

To: Pat Schanen
From: David Longsdorf
Date: 3/16/18
Re: MH/AODA/APS Social Worker position

I am writing this memo in support of hiring a 1.0 FTE social worker for the MH/AODA/APS unit. I believe that this position is absolutely necessary for this unit, both for providing adequate service to Douglas County residents, as well as to meet the mandates of this unit. I believe the following facts support this;

1. The MH/AODA/APS Unit has had a steady increase in civil commitments (Ch. 51). Prior to 2013, this unit performed 8-12 commitments per year. Last year (2017), this unit conducted 39 commitments and in 2018 this unit has already conducted 13 commitments since the first of the year. As I have noted in our discussions and reported to the HHS board, the cases we have seen have been serious and intense. This unit has needed to engage a number of processes in the commitments that have not been conducted in the past including; numerous extensions, transfer to more restrictive settings, review the need for guardianship and community detentions. Each of these requires considerable time and often involves court intervention.
2. A steady increase in both the number and the level of seriousness of Adult Protection cases has been noted since the transfer of this program from the ADRC to the MH/AODA/APS unit. The following increase in APS numbers are as follows; 2012 – 157, 2013 – 203, 2014 – 215, 2015 – 236, 2016 – 295, 2017 -300 and as of 3/16/18 this unit has already had 76 APS referrals. In the past, at least half of the referrals could be screened out, but in 2017 80% of all referrals have been screened in for investigation. In addition to investigation and as a result of increased cases, there has also been a considerable increase in court related cases (Guardianship/Protective Placement).
3. In 2007, the MH/AODA Unit had the following programs/responsibilities; Chapter 51 civil commitments, voluntary/preventative case management, WATTS reviews (11), the WIT program (13-15 clients annually), Guardianship/protective placement for MH cases (very rare). Since 2007, the following programs have been added; Drug Court (3 participants), the Intoxicated Driver Program (200-300 assessments per year), the WATTS have been consolidated (now 108), Adult Protection (including Guardianships and Protective Placements) and Intake. In addition, one staff currently has a 50% caseload of children's mental health.
4. As you are aware, case management is a powerful tool for prevention. Prevention frequently eliminates the need for costly statutory services. A client may be served with preventative case management, potentially dispelling the need for court ordered services. Prevention is far less costly than court ordered services and presents an opportunity to clients to gain the services needed rather than decompensating. As a result of increased mandated services, the amount of preventative case management cases opened and the duration of that case management has decreased considerably.

The current staffing patterns of this unit are barely sufficient to meet the mandates of the programs served. As indicated, the unit currently has 3.6 FTE staff for adult MH/AODA/APS cases. The break down is;

- Two 2.0 FTE MH/AODA/APS social workers
- One 50% children's MH/50% adult mental health and AODA
- One 70% MH/AODA/APS and 30% Drug Court (per grant)
- Two .20 Intake only.

To meet the growing demands seen both in children's services and adult services, a 1.0 FTE staff is needed. Once a new staff is introduced into the unit, the staff that is 50%/50% with children's mental health will have sufficient time to do 100% children's cases. In addition, there will be sufficient staffing to address the growing MH/AODA/APS needs in our community. I have attached a spread sheet with the numbers of cases addressed in January/February. Thank you for your consideration.

To: Pat Schanen
From: Doreen Wehmas
Date: 4/27/18
Re: Intake and Assessment and Youth and Family Services Social Worker positions

This memo is being written in request of hiring 1.0 FTE Social Worker for the Intake and Assessment unit (I&A) to work in the capacity of providing necessary Foster Care Program support and 2.0 FTE Social Workers for the Youth and Family Services (YFS) unit to enhance the capacity in Child Protective Services ongoing. It is believed that these positions are necessary within these units in order to ensure the safety of children of Douglas County while providing appropriate and adequate services to the children and families we serve. These requests are supported with the following information/facts:

- ✓ The Intake and Assessment Unit provides five distinct functions: Access (currently .7 FTE); Initial Assessment (currently 6.0 FTE); Child Care Certification (currently .3 FTE) and Foster Care Licensing and Voluntary Kinship Program (currently 1.0 FTE). The I&A unit also shares a .5 LTE through CY 2018 with the YFS unit. The .5 LTE functions as a support to the Foster Care program. The Foster Care Coordinator (FCC) is responsible for licensing, recruitment and retention of foster care providers as well as case management for voluntary kinship cases. There has been a steady increase in the need for licensed foster care providers over the past four years due to the increase in the number of children that have been removed from their homes due to child abuse or neglect and placed in out of home care under Children in Need of Protection or Services (CHIPS) court orders. Kinship Care is a program that provides financial assistance to children and families through the provision of a monthly payment to a relative with whom the child resides; the FCC provides oversight of the voluntary case. This placement can often prevent child abuse or neglect related issues from escalating and requiring a higher level of Child Protective Services (CPS) intervention. All services provided are mandatory by statute.
 - Ø From 2012 through March 2018 there has been an 83% increase in out of home placements. In 2012, Douglas County had 40 children in out of home care in 20 licensed foster homes. In March 2018, Douglas County had 61 children in out of home care living in 32 licensed foster homes. The number of foster homes has increased since 2012. However, 31 of the 32 foster care homes are new and have become licensed since 2014.
 - Ø Based on the number of licensed foster homes Douglas County currently has and the numbers of beds available within those homes there are two “open beds” for children within the licensed Douglas County homes.
 - Ø See attached Appendices 1. & 2. and Attachments
- ✓ The Youth and Family Services unit provides four distinct functions Child Protective Services ongoing case management (currently 5 FTE’s); Youth Justice case management (currently 3 FTE’s); Juvenile Court Intake (duties currently performed by one of the Youth Justice case managers) and Juvenile Custody Intake (duties currently shared amongst eight staff in the YFS

unit and one staff in the I&A unit). The YFS unit also shares a .5 FTE with the I&A unit as a LTE position who performs CPS ongoing case management. All services provided are mandatory by statute.

- Ø From 2012 through March 2018, Douglas County has had a 160% increase in Child Protective Services ongoing cases. The number of CHIPS petitions filed with the court increased from 26 in 2012 to 82 filed in 2017. The trend in the increase in CHIPS petitions continues as demonstrated by the number of CHIPS petitions filed. In April of 2017 there were 36 CHIPS petitions filed and in April of 2018 there were 40 CHIPS petitions filed.
- Ø The case manager's ability to actively engage with families in order to partner with them towards making change aligns with the Alternative Response (AR) philosophy. AR involves working with families to identify concerns, applying solutions that can help keep families together and provides them with the services and supports they need to keep their children safe. However, due to the rising caseloads, complexity of cases, and additional state mandates this has been difficult to accomplish.
- Ø As of April 2018, there are 93 ongoing CPS cases which represent 135 children; 21 of these cases have more than one father involved. Many of the cases we serve have several large sibling groups and multiple relatives involved as well as other complex issues. The impact results in more time needed in order to meet the needs of the families and to complete the required case work.
- Ø The increase in caseload sizes per caseworker impacts the supervisor's workload as related to the amount of time necessary to provide supervision and oversight to their staff in order to ensure the CPS Ongoing Standards are being followed.
- Ø See attached Appendices 3. and Attachments

The current staffing patterns within the I&A and YFS units are insufficient to meet the mandates of Foster Care Licensing and Ongoing CPS Standards.

This request is for 1.0 FTE to be added to the I&A unit to support of the Foster Care Program in meeting the recruitment and retention requirements, help with development of foster homes to meet the licensing requirements for children identified with specific needs, and manage the voluntary kinship cases.

This request is also for 2.0 FTE to be added to the YFS unit to meet the growing demands seen in Child Protection ongoing cases.

Thank you for your consideration.

Appendices:

1. The Department of Children and Families (DCF) Ch. 56 required recruitment and retention efforts.
 - Ø See attached Division of Safety & Permanence (DSP) Informational and Numbered Memo's
 - DSP Informational Memo Series 2017-29i: The current Wisconsin administrative rule for foster parent licensing, DCF Ch. 56 requires licensing agencies to recruit a pool of foster parents and develop foster homes to meet the needs of a specifically identified child in need of placement. In 2018 the Intake and Assessment Unit Supervisor, Foster Care Coordinator (FCC) and the .5 LTE Foster Care Support worker participated in a series of recruitment activities in order to build skills and tools for the recruitment of new foster homes.
 - a. Currently the Foster Care Coordinator is responsible for the oversight of 51 providers that are in different phases of foster care licensing. This leaves no availability to meet the above requirement or the ability to provide support, recognition and education for retention of the current providers.
 - b. The FCC is also responsible for the oversight of an additional 75 voluntary kinship cases. Douglas County Department of Health & Human Services has funding available to provide services to 95 cases. If the funding is not utilized each year there is jeopardy of the state taking the funding back and providing it to another county.
2. Since 2011, the Department of Children and Families has added additional mandated requirements related to Foster Care Licensing. These additional requirements have increased the amount of time that is needed for the FCC to complete a foster care license which is necessary to make the home eligible for placement of foster children.
 - Ø See attached DSP Informational and Numbered Memo's
 - 2011– Licensing all Relatives as Foster Parents
DSP Memo Series 2011-10: Levels of Care Foster Care Licensing Initiative. As of September 1, 2011 DCF requires all relative care providers to be licensed within 6 months of court ordered placement. All licensed providers must follow DCF 56 rules. This mandate became the Foster Care Coordinator's responsibility to license all Relatives as well as the Court Ordered Kinship Care (COKC) providers to a level 1-5 based on qualifications, experience and desire. This in effect resulted in the Uniform Foster Care Rate Setting mandate. Currently the Foster Care Coordinator is in the process of licensing 11 relative providers and 16 COKC providers.
 - 2015 – Documentation Requirements for Foster Care Providers
DSP Numbered Memo Series 2015-02: Documentation Requirements for Foster Care Providers in eWiSACWIS which includes all foster parent training shall be documented in the Professional Development System (PDS), The Disaster Plan for the foster home must be scanned in and characteristics of the providers shall be entered. The Foster Care Coordinator is responsible to enter the training information into PDS and scan the additional information into the provider's case in eWiSACWIS.
 - 2016 - Reasonable & Prudent Parenting Standard and Utilization of SAFE Tool for Foster Care Licensing

DSP Numbered Memo Series 2017-27: Permanent Rules for the Reasonable and Prudent Parent Standard & the SAFE Home Study. 2015 WI Act 128: Reasonable and Prudent Parent Standard, conforms state statutes with the new federal requirements under H.R. 4980, the Federal Preventing Sex Trafficking and Strengthening Families Act of 2014 to include a “Reasonable and Prudent Parent Standard” requirement for all out-of-home providers. The Foster Care Coordinator is responsible to ensure that all providers whether unlicensed, COKC or licensed have completed the training and understand the Reasonable and Prudent Parent Standard. Currently this involves 51 providers.

WI Act 378 requires that use of a standardized assessment tool approved by the department to conduct an investigation of an applicant for approval of placement and issuance of a license to operate a foster home. This mandate has increased the Foster Care Coordinator’s time required to do home visits prior to licensing and the total amount of time required to license all level 1-5 providers.

- 2016 - New Rules re: Caregiver Background Checks

DSP Numbered Memo Series 2016-08: Implementation of Ch. DCF 12

Administrative Code: Caregiver Background Checks – The issuance for Ch. DCF 12 Admin. Code; related to caregiver background check requirements for the issuance of licenses, and establishing standards for the operation of foster homes. Under this Code all individuals that reside in a foster home or provide care for children in out of home care fall under the Caregiver Background Check which may result in the Foster Care Coordinator having to complete additional Caregiver Background Checks during the licensing process.

- 2017 - Interstate Compact on the Placement of Children (ICPC) Process Change
DSP Numbered Memo Series 2017-20: Interstate Compact on the Placement of Children Policy and Procedures – Beginning June 16, 2017, WI agencies are required to submit ICPC requests and respond to ICPC requests through eWiSACWIS. The Foster Care Coordinator is responsible to respond to the ICPC requests that come from WI DCF to Douglas County and complete a relative home study or Foster Care Licensing within the required timelines. Currently the Foster Care Coordinator is managing six ICPC providers.

3. Since 2011 The Department of Children and Families has added additional mandates related to Children Protective Services Ongoing Standards. These additional requirements have increased the paperwork and documentation as well as the amount of time required by case workers to complete their job responsibilities on a daily basis.

Ø See attached DSP Informational and Numbered Memo’s

- 2011- Child and Adolescent Needs and Strengths Assessment
DSP Memo Series 2012 – 01: Applying Child and Adolescent Needs and Strengths Assessment (CANS) to Group Homes and Residential Care Centers. In February, 2011, the Division issued DCF Memo Series 2011-03 Foster Care Rate Setting Policy, which established the requirement to complete the CANS for all foster care placements. This memo compliments the Foster Care Rate Setting memo by extending the same CANS assessment process to group homes and residential care centers. The Youth and Family Services (YFS) Unit has experienced an increase in parent initiated petitions. These cases are a result of children being in need of specialized care or treatment in which the parent/guardian is unable to provide without the support of the department. Several of these children have been placed in a Residential Child Care level of care.
- 2011- Subsidized Guardianship as a Permanency Option

Subsidized Guardianship is established under Wisconsin Statute 48.623 to support legal permanence when reunification and adoption of a child are not deemed appropriate. Due to the multitude and depth of issues parents/caregivers are faced with which impact their ability to provide safe and appropriate care for their children many of the cases result in Subsidized Guardianship as a permanency option for safe case closure. From 2011 to 2017 there has been a 90% increase in subsidized guardianship costs to Douglas County. Currently there are eight children under subsidized guardianship.

- 2012 - Face to Face Contact Requirements
DSP Memo Series 2012-02: Caseworker Face-to-Face contact Requirements for Children and Juveniles in Out-of-Home Placement. The documentation of information in eWiSACWIS has changed from 30 calendar days to 20 working days. The previous goal was for a caseworker visit to occur monthly at a 90% level with a majority of the visits to occur in the residence of the child. The new legislation increased the goal to 95% effective 2015. The YFS unit has prioritized this requirement as it is the primary way in which safety and well-being of children is accessed. At a minimum the 61 children currently in out-of-home care are seen at least one time per month.
- 2012 - Permanency Roundtable (PRT) Requirements
The Permanency Roundtables was a Department of Children and Families Initiative in 2012. Permanency Roundtables are held quarterly or as necessary at Douglas County. This entails three people gathering from around the state who are trained in the PRT process who come together to staff with designated county workers to roundtable complicated cases. The cases chosen include children who have been in out of home care for at least 15 of the last 22 months, with the emphasis of establishing a plan for permanency.
- 2013 - Integrated Case/Permanency Plan Template Change and New Child Protective Services Ongoing Standards
DSP Numbered Memo Series 2013-02: The primary statutory provisions to permanency planning became effective November 1, 2012 along with eWiSACWIS changes. The goals of the revised Ongoing Services Standards are to clarify the safety management process, strengthen family engagement through the case process, and enhance case planning practice. All Child in Need of Protection or Services (CHIPS) cases are required to have a permanency or case plan created and updated and filed with the courts every six months.
- 2013 - Confirming Safe Environments (CSE) Requirements
DSP Numbered Memo Series 2013-03: Confirming a Safe Environment when Children are Placed in Out of Home Care. The CSE procedure creates new protocols and requirements for child welfare agencies for assessing and confirming the safety of the placement environment. All children and youth placed in out-of-home care have an initial CSE completed at time of placement. Concurrent CSE's are required to be completed every six months or anytime there is a significant event that may impact the safety of the child in placement.
- 2013 - Youth in Out-of-Home Identity Theft and Credit Preservation Requirements
DSP Numbered Memo Series 2013-04: Identity Theft and Credit Preservation Requirement for Youth in Out-of-Home Care (OHC). This numbered memo provides direction regarding the federal Child and Family Services Improvement and Innovation Act requirement that each child in foster care under the responsibility of the State or tribal child welfare agencies, who has attained 16 years of age, received a

copy of any consumer report pertaining to the child, each year, until the child is discharged from out-of-home care; receives assistance in interpreting and resolving any inaccuracies in the report. The YFS unit is currently managing two cases in which the youth may be impacted by this requirement.

- 2014 - Extension of Responsibility for Certain Youth in Out-Of-Home Care until age 21
DSP Numbered Memo Series 2014-03: Emergency Rules for the Extension of Out-of-Home Care to 21. Children who turn 18 while in foster care on or after August 1, 2014, are eligible to extend out-of-home care if specific criteria are met. The YFS unit does not currently manage any cases in which children remained in care past the age of 18.
- 2016 - Assessment Plan for Youth Aging out of Care
DSP Numbered Memo Series 2013-01: National Youth in Transition Database Outcomes Survey at age 19. Beginning October 2, 2012 federal reporting requirements for the National Youth in Transition Database will require Wisconsin Child Welfare agencies to collect outcomes survey information on 19 year old youths who participated in the baseline survey at age 17. The YFS unit is currently doing follow up with nine youth that have aged out of care.
- 2016 - Photo Requirements for Youth in Out-Of-Home Care and Documentation Related to Children Missing from Care
DSP Numbered Memo Series 2016-26: This memo sets forth policy requirements as established in 2015 Wisconsin Act 368 related to children or juveniles missing from out-of-home care and child photograph requirements. Every child or youth that has entered out-of-home care has their photo taken and uploaded into eWiSACWIS within 30 days of placement and every six months after during the life of the out-of-home placement episode.
- 2017 - Implementation of Every Student Succeeds Act (ESSA)
DSP Informational Memo Series 2017-08i: The federal Every Student Succeeds Act (ESSA), passed by Congress in December of 2015 amends the Elementary and Secondary Education Act of 1965. The ESSA, in conjunction with the Fostering Connections Act of 2008 and the Uninterrupted Scholars Act of 2013, requires certain actions of state and local educational and child welfare and tribal child welfare agencies designed to increase collaboration among those agencies to support successful educational experiences for children in out-of-home care. Every child or youth that is in an out-of-home placement has an ESSA meeting involving the assigned worker and school district. An Educational Passport is provided to the school district by the department and updated as needed.
- 2017 - Interstate Compact on the Placement of Children (ICPC) Process Change.
DSP Numbered Memo Series 2017-20: Interstate Compact on the Placement of Children (ICPC) Policy and Procedures. Beginning June 16, 2017, Wisconsin agencies are required to submit ICPC requests and respond to ICPC requests through eWiSACWIS. When a relative is identified as a placement option for a child or youth and the relative resides out of Wisconsin, the department is required to complete the mandated eWiSACWIS ICPC request and supporting documentation.

Douglas County
2018 Budget
 Form B-5
 New Positions and Upgrades

FUND	MAJOR FUNCTION	DEPARTMENT	COST CENTER	COMMITTEE
201	Social Worker	Health & Human Services	45481/45066/43489	Health & Human Services

NEW POSITION(S)

Class	Number of Pos.	Salary per Hour	Salary per Year (1950)	Total	FICA	Retire.	Life & Hospital Ins.	Workers Comp.	Misc	Total Cost
SW, Step 1	4	\$23.3800	\$45,591	\$182,364	\$14,042	\$12,401	\$72,768	\$3,078		\$284,653

Reason for new position(s):

Note: Total salary should include total amount to be paid, including overtime, etc.

PROPOSED POSITION UPGRADE(S)

Position	Present Class	Prop. Class	Present Salary	Proposed Salary	Increase in Salary	Increase in FICA	Increase in Retire.	Inc. in Workers Comp., etc	Total Inc. in Cost
			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Totals							

Reason for proposed upgrades:

 Department Head Approval

 Standing Committee Approval

 Administration Committee Approval

 Finance Committee Approval

<p>PLEASE NOTE:</p> <p><i>For New Positions :</i></p>	<p><i>Attach a copy of the Job Description</i></p> <p><i>Attach a copy of respective committee minutes</i></p> <p><i>Also Attach a Copy of Staff Requisition Form</i></p>
--	---