



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



**2010 – 2014 COMPREHENSIVE CHILD AND
FAMILY SERVICES PLAN
FINAL REPORT**

June 30, 2014



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

Nicholas A. Toumpas
Commissioner

Maggie Bishop
Director

129 PLEASANT STREET, CONCORD, NEW HAMPSHIRE 03301-3857
603-271-4451 1-800-852-3345 Ext. 4451
FAX: 603-271-4729 TDD Access: 1-800-735-2964

June 30, 2014

Nancy Pickett, Child Welfare Specialist
Administration for Children and Families: Region I
U.S. Department of Health and Human Services
JFK Building – 20th Floor
Boston, MA 02203

Dear Ms. Pickett:

On behalf of the New Hampshire Division for Children, Youth and Families, I am pleased to provide you with the Division for Children, Youth and Families' Final Report for the 2010-2014 Child and Family Services Plan, (CFSP). The CFSP, or Five-Year Plan, was based on the outcomes of our 2003 Child and Family Services Review, our internal Case Practice Reviews, analysis of administrative data, feedback from staff, youth and families, and a variety of community stakeholders. The development of the CFSP focused on the implementation of our statewide Practice Model. This Final Report provides updates on the development of New Hampshire's Practice Model and other key initiatives outlined during the past five years. The CFSP and subsequent APSRs can be viewed electronically through the following link:

<http://www.dhhs.nh.gov/dcyf/publications.htm>

The Division has a long history of providing coordinated services with other community partners committed to promoting the safety, permanency, and well-being of New Hampshire's children. Along with the 2010 Child and Family Services Review and related Program Improvement Plan, we have viewed this Child and Family Services Plan as a blueprint that has accelerated our ability to effectively serve the needs of children and families in our state.

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

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

Sincerely,

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

Maggie Bishop
Director

TABLE OF CONTENTS

INTRODUCTION.....	1
AGENCY ORGANIZATION AND CONTINUUM OF SERVICES	2
NEW HAMPSHIRE PRACTICE MODEL	3
2010 CHILD AND FAMILY SERVICES REVIEW.....	4
PROGRAM IMPROVEMENT PLAN	4
BUREAU OF CHILD PROTECTION	6
CHILD PROTECTION FIELD SERVICES	7
CASEWORKER VISITS WITH CHILDREN	7
LEADERSHIP MEETINGS	8
SOLUTION BASED CASEWORK	10
REVITALIZATION OF ASSESSMENT.....	11
MANAGING WITH DATA	13
PROGRAM ACTIVITIES DESIGNED TO ENHANCE SERVICES TO FAMILIES AND ACHIEVE IMPROVED PERMANENCY OUTCOMES	13
<i>Accelerated Reunification Model.....</i>	<i>13</i>
<i>Breakthrough Series Collaborative On Safety And Risk Assessments.....</i>	<i>13</i>
<i>Engagement With Incarcerated Parents.....</i>	<i>15</i>
<i>Residential Treatment Reform</i>	<i>16</i>
<i>Parent and Youth Engagement</i>	<i>17</i>
<i>Better Together with Birth Parents.....</i>	<i>18</i>
<i>The Transportation-To-Reunification Pilot.....</i>	<i>19</i>
<i>Merrimack County Model Court Project.....</i>	<i>19</i>
INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN	21
<i>Timely Home Studies.....</i>	<i>21</i>
<i>Reporting Period 2010-2014 Overview</i>	<i>22</i>
PERMANENCY PROGRAM	22
<i>ISO Recruitment Meetings</i>	<i>22</i>
<i>Permanency Planning Teams (PPT).....</i>	<i>23</i>
<i>Permanency Tracking</i>	<i>24</i>
<i>New England Youth Permanency Convening</i>	<i>24</i>
<i>New England Convening on the Intersection of Child Protection and Juvenile Justice Youth </i>	<i>24</i>
SERVICES FOR CHILDREN UNDER AGE 5.....	25
ADOLESCENT PROGRAM CHAFEE (CFCIP) AND ETV PROGRAM INFORMATION .	29
Goal A. Help youth to transition to self sufficiency	29
Goal B. Help youth receive the education, training and services necessary to obtain employment.....	29
Goal C. Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults.	30
Goal D. Provide financial, housing, counseling, employment, education and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that	

program participants recognize and accept their personal responsibility for preparing for and making the transition into adulthood.....	30
Goal E. Make available vouchers for education and training, including postsecondary education, to youth who have aged out of foster care.....	31
Goal F. Provide services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption.	32
Goal G. Child protection system stakeholders including youth in care, care providers and court appointed special advocates should understand the assistance available through the DCYF Adolescent Program.	32
Goal H. The experience, skills and abilities of former youth will be utilized to positively impact both current youth in care and DCYF practice with adolescents.....	32
Goal I. DCYF staff and other professionals working with youth in care will receive specialized training focused on the latest and most effective strategies for working with this population.....	33
Goal J. DCYF staff’s ability to engage youth in planning for their future, including permanency, connections and adult living preparation will be evaluated on an ongoing basis.....	33
Goal K. DCYF will be ready to meet NYTD requirements starting in October 2010.	33
<i>Impacts on 2010-2014 CFSP goals and objectives</i>	33
<i>Adolescent Program Overview and Services Provided</i>	35
<i>Permanency Planning Teams</i>	35
<i>Adult Living Preparation Process (ALPP)</i>	36
<i>New Hampshire TRAILS (Teen Responsibility and Independent Living Skills)</i>	36
<i>Youth Advisory Board</i>	37
<i>Annual Teen Conference</i>	37
<i>DCYF Aftercare Services</i>	37
<i>Additional Services Provided</i>	37
<i>Youth Action Pool</i>	38
<i>Tuition Waiver for Foster and Adopted Children Program</i>	38
<i>Extended Care Services</i>	39
<i>New Hampshire Youth in Care Bill of Rights</i>	39
<i>Consultation with Tribes</i>	39
<i>Education and Training Vouchers</i>	40
THE BUREAU OF WELL-BEING	40
FOSTER CARE HEALTH PROGRAM.....	40
CHILDREN IN NEED OF SERVICES (CHINS).....	41
PARENT PARTNER PROGRAM	42
Parent Partner Program Vision	42
Parent Partner Program Mission	42
Parent Partner Program Goals.....	42
Program Core Elements	43
FAMILY ASSESSMENT AND INCLUSIVE REUNIFICATION (FAIR) PROGRAM.....	44
<i>Family Assessment and Inclusive Reunification (FAIR) Evaluation Plan</i>	45
<i>FAIR Sustainability Plan</i>	46
BUREAU OF COMMUNITY & FAMILY SUPPORT SERVICES	46

FOSTER CARE PROGRAM.....	47
<i>Fostering Connections</i>	48
<i>Recruitment and Retention Efforts</i>	48
<i>Update on Initiatives</i>	49
<i>Foster Care Statistics</i>	50
RELATIVE CARE SPECIALIST	52
NEW HAMPSHIRE COMMUNITY AND FAITH-BASED INITIATIVE	54
ADOPTION AND POST-ADOPTION PROGRAMS	55
<i>Diligent Recruitment</i>	55
The Heart Gallery Project.....	55
Wendy’s Wonderful Kids	56
Home At Last:.....	56
<i>Comprehensive Supports for Adoptive Families</i>	56
CHILDREN ADOPTED INTERNATIONALLY WHO HAVE ENTERED STATE CUSTODY	57
COMMUNITY-BASED COMPREHENSIVE FAMILY SUPPORT SERVICES	58
<i>Evaluating Outcomes</i>	59
NEW HAMPSHIRE CHILDREN’S TRUST FUND	59
INCENTIVE FUNDS PROGRAM.....	61
DCYF EDUCATION SERVICES AND SUPPORT	61
SPECIFIC MEASURES TAKEN IN RESPONSE TO THE INDIAN CHILD WELFARE ACT (ICWA).....	63
<i>Coordination with Tribes</i>	64
FAMILY VIOLENCE PREVENTION SPECIALIST (FORMERLY DVS) PROGRAM	65
<i>The Greenbook Project</i>	66
FIRST STEP: APPROACHES TO THE CO-OCCURRENCE OF CHILD MALTREATMENT AND SUBSTANCE ABUSE.....	67
BUREAU OF CHILD DEVELOPMENT.....	68
HEAD START STATE COLLABORATION OFFICE	70
EARLY CHILDHOOD AND FAMILY MENTAL HEALTH	71
DEVELOPMENTAL SCREENING, REFERRAL AND PARENT INFORMATION VIA WATCH ME GROW	71
EARLY CHILDHOOD SYSTEMS BUILDING	72
BUREAU OF ORGANIZATIONAL LEARNING & QUALITY IMPROVEMENT	72
ORGANIZATIONAL STRUCTURE.....	72
QUALITY ASSURANCE AND IMPROVEMENT.....	74
<i>The Case Practice Review (CPR)</i>	74
Adolescent services review.....	74
<i>Practice Improvement Initiatives (PIIs)</i>	75
PRACTICE ENHANCEMENTS – ASSESSMENT MODELS.....	76
<i>New Hampshire Integrated Assessment Model (NHIA)</i>	76
<i>Structured Assessment of Violence Risk in Youth (SAVRY)</i>	76
<i>Using Data to Assess Outcomes & Drive Practice</i>	77
<i>The Supervisors’ Reports: Use Of Data In Practice</i>	78
<i>Cultural Competency</i>	78
PROVIDER QUALITY ASSURANCE & IMPROVEMENT.....	79
<i>Special Investigations Unit</i>	79

<i>Central Registry</i>	80
<i>Community-Based Provider Reviews</i>	80
POLICY AND PLANNING	81
ORGANIZATIONAL LEARNING	82
<i>Current training system for staff</i>	83
Short-Term Training	83
Pre-service training	84
In-service training	84
Long-term Training.....	85
<i>Training for foster/adoptive parent, relative caregivers, and residential care providers</i>	85
Pre-service training	85
In-service training	86
<i>Other Critical Training Activities</i>	87
Court and CASA Partnerships	87
Workforce Development.....	88
TRAINING GOALS AND OBJECTIVES	88
<i>Annual Progress Towards Goals:</i>	90
COSTS AND FUNDING STREAMS	95
DISASTER PREPAREDNESS.....	95
<i>Table Top Exercises</i>	96
<i>Information System Recovery Plan</i>	96
<i>Child Care</i>	97
<i>Foster Parents' Emergency Information</i>	97
<i>New ICPC Report For "Go Kits"</i>	98
<i>Juniper</i>	98
<i>Reporting Child Abuse: Training for Disaster Behavioral Health Response Team (DBHRT)</i> <i>Members</i>	98
<i>Contacts With States Bordering New Hampshire</i>	99
THE BUREAU OF INFORMATION SYSTEMS (NEW HAMPSHIRE BRIDGES)	99
CHILD MALTREATMENT DEATHS.....	100
<i>Sources</i>	100
THE FISCAL UNIT (BUREAU OF ADMINISTRATIVE OPERATIONS).....	100
<i>Progress Made With Goals</i>	101
Strengths	101
Challenges.....	101
BUREAU OF LEGAL SERVICES	101
DCYF OVERSIGHT PANELS	102
THE DCYF ADVISORY BOARD	102
THE CITIZEN'S REVIEW PANEL	102
NEW HAMPSHIRE YOUTH VOICES	103
THE NEW HAMPSHIRE CHILD FATALITY REVIEW COMMITTEE	103
COORDINATION WITH JUVENILE JUSTICE.....	104

COLLABORATION WITH THE COURTS	104
COURT IMPROVEMENT PROJECT (CIP).....	105
MODEL COURT PROJECT	106
LEGISLATION – PERMANENCY AND MEDIATED ADOPTIONS	106
<i>Mediated Adoption</i>	106
<i>Permanency Legislation</i>	106
THE ATTORNEY GENERAL’S TASK FORCE ON CHILD ABUSE AND NEGLECT	106
PROGRAM EXPENDITURES	107
ACTIVITIES AS A RESULT OF RECEIVING ADOPTION INCENTIVE PAYMENTS.	107
TITLE IV-B	108
<i>Planned Expenditures</i>	108
<i>Past Expenditures</i>	109
CHILD ABUSE AND PREVENTION TREATMENT ACT (CAPTA) STATE PLAN	110
STATE CAPTA COORDINATOR/LIAISON:.....	110
ACTIVITIES, SERVICES AND TRAINING NEW HAMPSHIRE INTENDS TO CARRY OUT WITH CAPTA FUNDS.....	110
PROGRAM AREAS SELECTED FOR IMPROVEMENT	111
CAPTA FATALITY AND NEAR FATALITY PUBLIC DISCLOSURE POLICY.....	113
JUVENILE JUSTICE TRANSFERS.....	114
INFORMATION ON CHILD PROTECTIVE SERVICE WORKFORCE	114
<i>MINIMUM QUALIFICATIONS:</i>	114
<i>Promotion Requirements</i>	115
CITIZENS REVIEW PANEL.....	122
CITIZENS REVIEW PANEL ANNUAL REPORT 2014	123

INTRODUCTION

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

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

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

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

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

This document contains two major sections:

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

Part two outlines which programs and services are funded by Title IV-B funds. As part of the 2010 CAPTA Reauthorization, DCYF's CAPTA Plan and Citizen's Review Panel Annual Report are included as attachments to this final report.

The DCYF Disaster Plan, Disaster Plan Resource Guide, and Health Care Services Plan are separate documents and are submitted with DCYF's 2015 - 2019 Child and Family Services Plan (CFSP).

AGENCY ORGANIZATION AND CONTINUUM OF SERVICES

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

Vision

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

Mission

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

Having Child Protective and Juvenile Justice Field Services within DCYF paves the way for the Division's commitment to moving towards integrated policies and procedures that will bring consistency, while continuing to value and preserve the specialized knowledge and practices in Child Protective, Juvenile Justice Field Services and the Sununu Youth Services Center.

Services are provided through the Division's ten district offices and two telework units as well as by a variety of service and residential care providers located across New Hampshire. The Division's programs have an overall SFY 2013 budget of \$144,171,706 and a staffing allocation of 617 positions. Please note this includes Juvenile Justice Services and Sununu Youth Services Center as these entities officially merged with DCYF in SFY 2013.

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

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

- The Division of Public Health Services for services such as Maternal and Child Health and the Lead Poisoning Prevention Program;
- The Office of Medicaid Business and Policy to coordinate medical services to DCYF families and to provide services to DCYF families: medical insurance coverage, Special Medical Services and dental services for children in foster care;
- The Bureau of Developmental Services for Family-Centered Early Supports and Services for children with developmental delays and chronic health conditions; and
- The Division of Child Support Services to receive child support for children who are placed in out-of-home care.

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

NEW HAMPSHIRE PRACTICE MODEL

In 2009, New Hampshire's Division for Children, Youth and Families (DCYF) began the implementation of a Practice Model with the understanding that it was going to be a long-term, multi-phase project. The first phase was the Design of the Practice Model, which was to consist of developing the organization's Beliefs and Guiding Principles; and determining which practice strategies would be implemented to support those values in practice. Several months into this process the Division, which consisted of Child Protective Services (CPS) and a number of supporting bureaus, underwent a merge that added two areas of practice, Juvenile Justice Services (JJS) and the Sununu Youth Services Center (SYSC), New Hampshire's state run secure youth facility. As a result of the merge, three separate design teams were created to establish Practice Models for each of these areas of practice.

In 2011, the first design team consisting of Child Protective Services and its supporting bureaus established its Beliefs and Guiding Principles and identified Solution Based Casework as the foundation of the Practice Model. Simultaneously, DCYF was establishing its Program Improvement Plan as a result of the Child and Family Services Review and several Practice Model strategies were identified to support this plan. Many resources were allocated to support the initial implementation of these strategies and the following key strategies were implemented: Solution Based Casework, Solution Based Family Meetings, New Hampshire Integrated Assessment (NHIA), Family Assessment and Inclusive Reunification (FAIR) Meetings, the Parent Partner Strategy, and the Youth Action Pool. The initial implementation of each of these strategies was completed in 2013.

Also completed in 2013 were the Beliefs and Guiding Principles for Juvenile Justice Services. JJS has also adopted Solution Based Casework as its foundation and shared in the implementation of the aforementioned Practice Model/Program Improvement Plan strategies. JJS also implemented a new risk assessment tool, the SAVRY (Structured Assessment of Violence Risk in Youth).

Furthermore, SYSC has also developed Beliefs and Guiding Principles and has adopted Restorative Practices as its foundation. Restorative Practices have been introduced throughout the facility and training and certification plans have been developed. These plans outline Restorative Practice strategies that will first be implemented within SYSC and later in Juvenile Justice and Child Protection.

The initial Practice Model project was supported by the Northeast and Caribbean Implementation Center (NCIC). NCIC provided technical assistance and implementation funding intended to assist DCYF in designing a long-term sustainable implementation project, and was able to extend funding for an additional six months to ensure sufficient sustainability planning. This support included a full-time project coordinator, a curriculum writer, a youth consultant, and a parent consultant. Partnering with youth and parents was very valuable and provided for the inclusion of these voices throughout the process. Additionally, the Practice Model was given priority over all other initiatives in many areas including training. When the Program Improvement Plan and the Practice Model were brought together, even more resources were allocated to support the project.

The Practice Model also included an evaluation component that afforded opportunities for New Hampshire to collaborate with evaluators from the Universities of Southern Maine, New Hampshire, and Louisville. The evaluation activities included an examination of the organization's readiness for change as well as an annual assessment of how well the Practice Model has been articulated across the state. Additionally, a tool was developed to test the fidelity to Solution Based Casework, the foundation of the Practice Model. The utilization of this tool has been integrated into the Division's ongoing Continuous Quality Improvement processes.

Overall, this long-term implementation project experienced a great deal of success. Additional resources allowed the Division to concretize the Practice Model by providing coaching and ongoing training on important strategies such as Solution Based Casework and Restorative Practices. This has placed the Division on a path to Practice Model mastery.

2010 CHILD AND FAMILY SERVICES REVIEW

The New Hampshire Child Family Services Review was conducted the week of August 2, 2010. The Administration for Children and Families notified DCYF in the CFSR final report that it was in substantial conformity with six of the seven CFSR systemic factors and none of the seven CFSR outcomes in the areas of safety, permanency, and well-being. However, prior to the PIP approval New Hampshire was informed that it had met all the national standards and was not required to establish improvement goals for any of the Round Two CFSR National Standard Items.

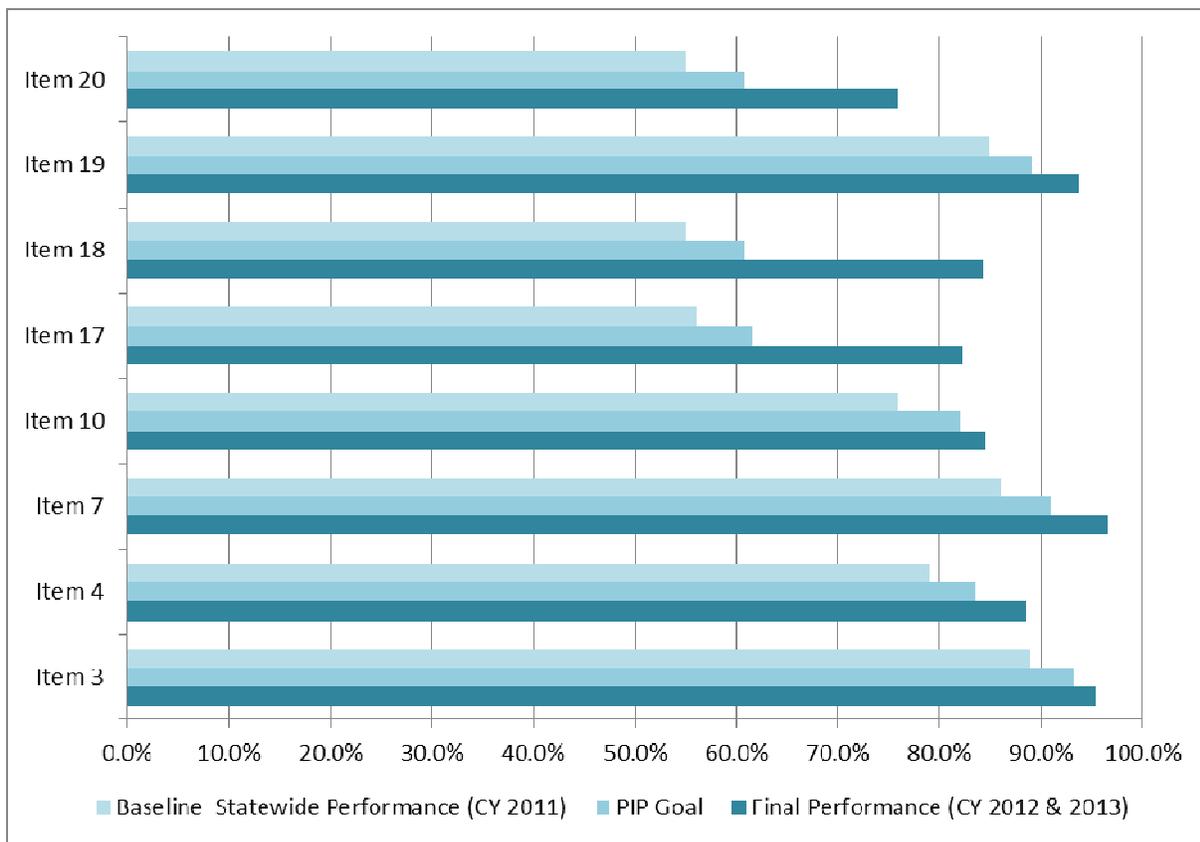
PROGRAM IMPROVEMENT PLAN

New Hampshire implemented the DCYF Program Improvement Plan (PIP) after final approval in August 2011. The primary strategy for the Program Improvement Plan (PIP) was the

implementation of a division-wide Practice Model. The Practice Model provides a framework for consistent child welfare and Juvenile Justice practice across the Division and statewide. The Practice Model also introduced Restorative Practice to the Sununu Youth Services Center (the secure facility for detained and committed youth) programming.

The PIP was designed to focus on three primary strategies: safety and assessment; family engagement; and Division culture and climate. New Hampshire utilized a targeted approach in Advanced Practice Sites (APS) for the roll-out and implementation of action items to address areas needing improvement and accomplish PIP goals. Advanced Practice Sites were selected to monitor and evaluate the effectiveness of action steps and make revisions prior to expanding the practice changes statewide.

New Hampshire DCYF received notice that all the targeted data improvement goals had been met and successful completion of all PIP action steps and benchmarks was achieved in August 2013. Below is a summary of the DCYF’s performance on PIP items, comparing the PIP baseline in 2011 with the final PIP performance from CPRs in 2012 and 2013 in Advanced Practice Sites.



A significant strength of the Division during the Program Improvement Plan period was the work that had already begun on the Practice Model Beliefs and Principles, which laid the foundation for the PIP goals and strategies. In the first year of the Program Improvement Plan and Practice Model implementation, the Division for Children, Youth and Families experienced an unprecedented merge of Child Protection, Juvenile Justice, and the SYSC. The merger was a

catalyst for systemic change to strive toward consistency not only in the district offices statewide, but across all three areas of practice.

During the Program Improvement Plan period, DCYF complemented field efforts with training and technical assistance provided by ACF for areas needing improvement. Technical assistance (TA) was utilized to identify barriers related to concurrent planning in Juvenile Justice Practice. Training was incorporated to increase knowledge of and strengthen practice in effective concurrent planning as well.

In addition, training and technical assistance was provided by ACF related to the case practice review process. DCYF received on-site consultation by ACF to strengthen the Quality Assurance process during the CPRs and reviewer training to ensure thorough and accurate completion of the review tool. The Bureau of Organizational Learning and Quality Improvement incorporated these recommendations into the existing framework of case practice reviews. The Division determined it was vital to refocus attention on the consistent application and documentation of the On-Site Review Instrument (OSRI) to support the efficacy of case practice review data. Subsequent to the TA, refinements were made to the Quality Assurance process and to the training of review staff to increase inter-rater reliability of the OSRI ratings.

BUREAU OF CHILD PROTECTION

The Bureau of Child Protection's primary responsibility is to provide program oversight and direct intervention in response to reports of child maltreatment. Child Protective Service Workers (CPSWs), with consultation, direction, and support from their supervisors and administration, work with families to help prevent further harm to children from physical or mental injury, sexual abuse, exploitation, or neglect by a person responsible for a child's health or welfare. The goal of this intervention is to ultimately strengthen the family unit. This is accomplished through the assessment of child maltreatment reports, referrals to community supports and prevention programs, and linking families to more intensive in-home services as needed to prevent the removal of children from their homes. If a child cannot be safely maintained in their home, Child Protection staff are then responsible for taking action to secure the safety of the child, this may involve court action. Child Protective staff are responsible for placing the child, case planning, and service provision. The primary goal in placement cases is to reunify the family. The Child Protection staff are also responsible for concurrent planning with the family to identify alternative permanency options when reunification is no longer the goal.

Services can be provided in a variety of ways including:

- Referrals to prevention services including community supports and family resource centers;
- Short-term intervention by the CPSW and facilitated referrals to community providers when there is a suspicion of abuse or neglect;
- Non court-involved cases, in which DCYF works with families when child abuse or neglect has been substantiated and willingly acknowledged by the parent; or

- The filing of abuse and neglect petitions requesting intervention under the court's authority for purposes of child placement, termination of parental rights, or other circumstances requiring legal resolution.

CHILD PROTECTION FIELD SERVICES

Child Protective staff engage with families to assess the safety of children, identify strengths and needs, and when necessary, develop a case plan that is Solution Based and designed to assist the family in managing those situations that resulted in DCYF becoming involved. A Solution Based case plan identifies the family developmental stages, tasks and challenges the family is facing, risk factors, and family needs and successes. It defines the objectives and outlines the actions and tasks that will be taken by the family, extended family, DCYF, and community service providers. The ultimate goal is to assure the child is not in danger residing in their parents' care and that the family receives the supports and services they need to strengthen the family unit.

The Administrator for the Bureaus of Child Protection and Juvenile Justice Services and three Child Protection field administrators provide consultation, coaching, monitoring, oversight, and support for Child Protection business operations in the ten district offices, a Telework Unit assigned to the Southern District Office and a fully operational Telework Office in Littleton. Oversight of the Central Intake Office is also provided. District Office Supervisors, Assistant Supervisors, and Child Protective Service Workers (CPSWs) comprise the direct service field staff working with the children, youth, families, and providers within the community.

Child Protective Service Workers perform their duties in one of four primary program areas: Central Intake, Assessment (protective investigations), Family Services (ongoing case management) and Foster Care Licensing (Resource Workers).

CASEWORKER VISITS WITH CHILDREN

The 2010 CFSR and the state's ongoing Case Practice Reviews have provided clear evidence of the link between frequent, high quality caseworker visits and positive outcomes for children and families. As such, DCYF supervisors and staff have made a concerted effort over the last five years to ensure there is sustained attention to the federal requirements for monthly caseworker visits.

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

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

Since then, DCYF staff have demonstrated a commitment to make sure that caseworker visits in both Child Protection and Juvenile Justice Services occur routinely on a monthly basis. Further, that these visits are providing the opportunity for caseworkers to evaluate progress towards reunification; to understand the child/youth's adjustment to living with another family (including a relative) or in a residential facility; to support connections to family and friends; to monitor progress in school; to identify and monitor health needs and safety issues, and to achieve permanency for each child/youth in a timely manner.

To further support staffs' efforts to accomplish monthly caseworker visits DCYF utilized CAPTA funds to purchase twenty laptops for distribution to specifically selected staff for use in the field. This was to determine if ready access to information technology resulted in greater proficiencies related to worker home visits. Deployment of laptops to DCYF Child Protection and Juvenile Justice Staff was initiated in 2012. DCYF Field Administrators for Child Protection and Juvenile Justice Services collected hands-on data from staff to ascertain if access to technology assisted them in their work. Staff collectively indicated that the use of information technology saved them travel time and allowed them to enter contacts timely, as they no longer needed to travel back and forth between the placement location and their office to document the outcome of the visits. Between September 2013 and March 2014 an additional thirty laptops were deployed to both Child Protection and Juvenile Justice Field staff to further support these efficiencies across the state. It is anticipated an additional twenty to thirty staff will receive laptops later this year.

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

LEADERSHIP MEETINGS

New Hampshire has continued the practice of holding full day leadership meetings once a month. These meetings are focused on assisting supervisors build their skills as a team that leads

decisions in child welfare practice. From 2009 to 2011 these meetings were inclusive of Child Protection supervisors and administrators and topic areas included:

- Safety vs. risk factors in conducting protective investigations and in making informed decisions about reunification and permanency;
- Implementation of the provisions of Fostering Connections to Success legislation;
- Worker visits with children in placement and in their own home;
- Engaging relatives as a connection and resource for children coming into care; and
- Professional development of staff.

In 2011 the Division of Juvenile Justice Services merged with DCYF and the Child Protection and Juvenile Justice services supervisors and administrators began attending half-day meetings once a month. Together they finalized “*Standards for Supervision in Child Welfare*” that were released as policy statewide in December 2011. These standards provide the platform for supervisors to coach, teach, support, and implement New Hampshire’s Practice Model Beliefs and Guiding Principles that encompass the Division’s vision, mission, and philosophy. Juvenile Justice Supervisors began routinely joining full day meetings in September 2012 with the afternoon sessions being facilitated by each division’s administrator. Joint morning meetings provided a forum for shared learning and included discussion regarding field practice related to:

- Advancing practice through supervision;
- Leadership and organizational change;
- Parent engagement;
- PIP/PII and case practice review outcomes and action plans; and
- Resource Management.

As reported last year, in February 2013 the Juvenile Justice Services Administrator accepted a position in the DHHS Commissioner’s office. The decision was made that the Child Protection Administrator would assume responsibility for directing all aspects of operations management for Child Protection and Juvenile Justice Services. This individual is now the Administrator for the Bureaus of Child Protection and Juvenile Justice Services. As anticipated the result has been that having one person “at the helm” has provided the clarity and consistency in communication necessary to guarantee successful integration of new practices and strategies being implemented at all levels across the Division.

Monthly Leadership meetings provide the forum for focused discussions regarding professional development and managing business operations including the use of data to monitor outcomes. The meetings include small group discussion as well as large group conversations and have often led to action planning to improve practice in the ongoing assessment of family needs, provision of case management services to youth and families, and achieving timely permanency. For supervisors, in particular, July 2012 through June 30, 2013 primarily focused on the coaching and support needed to assure that all field staff were certified as Solution Based Casework (SBC) practitioners. During this time supervisors from each office shared “tools” developed to

integrate SBC into practice, tips for coaching staff, and conversations regarding challenges, successes, and opportunities to move practice forward.

Leadership meetings continue to be facilitated by the Administrator for the Bureau of Child Protection and Juvenile Justice Services and often include the DCYF Director. Agenda items in 2013 included assessing organizational climate and culture, SBC sustainability, the implementation of CHINS voluntary services for Juvenile Justice, shared case planning in joint cases, and transitioning youth to permanency. In addition each month there is opportunity for supervisors to share successes and challenges. Leadership meetings continue to provide an opportunity to assure messaging of the Division's commitment to continuous quality improvement and best practice is consistent throughout DCYF.

SOLUTION BASED CASEWORK

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

All Child Protection and Juvenile Justice Field services staff were trained beginning May 2011 and by July 1, 2013 all of the CPSWs, JPPOs, supervisors, and administrators were trained and certified as practitioners in the application of the concepts and clinical case management skills of Solution Based Casework. New worker training now includes the concepts and principles of SBC in the Core Modules which staff are required to attend. In addition, the SBC Sustainability Plan clearly articulates time frames for certification of new staff as well as ongoing monitoring and review of case consultations, field observations, and solution based family meetings to assure there is fidelity to the model. These activities include oversight by District Office Supervisors and Field Administrators. Furthermore DCYF's Bureau of Organizational Learning and Quality Improvement has incorporated a *SBC Fidelity Tool* as part of ongoing case practice reviews.

To make certain Solution Based Casework was fully integrated into DCYF practice as it relates to assessment of protective reports action was taken in the fall of 2011 to begin integrating Solution Based Casework with Structured Decision-making (SDM). A new model, New Hampshire's Integrated Assessment (NHIA), was designed in 2012 by a representative group of DCYF Child Protection staff with a lead staff person from the Bureau of Organizational Learning and Quality Improvement, in consultation with the developers of Solution Based

Casework and Structured Decision-Making. This new model is also informed by Andrew Turnell's *Signs of Safety*. Business requirements were completed for integrating the new model into the Bridges Information System and this occurred in May 2013. All Child Protection staff and supervisors have been trained and have begun using this new model of engaging families. At the same time that New Hampshire's Integrated Assessment (NHIA) model was being developed, the family services committee, under the direction of the Southern District Office Supervisor conducted extensive revisions to the case plan. The new case plan format has been designed to include prompting questions for staff to guarantee that the concepts and principles of Solution Based Casework are applied when working with families to develop the case plan. The case plan format and instructions have been finalized and staff have been using this case planning model with families. Integration of the new case plan model into the Bridges Information System had been planned for 2013 but did not occur due to other competing priorities for IT.

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

REVITALIZATION OF ASSESSMENT

Extensive work has been done over the past five years to make sure New Hampshire's child welfare system is first and foremost assuring that children are safe and not in danger in their own home. Ongoing review of assessment practice continues to include utilization of monthly supervisory reports, practice improvement plans created as a result of internal case practice reviews, and monitoring the commencement of assessments.

Data related to timeliness of initiating assessments continues to be reviewed at monthly Leadership meetings. In addition, Field Administrators routinely discuss the district office's practice regarding commencing a new assessment during their monthly visits. District offices have continued to utilize practice strategies put in place to guarantee timeframes in commencing assessments are being met.

To assist supervisors in monitoring the commencing of assessments a Bridges Change Request enabled the Division to add "commencing assessment" to the contact log pick list. This can now be queried as part of the monthly Assessment Supervisory Report.

In 2013, DCYF finalized the creation of a model of conducting assessments in New Hampshire that reflects the integration of Solution Based Casework with Structured Decision-Making. Staff were trained in the utilization of NHIA (New Hampshire Integrated Assessment) model in Bridges and the application rolled-out statewide in May 2013. It was anticipated this new model would enable Child Protection staff to more readily engage parents in safety planning and identifying the actions steps needed to mitigate further risk of harm. To date case practice review data indicates that family engagement has increased and families report being heard and included in safety planning for their children. However, the data also indicates that required NHIA documentation takes longer and in some assessments is not applicable, for example when

a family cannot be located or the report is determined to be incomplete. As a result, the NHIA workgroup is reviewing the concerns raised by the field so as to determine where changes can be made to streamline the use of its application.

As part of the continual review of DCYF's response to protective reports, in May 2013, DCYF's Central Intake Unit identified a trend in repeat referrals for infants who were born drug exposed. After monitoring this trend for six months, Central Intake presented its' observations to the Intake/Assessment Workgroup meeting in November 2013. The result of this discussion was the creation of an *Enhanced Assessment* process for infants between birth and twelve months who are now or were drug exposed at birth. The practice is outlined as follows:

- The CPSW will see the baby in the hospital, whenever possible, if they are still there at the time of the report;
- The CPSW will see the baby/family in their home environment within five days of his/her discharge from the hospital;
- The CPSW will see the baby/family two weeks later;
- The CPSW will complete a final home visit before closing the assessment;
- Additionally: the CPSW must make a referral to Early Supports and Services and contact them prior to closing the assessment. If a referral has already been done, the CPSW will document this in Bridges. The CPSW will also ensure that they are gathering a history of the parent(s) substance use/abuse including any familial use/abuse. They will also ensure they are always creating a safety plan utilizing family's supports and documenting this; and
- Finally these assessments should remain open for the full sixty-day assessment period.

Follow-up discussions to this new practice were held at subsequent Intake/Assessment Workgroup meetings and Leadership meetings. All offices are implementing this practice statewide. Many have reported that community providers are timelier in contacting DCYF with additional concerns during the course of an assessment, since they are aware of the enhanced attention being given to this population. When CPSWs explain to families the minimum number of home visits and level of intensity they can expect from DCYF, CPSWs have found families to be more open to the intensity of the assessment being conducted.

Some offices are challenged by the additional home visits necessary to meet this enhanced assessment standard. This is true for those offices that have or are experiencing turnover and increased workload demands. Despite this challenge, all offices statewide see the value in paying close attention to this at-risk population and are committed to making the necessary efforts to implement this practice.

It is anticipated that by implementing this enhanced assessment process, there will be a decrease in repeat referrals involving infants born drug exposed due to the better safety planning, timely follow-up, and engaging natural supports in the families' network. By enabling DCYF to gain an increased understanding of the parent's history of substance use staff will have the ability to make better informed referrals to community agencies.

MANAGING WITH DATA

New Hampshire remains committed to utilizing data in the Division's efforts to measure outcomes and improve practice statewide. Data reports that include information related to timeliness of initiating assessments, monthly face-to-face visits, caseloads, and case plan goals are routinely reviewed at monthly Leadership meetings. In 2012 DCYF made the decision to improve the use of data by integrating Results Oriented Management (ROM) reports into the DCYF system. Since then DCYF has worked closely with ROM developers to create an integrated data reporting system that would enable the Division to include Juvenile Justice Services. With the support of Casey Family Programs, DCYF and the ROM developers finalized creation of reports related to placement cases and services in 2013. ROM "super-users" in each district office were identified and began testing the system in early 2014. Training for DCYF supervisors, "super-users", and select office and administrative staff began in April 2014 and in May 2014 these same staff participated in a full day "Using Data in Practice" training.

It is anticipated that DCYF field staff will be trained in the utilization of ROM later this year. In addition, DCYF is currently working with the ROM developers to create reports for in-home cases, reports that are specific to Juvenile Justice Practice, and work to develop and implement a public child welfare reporting website for the Division.

PROGRAM ACTIVITIES DESIGNED TO ENHANCE SERVICES TO FAMILIES AND ACHIEVE IMPROVED PERMANENCY OUTCOMES

Accelerated Reunification Model

DCYF has consistently maintained a focus on achieving timely permanency for children and their families. To that end, DCYF collaborated with two community partners to implement Accelerated Reunification Model (ARM) with the goal of providing the in-home services necessary to resolve the danger that resulted in foster care placement and to expedite reunification. Of the thirty-one cases offered ARM services between June 2011 and May 2012, sixteen resulted in reunification.

Throughout the evolution of improved family engagement and a focus on keeping children in foster care only when danger is present, Child Protective Services Workers (CPSWs) became skilled at working alongside the ARM agencies to identify the specific concerns requiring attention in order to reunify. At the present time, neither community agency that provided ARM is available to continue this service. Despite the lack of providers for the model, DCYF CPSWs continue to implement its purpose by working to pinpoint the danger, case plan with families, and identify relevant services that will mitigate danger in order to reunify in the most expeditious manner.

Breakthrough Series Collaborative On Safety And Risk Assessments

As a member of the New England Association of Child Welfare Commissioners and Directors (NEACWCD), DCYF participated in an innovative project to improve safety and risk

assessments in the child welfare system. In partnership with Casey Family Services, the Breakthrough Series Collaborative (BSC) on Safety and Risk Assessments was a twenty-nine month long project, beginning in April of 2008; it involved planning, field testing, evaluating, and disseminating new tools and strategies in an effort to transform child welfare practice¹. The methodology uses small-scale, rapid tests of change, which are closely monitored and measured in almost real-time so that successes can be expanded promptly and under-performing strategies can be learned from and discarded.

Beginning in September of 2008 DCYF participated in the Breakthrough Series Collaborative on Safety and Risk Assessments, sponsored by the New England Association of Child Welfare Commissioners and Directors, Casey Family Programs and Judge Baker Children's Center. This Breakthrough Series Collaborative was a two-year commitment involving four teams from New Hampshire. Teams were comprised of discreet participants that included representation of State Office administration, District Office Supervisors, front line supervisors and staff, birth parents, youth, and cross-system partners.

The Breakthrough series challenged DCYF to look at how to improve outcomes in the seven key practice areas, which included the following:

Engagement:

- Respecting and responding to race, ethnicity and culture; and
- Engaging the child/youth and family.

Decision-making:

- Using safety and risk assessment tools; and
- Making sound decisions on safety and risk.

Integrated Practice

- Practicing with an integrated and comprehensive assessment;
- Maintaining focus on permanency and well-being; and
- Collaborating with cross-system and community partners.

The teams completed their testing of a number of PDSAs that have been integral in enhancing Division practice. The longstanding results include one practice change that was implemented statewide involving three PDSAs that were bundled together relating to intentional support when a child is placed. This bundle includes sharing information about the substitute caregivers with the birth parents; facilitating a phone call on the night of placement; and a visit within twenty-four hours of placement. This support has been integrated into the work that is done statewide when children are taken into placement. Of the placements that occurred over the last six months, the intentional support bundle was offered unless there was a legal (bail conditions prohibiting contact), medical (parent hospitalized), incarceration (parent was incarcerated and in isolation) or logistical (parents whereabouts unknown) barrier. Occasionally, when a parent was not available, the visit was held with a significant connection. In some incidences, the birth

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

parents accompanied the CPSW to the foster home where their children were being placed. The chart below depicts the data from the last six months.

District Office	# of children placed	Bundle implemented	Bundle attempted
Berlin	10	10	10
Claremont	15	12	15
Concord	9	9	9
Conway	4	4	4
Laconia	3	2	3
Littleton	4	4	4
Keene	24	21	24
Manchester	5	5	5
Rochester	11	11	11
Seacoast	6	6	6
Southern	18	16	18
Southern Telework	4	4	4

Barriers to the Intentional Support Bundle: Based on discussions with staff it is clearly understood that with every placement this bundle is to be offered. That being said there were still some occasions approximately nine out of 113 where the Bundle was not offered. Barriers that were identified ranged from a youth and/or parents refusal, parent too distraught to participate, whereabouts of parent unknown, hospitalization or other incapacitation of the parent, despite a plan being made parent did not show up, bail conditions, incarceration including isolation, lack of response to CPSW’s attempts to engage, and police took protective custody and timeframes beyond twenty-four hours when DCYF made aware. In many instances, staff tried to be creative so the child or youth had someone familiar to visit with within twenty-four to forty-eight hours after placement.

Additional outcomes from the Division’s involvement in this Breakthrough Series include some PDSAs that are still being tested in local offices. These include tools that staff can use during a home visit that prompt them to focus on the maltreatment and efforts to remediate the situation, prompts to ensure a clear and effective safety plan is documented, incorporating specific questions into the process that speak to cultural considerations, trauma experiences, a more extensive social history when family members have substance use or abuse issues, as well as specific focus around identifying, engaging, and collaborating with fathers.

Engagement With Incarcerated Parents

DCYF has sustained the commitment to assuring incarcerated parents; particularly incarcerated mothers are engaged and actively involved in planning for the care, supervision, and permanency planning for their children. The Administrator for Child Protection and Juvenile Justice Services continues to sit on the Interagency Council created by Senate Bill 262. Regular meetings with women at the Goffstown women’s prison have been ongoing over the past five years and in 2013 these meetings began to be coordinated with Family Connections Center programming that takes

place at the prison. These meetings continue to provide an opportunity to educate the women about DCYF's role and responsibility for permanency planning for their children and to educate them about the services available to them. The DCYF liaison also makes every effort to provide women not involved with DCYF with information about ways that they can continue to maintain contact with their children.

Incarcerated women with concerns specific to their case with DCYF and their children are encouraged to meet privately with the DCYF Administrator who serves as the liaison to the prison. The DCYF Administrator is then able to provide clarification about DCYF's role and follow-up accordingly with the local office to assure the needs of the women are met. The issue of access to legal consultation and representation was raised on more than one occasion by the women and over the past two years it became increasingly apparent that there were women who had no access to legal guidance from an attorney, particularly women who were not involved with DCYF. In early 2014 DCYF was contacted by a member of the New Hampshire Women's Prison Citizen Advisory Board who is also an attorney. This individual advised DCYF that the Citizens Advisory Board of the NHSPW is interested in obtaining a better understanding and assessment of the legal needs of female offenders, particularly with regard to family law matters and reentry indebtedness. To that end a meeting with the female inmates, the DCYF Administrator and this individual is scheduled to occur in late June 2014. It is anticipated DCYF will continue to provide a liaison to the women's prison in the future.

To date there has been little opportunity for DCYF to engage with incarcerated fathers. Recently, however, the Family Connections Center staff requested that the DCYF Administrator who meets with the incarcerated women begin providing education and support to incarcerated fathers who may be facing the same challenges as the women in understanding the Child Protection system. This initial meeting is to occur in June 2014. Ultimately the goal is to ensure that the children of incarcerated parents maintain connections to their parents when appropriate and that permanency for them is achieved in a timely manner.

Residential Treatment Reform

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

The work done with the residential treatment providers resulted in a number of positive practice changes. The Core Curriculum Training for Residential Staff was revised to include the "*Framework for Collaboration*" values and principles of engaging with youth and their families.

Residential treatment providers established and supported effective transitions to permanency through the creation of new programs, establishing parent/youth positions in their agencies, and providing more normalized experiences for youth in care. Most importantly youth were invited to participate in and facilitate their treatment team meetings to assure their voice was heard in establishing their case plan and treatment goals.

In March 2013 the Implementation Advisory Team determined that the goals of the Framework for Collaboration had been achieved and there was no longer a need for the IAT to oversee this work at a statewide level. On June 22nd with the support of Casey Family Programs, DCYF held a final convening of the Framework for Collaboration Regional Teams and Statewide Implementation Advisory Team. This event provided the forum for each of the teams to celebrate and be recognized for the successful achievements made in their work to reduce lengths of stay and realize better permanency options for youth in residential treatment facilities. It is anticipated that these accomplishments will serve as the platform for continued collaboration between DCYF, residential treatment providers, and other community partners as the Division moves forward with the communities of hope work and sustainability of the DCYF Practice Model.

Parent and Youth Engagement

DCYF had great success from 2009 - 2012 in having a youth consultant facilitate multiple youth strategic sharing events as well as challenge DCYF and external stakeholders to engage youth in decision-making regarding their permanency and transition plans. The Division's strongest successes were spearheaded by a youth who ended her work with DCYF in 2012. In 2013 two youth consultants were hired at different times to help sustain the development of the New Hampshire youth pool, continue efforts to finalize a Youth Bill of Rights, and to remain involved in the creation of a full Division Practice Model. DCYF entered 2014 anticipating that the youth consultant who had begun work in the fall of 2013 would be able to meet the expectations for this year's work. This was not the case and the decision was made to end the working relationship with this individual earlier this year. DCYF began the search for another youth consultant at that time. DCYF is fortunate to have recruited a former youth in care that joined the team in April 2014. DCYF remains committed to having youth voice be an integral part of the Division's work and to assure youth voice is part of the finalization of New Hampshire's Practice Model development.

The inclusion of parent voice in practice has been sustained in New Hampshire during this same time period. DCYF's parent consultants have been instrumental in helping to engage parents currently and formerly involved with DCYF in sharing their stories and creating opportunities for parents and staff to come together and gain an increased appreciation of each other's role in achieving better outcomes for children and youth involved with New Hampshire's child welfare system. In 2013, the parent consultant also assisted DCYF in presenting information about the parent program in New Hampshire to community stakeholders, including CASA. As can be expected the roles of youth and parent consultants evolve over time and the parent consultant who had worked with the Division for the past several years accepted a position with an outside community agency at the end of last year.

Forty five parent leaders, DCYF staff, and community partners participated in the end of the year celebration hosted by the Statewide Steering Committee. Better Together Team leaders shared highlights of the work teams did and their accomplishments. The New Hampshire Parent Consultant shared her experience providing peer-to-peer support to parents new to the system in the Seacoast Region, and made recommendations relative to how to structure the role of future Parent Partners. The group deliberated on priorities for 2014, and affirmed their commitment to implement Better Together with foster parents statewide, as well as sustain current activities and projects to promote the recruitment, retention, and visible involvement of parent leaders within DCYF and with community partners.

In the continued evolution of the Division's work with parent partners DCYF recognized the need to expand the partnership and collaboration to include the voice of foster parents. To that end, with the support of Casey Family Programs, DCYF was able to hire part-time birth parent and foster parent consultants in March 2014. Together they will provide continued support of the Parent Partner Program in New Hampshire.

Better Together with Birth Parents

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

It is also important to note that subsequent to participating in Better Together sessions with parents local offices have been challenged and encouraged to establish a "Better Together Team" to include parent voice in their practice improvement efforts. All the District Offices have begun work toward establishing a local "parent engagement action team" charged with championing parent voice and family engagement in the local offices.

The Transportation-To-Reunification Pilot

In order to provide the transportation necessary to assist children and families with increased parent-child contact and completion of case plan activities, the Manchester District Office of DCYF employed a driver from December 2008 through April 2013. During this time, the transportation needs of 122 families with an open placement case in Manchester were served.

Access to a driver on staff allowed for more flexibility in managing the various needs of families. When a child's placement was unable to be in close proximity to the family's home, but was in the child's best interest, it allowed for coordination of transportation to and from the family or foster home with greater ease for all involved. It also allowed the opportunity for children and families to grow accustomed to and comfortable with one transportation provider.

The driver position has now been vacant since April 2013, due to the lack of qualified interest in the part-time position. The Manchester District Office is currently using unique ways to advertise for the position through targeted recruitment efforts with community partners and internal staff connections. It is anticipated that the driver position will be filled and will again be able to meet the needs of families with an open placement case in the Manchester District Office.

Merrimack County Model Court Project

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

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

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

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

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

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

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

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

1. Identifying a Primary Caring Adult (with whom the older youth may or may not live);
2. Identifying important family relationships and other supportive adults (with whom the older youth may or may not live);
3. Preparing the youth for adulthood (education, employment/job training, and health); and
4. Exploring a more permanent permanency plan with interested youth.

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

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

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

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

INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN

The Interstate Compact on Placement of Children (ICPC) Administrator is responsible for ensuring protection and services to children who are placed across state lines for foster care, adoption, parental, relative, and residential placements. The Interstate Compact is a uniform law that has been enacted by all fifty states, the District of Columbia, and the U.S Virgin Islands. It establishes orderly procedures for the interstate placement of children and fixes responsibility for those involved in placing a child.

Timely Home Studies

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

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

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

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

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

In June of 2013 a new ICPC Administrator was hired and this individual expanded the role of the ICPC Administrator’s responsibilities to include greater oversight of staff compliance with the ICPC rules and regulations. The ICPC Administrator schedules regular visits to the local offices,

which has allowed staff and supervisors direct access to the ICPC Administrator for consultation and guidance regarding the issues identified above that impact timeliness of completed studies.

Reporting Period 2010-2014 Overview

The average number of ICPC referrals received and reviewed by the Deputy Compact Administrator per year is 300. Within this reporting period an average of 130 referrals per year were sent to New Hampshire local offices for completion of home studies. On average, sixty percent of all home studies were completed within the sixty-day timeframe to meet the Safe and Timely Interstate Act.

PERMANENCY PROGRAM

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

DCYF has a Permanency Program Specialist who provides consultation regarding permanency planning for youth involved in Child Protection and Juvenile Justice Services. Since 2013, additional permanency focus has been provided at the Sununu Youth Services Center (SYSC) through the development of the Permanency Unit. The Permanency Unit was developed to support youth committed to the facility to assist them with permanency planning and adult living preparation to ensure permanent connections for the youth and a safe and successful transition into the community.

In previous years, PAR staff (Permanency, Adolescent, Resource workers and their supervisors) from across the state met quarterly to discuss ways to sustain or improve existing practices. In 2012, the decision was made to discontinue the monthly meetings. Since then, the Permanency Supervisor from each office have brought permanency practice conversations to the monthly Leadership meetings in order to continue to move permanency practice forward in the State of New Hampshire. Supervisors in the local offices have also been encouraged to share practices that have resulted in improving permanency outcomes for children and youth. In addition, some offices have invited permanency staff from other offices to join Permanency Planning Team meetings to review difficult and complex cases. During the past year, Permanency Supervisors from a couple offices have reconvened periodic meetings that bring Permanency CPSWs from across the state together to share ideas and discuss current permanency trends and issues.

ISO Recruitment Meetings

Individual Service Option (ISO) recruitment meetings occur on a monthly basis and look at children who need recruitment for ISO level families. These meetings give workers the opportunity to provide additional information about the child’s likes, interests, and needs to the ISO agencies in order to facilitate the recruitment for permanent families. These meetings tend

to give ISO agencies a more accurate and personalized picture of the child who is in need of a family. In 2012, these meetings expanded to allow the youth to come and present themselves and express their desire for a family. There has been an increased focus on including youth involved in the Juvenile Justice system in ISO meetings in order to expand recruitment efforts and look at establishing permanent connections for all children involved with DCYF.

Permanency Planning Teams (PPT)

Since 2003, Permanency Planning Teams (PPT) have been established in each district office. Each Permanency Planning Team is comprised of the same core group of staff: the Permanency CPSW; Adolescent CPSW; Resource CPSW; Family Assessment and Inclusive Reunification facilitator; CPSW for the case; the supervisor for the CPSW assigned to the case, and Permanency Unit Supervisor. Other Permanency Planning Team participants, depending on the case, could include district office supervisors and other program specialists as needed. Juvenile Probation and Parole Officers (JPPOs) are focused on permanency planning and attend PPT meetings when they need assistance establishing connections or have the permanency plan of adoption or guardianship for youth that they serve.

A list of all the Permanency Planning Team meetings held since 2009 can be found below. New Hampshire has prioritized the regular review of permanency plans for children who have been removed from their parents care in order to ensure that timely permanency is achieved. The source of this information is New Hampshire Bridges.

PPT meetings held per calendar year	Total
CY 2009	1395
CY 2010	1189
CY 2011	1892
CY 2012	1266
CY 2013	1155
Grand Total	6897

The Permanency Planning Team meeting looks at permanency options for the child and ensures that relatives and other supportive adults are engaged to ensure children have permanent connections and that community support is maintained. The connections identified are documented on the PPT form to include the frequency of the contact. Concurrent planning and permanency timeframes are also a focus of these meetings.

As reported in the 2012 APSR, as part of the DCYF's continued collaboration with Casey Family Programs, Child Protection staff were trained in utilizing Permanency Round Tables (PRTs) to achieve effective permanency for youth in care. These Permanency Round Tables brought together DCYF representatives and external stakeholders to do an intensive review of what has happened and what needs to happen to achieve permanency for youth who have had extended lengths of stay in out-of-home care. New Hampshire remains committed to assuring timely permanency for youth in care. In addition to using PRT's with Child Protection cases, the Division utilized PRT's in Juvenile Justice Cases and there are Juvenile Justice Staff that have been trained as Master Practitioners in the PRT process.

Permanency Tracking

In 2010, the field began using Bridges to document the PPT meetings. This allows for better tracking and monitoring of PPT meetings and it provides the ability to query the data from the PPT forms in order to assist the field with permanency planning.

A Permanency Planning Team report is distributed to field staff and supervisors on a monthly basis to ensure that all children in placement are reviewed in appropriate timeframes. A Permanency Report has been created to look at permanency planning for children in care. This report tracks children who are legally free to help the field ensure that adoptions are occurring in a timely manner. The report also looks at children who are in residential and ISO foster care placements to keep transition planning to less restrictive placements in mind for these children. Additional emphasis of this report is permanency planning to help the field determine that the appropriate plan is in place for each child.

Recruitment efforts for children are now tracked in Bridges. This information is internal to DCYF staff only and will show children needing recruitment for permanent families, efforts made for recruitment, last date of recruitment efforts, and will track all placements made from these recruitment efforts. This report helps the field monitor recruitment needs and efforts to ensure that there are ongoing efforts made for every child in need of a permanent family.

New England Youth Permanency Convening

Over the past few years, New Hampshire has participated in the New England Youth Permanency Convenings, which are two-day conferences, with the focus on advancing legal permanence for youth in foster care.

The Division has found that annual participation in the Permanency Convening has enabled proactive planning for the future. A particular focus of the Division's work in the past year has been assuring that children and youth attending their court hearings are part of the process in determining what their permanent plan will be, particularly when they are placed in a residential treatment facility, and that achieving that goal is a priority for all parties including the court.

New England Convening on the Intersection of Child Protection and Juvenile Justice Youth

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

New Hampshire had three representatives from DCYF participate in the planning sessions for this convening. A team of Administrators, staff, and providers attended the convening in November. During the convening DCYF determined that two of the Division's greatest strengths in managing this population was the sharing of information between Child Protection and Juvenile Justice Field services staff and shared case planning that is in place for these youth in many areas of the State. In order to determine what action was needed it was decided that the

Division needed to do further evaluation and research about this population including establishing baseline information about dually involved children/youth; particularly those that end up committed to the Sununu Youth Services Center.

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

SERVICES FOR CHILDREN UNDER AGE 5

New Hampshire assesses the developmental needs and provides services for infants, toddlers, and children under age five on an ongoing basis throughout the Division's involvement with a family. Prevention, early identification and intervention are at the forefront when assessing safety and managing future risk of this population. At the onset of a protective investigation DCYF staff work with families and use a solution based approach to identify the developmental stage of the family based on the ages of the children. An assessment of the activities and tasks common to families at that stage occurs including discussion with the parents regarding the physical, educational, emotional, and mental health needs of the children. Referrals for services are based on the identified needs of the family and the children. Rehabilitative services provided are aimed at increasing parental functioning as it relates to understanding and meeting the needs of the children including: nutritional, behavioral and developmental, as well as maintaining a safe and stable environment. Case planning includes ongoing review of outcomes related to the service provision and impact on the child's development.

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

DCYF continues to conduct Permanency Planning Team (PPT) meetings on a regular basis regarding all children in placement. These meetings focus on identification of the child's current

and future needs which may include, but are not limited to, developmental, social and emotional needs, and services needed including early intervention, child care, after school programs, respite, medical, dental, and mental health care. Discussions at PPT meetings, in one-to-one supervision, and in meeting with foster or pre-adoptive parents include assessing the parent/child attachment and a consistent review of attachment between the caregiver and the children including the impact of trauma on the short-term and long-term development of the child.

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

DCYF had planned to introduce training to staff in 2013 on the use of *Ages & Stages* questionnaires when conducting initial and ongoing assessments of young children as part of case planning. To date this training has not occurred. Instead DCYF has concentrated its efforts on assuring staff are given the time to master the application of Solution Based Casework in their intervention with families. Given the intense training and implementation schedule required to assure Division staff were certified in Solution Based Casework (SBC) training in the use of these tools has been deferred until 2014. Again, it is important to note that SBC provides for ongoing assessment of the developmental ages and stages of a child/youth and their family throughout the course of their involvement with DCYF. Questions specific to strengths and needs are directly related to well-being outcomes including emotional and behavioral health, peer/social relationship and overall mental and physical health.

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

A recent survey of staff in the Concord District Office demonstrates they are experiencing benefits related to use of the tool in their work with children, youth and families. Staff report that use of the tool has helped them to normalize the youth's behavior in the context of the trauma they have experienced, allowed for the development of case goals (Individual Level

Objectives (ILOs) and Family Level Objectives (FLOs)) grounded in data, and provides them information that enables them to advocate with mental health providers for a child/ youth's need for a trauma-informed, evidence-based treatment.

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

	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013
Total # of children Still in Care as of 03-31-2012 (for CY 2013 as of 03-31-2014)	26	55	118	262	285	225
# of children still in care as of 03-31-2012 (for CY 2013 as of 03-31-2014) who were at age <=5 when entered care	2	24	63	139	140	114
Race/Ethnicity						
White Non-Hispanic	2	22	45	105	101	91
% White Non-Hispanic *	100.00%	91.67%	71.43%	75.54%	72.14%	79.82%
African American Non-Hispanic	0	1	5	6	5	3
% African American Non-Hispanic *	0.00%	4.17%	7.94%	4.32%	3.57%	2.63%
Asian and Pacific	0	0	1	1	0	1
% Asian and Pacific *	0.00%	0.00%	1.59%	0.72%	0.00%	0.88%
Hispanic	0	0	5	15	16	4
% Hispanic *	0.00%	0.00%	7.94%	10.79%	11.43%	3.51%
Native American	0	0	3	0	0	0
% Native American *	0.00%	0.00%	4.76%	0.00%	0.00%	0.00%
Other	0	0	0	1	3	0
% Other *	0.00%	0.00%	0.00%	0.72%	2.14%	0.00%
Unknown	0	1	4	11	15	15
% Unknown *	0.00%	4.17%	6.35%	7.91%	10.71%	13.16%
Gender						
Female	1	12	36	63	62	57
Male	1	12	27	76	78	57
# of children still in care as of 03-31-2012 (for CY 2013 as of 03-31-2014) who were at age <=5 on 03-31-2012 (for CY 2013 as of 03-31-2014)	1	12	53	128	134	106
Race/Ethnicity						
White Non-Hispanic	1	11	39	97	96	85
% White Non-Hispanic *	100.00%	91.67%	73.58%	75.78%	71.64%	80.19%
African American Non-Hispanic	0	1	5	4	4	3
% African American Non-Hispanic *	0.00%	8.33%	9.43%	3.13%	2.99%	2.83%
Asian and Pacific	0	0	1	1	0	1
% Asian and Pacific *	0.00%	0.00%	1.89%	0.78%	0.00%	0.94%
Hispanic	0	0	3	14	16	3
% Hispanic *	0.00%	0.00%	5.66%	10.94%	11.94%	2.83%
Native American	0	0	1	0	0	0
% Native American *	0.00%	0.00%	1.89%	0.00%	0.00%	0.00%
Other	0	0	0	1	3	0
% Other *	0.00%	0.00%	0.00%	0.78%	2.24%	0.00%
Unknown	0	0	4	11	15	14
% Unknown *	0.00%	0.00%	7.55%	8.59%	11.19%	13.21%
Gender						
Female	1	5	31	58	60	53
Male	0	7	22	70	74	53

* % is based on # of children still in care as of 03-31-2012 (for CY 2012 as of 03-31-13; for CY 2013 as of 03-31-14) who were at age <=5 when entered care

** % is based on # of children still in care as of 03-31-2012 (for CY 2012 as of 03-31-13; for CY 2013 as of 03-31-14) who were at age <=5 on 03-31-2012 (for CY 2013 on 03-31-2014)

ADOLESCENT PROGRAM CHAFEE (CFCIP) AND ETV PROGRAM INFORMATION

GOAL A. HELP YOUTH TO TRANSITION TO SELF SUFFICIENCY

The Adult Living Preparation Process, which used to start at different ages, based on legal status or Division involvement now starts at the age of fifteen for all DCYF youth in out-of-home placement. This has resulted in more consistency and less gaps in providing this important service to DCYF youth in care. To better record this process there is a section in the DCYF case plan, based on Solution Based Casework, to record adult living preparation goals and objectives.

Youth now receive a binder of information containing their health, educational and personal identification information prior to exit. This occurs at their 90-Day Youth transition meeting where youth are also provided with information about post care housing options. Youth exiting care at the age of eighteen or older now receive a Young Adult Resource guide that contains statewide resources for housing, education, employment, and well-being, the guide is also available on the Adolescent Program website. Exiting youth receive information about the website and youth led Facebook page both containing helpful resources.

In addition to providing youth with resources there are currently extensive efforts to ensure that each and every youth leaves care with at least one permanent connection that will assist them in meeting their basic needs including: housing, education, employment, and well-being. Much of the focus has been on youth with a case plan of APPLA and these efforts are elaborated on later in this report.

GOAL B. HELP YOUTH RECEIVE THE EDUCATION, TRAINING AND SERVICES NECESSARY TO OBTAIN EMPLOYMENT

Through the State and Local Youth Vision teams, DCYF youth have had the opportunity to participate in numerous job fairs and employment skills trainings over the past five years. Youth have participated in specific programs designed to train them to apply, interview, and obtain a job as well as visiting New Hampshire Works offices across the state.

The Youth Vision effort has led to increased referrals to WIA funded programs such as My Turn and New Hampshire Jobs for America's Graduates,

During the past five years DCYF has focused on increasing the utilization of career assessments for youth in care. As a result the requirement that this be done on all youth in care age fifteen and older is part of the proposed residential certification rules that will be going before the New Hampshire legislature for approval later this year. DCYF has made a concerted effort to link more youth with the New Hampshire Department of Vocational Rehabilitation by reviewing this during the Permanency Planning Team (PPT) case reviews and recording it in New Hampshire's SACWIS system, New Hampshire Bridges.

In the middle of 2012, DCYF began collaborating with [FEDCAP](#) a non-profit organization out of New York FEDCAP has trained over ten youth in their "Get Ready," curriculum and worked towards matching them with employment opportunities in the healthcare field. "Get Ready" is a

web-based, highly interactive program that assists youth with understanding their values, making good decisions, determining their individual strengths, applying for jobs, learning the process of applying, going to college, and networking for success. FEDCAP trained the DCYF Adolescent Workers in “Get Ready” as well as several former youth in care. Over seventy-five youth were trained leading up to and at the DCYF Teen Conference in 2013.

In the past two years FEDCAP has twice conducted its signature event called “Connect2Careers.” The over 140 youth who have participated were provided with the opportunities to explore career options and practice their informational interviewing skills with sixty-five plus different business and career representatives in the healthcare field. The youth not only got to gain important information about careers of interest but they also learned about networking and the importance of connecting to adults that can help them on the path to self-sufficiency.

As of this writing FEDCAP has been reaching out to the residential treatment providers across the state in an effort to partner with them to create employment based services for youth in that population. Efforts to continue to train additional youth in “Get Ready” have been put on hold due to a compatibility issue with the program software and the state computer system.

Since November of 2013, an employment specialist from Goodwill has been meeting with youth age sixteen or older placed at the Sununu Youth Services Center secure detention facility to assist them in completing a resume and applying for jobs. Since that time over twenty-five youth have completed resumes and over ten have applied for jobs.

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

DCYF has prioritized the importance of youth establishing connections and solidifying the current and future role that they will play during transition and beyond. New Hampshire Bridges now captures each connection that a youth has and categorizes their current and future role. This information is reviewed during the youth’s PPT meetings.

The Permanency Pact from FosterClub that helps to identify and concretize a youth’s connections has become an established part of DCYF practice with older youth in care, as has “My Connections” a form for youth to list their current connections. A list of each youth’s connections is recorded and reviewed during the 90-Day Youth Transition Meeting and included in the youth’s 90-Day Transition Plan.

In instances where youth are lacking connections despite the typical efforts, DCYF employs a variety of strategies. This includes using Accurint and other internet search tools to locate past connections or connecting youth to licensed foster parents who act as independent living skills trainers/mentors.

GOAL D. PROVIDE FINANCIAL, HOUSING, COUNSELING, EMPLOYMENT, EDUCATION AND OTHER APPROPRIATE SUPPORT AND SERVICES TO FORMER FOSTER CARE RECIPIENTS BETWEEN 18 AND 21 YEARS OF AGE TO COMPLEMENT THEIR OWN EFFORTS TO ACHIEVE SELF-SUFFICIENCY AND

TO ASSURE THAT PROGRAM PARTICIPANTS RECOGNIZE AND ACCEPT THEIR PERSONAL RESPONSIBILITY FOR PREPARING FOR AND MAKING THE TRANSITION INTO ADULTHOOD.

DCYF has an established system to ensure that any and all youth that may be eligible for DCYF Aftercare Services are notified at various points during their child welfare or Juvenile Justice involvement. Youth are informed about this program during the Adult Living Preparation process that starts at age fifteen. DCYF provides them with an overview of the program including a brochure.

The youth are again reminded about Aftercare Services at their 90-Day Youth transition meeting. Information about the program is also included in the Young Adult Resource guide, the New Hampshire Youth Voices Facebook page and DCYF Adolescent Program webpage. Foster and Adoptive parents are informed about these services through announcements in the Connector newsletter that is sent out quarterly to over 600 foster and adoptive parents.

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

DCYF has partnered with the New Hampshire Higher Education Assistance Foundation (NHHEAF) to better meet the higher education needs of youth between the ages of eighteen and twenty-one. This has resulted in personal assistance with completing the FAFSA and ETV applications, training on all things college, providing college scholarships, and the sponsoring of DCYF youth blogging about the experience of preparing to go to college and the experience of being in college.

DCYF staff has met with leaders from Plymouth State University and the University of New Hampshire for the purpose of better connecting DCYF youth with on-campus supports and services they may not be utilizing.

GOAL E. MAKE AVAILABLE VOUCHERS FOR EDUCATION AND TRAINING, INCLUDING POSTSECONDARY EDUCATION, TO YOUTH WHO HAVE AGED OUT OF FOSTER CARE

DCYF has continued to ensure that all eligible youth are informed about DCYF Aftercare Services (ETV vouchers are part of Aftercare Services) prior to exiting care and has made them available to eligible youth that applied. Since the 2009 SFY, DCYF has provided 108 ETV Vouchers to sixty-eight youth.

DCYF has continued to ensure that all eligible youth are informed about the Tuition Waiver for Foster and Adopted Children Program prior to exiting care. For more elaboration on the Tuition Waiver for Foster and Adopted Children Program please see the Additional Services section later in this document. Since the 2009 SFY and not including this year, sixty youth utilized ninety-five waiver slots that were provided. A handful of youth shared one slot due to graduating early, a drop out situation or some other factor.

GOAL F. PROVIDE SERVICES TO YOUTH WHO, AFTER ATTAINING 16 YEARS OF AGE, HAVE LEFT FOSTER CARE FOR KINSHIP GUARDIANSHIP OR ADOPTION.

DCYF modified its state plan to make youth who, after attaining sixteen years of age, have left foster care for guardianship or adoption eligible for both Chafee Foster Care Independence Program (CFCIP) and ETV funds through DCYF Aftercare Services.

GOAL G. CHILD PROTECTION SYSTEM STAKEHOLDERS INCLUDING YOUTH IN CARE, CARE PROVIDERS AND COURT APPOINTED SPECIAL ADVOCATES SHOULD UNDERSTAND THE ASSISTANCE AVAILABLE THROUGH THE DCYF ADOLESCENT PROGRAM.

The DCYF Adolescent Program developed a fact sheet to be disseminated to the various stakeholders including current and former youth, foster parents, residential treatment facilities, and CASA. The sheet explains the five components of the Adolescent Program and provides contact information for the Adolescent Workers that staff the program. There is additional information available on the Adolescent Program webpage and New Hampshire Youth Voices Facebook page.

The Adolescent Program Specialist and Adolescent Workers have attended local and statewide foster parent association meetings to inform foster parents on the support, resources, and opportunities available through the DCYF Program. Trainings have also been provided at the Foster Parent Association annual conference.

GOAL H. THE EXPERIENCE, SKILLS AND ABILITIES OF FORMER YOUTH WILL BE UTILIZED TO POSITIVELY IMPACT BOTH CURRENT YOUTH IN CARE AND DCYF PRACTICE WITH ADOLESCENTS.

Over the past five years DCYF has successfully utilized the skills and talents of four youth consultants through a partnership with Casey Family Programs. The consultants, each a former youth in care, have combined to inform the Division's Practice Model, advocate normalcy for youth in care, create the Youth Action Pool, train staff and stakeholders on engaging youth and advise on numerous Division policies and practices.

It was due to the work of the first youth consultant that brought attention to the importance of normalcy for youth in care. From August 2011 to April 2012, 157 youth between the ages of fourteen through twenty-one and in residential care completed a "Normalcy" survey. Participation included youth involved with Child Protection and Juvenile Justice and represented over sixty percent of youth in residential care at the time the survey was administered.

The survey results were presented to representatives from residential facilities from across the state at a Framework's for Collaboration meeting. Training is now offered to residential providers and foster parents about ensuring normalcy for youth in care.

The skills of additional alumni have been utilized through their participation in the Youth Action Pool which is elaborated on further later in this document in the Additional Services section. Alumni have blogged about what it is like to be in college, trained current youth on how to pursue employment and co facilitated a variety of workshops at each teen conference focused on adult living preparation.

A former youth in care created the New Hampshire Youth Voices Facebook page and regularly posts resource information to educate current and former youth on what is available to them. This youth also does regular updates of the Young Adult Resource Guide. Another alumnus created a video about the NYTD and the importance of youth participating by completing the survey. The video is on the agency website.

Youth leaders from New Hampshire Youth Voices are actively involved with the New England Youth Coalition (NEYC) and have received leadership and facilitation training from the National Resource Center on Adolescent Development. On May 22, 2014, a group including current and former youth in care participated in a daylong meeting to update New Hampshire Trails, the independent living skills training curriculum.

GOAL I. DCYF STAFF AND OTHER PROFESSIONALS WORKING WITH YOUTH IN CARE WILL RECEIVE SPECIALIZED TRAINING FOCUSED ON THE LATEST AND MOST EFFECTIVE STRATEGIES FOR WORKING WITH THIS POPULATION

DCYF Adolescent workers have received specialized training related to Credit Reports and Credit Resolution, Internet safety, youth employment strategies and resources, Strategic Sharing, engaging youth in permanency planning, the adolescent brain, helping youth go to college, Individual Development Accounts (IDA's) as well as other topics related to adolescents and adult living preparation

It is still the intention of the Adolescent Program to provide the Adolescent Workers with a specialized training series to further enhance their ability to do high quality adolescent work. This initiative will be revisited and considered as a high priority goal for the next five-year plan.

GOAL J. DCYF STAFF'S ABILITY TO ENGAGE YOUTH IN PLANNING FOR THEIR FUTURE, INCLUDING PERMANENCY, CONNECTIONS AND ADULT LIVING PREPARATION WILL BE EVALUATED ON AN ONGOING BASIS.

Please see next section immediately after Goal K: Impacts on 2010-2014 CFSP goals and objectives.

GOAL K. DCYF WILL BE READY TO MEET NYTD REQUIREMENTS STARTING IN OCTOBER 2010.

The New Hampshire DCYF SACWIS system was changed to accommodate NYTD requirements. DCYF staff were educated about what NYTD entailed and stakeholders were informed as well. Current and former youth were consulted about what would work best for them in regards to the surveys and incentives to remain in contact with DCYF. A Facebook page was created to strengthen the connection between alumni and the supports, resources and opportunities of the DCYF Adolescent Program. To date DCYF has met all NYTD requirements.

Impacts on 2010-2014 CFSP goals and objectives

The 2010 CFSR determined that DCYF needed to improve its practice in cases with a permanency plan of APPLA. This was related to performance on Item 10 of the CFSR review instrument and improvement in this area were included in the Division's Program Improvement

Plan (PIP). Over a two year period (2011-2012) there were separate reviews of APPLA cases during each internal Case Practice Review (CPR).

In an effort to aid the improvement process, the DCYF Adolescent Program developed the APPLA case practice tool. The tool provided staff with the elements essential in every APPLA case: adult living preparation, and securing a permanent adult connection. As a result the case reviews showed substantial progress, enough so that this PIP item was completed in a timely fashion.

Additional developments in APPLA practice have included the development of APPLA workers, the utilization of Permanency Round Tables (PRT), and the creation of APPLA protocols. There are currently two APPLA workers, one for the Seacoast and Rochester District Offices, and the other for the Berlin, Conway and Littleton District Offices. In these areas the APPLA worker does not carry an abuse/neglect caseload but instead is the monitor of all APPLA youth in these offices to ensure that each youth has a solid transition plan, is being prepared for adulthood, and most importantly has an identified permanent connection. These positions have increased permanency for APPLA youth along with bolstering their adult living preparation abilities beyond case closure.

In the beyond case closure area, one example can be seen with youth going onto college. From SFY 2009 to 2013 the number of youth from the Berlin, Conway and Littleton District offices receiving ETV and attending college averaged two point five a year. For the current SFY 2014 there are six youth attending and receiving ETV and even more when you count youth attending who were not eligible for ETV.

In 2011 and part of 2012 over fifty youth with APPLA plans were reviewed by Permanency Roundtable Teams (PRT's) composed of DCYF Permanency and Adolescent Workers, resource workers, and internal and external permanency experts. The effort, a partnership between Casey Family Programs and DCYF, resulted in the improved permanency status for the majority of the cases including some adoptions. PRT's are now done on an as needed basis.

DCYF, in partnership with CASA and the Court Improvement Project, is now piloting APPLA protocols in several courts. The protocols require DCYF to identify a primary caring adult for each APPLA youth, identifying important family relationships and support from other caring adults, to prepare the youth for adulthood and to identify where the youth will reside after leaving care. The Court will now regularly and thoroughly review each of these components at every hearing. In addition, DCYF has been utilizing an APPLA agreement in which the youth and their caregiver specify what is expected of each after the transitions from care.

Another part of the PIP was to increase involvement for youth in Division practice. As a result the DCYF Youth Action Pool, a subcommittee of the New Hampshire Youth Voices Advisory Board, was created. The Youth Action Pool is elaborated on further later in this report in the Additional Services section.

Adolescent Program Overview and Services Provided

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

DCYF is a state administered agency and access to Chafee Foster Care Independence Program (CFCIP) and ETV funds is universally available across the state.

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

There are five main components of the Adolescent Program:

1. The Adult Living Preparation Process;
2. New Hampshire TRAILS;
3. Youth Advisory Board;
4. Teen Conference; and
5. Aftercare Services.

While not a part of the Adolescent Program, the Permanency Planning Team (PPT) is a key part of the services offered by DCYF to ensure permanency and to plan for the youth's transition from foster care to the community.

Permanency Planning Teams

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

Adult Living Preparation Process (ALPP)

All youth in out-of-home placement through DCYF between the ages of fifteen to twenty-one will participate in the Adult Living Preparation process described below. This includes individuals “likely to remain in foster care” until age eighteen.

While the goal for every child and youth involved with DCYF is permanency, adult living preparation is equally important, especially for those youth in DCYF care who will not be reunified with their parents, adopted or in relative guardianship prior to case closure. The DCYF Adult Living Preparation Process (ALPP) provides assistance to older youth in care by helping them transition to self-sufficiency. <http://www.dhhs.nh.gov/dcyf/adolescent.htm>

DCYF youth who are seventeen and three quarters years of age have a “90 Day Youth Transition Meeting.” The meeting identifies and plans for the transitional needs of youth and occurs ninety days prior to the youth’s eighteenth birthday and in cases of extended jurisdiction, again ninety days prior to the youth’s final exit from state care.

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

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

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

New Hampshire TRAILS (Teen Responsibility and Independent Living Skills)

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

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

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

Youth Advisory Board

The DCYF Youth Advisory Board, now known as New Hampshire Youth Voices, is composed of young adults currently and previously in out-of-home care. The board's mission is "making a difference for youth in care by voicing opinions for positive change". The board has a regional board structure with five regional boards meeting monthly to work on a variety of projects of interest to youth in care. On a quarterly basis all the groups meet together to review progress and plan for the future. This structure has increased the level of youth participation as well as bolstered the community connection. As of the writing of this report there are over twenty active members of New Hampshire Youth Voices.

The board conducts an annual teen conference for DCYF youth. The board's accomplishments over the past five years include creation of a Bill of Rights for youth in care, the conducting of the annual teen conference in partnership with DCYF, participation in numerous trainings and presentations and input on numerous Division practices and policies. The board has also been instrumental in helping to create legislative change to better the lives of youth in care. A previous example of this is their role in passing the Tuition Waiver Legislation. New Hampshire Youth Voices has also been actively involved in the New England Youth Coalition, an advocacy group made up of youth leaders from across the region.

Annual Teen Conference

Each year the Adolescent Program and New Hampshire Youth Voices host a conference for teens in out-of-home placement. Approximately 115 youth and 100 staff participate in the yearly event that takes place on a college campus. The youth determine the workshops through a survey and topics usually include the safe use of technology, finding an apartment, managing your money, healthy relationships, renting an apartment, self-advocacy, getting a two-year degree, getting a job, and the college admissions and application process. In recent years members of the New Hampshire Youth Voices along with numerous alumni have stepped up as leaders of the conference. This year will mark the 10th anniversary of the event.

DCYF Aftercare Services

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

Additional Services Provided

In addition to providing services to youth in care through the five components of the Adolescent Program listed above, additional services and opportunities are provided. These include the

following: the Youth Action Pool; the Tuition Waiver for Foster and Adopted Children Program; Extended Care Services, and the Bill of Rights for Youth in Care.

Youth Action Pool

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

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

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

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

Tuition Waiver for Foster and Adopted Children Program

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

In an effort to maximize the number of applications the New Hampshire DCYF and college systems started the application process in January and continued it through May for priority consideration. This ensured that the maximum number of youth could apply. DCYF Adolescent Workers work diligently with foster care youth to ensure that they meet the institutional filing deadlines required by the colleges. NHHEAF has traditionally provided a series of statewide and regional trainings to foster care youth and their caregivers focused on the college admissions, application, and financial aid process. Since the spring semester in 2008, a 117 tuition waiver slots have been awarded.

Extended Care Services

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

New Hampshire Youth in Care Bill of Rights

The New Hampshire Youth Voices in collaboration with the DCYF Adolescent Program Specialist created a fifty-five-item Bill of Rights for youth in care. Similar documents from other states were reviewed as part of the creation process. The document was signed by the DCYF Director at last year's teen conference and is currently being put into DCYF policy.

Consultation with Tribes

In regards to consultation with Indian Tribes, New Hampshire currently has no federally or state recognized Indian tribes. Benefits through the ETV program are available to Indian children on the same basis as they are available to other children in the state. (See New Hampshire DCYF CFSP for more information related to DCYF and the Indian Child Welfare Act (ICWA)). The identification and verification of all children's ethnicity, including "American Indian/Alaska Native" is established, if at all possible, during DCYF's initial family contacts during the assessment phase. Youth with tribal connections are able to access the same level of benefits and services as those available to any and all other youth in the state.

Education and Training Vouchers

Name of State: [New Hampshire](#)

School Year	Total ETVs Awarded	Number of New ETVs
Final Number: 2012-2013 School Year (July 1, 2012 to June 30, 2013)	15	6
2013-2014 School Year* (July 1, 2013 to June 30, 2014)	0	10

* In some cases this might be an estimated number as SFY 2014 is not completed at the time this report was written.

THE BUREAU OF WELL-BEING

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

- Clinical services and mental health support for children involved with DCYF;
- Departmental Consents for all Children In Need of Services (CHINS) cases;
- Development of specialized services for children involved with DCYF;
- The physical health of children involved with DCYF; and
- Parent Engagement.

FOSTER CARE HEALTH PROGRAM

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

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

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

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

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

With the implementation of Medicaid Managed Care in New Hampshire, the foster care health program has been and will continue to work closely with the managed care companies in New Hampshire to ensure that children and youth in out-of-home care receive the best possible care and treatment. The Managed Care companies will also be required to send to the department, encounter and utilization data that will greatly assist the nurse coordinators in the oversight component of both treatment and routine care as well as the use of psychotropic medications.

CHILDREN IN NEED OF SERVICES (CHINS)

Over the past five years there have been many changes made to a piece of the Juvenile Justice programing in New Hampshire.

In 2012 the first change was made to the CHINS statute which severely limited the scope and population to be served under this legislation. This change was designed to serve children with a mental health diagnosis and who are acting in a way that is considered dangerous to either self or others.

This resulted in many children returning home and other families not being able to access services and supports that were once offered by this program.

In 2013 changes were made again to the CHINS statute. The change in legislation restored some components of the original CHINS program, allowing families who are experiencing issues related to school attendance/truancy, habitual running away, and youth who have been disobeying parents, to once again receive in-home services and supports.

The change also retained the population of children/youth who are experiencing behavioral health issues and allows families to access services through a CHINS petition in court. The children served through this portion of the CHINS legislation must have consent of the department before a petition is filed in court. The Well-Being Bureau Administrator reviews and

approves all CHINS referrals and provides the consent letters to be attached to the CHINS petition.

In addition to the approvals, a CHINS monitoring report was developed to track the number of CHINS that were closed due to the change in statute, as well as track the number of new children and youth being served as new CHINS.

PARENT PARTNER PROGRAM

The Division for Children, Youth and Families adopted a Practice Model that is based on a casework methodology called Solution Based Casework (SBC). The Division's goals include:

- Increase family engagement;
- Build Division capacity to work in authentic partnership with families to improve the lives of children; and
- Increase positive child welfare outcomes.

These developments require not only that child welfare workers embrace new approaches and perspectives in working with families, but that parents adopt new perspectives and take on new roles.

For many parents, these new roles are demanding, particularly given the many challenges they experience in their personal lives. For many staff this requires changing their perceptions of families. Enabling parent and staff to succeed requires developing trusting relationships, as well as partnership skill building, guidance, and ongoing support. The Division created the Parent Partner Program to provide such structure and support to both parents and DCYF staff.

PARENT PARTNER PROGRAM VISION

"The vision of this program is that fathers, mothers, and other adults in parenting roles are included and valued as partners in out day to day work with families in New Hampshire. That Parent leaders are visibly present serving as a resource to other parents and to staff supporting the mission of the Division."

PARENT PARTNER PROGRAM MISSION

"In Partnership, we plan, design, create, manage, and sustain program and strategies to bring the voices of fathers, mothers, and other adult in parenting roles to create positive changes in children welfare practices and policies, to improve the lives of children and youth, increase reunifications, support and strengthen New Hampshire's families."

PARENT PARTNER PROGRAM GOALS

- Increase DCYF Capacity to Partner with Families;
- Increase Parent Capacity to Partner with the Division;
- Systematically Integrate Parent Voice in the Division's Core Practices; and
- Improve Child Welfare Outcomes.

PROGRAM CORE ELEMENTS

Better together Workshops

Better together workshops are the primary methodology that DCYF adopted to recruit parent leaders and to teach partnership skills to staff. Better Together is a curriculum based two-day workshop that has shown to be effective in fostering equal, mutually respectful partnerships among parents, foster parents, staff, and community partners. To date over 500 parents and staff have participated in these workshops in New Hampshire.

- DCYF will continue to offer Better Together Workshops to parents, staff, foster parents, providers and community partners. There are eighteen Better Together Workshops planned for 2014 and also subsequent years.

Strategic Sharing

Strategic Sharing is a curriculum based one-day workshop designed to help people who want to influence the child welfare system learn to tell their stories in a meaningful, focused, and powerful way, while minimizing the potential risks of personal sharing. The program offers these workshops in various regions of the state on a bi-monthly basis. To date over eighty parent leaders have participated.

- DCYF will continue to offer bi-monthly Strategic Sharing Workshop to interested parents.

Parent Leaders

New Hampshire Parent Partner Program has adopted the following definition of a parent leader: “Parent leaders are fathers, mothers, and other adults in parenting roles with system experience, who are committed to utilizing their voices, knowledge, and personal expertise to promote positive changes and work in partnership to improve the lives of children, youth, and their families.” There are over eighty parent leaders around the state serving as practice advisors, training partners, advocates, mentors, allies, and consultants. They bring their unique perspective to bear on practice and policy discussions, and they take on leadership roles in program and system’s improvements.

- DCYF will continue to expand the pool of parent leaders and include them as practice advisors, training partners, parent partners, consultants, peer mentors, and advisors.

Better Together Teams

There are twelve Better Together Teams around the State. These teams are the most basic “program cell” where partnership-building activities take place. Charged with promoting parent voice and family engagement at the local level, these teams include parent leaders, field staff, Division leaders, and community partners working together to test partnership tools and strategies, and to ensure that parent leaders are visibly present in all DCYF District Offices serving as practices advisors and partners.

- DCYF will continue to support and strengthen these Better Together teams.

Partnership Capacity Building Strategy

- Create and disseminate a clear and compelling vision that parent voice is important and parent leaders are valued partners by DCYF staff and all community partners;
- Implement the plan to reach out to and recruit parent leaders on an ongoing basis;

- Implement the plan to assess parents' readiness to partner with the Division and match them with appropriate roles;
- Continue to establish and communicate clear roles and responsibilities for parent leaders;
- Continue to provide training and leadership growth opportunity for parent leaders;
- Continue to honor and compensate parent leaders for their time and commitment;
- Continue to provide routine supervision, feedback, and support to parent leaders; and
- Continue to promote parent voice and leadership with providers and community partners.

Parent leadership and partnerships in the child welfare requires that parents take on new and sometimes challenging roles. The New Hampshire Parent Partner Program will continue to support parent leaders, DCYF field staff and community partners in testing and spreading strategies aimed at engaging birth parents with child welfare services more fully, developing trusting relationships between birth parents and foster parents, improving child welfare outcomes through engaging fathers, utilizing birth parents as Division partners that mentor and train other birth parents, and drawing on birth parents experiences in an advisory capacity at the organizational level.

FAMILY ASSESSMENT AND INCLUSIVE REUNIFICATION (FAIR) PROGRAM

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

The ACR Program was initially designed to ensure that DCYF and DJJS cases were in conformity with the federal child welfare requirements. As described in the 2011 APSR, DCYF and DJJS modified the ACR process to include changing the timing, instead of the first ACR occurring after the child has been in out-of-home care for six months, the first ACR occurs within ten days, the next within four months, and then every six months thereafter. In addition to the change in timeframes, the content of the ACR was modified to promote a process through which the family and their identified supports are engaged in the initiation of the case planning process particularly surrounding placement including the identification of relatives, parenting opportunities, and other issues relating to attaining the goal of reunification at the start of the case. These meetings are held at the location that makes sense and is most supportive of the family and children. This process, known as Family Assessment and Inclusive Reunification (FAIR), began as a pilot in the Portsmouth District Office in January 2010 and expanded to the Rochester District Office in April 2010 with the long-term goal of its implementation in all district offices by the end of 2010.

In January 2011, FAIR was rolled-out statewide as part of a new contract. Given the timeliness of implementing FAIR and the family engagement components of the program, it has served as a model for the family engagement strategies developed by the Division through the Practice Model.

Family Assessment and Inclusive Reunification (FAIR) Evaluation Plan

The FAIR program has been an integral part of New Hampshire's Division for Children, Youth and Families' Practice Model development. The FAIR program is the primary family engagement strategy utilized for cases involving children in out-of-home care, therefore evaluating the effectiveness of the program is crucial to its long-term success. The evaluation plan for FAIR will look at the practice outcomes related to the following areas:

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

Evaluation of the FAIR program consists of both short-term and long-term metrics. Review of AFCARS and Chapin Hall data with regard to length of stay in care and timeliness to achievement of permanency plans will help inform, in part, the success of the FAIR program in meeting these objectives in a long-term view. As FAIR is not the sole Division strategy aimed at achieving these objectives, changes to this data cannot be singularly attributed to the FAIR program, but as a part of a shift in Division practice for children/youth in care. These measures are being used to evaluate the Division's use of family engagement strategies as a whole.

As a direct result of the Program Improvement Plan (PIP) Annual Meeting in August 2012 with the federal partners, changes were made to the FAIR monthly report. These changes centered on better delineating participant's attendance based on their role in the case and the permanency goal of the case. The October 2012 FAIR monthly report was the first report to reflect these changes. This will allow the Division to be able to evaluate attendance data on three levels:

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

Using the above criteria will allow the Division to address any concerns in attendance at a local level and measure the success of having parent attendance for reunification cases and youth attendance for APPLA cases. By separating this data, the Division has seen preliminary information indicating that there have been a higher percentage of parents attending FAIR meetings in which the case plan goal is reunification as opposed to other permanency goals. For example, according to the February 2014 FAIR Monthly Report, attendance for mothers in cases with the permanency goal of reunification was seventy-three percent. This is higher than the overall attendance rate of sixty-three percent. For fathers, the attendance percentage for reunification cases was thirty-five percent as opposed to twenty-eight percent overall. Historically, the same has also been found to be true for youth who have the permanency goal of

APPLA. However, according to the same report, there was only a one percent increase in youth attendance for APPLA cases versus overall attendance (twenty-six percent to twenty-five percent). While the preliminary data is encouraging, especially the increases in the attendance for parents, the Division would like to see a ten to fifteen percent improvement in attendance for all permanency goals in the next two years. This will include a renewed focus on increasing youth attendance.

Beginning in September 2013, DCYF explored new ways of evaluating the FAIR program. DCYF's Bureau of Organizational Learning and Quality Improvement and Bureau of Well-Being have blended the evaluation of FAIR with the case practice review process. At the end of the Solution Based Casework (SBC) Fidelity Tool used measure the effective of DCYF's implementation of SBC practice, DCYF has begun to also evaluate the effectiveness of FAIR meetings for the same cases that are selected for the Case Practice Review. The FAIR Evaluation form looks at how the FAIR meeting engages families, assesses safety of the family, and ensures the appropriate permanency plans are in place through review of FAIR meeting notes and case contacts in Bridges pertaining to the FAIR meeting. It is anticipated that this metric will be a part of the FAIR Evaluation Plan in the future.

FAIR Sustainability Plan

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

BUREAU OF COMMUNITY & FAMILY SUPPORT SERVICES

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

- Funding for community-based programs that work to prevent child abuse and neglect, juvenile delinquency, and out-of-home placement of children and youth;
- Adoption/Post-Adoption Program and Services;
- Foster Care Program and Services;
- Relative Care Specialist Services;
- Domestic Violence Prevention Services;
- Substance Abuse Prevention and Treatment Services;
- Residential Care Programs and Services;
- Jail Compliance Monitoring and Services;
- Educational Services; and

- ICWA implementation and Coordination with Tribes.

FOSTER CARE PROGRAM

The Foster Care Program provides licensed resource homes and a family experience for children who cannot be safely cared for in their own homes. The program consists of a manager or program specialist, a Resource Worker-at-large, a part-time Relative Care Specialist and a part-time Adoption Recruiter along with Resource Workers in each district office. The Foster Care Program Specialist function is to provide vision and leadership to programming related to out-of-home care of children in the custody and or guardianship of New Hampshire DCYF. The Foster Care Program Specialist develops policy that will support the goals of family reunification and permanency for children and youth. In order to accomplish this task, the Foster Care Program Specialist seeks the input of the consumer of the services, the caregiver community, and professional staff of the public and private agencies. This position is responsible for the monitoring and licensing of private Child Placing Agencies in the state along with the certification of those agencies wishing to provide, Individual Service Option (ISO) Foster Care, a more intensive level of foster family care. The Resource Worker-at-large position is responsible for the processing and distribution of foster home licenses submitted by the district offices, verifies accuracy of AFCARS information, and maintains a central file as required by statute. This position also processes all criminal record checks, foster parent insurance claims, and foster home data requests.

Over the past five years, DCYF changed its terminology from “Foster Home” to “Resource Home” in an attempt to be inclusive of foster, relative, pre-adoptive and other roles the caregivers serve. The District Office Resource Worker resides within the Bureau of Child Protection. This position works closely with the Foster Care Program and recruits, assesses, trains, and licenses resource families, matches children in need of out-of-home care with an appropriate family, and supports the foster, relative and adoptive parents in their catchment area. New Hampshire is considered a dual-licensed state and both foster and adoptive parents follow the same training, assessment, and home study process. Recruitment and retention responsibilities and activities of the Division are shared with two contract providers. These contracts are currently with Child and Family Services for the “Recruitment and Retention for Resource Family Homes” and with Bethany Christian Services through its Faithfully One-by-One program for the “Community and Faith Based Initiative”.

The Division has an Educational and Training Partnership with Granite State College for resource caregivers and residential staff. Training for foster and adoptive parents is delivered in the same course referred to as FACES (Foster and Adoptive Care EssentialS) The combined curriculum allows for the state to have a dual license process and is fitting as most participants apply to be “foster-to-adopt” homes. Relatives who choose to become licensed or are required to in order to care for their relative children from other states are allowed to replace some of the FACES classes through “Relatively Speaking” a specialized training designed to be more relative friendly. Granite State College also provides Resource Parents with a wide array of caregiver ongoing training. To improve accessibility of training, a growing number of courses have been revised to be available as online and e-workbook curricula. Feedback from resource

families across the state has been very positive about the convenience of participating in high quality training from their own home.

Fostering Connections

New Hampshire continues to follow the core elements of the Fostering Connections Act in regards to foster care. Many discussions have occurred and the state understands the importance and benefits to youth of extending care to age twenty-one. The Division continues to review children individually and makes every attempt to meet their needs. This is the same for the Guardianship Assistance Program. New programs have been developed, however, to allow older youth to voluntarily return to care on a short-term basis if they require assistance. There is at least one identified resource home in each area of the state that has volunteered to provide a home for older youth. The state has worked tirelessly in regards to sibling placement, notifying relatives, and waiving non-safety licensing standards for relatives. While New Hampshire rules have always promoted sibling placement, detailed policy was developed to ensure that siblings would be placed together unless it was contrary to their best interests.

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

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

Recruitment and Retention Efforts

New Hampshire has continued to provide for the diligent recruitment of potential foster and adoptive families that reflect the needs, as well as the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed. DCYF develops annual local plans with Recruitment and Retention Teams that consist of the local DCYF Office Supervisors, the Resource, Permanency, and Adolescent workers, as well as foster and adoptive parents, community representatives, and others as appropriate. The meeting is led and documented by

the current contractor for Recruitment and Retention Services. In a standardized format, plans are submitted by the team to be included in the statewide plan.

A needs assessment is conducted by reviewing staff requests, community needs, and monthly statistics over the past year to assist the team in targeting the specific recruitment and retention efforts to produce the desired outcomes. In addition, the number of inquiries, the number of home studies in process that would produce licensed homes, and identification of retention practices in the local office is reviewed. The plan includes a review of the children and youth referred for foster and adoptive placements in the previous year. Their individual safety, well-being and permanency issues are considered in the development of new recruitment goals and objectives. A Statewide Plan is to complement the eleven local plans and provide support and cohesiveness to the local activities.

Child and Family Services (CFS) is the current contractor for the Recruitment and Retention and Technical Support to Foster Parents. CFS has used a multimedia approach to bring attention to the need for foster and adoptive parents in New Hampshire. They have aired a television commercial and have sponsored radio interviews and public services announcements along with printed advertisements and campaign posters. CFS has coordinated events at local businesses for both recruitment and support. CFS also oversees access to funding for the local offices. The Resource Worker in each office is responsible for communicating the fiscal needs to support recruitment or retention events in each area. One part-time administrator and two part-time recruiters are working to fulfill the requirements set forth in the contract.

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

Update on Initiatives

The Foster Care Program has continued to expand the Central Inquiry system for potential foster and adoptive parents developed in 2011. State Office staff is responsible for the initial contacts with interested parties for all but three of the district offices. This ensures that consistent and timely information is being given to people wanting to learn and/or start the licensing process and that less interested or undecided people have a better understanding of the expectations before working with a local resource worker. This has taken a bit of work and pressure off of the field staff allowing them to work more closely with the children and families on their caseloads. The three offices that have chosen to work directly with a potential applicant share the contact information with Central Inquiry for data entry. Central Inquiry is now able to track when and how an inquiry is referred to the Division, whether or not they have registered for training, whether or not they have completed training and whether or not they have obtained a license.

All potential resource homes for DCYF are informed from the onset of their inquiry about licensing that the expectation of fostering for New Hampshire children includes engaging with birth families. DCYF foster homes are required to engage with the birth family when children are placed into their care, when the permanency plan for that child is reunification with their own family, and when safety has been assessed for all involved. When it is determined that a child cannot safely return home, it is a desired outcome that the foster family will be willing and able to provide that child with long-term stability and legal permanency through adoption.

DCYF's Parent Partner program has been involved with facilitating the Better Together with Birth Parents workshop between staff and birth parents for over two years. The Better Together with Birth Parents training is based on empowering birth parents to be more deeply involved in child welfare systems by honoring a guiding set of principles including shared decision-making, respectful communication and acknowledging shared purposes and common values. The model has been incorporated into the core curriculum for new staff training. In 2013, the Foster Care Specialist was able to partner with the Parent Partner Specialist to create an innovative pilot using the "Better Together with Birth Parents" workshop curriculum. The pilot brought together eight birth parents and eight foster parents to work on a two-day, intensive relationship building process. Feedback from the parents and observers clearly showed that the workshop was an extremely powerful experience for all involved. The two programs are testing this methodology around the state with the assistance of the National Alliance of Children's Trust and Prevention Funds. The goal is to incorporate this valuable strategy into caregiver ongoing training for all resource parents.

New Hampshire continues to have a presence on the fostercaremonth.org website, which lists planned activities and New Hampshire notes including "A Proclamation" for May 2014 from Governor Maggie Hassan. DCYF holds several foster and adoptive events during the year in cooperation with the Community and Faith-Based Initiative, NHFAPA, and other community partners. Several adoption events were held to connect children who were free for adoption with families looking to adopt. The seventh annual New Hampshire Foster and Adoptive Parent Conference was held in November 2013 with a theme of "Building Connections: Discovering Solutions Together". DCYF and the CFBI coordinated the eighth Annual Foster Care celebration for foster and adoptive families statewide on May 17, 2014. DCYF remains committed to participating in the National Adoption Month initiative during November of each year and the National Foster Care Month initiative each May.

Foster Care Statistics

There are currently 640 resource homes licensed in the State of New Hampshire. 480 of the homes are licensed by DCYF directly and are primarily utilized for general level use. The remaining 160 home are managed by agencies that provide ISO (Independent Service Option) foster care. In other states this would closely resemble therapeutic foster care.

District Office	Apr-06	Oct-06	Jan-07	Jul-07	Jan-08	Sep-08	Jan-09	Aug-09	Feb-10	Jul-10	Jan-14	Apr-14	#Change during past 8 years
Berlin	53	47	45	46	46	49	53	51	46	34	35	31	-22
Claremont	52	49	49	48	40	40	35	35	32	26	26	24	-28
Concord	54	46	44	45	40	40	40	40	40	43	51	46	-8
Conway	28	31	29	27	33	35	37	41	38	33	29	29	1
Keene	71	66	63	64	67	69	70	70	69	68	60	55	-16
Laconia	51	47	45	49	47	51	57	61	53	42	39	36	-15
Littleton	28	20	23	24	30	29	26	27	25	19	16	18	-10
Manchester	71	79	83	81	80	80	73	68	58	52	50	53	-18
Southern	76	78	77	78	92	91	95	82	71	48	52	50	-26
Seacoast	71	77	64	73	71	76	61	59	50	40	40	43	-28
Rochester	50	39	41	45	47	50	49	52	55	57	57	55	5
Telework	45	50	48	50	49	46	47	48	52	36	30	30	-15
Total	650	629	611	630	644	656	643	634	589	498	485	470	-180

Child Placing Agency	Apr-06	Oct-06	Jan-07	Jul-07	Jan-08	Sep-08	Jan-09	Aug-09	Feb-10	Apr-10	Jan-14
Child & Family Services	5	8	9	12	15	21	23	22	20	20	31
Easter Seal	47	57	57	60	63	52	54	47	46	47	16
NFI North	2	3	3	3	2	2	3	3	2	3	4
Northern Human Services		4	4	4	3	3	3	3	3	3	0
Casey VT	11	12	10	7	6	7	8	8	10	10	0
Casey New Hampshire	76	72	70	77	75	81	92	110	104	104	0
Lutheran Social Services	62	64	67	74	73	58	49	51	42	42	24
LifeShare	27	25	26	31	37	43	49	38	41	41	25
Spaulding	5	8	10	15	10	15	18	16	21	20	22
Independent Service Network			3	7	10	8	11	13	11	12	26
New Hampshire Mentor				6	7	14	17	17	16	17	0
Total	238	258	263	295	300	314	328	313	330	334	157

There has been a significant decrease in the overall number of homes available to the State over the past five years. Resource Workers and Child Placing Agencies have clearly stated that it is

harder to recruit appropriate families who are open to both fostering and adoption. The Division's rate of recruitment has fallen back while the rate of closing has increased. Some of the decrease has been for good reasons. Approximately thirty percent of the homes closed in 2012 and 2013 closed because they had adopted the children who had been placed in their care. Many of these homes had originally inquired only to build their family through adoption. The turnaround for this type of family is generally within three years. The remaining homes chose to close either because they were in disagreement with the Division's changes in practice or out of frustration with not being matched with the type of child they desired. On a positive note, of the total number of both CPS and JJS children in care, over sixty percent are placed in family settings. Of this number, over twenty-six percent are residing with relatives.

RELATIVE CARE SPECIALIST

In April 2008, DCYF hired a part time Kinship Care Specialist whose primary role was to enhance the use of and supports and services to kinship care providers. Having this specialist position has been instrumental to the development and success of the relative care program in New Hampshire. After reviewing the results from surveys and focus groups, DCYF made the decision to change its terminology from Kinship Care to Relative Care. This significant policy change was in part due to the cultural recognition of the term "kin", which seemed not to be easily recognized by the populace of New Hampshire. Another factor was to lessen confusion for the field and the public regarding relative placements for children in State Custody. "Relative" is the most culturally appropriate language for the community and children in care in New Hampshire.

There has been a good deal of progress in this area over the last five years. By 2010, eight new directives specific to relative care were released to the field. A Relative Care Home Study Guide was completed and the title of the current home study was changed to Foster, Adoptive and Relative Home study. Two new policies, the Notification of Relatives Item 674 and Relative Care Policy Item 734 were released as well as supporting documents, Form 2264 Family Inquiry Tool, Form 2263 Relative Notification Letter and a Welcome Letter that is sent to new relative providers from the District Office Resource Workers. Form 2273, the Relative Care Agreement, which is signed by the relative at the time of placement, was created to ensure relatives were committing to the safety of the child in their home. The Relative Care Specialist developed practice guidance to assist staff in documenting their efforts with relatives. Between September 2010 and January 2011, each district office received an hour of in-house training on Relative care, with special emphasis on policy and procedures of the relative notification requirements.

By the end of 2010, a Relative Liaison was created in each of the district offices as a volunteer position in addition to the staff's other duties. The Relative Care Liaison assists in monitoring all relative care placements and is responsible for bringing information from State Office to the field regarding relative policy and procedures. In the majority of the district offices, the Resource Worker is fulfilling the role of the Liaison. The Relative Care Liaison in each office has access to Accurant, an Internet-based search engine, to enhance the searching capability of the workers. More relatives are being identified and utilized as natural placements and supports for children who are at risk of removal from their own families. The Relative Liaisons meet quarterly to ensure that there is statewide consistency in the program.

A relative caregiver needs assessment was completed in collaboration with Granite State College and New Hampshire RAPP (New Hampshire Relatives as Parents Project) in the spring of 2009. Information collected from the assessment was incorporated into a Resource Guide for New Hampshire Relative Caregivers which was completed in December 2010. Collaborators included the Bureau of Elderly and Adult Services, and the Division of Client Services (DCS), UNH, Granite State College and Lutheran Social Services. Currently the guide is available online via the Internet. It can also be printed and is made available throughout the state to community resource centers, courts, district offices, schools, and medical facilities. Information about available resources continues to be provided to the community and to relative caregivers both within DCYF and those not involved with the Division.

In May 2011, a former agreement between DCYF and DCS was revised and re-introduced to the field. The agreement has reduced the amount of time that a relative needs to wait for financial benefits from twenty to ten days. It has allowed for DCYF staff, both CPSWs and Fiscal Specialists to take a more proactive approach to assisting relative caregivers in this area.

In 2012, a new training curriculum was developed for Relative Caregivers in collaboration with Granite State College. *Relatively Speaking* is an online e-workbook course that is covered in three 3-hour modules; “*About You*”, “*About the Child*” and “*About the Parent*”. The course has been offered at least once every semester and each course has been well attended and well received. All New Hampshire Relative Caregivers are eligible to take this course and Granite State College has offered this course to child care providers throughout the state. These three modules are credited towards pre-service training for those relatives who opt to become licensed foster homes.

Also in 2012, a change was made in the title of DCYF’s Newsletter for Foster Care and Adoptive families, formerly called the FAN (Foster and Adoption Newsletter). This change was done to be inclusive of relative caregivers. The new title is The CONNECTOR and each issue features an article specific to relative care. With appropriate permission, relative caregivers are interviewed and featured in the newsletter.

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

A tracking method was developed to help create a database of all relative care providers involved with DCYF. This involved each relative provider receiving a provider ID number whether or not they were opting to become licensed. The information is collected from the provider on the day of placement using Form 2273, the Relative Care Agreement, and Form 2140, the Resource Enrollment/Change Form. Enrolled relative care providers receive a specified letter or email informing them of activities and available supports and other relevant information. A Relative Care Program Report is completed each month to provide an accurate and timely tracking method for all relative caregivers with a child placed in the custody of New Hampshire.

Improvements were made to the report making it easier to track relative home entries and removals, and the reason for the removal. Queried information reflects children placed by Child Protection Services (CPS) and Juvenile Justice Services (JJS) with both non-licensed and licensed relative providers.

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

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

NEW HAMPSHIRE COMMUNITY AND FAITH-BASED INITIATIVE

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

Three CFBI representatives throughout the state are now serving the ten district offices and the telework units. The many presentations to churches and other community organizations have garnered much new support. One innovative development was "Faithfully, One-by-One." This is an email listing used to disseminate information of the individual needs of foster and adoptive families and children. This list has grown to include over 800 individuals. Through these e-mail "alerts" and through distribution of the CFBI newsletter, many needs for goods and services continue to be met. The CFBI also has sixty-eight individuals who serve as community liaisons to assist with meeting the needs through their faith, business, or community organization.

The CFBI is instrumental in meeting the needs of foster/adoptive families, though their efforts with operation Christmas Joy over 300 gift requests are fulfilled. The renovation teams meet the needs for renovations to homes to meet licensing requirements and have met the more

challenging needs of making homes safe and accessible for children with disabilities. The CFBI is the single largest referral of individuals interested in becoming foster parents and has most recently brought a large church with several locations on board to provide full service to any members of their congregation interested in becoming foster/adoptive parents. This includes having training at the church to providing support groups for parents and activities for foster/adoptive children. This is a model the CFBI hopes will grow.

Bethany Christian Services has also obtained backing to become a Safe Families Site. Safe Families provide preventative services for children and families before they become involved with DCYF. Many parents who provide Safe Families services later become licensed should that service become necessary for the children they serve. The Bureau of Community and Family Support at DCYF is excited about this new project. And the needs it will meet in the community.

ADOPTION AND POST-ADOPTION PROGRAMS

During the five-year period 2009-2014 New Hampshire Division for Children Youth and Families has supported adoption as the preferred permanency goal for all children who cannot return to their biological family. This is a Belief of the DCYF Practice Model which states that “all children and youth deserve permanency.” DCYF also makes concerted efforts to explore relatives as adoptive resources for children and youth who cannot be reunified.

DCYF Adoption Program Provides:

- Training to Field Staff, including Juvenile Justice;
- Pre Adoption Consultation and short-term pre-adoptive work with families;
- Diligent Recruitment Efforts;
- Consultation to community providers, including schools, and mental health and developmental professionals;
- Classes for adoptive families;
- The development and implementation of best practice policies and procedures for the child welfare field; and
- A wide array of post-adoption services.

Diligent Recruitment

The Adoption Program in collaboration with the Foster Care program also provides a wide array of diligent recruitment efforts to find families for legally free children who are waiting for adoptive families. Diligent Recruitment includes:

THE HEART GALLERY PROJECT

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

DCYF has partnered with the New Hampshire Professional Photographers Association and some individual volunteer photographers to take photos of waiting children.

New Hampshire DCYF has created a traveling Heart Gallery that will be used for statewide recruitment and retention events. Approximately \$5,000 of PSSF Adoption Recruitment and Retention funds will be dedicated to this activity. The traveling display is featured at many different venues across the state each year.

WENDY'S WONDERFUL KIDS

Starting in December 2007, DCYF has also partnered with Bethany Christian Services in another recruitment project, Wendy's Wonderful Kids (WWK) through the Dave Thomas Foundation for Adoption. Bethany is the recipient of a WWK grant that funds an adoption recruitment position to focus on those children considered hard to place. This position carries a caseload of eight to ten children throughout the state. WWK, in partnership with the Community and Faith-Based Initiative also sponsors several Adoption Events where home studied families can obtain information on many of the waiting children in New Hampshire.

HOME AT LAST:

DCYF has worked in collaboration with the New Hampshire television station WMUR to create and produce a program called Home At Last, which airs during a popular New Hampshire program called New Hampshire Chronicle. Home at Last focuses on one of DCYF's waiting children each month to bring a greater awareness to the community of the needs of the children who are waiting for families. Beginning in January 2014 with a fourteen year-old girl the show has featured a child each month. This has been an exciting project and one that the Division looks forward to continuing for many years to come.

Comprehensive Supports for Adoptive Families

DCYF has made concerted efforts to locate adoptive homes for older children in care. As a result, the percentage of children eight years and older adopted in 2012 was 37.4 percent including fifteen percent of children who were twelve and over.

Older children often present challenges to adoptive families. DCYF has developed a range of Post-Adoption Services including staff to provide direct support and service referrals for adoptive families.

These services include:

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

DCYF has continued to develop its Post-Adoption Program over the last five years expanding from one full time staff to one full time staff and five part time staff. These six staff are supervised by the Adoption Program Supervisor who continues to provide support as needed to adoptive families. Services offered through the program include: search services; short-term case management; advocacy; consultation to the field and community agencies; assistance with respite and child care, and support groups and trainings for adoptive families and Division staff. The unit has also broadened its services to include providing pre-adoptive consultation and services to families.

Contacts made to the Post-Adoption unit have changed in recent years to reflect a greater demand for assistance with mental and behavioral health needs and fewer requests for assistance with searches. This could be a reflection of the increased use of technology, which allows people to search for relatives on their own. The Adoption unit now provides monthly consultation to permanency staff in the district offices and receives frequent referrals to work with prospective adoptive families prior to finalization of adoption. This is a reflection of the increased understanding of the value of this service by the staff in the field.

DCYF has also partnered with the community to better meet the needs of children in foster care and those who have been adopted. The Community and Faith Based Initiative (CFBI) is a program in which DCYF contracts with Bethany Christian Services to assist with recruitment and retention initiatives by creating partnerships with community and faith based organizations across the state. These organizations assist the Division with meeting the needs for goods and services as well as spreading the word about the demand for foster and adoptive families. The CFBI has assisted with providing the essentials like furniture and bedding to camp scholarships and sports equipment.

In 2014 DCYF entered into another community partnership this time with a community funded organization called Hearts of Gold. Spearheaded by a local adoption attorney this project will assist the Division with providing for foster and adopted children through a grant funding organization where adoptive families and children in foster care can apply for financial assistance to attend camp, renovate their home to provide for a child's special needs, medical care and interventions that go beyond the costs covered by insurance, and other needs as they occur. This organization will also work to spread the message about the call for committed adoptive and foster families. They will do this by creating materials and bringing it to the attention of everyone at all of their fundraising events. The first event, held in March of 2014, was very well attended.

CHILDREN ADOPTED INTERNATIONALLY WHO HAVE ENTERED STATE CUSTODY

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

In SFY 2013, no internationally adopted children entered state custody.

COMMUNITY-BASED COMPREHENSIVE FAMILY SUPPORT SERVICES

The Comprehensive Family Support programs assist families and children by promoting family wellness, decreasing family stress, and preventing abuse and neglect. Agency staff identify and assist families with multiple stressors by providing multivariate services, which encourage and promote the development of healthy families. The program seeks to intervene before the occurrence of abuse or neglect and also serves families in the process of reunification.

Program Goals:

- Promote healthy growth and development of children by assisting families in identifying and addressing any home or community barriers to children's success in school and the larger society;
- Empower families as advocates for themselves and their children by collaborating with families and communities in the development of a comprehensive array of local, family-centered and culturally diverse services; and
- Reduce the incidence of violence towards children by providing supportive services to families.

Services to be offered by the contract agencies include:

- Home Visiting;
- Short-term Child Placemen;t
- Child Development Education;
- Parent Education and Support;
- Quality Early Care and Learning;
- Health Education;
- Adult Literacy and Higher Education;
- Life Skills Training;
- Child Care Resource and Referral;
- Family Empowerment; and
- Information and Referrals to other community-based agencies.

Data on the number of families served annually by this program:

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

Evaluating Outcomes

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

Outcome areas include:

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

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

Data from 2006-2011

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

NEW HAMPSHIRE CHILDREN’S TRUST FUND

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

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

- **Primary prevention.** The highest priority of the NHCTF is to support programs designed to promote the general welfare of all children and families before abuse or neglect occurs. Programs are accessible to everyone, but may target populations at risk for abuse and neglect. Programs focus on education and training in child development, parenting, and skill building for parents. They may also include health and developmental screenings to identify children at risk and general information and referral services.
- **System building.** The NHCTF is particularly interested in funding programs that are a part of a community-wide plan to improve the child and family service system.
- **Building program capacity.** The NHCTF is committed to helping programs develop stronger boards, well-trained staff, and effective organizations. Up to thirty-percent of a grant request may be used to build the long-term capacity of the program.
- **Under-served communities.** Many New Hampshire communities lack basic family-centered, family support programs and services. The NHCTF solicits proposals for new projects in communities where resources for these programs are lacking or where funding has been significantly disproportional with other communities in the state.

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

In 2007, in honor of its twentieth anniversary, NHCTF launched its Strengthening Families in Community Libraries Project, aimed at equipping all of New Hampshire's libraries with parenting information and DVDs that are universally accessible. Individuals, businesses, and foundations have funded this to date. Over half of the state's libraries reaching nearly seventy percent of the state population have participated. The state library, Family Resource Connection, has been an active partner in this project.

NHCTF has fully complied with the new EBP standards required by the Children's Bureau in 2006, by conducting regular workshops and trainings for its grantees and other agencies providing family support programs. Peer learning activities are conducted, along with a rigorous

schedule of reporting for grantees. The newest development in training is Continuous Quality Improvement, so that agencies and staff can meet the highest standards of professionalism.

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

INCENTIVE FUNDS PROGRAM

The Incentive Funds Program, an allocation from the State General Fund, supported an array of community-based programs defined in two broad categories of services:

1. Prevention, family support, wellness; and
2. Intervention and juvenile diversion programs.

The funds were allocated quarterly to each of the State’s ten counties based upon the juvenile population and an equitable distribution formula. During the course of five years, the Incentive Funds supported many successful and essential programs for children and their families. These funds were no longer available after 2011, however from 2009 – 2011 the program statistics were as follows:

Year	Funding Amount (in millions)	# of Programs	Approximate # Served
2009	\$ 3.2	200	14,000
2010	\$ 2.9	200	54,400
2011	\$ 1.5	164	50,000
2012	\$ -	0	0
2013	\$ -	0	0

DCYF EDUCATION SERVICES AND SUPPORT

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

The Education Specialists had, over the years, created and maintained relationships with key collaborators, including the Department of Education, local school districts, the New Hampshire Special Education Administrators' Association, the Disabilities Rights Center, the Parent Information Center, and other New Hampshire service agencies. The Education Specialists delivered trainings to the Special Education Administrators' Association; the Parents are Primary conferences for the New Hampshire Children's Trust Fund, the New Hampshire Foster Parents Association, and other organizations such as Child and Family Services. They also maintained membership on statewide committees such as the Special Education Advisory Council and the Private School Association.

Between 2009 and 2010, the Education Specialists were involved in two strategic statewide initiatives. First, there was the collaboration with others in the Court Improvement Project's Education Protocol subcommittee. This subcommittee looked at the State's adherence to the educational standards set forth in the Fostering Connections Standards. Secondly, the Education Specialists were also responsible for developing and implementing a three-year project using Title 1 Part D funding called the DHHS Statewide Standardization Project. This collaborative project's goal was to ultimately develop and recommend an effective Statewide Standardization Process to help ensure that all court placed New Hampshire students are provided with equal educational opportunities. This included establishing effective and compatible electronic record keeping systems, consistent expectations for curriculum delivered and credits earned and proactive student-centered transition planning.

In 2011, DCYF and DJJS with the Department of Education established a pilot process that utilizes the NHDOE Performance PLUS (P+) a comprehensive data based system, as a first step in sharing information. Two public school districts, Manchester and Rochester School Districts, as well as two private schools, Mt. Prospect Academy and Spaulding Youth Center and the Sununu Youth Services Center (detention facility) participated as pilot sites. The pilot model provided approved private schools with their own Performance PLUS account and grants access to the individual student's longitudinal record or academic achievement results, school placements, courses enrolled, IEP or 504 identification, attendance, and school behavior information. Work continues to give students access to their high school transcript and immunization record and to implement the pilot statewide.

In 2012, the Division participated with the National Resource Center for Permanency and Family Connections on an initiative "*Child Welfare, Education and the Courts: A Collaboration to Strengthen Educational Successes of Children and Youth in Foster Care*". As a result of the Division's participation an education workgroup was created and has continued to meet to plan for the implementation of improvement to increase educational outcomes for children in out-of-home care. The Division sought to have improved outcomes for children in out-of-home placement by ensuring that children are granted every opportunity to experience educational success, without lapses in attendance, and academic curriculum.

Also in 2012, DCYF continued to collaborate with others in the Court Improvement Project's Education Protocol subcommittee. New Hampshire assembled a team of professionals to work

diligently to remove barriers to educational successes for children and families. Some of the activities related to this goal were:

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

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

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

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

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

Over the past five years, DCYF has continued its commitment to ensure that provisions of the Indian Child Welfare Act (ICWA) are meaningfully followed.

While one of the smallest minorities in the United States, American Indians are a very diverse group, representing a variety of cultures and traditions. The number of people identifying that they were American Indian or American Indian/Alaskan Native in combination with another race in the United States in 2010 was 5.2 million or 1.7 percent of the total population. According to the 2010 United States Census, the total New Hampshire population was 1,316,470 persons with 0.2 percent of the population reported as American Indian/Alaskan Native.² While the

² Profile of General Demographic Characteristics: 2010. U.S. Census Bureau. Retrieved May 15, 2014 from the World Wide Web: <http://www.census.gov/>

indigenous people of this state included Abenaki and Penacook tribes, American Indian/Alaskan Native residents of the state reported over 4,000 tribal affiliations with federally recognized tribes.

Early and accurate identification of American Indian ethnicity ensures interventions and case plans that meaningfully address the child's heritage. The identification and verification of all children's ethnicity, including "American Indian/Alaska Native" is established, if at all possible, during DCYF's initial family contacts at the assessment phase. The Assessment Worker is assisted by the use of the Family Inquiry Tool developed to identify potential family members who could serve as a resource for support and/or placement. New Hampshire DCYF has in place an administrative case review process called FAIR (Family Assessment and Inclusive Reunification) for each child receiving foster care under the supervision of the State. Through this and the Permanency Planning Team process, all individual aspects, including race and ethnicity of each child in placement are considered to facilitate safe, stable, and fulfilling reunification or other permanency opportunities. DCYF also provides pre-placement preventive service programs designed to help children at risk of foster care placement to remain safely with their families ([See Comprehensive Family Support](#)).

Coordination with Tribes

There are more than 565 federally recognized tribes throughout the United States but no tribe has been formally recognized in New Hampshire. DCYF began discussions with members of the Abenaki Community in March 2006. The purpose of the discussions centered on how there should be some formalization of an American Indian group in New Hampshire, and how DCYF could partner with that group to better address the needs of Native American families and their children. Long-term benefits for DCYF were to include having a common spokesperson that could represent the collective American Indian community. Such an organization could potentially receive support through the Safe & Stable Families grant if it provides preventive services directly beneficial to children to avoid formal DCYF involvement, and avoid the removal of children from their homes. Building greater awareness about foster care recruitment/licensing among this community would increase the likelihood that if a child is temporarily removed from home, he or she can be placed with a similar American Indian family. Finally, it was hoped that this group could provide better direction for DCYF to engage in meaningful, formal relationships with recognized tribes in nearby states. Legislative action was proposed.

Effective July 20, 2010, the New Hampshire legislature established The New Hampshire Commission on Native American Affairs. The purpose is to recognize the historical and cultural contributions of Native Americans to New Hampshire, to promote and strengthen their heritage, and to further address their needs through state policy and programs. The commission has established committees including a Social Services Committee that might be assigned work on child welfare issues. Administrative and field staff met with two representatives of the commission to begin to discuss collaboration between the Division for Children, Youth and Families and the commission. Two goals were considered. The first was to work toward better education and training regarding the Indian Child Welfare Act in the community (judges, CASA staff, and mental health clinicians) and with DCYF staff. The second goal was for

representatives of the commission to consult with DCYF staff about ICWA issues and on specific cases.

Over the years, DCYF has maintained a relationship with the director of Wijokadoak, Incorporated³, a New Hampshire based non-profit, social service organization advocating for individuals who are of Abenaki and other tribal descent. The director has remained available to consult in the development of a training curriculum and specific materials and training goals regarding the Indian Child Welfare Act. As a result of this partnership, staff training on (ICWA) is incorporated into the DCYF's new employee Core training curriculum for cultural competency. In addition to Core training, presentations about the importance of ICWA have been made available to the district offices.

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

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

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

FAMILY VIOLENCE PREVENTION SPECIALIST (FORMERLY DVS) PROGRAM

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

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

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

1. Increase access to local community crisis centers for victims of domestic violence who are also referred to DCYF

³ **Wijokadoak** means, "they help one another" in Abenaki. It is an organization formed by a group of concerned Native Americans and friends to serve the needs of indigenous People in New Hampshire within the ability of their resources. <http://www.wijokadoak.com>

2. Provide consultation for Child Protection staff to improve:
 - a. Interventions;
 - b. safety planning, and
 - c. family centered case planning
3. Facilitate cross training between Child Protection staff and the local crisis center
4. Provide consultation to other Health & Human Services Divisions located in district offices
5. Provide community education regarding domestic violence

The FVPS Program results in more effective assistance to victims of battering in areas such as safety planning, which in turn leads to increased child safety. In addition, FVPSs are available to team with the Child Protection staff when they meet with victims and/or children, when considered safe and appropriate.

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

The ongoing efforts of FVPS Program staff ensure the sustainability of the work completed during the Greenbook Project.

The Greenbook Project

In 2003, Grafton County, New Hampshire was one of six communities across the country selected to take part in a federal initiative known as the Greenbook Project. Greenbook's goal was to improve how Child Protection, the Courts, and Domestic Violence Coalitions work together when responding to the co-occurrence of domestic violence and child abuse and neglect.

While the Greenbook Project officially ended in the fall of 2006, efforts to ensure the sustainability of the work continue. Family Court Judges took part in a statewide, multi-disciplinary training on the Greenbook Court Guide for Co-Occurrence Cases in the fall of 2007. Another statewide training on the Court Guide was held in September for DCYF supervisory and legal staff, DV Advocates, and Court Appointed Special Advocates (CASA) to better understand the recommended practice change for each system working with co-occurrence cases. Prior to these statewide trainings, FVPS Program Coordinators provided five regional trainings on the Court Guide for DCYF field staff.

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

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

Beginning in 2014, DCYF will begin work on an additional trauma grant, collaborating with the Dartmouth Trauma Intervention and Research Center. This grant focuses on trauma work with adoptive families and their children around preparation and preservation.

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

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

The original project included only two district offices and was evaluated using random assignment of assessments to experimental and control groups. The project resulted in significantly positive outcomes for families in the enhanced group including increased access and participation in mental health treatment, substance abuse treatment, in-home family support services, and vocational or educational training. Further, children from the enhanced group demonstrated declines in anxiety and depression, withdrawal, reports of somatic and attention problems, and aggression.

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

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

In 2007, DCYF expanded this program to the Berlin District Office in collaboration with the Community Mental Health Center. The Well-Being Bureau is currently working to expand the First Step Program by incorporating a LADC in another one to two DCYF District offices. The need for this expansion was indicated through the results of Case Practice Reviews as well as quantitative data regarding the number of assessments that have a risk indicator pertaining to alcohol or substance use. This program has proven to be an asset in early identification, assessment, and case planning for families who have alcohol or substance abuse as a significant factor in their DCYF involvement.

During 2010, DCYF had not been able to expand the number of LADCs to other offices but has worked hard to make the available LADCs a shared resource between offices at times of high need. The LADCs have actively contributed to the success that has been achieved.

During 2012 and 2013, the incorporation of DCYF and DJJS has placed increased demand on this vital resource and the current LADC staff, both at Sununu Youth Services Center and in the district offices have been instrumental in making this work by maximizing their resources throughout the state.

BUREAU OF CHILD DEVELOPMENT

The Child Development Bureau's mission is to:

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

To achieve its mission, in collaboration with community and state partners, the Bureau provides technical assistance, support, and training to early care and education programs. Family education is also provided, guiding caretakers in choosing high quality and affordable child care programs. The Bureau also monitors child care providers and develops policy for New Hampshire's \$28,000,000 child care scholarship program. Families may be eligible according to income, participation in employment, education/training for employment, job search activities, and/or the need for a strength-based parenting program.

Throughout 2010 and into the beginning of 2011, there was a child care scholarship wait list. The most vulnerable children, including those receiving preventive and protective child care services were exempted and were provided with child care scholarship due to their dire need for safe and reliable child care. From 2010 through 2011, the child care scholarship caseload decreased, but since 2012, the caseload has increased again. It has been, for the past year, close to the limit that the child care scholarship program can fund. New Hampshire is carefully monitoring the budget to determine when a wait list will be needed again. When that happens, the most vulnerable children will again be exempted from the wait list.

Changes in the child care scholarship program policies to improve family access to child care resulted in a significant increase in the percent of families able to afford higher quality child care for their children. Over ninety-two percent of children receiving child care scholarship are in licensed child care programs compared to sixty-eight percent five years ago. Several of the policy changes were recognized by the Administration for Children and Families, Office of Child Care and were included in the Child Care and Development Fund Fundamentals training resource. Yet, low-income families still experience challenges regarding affording high quality child care and there aren't sufficient funds to support changing policies to address these barriers.

DCYF including the Bureau of Child Development participated in the Casey Foundation Early Development Science and Child Welfare convening to enhance child welfare practice with young children, which resulted in increases in ongoing early childhood training opportunities for child protective services staff.

Since the implementation of fingerprinting in 2010 for all child care providers and all adults living in the homes of home-based child care providers, children in child care programs are receiving care in safer environments.

The Bureau of Child Development provided training to child care programs regarding nutrition and physical activity as key obesity prevention measures that child care programs then provided to both children and families. As a result of intensive marketing and training, New Hampshire had the third highest number of child care programs in the country using nutrition and physical activity programs. The challenge is assuring that child care programs continue these activities and there aren't sufficient staff resources to monitor programs.

The early childhood credential system has been revised to encourage early childhood education and other early childhood professionals to become credentialed. There are 1,500 active credentials in 2014. To professionalize the careers of infant/toddler professionals, New Hampshire developed and launched the Infant/Toddler Credential and eighty-five professionals were credentialed in less than one year. New Hampshire has also developed an Afterschool child care professional credential system and 282 credentials have been awarded. In addition, New Hampshire professional competencies for infant/toddler and preschool professionals have been developed and will be used in both the credential and child care quality rating and improvement systems.

The New Hampshire Early Childhood Professional Registry was launched in 2013 and already has over 3,000 professionals registered. The Registry will provide workforce data that will be used to address early childhood workforce issues such as training and education. By the end of the year, the Registry will recruit child care programs to become registered and those data will be used to support technical assistance.

To better support communities to develop and maintain programs for young children that are healthy, safe, and appropriately responsive to children's physical, social, emotional, and cognitive development needs, the Bureau of Child Development has engaged in revising the early learning standards, child care quality rating and improvement system and early childhood

professional development system, and is developing a cross-sector early childhood technical assistance system.

To enhance the capacity of child care programs to support families to develop protective factors, thus promoting the safety and well-being of children in their home and reducing incidents of child abuse and neglect, the Strengthening Families framework has been incorporated into early childhood education college courses, child care resource and referral programs' technical assistance to child care programs, and the draft of the revised child care quality rating and improvement system. Currently thirty-five child care programs serving the most vulnerable children have robust Strengthening Families procedures. The challenge is not being able to reach all 1,000 licensed child care programs as there aren't sufficient staff resources to provide the necessary training and technical assistance.

HEAD START STATE COLLABORATION OFFICE

The Head Start State Collaboration Office (HSSCO) is funded by the U.S. Department of Health and Human Services Administration for Children and Families, Office of Head Start to improve long-term outcomes for income-eligible young children (aged birth to five years), their families and pregnant women. Toward this goal, the HSSCO targets four major activity areas:

1. fostering collaboration between Head Start and state and local partners concerned with families of young children;
2. strengthening/aligning early childhood systems;
3. improving access to high quality, comprehensive services for young children and families; and
4. facilitating the engagement of Head Start staff and parents in state and local policy planning; program development, implementation and governance; early childhood systems building and other activities affecting young children and families.

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

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

EARLY CHILDHOOD AND FAMILY MENTAL HEALTH

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

DEVELOPMENTAL SCREENING, REFERRAL AND PARENT INFORMATION VIA WATCH ME GROW

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

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

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

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

*Percents were rounded

EARLY CHILDHOOD SYSTEMS BUILDING

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

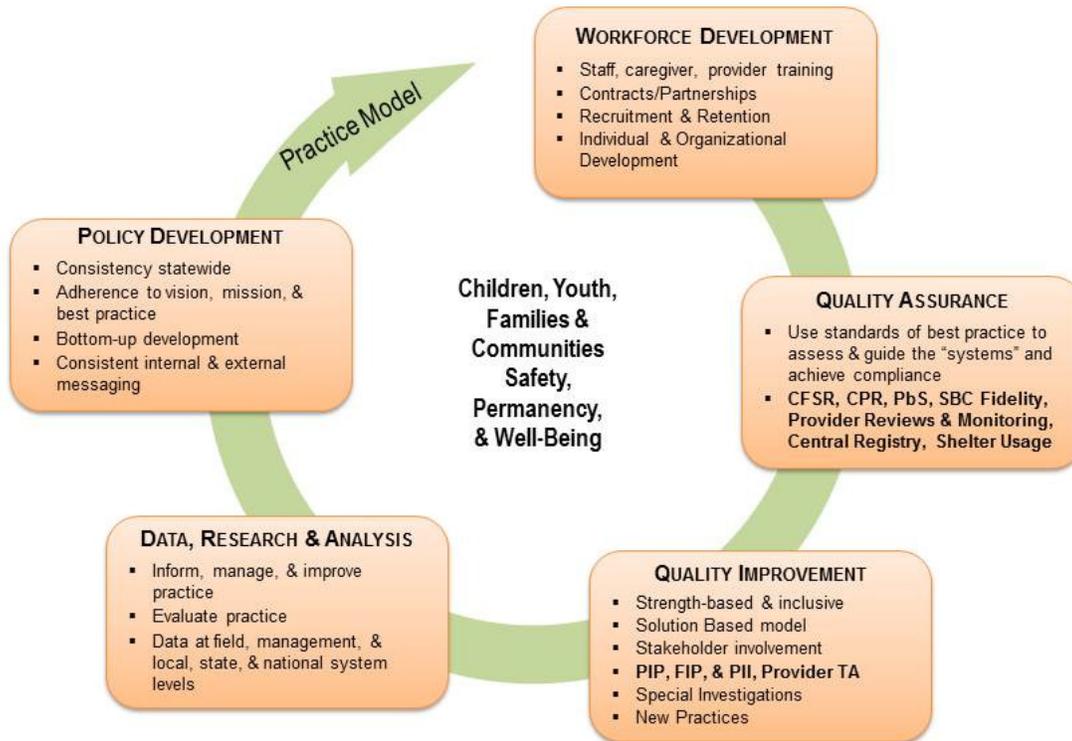
BUREAU OF ORGANIZATIONAL LEARNING & QUALITY IMPROVEMENT

ORGANIZATIONAL STRUCTURE

The New Hampshire Division for Children, Youth and Families (DCYF) embarked upon its CFSP in 2009 with key elements of its Continuous Quality Improvement functions in separate but collaborative Bureaus. Training and workforce development activities were managed by the Bureau of Staff Development and Training, and data and research, quality assurance, policy and rules were managed by the Bureau of Quality Improvement. During the first two years of the five year plan, those elements continued to mature in their respective Bureaus. An array of internal and external partnerships brought a dynamic and multi-pronged approach to training of staff, providers, and partners. In the Bureau of Quality Improvement, a comprehensive and systematic Case Practice Review process was developed and enhanced, and the quality and usage of data to evaluate programs expanded to the field level.

In 2010, the Division saw an opportunity to blend these critical components of quality improvement into one overarching framework, and formed the Bureau of Organizational Learning and Quality Improvement (BOLQI). With a single administrator oversight of these functions, they have been able to integrate and build upon one another to ensure a complete quality improvement cycle is applied to all aspects of Division functioning. Additional resources

BOLQI CQI CYCLE



were also added to the new Bureau to further solidify the link between data and practice improvements through direct work with district offices. With the subsequent merger of Juvenile Justice Field Services and the Sununu Youth Services Center within DCYF and the resulting reorganization of resources, the opportunity arose to form a full quality improvement infrastructure by combining quality assurance and improvement, policy, data, and training into one Bureau, responsible for these activities across all three areas of practice.

The figure above illustrates the functional components of the BOLQI and its impact on Division outcomes.

The Bureau of Organizational Learning and Quality Improvement (BOLQI) is now made up of five teams that reflect these functional areas, and includes nineteen staff with experience from all three of these areas of practice. As the lead in the development and sustainability of New Hampshire's Practice Model, BOLQI is in an ideal position to ensure that the Practice Model becomes the overarching framework for practice changes, and that these changes are implemented, evaluated, and sustained to achieve the improved outcomes for children and families that are intended.

QUALITY ASSURANCE AND IMPROVEMENT

The Case Practice Review (CPR)

A key component of performance measurement and accountability during the past five years in New Hampshire has been the Case Practice Review (CPR) process. The Administration for Children and Families' CFSR framework and the On-Site Review Instrument (OSRI) have continued to drive New Hampshire CPRs during this period.

Following the identification of Solution Based Casework as the foundation of the CPS and JJS Practice Models, and in collaboration with field staff, BOLQI developed a Solution Based Casework (SBC) Fidelity Review Instrument to measure and sustain the accurate usage of the SBC model throughout all district offices. In 2013, the SBC Fidelity Tool was incorporated into the review process along with the OSRI.

Case Practice Reviews have continued to occur on-site at the DCYF district offices. The BOLQI uses a random case sample process that is stratified in the same manner as a Child and Family Services review. In-home and placement cases are reviewed for both CPS and JJS. From 2009-2014 Case Practice Reviews have been conducted in nine district offices in addition to the metropolitan site which is reviewed annually.

Enhancements to the case review process in New Hampshire during this plan period include a new format for feedback from key stakeholders in the way of an online survey. The online survey was created to increase the number of respondents and revised to reflect the Division's Practice Model Beliefs. Another critical area of stakeholder feedback introduced in 2014 is a focus group of district office parent leaders. The focus group explores the level and quality of engagement of staff with parent leaders toward local and systemic practice improvements.

ADOLESCENT SERVICES REVIEW

As a result of CFSR findings in 2010, the need for a closer review of Adolescent services was identified. A tool was created (an extract of Item 10 from the OSRI), and an additional sample of cases were pulled statewide and combined with the regular case sample reviewed during the PIP period. DCYF worked on a redesign of the delivery of adolescent services with a particular focus on youth with an Another Planned Permanent Living Arrangement (APPLA) goal. The Frameworks for Collaboration initiative also contributed to strengthening transitional/after care services to support young adults aging out of the foster care system.

The table below indicates the number of cases reviewed during this five year plan period.

Case Practice Reviews 2009-2014

District Office	CPR DATE					
	2009 cases reviewed	2010 cases reviewed CFSR	2011 cases reviewed PIP	2012 cases reviewed	2013 cases reviewed	2014 cases reviewed
Berlin			10	12		
Claremont						22
Concord						24
Conway						20
Keene					24	
Laconia					22	
Littleton/Conway		17				
Littleton						
Manchester		31	30	36		(7) SBC
Nashua	X					
Southern			20	24		
Portsmouth		17				
Seacoast						
Rochester			20	20	24	
Salem	X					
TOTAL		65	80	92	70	66/7 SBC

Practice Improvement Initiatives (PIIs)

In order to facilitate continuous quality improvement and address specific areas needing improvement identified through the CPR in each District Office, BOLQI has assisted the District Office staff with the development of Practice Improvement Initiatives (PIIs) in each office that has had a Case Practice Review since the federal CFSR in 2010. The PII process was redesigned at that time to draw upon several methodologies and philosophies already in use within the Division, including Appreciative Inquiry (AI), and the Breakthrough Series PDSA (Plan, Do, Study, Act) model, to create a design model that values and includes staff at all levels in developing plans for improved outcomes.

BOLQI has provided written reports and plans to these offices and PII efforts have been tracked and monitored by BOLQI and Field Administrators. The PII development, implementation, and review process has also included external stakeholder input, including youth and parent representation. Although the PIIs are locally designed and implemented, BOLQI staff are able to identify links to larger initiatives and resources, so that these can be leveraged to support the office's plan, as well as ensure a comprehensive and planned approach to Quality Improvement statewide. Examples of this over the past five years include feedback to the Court Improvement Program regarding the need for improved response by both DCYF and the Court system in regards to timeliness of adoptions and ensuring appropriateness of APPLA goals and efforts towards meeting these goals.

PRACTICE ENHANCEMENTS – ASSESSMENT MODELS

New Hampshire Integrated Assessment Model (NHIA)

New Hampshire Child Protective Services had been using Structured Decision-Making (SDM) as its model for safety, risk, and strengths and needs assessment since 2001. SDM tools were in use in the Intake, Assessment, and Family Services program areas. Following the 2010 CFSR in New Hampshire, it was clear that SDM would need to be updated and enhanced to ensure that the tools were based on current research and best practice, consistent with all aspects of the Practice Model, and fully integrated into case decision-making. In 2010 as part of its Program Improvement Plan, New Hampshire began work with the Children’s Research Center to update SDM and integrate safety-informed best practices into the model. As the Division further developed Solution Based Casework (SBC) as the foundation for its Practice Model, it became clear that assessment practice needed to blend SDM, SBC, and safety-informed practices, and that steps needed to be taken to more closely connect the assessment tools to case decisions.

BOLQI led a representative workgroup of administrative and field staff beginning in 2011, and sought consultation from the Children’s Research Center (as the creators of SDM) and Dana Christensen (the developer of Solution Based Casework) in creating a new tool that integrated these three approaches to assessment (SDM, safety-informed practice, and Solution Based Casework). The implementation plan involved revisions and updates to the SDM tools to incorporate new research and more current practice around safety and danger, and strategies to increase tool integration into practice decisions. Subsequently, these newly revised tools were assimilated into an SBC assessment framework. The group worked closely with Information Systems and Technology staff to design the integration and roll-out of this new model within DCYF’s SACWIS system, which increased opportunities to work the model into staffs’ everyday workflow. Communication and training components of the plan were also implemented.

Statewide release of the NHIA tools into the Bridges information system occurred in May of 2013, and staff were required to begin using it at that time. A workgroup of staff from each office has continued to meet monthly so that practice issues can be addressed and information on the use of NHIA can be clearly disseminated to the District Offices. New Hampshire is still in the implementation phase of this model, tools and practice continue to be updated based on consultation with developers and feedback from the field. Currently, policy is being written and further training developed. There is an evaluation plan in place which will assess if the use of NHIA positively impacts the Case Practice Review results, and if NHIA is being used consistently between workers and offices.

Structured Assessment of Violence Risk in Youth (SAVRY)

Similarly to Child Protective Services, Juvenile Justice Services (JJS) determined a need for the development and implementation of an enhanced risk assessment model as a component of the Practice Model. The SAVRY is an evidenced-based risk assessment tool designed to assess youth risk of reoffending and to identify service needs that will reduce this risk. A representative workgroup of field staff selected the SAVRY from among available evidence-based models in the Juvenile Justice Field. This group went on to create an implementation plan, and develop

policy related to usage of the SAVRY. This group has worked collaboratively with the University of Massachusetts National Youth Screening & Assessment Project (NYSAP) in the selection, implementation, planning, and training for the new tool. All JJS staff were trained on the completion of the tool in 2013, with some staff also being trained as Master Trainers. State judges, attorneys, and other stakeholders were also trained in collaboration with the Court Improvement Project. The SAVRY was rolled-out for use by JJS field staff in paper form in April of 2014. The group continues to work closely with Information Systems and Technology staff to design the integration and roll-out of this new model within DCYF's SACWIS system, which is anticipated for the fall of 2014. A plan is in place for continued training and coaching for staff and stakeholders, as well as the finalization of an evaluation plan.

Using Data to Assess Outcomes & Drive Practice

DCYF believes that data are vital to the Division's successful operation and continuous quality improvement process and must be carefully managed. In early 2012 DCYF implemented a Data Policy, which continues to guide decision-making around data dissemination and usage. The purpose of this policy is to ensure that all DCYF data are managed as institutional assets toward fulfilling DCYF's mission of serving children, youth, and families. To accomplish this, data policy guides the actions that each staff member follows when working with data.

Since 2009, DCYF has continued to make use of the NCANDS and AFCARS data as well as the State Data Profile and internal reports to assess and monitor progress on outcomes. Additionally, DCYF relied on a subscription to the Foster Care Data Archive (FCDA) provided by Chapin Hall for the analysis of program outcomes. As of October 2011 FCDA was expanded to include JJS data.

Additionally, New Hampshire has moved toward methods of integrating data even more closely into daily practice, enhancing the capacity of staff at every level to use data to drive both practice and administrative decisions by implementing Results Oriented Management (ROM) in April of 2014. ROM Reports is an easy to use web-based reporting application that is being offered to child welfare agencies across the country. The software provides a simple and inexpensive way to access data – a vital component of ROM. ROM Reports is designed to provide access to current data on CFSR federal outcomes and a wide range of other important performance measures and indicators. These reports are currently accessible by CPS and JJS field supervisors, ROM "super-users" (selected CPSWs & JPPOs), as well as by State Office staff on their desktop each day, and provides real-time information that influences their daily practice.

DCYF has continued to produce and distribute a Data Book, which includes trend data over the last five years, to all Bureau Administrators. In the fall of 2012 this effort was expanded to add JJS & SYSC data to the Data Book. Additionally, the audience of the Data Book recipients was expanded to include District Office Supervisors in order to assist them in making more informed decisions. This helped to ensure availability, consistency, and accuracy of data at all levels of management.

Further, in 2013 DCYF established a division-wide Evaluation Workgroup. The purpose of this group is to provide expertise and consultation on evaluation plans, coordinate efforts among

projects that include evaluation components, as well as reduce duplication among projects that include evaluation components. Representatives from a majority of the Division's Bureaus participate in the group.

The Division has developed and utilized a number of research partnerships with colleges, universities, and other government agencies and stakeholders in the past several years around research to practice activities, including work on evaluation of the Division's practice in particular areas as well as research in areas that will inform future practice needs.

The Supervisors' Reports: Use Of Data In Practice

During the past five years, DCYF has come to rely on data for management decision-making, and District Office Supervisors have been vital to this effective systems change. This shift has been accomplished through BOLQI's & BIS's leadership of a Data Managers group that includes both analysts and program managers. The Data Managers group meets monthly and has a focus on information sharing, improving data collection, report development, and reviewing outcomes data. For example, this group has developed internal and external data requests processes that have streamlined data requests dramatically. Additionally, the group oversees the development of all new reports on an ongoing basis.

Supervisors and Program Reports have been designed as tools for local supervisors and program specialists, reinforcing the philosophy that State Office operates first and foremost to support the field. The usage of the supervisors' reports has been integrated into the Division culture, so that supervisors, staff, and managers use them to improve staff supervision, guide caseload and staffing decisions, and identify areas of strength and challenge in office practice. Program administrators use them to target improvement initiatives. Additionally, District Office supervisors have offered support to one another by sharing successful strategies.

As a result of these ongoing efforts, DCYF now maintains over fifty standard reports that are accepted as reliable sources of information. Requests for additional data are common as staff at all levels learn how useful the information can be. Data integrity improved rapidly as the reports began to be widely used, and continues to be a focus in the areas of the reports.

Cultural Competency

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

However, as 2010 census results demonstrated (please see the table below) the state grew slightly more racially diverse over the last decade. In response to that trend the JJS State Advisory Board hired a Disproportionate Minority Contact (DMC) Coordinator and formed a statewide DMC Subcommittee that meets on a monthly basis and works on determining if disproportionality is a concern for New Hampshire. Additionally, the DMC Coordinator assists in running three local DMC Subcommittees within New Hampshire's largest cities; Manchester,

Nashua and Rochester. Based on the trends that became apparent in data collected for CY 2011, the plan is to establish two additional local subcommittees in the Salem and Concord areas in the coming year.

Furthermore, the Division collects data on an annual basis for the following nine points of contact:

1. Juvenile arrests;
2. Referral to Juvenile Court;
3. Cases Diverted;
4. Cases Involving Secure Detention;
5. Cases Petitioned (Charge Filed);
6. Cases Resulting in Delinquent Findings;
7. Cases resulting in Probation Placement;
8. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities; and
9. Cases Transferred to Adult Court.

These data are used for reporting to the Office of Juvenile Justice and Delinquency Prevention (OJJDP) as well as a monitoring mechanism for DCYF to identify where the efforts of the DMC Subcommittee should be focused. In the interim, DCYF is committed to continuing to explore this issue using the new available data.

Also, DCYF has continued to review performance outcome data by race, ethnicity, and gender, presence of disabilities, children’s age, and other important demographic variables whenever possible.

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

PROVIDER QUALITY ASSURANCE & IMPROVEMENT

Special Investigations Unit

The Special Investigations Unit (SIU) has continued to assess all reports of alleged abuse and neglect in foster homes and residential facilities throughout this five year plan period. SIU works cooperatively with other state licensing and certification entities and law enforcement,

when needed to assure the safety and protection of children and youth in these cases. The Attorney General's office is responsible for conducting protective investigations for all the state-run facilities including the youth detention facilities. SIU is responsible for providing direct assistance and information to the Attorney General's office in reports involving these facilities. The Attorney General's office makes the final determination as to whether or not abuse and/or neglect occurred and what action will be taken.

During this five year plan, Special Investigations policy has been revised, including policies related to Central Intake, Investigations in Foster Homes and Residential Care Facilities. The policy revisions have provided clarity around issues of screening and response timeliness. These policies, although complete prior to 2013, were again updated in 2013-2014 to be consistent with the federal Prison and Rape Elimination Act (PREA), as they relate to youth placed in residential or secure facilities pursuant to a juvenile delinquency petition.

In the early years of this five year plan, Special Investigations was under the Well-Being Bureau of DCYF. However, During SFY 2012, Special Investigations was moved into the Bureau of Organizational Learning and Quality Improvement (BOLQI) in order to further enhance the link between these investigations of foster and residential care providers with the Division's overall quality improvement efforts. Other program enhancements during SFY 2012 included the creation of a quarterly Special Investigations management report that provides data regarding workload, response timeliness, reports aggregated by facility or foster care agency, and allegation types. This report supports the quality and management of the Special Investigations process itself, as well as informing external quality improvement efforts with providers.

Central Registry

The Central Registry function has also been moved into the BOLQI during this plan period, due to its critical role in ensuring quality care for children and youth from the provider community. The Central Registry database contains names of individuals found to have abused or neglected a child in their care. Names in the Central Registry are maintained for seven years unless a court approves removal via an expungement process. The Central Registry is used to check the names of all applicants for child care, foster care, DHHS employment, adoption, inter-state placements and individuals who voluntarily submit their own names.

Community-Based Provider Reviews

During the past five years, BOLQI staff have collaborated with the Bureau of Community and Family Supports to review the performance of in-home service providers. During recent years, BOLQI led the integration of a new quality improvement tool into these reviews to assess both the process and outcome of purchased home-based services for families. This tool assesses providers' compliance with Medicaid guidelines, but it also goes beyond that to assess the quality and success of the services provided.

The process for these provider reviews has drawn upon the Division's CPR process, in that providers of in-home services were selected for review on a rotating basis, in connection with their provider re-certification schedule. Cases have been selected using a random sample of

cases served during a specific Period Under Review leading up to the Provider Review. A consistent team of reviewers has traveled to the service provider's office and conducted file reviews using the Provider Review Tool. Data has been compiled and results shared with each provider during a follow-up, and an Appreciative Inquiry approach has been used to facilitate the Division's improvement planning. The service providers have been provided with technical assistance in developing and monitoring an improvement plan based on the results of their review.

POLICY AND PLANNING

The Policy and Planning Team has continued to be responsible for coordinating the development of all Division policies, administrative rules, forms (both electronic and print), templates (such as the DCYF Case Plan), and the production and distribution of print materials such as resource guides, handbooks, posters, and brochures. Policy drives and sustains best practice based on laws, research, and philosophy, including representation of the Division for Children, Youth and Families' Practice Model to: achieve permanency, safety, and well-being for every youth and family; advocate for restorative justice, prevention, and community safety; and honor family voice and family choice.

The Policy and Planning Team has monitored and responded to changes in state and federal laws while maintaining updates to practice documents that support the staff providing direct services. The Policy and Planning Team has worked to espouse the Program Improvement Plan and infuse the DCYF Practice Model language into all updated policy documents, while providing technical assistance to the Sununu Youth Service Center (SYSC) in developing policies to comply with the Prison Rape Elimination Act.

Since 2009, the policy and rule development process has become increasingly efficient in utilizing workgroups on a consistent basis comprised of CPSWs, JPPOs, SYSC staff, District Office Supervisors, stakeholders, State Office Administrators and Program Specialists. Implementation of new practices have been realized through writing policies in these workgroups, steering committees with parents who have been formerly involved with the Division for Children, Youth and Families, and reviewing draft policies with the New Hampshire Youth Advisory Boards. The wealth of feedback has informed practice and shown to be effective in gaining staff consensus on a number of new policies and practices, some of which have been directly linked to the New Hampshire DCYF Title IV-E State Plan, the Health Services Plan, and the Disaster Response Plan.

Additionally, the Policy and Rules Unit has established a new policy manual to maintain the policies of all Bureaus within the Division for Children, Youth and Families. This manual provides for greater accessibility and consistency in the presentation of Division policy. The process of reviewing, consolidating, and reorganizing the existing policy and forms manuals will continue beyond SFY 14, and will result in consistent and streamlined policies that will support integrated practice across the Division, while also retaining the specific practice instruction necessary in each area.

ORGANIZATIONAL LEARNING

During the past five years, BOLQI has built and led an array of internal and external partnerships across the state that provide a dynamic, multi-pronged approach to competency-based training design, delivery and evaluation. This system has established a solid foundation for imparting the knowledge, skills and techniques integral to effective child welfare and Juvenile Justice Practice.

Specific components of the current training system include:

1. Partnerships via performance-based contracts with higher education institutions and non-profit partners;
2. Collaboration with other state entities such as the DHHS, Office of Development and Training Services (ODTS), and the Court Improvement Project; and
3. Targeted DCYF staff involved in training delivery, management and oversight.

Beginning in 2008 and finalized in 2010, the Council on Organizational Learning (CoOL) was developed to be broadly inclusive with representation of staff, parents, youth, caregivers, providers and training partners. As the Division merged with Juvenile Justice, representatives from that area of practice joined the Council as well. In 2010, the establishment of the charter of the CoOL was completed, which outlined values and principles for the council to operate under to support five major components within training system: curriculum, trainers, needs assessment, evaluation, and technology.

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

Also in 2011, DCYF received technical assistance from the National Resource Center for Organizational Improvement (NRCOI) to provide support to the training system to enhance the Division's ability to evaluate training. Anita Barbee, MSSW, Ph.D., Evaluation expert and Professor and Distinguished University Scholar, Kent School of Social Work University of Louisville, worked with the Division's training partners in advancing the evidence of DCYF's level of learning using Kirkpatrick's evaluation methodology for judging learning processes. The implementation of this methodology continues to date.

DCYF continues to utilize a Training module within the New Hampshire Bridges SACWIS system for coordinating training and maintaining records in order to support compliance. All DCYF staff training is scheduled, advertised and tracked through the Bridges Information

System. Staff and supervisors can access and monitor their own training records and register for internal trainings via Bridges.

Current training system for staff

DCYF believes that well-educated employees, caregivers and providers deliver higher quality, more efficient, effective, and proactive services to children and their families, which support the Division's mission, vision, Beliefs and Guiding Principles. Through an array of contracts and targeted staffing, the BOLQI provides both long-term and short-term training options for Child Protection, Juvenile Justice, secure facility, and other Division staff, foster and adoptive parents, relative caregivers, residential and system of care providers.

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

Training is required for both new and seasoned staff. Training opportunities increase employees' competence and morale through professional growth, development, and increased job effectiveness to ensure the safety, permanency, and well-being of the children and families served. In addition to the regularly scheduled staff and provider trainings, an annual conference attracts an even broader audience for skill building, networking, celebration, and recognition of peers and colleagues who have rendered outstanding service to New Hampshire children and families.

In addition, Dr. Dana Christensen, developer of Solution Based Casework, has continued during SFY 2014 to provide the opportunity for DCYF staff and key community stakeholders to learn more about the ways in which Solution Based Casework can enhance family engagement and partnerships and better measure progress in safety related skill acquisition. This opportunity is inclusive of direct training, coaching and technical assistance around skill building for critical staff, as well as pre-service and in-service training for new staff to ensure sustainability.

Child Protection and Juvenile Justice Workers, and now foster/adoptive/relative/ residential caregivers alongside secure facility staff continue to train together with birth parents in facilitating ongoing **Better Together with Birth Parents** trainings. Further, these birth parents provide ongoing parent voice in Core and Specialized trainings as well.

SHORT-TERM TRAINING

The short-term training program for staff includes Pre-service face to face and online classroom formats as well as on-the job training/mentoring for new and existing DCYF employees,

localized team and district office based training, supervisory and management/leadership training.

PRE-SERVICE TRAINING

New staff are required to take trainings in a wide variety of both foundational and program specific areas, and to complete these trainings within one year of employment. (Specific trainings are described in the training grids attached).

Several supports are provided to staff during the pre-service training period. These include reading and skills tracking tools, collegial, supervisory and logistical support. All staff participate in a mentoring program upon hire. The goals of mentoring to familiarize the new employee with good case management skills, procedures, policies, best practice as well as exposure to the culture of the Division. Their mentor/field training officer and supervisor review the mentoring relationship in detail while the newly hired employee completes tasks and learning on the job skills with assistance.

Staff are required to complete all identified classroom courses, as well as identified portions of their Mentoring Log, prior to graduating from Pre-Service training and receiving independent work.

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

IN-SERVICE TRAINING

Each year an annual staff training calendar is developed to meet the ongoing/advanced training needs of DCYF seasoned staff. The BOLQI uses aggregate data from Annual Individual Training Plans or Annual Training Surveys as a starting point to identify potential training needs statewide. Bureau staff and training partners meet with individual district office teams and supervisors to ensure specific needs for ongoing/advanced training are accessible, needs based, locally delivered, and outcomes focused. DCYF employees are required to attend thirty hours (CPS), forty hours (JJS and SYSC) and twelve hours (state office) respectively of ongoing training annually. Over the last few years, with many of the Practice Model/Program Improvement Plan strategies being implemented, training has been focused on those specific strategies, often meeting or exceeding the number of training hours needed for most staff. Title IV-E funds are used to support many of these ongoing (in-service) training activities (Specific trainings are described in the training grids attached). DCYF continues to partner with specific expert trainers for ongoing staff training and organizational consultation as needed.

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

Supervisors within DCYF have access to numerous opportunities for supervisory training. DHHS runs specific supervisor training programs. Supervisors are required to attend the DHHS Supervisor Training. These activities are currently funded through non-Title IV-E state and federal sources.

DCYF holds an intensive, in-depth supervisory training on a bi-annual basis, though due to the changes in structure, training for supervisors was held in 2011, 2012 and is planned again for 2014. The goal of this training is to equip district office supervisors with the management, clinical and case practice knowledge needed to guide their staff to consistently support the vision, mission, guiding principles, and goals of the Division through best practices.

LONG-TERM TRAINING

Through DCYF's Education Tuition Partnership Program (ETP), partnerships with the Departments of Social Work at two University System of New Hampshire Schools, Plymouth State University and University of New Hampshire, DCYF has supported up to eight current and/or potential employees annually to obtain a Bachelor of Social Work degree or a Master's Degree in Social Work for one to two years of their college education. Participants have been selected through a competitive screening process and once selected; receive in-state tuition and fees, as well as stipend for books and incidentals related to their education. This monetary contribution toward education is paid back through required work commitment with DCYF. The programs have continued to produce new staff with the depth and breadth of knowledge necessary to begin a career in DCYF.

Training for foster/adoptive parent, relative caregivers, and residential care providers

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

PRE-SERVICE TRAINING

Since 2006, the E & TP has delivered Foster and Adoptive Care Essentials (FACES) to individuals interested in providing foster/adoptive care. This training series consists of twenty-one hours of training that promotes a better understanding of working with children, families and child-placing agencies connected with DCYF. This training assists in preparing individuals to be skilled caregivers and professional team members. Courses are primarily instructed by foster and adoptive parents who have been recruited and trained as instructors with Granite State College. This series of seven 3-hour modules is delivered statewide and fulfills New Hampshire state training licensing requirements and has been run as a series of the full seven modules 156 times over the last five years. (Specific trainings are described in the training grids attached).

During this five year plan, Residential Counselor Core Training (RCCT) has been offered to residential care staff to support their work with children, youth in care and their families in any of New Hampshire's residential facilities. A thirty-hour competency-based training series,

RCCT provides generalized training that addresses the basic knowledge, skills and abilities essential to the position of residential counselor, regardless of the facility in which they are employed and has been run as a series of the full five modules thirteen times over the last five years. (Specific trainings are described in the training grids attached).

IN-SERVICE TRAINING

Initiated in 1996, the Caregiver Ongoing Training (COT) is a program of competency-based courses designed in collaboration with DCYF staff, foster parents and residential child care staff. Foster parents are required to have nine hours of ongoing training per year. The COT program is the primary vehicle for foster parents to meet this requirement. Classes are open to eligible caregivers, staff and providers, including relative caregivers, and are intended to provide the skills and mutual support necessary to address daily issues and the challenges of working with children in placement, and their families. Over the last five years, approximately 605 training courses have been delivered statewide in local communities each year. (Specific trainings are described in the training grids attached).

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

Training is delivered in traditional classrooms, and community sites (approximately forty local community sites including GSC Centers, libraries, police/fire stations, hospitals, schools, community centers and residential facilities). All facilities are assessed for safety and ADA accessibility. Distance learning is also offered for specific courses and includes, workbooks, audio, and online modalities. Curriculum revisions occur on a regular basis to reflect DCYF practice changes. Over the past five years, training related to sexual abuse/harassment, trauma-informed care, and birth parent involvement have been added as stand-alone trainings and infused into existing Pre-Service and ongoing trainings.

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

The E&TP has designed a system that promotes continuous quality improvement. It includes the quarterly analysis of significant quantitative and qualitative data elements, and class observation reports. An annual report representing a compilation of the data is presented to stakeholders.

An important aspect of E & TP's support to New Hampshire's foster and adoptive parents (FAPA) is the collaboration with the FAPA Conference Committee to coordinate the annual New Hampshire Foster and Adoptive Parent, statewide conference.

Other Critical Training Activities

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

COURT AND CASA PARTNERSHIPS

The New Hampshire Court Improvement Project has focused much of its efforts in the past several years on the development of protocols and court tools to improve permanency outcomes for children in out-of-home placements. The CIP Training Grant is specifically focused on providing training to judges, masters, court staff, DCYF attorneys, attorneys who represent parents, and other system stakeholders such as CASA and DCYF staff. The training support comes in several ways, both financially supporting training programs, coordinating the logistics of training opportunities, and planning with other system trainers for multidisciplinary training events.

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

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

New CASA volunteers receive forty hours of pre-service training prior to being assigned a case, and at least twelve hours annually of ongoing training. In-service training may be provided at the central CASA office, regional offices or online through the National CASA Association. These include two full-day trainings each year, fall and spring, monthly one-hour in service trainings on specialized topics, attendance at DCYF and other related workshops or conferences (i.e. DCYF Annual Conference, Attorney General's Conferences, and Court Improvement Project sponsored trainings). Finally, volunteers can participate in no cost e-Learning modules through the National CASA Association. (Specific trainings are described in the training grids attached).

CASA of New Hampshire's Professional Development Standards guide all training requirements and are intended to further strengthen the CASA program's assistance to ensuring safety, permanency and well-being for abused and neglected children.

All curriculums is delivered by qualified and trained CASA of New Hampshire staff, as well as professional/trainers who practice in various areas of the Juvenile court and Child Protection systems, such as judges, attorneys, foster parents, and Child Protection Workers.

WORKFORCE DEVELOPMENT

The BOLQI Administrator co-leads, with the DCYF Deputy Director, the Division's Workforce Development Committee. This committee is responsible to oversee Division recruitment, retention and development of staff. Activities targeted for and delivered over that last five years by the Workforce Development Committee include:

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

During this past year, BOLQI has collaborated with the University of New Hampshire, Department of Social Work to apply for a University Partnership grant from the National Child Welfare Workforce Institute. New Hampshire DCYF identified four workforce development areas that will be impacted by this grant, including:

- Increased professional development and education opportunities for staff;
- Development of leadership skills in existing staff;
- Increased capacity of staff at all levels for data driven decision-making; and
- Infusion of evidence-based practices knowledge (such as Solution Based Casework, trauma-informed child welfare practice) for current and prospective employees.

UNH was awarded this grant several months ago, and work has begun to design efforts to address these challenges.

TRAINING GOALS AND OBJECTIVES

Over the last year, DCYF has continued to work toward professional excellence in training and organizational development. The BOLQI has moved the training system toward integrating and aligning all activities in order to leverage training as a cross-systems change and sustainability model. This integrated system, which moves beyond competencies, is based on four core principles: **A**ccessible, **N**eeds Based, **O**utcomes Focused, and **L**ocal. Further, the training system will ensure support for the Division's primary goal within the Child and Family Services Plan, developing a Practice Model, by providing staff and organizational development activities that are inclusive of the entire Division workforce and stakeholders. Since the Division's first step in 2010 in the establishment of the *Center for Professional Excellence in Child Welfare* (CPE) with the University of New Hampshire, the Division has now included Juvenile Justice Field and secure facility staff as participants in training within this model. Additionally, the contract with the Education & Training Partnership through Granite State College continues to

deliver training and support services to foster and adoptive parents, relative caregivers, key staff, and residential providers, including SYSC staff with some contractual enhancements and modifications. The partnership with Court Appointed Special Advocates (CASA) around training also continues, and ensures that training for these critical partners in case practice have access to quality training that is coordinated with the division and takes full advantage of resource sharing.

DCYF has established a continuous quality improvement framework within the training contracts to ensure regular program evaluation as well as cost benefit analysis (Return on Investment or ROI) is provided. Metrics such as attendance, trainer and training evaluation, program satisfaction, and costs per training are collected. DCYF expects to continue to see the quality satisfaction rating for staff training at ninety percent for trainers and similarly for workshops.

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

These goals have either been met or are in the process of being met as outlined on the next few pages

Annual Progress Towards Goals:

Goals	Objectives	Tasks	Progress
<p>#1 Implement a wholly integrated “System of Training and Organizational Development” which supports the Division’s Practice Model, uses the four core training principles and a change model perspective in training and development.</p>	<p>Objective 1: Establish a joint DCYF/DJJS Training Steering Committee that includes participation of all training partners, including staff, youth, parent, caregivers and providers from across the service system.</p> <p>Objective 2: Conduct regular, multi-level training needs assessments that ensure the recruitment, retention and professional development of all Division staff, caregivers and providers, and supports sustainable systemic change.</p> <p>Objective 3: Partner with intra and inter-agency stakeholders, including the community, in the Practice Model development, establishment, implementation and evaluation and ensure training aligns with shifts in the agencies’ approach to practice.</p> <p>Objective 4: Develop a plan for the enhanced use of technology in practice and training.</p>	<p>Objective 1: <i>Task 1:</i> Determine the clarity of Training Steering Committee membership roles, and responsibilities. <i>Task 2:</i> Develop a new Bureau vision and mission statement, as well as principles for training and organizational development and use to guide all BOLQI activities.</p> <p>Objective 2: <i>Task 1:</i> Analyze baseline data from Training Assessment Surveys <i>Task 2:</i> Determine future system and needs assessment strategies <i>Task 3:</i> Plan, implement and evaluate an ongoing, comprehensive needs assessment methodology. <i>Task 4:</i> Participate in Workforce Development activities that support the recruitment, retention and growth of all employees.</p> <p>Objective 3: <i>Task 1:</i> Provide leadership, coordination, and organizational development support to the Practice Model</p>	<p>Objective 1: (Completed) The BOLQI worked with training partners, stakeholders, parents and youth from across the state to establish the Council on Organizational Learning CoOL. This included creating a Charter that sets forth the CoOL vision, mission, values and principles, which will guide training and organizational development. Five sub- committees were established including:</p> <ol style="list-style-type: none"> 1) Curriculum 2) Needs Assessment 3) Technology 4) Evaluation 5) Trainers <p>Additionally, the Practice Model Training Workgroup, formerly advising the Practice Model training strategies, has been melded into the CoOL.</p> <p>Objective 2: (Tasks 1 & 2 Completed/Ongoing, Task 3 In Progress/Ongoing – Each of the training contractors has participated in the CoOL as well as the Needs Assessment sub-committee. Each of the training partners has reassessed and enhanced their needs assessment methodologies; including expansion of both organizational/system needs assessment and looking towards new ways to assess individualized training needs for caregivers. Training partners have also met with Practice Model leads and CoOL representatives to assist in facilitating ongoing sustained delivery of Practice Model trainings in existing Core curriculum and stand-alone</p>

		<p>effort.</p> <p>Task 2: Lead the selection of an organizational development strategy and train all staff and stakeholders.</p> <p>Task 3: Establish and oversee training curriculum leadership committees in the areas of Family Engagement, Assessment, Permanency and Adolescents to guide future curriculum design, development and implementation.</p> <p>Objective 4:</p> <p>Task 1: Develop a Learning Management System and mixed eLearning methods.</p> <p>Task 2: Determine necessary supports and training for staff ability to function efficiently and effectively in virtual work environments.</p>	<p>curriculum delivered to staff and caregivers. A formal needs assessment model for Juvenile Justice and secure facility is being implemented to include training needs assessment as part of staff performance evaluations.</p> <p>Task 4 (Completed/Ongoing) The BOLQI and Business Operations Administrators continue to co-chair the Division’s Workforce Development Committee (WFD). New staff members have been recruited onto the committee, including Juvenile Justice and SYSC staff A Recruitment, Retention and Development plan was created and adopted by the WFD in FY 2011. This includes creation/updating of the Structured Hiring Process, revisions to the Exit Survey process, and expansion of staff recognition activities. The New Hampshire Realistic Job Preview (RJP) for CPSWs was successfully released in fall 2010 and is now required preview for all new hires, and an RJP video for SYSC staff is in the beginning stages of development. Focus groups have been conducted in local offices to identify effective workload strategies and a plan is in place to spread these strategies to other offices.</p> <p>Objective 3: Task 1, 2, and 3 (Completed/Ongoing) A Practice Model Training Workgroup completed updates to the core competencies for Child Protection pre-service training, and work is in progress to revise and integrate the pre-service training for Child Protection, Juvenile Justice and</p>
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			<p>SYSC to reflect the Practice Model Beliefs and Principles, updated practice and the merged Division. Specific Practice Model strategies have been trained as follows: Training on the first enhanced family engagement strategy, the FAIR model (to replace the previous ACR process) took place in January 2011, which included all field staff and supervisors. Training for staff on Solution Based Casework occurred throughout SFY 2012 with CPS and Juvenile Justice field staff. New Hampshire’s version of Family Team Conferencing now called Solution Based Family Meetings was delivered in the fall of 2012 and training of NH’s Integrated Assessment (NHIA) model (that includes SDM and Solution Based Casework) was delivered in May 2013.</p> <p>Objective 4: (Task 1 (Completed), Task 2 (Completed)) UNH CPE has provided the Blackboard Learning Management System for staff for several years to support online course delivery. Staff in two district offices are now working in virtual work environments, and training and technology has been provided to effectively support them.</p>
<p>#2: Enhance linkages between training and organizational outcomes by expanding training evaluation methodologies.</p>	<p>Objective 1: Implement Kirkpatrick’s Four Level Model of Evaluation⁴ across all training programs.</p> <p>Objective 2: Conduct ongoing assessment of</p>	<p>Objective. 1: Task 1: Determine what levels of evaluation are currently being utilized Task 2: Develop a plan to implement all levels of evaluation Task 3: Evaluate training programs’</p>	<p>Objective 1: (Tasks 1 Completed, Task 2 In-Progress, and Task 3 In Progress) As part of the CoOL an evaluation sub-committee was established. This committee completed the mapping evaluative activities across all training contracts in relation to Kirkpatrick’s four-</p>

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

	<p>training as a systemic factor in achieving organizational outcomes.</p>	<p>impact on Division's outcomes</p> <p>Objective 2: <i>Task 1:</i> Participate regularly in Division Case Practice Reviews <i>Task 2:</i> Develop and implement training assessment tools to be used during Case Practice Reviews. <i>Task 3:</i> Analyze CPR/CFSR data as it relates to training needs <i>Task 4:</i> Design and implement a method for training development that aligns with the local or statewide results of the case practice review <i>Task 5:</i> Support DJJS efforts to obtain best practice standards in Juvenile Justice work.</p>	<p>levels of evaluation. After review of this information, it was determined that a request for Technical Assistance to assist CoOL is this Objective would be needed. The Technical Assistance request was approved and began 6/24/2011. Linkages with national evaluation expert Anita Barbee to each training contract have been made and deliverables being completed as part of the quarterly meetings of CoOL with new evaluation tools at the next level in Kirkpatrick's evaluation model.</p> <p>This work will continue past the T.A. involvement through SFY 2016 to coincide with the work on pre-service training changes.</p> <p>Objective 2: (Task 1, 2, 3, 4 Completed/Ongoing, Task 5 Completed/Ongoing) Since SFY 2011, Case Practice Reviews have been conducted quarterly. BOLQI staff have led the CPR process and the design and implementation of the subsequent PII. Training needs have been identified as part of the PII process and aligned with the Practice Model and PIP focus areas. Beginning in SFY 2012 and continuing forward, staff from Training Contract Partners have participated in the Case Practice Reviews and have responsibility for implementing follow-up trainings.</p> <p>A subcommittee of the CoOL has been put together to review the current pre-service training programs of CPS, JJS, and SYSC staff to update, enhance, and integrate trainings for new hires across these systems over</p>
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<p>#3: Ensure training resources are used efficiently and effectively.</p>	<p>Objective 1: Document and track all costs associated with training.</p> <p>Objective 2: Develop decision-making criteria for training investment utilizing the Practice Model as the “touchstone”.</p> <p>Objective 3: Design, implement and evaluate a Return on Investment Model (ROI) for training.</p> <p>Objective 4: Design and implement performance-based contracts, cooperative and learning agreements that enhance the impact of DCYF/DJJS training system resources on outcomes for children and families:</p>	<p>Objective 4: Task 1: Finalize training contract with New Hampshire CASA</p> <p>Task 2: Establish a learning framework with institutions of higher education for student internships and placements, including expectations, roles, responsibilities and cost/benefit analysis (Return on Investment or ROI)</p>	<p>SFY’s 2014 –2016.</p> <p>Objective 1: (Completed) Contracts with training providers have been updated to include a requirement for documenting all costs associated with training related services. Assessment and analysis of data began in SFY 2011. Initial review of data has guided realignment of training contract priorities and logistics. Training delivery units have been realigned in a more cost effective way, in sync with organizational priorities such as the PIP and Practice Model.</p> <p>Objective 2: (Completed) As NH aligned its PIP and Practice Model strategies, these strategies have driven training priorities during the past two years. As NH moves toward completion of its PIP, the Practice Model will continue to be the primary driver of training priorities.</p> <p>Objective 3: (In Progress) A team of DCYF fiscal and training contract partners have continued to identify elements of an ROI Model with the intention to link ROI analysis to the Practice Model. Data from the training contracts continues to show an increase in the types of trainings offered and the number of hours provided with a decrease in the individual and per hour costs overall.</p> <p>This process will continue into FY 2016.</p> <p>Objective 4: (Task 1 completed – Task 2 completed) A contract with CASA New Hampshire was implemented in August 2009. Significant enhancements</p>
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			were made to partnership agreements with institutions of higher education. A cost/benefit analysis was completed in SFY2011. This information was used to redesign the RFP and contracts for training services to be implemented in SFY 2012, and these contracts will remain in place during SFY 2015 and SFY 2016.
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COSTS AND FUNDING STREAMS

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

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

Based upon this cost allocation method, Title IV-B funds provided for approximately 3.85 percent of the total costs for DCYF training initiatives during SFY 2013. SFY 2014 final information is not yet available. Inclusive of all state and federal funds, including partner matches, the total estimated costs for training for SFY 2015 is \$2,705,992.

DISASTER PREPAREDNESS

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

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

Table Top Exercises

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

DCYF has begun to review the tabletop exercises for practice updates and ways to enhance how offices utilize the opportunity to prepare field staff for disasters that interrupt their daily work. Several meetings have occurred between DHHS and DCYF. Other Divisions within the larger New Hampshire Department of Health and Human Services have participated, as observers, in the DCYF tabletops exercises. The plan is for these Divisions to have tabletop exercises and hopefully join with DCYF in a larger Department-wide exercise. Future plans are to expand the exercises to include possibly the entire DHHS office, first responders, and representation from community providers, court representatives, law enforcement, parent partners, or youth advisory board members.

Information System Recovery Plan

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

Child Care

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

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

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

Foster Parents' Emergency Information

Information about foster parents is entered and stored in Bridges. However, prior to July 2008, there was no easily accessible information about the possible re-location sites of foster parents when they need to evacuate because of a disaster. It is now possible to enter foster parent re-location information in Bridges so staff may easily find the re-location address. This information is collected when new applicants complete their application and when current foster parents renew their license or update their demographics. In addition, foster/adoptive parents have participated in the local office desktop exercises and the foster/adoptive parent handbook has been updated to include Disaster Response Plan information.

New ICPC Report For “Go Kits”

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

Juniper

Juniper is software purchased by the New Hampshire Department of Health and Human Services (DCYF umbrella agency) to allow secure, remote access to an employee’s network resources from a remote site. An attempt to incorporate Juniper into a District Office Table Top exercise was unsuccessful due to security features that need the laptops to be configured differently. More work will be done on Juniper to make it function properly so it can be a dependable part of the Department’s continuity plan. Improvements have been made to the process in which Juniper is available and several planning sessions have occurred between DCYF and DHHS staff. It is hoped that Juniper will become integrated into upcoming DCYF desktop exercises; however, Juniper is not available for emergency preparedness at this time. Employees more and more are utilizing laptops and have remote access via Virtual Private Networks (VPN) and can access their work this way.

Reporting Child Abuse: Training for Disaster Behavioral Health Response Team (DBHRT) Members

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

DCYF has continued to participate as a standing member of the Disaster Behavioral Health Response Team (DBHRT) oversight committee. DBHRT members are trained to provide interventions at times of disaster such as behavioral health needs assessments, psychological first aid, crisis intervention, community outreach, disaster behavioral health planning, and networking and community resiliency training. The DBHRT oversight committee has expanded the training to include reporting allegations of child abuse and adult abuse. All trainings have been well attended and have been well received. Trainings have since been opened to a larger audience

including: hospital employees, mental health practitioners, National Guardsmen, and others who requested this training, where up to 100 individuals attended.

Contacts With States Bordering New Hampshire

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

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

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

THE BUREAU OF INFORMATION SYSTEMS (NEW HAMPSHIRE BRIDGES)

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

Over the past five years, many significant enhancements have been made to the Bridges system. These changes have been driven by the 2009-2014 Child and Family Services Plan (CFSP), the statewide Program Improvement Plan (PIP), the AFCARS Improvement Plan (AIP), requirements of the Child Care Development Fund (CCDF), Solution Based Casework (SBC), DCYF Practice Model and other changes to state and federal laws and policies.

Other recent enhancements to New Hampshire Bridges included significant updates to the Child Care Development Fund (CCDF) provider payment system, the development and support of provider web billing, and updating the interface with the new Medicaid Management Information System (MMIS). BIS is also working with the Child Protection Bureau to develop

and implement the new SBC case plans, as well as upgrading the National Youth in Transition Data Base (NYTD). Additionally, there are plans to update the Title IV-E Administrative cost allocation reporting in Bridges in the next year.

A new Juvenile Justice Risk Assessment tool is currently being implemented into Bridges. This project is for a computerized upgrade of the current assessment and outcomes process for the New Hampshire Division of Juvenile Justice Services. Specifically, request is for a computer-programmed algorithm of data analysis that would be based on the SAVRY model. The SAVRY form will include a design of the user interface in Bridges, based on several questionnaires.

Other significant enhancements during the last several years included work on the AFCARS Improvement Plan (AIP). The AIP is derived from the assessment review performed by the Administration for Children and Families and provides requirements to be incorporated into the Bridges case management system and AFCARS extract criteria. This plan is being implemented in phases and the last phase will be completed in 2014. The changes to both the case management system and the AFCARS extract criteria are designed to improve the quality and integrity of the data being reported, provide more accurate measures in the State Data Profile to be used in the CFSR, and depict a comprehensible view of New Hampshire protection and prevention outcomes.

CHILD MALTREATMENT DEATHS

The response below was developed in collaboration with New Hampshire's NCANDS contact and is taken from New Hampshire's State Commentary Template for FFY 2013:

Sources

Data for the Agency File were obtained from the New Hampshire Department of Justice as well as the New Hampshire Statewide Automated Child Welfare Information System (New Hampshire Bridges).

There is no use of "other" with regard to fatalities. The state reports fatalities (unduplicated) in both the Division and Child files.

THE FISCAL UNIT (BUREAU OF ADMINISTRATIVE OPERATIONS)

The Bureau of Administrative Operations (Fiscal Unit) provides administrative support to DCYF staff on procurement of equipment and supplies, posting and advertising of positions, budgeting, analysis of expenditures, cost allocation support, revenue enhancement, cost containment efforts, and preparation of various fiscal reports on a standard and ad hoc basis. The Bureau of Administrative Operations is also responsible for certification, enrollment and rate setting for community-based and residential service providers. Additionally, the Bureau of Administrative Operations provides the contracting and program eligibility functions for the Division.

Progress Made With Goals

The two main goals of the Bureau of Administrative Operations are to ensure that the Division has the resources needed to meet its mission and to integrate the Division of Juvenile Justice Services (DJJS) administrative operations into the DCYF administrative operations, after the merge of the two Divisions. For the first goal, for the most part DCYF has had the necessary resources to meet its mission. There have been some challenges meeting mandated budget cuts, but these have been realized with minimal negative impact to the Division.

The second goal, the integration of DJJS administrative operations into the DCYF administrative operations has been an ongoing activity. There was a large learning curve to completely understand all of the requirements of running a 24/7 co-educational architecturally secure treatment facility for committed and detained youth, the Sununu Youth Services Center (SYSC). Additionally, SYSC is located on a 156 acre campus with a total of twelve buildings with several of these buildings being registered with the New Hampshire Historical Society.

STRENGTHS

The Bureau of Administrative Operations is comprised of dedicated staff with great knowledge and experience in working in state government.

CHALLENGES

The largest challenge has been to understand all of the requirements of running a 24/7 co-educational architecturally secure treatment facility for committed and detained youth, the Sununu Youth Services Center (SYSC).

BUREAU OF LEGAL SERVICES

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

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

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

DCYF OVERSIGHT PANELS

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

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

THE DCYF ADVISORY BOARD

The DCYF Advisory Board is a requirement of the New Hampshire Legislature, RSA 170-G: 6. This Board has a required membership of two citizens per county and has historically taken a systemic view of Division's practice and policy. As a result of ongoing conversations between the DCYF Liaison and members of the DCYF Advisory Board and Citizen's Review Panel, in 2011 the groups decided to merge and combine their efforts. While there are some differences in the missions of each group, there were far more mutual goals between the groups.

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

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

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

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

THE CITIZEN'S REVIEW PANEL

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

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

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

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

In addition to the two groups described above, DCYF also supports the Youth Advisory Board (New Hampshire Teen Voices) and the Child Fatality Review Committee.

NEW HAMPSHIRE YOUTH VOICES

The DCYF Youth Advisory Board, now known as New Hampshire Youth Voices, is composed of young adults currently and previously in out-of-home care. The board's mission is "making a difference for youth in care by voicing opinions for positive change". The board has a regional board structure with five regional boards meeting monthly to work on a variety of projects of interest to youth in care. On a quarterly basis all the groups meet together to review progress and plan for the future. This structure has increased the level of youth participation as well as bolstered the community connection. As of the writing of this report there are over twenty active members of New Hampshire Youth Voices. For more information on the activities of New Hampshire Youth Voices, please refer to the [adolescent program](#) description.

THE NEW HAMPSHIRE CHILD FATALITY REVIEW COMMITTEE

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

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

The thirteenth report of the Child Fatality Review Committee is located at:
<http://doj.nh.gov/criminal/victim-assistance/child-fatality-review-committee.htm>

COORDINATION WITH JUVENILE JUSTICE

Juvenile Justice operates within the Division for Children Youth and Families. The Child Protection and Juvenile Justice field services operate under one administrative structure and share practice initiatives such as Solution Based Casework, the Practice Model, a Case Practice Review process and the use of the same case management information system, a shared service array, and a joint case planning policy for families involved with both systems. There is a shared priority for maintaining improvements in permanency through concurrent planning, specific practice improvements, and collaboration with the courts. This work continues to be strengthened through the development of the state's Practice Model that aligns the work in Child Protection, Juvenile Justice and the secure juvenile facility (SYSC).

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

This clearly supports the Division's ongoing commitment to moving forward jointly in field practices, systemic integration, and collaboration with partners and stakeholders. Through the analysis of the State Data Profile, Division leaders and managers are using timely, accurate data to analyze child and family outcomes. Priority efforts continue and include working closely with the courts, residential and community-based service providers, staff, parents and youth to enhance data collection and outcomes measurement that drive vital practice changes.

COLLABORATION WITH THE COURTS

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

The Family Division operates in twenty-eight locations across the state in ten counties: Belknap, Carroll, Coos, Cheshire, Grafton, Hillsborough, Merrimack, Rockingham, Strafford and Sullivan. Cases are assigned to court locations based on where the parties involved live. Family Division cases include divorce/parenting action, child support, domestic violence petitions, guardianship of minors, termination of parental rights, abuse/neglect cases, children in need of services, juvenile delinquency, and some adoptions.

In New Hampshire an out-of-home placement requires a court order. This court action was identified in 2003 as a barrier to permanency due to timeframes for hearings and the lack of court focus on permanency issues. The Division has worked with the courts on protocols and is

actively involved in a Model Court project that expedites the process to assure better outcomes. There have been statute changes that expedite the process so families achieve permanency.

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

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

COURT IMPROVEMENT PROJECT (CIP)

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

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

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

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

For many years the scope of New Hampshire's Court Improvement Project has been on abuse and neglect cases and the development of and training on the Protocols Relative to Abuse and Neglect Cases and Permanency Planning Protocols and standard court order forms for abuse and

neglect cases. The success of these efforts, including a strong collaboration with DCYF, CASA and other system participants, served as a model as the CIP expanded in 2007 its scope to include cases that involve delinquents and CHINS.

MODEL COURT PROJECT

In July 2008, the CIP's Coordinator was asked by the supervisory judge of the Concord Family Division to develop and submit an application to the National Council of Juvenile and Family Court Judges for two courts, Concord and Franklin Family Division, to become Model Courts. The application resulted in New Hampshire being selected in August 2008 to become a Model Court. The CIP's Coordinator continues to play an active role in the Model Court Project and CIP funds are used to support this exciting opportunity, and has been critical to the improvements which have included the development of protocols for "Termination of parental rights and adoption cases", as well as, "Youth in court". There are current practice changes rolling out around APPLA cases and how each system is responsible for ensuring every APPLA includes at least one healthy adult and living stability for DCYF youth.

LEGISLATION – PERMANENCY AND MEDIATED ADOPTIONS

New Hampshire has had legislation enacted that has helped in the Division's efforts to improve cross system practices.

Mediated Adoption

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

Mediated adoption allows for legally enforceable agreements for ongoing communication or contact that is in the best interest of the child, recognizing the parties' interests and desire for ongoing communication or contact that is appropriate given the role of the parties in the child's life.

Permanency Legislation

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

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

The Attorney General's Task Force on Child Abuse and Neglect was established in 1989 with statewide representation from the medical, mental health, legal, law enforcement, victim advocacy, and forensic science and Child Protection communities. The Task Force's mission is

to improve the identification, investigation, assessment, prosecution and treatment of child maltreatment cases in New Hampshire.

In 1993, the Task Force introduced the first multidisciplinary protocols titled: Child Abuse and Neglect: Protocols for the Identification, Reporting, Investigation, Prosecution and Treatment. A second revised edition of the protocols was developed in 1998. In 2007 a Child Abuse Protocol Revision Committee was convened that included professionals who handle child abuse and neglect cases and other professionals who are essential partners in the interdisciplinary approach to child abuse and neglect investigations. The third revised edition of the protocol was finalized in 2008. This Protocol represents a model (an ideal) for New Hampshire's handling of child abuse and neglect cases.

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

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

Recognizing the critical importance of training in the investigative team interview process, a subcommittee of the Attorney General's Task Force on Child Abuse and Neglect was formed to create a protocol training to assure that DCYF staff and law enforcement officials throughout the State were duly informed of the revised protocols. The DCYF Child Protection Administrator was a key partner in developing and delivering the training in collaboration with a member of law enforcement, a medical professional, county attorney, child advocate and crisis center representative.

PROGRAM EXPENDITURES

ACTIVITIES AS A RESULT OF RECEIVING ADOPTION INCENTIVE PAYMENTS.

In FY 2013, DCYF received \$12,000.00. \$230,834.07 was used to recruit and support adoptive families. During the FY 2010 – 2014 cycle, DCYF received \$337,048. \$566,209 was used in a multitude of ways. At the beginning of the cycle, DCYF used the adoption incentive payments

to provide child care services to adoptive families. This was to help offset decreases in child care funding at the time. In recent years, the adoption incentive payments have been used to recruit and support adoptive families. DCYF will continue to re-assess the Division's usage of future funds based on allotment and needs of adoptive families.

TITLE IV-B

Planned Expenditures

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

- **Family Preservation**
Programs funded under this service area have included Comprehensive Family Support, the Domestic Violence Specialist Program, and the Family Connection Center.
- **Family Support**
Programs funded under this service area have included Comprehensive Family Support, the Community and Faith Based Initiative, Watch Me Grow and the Family Connection Center. Like other services, these programs are selected for funding through a competitive Request for Proposals (RFP) process. These services are provided through local community agencies, and many of the services are provided to families in their own homes.
- **Time-Limited Family Reunification**
Programs funded under this service area have included Comprehensive Family Support, the [Family Assessment and Inclusive Reunification \(FAIR\)](#), the Domestic Violence Specialist Program, and the [Transportation-to-Reunification](#) program.
- **Adoption Promotion and Support**
Programs funded under this service area have been the Community and Faith Based Initiative, services provided for adult adoptees (adoption search), and those provided to adoptive families through the [post-adoption program](#). Through a revised contract for foster parent recruitment and retention, and ongoing support of the Foster and Adoptive Parent Association (FAPA), new techniques have been explored to increase the availability of resource families, relative caregivers, respite care providers and foster/adoptive parents. Please also see specific goals under the Adoption/Post-Adoption Program.

DCYF has addressed gaps in the services array through the distribution of funds for Comprehensive Family Support across the state. Many of these services are provided in the family's home, which improves access in rural areas where transportation may be a barrier.

DCYF has also worked with other agencies to increase the use of telemedicine for consultation and training, particularly in the area of children's behavioral health. There are still challenges with regard to access to evidence-based behavioral health services for children and families across the state, and DCYF will continue to work with other DHHS agencies to meet these needs.

Past Expenditures

During FFY 2012, PSSF funds were used for:

- Community-Based Family Support Services, Family Preservation, and Time-Limited Reunification
 - Comprehensive Family Support Programs;
 - Family Assessment and Inclusive Reunification (FAIR) Program;
 - Support of the Foster and Adoptive Parent Association;
 - First Step LADC Program; and
 - Domestic Violence Specialist Program.
- Adoption Promotion and Support
 - New Hampshire Community and Faith Based Initiative;
 - Foster and Adoptive Recruitment and Retention Contract: Casey Family Service;s
 - Family Assessment and Inclusive Reunification (FAIR) Program- FAIR meetings aim to achieve permanency for children and youth in out-of-home placement with a case plan goal of adoption; and
 - Support for adult adoption searches.

CHILD ABUSE AND PREVENTION TREATMENT ACT (CAPTA) STATE PLAN

State: New Hampshire

STATE CAPTA COORDINATOR/LIAISON:

Michael Donati
New Hampshire Division for Children, Youth and Families
129 Pleasant Street
Concord, NH 03301
603-271-8159
mdonati@dhhs.state.nh.us

Since the development and approval of the 2010-2014 CFSP, there have been no substantive changes in New Hampshire's statutes that could affect eligibility according to CAPTA requirements.

New Hampshire State Statute RSA 170-E:29 sections I, II and II-a mandate both criminal record checks and central registry checks on all adults involved with children, either in licensed child placing agencies, or as household members in licensed foster or adoptive homes. There have been no changes in these policies that would affect eligibility for CAPTA funds.

In response to the CAPTA Reauthorization Act of 2010, New Hampshire re-assessed the current CAPTA State Plan implemented in the 2010-2014 CFSP and developed a new CAPTA State Plan. The new CAPTA Plan adheres to the goals developed as part of the 2010-2014 CFSP, but also recognizes the shifts in practice in recent years and aligns itself with the development and implementation of the Practice Model and the current mission of the Division. These activities and services supported by this CAPTA Plan also adhere to the coordination of services between CAPTA and Title IV-B grants.

ACTIVITIES, SERVICES AND TRAINING NEW HAMPSHIRE INTENDS TO CARRY OUT WITH CAPTA FUNDS

Intake/Assessment Activities:

- Child Advocacy Centers
- First Step: Approaches To The Co-Occurrence Of Child Maltreatment And Substance Abuse
- Parent Partner Program

Collaborative Responses to Multiple Family Issues:

- First Step: Approaches To The Co-Occurrence Of Child Maltreatment And Substance Abuse
- Child Advocacy Centers

Improving skills, qualifications, and availability of individuals providing services to children and families:

- Parent Partner Program
- Laptop Pilot to improve case management efficiency

PROGRAM AREAS SELECTED FOR IMPROVEMENT

During the development of the new CAPTA State Plan, DCYF facilitated discussions of the fourteen CAPTA Improvement Areas with members of the DCYF Management Team. Discussions also occurred with the Citizen’s Review Panel and DCYF Advisory Board.

Through the continued implementation of the Practice Model and other initiatives, DCYF has and will continue to address the following CAPTA Improvement Areas:

1. **Intake, Assessment, Screening and Investigation of reports of child abuse or neglect.**

In effort to continuously improve assessment practice from office to office, the following areas will be supported through CAPTA:

- Support provided to the Child Advocacy Centers in New Hampshire to enable them to better perform their duties.
- Continue to support LADC’s in some of the district offices.
- Use CAPTA funds to promote the Parent Partner Program at the local district office level. Specifically, to help pilot a former birth parent to be a part-time DCYF staff member in a district office. This parent would provide education and support in working with birth parents to staff and also provide support and mentoring to birth parents working with the Division, beginning with the assessment process.
- CAPTA will also continue to support purchasing laptops and wireless network cards to allow CPSW’ and JPPO’s the ability to complete computer casework while out of the office. This will promote a more efficient way to complete work throughout the day.

3. **Case Management, including ongoing case monitoring, and delivery of services and treatment to children and their families.**

- Continue to support LADAC’s in some of the district offices.
- CAPTA will also continue to support purchasing laptops and wireless network cards to allow CPSWs and JPPOs the ability to complete computer casework while out of the office. This will promote a more efficient way to complete work

throughout the day and improve the efficiency and effectiveness of the Division's case management services.

- By employing birth parents within the district office as mentioned above, DCYF will not only improve the Division's engagement with families during the assessment phase, it will also improve the quality of work and interactions with families while providing services and case management for Family Service cases.

Please see paragraphs #7 and #12 for updates on these respective items.

7. Improving skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protections system, including improvements in the recruitment and retention of caseworkers.

- The main focus of the Division to address this program area of CAPTA is through DCYF's Parent Partner Program. Within this program, DCYF is working to have, through support of CAPTA funds, a part-time parent, who has had previous DCYF involvement, hired in a district office to support birth parents and staff in the Division's work with children and families. This parent partner in the district office will provide support to birth parents when their children have been placed in out-of-home care. This parent partner will also provide training and education to staff on how to best work with birth parents when their child is placed in out-of-home care.
- To further enhance the Parent Partner Program, CAPTA funds will be used to support the foster parent/birth parent mentoring program. This involves foster parents mentoring birth parents who have had their children placed in out-of-home care. This support and connection between the foster and birth parent will promote a more positive relationship between the two and serve to further engage both the foster parent and birth parent in the reunification process.

UPDATE: DCYF continues to use CAPTA funds to support the Division's Parent Partner Program and the use of a birth parent consultant in supporting the individuals providing services to children and families.

12. Supporting and enhancing interagency collaboration between the child protection system and the juvenile justice system for improved delivery of services and treatment, including methods for continuity of treatment plan and services as children transition between systems.

While interagency collaboration between the child protection system and the juvenile justice system has been an important mission of the Division, its importance is only magnified as a result of the merge of DCYF and DJJS. Organizationally, DCYF is assessing how the Child Protective Services (CPS) and Juvenile Justice Services (JJS) can best collaborate; this is primarily through the DCYF Practice Model. CAPTA funds will support improving service delivery at a field level for both agencies as described below.

- CAPTA funds will continue to be allocated for piloting the use of laptops with wireless cards for some CPSW's in one CPS Office and some JPPO's in one JJS

Office. The goal of this pilot is to create a more efficient work environment for both agencies and improve case management by providing CPSW's and JPPO's laptops and wireless cards so they can complete casework while in remote locations such as court or residential facilities. This will allow CPSW's and JPPO's to complete work on the computer while waiting for court hearings, residential treatment meetings, etc

***UPDATE:** Laptops have been purchased for five CPSW's in the Manchester District Office and five JPPOs in the Concord District Office. DCYF will review this pilot to determine its effectiveness in improving service delivery in the child protection and juvenile justice system for these respective offices.*

CAPTA FATALITY AND NEAR FATALITY PUBLIC DISCLOSURE POLICY

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

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The thirteenth report of the Child Fatality Review Committee is located at:
<http://doj.nh.gov/criminal/victim-assistance/documents/child-fatality-report-2013.pdf>

New Hampshire's public disclosure procedures adhere to the updated CAPTA requirements. Please see New Hampshire's policy below. Policy 865 Data Management, Policy Statement (f) (2) allows for all DCYF data containing identifying information to be specifically permitted to be released under the provision of the Child Abuse Prevention and Treatment Act (CAPTA).

- (f) All DCYF data containing identifying information is confidential and cannot be released unless specifically permitted under the following Federal and State Laws and State Policies:
 - (1) Title 45—Public Welfare (of the Social Security Act) Chapter II, Part 205, Sec. 205.50 Safeguarding information for financial assistance programs,
 - (2) Child Abuse Prevention and Treatment Act as amended (42 U.S.C. 5101 et seq)

JUVENILE JUSTICE TRANSFERS

Should a child under CPS custody become involved with JJS through either a Delinquency or Child in Need of Services (CHINS) petition, DCYF-CPS retains custody of the child. CPS and JJS collaborate for purposes of joint planning and case management to define the roles and responsibilities of each bureau.

INFORMATION ON CHILD PROTECTIVE SERVICE WORKFORCE

For child protective service personnel responsible for intake, screening, assessment, and investigation of child abuse and neglect reports in the State, report available information or data on the following:

- (1) Information on the education, qualifications, and training requirements established by the State for child protective service professionals, including for entry and advancement in the profession, including advancement to supervisory positions.

MINIMUM QUALIFICATIONS:

Education: *CPSW I-II* -Bachelor's degree with a major study in social work, psychology, social psychology, sociology, human services, behavioral science, cultural anthropology, counseling, pastoral counseling, or divinity or Bachelor's degree with at least twelve (12) courses or thirty-six (36) credit hours in social work, psychology, social psychology, sociology, human services, behavioral science, cultural anthropology, counseling, pastoral counseling, or divinity. *CPSW III-IV* - Same as above, or a Master's degree with a major study as listed above.

Experience: *CPSW I* - No experience required. *CPSW II*– One year's experience as a social worker or professional case manager, preferably in the CPSW profession or in either a public or private agency. *CPSW III* - Two years' experience as a social worker or professional case manager preferably in the CPSW profession with a Bachelor's degree, or one year's experience as a social worker or professional case manager preferably in the CPSW profession with a Master's degree, with the experience having been gained before or after completion of the Master's degree. *CPSW IV* - Three years' experience as a social worker or professional case manager, preferably in the CPSW profession with a Bachelor's degree, or two years' experience as a social worker or professional case manager preferably in the CPSW profession with a Master's degree, with the experience having been gained before or after completion of the Master's degree.

Special Requirements: Must be available for some non-traditional work hours to meet the needs of the client families and children. A valid driver's license and/or access to transportation for use in statewide travel is required. For appointment consideration, Child Protective Service Worker applicants must successfully participate in a structured interview measuring possession of knowledge, skills and abilities. Applicants' responses to questions asked in the structured interview will be numerically rated.

Promotion Requirements

In order for a CPSW to be promoted to the CPSW II or III positions, the following must be completed and signed off by the CPSW's Supervisor and the Field Administrator for that district office:

«FIRST_NM» «LAST_NM» will be completing one year as an «EMPLOYEE_TITLE_DESC» on «PROB_END». In order for «FIRST_NM» to be eligible for promotion to «PROMO_TO», please return this form and provide the following:

- (A) Recent satisfactory performance evaluation (attached or on file).
- (B) This employee has completed the following training requirements:

_____ Core Training (CPSW I – CPSW II)

_____ 30 Hours of Training (CPSW II – CPSW III)

_____ A current ITP/ITNA is on file and noted in personnel evaluation

In order for a CPSW to be promoted to a CPSW IV position, which is the highest-ranking CPSW position, the following must be completed and signed off by the CPSW's Supervisor and the Field Administrator for that district office:

We are recommending that _____ be promoted to a CPSW IV.

The employee has met the following requirements:

_____ The CPSW IV criteria approved by Human Resources (See Below)

_____ The employee has a recent satisfactory performance evaluation attached or on file.

_____ 30 Hours of Training

_____ A current ITP/ITNA is on file and noted in personnel evaluation

CPSW IV criteria approved by Human Resources:

To qualify for an upgrade to CPSW IV:

1. Must have completed the current CPSW Core Training and have a working knowledge of the content of the trainings.
2. Must be employed with DCYF for at least three years.
3. Supervisor recommendation must have assistant (field) administrator approval.

4. Must have current and thorough Bridges knowledge.
5. Must have attained a CPSW III status
6. Has not been under a work plan for the past year,
7. Is willing and available to mentor and accept supervisory responsibility.

To qualify for a CPSW IV an external applicant:

1. Has at least three years experience in a child welfare or related field.
2. Can demonstrate the above criteria in a previous employment

- (2) Data on the education, qualifications, and training of such personnel and demographic information of the child protective service personnel.

The table below is information from New Hampshire Bridges related to the education levels of New Hampshire’s CPSW Workforce. The table also provides insight on the tenure of CPSWs. DCYF will continue to explore more detailed and reliable data sources to gather a broad spectrum of information relating to CPSW demographics. Furthermore, it is of note that this information is not completely accurate in its reflection on the CPSW Workforce for New Hampshire DCYF. As mentioned above in the Minimum Qualifications section, it is a requirement that every CPSW must possess a bachelor’s degree. This table reflects that some of the CPSW staff does not possess a bachelor’s degree, which is not accurate.

Level of Education	#	%
Bachelor Level	133	71.12%
Masters Level	35	18.72%
Associate Degree	1	0.53%
High School Diploma / Some College	16	8.56%
Unable to Determine	2	1.07%
Total	187	100.00%

Average years of service with DCYF	7.3
Median years of service with DCYF	6.5

- (3) Information on caseload or workload requirements for such personnel, including requirements for average number and maximum number of cases per child protective service worker and supervisor (section 106(d) (10)).

For the New Hampshire Child Protective Services Workforce there is no specific caseload requirement. Child Protection supervisors and administrators do track and report out on the status of current caseloads, average number of cases per CPSW and caseload trends at the district office level. This information is used to inform staffing

decisions, assignment of work responsibilities and to assist supervisors in managing personnel and caseload responsibilities within their respective office.

DCYF Supervisors, CPS Assistant Administrators and the Field Services Administrator receive monthly data reports that include number of protective assessments assigned per month, current number of open cases, number of children in those cases and other statistical data related to practice outcomes. These reports are routinely reviewed at Leadership meetings and used to manage business operations and practice at the local level. Since the reports are designed to report how workloads increase/decrease over time, the CPS Assistant Administrators use the data to conduct an individual analysis of each district office's workload on a regular basis. This analysis includes a breakdown of the number of staff per office by position type and averages the total number of protective assessments and family service cases managed per worker during that time period. The Field Services Administrator reviews this information and a comparative analysis is completed to determine which offices are carrying the highest to lowest average number of assessments and cases per worker statewide. These results are used to inform decisions related to staff assignments that may include position reassignment within an office, temporary assignment of catchment areas to another office, permanent transfer of a position to another office and if deemed necessary request to the DCYF Director to create new positions. These workload numbers are based on every office being fully staffed and do not necessarily reflect actual daily business operations for the past year. Again this is a representative sample of workloads when the offices are fully staffed.

Examples of these reports are attached below.

- (4) If possible, please provide data for Federal FY 2010. Please specify if another time period is used.

The information provided in this section is current as of the writing of this CAPTA Plan.

Workload Analysis				
Year: 2013				
Office	Berlin	Conway	Rochester	Seacoast
Month: Dec				
DO Sup	1	1	1	1
Assistant Supervisor(s)	1	1	3	3
Resource Worker	1	1	1	1
Assessment Workers	4	4	8	7
Family Service Workers	4	4	9	8
Total Workers	9	9	18	16
New Assessments in Nov	23	28	63	60
Open Cases in Nov	43	30	72	40
Current Caseload Nov:				
Assessment: referrals per worker	5.75	7	7.87	8.57
Family Service: cases per worker	10.75	7.5	8	8
# Children in open cases/ per worker	19.25	11	14.33	12.37
Average over 6-month period June-Nov 2013				
Assessment: June, July, August, Sept, Oct, Nov	28; 26; 25; 43; 25; 23= 170	27; 27; 23; 38; 33; 28= 176	69; 60; 53; 95; 75; 63= 415	57; 42; 61; 73; 80; 60= 373
Open Cases: June, July, August, Sept, Oct, Nov	47; 46; 44; 44; 45; 43= 269	32; 29; 29; 30; 31; 30= 181	94; 88; 85; 83; 77; 72= 499	63; 70; 72; 66; 67; 64= 402
# Children: June, July, August, Sept, Oct, Nov	82; 81; 77; 76; 80; 77= 473	45; 36; 37; 40; 44; 44= 246	154; 143; 141; 141; 135; 129= 843	108; 121; 117; 109; 107; 99= 661
Average Caseload				
Assessment	28.33/4 = 7.08	29.33/4 = 7.33	69.16/8 = 8.645	62.16/7 = 8.88
Family Service	44.83/4 = 11.20	30.16/4 = 7.54	83.16/9 = 9.24	67/8 = 8.375
Children	78.83/4= 19.70	41/4 = 10.25	140.5/9 = 15.61	110.16/8 = 13.77
Other information:				
caseload with current staffing: Assessment			3 new Assessment CPSW's	1 new Assessment CPSW
Family Service			4 new FS CPSW's	1 new Family Service CPSW
	1 FS - assigned to Assess in Nov.		1 - FMLA 16 mos	1 int. FMLS, 1 ext FMLA

Workload Analysis				
6 months: June-Nov. 2013				
Office	Claremont	Keene	Laconia	Littleton
Month: December 2013				
District Office Supervisor	1	1	1	1
Assistant Supervisor(s)	3	3	2	1
Resource Worker	1	1	1	1
Assessment Workers	7	7	5/4 w/vacancy	2
Family Service Workers	5	7	8	5/4 w/vacancy
Total	13	15	14/13 w/vacancy	8/7 w/vacancy
Foster Homes	26	28	39	17
Assessments in November	61	72	63	14
Cases in November	50	80	63	28
Children in Cases/November	75	120	100	37
Current Caseloads November				
Assessments per worker	9	10	13	7
Cases per worker	10	11	8	6
Children in cases per worker	15	17	13	7
Average #'s over 6-months				
June-November 2013				
Assessments	(49,58,44,71,65,61) 348/58	(74,83,78,63,91,72) 461/77	(45,55,63,56,69,63) 351/59	(16,20,12,20,12,14) 94/16
Cases	(56,54,51,47,46,50) 304/51	(78,72,75,79,81,80) 465/77	(64,66,66,62,66,63) 387/65	(28,26,29,30,28,28) 169/28
Children	(92,89,82,75,70,75) 483/80	(107,104,108,114,121,120) 674/112	(103,106,107,100,103,100) 619/103	(37,35,39,40,37,37) 225/38
Average per CPSW				
Assessment	8	11	12/15 w/vacancy	8
Cases	10	11	8	6/7 w/vacancy
Children	16	16	13	8/10 w/vacancy
Vacancy	1 support staff	1 support staff	1 assessment/Carrie Comeau	1 FS/Dale St. Pierre

Workload Analysis				
6 months: June-Nov. 2013				
Office	Manchester	Southern	Southern Telework	Concord
Month: December 2013				
District Office Supervisor	1	2	0	1
Assistant Supervisor(s)	5	5	1	3 (including being reclassified)
Resource Worker	2	2	1	1
Assessment Workers	10	11	4	9
Family Service Workers	12	15	2	8
Total	24	28	7	18
Foster Homes	51	52	33	54
Assessments in Nov	92	112	27	80
Cases in November	95	116	21	82
Children in Cases/Nov	136	178	29	138
Current Caseloads Nov				
Assessments per worker	9	10	7	9
Cases per worker	8	8	10.5	10
Children/cases/per worker	11	12	14.5	17
Average #'s, 6-months				
June-November 2013				
Assessments	(104,103,122,91,135,92) 108	(116,79,97,117,128,112) 108	(33, 20, 22, 29, 44, 27) 29	(91, 95, 94, 86, 110, 80) 93
Cases	(105,109,104,101,101,95)103	(121,114,111,112,116,116) 115	(20, 18, 19, 20, 19, 21) 20	(86, 78, 77, 78, 79, 82) 80
Children	(153,160,157,150,146,136)150	(187,181,178,173,182,178) 180	(30, 27, 27, 32, 26, 29) 29	(145,131,127,132,131,138)134
Average per CPSW				
Assessment	11	10	7	10
Cases	9	8	10	10
Children	12.5	12	14.5	17
Vacancy	1 A/S new hire and 1 F/S	1 A/S and 1 F/S vac	1 Resource vac	1 A/S, 2 Asst Sup, 1 secretary

ASSESSMENT		CASELOAD DATA JUNE- NOV. 2013	
DISTRICT OFFICE	# OF STAFF	AVG. # ASSESSMENTS PER MONTH	AVG. WRKLD PER MONTH
Berlin	4	28	7
Claremont	7	58	8
Concord	9	93	10
Conway	4	29	7
Keene	7	77	11
Laconia	5	59	12
Littleton	2	16	8
Manchester	10	108	10
Rochester	8	69	8
Seacoast	7	62	8
Southern	11	108	10
Telework	4	29	7

FAMILY SERVICE		CASELOAD DATA JUNE- NOV. 2013	
DISTRICT OFFICE	# OF STAFF	#AVG. # OPEN CASES PER MONTH	AVG. WRKLD
Berlin	4	44	11
Claremont	5	51	10
Concord	8	80	10
Conway	4	30	7
Keene	7	77	11
Laconia	8	65	8
Littleton	5	28	6
Manchester	12	103	9
Rochester	9	83	9
Seacoast	8	67	8
Southern	15	115	8
Telework	2	20	10

DIVISION FOR CHILDREN, YOUTH AND FAMILIES

CITIZENS REVIEW PANEL

<p>Maggie Bishop, Director NH DCYF 129 Pleasant Street Concord, NH 03301-3857 271-4440 mbishop@dhhs.state.nh.us</p>	<p>Michael Donati, Grants Administrator NH DCYF- Bureau of Well-Being 129 Pleasant Street Concord, NH 03301-3857 271-8159 mdonati@dhhs.state.nh.us</p>
<p>Michael Adamkowski, Chair Becket Family Services 603-348-0833 mike.adamkowski@mountprospectacademy.org</p>	<p>Ms. Linda Compton School Nurse Great Brook School 16 School Street Antrim, NH 03440 588-6630 ext. 6007 (w) licompton@conval.edu (h) lindacompton13@gmail.com</p>
<p>Tessa Dyer, CASA Supervisor NH CASA PO Box 1327 Manchester NH 03105-1327 626-4600 Tessa@CASANH.org</p>	<p>Ed Orłowski, LICSW Child and Family Services 103 N. State Street Concord, NH 03301 603-518-4330 orłowski@cfsnh.org</p>
<p>Atty. Ken Barnes (Eric L. Designated representative) Upton & Hatfield LLP, Attorneys at Law 10 Centre Street PO Box 1090 Concord, NH 03302-1090 224-7791 kbarnes@tds.net</p>	<p>Ellen Fineberg, President NH Children's Alliance 2 Delta Drive Concord, NH 03301 603-225-2264 efineberg@ChildrenNH.org</p>
<p>Cheryl Avery Guardian ad Litem 174 Court Street Laconia, NH 03246 603-527-8135 603-217-7982 (cell) cavery@metrocast.net</p>	<p>Gerry Scarano Ed.D. NH Certified School Psychologist ConVal School District Peterborough, NH 03458 603-588-6630 gscarano@conval.edu</p>

CITIZENS REVIEW PANEL ANNUAL REPORT 2014

Below is the report submitted by Michael Adamkowski Chairperson of the New Hampshire DCYF Advisory Board and Citizens Review Panel.

The Citizens Review Panel meets monthly as a part of the DCYF Advisory Board. We had board members participate in Child and Family Services Reviews (CFSRs) and report back to the group on use of the practice model and feedback from the families. The families were very satisfied with the services they received from the state. We had board members participate in the executive team assembled to review the services at Sununu Youth Services Center (SYSC). The group was able to come up with some good ideas to strengthen services and better serve kids and families in the state. We had numerous presentations through the year looking at adoptions, foster care, the practice model, changes to the CHINS legislation, mental health services, Medicaid roll out and the FedCap program. The Advisory Board testified in the legislature on 2 bills and took an active role in trying to shape policy moving forward. Board recruitment continues to be a challenge.

Areas of focus for this next year are changes at SYSC, the Medicaid roll out and Board recruitment. Furthermore, the Citizens Review Panel recommends that they participate in more in-depth observations at SYSC that would better prepare them to make recommendations to the Division that will help inform future practice.

Michael Adamkowski
DCYF Advisory Board/Citizens Review Panel Chair

DCYF Response: *DCYF has and will continue to encourage the Citizens Review Panel and DCYF Advisory Board to observe practice and participate in committees and other groups that will allow them to make recommendations to the Division. This will allow the Division to continue to move practice forward at the Sununu Youth Services Center.*