staff to identify specific academic and post-secondary goals or challenges for each individual youth. MFCIP regional providers work with a variety of agencies and organizations to identify vocational, educational, and job training opportunities that are available in their areas. Other agencies with which CFSD collaborates to provide transitional living services include Job Service, Youth Job Program, Vocational Rehabilitation Service, Student Assistance Program, Job Corps and Consumer Credit Counseling.

**2014 Update:** MFCIP staff are collaborating with the schools in their areas to increase the use of programs and services available through the school system. These efforts include working with school staff to identify specific academic and post-secondary goals or challenges for each individual youth. In addition to the activities described above, MFCIP staff has been working closely with Student Assistance Foundation (SAF) staff to assist youth in graduating from high school, preparing for post-secondary education, identifying a program of interest and financial aid options for post-secondary institutions beyond the ETV program.

Other agencies with which CFSD collaborates to provide transitional living services include Job Service, Youth Job Program, Vocational Rehabilitation Service, Student Assistance Foundation, Job Corps and Consumer Credit Counseling. This year CFSD had developed a strong relationship with the Office of Public Instruction (OPI) to develop a plan to assist youth attending school in different school districts so that their educational needs are addressed. Development of an education plan which will follow the youth as well as training for school staff to utilize the tool is underway.

The rural nature of Montana is consistently a problem in terms of finding and obtaining employment for youth outside of the major communities. Transportation availability and cost is a huge factor because of the number of miles between cities as well as lack of employment opportunity in very small communities. An increasing problem unique to Eastern and Northern Montana is the escalating oil boom. More families are present in schools and looking to receive services, jobs are scarce and housing has become increasingly expensive. As a result of these changes State and regional providers are working to provide services which will assist youth and families faced by these challenges.

To address the barriers presented above, CFSD has been working on a State level to partner with Job Corps to refer Chafee youth to the program if they are a right fit for services. Many youth have entered Job Corps and finished their high school education, developed relationships and interests which may not have been identified if not for enrollment in the program and certification in their chosen field.

In addition to collaborating with Job Corps, CFSD is also working with various Human Resource Development Councils (HRDCs), which are also contracted MFCIP providers, to engage youth in work programs to provide them necessary employment skills. For the past two years CFSD has worked with a pilot program in the Billings area to provide work opportunities for youth in care. This program meets with Chafee eligible youth to identify areas of work they wish to pursue, connect with local employers to employ the youth and pay them for their work time. They also offer additional education opportunities for the youth including job interview skills, work expectations and budgeting assistance. We've had some trouble getting youth referred to the program and hope to identify those barriers and work to eliminate those in the future. We hope to continue to work with this pilot program in the next State fiscal year and eventually if we can prove the effectiveness of this program we may look to providing these services statewide. Many Chafee youth are also enrolled in the Workforce Investment Act (WIA) programs administered by the HRDCs, to provide employment skills and paid internships.

MFCIP regional providers maintain excellent communication with foster parents of youth under the age of 18. The regional providers explain the program and work with foster parents, and each youth, to identify needs and desires as the youth transitions into independence. While this is an established piece of the program, additional communication with foster parents is always valuable. For that reason, we are looking to provide additional educational opportunities for foster parents regarding the MFCIP. Some of these opportunities include presentations at the annual Statewide Montana Child Abuse and Neglect Conference and Montana Foster/Adoptive Parent Conference, and local presentations at meetings identified by the CFSD Family Resource Specialist Staff. Education about the Chafee programs includes but is not limited to Montana's ETV program, MFCIP services and eligibility criteria.

Amidst our current efforts to work with Chafee eligible youth to obtain a GED or high school diploma, we know youth are still struggling to achieve these goals. CFSD is working with MFCIP providers to identify why youth are still struggling and develop a plan to improve this process. We will begin to collect data regarding graduation rates and create a goal to improve the rate of youth obtaining a GED or diploma.

**Help youth prepare for and enter post-secondary training and educational institutions:** In addition to the ETV program, current TLSs and future Chafee transitional living contracted service providers will help youth prepare for and enter post-secondary educational or vocational institutions by:

- Using the Montana Career Information System to assist youth in identifying careers in which they have an interest;
- Networking with local organizations to identify scholarship opportunities which youth served by Chafee transitional living services may be eligible;
- Assisting youth in exploring post-secondary educational and vocational options and financial aid opportunities which may be available;
- Assist youth in applying for financial aid, including assistance through the ETV program;
- Providing a college preparatory camp;
- Providing stipend assistance to youth for books, supplies and other expenses necessary to assist a youth in obtaining a GED or high school diploma when foster care funds are not available;
- Advocating for tuition and fee waivers within the Montana University system for former foster care youth;
- Assisting youth with dorm and apartment set-up;
- Assisting youth in developing and funding a plan for living arrangements during holidays and school breaks.

**2013 Update:** MFCIP regional providers have used and will continue to use the Montana Career Information System (MCIS) to assist some youth in identifying careers in which they have an interest. In addition, Student Assistance Foundation (SAF) provides instruction in the use of MCIS at the camp sponsored each year.

While SAF works diligently to ensure that Montana youth receive exposure to this valuable resource in middle and high school, they cannot assure that all foster youths receive instruction. Offering MCIS instruction at the camp guarantees that the youth have access to MCIS. In the coming year, CFSD will work with SAF to increase the knowledge of their regional staff about the Chafee program and to solidify their staff as a key point of contact for youth currently, or soon to be, enrolled in post-secondary education.

The efforts around networking with local agencies to identify scholarship opportunities includes completing BIA scholarship applications and providing information on scholarship opportunities specific to Native American youth when applicable.

**2014 Update:** Over the past year, CFSD has developed a strong relationship with the Student Assistance Foundation (SAF) to help prepare youth for and enter post-secondary training and educational institutions. While our relationships with SAF, also our ETV provider, has always been good, the last year has resulted in increased collaboration between the state and the agency on a State and local level. CFSD has worked with SAF to identify and develop networking and educational opportunities to expose Chafee youth, and their guardians or educators, to the resources provided by our programs and increased the knowledge of SAF staff about the MRCIP and to solidify their staff as a key point of contact for youth currently, or soon to be, enrolled in post-secondary education.

The State continues to provide the college prep camp “A Step Ahead” in collaboration with SAF each June. The “A Step Ahead” summit has been further developed to include education for youth regarding life skills and options other than post-secondary education after high school. The summit, now called “A Step Ahead: Building a Path to Success”, focuses heavily on preparing and assisting youth in furthering their educational pursuits by offering sessions specific to identifying campus resources, study skills, applying for an ETV, stress management

and identifying additional financial aid options are provided.

In collaboration with SAF, regional MFCIP providers work with individual youth exploring post-secondary educational and vocational options. They help the youth identify opportunities which may be available and assist them in applying for financial aid, including assistance through the ETV program. They routinely assist youth in completing all of the necessary paperwork as well. MFCIP providers work with youth planning to attend college or other educational institutions with issues such as dorm/apartment set-up and funding/developing a plan for living arrangements during Holidays and school breaks. To the extent youth stipend funds are available they will continue to be used for purchasing books and other expenses necessary to assist a youth in obtaining a GED or high school diploma.

The efforts around networking with local agencies to identify scholarship opportunities includes completing BIA scholarship applications and providing information on scholarship opportunities specific to Native American youth when applicable.

**Provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults by:**

- Supporting permanent placement of youth in foster care through adoption, guardianship and other placements intended to provide a permanent connection;
- Assisting youth in reconnecting with important people from their past who may be able to provide support through incorporation of family find.
- Assisting youth in identifying potential mentors with whom the youth has an existing relationship;
- Identifying opportunities for youth leadership training;
- Encouraging and supporting youth participation in school and community activities.

**2013 Update:** In addition to performing the activities listed above, regional MFCIP staff in areas also assisted in diligent search efforts, attended Foster Care Review meetings, set up Youth Centered Meetings, and attended Permanency Planning Meetings for the youth with whom they work. Many youth return to the homes of birth family after aging out of care; therefore, it is important to try to identify dedicated and safe adults in the youth's birth family whenever possible. Contractors assist CFSD staff however necessary to ensure permanency placement and identifying mentors and/or family, supportive adults to assist in a successful transition.

CFSD is also in the process of applying for a Title IV-E waiver which will assist in statewide efforts to encourage permanency, placement with kin, the use of the Family Find model within CFSD, and identifying positive interactions with mentors and dedicated adults.

**2014 Update:** In addition to performing the activities listed above, MFCIP staff in some areas also assisted in diligent search efforts, attend Foster Care Review meetings, set up Youth Centered Meetings, and attend Permanency Planning Meetings for the youth with whom they work. Many youth return to the homes of birth family after aging out of care; therefore, it is important to try to identify safe and committed adults in the youth's birth family whenever possible. Contractors assist CFSD staff however necessary to ensure permanency placement and identifying mentors and/or family, supportive adults to assist in a successful transition.

CFSD has been working over the past year to identify already established mentorship programs that can engage Chafee youth to participate. Some options include Big Brothers Big Sisters and Girl Scouts of America. If enrollment in these programs is not feasible, CFSD will work to adapt materials and mentorship program structures to develop initiatives to promote the interaction between Chafee youth and dedicated adults specific to our State.

CFSD has also been selected to participate in the Title IV- E Waiver Demonstration Project that will assist in statewide efforts to encourage permanency, placement with kin, and identifying positive interactions with committed adults for Youth in congregate care without a permanent placement identified. MFCIP providers will assist CFSD to create effective waiver interventions and execute activities identified on the local level for Chafee youth also in the target population for the Title IV-E Waiver.

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

- Promoting the development of low cost housing;
- Assisting youth in applying for Section 8 or other low-income housing;
- Collaborating with other agencies which provide financial assistance, employment, housing education or other services to youth to maximize the availability of services and reduce duplication;
- Advocating for tuition waivers in the state higher education system for youth who have “aged out” of foster care;
- Identifying and collaborating with existing adult service programs to provide a link between youth and adult delivery systems;
- Assisting youth to identify programs and services available in the community where the youth plans to reside;
- Assisting youth to apply for services for which they are eligible;
- Assisting youth with the costs of counseling or therapy when it has been determined that such services will assist the emancipation process and other funding is not available;
- Assisting youth with medical expenses when the medical service provided was medically necessary and for which other funding is not available;
- Assisting youth with the costs of board and room.

**2013 Update:** Regional MFCIP providers provide the assistance indicated above to individual youth. Obtaining appropriate housing continues to be a problem in the State’s very rural communities where limited housing is available. Many regional providers work on an individual basis to negotiate with landlords who are willing to be somewhat flexible on payment options, deposits and offering lease agreements with no mandatory timelines for occupancy but none of the staff are reporting any ability to negotiate lower fees/rates.

Regional providers have also helped youth access services, including Section 8 housing, WIC, Vocational Rehabilitation, tuition waivers, DD Services, CHIP, and SSDI. Depending on the individual needs identified on the ACLSA and transitional living plans, providers will assist youth in a wide variety of ways including: obtaining health insurance at the school they hope to attend after high school graduation, cover in part the cost for school related fees, obtain financial aid, and housing.

CFSD has also been more vigilant than ever to connect with other States when youth who are 18-21 move from place to place. CFSD has built relationships with these States to make sure youth are not losing services for long periods of time so that their transition might be as smooth as possible.

**2014 Update:** Regional MFCIP providers offer assistance to Chafee youth in accordance with the information previously outlined. Specific services for youth are individualized and focus on the needs identified in the youth's CLSA and/or TLP. Obtaining appropriate housing continues to be a problem in the State's very rural communities where limited housing is available.

Finding low income housing options for youth with bad or little credit continues to be a struggle. However, many MFCIP providers work on an individual basis to negotiate with landlords who are willing to be flexible on payment options, deposits, and who offer lease agreements with no mandatory timelines for occupancy. At this time; however, none of the staff are reporting any ability to negotiate lower fees/rates.

Regional providers have also helped youth access services, including Section 8 housing, WIC, Vocational Rehabilitation, tuition waivers, DD Services, CHIP, and SSDI. Depending on the individual needs identified on the ACLSA and transitional living plans, providers will assist youth in a wide variety of ways including: obtaining health insurance at the school they hope to attend after high school graduation, cover in part the cost for school related fees, obtain financial aid, and housing.

CFSD continues to be vigilant in connecting with other States when youth who are 18-21 move from state to state. Montana has formed relationships with other States to make sure youth are not losing services for long periods of time, so that the youth's transition can be as smooth as possible.

**Make available vouchers for education and training, including postsecondary education, to youth who have aged out of foster care:** Montana's ETV program will continue to comply with the conditions specified in subsection 477(i) of the Act. Strengthening the program through utilization of training and technical assistance will be a goal during the coming years. The Division will continue to contract with the Student Assistance Foundation (SAF), which is a private non-profit agency, to administer the ETV funds.

Youth eligible to receive benefits and services provided under Chafee transitional living services are youth age 16 or older who are in foster care (as defined for CFCIP) for whom placement and care responsibility is with CFSD or a Tribal agency; and youth who were in foster care under the placement and care responsibility of the State or Tribe and "aged out" of foster care. Youth who have had a kinship guardianship or adoption established after age 16 are also eligible.

SAF will continue to collect applications submitted by foster care students and the Division will continue to review those applications to verify eligibility and ensure no duplication of benefits from Chafee funds exist. Eligible youth may receive up to \$5,000 a year to attend an institution of higher learning, or a training program, that meets the criteria established under Section 102 of the Higher Education Act of 1965. The actual amount of assistance to be provided is dependent on other assistance available to the youth, the "cost of attendance" as defined under the Higher Education Act, the academic status of the youth and the need of youth that apply for assistance.

SAF works closely with the financial aid offices of educational institutions to ensure that no duplication of benefits exists.

ETV stipends are distributed twice each year near the start of each semester. In school year June 2009-July 2010, 68 stipends were awarded to 47 youth. In school year July 2010-June 2011, 47 stipends were awarded to 32 youth (some youth received stipends for 2 semesters while others received a stipend for only one semester). Of the 32 youth, 13 youth were first-time recipients of the ETV. The average GPA was 2.97.

**2013 Update:** The Student Assistance Foundation (SAF), in conjunction with the CFSD, has developed a written application and formal award process for ETV funds. The application requires information regarding the youth's contributions to his/her education, the cost of tuition and fees, and the total amount of financial aid the youth is eligible to receive. Youths must maintain the equivalency of a 2.0 average to remain eligible for ETV assistance.

ETV stipends are distributed twice each year near the start of each semester. In state fiscal year 2013, a total of 33 stipends were awarded 16 of which were to new ETV users. Regional providers actively assisted Chafee youth with the process of applying for ETV stipends during the past year.

Over the past year, working with SAF, CFSD has identified that it can and should do more to encourage the recruitment of new ETV users and identify ways to assist them to stay in school until they graduate. It's one of CFSD's goals for the next State fiscal year.

**2014 Update:** The Student Assistance Foundation (SAF), in conjunction with the CFSD, has developed a written application and formal award process for ETV funds. The application requires information regarding the youth's contributions to his/her education, the cost of tuition and fees, and the total amount of financial aid the youth is eligible to receive. Youths must maintain the equivalency of a 2.0 GPA to remain eligible for ETV assistance.

ETV stipends are distributed twice each year near the start of each semester. In state fiscal year 2014, a total of 27 stipends are expected to be awarded. Ten of these will be awarded to new ETV users. MFCIP providers, in collaboration with SAF staff, actively assisted Chafee youth with the process of applying for ETV stipends during the past year.

Over the past year, working with SAF CFSD has identified that as an agency it can and should do more to encourage the recruitment and retention of new ETV users and identify ways to assist them to stay in school until they graduate. Retention has been a major issue for our ETV users and CFSD is currently working with SAF to develop a strategy to encourage youth to continue in their post-secondary educational pursuits until graduation.

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

These youth will be eligible for the same services as other youth eligible for Chafee transitional living services or ETV services—no change.

Youth eligible to receive benefits and services provided under Chafee transitional living services are youth age 16 or older who are in foster care (as defined for CFCIP) for whom placement and care responsibility is with CFSD or a Tribal agency; and youth who were in foster care under the

placement and care responsibility of the State or Tribe and “aged out” of foster care. Youth who have had a kinship guardianship or adoption established after age 16 are also eligible.

Priority for services is given to youth who are likely to “age out” of foster care and to youth ages 18 to 20 that have “aged out” of foster care.

CFSD assures fair and equitable treatment of eligible youth by clearly defining eligibility criteria and benefits available through Chafee transitional living services. This information is formalized in the Independent Living Services section of the CFSD policy manual. Electronic copies of the policy manual are provided to state and tribal staff. Tribal social services staff is invited to CFSD staff policy training.

In addition, CFSD assures fair and equitable treatment by requiring tribal contractors to provide services using the same eligibility criteria.

Training and technical assistance opportunities will be provided to state and tribal staff providing Chafee transitional living services with a goal of strengthening services provided to Native American youth on and off reservation. The Division may also utilize assistance from the National Resource Center for Youth Services in providing the training and technical assistance.

In addition to the above, the Division plans to hold annual training for all staff providing Chafee transitional living services.

**2013 Update:** Program eligibility and criteria have remained the same for both the State and Tribal programs under contract to provide Chafee services on their reservation. That criteria used are outlined below. Regional providers continue to provide services to youth who have transitioned out of foster care and who are 18 – 20 years old as well as to youth ages 16 – 19 that are currently in foster care. The number of youth who received services has decreased slightly because of the recent program structure change; however, CFSD is striving to increase these numbers as the regional programs become more solidified.

Training to strengthen services provided to Native American youth has not yet taken place. As most of our CFCIP efforts have been focused on changing the program structure and getting our new providers up and running, we will be providing more trainings for both Tribal and State MFCIP staff.

**2014 Update:** Program eligibility and criteria have remained the same for both the State and Tribal programs under contract to provide Chafee services on their reservation. The criteria used is outlined in the following section. Regional providers continue to provide services to youth who have transitioned out of foster care and who are 18 – 20 years old; as well as, to youth ages 16 – 19 who are currently in foster care. The number of youth who received services has increased slightly because MFCIP providers have established effective and enduring relationships with CFSD staff, youth, and guardians; however, Montana continues to strive to increase these numbers as the regional programs become more solidified.

Training to strengthen services provided to Native American youth has not yet taken place; however, Montana has made progress in this area. Most of the Montana CFCIP efforts have been focused on changing the program structure and getting new providers trained, as this process has progressed, relationships with the Tribes have increased along with the strengthening of services. The number of Tribal youth accessing services has also increased.

Serving Youth Across the State: CFSD will provide Chafee transitional living services statewide to eligible youth from all political subdivisions. Youth who are under Tribal court jurisdiction who meet the definition of foster care (as defined for CFCIP) and the other eligibility criteria are eligible for the same services and benefits as youth under the care and supervision of DPHHS.

- No change

Serving Youth at Various Ages and Stages of Achieving Independence: During 2010-2014, the primary service focus of Chafee transitional living services will continue to be youth who are 16 years old and likely to remain in foster care until they are 18 years old and youth ages 18-21 that have “aged out” of foster care. Youth who left foster care after age 16 because they had a kinship guardianship or adoption established will retain eligibility for services.

- No change

Youth under 16: Formal Chafee transitional living services to youth under age 16 will not be provided by the Division. Foster parents and Child Protective Services (CPS) staff will be encouraged to conduct an ACSLA with these youth and to use the results of the assessment to identify the youth’s strengths and needs, and to provide age appropriate services. If available, training and resource materials will be made available to the foster care provider and/or CPS worker

- No change

Youth 16-18: Youth age 16 to 18, particularly those who are likely to “age out” of foster care, will be eligible for the services described under Program Design and Delivery on page 36 with the exception of Board and Room

- No change

Youth age 18 through 20: Youth age 18 through 20 who have “aged out” of foster care will be eligible for the services described under Program Design and Delivery

- No change

Board and room is limited to household set-up and shelter costs, and includes rent and utility deposits, rent payments, the costs of board and room while attending a college, university or other post-secondary institution, and board and room payments made while living in another person’s home (e.g., a former foster parent).

2013 Update: The services have not changed. Less than 30% of the State’s CFIP award amount is allocated to be available for youth stipends. As a result, the total amount of stipends issued for room and board services is less than 30% of the State’s CFIP award amount.

Youth who are past their 16<sup>th</sup> birthday at the time a kinship guardianship or adoption is established will continue to be eligible for services as described in this report. These youth will have been eligible for services prior to the time the guardianship or adoption is established. The eligibility criteria for services will be the same as for other youth.

There are currently no identified statutory or administrative barriers to prevent the Division from serving a broader range of youth. The amount of funding CFSD receives, in combination with the size and rural nature of the state poses the greatest barriers to serving a broader range of potentially eligible youth.

2014 Update: There are no changes from the 2013 update.

**Report activities performed since the last APSR and planned for FY 2014 to coordinate services with other Federal and State programs for youth (especially transitional living programs funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974, abstinence programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies in accordance with section 477(b)(3)(F) of the Act.**

As a result of the change in MFCIP design and delivery, the past two years have been very focused on making sure the new providers are properly trained, providing effective services and youth are becoming re-engaged with the transitional support available to them. Therefore significant efforts to encourage coordination with other Federal and State programs for youth have not been an area of great focus. In order to increase our coordination with other services, we are working to collect data from Chafee eligible youth and the MFCIP providers to identify areas of need. Once we know where those areas of need are, we can better identify specific programs to collaborate with.

Certainly identifying ways to increase the numbers of youth receiving a GED or high school diploma, obtaining secure housing, providing more unified and successful services for disabled youth and work programs seem to be areas of need already established without the data collection. Once we identify specific barriers, we will make every effort to work with agencies that can assist us in eliminating any obstacles.

On a local and regional level, our MFCIP providers are already making great connections with programs in their area to address a wide variety of needs. These connections vary greatly depending on the needs of the individual youth. Our providers work closely with schools, Vocational Rehabilitation, Adult Mental Health Services, employment services, Gear Up Montana and Section 8 to provide appropriate services for each youth.

**Provide information on specific training that was conducted since the last APSR and planned for FY 2014 in support of the goals and objectives of the States' CFCIP and to help foster parents, relative guardians, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living, consistent with section 477(b)(3)(D) of the Act. Such training should be incorporated into the APSR training plan, but identified as pertaining to CFCIP, with costs allocated appropriately.**

In order to meet the needs of youth, CPS and TLS/contractor staff must work closely with a variety of community agencies and organizations to assist youth in accessing services. These agencies and organizations include Human Resource Development Councils, Job Corps, Boys and Girls Clubs, Big Brothers and Sisters, Job Service and Tribal Employment offices, public school systems, and special schools, such as the School for the Deaf and Blind. Staff also works closely with other divisions within DPHHS including, but not limited to, Human and Community Services (which includes Offices of Public Assistance) the Office of Public Instruction, and the Disability Services Division (which includes Vocational Rehabilitation and Blind and Low Vision Services). TLS working with youth receiving services under Chafee transitional living services also work closely with community health (including mental health agencies) and Social Security Offices.

MFCIP providers serving youth on reservations assist youth in accessing services through the tribe as well as non-tribal services.

Representatives of each Montana Tribe have been or will be contacted directly, in-person or via telephone, to obtain input into the states CFCIP plan before it is finalized. To date, no Montana tribes have indicated intent to apply and receive CFCIP or ETV funds directly from the Secretary as allowed under section 477(j).

**2013 Update:** CFSD staff continues to consult and collaborate with the providers/programs listed above as needed to ensure the needs of Chafee eligible youth are being met. In addition to the list above the following providers are being added to this list: Student Assistance Foundation, Indian Health Services and Community Health Departments, Tribal social services and Tribal services providers.

**2014 Update:** State staff continue to consult and collaborate with the providers/programs listed above as needed to ensure the needs of Chafee eligible youth are being met. In addition to the list above, the following providers are being added to this list: Student Assistance Foundation, Indian Health Services and Community Health Departments, Tribal social services, and Tribal services providers.

CFSD continues to have a contract with the Confederated Salish and Kootenai Tribe to provide the Tribe with a portion of the State's CFCIP award, so the Tribe can provide CFCIP services to eligible youth on and off their reservation. In previous years, the state held a contract with the Blackfeet Nation to provide the Tribe with a portion of the State's CFCIP award, so the Tribe could provide CFCIP services on their reservation. However, the Blackfeet Nation declined the offer to re-issue this contract for the 2014 SFY. Since there are still Chafee eligible youth residing on the Blackfeet reservation, State contracted MFCIP staff, in agreement with the Blackfeet Tribe, have begun providing services on the reservation. The State currently has an MOU with the Ft. Peck reservation to provide protective services in that area. We are working with tribes who do not have a contract to provide services by negotiating MOU's to provide services to eligible youth.

In addition, whenever a referral for services is made to a MFCIP by a case manager, the MFCIP is responsible for educating foster parents, relative guardians, adoptive parents and workers in group homes about the referral, the process for providing services and what services a youth can access. While this isn't currently a formal process, it is something that occurs on a daily basis. In the future we would like to have more information available to foster parents, relative guardians, adoptive parents and workers in group homes about our services. Some methods for doing that include presentations by MFCIP providers, youth participating in the Chafee program or staff at annual meeting and creating educational materials about the program for distribution and a website about the program.

MFCIP also work with case managers on the local level to provide training and education for CFSD staff about the programs and services we offer. This year the Chafee Program Manager and local MFCIP providers worked to attend local CFS offices to work specifically on increasing understanding of the MFCIP and the services offered as well as addressing specific communication issues and collaboration possibilities.

CFSD would like to formalize the training process for foster parents, relative guardians, adoptive parents, workers in group homes and case managers regarding the Chafee program and available services. CFSD would also like to have more of a youth presence, along with adult guidance, at these trainings so that the individuals mentioned above can ask youth specific

questions about barriers they encountered to their own transition. We plan on having educational presentations at some of our major annual conferences for foster parents, case workers, workers in group homes and all guardians and adoptive parents.

**If applicable, update the information regarding service design and delivery of a new or changed trust fund program for States that choose to establish a trust fund program for youth receiving independent living services or transition assistance. Note: CFCIP funds placed in a trust fund must be expended during the applicable grant period. Refer to ACYF-CB-PI-05-06, issued October 12, 2005, for current guidance on trust funds.**

New or changed trust fund programs information for the State is not applicable.

**Describe any activities undertaken to involve youth (up through age 20) in State agency efforts such as the CFSR/PIP process and the agency improvement planning efforts.**

Montana's CRSR/PIP efforts have already been concluded and there was no involvement by youth in those efforts. In coming years, we hope to improve the amount of involvement of youth in any agency activities pertaining to agency planning efforts.

CFSD has been selected to participate in the Title IV-E Waiver Demonstration Project and there are already plans in place to include youth in that process. Specifically we will have youth provide input to draft a foster care bill of rights in June of 2014. In addition, as mentioned previously, CFSD will implement a youth board of Chafee eligible youth beginning in August 2014 that will serve as an advisory board for the division regarding a number of different projects. Some of these areas include the administration and improvement of the Chafee and ETV programs, identifying ways to encourage and promote successful placements and involvement in future planning and trainings provided by the agency.

**Describe, if applicable, how the State utilizes, or plans to utilize, the option to expand Medicaid to provide services to youth ages 18 through 20 years old who have aged out of foster care.**

In accordance with the Affordable Care Act, all youth who have "aged out" of foster care prior to age 19 are categorically Medicaid eligible until age 26. Further Medicaid expansion in Montana is being discussed to include Medicaid coverage for youth who have not "aged out" of foster care, however there has been no implementation.

**Provide results of the Indian Tribe consultation (section 477(b)(3)(G) of the Act), specifically, as it relates to determining eligibility for benefits and services and ensuring fair and equitable treatment for Indian youth in care:**

**Describe how each Indian Tribe in the State has been consulted about the programs to be carried out under the CFCIP.**

Each Tribe in the State has been consulted about the MFCIP services and process. We have frequent trainings and communications with Tribal staff about the services that can be offered to Chafee eligible youth in the State.

**Describe the efforts to coordinate the programs with such Tribes.**

Through the trainings and communications with the tribes we outline the process for Chafee eligible youth in their jurisdiction to receive services. With some tribes we have set up contracts, MOUs or other arraignment to ensure all eligible youth in the State receive fair and equitable services and treatment.

**Discuss how the State ensures that benefits and services under the programs are made available to Indian children in the State on the same basis as to other children in the State.**

MFCIP has entered into contracts with one Indian Tribes (Confederate Salish Kootenai Tribe (CSKT)). CSKT provides CFCIP services to eligible youth residing on and off their reservation. If there are Indian CFCIP eligible youth from any of the remaining Tribal programs, State staff and contracted MFCIP regional providers assist in determining eligibility, obtaining necessary court documents, and providing fair and equitable services and treatment for any eligible Indian youth.

**Report the CFCIP benefits and services currently available and provided for Indian children and youth in fulfillment of this section and the purposes of the law.**

Benefits and services currently available and provided for Indian children and youth are the same benefits and services available for non-Indian youth. The array of transitional living services includes activities and services which:

- Help youth make the transition to self-sufficiency;
- Help youth receive the education, training and services necessary to obtain employment;
- Help youth prepare for and enter post-secondary training and educational institutions;
- Provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults;
- Provide financial, housing, counseling, employment, education and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and making the transition into adulthood;
- Make available vouchers for education and training, including post-secondary education to youth who have aged out of foster care; and
- Provide services to youth, who after attaining 16 years of age, have left foster care for kinship guardianship or adoption.

**Describe whether and how the State has negotiated, in good faith, with any Tribe that requested to develop an agreement to administer or supervise the CFCIP or an ETV program with respect to eligible Indian children and to receive an appropriate portion of the State's allotment for such administration or supervision. Describe the outcome of that negotiation.**

MFCIP has entered into contracts with the Confederate Salish Kootenai Tribe (CSKT). CSKT provides services to eligible youth residing on and off their reservation. CSKT receives an appropriate portion of the State's allotment which is based on the number of Chafee eligible youth in their area. If there are Indian CFCIP eligible youth from any of the remaining Tribal

programs, State staff and contracted MFCIP regional providers assist in determining eligibility, obtaining necessary court documents and providing fair and equitable services and treatment for any eligible Indian youth. Also, CSKT has developed a Title IV-E Plan and negotiations are taking place that would allow the Tribe to access Title IV-E directly. CSKT has indicated that should they choose to access Title IV-E funds directly they would also access Chafee funds directly. More information on the results of these negotiations will be available in future APSR.

ETV services are accessible to Indian and non-Indian children in the same fashion. All youth need to work with the Student Assistance Foundation to receive ETV funds.

### **Education and Training Voucher Program**

**In addition to the information described in Section C, items 1-3, above (Program Service Description, Collaboration and Program Support), ETV requires that the following specific information be incorporated into the APSR:**

**Describe the specific accomplishments and progress to establish, expand, or strengthen the State's postsecondary educational assistance program to achieve the purpose of the ETV program.**

CFSD in collaboration with the Student Assistance Foundation (SAF) continues to award ETV funding to more than 20 youth annually. The process for administering ETVs has been strengthened over the past two years with the collaborative development of an application for funding as well as policies for the youth receiving funding.

Over the past year, working with SAF we've identified that we can and should do more to encourage the recruitment and retention of new ETV users and identify ways to assist them to stay in school until they graduate. To accomplish this task we are currently working together to identify ways SAF staff can become more involved with MFCIP programs and eligible youth to ensure youth are aware of the ETV program, how to apply and ongoing assistance for funding and academic support while the youth is attending school. Montana has done a lot of work to develop this relationship, but additional work will be needed to identify and address specific barriers for youth utilizing ETVs.

**Indicate how the ETV program is administered, whether by the State child welfare agency in collaboration with another State agency or another contracted ETV provider, if changed.**

The administration of the ETV program has not changed. CFSD continues to work with the Student Assistance Foundation to administer and oversee the ETV program.

**Preparation & Implementation National Youth in Transition Database:** The CFSD has implemented the National Youth in Transition Database data collection and reporting requirements described in the final rule into the State's current SACWIS system. Planning is underway to determine how the collection and reporting of NYTD data can most efficiently be accomplished in the State's new service delivery system.

**2014 Update:** Montana continues to complete all NYTD requirements and is continually working to determine how the collection and reporting of NYTD data can most effectively be accomplished to improve MFCIP efforts and services.

## **B. Report on Specific Accomplishments and Progress Achieved.**

During the past year, CFSD has continued to implement significant changes to the assessment used with children and families when investigating reports of alleged child abuse and neglect. These changes are based primarily on the implementation of the Montana Safety Assessment and Management System (SAMS). At this time, Montana has fully implemented the first phases of SAMS, the Family Functioning Assessment. The first phase consists of a Present Danger Assessment (PDA), a Present Danger Plan (PDP) that is used if Present Danger is identified, the Family Functioning Assessment (FFA), and In-Home or Out-of-Home Safety Plans. The FFA collects information in the areas of: the extent of maltreatment, the nature of the circumstances surrounding the maltreatment (if any), child functioning, parenting discipline, parenting general, and adult functioning. The FFA then uses the information collected to assess for impending danger and to evaluate protective capacities. This information guides decision-making regarding whether a child is safe or unsafe. If a child is identified as unsafe, the FFA further guides the decision as to whether an in-home or out-of-home safety plan is appropriate and necessary to make that child safe. The beginning of the second phase of SAMS implementation is to implement the use of "Conditions for Return" (CFR). Staff training on this topic is underway. Supervisors have been trained on CFR at in person trainings in November 2013 and March 2014. CFR training assists staff in identifying conditions in the home that must be addressed in order to allow children to safely return to the home. The focus of CFR is not treatment planning, but instead focuses on specific safety services in the home that can be maintained while parents continue working on their treatment plan goals to achieve the changes necessary to allow CFSD to ultimately close the case.

CFSD has used implementation science to guide the process of implementing SAMS. Therefore, CFSD continues to be very deliberate and methodical in implementing SAMS to ensure fidelity to the practice model. Initially, the first phase of SAMS was implemented in five pilot sites in July 2011. Based on feedback from the pilot sites, implementation was refined, and the FFA began statewide in January 2012. CFSD continues to provide training to staff and utilize Pamela Bennett and Tarrin Reed from Action for Child Protection/NRC for Child Protection to assist in the implementation of SAMS. Furthermore, CFSD has created the Field Services Manager position who has been extensively trained on the SAMS model and who now provides ongoing training in county field offices on a regular basis. This position has also develops and co-trains the FFA training for all new CFSD workers using the SAMS model. The State continues to build capacity to implement and maintain fidelity to the model using data as well. Fidelity reviews of the FFA phase are conducted in every region on a monthly basis and reviewed by Action for Child Protection staff. Although this approach to implementing SAMS has taken additional time initially, implementation science suggests that failure to follow these practices will result in model drift and CFSD will likely not achieve the improved safety-decision-making desired. In the past year, based on results of the ongoing fidelity reviews, the State moved into phase 2 of the implementation process of SAMS. Pamela Bennett and staff from Action were in Montana June 4-6, 2013 to conduct fidelity reviews. Based on the results of those reviews it was determined that the entire State would move forward with implementing CFR as previously described. Once statewide training by unit has occurred in the Summer and Fall of 2014, a fidelity review will be scheduled, and the results will determine the timeframe for moving forward with the next phase of implementation of the Protective Capacity Family Assessment (PCFA).

As reported previously, CFSD Program Bureau staff had been actively involved with changes taking place in DPHHS's Children's Mental Health Bureau (CMHB). CMHB is in the process of implementing high fidelity wrap-around services and utilizing the Child and Adolescent Needs and Strengths (CANS) Comprehensive Multisystem Assessment. The State's 2013 Legislature diverted much of the money that was going to fund these services to other children's mental health services. Nonetheless, the CMHB remains committed to providing Medicaid funded high fidelity wrap around services. CFSD will continue to be look at ways to successfully integrate the use of the CANS assessment with SAMS. This will be a long range project, as the primary focus continues to be the successful implementation of the first phase and CFR pieces of the SAMS practice model. In addition, the CANS assessment will be used in the Title IV-E waiver demonstration project. CFSD intends to utilize CANS not only as part of the Title IV-E Waiver but for all children in foster care beginning in January 2015. CFSD continues to work with the Department's legal staff to address their information sharing concerns related to HIPAA. The utilization of high fidelity wrap-around services will still be implemented within the Title IV-E Waiver; however, due to the fact that the CMHB is disbanding their iHome, 1915i program, a different approach to these services will be used.

CFSD has also continued to maintain the changes made to better integrate the Centralized Intake Bureau (CI) with field staff, community stakeholders, and mandatory reporters. In order to achieve this goal, CI has continued under the Field Services Administrator. This change has meant that Regional Administrators, field staff, and CI all report to the Field Services Administrator. In addition to the better alignment between CI and the field, the policies and protocols that CI uses in taking reports and referring reports has been completely reviewed and many changes have been made to make the process more efficient and ensure greater consistency. CI has continued to further refine its intake assessment to align with the SAMS practice model throughout this past year. It has also integrated Montana statute into the assessment to further align screening of reports with law and the model. CI has also maintained the additional staff it had received in the past year to help offset the increasing workload that CI experienced. CI continues to accept all reports of abuse or neglect, and a new mandatory cross-reporting statute was passed by the Montana Legislature in 2013. As of October 1, 2013, CI has been mandated by statute to cross-report to law enforcement when it receives reports of certain types of child maltreatment. CPS background checks for human services employers/contractors who are hiring new staff has been permanently reassigned to other Central Office staff due to the ongoing increased call volume. Legislation also passed during the 2013 session that amended Montana's mandatory reporter statute to allow CFSD to share more information with mandatory reporters on the outcome of the reports they have made to CI. This resulted from a survey done in 2012 in which mandatory reporters expressed frustration and concern after calling a report into CI due to the fact that Montana statute prevents CFSD from sharing information regarding the report. It is hoped that the success of this CFSD legislation will improve relationships with mandatory reporters of child maltreatment. Policy and practice were changed to align with these new statutes in October 2013. Staff training has occurred to ensure these changes have been implemented.

CFSD has also continued piloting a program in up to four counties in Northwestern Montana. This pilot is referred to as "Full Family Foster Care". The State implemented this 12 month pilot project in July 2014 to provide family foster care services in a different manner than has been done historically. The pilot utilized child placing agencies and the foster homes licensed by the agency as: emergency placements and/or regular foster care placements and/or therapeutic foster care placements. The agency provides family foster care placements that will be available for emergency placements. This requires the agency to have providers that will be on-call and willing to take placements after regular business hours and over weekends. Some

placements may be very short term – lasting several hours or several days. Depending on the family situation, an emergency placement (and payment at the emergency shelter care foster care rate) can last as long as 30 days. For placements in excess of 72 hours, the provider has assessed the child and family using the CANS assessment and will work diligently with CFSD staff to locate and place children with kin within the first thirty days of the placement. Should efforts to locate kin be unsuccessful within the first 30 days of placement, and if the current placement is meeting the needs of the child, the goal is to minimize the number of different placements and trauma to the child by having the existing placement continue to be utilized; however, the rate paid for the placement shall be changed to match the family foster care rate in the Child and Family Services Division Rate Matrix. In these instances, the provider will be required to play an active role in working with CFSD and the birth parents to reunify children with their parents as quickly as necessary safety standards can be met. If the child in placement qualifies for therapeutic foster care, then therapeutic foster care rates, rules, and policies will apply to the placement, as the child placing agency has a contract with the State of Montana to provide therapeutic foster care services. CFSD is continuing to cooperate with Intermountain Children’s Home (non-profit child placing agency) on this project; however, the numbers enrolled in the pilot have been low, and the costs have been higher than anticipated for the provider. It does not appear that this will be a sustainable model given the overall costs and losses reported by the provider. CFSD will continue to explore other potential options in the next year.

CFSD’s Title IV-E waiver application was accepted by ACF. Currently, CFSD is working on quarterly reports for the IDIR in order to have initial sites implement in January 2015. More information on the Title IV-E Waiver will be included in the CFSP. Under the waiver, Child and Family Services Division (CFSD) will use Federal Title IV-E funds to implement a nontraditional differential response model. The intervention consists of an Intensive Services Unit, with components that address target populations including: children ages 0-5 who are at risk of out-of-home placement due to neglect, and their families; children ages 0-12 who are in kinship foster care under court-ordered temporary legal custody but whose birth parents are not successfully completing court ordered treatment plans; and children placed in residential treatment centers or therapeutic group homes. American Indian children who are overrepresented in out-of-home care will be eligible for all innovations.

The initial pilot sites for the waiver demonstration project will be the four counties that have seen the largest increases in children in out-of-home care: Cascade County, Lewis and Clark County, Missoula County, and Yellowstone County. Approximately 753 children are currently eligible for the proposed innovations.

Staff turnover continues to be an issue. While the turnover rates for CPS and Centralized Intake staff are not as high across the entire State as described in 2013 APSR (excerpt is below), the turnover seems to have impacted particular locations more than others. As example, Helena (Lewis & Clark County) has seen turnover in all three of its CPS Supervisor positions over the past year. A positive change is vacancies across the State are receiving a deeper pool of qualified applications, so fewer overall vacancies exist in CFSD. Also, internal changes with DPHHS Human Resources has made the recruitment and hiring process more efficient.

*2013 APSR staff turnover excerpt: CFSD experienced a significant turnover in staff in SFY 2012 (July 2011 – June 2012). CFSD has a total of 376 full time employees (FTE). From July 1, 2011 to May 16, 2012, CFSD has advertised and filled 101 vacated positions. The vast majority of these vacated positions are field staff (Child Protection*

*Specialists, Child Protection Specialists, and Centralized Intake Specialists). Since May 16, 2012, CFSD has continued to incur turnover in staff and hire for vacated positions. The final number of new hires and positions vacated in SFY 2013 will not be known until after July 1, 2013; however, the number of vacated positions hired in SFY 2012 is expected to approach or exceed 130 (approximately 35% of the total FTE). In some communities, CFSD has encountered significant difficulty recruiting and retaining qualified staff, so many individual positions have been advertised, re-advertised (in some instances re-advertised multiple times), and filled multiple times during the current state fiscal year. In addition, this significant staff turnover has resulted in a higher proportion of experienced CFSD staff taking on new positions within the agency. For example, many Child Protection Specialists have moved into supervisory or other positions. While change creates opportunities for growth, both personally and as an agency, the significant turnover across the entire State has resulted in a large learning curve for CFSD staff. In addition, due to changes in state policy regarding retirement, a high number of positions have retired this past state fiscal year, and this has resulted in a significant loss of institutional knowledge and expertise across CFSD.*

Workload issues are increasingly problematic. Montana currently has more children in out of home placement than at any time in the State's history, and the numbers are still trending upward. It's expected that the foster care population will approach/exceed 2,500 before stabilizing. Current information on foster care caseloads; as well as, CFSD's plan for addressing this issue moving forward is provided in a subsequent section of the APSR. As described in the 2013 APSR, CFSD has been granted permission from the Department Director to continue to maintain 13.5 modified FTE created in July 2012 to meet increased work load. These positions were not funded by the 2013 legislature despite acknowledgment by all parties that there was a need for the positions; therefore, CFSD has experienced a budget deficit in its personnel budget and has required funding to be shifted from other Divisions in the Department. This will become more difficult in the next state fiscal year due to increased projections in the Medicaid and Foster Care caseloads. Whether CFSD can maintain these positions is uncertain. At this time, these modified positions remain in Centralized Intake and field offices.

Despite the significant budget shortfall in State funding for SFY 14, CFSD continues to have the authority to fill all vacancies as they occur. The projected budget shortfall for SFY 15 is higher than the \$1 million projection for SFY 14. As previously stated, it is uncertain if CFSD will be allowed to maintain the modified FTE and fill vacancies as they occur in SFY 15 if the budget problems continue to worsen.

CFSD continues to look for ways to improve efficiency to compensate for the lack of adequate staff. For examples, CFSD has purchased mobile tablets for all field staff and continues to approve of utilization of the Kempe Center consultation on complex cases. Furthermore, although difficult, CFSD continues to review workload and make changes; such as, office consolidations and relocating FTE to areas where they are most needed due to higher caseloads. The Department has also rolled out the automation of the SAMS FFA process to aid field staff in making critical safety decisions in a fully automated and more timely manner. This automated system is named MSAMS. This application is functional on field staff's mobile tablets and training on the automated process has been completed across the entire State. Ongoing training on the use of the automated process and mobile tablet will take place as part of SACWIS/CAPS training for all new employees. Also, the CPS Program Officer, who played an instrumental role in the development of the MSAMS automation, is available to troubleshoot, provide additional training, or answer staff questions on an ongoing basis. It is anticipated that

the automation of this phase of SAMS will also improve fidelity to the model as it guides workers through the process.

As described in the 2013 APSR, CFSD and the University of Montana School of Social Work conducted a Recruitment and Retention Survey. Results of the workforce recruitment and retention survey indicate that work load is the number one reason for staff leaving CFSD. CFSD will continue to identify alternate strategies designed to reduce workload and improve efficiency of the agency. Details of some significant decisions regarding workload are described in later sections of this APSR. Additional information will also be provided in the 2014 – 2018 CFSP.

The 2013 legislature provided funding for CFSD to create a Request for Proposals and obtain a cost estimate for replacing CAPS (Montana's SACWIS system) to be considered for funding during the 2015 legislature. CFSD recently released an RFI (Request For Information) and has received responses back from ten different companies on new systems and technologies that are available. This information will be utilized in preparing the RFP to be presented to the 2015 Legislature. If funding to replace CAPS is approved, the RFP process to select a vendor will begin when funding becomes available in July 2015. Selection of vendor will likely take from three to six months. Information in the RFI responses estimate full implementation/conversion to a new system range will take 3-5 years after a vendor is selected. The estimated costs are between \$25million to \$35 million. Updates on decisions made during the 2015 session will be updated in a future APSR.

CFSD has seen some improvements as a result of the work being done by the Pharmaceutical Case Management Project. Data from calendar year 2013 shows 379 clinical interventions were performed with prescribing clinicians. Through this communication and education with prescribers there was a 23% reduction in atypical antipsychotic medications (either by drug discontinuation or dose reduction). Data also demonstrates that 75% of the of Medicaid foster care children under eighteen years of age who were taking an atypical antipsychotic medication had not had metabolic syndrome lab monitoring performed. Case management clinical interventions provided under this project have proven a success rate of 34% increase in obtaining metabolic syndrome monitoring for these children. The significance in this testing is it may lead decreased long terms risks (e.g. diabetes, heart disease, obesity and joint problems) associated with these medications. Although there is still work to be done, this data shows prescribers are responding to the information being provided by the pharmacist overseeing this project. Some additional benefits from this program are:

- A direct line of communication between the pharmacist and CFSD staff exists. This communication can be initiated by either side. CPS staff can contact the pharmacist with questions regarding medications or potential drug interactions. Upon review of the Medicaid billing, the pharmacist can make contact with the worker if there are concerns with dosage, interactions, or patients are not keeping appointments for labs;
- Identification of abuse of stimulants;
- Performed medication case reviews for children in institutional setting upon request of CPS worker;
- Creation of atypical antipsychotic prior authorization and informed consent requirements for prescribers and parents to improve he oversight of prescribing; as well as, medication and lab monitoring education and compliance;
- Identification of other quality improvement opportunities; such as, missing well child visits, unmanaged diabetes, and use of psychotropic medications without therapy;

- Development of educational resources (i.e. atypical antipsychotic brochure for foster care parents and providers and medication history magnet with clinical pharmacist contact info for providers in need of medication histories or case review);
- In-person site visits to both rural and urban areas to share information and educational resources. These site visits are particularly helpful in building a positive working relationship with prescribers and CPS staff. CFSD will continue to advocate and to the extent possible help facilitate ongoing site visits;
- Since calendar year 2012, training and information has been presented/provided at Foster/Adoptive Parent Conference, CAN Conference, Tribal Association Conference and quarterly policy webinars; and
- Development/distribution of prescriber newsletters on Pediatric Psychopharmacology by stakeholder Child Psychiatrists.

There are some areas in which CFSD would like to improve moving forward including:

- Continued decreases in the use of antipsychotic medications with youth in out of home placement;
- Continued increase in the use of metabolic syndrome lab monitoring;
- Increased ability to view medication for children in institutional/residential placements through Medicaid claims data;
- Implementation of greater oversight and intervention on stimulant prescribing; and
- Increased opportunities for project pharmacist to work directly with foster parents, providers and CPS staff to include Tribal communities. This is viewed as integral to the continued success of this project.

Also, CFSD has created a new staff type named the Child Welfare Manager (CWM) . There are 5 of these staff in the State (one per Region) and part of their responsibilities is to ensure permanency, safety and wellbeing outcomes are being addressed in all CPS cases. These staff will be looking at cases and working directly with CPS staff and supervisors to ensure mental health, physical health and dental needs of all children in care are being appropriately addressed.

SFY 14 will be the last year CFSD utilizes the prior federal review tool to conduct case reviews. The CFSD process and review tool is viewed as a QA not CQI process. Utilizing the federal tool/process does not allow CFSD to collect/synthesize sufficient data in a timely manner to allow for the rapid cycle feedback and decision making as required by CQI. Also, Montana's efforts to automate the federal review tool were unsuccessful. At the time the automation project was suspended, it was still not completed and was approximately 4 years beyond the estimated completion date. Furthermore, with ACF making changes to the review tool, CFSD determined that it lacks sufficient resources to support a federal QA case review process that would comply with the requirements of CFSD Round 3. CFSD will be developing a case review tool that will continue to utilize the federal safety, permanency and wellbeing outcomes, but the process for conducting the reviews will be more closely aligned to the fidelity review process utilized by ACTION in measuring our fidelity in implementing the SAMS model. This will allow CFSD to maintain a QA system that more closely aligns with the requirements of CQI. Information from family and others directly involved in the case will be collected through a combination of interviews conducted by field staff and surveys. CFSD intends to have an on-site CFSD in 2017.

At this time, CFSD does not conduct case reviews on Tribal IV-E cases nor is there a plan for doing so due to the sovereign government to government relationship between the State and

the Tribes. Case reviews go beyond the scope of the State's Title IV-E contract requirements for Tribes; therefore, the State lacks authority to compel Tribes to make cases available or participate in reviews. As part of the developing CQI policy, CFSD is looking at other States and how they've incorporated Tribes into their CQI process. CFSD will continue to use the federal outcomes for permanency, safety and wellbeing in the newly developing system. CFSD is prepared for an onsite CFSR in 2017. More information on CQI will be provided in the 2015-2019 CFSP.

Recently, the Data Analyst referenced in previous APSR resigned his position with CFSD. Efforts are being made to rehire that position. CFSD is also looking to contract with an outside agency or individual that has experience in collecting/synthesizing child welfare data.

Meeting the federal requirement regarding monthly caseworker visits continues to be impossible for Montana. The interim monthly caseworker visitation benchmark CFSD needed to achieve for Federal Fiscal Year 2013 was 90%. Montana missed achieving this benchmark by 31%. At this point in time, in Federal Fiscal Year 2014 (Oct 2013 – April 2014), the reported percentage of children in foster care with monthly caseworker visits is 54%, with 83% occurring in the home. The monthly caseworker visitation benchmark CFSD needs to achieve for FFY 2014 is 90%.

Staff turnover and increased foster care population are the significant factors. Due to these factors, the State continues to struggle to improve these numbers. Vacancies, while not as widespread as in SFY 13, have continued to be problematic for both the State and the Tribes. The increasing foster care caseloads have had a significant impact on monthly visits. The State has experienced a thirty percent caseload increase in only two years. As discussed in other sections of the APSR, this represents a record high in the number placements in out of home care. Data does not indicate that the State has reached a point where these numbers are expected to plateau or decrease. High caseloads and continued vacancies create a situation where fewer staff are available to conduct an ever increasing number of visits. In addition, referrals to CI have been climbing along with out of home placements. This means staff are also having to spend more time on investigations. Turnover at the CPS supervisor level continues to contribute to the problem as new supervisors are trained to monitor the plethora of safety, permanency, and well-being outcomes; as well as, monthly caseworker visits and state timelines and court requirements. With ever increasing federal requirements, it continues to become more overwhelming and impossible for state staff to keep up in every area.

There continue to be concerns and some anecdotal information indicating more visits are taking place than are being documented in CAPS, particularly as the data relates to Tribal numbers. As stated above, CFSD has no way to monitor and require Tribes to input their visitation data into CAPS. In addition, many of the Tribes have also experienced significant turnover creating a lack of institutional knowledge about CAPS and what data needs to be entered and how the data needs to be entered. Given this information, there is reasonable cause to suspect that the data in CAPS does not accurately reflect the visits being done by tribal social services staff. However, it is not reasonable to deduce that a lack of documentation is the only factor in the State's overall poor performance on this requirement. CFSD management will continue to stress the importance of inputting accurate data and train on the requirements regarding documenting these visits in CAPS. Also, CFSD will continue to remind tribal staff of the need to enter visitation info into CAPS. It is believed that if CFSD sees continued gains in the stability of the CFSD workforce and a decline in the foster care population, the visitation numbers will begin to increase. Improvement in performance of this measure, and eventually meeting this visitation requirement, is a goal in the 2015-2019 CFSP.

CFSD has proposed legislation for approval during the 2015 session that would allow Montana to make public information on child deaths and near deaths as a result of abuse or neglect as required under CAPTA. Currently, Montana statute does not allow for this type of information to be released publically. An update on this statute change will be provided in next year's APSR.

### **C. Updated Goals and Objectives Identified in CFSR & AFCARS Improvement Plan Update.**

CFSD used CFSR 2008 data in lieu of peer case review data as baseline data was not available at the time of submission of the 2010-2014 CFSP. The baseline data was amended in October of 2009. The plan was amended with the insertion of the updated base line data, and the following elements have been amended to include the peer case review data.

Peer case review data includes the last two quarters of the Federal Round 2 CFSR Program Improvement Plan (PIP), Quarters 7, 8. The data is compiled in rolling year results, and the following information displays Rolling Year 4 that consists of PIP QTRS 5, 6, 7 and 8.

#### **Family Support & Preservation Goals**

#### **FSP Goal 1: ENHANCE FAMILY PARTICIPATION THROUGHOUT THE LIFE OF THE CASE BY ENGAGING FAMILIES IN THE ASSESSMENT PROCESS.**

**Objective:** 2008 CFSR Item 17, "Needs of Child and Family" was 55% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 45%**. The Division will increase the percentage of children and parents appropriately assessed by 3%.

**Outcome Measures:** Family participation will improve and be more accurately reflected in the documentation of ongoing informal and formal needs assessments.

**Fall 2010 Addendum to ASPR 2010 FSP Goal 1: The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average increased from the baseline of 45% to percent rated as strength 49%. The improvement in this goal is an increase of 4%.** This is due to the concentration on this Item by the Program Improvement Group in the past fiscal year 2010. Discussion on improvement for assessment of needs of the child (ren), parents, and foster parents included training in April of 2009, with the National Resource Center staff and the CFSD contract liaison, centering the NRC's findings for improvement in assessment of child (ren) and family needs in Montana. The NRC also trained both the Program Improvement Group and the Contract Liaison on their model for a Comprehensive Assessment Process (CAP) throughout the life of a case.

The CFSD Contract Liaison took these finding on the improvement of the assessment process and with Child and Family Service Division Staff implemented an improved referral form for these services in May of 2010 which included non- custodial parent information and service requests; along with measureable goals and outcomes as previously described. This form focuses on the continuous assessment documentation necessary throughout the life of the case, and CFSD staff are working with contracted providers to use this as a living document that is updated as each goal is reached by the child (ren) and family to maintain and continue improvement for FSP GOAL 1.

**2011 Update:** This goal was included in the 2004-2009 CFSP, but was not fully achieved. Achieving this goal will focus on increasing the consistency and quality of Montana's current safety assessment process with enhanced family participation. During the development of the 2010-2014 CFSP, CFSD began working with the National Resource Center (NRC) for Child Protective Services. The NRC for Child Protective Services conducted a study of investigation and safety intervention in Montana. In April of 2009, representatives for the NRC met with our program improvement group and Contract Liaison for updates on their findings and to train on their model for a Comprehensive Assessment Process (CAP) throughout the life of a case.

Ongoing assessment will focus on the development and implementation of an information/assessment/collection standard for the life of the case, for both this group of contracted service providers and the Division as a whole. The implementation of the improved and focused referral form (implemented in May of 2010, and which included non-custodial parent information and service requests along with measureable goals and outcomes) establishes the building blocks for a successful 3% increase of FSP Goal 1.

**FY2011 Peer Case Review Results:** The statewide rolling year average of 49% increased in the past year. During the most recent period under review, 66% of cases reviewed were rated as a strength for assessing the child's, parents, and foster parents' needs and addressing them appropriately. The improvement in this goal is an increase of 17%. This far exceeds the improvement goal of 4%. Contributing to this improvement are Division efforts to improve documentation of identified needs, services provided, and obtaining documentation from service providers to verify services needed/provided.

Ratings in the breakdown of parents' needs varied. The cases reviewed against mid-2009 showed the agency assessed the mothers' needs adequately in 80% of the cases reviewed, and addressed the identified needs in 71% of the cases reviewed. Although the agency improved assessment by an increase of 8% (to 88%), the rate of adequately addressing those needs fell by 6% (to 65%). A similar dynamic occurred with fathers. It is unclear what may have caused this drop; however, the economic downturn, mandatory hiring freezes for agency positions during the period under review, increased reports of maltreatment, and fewer resources for families may have contributed to challenges in engaging parents in services. The focus on the use of Family Group Decision-Making meetings throughout the life of the case, as a means to more effectively engage families in case planning, may also have the residual effect of improvements in assessing and addressing parents' needs while not always ensuring these needs are met by providing the additional services.

Historically Montana has been more successful in assessing and addressing children's needs, as the 'needs' referenced in Item 17 are those that fall outside of education, physical/dental health and mental/behavioral health, making the breadth of the needs/issues addressed in this item to be far fewer than those of their parents (includes complex areas such as chemical dependency, mental health, domestic violence, criminal behavior, etc.). The agency was successful in assessing children's needs and appropriately addressing them in 85% of the cases reviewed in mid-2009 compared to 93% in early 2010 (needs that did not relate to education, physical or dental health, or mental/behavioral health needs). Due to the difference in "needs" assessed in children, versus the needs of parents, CFSD does not believe it is a true and fully accurate comparison when analyzing needs of children and parents within these parameters in Item 17. Despite this difference, overall, the Division does continue to improve in this area and will continue to work to address the decreases described above in relation to services provided to parents.

**Addendum to ASPR 2011 FSP Goal 1:** A noteworthy 17% increase was realized in Rolling Year 2 data submitted for 10/1/08 – 9/30/09. However, the next consecutive Rolling Year 3 data, for 10/1/09 – 9/30/10, shows Montana has sustained this progress (68%) without another increase occurring. A contributing factor may be due to the beginning efforts to implement the SAMS (Safety Assessment and Management System) practice model, including Family Functioning Assessments, as a component of the CFSR Round 2 Program Improvement Plan. Montana has utilized ACF technical assistance extensively in the past year to implement this significant practice change. Child and Family Services Division has seen a large percentage of staff turnover, as well as vacancy savings during this reporting period. Thus, it's noteworthy that Montana has sustained the percentage increase in 'Strength' ratings from the previous rolling year.

Another contributing factor may be the clarification in In-home Services cases, in which services were voluntary, that the non-custodial parent was rated 'Not Applicable' if the agency did not have the legal authority to work with the non-custodial parent (court order or authorization to disclose signed by custodial parent). Legal clarifications were made to ensure that under Montana statute, that the custodial parent's privacy is not violated.

It is anticipated that Montana's utilization of more comprehensive and ongoing assessments in the SAMS practice model will only improve outcomes for families and will be reflected in future peer case review results.

**2012 Update:** Rolling Year 4 data indicates an 11% drop in Strength ratings, from 68% to 57%. The goal of 48% is still met. Statewide, budget cuts were imposed and permanent staff reductions occurred in the 2011 legislative session. As a result, CFSD Management Team decided to reduce the number of cases reviewed every 6 months to 50 to ensure adequate resources could be devoted to the process. However, it does not appear that this had a significant impact on the number of cases being rated as ANI in this area. In trying to determine the actual cause of the decrease, reviewers' case review notations were examined. A reoccurring theme in the cases rated an ANI was partial or no implementation of the services that had been identified as being needed by the family. The intense focus on the PIP during the period under review resulted in significant changes in CFSD's policy, program and practice. In addition to the extensive changes required by the PIP, it is believed the high turnover rate played a key role in the decline in performance in this area. Part of the decline is attributed to the learning curve that takes place as a result of the ongoing hiring of many new staff, having many other staff changing roles within the agency, and implementing changes pursuant to the PIP. The case review process itself was also negatively impacted by staff turnover. There were an unusually high number of cases being reviewed in which both the assigned worker and supervisor, during the period under review, were no longer employed with CFSD at the time of the case review. This negatively impacted data in some instances because areas identified as deficient went unaddressed in the rebuttal phase of case reviews. It is anticipated that as CFSD improves stability within our workforce, Strength ratings in this area will begin to rise.

**2013 Update:** A drop of 16% in 'Strength' ratings in the assessment of children and their parents' needs occurred between 4/1/11 and 3/31/12 (99 cases total).

Contributing factors to Montana's drop in performance are:

- The number of child maltreatment calls to the Centralized Intake hotline has increased to record numbers in the past two years. Centralized Intake received an increase of over 7,000 additional hotline calls in SFY12 than in SFY11. Of the reports received in SFY12, 827 more investigations occurred in SFY12 than in SFY11.

- A significant increase in the number of children in foster care placement since June 2011 has occurred. On June 20, 2102, there were an additional 228 children in care. An additional 333 children were in foster care as of May 4, 2013. Montana has experienced an approximate 25% rise over the past two years in the number of children in foster care placements.
- Noteworthy staff turnover occurred in SFY12. Region 3 had the least turnover rate at 5.7%, and congruently outperformed the other four regions in Well-being Outcome 1. Region 2, with the highest turnover rate of 44.2%, also had the poorest overall outcomes in Well-Being Outcome 1. The ratings of *Not Achieved* regarding families having the enhanced capacity to provide for their children's needs were as follows: Region 1 at 41%, Region 2 at 63%, Region 3 at 30%, Region 4 at 50%, and Region 5 at 42%. This is of particular concern as these children and families were not receiving adequate assessment and services needed, were not participating in case planning, and they were not receiving adequate visits from their CPS workers.

Montana is working diligently to implement the Family Functioning Assessment with high fidelity as part of Montana Safety Assessment and Management System (SAMS). Additionally, recruitment and retention work is being conducted with the University of Montana, and the results of statewide staff and stakeholder input are being shared in regional meetings in July and August 2013. Management has filled many vacancies statewide in recent months, creative teamwork has occurred to assist in areas that have experienced significant turnover, and resources have been invested in making the latest technology available to staff to ease documentation barriers. Training is being developed to address the content of documentation to ensure that the important facts are collected from every contact with clients, providers and stakeholders to allow for case reviews to make the necessary findings and accurately reflect the work being done in the field. As the case management system, CAPS, is an archaic system, documentation is often insufficient due to the high case loads and lack of sufficient time to complete documentation in CAPS which is a very cumbersome and time consuming process. Another issue that creates significant challenges for CFSD is the influx of people into the central and eastern portions of the state due to the Bakken oil fields, bringing many social issues and infrastructure problems with it. In addition, an increase in child maltreatment reports as well as foster care placements have occurred leaving the state with complex dilemmas to address, while striving for continuous quality improvement.

**2014 Update: 4/1/12 – 3/31/13:**

**Children's Needs and Services:** 58% of the cases during this sample period were ANIs. Seven of those cases (12%) involved credit reports either not found or not discussed with the youth. Three of the seven cases involving credit reports were the only reason the case had an ANI. Lacking documentation overall, accounted for 'area needing improvement' ratings in 21 cases (36%). Another 33% of the ANI cases were noted as having initial assessments, but these cases lacked either ongoing assessment or the identified needs were not addressed fully. When comparing Cases with 'strength' ratings accounted for 43% of the 100 cases reviewed, and the children's needs were adequately assessed and addressed throughout the period under review. This is a 15% decrease from the previous sample year.

Cases representing age stratification in foster care cases were:

- Ages 0-5: 30% (18 total)
- Ages 6-12: 33% (20 total)
- Ages 13-15: 17% (10 total)
- Ages 16+: 20% (12 total)

Older teens (age 16+) accounted for 20%, and of those cases, only 1 in 12 (8%) children had their needs adequately assessed and addressed (outside of mental health, physical health, and education). The younger teen group (ages 13-15) showed vastly more strength ratings at 70% of the 10 cases showing the children's needs were assessed and addressed. The grade school children (ages 6-12) were noted as 11 of 20 (55%) cases received strength ratings. And lastly, children ages 0-5, in foster care, 44% had their needs adequately assessed and addressed throughout the period under review.

Parent's Needs and Services: Needs of parents adequately assessed and identified needs met, occurred in 45% of the 83 applicable cases reviewed. When comparing mothers to fathers, 57% of mothers' needs were assessed, as compared to just 32% of fathers. In general, it was CPS that was predominantly failing to adequately assess and address identified needs of parents, while in-home services contributed to about 10-15% of the 'area needing improvement' ratings. Of significant concern, are the data indicating that just 16% of mothers received the services identified as needed, and 22% of fathers. Incarceration of a parent accounted for a very small number of cases (1 case per sample period). Whether Montana's ability to adequately assess and address parents needs is attributed to high caseloads, staff turnover, high foster care placement rates, or inadequate resources to meet parents' needs, the outcomes for children and families cannot improve without effectively documenting assessments, and securing the services they are in need of.

Foster Parents' Needs and Services: A total of 57 of 60 foster care cases applied this sample period. 79% of the cases reviewed received 'strength' ratings. In the 21% of the 'area needing improvement' ratings, the majority was due to a lack of communication with the foster parents, which naturally occurs when visits occur in the home where the child is placed. Caseworker visits occurring monthly with children in foster care, per this sample period of 4/1/12 – 3/31/13 was an average of 35%. CFSD experienced high turnover in CPS-related positions during this time, coupled with high numbers of child maltreatment reports and removal rates. Some of the work with foster parents in these cases reviewed was completed by licensing specialists who provided case management when preparing for adoption finalization, and also had annual contact with foster parents for licensure activities. This may account for a relatively positive performance in assessing and addressing foster parents' needs in the cases reviewed. Foster parents needed assistance with and services provided related to addressing children's behaviors, securing needed services for the special needs children in their care, face-to-face visits, licensing, training, respite care, counseling services, support from caseworkers to address issues as they were occurring, keeping foster parents informed of permanency plan goals and involving them in the activities to achieve those goals, assistance with finalizing adoptions/guardianships. The 'area needing improvement' ratings were cited as lack of documentation and lack of agency follow-through on agreed upon tasks in permanency meetings.

4/1/13 – 9/30/13:

Children's Needs: Although this Sample period had fifty fewer cases, 58% of the cases were also 'area needing improvement' ratings and 42% met the child's needs. Missing credit reports accounted for 10% of the ANI ratings, which is a slight improvement over the previous sample period. Eight cases (26%) included lacking documentation, which is a 10% improvement from the previous sample period. Just under half of the ANI cases were In-home services cases, so there was not particular trend per case type that contributed to the negative ratings. Comparing in-home services cases (44% of the ANI ratings) and foster care cases (56% of the ANI ratings),

it appears to correlate with the high rate of placement that's been steadily increasing, while CPS resources have not.

Cases representing age stratification in foster care cases were:

Ages 0-5: 27% (8 total)

Ages 6-12: 33% (10 total)

Ages 13-15: 20% (6 total)

Ages 16+: 20% (6 total)

Older teens (age 16+) accounted for 20%, and of those cases, (0%) children had their needs adequately assessed and addressed (outside of mental health, physical health, and education). The younger teen group (ages 13-15) showed more strength ratings than the older teens at 40% of the 6 cases showing the children's needs were assessed and addressed; this is a 30% drop from the previous sample period. The grade school children (ages 6-12) stayed roughly the same as the previous reporting period at 50% (5 of 10 cases) receiving strength ratings. The youngest population of children in foster care, ages 0-5, showed a marked improvement from the previous reporting period at 75% receiving strength ratings for initial and ongoing assessment and addressing needs outside of mental health, physical health and education.

Parent's Needs and Services: Needs of parents adequately assessed and identified needs met, occurred in 23% of the 39 applicable cases. When comparing mothers to fathers, 52% of mothers' needs were assessed, as compared to just 27% of fathers. This sample period indicates poorer agency performance than in the previous sample period (by an additional 5%). Although Family Functioning Assessments have been successfully implemented and fidelity was found to be high with the SAMS protocols in June 2013 (Action for Child Protection Fidelity Review), the ongoing assessment and provision of services to access the needed services have presented challenges for the division.

Foster Parents' Needs and Services: All 30 foster care cases reviewed applied during sample period 4/1/13 – 9/30/13. A total of 77% of the cases received 'strength' ratings. This could be considered sustained since the last sample period in which a 79% strength rating was achieved per foster parents' needs assessments and services provided. The services that were provided to the foster parents were face-to-face visits, licensing, training, in-home support for behaviors, child care payments, respite care, transportation allowance, counseling, support with problems, and assistance in finalizing adoptions/guardianships. The remaining 23% of the cases were rated an "area needing improvement." In all these cases the reviewer documented that a lack of documentation was an issue and they were unable to determine if the foster parents' needs were assessed or if services were provided to the family. Caseworker visits dropped another 13% from last sample period to 22%.

2010 – 2014 Summary: Montana has seen a steep drop in performance, in the overall assessment of needs and addressing the needs of children, families and foster parents since 2010, which correlates with the steady increase in child maltreatment reports and foster care placement rates (68%- 57% - 41% - 34% - 28%). The division's goal of achieving and maintaining a 48% 'strength' rating over the five year CFSP, has been unmet since rolling year 3. Historically, the division has shown stronger performance in initial assessments of needs, than ongoing assessments. Additionally, Montana has had weaker performance in follow-through on identified needs and services. It is of concern to see poor performance in permanency outcomes related to visitation between children and their parents (45%), as well as involvement of parents in case planning (29%). To have three case review items closely correlate in performance, indicates the agency assessed and identified accurately, the need for

the IV-E Waiver including innovations to provide case load relief, solutions for permanency and strategies to engage parents effectively.

CFSD is in the process of planning for a new SACWIS documentation system (MACWIS) that will replace CAPS in the next few years. With that, it is expected that documentation will improve due to eliminating duplicative entry efforts, a more user-friendly (intuitive work flow), and will eliminate most of the hard copy paper forms. Workforce stability will positively or negatively affect implementation and documentation of agency assessments of children, families and foster parents. The IV-E Waiver has two innovations that will target the two populations of children in foster care that fared the worst in case reviews (children 0-5 years old, and those that are 16+). Furthermore, with implementation of the CANS assessment for all children in 2015, a tool for assessing the needs of children will be integrated into practice.

The Family Functioning Assessment was fully implemented in 2013 and fidelity monitored. Accurate assessment of families in the beginning is critical to developing appropriate plans and fostering long-term changes that assist children and families to be self-sufficient. Addressing the high numbers of children in foster care, via the IV-E Waiver innovations will be a start to a foundation the division can build upon to improve multiple systemic factors (e.g., service array, recruitment and retention, quality data collection and dissemination).

<b>Item 17: Needs of children and families will be assessed</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Cases not applicable</b>	<b>Percent rated as strength</b>
2008 CFSR Performance Rating	34	28	0	55%
Base Line PUR 4/1/08 to 3/31/09	67	83	0	45%
Rolling Year 1 Average 10/1/08 to 9/30/09	74	76	0	49%
Rolling Year 2 Average 04/1/09 to 03/31/10	100 <del>99</del>	50 <del>51</del>	0	67% <del>66%</del> *
Rolling Year 3 Average 10/1/09 to 09/30/10	101	49	0	68%
Rolling Year 4 Average 10/1/10 – 3/31/11	71	53	0	57%
Rolling Year 5 Average 4/1/11 – 3/31/12	41	58	0	41%
<b>Rolling Year 6 Average 4/1/12 – 3/31/13</b>	<b>34</b>	<b>66</b>	<b>0</b>	<b>34%</b>
<b>Additional 6 Months 4/1/13 – 9/30/13</b>	<b>14</b>	<b>36</b>	<b>0</b>	<b>28%</b>

\*A data error was located, thus the Rolling Year 2 Average should have been 67%, not 66%.  
NOTE: The graph is a cumulative score on all sections of the item

**FSP Goal 2: EVALUATE THE EFFECTIVENESS OF SAFETY ASSESSMENTS DURING THE PROVISION OF IN-HOME SERVICES.**

**Objective:** 2008 CFSSR performance rating for Item 2, "Repeat Maltreatment" was 85% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 83%**. The Division will increase by 5% the percentage of cases in which children remain in the home or are returned home from foster care and do not experience repeat maltreatment.

**Outcome Measures:** Risk and safety will be assessed throughout the life of the case, particularly at case closure, to assure that any repeat maltreatment concerns are appropriately addressed and eliminated.

**Fall 2010 Addendum to ASPR 2010 FSP Goal 2: The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average decreased from the base line of 83% to a percent rated as strength 74% which is a decrease of 9%.** A minimal number of cases applied (27 out of 150) which increased from the base line number of (18 out of 150) and while the percentage rated as a strength decreased the number of cases that were rated as a strength overall increased from 15 to 20 cases.

CFSD (Child and Family Service Division) of Montana is focusing on substance abuse issues regarding repeat maltreatment due to relapse of the custodial parent. The Division has continued a project in Region 5 (Missoula, MT) that focuses on substance abuse within families and creating support systems that prevent relapse. CFSD also continues to utilize the National Resource Center for Child Protection Services for assistance in assessing and eliminating risk factors within the home to reduce repeat maltreatment and increase the overall percentage of cases rated as strength.

**2011 Update:** Stakeholders in the 2008 CFSSR targeted concerns for repeat maltreatment in families with chronic substance abuse issues when the primary caregiver has a relapse. A Missoula MT In-Home provider (Evolution Services) continues its program that primarily targets parents with substance abuse issues, and providing support systems to prevent a relapse that involves group settings and parent education.

The State of Montana has also continued to utilize technical assistance from the National Resource Center for Child Protection Services in continued improvement of the evaluation of safety and risk factors prior to a reunification or closure to ensure that any repeat maltreatment concerns are addressed and eliminated. As Montana further implements the Safety Assessment and Management System (SAMS) in 2011 and 2012, the Division believes that improvement in this area will occur.

Over the past year, supervisors have had ongoing training through the National Resource Center for Child Protection Services on the Safety Assessment and Management System (SAMS) that will replace the current Investigative Safety Assessment starting in 5 pilot sites in June 2011. SAMS looks past just identifying present danger safety threats and actual harm to the child to a complete assessment of the underlying cause of the threats and impending

danger (substantial risk), so the needs of the child and family are more accurately assessed and services/supports more accurately address the needs of the family. Safety assessments will be conducted throughout the life of the case until there are no longer any safety threats present in the family. The Program Improvement Group will begin the process of developing the roll out of the Protective Capacity Assessment phase on the SAMS model for 2012. This will include refining the safety assessments for reunification and case closure as has been done with the initial safety assessment during this current year.

**FY2011 Peer Case Review Results:** Rolling year 1 showed 74% rated as a strength, as compared to 83% in Rolling year 2, an increase of 9%. Only 22 of 150 cases reviewed were applicable, which was fewer than the previous year (27 of 150). Thus, the 9% improvement was achieved in a smaller number of applicable cases.

**Addendum to ASPR 2011 FSP Goal 2:** Rolling Year 1 showed 74% rated as a strength, as compared to 83% in Rolling year 2, an increase of 9%. Only 23 of 150 cases reviewed were applicable, which was fewer than the previous year (27 of 150). Thus, the 9% improvement was achieved in a smaller number of applicable cases. Rolling Year 3 show a 4% increase over 83% and once again, the increase comes with fewer applicable cases than in the previous two reporting periods. The 'Area Needing Improvement' ratings fell in 3 In-Home Services cases, with no applicable foster care cases. Montana anticipates fewer instances of repeat maltreatment with changes in its family-centered practice model and increased probability of achieving the goal of 88% by the close of the five year ASPR.

Over the past year, supervisors have had ongoing training through the National Resource Center for Child Protection Services on the Safety Assessment and Management System (SAMS) that will replace the current Investigative Safety Assessment starting in 5 pilot sites in June 2011. SAMS looks past just identifying present danger safety threats and actual harm to the child to a complete assessment of the underlying cause of the threats and impending danger (substantial risk), so the needs of the child and family are more accurately assessed and services/supports more accurately address the needs of the family. Safety assessments will be conducted throughout the life of the case until there are no longer any safety threats present in the family. The Program Improvement Group will begin the process of developing the roll out of the Protective Capacity Assessment phase on the SAMS model for 2012. This will include refining the safety assessments for reunification and case closure as has been done with the initial safety assessment during this current year.

**2012 Update:** Rolling Year 4 data showed a 17% increase in repeat child maltreatment occurring (strength ratings dropped from 88% to 69%). As described previously, the combination of high staff turnover, fewer resources, increased referrals, increased out of home placements in conjunction with implementing the vast changes required by the PIP, all are believed to have contributed to the lowest percentage of strength ratings since 2006, when the strength rating was 70%. As CFSD's workforce stabilizes and SAMS becomes more fully implemented and integrated into practice, it's expected that FSD will see improved strength ratings in this area.

**2013 Update:** Although the number applicable cases has maintained closely the same for the past three years, Montana has experienced a significant drop in Strength ratings, totally 43% in the past two years. Since the 2012 update, Strength ratings dropped by 25% (4/1/11 – 3/31/12).

Case reviews noted 3 of 9 (30%) Area Needing Improvement cases that contained multiple reports that were attached to 1 original report as 'addendums' but should have been separate reports in CAPS.

44% (4 of 9 cases) identified that repeat maltreatment was indicated, fell within Region 5 (one of the highest turnover rates). Region 4, however, who had the highest turnover rate of 44%, had just one cited occurrence of repeat maltreatment in the rolling year. Region 2 and Region 1 both had two instances apiece of repeat maltreatment, while Region 3 had none (which correlates with stable workforce with a 6% turnover rate).

78% of repeat maltreatment cases fell within the IHS case type (7 of 9). High numbers of maltreatment calls to the Centralized Intake hotline (an increase of 7,000 calls in this reporting period); combined with a high turnover rate, correlate with the highest occurrences of maltreatment showing at the front end of services. The Title IV-E Waiver is designed to address this issue and will increase prevention services to families earlier in children's lives. It is also designed to improve outcomes through the use of evidence-based interventions when working with families at risk of abuse and neglect.

Other safety measures in place, within the case review process, are reviewers report immediate safety issues to the program assessment supervisor. The program assessment supervisor contacts the field supervisor, the regional administrator and the field services administrator to hold case consults with the intent to assess and address the safety issue(s) immediately. Past protocol utilized fewer contacts, and sometimes yielded poorer results. This current protocol has proven more effective in teaming complex safety situations with an increased immediacy.

**2014 Update:** The number of applicable cases has remained close to the same for the past three years. Although Montana had experienced a significant drop in Strength ratings, since the 2012 update Strength ratings dropped by 25% (4/1/11 – 3/31/12), Montana is now experiencing a marked increase in Strength ratings (an overall increase of 39% since Sample Year 5 at 44%). Strength ratings are at 83% at the end of 4/1/13 – 9/30/13, keeping in mind that this period is only 6 months of data instead of a full year.

4/1/12 – 3/31/13: Of 19 cases that were applicable, 53% were Strength ratings. During this year 1,514 children had experienced abuse and 1,449 of those children did not experience repeat maltreatment (96%) per ROM data. One case during this time had repeat maltreatment when the child was in foster care. It should also be noted that during this Sample year, case worker visits occurred 63% of the time per ROM reports.

4/1/13 – 9/30/13: Of 6 cases that were applicable, 5 were Strengths (83%) and 1 was an ANI. During this period 876 children experienced abuse and of those 835 (95%) did not experience repeat maltreatment, 41 (5%) children did experience repeat maltreatment. One case during this time had repeat maltreatment when the child was in foster care.

**2010 – 2014 Summary:** For the past five years (since the 2009 CFSR baseline), Montana has experienced fluctuations from 74% - 87% - 69% - 44% - 53% - 83% in ensuring children were not experiencing repeat maltreatment. Despite the challenges with reductions in resources, staff turnover, and a 300% increase in maltreatment reports, Montana has managed to achieve an overall 9% increase in Strength ratings since 2009 in case reviews. With the implementation of the SAMS model for safety assessment and management, Montana moved away for singular incident-based assessment of maltreatment allegations to focusing more thoroughly on family functioning. Although the goal of 85% was narrowly missed by case review data, of equal

importance, is that Montana met or exceeded the national standard that 94.4% of the children were safe from repeat maltreatment each year since 2010.

<b>Item 2: Repeat Maltreatment</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Case not applicable</b>	<b>Percent rated as strength</b>
2008 CFSR Performance Rating	11	2	49	85%
Base Line PUR 4/1/08 to 3/31/09	15	3	132	83%
Rolling Year 1 Average 10/1/08 to 9/30/09	20	7	123	74%
Rolling Year 2 Average 04/1/09 to 03/31/10	19	4	127	83%
Rolling Year 3 Average 10/1/09 to 9/30/10	13	2	135	87%
Sample Year 4 Average 10/1/10 – 3/31/11	11	5	108	69%
Sample Year 5 Average 4/1/11 – 3/31/12	7	9	83	44%
<b>Sample Year 6 Average 4/1/12 – 3/31/13</b>	<b>10</b>	<b>9</b>	<b>31</b>	<b>53%</b>
<b>Additional 6 Month Sample 4/1/13 – 9/30/13</b>	<b>5</b>	<b>1</b>	<b>44</b>	<b>83%</b>

**FSP Goal 3: SERVICES WILL BE PROVIDED TO CHILDREN IN THE HOME TO PRESERVE THE FAMILY UNIT BY PREVENTING REMOVAL AND ENTRY INTO FOSTER CARE.**

**Objective:** 2008 CFSR performance rating for Item 3, “Services to the family to protect child (ren) and prevent removal into foster care” was 73% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 75%**. The Division will increase the percentage of children and parents appropriately assessed by 4%.

**Outcome Measures:** Services will be provided to families to prevent removal and prevent re-entry by providing frequent contact with families with contracted In-Home services and by providing or linking families to a wide range of community services.

**Fall 2010 Addendum to ASPR 2010 FSP Goal 3:** The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average increased from the baseline of 75% to a percent rated as strength of 86%. The improvement in this goal is an increase of 11%. This increase is attributed to CFSD of Montana implementation of a measurable assessment of the needs of child (ren) and families to identify, monitor and evaluate services to assist caseworkers in providing services to families.

This documented assessment process includes the revised (in May of 2010) referral form and a continued focus on the Family Service Plan by these Family Support/Family Preservation contractors that requires providers and families to come together and develop goals and objectives that promote success in preventing removal from their family of origin. These goals and objectives are family driven, with measurable goals and objectives reassessed on a routine basis. One of the intentions of requiring this continuous assessment of the Family Service Plan is to assure that CFSD maintains the percent rated as strength. Additionally, more concerted efforts were made by the Division staff to ensure services provided to families to prevent removal or re-entry were more thoroughly documented.

**2011 Update:** In the 2010-2014 narrative, the Division states that it will implement an assessment to identify, monitor and evaluate services to assist caseworkers in providing services to families. This assessment process has been incorporated as measurable goals and objectives that the Division outlines on both the referral for In-Home Services referral form and in the Family Service Plan. It is the Division's primary concern that these measurable goals and objectives build upon family strengths in order to protect children and prevent removal. Furthermore, as the Division implements the use of the Family Functioning Assessment statewide, in lieu of the current Investigative Safety Assessment, by the end of 2011, it will result in more accurate identification of safety threats and services necessary to reduce and eliminate the safety threats.

**FY2011 Peer Case Review Results:** Rolling year 1 had 86% of the cases reviewed given 'Strength' ratings, in comparison to rolling year 2 at 89% showing a 3% increase. Efforts to increase engagement of families in the development of Family Service Plans, as well as an increased focus on the use of FGDM meetings to prevent removal of children have helped to improve overall services to families to prevent removal and/or re-entry to foster care.

**Addendum to ASPR 2011 FSP Goal 3:** Although Montana fell 8% from the previous rolling year, the 81% strength ratings exceeds the overall goal of 79%. The implementation of SAMS in 2012, and all of the required training in 2011, will give field staff more tools to assess and address services necessary to prevent removal and/or re-entry into foster care. The decrease in performance is attributed to a significant increase in staff turnover, in addition to statewide vacancy saving during this time period.

**2012 Update:** Rolling Year 4 data reflects strength ratings are 13% below the FSP Goal of 79%. The 66% strength rating is the lowest since case reviews began in 2002, and this rating has dropped 15% since the previous six months of case reviews. CFSD's internal staffing issues, in combination with increased child maltreatment referrals, increased substance abuse by caregivers (field staff report methamphetamine use is rising in some areas and during the period under review Montana also experienced increased abuse of prescription drugs across

the State), the economic downturn, and the hiring freeze/vacancy savings protocols in 2010 and 2011, all have had a negative impact on CFSD's ability to provide adequate services to keep children safe and prevent foster care placements. As described previously, the increased resources and ability to fill all positions that began after the period under review are anticipated to aid in the process of stabilizing and training the workforce; as well as, provide staff with the necessary tools to effectively assist families in a timely manner. Moving forward CFSD expects to see increased strength ratings in this area.

**2013 Update:** Since the 2012 update, Strength ratings have dropped by 29% (4/1/11 – 3/31/12). Until this reporting period, cases reviewed statewide had not fallen below 73%. Commensurate with previous discussion in this 2013 update, once again, the effect of increased maltreatment reports, increase in removals and a decrease in staff retention directly impacted Montana's performance.

In-home services accounts for the majority of the Area Needing Improvement ratings (26 of 31 cases) with regard to services provided to families to protect children and prevent removal and/or re-entry to foster care. Consistently, the region with the lowest staff turnover rate, demonstrated higher performance with 58% Strength ratings. Conversely, the region with the next highest turnover rate in the state achieved a 60% Strength ratings in efforts to provide services to families to prevent removal. The majority of the citations were related to lack of CPS efforts to provide services to families. High turnover and increased maltreatment reports in SFY12 have contributed to what appears to be a reduced CPS presence after initiating services.

Strategies mentioned earlier in this progress report are anticipated to enhance the provision of meaningful services to families while also addressing staff retention barriers.

**2014 Update:** After a steep decrease reported in 2013 (Sample Period 4/1/11 – 3/31/12), Montana has regained momentum in providing services to children and families to maintain children in their homes safely, to prevent removal and/or re-entry to foster care (strength ratings rose from 37% to 63%). In the following six month sample period (4/1/13 – 9/30/13), data demonstrated continued improvement in strength ratings going from 63% to 69%. This may be attributed to the successful implementation of SAMS that includes a variety of safety plans (present danger, in-home, and out-of-home); as well as, the thorough family functioning assessment. In addition to in-home visiting, these tools have helped to focus attention in critical family functioning areas while also recognizing family strengths (e.g. parenting and protective capacities). The federal SAMS Fidelity Review conducted by ACTION for Child Protection in June 2013 verified that Montana has made significant progress in implementing the initial phase of safety assessment and management with fidelity. For example, 130 cases were reviewed, with 91 of them identified as 'unsafe' and needing some type of safety plan. In these cases, in 2013, Montana was found to be 90% in 'high fidelity' with the SAMS model, as compared to 2012 when Montana was at 54% 'high fidelity.'

When looking to the 'area needing improvement' ratings to identify causal factors, the data illustrated that in the in-home services case sample, 88% of the negative ratings were attributed to a lack of CPS documentation of CPS services during sample period 4/1/12 – 3/31/13. The primary observations from reviewers regarding the lack of sufficient documentation were: a lack of follow up and providing appropriate services, lack of visitation, and lack of quality documentation in CAPS. Conversely, in-home services contractors showed an improvement in their documentation efforts with only 33% of the in-homes services cases with 'area needing improvement' ratings. These were attributed to the IHS contractors' lack of: documentation, provision of appropriate services, quality of visitations, and follow up on services to be provided.

Although CFSD staff turnover continued in some areas of the state, the impact on families appears to be decreasing. This is supported by the next sample pull (4/1/13 – 9/30/13), wherein the ‘strength’ ratings improved from 61% to 69%, showing a correlate with more stability in the workforce.

**2010 – 2014 Update:** Montana has experienced increased caseloads in the past five years, and the case review results reflect the times of increased caseloads, shrinking resources, and staff turnover (89% - 81% - 66% - 31% - 63% - 69%), to implementation of SAMS and a workforce attempting to stabilize. Challenges remain while staff retention directly impacts outcomes for children and families with the highest number of children in care in history. CFSD’s approved Title IV-E Waiver contains one innovation to specifically address decreasing young children in short-term placements (via intensive services to families in their homes. This innovation should lead Montana to improved future outcomes regarding services to families to maintain them safely in their homes and prevent removals.

<b>Item 3: Services to family to protect child(ren) and prevent removal into foster care</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Case not applicable</b>	<b>Percent rated as strength</b>
2008 CFSR Performance Rating	28	8	26	73%
Base Line PUR 4/1/08 to 3/31/09	56	19	75	75%
Rolling Year 1 Average 10/1/08 to 9/30/09	74	12	64	86%
Rolling Year 2 Average 4/1/09 to 3/31/10	72	9	68	89%
Rolling Year 3 Average 10/1/09 to 9/30/10	55	13	82	81%
Rolling Year 4 Average 10/1/10 – 3/31/11	38	20	66	66%
Sample Year 5 Average 4/1/11 – 3/31/12	18	31	50	37%
<b>Sample Year 6 Average 4/1/12 – 3/31/13</b>	<b>39</b>	<b>24</b>	<b>37</b>	<b>63%</b>

<b>Additional 6 Months 4/1/13 – 9/30/13</b>	<b>20</b>	<b>9</b>	<b>21</b>	<b>69%</b>
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**FSP Goal 4: ENGAGE FAMILIES MORE EFFECTIVELY AND MORE CONSISTENTLY IN THEIR CASE PLANNING THROUGHOUT THE LIFE OF THE CASE BY INVOLVING BOTH CUSTODIAL AND NON CUSTODIAL PARENTS AND THE CHILD WHENEVER POSSIBLE.**

**Objective:** 2008 CRSR performance rating for Item 18, “Child and family involvement in case planning” was 49% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 47%**. The Division will increase the percentage of children and parents who are engaged in the case planning by 5%.

**Outcome Measures:** Changes will be incorporated in practice to ensure family members (including both custodial and noncustodial parents and school age children) are effectively participating in case planning throughout the life of the case.

**Fall 2010 Addendum to ASPR 2010 FSP Goal 4: The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average increased from the baseline of 47% to a percent rated as a strength of 56%. The improvement in this goal is an increase of 9%.** The progress in this goal is due to the Division training field staff ( at Policy training in 2009 and 2010 in Great Falls, Missoula, Helena, Miles City, and Billings) on steps to engage families throughout the life of a case, providing families with more effective and consistent involvement. The In-Home providers were also provided training at the annual Child Abuse and Neglect conference on involving difficult to engage parents (April of 2008) and engaging parents with mental illness (April of 2009).

CFSD is committed to improving the percent rated as strength by focusing on enhancing family-centered practice by implementing statewide a one worker per case model and increasing the use of Family Group Decision-Making meetings to facilitate case progress by enhancing communication with families. These changes are intended to drive an improvement in engaging families in case planning throughout the life of the case.

**2011 Narrative:** As part of involving the child and family in the case planning, especially in the case of the non-custodial parent, the Division has included noncustodial parent information for services with our In-Home Service providers.

In addition to ongoing training at annual policy trainings, training for all staff on family centered practice and family engagement is occurring from June until August 2011. This training is designed to help workers engage families in their case planning while giving staff the skills to gather information from families, for purposes of case planning, in a collaborative manner. Furthermore, the use of Family Group Decision Making Meetings as part of case planning and permanency decision making has been incorporated into the Divisions Program Improvement Plan and will be included in the 2011 annual policy training.

**FY2011 Peer Case Review Results:** Item 18 saw an improvement of 10% since the last reporting period (from 56% to 66%) for involvement of children and parents in case planning. Primarily, this resulted from regularly documented FGDMs, in which reviewers could see the

direct involvement of children and their parents in case planning, including the birth fathers. This improvement correlates with agency efforts to more effectively engage parents through the use of Family Group Decision Meetings; as well as, the enhanced training curriculum for new workers. An interesting dynamic is that the agency tends to rate more positively in engaging mothers in case planning than with children and fathers. This may result from the fact that Mothers are more often 'applicable' in this item than are children (e.g., not school age), or fathers (more often not in the household as compared to mothers).

**Addendum to ASPR 2011 FSP Goal 4:** Although a 5% decrease occurred in Rolling Year 3 data, the 61% strength ratings continues to exceed the goal of 52% by the end of the ASPR. Montana is committed to enhancing family engagement via the implementation of SAMS, extensive training for staff to improve skills in family engagement, and increasing resources to ensure Family Group Decision Making meetings can occur as often as beneficial for the family. Present danger plans, safety plans and Family Functioning Assessments all assist child protection specialists in developing more effective case plan goals.

**2012 Update:** Rolling Year 4 data reflects a 4% drop in strength ratings from the previous year (from 61% in Rolling Year 3, to 57%). Despite the dip in performance, the overall goal of 52% has been met and exceeded. Family Group Decision Making (FGDM) meetings have increased, along with the implementation of the PIP resulting in more family input into case planning. Future case reviews will capture agency efforts to heighten family involvement in case planning via the implementation of SAMS and the FFA and ultimately the PCFA, and the plans that result from those assessments. As CFSD continues to implement SAMS with fidelity, across the State, and continues to utilize FGDM meetings, it is anticipated that these strength ratings will improve.

**2013 Update:** A drop of 27% in 'Strength' ratings in the involvement of children and parents in case planning needs occurred between 4/1/11 and 3/31/12 (99 cases total). 42% Strength rating, in the case management component, hasn't been this low since sample pull 10/1/05 – 3/31/06. Family Group Decision-Making (FGDM) meetings were highlighted in the 2010-11 CFSR Program Improvement Plan strategy to improve outcomes for families, by increasing the number and frequency of FGDMs throughout the life of a case. In 2012 Montana made note that shrinking resources, staff turnover, and higher caseloads were already contributing to decreases in performance.

The same contributing factors mentioned earlier, also apply to Montana's drop in performance in the area of case planning with families:

- The number of child maltreatment calls to the Centralized Intake hotline has increased to record numbers in the past two years. Centralized Intake received an increase of over 7,000 additional hotline calls in SFY12 than in SFY11. Of the reports received in SFY12, 827 more investigations occurred in SFY12 than in SFY11.
- A significant increase in the number of children in foster care placement since June 2011 has occurred. On June 20, 2102, there were an additional 228 children in care. An additional 333 children were in foster care as of May 4, 2013. Montana has experienced an approximate 25% rise over the past two years in the number of children in foster care placements.
- The ratings of *Not Achieved* regarding families having the enhanced capacity to provide for their children's needs were as follows: Region 1 at 41%, Region 2 at 63%, Region 3 at 30%, Region 4 at 50%, and Region 5 at 42%. This is of particular concern as these children and families were not receiving adequate assessment and services needed,

were not participating in case planning, and they were not receiving adequate visits from their CPS workers.

- IHS to FC cases were equal with 50% of the Area Needing Improvement citations due to a lack of FGDMs held or documentation describing how it was in the child's best interest not to hold a FGDM.

As previously stated, Montana has applied for a Title IV-E Waiver, which, if granted, will provide a platform for improvement in more effectively engaging families in services, including case planning.

**2014 Update:** 4/1/12 – 3/31/13: A slight increase (42% to 44%) in 'strength' ratings was noted in this sample pull. A significant increase would not have been expected given the staff turnover the division has seen. Mothers not involved in case planning was cited in 52% of the 'area needing improvement' ratings, and 70% noted a lack of involvement of fathers in case planning. None of the five regions differed significantly, thus this is a reflection of a statewide trend. FGDMs were not occurring in the majority of the 'area needing improvement' cases, with the average periods under review ranging from 8-12 months in length; case reviews measured the PUR plus an addition six months prior (to adjust for FGDMs that may have occurred just prior to a PUR).

4/1/13 – 9/30/13: A significant drop was seen in this period. The strength ratings fell from 44% of cases reviewed involving the child, and parents in case planning to 29%. Proportionate to the previous sample period, although have the size in number of cases, 73% of the 'area needing improvement' cases showed children (school age) were not involved in case planning, and similarly, 76% of fathers were not involved. Mothers were shown to be more involved this sample period, accounting for 41% of the 'area needing improvement' ratings, as compared to the previous sample period which was higher, at 52%. Again, FGDMs were not occurring in the majority of the 'area needing improvement' cases, with the average periods under review ranging from 8-12 months in length; case reviews measured the PUR plus an addition six months prior (to adjust for FGDMs that may have occurred just prior to a PUR).

**2010-2014 Summary:** Since the 2009 baseline, the division was steadily improving for the following two years from 47% to 66%. A slight decline occurred the following two years (2010-11) from 61% to 57%. As child maltreatment reports began to steeply increase along with foster care placements, the decline became more significant (42% - 29% strength ratings).

Ending the current CFSP, the cases reviewed for sample periods 4/1/12 – 9/30/13 indicated that lacking FGDMs during both sample periods (or did not identify why FGDMs were not appropriate for the family) accounted for 73% of cases with 'area needing improvement' ratings. Identically, 73% of the 'area needing improvement' cases did not include children, school age and above, in case planning. Nearly the same number of cases cited that fathers were not included in case planning (72% of the ANI rated cases). Mothers made up a smaller portion of the 'area needing improvement' cases at 48%.

Foster care cases made up 66% of the 'area needing improvement' ratings, whereas in-home services cases made up 33% of the cases that were not successful in involving mothers, fathers and children in case planning. This indicates that CPS staff were struggling to engage parents and children in case planning, correlating with significant and prolonged increases in maltreatment reports, and foster care placements over the past four years.

The division has provided more efficient technology, worked to ease workloads to the limited extent possible by moving positions to areas with the most need, and applying and receiving the Title IV-E Waiver to improve safety, permanency and well-being outcomes for children and families. Involvement in case planning crosses over into all three Title IV-E Waiver innovations, and the next CFSP should provide helpful information on the most effective case management tools and practices. The five new Child Welfare Manager positions will have training and oversight of safety, permanency and well-being activities in their respective regions and it is anticipated that improvements will occur and be sustainable. Furthermore, CFSD has sent all of its new Child Welfare Managers and Family Group Decision-Making Meeting Coordinators to the national conference this year in an effort to redesign the FGDM process to increase its use in all cases moving forward.

<b>Item 18: Child and Family involvement in case planning</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Case not applicable</b>	<b>Percent rated as strength</b>
2008 CFSR Performance Rating	27	28	7	49%
Base Line PUR 4/1/08 to 3/31/09	69	78	3	47%
Rolling Year 1 Average 10/1/08 to 9/30/09	82	64	4	56%
Rolling Year 2 Average 4/1/09 to 3/31/10	94	49	7	66%
Rolling Year 3 Average 10/1/09 to 9/30/10	82	53	15	61%
Rolling Year 4 Average 10/1/10 – 3/31/11	64	48	12	57%
Rolling Year 5 Average 4/1/11 – 3/31/12	39	53	7	42%
<b>Rolling Year 6 Average 4/1/12 – 3/31/13</b>	<b>43</b>	<b>55</b>	<b>2</b>	<b>44%</b>
<b>Additional 6 Months 4/1/13 – 9/30/13</b>	<b>14</b>	<b>34</b>	<b>2</b>	<b>29%</b>

**Time Limited Reunification (TLR) Goals:**

Time-limited reunification services include the same array of services provided for family preservation and support services with the inclusion of supervised visitation. These services are provided by contractors and, in some areas, CFSD staff.

**TLR Goal 1: PROMOTE, MAINTAIN, AND SUPPORT RELATIONSHIPS BETWEEN CHILD, PARENTS, AND SIBLINGS.**

**Objective:** 2008 CFSP performance rating for Item13, “Visiting with parents and siblings in foster care” was 70% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 40%**. The Division will increase the percentage of children in foster care visiting with their parents and siblings by 5%.

**Outcome Measures:** Case records will document an improvement in the frequency, and quality of child visitation with parents and siblings.

**Fall 2010 Addendum to ASPR 2010 TRL Goal 1: The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average increased from the baseline of 47% to a percent rated as a strength of 56%. The improvement in this goal is an increase of 9%.** This is due to a subsequent renewed focus on family centered practice within the Division. There were several plenary sessions among CFSD staff spearheaded by the In-Home/Reunification contract liaison as to the best way to approach developing and maintaining family connections for child (ren) and families and enhance noncustodial parent involvement. This was a key point to progress for promoting, maintaining, and supporting family relationships. Therefore, the Division began training in May of 2008 with engaging the noncustodial or difficult to reach parent at the annual Child Abuse and Neglect conference (CAN) and has consistently provided training to staff, including at the Fall 2010 policy training, regarding diligent search requirements and engagement techniques for noncustodial parents.

To maintain this improvement, the division’s newly developed In-Home/Reunification referral form also includes a section in which the referring field staff must include information on the noncustodial parent, along with request for services if needed and the same assessment of measureable goals and objectives based on individual needs.

**2011 Narrative:** The 2010-2014 CFSP TLR Goal 1 was in the 2004-2009 CFSP TLR as Goal 2, improve child visitation with parents and siblings by 5% over the peer case review baseline of 36%. This goal was not fully achieved as the percentage increased to 39%. Therefore it has been incorporated into the 2010-2014 CFSP.

The Division continues efforts at providing a supportive environment for the families and children the In-Home/Reunification contractors supervise with efforts focusing on promoting, maintaining, and supporting relationships between child, parents, and siblings. In 2011, five pilot sites began using the “Bridging the Gap” training with foster parents and birth parents in an effort to further support these relationships between families and children that are served.

The goal of providing In-Home/Reunification staff with tools to guide them in providing meaningful visitation between children-in-care and their siblings and parents, to help preserve connections, continued throughout the past year. This included training for In-Home/Reunification providers in April of 2010 on engaging the mentally ill parent and inclusion of noncustodial parents with services other than supervised visitation. As mentioned, the Division continues to provide parent education and resources (including libraries of materials that each contractor must maintain) to support meaningful visitations that focus on strength based objectives.

**FY2011 Peer Case Review Results:** Visitation with parents and siblings in foster care realized an increase of 7% between rolling year 1 and rolling year 2. The improvement may, in part, be

contributed to the agency's effort to implement a more family-centered approach to services provided. Encouraging and facilitating as many visits as possible between the child, the parents, and the siblings, as early in the case as possible, is anticipated to have a sustained positive impact in this area. Overwhelmingly, the negative ratings in cases reviewed were due to lack of documentation and facilitation of visits between one or both parents and /or siblings. The birth father appears to be the primary parent that is not being engaged in visitations. Continuous improvement in this area has been sustained since the 2008 on-site.

**Addendum to ASPR 2011 TRL Goal 1:** Although a drop of 2% occurred since Rolling Year 2, from 59%, there were actually two fewer cases rated as 'Area Needing Improvement' in Rolling Year 3 and Montana continues to exceed the goal of 45%. The skewed performance percentage is attributed to seven fewer applicable cases in Rolling Year 3 than in Rolling Year 2. However, Montana did not see an improvement in its efforts to ensure visitation between children in foster care with their parents and siblings who were also in foster care, which can be attributed to significant staff turnover, statewide vacancy savings, and an sweeping Program Improvement Plan that was initiated during this time. Improvements are anticipated with new staff hires, SAMS protocols in place statewide (effective February 1, 2012), and increased efforts to engage families more effectively.

**2012 Update:** Rolling Year 4 results show a 3% drop in strength ratings related to visits between children in foster care and their parents and siblings who may also have been placed in foster care (separate settings). The goal of 45% has been met and exceeded, with the current strength ratings at 54%. As described previously, increased out of home placements, in combination with fewer resources, has made increasing visits between children and parents/siblings incredibly difficult. As the workforce stabilizes and additional resources are received, CFSD expects to see strength ratings in this area improve.

**2013 Update:** Since the 2012 update, the Strength ratings for visitation dropped by 3% (4/1/11 – 3/31/12). This is a relatively small decrease when considering the complexities around visitation. Visitation within the case review analysis incorporates visits with mother, father and other siblings also in foster care.

57% of the ANI cases cited lack of visitation between siblings in foster care. The same is true when combining visits with mothers and fathers (57%). Supervised visitation by contractors may have helped prevent a dramatic drop in Montana's performance in this area, seen in all previous items discussed. However, it is a concern that overall, in nearly half of the foster care cases reviewed, visitation for a child in foster care was not adequate with his/her siblings, parents or both. The past two years has shown this to be true. CFSD is in the process of revising its MCAN training for all new workers to include more components on family centered practice and trauma informed child welfare system to include the importance of visits with family and siblings for children in foster care.

**2014 Update:** 4/1/12 – 3/31/13: Overall adequate and quality visitation between the child and his/her siblings in care and parents was documented in 37% of the foster care cases reviewed. High staff turnover, a steady and significant increase in foster care placements in the past five years; as well as, increased visit supervision provided by a therapist or kinship provider has contributed to less documentation of visits, as well as some decreased quality of the visits (content, length, location).

In sample period 4/1/12 – 3/31/13, 41% (12 of 31) of the ANI cases cited a lack of visitation between mother and the child in foster care. The reasons varied, but more than half of them lacked documentation describing why visits were not occurring, and one third of them were due to the child's mother living in a different community from the child. One dynamic noted in half of cases with undocumented visits with mothers were due to supervision of visits by either kinship providers or therapists. Thus the information from those visits were not shared and/or provided to the CPS. 72% of the visits that did occur between the mother and child were less than monthly, and the 68% of the visits lacked quality.

Regarding fathers, 26 of the 31 cases rated ANI, were related to dynamics of the visits between father and child. Sixty-five percent (65%) of the ANI cases cited lack of visitation between the father and the child in foster care. About 13% of the ANI ratings were related to a lack of visits/contact between the child and the incarcerated father. Another 46% was due to a lack of information to determine why visits were not occurring; of these cases lacking documentation, about 29% had arrangements for kinship providers and therapists to provide the supervision of visitation, and no documentation was shared or available to the CPS. 76% of the visits between father and child were less than monthly and 79% of the visits lacked quality.

Visitation with siblings was not occurring in 52% of the foster care cases reviewed. Of that 52%, approximately 30% indicated a lack of documentation why the visits were not occurring between siblings in foster care. A small portion (11%) was due to siblings living in different communities. In the visits that were occurring, 68% of those lacked documentation of quality of visits (e.g., location, length, content).

4/1/13 – 9/30/13: Of the 12 ANI cases, there were 12 applicable (67%) cases for mothers' visits with the child. The reasons stated were: 1) One mother was incarcerated; 2) Three mothers resides in separate communities from the child; and 3) in four cases, the reasons for no visits between mother and child were not documented in the case record. One of the four undocumented visits with mother was due to supervision of visits by kinship provider. In the cases with 'area needing improvement' ratings, 75% of the visits between mother and child were less than monthly and the 80% of the visits lacked quality.

Of the 12 ANI cases, there were 9 applicable cases for fathers' visits with the child. 89% of the ANI cases cited lack of visitation between BFR and child in foster care. The reasons stated were 1 of the fathers was incarcerated in another state, one father resided was out of state, and 6 of the ANIs for visits with fathers, no reasons were documented. Two cases with undocumented visits with father were due to supervision of visits by either kinship providers. In the cases with 'area needing improvement' ratings, 89% of the visits between father and child were less than monthly and 100% of the visits lacked quality.

Of the 12 ANI cases, there were 6 applicable cases for sibling visits with the child. 50% of the ANI cases cited lack of visitation between siblings and child in foster care. The reasons stated in all three of the cases were siblings were a lack of documentation regarding the lack of visitation. In the cases with 'area needing improvement' ratings, 66% of the visits between siblings and child were less than monthly and 40% of the visits lacked quality.

It also appeared that when visits were supervised by either a department visitation specialist or contracted provider, visits were better documented for both quantity and quality of visits. This dynamic indicates that expanding the persons who supervise these visits, also need to understand what needs to be documented and ensure the documentation is requested and received for the case record.

**2010-2014 Summary:** CFSD's goal of maintaining or exceeding 45% of the cases reviewed would have adequate quality and quantity of visits between the child in foster care and his/her mother, father and siblings also in care, was not met all five years. Year 4, Montana slipped from 51% to 37%, which was at a pivotal time for the division with staff turnover and higher than usual numbers of children in foster care. It is suspected that visits were occurring, but were not documented due to depleted resources. As indicators of initial workforce stability were displayed in 2013, Montana was able to end this CFSP at the goal set of 45%.

As the division collaborates with service providers to assist with supervision of visits, which helps to increase visits, more effort to ensure the dynamics and frequency of visits are recorded and/or shared with the case workers to ensure the children's safety, permanency and well-being goals and outcomes are met.

In cases reviewed from sample period 4/1/13 – 9/30/13. it was noted that between 66-89% of the visits with siblings, mother or father were less than monthly. One of the Title IV-E Waiver Innovations to begin January 2015 includes work with unengaged parents, who have court-ordered treatment plans. It is expected that inclusion of this Innovation will improve outcomes in this area. Also, as discussed in several sections of the APSR, the addition of the CWM positions should improve outcomes as part of their role is case outcomes such as this. CWMS and CPS Supervisors will also be working with staff to ensure better documentation of visits that are taking place.

<b>Item 13: Visiting with Parents and Siblings in Foster Care</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Case not applicable</b>	<b>Percent rated as strength</b>
2008 CFPSR Performance Rating	21	9	10	70%
Base Line PUR 4/1/08 – 3/31/09	22	33	95	40%
Rolling Year 1 Average 10/1/08 to 9/30/09	38	35	77	52%
Rolling Year 2 Average 4/1/09 to 3/31/10	37	26	87	59%
Rolling Year 3 Average 10/1/09 to 9/30/10	32	24	94	57%
Sample Period 4 Average 10/1/10 – 3/31/11	28	24	72	54%
Sample Period 5 Average 4/1/11 – 3/31/12	22	21	56	51%
<b>Sample Period 6 Average 4/1/12 – 3/31/13</b>	<b>18</b>	<b>31</b>	<b>51</b>	<b>37%</b>
<b>Additional 6 Months 4/1/13 – 9/30/13</b>	<b>10</b>	<b>12</b>	<b>28</b>	<b>45%</b>

**TLR Goal 2: DILIGENT EFFORTS WILL BE MADE TO PRESERVE A CHILD'S CONNECTIONS TO NEIGHBORHOOD, COMMUNITY, HERITAGE, EXTENDED FAMILY, FAITH AND FRIENDS WHILE A CHILD IS IN FOSTER CARE.**

**Objective:** 2008 CFSR performance rating for Item 14, "Preserving connections" was 87% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 53%**. The Division will increase the percentage of children in foster care visiting with their parents and siblings by 5%.

**Outcome Measures:** The case file contains documented concerted efforts to preserve a child's connections to neighborhood, community, heritage, extended family, faith, and friends while the child is in foster care.

**Fall 2010 Addendum to ASPR 2010 TRL Goal 2:** The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average increased from the baseline of 53% to a percent rated as strength of 59%. The improvement in this goal is an increase of 6%. The current focus is increasing the number of Native American foster parents as well as using diligent search techniques to locate relatives, especially in ICWA cases, to preserve child(ren)'s family connections.

In order to maintain this increase, a VISTA volunteer is currently working with Tribes for the purpose of researching, recruiting, and increasing the number of Native American foster homes. The Development of foster parent recruitment with the Tribal nations of Montana, with the assistance of this VISTA volunteer, is critical for continued success in preserving these connections.

In addition to Native American foster parent recruitment, CFSD contracted with Family Find to train CFSD on the family find methodology. This training began in Fall 2010. The Family Group Decision Making meeting coordinator and an In-Home/Reunification contractor also work specifically on ICWA compliance in the Flathead county area with the Confederated Salish and Kootenai Tribes.

**2011 Update:** The state acknowledges that the limited number of Native American foster parents has impacted the ability for caseworkers to keep Native American children connected to their cultural heritage, extended family, and communities. This issue is being addressed through the efforts of a VISTA volunteer, working with the ICWA Program Manager and the State Recruitment and Retention Committee, whose primary purpose is researching, recruiting, and promoting Native American Foster homes. In conjunction with Tribal members and Adopt US Kids, this committee has developed a work plan that will enhance efforts to identify, recruit, and retain Native American Foster Homes.

As previously stated, the Division also conducted a pilot training program on Family Finding, which included 7 training sessions over a ten month time period. The pilot focused on 19 cases and assisted the workers in identifying, locating and involving family and other significant adults in the children's cases. The pilot program concluded in May 2011 with a presentation to the Division's Management Team. The Management Team is awaiting final data from the training and will then determine how to best use the skill set taught to the staff in this training on a statewide basis, given the reduction of staff by the legislature and the current workload issues already faced by staff.

**FY2011 Peer Case Review Results:** Preserving connections to a child's community, school, faith, Tribe, culture, extended relatives, and others has a lot of breadth to it; therefore, it can result in an 'Area Needing Improvement' rating if any one area is unaddressed in the case record. Implementation of the Close Family Registry, diligent search training, additional resources to identify and locate relatives, and VISTA efforts to keep Native American children connected should contribute to more improvement in the future for the children in foster care. A 4% improvement since rolling year 1, in addition to another 7% increase previous to that indicates continued improvement that CFSD believes will be sustained.

**Addendum to ASPR 2011 TRL Goal 2:** Rolling Year 3 shows another increase, to 67%, which is nine percentage points beyond the established goal of 58%. Montana continues to improve recruitment and retention of Native American foster homes, in addition to an overall mindset to utilize Family Group Decision Making meetings more often, throughout the life of the case. The increase in family-centered practice protocols can only enhance maintaining children's important connections. Continued improvement is anticipated as the implementation of SAMS occurs.

**2012 Update:** Rolling Year 4 shows a 7% drop in strength ratings (from 67% to 60%); however, this continues to exceed the goal of 58%. Due to the myriad of issues CFSD faced during the period under review continuing through the present time, the agency's primary focus is the safety of children. As a result, some permanency and well-being needs being met in a less timely manner. CFSD recognizes that maintaining a child's important connections is integral to achieving timely permanency and ensuring a child's well-being. It is anticipated that Montana will see a gradual improvement in fostering children's important connections as the workforce stabilizes, additional resources are received, and SAMS becomes more fully implemented and integrated into practice across the entire State.

**2013 Update:** Since the 2012 update, no additional resources have been received and the work force has not stabilized. Strength ratings dropped by 8% (4/1/11 – 3/31/12). Given the discussions in previous items for this update year, a decrease in performance is predicted.

It is noteworthy that one third of the ANI rated cases, are attributed directly to lack of documentation verifying compliance with ICWA. Required forms identifying whether a child may be Native American, and then tracking contacts between CFSD and Tribes, to notify them of our actions, verifying eligibility for enrollment, enrolled tribal members, and whether Tribes choose to intervene in legal proceedings were among the types of documentation missing in the records. In 4 of the 11 children's records identified as possibly not in compliance with ICWA, the children were identified as Native American. Most of these cases come from areas where CPS and CPSS turnover has occurred this reporting period. It is worth noting that County Attorney's offices representing CFSD in District Court send legal notices to Tribes in all cases in which ICWA may apply. Therefore, although these notices may not be present, it cannot be interpreted to mean that ICWA requirements were not followed.

**2014 Update:** Since Base Line PUR 4/1/08 – 3/31/09, Montana has been consistently in the 50 - 67% Strength Rating for maintaining children's important connections. In Sample year 6 Montana dropped 8% but then had a 23% increase the following six month sample period (44% to 67%) in preserving a child's important connections while in foster care. Since the 2009 CFSD baseline, Montana has improved Preserving Connections by an overall 12%. The overall goal by the end of the five year period was to reach 58%, which was met and exceeded by 2013. These connections include the child's maternal and paternal relatives, Tribes, ethnic and cultural practices, school, community and friends.

4/1/12 – 3/31/13: This sample period shows that 55% of the ANIs were due to missing or incomplete ICWA documentation. Identically, 55% of the ANIs were also due to a lack of documentation showing that the child’s important connections were maintained. Of the 59 applicable cases, eight (8) are Native American children (14%) and ICWA applied.

4/1/13 – 9/30/13: shows that 70 % of the ANIs were due to lack of documentation in maintaining the child’s important connections, and 20% of ANIs for lack of ICWA documentation. This shows an overall improvement in ICWA documentation, but a decrease in overall documentation of the child’s important connections and the agency’s efforts to assess and preserve them. Six (6) of the 30 applicable cases were Native American children (20%) and ICWA applied.

**2010 – 2014 Summary:** For the past five years Montana has maintained a range of 50 – 67% Strength ratings for maintaining connections for children. Although Montana fell below the goal of 58% for both Sample years 5 and 6, the most recent additional 6 months showed a marked improvement from 44% to 67% which is 9% above the 58% goal. Despite the issues with turnover in 2012, the division continues to forge forward with MSAMS, and obtaining electronic resources the assist the field staff to more efficiently accomplish their casework. As time is freed from paperwork, to more direct work with children and families, Montana is working to maintain/exceed the goal of 58% for preserving the children’s important connections.

<b>Item 14: Preserving connections</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Case not applicable</b>	<b>Percent rated as strength</b>
2008 CFSR Performance Rating	34	5	1	87%
Base Line PUR 4/1/08 to 3/31/09	47	43	60	52%
Rolling Year 1 Average 10/1/08 to 9/30/09	53	37	60	59%
Rolling Year 2 Average 04/1/09 to 03/31/10	57	33	60	63%
Rolling Year 3 Average 10/1/09 to 9/30/10	60	30	60	67%
Rolling Year 4 Average 10/1/10 – 3/31/11	45	30	49	60%
Rolling Year 5 Average 4/1/11 – 3/31/12	31	29	39	52%
<b>Rolling Year 6 Average 4/1/12 – 3/31/13</b>	<b>26</b>	<b>33</b>	<b>41</b>	<b>44%</b>
<b>Additional 6 Months 4/1/13 – 9/30/13</b>	<b>20</b>	<b>10</b>	<b>20</b>	<b>67%</b>

**Adoption Promotion and Support (APS) Goals:**

Adoption is the preferred permanency option for children for whom reunification is not an option. Services provided by the Division include recruitment of adoptive homes, adoption specific

training (Creating a Lifelong Family), and the provision of post-adoption services.

**APS Goal 1: PROVIDE DILIGENT EFFORTS TO ACHIEVE ADOPTION IN A TIMELY MANNER.**

**Objective:** 2008 CFSR performance rating for Item 9, "Adoption" was 87% and assigned an overall rating of ANI. In Fall 2009, the objective was amended based on case review data and **the baseline utilizing 150 cases for the period of 4/1/08 – 3/31/09 (statewide) was 21%.** The division will increase the number of children who are adopted in a timely manner by 5%.

**Fall 2010 Addendum to ASPR 2010 ASP Goal 1:** **The last half of PIP Rolling Year 10/1/08-3-31/09 with PUR 4/1/09-9/30/09 average increased from the baseline of 21% to a percent rated as strength of 42%.** The improvement in this goal is an increase of 21%. At the beginning of 2008, Montana implemented a practice shift that focused on concurrent planning. Training was provided at the 2008 CAN conference that focused on Family Find techniques. Furthermore, Montana held legal summits in the past and another took place in May 2011. These summits have provided training and insight concentrated on timely permanency and fewer legal delays. Collaborative efforts with courts have resulted, and the appellate process has also decreased the amount of time it takes to hear cases, thus even contested adoptions have been timelier than in past years.

In the peer case review baseline sample, an equal number of adoptions were finalized, as compared to those children who had 'adoption' as the concurrent permanency goal, and reunification had been achieved (7 cases each). Agency staff increased efforts to not only achieve adoption timely, but to also document agency efforts toward achieving the child's concurrent permanency goal of adoption.

CFSD requested and was approved to fill the Adoption Program Manager position (vacant since April of 2009 per hiring freeze). The Adoption Program Manager was hired in June 2010, and that position is another important component to continuous improvement in achieving timely adoptions.

In addition, the Family Find training began in Fall 2011 for CFSD staff. If implemented statewide, it will enhance case workers' skills in identifying, contacting, and sustaining family resources for children. As important connections to the child are enhanced, more timely permanency options will be available to children in Montana's foster care system, including adoption.

**2011 Update:** The Division conducted a pilot training program on Family Finding, which included 7 training sessions over a ten month time period. The pilot focused on 19 cases and assisted the workers in identifying, locating and involving family in the children's cases. The pilot program concluded in May 2011 with a presentation to the Division's Management Team which will determine how the feasibility of implementing this process on a larger scale given budget and workload issues currently facing CFSD. This process also includes the use of Family Group Decision Making Meetings, Youth Centered Meetings, and concurrent planning to help achieve permanence and create a lifetime network of support for each child in care.

**FY2011 Peer Case Review Results:** This is the only area the agency is reporting on for FY2011 in which peer case review ratings fell since last reporting period. The drop was a small decrease of 2% (from 42% to 40%). This decline can be attributed to the Adoption Program Manager position having been vacant last year for approximately 7 months in FY2011. During

that vacancy there were also four other program bureau positions vacant and the agency was under a mandatory hiring freeze. Given these conditions, it is remarkable that the strength ratings for concerted efforts to achieve timely adoption did not decline more than 2%. The Adoption Program Manager position was filled at the end of June, 2010.

**Addendum to ASPR 2011 ASP Goal 1:** Rolling Year 3 notes an 11% increase over Rolling Year 2, for a total of 51% of cases rated as a 'Strength' due to agency efforts to achieve the primary and/or concurrent permanency goals of adoption within 24 months of placement. Montana has increased its performance more than double since the Round 2 CFSR Baseline was established. The Adoption Program Manager position was filled, the tax stipend for adoptive parents, diligent search efforts and resources, as well as increased Family Group Decision Making meetings have contributed to improved timeliness of adoption.

**2012 Update:** Rolling Year 4 shows a 12% increase in CFSD's strength rating in the area of achieving adoption in a timely manner. The 63% strength rating puts Montana 37% over and above the goal of 26%. The tax stipend program for adoptive parents was in place up until December 31, 2011, and this significant incentive positively impacted the number of finalized adoptions achieved in SFY11 and SFY12. Montana will continue to work diligently to achieve adoption in a timely manner when that permanency option is in the best interest of the child, but it is unclear if the discontinuing of the tax incentive program will result in fewer adoptions being finalized moving forward. Also, the workload and resource issues CFSD faces results in some cases not moving as efficiently through the system. It's unclear if these issues on the front end of the system will contribute to a downward trend in this area moving forward.

**2013 Update:** Since the 2012 update, Strength ratings dropped by 33% (4/1/11 – 3/31/12). The 30% Strength rating reflects more than half of the ANI cases are children who had been in foster care for more than 30 months at the time of review. Of those 14 cases, 50% had been in foster care for more than 40 months. Lacking documentation outlining the circumstances behind decisions made to delay adoption finalization was a recurring theme.

27% of the ANI cases were rated as such solely due to a lack of documentation about the details of the concurrent permanency goal of adoption. These cases merely listed adoption as the concurrent permanency goal, without clearly specifying the details of that concurrent plan. It is believed that poor documentation is a result of insufficient training for new workers. Therefore, CFSD is working to revise its MCAN training for new workers to include better training on the importance of timely permanency and documentation of efforts to achieve timely permanency.

**2014 Update:** 4/1/12 – 3/31/13: Of the 39 cases reviewed for CFSR performance, 36% were rated a strength and provided efforts to achieve the goal of adoption for Foster Children in Montana. This is an increase of 6% since the 2013 Update.

75% of the cases rated 'area needing improvement' was due to a lack of documentation of efforts to provide services toward achieving the goal of adoption. Other reasons such as lack of follow-through on identified services/tasks, delays by foster parents, and the court allowing parents more time to complete a service treatment agreement beyond the ASFA timeframes made up 29% of the 'area needing improvement' ratings (these are in addition to a lack of documentation).

4/1/13 - 9/30/13: Of the 22 cases reviewed for this period, the strength ratings dropped another 4%. Considering this was a significantly smaller sample to evaluate, the 32% 'strength' rating may indicate that although Montana may not have improved, it is at least maintaining. Considering the noteworthy number of children in foster care, increasing steadily over the past 4 years, the documentation issues may be due to staff turnover and the influx of children in care. Of the 22 cases that identified adoption as a permanency goal, rating 'area needing improvement' ratings rose 6%, but given the difference of 17 less applicable cases compared to the previous sample period, this may not represent a significant occurrence. However, the lack of documented efforts toward the goal of adoption fell from 75% of the cases to just 18%, which is an indicator of what may be a significant shift in behavior as the workforce begins to show signs of stabilization in late 2013. Another dynamic to watch is whether Montana sees a significant increase in adoptions that would correlate with a steep and persistent increase in foster care placements. It may be possible that the turnover and surge in removals led to delays in petitioning/processing adoptions in the field; and as the workforce stabilizes, the adoption requests may also rise proportionately. Initial indications appear to show this when looking at the past four state fiscal years of adoption finalizations (state adoption not including tribal or private adoptions). Adoption tracking showed a large numbers of adoptions processed in calendar year 2011 (which fell between SFY11 and SFY12) that were commensurate with a time-limited tax stipend for adoptive parents. A total of 189 adoptions were finalized in SFY2011, compared to 205 in SFY12 and 154 in SFY13. Currently 196 adoptions are projected to be finalized by the end of SFY14.

**2010 – 2014 Summary:** CFSD set a goal that 26% of case reviews would reflect concerted efforts toward achieving the permanency goal of adoption for the 2010-15 CFSP, which was met and exceeded all five years. Although there were significant declines in performance, none caused the division to fall below the 2008 baseline of 21%, and all exceeded the goal. Despite turnover in the adoption program manager position and field staff during this CFSP, Montana has maintained improvements since 2008. The tax stipend for adoptions finalized by December 2012 was projected to temporarily impact the number of adoptions processed, and indeed, in 2013 adoptions fell from 205 to 154 between SFY12 and SFY13. Interestingly, the difference in the numbers of adoptions projected to be processed between SFY12 and SFY14 are within 10 without the tax stipend in SFY14. It is anticipated that adoption rates may continue to rise as the foster care placement numbers continue to rise.

<b>Item 9: Adoption</b>	<b>Strength</b>	<b>Area Needing Improvement</b>	<b>Case not applicable</b>	<b>Percent rated as strength</b>
Baseline PUR 4/1/08 to 3/31/09	9	33	108	21%
Rolling Year 1 Average 10/1/08 to 9/30/09	19	26	105	42%
Rolling Year 2 Average 4/1/09 to 3/31/10	19	28	103	40%
Rolling Year 3 Average 10/1/09 to 9/30/10	30	29	91	51%
Rolling Year 4 Average 10/1/10 – 3/31/11	33	19	72	63%
Sample Year 5 Average	14	30	56	30%

4/1/11 – 3/31/12				
<b>Sample 6 Average 4/1/12 – 3/31/13</b>	<b>14</b>	<b>25</b>	<b>61</b>	<b>36%</b>
<b>Additional 6 Months 4/1/13 – 9/30/13</b>	<b>7</b>	<b>15</b>	<b>28</b>	<b>32%</b>

**APS Goal 2: Implement family find strategies for youth who are residing in long term foster care**

**Objective:** Identify and create family connections for older youth in foster care.

**Outcome Measure:** Decrease safety, wellbeing, and loneliness ratings for these youth in foster care by increasing the number of identified relative/kin connections for each child and including these identified relatives/kin in Family Group Decision-Making Meetings. Identification of permanent placements and/or development of identified lifetime relative/kin connections for youths through this process will also be measured.

**2011 Update:** CFSD continues to work toward statewide implementation of family find strategies for youth residing in long term foster care. These strategies include the designation of “teen specific” caseworkers who work with older youth in foster care when possible. Their primary goals include locating extended family and resources of older youth populations. Other supportive services include implementing policy requiring an annual Youth Centered Meeting for every youth in foster care over the age of 16. Significant individuals in the youth’s life and family members are invited to these meetings to discuss specific issues relevant to older youth, identify available resources and possible extended family members who could become support systems (or resources) for older youth.

CFSD completed a pilot with Family Find in May 2011 as well. The pilot involved 18 youth initially but one was added. Each youth’s overall safety, well-being, and loneliness were rated at the initiation and conclusion of the pilot. Initially, ten (10) youths rated severe safety concerns, but only two (2) were rated as having severe safety concerns at the conclusion of the pilot. Safety concerns considered things such as youth’s self-harming behaviors or running away. Severe emotional wellbeing concerns were rated for fifteen (15) of the youth initially and decreased to six (6) at the conclusion of the pilot. With regards to loneliness, thirteen (13) of the youth were rated as severely lonely at the initiation and that number decreased to five (5) by the conclusion of the pilot. The pilot also evaluated the number of connections identified for these youths. In total, 523 relatives/kin were identified for eighteen (18) of the youth. This is an average of 29 per youth. In regards to participation of relatives/kin in Family Group Decision-Making meetings, at the initiation of the pilot, there were no relatives in attendance for the youths at Family Group Decision-Making meetings; however, at the conclusion of the pilot, relatives/kin made up 68% of those attending Family Group Decision-Making meetings for the youth in the pilot. Finally, six (6) youth of the eighteen (18) have an identified family as their permanency goal and also have another identified concurrent permanent family placement. Four (4) of the youth will turn eighteen in a matter of months; however, these four (4) youth all have identified family connections to support them in their transition out of foster care.

The CFSD also continues to utilize the Heart Gallery in Billings and Missoula to recruit adoptive homes for children who have been in care for extended periods of time. The Missoula Heart Gallery, which began in Fall 2010, has identified permanent homes for two youth at this time.

The Billings Heart Gallery has found permanent homes for eight of the eleven children that have been featured.

**2012 Update:** After the completion of the Family Find Pilot Project, CFSD incorporated the process of family finding into existing policies. The Diligent Search Policy has been updated to include the six steps of family finding and states that family finding “may use at the time a child comes into care, or anytime during a child’s stay in care, but when a child has been in care for 36 months or longer and there is no permanency plan in place (child has permanency goal of adoption or guardianship with no identified family or child has permanency goal of other planned permanent living arrangement), the Permanency Team will initiate Family Finding for that child.”

The Family Group Decision Making (FGDDM) Policy has also been updated to ensure that an FGDM is offered and held at critical decision making points in a child’s case, to include children who have been in care for 36 months or longer, and that a Youth Centered Meeting be held for all children when they reach the age of 16. The Program Improvement Group also developed a new permanency staffing form to be used for all children who have been in care for 36 months or longer to look at the child’s safety, well-being and loneliness factors that were discussed in the pilot project. These changes renew the urgency for developing family/significant connections for the child. There have also been some preliminary discussion to look at the feasibility of utilizing CFSD’s CFCIP contracted service providers to assist in locating family who could become lifelong connections for youth participating in the Chafee program. In addition, an electronic report is being created to allow CFSD to monitor the progress being made in finding permanency for children in care over 36 months and to help track the use of Family Find as CFSD does not have a system to track the data associated with the ongoing use of Family Find in a systematic manner.

**2013 Update:** This is an area that CFSD has not made sustained progress towards. Although the Family Find model continues to be used by workers in particular cases, there is no consistent use occurring. In the upcoming year, the goal is to more effectively utilize Chafee contracted service providers to take a more active role in locating adults who have the ability and desire to be a lifelong connection for older youth. Moving forward, the Division’s plan is to apply for a VISTA that will assist in making significant changes to the entire Chafee program. Finding lifelong connections for Chafee eligible youth will be an area of emphasis. It is yet to be determined if Family Find will be the model used for conducting the diligent search for family members, fictive kin or other adults who have, at some point, played a meaningful role in the lives of the youth. The other reason for wanting to conduct this through our Chafee program is we can serve both older youth currently in care as well as former foster youth age 18 – 20. More information on the changes in the Chafee program will be provided in future ASPR.

Furthermore, within the Title IV-E waiver application, the third component of the Intensive Services Unit will include the use of the Family Find model to find placements for youth in therapeutic group homes and residential treatment facilities and create lifelong connections and supportive relationships for these youth without any permanency identified.

**2014 Update:** Moving forward, Family Finding and Safety, Permanency, and Well-Being round tables will be implemented within the Title IV-E Waiver Innovation III. They will also continue to be integrated into other cases as needed. The exact process and structure for their use outside of the waiver will be explored and finalized by January 2015 with the implementation of the Title

IV-E Waiver. As the role of the Child Welfare Manager position is under development, this is part of the work plan to be accomplished.

CFSD has also provided more instruction and asked the Chafee providers to focus on finding lifelong/permanent connections for the youth these providers serve. The Chafee Program is undergoing transitions with a new Program Manager and Unit Supervisor overseeing the position beginning in June 2014. With these new positions learning the grant, CFSD anticipates that it will take some time to learn the grant requirements, program structure, and to build relationships with providers in the field. One of the primary tasks initially will be to use the Chafee providers more effectively to identify lifelong/permanent connections for the youth these providers serve. Discussion will take place to explore the possibility of shifting grant funds from other program areas to accomplish this goal. Updates on this will be available in future APSR.

**APR Goal 3: Provide post-adoption services to families as resources allow.**

**Objective:** Reduce the likelihood of adoption disruptions or dissolutions.

**Outcome Measure:** The Division, in collaboration with other community agencies, will assist families in accessing post-adoption services and resources as agency resources allow.

**2011 Update:** The CFSD has been providing post-adoption support services through the utilization of the Permanency Planning Specialists (PPS's). PPS's in each CFSD region respond to families' requests to discuss available post-adoptive resources that may be available. The PPS's are included in treatment team meetings (if they already have other services in place) or initiate post-adoptive Family Group Decision-Making meetings. The goal is to identify services in an effort to preserve the adoptee in his/her family or obtain a higher level services for the youth, with CFSD funding or Medicaid received through an adoption assistance agreement possibly helping off-set these costs and the expectation of parental involvement in the treatment and reunification to follow.

**2012 Update:** CFSD continues to provide post-adoptive services as described above. In addition, in Region 3, Casey Family Programs is providing services to look at adoption disruption data and design an approach to prevent further adoption disruptions. If this work with Casey Family Programs is successful, it will be implemented statewide. As the analysis will begin in July 2012, further information will be included in future CFRs.

**2013 Update:** CFSD continues to provide post-adoptive services as described in the 2011 Update. The Division created a new staff position at the end of the last APSR period to negotiate all of the adoption assistance agreements on behalf of CFSD and re-negotiate agreements as requested by adoptive families. This position is working collaboratively with the Permanency Planning Specialists to provide services to families who request post-adoptive services. This includes adjusting the financial amounts in adoption assistance agreements and accessing Title IV-B subpart 2 funds when services through Medicaid and the Children's Mental Health system cannot address the child's needs.

CFSD Region 3 also conducted a small pilot project with Casey Family Programs in 2012, as mentioned in last year's update, which looked at adoption disruption data. A larger scale project is planned for 2013 and will be discussed in future APSRs.

**2014 Update:** CFSD continues to provide services as described above. If Montana's Title IV-E Waiver is successful in achieving permanency for children in a timelier manner, and cost savings are realized, then the expansion of post-adoption services will be a potential area for use of available funds due to the realized savings in foster care placement costs. Given the increased use of kin placements and increased efforts to move these cases into the KinGap program more quickly, post-guardianship services will also be a potential areas for reinvestment of savings realized due to reduced foster care placement costs.

The results of the pilot study on adoption disruptions is currently being written up by the University of Montana. CFSD expects to have the results by August 2014 and will include these findings next year; as well as, integrate them into practice and service changes to address the identified findings.

**AFCARS Improvement Plan (AIP) Update:** Montana received AIP feedback from ACF in December 2013 on information CFSD submitted in November 2010. Since that time, CFSD has submitted additional information and received subsequent feedback. Montana's next AIP response is due in July 2014. Montana continues to make strides to address the issues documented in the AIP. CAPS is an old COBOL based system requiring significant funding and programmer time to make even the smallest changes. A large number of the remaining AIP changes will take an extended period of time to implement as they are complex changes to the system's programming. Given the age, inflexibility, and underlying structure of CAPS, some of the directed changes will have to be addressed by the creation of a new SACWIS as they are not feasible in terms of cost or time.

Beyond the changes identified in the AIP, CFSD continues to make ongoing changes to CAPS that improve its data quality and efficiency in serving children and families. One of the changes being developed is an AFCARS Exception Report. This report identifies the AFCARS reporting errors on all cases. When the report is fully functional, it will provide information on what is generating the error and instructions on the screen/field that needs to be updated or changed to correct the error. This will improve CFSD's AFCARS reporting and data. The report will also provide an opportunity for "data clean-up" in preparation for transition to a new SACWIS.

CFSD will continue to work towards making the changes directed under the AIP and make general improvements to the system. However, given the limited resources and competing priorities it is uncertain how quickly all of the AIP changes can be addressed.

#### **D. Description of Services Provided in 2011 – 2014 CFSP & Description of Any Changes in Services.**

A summary of the services provided during the 2011 – 2014 CFSP; as well as, any anticipated changes have been described above. More information on changes moving forward will be documented in the 2015-2019 CFSP/ annual APSR. CFSD proposed no changes in the goals/objectives established in the 2011– 2014 Child and Family Services Plan in this final report.

#### **E. Identification and Description of the Populations at Greatest Risk of Maltreatment**

As a result of the legislative changes made requiring CFSD to identify and describe the populations at greatest risk of maltreatment, CFSD has done an initial review of the children in

foster care in the State of Montana. In June 2012, 1,824 children were in foster care in Montana. 844 of these children were ages 0-5, 616 were ages 6-12, and 364 were ages 13-19. Due to the fact that over 46% of the children in foster care are between the ages of 0-5, Montana has identified this group as being at the greatest risk of maltreatment. This age group is overrepresented in foster care as a group in comparison to their percentage of the overall population of the state. In the 2010 census, children under the age of 18 represented 22.6% of the Montana population, and children under five were 6.3% of the population.

Furthermore, this age group represents the most vulnerable population with the least ability to protect itself from child maltreatment. The age group is also the focus of the Montana DPHHS Best Beginnings advisory council that is tasked with ensuring the development of comprehensive early intervention services. By identifying this age group as the population at greatest risk of child maltreatment, CFSD also intends to work collaboratively with other DPHHS divisions, including Medicaid, Early Childhood Services, Home Visiting, and Children's Mental Health to conduct more comprehensive screenings and assessments for children 0-5 to ensure that the well-being of this age group is ensured. As the Best Beginnings work group continues to implement changes and make recommendations.

The second population identified as being at greatest risk of child maltreatment in Montana is children of Native American ethnicity. Native American children make up over 37% of children in foster care. The 2010 census found only 6.3% of Montana residents to be of Native American ethnicity. To address this disproportionality issue, CFSD has created a Tribal Services Administrator position. This position will develop a comprehensive plan to reduce the disproportionality of Native American children in foster care in the state of Montana. As this plan is developed, further details will be presented in future APSRs.

Many of the activities described above that took place during the 2011 – 2014 CFSP continue to occur. Moving forward, Montana's Title IV-E Waiver also focuses on children ages 0-5, and the reducing the disproportionate number of Native American children in out of home placement.

Although reduction of the disproportionate percentage of Native American children in foster care isn't addressed as a specific goal of the Title IV-E Waiver, it is an outcome likely to be achieved due to the proposed innovations and the fact that the target populations are disproportionately Native American. CFSD's continuing efforts to collaborate and effectively work with the State's seven federally recognized Tribal governments is further detailed in the Tribal Collaboration section of the APSR and the 2015-2019 CFSP. Also, there have been some changes made to the CFSD Tribal Administrator position reference above due to structural changes in the Department. Details on those changes are included in the Tribal Collaboration section of past and current APSR.

Improving outcomes and services for children ages 0-5 continues to be a priority for CFSD. Innovation I of Montana's approved Title IV-E Waiver specifically addresses this population. This Innovation is designed specifically to provide services to children ages 0-5. Under this Innovation, CFSD will require families to participate in the SafeCare Augmented home visiting model. In other States that have used this model, a decrease in repeat maltreatment and subsequent referrals and out of home placements were demonstrated. In addition, CFSD is collaborating with another Division in DPHHS that oversees the State's MIECHV Grant to provide evidence based, voluntary home visiting services to families prior to removal or CFSD involvement. In July 2014, providers in Cascade, Lewis and Clark, Missoula, Silver Bowe, Deer Lodge, Flathead, Cascade, and Yellowstone counties will begin providing SafeCare Augmented home visits to families voluntarily. In cases in which CFSD determines children are safe using

the FFA, referrals for services can be made to allow the family to choose whether to voluntarily participate in these services. The implementation of SafeCare as a voluntary service using MIECHV funds is separate from the SafeCare Augmented services that will be provided to CFSD's involuntary cases under Innovation I of the Title IV-E Waiver.

#### **F. Summarize Activities to Reduce Length of Time Children Age 5 and Younger Spend In Foster Care.**

As children ages 0-5 have been identified as one of the populations at greatest risk in Montana a description of these activities is set forth in the previous section.

#### **G. Describe Activities to Provide Developmentally Appropriate Services to Children Age 5 and Younger.**

As children ages 0-5 have been identified as one of the populations at greatest risk in Montana, a description of these activities is set forth in the previous section. Furthermore, CFSD has collaborated with the Part C program in the Department's Developmental Services Division to ensure that referrals for children ages 0-3 to the program are made. These children receive screenings to identify any developmental delays. If delays are identified, services are provided to reduce the delays. These services include speech therapy, occupational therapy, physical therapy, or mental health services; such as, parent-child interactional therapy. In addition, CFSD remains an active member of the Governor's Best Beginnings Advisory Council and 23 local councils in communities. The goal of these councils is to create comprehensive early childhood systems. The services identified as part of this system include high-quality child care (for which children in foster care are categorically eligible), home visiting, preschool, and family support.

### **SECTION 2: Collaboration**

#### **A. Collaboration Across the Spectrum of the Child and Family Services Delivery System.**

The Child and Family Services Division staff continues to maintain positive collaborative relationships with stakeholders in the Montana child protection system at both the state level and at the regional level.

The primary vehicle for on-going coordination and collaboration across the entire system is the CFSD State Advisory Council. The membership of the State Council includes, but is not limited to: a district court judge, legislator, former legislator/nurse, educator, retired chief juvenile probation officer, public defender (representing children), foster/adoptive parent, therapist, community members, state director of CASA, staff person from Office of Public Instruction (OPI) who works with homeless, dependent, and neglected youth, and a former county attorney. The State is also working to add members in accordance with the new requirements of CAPTA. The State Advisory Council meets quarterly, receives information about CFSD activities, and provides feedback as to those activities. Approximately five years ago, the State Advisory Council initiated a case review process whereby an actual case is presented to the Council. Discussion during the case presentation includes how Montana statute and CFSD policies/procedures/ best practice were applied to the case. The Council provides feedback and recommendations for possible changes in statute, policy, procedure, and practice.

Other collaboration/coordination at the state level include, but are not limited to CFSD representation on: the State Systems of Care Statutory Committee (children's mental health); Montana Alliance for Families Touched by Incarceration; Montana Alliance for Drug-endangered Children; Shaken Baby Prevention Task Force (state level); Delta Advisory Board (family violence prevention); Early Childhood Comprehensive System School Readiness Task Force; Best Beginnings (early childhood program); Montana Fetal, Infant, Child Mortality Review Board; Transition Work Group (addressing the needs of special needs youth transitioning from foster care to adulthood); the Family Support Services Advisory Council (related to services for children with development disabilities) and the Office of Public Instruction's Special Education Advisory Panel.

On-going collaboration and coordination also occurs on the regional level. The primary vehicle for region-wide collaboration is the local advisory councils/constituent groups. This process replicates the State Advisory Council process with the exception of the case review. Three regions have local advisory councils—two local councils in Region I, one local council in Region II, and 2 local councils in Region V. Region III has two constituent groups that provide advice and input as to that region's activities and Region IV continues to work toward the creation of a constituent group. Membership of the local councils/constituent groups reflects the membership of the State Advisory Council.

Other on-going collaboration efforts at the regional level include, but are not limited to: CFSD representation on boards and councils such as United Way Youth Impact Council (Billings), Western Montana Addition Services Board (Missoula), Youth Services Center Board (Billings); domestic violence prevention boards, children's advocacy center boards, Shaken Baby prevention task force, drug task forces, early childhood coalition, local CASA boards, Malmstrom Air Force Base quarterly interdisciplinary team, and other multi-disciplinary teams. The CFSD also receives input/comments as needed from members of child protection teams, foster care review committees, and foster parent/adoptive parent groups. Regions II, IV, and V have identified CFSD liaisons for each school in the larger communities and all the regions participate in training and regular meetings with school personnel.

Region II continues to maintain a speaker pool. Members of this pool provide education regarding CFSD services to community clubs, civic organizations, colleges and public schools. In addition, the Centralized Intake Bureau Chief and Supervisors have developed a presentation for mandatory reporters and travel throughout the state providing training to mandatory reporters on the reporting procedures.

In all regions, guest speakers (providers, drug court staff, CASA, Challenge Program, therapists/mental health providers, early childhood program staff, child support enforcement, vocational rehabilitation, disabilities services) are invited to regional staff meetings to discuss their respective programs and improving collaboration/coordination.

During the 2010 – 2014 CFSP, CFSD has collaborated with Department staff in the Children's Mental Health Bureau and community service providers to develop and implement a Montana version of the Child and Adolescent Needs and Strengths (CANS) Comprehensive Multisystem Assessment. CFSD worked with OPI to complete a training video is looking at the possibility of working with the Montana Office of Public Instruction to record training on Mandatory Reporting Requirements and made the training available on their website. In a previous APSR it was reported that in an attempt to try and mitigate identity theft or improper use of credit in a foster child's name, CFSD would be organizing a meeting with Montana Department of Justice staff to discuss the possibility of "freezing" foster children's credit, so accounts cannot be opened in

their name. Upon further discussion, it was decided that the small number of cases in which this issue arises would not warrant change in policy impacting all foster youth, however, on a case by case basis, the Division has the ability to implement a credit freeze.

As described in previous APSR, CFSD has, in conjunction with staff at University of Montana School of Social Work, completed a Recruitment and Retention Staff Survey. Data from the survey were made available to all CFSD staff at regional meetings that occurred in July and August 2013. The top issue identified in the survey was workload. In addition, staff identified inconsistency in supervision as an issue. In November 2013, a webinar occurred that addressed the solutions that had been identified by staff during the regional meetings. To address workload, CFSD has developed a “concurrent” plan. The primary plan is asking the legislature for additional staff if the request is approved by the Governor’s office during the Executive Planning Process that will result in the development and release of the Governor’s proposed budget in November 2015. If this strategy is not successful, then CFSD will look to enter into contracts with private sector to license and train foster parents. Currently, these providers license and train therapeutic foster families for CFSD, but this would expand their role to allow foster families. This would allow CFSD to convert many of its existing foster care licensing staff to frontline CPS staff without adding additional new FTE to the division. An update on this will be provided in future reports.

Finally, CFSD created a mini-grant program several years ago that encourages collaboration at the local level. This program has increased collaboration at the local level between law enforcement, medical health providers, county attorney offices, and other stakeholders because all agencies work together to apply for the funding available under the program. This program continues to be utilized and has resulted in successful trainings statewide.

## **B. Collaboration With Courts**

CFSD also collaborates with the judicial system on both the state and regional level. On the state level, the director of the Montana Court Improvement Program serves as a member of the CFSD Program Improvement Group (the group charged with the development and implementation of the Program Improvement Plan). CFSD staff served on the state-wide planning committee for the 2006, 2007, 2008, and 2011 Montana Legal Summits. In addition, CFSD has representation on the Court Improvement Program Advisory Board.

One result of the first Montana Legal Summit in 2006 was the formation of groups at the local level to meet and discuss judicial issues. Many of these groups, comprised of CFSD staff, county attorneys, public defenders, CASA/GALs, and the district court judge, continue to meet on an on-going basis or upon the request of the district court judge. The CFSD receives input/comments as needed from these groups; for example, these groups were consulted during the development of the Program Improvement Plan. The input received during the topic-specific meetings was also utilized in the development of the Child and Family Services 5-Year Plan.

The fourth Legal Summit was held in May 2011. Regional groups met during the Summit to discuss the development of a state plan for the Judiciary in Montana to further the goal of achieving better outcomes for children in foster care in Montana in collaboration with all stakeholders. CFSD anticipates that it will receive more information on whether a State plan for the Judiciary will be adopted and implemented during the upcoming year. Furthermore, training was provided to stakeholders during the Legal Summit on the new assessment model that CFSD is implementing with the assistance of the National Resource Center for Child Protective

Services. A plenary session on the Child Safety Guide was also co-presented by the National Resource Center on Legal and Judicial Issues and the National Resource Center for Child Protective Services.

CFSD staff members also continue to collaborate with the judicial system on the regional level in other forums. In those judicial districts with drug courts, CFSD staff collaborate/coordinate with other drug court stakeholders. Most local communities have on-going meetings involving CFSD staff and county attorneys to discuss local judicial issues and cases.

One strategy in the Program Improvement Plan required increased collaboration with stakeholders, including the judicial system. The National Resource Center for Law and Justice has been providing technical assistance for a pilot project with the court system in Billings. The pilot project in Billings began in January 2010. At this time, one District Court Judge in Billings continues to implement the pilot court model. It appears that the pilot court has successfully reduced the number of contested hearings. In addition, the pilot court has integrated the use of Team Decision-Making meetings into these court cases within a short time after the removal of the child from the home. Furthermore, the pilot court continues to use preconference hearings to resolve issues in a manner that more fully engages families in the process. The pilot court model also includes more frequent status hearings in an effort to continue to engage families throughout the life of the case. The pilot court has continued to operate during 2012 and 2013. At this point, it has shortened the length of cases in the pilot and has also achieved an increased rate in reunification. In June 2013, Timothy Travis, with the National Resource Center on Legal and Judicial Issues facilitated a day-long training with the pilot court to further implement the use of the Child Safety Guide within the pilot court. CFSD is working with the District Court to facilitate the hiring of a mediator to work within the pilot court to better facilitate meaningful prehearing conferences and to serve as a coordinator and data collection position to track the ongoing work of the progress. More progress on whether a mediator/facilitator for the pilot court has been included will be provided in future APSR reports.

The National Resource Center for CPS and Legal and Judicial Issues had also provided a court training on the ABA Child Safety Guide in Bozeman on May 30, 2012. This decision-making guide largely mirrors CFSD's SAMS practice model. A training for Billings also occurred in August 2012. No other Judicial Districts have expressed an interest in receiving this type of training at this time. However, in another Judicial District, in Missoula County, a pilot is also underway in an effort to streamline work for CFSD by using the SAMS assessments as the basis for court affidavits in situations involving removal of children from the home and adjudication as Youths in Need of Care. This pilot has just begun, and further progress will be reported next year.

The Court Assessment Program is also partnering with CFSD and the Children's Mental Health Bureau to pilot the use of high-fidelity wrap-around services in a small sample of cases in two judicial districts using Court Improvement Funds. These pilots have not been successful due to the issues with high-fidelity wrap-around service providers. In one pilot site, they do not have these services available as anticipated. In the second pilot site, families have been working with high-fidelity wrap-around services, only the number of families choosing to participate has remained small as the services are new and have not been well established.

Lastly, the statewide "DN work group" formed in 2010, which involves all key stakeholders: Judges, county attorneys, parent attorneys, youth attorneys, CASA, and CFSD staff from across the state, continues to meet. The focus of the group is to have all groups come together to work toward a more uniform practice model for Judges and attorneys in child abuse and neglect

cases in Montana. The group presented the uniform best practices guide to the District Court Judges in May 2013. The guide has been well received by attorneys representing all parties in DN cases, and a final draft will be printed and distributed statewide in July 2013. The next step for the DN workgroup will be to create a training, based on the guide, which will be implemented with the goal of requiring the training for all attorneys practicing in DN cases. The guide is a hybrid of Montana law and the Child Safety Guide principles that mirror the SAMS model being implemented by CFSD.

During the past year, the DN work group has continued to meet and provide training to different groups. The training occurred at the District Court Judge's conference and for other groups of county attorneys. Furthermore, a training is being developed for next year. The training will consist of modules that will be filmed and made available online for all attorneys.

The Court Assessment Program has also hired a new coordinator in the past year. CFSD continues to collaborate with this program and is currently looking at using a national website, Fostering Court Improvement, to assist in getting better data regarding court performance.

The pilot court in Yellowstone county that resulted from CFSD's Program Improvement Plan also continues to operate successfully. CFSD has funded a pilot court coordinator position in 2014 to begin to gather data on the court and to facilitate pre-conference hearings and further develop the model. The Judge that presides over the pilot remains committed to fully integrating the SAMS model into the pilot, and training has been provided by the ABA Center for the pilot court during the past year.

### **SECTION 3: Program Support: Staff Development and Training Plan for Fiscal Year 2011**

#### **A. Updated Training Plan:**

In an effort to achieve the goals of the 2010-2014 CFSP, the Division has worked to develop ongoing collaborative relationships with a multitude of agencies that share mutual goals in the child welfare field. These collaborations have leveraged often limited resources for maximum benefit and have provided an extensive palate of training opportunities to a broad group of individuals across Montana. Agencies partnering with CFSD to provide training include the University of Montana's School of Social Work, the Montana Department of Justice, the Montana Tribal Social Services Association, the Montana Supreme Court's Court Improvement Program, the Montana Foster and Adoptive Parents Association, and private residential treatment facilities, (example: Intermountain Children's Home in Helena).

In 2013-2014, the Division's training plan continues as a continuum that encompasses MCAN training for newly-hired staff, the annual Prevent Child Abuse and Neglect Conference, forensic interview training, training on the automated system, Family Resource Specialist Training, Policy Training, training related to tribal issues, training related to legal issues, foster and adoptive parent training, and the Title IV-E stipend program.

Training has been and continues to be one of the primary means utilized by CFSD to deliver information to field staff on the changes in practice mandated by the 2002 Program Improvement Plan, and training has been significant and instrumental in accomplishing similar goals with the 2009 PIP. The primary means for transfer of learning has been the Division's state-wide Supervisor/Leadership Meetings, Policy Training for all staff and interested stakeholders, and regional trainings lead by the Division's Regional Administrators. The

Division's electronic newsletter has been an avenue that is efficient and environmentally wise in the communication with staff on changes in policy and to deliver guides on best practice.

### **Staff and Provider Training**

In the 2008 Child and Family Services Review, findings for the CFSD's training were "Montana is in substantial conformity with the systemic factor of Staff and Provider Training." Since the 2002 CFSR, incorporating best practices to strengthen outcome areas has encompassed all aspects of training provided by CFSD.

A distinguished strength in CFSD training continues to be collaboration with child welfare partners in order to maximize limited resources to meet Montana's training needs. CFSD videotapes national speakers at the annual Prevent Child Abuse and Neglect Conference, and utilizes these tapes in self-study courses for foster and adoptive parents and for training CFSD staff as well as future guardians ad litem, Court Appointed Special Advocates and attorneys. These recordings are available as an online training resource to CFSD staff and foster/adoptive parents.

In 2014 the following speakers were videotaped for training CFSD staff and for self - study courses for foster and adoptive parents, and for GAL, CASA and attorney training:

Susan Harness, MA, Mixing Cultural Identities Through Transracial Adoption: Outcomes of the Indian Adoption Project (1958-1967)

Scott Modell, PhD, 1) Safety Systems in Child Welfare, 2) Interviewing Children with Disabilities

Kathryn Wells, MD, Child Abuse and Neglect through the Eyes of a Physician

Desmond Runyan, MD, 1) What We Know About the Long Scan Study, 2) Harsh Discipline and Child Abuse

William Thorne, JD, Understanding How We Got to "Here" and Why We Need to Get Beyond It

A significant partner in the Division's collaboration to provide forensic interview training is the Montana Department of Justice (DOJ) Division of Criminal Investigation's Montana Child Sexual Abuse Response Teams Project (MCSART). The MCSART addresses child sexual assault work in Montana communities with a focus on Child Advocacy Centers. In 2014 Montana has ten child advocacy centers; five are accredited by the National Children's Alliance. The Division and the DOJ share training opportunities with staff from both agencies.

The Division joined with the University of Montana's School of Social Work to create the Montana Child Protective Services Training Partnership. U of M hired staff development specialists in Billings, Great Falls, Helena and Missoula. The Training Partnership will continue to utilize technology to help address the geographic training obstacle in Montana, including the amount of time required solely to travel to reach the site for training.

In cooperation with Casey Family Foundation, CFSD sponsored additional CFSD staff and stakeholder meetings to plan and coordinate development and implementation of Montana's recently approved Title IV-E Waiver Demonstration Project. The meetings addressed the opportunity for Montana's Child Welfare System to demonstrate the ability to use federal funds more flexibly to improve the safety, permanency, and well-being outcomes for the children and

families being served, and additionally focused on the first target population of the demonstration project; children ages 0-5 entering foster care due to neglect. The meetings provided opportunity for stakeholder input regarding project implementation and intervention design. As Montana is a rural state, meetings were held (between July and August, 2013) in Missoula, Helena, Great Falls, Billings, and Miles City to facilitate access to a meeting site. Two additional meetings were sponsored (in October and December of 2013) to give contracted service providers further opportunity for participation and contribution.

An additional collaborative effort between CFSD and the Casey Family Foundation was the Permanency Roundtable Meeting held October 1-3, 2013. The agenda included an overview of the benefits and process of Permanency Roundtables (PRTs), engaging child welfare staff/roles and responsibilities, a PRT demonstration, focus on youth centered PRTs and discussion of practical considerations for implementation.

Other collegial efforts include the Children's Mental Health Bureau (CMHB), CFSD, and stakeholders working toward utilization of the Child and Adolescent Needs and Strengths (CANS) functional assessment tool. This is a strengths based Total Clinical Outcomes Management System that preserves emphasis on serving youth and family that also measures accountability at the provider and systems level. The CANS assessment will be employed as a component of the Title IV-E Waiver Demonstration Project and is slated to be part of the assessment process for all CFSD cases starting in 2015. The CMHB has been the lead agency in laying the ground work for implementation and engaging stakeholders throughout the state. There are currently 10 trainings scheduled in 2014 (April through September).

Further, CFSD is involved in implementing the SafeCare Augmented model of home visiting. SafeCare is an evidence based home visiting program proven to reduce child maltreatment among families with a history for maltreatment or with risk factors for maltreatment that is being implemented in partnership with the Child and Family Services Division through the Title IV-E Demonstration Waiver program, as well as, with the Public Health and Safety Division through the Maternal and Early Childhood Home Visitation program. Funding for this project is through Maternal, Infant and Early Childhood Home Visiting funds via a grant from the Health, Resources and Services Administration (HRSA) to Montana's Public Health and Safety Division. Training dates, between June 2014 and January 2015, are in place.

## **Publications**

The Division produces publications to assist communities by providing information about CFSD work. These booklets are also utilized by Division staff when they are training new CASA staff and for other community training requests. The following booklets will be updated in October of 2014 (the booklets are distributed in hard copy and are also available on the Division's website);

"What Happens Next? Parent's Rights Removal" and "What Happens Next? Parents Rights Investigation and Assessment". These booklets provide a guide to help families understand what happens during a CFSD assessment and investigation. The booklets provide answers to the questions most often asked after a report of possible child abuse or neglect has been received by the CFSD child abuse hotline. The booklets describe possible legal interventions and informal parent support, and are often used by the public to better understand the Division's work.

"Montana School Guidelines for the Identification and Reporting of Child Abuse and Neglect 2012-2013."

The booklet assists school personnel with information on how to report suspected child abuse and neglect, and includes information on recognizing indicators of child maltreatment, support for children and their families, Montana state laws on confidentiality, and contact information for CFSD response offices and phone numbers for Montana's 56 counties.

### **Initial Staff Training**

CFSD Policy Manual October 2014 further requires:

All CFSD staff except administrative support and Fiscal Bureau staff are required to complete MCAN as soon as possible.

All CFSD Supervisors, Child Protection Specialists, Centralized Intake Specialists, Family Resource Specialists and other specified employees are required to complete CAPS within six months of their being hired.

All field and Centralized Intake Supervisors will complete the New Workers Orientation Packet with all new Child Protection Specialists, Centralized Intake Specialists and, Case Aides if appropriate, within 45 days of the child protection specialists, centralized intake specialists and case aides being hired or complete the New Workers Orientation Packet that is incorporated in the VISA/ Cookbook section of the University of Montana's Child Welfare Partnership, whichever is in place at the time of hire.

All Centralized Intake, field and program staff are required to participate in all annual Policy Training.

All Child Protection Specialists are required to complete Forensic Interviewing Training within 18 months after being hired unless a Regional Administrator excuses them from this training.

All Regional Child Protection Specialists, Family Resource Specialists and Supervisors are required to complete Keeping Children Safe (KCS) within 24 months after being hired.

All Child Protection Specialists, Family Resource Specialists and Supervisors are required to complete annual blood-borne pathogen training.

All new CFSD staff are required to complete HIPAA training within 30 days of being hired.

The Child and Family Services Division (CFSD) Training Unit supports and/or provides the following ongoing training:

### **MCAN (Montana Child Abuse/Neglect Training)**

In addition to newly hired CFSD staff, Tribal Social Services and BIA, staff from Montana's seven reservations, CASA/GAL volunteers, and foster care review board members are invited to attend MCAN training.

As noted in the 2010 APSR, new MCAN training was provided by the University of Montana (U of M) and was initiated in February and April of 2009. A summary on the training partnership is included below. From spring 2010 through the winter of 2013, U of M Staff Development Specialists provided MCAN training in a format of three weeks of classroom training followed by

three weeks of training at a regional level. As of January 2014, CFSD hired an additional training officer and has resumed the in-person segment of MCAN with U of M still providing the online elements of the training.

Montana does not require a certain number of training hours. Staff are required to participate in policy training each year and are encouraged to attend other trainings offered throughout the year. Transportation cost and per diem is covered for the employee while attending training. Staff from external partner agencies are invited, but not required, to participate whenever attendance restrictions allow. The labor management committee is working on developing a career ladder that would require ongoing training. It is hoped that this could also be included in negotiations with the union regarding the next contract to ensure that ongoing training is used in conjunction with career ladders to assist in the recruitment and retention of qualified staff.

### **Venues for Training (training activities and costs to be funded through Titles IV-B and IV-E)**

The cost and allocation methodology is as follows: CFSD claims Title IV-E allowable training at 75% federal funds and 25% general funds. These costs are then cost allocated according to the approved DPHHS cost allocation plan which includes factoring in the CFSD Title IV-E saturation rate. When training sessions involve both Title IV-E-allowable training (75% federal) and other training (50% federal), a direct allocation is made between 75/25 training and training that is allowable at the 50/50 funding ratio. Both cost items then flow through the approved cost allocation method approved in the cost allocation plan. Training that is only allowable at the 50/50 administrative ratio also flow through the cost allocation system to ensure that only IV-E allowable costs are claimed on the quarterly federal reports.

Unless otherwise noted in specific trainings, the Division contracts for training space with hotels and uses hotel conference room sites to provide trainings.

### **CAPS Training**

CAPS is CFSD's official case information recording and provider-payment system. A 32-hour introductory course is required for all new employees, as is a 20-hour CAPS training for licensing staff. CAPS training is provided by Northrop Grumman through contract. The trainer is a staff member of Northrop Grumman and the venue is a computer training site in Helena Montana. CFSD and Tribal Social Services staff are the participants. Training on the new automated SAMS assessment system, MSAMS, has also been integrated into the required CAPS training moving forward.

### **Policy Training**

The Division traditionally presented this training in August and September to ensure that staff were informed before new laws and policies become effective and to provide refresher training on selected topics such as the Indian Child Welfare Act and Nondiscrimination Training (CFSD Policy training was formatted in a 12 hour presentation covered over a two day period).

Policy Training is required for all CPS related staff, presented by the Division's Program Bureau staff, and has an emphasis on new statutes and policy. In-home/reunification services staff are also mandated to attend policy training as part of their contract. In addition to CFSD staff, Tribal Social Services staff and various stakeholders are invited to participate. Since 2008 the

Division has included Nondiscrimination Training in Policy Training and this will be included in all future policy training sessions. As of April 2012, policy training has been offered via WebEx on a quarterly basis. This online format allows a more cost effective, efficient, and timely approach to availing Division staff of ongoing changes in policy and practice. Recordings of the WebEx trainings are posted on the Division's SharePoint site to further facilitate access.

As of spring 2014, and as a result of the Recruitment and Retention Survey feedback, the Division is considering some combination of in-person training and WebEx to be utilized as the medium for future policy training to allow for a more interactive interface with staff.

### **Qualified Expert Witness Training**

Qualified Expert Witness Training is offered annually to help recruit and provide information for potential qualified expert witnesses required under the Indian Child Welfare Act. Topics include case preparation and presentation for court testimony, an overview of the Indian Child Welfare Act, review of the Qualified Expert Witness Handbook, and confidentiality issues. Training is typically 12 hours in length and includes participants from all tribes in Montana. In 2010 17 individuals participated in this training. The June 2011 training was cancelled as a result of the ICWA Specialist position being unfilled (the ICWA Specialist coordinates and plans this particular training). The most recent training was held in June of 2013 and the next session is tentatively scheduled for June of 2014.

### **Family Resource Specialists (FRS) Training**

Training specific to family resource specialists has historically offered annually. The Division addressed the need for more thorough home studies by participating in a pilot program with the Consortium for Children. Structured Adoption Family Evaluation (SAFE) is a home study methodology that provides tools and practices for the description and evaluation of prospective foster and adoptive families, relative care providers and dual licensure of concurrent planning resource families. The desk guide for SAFE has 68 factors rated 1-5 that help determine if a family is ready to support a child in their home. SAFE training involves 12-hour training for workers and a six hour training for supervisors. The use of SAFE was implemented by the Division as of April 1, 2007. Tribes and private agencies are invited to attend training.

In April of 2012, the FRS Training included the following topics: a refresher on SAFE training for supervisors and for line staff, confidentiality and sharing of case records with resource families, providing home and community services (using fidelity wraparound facilitation for resource families), policy and forms updates, case scenarios, conducting SAFE studies, and self-assessment.

In March of 2013, the FRS training included the following topics: Trauma Informed Early Care and Education (via the National Native Children's Trauma Center), an overview of Psychotropic Medications for Children and Adolescents (Advocating for the Child), and policy and forms updates presented by Program Bureau staff.

FRS training has not been presented in 2014 due to staffing and workload considerations. Plans for future training are being developed.

### **Supervisors' Leadership Meetings**

CFSD holds quarterly Supervisors' Leadership meetings to provide the opportunity for leadership training for the Division's Supervisors. Both child protection specialist's supervisors and family resource specialist's supervisors participate with the Division's Management Team.

The 2014 Supervisors meetings remained focused on topics pertinent to implementation of The Safety Assessment Management Systems Model (SAMS) including the Family Functioning Assessment and Fidelity Reviews. As the Division is in the process of implementing Phase II of the SAMS model, agenda items have included discussion of Safety Plan Determination, Condition for Return, and Regional Training Plans. Other agenda items included division updates, performance appraisals, substantiation rules, caseload counts and courtesy supervision, provisional licenses, placement stabilization processes, and caseload documentation.

#### **4th Montana Leadership Summit on the Protection of Children**

The Leadership Summit was also referred to as the Legal Summit in previous reports. Division staff including Management Team members, field supervisors, central office Program Officers, and field staff participated in the 2011 Leadership Summit. The summit was sponsored by the Montana Supreme Court, the Attorney General's Office, the Office of the Public Defender, and the Department of Public Health and Human Services. The summit was the fourth such venue and brought supreme court justices, district court judges, county attorneys, defense attorneys, CASAs, GALs, public defenders and Division staff together to address Montana's issues of permanency and children's well-being and the impact of court continuances and delays. Topics included involving youth in the decision making process, diligent search for family members, the SAMS model was presented in a collaborative effort of CFSD managers and NRC staff, and Regional Administrator Kevin Frank and District Court Judge Ingrid Gustafson presented an update on the JD 13 pilot project. The next Leadership Summit is tentatively scheduled for 2015.

#### **Forensic Interview Training**

Basic and Advanced Forensic Interview Training was provided by CFSD in March 2011. The presenters are national speakers based in San Diego. As noted above, the Division collaborates with the Department of Justice and both agencies share training opportunities with child protection staff and law enforcement officers. In April and June of 2012, 2013, and April 2014 the Montana Child Forensic Interview Training was held at the Montana Law Enforcement Academy Training Center. The duration of the training is now a full week with the training to be held twice yearly. Trainers include members of MCSART (Montana Child Sexual Abuse Response Team), Wendy Dutton (author and forensic interviewer at St. Joseph Hospital in Phoenix Arizona), and forensic actors (to facilitate interview skills practice). Topics include forensic interviewing basics, interviewing adolescents, memory and suggestibility, interviewing young, reluctant, or anxious children, question typology, practice and critique of clinical interviewing skills, cultural considerations, medical examination of sexual abuse, defending interviews in court, and Montana law and corroboration. A total of 15 seats are allotted for CFSD staff at each of the two annual trainings, with the remaining seats being available to various other stakeholders, including law enforcement and Tribal Social Services staff.

#### **CFSD Support Staff Training**

Traditionally the training for CFSD Administrative Assistants has been provided annually in a 16 hour format. Administrative Assistants and Managers are asked to suggest trainings. Various

professionals in CFSD and others in the community provide the training. Training has included policy and procedure, CAPS and computer programs, office safety, working with hostile clients, cultural competence, and time management.

Due to budget restrictions imposed by the 2011 legislative session, the 2011, 2012, 2013, and 2014 support staff trainings were cancelled due to CFSD's lack of general fund money which is the sole source of funding for this training. However, in 2014, administrative support supervision will be centralized in each region. The Administrative Support Supervisors will develop a training for these positions, and it is anticipated that all administrative support staff will receive training in 2015.

### **In-Home Service Provider Training**

The May 2013 training was presented by various CFSD Program Bureau staff in addition to Ashley Toner (Mountain Pacific Quality Health), Julie Fink (Quality Assurance Division), Rebecca de Camara (Children's Mental Health Bureau Director), and Heather Denny (Montana Office of Public Instruction). Topics included legislative changes, information on psychotropic drugs and monitoring psychotropic drugs in relation to children in care, the Uninterrupted Scholars Act, targeted case management, case file reviews, updating facility profiles, service agreement/payment questions, and incident reports and mandatory reporter guidelines. Further, information pertaining to CHAFEE, Independent Living Services, and the NYTD survey impacting provider facilities was provided.

The 2014 meeting was held March 18 and 19 and was presented by various CFSD Program Bureau staff and Children's Mental Health Bureau staff, in addition to Erin Butts, MSW (with the University of Montana's Institute for Educational Research and Service, host site of the National Native Children's Trauma Center), and Heather Denny, with the Montana Office of Public Instruction. Information presented included updates pertaining to CFSD's Workforce Survey and organizational response, progress regarding Montana's IV-E Waiver plans, school mental health resources, and DATA collection within the Office of Public Instruction.

### **Annual Training Calendar**

The CFSD Training Unit provides an electronic calendar for all CFSD trainings and conferences which is posted on the intranet for the Department. This enables staff to easily reference dates and contact individuals as well as funding sources for trainings offered by the Division. In 2014, the calendar was additionally posted on the CFSD divisional Share Point site.

### **Newsletter**

The Training Unit provides an electronic newsletter for all CFSD staff to share information and most frequently the importance of the newsletter is to share tips on best practice and keep staff updated on changes in policy and practice.

### **The Montana Child Protective Services Training Partnership**

In January 2007, the Division began working with staff from the University of Montana to develop a The Montana Child Protective Services Training Partnership. CFSD Management Team members lead the work group for the Division.

In January 2007, the work group studied the possibility of utilizing the MSW stipend program to create a funding source for the Training Partnership, having the University assume responsibility to track students and ensure stipend requirements are met.

Part of the vision was to utilize technology to overcome training barriers. Montana's geography requires that some travel great distances to receive training. A core group encompassing U of M staff, CFSD Management Team members, supervisors and field staff was developed and work groups were created to develop competency based training for CFSD staff.

In January 2008, CFSD had made great strides in the development of the Training Partnership. Collaboration with staff from the University of Montana's School of Social Work and the Division resulted in the decision to utilize the Standardized Core Project for California Child Welfare Workers as a template for Montana training.

By June 2009 the Division and U of M staff comprised a Curriculum Development Committee that was finalizing the trainers' and trainees' guides for the new curriculum. The pre-service training by U of M was scheduled to begin in September 2009.

As noted in the 2010 APSR, new MCAN training provided by the University of Montana (U of M) was initiated in February and April of 2009. Due to curriculum development issues, CFSD then resumed providing MCAN training and the U of M staff was solely responsible for the provision of MCAN training In the spring of 2010.

The Division chose a pilot group to participate in the new curriculum's weeks 4-6, the pilot work was completed in November 2010.

From the spring of 2010 through December of 2013, the U of M staff development specialists continued to provide MCAN training in a format of three weeks of classroom training followed by three weeks of training at a regional level, with the regional trainings being offered in an online setting. Starting in January of 2014, CFSD made the decision to resume having CFSD staff train the in-person segment of MCAN to ensure that the many program, policy, and practice changes taking place within the division were up to date. Staff feedback had indicated that having non-CFSD trainers was not effective in keeping up with these changes. Furthermore, CFSD and U of M could not reach an agreement that would allow the SDS positions to train in the field on the new FFA and SAMS model. This led to an ongoing disconnect between policy and practice that could not be overcome. U of M Staff development specialists will continue to offer the online segments of the MCAN training and ongoing staff training on other topics throughout the year. The in-person MCAN training is now held at the Helena CFSD Central Office.

## **Conference Collaboration**

### **Indian Child and Family Conference**

The Indian Child and Family Conference (ICFC) is an annual conference funded by the Division with the assistance of Social Services staff from Montana's seven tribal governments and the BIA. The focus of the conference is to address issues that impact Native children in the foster care system and to improve cooperation between the states and tribes to better provide services for these children. Attendees include tribal social services staff, CFSD, CASA/GALs, foster and adoptive parents and other community professionals.

For many years the Division contracted with the In-Care and Pretty Shield Foundation to present this conference. In 2010 the Division worked directly with Montana tribal social services staff to plan and present the conference. In 2011 the Division cancelled plans for the conference because the Department of Justice scheduled a conference on child protection in late October when the ICFC is generally scheduled, and tribal staff and CFSD staff are invited to attend the DOJ conference.

The Montana Tribal Social Services Association sponsored the first cultural awareness conference in May 2011, "Sharing Our Culture to Help Native American Children in Foster Care." Most of the Division's Management Team members participated in the cultural conference that included a naming ceremony and a panel of elders from each community. Division staff learned that Native American children are given an Indian name, staff will include each child's Indian name in their work with Native American children who are in foster care. In 2012 there were two cultural conferences, sponsored by the Northern Cheyenne and Blackfeet Tribes. Topics included multidisciplinary teams in Indian country, criminal justice strategies in Indian country, assessing sexual abuse in pre and non-verbal children, the impact of domestic violence on children, issues associated with prosecuting child abuse cases, and vicarious trauma.

In 2013, the Montana Tribal Social Services Association sponsored two conferences. Topics addressed include the Impact of Abusive Childhood Experiences, Native Medicines, Psychotropic Drugs and Related Issues, Two Worlds Approach to Mental Health Interventions, Circle of Security Approach to Community Based Mental Health Services in Tribal Communities, Drug Use and Abuse, and cultural presentations from the tribes hosting and attending the conference.

In 2014, the Montana Tribal Social Services Association sponsored a Spring-Summer conference (May 13-15, 2014). Topics covered Montana's IV-E Waiver, Human Trafficking/At Risk Children and Youth, the Indian Child Welfare Act, Federal Title IV-B, and cultural presentations from the Blackfeet, Crow, Chippewa Cree, Confederated Salish and Kootenai, and Northern Cheyenne Tribes.

### **Prevent Child Abuse and Neglect (CAN) Conference**

The Division's CAN Conference has grown in recent years to 450 + participants. This annual event presents research and relevant child welfare training for CFSD staff, in-home/reunification services providers, CASA/GAL, foster and adoptive parents, child protection team members, tribal social services staff, mental health providers, county attorneys and district court judges, foster care review members and others. National speakers present information and training in a three day forum. This conference presents significant opportunities for community collaboration and networking. The 2014 conference informed participants on evidence based services and interventions, the impact of transracial adoption, safety systems in child welfare, interviewing children with disabilities, forensic interviewing, medical evaluation of child abuse/neglect, human trafficking of children, attachment and brain science based planning and provision of services, the Indian Child Welfare Act, homeless education resources, grandparents as parents, secondary traumatic stress issues in child welfare, recognition of dangerous drugs, utilizing prevention science toward reduction of child sexual abuse, and the impact of trauma on the wellbeing of children.

### **Title IV-E Stipend Program**

Approximately 132 students have participated in the Title IV-E Stipend Program since its inception.

### **The Title IV-E Stipend Program – The University of Montana**

The Title IV-E Stipend Program is a contracted program between CFSD and the University of Montana to provide Title IV-E stipends to individuals interested in a career in child protective services and who are earning a bachelor of social work degree or a master's of social work degree from U of M's School of Social Work. BSW students must work full time for CFSD for one year for every academic year a stipend was received. MSW students must work full time for CFSD for two years for every year a stipend was received. The MSW program was made available for non CFSD employees in 2009.

### **The Title IV-E Stipend Program – The Confederated Salish Kootenai College**

CFSD also has a contract with CSKC to provide Title IV-E stipends for tribal members wishing to pursue a BSW or MSW degree, separately from the University of Montana stipend program. SKC currently subcontracts with Walla Walla University to provide SKC students access to an accredited MSW program. The stipend program offers significant benefits to all involved parties. Participating students are allowed to offset appropriate educational expenses via stipends and in turn, once a degree is earned, have the opportunity to work in the child protection field.

### **Foster and Adoptive Parent Training**

#### **Keeping Children Safe (KCS) Training**

This pre-service training for resource parents was developed in 2000 and was enhanced in 2006 with the addition of training on adoption. KCS training is provided via co-trainers who are CFSD's FRS's and foster parents. The basic KCS training is required of all prospective foster/adoptive parents. This is an 18 hour training and was designed to be flexible to fit the community's needs in that it may be offered over a period of six weeks or in a concentrated weekend.

#### **Creating a Lifelong Family**

This is a 6 hour adoption training component that is incorporated into KCS training. This piece is in addition to the 18-hour basic training outlined above.

### **Montana Foster and Adoptive Parent Association (MSFAPA) Conference**

The MSFAPA Conference is an annual event funded by the division and offering workshops and training on selected child welfare subjects. The MSFAPA association is contracted to schedule and arrange the annual conference for foster and adoptive parents. In 2012 training presentations included Advocacy for Children, Caring for Children Who Have Experienced Trauma, Federal Adoption Tax Credit, Fetal Alcohol Spectrum Disorder Basics, Mental Health Challenges for Children, and Siblings in Fostering and Adoption.

In 2013 presentations included psychotropic medications for children/adolescents, the impact of foster children on the family, a primer of types of therapy and what to expect, Circle of Security, and relational building blocks.

Foster/adoptive parents are encouraged to attend the annual CAN Conference. DVD's developed from recordings made at the annual CAN Conference are now available on the DPHHS web page for resource parents to utilize as a training resource.

**Training and Technical Assistance Status Summary:**

<b>TA204 Native American Recruitment and Retention Plan Development</b> <b>Status: CLOSED during the 2011-2012 APSR Period</b>			
<b>Goals/Objectives / TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/ Coordinators and Contact Names</b>	<b>Work Plan/Target Dates Final Outcomes/Date</b>
<p><b>Date Requested:</b> 12/04/2009</p> <p><b>CB Goal:</b> Safety, permanency, and well-being</p> <p><b>Request/Objective:</b> Native American foster home resource development</p> <p><b>How goal/objective will be measured:</b> Assessment completed; recruitment plan developed</p>	<p><b>Direct Recipients of T/TA:</b> Caseworkers and supervisors of Division of Child and Family Services, Tribes</p> <p><b>T/TA Approach:</b></p>	<p><b>State T/TA :</b> Rod Huisman</p> <p><b>T/TA Network:</b> NRC for Recruitment and Retention of Foster and Adoptive Parents at AdoptUsKids, Kathy Deserly and John Levesque</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	<p>Develop assessment and plan as well as implementation through advisory councils; to be completed during Quarters 2-4 of Program Improvement Plan; this T/TA request connects to item 3.2 in the Program Improvement Plan</p>

**TA393 and TA333 Improving CFSR outcomes/PIP objectives related to courts (Billings Court Collaboration)**

**Status: CLOSED during the 2011-2012 APSR Period**

<b>Goals/Objectives / TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/ Coordinators and Contact Names</b>	<b>Work Plan/Target Dates Final Outcomes/Date</b>
<p><b>Date Requested:</b> 11/08/2009</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> Assess and develop pilot project for court collaboration in Billings region</p> <p><b>How goal/objective will be measured:</b> Assessment completed; pilot developed and sustained</p>	<p><b>Direct Recipients of T/TA:</b> Montana Child Welfare Services, and Montana Courts</p> <p><b>T/TA Approach:</b> Assess and provide direction to pilot stakeholders to improve cooperation and collaboration and yield better permanency outcomes</p>	<p><b>State T/TA :</b> Rod Huisman</p> <p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	<p>Assess collaboration between Billings courts and develop pilot project to support collaboration efforts to improve permanency outcomes; to be completed during Quarters 1-4 of Program Improvement Plan; this T/TA request corresponds with items 2.5 and 3.3 in the Program Improvement Plan</p>

**TA97 Quality Parent/Child Visits**

**Status: CLOSED during the 2011-2012 APSR Period**

<b>Goals/Objectives / TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/ Coordinators and Contact Names</b>	<b>Work Plan/Target Dates Final Outcomes/Date</b>
<p><b>Date Requested:</b> 11/24/2009</p>	<p><b>Direct Recipients of T/TA:</b> Caseworkers and supervisors of</p>	<p><b>State T/TA :</b> Rod Huisman</p>	<p>Curriculum to be developed during Quarters 1-3 of</p>

<p><b>CB Goal:</b> Permanency, well-being</p> <p><b>Request/Objective:</b> 1) NRC to help revise core curriculum for new workers, with focus on family engagement and diligent search; 2) train on nurturing foster and birth parent relationships (Bridging the Gap program); 3) review and develop process for concurrent planning, clinical supervision, and new supervisor training</p> <p><b>How goal/objective will be measured:</b> Curriculum developed and training provided</p>	<p>Montana Division of Child and Family Services</p> <p><b>T/TA Approach:</b> Policy review, phone calls, on-site TA</p>	<p><b>T/TA Network:</b> NRC for Permanency and Family Connections, Stephanie Boyd-Serafin and Janyce Fenton</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	<p>Program Improvement Plan; supervisor in-service training to be completed during Quarter 8 of Program Improvement Plan; this T/TA request connects to item 2.2 in the Program Improvement Plan</p>
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<p><b>TA326 Enhancing Safety Decision Making Practice</b></p> <p><b>Status: In progress</b></p>			
<p><b>Goals/Objectives / TA Request and Date</b></p>	<p><b>Target Population and T/TA Approach</b></p>	<p><b>Providers/ Coordinators and Contact Names</b></p>	<p><b>Work Plan/Target Dates Final Outcomes/Date</b></p>
<p><b>Date Requested:</b> 11/24/2010</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare</p>	<p><b>State T/TA :</b> Rod Huisman</p>	<p>This request continues through the</p>

<p><b>CB Goal:</b> Safety and protection of children</p> <p><b>Request/Objective:</b> Help the State workgroup redesign safety decision making forms, policy, and procedure. Help plan and implement the new processes for safety decision making, including methods to integrate family engagement techniques, methods to support the supervisory role, methods to ensure consistent fidelity of implementation and quality assurance across the State.</p> <p><b>How goal/objective will be measured:</b></p>	<p>staff, supervisors, and management</p> <p><b>T/TA Approach:</b></p>	<p><b>T/TA Network:</b> National Resource Center for Child Protection Services, Pam Bennett</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	<p>implementation of the SAMS model. It is anticipated that this TA request will continue through the next year and beyond as implementation of Phase 2 of the SAMS practice model has not begun at this point in time.</p>
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**TA331 Provide METNET Statewide Training on Foster Parents Rights, Engaging Parents, and Yellowstone Pilot**

**Status: CLOSED during the 2011-2012 APSR Period**

<b>Goals/Objectives / TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/ Coordinators and Contact Names</b>	<b>Work Plan/Target Dates Final Outcomes/Date</b>
<p><b>Date Requested:</b> 5/3/2010</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> METNET televised statewide training for social workers, lawyers, judges, CASA on rights of foster parents, engaging parents and use, including use of technology, and a discussion of the Yellowstone Improving Permanency Outcomes Pilot.</p> <p><b>How goal/objective will be measured:</b></p>	<p><b>Direct Recipients of T/TA:</b> Courts, child welfare staff, attorneys and CASA's</p> <p><b>T/TA Approach:</b></p>	<p><b>State T/TA :</b> Sherri Rafter</p> <p><b>T/TA Network:</b> NRC for Legal and Judicial Issues</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	

**TA350 Judicial Training/Workshop on Improving Permanency and System Change**

**Status: In progress**

<b>Goals/Objectives/ TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/ Coordinators and Contact Names</b>	<b>Work Plan/Target Dates Final Outcomes/Date</b>
<p><b>Date Requested:</b> 6/18/2010</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/ Objective:</b> Improve judges' understanding of the importance of timely permanency. Exploration and discussion of the oversight role of judges and judicial case management is a key to improving permanency outcomes.</p> <p><b>How goal/objective will be measured:</b></p>	<p><b>Direct Recipients of T/TA:</b> Courts</p> <p><b>T/TA Approach:</b></p>	<p><b>State T/TA :</b> Sherri Rafter</p> <p><b>T/TA Network:</b> NRC for Legal and Judicial Issues</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	<p>This request is ongoing as additional pilot sites for training on the ABA Child Safety Guide may be scheduled during the upcoming year.</p>

**TA383 Leadership Summit on the Protection of Children**

**Status: CLOSED**

<b>Goals/Objectives/ TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/ Coordinators and Contact Names</b>	<b>Work Plan/Target Dates Final Outcomes/Date</b>
<p><b>Date Requested:</b> 1/24/2011</p> <p><b>CB Goal:</b></p> <p><b>Request/Objective:</b> Montana is currently planning the 4th Montana Leadership Summit on the Protection of Children, which is being held in conjunction with the Montana Judges' Association Spring Conference. The T/TA request is for two speakers for a plenary session at the Summit, one from the NRCLJI and one from NRCCPS, to relay information to a multidisciplinary audience on the importance of using a new Safety and Risk Assessment that Montana Child and Family Services is</p>	<p><b>Direct Recipients of T/TA:</b> Judges, attorneys, CFS management staff, CASA program directors, and tribal partners</p> <p><b>T/TA Approach:</b></p>	<p><b>State T/TA :</b> Sheri Rafter</p> <p><b>T/TA Network:</b> NRC for Child Protection Services, Theresa Costello; NRC for Legal and Judicial Issues, Jennifer Renne</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Eric Busch</p> <p><b>T/TA Coordinator:</b></p>	

<p>currently developing. As part of the commitment to children and to agency/court collaboration, the Program Improvement Plan committee suggested bringing NRC consultants to the Summit to train an audience consisting of judges, attorneys, CFS management staff, CASA program directors, and tribal partners on the need for, the implementation of, and the adherence to the new safety instrument.</p> <p><b>How goal/objective will be measured:</b></p>			
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CFSD expects to continue to request training days/TA from the Children’s Bureau for ongoing implementation of SAMS/FFA. CFSD is not expecting additional to make additional training requests at this time.

B. Summary of State Activities in child and family services-related research, evaluation, management information systems and/or quality assurance systems informed service delivery and contributed to achieving the goals of the 2010 – 2014 CFSP.

Montana has made great strides and has focused on collecting and using data to inform decision making, especially over the past three years. However, there is more work to be done as changes result from the implementation of SAMS, CQI and Montana’s Title IV-E Waiver.

As an overall strategy, the Division has created a Data and Research Analyst position to assist in the ongoing development of these programs and the use of data to drive decision-making.

This position is currently vacant due to turnover; however, CFSD hopes to have it filled again by July 2014. CFSD is also working through Casey Family Programs to use its AFCARS and NCANDS data more effectively. CFSD is looking to contract with a data analyst in the next year to provide technical assistance to the new Data and Research Analyst. The following provides a summary of some of the efforts CFSD has made to include data to assist in reaching its goals in the past year:

CFSD has used data provided by Casey Family Programs and the Data and Research Analyst position to identify the target populations for the Title IV-E Waiver. The data indicates that the largest numbers of children entering foster care in Montana are age 0-5. Furthermore, it indicated that a growing percentage of children have remained in foster care for longer than 24 months. The trend of increased use of kinship placements helped Montana determine it needed to focus on better supporting this growing population. The data has been further analyzed to help identify the initial implementation sites for the Title IV-E Waiver. Throughout the development of the Title IV-E Waiver Initial Design and Implementation Report, Montana has assessed its trend data in these areas. Montana has also done a fiscal analysis regarding cost neutrality provisions of the waiver. It has identified its high cost target populations and average costs, including Medicaid costs, for the first time in the history of the Division. Moving forward, a rigorous evaluation plan will be developed to guide the ongoing implementation of the Title IV-E Waiver.

CFSD has also created several new data reports to assist in using data to drive decision-making. As an example, CFSD has created a monthly caseload report to track the average number of reports assigned to each worker and the average number of children per caseworker by county. This allows CFSD to assign FTE based on workload data when turnover occurs. CFSD has also created a report of children in congregate care to track trends in this population. Furthermore, CFSD has created a report to track the incoming call volume and assignment of reports in Centralized Intake. This has led to ongoing implementation shifts in the intake process for SAMS and Centralized Intake to ensure fidelity to the model and alignment with state statute. Although it may seem that these reports should be simple, given the limitations of the CAPS system, it has taken a great deal of time and energy to ensure that they are accurate and able to be produced on a monthly basis.

As previously stated, CFSD also collaborated with U of M on a Recruitment and Retention Survey. The data collected from that survey has been used to assist in making decisions to aide in issues with workload and supervision. This information has also been also used to make changes to MCAN (CFSD new employee training) to better meet the needs of new CPS staff and assist in the reduction of turnover. Furthermore, the data from this survey has driven the strategies being employed by the division to decrease secondary trauma and burnout in staff. CFSD intends to repeat this survey at some point in the future to watch the trends in this data set and to see if implemented changes have had any positive impact on staff recruitment and retention.

The division has also continued to use fidelity reviews within the implementation of the SAMS model to assist in assuring that the model is being implemented with fidelity. The results of these reviews have driven the ongoing training provided; as well as, determining the speed at which implementation of phase II of SAMS has occurred. An additional fidelity review with ACTION for Child Protection will take place after all units have been further trained on Conditions for Return. Furthermore, regional leadership meetings have conducted fidelity reviews to assist supervisors in gaining mastery of the model. The data from these fidelity reviews will continue to drive implementation.

In the next year, CFSD will move away from its current case review system modeled after the CFSR Rounds 1 and 2, in order to better incorporate a system that is more efficient and allows for the rapid feedback cycle feedback loops required under CQI. CQI Policy is being written and will be implemented within the next several months. This work is being done in alignment with the CQI training academy and in conjunction with the Child Welfare Managers as they move into their new roles. The former QA case review process will be integrated into Child Welfare Manager field practice and will include stakeholders and the use of real time data to allow for the development of rapid cycle feedback loops to achieve improved safety, permanency, and well-being outcomes in cases. CFSD is awaiting the release of the final CFSR Round 3 review tool to finalize its new case review/fidelity review tool for ongoing use in the field. Further information and details on this process will be provided in future reports.

#### **SECTION 4: Consultation and Coordination with Tribes**

##### **A. Process Used to Consult with Tribes.**

CFSD is committed to providing quality services to Native American children and families in Montana. As a result of this commitment, changes to the organizational structure of the division have been made in an effort to ensure that the needs of Native children and families are being met.

Under the leadership of the current Division Administrator, quality services to Native American children and families have been identified as a priority for the division. CFSD continues to have Title IV-E contracts with all seven federally recognized Tribes. In 2010, CFSD negotiated new Title IV-E contracts with six of seven Tribal governments in the State. These agreements represent government-to-government partnerships with respect to the provision of foster care services to Title IV-E eligible Tribal children. The State acts as a pass-through for this Federal entitlement program and provides matching funds to Tribes through State general fund resources for foster care maintenance and administrative costs. Negotiations with the seventh Tribe (Fort Peck) were recently completed and a contract has been sent for Tribal review and finalization before signatures can be obtained. The new Fort Peck contract is scheduled to take effect July 1, 2014.

In 2010, CFSD created the Tribal Contract Manager position. This position provided a dedicated staff person to monitor the Title IV-E contracts, ensure timely reimbursement payments, provide technical assistance to Tribal Social Services programs, and act as liaison between CFSD and Tribes. In 2011, the Tribal Contract Manager position was modified to become the Tribal Services Administrator (TSA) position. When the TSA position was vacated in December 2012, the decision was made by the Director of DPHHS to move this position into the DPHHS Director's Office and have this person become the liaison for Tribes throughout the entire Department. The position was retitled "Tribal Relations Manager (TRM)". CFSD retained the ICWA Program Manager. Since July 2013, the ICWA Program Manager has been the liaison for the tribal Title IV-E contracts in addition to continuing to provide technical assistance and training to CFSD staff on ICWA.

CFSD staff and Tribal Social Services (TSS) staff from each of Montana's tribes work collaboratively to address concerns that affect Native American children in Montana. The ICWA Program Manager maintains regular ongoing contact with the seven TSS Directors and staff through telephone calls, emails, and on-site visits to provide technical assistance, manage contracts and ensure timely reimbursement payments. The CFSD Training Officer provides

information for training opportunities to TSS staff on an ongoing basis. The Tribal Relations Manager maintains routine contact with the seven tribes of Montana, mainly with the Tribal Councils, through phone calls, emails, and on-site visits.

The Tribes had expressed the need for funding to provide non-Title IV-E services for their tribal foster children. The 2013 Montana State Legislature provided \$200,000 to be distributed to Montana Tribes to provide non-Title IV-E services to native children residing on the reservation. As a result, new non-Title IV-E Services Contracts were entered into with the following Tribal governments: Blackfeet Tribe, Chippewa Cree Tribe, Confederated Salish & Kootenai Tribes, Crow Tribe, Assiniboine and Gros Ventre Tribes of Fort Belknap and Northern Cheyenne Tribe. Non-Title IV-E services are currently provided to Fort Peck through a separate MOU between the State, the Tribe, and BIA; therefore, Fort Peck was not allocated a portion of this \$200,000. Tribal allocations are based on the average number of the Title IV-E determinations per Tribe for the last five years. The funding is not a permanent addition to CFSD's budget and will "sunset" at the end of the biennium (June 30, 2015). It is expected, but not certain, that the Governor's budget presented to the 2015 legislature will ask for this funding to be continued.

The ICWA Program Manager coordinates with the Tribal Social Services to schedule any requested trainings and meetings. Numerous trainings and meetings have occurred over the past five years. CFSD has traveled to each of the seven Tribal Social Services to provide trainings regarding Title IV-E contracts, Title IV-E eligibility requirements, and to discuss CFSD's ICWA compliance. CFSD has also met with all seven of Montana Tribal Social Services to provide trainings and updates.

On October 16-17, 2012, the conference titled Sharing Strategies: A Consultation on Native Foster Home Recruitment and Retention and IV-E Direct Funding Considerations for Tribes was held. Casey Family Programs was also involved in the planning, organization, and sponsoring of the conference. The meeting objectives included: Title IV-E direct access for Tribes (An Orientation to the Fostering Connections Act), Recruitment of Tribal Foster Homes in Montana, and the Systemic Approach to Recruiting, Licensing and Retaining American Indian family foster homes for American Indian/Alaska Native children.

On November 27, 2012, a meeting with all Tribal Social Services Directors, staff and CFSD to discuss IV-E contract modification items (Guardianship subsidy approval and CPS background checks), centralized intake reports of 3<sup>rd</sup> party abuse/neglect, time sample instruction updates, CAPS data entry updates (Court review screens, monthly home visits), Medical review (billing review process for foster children taking psychotropic medications), credit checks for youth 16 years and older, and Tribal Per Capita policy for youth in care.

On May 16, 2013, a meeting with all Tribal Social Services occurred to discuss Title IV-E contract and modifications.

On May 13, 15, 2014, the yearly Tribal Social Services conference took place in Great Falls as previously described.

CFSD has attended Montana Tribal Social Services Association meetings when invited to provide updates and/or trainings to the representatives of the seven Montana Tribal Social Services. CFSD sponsored the Montana Tribal Social Services Association in providing yearly trainings designed to promote cultural sensitivity. The Tribal Social Services Association was responsible for organizing the conference. This training provided information regarding cultural

ways of the various Montana Tribes and provided an opportunity for CFSD staff to network with Tribal counterparts.

CFSD held its Annual Child Abuse & Neglect Conference and as in past years presentations on issues specific to native children and families made up part of the agenda. The 2014 conference featured Susan Harness, MA, presenting *Mixing Cultural Identities Through Transracial Adoption: Outcomes of the Indian Adoption Project (1958-1967)* and William Thorne, JD, presenting *Understanding How We Got to "Here" and Why We Need to Get Beyond It*. Also, a young man from the Blackfeet Tribe was a recipient of CFSD's Youth of the Year award.

Prior to 2013, the CFSD Recruitment and Retention Committee had been meeting quarterly to share ideas and plan events to recruit Tribal foster homes for Native children. CFSD had a VISTA volunteer working with this committee. The VISTA volunteer had identified a plan to utilize the state's five Indian Urban Centers as locations for handouts on becoming a licensed foster parent. Cultural conferences and pow wows continue to be targeted for potential recruits. The VISTA volunteer produced a monthly newsletter that provided informational articles regarding child welfare issues related to Native Americans, listings of upcoming cultural events, cultural resources, and division updates where services to Native families are concerned. This work group was also researching grant opportunities for the funding of a summer cultural camp for Native American children in State care in the interest of maintaining cultural connections. Due to the ICWA Program Manager position not being consistently filled and the VISTA volunteer's position ending, the project ended with the workgroup agreeing to continue the collaboration at the regional level as a way of sustaining the collaboration and targeting the specific populations in their area. The CFSD Management Team may look at ways to reconvene this group and continue moving forward with the plans that had been developed.

CFSD has been working on implementation of the Title IV-E Waiver. All of Montana's Tribes have been informed of the Waiver and their ability to opt in or out at any point. This presentation occurred again at the conference in May 2014. At this time, no Tribes have expressed interest in participating in the waiver. CFSD will continue to keep Tribes informed of the State's progress in implementation and statewide expansion of Title IV-E Waiver services over the five year waiver period. Also, CFSD will work directly with any Tribe(s) expressing interest in opting into the waiver once it is implemented. CFSD will also be actively seeking out participation of the Tribes in State cases within the waiver that involve Native American youth and families.

## B. ICWA Compliance

ICWA compliance is addressed on an on-going basis. CFSD does not have available data that allows for a determination regarding a percentage of cases in compliance with ICWA requirements. The Division continues to utilize various methods to assure compliance, including initial and on-going training for CFSD and case consultation involving the ICWA Program Manager, CFSD Child Protection Specialists, and Tribal Social Services staff. ICWA specific forms are reviewed periodically and revised as needed. In addition to training on specific provisions of ICWA, the annual policy training, now done via quarterly webinars and required for all CFSD staff, is utilized to provide training and updates regarding ICWA. The ICWA Program Manager is in the process of revising ICWA training that is required for all new CFSD staff. Additional training relevant to ICWA is provided at the yearly ICWA Qualified Expert Witness training. Also, the current Division Administrator is a valuable resource in providing TA on ICWA

matters. As an attorney that handled CFSD cases in fourteen Montana counties, this position has practiced extensively with ICWA both from a legal perspective as well as from a case management perspective. CFSD continues to provide an ICWA web page, [www.dphhs.mt.gov/cfsd/icwa](http://www.dphhs.mt.gov/cfsd/icwa), that includes a current list of ICWA Qualified Expert Witnesses and Montana Tribal Social Services staff. This website also provides current ICWA forms and nation-wide Tribal information for verification of Tribal membership. This website is utilized frequently.

Informal case related discussions with CFSD and Tribal staff regarding ICWA provisions continue on a case-by-case basis and as requested by Tribal staff. These staffings may also include staff from other program areas including foster care licensing, adoption and Interstate Compact.

While ongoing communications between CFSD and Tribal Social Services staff occur on a regular basis, an annual review of Montana's compliance with ICWA from the point of view of Tribes occurs during face-to-face meetings with each of the Tribes.

Blackfeet TSS has reported CFSD worker turnover has proved difficult in managing their ICWA cases. Another challenge reported is the District Court judges often terminate parental rights which conflicts with their cultural preference for suspension of parental rights in permanency cases. The Tribe has also requested jurisdiction of cases but was denied by District Court Judge with the good cause cited as the case was too far along to be in the best interest of the child. There have also been two cases where the District Court Judge has decided that ICWA does not apply in regard to birth father due to the ICWA definition of parent is not met.

Crow Tribe has seen improvement with relationships with CFSD staff and being invited to meetings regarding their children. One challenge identified was CFSD not respecting the opinion of the ICWA Manager in regard to appropriate placement.

Northern Cheyenne Tribe has also seen improvements with relationships with CFSD staff and better compliance of ICWA, specifically inquiring of the Tribe for kinship placements. One concern expressed is the CFSD treatment plan requirements of the parents. All the requirements seem to overwhelm the parents which reduce compliance leading to poor reunification outcomes.

Chippewa Cree Tribe has seen some improvement in their working relationship with CFSD staff in certain counties and would like improvement overall. Some areas of improvement would be for CFSD staff to become more culturally aware of the differences in tribal communities and for more effort in active efforts to prevent the breakup of Indian families.

Fort Peck Assiniboine and Sioux Tribes have expressed their appreciation of improved working relationships with CFSD in some of the counties. They would like to see increased communication in regard to placement changes. Overall, CFSD does well in ICWA compliance. It was brought up that it is preferred that the ICWA Qualified Expert Witness be a member of their tribe.

Confederated Salish and Kootenai Tribes reported a great working relationship with CFSD staff and ICWA compliance. An identified concern regarding active efforts and the need for CFSD to provide culturally appropriate services has been raised. Another issue was brought up regarding a case where jurisdiction was transferred to Tribal Court and CFSD worker was not aware that the entire case file needed to be provided to the Tribe.

Gros Ventre and Assiniboine Tribes of the Fort Belknap Reservation ICWA worker stated the CFSD workers are very good about seeking kinship placements for Tribal children. ICWA worker reported he rarely gets any information from CFSD workers except for the legal reports and court orders. The ICWA worker also rarely receives certified notices on cases from CFSD workers. An issue was brought up regarding the Request for Verification not including enough identifying information or a reason for removal. Treatment plans are also a concern due to them all looking the same regardless of the case circumstances as well as overwhelming the parents with too many tasks.

In 2012, CFSD added a new specific ICWA screen to the state CAPS computer program that is designed to capture important ICWA information on each case. This screen, titled ICW, will aid CFSD staff in identifying the Tribal affiliation of Native children involved in the state court system. CFSD ICWA specific forms are reviewed periodically and revised as needed.

As previously stated, CFSD has limited ability to access/report case data on ICWA compliance. The best information that the division gathers comes from ongoing discussion with Tribes regarding what they see as concerns and the areas that are working well. The CAPS referenced above (ICWD) is intended for entering information regarding ICWA and has some data on ICWA compliance; however, it cannot be used to ascertain compliance as the screen is designed to be completed for all children in which there is an indication of Native American heritage. CAPS changes can be explored, but as reference in other sections of the APSR, this approach is often very time consuming and expensive. Furthermore, with AIP priorities, it is unlikely to occur. CFSD will provide additional training on the importance of completing the ICWA screen and also explore ways to collect data on ICWA compliance through fidelity reviews, permanency roundtables, FGDMs, or youth centered meetings. More information on this will be reported in future APSR.

The ongoing implementation of SAMS and hiring of the CWM positions may address some of the concerns raised above regarding Treatment Plans overwhelming families. CWMs are tasked with looking at individual cases and region wide practices to ensure permanency is achieved in a timely manner for all children placed in out of home care. The second phase of SAMS will also restructure treatment plans to streamline them and ensure that they only require parents to engage in activities directly related to the safety issues identified. Over representation of Tribal children in foster care is an issue CFSD is also focusing on within the Title IV-E Waiver as well. As ICWA cases are being reviewed by the CWM, issues such as culturally appropriate services and more individualized treatment plans should be addressed as key components for successful reunification/permanency and strengthen CFSD's compliance to ICWA requirements. Furthermore, cultural competency trainings are scheduled statewide in Summer 2014 to address these issues.

#### C. Changes to Laws, Policies or Procedures and/or Description of any Trainings to Increase Compliance with ICWA.

A description of trainings is located in the updated training plan. A description of any changes in procedures has been discussed above. There are no changes to laws or policies specific to ICWA compliance.

#### D. Exchange CFSP/APSR with Tribes.

CFSD will meet the requirement to share the APSR with Tribes by providing the Tribal Social Services Directors with a copy at their next meeting.

#### E. Fair and Equitable Treatment for Indian Children Under CFCIP.

CFSD continues to provide the opportunity for CFCIP agreements with Montana's federally recognized Tribes. These contracts provide these Tribes with a portion of the State's CFIP award so tribal staff can provide CFIP services on their Reservations. Detailed information is available in the Chafee section of this report.

#### **SECTION 5: Foster and Adoptive Parent Recruitment:**

The CFSR (implemented prior to FFY 2010) established State and Regional Recruitment and Retention Committees to develop and implement strategies to recruit homes targeting the populations of older youth and youth with challenging behaviors.

The Statewide Committee sustained throughout FFY 2011, 2012, 2013, continuing to implement its established projects and public outreach to recruit permanent homes for older and special needs youth. These efforts included the use of Family Group Decision Making Meetings to recruit extended family members and continued enhancement of two websites, "Becoming a Foster Parent" and "Becoming an Adoptive Parent" on the Division Website. Promotional projects such as billboards and PSAs on TV and radio outlets were frequently aired especially during Foster Care Month (May) throughout the CFSR timeframe. In the last two Fiscal Years, the PSAs focused on Native American outreach for fostering in support of the Native American Recruitment and Retention Workgroup established in 2010.

Regional offices continue to utilize the media outreach such as "A Waiting Child," a monthly TV segment featured through local news; the AdoptUSKids Website; and the Heart Gallery, which is a portrait exhibit shown at local shopping malls in two separate locations. Regional committees continued to do outreach through community events, health fairs, and appreciation gatherings for foster families during the CFSR period. Regional committees also extended the invitation to area Tribal workers to collaborate efforts and resources focusing on recruitment of Native American families. Both groups manned tables at Pow Wows, tribal community events, and health fairs and provided presentations at local church, community resources, and foster parent gatherings. Regional workers also continued monthly support groups and training topics.

#### **Native American Recruitment and Retention Workgroup**

The CFSR focused its recruitment and retention efforts on increasing Native American resource parents as an area needing improvement due to the disproportionality of Native American children in care with the majority of them residing in non-Native homes. As one of its strategies, CFSD was able to secure a VISTA position to develop this recruitment process. The VISTA Volunteer started in January 2010. She was able to create a Native American Recruitment and Retention Workgroup modeled after the State Recruitment and Retention Committee. The membership was on a much bigger scale as it involved Tribal Directors and staff of the seven contracted Tribes, Regional, and State Staff. The subsequent VISTA (2011) involved the Urban Indian Centers. The committee met for a full day quarterly throughout a three year period. These meetings began in 2010 and discontinued in January 2013 with the departure of the third VISTA volunteer and vacancy of the ICWA position.

The Workgroup's focus was to create collaborative strategies for increasing recruitment and retention of Native American families as part of the statewide recruitment. It also served as a

vehicle of communication in breaking down barriers and expression of needs for both cultures. The first year concentrated on nurturing these relationships.

During its tenure, the Workgroup under the leadership of the VISTA was able to create brochures for families that discussed the licensing process and the background checks (2011). The foster care inquiry form was created to gather demographic data on families that inquired. It also gathered information on tribal affiliation (June 2012). The inquiry form and the two brochures were included on the previously established askaboutfostercare Website and hardcopy and electronic copy created to distribute to local offices, team meetings, family group conferences, resource fairs, trainings, church and community presentations, and other community events. The VISTA also did outreach to numerous tribal entities including health fairs, Pow Wows, and other tribal celebrations. Regional staff and tribal staff worked together in providing information and presentations within community settings.

The Workgroup continued to meet quarterly in different Montana urban communities; however, the tribal participation decreased toward the end of SFY 2012. Tribal staff found it difficult economically to travel the distance to meetings. The VISTA tried different approaches to increase attendance. One of those strategies at the Committee's request was to conduct the meetings in different cities in Montana. High turnover of tribal staff and directors and the departure and vacancy of the CFSD ICWA Specialist and Tribal Liaison also attributed to low participation at meetings and changes in committee membership.

The final VISTA volunteer ended her term in January 2013 with the workgroup agreeing to continue the collaboration at the regional level as a way of sustaining the collaboration and targeting the specific populations in their area. Each region has unique needs in the area of recruitment and retention especially with the specific target group in mind. The VISTA had encouraged the groups to apply for a VISTA grant that could concentrate on the specific needs of each area for targeted recruitment. Resources and material for application were supplied at the last meeting.

During the past year, the Regional workgroups for both the State and Tribes have encountered difficulties due to turnover on both sides. Also, many Tribes had a great deal of difficulty in recovering financially from the federal government shutdown and that impacted not only staff but also the ability of many of Montana's Tribes to travel to and from meetings. Therefore, more efforts will resume in the next year.

### **Resource Development**

Three separate VISTA volunteers worked with the Workgroup but also took on other projects within the recruitment and retention goal:

- Established a newsletter with a Native American focus that was issued quarterly from August 2011 through the VISTAs departure in January 2013. This quarterly newsletter featured news, community and tribal events, and publications provided by different Tribal Social Services, Urban Indian Centers, and CFSD regional offices including those that had been written by local Native American authors. The newsletter was circulated to field and tribal offices and Native American foster parents.
- Gathering of and creating of resource lists of cultural materials and events that were incorporated into the Resource Parent Handbook, Regional support groups and resource parent training materials. SFY 2012 and 2013

- Instrumental in enhancement of the Licensing CAPS screen to record tribal affiliation of the foster parents. This would help establish a way of tracking the number of Native American families that are licensed during each fiscal year. SFY2012
- Developed a foster parent inquiry form that was sent to the field office (Family Resource Specialists) for distribution at tribal and local community events, SFY2012
- Development of a brochure and factsheet that focused on the licensing process and the criminal background check process. This was established specifically for kin families and Native American families. These resources were made available for distribution at Family Group Decision Making Meetings, to relative families, and at local and tribal events. SFY2012
- Website enhancement including electronic attachment of the foster parent inquiry form. The enhancement and the form helped decrease the number of inquiries that came from out of state and also became a vehicle of data collection regarding tribal affiliation and determining recruitment method success. SFY2013
- CAPS licensing screen enhancement to capture data regarding tribal affiliation of individual foster families. SFY2013

### **Regional Recruitment and Retention**

Montana continues to be a diverse state in its culture and rural nature, which continues to present challenges when trying to implement a statewide plan for recruitment and retention. The common element discussed by members of the Workgroup/Committee is that what may work for one area may not be as successful in another. Many of the approaches that have been utilized are suggestions listed on the AdoptUsKids website.

Statewide, CFSD has continued to use a broadcast media and poster campaign for foster parent recruitment which airs and is promoted heavily in the month of May. The last few years, a Tribal member has lent his voice to a public service announcement promoting foster care which is played on the Northern Broadcasting Network which airs in the majority of the state. Articles and interviews in local newspapers also continue to be used as a media approach especially in the rural areas. These articles have featured foster and adoptive families who share their experiences caring for our children.

CFSD continued to circulate information about waiting children statewide but also during this CFSD period utilized three main media programs to support permanency and adoption for children (targeted recruitment) when traditional approaches have not proved to be successful. These programs included: A Waiting Child, a monthly TV segment featured through local news; the AdoptUSKids Website; and the Heart Gallery, which is a portrait exhibit shown at local shopping malls in two separate locations.

SFY 2012: Statewide sixteen children were featured in the Heart Galleries in the Missoula and Billings areas. Eight were placed in a permanent home; two others are transitioning into their adoptive families. Thirteen children were featured on the "Waiting Child" series. Seven children were featured on both media resources. All children were submitted to AdoptUsKids. In May 2013 Heart Gallery in the Missoula featured 6 more children ages 9-16.

SFY 2013 and 2014: 13 more children were featured on “A Waiting Child”, 12 children participated in the Heart Gallery, 5 more are scheduled in the upcoming Heart Gallery in Billings, MT, and 19 children were listed on AdoptUSKids. Of these children, 12 are in pre-adoptive or permanent homes, three are pending placement and several have families that have expressed interest in providing a permanent home.

These programs continue to heighten public awareness of the need for families for children that are older and those who have greater special needs. These media resources; however, are limited to non-native children who are free for adoption as culturally the tribal programs are hesitant to feature children and many of the parental rights remain intact. These media resources have been incorporated into policy for children in state custody and remain a resource for children awaiting permanent homes. It has proven to be effective for most of those children who have agreed to be featured.

Regional and local offices have continued recruitment and retention efforts even as the resources available to them have been somewhat limited. In SFY 2011-2013, the regional and local areas reported ongoing recruitment and retention events, which have incorporated Tribal involvement and collaboration where feasible. A combination of events included appreciation dinners, bowling parties and activities for kids, Christmas celebrations and summer potluck and barbecues in each region that promote support and retention of families. In SFY 2013, the Southwest Region, State and Tribal staff planned an appreciation dinner together to celebrate Native American foster families. For SFY 2012 and 2013, Tribal and State staff in most of the regions worked together to set up information tables at many of the events held in Montana including Pow Wows, health and information fairs, and major Native American events. The regional staff continued to do outreach to local churches and groups to provide information to the community. Many of these groups support the children in foster care through donations and events.

Despite challenges reference above, a number of the regions were able to continue support groups, appreciation dinners, events and mailings, and training opportunities in SFY 2014. Some of the regions partnered with Child Placing agencies and local foster parent groups. In particular, a group called Child Wise has taken on providing foster parent support groups and child specific recruitment in Flathead County. They have placed eight children permanently through their efforts and plan to expand into more counties in the next year. Grandparents Raising Grandchildren were utilized to provide support groups for kin providers in the Billings area and continue to expand their outreach through different areas in the state. A Billings foster parent group in coordination with the agency has trained seasoned foster and adoptive families to mentor new families. Wendy’s Wonderful Kids (through Lutheran Social Services) focused on specific high needs children needing permanency in the Eastern part of the state. Other social media opportunities provided recruitment and awareness opportunities such as the adoption celebration in November in two communities, newspaper articles featuring foster and adoptive families and events that were cosponsored by other agencies such as Wendy’s Wonderful Kids. Engagement and recruitment of Native American foster families also continued in some areas through presentations and collaboration with tribal staff. In sum, SFY2013 and 2014 emphasized continued collaboration for targeted recruitment and support through Child Placing Agencies, local support groups and programs outside of CFSD.

#### Foster Parent Inquiry

The use of ongoing Answer.net call in service and the Ask About Foster Care website continued to generate inquiries which were promptly sent out to State and Tribal staff. To generate information from the inquirers, a new inquiry form was developed and added to the web site in

June 2012. The information from this form has assisted the Committee in determining what types of outreach techniques were most productive in a diverse state such as Montana. SFY (2013) indicated that “Word of Mouth” had the largest impact on recruitment (71%), followed by the Website search and Newspaper articles. This inquiry form has been made available for the Answer.net service and to the field staff as part of their recruitment packet.

In SFY 2011 the Website (prior to the changes in website) logged 291 entries. 52 were out of state inquiries. In SFY 2012 the website logged 332 entries of which 51 were out of state inquiries. With the implementation of the Website changes, SFY 2013 logged 324 entries, only 10 of these were out of state and SFY 2014 (excluding May and June 2014) has logged in 235 entries with only 11 out of state. 4 of the out of state entries were families relocating to Montana. Unfortunately, very few of these entries were families that had disclosed Tribal Affiliations since the implementation of the form. In SFY 2013, 47 out of 324 entries recorded tribal affiliation. In SFY 2014, 13 out of 235 entries recorded tribal affiliation. These families’ inquiries were forwarded to the corresponding tribal licensing staff. SFY 2013 also indicated that word of mouth was the most widely used as a referral source. This remained consistent for SFY 2014.

#### Current Foster Families

In March 2012, 907 families were licensed to provide care: 650 traditional foster families (including therapeutic foster families), 43 specialized foster families, and 214 kinship foster families. It is uncertain if the data for SFY 2012 included Tribally licensed foster families.

In April 2013, the number of licensed families was 1018. This number does include 181 Tribally licensed foster families, 531 State licensed (traditional) foster families, 26 specialized foster families, 95 therapeutic foster families and 185 kinship foster families.

In April 2014, the number of licensed families increased to 1280. This number does include 112 Tribally licensed foster families, 614 State licensed (traditional) foster families, 44 specialized foster families, 122 therapeutic foster families, and 388 kinship foster families (304 State and 84 Tribal). 124 of these families have been identified as Native American (31 Tribal homes and 93 State licensed).

The current SFY (2014) total did not include non-licensed relative/kin families with whom the Department has used as a placement resource. These particular families have chosen not to apply for licensure and have utilized other resources for financial assistance.

#### Newly Licensed Families and Retention

Data was also collected for SFY 2013 and 2014 on newly (initially) licensed families as a snapshot to determine retention of these families. 402 families were newly licensed in SFY 2013. 90 of the 402 homes have identified themselves as having a Tribal affiliation. These newly licensed homes included 116 State licensed youth foster homes (6 Native American), 174 kinship care (22 Native American), 26 therapeutic foster care, 44 Tribally licensed homes (29 Native American), and 42 Tribal kinship homes (33 Native American). The data also indicated that as of April 2014, 139 homes licensed during this period had terminated or chosen not to renew their license. 101 of those homes were kin providers. It was also noted that 26 of 139 homes that did not continue had finalized an adoption (10) or guardianship (16) of the child(ren) in their care.

Data reported for **newly licensed families** in SFY 2014 indicated a decrease in numbers. 327 families were newly licensed to include 105 state youth foster homes (2 Native American), 158

state licensed kinship families (54 Native American), 25 therapeutic (2 Native American), 2 specialized homes, 18 Tribal foster homes, and 19 Tribal kinship homes (7 Native American). The homes licensed in this period have not yet reached the end of their current licensing status; however, 2 terminated licenses (kinship) were reported in this timeframe.

### **SECTION 6: Adoption Incentive Payments.**

The Department received \$34,823 in adoption incentive funds for Federal Fiscal Year 2012 (for funding year). The incentives were received because the Division exceeded its base line for adoptions of older children by 5 youths. Adoption incentive payments are divided between the State and the Tribes based on the following Title IV-E contract language:

The Department may receive adoption incentive payments in accordance with Section 473 of the Social Security Act [42 U.S.C. 673(b)]. If the Department receives adoption incentive funding and if the children included in the calculation of the amount of adoption incentive funds received include eligible children under the jurisdiction of Tribal Court, the Department will provide the Tribe with a payment equal to a pro-rated share of the adoption incentive funding based on the percentage of their Tribal Court children in the total number of adopted children used in calculating the amount of adoption incentive funds received.

Two of the older youths who were adopted were under the jurisdiction of the Blackfeet Tribal Court so funds were forwarded to the Tribe in accordance with the contract language. Some of the remaining funds were used to assist the Division in the maintenance of adoption records. This includes upgrading the technology needed to read and print the adoption records that the Division has been microfilming for many years. These records are accessed when other children in a family subsequently enter foster care and when adoptees or family members request adoption record searches through the courts. The remaining funds were used for general administrative costs. There were no challenges in expending the funds.

No Adoption Incentive funds were received in Federal Fiscal Years 2010, 2011, 2013, and 2014.

### **SECTION 7: Child Welfare Demonstration Activities**

Montana's Title IV-E Waiver Demonstration Project under Section 1130 of the Act has been approved and will be implemented January 1, 2015. Montana is currently working on the implementation and design of the waiver program. When implementation begins, the flexible use of Title IV-E dollars will be coordinated with programs traditionally funded by Title IV-B.

Implementation of Montana's Title IV-E Waiver will not be statewide initially; rather, implementation will be done in phases which will lead to statewide implementation by 2019. Montana will utilize a quasi-experimental evaluation design to measure the impact of the waiver on the target populations versus those who receive traditional services funded by both Title IV-E and Title IV-B. The ultimate goal of the waiver is to ensure the service being purchased with Title IV-B funds improve safety, permanency, and well-being outcomes for children and families. If the Title IV-E Waiver is successful, CFSD will look at the possibility of shifting Title IV-B

funding to provide the evidence based or evidence informed practices showing success under the Title IV-E Waiver. Specific services that will be provided under Montana's Title IV-E Waiver may vary from community to community making it difficult, at this time, to project exactly what services will be purchased using Title IV-B funding or how the use of that funding will be changed over time. An outline of specific Title IV-E programs and activities, and how they will be coordinated with programs traditionally funded by Title IV-B, is outlined in the 2015-2019 CFSP and annual updates will be provided in subsequent ASPR.

## **SECTION 8: CAPTA**

### **I. INTRODUCTION**

What follows is Montana's Annual State Report with regards to the Child Abuse Prevention and Treatment Act (CAPTA); this report is to be submitted in accordance with section 106(b)(1)(A) of the Act. Montana's CAPTA State Coordinator is Jack Clearman, [jclearman@mt.gov](mailto:jclearman@mt.gov), 406-841-2476.

The 5-year planning strategy for the CAN or Basic State Grant, previously laid out in Montana's report submitted June 30, 2009, included goals to be achieved under Sec. 106(2)(A) to Create and Improve the use of Multidisciplinary Teams and Interagency Protocols to Enhance Investigations, and (2)(B)(ii) and (6)(B) to Improve Legal Preparation and Representation, including (ii) Provisions for the Appointment of an Individual Appointed to Represent a Child in Judicial Proceedings; and (6)(B) training regarding the legal duties of such individuals. There are no substantive changes and these goals continue to be the focus of the Annual CAPTA State Report.

Montana was notified in January 2012 that its CFSP Program Improvement Plan (PIP) had been successfully completed. CFSD's is continuing its efforts to fully integrate the PIP requirements into field practice utilizing a high fidelity approach to implementing system change. These implementation efforts are fully supported by the goals set forth in the above mentioned State 5 year plan so no significant changes are planned for use of CAPTA grant funds in this plan.

This report covers activities that occur between July 1, 2013, and June 30, 2014.

### **II. CAPTA STATE PLAN:**

The 5-year planning strategy for the CAN or Basic State Grant, included:

- goals to be achieved under Sec. 106(2)(A) to Create and Improve the use of Multidisciplinary Teams and Interagency Protocols to Enhance Investigations;
- (2)(B)(ii) and (6)(B) to Improve Legal Preparation and Representation, including (ii) Provisions for the Appointment of an Individual Appointed to Represent a Child in Judicial Proceedings; and
- (6)(B) Training regarding the legal duties of such individuals.

These goals continue to be the focus of the 2014 CAPTA State Report.

**IDENTIFICATION OF WHICH OF THE 14 PROGRAM AREAS DESCRIBED IN SECTION 106 (a) WILL BE ADDRESSED WITH CAPTA GRANT FUNDS, IN ORDER TO IMPROVE THE CHILD PROTECTIVE SERVICE SYSTEM OF THE STATE:**

**Montana used the Basic State CAN Grant (CAPTA, Title I) for the following areas:**

- 1. Intake, assessment, screening, and investigation of reports of child abuse and neglect;**
- 2. Improve the Use of Multidisciplinary Teams and Inter-agency, intra-agency, interstate, and intrastate protocols to enhance investigations Sec. 106 (2) (A);**
- 3. Case Management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families (Sec. 106 (3));**
- 4. Enhancing the general child protective system by developing, improving, and implementing risk and safety assessment tools and protocols (Sec. 106 (4));**
- 5. Developing and updating systems of technology that support the program and track reports of child abuse and neglect from intake through final disposition and allow interstate and intrastate information exchange;**
- 6. Developing, strengthening, and facilitating training including:**
  - Training regarding research-based strategies, including the use of differential response, to promote collaboration with the families (Sec. 106(5));
  - Training in early childhood, child, and adolescent development;
  - Training the legal duties of such individuals, and
  - Personal safety training for case workers;
- 7. Improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including improvements in the recruitment and retention of caseworkers;**
- 8. Developing and facilitating training protocols for individuals mandated to report child abuse or neglect;**
- 11. Developing and delivering information to improve public education relating to the role and responsibility of the child protection system and the nature of basis for reporting suspected incidents of child abuse and neglect;**
- 12. Developing and enhancing capacity of community-based programs to integrate shared leadership strategies between parents and professionals to prevent and treat child abuse and neglect at the neighborhood level;**
- 13. Supporting and enhancing interagency collaboration among public health agencies, agencies in the child protective service system and agencies carrying out private community-based programs:**
  - To provide child abuse and neglect prevention and treatment services (including linkages with education systems), and the use of differential response; and
  - To address the health needs, including mental health needs, of children identified as victims of child abuse or neglect, including supporting prompt, comprehensive health and development evaluation for children who are the subject of substantiated child maltreatment reports; and

#### **14. Developing and implementing procedures for collaborating among child protective services, domestic violence, and other agencies in:**

- Investigations, interventions, and the delivery of services and treatment provided to children and families, including the use of differential response, where appropriate; and
- The provision of services that assist children exposed to domestic violence, and that support the care giving role of the non-abusing parent.

### **III. SUBSTANTIVE CHANGES TO STATE LAW OR REGULATIONS**

There are no new statutes that would impact eligibility for CAPTA funds at this time. The Montana Legislature session begins January 2015, and CFSD will request legislative changes to comply with the CAPTA requirement regarding disclosure of information related to child fatalities and near fatalities currently prohibited by Montana statute.

### **IV. SIGNIFICANT CHANGES FROM PREVIOUS CAPTA PLAN**

The CFSD oversaw the Montana Child Trust Fund (MT CTF) funded with the CBCAP-CAPTA, Title II until February 2013. The program and funding is now administered within the Montana DPHHS, Prevention Resource Center.

### **V. REQUIRED DESCRIPTIONS (as required by Section 108(e) of CAPTA)**

Each Area will include which of the 14 PROGRAM AREAS described in SECTION 106 (a) will be addressed (i.e. #1).

#### **MONTANA CHILD ABUSE AND NEGLECT CONFERENCE (\$51,431.00)**

##### **Reference Areas: #1, #2, #3, #4, #6, #7, #8, #11, #12, #13, #14**

Each spring, the MT DPHHS, CFSD plans, organizes and hosts a two and one-half day Montana Child Abuse and Neglect (MT CAN) Conference in honor of Child Abuse and Neglect Prevention Month. The annual MT CAN Conference brings together key staff from the child welfare field, foster and adoptive parents, tribal social services, in-home services, and other professionals representing the related disciplines of education, health care, law enforcement, the judiciary, substance abuse, domestic violence, and mental health; as well as academicians, researchers, parents, advocates, and volunteers.

The annual MT CAN Conference is a collaborative project:

- MT DPHHS/CFSD;
- Court Appointed Special Advocates (CASA of Montana);
- Court Assessment Program;
- Montana Supreme Court Administrator's Office;
- Department of Justice;
- Montana Children's Trust Fund;
- Montana Sexual Abuse Assault Response Teams (MCSART); and

The annual Conference initially had 50 attendees in 1998. In 2014 approximately 500 participants attended. The conference offers nationally recognized speakers from around the country to present information that spans practice improvement, legal issues, child sexual abuse and exploitation issues, court practices to personal and professional development issues. The Conference offers excellent opportunities for participants to:

- promote working relationships;
- exchange information and ideas;
- network with providers from around the state;
- improve investigative, administrative, and judicial handling of cases of child abuse and neglect, particularly child sexual abuse and exploitation, as well as cases involving suspected child maltreatment related fatalities;
- improve investigative, administrative, and judicial handling of cases involving a potential combination of jurisdictions, such as interstate, Federal-State, and State-Tribal, in a manner which reduces the additional trauma to the child victim and the victim's family and which also ensures procedural fairness to the accused;
- provide opportunities for participants to test innovative approaches and techniques which improve the prompt and successful resolution of civil and criminal court proceedings or enhance the effectiveness of judicial and administrative action in child abuse and neglect cases, particularly child sexual abuse and exploitation cases, including the enhancement of performance of court-appointed attorneys and GALs, and which also ensure procedural fairness to the accused.

To help ensure the opportunity for stakeholders to participate in the conference, registration fee waived for: foster/adoptive parents, CFSD staff, CPT and Foster Care Review Committee (FCRC) members, CFSD In-home Services/Reunification Providers, State Advisory Council Members/Children's Justice Task Force members, Tribal Social Services Staff, CASA and CFSD Domestic Violence Contractors. Continuing Education Credits (CEUs) offered in CLE, POST, OPI, LCSW, and LCPC.

Per the Governor's Energy Policy: State employees and others were asked to car pool. Also, in the effort to conserve resources, handouts for the conference were via USB flash drive only. No hard copy/paper copies were distributed during the Conference.

The **2013 Montana Child Abuse and Neglect Conference** was held on April 21-23, 2014 at the Hilton Garden Inn, Missoula, Montana. Access to the conference brochure/agenda is at the following link: <http://www.dphhs.mt.gov/cfsd/can/>

**SAFETY ASSESSMENT MANAGEMENT MODEL POLICY TRAINING (\$31,500.00) (Initiated Fall of 2011 and ongoing) Reference Areas: #1, #2, #3, #4, #5, #6, #7, #8, #11, #12, #13, #14**

The Division traditionally presented policy training in August and September to ensure that staff were informed before new laws and policies become effective and to provide refresher training on selected topics such as the Indian Child Welfare Act and Nondiscrimination Training. As of April 2012, face-to face policy training meetings have been augmented via WebEx meetings on a quarterly basis. This online format allows a more cost effective, efficient, and timely approach to availing Division staff of ongoing changes in policy and practice. Recordings of the WebEx trainings are posted on the Division's SharePoint site to further facilitate access.

With an emphasis on new statutes, policy, and the Safety Assessment Management System (SAMS), training topics have included implementation of Phase II of SAMS, non-custodial placement, non-discrimination, unsubstantiation letters, DOJ security training, NYTD surveys, Chafee referrals, termination of parental rights, Medicaid for former foster youth, HIPAA/case records, and investigation reports of abuse and neglect.

**SUPERVISOR TRAINING (\$7,000.00)**

**Reference Areas: #1, #2, #3, #4, #5, #6, #7, #8, #11, #12, #13, #14**

CFSD holds quarterly Supervisor meetings to provide the opportunity for leadership training for the Division's Supervisors, including the Division's Management Team.

The 2014 Supervisors meetings remained focused on topics pertinent to implementation of SAMS, particularly Phase II implementation (including safety plan determination, conditions for return, and regional training plans).

Other agenda items included division updates, waiver/data updates and discussion, MCAN training updates, placement stabilization processes, provisional licenses for foster care, substantiation rules, case load management/tracking, and courtesy supervision of caseloads.

**CULTURAL AWARENESS CONFERENCE (\$20,000.00)**

**Reference Areas: #2, #3, #7, #11, #12, #13, #14**

Montana Tribal Social Services Association Conference entitled: 2014 Spring-Summer Cross Cultural Conference. The conference was held May 13-15, 2014 in Great Falls, MT. The agenda included:

- IV-E Waiver Presentation: Sarah Corbally, Administrator, MT Department Health and Human Services, Child and Family Services Division;
- Human Trafficking/At-Risk Children and Youth: Brian Lockerby, Director, Division of Criminal Justice, MT Department of Justice;
- Indian Child Welfare Act: May Linn Smith, PhD, Director, Indian Law Clinic, University of Montana;
- Federal Title IV-B: Eric Bush, Region 8 (Denver) Administration for Children and Families;
- Cultural Presentation: Blackfeet Tribe;
- Cultural Presentation: Northern Cheyenne Tribe;
- Cultural Presentation: Chippewa Cree Tribe;
- Cultural Presentation: CSKT Tribe

The Montana Tribal Social Services Association in cooperation with the Montana Department of Health and Human Services, Child and Family Services Division, presented the conference.

**CITIZEN REVIEW PANEL (\$5,327.00)**

Funds allocated fund travel, lodging, and per diem costs for the Citizen Review Panel (CRP) to meet and perform their duties during their regularly-scheduled meetings. The CRP will continue to meet on a quarterly basis, making recommendations on improvement of the State’s CPS system, participating in case reviews; with continued input from the MT DPHHS, CSFD’s Management Team.

**BASIC STATE CHILD ABUSE AND NEGLECT GRANT, CAPTA TITLE I  
2012 Budget Summary**

<u>Budget Category</u>	<u>Allocation</u>
Estimated Indirect Costs	\$ 5,000.00
Supervisor Training	7,000.00
Cultural Awareness Conference	20,000.00
April Montana CAN Conference	51,413.00
Citizen Review Panel	5,327.00
Policy Training	31,500.00
<b>TOTAL</b>	<b><u>\$120,240.00</u></b>

**BASIC STATE CHILD ABUSE AND NEGLECT GRANT, CAPTA TITLE I  
2013 Budget Proposal Summary/Narrative (as approved by CRP, May 23, 2014)**

<u>Budget Category</u>	<u>Allocation</u>
<b>Estimated Indirect Costs</b>	\$ 5,000.00
<b>Supervisor Training</b>	7,000.00
Continued professional/managerial training and other planned trainings as may be necessary because of the PIP, IV-E and/or Legislative Audits, legislation, etc.	
<b>Cultural Awareness Conferences</b>	20,000.00
To offset expenses associated with the Annual ICWA or Cultural Awareness Conference held every year for all Tribal and State human services professionals.	
<b>April Montana CAN Conference</b>	51,413.00
Each year the Grant helps to support the Montana CAN Conference that attracts up to 500 participants and nationally-recognized Speakers.	
<b>Citizen Review Panel</b>	5,327.00
The CAN Grant provides funding for the Panel to meet quarterly to do case review and offer recommendations on improvement of the State's CPS system.	
<b>Policy Training</b>	26,453.00
The Grant provides funding for Policy Training to be delivered to the field staff. Policy Training updates all staff on legislative changes, amendments to existing policy, and other practice changes (PIP, IV-E) that may be necessary.	
<b>TOTAL</b>	<b><u>\$115,193.00</u></b>

**VI. CITIZEN REVIEW PANEL ANNUAL REPORT**

**MONTANA'S CITIZEN REVIEW PANEL- STATE FISCAL YEAR 2011**

July 1, 2013 – June 30, 2014

**ANNUAL REPORT**

**PANEL STRUCTURE**

The statewide MT DPHHS, CFSD State Advisory Council (SAC) acts as Montana's Citizen Review Panel (CRP), as required by Section 106C of the Child Abuse Prevention and Treatment Act (CAPTA), as amended. Presently, the SAC is composed of 16 volunteer members who represent a broad spectrum of the communities in which they live and, among other things, have expertise in the prevention and treatment of child abuse and neglect. Members include representatives from the State Legislature, the legal community, local government, public health, education, foster care/adoption, mental health, hospital services, prevention services, CASA/GAL, and citizens-at-large. The Administrator of the Child and Family Services Division (CFSD) appoints seven members, and seven members are chairs of their local Child and Family Services Advisory Councils. The State and local councils meet quarterly.

The MT CFSD organized into five regions: Western, Southwest, North Central, South Central, and Eastern. Each region has a local Family Services Advisory Council that represents a diverse constituency. Because Montana's Eastern region is so large geographically, there are three local advisory councils in this area. The local councils meet quarterly to advise and make recommendations to the regions and to the SAC regarding CFSDs' policy, procedures, need for services, gaps in services, the role of local community-based organizations, and a variety of issues or programming for the Division.

On the local level, Regional Administrators meet on a regular basis with members of their local council and attend meetings regularly to gain further knowledge, advice and recommendations from representatives of their communities and surrounding service areas. Recommendations and feedback from these local council meetings presented to the SAC/Citizen Review Panel for their considerations or actions. Staff regularly attend the quarterly SAC meetings to report on special projects/programs and issues in their area of expertise. The SAC regularly provides advice and recommendations on program areas spanning legislation, budget and service provision.

### **STAFFING**

The statewide CFSD SAC is staffed by the Division Administrator, the Management Team (which includes Regional Administrators and Bureau Chiefs from the Central Office), and other administrative staff as necessary. In its capacity as the CRP, the Council will be staffed by this group and the CAN Grant Administrator to assist and guide the work.

### **MEETINGS: STATE ADVISORY COUNCIL (CITIZEN REVIEW PANEL)**

#### **State Advisory Council Meeting Minutes**

August 23, 2013

**Present:** Chairwoman Edith Clark, Erica Betz, Sarah Corbally, Cory Costello, Heather Denny, Andree Deligdisch, Mark Laramore, Jason Larson, Mick Leary, Joy Mariska, Mark Laramore, Trudi Schmidt, Randy Schwickert, Ryan Tofflemire, Adell Wearley

**Absent:** Peter Bovingdon, Rochelle Beley, Shawn Byrne, Craig Campbell, Nikki Grossberg, Patty McGeshick, Pam Novak, Hon. E. Wayne Phillips, Brenda Schye, Marti Vining

#### **Welcome, Introductions, Review Minutes**

Chairwoman Edith Clark welcomed members and led introductions. Minutes from the May 17, 2013, meeting were not available due to CFSD of staff absence. They will be presented for review and approval at the next scheduled meeting.

#### **Divisions Administrator's Report**

**Sarah Corbally**

Sarah reported that the largest numbers of cases involving drugs are meth-related.

CFSD has submitted an application for one of ten available IV-E Demonstration Waivers available from the federal government. Traditional funding of child welfare is very limited in that it is tied to 1996 federal poverty standards, as well as being accessible only for select allowable services: placements, diapers, clothing, and transportation. IV-E waiver demonstration projects allow states to "cut the ties" associated with federal funding to allow for more flexible spending aimed at improving outcomes for children. The waivers have cost neutrality requirements, meaning that the federal government will not invest any more money than projected under

traditional funding requirements. States also cannot use any cost savings realized from the project to offset the state dollars invested in child welfare programs. Montana has submitted its application, and is in the process of negotiating the capped allocation over the life of the five year project. The next step will be to finalize terms and conditions prior to September 30, 2013. Once terms and conditions are signed, Montana will have approximately 12-18 months to develop and implement the waiver.

The 2013 Legislature appropriated funding to revive the MACWIS replacement project previously cancelled due to budget constraints. The funding is intended to be used to gather requirements and develop a “street-ready” request for proposal (RFP) for replacing CAPS to present to the 2015 Legislature, along with a funding request. This is a joint effort between Technology Services Division and Child & Family Services. CFSD has been allowed the use of two modified positions from the TSD to hire two Business Analysts to complete the requirements gathering and assist in writing the formal RFP. Currently, the project team is taking a two-track approach: conducting gap analysis and requirements gathering for creating a completely new system, and researching and reviewing customizable “off the shelf” alternatives.

The University of Montana has completed its initial analysis of the recruitment and retention survey issued to CFSD staff about a year ago. Ryan Tolleson-Knee, from the University, has been presenting the data to staff statewide, with the final meeting to be held next week. CFSD is committed to addressing the findings of the waiver, and working to improve identified issues in an effort to improve recruitment and retention, and reduce secondary trauma. The University will be working with CFSD to identify “next steps” in addressing the findings from the survey and maintain momentum.

Finally, Sarah reported that CASA will be hiring a new Executive Director.

### **National Citizen Review Panel Conference Report**

**Andree Deligdisch**

Andree attended the National conference held in May. There were numerous presentations from other states on a wide range of topics, including:

- Work with foster parents
- Work to improve child wellbeing (i.e. planned outings, blankets, etc.)
- Work on public awareness
- Members are community advocates
- Organized parenting education (Circle of Security, Parents as Teachers)
- Importance of early intervention and spreading the message

It was noted that there are very few states with the same rural issues as Montana, and some states have more money to address issues than we do locally.

Other topics of interest at the conference included:

- Howard Davidson with the ABA Center on Children’s Law presented information on the federal report on violence against children.
- Blake Jones & Theresa Costello discussed training resources, and provided information about the NRC-CPS resources available
- Child trafficking issues also arose, with many states wanting federal legislation. There is a need for system and response protocols to be put into place to address the issue.

Andree also reported on the fatality reviews, noting that better identification is partially responsible for the increase in numbers. Another important message from the conference was the importance of working with the legislature, sharing data, and recognizing and thanking the legislature for their part of the process. Andree noted there was very little focus on prevention or root cause analysis to identify underlying issues.

The conference update by Andree prompted a general group discussion around homeless youth also being an issue, and is rising in Montana. Heather Denny reported that there is a subset of this group who are homeless and without parents. Some communities across the state are starting to form groups to address the issue.

### **Budget Discussion**

**Erica Betz**

Erica Betz reported that the number of children in care was 2,189 as of July 31, 2013. The average number of children in care is up over 17% in SFY 2013 as compared to SFY 2012. Adoptions subsidies are being paid on behalf of 2,262 children, while guardianship is being provided for 190 children.

Budget projections for SFY 2014 are still very preliminary, as billing for SFY 2013 is not yet complete and we are very early in the SFY for base caseload and cost projections. There will be an increase in the federal match (FMAP) for non-tribal cases from 66.11% to 67.37% on October 1, 2013 (tribal FMAP remains at 83%). We have also experienced a slight increase in IV-E rates. These increases will result in a shift from general to federal funds for costs of services.

There are currently 19 vacant field worker positions, with an additional 4 pending. As positions become vacant, they are being reviewed against staffing patterns across the state so that we are maximizing field positions to the extent possible. Vacancies are being advertised and filled as timely as possible.

### **Citizen Review Panel Update**

**Jack Clearman**

Jack gave a summary report of the Basic State CAN and the Children's Justice (CJA) grants, providing proposed and historical budget narratives. The 2012 CAN grant is \$120,240, an increase of \$1,413 from the 2011 grant award. The 2012 CJA grant award is \$92,206, an increase \$937. No budget decisions are needed at this time.

### **Fidelity Review Results Review**

**Sarah Corbally**

Instead of a case presentation, Sarah shared the results of the fidelity review held in June 2013. The review was conducted on 130 reports and 91 cases from January 2013 through May 2013, across all regions and all supervisors. The reviewers were from NRC / Action for Child Protection. While some areas still needing improvement, overall Montana made significant improvements in many areas of CI and SAMS compared to the 2012 results.

### **Regional Reports**

#### **Program Bureau Update**

**Mick Leary**

Mick reported that the Chafee program manager is designing a three-year project to revamp the program in an effort to improve the services and outcomes for the program. CFSD is collaborating with Children's Mental Health Bureau on a SAMSHA grant involving the treatment of co-occurring disorders in adolescence.

### **Centralized Intake**

**Ryan Tofflemire**

Ryan reported the CI staffing levels have stabilized, and employee morale is good. The fourth CI Supervisor has been hired, allowing for supervision of all shifts and a supervisory review of all reports.

### **Region I**

**Eric Barnosky**

Eric reported that the Eastern region is down to two vacancies. The staff focus is on new staff training, and new hires seem positive and doing well. Meth use is high in this region, with an increase of babies testing positive at birth. There continues to be housing issues in areas affected by the Bakken oilfields.

**Region II** did not have a report.

### **Region III**

**Jason Larson**

With the exception of the newly created CPS Supervisor, the South-Central region is fully staffed. As with Region I, the new staff members have positive attitudes. The Billings office has increased office space to accommodate a growing workforce. This has allowed to meeting and conference rooms that had been converted into office space back to meeting and visitation spaces. Jason continues to meet with stakeholders in the region in an effort to improve relationships and strengthen communication.

**Region IV** did not have a report.

**Region V** did not have a report.

### **Public Comment**

There was no public comment

### **Wrap Up / Next Meeting**

The next State Advisory Council meeting will be held November 22, 2013.

### **State Advisory Council Meeting Minutes**

November 22, 2013

**Attending:** Edith Clark, Chairman, Andree Deligdisch, Eric Barnosky, Mark Laramore, Sarah Corbally, Cory Costello, Marti Vining, Adell Wearley, Jason Larson, Nikki Grossberg, Trudi Schmidt, Marilyn Daumiller, Cynthia Hollimon, Ryan Tofflemire, Mick Leary, Erica Betz, Kathy Munson, Jack Clearman, Randy Schwickert

**Absent:** E. Wayne Phillips, Peter Bovington, Craig Campbell, Joy Mariska. Minutes for the last meeting were approved as presented.

### **Division Administrator's Report**

**Sarah Corbally**

Sarah announced that Child and Family Services received approval for our Title IV-E Waiver Demonstration project, and that we are one of eight states that received it. We will spend the next year planning and developing infrastructure to implement on January 1, 2015. Waiver demonstration projects last for a period of five years.

We will be hiring a Waiver Project Manager and a Safe Care Program Manager in order to develop services to families at risk and a prevention track within the Waiver. There are 3 target populations to be served within the waiver: children ages zero to five in care for short time periods; children ages zero to 12 for kinship care moving towards guardianship; and children in congregate care, which is the highest cost placement. We will be using Family Find to place these children in lower settings if possible.

Early Childhood Coalition will be affected, our families will benefit with them.

Fidelity review focused on safety analysis, planning, compliance base to charge base, lasting change, training for safety committee and then to supervisors state-wide in June/July.

There will be protective Case Family Assessment (FCFA) and changes in Centralized Intake (CI).

U of M will be having retention and recruitment webinar on Monday as to what has been completed and will be communicated to all regions with a list of proposed next steps.

Hiring in the department will be moving toward career ladders, as well as identifying tracks for workers to progress. There are two main 'track' proposal areas: social work and upper management. Other suggestions focus on communication, input into decision making, and available feedback loops. Implementing performance evaluations is another identified next step. Cory announced changes in MCAN, moving toward a CFSD-developed curriculum and deliver. This will allow more feedback from staff. MCAN will be three consecutive weeks, and workers will need to start at the beginning and work progressively through, as each week builds upon information presented in the prior week. CSFD has hired a training coordinator to develop and facilitate MCAN training. She is integrating all information, the SAMS model and tracking systems. The University of Montana partnership will be utilized to augment core trainings. Cory stressed the importance of tracking trainings attended by employees in order to ensure training matches our core values. She also discussed the need to develop a plan for progressive training and growth.

Andree inquired about turnover and how many actually have or are doing sequential training. There are approximately fifteen people in a training pool, with 1 FTE coordinating the training. The challenge is how to focus 167 CPS workers, and trainers needs to be exacting and energized for staff. There was a class of 45 as of October 7th.

MACWIS RFP (the new CAPS) gets some funding by Jan. 15<sup>th</sup>. Janice Basso will be leading this project. She and two temporary business analysts will be visiting each region and talking to the workers to find what they would like to have and what will make the work flow easier to use, especially so that the workers won't have to fill out the paperwork more than one time. The new system will be fully mobile. Randy asked how the different systems will work together. The RFP will direct the systems integration requirements. The goal is that the system will operate in real time, and anyone who touches the case (including external partners using integrated systems) will never enter the same piece of information more than once..

**Legislative Report**

**Trudi Schmidt**

Trudi- are we finding Judges will work with implementation of SAMS? Nikki's judges are working with SAMS and short affidavit. Jason's judges wanted to go with pilot court family and engage team as well. Collaborative report, way to solve disputes, successful enough that all judges want to go through it. Balance team with equal workload. DN work group, off of public Defender, CASA and practice manual, hybrid of MT law and SAMS.

ABA Child safety guide questions as Judges about terms of visitation. Yellowstone County looking at supervised visit for safety. Posted on Judges website and can use or not, and get feedback on it.

Senator Baucus had the adoption incentive program increase bonus for adoption or guardianship, bumped by 6 times the amount.

Cory - out of Billings, TDM's rapid response, identifying consequence and doing placement, pre-conference hearing. Not John Parker, Cory or Marti how can we bring public defenders and other attorneys to collaborate response, parents and kids don't win, encourage them to talk and work with us.

Edith, is boot camp state wide? Family group planning, process notes and distribute to anyone who attends, 1 worker per case model in Billings, ongoing worker involved right away and have records and input. Now have more training, lots of prep work, goals and objectives, working within 72 hours.

Randy doesn't know all the facts, Rochelle works with this, few have had training on FGDM, waste of time or making unsafe decisions, leaders of the teams, pull out old training materials together for FGDM and morph into more than FGDM, ongoing work, staff getting it back.

### **Budget Discussion**

**Erica Betz**

Erica – The number of kids in care continue to rise: up 55 since last quarter report, on average up 157 this SFY over last year SFY's average, 330 more kids in care than one year ago. The increase in care is leading to higher than projected costs, resulting in a net shortfall of about \$400k. There are 38 vacancies, 19 of them are CPS, with 7 pending, 1 transfer from 1 position to another, and 3 that are budgeted for less than full time, but work less than full time. Randy asked is this total vacancies, or a breakdown to show only field staff and not office staff? The director is streamlining the HR process. One year ago, it took an average of 180 days to get a position filled; we are now at about 60.

Marilyn Daumiller is retiring next Friday, after Thanksgiving, she will not miss the hours, but will miss the people and the good work. She is interested in continuing participation in the State Advisory Council as a citizen representative.

### **CAN and CJA Overview**

**Jack Clearman**

Jack: Quick overview of CJA and Basic can grants outline of current and breakdown of prior year stipulate on how grant can be spent.

Recommendations: managing the grants better, 5 year grant on CAN, currently about halfway through it. Better job on managing. Expenses don't change much. We do the Cultural

Awareness Conference, attendance has gone own, it is now planned by tribal social services. Mick said that at one time we had between 180 and 220 attended. He thinks it was in 2011 or 2012. Tribes are working on daily issues, not other nonessential things, like elections and general turmoil.

Sarah spoke about membership on State Advisory Council, with non-attendance in two or more meetings perhaps prompting a letter to determine interest / availability for participation on council.

## **Regional Reports**

### **Region I**

#### **Eric Barnosky**

Eric - continues to train staff, staff turnover, hired within the last year and a half. Based on staff referral, closed the Baker office and just have on-site consultation. Recognize locations having issues, struggling, what are barriers and how to remove them. Solid plans, Wolf Point probably worst, down 1 CPS worker interviews on Nov. 21. Caseloads have increased, but not as much as we thought. There is no housing in Sidney & Glendive, as housing is built, will see more and more increases in cases.

### **Region II**

#### **Marti Vining**

Marti - 1 post, hiring CPS on Monday and supervisor, first week of December for CPSS. Training and working towards regional for waiver, jobs to all supervisors on task. Service based intervention, MDT still going strong. CPT look over and what can we do to make more functional? District attorney from DC, National District Attorney in Great Falls. Prosecution, identify CA& N incident. Adoption celebration on Thursday, November 21. Meeting with Trudi, local advisory council input from staff, really moving forward, more enthusiastic - exciting about 60, 45 in Great Falls.

### **Region III**

#### **Jason Larson**

Jason - fully staffed, not fully trained, 2 will be retiring. Have new space on first floor, pilot court, going fairly well, advisory council.

Sarah – waiver, have ACT grant with 2 year extension with 5 year grant model family moves into centers. Great success scores - parenting on site and huge service array, partnership with housing authority. In home services had 43 spots, we only used 3, out on visits, refer to FSN and push out to the center so can serve more families. Look towards being accredited, every referral to them, farmed out to Rimrock to see how quickly we can get referrals in. Within 10 working days, drugs and alcohol, 1 of 8 for this grant.

### **Region IV**

#### **Mark Laramore**

Mark - turnover and staffing changes, resignation, one let go for cause, supervisor to staff ration, 7 and 1 case aide to supervisor. Have interviews. In Butte, 4 resignation and have filled 3. One supervisor in Anaconda, in Bozeman, 1 resignation and 1 pending, have hired both. In Helena, space wise are full, out of office, transition to IV-E.

Trudi - what has public health done? Dynamic child coalition, early childhood system and programs. Andree - Coalition to get all agencies to pool and work together, Billings, Missoula, Havre and Helena.

### **Region V**

### **Nikki Grossberg**

Nikki - pilot projects, waiver and advisory council northern and southern. Kalispell, Missoula & Flathead, meth funding, Best Beginning, Missoula foster child help program, tracking when enter foster care and medical records, identify and follow up, public health nurse, foster care and now kinship. Kalispell - bring program to the kids, partner with Intermountain. Everyone is on board and ready for the next step. Staffing, down 1 in Kalispell and 1 in Missoula.

### **Program Bureau**

### **Mick Leary**

Everything is going well in the bureau, gearing up for the adoption celebration. There were a lot of adoptions, lots to be done. Mick and Jonelle went down to Crow and Cheyenne, non IV-E contracts with tribes, list of services. IV-B dollars for unit to expand in care, in Crow, housing is deplorable. Internal things, billing the contracts back to July, and the money is not in budget.

Erin Kintop is managing the Chafee Independent Living program, interview with vista worker. Erin was out to two of the regions with staff and advisory board, what do we do with referrals? Need staff, help get the needed services and working together more effectively.

Mick has hired an ICWA program manager, Jonelle LaPiere. CFSD collaborated on two tribal conferences, spring and fall with the tribal social services association.

Cory presented research on critical incident response, severe injury or death after we closed. Different practices and approaches, issues that we should learn, we need to be more transparent, have to share information, the process is in place, information flow, these things all have to be included. Evaluating and learning how to improve, assuring that timelines, step by step, chaos and panic. CRIT (Critical Review Incident Team). Everyone is notified and timelines for each incident. Team leader and local lead, doing practical and local, talking to everyone else, what is happening with the other kids in the family and etc. CRP both policy and reviewers, this would be the team that would review the process, what works and what doesn't. Response to take and to talk to staff, this is what we do, have a debriefing process, restoring resiliency. These things happen and how we respond, address issues and how to handle.

### **Centralized Intake**

### **Ryan Tofflemire**

Ryan - CI, got the 4<sup>th</sup> supervisor hired, relocating CI to improve work environment.

### **Public Comment**

No public comment.

### **State Advisory Council Meeting Minutes**

February 21, 2014

**Present:** Edith Clark – Chairwoman; Erica Betz, Mick Leary, Brenda Schye, E. Wayne Phillips, Eric Barnosky, Nikki Grossberg, Sarah Corbally, Jason Larson, Marilyn Daumiller, Randy Schwickert, Marti Vining, Adell Wearley, Kathy Munson, Rochelle Beley.

**Absent:** Mark Laramore, Andree Deligidisch, Peter Bovington, Heather Denny, Craig Campbell

Chairwoman Clark welcomed everyone to the meeting, including a special welcome for new member Marilyn Daumiller.

### **Division Administrator's Update**

**Sarah Corbally**

CFSD Division Administrator, Sarah Corbally, provided updates on the many activities and issues affecting the division. The number of children in out of home care continues to increase, as does the removal rate at birth or early infancy due to parental drug use, most notably methamphetamine. The significant increase in the number of children in care has adversely affected timelines in recruiting and licensing foster families, resulting in a funding shift to the general fund while payments are being made to providers with provisional licenses. This has prompted the division to consider alternatives in preparation for the next legislative session, including increasing the role of child placing agencies in licensing regular foster homes and modifying the roles of family resource specialists. Chairwoman Clark asked about caseloads per worker, to which Ms. Corbally responded that caseloads are difficult to articulate based on how the data system counts cases (clients as opposed to families), and varies significantly by region.

Ms. Corbally updated the Council on the status of the MACWIS project. During the last legislative session, the legislature authorized funding to develop a "camera ready" request for proposal to replace CAPS, the automated child welfare information system. The agency is releasing a request for information in an effort to identify available systems solutions, as well as potential costs for system replacement. The requirements gathering is well underway, with completion of a full RFP expected by the end of June.

Ms. Corbally reported on the status of the Waiver Demonstration Project. The Initial Design and Implementation Report (IDIR), which details the specifics of the waiver project – including work plans and timelines – has been submitted to our Federal partners for review. This is a working document that will evolve over time, guiding and defining waiver planning and implementation. A cross-functional steering committee has been established to provide valuable insight and guidance to the work groups responsible for the waiver planning and design; SAC member Brenda Schye is a member of this team. The initial meeting has been held, and a schedule of in-person and webinar meetings has been established for the remainder of this year. The Waiver Program Manager position description has been finalized, and recruitment is underway.

Other division updates included:

- MSAMS is progressing into the final stages of user acceptance testing. A soft rollout and training plan is being developed, and Janice Basso will be traveling statewide to provide training in order to implement MSAMS in the field.
- Caseworker visitation requirements were not met last federal fiscal year, resulting in a 5% financial penalty requiring more state fund match to spend the same federal amount.
- MCAN training has been concentrated into three consecutive weeks and moved to central office, which will reduce costs. The new format and content restructure has been well-received by staff. An abbreviated refresher course will also be developed.
- The full family foster care pilot program is still operating in Flathead County. In the pilot, child placing agencies are recruiting and licensing foster homes to provide multiple levels of care in order to improve placement stability. The program has encountered

some challenges, but overall will provide a good framework of lessons learned in consideration of expanding the role of child placing agencies in other areas.

### **Budget Update**

**Erica Betz**

Erica Betz reported a record number of children in care as of January 31, 2014: 2,262. This is approximately an 8% growth over last state fiscal year, and over a 10% growth over the base budget year of 2012. The division is projecting a significant shortfall in personal services due to denied funding of 13.5 modified FTE during the last legislative session. While funding was denied, it has been necessary to fill the modified positions to address increasing caseloads. Additionally, foster care projections will add to the general fund shortfall as the number of children in care continues to grow over projections. The agency as a whole is also projecting a general fund deficit, which will pose a challenge as state fiscal year end approaches.

Ms. Betz also reported 26 FTE vacancies, 16 of which are CPS workers. Four CPS positions have been hired, with an additional six vacancies pending, resulting in a net CPS vacancy of 18 FTE.

### **Regional Updates**

#### **Region 1**

**Eric Barnosky**

Eric Barnosky reported that turnover and vacancies have declined in this region. Currently, there is only one vacant position, which will be converted to the Child Welfare Manager position for the region as the waiver demonstration project is implemented. Mr. Barnosky stated that there is positive reception to the revisions to MCAN, and a noticeable difference in the preparedness of new staff to conduct field work.

Mr. Barnosky discussed Tribal and District Court differences with regards to adoption and guardianship, and unconventional vs. traditional adoption. Chairwoman Clark asked if legislation was needed to address any of the issues. At this point, no legislation is planned.

#### **Region 2**

**Marti Vining**

Marti Vining reported that supervisors in this region have all attended MCAN training in the new format, improving consistency in field work. Turnover has stabilized as well.

#### **Region 3**

**Jason Larson**

Jason Larson reported that the use of TDMs (team decision making meetings) is going well. Mr. Larson also reported an increase in the number of report referrals in January and February, leading to an increase in time from initial contact and report closure. Chairwoman Clark asked about this increase, with Mr. Larson responding that the holidays, annual leave, and report referral numbers all contribute to the lag in report closures.

Mr. Larson also reported excitement amongst staff around the MCAN training revisions, leading to a better-prepared workforce and an anticipated improvement in workforce retention.

#### **Region 4**

**Mark Laramore**

Ryan Tofflemire resigned as the Centralized Intake Bureau Chief in late January; Mark Laramore has stepped back into that role. Jennifer Hoerauf is the acting regional administrator, and is located in Butte.

#### **Region 5**

**Nikki Grossberg**

Nikki Grossberg reported notable improvements in field practice with the changes to MCAN training. Ms. Grossberg feels this has also led to a reduction in turnover, as more staff come on board feeling trained and more capable of assuming cases. Ms. Grossberg also discussed the collaborative efforts underway between the division, the legal and judicial communities, and local advisory councils. Work continues on improving the FFA and safety plans, with the next phase to focus on conditions for return.

#### **Centralized Intake**

**Mark Laramore**

Centralized Intake reported being fully staffed. With four supervisors now on staff, report referrals are now reviewed by supervisors for proper categorization before being sent to the field, leading to a reduction in report category changes and more accurate field response. Six CI staff have been through the revised MCAN training, with others scheduled to attend future sessions.

#### **Field Services**

**Adell Wearley**

Adell Wearley reported that implementation of the SAMS model is moving into phase two, focusing on conditions for return. Action for Child Protection will also be conducting regional trainings focusing on in- and out-of-home safety planning.

#### **Program Bureau**

**Mick Leary**

Mick Leary reported an increase in referrals to IV-B in-home service providers, which presents challenges in managing the grant as contracts are spent out more quickly.

#### **CAPTA/CJA Grant**

**Jack Clearman**

Jack Clearman presented budget updates for the CAPTA and CJA grants. The 2014 CAN conference will be held April 21 to 23 in Missoula at the Hilton Garden. The National Citizens Review is in Atlanta, GA, in May; funding is available in the budget for one person from the State Advisory Council to attend. Mr. Clearman will send out the information to the Council via email.

Hearing no public comment, Chairwoman Clark adjourned the meeting at 12:30 p.m. The next meeting will be held May 23, 2014.

#### **State Advisory Council Meeting Minutes**

May 23, 2014

Minutes for the May 23, 2014 meeting have not yet been reviewed and approved by the Advisory Council.

### **SECTION 9: Statistical and Supporting Information**

#### **A. Information of the Child Protective Service Workforce:**

##### **1. Information on the education, qualifications, and training requirements established by the state for child protective service professionals, including requirements for entry and advancement in the profession, including advancement to supervisory positions;**

110-1 Child and Family Services Policy Manual: Reference Information Required Training

All CFSD Staff except Administrative Support and Fiscal Bureau Staff are required to complete MCAN as soon as possible.

All CFSD Supervisors, Child Protection Specialists, Centralized Intake Specialists, Family Resource Specialists and other specified employees are required to complete CAPS within six months of their being hired.

All field and Centralized Intake Supervisors will complete the New Workers Orientation Packet with all new Child Protection Specialists, Centralized Intake Specialists and, Case Aides if appropriate, within 45 days of the child protection specialists, centralized intake specialists and case aides being hired or complete the New Workers Orientation Packet that is incorporated in the VISA/ Cookbook section of the University of Montana's Child Welfare Partnership, whichever is in place at the time of hire.

All Centralized Intake, field and program staff are required to participate in all Policy Trainings. All Child Protection Specialists are required to complete Forensic Interviewing Training within 18 months after being hired unless a Regional Administrator excuses them from this training. All Regional Child Protection Specialists, Family Resource Specialists and Supervisors are required to complete Keeping Children Safe (KCS) within 24 months after being hired.

All Child Protection Specialists, Family Resource Specialists and Supervisors are required to complete annual blood-borne pathogen training. All new CFSD staff are required to complete HIPAA training within 30 days of being hired.

Child and Family Services Policy Manual: Reference Information Background Checks for Employees of CFSD: CFSD Employee; Child Protective Services (CPS) Background Check to include Out-Of-State Checks; Criminal Background Check (CBC); and a Driving Record Check.

A name based records check using the Criminal Justice Information Network (CJIN) performed by the Montana Department of Justice or a companion agency in another state. CBC results are generally available within 24 hours. National background checks are conducted by the Federal Bureau of Investigations Results may take 10 to 14 business days. Fingerprint based criminal records checks are completed on newly hired CPS workers and case aides. Fingerprint based checks are also utilized for newly hired CPS supervisors who are hired from outside the agency.

Driving Records Check conducted by the Dept. of Motor Vehicles (DMV).

A CAPS, CBC, and driving record check are required for all new hires. The records will be reviewed to determine whether the applicant has been convicted of any criminal acts that are directly related to the responsibilities of the prospective position, or if the applicant has any involvement with the CPS system, which would be relevant to the position.

A CBC and Driving Record check is required for all MPEA qualifying position transfers (i.e., Centralized Intake, Child Protection Specialist and Family Group Decision Making Coordinator). Internal transfers / promotions within the division will be required to complete the CBC, CAPS and DMV check. A clear statement notifying the applicant of

the requirement for a background check will appear on the position announcement. Only the selected applicant will be required to sign a release.

The CFSD applicant selected for the position will receive a contingency letter indicating the job offer is contingent upon the results of the background check. The offer of employment will be rescinded if the applicant does not pass the background check.

Relevant felony history, or substantiation of child abuse or neglect will be reviewed and the applicant will be given an opportunity to challenge the accuracy of the report and contact information to get the report corrected. All background checks will be reviewed in accordance with EEO guidelines (e.g., reviewing the nature and severity of the crime, relation of the crime to the prospective job, and time elapsed since the crime occurred. As a rule, any applicant who has a relevant felony criminal history or who has a substantiation of child abuse or neglect will be disqualified.

Selected applicants refusing to complete a background check will not be advanced in the selection process.

## **2. Data on the education, qualifications, and training of such personnel:**

### **CHILD PROTECTION SPECIALIST:**

Applicant must have a valid driver's license and access to a vehicle. The successful applicant will be required to sign a Driving Release Record form. May sometimes be on call 24 hours a day to provide services in emergencies. Regular shifts may include nights and week-ends.

### **DUTIES:**

The successful applicant will perform professional social work in providing protective services to children who are being abused, exploited, or neglected. This position performs work in X County and the surrounding counties. This position investigates referrals, counsels, develops treatment plans, coordinates work with other programs, and researches other available services. These cases are likely to involve legal action, thus there would be time spent working with law enforcement, county attorneys and the courts. On-call crisis intervention, and information and referral are also routine to this position. Must have a valid driver's license and access to a vehicle, as travel is required.

### **COMPETENCIES:**

Knowledge of the principles and practices of social work; human growth and development; patterns of behavior; state and federal laws relating to child welfare; and community resources.

Skill in establishing community relations and public relations; evaluating the success or failure of plans for intervention; communicating effectively; and working well with employees, other agencies, and the public.

Ability to diagnose severe problems in social functioning; develop and implement plans with individuals experiencing severe problems in social functioning such as physical abuse cases, mental illness, and sexual abuse; identify clients' needs not being met through existing community investigations of abuse, neglect, and exploitation; and to communicate verbally and in writing with individuals from diverse socioeconomic and

cultural backgrounds. Demonstrated ability in treatment intervention and testifying effectively in court is needed.

**EDUCATION/EXPERIENCE:**

Bachelor's degree in social work OR Bachelor's degree in human services, education, sociology, psychology, law, or criminal justice AND one year related human service experience OR Bachelor's degree in an unrelated field AND two years related human service experience. A Bachelor's degree or Master's degree in social work is preferred. Other equivalent combinations of education and related experience will be considered.

Some examples of work that may count as related human service experience include: law enforcement, juvenile probation, special education, public health or pediatric nurse, day care operator, paralegal assistant or legal work with CASA, some types of direct-service health care work such as LPN, other work that involves providing direct care services to children or adults such as eligibility determination or group home work, and foster care experience.

Internship with Child Protective Services will be counted equivalent to one year of direct experience. In order to receive credit for the internship applicant must have a letter of recommendation from the Child and Family Services Division Supervisor/Manager.

**NEW WORKER ORIENTATION PACKET:**

Supervisors for Child Protection Specialists and Family Resource Specialists receive a New Worker Orientation Packet, an introductory system of learning the identification of child abuse and neglect and family centered practice, via direct work and discussion with the supervisor. Twelve hours of training time is allotted for completion of the packet. New child protection specialists and FRS's and their supervisors must complete these requirements before the new worker is given sole responsibility for a caseload. The packet contains sections of CFSD policy and Montana statutes on child protective services issues that are read and reviewed with the supervisor. Shadowing staff on no fewer than three investigations, interviews and family visits, and studying the code of ethics, confidentiality law and review sample affidavits, case plans, family group decision making meeting notes, interviewing children, ICWA, family assessments, the investigative safety assessment, and family strengths are part of this orientation. The packet also includes child welfare best practice goals, child sex assault interviewing, effects of CAN on development, why some parents abuse children, violence and its effect on social workers, and the investigative safety assessment protocol. At the first possible opportunity, new workers are also required to complete MCAN training as described below. The Program Improvement Group reviewed the New Worker Orientation Packet and made decisions on revisions. The edited packet will be posted on Public Folders in Outlook.

**MCAN (MONTANA CHILD ABUSE / NEGLECT TRAINING):**

In addition to newly hired CFSD staff, Tribal Social Services and BIA staff from Montana's seven reservations, CASA/GAL volunteers, and foster care review board members are invited to attend MCAN training.

As noted in the 2010 APSR, new MCAN training provided by the University of Montana (U of M) was initiated in February and April of 2009. A summary on the training partnership is included below.

U of M staff development specialists have provided MCAN training in a format of three weeks of classroom training followed by three weeks of training online or at a regional level. Weeks one, five, and six were taught online and weeks two, three, and four were offered in a centralized location (Helena) in a classroom setting.

In late 2013, CFSD took over the three weeks of in-person training provided as part of MCAN Training. The main reason for this is the University staff, while very knowledgeable, have not been able to successfully keep up with policy, program and practice changes taking place within the Division. U of M staff continue to provide adjunct online training for MCAN as outlined:

- **Moodle 101- . 5 hours**
- **Non-Discrimination in Child Protection - 1.5 hours**
- **Child Development 101 – 2 hours**
- **Professional Skills Development – 3 hours**
- **Cultural Awareness in Child Protection – 3 hours**
- **HIPPA – 3 hours**

**INITIAL STAFF TRAINING:**

CFSD Policy Manual further requires:

All CFSD staff except administrative support and Fiscal Bureau staff are required to complete MCAN as soon as possible.

All CFSD Supervisors, Child Protection Specialists, Centralized Intake Specialists, Family Resource Specialists and other specified employees are required to complete CAPS within six months of their being hired.

All field and Centralized Intake Supervisors will complete the New Workers Orientation Packet with all new Child Protection Specialists, Centralized Intake Specialists and, Case Aides if appropriate, within 45 days of the child protection specialists, centralized intake specialists and case aides being hired or complete the New Workers Orientation Packet that is incorporated in the VISA/ Cookbook section of the University of Montana's Child Welfare Partnership, whichever is in place at the time of hire.

All Centralized Intake, field and program staff are required to participate in all Policy Training. All Child Protection Specialists are required to complete Forensic Interviewing Training within 18 months after being hired unless a Regional Administrator excuses them from this training. All Regional Child Protection Specialists, Family Resource Specialists and Supervisors are required to complete Keeping Children Safe (KCS) within 24 months after being hired. All Child Protection Specialists, Family Resource Specialists and Supervisors are required to complete annual blood-borne pathogen training.

All new CFSD staff are required to complete HIPAA training within 30 days of being hired.

All CFSD staff are encouraged to attend other trainings offered throughout the year. Transportation cost and per diem is covered for the employee while attending training. Staff from external partner agencies are invited, but not required, to participate whenever attendance restrictions allow.

**CAPS TRAINING:**

CAPS is CFSD's official case information recording and provider-payment system. A 32-hour introductory course is required for all new employees and a 24 refresher course is offered 3 times annually, as is CAPS training for licensing staff. CAPS training is provided by Northrop Grumman through contract. The trainer is a staff member of Northrop Grumman and the venue is a computer training site in Helena Montana. CFSD and Tribal Social Services staff are the participants.

**POLICY TRAINING:**

The Division training to ensure staff is informed before new laws and policies become effective and to provide refresher training on selected topics such as the Indian Child Welfare Act and Nondiscrimination training. Policy Training is required for all CPS related staff, presented by the Division's Program Bureau staff and has an emphasis on new statutes and policy. In-home/reunification services staff are also mandated to attend policy training as part of their contract. In addition to CFSD staff and Tribal Social Services staff, various stakeholders are invited to participate. Additionally, social service staff representation from each of the tribes collaborates with CFSD to present cultural training as part of the Division's annual policy training. Since 2008 the Division has included nondiscrimination training in Policy Training and this will be included in all future policy training sessions.

**FAMILY RESOURCE SPECIALISTS (FRS) TRAINING:**

Training specific to family resource specialists is offered annually. The Division addressed the need for more thorough home studies by participating in a pilot program with the Consortium for Children. Structured Adoption Family Evaluation (SAFE) is a home study methodology that provides tools and practices for the description and evaluation of prospective foster and adoptive families, relative care providers and dual licensure of concurrent planning resource families. The desk guide for SAFE has 68 factors rated 1-5 that help determine if a family is ready to support a child in their home. SAFE training involves a 12-hour training for workers and a six hour training for supervisors. The Division as of April 1, 2007 implemented the use of SAFE. Tribes and private agencies are invited to attend training.

The FRS training included information pertaining to working with adoption disruptions, recruitment of Native American foster families, fair hearing issues, Title IV-E updates, the role of CAPS computer system, and licensing and confidentiality work with foster parents. Child welfare partners who are invited to participate in FRS training include tribal staff, youth homes staff, and residential facilities' staff.

**SUPERVISORS'/LEADERSHIP MEETINGS:**

CFSD holds quarterly Supervisors'/Leadership meetings to provide the opportunity for leadership training for the Division's Supervisors. Child protection specialist supervisors, centralized intake supervisors, and family resource specialist supervisors participate with the Division's Management Team.

The 2012-2013 Supervisors meetings were focused on topics pertinent to the Safety Assessment Management Systems (SAMS) model. Management Team members, attorneys, professionals and Supervisors shared responsibility as presenters for these topics.

### **FORENSIC INTERVIEW TRAINING:**

Basic and Advanced Forensic Interview Training provided in collaboration with the Department of Justice and the MT DPHHS, CFSD. The presenters are national speakers based in San Diego. As noted above, the Division collaborates with the Department of Justice and both agencies share training opportunities with child protection staff and law enforcement officers. The collaborative training with the Montana Department of Justice occurred in April and June 2014.

### **3. Demographic information of the child protective service personnel:**

Educational Degrees (The information below is the number of graduates who received a Title IV-E stipend during the 2013 – 2014 school year in each program):

- **Number of CFSD staff with a BSW:** Information is not readily available/accessible
- **Number of Title IV-E BSW Students Supported:**
  - **UM: 2**
  - **SKC: 11**
- **Number of CFSD staff with a MSW:** Information is not readily available/accessible
- **Number of Title IV-E MSW Students Supported:**
  - **UM: 1**
  - **WWC: 8**
- **Other Degree:** N/A

Years of Child Welfare/Related Experience Working With Children/Families:

- Information is not readily available/accessible, but all Child Protection Specialists must meet the minimum requirements listed above.

Race/Ethnicity:

- DPHHS Human Resources does not collect data of this nature and CFSD as an individual agency within the larger Dept. has no ability to do so. As a result this information is not readily available/accessible.

### **4. Information on caseload or workload requirements for such personnel, including requirements for average number and maximum number of cases per child protective service worker and supervisor (section 106(d) (10) of CAPTA):**

Number of Staff Responsible for CPS Functions (Screening, Intake, and investigation and Assessment of Reports) During the Year:

Screening and intake represent the portion of the case flow from point of initial contact with the reporter (e.g., the phone call) to the time that the report is assigned to a worker or supervisor for investigation /assessment of the allegation. Investigation /assessment represent the portion of the case flow that begins upon assignment of the case and continues until the case is closed or transferred. Enter the number of full-time equivalent (FTE) staff who carried out these functions during the year. Do not include clerical staff. In the Comments below indicate the types of workers included in this calculation and explain the methodology used to obtain this number or estimate. (Leave blank if data are not collected.)

Answer: 188.5 FTE

Comments: 170.5 FTE are CPS workers and 18 FTE are Centralized Intake (CI) workers. There are also 36 supervisory FTE (33 CPS and 3 CI) that may be involved in investigations or screening calls depending on staffing levels.

Number of Staff Responsible for the Screening and Intake of Reports during the Year  
Screening and intake represent the portion of the case flow from point of initial contact with the reporter (e.g., the phone call) to the time that the report is assigned to a worker or supervisor for investigation or assessment. If there is a differentiation between "screening and intake" workers and "investigation and assessment" workers in your State, please provide the number of "screening and intake" workers. In the Comments below indicate the types of workers included in this calculation and explain the methodology used to obtain this number or estimate. (Leave blank if data are not collected. Enter zero if data are collected and total is actually zero.)

Answer: 18 FTE

Comments: This doesn't include the 4 CI supervisors and 1 Bureau Chief. These positions may take calls depending on staffing levels.

### **B. Juvenile Justice Transfers:**

There were no children transferred from the Division into the custody of the State Juvenile Justice system in FY 2013. Children in the custody of the Department are generally not transferred to the custody of the State Juvenile Justice System. If a child who is in the custody of the Department commits a status offense, the youth usually remains in the Department's custody and services are provided to remedy the behavior that brought the youth to the attention of Juvenile Justice Court. If this same youth is adjudicated a delinquent youth, CFSD and Juvenile Probation frequently share responsibility for the youth, with the youth remaining in the Department's custody while supervision is provided by the Juvenile Probation Officer. In rare instances when a youth has committed a crime involving violence or the use of weapons, a transfer may occur, but the youth is most likely committed to the Department of Corrections. This DATA is obtained from the SACWIS system.

#### **Other Reporting Requirements:**

### **C. Sources of Data on Child Maltreatment Deaths:**

The State of Montana Department Health and Human Services, Child and Family Services Division, utilizes the Montana SACWIS system as the source of DATA regarding child maltreatment deaths.

Montana Statute (41-3-206, MCA) reads as follows: "Procedures in case of child's death

- (1) A person or official required to report by law who has reasonable cause to suspect that a child has died as a result of child abuse or neglect shall report the person's suspicion to the appropriate medical examiner or law enforcement officer. Any other person who has reasonable cause to suspect that a child has

died as a result of child abuse or neglect may report the person's suspicion to the appropriate medical examiner or law enforcement officer.

- (2) The medical examiner or coroner shall investigate the report and submit findings, in writing, to the local law enforcement agency, the appropriate county attorney, the local child protective service, the family of the deceased child, and, if the person making the report is a physician, the physician.”

Montana has a Centralized Intake Unit in which all reports of child abuse and neglect are made, including all deaths of children where child maltreatment is suspected. These calls are screened to ensure the appropriate response is provided. The Division has authority to investigate and intervene in cases of child abuse and neglect when the alleged maltreater is a person responsible for the child's welfare as defined as the child's parent, guardian, foster parent or an adult who resides in the same house in which the child resides; a person providing care in a day-care facility; an employee of a public or private residential institution, facility, home, or agency; or any other person responsible for the child's welfare in a residential setting. If the report indicates that maltreatment occurred by a third party and not by “a person responsible for the child's welfare” the report will be sent to law enforcement to investigate.

In the most recent NCANDS reporting, Montana reported 1 death of a child involved with the Montana CFSD. Aside from our internal data, CFSD was able to get information from the Montana Department of Justice. This indicated an additional death; however, no further information could be provided upon inquiry. Currently, all NCANDS data is reported through our SACWIS system. Therefore, deaths are only reported when there is a determination found through an investigation completed by CFSD. In cases where the Division investigates a child's death due to maltreatment, the information may not be recorded during the report period due to the length of time it takes for the medical examiner or coroner to make the determination or for law enforcement to complete their investigation. The State Crime Lab is in Missoula, and it is the only entity in the State that performs post-mortem forensic examinations.

In Montana, the information from child death reviews and vital statistics only includes cumulative statistical information and not specifics about certain cases involving child abuse and neglect. Furthermore, this data does not become available until after the reporting period. Due to lack of legal jurisdiction, information in the SACWIS system does not include child deaths that occurred in cases investigated by BIA, Tribal Social Services or Tribal Law Enforcement.

In order to report child deaths due to maltreatment more accurately, the Division will need to look at modifying our SACWIS system to capture information on cases in which the Division did not investigate. CFSD will also need to provide training to Mandatory Reporters on ensuring all child deaths due to maltreatment are reported through our Centralized Intake Unit.

Furthermore, CFSD will work with the Public Health and Safety Division to determine whether there is any way to capture additional data from the Infant and Child Mortality Review Teams that operate in the counties. Lastly, CFSD will meet with the Department of Justice to determine whether they keep any statistics on child deaths due to child maltreatment that could be shared with CFSD and integrated into the CAPS system to allow for reporting to NCANDS.

**D. Education and Training Vouchers:**

<u>Final Number:</u>	<b>Total ETVs Awarded</b>	<b>Number of New ETVs</b>
<b>2011-2012 School Year</b> (July 1, 2011 to June 30, 2012)	22	15
<b>2012-2013 School Year*</b> (July 1, 2012 to June 30, 2013)	33	16
<b>2013-2014 School Year*</b> (July 1, 2013 to June 30, 2014)	27	10

**Comments:**

This coming State fiscal year the State of Montana is planning on working with the Student Assistance Foundation to increase the recruitment and retention of the ETV eligible youth in the State.

**E. Inter-Agency Adoptions:**

In Federal Fiscal Year 2013, there were no reports of children placed or entering into the State foster care system as a result of a disrupted or dissolved international adoption. The Department is aware of one case involving a youth who came to Montana on a private guardianship from Uganda, whose pre-adoptive placement disrupted in Federal Fiscal Year 2014, and who has now entered the foster care system. More information will be included about this case in next year's report. During the reporting periods of Federal Fiscal Year 2010 through 2013 there were a total of two disrupted international adoptions in which children entered the State foster care system.

**F. Monthly Caseworker Visit Data:**

Due for submission to CB by December 15, 2014.

## **Section G. Financial Information**

### **1. Payment Limitations – Title IV-B, Subpart 1:**

- Montana does not use IV-B, subpart 1 payments for child care, foster care, foster care maintenance or adoption assistance. Use of these funds is limited to child welfare services that are cost allocated through our federally-approved cost allocation plan.
- In FY 2005, Montana spent and reported \$0.00 of IV-B, subpart 1 payments for child care, foster care maintenance, and adoption assistance payments.
- In FY 2014, Montana may expend \$317,478 in non-Federal funds for foster care maintenance payments that may be used as match for the FY 2012 Title IV-B, subpart 1 award.
- In FY 2005, Montana expended \$317,478 of non-federal funds for foster care maintenance payments and used as part of the title IV-B, subpart 1 State match for FY 2005.

### **2. Payment Limitations – Title IV-B, Subpart 2:**

- A minimum of 20% was expended on each of the four services. Due to actual administrative costs being less than 10%, additional funding was spent on Family Preservation Services, Family Support Services and Time-Limited Reunification Services.
- Montana spent less than 10% of the total IV-B, subpart 2 allocation on administrative costs.
- In FY 2012, Montana expended \$1,153,829 in State and local share expenditures for the purposes of title IV-B, subpart 2.